



### Cover Sheet

<b>Organization</b>	Lakewood Community Services Center
<b>Organization Type</b>	Not-For-Profit
<b>Address</b>	14230 Madison Avenue, Cleveland, OH 44114
<b>Contact Person &amp; Title</b>	Trish Rooney, Executive Director
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<b>Board President</b>	L. Todd Gibson
<b>Federal Tax ID #</b>	34-1446497
<b>DUNS #</b>	615939998
<b>Project/Program Name</b>	Food Pantry
<b>Total FY19 Project Budget</b>	\$268,693
<b>FY19 CDBG Funding Request</b>	\$36,062

## Abstract

**LCSC Mission** 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.

**Program Name:** Emergency Food Service (on site at LCSC)

**Program Description:** LCSC is the Hunger Network of Greater Cleveland designated food pantry for Lakewood, Rocky River and Westlake. The request for CDBG funding is for salary relief for the Operations Manager, Volunteer Coordinator and Office Manager for their work with Lakewood residents only (estimated to be 94% of the total number of clients served in the on-site pantry only). The LCSC emergency food pantry is open from 10:00am – 2:00pm Monday through Friday and from 5:30pm – 7:30pm on Wednesday evening. Additionally LCSC operates a free farmers market on the first Tuesday of the six seasonal growing months, which offers approximately 7,200 pounds of fresh produce at each market.

The Operations Manager is responsible for managing the pass through funding from the county for purchase of food from the Greater Cleveland Food Bank; for all ordering and inventory management; for adherence to food safety guidelines; for securing food from the Food Bank's Marketplace and from a network of local food retailers who make free food available to LCSC every week. The Operations Manager also has oversight responsibility for the LCSC volunteers who work in the pantry.

Our Volunteer Coordinator is responsible for recruiting food service volunteers; performing background checks on every applicant; providing ongoing training as needed; scheduling appropriate coverage for the pantry and for the farmers markets. LCSC currently has a need for 40 regularly scheduled volunteer in the pantry and six additional groups of 10 volunteers for each farmers market. The Volunteer Coordinator engages potential volunteers in the community through outreach and also works with community organizations including Business Volunteers Unlimited and the Greater Cleveland Volunteers.

The Office Manager has reporting responsibilities to the Greater Cleveland Food Bank and to the Hunger Network of Greater Cleveland, which has oversight of the County food dollar allocations. She is also responsible to ensure all ODJFS mandated forms are completed correctly by the intake volunteers for each client who presents for food.

**Community Need:** LCSC provides the only emergency food service to residents of Lakewood who present at our pantry for assistance. We anticipate serving 6,750 walk-in clients in FY18 and expect to serve the same – or nearly the same - number in 2019. Clients are, however, presenting for food more often, which means that the number of food service events will be slightly higher for all of FY 2018 and we anticipate the same result in 2019.

**Beneficiaries:** We anticipate providing food to 6,750 *unduplicated* Lakewood residents in 2019; all meet HUD's low/moderate income guidelines, with a very high percentage of extremely low income clients.

**Total Project Cost: \$268,693**

**FY 19 CDBG Funding Request: \$36,062**

**Lakewood Community Services Center  
Food Pantry Program**

**CDBG Eligibility Criteria**

**Lakewood Community Services Center's Food Pantry Program** satisfies the following eligibility criteria and is therefore suitable for CDBG funding consideration.

**CDBG National Objective**

*Low-Moderate Income Limited Clientele (LMC):* Activities that benefit either a specific group of persons at least 51% of who are documented as low-moderate income or a clientele presumed by HUD to be principally low-moderate income (e.g. battered spouses, senior citizens).

**CDBG-Eligible Activity Category**

*Public Services:* The provision of public services including labor, supplies, materials, and the pro rata share of the facilities where these services are provided.

**HUD-Designated Performance Objective**

Create Suitable Living Environments

**HUD-Designated Performance Outcome**

Availability/Accessibility

## Project Narrative

### 1. Unmet Community Needs & Service Gaps Addressed

LCSC provides the only emergency food services to residents of the City of Lakewood who present at the pantry for assistance and to those seniors who are receiving monthly door-to-door delivery to subsidized rental units in the Westerly Apartments, the South Westerly, Fedor Manor and Lake Shore Towers. Additionally during the months of May through October, LCSC offers free fresh produce on the first Tuesday of each month to approximately 200 Lakewood households.

