



Lakewood Community Services Center Applicant Narrative

1. Mission & History

Lakewood Community Services Center, with its partners, serves the community by providing basic needs assistance and personalized resource and referral services with the goal of empowering each individual to move toward greater self-sufficiency.

LCSC was founded in 1982 by 12 Lakewood churches with the purpose of providing food assistance to Lakewood residents in need. For 27 years the organization operated out of storefront properties, which severely limited the scope of its services. In 2009 LCSC relocated to its current 5,200 sq ft location, which has had a positive impact on the programs and services offered to the community. In March 2011, the name was changed from Lakewood Christian Service Center to Lakewood Community Services Center to better reflect the client population served. The most significant evolution was the result of the 2011/2012 strategic planning process, at which time the Board and staff determined that clients needed services in addition to emergency food to help them thrive. In 2013 LCSC formed a partnership with Murtis Taylor Human Services System to provide mental health case management and counseling at our offices. Now in its seventh year, and because of the impact of COVID-19, the mental/behavioral health services are currently being delivered remotely by both the psychotherapists and case managers who are dedicated to LCSC clients. Despite the new delivery model, 100 LCSC clients continue to receive ongoing support and new clients are being assessed remotely. The launch Phase of II, funded by Three Arches Foundation and which includes tele-psychiatry, mental health medical treatment and wraparound primary healthcare services to our clients, has been placed on hold until Murtis Taylor staff can interact with our clients in person. In 2014 we partnered with Towards Employment, Inc. to establish an on-site employment program. We terminated this agreement in 2017 but did not discontinue the effort to provide job search and placement out of the LCSC offices and formed a relationship with The Centers El Barrio Workforce Program. Unfortunately, the funding community changed its priorities to focus on career pathway services only, which left LCSC with no funding stream for the Hire Local Lakewood initiative. We ended the partnership and the jobs program in February 2019.

LCSC's current strategic focus is to improve the fundamental services (emergency food, case management, housing, and mental health services) we offer to our client population, especially in the face of the pandemic, which has significantly changed our service delivery model. Home delivery may well be a model LCSC should have adopted much sooner as it is having a positive impact on seniors, individuals with mental and physical health issues, individuals who rely on public transportation, and parents who are facing the challenges of remote learning for their school-aged children.

Geographic Service Area

- Emergency Food and Case Management: Lakewood, Rocky River and Westlake
- Homelessness Prevention, Shelter Services and Summer Lunch and Enrichment Program (when we can resume): Lakewood only
- Mental Health Assistance: Primarily Lakewood, Rocky River and Westlake, but will accept referrals from outside our food service areas

Note: CDBG funds are only used for services that support Lakewood residents

2. Target Population(s)

Emergency food is provided to individuals who meet HUD's Extremely Low, Low and Low-Mod income guidelines. Homelessness Prevention services are available to Lakewood residents at imminent risk of losing their housing and who meet HUD's Extremely Low income guidelines, but who have enough income to become stable after one-time support in the form of cash assistance for rent/utilities. Short-term temporary shelter services are provided to literally homeless Lakewood households who meet HUD's Extremely Low-income guidelines and who can become stable after a relatively short stay. The Summer Lunch and Enrichment Program targets those children whose households qualify for free or reduced cost meals during the school year. CDBG-funded services target low/moderate income Lakewood residents. Mental/behavioral health services are available to any client referred for assistance.

3. Programs & Services

LCSC offers the following services: 1. Emergency Food Service via home delivery only; 2. Delivery to seniors in four senior buildings in Lakewood and one in Rocky River; 3. Homelessness Prevention in the form of cash assistance and/or case management to Lakewood residents at imminent risk of becoming homeless; 4. Short-term temporary shelter in Breathing Room for Lakewood residents who are literally homeless and who have the financial means to be self-sufficient when exiting to permanent housing; 5. Case management services which range from short-term engagement (referrals and links to services and mainstream benefits) to long term supports around housing, mental health, substance abuse, domestic violence, legal issues, wraparound services to families, etc. – all delivered remotely at this time; 6. Virtual access to mental health services in partnership with Murtis Taylor Human Services System; 7. Summer Lunch and Enrichment Program for children in grades K-5, when it is safe to resume the program.

