

Community Action Committee of the Lehigh Valley

2022-2023 ANNUAL WORK PLAN

Campaign for Racial and Ethnic Justice

Community Action Homes

Community Action Development Corporation of Allentown

Community Action Development Corporation of Bethlehem

Housing Counseling Program

Lehigh Valley Community Land Trust

Rising Tide Community Loan Fund

Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania

Sixth Street Shelter/Turner Street Apartments/Ferry Street Apartments

Slate Belt Rising

Weatherization

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT ALLENTOWN
FY 2022-2023**

DESCRIPTION: Community Action Development Allentown (CADA) 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 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. Continue to 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, sophomore and junior 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.

GOAL 2 Begin implementation of the After Zone initiative in the Allentown School District.

Performance Targets:

- A. Hire a part-time Program Coordinator at a minimum of 15 to 20 hours per week.
- B. Identify five (5) community partners to collaborate with on the development of After Zone programming.
- C. Develop and launch a combination of five (5) After Zone programs or events.
- D. Serve a minimum of seventy-five (75) youth through After Zone programming and events.
- E. Utilize Allentown School District buildings for at least 80% of After Zone programming and events.

GOAL 3 Expand CADA 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
FY 2022-2023**

MISSION: Based on a belief in economic and social justice, CADCB improves the quality of life in 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 Alive 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 Alive 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 at least one (1) business networking event that is attended by at least 50 business owners.

- B. Recruit and refer at least twenty-five (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. Qualify and refer at least four (4) residential façade improvements in south Bethlehem to Community Action Lehigh Valley's Better Homes Program.
- B. Identify five (5) problem properties in south Bethlehem, report information to the City, and work with the City to enforce codes.
- C. Coordinate at least 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 twenty-five (25) Southside tenants through 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) vendors to participate in a weekly farmers market, with food vendors rotating from week-to-week.
- B. Recruit at least five (5) community-based vendors to participate in the Greenway Farmer's Market throughout the season.
- C. 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. Support, maintain and develop at least three (3) existing community gardens as centers for education and community engagement.
- B. Engage at least 25 Southside residents to participate in the maintenance of community garden.

- C. Coordinate and install a mural on the south Bethlehem Greenway.
- D. Coordinate and engage at least 300 community members using dedicated mural #hashtag on social media platforms.
- E. Coordinate and install at least fifty (50) native plants and shrubs throughout south Bethlehem.
- F. At least 30 children and youth will participate in enrichment activities at a community garden.
- G. Coordinate the extension of Southside Ambassadors cleaning services at least four (4) streets along Fourth Street between Taylor and Hayes streets, as well as along north-south side streets between Third and Fourth streets.
- H. CADCB staff will work with the community to identify at least one (1) area where the Southside Ambassadors are needed most and increase the geographic footprint of their services to those areas.
- I. Coordinate at least 15 cleaning, weeding and maintenance sessions of Lopes International Park and Tranquility Park throughout the 2022-2023 program year.
- J. At least two (2) schools on the Southside will be engaged to host the Big Plans! series of workshops and public assembly program.
- K. At least 200 students will participate in an in-school workshop. two (2) surveys will be administered to Southside residents to gauge interest in different community events. F
- L. Coordinate at least two (2) block gatherings.
- M. Coordinate at least one (1) event identified by the community's vision.
- N. Hire at least two (2) "Southside Proud!" marketing interns.
- O. At least 10 neighborhood email marketing campaigns will be distributed.
- P. At least 15 social media post will be shared on South Proud! social platforms.
- Q. At least ten (10) Southside youth, from ages 13 to 18, will be recruited to participate in a Youth Advisory Council.
- R. Continue to coordinate the implementation of Phase one of the Southside Lighting Plan and install at least 10 lighting fixtures on "Theatre Row" or targeted artistic lighting project.

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

Performance Targets:

- A. Engage at least forty-five (45) residents, business owners, and key stakeholders to establish the Northside Alive steering committee and subsequent subcommittees.
- B. Support at least one (1) volunteer block captain to be a channel for residential concerns, organize community events, and represent the neighborhood at citywide meetings.
- C. At least 10 neighborhood email marketing campaigns will be distributed.
- D. At least 30 social media post will be shared on neighborhood focused social platforms.
- E. Coordinate with the City of Bethlehem to enable at least two (2) business owners to renovate the façade of their businesses in the Northside Alive neighborhood which may include referring to Community Action Lehigh Valley's Better Homes Program.
- F. Engage at least 100 Northside Alive residents and business owners in community activities and festivals at neighborhood parks.
- G. Provide informational fliers to 150 residents and business owners about grants, 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 Alive neighborhood in partnership with local organizations.

