

COMMUNITY ACTION COMMITTEE OF THE LEHIGH VALLEY
FY21-22 Annual Work Plans

Campaign for Racial and Ethnic Justice

Community Action Better Homes

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**ANNUAL WORK PLAN
CAMPAIGN FOR RACIAL AND ETHNIC JUSTICE
2021-2022**

DESCRIPTION: The Campaign for Racial and Ethnic Justice is a leader in the Lehigh Valley’s discussion on racial and ethnic justice as it boldly challenges the region’s institutions and its leaders to take ambitious, challenging, demanding and aggressive actions in order to address and reduce racial inequities and disparities.

MISSION: The mission of the Campaign for Racial and Ethnic Justice is to bring together the wide diversity of people, resources and perspectives in our community to ensure that every one among us has equal access to the opportunities that shares in the benefits of economic justice. We want to ensure that every single one of us has the same rights, the same access to economic opportunity and self-efficacy. THAT is what makes a community, a nation, better.

VISION: CREJ’s vision is a community of racial and ethnic harmony, where each of us respects all of us, where disparity is history, power is shared, oppression is ended, fairness is endemic.

GOAL 1 **Engage the Lehigh Valley in a frank discussion about how our behavior contributes to the economic disparities between white households and households of color as well as the social and economic institutions that create and perpetuate those disparities.**

Performance Targets:

- A. Engage government, business, non-profit, educational (including school district), religious, media, and other community leaders by participating in four (4) events with community partners that are designed to reduce racial and ethnic disparities.
- B. Complete and implement a multi-year strategic plan for diversity, inclusion and equity for the Lehigh Valley.
- C. Obtain the endorsement of those entities and others that endorsed the process for its development.
- D. Generate a minimum of three (3) news articles/segments (one of which will be an op-ed or blog post on Poverty’s Edge) on race/ethnicity.
- E. Offer three (3) “Implicit Bias” trainings to community institutions, including school districts, corporations, faith-based organizations, police departments, nonprofits and their boards of directors and government personnel.
- E. Engage other local anti-racism community groups and nonprofits to collaborate on additional anti-racist efforts and initiatives.

GOAL 2 Reduce wealth disparity by increasing the rate of college admissions for high school graduates of color.

Performance Targets:

- A. Facilitate the Generation Next program at Easton Area High School for 50 students and their parents/guardians.
- B. Facilitate Generation Next program at Liberty High School for 40 students and their parents/guardians.
- C. Facilitate Generation Next at Freedom High School for 40 students and their parents/guardians.
- D. Facilitate Generation Next at William Allen High School for 50 students and their parents/guardians.
- E. Ensure 90% retention rate for students in Generation Next.
- F. Ensure 95% of students in Generation Next will be on pace to graduate.
- G. Ensure 95% of high school seniors graduate from high school.
- H. Ensure 100% of high school juniors and seniors participating in Generation Next take the SAT or equivalent test.
- F. Ensure 90% of the high school seniors participating in Generation Next will attend college or a post-secondary educational program.
- G. Continue to develop and implement an effective self-report measurement tool for Generation Next.

GOAL 3 Support a campaign to increase the financial assets of people of color.

Performance Targets:

- A. Continue to implement youth financial investment group with ten (10) Generation Next students that increase each participant's knowledge of investment strategies, taxes, retirement planning, mortgage financing, and other common wealth management strategies as measured by pre and post-program testing.

GOAL 4 Support the Generation Next Task Force in creating sustainable programming for program participants.

Performance Targets:

- A. Continue to implement the mentoring subcommittee in which task force members follow high school juniors in Generation Next through their last two years of high school and through college.

- B. Continue to implement the finance subcommittee in which task force members develop a financial fund for students attending college through fundraising and additional scholarship opportunities.

GOAL 5 Increase the self-esteem, self-efficacy, leadership skills, and decision-making skills of girls in SHE.

Performance Targets:

- A. Facilitate SHE for twenty (20) fifth grade girls at Fountain Hill Elementary School.
- B. Facilitate SHE for twenty (20) sixth and seventh grade girls at Broughal Middle School.
- C. Facilitate SHE for up to fifteen (15) fourth and fifth graders at Lincoln Elementary.
- D. Facilitate SHE, for up to twenty (20) sixth graders at Harrison-Morton Middle School.
- E. Explore other schools in the Lehigh Valley where SHE can be launched and implemented.
- F. Go on at least five (5) field trips to expose program participants to new experiences.
- G. Maintain a ninety percent (90%) retention rate for girls in the program.
- D. Seventy-five percent (75%) of program participants who have completed the program will report improved self-esteem based on the results of program surveys.
- E. Seventy-five percent (75%) of program participants who have completed the program will report improved self-efficacy based on the results of program surveys.
- F. Seventy-five percent (75%) of program participants who have completed the program will report improved leadership skills based on the results of program surveys.
- G. Seventy-five percent (75%) of program participants who have completed the program will report improved decision-making skills based on the results of program surveys.

GOAL 6 Encourage vulnerable girls to develop collective problem solving skills.

Performance Targets:

- A. Coach program participants to collaborate in the development and implementation of one (1) community service project.
- B. Convene regular meetings at which program participants lead a classroom discussion on a topic of their choosing.
- C. Facilitate at least one exercise in which girls work together to develop strategies to solve real-life dilemmas.

