

**ANNUAL WORK PLAN
ADMINISTRATION/FISCAL OFFICE
2009-2010**

DESCRIPTION: The administration and fiscal management of CACLV consists of supervising staff, developing and implementing personnel policies and procedures, providing for staff training, implementing agency/Board policies, reporting activities, monitoring and evaluating programs, complying with contracts, setting goals and objectives, developing work plans for the agency and its programs, writing funding proposals, administering the business and financial activities of the agency, and developing new programs.

MISSION: CACLV will strive to achieve its mission uncompromisingly, adhering to indisputable ethical principles which include respect for all people, inclusiveness, honesty, work, and effective stewardship.

GUIDING PRINCIPLES: To operate the agency according to the highest standards of quality, efficiency, and effectiveness.

STRATEGIC PLAN: IV

GOALS AND PERFORMANCE TARGETS

ADMINISTRATION

GOAL 1 CACLV will maintain its fiscal stability by raising funds to support the work of the agency and its program.

Performance Targets:

A. CACLV will submit at least 80 grant proposals or requests for continuation of funding for the operation of the agency and its programs.

0 1 2 3 4

COMMENTS: 129 proposals were submitted. Two additional proposals were written but not submitted – 161% of goal.

B. CACLV will submit at least 5 proposals to new or non-routine funding sources.

0 1 2 3 4

COMMENTS: 11 proposals were submitted to new or non-routine funding sources – 220% of goal.

C. At least 70 of the proposals submitted will generate financial support for the agency or one of its programs

0 1 2 3 4

COMMENTS: 58 proposals have been funded; 49 proposals are pending; 22 proposals were not funded; 83% of proposals funded or pending, but number of proposals submitted exceeded goal by over 60%.

- D. The agency will raise private contribution in the amount of \$1,112,754 to support programs and administration.

0 1 2 3 4

COMMENTS: CACLV received contributions in the amount of \$1,481,277 (33% over goal). In addition, CADCA received \$101,164, CADCB received \$62,516, RTCLF received \$46,500, and LVCLT received \$6,152 (12.7% of total raised). In total, the agency received \$1,700,309 – 153% of the goal.

GOAL 2 CACLV will enhance the quality of its efforts through consistent, timely training of personnel and annual agency evaluations.

Performance Targets:

- A. CACLV will strive for cost-savings in administration with emphasis on energy efficiency, well-maintained facilities, and application of “green” measures.

0 1 2 3 4

COMMENTS: An employee Greening Committee was expanded so that every program but one and most internal departments have an active representative. The Committee has provided 34 recycling bins to three project sites, as requested, replaced the water dispenser and jugs with 2 tap filters in the Forte Building, decreased the demand for plastic cups, provided reusable mugs donated by a local convenience store, secured a vending machine with healthier snack options in the Forte Building, organized an employee car-pool for an all-staff event, and published the first issue of an electronic employee greening newsletter. The group has organized itself into planning, research, and communications sub-committees.

- B. CACLV will make maximum use of available technology for the enhancement of its programs.

0 1 2 3 4

COMMENTS: Outcomes Result System, which is used for program participant information, has been mapped to the CSBG report form for the programs that use that database. It has also been recently updated to the latest version. It is not being used to its full capacity. A new donor database has been purchased but is not installed. Several of the programs have established Facebook sites, and work is in progress on updating the agency web site. New systems have been developed using email to streamline the hiring process (ie: e-filing of resumes with auto-response functionality).

- C. CACLV will enhance volunteer opportunities and recognition of volunteers’ efforts.

0 1 2 3 4

COMMENTS: Most volunteering takes place at the program level and is coordinated by the Director of the program or volunteer coordinator. There have been some opportunities for volunteers to help with maintenance projects and clerical work at the Forte Building. Volunteers have also conducted surveys and research as needed.

Each program is responsible for recruitment, management, and administration of volunteers. There has not been an effort to standardize the process throughout the agency. The one program with significant volunteer contributions also has a designated position to oversee volunteer issues. Objectives for the future should include a streamlining of the paperwork; agency-wide recruitment efforts (on website, during exhibits, etc); training for all programs on volunteer management; and agency recognition of volunteer contributions.

GOAL 3 CACLV will strive continually to provide fulfilling employment for its staff.

Performance Targets:

- A. CACLV will review and update job descriptions and salary ranges at least every two years.

