



Organization	Lakewood Community Services Center
Organization Type	Not-For-Profit
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Project/Program Name	Case Management Services
Total FY27 Project Budget	\$111,570
FY27 CDBG Funding Request	\$32,622

Lakewood Community Services Center

Case Management Services Program

CDBG Eligibility Criteria

Lakewood Community Services Center's Case Management Services 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 whom 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

I. 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 person to move toward greater self-sufficiency.

Program Name: Case Management for Low/Mod Income Lakewood Residents

Program Description: Case management by LCSC social workers encompasses a wide variety of services ranging from one referral to ongoing engagement that can take months or longer. The current rate of inflation, the increase in rental costs in Lakewood, significantly higher food costs coupled with cuts in Supplemental Nutrition Assistance Program benefits have disproportionately impacted low-mod, low and extremely low- income residents who qualify for this HUD-funded assistance. Many of the client households coming to LCSC for help are those who are experiencing housing insecurity, but do not qualify for homelessness prevention program assistance because they cannot document sufficient household income after one-time cash assistance, have monthly rent above HUD's Fair Market Rental rate for our area, and/or do not want a court-ordered eviction on their credit profile (a qualifying condition for assistance). It is our estimate that over 50% of calls or contact messages via our website are seeking housing assistance. Considerable case management support is necessary to connect these individuals to:

- local landlords who will consider them as tenant prospects,
- mainstream benefits including food stamps and lifeline cell phone service,
- social security benefits,
- county-funded utility assistance programs,
- and/or other community-based programs for cash assistance.

Community Need: LCSC is the only agency in Lakewood that provides case management services to the community's adult (18-59) population, which YTD June 2026 represents nearly 50% of the total number of LCSC food clients. Twenty-six percent (26%) of our clients who request case management support services are single female heads of household who often require more lengthy and intensive support. Of the total number of clients who have presented with the need for case management and referrals this year, in addition to the single female heads of household, 28% are adults aged 62 and older. These are vulnerable segments of the population, many of whom have few or no supports, and may need multiple services over a long engagement period. Additionally, the individuals who can be served by CDBG-funded case management services must be Lakewood residents who meet HUD's low/moderate income guidelines. YTD June 2026, 90% of the clients receiving case management fall into HUD's extremely low-income bracket, which means a household of four has a maximum annual gross income of only \$33,000, which is \$51,000 below the low/moderate income qualification guidelines for a corresponding household of four. These are extremely at-risk households with limited capacity to remain financially stable or to access services on their own.

Beneficiaries: In 2027 we anticipate that approximately 3,180 Lakewood residents (2,120 households) will receive case management services. Although CDBG funded programs are designed for low/mod income individuals, it is our experience that those applying to LCSC for assistance meet the definition of extremely low- income.

Total Project Budget: \$111,570

CDBG Funding Request: \$32,622

II. PROJECT NARRATIVE

1. Community Needs Addressed/Service Gaps Filled

LCSC is the only agency in Lakewood that provides case management services to the community's adult (18-59) population, which YTD June 2026 represents 50% of the total number of LCSC clients. It is also important to note that of the total number of clients who have presented with the need for case management and referrals this year, 26% are single female heads of household and 28% are adults aged 62 and older. These are particularly vulnerable populations, many with no family support, who often need multiple services over a long engagement period. This vulnerable population has been significantly impacted by rising costs of food, housing, medication, and transportation coupled with reduced SNAP benefits. The looming cuts to Medicaid add to this population's vulnerability. As an example of the SNAP benefits reduction, many seniors who had received the increased COVID-related benefits of \$176/month have been cut back to the current \$23/month, which does very little for low-income residents on fixed incomes.

2. Primary Goals & Objectives

The primary goal for case management is to link individuals and families to services and supports that improve their safety, stability, and sustainability through access to appropriate and affordable housing, mainstream benefits, cash benefits and other community-based resources (e.g., mental health services, healthcare, substance abuse treatment, etc. To meet the increasingly complex client issues and barriers, it is LCSC's goal to:

1. Create an individualized service plan with each client who presents with a pattern of financial/housing instability;
2. Follow every client who receives cash assistance for rent/rent in arrears once each month for a minimum of six months;
3. Engage with appropriate community services providers (e.g. Division of Youth, Division of Aging; mental health agencies, healthcare providers) to provide true wraparound service support for individuals and families.

