

CHAUTAUQUA OPPORTUNITIES, INC. &  
CHAUTAUQUA OPPORTUNITIES FOR DEVELOPMENT, INC

*Helping People...Changing Lives*

# Annual Report

## 2017





# Agency Overview

Chautauqua Opportunities, Inc. (COI) is a not for profit Community Action Agency that has been serving the low income population of Chautauqua County, NY since 1965. COI is fighting the war against poverty by empowering low and moderate income individuals and stabilizing the vulnerable among us. We believe that all Americans have the right to achieve all they are able to. COI strives to create economic opportunities that afford each individual a ladder out of poverty and improve the overall well being of the entire community. It is our commitment to restore each individual's dignity and assist, through supportive services, each one to attain short and long term goals that move them toward economic stability.

In November of 2017, the Board of Directors at Chautauqua Opportunities, Inc. announced Mr. Franklin Monjarrez as the agency's new Executive Director. Mr. Monjarrez has 20 years of progressive social services senior management experience: including program development, accreditation and peer review, fiscal management knowledge and practice, community leadership and collaborations, as well as a strong commitment to serving low income, in-crisis populations, all of which complement the agency vision and mission.

COI serves over 4,300 households each year with an annual budget of about \$16,000,000. All services within the organization are integrated and focus on asset development from a cognitive behavioral model. Services are grouped into the divisions of Housing and Community Development (Weatherization, housing rehabilitation, rental assistance, homebuyer education, foreclosure prevention, homeless prevention and rehousing, veterans supportive services, runaway and homeless youth shelter), Health Services (licensed Home Care, Alzheimer's Care-giver Assistance, Navigator assistance for health insurance enrollment, Mobile Crisis), and Children and Family Services (Head Start, Early Head Start, Chautauqua Child Care Council, Fatherhood program, Kinship Caregiver Program). COI has status as a registered charity in NYS, a NYS Rural Preservation Company, a licensed day care provider, a licensed Home Care provider, and a HUD Housing Counseling Agency. COI's affiliate corporation, Chautauqua Opportunities for Development, Inc. (CODI), is a certified Community Development Financial Institution (CDFI) that provides technical assistance and access to loan capital for small businesses and micro-entrepreneurs.

All customers enter through a centralized intake/navigation system. Through an educationally-based interview session, the customer is engaged using a strength-based approach and encouraged to develop a life plan including short and long-term goals related to their areas of risk and aligned with the continuum. Customers enroll in services that align with these identified goals. The agency has developed a copyrighted Self-Sufficiency Continuum© supported by Family, Youth, and Child Matrices© that evaluate and measure the status of customers in 26 life domains that include: Housing, Employment, Money Management, Family Relationships, Parenting and other Life Skills. These tools have been certified as evidence-based by the State University of NY at Buffalo's School of Social Work Program Evaluation Center. The Continuums include indicators that measure a family or individual's progress from "In-Crisis" to "Thriving". Customers are evaluated against the Continuum© and linked with appropriate services designed to achieve short and long range goals. Customers are re-assessed every 6 months or at point of major life change (if that occurs sooner than 6 mos).

# Letter from the Director



I am honored to present the 2017 Annual Report. I first want to thank our Board of Directors for their commitment to the agency, their confidence in me, their support of the staff, and their dedication to the communities, the individuals, and the families we represent.

We are proud of the outcomes we achieved during 2017, which are reflected in the following pages. Our staff has done an outstanding job of delivering the programs to the individuals they were intended to reach. With future funding being unpredictable, we continue to evaluate our internal processes to identify ways of reducing the cost of providing services and administering contracts while maintaining high quality customer service. By doing so, we are able to redirect those funds back to our programs that assist the seniors, children, and their families that we are committed to support.

I would be remiss if I did not mention the retirement of our long time Executive Director, Ms. Roberta Keller, who retired after leading the agency for over two decades. Her reputation of helping those in need is known not only in our community but throughout the State. Her presence will be missed.

I hope you enjoy perusing the 2017 Annual Report. It should give you a sense of how complex the agency really is. COI serves over 4,300 households each year with an annual budget of about \$16,000,000. All services within the agency are integrated and focus on asset development using our copyrighted Self-Sufficiency Continuum. This Annual Report serves as a great illustration of how many types of supports are necessary to assist people in reaching their vision of self-sufficiency. Poverty is complicated.