0 1 2 3 4

COMMENTS: Job descriptions are reviewed at the time of annual performance evaluations and also prior to the hiring of a new employee into an existing position. A review of salary ranges was begun but will not be completed until the second quarter of the next fiscal year.

- B. CACLV's Safety Committees will assist in the provision of safe workplaces.

0 1 2 3 4

COMMENTS: The safety committee was reorganized under new staff leadership and has met every month this year. The committee created a safety identity for CACLV which has manifested into several important policies. Because of our new policies, CACLV's insurance rates are lower than they would be otherwise. In addition, the committee instituted new office procedures to increase the safety of employees and visitors.

- C. CACLV staff will be surveyed to gauge their satisfaction with their work and working environment.

0 1 2 3 4

COMMENTS: The employee survey was not done this year upon recommendation of the Personnel Committee.

- D. CACLV will review and update its personnel performance evaluation forms and seek ways to recognize outstanding performance.

0 1 2 3 4

COMMENTS: New performance evaluation forms have been designed and are in use. The form allows for the recognition of accomplishments. Staff members who have done exceptionally good work have been recognized by being given the opportunity to make a presentation at a Board meeting or by mention in the Executive Director's report.

Annual evaluation forms are now reviewed by a manager prior to the employee receiving the eval from the supervisor. This assists in providing objective evaluations. Discussion

revealed that many supervisors may not have had training on evaluating employees and dealing with performance or employee management issues.

- E. CACLV will enhance the quality of its efforts through consistent, timely training of personnel that may include peer-to-peer workshops, orientation and re-orientation to agency policies, and internally developed curricula as well as training by outside sources.

0 1 2 3 4

COMMENTS: A new training schedule was developed and is being used for employees who are new to their positions. The number of staff meetings has been increased both at the program level and agency-wide, helping employees to be better informed.

As referenced in 3D above, attention objectives in future years should include on-going opportunities for supervisory staff on effective management skills, in addition to program-specific training.

- F. CACLV will track training completed by each employee through questionnaires designed to show the applicability of the training to their personal development and to the improvement of their program.

0 1 2 3 4

COMMENTS: The development of these questionnaires became a low priority and was not accomplished. Training was tracked on a log sheet for each staff person. Through discussion, the structure for managing HR was discussed. Refer to "Trends".

- G. Mandated training, such as Cardio – Pulmonary Resuscitation (CPR) certification, and safety training, will be updated as needed.

0 1 2 3 4

COMMENTS: CPR classes were provided; eight staff members received CPR and First Aid certification.

- H. CACLV will make maximum, feasible use of professional trainers and opportunities provided through professional organizations including but not limited to the Community Action Association of Pennsylvania (CAAP), the Community Action Partnership (CAP), the National Community Action Foundation (NCAF), Community Action Legal Services, Inc. (CAPLAW), and the Society for Human Resource Managers (SHRM).

0 1 2 3 4

COMMENTS: More than 50 of our staff members attended training provided by professional trainers.

GOAL 4 CACLV will enhance the effectiveness of its programs and staff through the implementation, support, and management of computer-based information systems.

Performance Targets:

- A. CACLV will install and maintain effective hard drive backup and restoration of all computer files and programs at all sites.

0 1 2 3 4

COMMENTS: CACLV Network Operations personnel have implemented hard-drive backup systems at all locations with workgroup or site servers, and have begun implementation of Internet-based backup systems locations without workgroup servers.

- B. CACLV will develop and implement a website portal for improving communications within the agency; content may include announcements to employees, on line timesheet submission, and other employee-related applications.

0 1 2 3 4

COMMENTS: A secure, password-protected website has been created for the employees of CACLV, and is accessible both internally and remotely. Some staff are regularly accessing this system. Additional applications need to still be incorporated,

- C. CACLV will develop and implement a single integrated domain connecting all work sites.

0 1 2 3 4

COMMENTS: Five work sites are connected to the single integrated domain; Sixth Street Shelter is scheduled for integration early in the new fiscal year; Second Harvest Food Bank, Safe Harbor and CADC-Allentown will be scheduled for completion by June 30, 2011.

GOAL 5 CACLV will provide staff support to the Community Action Development Corporation of Allentown (CADCA), the Community Action Development Corporation of Bethlehem (CADCB), and the Rising Tide Community Loan Fund (RTCLF).