GOAL 6 Create SHE's Unstoppable programming to develop self-esteem, self-efficacy, self-worth, and autonomy.

Performance Targets:

- A. Facilitate at least one (1) assembly in partnership with the Bethlehem Area School District.

GOAL 7 Implement new program evaluation tool to measure self-esteem, self-efficacy, self-worth, autonomy and overall progress of program participants.

Performance Targets:

- A. Implement new survey tool to measure self-esteem, self-efficacy, self-worth and autonomy of SHE participants as they progress through the program.
- B. Distribute and collect surveys quarterly throughout the program to measure progress of SHE participants.
- C. Develop and distribute post-program survey for parents of SHE participants.

GOAL 8 Expand and grow SHE Advisory Board.

Performance Targets:

- A. Add at least three (3) new SHE Advisory Board members.
- B. Host quarterly SHE Advisory Board meetings.
- C. Create and distribute a second marketing video through the help of SHE Advisory Board Marketing Subcommittee.
- D. Host two (2) local fundraisers with the help of the SHE Advisory Board.

**ANNUAL WORK PLAN
COMMUNITY ACTION BETTER HOMES
FY 2021-2022**

GOAL 1 CACLV will partner with the City of Allentown to increase residents' quality of life by improving the condition of the housing stock in the Center City neighborhood.

Performance Targets:

- A. CACLV will sell one (1) completed rehabilitated property to a low-income homeowner in the target area within the City of Allentown.
- B. CACLV will conduct interior or exterior repairs on six (6) properties occupied by low-income homeowners in the target area of the City of Allentown, to be funded through the Keystone Communities program.
- C. CACLV will conduct investor-owned rehab on two (2) investor-owned properties occupied by low-income tenants in the target area within the City of Allentown.

GOAL 2 CACLV will partner with the City of Bethlehem to increase residents' quality of life by improving the condition of the housing stock.

Performance Targets:

- A. CACLV will sell one (1) completed rehabilitated property in south Bethlehem to a low-income homeowner.
- B. CACLV will acquire and complete the rehabilitation of one (1) property in south Bethlehem for sale to a low-income homeowner.
- C. CACLV will conduct exterior (façade) rehabs on four (4) properties occupied by income-qualified homeowners in the target area of the City of Bethlehem.

GOAL 3 CACLV will partner with the Borough of Bangor and the County of Northampton to increase residents' quality of life by improving the condition of the housing stock.

Performance Targets:

- A. CACLV will complete the rehabilitation of and sell one (1) property in the borough of Bangor to a low-income homeowner.
- B. CACLV will acquire; finalize design work; and complete site improvements on one (1) site in the borough of Bangor suitable for modular home construction.

GOAL 4 **CACLV will partner with the County of Northampton, with an emphasis on the Slate Belt, to increase residents' quality of life by improving the condition of the housing stock.**

Performance Targets:

- A. CACLV will conduct owner-occupied rehab on fifteen (15) properties occupied by low-income homeowners in the County of Northampton.
- B. CACLV will complete roof and/or HVAC replacements on seven (7) properties occupied by low-income homeowners in the County of Northampton.
- C. CACLV will complete residential lead abatement on ten (10) properties occupied by low-income residents in the County of Northampton.
- D. CACLV will conduct façade improvements to four (4) commercial properties and two (2) residential properties owned by qualified property owners in the Slate Belt Rising focus area.

GOAL 5 **CACLV will partner with the County of Lehigh to increase residents' quality of life by improving the condition of the housing stock.**

Performance Targets:

- A. CACLV will complete the rehabilitation of and sell two (2) properties to low-income homeowners in Slatington Borough.
- B. CACLV will complete roof and/or HVAC replacements on ten (10) properties occupied by low-income homeowners in the County of Lehigh.
- C. CACLV will complete owner-occupied rehab on five (5) properties referred to CACLV by the County of Lehigh.

GOAL 6 **Community Action, Better Homes will utilize technology to simplify and expedite its administrative procedures and allow broader access to departmental information across the agency.**

Performance Targets:

- A. CACLV will hire, onboard, and retain a qualified employee for the new Administrative Specialist position.
- B. CACLV will create a master database of all contractor and vendor contact information.
- C. CACLV will create cloud-based listings of completed projects accessible to multiple departments within the organization.

- D. CACLV will explore the implementation of e-signature and e-filing technologies to expedite its document management.

GOAL 7 CACLV will provide support to existing homeowners who have purchased homes through its programs.

Performance Targets:

- A. CACLV will create three (3) instructional videos, presented by qualified professionals, explaining home maintenance topics.

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT CORPORATION OF ALLENTOWN
2021-2022**

DESCRIPTION: Community Action Development Corporation of Allentown (CADCA) stabilizes the community by encouraging residents and creating opportunities for developing their own businesses as well as empowering them to revitalize their neighborhoods.

MISSION: The mission of the Community Action Development Corporation of Allentown is to elevate and empower residents by actively promoting neighborhood revitalization, which strengthens the neighborhood economy, improves the quality of life and is inclusive of all residents.

VISION: The Vision is a community whose diverse identity is respected and recognized for its rich cultural heritage thereby fostering vibrant and organically sustainable neighborhoods.