We succeed because we have the support of our amazing staff and wonderful volunteers, government funders, foundations and private financial benefactors. Thank you.

I would also like to acknowledge the many partnerships that we have forged. Working so closely with you is truly a gift and we applaud the work you do. We cherish these relationships and look forward to another year of working together to meet the needs of those most vulnerable in our community.

Sincerely,

Franklin Monjarrez

Executive Director

Chautauqua Opportunities, Inc.





# Board of Directors :

**CHAUTAUQUA OPPORTUNITIES, INC...**leading the fight against poverty by mobilizing resources and creating partnerships to promote empowerment, economic independence and opportunities.

Marie Carrubba, Chairperson

Paul Whitford, Vice Chairperson

Douglas Richmond, Treasurer

Rebecca Ruiz, Secretary

Dr. John Hamels

Wilfred Rosas

Tony Raffa

Harold Whitford

Patricia Christina

Benjamin Spitzer

Joseph Gerace

Janet Keefe

Michele Bautista

Veronice Jones

Susan Forrester Mackay

---

**CHAUTAUQUA OPPORTUNITIES FOR DEVELOPMENT, INC ...** leading the fight against poverty by mobilizing resources and creating partnerships to promote and create economic independence through business development and opportunities.

Rebecca Brumagin, Chairperson

Donna Flinchbaugh, Vice-Chairperson

Richard Dixon, Treasurer

Sue McNamara, Ph.D., Secretary

Lyman Buck III, Director

Patricia Christina, Director

Magdalena Dye, Director

Megan Herman, Director

Kevin Muldowney, Director

---

# Chautauqua County Poverty Profile



County Population 131,748

County Poverty Rate 19.4%

## Individuals In Poverty

Individuals	Children (under 18)	Adults (25+)	Senior Citizens
19.4% 24,410	30.6% 8,252	14.9% 13,127	8.0% 1,833

## Education & Poverty

No Degree 11.5% (10,114)	High School 35.7% (31,469)	Associates 31.7% (27,928)	Bachelors Or Higher 21.2% (18,672)
-----------------------------	-------------------------------	------------------------------	---------------------------------------

Unemployment Rate	6.8%
Median Income	\$30,705
Median Income High School Diploma	\$27,634

## Gender & Poverty

Male High School Diploma Only  
\$34,681  
Median Earnings



Female High School Diploma Only  
\$20,583  
Median Earnings



# Customer Demographics

White	85.1%	Hispanic	31.0%
Black	6.0%	Non-Hispanic	69.0%
Asian	0.2%	Multi-Racial	4.2%
Hawaiian	0.1%	<b>Customer Gender</b>	
Native American	1.3%	Female	55%
Other	3.1%	Male	45%
Total # of Customers	11,267		

## Veterans Status

Veteran	6.2%
Non-Veteran	93.8%

## Disabled Veterans Customers

Female	13%
Male	87%





# Customer Demographics

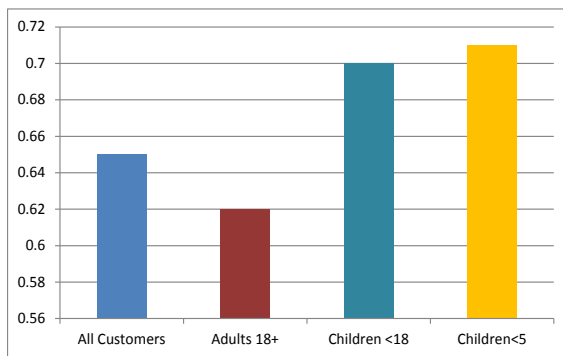
COI and CODI promote an integrated and comprehensive asset based service approach that is proactive rather than reactive. We believe that assets lead to wealth and economic security; income alone does not. The graphs below illustrate customer demographics in critical asset areas which are tracked and monitored over time.