### 2. Target Population & Outreach Efforts to Potential Beneficiaries

In order to qualify for emergency food assistance, individuals must meet the Ohio Department of Job and Family Services (ODJFS) income guidelines, which equate to 200% of the federal poverty level. 2018 guidelines are:

Household Size	Household Income		
	Yearly	Monthly	Weekly
1	\$24,279	\$2,023	\$466
2	\$32,919	\$2,743	\$633
3	\$41,559	\$3,463	\$799
4	\$50,199	\$4,183	\$965
5	\$58,839	\$4,903	\$1,131
6	\$67,479	\$5,623	\$1,297
7	\$76,119	\$6,343	\$1,463
8	\$84,759	\$7,063	\$1,629
9	\$93,399	\$7,783	\$1,796
<i>For each additional person, add</i>	<i>\$8,864</i>	<i>\$720</i>	<i>\$166</i>

CDBG funds are earmarked for individuals who fall into HUD's Low-Mod Income Limits, which are marginally higher than the ODJFS guidelines as indicated below:

2018 HUD Income Limits (effective 4/1/18)				
HH	Non-LM	Low-Mod	Low	Ext-Low
1	\$39,601+	\$24,751- \$39,600	\$14,851 - \$24,750	\$0 - \$14,850
2	\$45,251+	\$28,301 - \$45,250	\$17,001- \$28,300	\$0 - \$17,000
3	\$50,901+	\$31,851- \$50,900	\$20,781- \$31,850	\$0 - \$20,780
4	\$56,551+	\$35,351 - \$56,550	\$25,101 - \$35,350	\$0 - \$25,100
5	\$61,101+	\$38,201 - \$61,100	\$29,421- \$38,200	\$0 - \$29,420
6	\$65,601+	\$41,051 - \$65,600	\$33,741 - \$41,050	\$0 - \$33,740
7	\$70,151+	\$43,851 - \$70,150	\$38,061- \$43,850	\$0 - \$38,060
8	\$74,651+	\$46,701 - \$74,650	\$42,381 - \$46,700	\$0 - \$42,380

As was the case in FY 2017, through July 2018 just over 92% of the Lakewood residents receiving emergency food assistance fall into HUD's Extremely Low Income bracket, which means a household of one person in Lakewood has an annual income that is almost \$10,000 less than the low end of the ODJFS income guideline for emergency food.

**Outreach Efforts:** Our food services are well known in the community with referrals coming from the City of Lakewood; the Lakewood city schools; local churches; North Coast Health; Lakewood senior apartment buildings, etc. Additional referrals come through United Way's 211 First Call for Help; the Greater Cleveland Food Bank and the Hunger Network of Greater Cleveland. Brochures explaining our food services and all other services offered at LCSC are available at every church, school, library, City Hall, the Division of Youth, the Division on Aging, North Coast Health, Recovery Resources, and all subsidized senior buildings and at the pharmacy counters at drug stores throughout the city.

### 3. Geographic Service Area

LCSC is contracted by the Hunger Network of Greater Cleveland to provide emergency food to residents of Lakewood, Rocky River and Westlake. For this application, the service area is limited to **Lakewood only**.

### 4. Primary Goals & Objectives

Our agreement with the Hunger Network of Greater Cleveland mandates that LCSC will provide three meals per day for three days each month, once every 30 days, to every individual who presents for emergency food. LCSC's policy is to always provide food more often to families whose circumstances dictate, including but not limited to: loss/decrease in income; additional expenses; wait time for food stamps. Our goal is to provide the healthiest food possible to the thousands of individuals we serve every month. Our Operations Manager spends significant time sourcing the best products available from the Greater Cleveland Food Bank and extends our county funding by securing products from many additional sources. Details will be included in the Program Design section below.

Volunteers play a very important role in the delivery of emergency food and are the first points of contact for every individual who presents for services at the Center. Our volunteer coordinator is the key to attracting, training and retaining volunteers who embody the LCSC mission and who provide empathetic, confidential and professional services to every individual and family that comes into the center.

### 5. Activities Undertaken/Services Provided & Delivery Strategy

The Center is open for client services from 10:00am – 2:00pm Monday through Friday and from 5:30pm – 7:30pm every Wednesday. In addition, LCSC offers a free Farmers Market on the first Tuesday of every month during the six-month growing period. With funding from United Way, we provide door-to-door delivery to seniors in subsidized apartments in Lakewood (4) and in Rocky River (1) and provide a Summer Lunch and Enrichment Program to 80 Lakewood school-aged children (K-5) who qualify for free or reduced cost meals during the school year. The Emergency Food Program is an important gateway to additional services and supports provided by LCSC with the goal of ensuring household stability.

