

**Nelson A. Rockefeller Institute of Government
Study of Urban Neighborhoods and Community Capacity Building**

Field Report Form

**Materials due in Word or WordPerfect on 3 1/2" Windows Formatted Disk
by September 15, 2000**

DATE: Friday, May 23, 2008

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I. NEIGHBORHOOD IDENTIFICATION

PMSA Name: Buffalo
Neighborhood Name: Hamlin Park, Buffalo, New York 14208

A. Neighborhood Description

1. Prior to becoming majority-black, what racial and ethnic groups predominated in this neighborhood?

German Americans, primarily located in the Fruit Belt, were the initial settlers in the Hamlin Park residential neighborhoods and were major contributors to the economic and political life of the community. As the German American population moved northward, they were followed by the Jewish population who were initially segregated in downtown Buffalo. The Hamlin Park Driving Park subdivision was founded in 1912. It was built in the shadow of Frederick Law Olmsted's magnificent parkway system, in which Delaware Park and Humboldt Park were linked by the beautiful Humboldt Parkway. Also in 1912, Canisius College, the largest landholder in the area, moved there, and became a major institutional anchor for the area. Hamlin Park reached full maturity as a neighborhood during the inter-war years. In the Driving Park section alone, four hundred houses were built by 1921. Hamlin Park's stability was clearly pronounced at that time by the erection of numerous substantial churches. It was the quintessential middle-class American residential neighborhood. By 1927 the Hamlin Park area was considered central to the city of Buffalo attractive to commercial development such as Sears Roebuck Company which opened beside Hamlin Park. ¹

2. What social, economic, political or other factors led the neighborhood to become majority-black and how did they play out over time? Was the process of racial change evolutionary or quick and when did it occur?

During the first twenty-five years of the 19th century, Hamlin Park was an inner-city suburb to upwardly mobile immigrants in Buffalo. As the automobile began to dominate Buffalo's landscape in the 1920 and 1930s, Hamlin park became ever more urbanized, and it gradually became subsumed within the fabric of the city. As the rest of the city grew, its once quasi-suburban peacefulness evaporated. Consequently, following World War II, encouraged by federal home loan programs, many of the original Hamlin Park families were lured away to newer, less-condensed suburbs outside the city boundaries. Hamlin Park was left as a sparsely populated testament to the early phase of Buffalo's suburbanization. Furthermore, Hamlin Park was forever altered by the demolition of the Humboldt Parkway and the subsequent replacement by the Kensington Expressway in the 1960s. Their peaceful environment was stripped away, exposing the structures to some of the worst noise and pollution in the city. Meanwhile, Urban Renewal policies in Buffalo's inner cities created a wave of displaced families seeking a settled residential community in Hamlin Park. Gradually, the population demographic shifted from what had been a predominantly German and then Jewish, to now predominately African American population. The passage of the 1949 and 1954 Housing Acts instituted massive urban renewal programs in Buffalo. The Ellicott Renewal Project was the first of its kind in New York State, and 160 acres of land and 2200 families were displaced. Most of these families were African-American; and many moved to the adjacent Fruit Belt, while some moved to Hamlin Park. In the late 60s, the majority of the population in Hamlin Park became black.

3. In what ways have issues of race and race relations played out in the neighborhood *over time* and how do they affect the neighborhood at the *present*?

The first groups of African American to settle in Hamlin Park were affluent black professionals, such as Dr. Yerby Jones, a nationally known ophthalmologist, who practiced in Buffalo. . The Hamlin Road, which is located at the heart of the Hamlin Park, was one of the first sections in the neighborhood occupied by black families. They created the first nucleus and the nicest African-American neighborhood in Buffalo. They were followed by athletes like Luke Easter, the record-breaking slugger who played with the Buffalo Bison, and "Cookie" Gilchrist, Buffalo's all pro fullback; and politicians including Horace Johnson, Masten District Councilman, and Delmar Mitchell, who became the influential Buffalo Common Council President. While, this was a main culprit of complete gentrification of the area, however, the population of Hamlin Park began to change, particularly, when the residents efforts in blocking the destruction of the Humboldt Parkway failed. In 1958, when the construction of Scajaquada Expressway or the Niagara Extension began, most of the original white immigrant families had already left the area. Institutions such as the YMCA on Ferry Street changed from being "the German Y", to "Jewish Y", and finally, to the "African American Y". Since then Hamlin Park became the stronghold of African-American upwardly mobile middle class families an area divided along race and class that shows no sign of narrowing even today as we speak.

4. Please describe any formal role played by the boundaries of the neighborhood in the political life of the city. In particular, do they match-up or approximate planning or zoning districts, community boards, electoral districts, and the like? Was such a match in the past a basis for the neighborhood's present boundaries?

Hamlin Park boundaries became distinct in the latter half of the nineteenth century as streets were laid through and around the region. The area had been open farmland until well into the nineteenth century. The stone farmhouse at 60 Hedley Place is the earliest extant structure in the District. Built just prior to the city's expansion in 1853, the farmstead was swiftly swept into the current of a growing urban area. Consequently, the structure at 60 Hedley Place is a rare surviving reminder of Buffalo's agrarian legacy. When Buffalo officially expanded its northern border in 1853, Hamlin Park was incorporated into the city. Over the next fifty years of slow development, the region gradually became urbanized. East Ferry Street, the southern border of the district, was extended through Hamlin Park between 1835-1856. Main Street was already in existence. Jefferson Avenue (originally Pollard Street) was extended north from East Ferry to Main Street in 1857. Humboldt Parkway, established as part of Frederick Law Olmsted's plan in the 1870s, circumscribes Hamlin Park on the northeast, stretching from Main Street on the northwest.

There are a number of ways to define the Hamlin Park neighborhood boundaries. Because of the existence of conflicting interpretations among citizens and city officials that make it difficult to provide one single definition of the neighborhood physical boundaries. First, according to the City of Buffalo, Office of Planning's amended in 1992, the neighborhood boundaries are comprised of the following:

“All the properties within the area bounded on the north by the center line of Kensington Avenue, on the northeast by the center line of Humboldt Parkway, on the south by the center line of East Utica Street, on the west by the center line of Jefferson Avenue and on the northwest by the center line of Main Street”.

These boundaries are located within Census Tracts 52.02, 33.01, and a portion of 33.02 from E. Ferry Street to E. Utica. As stated in the zoning document, the Hamlin Park Area shall be an Overlay Review District. The document also indicates the following:

"The Common Council finds that present zoning regulations are too permissive and inflexible to property control development in the Hamlin Park area. The Council further finds that such development seriously threatens the residential character and ambiance of the Hamlin Park area by increasing population densities, noise levels, traffic congestion and parking problems. The types of uses held to be desirable within the Hamlin Park area include lower density residential uses, which provide adequate off-street parking, as well as neighborhood-related businesses and services." Source: Zoning 1997, Hamlin Park Overlay Review District, Buffalo Code, Paragraph 511-68.1. p. 51146).

Second, according to the Buffalo Preservation Board which designated Hamlin Park as a *Historic District* in 1998, the preservation district boundaries in *Hamlin Park Historic District* include the following:

“Jefferson Avenue from East Ferry Street to Main Street on the Western edge, with a section of Main Street from Jefferson to Humboldt Parkway on the northwest, the curve of Humboldt Parkway extending from Main Street to East Ferry Street on the northeast, and East Ferry from Humboldt Parkway to Jefferson Avenue on the south border. Churches in the Hamlin Park and the area located between E. Ferry and E. Utica are not yet part of the preservation area”.

According to the residents, Hamlin Park neighborhood boundaries are only the area designated by the city (i.e., the political boundaries sited above). They do not identify the area between E. Utica and Best Street to be part of their neighborhood. Rather, they call it Kingsley neighborhood. Therefore, if we consider the entire area in census tracts 52.02, 33.01, and 33.02 as Hamlin Park, then, for the purpose our analysis we decided to divide the area on the map into North and South portions. 1) *North Hamlin Park* referring to the area within the area bounded by Kensington Avenue, Humboldt Parkway, East Utica Street, Jefferson Avenue and Main Street; and 2) *South Hamlin Park* referring to the area bounded by East Utica Street, Jefferson Avenue, Humboldt Parkway, and Best Street. This distinction was necessary because *North* and *South Hamlin Park* have completely different physical, social and civic characteristics. This made it possible for us to accurately record and complete the information for part **B** concerning neighborhood composition.

Please provide a *narrative describing in visual language* what an observer would see on a windshield tour of the neighborhood [We welcome accompanying, appropriately labeled photographs]. In particular, please describe:

- o *prevailing property uses and appearance [i.e., whether properties are residential (single- vs. multi-family, with/without front yards) or commercial (retail vs. office vs. industrial; signage; presence of metal gates over store fronts; etc.); the predominate architectural style and age of the buildings; visible trash, graffiti];*

Hamlin Park is primarily a middle-class planned residential neighborhood. It was built to be tidy and controlled, peaceful and disciplined community. The houses are mostly small-scale two-family home built by Toronto-based real estate developer John J. Cook in 1912. Ten years before the advent of zoning Cook built the community by imposing strict restrictions on commercial use, uniform lot size, and the requirement that buyers not subdivide their lots. Most houses in Hamlin Park were built after the turn of century with the median year of 1939. The architectural profile of the Hamlin Park is a reflection of the post-Victorian Period of construction, during which a "national" style was born. The houses are testament to the middle-class, suburban ideal of American family quarters in 1900-1920 era. Some homes are a hybrid of styles that escape strict classification. However, certain styles seem to assert themselves as distinct architectural innovations. Styles found prevalent in Hamlin Park are the American Four Square style, Homestead style, Colonial Revival, the Bungalow and some Semi-Bungalow. However, none of these can match the sturdiness and elegance of the original farmhouse at 60 Hedley Street, built in 1854. Currently, efforts are underway to restore this house. A few examples of other styles can also be found in Hamlin Park: Colonial Revival, Princess Anne, and Second Empire. The Colonial Revival homes in Hamlin Park illustrate the Combination of various Colonial styles with contemporary elements. Similarly, the Princess Anne homes exhibit the transformation by 20th century builders of the decoratively rich Queen Anne style of the 1880's into a transitional, simpler form. The one Second Empire house found in Hamlin Park, at once imposing and elegant, and exhibiting the distinguishing feature of this French style, seems oddly out of place.

- o *the presence and condition of yards and open space [i.e. private yards, parks, playgrounds, street trees/plantings];*

The majority of houses in Hamlin Park are oriented around front porches and fenced-in backyards. American Foursquare, the most common style in Hamlin Park is a square house with full front porch. Window variations are adapted for interest as is the degree of porch enclosure and window

pattern. These simple forms provide the practical and attractive features of the modern home. Examples of this style are the home at 231 and 277 Humboldt Parkway. The Homestead House style in Hamlin Park is characterized by a palladian window to gussy up the front elevation. Varied shingle patterns can be seen, as well as the Doric-style columns, now prominently featured in combination with stone piers. Two large bay windows pay homage to the multi-form tradition; yet, this style bears even less resemblance to the Queen Anne style. An example of Homestead is the house on 237 Humboldt Parkway. The Bungalow, Semi-Bungalow has a low-pitched roof harboring a simple, one-story building and accompanying porch reaching out to the landscape. This style most closely linked to the ranch-style home of today. An example of the Bungalow style is 36 Brunswick Boulevard. The streets in Hamlin Park are beautifully landscaped with line of trees on both sides.

- o **Street activity [i.e., pedestrians; gatherings on front stoops/porches/street corners; use of sidewalks by stores to sell merchandise; outdoor eating areas at restaurants, etc.].**

In walking the area, one cannot help but notice the sense of pride that the residents take in their homes. Many residents working on their lawns, painting their houses, or tending their gardens. During daytime, children accompanied by older adults are either playing on balconies or lawns. There are almost no stores or commercial activities to sell merchandise in residential areas or along sidewalks.

B. Neighborhood Composition (North Hamlin Park)

So that we can be certain to have some comparability of information on neighborhood character across the sites, please also provide responses to the following close-ended questions on composition and condition of this study neighborhood:

1. Land uses characteristics.

a.	Residential	77.87
b.	Commercial	3.97
c.	Industrial	.06
d.	Institutional	.85
e.	Other _____	17.24

2. Type of construction.

a.	Wood frame	94.79
b.	Masonry	1.44
c.	Mixed / Others	3.77

NOTE: The above table represents data for the north of *Hamlin Park*. Data collection for the south Hamlin Park is in progress.

3. General condition of housing units.

a.	Sound	X
b.	Minor/Some deterioration	_____

- c. Major deterioration _____
- d. Vacant/Abandoned _____

4. **What is the approximate quality distribution of resident structures in this neighborhood?**

- a. Luxury 2
- b. High quality 28
- c. Average quality 50
- d. Below quality 13
- e. Poor 7

NOTE: The above table represents data for the north neighborhood in Hamlin Park. Data collection for the south Hamlin Park is in progress.