**ANNUAL WORK PLAN
SLATE BELT RISING
FY 2022-2023**

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

Performance Targets:

- A. Engage at least 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. Distribute at least six (6) press releases.

GOAL 2 Facilitate community and economic development initiatives 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 CACLV Business Unit.
- B. Complete outstanding park improvements in Wind Gap and Weona Park.

- C. Complete outstanding aspects of the Pen Argyl Revitalization Plan in Pen Argyl Borough.
- D. 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.
- E. Establish partnerships and begin planning for broadband initiative.
- F. Engage ten (10) residents in developing and maintaining a community garden.

GOAL 3 Improve the physical appearance of the four boroughs.

Performance Targets:

- A. Qualify and refer two (2) properties to Community Action homes for façade improvements.
- B. Facilitate the installation of murals in one of the Borough.

GOAL 4 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 between July 1 and June 30.

GOAL 6 Strengthen the organizational capacity of Slate Belt Rising.

Performance Targets:

- A. Continue the distribution of Slate Belt Rising program brochures at 15 events or 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
RISING TIDE COMMUNITY LOAN FUND
FY 2022-2023**

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 twenty (20) applications for financing.

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 (fifty) 50 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. Advise at least fifteen (15) business owners on the value of obtaining Pennsylvania's Small Diverse Business certification.
- B. 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 fifty percent (50%) 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.

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

Performance Targets:

- A. Make direct personal contact with at least one hundred (100) key staff of referral sources providing current information about the Rising Tide.
- B. Increase referral sources list from two hundred (200) to two hundred fifteen (215).
- C. Email prospective referral sources at least ten (10) different times with pertinent program news.

- D. Generate income sufficient to attain a forty-five percent (45%) self-sufficiency ratio.
- E. Attend at least twenty-four (24) meetings of the PA CDFI Network.
- F. Participate in at least two (2) committees of the PA CDFI Network.

**ANNUAL WORK PLAN
COMMUNITY ACTION HOMES
FY 2022-2023**

GOAL 1 Community Action Homes will partner with the City of Allentown and private funders to increase residents' quality of life by improving the condition of the building stock in the Center City neighborhood.

Performance Targets:

- A. CALV will complete façade improvements on four (4) facades on a target area of Hamilton Street as identified by a partner private funder.
- B. CALV will complete sign projects at ten (10) businesses on a target area of Hamilton Street, identified in partnership with a private funder.

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

Performance Targets:

- A. CALV will complete the renovation of one (1) property in south Bethlehem to be sold to a low-income homeowner.
- B. CALV will complete façade improvements on four (4) residential and two (2) commercial properties referred by and qualifying for the façade improvement programs offered by CADCB.

GOAL 3 Community Action Homes will partner with the County of Northampton to increase residents' quality of life by improving the condition of the housing stock.

Performance Targets:

- A. CALV will develop two (2) housing units – either modular or site-built – on agency-owned land in the Borough of Bangor.
- B. CALV will acquire real estate in Northampton County boroughs or townships suitable for the future development of at least three (3) housing units.
- C. CALV will obtain financing for, complete design work for, and break ground on the development of five (5) housing units on the former Glendon Hotel site.

- D. CALV will conduct interior rehab, roof replacements, and/or HVAC replacements on fifteen (15) properties occupied by low-income residents in the County of Northampton.
- E. CALV will remediate lead hazards at thirty (30) properties occupied by low-income residents in the County of Northampton.
- F. CALV will complete façade improvements on two (2) properties referred by and qualifying for the façade improvement programs offered by SBR.

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

Performance Targets:

- A. CALV will sell two (2) fully-renovated properties in Slatington Borough to low-income homeowners.
- B. CALV will complete roof and/or HVAC replacements on ten (10) properties occupied by low-income homeowners in the County of Lehigh.

GOAL 6 Community Action Homes will increase the energy efficiency of low-income households in partnership with Weatherization.

Performance Targets:

- A. CALV will complete energy efficiency improvements to nine (9) properties occupied by low-income homeowners also receiving Weatherization services in the Counties of Lehigh and Northampton.