0 1 2 3 4

COMMENTS: CACLV staff provided supervision, grant writing, fundraising, hiring and other human resource services and complete fiscal services to all subsidiary corporations.

FISCAL OFFICE

GOAL 6 The Fiscal Office will develop recommendations for cost-savings throughout the Agency.

Performance Targets:

- A. The cost of life, long term disability and accidental death and dismemberment insurance will be shopped by securing competitive bids from various insurance companies.

0 1 2 3 4

COMMENTS: Prudential was chosen to replace The Hartford; the change resulted in savings of \$10,000.

GOAL 7 The Fiscal Office will create a QuickBooks Accounting System for the Lehigh Valley Community Land Trust.

Performance Targets:

- A. Fiscal staff will create a chart of accounts and financial statements by August 31, 2009.

0 1 2 3 4

COMMENTS: A separate company directory was created in Navision rather than QuickBooks to record transactions and issue reports.

- B. Fiscal Staff will establish an accounts payable system by September 30, 2009.

0 1 2 3 4

COMMENTS: The system was established in Navision but was not used in this fiscal year.

- C. Fiscal staff will establish a fixed asset system by October 30, 2009.

0 1 2 3 4

COMMENTS: The system was established in Navision but was not used in this fiscal year.

GOAL 8 The Fiscal Office will hire and train a new employee.

Performance Targets:

- A. Hire by September 1, 2009.

0 1 2 3 4

COMMENTS: Two new employees were hired.

- B. Complete training by October 31, 2009.

0 1 2 3 4

COMMENTS: Training is mostly complete and is continuing.

GOAL 9 The Fiscal Office will implement using purchase orders for all purchases.

Performance Targets:

- A. Staff will develop a policy for purchase order use for the agency.

0 1 2 3 4

COMMENTS: Purchase orders were implemented in the ARRA Wx program. SHFB also uses them for food purchases.

B. Staff will determine the cost of implementation of the purchase order system in Navision.

0 1 2 3 4

COMMENTS: Staff is evaluating the need for this software. Based on preliminary cost estimates, this goal may be eliminated.

GOAL 10 The Fiscal Office will develop and adopt a revised Accounting Manual that governs the internal controls over the financial aspects of the agency.

Performance Targets:

A. An explanatory description of income and expense accounts will be developed.

0 1 2 3 4

COMMENTS: Time has not permitted; new staff with more hours may facilitate achievement.

B. Procedures for the input of financial information will be revised.

0 1 2 3 4

COMMENTS: Time has not permitted; new staff with more hours may facilitate achievement.

GOAL 11 The Fiscal Office will investigate the feasibility of consolidating agency purchasing.

Performance Targets:

A. If feasible, CACLV will negotiate purchase arrangements for the procurement of common supplies and services.

0 1 2 3 4

COMMENTS: Purchase arrangements have been negotiated for office supplies. Purchasing negotiations for other supplies and services need to be initiated.

Community Action Development Corporation of Allentown

Year End Evaluation

July 1, 2009 – June 30, 2010

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT CORPORATION
OF ALLENTOWN
2009 - 2010**

DESCRIPTION: The Community Action Development Corporation of Allentown (CADCA) works toward stabilization of neighborhoods and economic empowerment of the residents of those neighborhoods by enabling and encouraging residents to develop and own their own businesses in the neighborhoods.

MISSION: The mission of the Community Action Development Corporation of the Allentown is to assist and promote neighborhood revitalization and community spirit by providing access to economic opportunity, creating and sustaining businesses owned and operated by neighbors, and empowering people to have a voice in the decisions that affect their lives.

GOALS AND PERFORMANCE TARGETS

GOAL 1: Offer entrepreneurial skill training to residents of the City of Allentown whose business interests are consistent with CADCA's mission.

Performance Targets:

A. Enroll at least one hundred and twenty-five (125) participants for the Start Your Business Class.

0 1 2 3 4

COMMENTS: There were 143 students enrolled.

B. At least thirty (30) residents will prepare themselves to become entrepreneurs by graduating from CADCA's Start Your Business Program with a business plan.

0 1 2 3 4

COMMENTS: There were 35 graduates.

C. At least twenty-two (22) of the thirty (30) residents will be from the City's Focus area.

0 1 2 3 4

COMMENTS: Twenty (20) of the 30 residents are from the focus area.