GOAL 1 **Implement the Allentown Neighborhood Partnership Program in conjunction with the Steering Committee.** *(The following NPP activities are subject to change based on the availability of NPP funds and approval of project by DCED and the Steering Committee)*

Performance Targets:

- A. Collaborate with Community Partners to identify, acquire and develop space to be used as a Community Center to conduct centralized academic and recreational youth activities. (This could involve a capital campaign and administrative support from CACLV Senior Staff)
- B. Identify and secure use of at least four (4) interim spaces that can be used for NPP program delivery.
- C. Continue new art programming in downtown Allentown for fifty (50) to seventy (70) youth to include dance, visual and media arts, fashion design, performing arts and mural arts.
- D. There will be a 5% decrease in juvenile arrests in the program area.
- E. The Allentown Police Department will work with twenty-five (25) community residents (youth and adults) to improve their leadership qualities.
- F. The Allentown Police Department will work with twenty-five (25) community residents (youth and adults) to encourage respect, compassion and responsibility.
- G. The Allentown Police Department will work with twenty-five (25) community residents (youth and adults) to create and cultivate teamwork.
- H. The Allentown Police Department will work with twenty-five (25) community residents (youth and adults) to develop a greater understanding and appreciation for the criminal justice system.

- I. Discretionary grants will be distributed to five (5) to ten (10) local organizations whose interests are consistent with CADCA's mission and that foster community youth engagement in the City of Allentown.
- J. Continue development and implementation of multimedia marketing campaign to promote five (5) to ten (10) programs and activities of Allentown youth organizations to the community.
- K. Provide Cure Violence technical assistance and training to two (2) outreach workers/violence interrupters at Promise Neighborhoods of the Lehigh Valley.
- L. Respond to thirty-five (35) to fifty (50) acts of violence to assist victims, mediate retaliation, and resolve conflicts.
- M. Continue development of youth entrepreneurship programming for at least ten (10) teenagers from downtown Allentown in collaboration with local partners.
- N. Facilitate the Generation Next program at William Allen High School for a combination of fifty (50) freshman and sophomore students and their parents/guardians.
- O. Ensure 90% retention rate for students in Generation Next.
- P. Ensure 90% of students in Generation Next demonstrate improved positive approaches toward learning, including improved attention skills
- Q. Ensure 95% of students in Generation Next will be on pace to advance to the next grade and/or graduate.
- R. Provide “summer slide” academic remediation for sixty-five (65) youth through collaboration with the James Lawson Freedom School initiative and the Allentown School District.
- S. Identify and build capacity for at least five (5) existing neighborhood tutoring and academic support organizations, which serve children and youth in the target area.

GOAL 2 Expand CADCA Board representation by adding four (4) new board members.

Performance Targets:

- A. Four (4) members from the business/funder sector will join the Board of Directors.
- B. Strong resident participation will be retained on the Board of Directors by maintaining at least 50% resident composition.

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT CORPORATION OF BETHLEHEM
2021-2022**

MISSION: Based on a belief in economic and social justice, CADCB improves the quality of life in south Bethlehem by fostering economic opportunity, promoting community development, and empowering residents to actively participate in the decision-making process regarding the future of our diverse community.

GOAL 1 **Serve the entire city of Bethlehem by providing a community hub that provides information and referral, advocacy, community problem-solving, and neighborhood-organizing services.**

Performance Targets:

- A. Provide information and referral services to at least 75 residents from the south Bethlehem that call or walk-in to the office looking for assistance.
- B. Provide information and referral services to at least 25 residents from the Northside 2027 neighborhood that call or walk-in to the office looking for assistance.
- C. CADCB will be represented in at least eight (8) community coalitions, advocacy groups, and/or community organizing meetings external to the organization but tied to the organization's mission.
- D. Serve as an advocate for issues facing the Bethlehem community by presenting or speaking at a minimum of two (2) events that may include summits, conferences, organizational meetings, local government councils/boards/commissions/authorities, and/or other community gatherings.
- E. Engage at least 75 residents from south Bethlehem through community organizing and neighborhood meetings regarding housing and neighborhood issues.
- F. Engage at least 40 residents from the Northside 2027 neighborhood through community organizing and neighborhood meetings regarding housing and neighborhood issues.

GOAL 2 **Create a network of micro-businesses in Bethlehem by encouraging current and prospective business owners to participate in trainings and events that are designed to promote collaboration and expand business opportunities.**

Performance Targets:

- A. Conduct one business networking event that is attended by at least 50 business owners.
- B. Recruit and refer at least 25 prospective or existing entrepreneurs to receive services from the Rising Tide business unit, which may include technical and marketing assistance, and financial support.

- C. Advise at least five (5) business owners on becoming certified as women- and minority-owned businesses.

GOAL 3 Identify problem residential units and organize residents to advocate for improved housing stock.

Performance Targets:

- A. Complete at least four (4) residential façade improvements in south Bethlehem.
- B. Identify problem properties in south Bethlehem, report information to the City, and work with the City to enforce codes.
- C. Coordinate one (1) training for landlords and residents regarding landlord-tenant law and Fair Housing, in collaboration with North Penn Legal Services.
- D. The Community Organizer for the Southside will engage at least fifty (50) Southside tenants through at least four (4) neighborhood meetings regarding housing and neighborhood issues in south Bethlehem.