**ANNUAL WORK PLAN
LEHIGH VALLEY COMMUNITY LAND TRUST
FY 2022-2023**

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 35% of remaining LVCLT portfolio units maintaining the land lease to the restrictive covenants adopted in 2020.
- B. Implement collection actions with at least 50% of LVCLT homeowners with delinquent Ground Lease balances owed at the end of FY21-22.

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 FY22-23 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
HOUSING COUNSELING PROGRAM
FY 2022-2023**

DESCRIPTION: The Housing Counseling Program 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 the Housing Counseling Program 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 **The Housing Counseling Program 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 homebuyer seminar or doing pre-purchase counseling will purchase a home within one (1) year (data from seminars in FY22 and pre-purchase counseling in FY22 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 **The Housing Counseling Program 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 counseling services and assistance in submitting an application to the PA Homeowner Assistance Fund (PAHAF) for thirty (30) homeowners who have a financial hardship due to the COVID-19 pandemic and meet other eligibility requirements.
- C. Provide loss mitigation services to ten (10) financially distressed homeowners who are behind on their mortgage payments and are in danger of losing their home to foreclosure.
- D. Provide comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure for forty (40) financially distressed homeowners that have been served with an urgent notice and complaint from the Northampton County Court of Common Pleas.
- E. Sixteen (16) Northampton County homeowners receiving comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure will avoid the loss of their home.
- F. Provide comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure to forty (40) financially distressed homeowners that have been served with an urgent notice and complaint from the Lehigh County Court of Common Pleas.
- G. Sixteen (16) Lehigh County homeowners receiving comprehensive housing counseling services and advocacy in a court setting to prevent foreclosure will avoid the loss of their home.

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 education course to ten (10) pre-purchase counseling participants, Home Ownership Savings Account participants, and/or financial counseling participants.
- C. Improve the scores between the pre- and post-session tests of at least 50% of the participants who complete a financial education course.

GOAL 4 The Housing Counseling Program 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 5 The Housing Counseling Program 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
WEATHERIZATION PROGRAM
FY 2022-2023**

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 reduce the energy burden in the homes of 296 income-eligible families.**

Performance Targets:

- A. Weatherize 50 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 200 housing units and educate the occupants on energy conservation techniques (funded by First Energy WARM Program).
- C. Weatherize 40 housing units and educate the occupants on conservation techniques under the UGI LIURP Program
- D. Repair 6 homes with LIHEAP Deferral funds to correct issues that prevent the homes from being weatherized
- G. In a random sample of 200 participants, 90% will report improved comfort in their homes. (Tier 1)
- H. In that same sample surveyed identified above, 80% of the respondents will report a reduction in energy costs in their homes. (Tier 1)

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

Performance Targets:

- A. Assist at least 220 income-eligible households with heating system problems through the LIHEAP crisis component of the Weatherization Program. (Tier 1)

GOAL 3: CACLV will assist at least 75 households by providing and installing window air conditioners in LIHEAP eligible homes and resolve home air conditioning issues in homes that already have central air conditioning.

Performance Targets:

- A. Assist at least 50 income-eligible homes by purchasing and installing window air conditioners.
- B. Assist at least 25 income-eligible homes by repairing or replacing their central air conditioning system

**ANNUAL WORK PLAN
CAMPAIGN FOR RACIAL AND ETHNIC JUSTICE
FY 2022-2023**

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 ongoing community organizing and education focused on increasing cultural humility, minimizing implicit bias, and raising awareness of the systemic impacts of structural racism at the local, regional and national level.**

Performance Targets:

- A. Engage government, business, non-profit, educational (including school districts), religious, media, and other community leaders by participating in four (4) events with community partners that are designed to educate the community and reduce racial and ethnic disparities.
- B. Complete and distribute the Color Outside the Lines strategic plan to address racial and wealth disparities in the Lehigh Valley.
- C. Implement the current year's goals for each of the nine areas of the Color Outside the Lines strategic plan (Housing, Criminal Justice, Economic Opportunity and Employment, Education and Quality of Life which includes Health, Mental Health, Arts and Culture, and Recreation).
- D. Obtain ten (10) endorsements annually of local stakeholders and other community leaders that are committed to furthering the mission of the Color Outside the Lines initiative.
- E. Engage five (5) new volunteer committee members annually to participate in the Color Outside the Lines initiative as Committee members.
- F. Feature the Color Outside the Lines initiative in a minimum of three (3) news articles/segments on race/ethnicity in the Lehigh Valley.

- G. Offer five (5) “Cultural Humility Engagement” trainings or “Racial Conversations” to community institutions, including school districts, corporations, faith-based organizations, police departments, nonprofits and their boards of directors and government personnel.