D. At least four (4) of the twenty-two (22) Focus area residents will be from the Weed and Seed area.

0 1 2 3 4

COMMENTS: Five (5) of the twenty residents were from the Weed and Seed focus area.

- E. Of the thirty (30) residents indicated above, ten (10) will have made substantial progress toward the establishment of new businesses.

0 1 2 3 4

COMMENTS: 35 have made substantial progress.

- F. Of the ten (10) residents who will make substantial progress toward the establishment of a new business, at least seven (7) will be from the Focus area including one (1) from the Weed and Seed area.

0 1 2 3 4

COMMENTS: 15 are from the Focus area and 5 are from the Weed and Seed area.

- G. Of the above noted thirty (30) residents, at least six (6) will be employed in their own new businesses by the end of the program year.

0 1 2 3 4

COMMENTS: 13 are employed in their own business.

- H. Of the six (6) residents who will be employed in their own businesses by the end of the program year, at least two (2) will be from the Focus area.

0 1 2 3 4

COMMENTS: 4 are from the Focus area.

GOAL 2: Provide technical assistance to entrepreneurs whose business interests are consistent with CADCA's mission.

- A. Twenty-five (25) existing Allentown area business owners will have the opportunity to strengthen and/or expand their businesses through information and technical assistance provided by CADCA in such areas as improving accounting and record keeping procedures, cooperative purchasing, marketing and borrowing opportunities.

0 1 2 3 4

COMMENTS: 32 business owners have received technical assistance.

- B. Of the twenty-five (25) noted above, at least fifteen (15) will be from the Focus area.

0 1 2 3 4

COMMENTS: 21 of the business owners are from the Focus area.

- C. Of the above noted twenty-five (25) business owners, fifteen (15) will continue to work closely with CADCA to make improvements or changes in one or more of the above areas, as documented by follow-up visits and phone calls. The results will be measured by reduced costs, increased sales or more customer traffic as examples.

0 1 2 3 4

COMMENTS: 15 of the businesses owners have been working with us closely.

- D. Provide business start-up information and technical assistance to at least twenty (20) entrepreneurs not included in goal #1 above.

0 1 2 3 4

COMMENTS: 29 prospective entrepreneurs have been provided with information.

- E. Provide in-depth assistance to at least fifteen (15) of the thirty-five (35) total persons noted in objectives #B and #D, by meeting with each of them four (4) times during the program year to work on the areas noted above and also noting progress in their case files.

0 1 2 3 4

COMMENTS: In-depth assistance has been provided to 15 persons.

- F. At least 5 jobs will be created through a combination of all the technical assistance efforts indicated above.

0 1 2 3 4

COMMENTS: 16 jobs have been created.

GOAL 3: Collaborate with the City of Allentown and the Seventh Street area merchants, residents and property owners to support the Main Street Program's continued revitalization of the Seventh Street Corridor.

Performance Targets:

- A. Merchants will sponsor at least three special events to promote the Seventh Street corridor.

0 1 2 3 4

COMMENTS: Three events have been sponsored. A Halloween Promotion, Make 7th Street Sparkle – Holiday Promotion and a Merchant Mixer was held in January.

- B. Maintain a functioning website with information on Seventh Street businesses and attractions.

0 1 2 3 4

COMMENTS: The website was working for most of the year and scheduled for an overhaul by the Organization Committee when the CACLV Planning Staff offered to help with the project and the schedule for upgrading the website was revised.

- C. Publish at least four bi-lingual newsletters which provide information on the Main Street project and promote the Seventh Street corridor.

0 1 2 3 4

COMMENTS: Three newsletters were published.

- D. Continue to expand the volunteer network and conduct at least two volunteer-supported events focusing on the Seventh Street corridor.

0 1 2 3 4

COMMENTS: Volunteers helped conduct the Merchant Mixer in January and participated in the Spring clean-up and tree planting that was done in April. The volunteer network was expanded to include some local alumni and college fraternity groups along with some local company volunteers.

GOAL 4: Collaborate with the City of Allentown and the Seventh Street area merchants, residents and property owners to expand the Façade Program.

Performance Targets:

- A. Communicate to all commercial and residential property owners the façade program guidelines which include the design plan recommendations, the program participation requirements and the funding amounts available per property.

0 1 2 3 4

COMMENTS: The guidelines have been revised and communicated as needed.