## 2017 Poverty Guidelines for the 48 Contiguous States and the District of Columbia

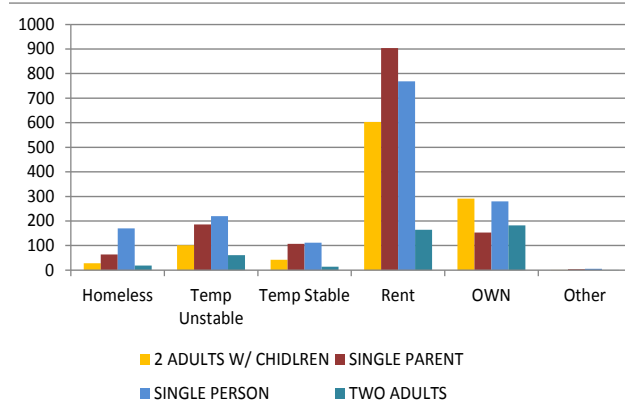
Persons in family/ household	Poverty Guideline
1	\$12,140
2	\$16,460
3	\$20,780
4	\$25,100
5	\$29,420
6	\$33,740
7	\$38,060
8	\$42,380

For families/households with more than 8 persons, add \$4,320 for each additional person.

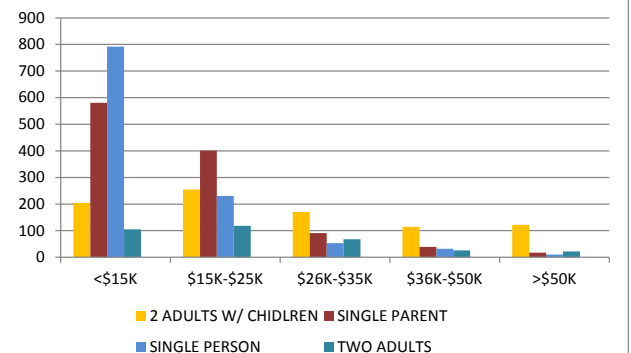
## COI Customers in Poverty



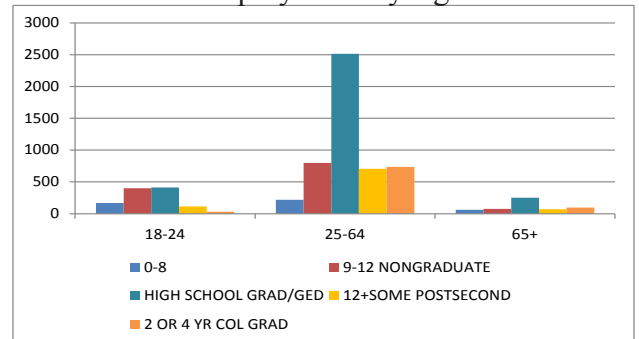
## Household By Housing Type



## Household Income By Family Type



## Employment By Age



# Financials

## Funding New to Agency in 2016-2017

<b>NYS Department of Health- Eat Well, Play Hard In Childcare Settings</b>	\$ 60,000
<b>NYS Homes and Community Renewal- Tenant Based- Rental Assistance</b>	\$400,000
<b>NeighborWorks America-Project Reinvest Foreclosure Prevention Counseling</b>	\$ 18,360
<b>Chautauqua Region Community Foundation- CPR Training EquipmentS</b>	\$ 1,500
<b>Lakeshore Savings Bank-CPR Training Equipment</b>	\$ 500
<b>Sheldon Foundation- Safe House Furnishings</b>	\$ 1,700
<b>Total New Funding</b>	<b>\$527,360</b>

## Funding Sources 2017

### Chautauqua Opportunities, Inc.

Federal Government	\$ 10,577,515
State Grants	\$ 1,148,370
Local grants	\$ 621,545
Grants/contributions	\$ 81,523
In-Kind Contributions/donated property	\$ 633,571
Program Fees	\$ 2,941,577
Miscellaneous Revenue	\$ 760
<b>Total Budget 2017</b>	<b>\$16,004,861</b>

### Chautauqua Opportunties for Devlopment, Inc.

Grant Revenue	\$ 147,651
Interest Income	\$ 10,174
Other Income	\$ 3,232
Recovery of Loan Write-off	\$ -
Contract Income	\$ 3,892
<b>Total Budget 2017</b>	<b>\$ 164,696</b>