The Operations Manager has responsibility for: managing the Cuyahoga County allocated funding for the purchase of food from the Greater Cleveland Food Bank; for pick up of free fresh produce and any other food product from the Food Bank's Marketplace three times every week; for pick up of weekly donations of product from Marc's; Giant Eagle; EarthFare; Blackbird Baking Company; Breadsmith; Whole Foods and Mena Produce at the West Side Market; oversight of volunteers assigned to the pantry; and for meeting the Food Bank's stringent food safety requirements.

Our Volunteer Coordinator is responsible for: recruiting food service volunteers; performing background checks on every applicant; providing ongoing training as needed; providing an experience that meets volunteer expectations and rewarding them for their service. She engages volunteers in the community through outreach and also works with community organizations including Business Volunteers Unlimited and the Greater Cleveland Volunteers.

Our Office Manager has responsibility for ensuring that all volunteers are trained and correctly complete ODJFS's eligibility form, which changes every July 1; that all intake volunteers correctly enter every field in the Center's proprietary Access client database; completes monthly reports to the Greater Cleveland Food Bank, to the Hunger Network of Greater Cleveland and to Catholic Charities.

**6. Program Design (*emphasize uniqueness and/or innovation*)**

LCSC is unique in that we provide food service to between 1,600 and 2,000 individuals every month with a part-time salaried Operations Manager and a part-time salaried Volunteer Coordinator who is on site for only 16 hours a week. They are supported by over 40 dedicated food service volunteers who gave an astounding 6,467 hours of service in 2017.

Because the Operations Manager pays such close attention to the online ordering process at the Food Bank, LCSC leverages every County dollar by taking advantage of the free USDA, Ohio Farm Program and Harvest for Hunger product available to us. We also leverage United Way funding for our van and for partial salary relief for the Operations Manager by securing as much free fresh produce as possible from the Food Bank Marketplace, which is distributed on site at the Center every day. We pay special attention to sourcing the healthiest shelf-stable food as well, choosing whole wheat pasta, brown rice, whole wheat bread, low sodium soups and vegetables and fruit packed in water when possible.

We budgeted \$56,000 in allocated funds from Cuyahoga County for 2018. It is important to note that a minimum \$11,000 of that allocation pays the freight to have the product delivered to LCSC twice each month, leaving \$45,000 for food. If we serve 6,750 individuals in 2018, this equates to \$6.67 per person. Assuming each person is served a minimum of four (4) times on average (that equates to 27,000 food service events), that means that every three day supply costs us only \$1.67. It is critical to LCSC and to the clients we serve that our Operations Manager continues to use his considerable skills to secure free product from the Food Bank and donated product from community partners. We continue to work as an organization to encourage the Food Bank to make a greater variety of fresh produce available to LCSC and to all Food Bank partner agencies.

## 7. Primary Staff Responsible for Program Administration & Implementation

Job Title	Hours/Week Devoted to Program	% CDBG Funded	Brief Summary of Responsibilities
Operations Manager	27	60%	Food service program management; oversight of county/federal funds; inventory control; compliance with food safety requirements; oversight of food service volunteers; management of donated food sites
Volunteer Coordinator	16	80%	Recruiting, training, retaining food service volunteers; ensuring volunteer adherence to mandated training (USDA and ODJFS); adherence to LCSC confidentiality and grievance procedures; community outreach
Office Manager	6	37.5%	Checking all ODJFS daily forms to ensure Access data is consistent with paper forms; reporting to Food Bank, Hunger Network of Greater Cleveland and Catholic Charities
Executive Director	2	0%	Overall program oversight; oversight of county/federal/United Way funds; supervision of LCSC staff; fundraising

## 8. Project Implementation Schedule

Milestone	Completion Deadline
<i>These milestones are based on a typical year in which the highest percentage of unduplicated clients presents for service during January (all clients are considered unduplicated in January; clients who present for the first time in a calendar year - regardless of month of service- make up the unduplicated count). Therefore, Quarter 1 will comprise the highest number of clients served.</i>	
Provide emergency food to 4,050 unduplicated Lakewood residents	March 31, 2019
Provide emergency food to 1,013 unduplicated Lakewood residents	June 30, 2019
Provide emergency food to 972 unduplicated Lakewood residents	September 30, 2019
Provide emergency food to 715 unduplicated Lakewood residents	December 31, 2019

## 9. Beneficiaries (January 1 – December 31, 2019)

Unduplicated Persons Served: 6,750 (this number represents Lakewood residents only who comprise 94% of the total number of LCSC food clients)

Unduplicated Low-Moderate Income Persons Served: 6,750 (100%)

## 10. Program Evaluation

### *Data Collection Tools*

LCSC uses a sophisticated proprietary client database developed in Access. Client data is entered at intake at every visit, so there is a record of every individual in every household coming into the pantry for food. We collect demographic data for every member of the household including age, race, ethnicity and length of time in Lakewood. For clients who have been in Lakewood less than one year, we also record the community of residence prior to their move into Lakewood. Client data captured includes total household income and source of income. Data for clients who receive additional social services is captured in password-protected pages visible to LCSC social workers and Executive Director only.