- B. Complete eight (8) commercial facades during the program year.

0 1 2 3 4

COMMENTS: 8 commercial facades have been completed.

- C. Complete three (3) residential facades during the program year.

0 1 2 3 4

COMMENTS: At the end of the program year, 1 residential façade had been completed and 4 more were in progress. There was a fifth property that had been in planning for over a year and the home owner decided not to go forward with the project in June.

GOAL 5: Implement the Neighborhood Partnership Program in conjunction with KNBT, PPL and the Steering Committee.

Performance Targets:

- A. Award at least ten (10) incentive grants.

0 1 2 3 4

COMMENTS: This program did not get started until January, 2010 when funding became available. There will be at least 10 incentive grants by the time the funding is spent completely.

- B. Install tree lighting on at least two (2) Seventh Street program blocks to improve the pedestrian experience.

0 1 2 3 4

COMMENTS: This project will not be done because an agreement was not worked out with the utility company and the logistics to do this did not work out.

- C. Identify and fund teenager program initiatives which will serve at least fifty (50) teenagers.

0 1 2 3 4

COMMENTS: At least 75 teenagers have been served to date in artistic, athletic, social, recreational, and community-building programs..

- D. Monitor and support Old Allentown/Elm Street project priorities totaling \$85,000.

0 1 2 3 4

COMMENTS: The funding has been received and approved to provide the \$85,000 of support. Weekly meetings are held with Old Allentown/Elm Street staff to monitor spending and progress toward goals.

GOAL 6: Pursue Wachovia Regional Foundation funding to implement the comprehensive plan developed under the 2008 – 2009 Planning Grant.

Performance Targets:

- A. Meet the requirements of the Foundation to obtain grant approval.

0 1 2 3 4

COMMENTS: We were awarded a grant of \$630,000 for the implementation of the Jordan Heights Neighborhood Plan.

- B. Establish MOU with HADC to coordinate HADC's NPP with CADC's Wachovia Regional Foundation grant.

0 1 2 3 4

COMMENTS: The MOU has been drafted, signed and approved by the HADC and CADC Board of Directors.

- C. Recruit a Steering Committee and leadership for the joint initiative.

0 1 2 3 4

COMMENTS: The Steering Committee has been assembled and held its first meeting on April 20, 2010.

- D. Establish contractual relationships with the other organizations necessary to implement the grant.

0 1 2 3 4

COMMENTS: No other needed contractual relationships have been identified as of yet.

- E. Begin delivering services and pursuing leveraged funding.

0 1 2 3 4

COMMENTS: During the month of June, interviews were conducted to hire the remaining two positions being funded by the Wachovia Implementation Grant. The two new hires, Community Liaison and Neighborhood Manager, will be begin delivering services on July 12, 2010.

GOAL 7: Recruit business owners for certification training as women or minority owned businesses in Pennsylvania for vendorship and contracting opportunities in the gaming industry.

Performance Targets:

- A. At least ten (10) business owners will receive one-on-one assistance and encouragement to help them become certified.

0 1 2 3 4

COMMENTS: Two businesses expressed interest in certification. Due to resource availability, referrals were being made to CACLV’s Business Intervention Specialist.

- B. At least five (5) business owners will apply for certification.

0 1 2 3 4

COMMENTS: No on applied directly with CADC.

GOAL 8: Conduct a Growers’ Market in the CADC focus area in collaboration with the City of Allentown, the Greater Lehigh Valley Chamber of Commerce, local growers, local merchants and local volunteers.

- A. Recruit at least ten (10) growers / vendors for the market.

0 1 2 3 4

COMMENTS: There were more than 10 growers / vendors involved in the market during the 18 weeks.

- B. Growers and vendors will participate in the weekly market for a minimum of fifteen (15) weeks.

0 1 2 3 4

COMMENTS: The market ran for 18 weeks.

- C. At least five (5) teen-agers will participate in the weekly growers’ market serving as ambassadors, helpers or running a youth enterprise.

0 1 2 3 4

COMMENTS: There were only 2 teenagers who participated on a regular basis.

**COMMUNITY ACTION DEVELOPMENT CORPORATION of
BETHLEHEM**

ANNUAL WORK PLAN

2009-2010

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT CORPORATION of BETHLEHEM
2009-2010**

MISSION: The mission of the Community Action Development Corporation of Bethlehem is to promote social and economic change by fostering business and other economic opportunities within the community of south Bethlehem.