# Agency Designations

Community Action Agency  
Building Performance Institute (BPI) Certified Contractor  
Child Care Resource and Referral Organization  
Community Development Corporation  
Community Development Entity (CDE)  
Community Development Financial Institution (CDFI)  
Family Day Care Registrar  
HUD Certified Housing Counseling Agency  
Licensed Child Care Center  
Licensed Home Care Agency  
Licensed Runaway and Homeless Youth Shelter Provider  
Licensed School Age Child Care  
NYS Designated Rural Preservation Company  
Operator of Transitional Independent Living Program for Youth  
Registered New York State Charity  
Credit Counseling Agency and Provider of Debtor Education








## Health Services



The Health Services Division is dedicated to providing services that promote healthy lifestyles and empower individuals to be physically and emotionally healthy through health education and access to care. Skilled Health Services empowers individuals to maximize their overall quality of life and maintain independent living through provision of home care services and support. The Alzheimer's Support Initiative focuses on the needs of caregivers and provides education and support groups to individuals to help them make informed decisions. Health Support Services promotes proactive health practices through education, access to health insurance for individuals and families and providing access to a medical home.

The following information provides a snapshot of the work that was done:

-  194 individuals maintained independent living in their homes.
-  Over 300 individuals accessed health education and support focusing on the well being of caregivers of those with Alzheimer's Disease.
-  168 people accessed emergency crisis intervention and 92 calls diverted unnecessary emergency room visits.
-  1009 individuals obtained health insurance.
-  111 individuals gained access to health services through minority and migrant services.








# Children & Family Services



The Children & Family Services Division works to break the cycle of poverty by providing life-long learning to customers and conducting community development that builds a network of quality child care that supports economic development and working families. In 2017, we worked with over 500 children to achieve their full potential. Individuals and families are not blamed for their circumstances; instead we helped an additional 500 families take responsibility for their future, create a plan to address their challenges and then connected them with resources to achieve economic security. Through the Chautauqua Child Care Council, the division also works with school districts, communities, business owners and others to identify the child care needs and then develop the resources necessary to meet the needs.










The following information provides a snapshot of the work that was done:

-  98% of the four year olds graduated Head Start ready for kindergarten.
-  26 child care workers earned their Child Development Associate credential through Child Care Council.
-  More than 1,300 children received healthy meals through CACFP and the summer food Nutrition Program.
-  More than 350 families completed parenting education.
-  More than 150 families were supported, while involved with Family Court with child care and resource referrals.

# Housing & Community Development

The Housing and Community Development Division coordinates a continuum of services that meet low-income individuals and families at their level of need and offers them the opportunity to become self-sufficient and economically secure through asset development. In 2017, a record number of homeless veterans were re-housed, more Chautauqua County homeowners were able to prevent foreclosure, while new homeowners were being counseled.

The following figures provide a snapshot of the work that was done:

-  375 homeless veterans were housed.
-  239 households received credit counseling.
-  437 households retained safe and affordable housing for one year with all bills paid on time.
-  27 foreclosures were prevented.
-  11 tenants purchased a home.
-  112 homes were made energy efficient.
-  7 small business loans were disbursed creating 16 jobs.
-  41 small business owners received technical assistance.
-  4% delinquency rate with no write offs maintained throughout 2017.