GOAL 2 Increase access, affordability, and representation within mental health service provision through the Mental Health Services Program by 2027.

Performance Targets:

- A. Match initial \$25,000 funding at the county level to fund the Mental Health Services Program by the second year of programming.
- B. Ensure 75% completion rate for participants in the Mental Health Services Program.
- C. Increase number of sessions offered per participant by the second year of programming.
- D. Engage three (3) new mental health providers who reflect the community of focus annually.
- E. Engage two (2) new local mental health providers who do not reflect the community of focus but have demonstrated commitment to culturally humble mental health practice.
- F. Increase access for communities of focus to representative mental health service providers located across the Commonwealth of Pennsylvania through secure telehealth services.
- G. Campaign two (2) forms of media content to address cultural barriers, such as stigma, specific to BIPOC (Black, Indigenous, People of Color) communities annually.
- H. Engage one (1) local higher education institution on the perpetuation of racist culture in mental health curriculums.

GOAL 3 Reduce educational attainment and wealth disparities by increasing the rate of college admissions for high school graduates of color and other underserved populations.

Performance Targets:

- A. Facilitate the Generation Next program at Easton Area High School for 35 students and their parents/guardians.
- B. Facilitate Generation Next program at Liberty High School for 200 students and their parents/guardians.
- C. Facilitate Generation Next at Freedom High School for 80 students and their parents/guardians.
- D. Facilitate Generation Next at William Allen High School for 20 students and their parents/guardians.
- E. Ensure 90% of students enrolled in the Generation Next program their freshmen year respond “Yes” when asked if they want to participate in Generation Next their sophomore year.

- F. Ensure 90% retention rate for students in Generation Next.
- G. Ensure 95% of senior students in Generation Next will be on pace to graduate high school.
- H. Ensure 90% of high school juniors and seniors participating in Generation Next take the SAT or equivalent test.
- I. Ensure 90% of the high school seniors participating in Generation Next will attend college or a post-secondary educational program.

GOAL 4 Support a campaign to increase the financial literacy and assets of people of color and other underserved populations.

Performance Targets:

- A. Ensure that 100% of Generation Next junior and senior students receive a 4-class financial literacy programming from partnering financial institution. (currently Truist)
- B. Ensure that 100% of Generation Next seniors participate in investment club with partnering financial institution.
- C. Engage at least 50% of Generation Next juniors and seniors in the Savings Match program with partnering financial institution.

GOAL 5 Support the Generation Next Advisory Board in creating sustainable programming for program participants.

Performance Targets:

- A. Match 100% of Generation Next juniors/seniors with community mentors through the Mentor Committee.
- B. Provide annual FAFSA nights at all high schools serving senior Generation Next students.
- C. Offer annual scholarships through the Generation Next scholarship fund, overseen by the Financial Aid Committee of the Generation Next Advisory Board.
- D. Provide opportunities for all Generation Next college students to apply for emergency funding through the Emergency Grant program overseen by the Financial Aid Committee.
- E. Collaborate with Generation Next Advisory Board to establish the vocational/trade component of the Generation Next program.

GOAL 6 Support the Generation Next Advisory Board in developing/refining administrative processes to ensure long-range program success.

Performance Targets:

- A. Work with Financial Aid Committee, Mentor Committee and Advisory Board to build fundraising strategies for the Scholarship Fund.
- B. Complete and maintain up to date data for the Generation Next program which includes but is not limited to; program enrollment and retention data per site, student progress milestones including college application, registration and retention, staff activity in support of the Generation Next strategic plan goals, and post-secondary graduate completion rates and achievement.
- C. Support Advisory Board in their creation of the Program Evaluation Committee.
- D. Engage the Advisory Board in the updating and creation of guidelines and policies related to Generation Next programmatic and administrative functioning as outlined in the Advisory Board Guidelines.
- E. Offer two (2) annual “Cultural Humility Engagement” training opportunities for Mentor Committee members and all other interested Advisory Board members.

GOAL 7 Increase the self-esteem, self-efficacy, leadership skills, and decision-making skills of female-identifying students participating in SHE.

