

Community Action Organization of Erie County, Inc. 2014 - 2018 “War on Poverty” Strategic Plan

Prepared by: L. Nathan Hare, President/CEO
Community Action Organization of Erie County, Inc.
70 Harvard Place * Buffalo, New York 14209
(716)881-5150; (716)881-5150 (fax), www.caoec.org (web address)



Overhead view of the St. Martin Village Affordable Housing community, representative of the CAO’s strategic initiatives to improve conditions in high poverty neighborhoods in Erie County.

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Preface

As we begin this discussion on the needs and conditions that form the basis for the continuing struggle to overcome poverty and its effects in the lives of individuals, families and communities, it is important to note that the War on Poverty has been an unqualified success in terms of what has been accomplished since this campaign began.

“Though the War on Poverty failed to address the structural reasons poverty that are so widespread in America, it did bring about badly needed changes including addressing childhood poverty, expanding the social safety net and empowering low income communities of color” (quoting Annelise Orleck, Professor of History at Dartmouth College, and author of *Storming Caesars Palace: How Black Mothers Fought Their Own War on Poverty* (Beacon: 2005) and co-editor of *The War on Poverty: A New Grassroots History* (University of Georgia Press, 2011.)

It is true that at this point in time there are nominally more people who are poor today than in 1964, at the passage of the Economic Opportunity Act that empowered the anti-poverty campaign (about 39.5 million in 1960 versus 46.2 million in 2010, cited in Kneebone, Nadeau, and Berube, 2011; and the National Poverty Center, 2014, University of Michigan, respectively).

However, in 1960, more than 22% of the population lived at or below the federal poverty line. That percentage dropped to a low of 11.1% by 1973, and, until the early 1980’s, the poverty rate stayed generally in the 11- 13% range (National Poverty Center, University of Michigan). The recession of 1980 – 1982 saw poverty rise to 15.2% of the population in 1983, and in the 1990’s poverty fell back to 11.3% (year 2000). The Great Recession that began in November, 2007, drove poverty back to its recent high of 15.1%. However, these rates are a far cry from the 22.4% of the population in 1960. Childhood poverty was roughly 28% of the population below age 16 in 1960, and has been cut as low as 14% (although, due to the Great Recession, it has risen to 21% of that population today [O’Donnell, Catherine, 2011; and Sawhill, Isabel V. and Haskins, Ron, 2007]).

The War on Poverty also enabled “poor people (to get) into the political process and allowed them to serve on school boards and housing boards, to run for offices, including city councils, state legislatures, and Congress,” and to gain access to, and employment in, civil service positions across every level of government (Noor, Jaisal, 2014). Services that had been denied, or marginally provided, to broad sectors of particular populations of people were now being delivered to impoverished communities across the country, “including medical care, housing, food aid, opened libraries, and opened community centers.” The quality of life in these impoverished communities was so dramatically improved that life spans increased in many previously underserved communities (Noor, Jaisal, 2014).

When former President, Lyndon B. Johnson launched his “Great Society” initiative, which included the campaign he called the “War on Poverty”, he did so because he believed that “freedom is not enough (Noor, Jaisal, 2014).” He felt that in order for freedom to have full meaning people had to have enough to eat, the sick had to be made as close to well as possible, that people had to have safe places to live, safe food to eat, and access to jobs and business loans.

The “War on Poverty” has detractors who argue that if poverty hasn’t been solved in 50 years, what value is there in spending more money on the unattainable. This reasoning is like arguing that we should not have a national campaign to achieve wellness for every American because there will always be a lot of people who are sick.

Overview

As the first decade of the **2000s drew to a close, the two downturns that bookended the period, combined with slow job growth in between, clearly took their toll on the nation's less fortunate residents** (Kneebone, E., Nadeau, C., and Berube, A., 2011).

Over a ten-year span, **the country saw the poor population grow by 12.3 million, driving the total number of Americans in poverty to a historic high of 46.2 million.** By the end of the decade, over **15 percent of the nation's population lived below the federal poverty line**—\$22,314 for a family of four in 2010—though these increases did not occur evenly throughout the country (Kneebone, E., Nadeau, C., and Berube, A., 2011).

“New figures from the U.S. Census Bureau indicate that 30.1 percent of the City of Buffalo's residents are living below the federal poverty level. The only major cities with higher poverty rates are Cleveland, at 34.2 percent, and Detroit at 38.1 percent.” (Thomas, G. Scott, 2014). The poverty level for persons 16 and older in Buffalo is 14.3%.

Two core factors explain why the poverty rate for those aged 16 and older is 14.3%, while the poverty rate for the City population as a whole is 30.1%. First, “37.6% of female-headed households with children live in poverty in New York State”; and second, “approximately half of children living in Buffalo (46.6%)” live at or below the federal poverty line (New York State Community Action Association, 2013). Finally, 56.2% of Buffalo's households are headed by a single person (primarily female) (CityTopLists).

Census Tracts 80.03, 99, 103, 104, 110, and 114 are balance-of-Erie County census tracts that border the City of Buffalo. These tracts have indicators of poverty virtually identical to the County's major city. **This is a strong indicator that poverty in Erie County is no longer a City of Buffalo problem, but a problem manifesting itself across the County.**

An analysis of data on neighborhood poverty from the 2005–09 American Community Surveys and Census 2000 reveals that:

“After declining in the 1990s, the population in extreme-poverty neighborhoods, where at least 40 percent of individuals live below the poverty line, rose by one-third from 2000 to 2009. **By the end of the period, 10.5 percent of poor people nationwide lived in such neighborhoods, up from 9.1 percent in 2000,** but still well below the 14.1 percent rate in 1990 (Kneebone, E., Nadeau, C., and Berube, A., 2011).

The population in extreme-poverty neighborhoods rose more than twice as fast in suburbs as in cities from 2000 to 2005–09. The same is true of poor residents in extreme-poverty tracts, who increased by **41 percent in suburbs, compared to 17 percent in cities.** However, **poor people in cities remain more than four times as likely to live in concentrated poverty as their suburban counterparts.**

The shift of concentrated poverty to the Midwest and South in the 2000s altered the average demographic profile of extreme-poverty neighborhoods. Compared to 2000, residents of extreme-poverty neighborhoods in 2005–09 were more likely to be white, native-born, high school or college graduates, homeowners, and not receiving public assistance. However, black residents continued to comprise the largest share of the population in these neighborhoods (45 percent), and over two-thirds of residents had a high school diploma or less (Kneebone, E., Nadeau, C., and Berube, A., 2011).

The recession-induced rise in poverty in the late 2000s likely further increased the concentration of poor individuals into neighborhoods of extreme poverty. While the concentrated poverty rate in large metro areas grew by half a percentage point between 2000 and 2009, estimates suggest the concentrated poverty rate rose by 3.5 percentage points in 2010 alone, to reach 15.1 percent. Some of the steepest estimated increases compared to 2005–09 occurred in Sun Belt metro areas like Cape Coral, Fresno, Modesto, and Palm Bay, and in Midwestern places like Indianapolis, Grand Rapids, and Akron.

These trends suggest the strong economy of the late 1990s did not permanently resolve the challenge of concentrated poverty. The slower economic growth of the 2000s, followed by the worst downturn in decades, led to increases in neighborhoods of extreme poverty once again throughout the nation, particularly in suburban and small metropolitan communities and in the Midwest. Policies that foster balanced and sustainable economic growth at the regional level, and that forge connections between growing clusters of low-income neighborhoods and regional economic opportunity, will be key to longer-term progress against concentrated disadvantage.

Strategically, a concentrated effort to improve student persistence of effort, greater effectiveness of education service providers, and the development of entrepreneurship in providing routine goods and services could both create job market mobility and preserve wealth within these extreme poverty neighborhoods.

I. Executive Summary

The Community Action Organization of Erie County, Inc. (CAO) was organized in 1965 as one of about 1600 “Community Action Agencies” established to wage what former President Lyndon B. Johnson referred to as a “War on Poverty”. Funded, primarily, through the Office of Economic Opportunity’s Community Services Administration and the U.S. Department of Health and Human Services, the CAO has remained committed to its mission: to promote opportunities for low-income individuals, families and communities to achieve and sustain self-sufficiency through advocacy, partnerships, access to services and low-to-moderate income housing development.

The CAO is organized as a citizen-driven self-help and community advocacy agency. We are designated by Erie County to receive the County’s share of the federal Community Services Block Grant (about \$1.9 million), which provides a source of opportunity dollars we use to leverage public and private funds to achieve the agency’s mission.

The CAO is governed by a fiduciary Board of Directors, legally advised by the CAO Head Start Policy Council, and the engagement of project steering committees and other ad hoc committees providing service consumers and stakeholder input. The CAO operates one of the most successful Head Start/Early Head Start (HS/EHS) programs in the country. With 42 combined sites encompassing our HS/EHS and Universal Pre-K programs, the CAO serves nearly 2,200 birth-through-five year-olds, and nearly 3,500 parents across Erie County.

The CAO Offers a broad network of services, programs and initiatives designed to mitigate and overcome the condition of poverty in the lives of individuals, families and communities across the County. Through our living and evolving strategic plans, approved by the CAO Board of Directors (Board), the CAO develops targeted programs, collaborations, services and initiatives, and measures by which to evaluate their effectiveness and to modify tactics and direction as needed.

II. Vision Statement

The vision of the CAO for the Buffalo and Erie County community is to achieve sustainable human development whereby people in our communities build full family equity and fulfill their life needs free from poverty and social exclusion.

III. Mission Statement

The formal mission of the CAO is to promote opportunities for low-income individuals, families and communities to achieve and sustain self-sufficiency through advocacy, partnerships, access to services and low-to-moderate income housing development.

To achieve our mission, the CAO, in the short term, will address the most pressing and immediate needs of the poor and the low income residents of Erie County. In the long term, the CAO will engage, convene, mobilize and utilize practices, programs and available resources that demonstrate the ability to build financial, educational, health, safety, and positive social capital in our communities.

IV. Values Statement

The CAO values its role as a community service agency, the importance of the services we provide, and the need for those services to be provided with the highest of standards. The CAO believes, fundamentally, that poverty is an attack on human dignity, and that it is morally and otherwise intolerable. The CAO is, therefore, focused on providing an effective mix of programs, services and support that result in more positive social and economic circumstances for people. We recognize the importance of the shared values, which we bring to the delivery of our business. In carrying out our work, we seek to be guided by the following key values and principles:

Service

Recognizing the importance and impact of the CAO's services for the people we serve, the CAO remains steadfastly focused on their needs in the most supportive ways possible. Our best decisions are those that provide the most effective end result for the highest number of our customers, program participants, and the communities in which they live.

Fairness and Respect

Recognizing the need for fairness and mutual respect, the CAO will treat all stakeholders involved with, respect, compassion, humanity and grace.

Openness

The CAO encourages the open expression of views and a participative approach. CAO will encourage all customers and stakeholders to share each other's ideas and wisdom to effect

greater change. The CAO encourages reaching beyond what is expedient to ensure that all stakeholders share ownership of and responsibility for creating a positive future.

Professionalism

The CAO believes in providing its services and conducting all relationships with the highest professional standards. The CAO will maintain an environment of trust and shared understanding where people are inspired to excellence and have an opportunity, as individuals or team members, to develop and grow.

The CAO, therefore, expects the highest standard of job performance possible from every person who works in the Agency; supporting one another in delivering quality services and programs.

Further, the CAO will ensure clear definitions of ownership and responsibilities through the effective use of performance management where measurable outcomes are used to determine success for the individual, our Agency, the persons we serve and our communities.

Flexibility and Responsiveness

The CAO seeks to operate in a manner that is flexible and creative in responding to organizational challenges. The CAO seeks also to be proactive in responding to challenges that arise, and to utilize the opportunities offered by new technology to improve services, performance and the working environment.