4. Number & Demographic Profile of Clients Served (FY19) *Numbers of Clients below represent Lakewood residents only; CDBG-funded and ESG-funded programs ask for different demographic indicators

- Food Service Total Unduplicated 6,900 (20,574 Duplicated): Unduplicated female heads of household 2,070; Unduplicated 62+ 2,208; Unduplicated Low/Mod Income 138; Unduplicated Low Income 414; Unduplicated Extremely Low Income 6,348.
- Case Management Total Unduplicated 2,070: Female heads of household 662; 62+ 496; Low/Mod Income 28; Low Income 172; 1,870, Extremely Low Income 1,870.
- Homelessness Prevention Total Unduplicated (applied) 297; Total Unduplicated (received cash assistance) 211: Adults 216, Children 81, Disabled 77, Victims of Domestic Violence 25, 62+ 33, Extremely Low Income 297
- Shelter Services – Breathing Room Total Unduplicated (applied) 22; Total Unduplicated (stayed) 12: Adults 7, Children 5, Disabled 5, Victims of Domestic Violence 1; 62+ 0; Extremely Low Income 12

5. Qualifications to Implement Proposed Project

LCSC's Executive Director has 20+ years of nonprofit management experience and has taken the organization from a 1,000 sq ft space serving 600 individuals/month to a 5,200 sq ft space serving over 3,000/month since the stay at home mandate in March and to 2,000+ prior to the pandemic; spearheaded the name change and strategic planning process; is responsible for overall program management and all fundraising. The Senior Manager Client Services is an LSW and LCDCIII with 22 years' experience in mental health and addiction case management and has been with LCSC since 2009. The Client Services Manager is an LSW, formerly a CPST worker and Team Leader with Murtis Taylor for four years before joining LCSC in February 2019; he is currently pursuing his master's degree in Social Work at Cleveland State University. The Operations Manager and Office Manager/Volunteer Coordinator have been with LCSC since 2010. The shift to an all-delivery emergency food model has opened two new positions to coordinate delivery to residents in Lakewood, Rocky River and Westlake. The Coordinator is a graduate of University of Toledo and comes to us after a year as an AmeriCorps volunteer at the Greater Cleveland Food Bank and the Delivery Assistant is a recent graduate of Notre Dame College and was an H20 volunteer for LCSC while a student at LHS.

6. FY20 Organizational Budget

Total FY20 Operating Budget \$748,249

FY20 Operating Expenses

Expenditure Category	Amount	% Total Budget
Salaries & Fringe Benefits	\$343,426	45.9
Operating Costs	66,100	8.8
Capital Costs	0	0
Indirect Costs	50,250	6.7
Other: Direct Client Costs	274,573	36.7
Other: Fundraising/PR/Programs	13,900	1.9
Total	\$748,249	100%

FY20 Revenue Sources (Top 3)

#	Source	Amount	% Total Budget
1	HUD Pass-Through / City of Lakewood	\$262,914	39.1
2	Private Foundation	214,800	28.7
3	County Funds for Food at GCFB	61,500	8.2
Total		\$539,214	76%

7. Does your organization maintain the following documents?

Personnel Manual/Grievance Procedures Yes No *Affirmative Action Policy* Yes No

8. Capacity to serve non-English-speaking persons (if applicable)? Yes No

9. Do your facilities comply with ADA accessibility requirements? Yes No

10. Additional Information to Assist Lakewood’s Citizens Advisory Committee in Evaluating This Request

2020 has been a year of historic challenges, from the pandemic to a sustained wave of protests over racial inequity and police violence that has filled streets in cities and towns across the nation. Yet in both, there is an opportunity for hope, for action and for lasting change. It is our job at LCSC to stand up for all three and to take an active role in our community. Our hope is that we can all look back on this time once it’s over and feel that we did what we could to reduce the damage to and enhance the recovery of the people whose lives we’re committed to improving. To that end, LCSC transformed our food service delivery walk-in (which has been our model since 1982) to outdoor drive-thru/walk-up within three (3) days of the Governor’s stay at home order. After only five and a half months, we again completely reinvented this service, essential to the thousands in the community who rely on emergency food support. With funding from CDBG-CV, foundations and individuals, LCSC has been able to hire staff, secure a delivery vehicle, purchase and install essential food storage equipment, secure funding for additional healthy food, and successfully inform the community through our broad partner network and social media. In the one month since we launched delivery only, over 500 Lakewood households are receiving food and personal care products at their homes. Additionally, we have doubled the service during these exceptionally trying times to provide a three or four day supply of food **twice** every month instead of once per month service mandated by The Hunger Network of Greater Cleveland, which manages our county allocation of funds to be used at the Greater Cleveland Food Bank.

The impact of COVID-19 has made case management even more critical. Issues around unemployment have required LCSC intervention on a routine basis as hundreds of clients have unsuccessfully navigated the application process. LCSC social workers have helped and continue to help clients sign up for state unemployment and for federal Pandemic Unemployment Assistance (PUA), monitor claims, help with denials and long waits by contacting unemployment directly, through adjudication centers, and connecting clients with Representative Michael J. Skindell’s office for updated information on their unemployment issues. Many individuals impacted by the sudden loss of income have never needed to be linked with resources to help meet their basis needs. Referrals to PRC, SNAP, Medicaid, and HEAP/PIPP have been ongoing. LCSC case managers continue to refer clients who are experiencing pandemic related crises to our mental health partners, Murtis Taylor Human Services System, for psychosocial support.