*Outcome Measurement Procedures/Methodology*

Client outcome is measured by our continued capacity to provide three meals per day, three days per month every 30 days to every client who presents for service at LCSC, per our contract with the Hunger Network of Greater Cleveland. This is a simple measurement and one we have exceeded every month since moving to our current location in 2009. We have not only kept pace with the increased need, but because of the Operations Manager's ability to source free product to double our County allocation for purchase of food, we typically offer at least a four day supply every month. Monthly reports are submitted to the City of Lakewood, the Hunger Network of Greater Cleveland and Catholic Charities.

**11. Strategy for Coordination with the City & Community Partners**

The City of Lakewood Department of Human Services refers all its clients to the LCSC food pantry. Clients who have outstanding applications for their Supplemental Nutrition Assistance Program (SNAP) food stamp benefits are referred and can come to the Center more often than once every 30 days until their food stamp benefits kick in.

We have a strong network of community partners (inside Lakewood and in the broader human services sector) including United Way's 211 First Call for Help, referring agencies and churches; local food retailers that make weekly donations of food and local companies who volunteer to provide assistance at the monthly farmers markets during the year. LCSC is also the beneficiary of annual food drives organized by the Lakewood Postal Carriers (Stamp Out Hunger); D.A.R.E.; St. Mark's Catholic Church; Preschool PTA at Meet the Trucks and occasional drives organized by Lakewood businesses and churches. LCSC also coordinates and publishes the monthly Community Meals Program calendar, which identifies the locations of centers that provide a free hot meal on 19 days of every month here in Lakewood.

**12. Additional Information and/or Data That Will Assist Lakewood's Citizens Advisory Committee and City Staff in Evaluating this Funding Request**



### 13. Project Budget

#### Expenses

Expense Category	Total Project (A)	CDBG Funds (B)	CDBG % of Total (B/A)
<b>Personnel</b>			
Salaries	\$56,418		
Fringe Benefits	5,485		
<b>Sub-Total Personnel</b>	<b>\$61,903</b>	<b>\$36,062</b>	<b>58.3%</b>
<b>Overhead &amp; Operations</b>			
Rent/Lease	21,000		
Insurance – Property	2,500		
Materials & Supplies	1,000		
Professional Services	3,000		
Postage	0		
Travel	500		
Utilities/Telephone	4,725		
Insurance - Liability	1,925		
Equipment maintenance/repair	1,500		
Equipment purchase – commercial freezer	1,500		
Indirect Costs <sup>1</sup>	0		
Other: Cleaning Services	250		
Other: Volunteer training/recognition	1,000		
Other: Food purchase/GCFB	45,000		
Other: GCFB delivery charges	11,000		
Other: Food purchases (seniors)	10,000		
Other: Van expenses (maintenance; registration; gas)	4,000		
Other: Print/copying	750		
Other: In-kind volunteer time@ \$15/hr	97,140		
<b>Sub-Total Overhead &amp; Ops</b>	<b>\$206,790</b>	<b>\$36,062</b>	<b>13.4%</b>
<b>Total Project Costs</b>	<b>\$268,693</b>		
<sup>1</sup> Indirect costs may not be paid with CDBG funds			

#### Funding Sources

Source	Requested	Committed	Total
Agency Funds		\$18,000	\$18,000
CDBG FY18-19 CDBG Carry Forward Funds (Est)	0		
Other (Non-CDBG) Federal			
State, Local, County			
Private (Foundations, Individuals, churches etc...)	\$15,000	10,000	25,000
Earned Revenue/Fees			
In-Kind/Volunteer (@ \$15/Hour)		97,140	97,140
Other: United Way		35,000	35,000
Other: Hunger Network of Greater Cleveland		1,800	1,800
Other: Catholic Charities		1,500	1,500
<b>Lakewood FY19 CDBG Funding Request</b>	<b>36,062</b>		<b>36,062</b>
<b>Total Funding Sources</b>	<b>\$51,062</b>	<b>\$219,440</b>	<b>\$270,502</b>