Partnership and Consultation

The CAO believes that our potential to create better lives for our customers is greatest when we set aside personal agendas and work together. The CAO, therefore, takes a partnership approach with all stakeholders, encouraging outreach and collaboration with all existing resources in a collaborative, non-competitive manner. The CAO encourages a similar approach by all stakeholders serving the poor a low income community.

V. Needs Analysis

The Needs Analysis should provide an objective and a subjective basis for the kinds of actions needed and the actions undertaken by an organization. The Needs Analysis below looks at Erie County, the City of Buffalo and a high poverty region, called in this document, “The Poverty Zone.” It compares Census data from the 2008 – 2012 American Fact Finder Census Report and the American Community Survey – 2005. It uses these two data streams to examine the current state of poverty within these areas, and how they compare to the state of poverty in 2005 in these same areas.

A. Erie County Poverty Snap Shot:

- In Erie County 14.2% of all residents are below the federal poverty level, which is very similar to the percent for New York State (14.5%).
- In the City of Buffalo, 29.9% of residents are living below the poverty line with over 63% of families having women as head of household.
- Approx. 1,000 children are born each year to mothers without a high school diploma.
- 25% of women in Erie County do not receive prenatal care and this number is increasing
- 5.4% of pregnancies are to teenage mothers in Western New York
(Source: Burstein, Gale R. (2014). **(Note that Dr. Burstein’s indicators for poverty in Buffalo are slightly lower than Dr. Scott, who was cited in the fore going.)**)

B. Buffalo and Erie County Indicators:

B 1. Families and Households

For all families in Erie County, 10.5% are below the federal poverty level. For families with children under 18 years of age, 17.9% are below the poverty level. **For families with children under the age of 5, 22.5% are below the poverty level.** The likelihood of families living below the poverty level is compounded for female headed families that do not have a husband present. **Ten percent of families in Erie County have a female head of household with no husband present and 30.4% of these families are below the poverty level.** For these families with children under 18 years of age, 41.6% are below the poverty level and 53.0% of these families with children under the age of 5 are below the poverty level. This correlates with the lower earning potential of women over all in Erie County as evidenced by the difference in male and female median reported income (Burstein, 2014). **Strategically, the CAO must prioritize employment and training services focusing on women on the one hand, and to effect strategies to both reduce male pre-marital sex, and increase male school success and employment success.**

B 2. Per Capita Income

Erie County’s per capita income in 2007 was \$27,366. In the City of Buffalo, poverty is significantly more prominent. In Buffalo the median household income is \$30,230, nearly \$20,000 less than the County as a whole, and the per capita income is \$20,072, more than \$7,000 less than in the County as a whole. In Erie County 14.2% of all residents are below the federal poverty level, which is very similar to the percent for New York State (14.5%). In the City of Buffalo, 29.9% of residents are living below the poverty line (Burstein, 2014).

B 3. Education

“As recently as 2013, only 14 percent of black boys and 18 percent of Hispanic boys scored proficient or above on the 4th grade reading component of the National Assessment of Educational Progress compared to 42 percent of white boys and 21 percent of black and Hispanic girls. Youth who cannot read “proficiently” by third grade are four times less likely to graduate high school by age 19.”

“By the time students have reached 9th grade, 42 percent of black male students have been suspended or expelled during their school years, compared to 14 percent of white male students. While black youth account for 16 percent of the youth population, they represent 28 percent of juvenile arrests, and 37 percent of the detained population. While just over 6 percent of the overall population, black males of all ages accounted for 43 percent of murder victims in 2011.”

“The fraction of young men not working or enrolled in school is nearly twice as high for blacks than whites. Those neither working nor in school are not building the skills and experience needed to ensure their ability to succeed later in life (Jarrett and Johnson, 2014).

B 4. Education in Buffalo and Erie County:

Of persons over the age of 25, Table 1 demonstrates the educational level achieved in New York State, Erie County and the City of Buffalo. “Erie County has higher high school graduation rates than the State, but in the City of Buffalo the rates are noticeably lower. Completion of higher education is lower in the County than in New York State, and even lower in the City of Buffalo. It should be noted that there are a number of zip codes in the City of Buffalo that have extremely low high school and higher education graduation rates. There is a direct correlation to rates of unemployment, crime and poverty when this data is looked at simultaneously (Burstein, 2014).” **Strategically, the CAO has collaborated with the Say Yes Buffalo foundation and the Buffalo District Parent Coordinating Council to improve student persistence in staying in school and gaining access to higher education opportunities.**

Table 1 - Demographics and Educational Level of Residents

	NYS	Erie County	Buffalo
High School Graduates	84.6%	88.8%	81.1%
Bachelor’s Degree or Higher	32.5%	29.8%	22.6%

Erie County’s total school enrollment was 244,719 in 2011. Nursery school and Kindergarten enrollment accounted for 10.4%, and Elementary and High School enrollment was 57.8%. Within the city of Buffalo there were approximately 78,868 students enrolled in local schools in 2011 (Burstein, 2014).

B 5. Housing

Housing costs in Erie County are among the lowest in the northeast. In 2011, the median mortgage cost to homeowners was \$1,299 per month. The median monthly cost for housing units without a mortgage was \$516 and the median monthly cost for renters was \$704. Housing stock in Erie County is aging, particularly in the City of Buffalo. **Strategically, the CAO has adopted a strategy to use weatherization and energy efficiency grants and loan interest loans available through NYSERDA, and private home improvement loans through existing banks to help home owners lower the costs of operating their homes, and make improvement investments in their homes.**

B 6. Health

Table 2 – STD Incidence

Disease Morbidity	2008	2009	2010	3 yr. average rate	State rate
	Cases	Cases	Cases		
AIDS Cases	58	60	56	6.4	17.6
Early Syphilis	11	6	11	1.1	12.8
Chlamydia Incidence – Males	1,293	1,340	1354	302.1	305.1
Chlamydia Incidence - Females	3,430	3,650	3,726	761.8	644.6

(Burstein, 2014).

“The average AIDS case rate per 100,000 between 2008 and 2010 is much lower in Erie County (6.4) than in New York State (17.6). One must remember though that since 2003 the State rates have been on the decline. In 2003 the rate in New York State was 28.4 per 100,000 and it has fallen every year to the current 3-year average of 17.6. In Erie County, the rate had shown a significant increase from 2003 to 2007, with 2007 being the highest rate reported in this time period and with the rate falling slightly since then (Burstein, 2014).” While Early Syphilis rates per 100,000 are significantly lower in Erie County than rates in the State, Chlamydia incidence rates are sharply higher than the State for females.

Strategically, the CAO has focused on reducing the incidence of sexually transmitted diseases (STDs) as a way of reducing the incidence of Chlamydia, HIV/AIDS and unplanned pregnancies. The CAO has collaborated with the National Black Leadership Commission on AIDS, the Erie County Health Department and the Community Health Center to provide education and critical decision making forums and seminars, and has utilized its World of Community Action Network (WCAN) to promote healthy choices, particularly among youth.

“Health disparities are evident in many areas of Erie County for a variety of contributing factors. Socioeconomic generational strife leads to significantly poorer health outcomes. Within Erie County there are zip codes with significantly lower socioeconomic status than the county as a whole. These zip codes are primarily within the City of Buffalo. To illustrate this historically, 73% of the Erie County Department of Health clinic patients come from five zip codes in the City of Buffalo. These five zip codes are 14204, 14206, 14211, 14212, and

14215 (Burstein, 2014).” The Table 3, below, taken from Burstein’s report shows that of those persons living at or below poverty in Erie County, 81.5% are White; of those in Buffalo, 52.8% are White, and of those living in the high poverty zip codes 38.62% are White. Interestingly, the high poverty zip code with the highest percentage of Black residents has the third highest per capita income of those five zip codes. These indicators evidence that the poverty problem is as much or more a class problem than a race or ethnic problem.

Table 3 – Income for NY State, Erie County, Buffalo and the high poverty zip codes

Characteristic	NYS	Erie	Buffalo	14204	14206	14211	14212	14215
% In labor force	63.8%	63.3%	59.9%	55.9%	60%	55%	53.9%	59.3%
Median Hhld. Income	56,951	48,805	30,230	20,355	32,777	23,949	26,677	31,383
Per Capita Income	31,796	27,366	20,072	17,251	19,494	14,686	15,014	17,048
% Families Below Poverty	11.0%	10.5%	26.1%	42.5%	16.1%	31.4%	27.6%	27.2%
% Individuals Below poverty	14.5%	14.2%	29.9%	40.4%	20.9%	37.3%	34.5%	28.6%
% Black	17.2%	14.5%	40.6%	76.9%	11.7%	79.1%	43.9%	82.5%
% Hispanic	17.6%	4.5%	10.5%	9.1%	4.6%	3.6%	2.6%	3.3%
% White	67.9%	81.5%	52.8%	20.3%	86.7%	18.8%	51.3%	16.0%
% Not High School Graduate	19%	11.1%	19%	22.4%	19.4%	23.7%	27.2%	15.5%

Analyses of demographic trends, as they relate to poor health and the need for public health services, indicate that where poverty is the highest, poor health outcomes are the greatest. Disparities in the community, whether we look at race, ethnicity, education, or socioeconomic statuses are all evident within these zip codes. Health outcomes are significantly poorer than those of the county as a whole (Burstein, 2014).

Table 4 Hospital Admissions

Zip Code	Hospital Admissions Rate as a percentage of Rate Expected
14211	153%
14215	150%

Strategically, the CAO is collaborating with the Community Health Center and the Primary Care Development Coalition to improve low income residents’ access to primary and preventive care, and with Kaleida’s health care navigator office to expand awareness of health care opportunities under the Affordable Care Act. By improving preventive and primary care utilization, the CAO believes our County can reduce hospital admissions, especially in these high incidence zip codes. In part, through the CAO’s advocacy with the Primary Care Development Corporation, the Community Health Center received a \$1.5Million low interest

loan to relocate its primary service operation to the much larger former St. Frances hospital location.

B 7. Lead Poisoning

“Despite substantial progress, childhood lead poisoning remains a major problem both in New York State and in Erie County. Eight zip codes in Erie County have been designated by the New York State Department of Health as “Communities of Concern”, where children are at high risk for lead poisoning. These communities are located in the City of Buffalo: Zip Codes 14201, 14207, 14208, 14209, 14211, 14212, 14213, and 14215. Since there is no medical treatment that permanently reverses the adverse health effects of lead exposure, focusing on primary prevention is critical to address and eliminate the problem (Burstein, 2014).”

“The age of housing stock is a significant factor in lead poisoning prevention. More than 75% of the housing stock in Erie County was built before 1970 and is very likely to contain lead-based paint. There are 46,605 renter occupied units that were built before 1940 (2000 Census). Age and housing tenure increase the likelihood that these housing units are substandard and may contain lead hazards.”

“Housing choices for very low income and low income families are very often limited to the oldest housing most in need of maintenance and with a higher risk of lead-based paint hazards, increasing the evidence of health disparities in the population (Burstein, 2014).”

“There are 23,933 related, non-elderly, renter-occupied households in Erie County with household incomes less than or equal to 50% of the median family income (MFI). An additional 8,423 related, non-elderly, owner-occupied households have incomes at or below 50% MFI. There are 25,784 related, non-elderly households in the 50-80% MFI range (Burstein, 2014).”

“In the thirty years between 1970 and 2000 Buffalo’s population decreased by 37% placing once stable neighborhoods at great risk of urban decline. The number of vacant housing units in Buffalo has almost tripled since 1970 with 16% of housing units vacant in 2000. The number of owner occupied housing units, expressed as a percent of total housing units, has decreased from 56% in 1970 to 43% in 2000 (State of the Cities Census Data (SOCDS)). These changing demographics contribute to a destabilization of the City’s housing stock resulting in an increased risk for childhood lead poisoning (Burstein, 2014).”