Performance Targets:

- A. Facilitate SHE programming at Fountain Hill Elementary School (BASD) for a minimum of twelve (12) fifth grade female-identifying students.
- B. Facilitate SHE programming at Broughal Middle School for a minimum of twenty (20) sixth, seventh and eighth grade female-identifying students.
- C. Facilitate SHE programming at Lincoln Elementary for a minimum of ten (10) fourth and fifth grade female-identifying students.
- D. Facilitate SHE programming at Harrison-Morton Middle School for a minimum of twenty (20) sixth and seventh grade female-identifying students.
- E. Facilitate SHE programming for the first cohort of Raub Middle School students.
- F. Add a minimum of one new SHE program location annually.
- G. Go on at least three (3) SHE field trips to expose program participants to new experiences.
- H. Maintain a ninety percent (90%) retention rate for female-identifying students in the program.
- I. Seventy-five percent (75%) of program participants who have completed the program will report improved self-esteem based on the results of program surveys.

- J. Seventy-five percent (75%) of program participants who have completed the program will report improved self-efficacy based on the results of program surveys.
- K. Seventy-five percent (75%) of program participants who have completed the program will report improved leadership skills based on the results of program surveys.
- L. 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 8 Encourage vulnerable female-identifying students to develop collective problem-solving skills.

Performance Targets:

- A. Coach program participants to collaborate in the development and implementation of one (1) program-wide community service project.
- B. Host a minimum of one (1) student-led discussion across all cohorts annually.
- C. Facilitate a minimum of one (1) exercise in which female-identifying students work together to develop strategies to solve real-life dilemmas.

GOAL 9 Create SHE's Unstoppable programming to develop self-esteem, self-efficacy, self-worth, and autonomy.

Performance Targets:

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

GOAL 10 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 pre, mid, and post surveys and collect responses throughout the program to measure progress of SHE participants.
- C. Develop and distribute post-program survey for parents of SHE participants.

- D. Distribute parent survey to all SHE program participants' parents.
- E. Distribute bi-monthly newsletter providing highlights of programmatic elements to students and parents.

GOAL 11 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 two (2) new marketing materials annually through the help of SHE Advisory Board Marketing Subcommittee.
- D. Host two (2) local fundraisers with the help of the SHE Advisory Board.

Appended Advisory Board Comment from Generation Next Advisory Board Chair, Dennis Levy

Dear Robyn,

Thank you for your cooperation in sending me the Generation Next (GN) portion of the Annual Work Plan for Racial and Ethnic Justice, received on February 9.

The document, including proposed edits, was discussed with the Executive Committee of the GN Advisory Board. I am writing to share the Executive Committee's feedback on the document and evaluation process.

First and foremost, none of us had ever seen the GN work plan, nor were we aware of an internal program evaluation with a February due date. This is surprising, in light of the adoption of formalized advisory board guidelines five months ago. **Section 1.2** of the guidelines enumerates the responsibilities of the advisory board, which include: "develop strategic and yearly goals and priorities," "assist in prioritizing staff activity," and "evaluate the program outcomes and recommend changes." Among other applicable provisions in the guidelines:

"The Chair and Program Evaluation Committee will work with staff in establishing a format for reports and benchmarks for meeting goals." (**Section 3. Meetings**)

"The Executive Committee...collaborates with the Generation Next staff to establish an annual work plan and present it to the Advisory Board" (**Section 5.1.1 Executive Committee**)

We recognize this is a year of transition to a formal advisory board structure; that the advisory board has not yet convened the new standing committee for program evaluation; and that the Annual Work Plan document apparently had existed previously. Nonetheless, going forward staff should allow for substantive collaboration with the GN Advisory Board on GN work plans and their evaluation. By working together, we can magnify our impact on students while assuring that periodic goals and priorities align with available program resources.

Other feedback points are summarized below:

- Since we're coming to this relatively late in the process, we believe it would be counter-productive here to comment on the specific performance targets.
- While the proposed revisions make sense within our limited view, we note the general absence of systematic data on GN students, which frankly confounds attempts to measure performance and set reasonable benchmarks. We look forward to working with staff to build/archive essential datasets that will enable meaningful quantitative and qualitative indicators of GN program success.
- The work plan's emphasis on numeric performance targets conceals many GN program accomplishments and milestones, particularly this past year. We acknowledge the extraordinary effort and commitment you and your team have shown to the GN program.
- There is no mention of building a component to address postsecondary vocational/trade programs for students opting not to attend college. Should this be added to "Goal 4?"
- Consider creating a "Goal 5," something like: "Support the Generation Next Advisory Board in developing/refining administrative processes to ensure long-range program success." Then take language from the approved advisory board guidelines to draft qualitative performance targets.
- Consider moving "E" under "Goal 4" to the above "Goal 5." Fundraising for the Scholarship Fund is really administrative, not "programming for program participants."
- We request that a copy of this email be appended to the GN portion of the work plan/mid-year evaluation for transmittal to the Board of Directors.
- The GN Advisory Board should also be copied on the revised work plan and completed evaluation form, for deliberation by the full board.