5. **Physical conditions of streets and sidewalks.**

- a. Excellent 5
- b. Good 50
- c. Fair 30
- d. Poor 15

6. **Maintenance of street lighting, trash containers, signs.**

- a. Excellent _____
- b. Good X
- c. Fair _____
- d. Poor _____

NOTE: The above table represents data for the north neighborhood in Hamlin Park. Data collection for the south Hamlin Park is in progress.

7. **Presence of litter, abandoned cars, vacant lots.**

- a. Major problem _____
- b. Minor problem X
- c. Not a problem _____

Please specify problems: There are no abandoned cars visibly seen on the streets, however, we spotted few wrecked/broken automobiles. In terms of litter, residential areas in Hamlin Park are very clean, but streets adjacent to Jefferson Avenue, E. Ferry and E. Utica, have litter problem. Vacant lots within the residential areas (i.e., political boundaries) are all covered with grass and mowed by neighbors. In contrast, the south neighborhood (i.e., entire area between E. Utica and Best Street) is mostly dirty, filled with litter. Houses along Jefferson Avenue between E.

Utica Best Street are mostly dilapidated. This section contains many abandoned properties, mostly adjacent to a vacant land, filled with shabby grass and trash.

8. Description of owner upkeep of properties (sideyards, backyards, porches, garages).

- a. Excellent X
- b. Good
- c. Fair
- d. Poor

9. Are there features that might have a negative impact on residential values (major industrial activity, dumps, environmental hazards, land use mix not compatible with residential surroundings, etc.)? Please specify:

The greatest negative influence on the area is the commercial strip at the center and the edges of the area. The strip development of small stores, bars, and barber shops on both sides of East Delavan and East Ferry have an adverse effect upon the neighborhood. In addition, the traffic patterns within the community also negatively affects the community. Streets such as Wohlers, which is one way through the community, and East Delavan, which cuts through the middle of the community, are blighting influences on the community. Absentee landlords have increasingly become a problem. People from outside have been buying houses many at reduced price, and renting home to Canisius College students, often at inflated prices. This results in over crowding and increases the number of cars in the neighborhood. A recent example illustrates the negative effect this has on the community. A blighted house across from Canisius College was sold at auction or 23,000. The very next day, a "For Rent" sign had appeared on the building, although no apparent work had been done on the building. The next-door neighbors had sold their house a month before for approximately \$50,000 and had fled the community.

A number of stores (e.g., "Holly Farm" on corner of E. Ferry and Wohlers, and "Target" on Woodlawn and Jefferson are owned by Arab nationals (i.e., Arabic Cartel as referred to by some locals) are suspected of drug trafficking and other illegal activities, attracting undesirables into the neighborhood.

In terms of industrial activities, the Fibron Products Inc, at Florida and Northland is the main source of hazardous waste, toxic air pollution which negatively affects the community (see the attached map). Niagara Mohawk is also a source of industrial pollution, but according to Mrs. Bea Berman, the treasurer of the Hamlin Park Community and Taxpayer's Association, they try very hard to be good neighbor and keep the area clean.

East Delavan Street is becoming more commercial, with heavy truck traffic moving through the community, which negatively affects the community. Pollution, noise and visual appearance is a major concern with residents in the community. Housing quality by Glendale Avenue is adversely affected by the traffic flow from Main Street. Resident believe that use of Glendale as a connector street to the Kensington Expressway is the main problem.

10. Alternatively, are there features that might have a positive impact on residential values (parks, natural features such as lakes or wooded areas, good access to attractive commercial or recreational areas, transportation, etc.)? Please specify:

The best houses in Hamlin Park are located around the north of East Delavan Avenue and nearest Humboldt Parkway. There is a stretch of Humboldt Parkway, between Hamlin and Brunswick, where the all-brick houses are in exceptionally fine condition. It would appear that, although the Kensington Expressway is adjacent to this area, it has not had an adverse effect. Beverly Road, a boulevard, is a unique community within a community. Residents seems to be very aware and inquisitive of strangers in their community.

One significant positive feature of the Hamlin Park community is its proximity to Frederick Law Olmsted Park to the north and Martin Luther King Park to the south. These parks, formerly linked together by Olmsted's Humboldt Parkway, now the Kensington Expressway, still provide the nearby Hamlin Park community with places for recreation. Moreover, although the Hamlin Park community has lost Humboldt Parkway forever, the adjacent Expressway does provide the community with quick access to downtown Buffalo and to out-of-town areas.

Hamlin Park is significantly influenced by Canisius College, which occupies approximately 12 acres in the northern sector of the area. Another positive factor in the community is the proximity of Sisters Hospital, a major institution that serves both the Hamlin Park and the greater Buffalo community. The Niagara Lutheran Home, which occupies the block bounded by East Delavan, Hager, Florida, and Pleasant, offers employment to some of the residents of the area and also opens its facilities to the community for meetings, picnics, and other community events.

11. Are the local public schools a positive feature that helps draw people to the neighborhood as residents or is their reputation one of poor quality that detracts from the desirability of the neighborhood?

Two public schools in Hamlin Park attended by the residents children are Schools # 74 and # 53. According to the city of Buffalo their ratings are below average. Community stakeholders and parents are also dissatisfied with the quality of curriculum and facilities. Main problems are lack of qualified teachers and computer facilities. Many parents, educators and community activists, however, believe that these two schools have potentials to become excellent. Recently, transient population students with arrest records are bused from other neighborhood to attend Hamlin Park public schools. This has raised a number of concerns among stakeholders in the community leading to current scrutinizing by the Hamlin Park Community and Taxpayer's association, Inc. In September 1999, the Canisius College Department of Education and Hamlin Park School #74 have designed a partnership. Canisius education students will work side-by-side with teachers at Hamlin Park and will provide tutorial services, mentoring, test preparation, physical education and computer instruction for students in grades Pre-K through 12. The goal of the merger is to increase academic as well as social and motivational skills among the children. Despite all these efforts, the state recently placed Hamlin Park School #74--along with five other Buffalo schools--on a list of failing schools because of abysmal results on state assessment tests. If the scores do not improve in the next three years, the school could be closed. ²

B. Neighborhood Composition (South Hamlin Park)

So that we can be certain to have some comparability of information on neighborhood character across the sites, please also provide responses to the following close-ended questions on composition and condition of this study neighborhood:

1. Land use characteristics.

a. Residential	94.92
b. Commercial	2.61
c. Industrial	.14
d. Institutional	1.71
e. Other	.59

2. Type of construction.

a. Wood frame	85.88
b. Masonry	5.75
c. Mixed/ other	8.36

3. General condition of housing units.

a. Sound	X
b. Minor/ Some deterioration	
c. Major deterioration	
d. Vacant/ Abandoned	

4. What is the approximate quality distribution of resident structures in this neighborhood?

a. Luxury	4
b. High Quality	124
c. Average Quality	917
d. Below Quality	196
e. Poor	79

5. Physical conditions of streets and sidewalks.

a. Excellent	3
b. Good	15
c. Fair	11
d. Poor	3

6. Maintenance of street lighting, trash containers, signs.

a. Excellent	
b. Good	X
c. Fair	
d. Poor	

7. Presence of litter, abandoned cars, vacant lots.

a. Major problem	
b. Minor problem	X
c. Not a problem	

Please specify problems: There were a few abandoned cars visibly on the streets as well as a few that were in disrepair. In terms of litter, residential areas on most streets are clean, however some streets with vacant lots and abandoned housing had litter problems. Roehrer Avenue, and houses along Jefferson Avenue between E. Utica and Best Street had a greater problem with the upkeep of vacant lots and abandoned properties. Corner lots with vacancies, such as the ones found on Glenwood Avenue and Roehrer Avenue, have become collection sites for debris and garbage.

- 8. Description of owner upkeep of properties (side yards, backyards, porches, garages).
 - a. Excellent
 - b. Good X
 - c. Fair
 - d. Poor

Vacant lots and abandoned housing have become sites for loitering and trash accumulation. This has welcomed unwanted activities such as littering and even in some case illegal activities, such as drug trafficking. Many of the commercial locations are drinking establishments, and they also add a negative element to the area. These are highly concentrated on East Ferry Street its adjacent streets.

C. Neighborhood in Community Context (North Hamlin Park)

- 1. **What is your overall assessment of the quality of this neighborhood as a residential area?**

- a. Excellent _____
- b. Good X
- c. Fair _____
- d. Poor _____

NOTE: The above table represents data for the north neighborhood in Hamlin Park. Data collection for the south Hamlin Park is in progress.

- 2. **How does the quality of the neighborhood compare to others where residents of the study neighborhood may choose to live? Is this neighborhood:?**

- a. Significantly better quality X
- b. Somewhat better quality _____
- c. About average quality _____
- d. Somewhat poorer quality _____
- e. Significantly poorer quality _____
- f. Cannot determine _____

NOTE: The above table represents data for the north neighborhood in Hamlin Park. Data collection for the south Hamlin Park is in progress.

- 3. **Are there major features of the neighborhoods surrounding this neighborhood that might have a positive or negative impact on residential values (again, consider the quality of the residential and commercial structures; natural amenities; access to commercial/recreational facilities; access to transportation, presence of hazards, heavy industry, lots of construction, and other disamenities, etc.)?**

- a. Yes X
- b. No
- c. Cannot determine

If yes, please specify:

The Neighborhoods surrounding Hamlin Park are Delaware Park Neighborhood, Parkside Neighborhood, Grider Neighborhood, Kingsley Neighborhood, Masten Park Neighborhood and Cold Spring. Grider Neighborhood and Cold Spring have some negative effect on the neighborhood. Particularly, Grider has the worst effect on Hamlin Park because of vacant lots, drug trafficking and depressing business environment. These problems are mainly emanating from the Fillmore Avenue. Grider neighborhood is improving and there are hopes that they will be a good neighbors to Hamlin Park. They are working on building some new housing and a new community organization. Similarly, the Fruit Belt neighborhood has been causing some problem for the community in the past. However, there are lots of enthusiasm among the community leaders and its future in Fruit Belt. They are building similar organization patterned after the Hamlin Park.

C. Neighborhood in Community Context (South Hamlin Park)

1. What is your overall assessment of the quality of this neighborhood as a residential area?

- a. Excellent
- b. Good
- c. Fair X
- d. Poor

2. How does the quality of the neighborhood compare to others where residents of the study neighborhood may choose to live? Is this neighborhood?

- a. Significantly better quality
- b. Somewhat better quality
- c. About average quality
- d. Somewhat poorer quality X
- e. Significantly poorer quality
- f. Cannot determine

ECONOMIC CONTEXT

A. Major Analysis Question: Please comment – in an interpretive rather than data-driven way based on available secondary data and the opinion of key informants – on the role played by the study neighborhood in the overall economy of the metropolitan area.

1. Is the neighborhood mostly a bedroom community, or does it play a significant role in production or distribution of goods and services?

Hamlin Park is the best and most well kept African American middle-class residential neighborhood in Buffalo. The majority of small food shops and service stations in the area serve the neighborhood residents only. Fibron Products Inc., which has been located in the area since 1949, is a producer of wood products serving Buffalo region and international markets. Niagara Mohawk, located in the area, is serves the entire Buffalo metropolitan area. Therefore, its presence in the neighborhood is important in the context of Buffalo economy.

2. **Are there key local employers and if so, who are they? Do they draw employees and customers mostly from inside the neighborhood or mostly from elsewhere?**

According to 1990 Census, there exist approximately 145 businesses/firms within the entire Hamlin Park area (i.e., census tracts 52.02, 33.01, and 33.02. See the enclosed map). The number of firms and size of their employees are listed below:

# Employers /firms	# of Employees
2	250- 499
2	100- 249
6	50-99
9	20-50
12	10-20
23	5-9
91	1-4

Note: For an alphabetical list of businesses (employers) in Hamlin Park along with a map showing their exact locations please consult the attachment(Appendix A) to this report.

whether these employers draw employees and customers mostly from inside the neighborhood or mostly from elsewhere is not exactly known? Our research of the most important firms and institutions in the area reveals the following:

- ▶ **Fibron Products Inc** has about 50 employees with 10 of them from Hamlin Park.
- ▶ **Niagara Lutheran Home and Rehabilitation Center.** The Center has about 300 employees with the majority being from the neighborhood or surrounding neighborhoods.
- ▶ **Canisius College** is a major employer in the area with 879 total employees. However, because they have not hired many from the area residents (except 3-4), the community leaders are quite discontent with Canisius.
- ▶ **Blue Cross & Blue Shield**, located on the 1901 Main Street, has 11,000 employees.

3. **What is the extent and type of entrepreneurship in the neighborhood (i.e. small retail or technology start-ups)?**

The growth rate of retail stores and start-up is very small. A popular café, *EM TEA Coffee Cup Café*, at 80 Oakgrove Avenue, opened business in January 2000. A couple of bars/clubs have remodeled their existing locations since last year. Currently, New Humboldt Inn, formerly Humboldt Inn, located at 347 E. Delavan is a meeting place for most elite and politicians in the area. There are no start-ups, high tech or *Net-Economy* activity observed in the neighborhood. Despite its middle class background, the area supports low-end service businesses catering to the needs of the residents.