Strategically, the CAO has developed its Home Improvement and Resource Program with help from a grant from the Office of Children and Family Service, sponsored by NYS Assemblywoman Crystal Peoples-Stokes. Through this initiative, the CAO has developed a collaboration with the Prime Time Home Weatherization Service, NYSERDA (Empower NY and Assisted Home Performance Program), and Citizens Bank (home improvement loans). The CAO uses its highly evolved community outreach platform to connect homeowners to grant and low interest and no interest loan opportunities, obtain energy audits and retrofit home remediation work-ups, address identified lead and asbestos problems, reduce the cost of operating homes and increase home livability and quality.

Further, the CAO connects home owners to the **Erie County Childhood Lead Poisoning Prevention Program** (Child Lead), which is responsible for the case management of lead poisoned children in Erie County. Child Lead is required to address the potential for lead exposure, as well as prevent lead poisoned children from further exposure. The program conducts investigations and provides information to the parents or guardians of children under the age of 18 regarding a reported elevated blood lead level.

B 8. Teen Pregnancy

“According to the Centers for Disease Control (CDC), the United States set a national goal of decreasing the rate of teenage pregnancies to 43 pregnancies per 1,000 females aged 15–19 years by 2010. A two year average (2008-10) of teenage pregnancy rates from the New York State Department of Health (NYS DOH) shows that zip codes within the City of Buffalo (14201-14216, 14218 and 14220) average 105.4 pregnancies per 1,000 females aged 15-19 years, and 100.7 within the City of Niagara Falls (zip codes 14301-14305). Thus, teenage pregnancy rates in the urban areas we serve are nearly two-and-a-half times the national goal, and are nothing short of epidemic (Burstein, 2014).”

“Teen pregnancy in Erie County is noted in the Table 5, below. Disparities in this indicator are evident by the high number of teen births in four of the most socioeconomically and ethnically diverse zip codes in the county. Zip codes: 14207, 14211, 14213, and 14215 also have many of the most severe, generally untreated rates of multiple chronic disease in the county including, cardiovascular issues, diabetes, and cancers. The same issues that plague the population in addressing these chronic diseases appropriately also play out in the pregnancy and prenatal care (Burstein, 2014).”

Table 5 - Teen Births (Note: Teen births are the actual number of births to age 15 – 19 yr-olds, and Teen birth rates are the number of births per one thousand age 15 – 19 yr-olds) Teen Births and Teen Birth rates in the targeted zip codes (highlighted) are significantly higher than the New York State rate (25.1 for 2006-2008)

Zip Code	Teen Births	Teen Birth Rate
14215	341	76
14211	259	93.5
14213	236	73.8
14207	203	84.6
14220	105	42.8
14201	102	98
14212	98	74.6
14218	97	56.3
14210	90	55.5
14225	89	33.5
14206	88	49.1
14150	85	25

14216	81	40.2
14214	81	29.5
14204	76	82.5
14208	71	36.2
14209	44	78.4
14075	44	11.1
14224	40	12
14217	37	19.9
14226	34	12.5
14070	28	69.1

Birth rate = # of births per 1,000 females ages 15 – 19. New York State Teen Birth Rate for 2006 – 2008 was 25.1 (Burststein, 2014).

Operative facts:

- Two-thirds of families begun by a young unmarried mother are poor.
- If a mother gives birth as a teen, was unmarried when the child was born, and did not receive a high school diploma or GED, 67% of the time the child in this circumstance will grow up in poverty. (Teen Pregnancy, 2010).

Strategically, the CAO employs a tiered approach. The CAO collaborates with the Erie County Health Department, and the Buffalo Prenatal-Perinatal Network, among others, to educate the community-at-large and the older teen and young adult population in particular about critical choices, and protecting their futures. Further, the CAO operates three community centers in the low socioeconomic status zip codes to provide supervised after-school activities and intergenerational mentoring and role-modeling to reduce the incidence of unwed sexual involvements and to increase school persistence.

The CAO will develop a collaborative relationship with County’s Family Planning Collaborative, under development, with the support of Planned Parenthood, Neighborhood Health Center and Community Health Center of Buffalo, to further coordinate services and increase our platform of community education.

B 9. Unemployment

As a residual impact of the 2007 - 2009 Great Recession, the unemployment rate for Erie County as a whole remained 1.03% higher at the end of 2012 versus the end of 2005. It was 1.56% higher in 2012 versus 2005 in the City of Buffalo, and 2.15% points higher in the Poverty Zone in 2012 versus the end of 2005 (Table 7).

Clearly the high rate of unemployment is the most obvious and critical factor in the high rate of poverty of the area. Significantly, women in the workforce suffered less displacement in the area job market versus the job market as a whole.

Across the County, the unemployment rate for women at the end of 2012 was 7.48% at the end of 2012 versus 8.23% for the County workforce as a whole. In the City of Buffalo the

unemployment rate for women was 12.57% at the end of 2012 versus 13.56% for the City's workforce as a whole. The unemployment rate in the Poverty Zone for women was 17.73% versus 19.73% across the Poverty Zone. Data on female unemployment in 2005 was not available from this report (Table 6).

Table 6 - Selected Economic Characteristics

2008-2012 American Community Survey 5-Year Estimates				2005 American Community Survey Census Estimate		
Subject	Erie County	Buffalo	Poverty Zone	Erie County	Buffalo	Poverty Zone
EMPLOYMENT STATUS	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 16 years and over	746,507	207,681	23,038			
Unemployed	39,053	16,978	2,345	33,049	13,734	2,862
Percent Unemployed	8.23%	13.56%	19.73%	7.20%	12.00%	17.58%
Females 16 years and over	391,154	111,719	13,385			
Percent Unemployed	7.48%	12.57%	17.73%			

Sources:

American Fact Finder (2014). **Selected Social Characteristics In The United States 2008-2012 American Community Survey 5-Year Estimates**. Retrieved from: <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?ftp=table>

2005 American Community Survey

Table 7 – Industry Trends comparing Employment by Industry

INDUSTRY	2008 - 2012 Estimate				2005 Estimate			
	Erie County	% of Wkrs	City of Buffalo	% of Wkrs	Erie County	% of Wkrs	City of Buffalo	% of Wkrs
Civilian employed population	435,659	100%	108,190	100%	425,079	100.00%	100,861	100.00%
Agriculture, forestry, fishing	1,534	0.40%	130	0.10%	771	0.00	0	0.00%
Construction	19,217	4.40%	3,529	3.30%	19,430	4.57%	1,433	1.42%
Manufacturing	46,951	10.80%	9,560	8.80%	50,647	11.91%	16,831	16.69%
Wholesale trade	12,293	2.80%	2,056	1.90%	18,410	4.33%	6460	6.40%

Retail trade	50,716	11.60%	11,201	10.40%	49,592	11.67%	9,224	9.15%
Transportation and Related	20,837	4.80%	5,957	5.50%	20,652	4.86%	4,049	4.01%
Information	7,841	1.80%	1,777	1.60%	14,394	3.39%	3,014	2.99%
Finance and insurance	32,096	7.40%	7,156	6.60%	35,402	8.33%	6,993	6.93%
Professional, scientific	42,815	9.80%	10,978	10.10%	31,262	7.35%	6,973	6.91%
Educational-health care-social	122,780	28.20%	34,193	31.60%	117,592	27.66%	28,318	28.08%
Arts, entertainment	39,003	9.00%	11,405	10.50%	31,187	7.34%	5,666	5.62%
Other services, except public	19,275	4.40%	5,158	4.80%	15,925	3.75%	9,624	9.54%
Public administration	20,301	4.70%	5,090	4.70%	19,815	4.66%	2,276	2.26%

Sources:

American Fact Finder (2014). **Selected Social Characteristics In The United States 2008-2012 American Community Survey 5-Year Estimates**. Retrieved from: http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table

2005 American Community Survey

This Census data, Table 7, provides some insights into labor market trends.

- Persons employed in Agriculture, Fishing doubled from 771 in 2005 to 1,534 in 2012.

Strategically, the CAO has developed a diverse urban farming system that currently employs two-full time workers four part-time workers and 15 interns. The CAO is expanding this operation through a series of grants and through sales of urban-grown produce to area restaurants and markets. The CAO hopes to create 20 additional jobs in the urban agriculture arena over the next 12 – 18 months.

- While the number of people employed in Construction trades did not appreciably change from 2005 to 2012, **there was a significant growth in Construction employment in the City of Buffalo from 1,433 in 2005 to 3,529 in 2012.**

This seems to track the significant amount of economic development projects in Buffalo over the last several years.

- Conversely, while Manufacturing employment fell nearly 10% from 2005 to 2012, from 50,647 to 46,951, the County outside of Buffalo gained 3,575 persons employed in

Manufacturing. The City of Buffalo, on the other hand, lost 7,271 persons employed in the Manufacturing sector, falling from 16,831 to 9,560, or 43.2%.

Strategically, The CAO has been working with organizations like Kean manufacturing to draw wind turbine manufacturing jobs to Buffalo, and with Living Green Insulation to draw cellulose insulation manufacturing jobs to Buffalo.

- Countywide, persons employed **in the Wholesale Trade industry** fell by nearly a third, roughly 6,200 less than in 2005. **Buffalo bore than lion's share of those job losses, losing nearly 4,400 persons employed in this sector, a two-thirds loss.**
- The City of Buffalo saw a nearly 2,000 person growth in people employed in retail trades, where the County of Erie saw a loss of about 1,000. The County, excluding the City, therefore lost about 3,000 Retail Workers, while the City gained 2,000.
- Similarly, the City of Buffalo gained nearly 2,000 workers employed in Transportation, while the County, as a whole, gained about 200. This indicates that the County, excluding the City, lost about 1,800 Transportation related jobs.
- Both the City and the County, outside of the City, suffered a 50% decline in Information Technology employment.
- While the City of Buffalo gained about 1,200 persons employed in the finance and Insurance industry, the County, excluding the City, lost about 3,300 persons employed in this field from 2005 to 2012.
- **Both the City and the County, outside of the City, saw tremendous gains in persons employed in the Professional and Scientific occupations, with the County gaining about 10,600 jobs and the City, alone, gaining 4,000 from 2005 to 2012.**
- Similarly, the County as a whole saw **a 5,000-person growth in employment in the Education Services field, virtually all of which occurred within the City of Buffalo.**
- **The Arts and Entertainment industry contracted by nearly 9,000 jobs from 2005 to 2012, with the City of Buffalo absorbing about 6,000 of those losses.**
- There was **significant growth in the Services Industry, excluding public services**, as a whole for the County, gaining 4,300 persons employed in this field. **However, all of the growth was in the City, alone, roughly 4,500, while the County, excluding Buffalo, actually lost about 300 of these jobs.**
- **In the area of Public Sector employment the City, alone, gained about 2,800 workers, where the County, excluding Buffalo, actually lost about 2,300 persons employed in the public sector from 2005 - 2012.**

Strategically, the CAO has developed an Employment and Training Division (STEPS) through which the agency identifies employment opportunities and coaches candidates through the process of applying for and getting jobs, and accessing training opportunities. Through our collaboration with the Buffalo Employment and Training Center and our membership on the Board of the Workforce Investment Board, the CAO STEPS program is positioned to connect individuals to training and employment opportunities beyond those developed directly by agency staff.