GOAL 4 Operate the farmers market on the Southside Greenway on a weekly basis.

Performance Targets:

- A. Recruit at least fifteen (15) food vendors, especially local farmers, to participate in a weekly farmers market, with food vendors rotating from week-to-week; of which, 25% will be south Bethlehem businesses.
- B. Recruit at least five (5) additional businesses to participate in the Greenway Farmer’s Market.
- C. Recruit at least five (5) non-food vendors to participate in the Greenway Farmer’s Market throughout the season.
- D. Survey at least fifty (50) south Bethlehem residents to better understand the demand for various products at the farmers market.

GOAL 5 Improve the quality of life for residents and business owners in south Bethlehem by implementing community development projects guided by the Southside’s Tomorrow Master Plan 2021-2027.

Performance Targets:

- A. Coordinate the extension of Southside Ambassadors cleaning services along Fourth Street between Taylor and Hayes streets, as well as along north-south side streets between Third and Fourth streets.
- B. Identify areas where the Southside Ambassadors Program is needed most in order to increase the geographic footprint of their services to those areas.
- C. Coordinate with the City of Bethlehem staff to provide the Southside Ambassadors Program with authority to issue citations for properties that are persistent sources of litter.
- D. Support, maintain and develop at least four (4) existing community gardens as centers for education and community engagement.
- E. Identify and build an additional community garden in a neighborhood without a community garden.
- F. Engage at least 8 residents in each identified neighborhood to participate in the maintenance of their community garden; of which, at least four (4) will be youth.
- G. Coordinate and install at least fifty (50) native trees and plants in identified areas on Earth Day 2022.
- H. Recruit at least twenty (20) residents/youth/business owners to install additions of native trees and plants.
- I. Identify at least five (5) Greenway segments and/or parks that would benefit from community maintenance.
- J. Recruit at least two (2) residents/businesses to maintain beautification of each Greenway segment and/or parks.
- K. Coordinate the implementation of Phase One of the Southside Lighting Plan, including the installation of a “demonstration street” or targeted artistic lighting project.
- L. Engage southside residents with at least two (2) surveys to gauge interest in different community events.
- M. Coordinate at least four (4) block gatherings.
- N. Coordinate at least one (1) cultural event.
- O. Coordinate at least one (1) event identified by the community’s vision.
- P. At least two (2) marketing interns will be hired to identify and implement contemporary social networking avenues and resources.
- Q. Engage at least 300 Southside residents and business owners through communications from newly identified forums about south Bethlehem events, volunteer opportunities, and other Neighborhood Partnership Program activities.

- R. Expand the “Southside Proud” neighborhood marketing campaign to incorporate new Neighborhood Partnership Program focus areas and prioritize ways to build a strong, more united Southside identity among residents.
- S. Recruit at least ten (10) youth from ages 13-18 to participate in a Youth Advisory Council.
- T. Appoint a young adult to the leadership position of committee chair of the Youth Advisory Council.
- U. Coordinate at least one (1) youth-friendly event in south Bethlehem.
- V. Coordinate with the Youth Advisory Council to allocate and distribute \$15,000 of discretionary funds to projects that complement the activities of the Neighborhood Partnership Program.
- W. Engage at least fifty (50) of community youth through the projects sponsored by the Youth Advisory Council discretionary funds.

GOAL 6 Improve the quality of life for residents and business owners in the Northside 2027 neighborhood by implementing community development projects guided by the Northside 2027 Plan.

- A. Engage at least forty-five (45) residents, business owners, and key stakeholders to establish the Northside 2027 steering committee and subsequent subcommittees.
- B. Support a volunteer block captain to be a channel for residential concerns, organize community events, and represent the neighborhood at citywide meetings.
- C. Create a neighborhood brand based on foundations created in the Northside 2027 plan.
- D. Communicate the new brand via virtual methods (e.g. website, social media presence, newsletters).
- E. Coordinate with the City of Bethlehem to enable two (2) business owners to renovate the façade of their businesses in the Northside 2027 neighborhood.
- F. Engage at least 100 Northside 2027 residents and business owners in community activities and festivals at neighborhood parks.
- G. Promote grant, loan, and tax incentives for home and property repairs, maintenance, and energy efficiency for homeowners.
- H. Promote and support at least two (2) activities in the Northside 2027 neighborhood in partnership with local organizations.

**ANNUAL WORK PLAN
COMMUNITY ACTION FINANCIAL SERVICES
2021-2022**

DESCRIPTION: Community Action Financial Services (CAFS) will provide low- to moderate-income residents of the Lehigh Valley with homeownership counseling and education services, mortgage foreclosure counseling, mitigation and diversion services and rental counseling services.

MISSION: The mission of CAFS is to provide low-to moderate-income families with a continuum of coordinated services in one location to better meet their housing and consumer credit needs and to build individual and community wealth.

VISION: **Everyone who can afford a home can buy a home and nobody who owns a home will lose it.**

GOAL 1 CAFS will increase homeownership, particularly for households of color and low- to moderate-income households.