4. Do retail shops, restaurants and the like mostly serve neighborhood residents, or attract people from outside the area?

Most retail, service shops and restaurants serve the community residents. Those located on major streets of Jefferson, E. Delavan, E. Ferry, and E. Utica attract residents from surrounding neighborhood as well. As mentioned before some undesirable businesses like "Holly Farm" and "Target" bring in transients from other neighborhoods in the city.

5. Overall, is the composition and trend of the neighborhood’s “economy” similar to or different from the metropolitan/regional picture?

Comparison of Demographics, Housing, Employment and Economic Indicators in Hamlin Park and Buffalo

	Hamlin Park		Buffalo City	
Section 1	POPULATION	12,681		328,320
	Gender			
	MALES	5,702	44.96%	153,142
	FEMALES	6,979	55.04%	175,178
	Race			
	WHITES	1,369	10.80%	212,644
	BLACKS	11,206	88.37%	100,579
	OTHERS	245	1.93%	31,232
	Age Distribution			
	Age less than 5	851	6.71%	25,564
	Age 5 to 9	805	6.35%	22,438
	Age 10 to 14	749	5.91%	19,831
	Age 15 to 19	1,209	9.53%	22,538
	Age 20 to 24	1,205	9.50%	30,921
	Age 25 to 34	1,751	13.81%	60,331
	Age 35 to 44	1,380	10.88%	42,722
	Age 45 to 54	989	7.80%	27,003
	Age 55 to 64	1,395	11.00%	28,251
	Age 65 to 74	1,372	10.82%	27,474
	Age 75 to 84	666	5.25%	16,164
	Age over 84	309	2.44%	5,083
	Student Population			
	Preprimary Students	167	1.32%	6,461
	Elementary & high school Students	1,974	15.57%	52,671
	College	1,332	10.50%	29,956
	Educational Attainment			
	No high school diploma	2,921	23.03%	67,869
	High School graduates	2,532	19.97%	60,597
	Attended college	1,675	13.21%	45,781
	College Graduates	557	4.39%	19,674
	Attended graduate school	253	2.00%	13,615
	Poverty			
	Children in poverty	1,307	10.31%	30,433
	Persons in poverty	3,330	26.26%	81,657

Section 2	HOUSING Units	5,256		152,052
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Occupancy				
Occupied units	4,800	91.32%	136,512	89.78%
Vacant units	456	8.68%	15,540	10.22%
Tenure				
Owner Occupied units	2,154	40.98%	58,892	38.73%
Rent Occupied units	2,646	50.34%	77,620	51.05%
Occasional units				
Seasonal-use units	19	0.36%	91	0.06%
Migratory worker units	-	0.00%	1	0.00%
Age of housing units				
Built before 1970	3,778	71.88%	109,257	71.86%
Built 1970-1979	120	2.28%	5,559	3.66%
Built 1980-1984	182	3.46%	1,567	1.03%
Built after 1984	92	1.75%	1,174	0.77%
Median year Built	1939		1941	
Housing contract rent				
Unit rent under \$250	1,647	62.24%	36,033	46.42%
Unit rent \$250-500	890	33.64%	37,053	47.74%
Unit rent \$500-750	23	0.87%	1,928	2.48%
Unit rent \$750-1,000	6	0.23%	238	0.31%
Unit rent over \$1,000	4	0.15%	64	0.08%
Median rent	\$ 233.67		\$ 259.83	

Section 3	HOUSHOLD	4,800		136,512	
	Vehicles in household				
	No vehicles in household	1,840	38.33%	46,378	33.97%
	One vehicle in household	1,754	36.54%	55,610	40.74%
	Two vehicles in household	944	19.67%	27,337	20.03%
	More than two vehicles in household	214	4.46%	7,229	5.30%
	Aggregate vehicles	4,341		134,274	
	Household Income				
	Income under \$15,000 in household	2,158	44.96%	57,758	42.31%
	Income \$15,000-24,999 in household	919	19.15%	26,306	19.27%
	Income \$25,000-34,999	643	13.40%	20,009	14.66%
	Income \$35,000-49,999	485	10.10%	17,085	12.52%
	Income \$50,000-74,999	387	8.06%	10,053	7.36%
	Income over \$75,000 in household	59	1.23%	4,470	3.27%
	Median household income	\$ 18,295.00		\$ 18,715.66	
	Aggregate household income	\$ 100,887,614.00		\$ 3,189,398,802.00	

Section 4	EMPLOYED	4,303		131,099	
	Employment sector				
	In private sector	3,202	74.41%	100,054	76.32%
	In public sector	1,025	23.82%	26,145	19.94%
	Self employed	67	1.56%	4,520	3.45%
	Unpaid family work	9	0.21%	380	0.29%
	Industry of employment				
	In primary industries	116	2.70%	5,614	4.28%
	In manufacturing	624	14.50%	21,218	16.18%
	In transport and utilities	420	9.76%	8,378	6.39%
	In trade	620	14.41%	27,314	20.83%
	In finance and insurance	246	5.72%	9,292	7.09%

In commercial services	256	5.95%	11,258	8.59%
In professional services	1,769	41.11%	41,124	31.37%
In public administration	252	5.86%	6,901	5.26%
Workers				
Total workers over 16	4,385		116,104	
Worked in county of residence	4,001	91.24%	123,745	106.58%
Worked outside county of residence	162	3.69%	4,143	3.57%
Employment status				
Total employed	4,303		131,099	
Total unemployed	776		17,206	
Unemployment rate = (unemployed / civilian labor force)		15.28%		11.61%
Type of commute				
Drove alone to work	2,219	51.57%	78,831	60.13%
Carpooled to work	504	11.71%	17,455	13.31%
Public Transit to work	828	19.24%	17,185	13.11%
Worked at home	32	0.74%	1,992	1.52%
Duration of Commute				
Commute under 15 minutes	1,456	33.84%	42,057	32.08%
Commute 15 to 29 minutes	1,583	36.79%	58,751	44.81%
Commute 30 to 44 minutes	791	18.38%	17,328	13.22%
Commute over 44 minutes	301	7.00%	7,760	5.92%

Every section's proportions are fundamentally calculated by the following way.

Depending on data, it is necessary to look through section by section, because some records need to be meaningful with "population", "Housing Units", "Household", or "Employed".

% = (Each record's actual value) / (Top record value of each section)

B.

1. **Please identify and describe any notable community development activities (such as construction/substantial rehabilitation of housing, commercial development, streets, recreation, schools, or other infrastructure) undertaken in the neighborhood within the past five years.**

PHYSICAL REHABILITATION:

Housing: House # 29 Brunswick Avenue rehabilitated by the Habitat for Humanity. 60 Hedly Place rehabilitated with a new meeting place designated for the Hamlin Park Community and Tax Payer's Association, Inc., and the ground floor will converted to a museum.

Roads/street/paving improvement: According to Byron Brown, Council Member of Masten District, the following streets have been paved and improved: Donaldson, Butler & Wohlers, Oak Grove, Blaine, and Humboldt Parkway.

Parks improvement: Charlie Perkins Park (at corner of Woodlawn and E. Ferry). Florida and Pansy Park.

NEW/ON-GOING PROJECTS AND DEVELOPMENT

St. Martin de Porres Church at 80 Durham Avenue.

Fire Station at the corner of Jefferson and Kingsley Avenue.
Gethsemane House for the Elderly,
Early Childhood Center,
New Library at Jefferson and E. Utica.
Canisius College Delavan Townhouses project for student dormitories with completion date earmarked in August 2002.

2. Please report on the respective roles of the public sector, private sector, and non-profit sector in these development activities as appropriate; especially the degree and nature of involvement by community-based organizations from the neighborhood, if any.

In recent years, there has been some evidence of better coordination among the Masten Council District, Block Clubs, and the powerful HPCTA concerning developmental activities in Hamlin Park. One reason may be contributed to the attractiveness of the area as a place of resident to most of the Masten District political officials. For instance, Byron Brown, David Collins (the former District Councils), Antoine Thompson, the current Council Member of the Masten District), all reside in Hamlin Park. Byron Brown, in his press reports and other public comments, took a lot of credit for the new and on-going development in Hamlin Park.

Canisius College enrolment has been also growing in recent years. It has promoted the building of undergraduate's dormitories, by acquiring a 7, 000-square foot land from the property line of School 17 to the corner of Harvard Place on West Delavan Avenue. Thus, we believe that after years of neglect, the strategic location of Hamlin Park, and its importance as the largest historic preservation district in United States, will bring further development. The following presents some background about the politics of local economic development in the Masten District, local jurisdiction of Hamlin Park.

In Buffalo, similar to other cities, the beginning of 1990s witnessed the evolving trend toward recognition by the federal government of micro management or bottom-up approach by local governments to execute programs that fight urban decay and poverty, particularly in minority communities. Meanwhile, the administration control of the programs extended to census block groups which allowed the control of block groups by council district in a designated area. The Empowerment Zones/Enterprise Community (EZ/EC) initiatives of 1992 in Buffalo empowered the neighborhood-based activists and grass-root organizations to build local capacity and exploit public funds for neighborhood development project. Nevertheless, similar to other initiatives in earlier decades an enormous top-down bureaucratic control was imposed on localities by multitudes of city, state and federal agencies.

CDBG Entitlement Funds in Buffalo in 1991 flow through the Common Council and the Buffalo Urban Renewal Agency (BURA) to the thirty-eight Community Based Organizations (CBO's) across the nine councilmanic districts.³ The program was aimed to address two main objectives: 1) to establish social programs to provide services to low and moderate income persons, youth, and seniors within poor districts through CBO's, and 2) to provide housing rehabilitation by block groups administrated by Buffalo's Department of Community Development. However, in this process the poor and needy, the intended beneficiaries, as records indicate, received benefits that were either too late or too little. It occurred mainly because of the colossal cost of CBO's staff training, index development for housing rehabilitation, decentralization of insurance administration requirements, and many other bureaucratic expenses which the federal government used to keep down spending by local officials.⁴

At the same time, the funds were constantly threatened to cut back either because of lack of compliance or redefinition of the CDBG allocation formula. Despite all the federal interventions, Buffalo's declining local economies has been persisted until today. People of the Hamlin Park, which is part of the Masten District, are mostly on welfare and still trapped in an urban apartheid. In addition, during the last 20 years, in the name of development, many District's dwellings were demolished but not replaced. A good example is demolition projects executed in Hamlin Park by Byron Brown, the Masten District Council Member, are mostly criticized by residents.

III. CIVIC INFRASTRUCTURE

A. Organizational Description

1. **Major Analysis Question:** Please assess the type and number and the functional/programmatic range of those entities (meaning organizations, associations, groups, clubs) working on behalf of the study neighborhood or its residents. Based on input from expert informants, we ask that you identify and describe the entities serving the study area, as well as which are regarded as being important to the community over time and at present.

a. What entities are present?

Major Civic Entities in Hamlin Park	Address	President/Contact
E. Delavan Block Club	282 E. Delavan Avenue	Sara Boykins
Elton Place Block Club	15 Elton Place	Thomas Johnson
Goulding Avenue Block Club	154 Goulding Avenue	-
Hamlin Park Community & Tax Payers Assoc. Inc. (HPCTA)	44 Pansey Place	Mrs. Margaret Stranser, Bea Berman, Charlie Thomas
Kensington Block Club	143 Kensington Avenue	Mrs. Martha McCree
Mid Blaine Block Club	137 Blaine Avenue	
Monticello Place Block Club	78 Monticello Place	Venessa Quinn
Trinidad Neighborhood Association	87 Monticello Place	Darren Strickland
Florida, Elton & Victor Block Club	18 Victor Place, Buffalo, NY 14208	Hattie White
Lutheran church of Our Savior	26 Brunswick Blvd.	Otis Glover
Hamlin Park Housing Committee	137 Hedley Place,	Anita Guss
St Luke Ame Zion Church	314 East Ferry Street	Clara M. Davis
Canisius College	2001 MaiSstreet	J. Peter Conroy, S.J. Director of Student Development
Butler Block Club #2	176 Butler Avenue	Clara Ester
CAO Masten Center	735 Humboldt Parkway	Frank Robinson
Robert T. Coles, Architect	730 Ellicott Square, 14203	Sylvia and Robert Coles

Note: Additional information about these entities available on file.

b. Which entities have been important in helping to shape the neighborhood over time?

The most powerful is the Hamlin Park Community & Tax Payers Assoc. Inc. (HPCTA)

c. Which entities matter to the neighborhood today?

HPCTA and all the block clubs.

d. What do they do?

To understand the nature and organizational character of Hamlin Park a description of the Hamlin Park Community and Taxpayer's Association, Inc, and description of Bylaws of the Butler Block Club #2 which is one of the oldest block clubs in the area is presented below:

A recent publication by HPCTA writes.