Table 8 - Total Households

INCOME AND BENEFITS	2008 - 2012 Estimate			2005 Estimate		
	Erie County	Buffalo	Poverty Zone	Erie County	Buffalo	Poverty Zone
Total households	379,980	112,144	12,766	383,708	114,654	19,984
Total households	379,980	112,144	12,766	383,708	114,654	19,984
Less than \$10,000	32,723	19,926	2,780	36,380	19,945	5,262
\$10,000 to \$14,999	21,971	10,640	1,589	28,851	10,073	2,529
\$15,000 to \$24,999	44,403	17,624	2,135	47,425	26,267	3,657
\$25,000 to \$34,999	40,116	13,702	1,730	44,054	15,328	2,954
\$35,000 to \$49,999	50,850	14,710	1,422	64,374	19,073	2,477
\$50,000 to \$74,999	69,160	16,479	1,775	77,281	13,164	1,876
\$75,000 to \$99,999	47,115	8,234	706	41,024	6,113	665
\$100,000 to \$149,999	47,177	7,229	473	30,010	4,691	367
\$150,000 to \$199,999	14,690	1,929	120	8,010	0	87
\$200,000 or more	11,775	1,671	36	6,299	0	109
Median household income (dollars)	49,977	30,502	23,943	43,021	25,886	20,775
Mean household income (dollars)	65,577	45,590	34,592	53,780	34,167	

Sources:

American Fact Finder (2014). **Selected Social Characteristics In The United States 2008-2012 American Community Survey 5-Year Estimates.** Retrieved from: http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table

2005 American Community Survey

From **Table 8** it can be seen that:

- The County continues to lose population, losing about 4,000 households from 2005 through 2012. About 2,500 of those losses were in the City of Buffalo alone. **The Poverty District lost 7,200 households over this period.**

Interestingly, the Poverty District lost population at the lowest household income levels first, with decreasing losses as household income increased, *suggesting that increasing income is a cornerstone of any strategy to reduce poverty and impoverished communities.*

- Median Household Income for the County, as a whole, rose from \$43,021 to \$49,977.
- Median Household Income for the City of Buffalo, alone, as a whole rose from, \$25,886 to \$30,502.
- Median Household Income for the Poverty Zone rose from \$20,775 to \$23,943.
- Average Household Income for the County as a whole rose from \$53,780 to \$65,577.
- Average Household Income for the City, alone, rose from \$34,167 to \$45,590 in 2005.

It can be anticipated that raising the State’s minimum wage will have a profound effect on household incomes. Over 26% of all households in Erie County have incomes below \$25,000/year. If the minimum wage increased to \$10.10/hr, as the President prescribed, minimum household income for a single full time worker in that household would be just over \$21,000/yr. There would follow an increase across the board in wages at the lower scale.

- Women would be disproportionately affected, comprising nearly 55 percent of those who would benefit.
- Nearly 88% of workers who would benefit are at least 20 years old.
- Although workers of all races and ethnicities would benefit from the increase, non-Hispanic white workers comprise the largest share (about 56 percent) of those who would be affected.
- About 42% of affected workers have at least some college education.
- Around 54% of affected workers work full time, over 70 percent are in families with incomes of less than \$60,000, more than a quarter are parents, and over a third are married.
- The average affected worker earns about half of his or her family’s total income. (Hall, Doug and Cooper, David, 2012).

In other words, the very populations most impacted by poverty and near-poverty level households incomes, are the ones who will most benefit from an increase in the minimum wage.

In the City of Buffalo, just under 43% of all households have incomes below \$25,000. In the Poverty Zone (Census tracts: 15, 27.02, 31, 33.01, 33.02, 34, 35, 36, 39.01, 41, 42), **just under 51% of all households have incomes below \$25,000.** (see Addendum 2 for Poverty Map) Strategically, the CAO STEPS Employment and Training Program works to find better opportunities for the under employed, and initial employment opportunities that provide incomes

above the minimum wage, or that will lead to incomes above the minimum wage within six months. The CAO STEPS program tracks annualized income for persons assisted in gaining employment to monitor the agency’s effectiveness in contributing toward this goal.

Table 9 - Commuting to Work as a Barrier

	2008 - 2012 Estimate			2005 Estimate		
	Erie County	Buffalo	Poverty Zone	Erie County	Buffalo	Poverty Zone
COMMUTING TO WORK						
Workers 16 years and over	425,669	104,802	9,128	N/A	N/A	N/A
Car, truck, or van -- drove alone	345,218	70,278	5,317			
Car, truck, or van -- carpooled	34,216	9,850	861			
Public transportation (excluding taxicab)	16,913	13,227	2,096			
Walked	12,668	6,498	428			
Other means	6,143	2,377	125			
Worked at home	10,511	2,572	301			
Mean travel time to work (minutes)	21	20.4	24			

Source: American Fact Finder (2014). **Selected Social Characteristics In The United States 2008-2012 American Community Survey 5-Year Estimates**. Retrieved from: <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?ftp=table>

2005 American Community Survey

- The Census data found that just under 4% (3.97%) of workers in the County as a whole took a bus to work, versus 12.62% in the City, alone, and 22.96% in the Poverty Zone.
- Roughly 17 - 19% of the workforce at the County, City, alone, and the Poverty Zone work as Public Sector Employees.

Table 10 – Self - Employment

	2008 - 2012 Estimate			2005 Estimate		
	Erie County	Buffalo	Poverty Zone	Erie County	Buffalo	Poverty Zone
COMMUTING TO WORK						
Self-employed in own not incorporated business workers	17,498	3,792	392	N/A	N/A	N/A

(Source: American Fact Finder (2014)).

However, while just over 4% of the County-wide workforce is self-employed, and 3.5% of the City's, workforce is self-employed, only .96% of the workforce in the Poverty Zone is self-employed. ***This may represent a significant opportunity in the War on Poverty.***

Table 11 - Health Insurance

	2008 - 2012 Estimate			2005 Estimate		
	Erie County	Buffalo	Poverty Zone	Erie County	Buffalo	Poverty Zone
HEALTH INSURANCE						
In labor force:	443,423	119,106	11,146	N/A	N/A	N/A
Employed:	408,293	103,314	8,957			
With health insurance coverage	373,739	88,681	7,477			
With private health insurance	346,263	73,619	5,620			
With public coverage	36,666	17,691	2,223			
No health insurance coverage	34,554	14,633	1,480			
Unemployed:	35,130	15,792	2,189			
With health insurance coverage	24,896	10,893	1,513			
With private health insurance	13,446	3,589	495			
With public coverage	12,806	7,911	1,193			
No health insurance coverage	10,234	4,899	676			

Sources:

American Fact Finder (2014). **Selected Social Characteristics In The United States 2008-2012 American Community Survey 5-Year Estimates**. Retrieved from: http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table

2005 American Community Survey

- The Census data (Table 11) found that in Erie County, as a whole, 10.1% of all workforce participants don't have health insurance. That figure is 16.4% in the City of Buffalo and 19.3% in the Poverty Zone.
- Of the employed workers in Erie County, 8.4% don't have health insurance, 14.16% in the City of Buffalo and 16.52% of employed persons in the Poverty Zone do not have health insurance.
- Further, 29.13% of those who are unemployed in the workforce are without Health insurance in the County, as a whole, 31.02% of unemployed persons in the City, alone, work force, are without health insurance, and 30.88% of the unemployed persons in the Poverty Zone are without health insurance.

Strategically, the CAO has utilized its WCAN electronic and digital outreach operation, including three radio programs and two public service TV broadcasts to increase awareness of, and utilization of, the Kaleida Health Care Navigator program, and our Head Start program's Family Partner network to coach Head Start parents and adult household members on taking the best advantage of health care opportunities through the Affordable Care Act.

B 10. Print Media Analyses: Focusing on Childhood Poverty

B 10a. Buffalo kids living in poverty (See Buffalo News story below.)

(Source: Williams, Deidre (2013). **Buffalo kids living in poverty:** Census data shows almost half live in impoverished households. *Speak Up Western New York*, June 28, 2013. Retrieved from: <http://www.speakupwny.com/forums/showthread.php?495280-Bufferalo-kids-living-in-poverty>; and the CAO's **Living Now** broadcast, July 2, 2013)

“Buffalo is a city of nationwide distinction. It’s part of the history of the Erie Canal. Some of the greatest creations of nationally known architect Frank Lloyd Wright are located here. And it is has strong connections to the Underground Railroad, the abolition of slavery and civil rights movements. But Buffalo recently earned another national distinction, and it’s nothing to be proud of (Williams, 2013).”

“Almost half of Buffalo’s children live in impoverished households, according to a report issued this week (June 28, 2013) by the National Center for Children Living in Poverty. The report, which was based on one-year census data for 2011, ranked 25 cities with populations of more than 250,000 people with the highest percentages of children living in poverty. Buffalo came in third with 46.8 percent. The two cities that topped the list are the Rust Belt communities of Detroit with 57.3 and Cleveland with 53.9 (Williams, 2013).”

“And that’s no coincidence, researchers said. Declining populations, the exodus or closure of large-scale industrial companies and high unemployment rates all correspond directly with poverty rates.”

“It’s kind of a pattern we see in the data ... top **cities that have this huge decline in well-paying**

jobs in the manufacturing industries, which used to be so strong in these cities”, said Curtis Skinner, director of family economic security at the National Center (Williams, 2013).”

“In cities like Buffalo, **you also have high unemployment rates**,” he added. “Unemployment rates move right with poverty rates.” Poverty issues go beyond income, and **poor children lag behind** their peers **in many ways**, experts said.”

“For instance, **they are less healthy, trail in emotional and intellectual development and are less likely to graduate from high school**, according the Children’s Defense Fund website.”

“Statistics provided by the Partnership for the Public Good indicate that of the Erie County residents receiving Temporary Assistance to Needy Families, **78 percent were in Buffalo. And more than 77 percent of Buffalo Public Schools children qualify for free or reduced-price lunch** (Williams, 2013).”

“The partnership has issued various studies and policy briefs on the issue, including a report on Buffalo’s low-income neighborhoods, one that focused on concentrated poverty and public education and another that addressed poverty-level work. Officials there say **growth in low-wage jobs is the biggest structural problem related to poverty** (Williams, 2013).”

“The people who make up the highest portion of the unemployed are generally not in a position to become the next generation of IT workers and technicians. **We’ve got to build a platform of commerce that provides opportunities for the up and coming, highly educated generation, and simultaneously provides opportunities for residents who cannot make the transition to the highly technical, advanced skill work** (Williams, 2013).”

“That has to embrace a dedicated effort to grow Green Technology and manufacturing, the health care industry, sales and customer service, shoreline development, tourism, food service, recreation and entertainment, and international commerce with Canada (Williams, 2013).”

“We have 120,000 jobs in this region that pay below the poverty level, and those jobs are not going away,” said Lou Jean Fleron, co-director of the Partnership. “How long can people who can’t afford a car be willing to take a bus at 4 o’clock in the morning and go to a job that pays them something that still leaves them eligible for food stamps?” she said.

“The numbers put out by the National Center are “very consistent with what we’re seeing in Head Start,” said L. Nathan Hare, chief executive officer of the Community Action Organization of Erie County. CAO runs 15 Head Start and Early Head Start programs throughout the county for children in families below the federal poverty level. Services include housing, employment, mental health, family development, chemical dependency, health and youth and senior services.

One way to combat poverty is to focus on single mothers - who often are the heads of impoverished households - and their relationships with the fathers of their children, Hare said (Williams, 2013).”

“This is going to sound harsh, but I believe ... **men should be accountably pulled into the life**

system of their kids, independent of whether or not the woman and you still get along,” he said.”

“If the father is involved in the child’s life every day and shares some of the burden, the mother may be able to count on him for other responsibilities, like providing day care and showing up at school to talk to teachers, if necessary, Hare said. “If he’s in the game, she doesn’t have to keep leaving work” to take care of those things, he said. “That means she can take on jobs that require more responsibility and pay more. That gives her a much more solid foundation for her to build her economic structure around (Williams, 2013).”