Performance Targets:

- A. One hundred seventy-five (175) prospective homebuyers will improve their understanding of the complexity of home buying and the challenges and benefits of homeownership as demonstrated by their completion of and graduation from one (1) of seven (7) seminars in Allentown, Bethlehem, Easton, and remotely (four in English, three in Spanish).
- B. Twenty percent (20%) of prospective homebuyers earning a Certificate of Completion from the first-time home buyer seminar or doing pre-purchase counseling will purchase a home within one (1) year (data from seminars in FY21 and pre-purchase counseling in FY21 will be analyzed).
- C. Fifty (50) prospective homebuyers will receive pre-purchase counseling, which can include understanding the mortgage process, establishing and/or how to repair credit, creating a budget and action plan, and understanding predatory lending.
- D. Fifty (50) prospective homebuyers will receive pre-settlement counseling before their settlement/closing date and will purchase a home.

GOAL 2 CAFS will provide an array of services that protect homeowners from losing their homes due to economic distress.

Performance Targets:

- A. Provide loss mitigation services to thirty (30) homeowners in default who have received an Act 91 Notice by assisting them in applying for the Homeowners' Emergency Mortgage Assistance Program.

- B. Provide comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure for seventy (70) financially distressed homeowners that have been served with an urgent notice and complaint from the Northampton County Court of Common Pleas.
- C. Thirty (30) Northampton County homeowners receiving comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure will avoid the loss of their home.
- D. Provide comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure to fifty (50) financially distressed homeowners that have been served with an urgent notice and complaint from the Lehigh County Court of Common Pleas.
- E. Twenty (20) Lehigh County homeowners receiving comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure will avoid the loss of their home.
- F. Seventy-five percent (75%) of households who received a modification of the terms of their mortgage or a repayment plan will still be in their home two (2) years later (data from calendar year 2019 will be analyzed).

GOAL 3 Homebuyers and renters will become financially “literate” in order to promote the sustainability of participants’ self-sufficiency.

Performance Targets:

- A. Provide financial counseling to ten (10) Turner Street or Ferry Street participants.
- B. Provide a financial literacy education course to ten (10) pre-purchase counseling participants, Home Ownership Savings Account participants, and/or financial counseling participants.
- C. Improve the financial literacy of participants who have taken the financial education course by at least 50% using pre- and post-session tests.

GOAL 4 CAFS will assist with the marketing and sale of homes placed on the market by Community Action, Better Homes.

Performance Target:

- A. Email information about Land Trust homes to one hundred seventy-five (175) prospective homebuyers who have completed CAFS’s first-time homebuyer seminar.

GOAL 5 CAFS will provide a Home Ownership Savings Account Program that includes financial literacy education.

Performance Targets:

- A. Five (5) new participants will enroll in the program and open a savings account through the Home Ownership Savings Account Program.
- B. Of the eligible participants who opened a savings account through the Home Ownership Savings Account Program, 100% will increase their savings.
- C. Two (2) individuals who complete the Home Ownership Savings Account Program will use their savings and match funds to purchase a home.

GOAL 6 CAFS will partner with the City of Bethlehem to provide down payment and closing cost assistance.

Performance Targets:

- A. Qualify three (3) individuals for down payment and closing cost assistance.
- B. Accompany three (3) individuals at settlement to ensure unanticipated problems do not occur.

**ANNUAL WORK PLAN
LEHIGH VALLEY COMMUNITY LAND TRUST
FY2021-2022**

DESCRIPTION: The Lehigh Valley Community Land Trust acquires real estate for the development and renovation of housing for low- to moderate-income households.

MISSION: The mission of the Lehigh Valley Community Land Trust is to strengthen communities, improve, preserve, and create affordable housing opportunities, and build wealth with and for families in the Lehigh Valley.

NOTE: LVCLT uses the HUD definition of low-income, which is considerably higher than the HHS definition of low-income used for CSBG COPOS reporting purposes. The below goals are essential for LVCLT to review its effectiveness in serving HUD-defined low-income individuals. However, individuals meeting the HHS definition of low-income are unlikely to contribute to these goals; an individual who meets the HHS definition of low-income likely will not be in a financial position to become a homeowner. Therefore, progress toward some of these goals MAY NOT be aggregated into CACLV-reported COPOS data.

GOAL 1 LVCLT will improve its organizational sustainability.

Performance Targets:

- A. Transition 50% of occupied LVCLT portfolio units from the land lease to the restrictive covenants adopted in 2020.
- B. Recruit one (1) additional lending institution to join LVCLT's lenders' pool.
- C. Implement collection actions with at least 50% of LVCLT homeowners with delinquent Ground Lease balances owed at the end of FY20-21.

GOAL 2 LVCLT will ensure the maintenance of its portfolio.

Performance Targets:

- A. 100% of LVCLT homes retaining the 99-year lease at the end of FY21-22 will display appropriate basic exterior maintenance, as measured by staff's visual inspection from the street.
- B. Coordinate the resale of Trust homes as they occur.

**ANNUAL WORK PLAN
RISING TIDE COMMUNITY LOAN FUND
2020-2021**

DESCRIPTION: It is the goal of the Rising Tide Community Loan Fund to assist low- to moderate-income residents and people of color in the greater Lehigh Valley to start, stabilize and/or grow their own businesses in order to enhance their opportunities for self-sustaining jobs and build equity leading to wealth. The intent is to fill credit, knowledge and skill gaps and help entrepreneurs gain access to markets as well as prepare borrowers to become bankable at some point in time.