The Hamlin Park Community and Taxpayer's Association, Inc,

"The Hamlin Park Community and Taxpayer's Association, Inc. (H.P.C.T.A.) is a non-profit, non-political community organization, formed for the purpose of maintaining the area as a safe, stable, and pleasant community; to promote adequate housing; and, to appropriate city service in the area of our concerns.

The reason our association has existed for the past 32 years is that we strove very hard on a number of Issues that would make life better for all of us residing within our community. These issues all lead towards our goal and that is to maintain and enhance the Hamlin Park Area as a safe, stable and pleasant community.

The group was created through the joint efforts of the Community Action Organization (CAO), Humboldt Family Association. Inc., Humboldt-Delavan Interest League, and various block clubs to form the Hamlin Park Community and Taxpayer's Association in 1966. It acted as a strong force in obtaining federal funds for neighborhood improvement.

We initiated the Concentrated Code Enforcement, which made possible the input of federal funds to be allocated for the correction of code violation, improvement of street lighting, street repairs with new curbing, allowed for beautification and planting of trees, and instrumental in developing two (2) small city park. One of the major concerns of H.P.C.T.A. is to maintain a Watch Dog Program preventing the deterioration that had befallen so many Afro-American inner-city communities".

The residents of Hamlin Park invested several millions of dollars financing the Concentrated Code Enforcement Program during the late 60's, 70's and 80's. Our primary interest has been the preservation of the Hamlin Park Area, which is bordered by Humboldt Parkway on the east, Jefferson Avenue on the west, East Utica on the south. Main-Kensington on the north. It has a history ethnic diversity, which is filled with architectural variety that can be associated with world-renowned landscape architecture. The H.P.C.T.A., through the original leadership and continuing block club's activities had disseminated information regarding concentrated code enforcement, rapid transit, no overhead transportation, Paint program, etc. We developed a newsletter, which provided written information very conducive to the community, bringing to their awareness by giving them a feeling of belonging. After 32 years, we are still committed to continue to strive for the improvement of the neighborhood through our leadership and participation of our members and their families We have bridged a positive relationship with Housing and Urban Development (HUD), and are now hopefully approaching another such appropriation in the Hamlin Park Area.

Today, the residents of Hamlin Park along with the Hamlin Park Community and Taxpayer's Association will continue activities to retain and preserve the beauty and stability of Hamlin Park as a safe, stable and pleasant community, which is our highest priority".

Butler Block Club #2 Bylaws

Butler Block Club #2, established in 1957, is one of the oldest and most established neighborhood clubs in Hamlin Park. Their general By Laws is states the following:

**General
Article I**

“Name – The name of the club is the Hereinafter, the “Block” refers to the whole name

Article II

Purpose – The general purpose of the Block-Club is to initiate and to implement programs beneficial to the Block and the community. To unite in a voluntary effort to upgrade all facilities within the block. Improving both the physical and social aspects of the area. This Block-Club is to be established as a not-for-profit organization.

Article III

Membership and Block Government

Membership – All those may become, be and remain members of this block who activity live, participate in the duties and functions. Membership dues shall be access at per family membership. Special situations are the concerns of the membership body.

Block Government – Matters of Block Government: Voting rights, officers, and committee structure and property rights. It is understood that all these matters will be handled by a majority vote of the members of the block. Robert Rules of Order in its most recent revised edition will apply where not otherwise stipulated.

Article IV

Amendment to the By-Laws: The By-Laws may be amended provided that:

- A. Formal notice of the proposed amendment has been given to the membership of the block.
- B. A two-thirds majority of the voting members present approve the amendment.

Article V

Meeting – Block meetings will be held every

Unless otherwise stipulated that meeting be suspended or held at another time. Special meetings may be called by the president of the Block or by a petition of ten (10) members of the Block. The time and place of such meetings shall be announced to all members of the Block at least five (5) days in advance of the meeting. The government of this Block shall be vested in the meeting, consisting of all Block members.

- A. Procedures – The order of businesses and all other matters of procedure at every meeting of members may be determined by the presiding officer.
- B. Quorum – At all meetings of the Block there shall be present not less than one third of the total members of record of the Block in order to constitute a quorum is not present.

Article VI

Officers and Committees – four shall elect from its membership – a president, vice president, secretary, treasurer, and sergeant-at-arms. The president shall appoint committee chairpersons as required.

The above elected officers shall accede to the chair in the order in which they are listed.

Job Descriptions

President: The president of the Block serves for a two-year term. Calls and presides at meeting of the Block, appoints board committee chairpersons, presides at all regular meetings and is the chief legal officer of the Block club.

Vice president: The vice-president of the Block serves for a two-year term. Presides at meetings in the absence of the president.

Secretary: The secretary of the Block serves for a term of two years. Is responsible for the minutes and communications of the Block.

Treasurer: The treasurer of the Block serves for a term.



In getting your key informants to identify neighborhood entities we ask that you help them to think broadly. We are especially interested in civic organizations which provide the neighborhood with any (or all) of a number of key capacities⁵:

- Resource Capacity – the ability to attract, manage, maintain and deploy funding in order to meet objectives.
- Organizational Capacity – the ability to coordinate and work through problems strategically; to get more from resources; to exercise leadership on behalf of collective goods.
- Network Capacity – the ability to interact and work with other institutions, both within and outside the community in order to develop coalitions, broker relationships, and gain better access to resources and political power.
- Programmatic Capacity – the ability to provide the services needed within a community.
- Political Capacity – the ability to credibly represent and to effectively advocate on behalf of residents in the larger political arena beyond the neighborhood.

2. So that we can compare the density of organizations in the neighborhood to other areas with some consistency, ***please be certain to provide a corresponding code for each of these entities according to the National Taxonomy of Exempt Entities coding scheme***, the definitions of which are enclosed as Attachment 1.

B. Interorganizational Interaction

1. **Major Analysis Question: Give us your assessment of the extent and intensity of interaction and collaboration among those groups/organizations/associations serving the study neighborhood.**

The intensity of interaction and collaboration in Hamlin Park is much stronger than exploratory or advisory role. For example, the HPCTA is not only involved in collecting, distributing information to community but it acts as spokesperson (main governing) body in the community. Some residents sees to be annoyed, intimidated, or even opposed to the role of HPCTA. However, the community is well aware of the power of HPCTA with the Masten District Council Office, Mayor's Office, Buffalo Police, and CAO organizations in Buffalo. Alfered T. Coppola the New York State Senator, 57th District, was present at the HPCTA's last monthly meeting on 8/3/2000. He provided the community with information about coop saving plans available through Niagara Mohawk.

Finally, most politician in the city are quite aware of the strong voice of HPCTA and Block Clubs in the area.

Interorganizational relationships vary in intensity, depth and timing. Some relationships may only be exploratory or advisory in nature and confined solely to the formative phases of a program, such as identifying key stakeholders, assessing community needs, and developing a vision to guide the program. Other collaborations may extend deeper into the life cycle of public programs and involve joint/shared participation in funding, implementation and/or evaluation.⁶

2. **Which of the following descriptions best characterizes typical relationships between and among community organizations in this neighborhood (please check)?**

- a. Do not work together _____
- b. Work on separate activities with limited interaction _____
- c. Work together on an irregular or ad hoc basis _____
- d. Work together regularly and consistently X
- e. Take collective action and share power _____

3. **For each of the following program areas, please indicate whether community organizations are (1) not present, (2) do not work together, (3) work on separate activities with limited interaction, (4) work together on an irregular or ad hoc basis, (5) work together regularly and consistently, or (6) take collective action and share power [please insert corresponding numeric code as it pertains to each program area listed below].**

- a. Employment and training 2
- b. Affordable housing 1
- c. Economic development (business assist., job creation, etc.) 2
- d. Health care 3
- e. Adult education 3
- f. Youth development (mentoring, school-to-work, etc.) 4
- g. Child care 3
- h. Family support/self-sufficiency 2
- i. Senior services 4
- j. Homeless assistance 1
- k. Public safety/crime prevention 3

- | | |
|--|-------------------|
| l. Transportation (shuttle service, etc.) | <u>3</u> |
| m. Neighborhood improvements (streets, landscaping design) | <u>3</u> |
| n. Community organizing/advocacy | <u>4</u> |
| o. Other: _____ | <u> </u> |

4. **At what phase of work does multi-organization interaction typically occur (please check all that apply):**

- | | |
|---|-------------------|
| a. Identifying community needs | <u>✓</u> |
| b. Development project/program concept | <u>✓</u> |
| c. Developing plan/budget | <u>✓</u> |
| d. Inclusion of key stakeholders | <u>✓</u> |
| e. Identifying/securing funding | <u> </u> |
| f. Initial project/program implementation | <u>✓</u> |
| g. Ongoing project/program management | <u>✓</u> |
| h. Monitoring and evaluation | <u>✓</u> |

C. Government Interaction

1. **Please report on the extent to which neighborhood groups/organizations/associations are involved in collaborative or contract work with federal, state, or local government.**

Block Clubs are involved in advisory role with the Masten Improvement Plan and the Mayor's matching fund.

2. **Which of the following descriptions best characterizes typical relationships between government and community organizations in this neighborhood (please check)?**

- | | |
|---|-------------------|
| a. Do not work together | <u> </u> |
| b. Work on separate activities with limited interaction | <u> </u> |
| c. Work together on an irregular or ad hoc basis | <u> </u> |
| d. Work together regularly and consistently | <u> X </u> |

3. **At what phase of work does this government/community organization interaction typically occur (please check all that apply):**

- | | |
|---|--------------|
| a. Identifying community needs | <u> X </u> |
| b. Development project/program concept | <u> X </u> |
| c. Developing plan/budget | <u> X </u> |
| d. Inclusion of key stakeholders | <u> X </u> |
| e. Identifying/securing funding | <u> X </u> |
| f. Initial project/program implementation | <u> X </u> |
| g. Ongoing project/program management | <u> X </u> |
| h. Monitoring and evaluation | <u> X </u> |

4. For each of the following program areas, please indicated whether community organizations in this neighborhood: (1) are currently delivering services under contract to state/local government; (2) are not currently providing services under contract but have in the past; (3) have participated in planning for but not operating service; (4) have not worked with state/local government [please insert corresponding numeric code as it pertains to each program area listed below].

They participate in planning, but not service delivery. Therefore, they have no role in the following. They are part of Masten Block Coalition (with 35 members) board. They influence decisions for service delivery. Organized in 1978, the Masten Coalition Board meets three times a year. They organize regular picnics, annual workshops, annual breakfast, etc. neighborhood Block Clubs pay meet monthly. Each pay dues to the coalition.

- | | |
|--|-------|
| a. Planning | _____ |
| b. Employment and training | _____ |
| c. Affordable housing | _____ |
| d. Economic development (business assist., job creation, etc.) | _____ |
| e. Health care | _____ |
| f. Adult education | _____ |
| g. Youth development (mentoring, school-to-work, etc.) | _____ |
| h. Child care | _____ |
| i. Family support/self-sufficiency | _____ |
| j. Senior services | _____ |
| k. Homeless assistance | _____ |
| l. Public safety/crime prevention | _____ |
| m. Transportation (shuttle service, etc.) | _____ |
| n. Neighborhood improvements (streets, landscaping design) | _____ |
| o. Community organizing/advocacy | _____ |
| p. Other: _____ | _____ |

D. Collaboratives

We are particularly interested in learning about any inter-organizational *collaboratives* that may be present in the neighborhood. By “collaborative,” we mean a well-defined relationship entered into by two or more organizations to achieve common goals. The relationship typically includes: a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.”⁷

In this sense, collaboration falls on the high end of a continuum of increasing intensity of inter-organizational relationships, ranging from cooperation , to coordination, on up to collaboration. As described by Mattessich and Monsey:

“*Cooperation* is characterized by informal relationships that exist without any commonly defined mission, structure or planning effort. Information is shared as needed, and authority is retained by each organization so there is virtually no [cross-organizational] risk. Resources are separate as are rewards.

“*Coordination* is characterized by more formal relationships and understanding of compatible missions. Some planning and division of roles are required, and communication channels are established. Authority still rests with the individual organizations, but there is some increased risk to all participants. Resources are available to participants and rewards are mutually acknowledged.

“*Collaboration* connotes a more durable and pervasive relationship. Collaborations bring previously separated organizations into a new structure with full commitment to a common mission. Such relationships require comprehensive planning and well defined communication channels operating on many levels. Authority is determined by the collaborative structure. Risk is much greater because each member of the collaboration contributes its own resources and reputation. Resources are pooled or jointly secured, and the products are shared.”⁸

1. **Based on the identifying characteristics outlined in Table 1, please report on the presence and character of any formal inter-organizational collaboratives within the study neighborhood. In particular please report on their:**

Description of the followings are in progress.

- a. *composition*
- b. *function*
- c. *relationships*
- d. *environment*
- e. *history*

Examples of the topics on which we ask you to report are included below.