B 10b. “Buffalo has to transform itself into a “Say Yes to Education Community (Living Now, 2013).”

“The Buffalo Public School District is at a genuine crossroad.

Before us are the issues of:

- Declining school graduation rates, especially among African American males
- An increasing number of English Language Learners are a percentage of the population
- A declining confidence by many parents in the public school district’s abilities to meet the needs of their children
- Increasing dependence on increases in state aid to balance the District’s budget
- The inability of the District to employ educational strategies that require changes on the part of the District’s employees
- The dependence on bussing to move children to assigned schools, rather than improving parent engagement around neighborhood schools
- The inability of the District to simply close schools that are not working and adopt other strategies in schools re-opened that will employ those strategies
- The inability to provide recess for primary and elementary grade children at many schools
- The inability to provide after-school programs at every school to reduce parents’ need for highly expensive latch-key day care, to provide academic enrichment and structure extra-curricular after-school activities and intra-mural sports.
- The continuing crisis in day-to-day school attendance where many classes have fewer than half the registered enrolled students in attendance on many days.
- The need to negotiate new union contracts that prioritize the needs of the students and administrative flexibility at least as much as staff needs for workplace safety, compensation, job security and fringe benefits”

“The staggering level of poverty, that forms the framework of life for more than half of our children, is the greatest challenge we face as a community (Living Now, 2013).”

“Building a communitywide aspiration to see all of our children through post secondary education is the most transformative initiative we can undertake to positively affect the greatest number of lives in the shortest period of time possible. “We can make being a college-going community our culture. Our children can be talking about what college they intend to go to while they’re still in the 4th grade. Parents can be talking to their children about which college, university or post-secondary program the child will attend (Living Now, 2013).”

“Changing the expectations of the children, changes what they are talking about with other children, who they hang out with, what aspirations get continuous reinforcement in their lives. If fathers adopt the roles of men in their children’s lives, it changes how their children view them and how the men view themselves (Living Now, 2013).”

B 10c. Print Media Analyses: Focusing on Graduation Rates

“About 111,000 students who received special education services left the system from 1996 to 2004, and of those students, 13,672 - or 12.3 percent - graduated with Regents or local diplomas, according to Advocates for Children, the nonprofit group that issued the report, "Leaving Empty-Handed." In addition, 12 percent received an alternative certificate, an Individualized Education Program diploma (Saulny, Susan, 2005).”

[In doing the basic math, if 60% of Buffalo AA Males children are enrolled in Special education and 12% of them graduate, that is 7.2% of the AA Male Student population. If 50% of the remaining 40% of AA Males students (i.e., those not in Special Education) graduate, that’s 20% of the total AA Male student population. Added together that is a composite graduation rate of 27% (Living Now, 2013). That figure is virtually identical to the on-time high school graduation rate for African American male students in the City of Buffalo Public Schools.]

Note:

In the 2002-2003 school-year, for instance, the percentage of special education students receiving regular diplomas was 12.8 percent in New York City, 26 percent in New York State and 31 percent nationally. The report also found significant disproportions in graduation rates by race and sex. White and Asian special education students were, on average, twice as likely to graduate as black and Hispanic students. And girls were more likely than boys to finish school.

"In a broader context, 12 percent is certainly shockingly low," said Christopher Swanson, a senior researcher for the Urban Institute, an economic and social policy research organization based in Washington. Mr. Swanson has researched special education graduation rates nationally. "It's important not to jump to conclusions that just because a student has an I.E.P. that they are unable to take a normal course of study with modifications or to graduate," said Mr. Swanson,

referring to the specialized curriculum for such students. "Just because these are special education students, we shouldn't write them off as not being able to graduate (Saulny, 2005)."

C. Community Consumer Survey

The CAO conducted a survey in 2012 of consumers of CAO services across the County. A total of 421 respondents completed the surveys, including:

Table 12 – Sources of Survey Participants:

City/Township	Total Respondents	City/Township	Total Respondents
Akron	1	Collins	1
Alden	1	Depew	1
Amherst	7	East Aurora	5
Angola	8	Eden	1
Aurora	4	Elma	4
Blasdell	2	Evans	9
Brant	4	Grand Island	4
Buffalo-Delaware	22	Hamburg	4
Buffalo-Ellicott	53	Holland	6
Buffalo-Fillmore	51	Kenmore	2
Buffalo-Lovejoy	22	Lackawanna	5
Buffalo-Masten	75	Marilla	3
Buffalo-Niagara	12	North Collins	2
Buffalo-North	26	Orchard Park	1
Buffalo-South	7	Orchard Park Village	1
Buffalo-University	26	Springville	1
Buffalo-No District	16	Town of Tonawanda	4
Cheektowaga	10	Wales	7
Clarence	3	West Seneca	2
Colden	5	Williamsville	2

C 1. Profile of Survey Respondents

(There were a total of 421 respondents. However, not all respondents responded to every question. The percentages given are percentages of the respondents to that indicator.)

Of the total respondents:

Male	181 (43.7%)
Female	233 (56.3%)
White	127 (33.6%)
African Americans	252 (66.7%)
Other Identification	1 (0%)

Household Types:

Single Parent-Female	109 (31.1%)
Single Parent-Male	36 (10.3%)
Two Parent Household	111 (31.7%)
Single Person Household	42 (12%)
Two Adults w/no Children	52 (14.9%)

Income

Income from Wages	188 (44.7%)
Income other than Wages or Public Assistance/TANF	229 (54.4%)
Household Incomes below \$24,000	249 (59.14%)

Incarceration

Ever Incarcerated?	33 (10.6%)
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Total Veterans	59 (15.4%)
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C 2. Consumer Needs Analysis

Needing Employment Help	115 (29.4%)
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Of those needing Job Help, they needed help in:

Education	42 (36.5%)
Training	37 (32.2%)
Opportunities	50 (43.5%)
Good Paying Jobs	52 (45.2%)
Transportation	24 (20.9%)
Child Care	7 (6.19%)
Affordable Child care	7 (6.1%)
Resume and Other Job Prep	11 (9.6%)
Other Undefined Needs	34 (29.6%)

Work Status

Total Employed	193 (48.7%)
Total Unemployed	203 (51.3%)

Total Respondents Seeking Training to Change Careers	150 (35.9%)
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Total for Whom Quality Housing was an Issue	60 (15.2%)
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Of those, the number identifying cost of repairs/other costs as major impediment	56 (93.3%)
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Family Member/Friend Facing Homelessness/Threat of Homelessness

Homeless	31 (8.5%)
Person Living in a Shelter	32 (8.8%)
Currently Facing Loss of House	22 (6.1%)

At Risk of Losing Home	68 (18.7%)
Living w/Friends & Family	62 (17.1%)
Health Concerns	
Has a current health issue	111 (27.9%)

Table 13 – Needs of Survey Respondents with Health Concerns

Need	Number (Percentage)	Need	Number (Percentage)
Lack of Health Insurance	35 (31.5%)	Provider won't accept Insurance	20 (18%)
Lack of Free/Low Cost Services	35 (31.5%)	No Affordable Prescription	43 (38.7%)
Lack of Dental Services	34 (30.6%)	Lack of Vision Services	24 (21.6%)
Lack of Serv. @ Hdcp. Acc. Site	8 (7.2%)	Lack of In-Home Serv. For Srs.	13 (11.7%)
Lack of Substance Abuse Serv.	5 (4.5%)	Lack of Mental Health Services	9 (8.1%)
Respondents' Description of Groups with greatest need:			
Group (Total of 392)	Number (Percentage)	Of those with Health Insurance:	Number (Percentage)
Young Children	62 (15.8%)	Medicaid	134 (34.2%)
Teens	70 (17.9%)	Medicare	64 (16.3%)
Adults	132 (33.7%)	Employer Provided	102 (26%)
Seniors	139 (35.5%)	Private	46 (11.7%)
Respondents with Health Insurance	318 (81.1%)		
Respondents w/o Health Insur.	74 (18.9%)		

Table 14 – Neighborhood Sanitation: 90 of 395 (22.8%) Respondents felt that Neighborhood Sanitation was a significant issue. Of these the major problems were:

Problem	Number (Percentage)
Litter/Roadside Garbage	27 (30%)
Unmowed Lawns	33 (36.7%)
Debris/Graffiti on Buildings	13 (14.4%)
All of the above	60 (66.7%)

Nutrition

Of 397 respondents, 76 felt that nutrition was a significant issue. The major problems cited by these respondents were:

1. Not enough income – 66 (86.9%)
2. Limited/No Access to Fresh Produce – 37 (48.7%)
3. Not enough Food Pantries – 31 (40.8%)

Obesity

Of 381 Respondents 80 felt that obesity was a problem (21%). Of those 80, virtually everyone felt it was a problem for the adults, and for 35 (43.8%) of the children.

Of the 381 respondents, 309 (81.1%) got their more convenient and affordable meals at home, and 14 – 15% got their meals from a fast food service or from a farmer's Market.
(Note: some respondents gave more than one answer)

Budgeting

Of 387 respondents, 113 (29.2%) felt that use of money was an issue. The top three problems cited by this group included:

1. Inability to save – 53 (46.9%)
2. Inability to manage money 43 – (38%)
3. Credit Issues 35 – (31%)

Strategically, the CAO's Voluntary Income Tax Assistance (VITA) program, managed through the CAO's Emergency Services Department, and its access to Individual Development Accounts Programs can help individuals gain early access to their tax return proceeds, apply for earned income tax credits, and build savings through matching fund programs provided to establish individual development accounts. Our Head Start/Early Head Start Family Partners teach budgeting to Head Start/Early Head Start Households. Resources must be developed to provide budgeting education for food pantry and others service populations.

Transportation

Of 410 respondents, 131 (32%) felt that transportation was a significant issue. The top three problems cited by this group included:

1. Cost of owning and operating a vehicle 53 (40.5%)
2. Did not own or have access to a vehicle 48 (36.6%)
3. Lack of credit 47 (35.9%)

D.Strategic Needs Assessment

1. **Strategically, the CAO must find ways to improve student persistence in achieving high educational outcomes, to promote greater effectiveness by education service providers. The CAO must find ways to increase education teaching residents entrepreneurship in providing routine goods and services, which could both create new job opportunities and preserve wealth within these extreme poverty neighborhoods (Overview Section).**

- 2. Strategically, the CAO must prioritize employment and training services focusing on women on the one hand, and effect or to effect strategies to both reduce male pre-marital sex, and increase male school success and employment success (Section B1).**
- 3. Strategically, the CAO has collaborated with the Say Yes Buffalo foundation and the Buffalo District Parent Coordinating Council to improve student persistence in staying in school and gaining access to higher education opportunities (Section B4).**
- 4. Strategically, the CAO has adopted a strategy to use weatherization and energy efficiency grants and loan interest loans available through NYSERDA, and private home improvement loan through existing banks to help home owners lower the costs of operating their homes, and make improvement investments in their homes (Section B5).**
- 5. Strategically, the CAO is collaborating with the Community Health Center and the Primary Care Development Coalition to improve low income residents' access to primary and preventive care, and with Kaleida's health care navigator office to expand awareness of health care opportunities under the Affordable care Act (Section B6).**
- 6. Strategically, the CAO has developed its Home Improvement and Resource Program with help from a grant from the Office of Children and Family Service, sponsored by NYS Assemblywoman Crystal Peoples-Stokes (Section B7).**
- 7. Strategically, the CAO employs a tiered approach. The CAO collaborates with the Erie County Health Department, and the Buffalo Prenatal-Perinatal Network, among others, to educate the community-at-large and the older teen and young adult population in particular about critical choices, and protecting their futures. Further, the CAO operates three community centers in the low socioeconomic status zip codes to provide supervised after school activities and intergenerational mentoring and role modeling to reduce the incidence of pre-marital sexual involvements and to increase student persistence in achieving high educational outcomes.**
- 8. Strategically, the CAO has developed a diverse urban farming system that currently employs two full time workers four part time workers and 15 interns (Section B9).**
- 9. Strategically, The CAO has been working with organizations like Kean manufacturing to draw wind turbine manufacturing jobs to Buffalo, and with Living Green Insulation to draw cellulose insulation manufacturing jobs to Buffalo (Section B9).**

10. **Strategically, the CAO has developed an Employment and Training Division (STEPS) through which the agency identifies employment opportunities and coaches candidates through the process of applying for and getting jobs, and accessing training opportunities (Section B9).**
11. **Strategically, the CAO has utilized its WCAN electronic and digital outreach operation, including three radio programs and two public service TV broadcasts to increase awareness of and utilization of the Kaleida Health Care Navigator program, and our Head Start program's Family Partner network to coach Head Start parents and adult household members on taking the best advantage of health care opportunities through the Affordable Care Act (Section B9).**

E. Environmental Scan

1. Early Childhood Environment

According to the American Fact Finder, there were 16,860 children under the age of five in the city of Buffalo (6.5% of Buffalo's population). Assuming an equal distribution across ages, that would indicate there were 3,372 three-year olds and 3,372 four-year olds in the City. Assuming that 46.6% of these children live in household incomes at or below poverty (CityTopLists), there are 3,143 Buffalo children who are both age and income eligible for Head Start services. In Erie County there were 48,712 children ages birth to five (5.3% of the County's population). Again assuming an equal distribution across ages, there were 9,742 three-year olds and 9,742 four-year olds in Erie County, totaling 19,484 in 2012.