MISSION: The mission of the Rising Tide Community Loan Fund is to identify small business and community development credit needs that may stifle the creation of economic opportunities for growth and to meet those needs with affordable business loans.

GOAL 1 The Rising Tide will provide small business loans and/or grants to start-up and existing businesses.

Performance Targets:

- A. At least fifty (50) potential borrowers will initiate an application with the Rising Tide.
- B. Approve at least five (5) applications that do not reach the threshold of needing Loan Committee review.
- C. Approve at least twenty (20) applications that are reviewed by the Loan Committee for financing.
- D. Provide administrative services to the Lehigh and Northampton Counties Revolving Loan Fund.

GOAL 2 The Rising Tide will provide technical assistance and marketing support to prospective entrepreneurs.

Performance Targets:

- A. Provide non-marketing technical assistance (coaching, referrals, trouble-shooting, and advocacy) to at least one hundred twenty (120) prospective or existing entrepreneurs, including all borrowers.
- B. At least forty (40) of the above-mentioned one hundred twenty (120) prospective or existing entrepreneurs will be from the City of Allentown.
- C. At least forty (40) of the above-mentioned one hundred twenty (120) prospective or existing entrepreneurs will be from the City of Bethlehem.

- D. At least two (2) of the above-mentioned one hundred twenty (120) prospective or existing entrepreneurs will be farmers receiving assistance through The Seed Farm's incubator program.
- E. At least five (5) of those prospective or existing businesses will be from the Slate Belt.
- F. At least twenty-five (25) of the above-mentioned one hundred twenty (120) prospective or existing entrepreneurs will start their own business.
- G. Provide marketing assistance to at least (forty) 40 entrepreneurs.
- H. Conduct at least ten (10) sessions of the Marketing Committee.

GOAL 3 The Rising Tide will help struggling existing small businesses.

Performance Targets:

- A. Disburse one hundred percent (100%) of grant funds provided by Lehigh County for the COVID-19 Hospitality Industry Grant Program (CHIRP).
- B. Disburse one hundred percent (100%) of grant funds provided by Northampton County for the COVID-19 Hospitality Industry Grant Program (CHIRP).
- C. Advise at least fifteen (15) business owners on the value of obtaining Pennsylvania's Small Diverse Business certification.
- D. Assist at least seven (7) business owners to obtain Pennsylvania's Small Diverse Business certification.

GOAL 4 The Rising Tide will help existing small businesses expand.

Performance Targets:

- A. At least twenty-five percent (25%) of a random sample of current business owners will report increased sales in a one-year time period.
- B. At least fifty percent (50%) of a random sample of current business owners will report that their business was profitable in the past year.
- C. At least fifty percent (50%) of a random sample of current business owners will report expected business growth in the next year.
- D. At least fifty percent (50%) of the businesses receiving financing will increase assets, increase or replace lost income, and/or report pride of ownership.
- E. At least fifteen (15) new jobs will be created by existing business owners.

GOAL 5 The Rising Tide will continue to build its capacity to serve its community.

Performance Targets:

- A. Review website monthly to ensure content is current.
- B. Implement the digital marketing plan developed in conjunction with Goldenberg Marketing, LLC.
- C. Post relevant articles to digital marketing at least twice weekly.
- D. Make direct personal contact with at least one hundred (100) key staff of referral sources providing current information about the Rising Tide.
- E. Increase referral sources list from one hundred eighty-five (185) to two hundred (200).
- F. Email prospective referral sources at least ten (10) different times with pertinent program news.
- G. Regularly (at least ten times) inform the local news media of news created by the Rising Tide and the businesses it assists.
- H. Generate income sufficient to attain a forty-five percent (45%) self-sufficiency ratio.
- I. Attend at least twelve (12) meetings of the PA CDFI Network.
- J. Participate in at least one (1) committee of the PA CDFI Network.

**ANNUAL WORK PLAN
SECOND HARVEST FOOD BANK OF LEHIGH VALLEY
AND NORTHEAST PENNSYLVANIA
2021-2022**

DESCRIPTION: The Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania (SHFB) is an affiliate of Feeding America responsible for a six-county region which includes Carbon, Lehigh, Monroe, Northampton, Pike, and Wayne counties. The Food Bank collects surplus, reclaimed, and government-supported food for distribution through member agencies. These agencies include emergency food providers (pantries, shelters, and soup kitchens), and non-emergency food providers (drop-in and daycare centers, after school, rehabilitation, and residential programs) and other non-profit organizations that care for people in need.

MISSION: The mission of the Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania is to obtain food and distribute it to people in need through area non-profits and provide resources for education and advocacy to end hunger.

GUIDING PRINCIPLES: To take an active role in helping member agencies feed thousands of needy people by complying with operating guidelines and policies of Feeding America, CACLV, and regulatory agencies.

GOAL 1 **Second Harvest Food Bank will ensure there is enough food available to ensure all who seek help are able to obtain it.**

Performance Targets:

- A. Distribute ten million pounds of food to people in need.

GOAL 2 **Second Harvest Food Bank will continue to improve the quality and nutritional value of food it provides to its member agencies.**

Performance Targets:

- A. Ensure that less than five percent (5%) of the food distributed by SHFB will be product of “minimal nutritional value.”
- B. Ensure that less than 20% of Second Harvest inventory is composed of “choose rarely” foods monthly.