- a. Is there a history of joint work in the community?
- b. Are the collaborative group and its participants regarded as legitimate leaders within the community?
- c. Is there support or at least the absence of opposition among political leaders, opinion-makers, persons who control resources, and the general public for the mission of the collaborative group?
- d. Are goals and objectives of the collaborative group clear and do the collaborating partners clearly understand their roles, rights, and responsibilities; and how to carry out those responsibilities?
- e. Does the collaborative group include representatives from each segment of the community who will be affected by its activities and do they interact often, update one another, discuss issues openly, convey all necessary information to one another?

- f. Does the collaborative have the ability to sustain itself in the midst of major changes to its funding, members, or circumstance?

IV. CAPACITY AND INFLUENCE OF KEY ORGANIZATIONS

Organization #1

A. Individual Organization Description:

1. Organizational Identification: R

a. Official name of the organization	<u>Hamlin Park Community and Taxpayer's Association, Inc.</u>
b. Short/common name	<u>HPTA Inc.</u>
c. Address	<u>44 Pansy</u>
d. City	<u>Buffalo</u>
e. State	<u>New York</u>
f. Zip	<u>14208</u>
g. Telephone	<u>882-0449</u>

2. What is the name of the chief officer of the organization?

a. What is the correct title for the chief officer of the organization?	<u>Margaret Strasner, President</u>
b. How many years have they held their position?	<u>34</u>
c. Educational level?	<u>Associate Degree</u>
d. Prior occupation?	<u>Community Action Assistant to Organization of Erie County</u>

3. What is the organizational type of the organization?

Membership organization	<u>✓</u>
Non-membership organization	<u>_____</u>

4. What is the current legal form of the organization?

Private, non-profit organization with no subsidiaries	<u>✓</u>
Private non-profit organization with one or more non-profit subsidiaries of affiliates	<u>_____</u>
Private non-profit organization with one or more for-profit subsidiaries of affiliates	<u>_____</u>
Private non-profit organization with both non-profit and for-profit subsidiaries of affiliates	<u>_____</u>

5. What is the character of the organization?

Secular	<u>✓</u>
Religious-Affiliated	<u>_____</u>
Sectarian	<u>_____</u>

B. History

1. What is the organization’s history? When and why was it established?

After Urban Renewal 1962, HUD came to assess the area. A large portion was good housing and small portion was bad. Good housing needed code enforcement. So that homeowners could fix it by themselves rather than complete rehabilitation. Code enforcement suppose to go in effect but it did not because no money was set aside like Allen Town. They were more organized. H.P.C.T.A didn’t have any organization at that time. In 1965, Margaret Strasner, Charlie Perkins, Bea Berman and Ollie Scott went to Washington Protesting. After this, they wrote by-laws of H.P.C.T.A, and formed the organization. (See the green book) Then federal government recognized H.P.C.T.A, Inc. In 1968, we formed a treasury and established membership dues. Willie Nickels was the first treasurer.

2. To what degree were issues of race or race relations related to creation of the organization?

It is hard to say. Not everything is racially motivated. It’s how much voice you have with the City Hall. We had to fight with the City Hall to get our share in housing, community development, streetlight, parks, curbing, police protection. These issues are the same even today. Then business got involved and we got stronger.

3. To what degree does the organization’s current work concern issues of race or race relations?

Our relationship with the Buffalo Police Department is well. We still need to fight with City Hall to set services and to be recognized. We worked and created “overlay” to stop transient people move in and stopping landlords to divide houses. Canisius College also stopped to make student housing. So, City Hall and developer cannot touch the neighborhood without approval from HPCTA.

4. Major Analysis Question: What degree of responsibility for the current condition and character of the study neighborhood can be attributed to this organization? How important has the organization been over its history in helping to shape the neighborhood, and in what ways has it been important? Please provide a full explanation for your response.

Beautification, stop signs, traffic lights for a safe stable community.

C. Resource Capacity

1. What was the organization’s 1999 total annual budget? Include all project and program expenditures.

\$ see Appendix B

2. What was the organization’s 1999 core administrative budget? Include all salaries of core staff and central overhead.

No salaries, everything is volunteered work.

\$

3. **What share of the organization's 1999 total annual budget was derived from each of the following sources? None**

SOURCE OF FUNDING	Percent of Total Budget	Percent of Core Budget
a. National or community philanthropic foundations	0	0
b. Corporation or corporate foundations	0	
c. Local government	0	
d. State government	0	
e. Federal government	0	
f. Intermediaries	0	
g. United Way/federated charities	0	
h. Other charities	0	
i. Earnings from nongovernmental activities	0	
j. Investment income (stocks, bonds, certificates of deposit)	0	
k. Member dues (including residents' contributions)		
l. Other (specify)		
m. Other (specify)		
n. Other (specify)		

4. **Does the organization have a dedicated development staff?**

- a. Yes
- b. No

5. **How effective is the organization at raising program funds from government sources?**

- a. Very effective
- b. Effective
- c. Ineffective
- d. Very ineffective

6. **How effective is the organization at raising program funds from philanthropic sources?**

- a. Very effective
- b. Effective
- c. Ineffective
- d. Very ineffective

7. **Generally, is the organization less dependent on external funding than similar organizations in the neighborhood?**

This is the only organization.

Yes _____
No ✓

8. **Please describe any activities the organization engages in to generate its own income and lessen its dependence on external funding sources?**

Not dependent on external funding.

9. **During its history, has this organization been able to adapt successfully to changes in its level and sources of funding?**

Yes

10. **Does the organization produce an annual report? If yes, please describe the quality of the substantive content and presentation of the report (and please forward a copy).**

Yes, Annual Financial Report which is audited

11. **Does the organization produce a newsletter? If yes, please describe the quality of the substantive content and presentation of the newsletter (and please forward a copy).**

Did have a newsletter up until 1993. It was discontinued because of money problem.

D. Organizational Capacity

1. **Over the last five years, the organization:**

- a. Has grown substantially _____
- b. Has grown modestly _____
- c. Has held steady ✓
- d. Has declined modestly _____
- e. Has declined substantially _____
- f. Question not applicable; organization did not exist five years ago. _____

2. **How does the total current size of the organization, in terms of its budget, compare to five years ago?**

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same ✓
- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization did not exist five years ago. _____

3. **How does the total current size of the organization, in terms of its core staff, compare to five years ago?**

Non-staffed group.

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same _____ ✓
- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization did not exist five years ago. _____

4. **What is the size of the organization's staff?**

No staff.

- a. 0-5 _____ ✓
- b. 6-10 _____
- c. 11-20 _____
- d. 20+ _____

5. **What proportion of the organization's staff is paid?**

None.

- a. Less than 25 percent _____
- b. 25-50 percent _____
- c. 50-75 percent _____
- d. Greater than 75 percent _____

6. **What proportion are full-time employees?**

None.

- a. Less than 25 percent _____
- b. 25-50 percent _____
- c. 50-75 percent _____
- d. Greater than 75 percent _____

7. **To what extent are the leadership and management of the organization currently dependent on one dominant individual, as opposed to being more institutionalized?**

- a. One individual dominates the organization _____
- b. A small number of individuals dominate the organization _____
- c. A small group of individuals somewhat dominates the organization, but it is more personalized than institutionalized _____
- d. A small group of individuals somewhat dominates the organization, but it is more institutionalized than personalized _____ ✓

8. **To what extent has the organization experienced stability and continuity in leadership and management over its history, as opposed to high turnover and instability?**

- a. Leadership and management have been highly stable ✓

- b. Leadership and management have been somewhat stable _____
- c. Leadership and management have been neither particularly stable nor particularly unstable; it has varied over the organization's history _____
- d. Leadership and management have been somewhat unstable _____
- e. Leadership and management have been highly unstable _____

9. **What is the current representation of the organization's board of the following types of persons? (For board members who fall into more than one category, allocate each to the role that is most indicative of the basis of their inclusion on the board.)**

- a. Residents of the community (non-clients) ✓

- b. Residents of the community (clients) _____
- c. Local government officials or employees _____
- d. State government officials or employees _____
- e. Lawyers, accountants, engineers, architects or other "professionals" _____
- f. Community-based religious leaders _____
- g. Other (specify) _____
- h. Other (specify) _____

10. **How reflective is the organization's board of the racial/ethnic composition of the neighborhood?**

It is a minority group.

11. **What percentage of the board is non-white?**

Almost all are non-white and African American (i.e., 99.9 %).

E. Network Capacity

1. **Please describe the organization's history of working collectively with other groups in the neighborhood.**

Partnership with Hamlin Park School #74.

Work with Niagara Lutheran Home and Rehabilitation Center.

Cooperate with Canisius College.

2. **Does the organization currently participate in activities with other organizations in the neighborhood? Please describe the extent and character of this participation as cooperation, coordination or collaboration – based on the definitions give in Section III.**

(CAO) Cooperation; Coordination.

3. **Do members of the organization's leadership serve on the boards of other groups in the neighborhood or city-wide?**

- a. Yes
- b. No

4. **What does the organization do to communicate with and motivate neighborhood residents?**
Telephone Tree. (She meant that they call each other, each calling the next person on the list).

F. Programmatic Capacity

1. **What services or programs does the organization provide and to whom?**

Residents; people resident, students, tenants; small business; Youth fashion show.

2. **What ongoing activities** does the organization have to engage residents, use their skills, demonstrate positive results?

3. **How does the organization select its projects and set its agenda of activities?**

BT what community needs, feeling of safety

4. **Please describe any services/programs the organization provides under contract to state/local government. What is the nature of the service? Is each such contract new; ongoing; multi-year; for what amount etc.**

None.

G. Political Capacity

1. **How knowledgeable and savvy is the organization about public policy, the policy-making process, and about trends/forces affecting the neighborhood?**

We try to keep up. We are very knowledgeable with local politics and City Hall politics. Everything is political.

2. **Does the organization serve as a voice for community residents regarding issues affecting the neighborhood?**

- a. Yes
- b. No

If so, in what way? Safety; stability;

3. **Is the organization a member of a policy advocacy coalition?**

- a. Yes
- b. No

If so, please describe its composition and purpose.

4. **To what extent do the activities of the organization receive attention and support from public officials?**

- a. They receive substantial attention and support. _____
- b. They receive some attention and support. ✓
- c. They receive very little attention and support. _____
- d. They receive no attention and support. _____

5. How do public officials perceive the work of the organization?

- a. Very effective _____
- b. Effective ✓
- c. Ineffective _____
- d. Very ineffective _____

6. Over its history, how has the organization’s political importance changed?

- a. It has become more important. ✓
- b. It has remained important to the same degree _____
- c. It is less important _____
- d. It was never important _____

7. What proportion of the organization’s leadership or staff are public officials?

- a. None ✓
- b. More than zero but less than 25 percent _____
- c. 25-50 percent _____
- d. 50-75 percent _____
- e. Greater than 75 percent _____

8. How often does the organization engage in the following activities?

Activity	Regularly	Occasionally	Never
a. Testify before the city council, planning commission or community board	_____	<u>✓</u>	_____
b. Testify before, or otherwise engage, state-level policymakers	_____	_____	<u>✓</u>
c. Sponsor a neighborhood “town hall” meeting	_____	<u>✓</u>	_____
d. Publish a community newsletter with stories about public policies affecting the neighborhood	_____	_____	<u>✓</u>
e. Organize political protest among community residents	_____	<u>✓</u>	_____
f. Organize a voter registration drive	_____	_____	<u>✓</u>
g. Organize a get-out-the-vote effort	_____	_____	<u>✓</u>
h. Poll community residents on issues	<u>✓</u>	_____	_____
i. Hold candidate forums during elections (or otherwise)	_____	_____	<u>✓</u>
j. Endorse electoral candidates	_____	_____	<u>✓</u>
k. Provide voter education on candidates’ records	_____	<u>✓</u>	<u>✓</u>
l. Challenge community lending patterns of banks	_____	_____	<u>✓</u>

- | | | | |
|---|-------|---|-------|
| m. Enter into a Community Reinvestment Act agreement with a bank | _____ | ✓ | _____ |
| n. Organize/participate in business development/attraction strategies | _____ | ✓ | _____ |
| o. Organize anti-business boycotts | _____ | ✓ | _____ |

9. **Does the organization have a community organizer on its staff?**
No

V. ADDITIONAL COMMENTS

Please add any comments on the neighborhood that may help us to understand the responses better.

No Comments.

Organization #2

A. Individual Organization Description

1. Organizational Identification: B

- | | |
|--------------------------------------|--|
| a. Official name of the organization | Canisius College : Office of Student Development |
| b. Short/common name | _____ |
| c. Address | 2001 Main Street |
| d. City | Buffalo |
| e. State | New York |
| f. Zip | 14208 |
| g. Telephone | 716/888-3194 |

2. What is the name of the chief officer of the organization?

- | | |
|---|--|
| a. What is the correct title for the chief officer of the organization? | J. Peter Conroy, S.J. |
| b. How many years have they held their position? | 6 years |
| c. Educational level? | Ph.D. |
| d. Prior occupation? | Director of Christine King Relrect House in Syracuse, NY 13224 |

3. What is the organizational type of the organization?

- | | |
|-----------------------------|-------|
| Membership organization | _____ |
| Non-membership organization | ✓ |

4. What is the current legal form of the organization?

- Private, non-profit organization with no subsidiaries ✓

- Private non-profit organization with one or more non-profit subsidiaries of affiliates _____
- Private non-profit organization with one or more for-profit subsidiaries of affiliates _____
- Private non-profit organization with both non-profit and for-profit subsidiaries of affiliates _____

5. What is the character of the organization?

- Secular _____
- Religious-Affiliated ✓

- Sectarian _____

B. History

1. What is the organization’s history? When and why was it established?

It was established 1994 to work with out risk resident and commuter students. In 1998, he received a grant from a foundation for :Value Education”, prior to that in 1996 he was a liason of the college to the HPTCA in Hamlin Park.