According to the 2014 Burstein Report, 22.5% of those County of Erie families with children under the age of 5 had household incomes at or below poverty. This would indicate that about 4,384 (22.5% of 19,484) make up the universe of age and income eligible three and four-year olds in Erie County. The CAO Head Start/Early Head Start programs, combined, serve 2,095 three and four-year olds, less than 48% of the population the program was created to serve.

The Governor of New York State, Andrew Cuomo, has stated his commitment to see pre-school provided for all four-year olds across New York State. The CAO will work with its Community Action Agency partners and the New York Community Action Association (NYSCAA) to meet the needs of all four-olds utilizing the cost efficient and highly effective child education and human development modalities of our Head Start movement.

The Head Start/Early Head Start environment is facing the emergence of the New York State United Teachers Union (NYSUT). NYSUT organizers successfully recruited a majority of members of the CAO Head Start/Early Head Start program to form an association with NYSUT to negotiate a collective bargaining agreement (CBA) with the CAO. This development present an array of challenges to the CAO, which is a largely grant funded agency that depends of flexible staff job assignments and the ability to respond to needs, regardless of job titles. Grant

resources available to the CAO are not unrestricted funds that can be used to increase salaries beyond the grant limitations.

The CAO has organized a framework of legal advice and counsel from other organizations facing similar challenges. It has apprised its Board and Policy Council and adopted a proactive approach to addressing the issues this development presents.

2. Youth Development

“Studies have shown that the after-school hours can be dangerous ones for children. The Department of Justice reports that 29 percent of all juvenile offenses occur on school days between 2 p.m. and 8 p.m. and that the number of violent crimes committed doubles in the hour immediately after school is let out (U.S. Department of Justice, 1997).” The Say Yes Buffalo Foundation has been working in collaboration with the Buffalo Public School District and community partners to design and implement after-school and out-of-school initiatives that can help strengthen students’ academic development and reduce youth involvement in destructive activities that often occur in the after-school and out-of-school periods.

The CAO operates its NURTURE Academy at four sites around the County, and two 21st Century Schools programs at two Buffalo Public Schools. Expansion of these initiatives is critical to CAO’s success in addressing this issue.

3. Grant and Other Program Support Resources Environment

The past two years have introduced an increased ambiguity and uncertainty into the planning environment in which the CAO operates. The sequester budget cuts were doubly troubling because they required reducing costs retroactively to the beginning of the program of October 1. This forced lay-offs and the collapse of some program initiatives in mid-year. While seeking grants is one strategy to resolve this program financing reality, there are a large and increasing number of competitors adopting the same or similar strategies.

While the Head Start program lost 5.2% of its funding in the 2013 – 2014 program year, the Community Services Block Grant (CSBG) lost 8%. This is critical because our Head Start programs leverage the service capabilities of the CSBG-leveraged programs to provide as seamless array of support services as possible for Head Start and Early Head Start families.

4. Neighborhood Services Environment

The CAO Center Services Department provides a structure of services that help anchor high poverty communities. Seniors are able to access congregate dining and socialization, senior aerobic exercise programs and access to computers. Youth are able to access after-school supervised recreation and sports, computer-assisted academic supports, supervised recreation and socialization, casework and other extra-curricular activities and opportunities. Older youth and younger adults are able to access employment services, computer access, adult recreation, and AAU sports participation.

The refocusing of City and County funding streams around increasingly narrow objectives, forces the CAO to look toward different strategies for sustaining these neighborhood quality of life services.

5. Substance Abuse Services/Treatment Environment

At the same time we are seeing a dramatic increase in persons addicted to and overdosing from forms of opiates, we are also experiencing revised Medicaid re-imburement rates that could reduce our ability to meet the rising need.

“Erie County reports there's been an increase of heroin overdoses. In the last quarter of 2013 the Medical Examiner's Office identified 20 related deaths involving heroin laced with fentanyl.

The Centers for Disease Control and Prevention reports nationwide drug poisoning deaths involving heroin went up 45% from 2006 to 2010. Treatment centers are watching it continue to grow.

"I would say we've seen 50 percent more people coming in with opiate addiction that we have in previous year (WGRZ, 2014)."

While the projections for the continuing need for the CAO's Drug Addiction Research and Treatment (DART) clinical services remain high, oversaturation of providers due to the current spike in demand, could threaten the network of existing providers if demand falls back to prior levels.

6. Emergency Services Environment

The combination of federal sequester funding cutbacks and the increasing demands on foundations to make up the difference, has made the environment for funding emergency services increasingly competitive. The CAO will be forced to allocate a greater share of its non-federal funds to fundraising, and at least temporarily reducing the dollars it can allocate for single shot client services.

7. Urban Agriculture

“Low-income households in the contemporary city often lack adequate access to healthy foods, like fresh produce, due to a variety of social and spatial barriers that result in neighborhoods being underserved by full-service supermarkets. Because of this, residents commonly resort to purchasing food at fast food restaurants or convenience stores with poor selections of produce. Research has shown that maintaining a healthy diet contributes to disease prevention and overall quality of life.” (Widener MJ1, Metcalf SS, and Bar-Yam, Y., 2012)

Funding to allow the CAO's Urban Farm to add more growing systems to raise more produce and to fund the educational programs that we have developed for children and adults, will assist residents in our high poverty areas in nutrition, buying healthy foods, and education about planning healthy meals and avoiding food produced in non-nutritious growing systems.

8. Housing Environment

“Sequestration has taken a brutal toll on housing programs. As *ThinkProgress* previously reported, low-income people are already being denied vouchers to assist them with paying for rent. It will also have a devastating effect on programs that help the homeless. HUD estimates that more than 100,000 homeless and formerly homeless people will be removed from programs (Covert, Bryce (2013)).”

The reduction in funding for services to this population due to the end of the 2009 federal stimulus program, combined with the funding cuts caused by sequestration, has dramatically reduced our ability to provide needed support for the homeless and homelessness prevention. While our food pantry continues to provide services to an increasing population, the loss of the Buffalo Housing Opportunity Program (BHOP) removed a large segment of desperately needed services. As the cost of housing, coupled with rising utilities prices, continues to escalate, more families seek resources from our agency to supplement their housing expenses.

The Department of Social Services has replaced their assistance for Security Deposits with a Security Agreement. Clients who are eligible often have a very difficult time locating landlords who will accept the agreement. Some have lost their Section 8 vouchers because they were not able to locate housing within the 30-day period allowed. Clients are more inclined to contact us for a security deposit because of the difficulty they have in locating a landlord willing to accept a security agreement. Unfortunately, the CAO's capacity to meet this need is limited by the resources available to us.

9. Program Administration Environment

Just as members of the County and City community increasingly find themselves in need of services they had never needed before, agencies serving those in need are increasingly forced to compete for the same or a decreasing pool of funds, during a time of increased needs. Agencies have reconfigured themselves to work collectively to access shrinking pools of grant funds. To sustain the CAO's efforts, funds must be developed through the community as well as through the traditional private and public grant application process.

10. Sports PLUS Environment

With the collapse of the only other youth football league in the City of Buffalo, the CAO Sports PLUS program will be required to fill the void. Supervised sports are a lynchpin in the CAO's efforts to have every child, from the third grade through high school, connected with a set of

caring adults in a mentoring and nurturing relationship. The CAO will appeal to sports product companies and their foundations to increase its capacity to meet this emerging need.

11. Central Business Office Environment

Government funding is increasingly becoming more restrictive and sequestration will not go away. The Central Business Office environment is increasingly challenged to find greater efficiencies in the use of resources without sacrificing the quality of the services those resources fund. Simultaneously, the technological environment in which our information technology, purchasing, payroll, human resources and finance management operate in is evolving faster than the CAO's capacity to replace hardware and integrate new software.

Technology support for Windows XP is ending. "As a result, after April 8, 2014, technical assistance for Windows XP will no longer be available, including automatic updates that help protect your PC. Microsoft will also stop providing Microsoft Security Essentials for download on Windows XP on this date (Windows, <http://windows.microsoft.com/en-us/windows/end-support-help>.)"

The CAO will be forced to redirect some of its resources to technology and hardware upgrades, through equipment donations and resource reallocation.

VI. Plans, Goals and Implementation

1. Early Childhood Services

The CAO Early Childhood Services Division includes Head Start, Early Head Start and additional early childhood services. The CAO seeks to develop a fee-for-service day care program that provides Head Start-style services funded through private pay. The agency hopes to use this strategy to enable it to meet the needs of the many non-income eligible three and four-year olds who the agency has not been able to serve.

a. Long-Term Goals

The CAO seeks to align its services with Governor Andrew Cuomo's initiative to provide Pre-Kindergarten services to all four-year olds across the State, without regard to income. The CAO seeks to become the service provider of choice for those three and four year-olds from Head Start income eligible households, first. Ultimately, the CAO seeks to become the provider of Pre-Kindergarten education services to all four-year olds throughout Erie County.

- i. Is to update the agency's technology infrastructure. Over the next 4 years, our goal is to proactively upgrade systems with "next generation" hardware so that the agency never gets to a point where upgrading ceases to be optional.

- ii. Develop sites for the operation of Head Start/Early Head Start classrooms and services with landlords who share similar goals and objectives to the CAO, and with whom the CAO can establish long term leases without five-year leases rate increases.
- iii. Create the capacity to provide Head Start/Early Head Start-styled service to every age eligible child in Erie County

b. Short-Term Goals

- i. Complete staff training and internal systems development to maximize and utilize GenesisEarth efficiently and effectively, measured by
- ii. Develop a marketing and advertising platform that constantly raises awareness of, and recruits participants into, Head Start/Early Head Start classroom slots and employment opportunities.
- iii. Achieve a 95% daily attendance rate for all Early Childhood Staff
- iv. Effecting a system of evidence-based reporting and metrics that enable a comprehensive assessment of the results and benefits of Head Start/Early Head Start services
- v. Continue to improve upon the comprehensive case management services provided to Head Start/Early Head Start families, measured by documentation in case files that every concern raised in both the child and the child’s household assessment has been effectively responded to.