Thanks again, Robyn. Let me know if you have any questions or concerns.

Sincerely,

Dennis

*Dennis P. Levy, Chair
Generation Next Advisory Board
215-499-1656 (m)*

Dennis

Levy

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ANNUAL WORK PLAN
Sixth Street Shelter/Turner Street Apartments/Ferry Street Apartments
FY 2022-2023

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 families will save money toward rent or a security deposit upon leaving the Shelter.
- C. Seventy-five percent (75%) of families will achieve their Family Service Plan goals.
- D. One hundred percent (100%) of families will create a written budget to understand credit and money management as a part of their goal plan.
- E. Seventy-five percent (75%) of families will create a written résumé to assist them in their job search.
- F. Forty percent (40%) of families will move into affordable housing upon leaving.

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. Eighty percent (80%) of families will be actively working toward their Family Service Plan goals.
- B. Four (4) TSA/FSA families will open a savings account at a financial institution as a part of their goal plan.
- C. Refer ten (10) participants to Housing Counseling Program to receive financial counseling and/or financial literacy education to promote self-sufficiency to decrease the likelihood that they will return to homelessness.
- D. 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 15 adults will enroll in an educational or vocational training program. (FNPI 2z.1)
- C. At least 27 households will save money toward rent/security deposit. (FNPI 3z.1)
- D. At least 14 individuals experiencing homelessness will obtain safe temporary shelter (FNPI 4a)
- E. At least 1 individual will obtain safe and affordable housing. (FNPI 4c)
- F. At least 75 individuals will achieve one or more of the National Performance Indicators in the various domains listed.

**ANNUAL WORK PLAN
SECOND HARVEST FOOD BANK OF LEHIGH VALLEY
AND NORTHEAST PENNSYLVANIA
FY 2022-2023**

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 source and distribute food to meet the immediate needs of the six counties we serve.**

Performance Targets:

- A. Distribute 12 million pounds of food to people in need.
- B. 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*
- C. Maintain donated product at 55% or more of total pounds sourced.
- D. Establish regular mobile distribution of product at key areas in underserved communities.
- E. Identify 3 new partners in Carbon, Pike and Wayne areas to expand outreach and distribution opportunities

GOAL 2 Second Harvest Food Bank will continue to improve the quality and nutritional value of food it provides to the six counties we serve.

Performance Targets:

- A. Increase distribution through the Fresh Forward program of fresh and perishable product by 20%.
(Total poundage from 2021-2022 baseline)
- B. Ensure that less than 15% of Second Harvest monthly inventory is composed of “choose rarely” foods monthly.

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

Performance Targets:

- A. Help enroll 165 households in accessing SNAP (formerly Food Stamps) benefits.
- B. Provide a three-day supply of nutritious food each month to 2,300 senior citizens who qualify for the PA Senior Box program.
- C. Provide 350 Military Share boxes per month, with coverage in each county served by SHFB.

GOAL 4 SHFB will improve nutrition education for low-income people.

Performance Targets:

- A. Provide 36 nutrition education classes via Cooking Matters.
- B. Agencies participating in the Healthy Pantry Initiative will increase scores on biennial assessment progress indicators.

GOAL 5 SHFB will improve the customer service it provides to member agencies and communities served.

Performance Targets:

- A. Build the capacity of member agencies by improving the infrastructure and operations at 6 pantries.
(1 in each county)
- B. Assist 24 pantries (10%) with creation of a succession plan.

GOAL 6 SHFB will comply with operational obligations of Feeding America.

Performance Targets:

- A. Maintain accurate inventory within less than 2% error (to be measured through random counts)
- B. Monthly assessments of warehouse facilities will comply with AIB standards.

GOAL 7 SHFB will work to support the growth of the incubator farm program and the fresh food needs of SHFB.

Performance Targets:

- A. Provide land to at least four (4) incubator farmers.
- B. Provide at least 20 hours of farm management training to new farmers on skill/knowledge areas identified as critical to new farmer success.
- C. 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.
- D. The Seed Farm will pilot a project to place available tillable land into production in order to grow high-demand produce for the Food Bank.