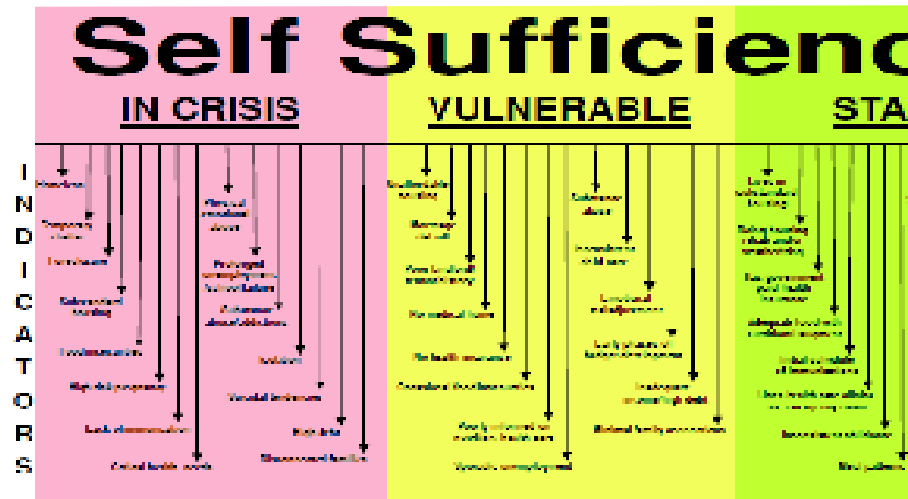


# Customer Progress

At the time of initial enrollment, all new customers are assessed in five critical asset areas including income, housing, adult education, health care cost, and adult employment. Based upon this assessment, customers fall into one of five benchmarks on the continuum, in crisis, vulnerable, stable, safe, or thriving. Customers are then reassessed a minimum of every six months to determine if their household situation has changed in any of the critical asset areas.

Progress agency-wide is reported by the percentage of families having more than one assessment who demonstrated improvement within the identified time periods in each of the critical asset areas.

Divisional specific customer progress shows the numbers of individuals who entered services at specified benchmarks and the percentage of families who have made progress in critical asset areas and progressed to the next level of the continuum.



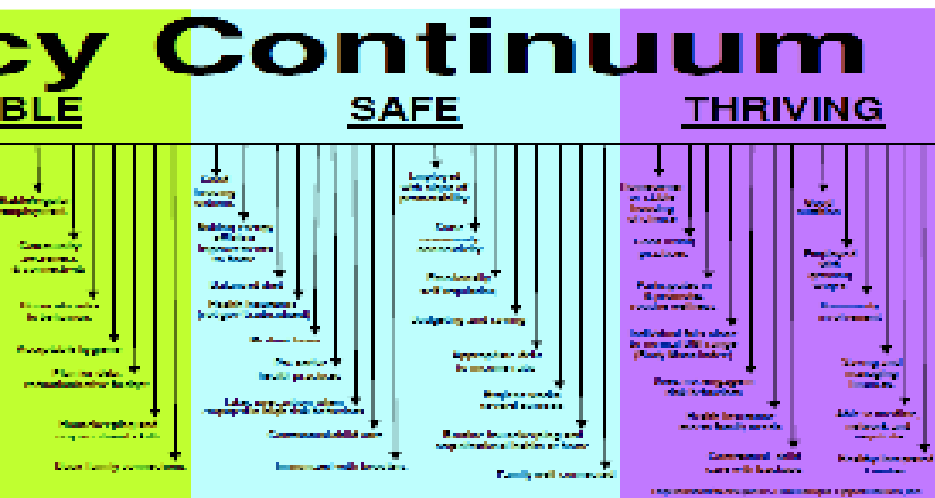


## Family Assessments

Asset Area	Families with More Than One Assessment	% of Families Showing Increase in Self-Sufficiency
Income	1062	48.40%
Housing	2476	52.00%
Adult Education	2001	44.10%
Health Care Cost	2000	4.9%
Adult Employment	2155	44.30%

## Agency-wide Customer Progress

Asset Area	Time Period in Which Progress was Made			
	<6 Months	6-12 Months	12-18 months	18+ Months
Income	15.4%	25.3%	39.5%	19.8%
Housing	23.1%	26.0%	35.0%	15.9%
Adult Education	18.3%	23.5%	37.0%	21.1%
Health Care Cost	33.7%	32.7%	21.4%	12.2%
Adult Employment	22.5%	24.9%	35.6%	17.0%





**CHAUTAUQUA OPPORTUNITIES, INC. &  
CHAUTAUQUA OPPORTUNITIES FOR DEVELOPMENT, INC**

**[WWW.CHAUTAUQUAOPPORTUNITIES.COM](http://WWW.CHAUTAUQUAOPPORTUNITIES.COM)**

**[FACEBOOK.COM/CHAUTAUQUAOPPORTUNITIES](https://FACEBOOK.COM/CHAUTAUQUAOPPORTUNITIES)**

**[TWITTER.COM/CHAUTOPP](https://TWITTER.COM/CHAUTOPP)**

**[INSTAGRAM.COM/CHAUTOPP](https://INSTAGRAM.COM/CHAUTOPP)**

**[LINKEDIN.COM/COMPANY/CHAUTAUQUA-OPPORTUNITIES-INC/](https://LINKEDIN.COM/COMPANY/CHAUTAUQUA-OPPORTUNITIES-INC/)**