2. Drug Addiction Research and Treatment Program (DART)

a. Long-Term Goals

- i. Diversify sites of operation to improve DART ability to provide services closer the points of highest demand
- ii. Upgrade DART software and hardware to continuously improve medical record keeping and to enhance efficiency and effectiveness of service delivery

b. Short-Term Goals

- ii. Continue to work with New York State Medicaid in maximizing DART alignment with changes in re-imbursement requirements places a significant lift on our business operations.
- iii. Identify and maximize the Affordable Care Act health care provisions that may significantly increase health care access for those eligible and in need of service

3. Community Services Initiatives

a. Long Term Goals

- i. Increase student commitment and effort to achieve high academic outcomes in the Buffalo Public School System.
- ii. Develop and implement an initiative to help students and young adults acquire entrepreneurship skills and training.
- iii. Increase the effectiveness of CAO's employment and training services, particularly with regard to single mothers, and to effect strategies to both reduce male pre-marital sex, and increase male school success and employment success (Section B1)
- iv. Improve the quality of housing and neighborhood stability in high poverty areas
- v. The CAO will identify new funds to expand our homelessness prevention capability
- vi. To improve low income residents' access to primary and preventive care.
- vii. To reduce the rate of teen pregnancy in high poverty areas of Erie County in which the 15 zip codes with the highest rates average 64.7 births for every one thousand age 15 – 19 females, compared with a rate 25.1 on average across New York State (Burstein, 20140.
- viii. Insure the availability of arable farming acreage in the event the current central head quarters location is moved
- ix. To continue to improve low income residents' access to healthy foods
- x. The CAO will work to expand manufacturing opportunities in the Buffalo and Erie County community
- xi. Develop strategy to retain highly skilled staff who are often part-time
- xii. Develop a diversified funding strategy to support Center-based, Neighborhood and Emergency Services
- xiii. Develop a plan to relocate the employment and training division and the Better Schools – Better Neighborhoods (A. Rafi Greene Masten Resource Center) into a site providing greater meeting space, classrooms, computer lab, activity rooms for neighborhood youth and meeting space for block clubs and neighborhood groups.
- xiv. The CAO will develop its website and intranet to permit application for program services and individual and family needs assessments on line, improving service efficiency and responsiveness.
- xv. Develop a more diversified source of funding to support the CAO's Center Services, Neighborhood Services and Emergency Services initiatives
- xvi. The CAO will identify sources of funds to expand its Sports PLUS program as both a supervised sports and a mentoring venue, due to the continuing increase in service demand from the community

b. Short-Term Goals

- i. Through collaboration with the Say Yes Buffalo Foundation and the Buffalo District Parent Coordinating Council, the CAO will seek to improve student persistence in staying in school, and in gaining college/post secondary education entrance, measured by the percentage of Buffalo Public School students

- completing Say Yes Buffalo Registrations, and starting college/post secondary education in the Fall of each year. In the Fall of 2013, 66% of Buffalo graduates enrolled in college (Buffalo News, March, 2014); while the drop-out rate was 53% in 2011 (the last year of available statistics).
- ii. To achieve the weatherization and energy efficiency improvement of 120 homes per year, and to achieve the renovation of 35 homes per year through the use of weatherization and energy efficiency grants and low-interest loans available through NYSERDA, and private home improvement loans through existing banks to help home owners lower the costs of operating their homes, and make improvement investments in their homes
 - iii. The CAO will raise revenues to support this home improvement initiative (the Home Improvement Resource Program or HIRP) through grants, and donations.
 - iv. Collaborating with the Community Health Center, the Primary Care Development Coalition and Kaleida's Health Care Navigator Office, the CAO will use public education seminars and referrals to help low income residents take advantage of health care opportunities under the Affordable Care Act
 - v. The CAO will use its WCAN electronic and digital outreach operation, including three radio programs and two public service TV broadcasts to increase awareness of and utilization of the Kaleida Health Care Navigator program, and our Head Start program's Family Partner network to coach Head Start parents and adult household members on taking the best advantage of health care opportunities through the Affordable Care Act (Section B9)
 - vi. Increase and diversify CAO's points of sale of urban produce to sustain the ability to create produce availability through the Food Pantry
 - vii. Increase ability to provide support services to affordable housing residents by reorganization of staff assignments from the scattered site New Venture Housing program
 - viii. Through collaboration with the Erie County Health Department, and the Buffalo Prenatal-Perinatal Network, among others, to provide community education seminars and group mentoring to 400 teenage girls annually to educate the community-at-large, the older teens and young adult population, in particular, about critical choices, and protecting their futures.
 - ix. Use the four community centers operated by the CAO as both staging sites for the critical choices education initiatives, above, and to provide after-school supervised socialization, recreation and group mentoring to teens and young women.
 - x. The CAO will expand its urban farming production output by 10% each year for the next five years
 - xi. The CAO will train at least 60 community residents on how to grow and sustain an urban farm each year
 - xii. The CAO will add a fishery to its urban farming program by 2016
 - xiii. The CAO will work with the City of Buffalo Mayor, and the County of Erie Executive to bring the Kean wind turbine manufacturing company into the City of Buffalo
 - xiv. The CAO will use its HIRP to help create a market volume for cellulose

- insulation, and help to draw a cellulose insulation company into Buffalo
- xv. The CAO STEPS Employment and Training Division will assist 240 low income individuals in obtaining employment at wages of \$12/hr or more, and will assist 180 low income individuals in obtaining enrollment in employment and training programs leading to regular employment (Section B9)
- xvi. Develop and implement capacity to provide program support for the youth athletes whose football league disbanded in Buffalo, ensuring the continued connection of these several hundred children with mentoring and supervised sports coaching. The youth sports participants will maintain a 95% daily school attendance rate and will achieve a 98% grade matriculation rate each year.
- xvii. Develop and implement strategies to increase the acquisition and retention of capable volunteers to support the Center Services, Neighborhood Services and Emergency Services initiatives
- xviii. Implement a plan to improve the electrical and hydroponic infrastructure of the CAO's main urban farm site to grow crops faster
- xix. The CAO will add an Urban Farming Feature section to the CAO Website
- xx. Implement the "Best Match" program to assist low income residents seeking quality affordable housing connect with appropriate landlords to increase CAO's housing assistance capacity
- xxi. Implement and plan a reallocation of existing agency resources, combined with equipment and software donations and grants, to improve the agency's technology support for job seekers
- xxii. The CAO will become a City of Buffalo Community Housing Development Organization (CHDO) to further its development of affordable housing through new builds and rehabilitation construction

VII. Financial Projections and Analysis

A. Short Term

In the short term, the CAO has a stable financial outlook. The Federal government is restoring not only the funding levels of its Head Start/Early Head Start program to their 2012 pre-sequester levels, the government is also providing a 3% increase in the restored funding level, making up the cost of living increases that generally would have been awarded had the sequester not occurred. This will allow the CAO to restore the 93 Head Start slots lost in 2013, and to provide a needed cost of living increase to eligible Head Start employees.

Funding for the Community Services Block Grant, as a result of the budget deal approved in January, has also been restored to the pre-sequester level, enabling the stabilization of initiatives made possible in Erie County by leveraging the CSBG award to anchor programs funded from multiple sources.

Funds, however, routed through the Buffalo School District, that funded the Supplemental Education Services (SES) program have not been restored due to local school district decisions. This has required a restructuring and downsizing of the CAO's NURTURE Academy and other neighborhood focused youth development initiatives.

Fortunately, the 21st Century Schools program, funded directly by the State Education Department, has survived and will continue its services. Funding the CAO has used to bolster its community center operations, its youth violence prevention operations, its summer youth programming and alternatives to incarceration programming continue to maintain their County and City supports.

The CAO's substance abuse treatment medical clinic faces some challenges in its fee-for-service Medicaid funding stream due to regulatory changes being implemented by the Medicaid program. It is too soon to determine the net effect, if any, of these regulatory modifications.

Continued federal and state funding of fee-for-service Low Income Home Energy Assistance Program, and area banks' willingness to maintain their community reinvestment loan pools, has enabled the CAO to develop and sustain its Home Improvement Resource Program, significantly expanding its quality affordable housing efforts.

B. Long Term

In the long term, the CAO funding structure remains uncertain due the shifting priorities and policies of the Congressional administration. The presiding policy emphases of the Congress that will be elected in 2014 will determine the environment the CAO will function in during the following two years and beyond.

The CAO is making every effort to diversify its sources of funding, and to obtain much more support from consumers of the CAO's services and from the area foundation and business community.

VIII. Critical Success Factors

The CAO's continued success will depend largely upon the agency's ability to provide a strong, evidence-based demonstration of the effectiveness of its services.

The CAO's implementation of its CAP 60 and GenesisEarth software, for its CSBG and Head Start/Early Head Start programs, respectively, are critical to that effort. Staff

training and staff learning of these critical systems will determine our ability to demonstrate the quality and effectiveness of our strategic initiatives to meet varying levels of the low-income populations' needs.

The CAO Head Start/Early Head Start has a tremendous opportunity in New York State to use its evidence-based pre-school child development model to inform and conduct pre-school education in Erie County, and inform the implementation in other counties around the State.

Further, the CAO parent engagement and Family Development model is already being called upon by the Buffalo District Parent Coordinating Council to form the basis of parent engagement in the Buffalo School District.

The CAO's success in creating a self-reinforcing network of services and initiatives that make it a virtual one-stop for any form of service need required by the residents the CAO serves is the platform on which the CAO's future rests.

IX. Controls and Evaluation

A. Monthly Reports

Each Program or Service of the CAO operates within a Department led by a Director or Coordinator. Each Department operates within a Division of the CAO led by a Vice-President or Lead Administrator. Monthly reports are provided by each program or service and are forwarded to the CAO's President/CEO, who assesses the progress of each program or service and makes a report to the CAO fiduciary Board.

The CAO President/CEO forwards the exact copies of each program or service's monthly report to the agency's fiduciary Board, along with a written progress update and an Executive Report.

B. Program Evaluation and Monitoring Committee

The CAO's Fiduciary Board has a Program Committee out of which operates a Program evaluation and Monitoring Committee (PEM). The PEM uses the Community Services Block Grant (CSBG) Annual Work plan to assess progress against the goals and objectives approved by the Board for the CAO.

The PEM Committee of the Board's Program Committee generally meets bi-monthly, prior to the regular Board meetings, to review the reports filed by the CAO President/CEO. The PEM also visits program sites and engages in formal and informal meetings with program and service staff managers to assess the operation and effectiveness of programs and services.

C. Electronic Client and Service Tracking

The CAO uses the CAP 60 software platform for tracking enrollments, service events and outcomes from its non-Head Start/Early Head Start and DART services. The agency uses an Office of Alcohol and Substance Abuse Services – approved software platform for similar tracking and reporting on our Substance abuse services, and the agency uses the GenesisEarth software platform similarly for its Head Start/Early Head Start services.

The CAO is able to generate most of its monthly progress reports from these electronic platforms.

The CAO uses the Grants Management System (GMS) software platform to manage the financial life of the agency, and is able to generate its ledgers, journals and financial reports entirely from this base.