GOAL 3 **SHFB will provide direct services to people in need.**

Performance Targets:

- A. Help enroll 200 households in accessing SNAP (formerly Food Stamps) benefits.

- B. Provide a three-day supply of nutritious food each month to 1,999 senior citizens who qualify for the Commodity Supplemental Food Assistance Program (CSFP).
- C. Conduct a participant survey to better meet the needs of the community.

GOAL 4 SHFB will improve nutritional options for low-income people.

Performance Targets:

- A. Conduct nutrition education classes to result in positive behavioral change surrounding dietary choices in participants household measured by pre- and post-tests.
- B. Increase distribution through the Fresh Forward program of fresh and perishable product by 20%.

GOAL 5 SHFB will improve its reach into underserved households in our six-county region.

Performance Targets:

- A. Meet or exceed Feeding America Meals per Person in Need expectations as measured by county-wide meal gaps in the six counties SHFB serves. Updated Quarterly*

GOAL 6 SHFB will improve the customer service it provides to member agencies.

Performance Targets:

- A. Develop and implement the Food and Nutrition policy to all agencies.
- B. Build the capacity of member agencies by improving the infrastructure and operations at 6 pantries. (1 in each county)
- C. Develop a succession planning tool for the pantry network.

GOAL 7 SHFB will work to support the creation of new agricultural businesses through the Seed Farm.

Performance Targets:

- A. Develop a new strategic plan for the Seed Farm.
- B. Launch at least two (2) incubator farms to provide training and technical assistance to potential new farmers.
- C. Provide at least 20 hours of farm management training to new farmers on skill/knowledge areas identified as critical to new farmer success.

- D. Offer two (2) training opportunities (workshop, course, or demonstration) in collaboration with at least one partner organization, such as Penn State Extension, Pennsylvania Association for Sustainable Agriculture, or PA FarmLink.
- E. The Seed Farm will put 20% of its tillable land into production in order to produce \$40,000 worth of vegetables and other specialty crops for the community.
- F. At least 5% of saleable product will be set aside for donation to partner organizations that serve households in need.

GOAL 8 SHFB will seek to improve its services to people who are food insecure.

Performance Targets:

- A. Develop a new strategic plan for Second Harvest.

ANNUAL WORK PLAN
Sixth Street Shelter/Turner Street Apartments/Ferry Street Apartments
2021-2022

DESCRIPTION: *Sixth Street Shelter:* A 60-day, short-term transitional housing and supportive services program for families with children who are experiencing homelessness.

Turner Street Apartments in Allentown and Ferry Street Apartments in Easton (Long-term Transitional Housing): Two-year, goal-oriented, long-term transitional housing programs for families with children who are experiencing homelessness and are also enrolled in an educational program.

MISSION: The mission of the Sixth Street Shelter, the Turner Street Apartments and the Ferry Street Apartments is to provide the opportunity and direction for all people to become self-sufficient, productive members of the community.

GUIDING PRINCIPLES: *Sixth Street Shelter:* To help families set and reach their goals through intensive and effective case management, in-house programming and referrals to appropriate services.

Turner Street Apartments and Ferry Street Apartments: To demonstrate that education and job training play an important and valuable role in the lives of families attempting to improve their lives and the lives of their children and future generations.

Goal 1 **The Sixth Street Shelter will provide short-term transitional housing, case management and other supportive services for families with children who are experiencing homelessness and help them achieve their self-sufficiency goals.**

Performance Targets:

- A. At least 100 families will reside at the Shelter and will develop Family Service Plans based on their housing, educational and financial goals.
- B. Fifty percent (50%) of Community families will save money toward rent or a security deposit upon leaving the Shelter.
- C. Fifty percent (50%) of Family Preservation Program families will save money toward rent or a security deposit upon leaving the Shelter.
- D. Seventy-five percent (75%) of Community families will achieve their Family Service Plan short-term goals (resident meetings, case management meetings, life skills, basic needs, referrals).

- E. Seventy-five percent (75%) of Family Preservation Program families will achieve their Family Service Plan short-term goals (resident meetings, case management meetings, life skills, basic needs, referrals).
- F. One hundred percent (100%) of families will create a written budget to understand credit and money management as a part of their goal plan at the Shelter.
- G. One hundred percent (100%) of families will create a written résumé to assist them in their job search.
- H. Forty percent (40%) of families will move into stable housing upon leaving the Shelter.

Goal 2 The Turner Street Apartments/Ferry Street Apartments programs will provide long-term transitional housing, case management and other supportive services for families with children who are experiencing homelessness and help them achieve their self-sufficiency goals.

Performance Targets:

- A. At least one (1) adult in each family who resided at FSA/TSA for more than 60 days will be enrolled in an educational or vocational training program during their residence in the program.
- B. Eighty percent (80%) of families interviewed will be actively working toward their Family Service Plan long-term goals three (3) months after completing TSA/FSA.
- C. Four (4) TSA/FSA families will start a savings account at a financial institution as a part of their goal plan.
- D. Ten (10) participants will receive financial counseling and/or financial literacy education to promote self-sufficiency to decrease the likelihood that they will return to homelessness.
- E. Fifty percent (50%) of heads-of-households will, within six (6) months of completing the long-term transitional housing program, continue their educational program, obtain employment, and become ineligible for at least one (1) public benefit.