2. To what degree were issues of race or race relations related to creation of the organization?

At the beginning of this office about 6% of the students (minority) in 1994
In 1996, he is spending 15% of his time with college student and the neighborhood. Reach out and give them voices and their input.

3. To what degree does the organization’s current work concern issues of race or race relations?

Directly involved in building bridges, give them a voice and answer complaints.

4. **Major Analysis Question:** What degree of responsibility for the current condition and character of the study neighborhood can be attributed to this organization? How important has the organization been over its history in helping to shape the neighborhood, and in what ways has it been important?

Please provide a full explanation for your response.

College leadership (President Cooke) has been most helpful. His support to create this office and allow money and resources for this unit.

C. Resource Capacity

1. What was the organization’s 1999 total annual budget? Include all project and program expenditures.

\$ see Appendix C

2. What was the organization’s 1999 core administrative budget? Include all salaries of core staff and central overhead.

No salaries, everything is volunteered.

\$ _____

3. What share of the organization’s 1999 total annual budget was derived from each of the following sources?

None

	<u>SOURCE OF FUNDING</u>	<u>Percent of Total Budget</u>	<u>Percent of Core Budget</u>
a.	National or community philanthropic foundations	_____	_____
b.	Corporation or corporate foundations	_____	_____
c.	Local government	_____	_____
d.	State government	_____	_____
e.	Federal government	_____	_____
f.	Intermediaries	_____	_____
g.	United Way/federated charities	_____	_____
h.	Other charities	_____	_____
i.	Earnings from nongovernmental activities	_____	_____
j.	Investment income (stocks, bonds, certificates of deposit)	_____	_____
k.	Member dues (including residents' contributions)	_____	_____
l.	Other (specify)	_____	_____
m.	Other (specify)	_____	_____
n.	Other (specify)	<u>College</u>	<u>100 %</u>

4. Does the organization have a dedicated development staff?

- a. Yes _____
- b. No _____

5. How effective is the organization at raising program funds from government sources?

- a. Very effective _____
 - b. Effective _____
 - c. Ineffective _____
 - d. Very ineffective _____
- Do not apply

6. How effective is the organization at raising program funds from philanthropic sources?

- a. Very effective _____
 - b. Effective _____
 - c. Ineffective _____
 - d. Very ineffective _____
- Do not apply

7. Generally, is the organization less dependent on external funding than similar organizations in the neighborhood?

This is the only organization.

- Yes _____
- No _____

8. Please describe any activities the organization engages in to generate its own income and lessen its dependence on external funding sources?
Do not apply
9. During its history, has this organization been able to adapt successfully to changes in its level and sources of funding?
Yes
10. Does the organization produce an annual report? If yes, please describe the quality of the substantive content and presentation of the report (and please forward a copy).
Yes
11. Does the organization produce a newsletter? If yes, please describe the quality of the substantive content and presentation of the newsletter (and please forward a copy).
No. But the college does.

D. Organizational Capacity

1. Over the last five years, the organization:

- a. Has grown substantially _____
- b. Has grown modestly _____
- c. Has held steady _____
- d. Has declined modestly _____
- e. Has declined substantially _____
- f. Question not applicable; organization did not exist five years ago. _____

2. How does the total current size of the organization, in terms of its budget, compare to five years ago?

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same _____
- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization did not exist five years ago. _____

3. How does the total current size of the organization, in terms of its core staff, compare to five years ago?

Non-staffed group

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same _____

- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization did not exist five years ago. _____

4. What is the size of the organization's staff?

No staff

- a. 0-5 _____
- b. 6-10 _____
- c. 11-20 _____
- d. 20+ _____

5. What proportion of the organization's staff is paid?

None

- a. Less than 25 percent _____
- b. 25-50 percent _____
- c. 50-75 percent _____
- d. Greater than 75 percent _____

6. What proportion are full-time employees?

None

- a. Less than 25 percent _____
- b. 25-50 percent _____
- c. 50-75 percent _____
- d. Greater than 75 percent _____

7. To what extent are the leadership and management of the organization currently dependent on one dominant individual, as opposed to being more institutionalized? 100 %

- a. One individual dominates the organization _____
- b. A small number of individuals dominate the organization _____
- c. A small group of individuals somewhat dominates the organization, but it is more personalized than institutionalized _____
- d. A small group of individuals somewhat dominates the organization, but it is more institutionalized than personalized _____

8. To what extent has the organization experienced stability and continuity in leadership and management over its history, as opposed to high turnover and instability?

- a. Leadership and management have been highly stable ✓

- b. Leadership and management have been somewhat stable _____
- c. Leadership and management have been neither particularly stable nor particularly unstable; it has varied over the organization's history _____
- d. Leadership and management have been somewhat unstable _____
- e. Leadership and management have been highly unstable _____

9. What is the current representation of the organization's board of the following types of persons? (For board members who fall into more than one category, allocate each to the role that is most indicative of the basis of their inclusion on the board.)

- a. Residents of the community (non-clients) _____
 - b. Residents of the community (clients) _____
 - c. Local government officials or employees _____
 - d. State government officials or employees _____
 - e. Lawyers, accountants, engineers, architects or other "professionals" _____
 - f. Community-based religious leaders _____
 - g. Other (specify) _____
 - h. Other (specify) _____
- Do not apply

10. How reflective is the organization's board of the racial/ethnic composition of the neighborhood?
None / No Board.
11. What percentage of the board is non-white? All are black.

E. Network Capacity

1. Please describe the organization's history of working collectively with other groups in the neighborhood.
He attends monthly meeting of HPTCA and their other activities. He is the point person with residents in the neighborhood.
2. Does the organization currently participate in activities with other organizations in the neighborhood? Please describe the extent and character of this participation as cooperation, coordination or collaboration – based on the definitions give in Section III.
3. Do members of the organization's leadership serve on the boards of other groups in the neighborhood or city-wide?
- a. Yes _____
 - b. No ✓

4. What does the organization do to communicate with and motivate neighborhood residents?

Telephone Tree;

F. Programmatic Capacity

1. What services or programs does the organization provide and to whom?
Clean ups, painting, "Be-A-Good-Neighbor Program" student operated.
2. What ongoing activities does the organization have to engage residents, use their skills, demonstrate positive results?
Free "Dinner program" for the entire community
3. How does the organization select its projects and set its agenda of activities?
Needs of the community
4. Please describe any services/programs the organization provides under contract to state/local government. What is the nature of the service? Is each such contract new; ongoing; multi-year; for what amount etc.
None

G. Political Capacity

1. How knowledgeable and savvy is the organization about public policy, the policy-making process, and about trends/forces affecting the neighborhood?
Fair-to-good
Try to keep up with local news
2. Does the organization serve as a voice for community residents regarding issues affecting the neighborhood?
 - a. Yes _____
 - b. No _____

If so, in what way?

He make known the disciplinary problem with the police and the Dean of Student Office. He reports the problem of physical upkeep with the neighborhood.

3. Is the organization a member of a policy advocacy coalition?
 - a. Yes _____
 - b. No _____

If so, please describe its composition and purpose.

4. To what extent do the activities of the organization receive attention and support from public officials?
 - a. They receive substantial attention and support. _____
 - b. They receive some attention and support. _____
 - c. They receive very little attention and support. _____
 - d. They receive no attention and support. _____

5. How do public officials perceive the work of the organization?

- a. Very effective _____
- b. Effective _____
- c. Ineffective _____
- d. Very ineffective _____

6. Over its history, how has the organization’s political importance changed?

- a. It has become more important. _____
- b. It has remained important to the same degree _____
- c. It is less important _____
- d. It was never important _____

7. What proportion of the organization’s leadership or staff are public officials?

- a. None _____
- b. More than zero but less than 25 percent _____
- c. 25-50 percent _____
- d. 50-75 percent _____
- e. Greater than 75 percent _____

8. How often does the organization engage in the following activities?

Activity	Regularly	Occasionally	Never
a. Testify before the city council, planning commission or community board	_____	_____	<input checked="" type="checkbox"/> _____
b. Testify before, or otherwise engage, state-level policymakers	_____	_____	<input checked="" type="checkbox"/> _____
c. Sponsor a neighborhood “town hall” meeting	_____	_____	<input checked="" type="checkbox"/> _____
d. Publish a community newsletter with stories about public policies affecting the neighborhood	_____	_____	_____
e. Organize political protest among community residents	<input checked="" type="checkbox"/> _____	_____	_____
f. Organize a voter registration drive	_____	_____	<input checked="" type="checkbox"/> _____
g. Organize a get-out-the-vote effort	_____	_____	<input checked="" type="checkbox"/> _____
h. Poll community residents on issues	_____	_____	_____
i. Hold candidate forums during elections (or otherwise)	_____	<input checked="" type="checkbox"/> _____	_____
j. Endorse electoral candidates	_____	_____	<input checked="" type="checkbox"/> _____
k. Provide voter education on candidates’ records	_____	_____	<input checked="" type="checkbox"/> _____
l. Challenge community lending patterns of banks	_____	_____	<input checked="" type="checkbox"/> _____
m. Enter into a Community Reinvestment Act agreement with a bank	_____	_____	<input checked="" type="checkbox"/> _____
n. Organize/participate in business development/attraction strategies	_____	_____	<input checked="" type="checkbox"/> _____

- o. Organize anti-business boycotts _____
 See Attached _____ ✓
9. Does the organization have a community organizer on its staff?
 No

V. ADDITIONAL COMMENTS

Please add any comments on the neighborhood that may help us to understand the responses better. No comment.

Please add any important questions we have not considered.
 This office reports to college president. High-level stuff can not be initiated, e.g. working with banks, endorse candidate or taking side in internal dispute of the community.

Thank you!

Organization #3

A. Individual Organization Description

1. Organizational Identification: S

- | | |
|--------------------------------------|---------------------------|
| a. Official name of the organization | Butler Ave. Block Club #2 |
| b. Short/common name | none |
| c. Address | 174 Butler Avenue |
| d. City | Buffalo |
| e. State | NY |
| f. Zip | 14208 |
| g. Telephone | 884-8258 |

2. What is the name of the chief officer of the organization?

- | | |
|---|---|
| a. What is the correct title for the chief officer of the organization? | Clara Fister |
| b. How many years have they held their position? | 6-7 years |
| c. Educational level? | 2 years college "Fillmore" college and UB |
| d. Prior occupation? | Teacher Aid at public school systems |

3. What is the organizational type of the organization?

- | | |
|-----------------------------|-------|
| Membership organization | ✓ |
| Non-membership organization | _____ |

4. What is the current legal form of the organization?

- Private, non-profit organization with no subsidiaries ✓

- Private non-profit organization with one or more non-profit subsidiaries of affiliates _____
- Private non-profit organization with one or more for-profit subsidiaries of affiliates _____
- Private non-profit organization with both non-profit and for-profit subsidiaries of affiliates _____

5. What is the character of the organization?

- Secular ✓

- Religious-Affiliated _____
- Sectarian _____

B. History

1. What is the organization’s history? When and why was it established?

It was established 1957. Need to bring families together. Big concern about children, picnics, best dances.

2. To what degree were issues of race or race relations related to creation of the organization?

No racial reason. At that time, whites already moved out. Never a problem of race
 Jews moved out quietly. There were more of two-parent family homes than single home. Children moved out and elderly moved passed away or moved out of state. We are more concerned about families here. This was a strong Black neighborhood but nothing is happening.

3. To what degree does the organization’s current work concern issues of race or race relations?

4. **Major Analysis Question:** What degree of responsibility for the current condition and character of the study neighborhood can be attributed to this organization? How important has the organization been over its history in helping to shape the neighborhood, and in what ways has it been important? Please provide a full explanation for your response.

They go to City Hall, talk to Canisius, “We do stand ready to assist.” We join our council member call and stand by with (Byron Brown).⁹ Each member receives a donation of \$25.00 toward formal services. They also contribute to other Block Clubs. They contribute to other social event and give to YMCA and service 1490 Jefferson Ave.

C. Resource Capacity

1. What was the organization’s 1999 total annual budget? Include all project and program expenditures.

\$ 0 Donation

2. What was the organization’s 1999 core administrative budget? Include all salaries of core staff and central overhead.

No salaries, everything is volunteered.