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DP03: SELECTED ECONOMIC CHARACTERISTICS		
2008-2012 American Community Survey 5-Year Estimates		2005 Census Estimate

Subject	Erie C'nty	Buffalo	Poverty Z	Erie C'nty	Buffalo	Poverty Z
COMMUTING TO WORK	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Workers 16 years and over	425,669	104,802	9,128			
Car, truck, or van -- drove alone	345,218	70,278	5,317			
Car, truck, or van -- carpooled	34,216	9,850	861			
Public transportation (excluding taxicab)	16,913	13,227	2,096			
Walked	12,668	6,498	428			
Other means	6,143	2,377	125			
Worked at home	10,511	2,572	301			
Mean travel time to work (minutes)	21	20.4	24			
OCCUPATION						
Civilian employed population 16 years and over	435,659	108,190	9,540			
Management, business, science, and arts occupations	162,140	34,445	2,210			
Service occupations	79,601	26,376	3,144			
Sales and office occupations	117,051	26,896	2,271			
Natural resources, construction, and maintenance occupations	27,789	5,630	352			
Production, transportation, and material moving occupations	49,078	14,843	1,563			
INDUSTRY						
Civilian employed population 16 years and over	435,659	108,190	9,540			
Agriculture, forestry, fishing and hunting, and mining	1,534	130		771	0	
Construction	19,217	3,529	201	19,430	1,433	
Manufacturing	46,951	9,560	778	50,647	16,831	
Wholesale trade	12,293	2,056	134	18,410	6,460	
Retail trade	50,716	11,201	882	49,592	9,224	
Transportation and warehousing, and utilities	20,837	5,957	644	20,652	4,049	
Information	7,841	1,777	96	14,394	3,014	
Finance and insurance, and real estate and rental and leasing	32,096	7,156	411	35,402	6,993	

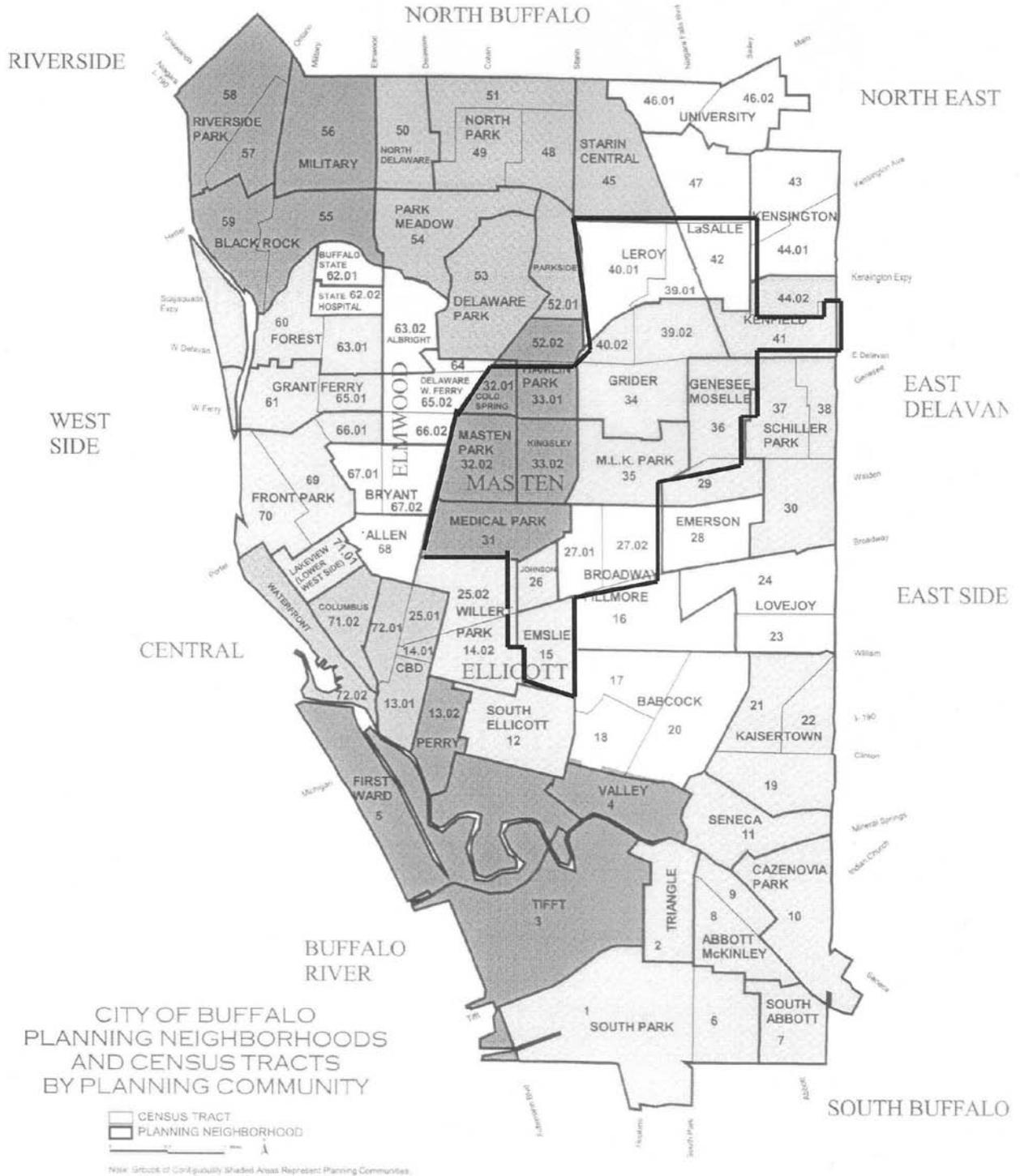
DP03: SELECTED ECONOMIC CHARACTERISTICS						
2008-2012 American Community Survey 5-Year Estimates				2005 Census Estimate		
Professional, scientific, and management, and administrative and waste management services	42,815	10,978	682	31,262	6,973	
Subject	Erie C'nty	Buffalo	Poverty Z	Erie C'nty	Buffalo	Poverty Z
INDUSTRY, cont'd	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Educational services, and health care and social assistance	122,780	34,193	3,929	117,592	28,318	
Arts, entertainment, and recreation, and accommodation and food services	39,003	11,405	844	31,187	5,666	
Other services, except public administration	19,275	5,158	573	15,925	9,624	
Public administration	20,301	5,090	366	19,815	2,276	
CLASS OF WORKER						
Civilian employed population 16 years and over	435,659	108,190	9,540			
Private wage and salary workers	342,292	84,593	7,318			
Government workers	75,599	19,745	1,830			
Self-employed in own not incorporated business workers	17,498	3,792	392			
Unpaid family workers	270	60	0			
INCOME AND BENEFITS						
Total households	379,980	112,144	12,766	383,708	114,654	19,984
Less than \$10,000	32,723	19,926	2,780	36,380	19,945	5,262
\$10,000 to \$14,999	21,971	10,640	1,589	28,851	10,073	2,529
\$15,000 to \$24,999	44,403	17,624	2,135	47,425	26,267	3,657
\$25,000 to \$34,999	40,116	13,702	1,730	44,054	15,328	2,954
\$35,000 to \$49,999	50,850	14,710	1,422	64,374	19,073	2,477
\$50,000 to \$74,999	69,160	16,479	1,775	77,281	13,164	1,876
\$75,000 to \$99,999	47,115	8,234	706	41,024	6,113	665
\$100,000 to \$149,999	47,177	7,229	473	30,010	4,691	367
\$150,000 to \$199,999	14,690	1,929	120	8,010	0	87
\$200,000 or more	11,775	1,671	36	6,299	0	109
Median household income (dollars)	49,977	30,502	23,943	43,021	25,886	20,775
Mean household income (dollars)	65,577	45,590	34,592	53,780	34,167	

DP03: SELECTED ECONOMIC CHARACTERISTICS						
2008-2012 American Community Survey 5-Year Estimates				2005 Census Estimate		
Subject	Erie C'nty	Buffalo	Poverty Z	Erie C'nty	Buffalo	Poverty Z
INCOME AND BENEFITS , cont'd	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
With earnings	280,956	78,887		289,737	80,106	13,035
Mean earnings (dollars)	68,766	49,345	38,398	56,915	36,644	30,832
With Social Security	122,902	31,036	403	124,794	38,310	6,393
Mean Social Security income (dollars)	17,164	14,143	13,647	12,863	11,873	9,743
With retirement income	83,280	18,578	241	81,465	21,367	4,370
Mean retirement income (dollars)	20,777	16,889	14,927	15,466	9,152	12,647
With Supplemental Security Income	21,004	11,470	153	19,096	9,247	2,281
Mean Supplemental Security Income (dollars)	9,345	8,655	8,059	7,636	7,082	6,497
With cash public assistance income	12,327	8,209	124	11,185	5,743	2,989
Mean cash public assistance income (dollars)	3,648	3,684	3,318	3,285	1,803	
With Food Stamp/SNAP benefits in the past 12 months	53,274	34,007	453	33,542	14,181	
Families	231,367	58,734	7,356	240,626	55,190	12,099
Less than \$10,000	12,437	8,370	1,217	12,959	4,792	2,547
\$10,000 to \$14,999	6,817	4,159	683	9,755	4,020	1,231
\$15,000 to \$24,999	17,085	8,440	1,136	22,523	11,150	2,287
\$25,000 to \$34,999	19,502	7,186	1,058	25,633	8,375	1,983
\$35,000 to \$49,999	29,571	7,837	967	41,947	11,089	1,797
\$50,000 to \$74,999	46,049	9,285	1,184	55,531	8,495	1,288
\$75,000 to \$99,999	36,693	5,571	559	33,441	4,240	549
\$100,000 to \$149,999	39,654	5,123	396	26,125	3,029	263
\$150,000 to \$199,999	13,048	1,451	120	7,157	0	73
\$200,000 or more	10,511	1,312	36	5,555	0	81
Median family income (dollars)	65,668	37,205	30,811	53,017	33,923	24,775
Mean family income (dollars)	80,874	53,960	41,581	64,664	41,176	
Per capita income (dollars)	27,700	20,245	15,761	22,868	15,691	12,617

DP03: SELECTED ECONOMIC CHARACTERISTICS						
2008-2012 American Community Survey 5-Year Estimates				2005 Census Estimate		
Subject	Erie C'nty	Buffalo	Poverty Z	Erie C'nty	Buffalo	Poverty Z
INCOME AND BENEFITS , cont'd	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Nonfamily households	148,613	53,410	5,410			
Median nonfamily income (dollars)	29,039	22,610	16,669			
Mean nonfamily income (dollars)	39,762	34,502	23,866			
Median earnings for workers (dollars)	30,486	23,350	21,697			
Median earnings for male full-time, year-round workers (dollars)	50,378	40,013	31,427			
Median earnings for female full-time, year-round workers (dollars)	38,485	33,376	33,905			
HEALTH INSURANCE COVERAGE						
Civilian noninstitutionalized population	906,922	259,085	29,586			
With health insurance coverage	844,678	231,757	26,250			
With private health insurance	673,278	137,107	12,321			
With public coverage	306,968	123,428	17,815			
No health insurance coverage	62,244	27,328	3,336			
Civilian noninstitutionalized population under 18 years	198,092	61,476	7,986			
No health insurance coverage	6,457	2,907	402			
Civilian noninstitutionalized population 18 to 64 years	569,648	168,663	17,326			
In labor force:	443,423	119,106	11,146			
Employed:	408,293	103,314	8,957			
With health insurance coverage	373,739	88,681	7,477			
With private health insurance	346,263	73,619	5,620			
With public coverage	36,666	17,691	2,223			
No health insurance coverage	34,554	14,633	1,480			
Unemployed:	35,130	15,792	2,189			
With health insurance coverage	24,896	10,893	1,513			
With private health insurance	13,446	3,589	495			

DP03: SELECTED ECONOMIC CHARACTERISTICS						
2008-2012 American Community Survey 5-Year Estimates				2005 Census Estimate		
With public coverage	12,806	7,911	1,193			
No health insurance coverage	10,234	4,899	676			
Not in labor force:	126,225	49,557	6,180			
With health insurance coverage	115,530	44,759	5,435			
Subject	Erie C'nty	Buffalo	Poverty Z	Erie C'nty	Buffalo	Poverty Z
HEALTH INSURANCE, cont'd	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
With private health insurance	73,746	18,549	1,561			
With public coverage	55,150	30,595	4,541			
No health insurance coverage	10,695	4,798	745			

Poverty Zone



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