GOAL 3 The Sixth Street Shelter will meet Community Service Block Grant (CSBG) goals designed to assist families in reaching self-sufficiency.

Performance Targets:

- A. At least 20 unemployed adults will obtain employment (up to a living wage). (FNPI 1b)
- B. At least 230 program participants will achieve one or more outcomes as identified by the National Performance Indicators in various domains. (FNPI 7a)

**ANNUAL WORK PLAN
SLATE BELT RISING
2021-2022**

DESCRIPTION: Slate Belt Rising, a program of CACLV, implements a community revitalization plan in the boroughs of Wind Gap, Pen Argyl, Bangor and Portland.

MISSION: The mission of Slate Belt Rising is to galvanize the boroughs of Wind Gap, Pen Argyl, Bangor and Portland to capitalize on their shared heritage and traditions, the natural beauty of the Slate Belt and the commercial potential provided by the proximity to major roadways in order to increase economic opportunity in the region, reduce poverty, eliminate blight and improve the overall quality of life.

GOAL 1 Provide constructive activities for youth that focus on education, health, and community service.

Performance Targets:

- A. Engage twenty (20) youth by providing volunteer opportunities through various Slate Belt Rising initiatives.
- B. Provide a maximum of six (6) scholarships to graduating students to allow them to further their education or prepare for entering the workforce in a trade-related occupation.

GOAL 2 Provide community outreach to educate Slate Belt residents and encourage participation in community revitalization efforts.

Performance Targets:

- A. Engage at least fifteen (15) new residents and other stakeholders as volunteers.
- B. Increase our Facebook “Likes” by 10%.
- C. Increase our Instagram “Followers” by 10%.
- D. Increase our website users by 5%.
- E. Publish at least six (6) press releases.

GOAL 3 Conduct community and economic development projects in target area.

Performance Targets:

- A. Assist ten (10) small businesses through various initiatives including but not limited to: training/technical assistance programs and rent subsidies in partnership with Northampton County DCED, Slate Belt Chamber of Commerce, and/or the Rising Tide Business Unit.

- B. Implement park improvements in Wind Gap and Weona Park.
- C. Implement aspects of the Pen Argyl Revitalization Plan in Pen Argyl Borough.
- D. Educate twenty (20) Slate Belt residents on the importance of nutritional foods and healthy eating by maintaining the community garden.

GOAL 4 Improve the physical appearance of the four boroughs.

Performance Targets:

- A. Improve the facades of at least two (2) owner-occupied or rental homes.
- B. Improve the facades of at least four (4) commercial properties in the boroughs' business districts.

GOAL 5 Promote regional cooperation among the municipalities of the Slate Belt.

Performance Targets:

- A. Create and execute a plan for one (1) regional event to be held in 2022.

GOAL 6 Strengthen the organizational capacity of Slate Belt Rising.

Performance Targets:

- A. Increase the visibility of Slate Belt Rising through outreach and distribution of informational brochures at eight (8) events and ten (10) locations throughout the region.
- B. Host one (1) annual meeting to celebrate the accomplishments of the Slate Belt Rising program and thank our program supporters and volunteers.

**ANNUAL WORK PLAN
WEATHERIZATION PROGRAM
2021-2022**

DESCRIPTION: The Weatherization Program hires contractors and auditors to make improvements to the homes of low-income people and educates them on conservation techniques to enable them to save money on heating costs.

MISSION: The mission of the Weatherization Program is to provide energy consumption reduction measures that save the household money, enables them to improve their comfort level and helps to improve the health and safety of low-income residents, thereby improving their quality of life and giving them the opportunity to pursue other economic opportunities.

VISION: To keep all staff and contractors trained to meet the technical requirements and changes pertinent to the programs we operate, increase our ability to serve our program participants more effectively, and treat all persons with dignity and respect.

GOAL 1 **CACLV will improve energy efficiency and/or energy burden reduction in their homes for 548 income-eligible families.**

Performance Targets:

- A. Weatherize 60 housing units including performing a comprehensive audit, inspection and quality control inspection(QCI), while educating the occupants on energy conservation techniques that will help them save money (funded by the Pennsylvania Department of Community Economic Development [PA DCED], the US Department of Energy [DOE] and the Low Income Home Energy Assistance Program (LIHEAP).
- B. Weatherize 150 housing units and educate the occupants on energy conservation techniques (funded by First Energy WARM Program).
- C. Weatherize 50 housing units and educate the occupants on energy conservation techniques under the First Energy WARM Multi-Family Program and WARM Plus.
- D. Weatherize 38 housing units and educate the occupants on conservation techniques under the UGI LIURP Program.
- E. Inspect 100 residences weatherized under the PPL LIURP Program and educate households on energy conservation techniques.
- F. Weatherize 250 housing units and educate the occupants on energy conservation techniques under the PPL LIURP (USP) Program.
- G. In a random sample of 200 participants, 90% will report improved comfort in their homes.

- H. In that same sample surveyed identified above, 80% of the respondents will report a reduction in energy costs in their homes.

GOAL 2 CACLV will resolve home heating crisis for 220 income eligible households through assistance provided by LIHEAP Crisis.

Performance Targets:

- A. Assist 220 income-eligible households with heating system problems through the LIHEAP crisis component of the Weatherization Program.