3. Program Design, Uniqueness & Innovation

Individuals who have received case management in recent years are typically emergency food clients and/or clients who have received housing assistance (homelessness prevention). We have learned that clients who need food and/or housing assistance in almost every case require additional supports and services. They are familiar with our staff and have confidence in both the speed and the quality of our service delivery.

4. Target Population(s)

The population served by CDBG-funded case management services must comprise Lakewood residents who meet HUD's low/moderate income guidelines. YTD June 2026, **90%** of the clients receiving case management fall into HUD's extremely low-income guidelines, which means a household of **four** has an annual income at or below \$33,000. While it is understandable that HUD mandates that those individuals with the least amount of household income need to take precedence in the determination of eligibility, it is also true that individuals/households in this income bracket are the most difficult to help and need the most case management in order to access mainstream benefits, multiple community resources, etc.

5. Geographic Service Area

CDBG-funded services are available to Lakewood residents only.

6. Services Provided & Delivery Strategy

Case management by LCSC social workers includes a wide variety of services. In some instances, this service might be just one referral to an agency that provides access to mainstream benefits (an example would be a referral to Ohio Works First (OWF) for a client new to Lakewood or new to the system). Ongoing case management can take months or longer (access to Social Security benefits - which now has to be in person, assistance to access mainstream benefits, referrals to mental health services, ongoing interventions re housing stability, etc..). It is also necessary in many situations to follow up regularly with clients who have been referred to services outside our own.

After the initial assessment, an LCSC social worker has a sense of the client needs and barriers and can then work to develop a case plan to establish a manageable process to work toward stability. The activities are as varied as the clients who present for assistance. Clients new to Lakewood or to LCSC often need to be made aware of the social services available to them in the community (Division of Youth or Aging, Neighborhood Family Practice, GED services, Family Resource Coordinators at the schools, subsidized senior housing, etc.). Clients who are new to the benefits system often need referrals to OWF, Prevention, Retention & Contingency (PRC) Program, Domestic Violence Center, Percentage of Income Payment Plan (PIPP) for utility assistance, etc. These clients, generally families, are most likely to need ongoing and progressive case management to address multiple needs. Clients who do not qualify for ESG-funded homelessness prevention services may need to be referred to other sources of assistance or to the county's Coordinated Intake for a shelter referral as a last result.

Ongoing case management engagement involves multiple internal brainstorming sessions and/or wraparound meetings with community partners with a focused effort to ensure that clients return for additional services and connections to community providers as needed.

7. Client Outreach Strategies & Efforts

Community outreach efforts are similar to those for all programs and services offered at LCSC. The LCSC social workers have ongoing relationships with staff at the City of Lakewood Division of Youth and Division of Aging, Neighborhood Family Practice, the Family Resource Coordinators at the City of Lakewood schools, social workers at the Westerly Apartments and at Fedor Manor, social workers at MetroHealth, and Patient Navigators at the Lakewood Family Health Center. Because we provide emergency food via delivery, we include information on services, supports, contact information, community events, etc. in every food delivery bag each month. Our delivery drivers have established personal relationships with households on their routes; family members are now asking them to connect them with LCSC social workers for additional services. These conversations are reported back daily to our social work staff. Brochures are available at the Cove Community Center, the Lakewood Public Libraries, Lakewood Y, all schools, churches, City Hall, etc.

8. Partnerships/Collaboration with Community Organizations Serving Low-Moderate Income Persons

LCSC works closely with the City of Lakewood Department of Human Services' Division of Youth/Division of Aging and Lakewood Collaborative to ensure the services that we can offer clients are well understood locally and so that individuals are referred to LCSC whenever needs are known. 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; mental health case managers at The Centers for Families and Children, Murtis Taylor, Signature Health and at MetroHealth; local churches, and the City of Lakewood schools. With over 15 years' experience in homelessness prevention, landlords have become partners in our eviction prevention efforts to keep individuals and families safely housed.

9. Project Staffing

Title	Hours/Week Devoted to Program	% CDBG-Funded	Qualifications & Responsibilities
Senior Manager, Client Services, LSW, LCDC III	10	28%	Client assessment; ongoing case management and referrals; client data entry; home visits as needed
Interim Executive Director	6	8.6%	Program oversight; fielding telephone/website inquiries for assistance; meeting with individuals seeking assistance, working directly with the Hunger Network and the Greater Cleveland Foodbank, preparation of accomplishment reports to City of Lakewood; fundraising; reporting to foundations/donors.