\$ 0

3. What share of the organization's 1999 total annual budget was derived from each of the following sources?

None

SOURCE OF FUNDING		Percent of Total Budget	Percent of Core Budget
a.	National or community philanthropic foundations	_____	_____
b.	Corporation or corporate foundations	_____	_____
c.	Local government	_____	_____
d.	State government	_____	_____
e.	Federal government	_____	_____
f.	Intermediaries	_____	_____
g.	United Way/federated charities	_____	_____
h.	Other charities	_____	_____
i.	Earnings from nongovernmental activities	_____	_____
j.	Investment income (stocks, bonds, certificates of deposit)	_____	_____
k.	Member dues (including residents' contributions)	_____	_____
l.	Other (specify)	_____	_____
m.	Other (specify)	_____	_____
n.	Other (specify)	_____	_____

4. Does the organization have a dedicated development staff?

- a. Yes _____
- b. No _____

5. How effective is the organization at raising program funds from government sources?

- a. Very effective _____
 - b. Effective _____
 - c. Ineffective _____
 - d. Very ineffective _____
- Do not apply

6. How effective is the organization at raising program funds from philanthropic sources?

- a. Very effective _____
 - b. Effective _____
 - c. Ineffective _____
 - d. Very ineffective _____
- Do not apply

7. Generally, is the organization less dependent on external funding than similar organizations in the neighborhood?

This is the only organization.

- Yes _____

No _____

8. Please describe any activities the organization engages in to generate its own income and lessen its dependence on external funding sources?
They are dependent on donation and garage sale.
9. During its history, has this organization been able to adapt successfully to changes in its level and sources of funding?
10. Does the organization produce an annual report? If yes, please describe the quality of the substantive content and presentation of the report (and please forward a copy).
No
11. Does the organization produce a newsletter? If yes, please describe the quality of the substantive content and presentation of the newsletter (and please forward a copy).
No

D. Organizational Capacity

1. Over the last five years, the organization:

- a. Has grown substantially _____
- b. Has grown modestly _____
- c. Has held steady _____
- d. Has declined modestly _____
- e. Has declined substantially _____
- f. Question not applicable; organization did not exist five years ago. _____

2. How does the total current size of the organization, in terms of its budget, compare to five years ago?

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same _____
- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization did not exist five years ago. _____

3. How does the total current size of the organization, in terms of its core staff, compare to five years ago?

Non-staffed group

- a. It is about 50 percent larger or more _____

- b. It is between 10-50 percent larger
- c. It is about the same
- d. It is between 10-50 percent smaller
- e. It is about 50 percent smaller or more
- f. Question not applicable; organization did not exist five years ago.

4. What is the size of the organization's staff?
No staff

- a. 0-5
- b. 6-10
- c. 11-20
- d. 20+

5. What proportion of the organization's staff is paid?
None

- a. Less than 25 percent
 - b. 25-50 percent
 - c. 50-75 percent
 - d. Greater than 75 percent
- Nobody

6. What proportion are full-time employees?
None

- a. Less than 25 percent
- b. 25-50 percent
- c. 50-75 percent
- d. Greater than 75 percent

7. To what extent are the leadership and management of the organization currently dependent on one dominant individual, as opposed to being more institutionalized?

- a. One individual dominates the organization
- b. A small number of individuals dominate the organization
- c. A small group of individuals somewhat dominates the organization, but it is more personalized than institutionalized
- d. A small group of individuals somewhat dominates the organization, but it is more institutionalized than personalized

8. To what extent has the organization experienced stability and continuity in leadership and management over its history, as opposed to high turnover and instability?

- a. Leadership and management have been highly stable _____
- b. Leadership and management have been somewhat stable _____ ✓
- c. Leadership and management have been neither particularly stable nor particularly unstable; it has varied over the organization's history _____
- d. Leadership and management have been somewhat unstable _____
- e. Leadership and management have been highly unstable _____

9. What is the current representation of the organization's board of the following types of persons? (For board members who fall into more than one category, allocate each to the role that is most indicative of the basis of their inclusion on the board.)

- a. Residents of the community (non-clients) _____ ✓
- b. Residents of the community (clients) _____
- c. Local government officials or employees _____
- d. State government officials or employees _____
- e. Lawyers, accountants, engineers, architects or other "professionals" _____
- f. Community-based religious leaders _____
- g. Other (specify) _____
- h. Other (specify) _____

- 10. How reflective is the organization's board of the racial/ethnic composition of the neighborhood?
All Black.
- 11. What percentage of the board is non-white?
All Black.

E. Network Capacity

- 1. Please describe the organization's history of working collectively with other groups in the neighborhood.
They try to work well with other Block Clubs. Help new clubs to form very active with HPTCA.
- 2. Does the organization currently participate in activities with other organizations in the neighborhood? Please describe the extent and character of this participation as cooperation, coordination or collaboration – based on the definitions give in Section III.
She is on the executive Board of Masten Block Club coalition for neighborhood preservation and general improvement of quality of life. They pay due and donate food to the organization.

3. Do members of the organization's leadership serve on the boards of other groups in the neighborhood or city-wide?

Also on Board of CAO.

- a. Yes
- b. No

4. What does the organization do to communicate with and motivate neighborhood residents?

Telephone Tree;

Face-to-face contact, phone calls.

F. Programmatic Capacity

1. What services or programs does the organization provide and to whom?

Services to the whole Block 1490, and school # 74 which is in Hamlin Park.

2. What ongoing activities does the organization have to engage residents, use their skills, demonstrate positive results?

They let them know what their agendas are. Tell them the meaning of a good neighborhood. Show concern for our neighborhood and our way of life. "Loving your neighbor as yourself."

3. How does the organization select its projects and set its agenda of activities?

To the majority

Suggestion of Members.

4. Please describe any services/programs the organization provides under contract to state/local government. What is the nature of the service? Is each such contract new; ongoing; multi-year; for what amount etc.

No.

G. Political Capacity

1. How knowledgeable and savvy is the organization about public policy, the policy-making process, and about trends/forces affecting the neighborhood?

They do very well. Constant interactions with council office with Crystal People (who is running currently for Senate and Arthur Eve.

2. Does the organization serve as a voice for community residents regarding issues affecting the neighborhood?

- a. Yes
- b. No

If so, in what way?

Meetings are held at CAO on the last Monday of each month. Sometimes they meet here at my house .

3. Is the organization a member of a policy advocacy coalition?

- a. Yes
- b. No

If so, please describe its composition and purpose.

4. To what extent do the activities of the organization receive attention and support from public officials?

- a. They receive substantial attention and support. _____
- b. They receive some attention and support. ✓
- c. They receive very little attention and support. _____
- d. They receive no attention and support. _____

5. How do public officials perceive the work of the organization?

- a. Very effective ✓
- b. Effective _____
- c. Ineffective _____
- d. Very ineffective _____

6. Over its history, how has the organization’s political importance changed?

- a. It has become more important. ✓
- b. It has remained important to the same degree _____
- c. It is less important _____
- d. It was never important _____

7. What proportion of the organization’s leadership or staff are public officials?

- a. None ✓
- b. More than zero but less than 25 percent _____
- c. 25-50 percent _____
- d. 50-75 percent _____
- e. Greater than 75 percent _____

8. How often does the organization engage in the following activities?

Activity	Regularl y	Occasionall y	Never
a. Testify before the city council, planning commission or community board	_____	<u>✓</u>	_____
b. Testify before, or otherwise engage, state-level policymakers	_____	<u>✓</u>	<u>✓</u>
c. Sponsor a neighborhood “town hall” meeting	_____	_____	_____
d. Publish a community newsletter with stories about public policies affecting the neighborhood	_____	_____	<u>✓</u>
e. Organize political protest among community residents	_____	_____	<u>✓</u>
f. Organize a voter registration drive	_____	_____	<u>✓</u>

g. Organize a get-out-the-vote effort	_____	_____	✓
h. Poll community residents on issues	_____	✓	_____
i. Hold candidate forums during elections (or otherwise)	_____	_____	✓
j. Endorse electoral candidates	_____	_____	✓
k. Provide voter education on candidates' records	_____	_____	✓
l. Challenge community lending patterns of banks	_____	_____	✓
m. Enter into a Community Reinvestment Act agreement with a bank	_____	_____	✓
n. Organize/participate in business development/attraction strategies	_____	_____	✓
o. Organize anti-business boycotts	_____	_____	✓

9. Does the organization have a community organizer on its staff?

V. ADDITIONAL COMMENTS

Please add any comments on the neighborhood that may help us to understand the responses better. Keep track of kids who go to school here. Do not make a secret of problems in our schools. Kids and assignment in School #53 program is better than School #74. School #74 has problem.

Please add any important questions we have not considered.

Thank you!

Organization # 4

A. Individual Organization Description

1. Organizational Identification: X

a. Official name of the organization	<u>The Lutheran Church of Our Savior</u>
b. Short/common name	<u>Our savior</u>
c. Address	<u>26 Brunswick Blvd.</u>
d. City	<u>Buffalo</u>
e. State	<u>NY</u>
f. Zip	<u>14208-1538</u>
g. Telephone	<u>885-1108</u>

2. What is the name of the chief officer of the organization?

a. What is the correct title for the chief officer of the organization?	<u>President Otis Glover</u>
b. How many years have they held their position?	<u>January 2000 (A two year office)</u>

- c. Educational level? Social studies. Ministerial education.
- d. Prior occupation? Hospital Administrator

3. What is the organizational type of the organization?

- Membership organization
- Non-membership organization

4. What is the current legal form of the organization?

- Private, non-profit organization with no subsidiaries
- Private non-profit organization with one or more non-profit subsidiaries of affiliates
- Private non-profit organization with one or more for-profit subsidiaries of affiliates
- Private non-profit organization with both non-profit and for-profit subsidiaries of affiliates

5. What is the character of the organization?

- Secular
- Religious-Affiliated
- Sectarian

B. History

1. What is the organization's history? When and why was it established?

Originally built in 1924 by the Trinity old Lutheran Church to serve its Primarily German-American congregation, the structure on Brunswick Boulevard near Jefferson Avenue presently houses the Lutheran Church of Our Savior, a predominantly African-American congregation. Like many other church buildings in the Hamlin Park district, the history of this church rejects the population migration patterns of Buffalo.

The Trinity old Lutheran Church was formed by a group of nearly 1,000 German immigrants who migrated to Buffalo in 1839 in search of religious freedom. According to a (Buffalo) Courier-Express article of April 24, 1939, the church was:

.....one of the few congregations in America which began as an organized religious unit, sufficiently strong in membership to establish, maintain and conduct its activities without previous missionary aid. As new groups arrived from Europe its membership increased, until it had about 1500 communicants.

The church relocated a number of times after a fire destroyed their

original (rented) building and church library on South Division Street near Washington Street. Finally, in 1840 the congregation built their own church building on a lot at Goodell and Maple Streets. To accommodate its growth the church enlarged the structure with new side galleries and an addition to the choir loft. In 1858 it organized a congregation. Andrews Lutheran Church on Peckham Street, to serve its members living on the East Side. During its tenure, the Trinity Lutheran Church added a school, parish house, parsonage, teacher's and sexton's house to the church property, which eventually stretched from Maple to Michigan Streets. In 1924, however, the church sold the property to the Buffalo Association for the Blind. As many other congregations were then doing, they relocated to the growing Hamlin Park area.

Despite the move, the cohesive character of the congregation was maintained through the persistence of their shared German tradition, and the sustained leadership of three strong pastors over the church's first 100 years. The German language was used exclusively until 1909. When confirmation instruction and occasional services in English were added. Even though the English services became more frequent and those in German decreased to two a month, it is significant that the dedication services for the church building on Brunswick Boulevard in October, 1924 were delivered in both English and German. Continuity was further reinforced by the remarkable longevity of the church's leaders. Only three pastors headed the church until 1940: the Rev. J. A. A. Grabau, who led the original nucleus of congregates from Germany and served them for 40 years; the Rev. Martin Burke, who served from 1879 to his death in 1893; and the Rev. John N. Grabau, the grandson of the first pastor, who served until 1940.

Consequently, it was a confident and well-established congregation that arrived at its new home on Brunswick Boulevard in 1924. The week-long dedication services included sermons reflecting upon the successes of the past and expressed an optimistic view of the future. At this time the congregation was able to employ a full-time director of religious education. Furthermore, the financial stability of the church was evident in its ability to pay outright two-thirds of the \$150,000 cost of the new church and parish house, which were in the English Gothic style, faced in light tapestry brick and stone. Despite the Depression of the 1930s, records show the church had reduced its mortgage from \$50,000 to \$20,000 by 1939.

At the same time, another ambitious Lutheran congregation was flourishing nearby on Northland Avenue, between Jefferson Avenue and Masten Street. The Lutheran Church of Our Savior was founded as a missionary church in 1926 to meet the needs of residents of the Cold Spring section of Buffalo, as all other African-American churches were located in downtown Buffalo, approximately two miles away. According to a typed historical account initiated by Rev. John Fey and found within the records of the church, the Buffalo Pastoral Conference canvassed Buffalo in 1925 and found about 175 African-American families living in this area, "...most of them home owners and people of education refinement." After five years at temporary locations, the Rev. E. R. Pflug led the congregation to purchase the property at 94-96 Northland Avenue, where they constructed a new church at the cost of

\$16,000. The church prospered and paid off its mortgage in 1949.