10. Implementation Schedule

Milestone	Completion Deadline
Milestones by date are not relevant to case management. Ongoing case management services will be provided to an estimated 3,750 unduplicated clients (Lakewood residents only) in 2026. This number is based on the significant increase in clients needing support due to the exponential increase in the cost of living.	December 31, 2027

11. Projected Beneficiaries (January 1 – December 31, 2027)

	Persons	Households
Total Unduplicated Persons & Households to be Served	3,750	1,710
Unduplicated Low-Moderate Income* Persons & Households to be Served	3,750	1,710

* < 80% Area Median Income

12. Program Evaluation (data collection & analysis, outcome measurement procedures & methodology)

Data Collection Tools: All data for clients receiving case management services are entered into LCSC's password-protected, proprietary Access database. At the end of each month, we run a query which is used to complete the Case Management Accomplishment Report, which we prepare and send to the City of Lakewood. This report captures: number of individuals served; number of female-headed households served; number of individuals 62 and older; beneficiary income level data; and client race and ethnicity.

Outcome Measurement Procedures & Methodology: In addition to data entry into the Access database, LCSC case managers use their own case notes and home visits to track client progress. ESG-funded homelessness prevention and utility assistance services are entered into Clarity, the County's HMIS system. Even though housing needs are not directly funded by CDBG, there are many clients who receive financial assistance and case management services.

13. Additional data/information that strengthens the organization's case for CDBG funding support.

LCSC provides case management to literally thousands of clients each year. We anticipate that number to reach 3,750 in FY 2027. Our social worker is receiving an estimated 15 calls per day seeking assistance for housing, utilities, shelter, mental health, and for links to mainstream and/or community-based services. Additionally, an average of five emails via our website Contact option are also fielded daily.

III. FY26 PROGRAM BUDGET**i. Expenses**

Expense Category	Total Project (A)	CDBG Funds (B)	CDBG As % of Total (B/A)
Personnel			
Salaries	\$71,301		
Fringe Benefits	\$19,427		
Sub-Total Personnel	\$90,728	\$32,662	36%
Overhead & Operations			
Mortgage* (10% of Space)	\$2,626		
Insurance - Property	\$1,006		
Materials & Supplies	\$500		
Professional Services - Accountant	\$1,500		
Mileage .70/mile	\$525		
Utilities/Telephone	\$3,700		
Insurance – Liability	\$3,735		
Equipment Maintenance/Purchase	\$2,000		
Cleaning	\$750		
Continuing Education	\$1,000		
Licensure	\$1,500		
Miscellaneous new building expenses	\$2,000		
Sub-Total Overhead & Operations	\$20,842		
Total Project Costs/Program Budget	\$111,570	\$32,622	29.2%

ii. Funding Sources/Revenue

Source	Requested	Committed	Total
Agency Funds		\$25,000	\$25,000
CDBG FY25-FY26 CDBG Carry Forward Funds (est)			
Other (Non-CDBG) Federal Funds			
State Funds			
Local Funds			
County Funds			
Private (Foundations, Individuals, Other) Funds	\$55,000		\$55,000
Earned Revenue/Fees			
In-Kind/Volunteer Support (@ \$15/Hour)			
FY27 City of Lakewood CDBG Funding Request	\$32,622		\$32,622
Total Funding Sources/Program Budget	\$87,622	\$25,000	\$112,622

IV. FY25 BUDGET NARRATIVE

1. How will City of Lakewood CDBG funds will be utilized to support the proposed program.

LCSC is requesting CDBG funds to partially support the salary and benefits of one FTE licensed social worker to provide case management services to the low and extremely low-income clients we serve and to establish relationships with community partners who can add supporting services. Additional CDBG support will be used to offset the Executive Director's salary for program oversight and assisting the Social worker in screening applicants' needs.

2. How will the proposed program function if the agency does not receive the full amount of requested funding.

LCSC would need to secure additional program support from foundations and individuals and/or commit additional agency funds.

3. Describe the agency's efforts to develop/leverage other sources of funding to support the proposed program.

As noted in the Funding Sources/Revenue table above, LCSC has confidence in our ability to secure foundation support for the program, and we fully anticipate that outstanding funding requests will be met, which will reduce the amount of agency funds required. We have never received CDBG dollars that come close to fully funding our programs, so we always submit proposals to foundations with like funding priorities.