The church expanded substantially after the arrival of Rev. H. J. Lehman in 1949. He baptized 226 people and confirmed 200 by 1960, when the church's total baptized members numbered 634. By this time the church was sufficiently large to necessitate two services each Sunday as well as two sessions of Sunday School. Pastor Lehman initiated a building fund in 1956 and on March 9, 1958 offered to buy the church building on Brunswick Blvd. from Trinity 016 Lutheran Church with a \$5,000 down-payment on a price of \$165,000. The purchase was completed in June, 1960.

Various alterations to the structure have taken place since 1900. A choir room, library, church office and Sunday School office were fit into a remodeled basement. In 1968 a major addition was designed by Robert Wilson, Jr.. A one story brick annex was constructed on the north end of the original church structure. This new building accommodates the pre-kindergarten education program .

Lutheran Church of Our Savior celebrated its 60th anniversary in 1986 and continues to prosper today, with a busy roster of community outreach programs, including youth groups and a weekly drug abuse session. Led by the Rev. John Nunes , the congregation currently numbers approximately 300.

2. To what degree were issues of race or race relations related to creation of the organization?

None was a Jewish/ German community. Few Black families were the first members.

3. To what degree does the organization's current work concern issues of race or race relations?

None. We are not in politics.

4. *Major Analysis Question:* What degree of responsibility for the current condition and character of the study neighborhood can be attributed to this organization? How important has the organization been over its history in helping to shape the neighborhood, and in what ways has it been important? Please provide a full explanation for your response.

A. Has had some effect on Brunswick but not to the entire HP. Now through Habitat for Humanity it get involved. It has been involved with "Voice, e.g., friendship festival on church ground. Community is invited.

C. Resource Capacity

1. What was the organization's 1999 total annual budget? Include all project and program expenditures. See Appendix D.

2. What was the organization's 1999 core administrative budget? Include all salaries of core staff and central overhead.

No salaries, everything is volunteered.

\$ _____

3. What share of the organization's 1999 total annual budget was derived from each of the following sources?

None

SOURCE OF FUNDING	Percent of Total Budget	Percent of Core Budget
a. National or community philanthropic foundations	0	0
b. Corporation or corporate foundations	0	0
c. Local government	0	0
d. State government	0	0
e. Federal government	0	0
f. Intermediaries	0	0
g. United Way/federated charities	0	0
h. Other charities	0	0
i. Earnings from nongovernmental activities	0	0
j. Investment income (stocks, bonds, certificates of deposit)	1%	0
k. Member dues (including residents' contributions)	0	0
l. Other (specify)	_____	_____
m. Other (specify)	.05%	_____
n. Other (specify)	_____	_____

4. Does the organization have a dedicated development staff?

- a. Yes _____
- b. No ✓

5. How effective is the organization at raising program funds from government sources?

- a. Very effective _____
 - b. Effective _____
 - c. Ineffective _____
 - d. Very ineffective _____
- Not applicable

6. How effective is the organization at raising program funds from philanthropic sources?

- a. Very effective _____
 - b. Effective _____
 - c. Ineffective _____
 - d. Very ineffective _____
- Do not apply

7. Generally, is the organization less dependent on external funding than similar organizations in the neighborhood?

This is the only organization.

Yes _____
No _____

8. Please describe any activities the organization engages in to generate its own income and lessen its dependence on external funding sources?

Does not apply. Member supported

9. During its history, has this organization been able to adapt successfully to changes in its level and sources of funding?

No. The level has changed, but the church has not adapted. Still on the discussion

10. Does the organization produce an annual report? If yes, please describe the quality of the substantive content and presentation of the report (and please forward a copy).

Yes. Each organization with the church is involved with its own activity

11. Does the organization produce a newsletter? If yes, please describe the quality of the substantive content and presentation of the newsletter (and please forward a copy).

No. Don't recall it recently. It produced.

Ask for 1999 Annual Report.

D. Organizational Capacity

1. Over the last five years, the organization:

- a. Has grown substantially _____
- b. Has grown modestly _____
- c. Has held steady _____
- d. Has declined modestly _____
- e. Has declined substantially _____
- f. Question not applicable; organization
Did not exist five years ago. _____

2. How does the total current size of the organization, in terms of its budget, compare to five years ago?

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same _____
- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization
did not exist five years ago. _____

3. How does the total current size of the organization, in terms of its core staff, compare to five years ago?

Non-staffed group

- a. It is about 50 percent larger or more _____
- b. It is between 10-50 percent larger _____
- c. It is about the same ✓
- d. It is between 10-50 percent smaller _____
- e. It is about 50 percent smaller or more _____
- f. Question not applicable; organization did not exist five years ago. _____

4. What is the size of the organization's staff?

No staff

- a. 0-5 ✓
- b. 6-10 _____
- c. 11-20 _____
- d. 20+ _____

5. What proportion of the organization's staff is paid?

None

- a. Less than 25 percent _____
- b. 25-50 percent _____
- c. 50-75 percent _____
- d. Greater than 75 percent ✓

5. What proportion are full-time employees?

6.

None

- a. Less than 25 percent _____
- b. 25-50 percent _____
- c. 50-75 percent ✓
- d. Greater than 75 percent _____

7. To what extent are the leadership and management of the organization currently dependent on one dominant individual, as opposed to being more institutionalized?

- a. One individual dominates the organization _____
- b. A small number of individuals dominate the organization ✓
- c. A small group of individuals somewhat dominates the organization, but it is more personalized than institutionalized _____
- d. A small group of individuals somewhat dominates the organization, but it is more institutionalized than personalized _____

8. To what extent has the organization experienced stability and continuity in leadership and management over its history, as opposed to high turnover and instability?

- a. Leadership and management have been highly stable _____
- b. Leadership and management have been somewhat stable _____
- c. Leadership and management have been neither particularly stable nor particularly unstable; it has varied over the organization's history _____ ✓
- d. Leadership and management have been somewhat unstable _____
- e. Leadership and management have been highly unstable _____

9. What is the current representation of the organization's board of the following types of persons? (For board members who fall into more than one category, allocate each to the role that is most indicative of the basis of their inclusion on the board.)

- a. Residents of the community (non-clients) _____
- b. Residents of the community (clients) _____
- c. Local government officials or employees _____
- d. State government officials or employees _____
- e. Lawyers, accountants, engineers, architects or other "professionals" 40 % _____
- f. Community-based religious leaders _____
- g. Other (specify) 50 % from outside the community _____
- h. Other (specify) 10 % diversified occupation _____

10. How reflective is the organization's board of the racial/ethnic composition of the neighborhood?
Very reflective

11. What percentage of the board is non-white?
99.%.

E. Network Capacity

1. Please describe the organization's history of working collectively with other groups in the neighborhood.

Only in the last 2 years

In the last 5 years had joint "Thanks Givings" services

4. Does the organization currently participate in activities with other organizations in the neighborhood? Please describe the extent and character of this participation as cooperation, coordination or collaboration – based on the definitions give in Section III.

5. Do members of the organization's leadership serve on the boards of other groups in the neighborhood or city-wide?

- a. Yes
- b. No

4. What does the organization do to communicate with and motivate neighborhood residents?
Telephone Tree. Church has "Membership March" every palm Sunday
Singing group / Basketball team / Karate classes / Meals and wheel's-program operated from the church.

F. Programmatic Capacity

1. What services or programs does the organization provide and to whom?
Summer day camp for 50 children. Carl Scot troops (40); Substance Abuse program (100) meet in this church.

2. What ongoing activities does the organization have to engage residents, use their skills, demonstrate positive results?
Summer Sunday school, religious educational classes.

3. How does the organization select its projects and set its agenda of activities?
Collectively meet and discuss.

4. Please describe any services/programs the organization provides under contract to state/local government. What is the nature of the service? Is each such contract new; ongoing; multi-year; for what amount etc.
Meals and wheel's.
Substance abuse.

G. Political Capacity

1. How knowledgeable and savvy is the organization about public policy, the policy-making process, and about trends/forces affecting the neighborhood?
Very knowledgeable; One member is a former common council member.

2. Does the organization serve as a voice for community residents regarding issues affecting the neighborhood?

- a. Yes
- b. No

If so, in what way?
Because Hamlin Parl has Block Clubs, the church is not the community voice.

3. Is the organization a member of a policy advocacy coalition?

- a. Yes

b. No _____

If so, please describe its composition and purpose.

“Missory Synod” it’s a policy making body for Lutheran church branch

4. To what extent do the activities of the organization receive attention and support from public officials?

- a. They receive substantial attention and support. _____
- b. They receive some attention and support. _____
- c. They receive very little attention and support. _____
- d. They receive no attention and support. _____

5. How do public officials perceive the work of the organization?

- a. Very effective _____
- b. Effective _____
- c. Ineffective _____
- d. Very ineffective _____

6. Over its history, how has the organization’s political importance changed?

- a. It has become more important. _____
- b. It has remained important to the same degree _____
- c. It is less important _____
- d. It was never important _____

7. What proportion of the organization’s leadership or staff are public officials?

- a. None _____
- b. More than zero but less than 25 percent _____
- c. 25-50 percent _____
- d. 50-75 percent _____
- e. Greater than 75 percent _____

8. How often does the organization engage in the following activities?

Activity	Regularl y	Occasionall y	Never
a. Testify before the city council, planning commission or community board	_____	_____	<input checked="" type="checkbox"/>
b. Testify before, or otherwise engage, state-level policymakers	_____	_____	<input checked="" type="checkbox"/>
c. Sponsor a neighborhood “town hall” meeting	_____	_____	<input checked="" type="checkbox"/>
d. Publish a community newsletter with stories about public policies affecting the neighborhood	_____	_____	<input checked="" type="checkbox"/>

e.	Organize political protest among community residents			✓
f.	Organize a voter registration drive		✓	
g.	Organize a get-out-the-vote effort		✓	
h.	Poll community residents on issues			✓
i.	Hold candidate forums during elections (or otherwise)		✓	
j.	Endorse electoral candidates			✓
k.	Provide voter education on candidates' records		✓	
l.	Challenge community lending patterns of banks			✓
m.	Enter into a Community Reinvestment Act agreement with a bank			✓
n.	Organize/participate in business development/attraction strategies			✓
o.	Organize anti-business boycotts			✓

9. Does the organization have a community organizer on its staff?
No

V. ADDITIONAL COMMENTS

Please add any comments on the neighborhood that may help us to understand the responses better. Neighborhood is in transition. Church began as a neighborhood church. Currently, more than 50% of members live outside. Our church needs to put efforts to involve the community, because of most of member live outside of Hamlin Park.

Please add any important questions we have not considered.

Thank you!

Endnotes:

¹ The text is adopted from a report prepared for the Hamlin Park Community & Taxpayer's Association, Inc. by the Buffalo Preservation Committee Board in December 15, 1998. My thanks to Robert Traynham Coles, Architect, P.C., for his dedication and generous support for this project.

² According to Buffalo News:Monday, January 22, 2001. The other schools are: School 4 (Harbor Heights Elementary), 425 South Park Ave.; School 11 (Poplar Academy), 100 Poplar Ave.; School 44 (Lincoln Academy), 1369 Broadway; School 69 (Houghton Academy), 1725 Clinton St.; School 71, 156 Newburgh St.; and School 74 (Hamlin Park School), 126 Donaldson Road.

³ In 1991—at the 16th year of the CDBG to councilmanic districts--a Human Resources Agency Review Committee was established in Buffalo to evaluate non-profit Community Based Organizations who receive funding through the CDBG entitlement. The Department which had only Advisory role had the responsibility of administering human resources programs to assist the needs of youth, seniors and low-income individuals and families.

⁴ According to a report produced by the Buffalo Human Resources Agency Review Committee on March 27, 1991:

“That due to the complexities of insurance requirements for multiple funding sources and variances between agencies a City Hall administered consolidation is not feasible at this time. It is further recommended that individual CBOs bid out their insurance requirements, and the extent possible work together with one or more additional agencies to develop insurance coverage for possible savings.”

⁵ Adapted from Glickman, Norman J. and Lisa Servon, “More Than Bricks and Sticks: What Is Community Development “Capacity”?”, Working Paper no. 132 (Center for Urban Policy Research, Rutgers State University, 1997).

⁶ Rich, Michael J., et al., "Collaborating to Reduce Poverty: City Halls and Community-Based Organizations Working Together to Revitalize Neighborhoods," *Research Report on America's Cities* (Washington, DC: National League of Cities, December 1998).

⁷ Mattessich, Paul W. and Barbara R. Monsey, "Collaboration: What Makes It Work. A Review of Research Literature on Factors Influencing Successful Collaboration." (St. Paul, MN: Amherst W. Wilder Foundation, 1992), 39.

⁸ Ibid.

⁹ At the time of interview, Byron Brown was the Councilmember.