GOALS AND PERFORMANCE TARGETS

GOAL 1 Provide entrepreneurship training to low-to-moderate income individuals who desire to start or improve businesses in south Bethlehem.

Performance Targets:

A. At least 70 students will enroll in the Start Your Business course. Of these, at least 50% will have low-to-moderate income, at least 50% will be women and the majority will be residents of south Bethlehem.

0 1 2 3 4

COMMENTS: 67 people enrolled in the class. Of these, 78% had less than moderate incomes, 45% were women, and 19% were residents of south Bethlehem.

B. 50 students will receive significant services (at least 10 hours of training) in the fiscal year.

0 1 2 3 4

COMMENTS: 48 students received significant services.

C. At least 35 students will complete the SYB class and at least 15 individuals will complete and submit business plans.

0 1 2 3 4

COMMENTS: 37 students completed the classes, with 11 business plans completed.

D. 2 SYB participants will apply for and take loans from either the Rising Tide Loan Fund, the Façade Improvement Loans (City of Bethlehem and Vision 2014), or FRED loans (Fund for Revitalization and Economic Development).

0 1 2 3 4

COMMENTS: One SYB graduate applied for a Rising Tide Loan, but was not approved.

E. At least 2 businesses will be started in south Bethlehem by SYB class participants within the fiscal year; at least 3 businesses will be started in other locations by class participants within the fiscal year.

0 1 2 3 4

COMMENTS: 10 businesses were started by SYB students - four started in south Bethlehem, three in north Bethlehem, one in Bethlehem Township, and two in Easton.

- F. At least 8 employment opportunities will be created as SYB students open or expand businesses.

0 1 2 3 4

COMMENTS: 15 jobs were created as a result of new business openings or expansion.

- G. 24 young people, age 18 – 24, will enroll in a youth entrepreneurial program to improve work readiness skills as measured by a pre and post test.

0 1 2 3 4

COMMENTS: 30 youth, ages 18 – 24, were enrolled in a youth entrepreneurial program, with placement in 30 local businesses.

GOAL 2 Provide technical assistance to individuals who desire to start or develop businesses in south Bethlehem.

Performance Targets:

- A. At least 50 prospective and/or existing business owners will receive business technical assistance. Of these, 50% will have low-to- moderate incomes at intake, and the majority will be residents of south Bethlehem, or have businesses located there.

0 1 2 3 4

COMMENTS: 73 individuals received technical assistance. Of these, 59% had less than moderate incomes, and 45% were from south Bethlehem. Four businesses were started by people receiving technical assistance.

- B. At least 20 individuals will receive a significant level of technical assistance (at least 10 hours of specified technical assistance during the fiscal year).

0 1 2 3 4

COMMENTS: 14 people received a significant level of technical assistance.

- C. 20 individuals enrolled in business training (SYB) or technical assistance will learn how to improve their credit scores by using Credit Expert.

0 1 2 3 4

COMMENTS: 24 people learned how to improve their credit through credit expert.

- D. 3 individuals will apply for and take loans from either the Rising Tide Loan Fund, the Façade Improvement Loans (City of Bethlehem and Vision 2014), or FRED loans (Fund for Revitalization and Economic Development).

0 1 2 3 4

COMMENTS: One business owner applied for a Rising Tide Loan and received it. Another individual was approved for a façade loan, but decided not to take it.

E. 8 individuals will receive the following assistance available through the American Recovery and Reinvestment Act of 2009 (ARRA).

- Up to \$1,000 grant for professional services (legal and accounting)
- Up to \$1,000 grant for development of static web site

0 1 2 3 4

COMMENTS: 14 businesses received assistance – one received for only professional services, eight had new websites designed, and five received a combination of website and professional services.

F. Provide low-income entrepreneurs with additional marketing assistance to enable eight of them to successfully launch and/or develop their businesses.

0 1 2 3 4

COMMENTS: Provided marketing assistance to nine existing business owners and five SYB students to develop businesses.

G. Two business owners will be assisted in becoming vendors at the Bethlehem Farmers' Market as a first step in entrepreneurship.

0 1 2 3 4

COMMENTS: Three business owners, previous SYB students, are vendors at the 2010 Bethlehem Farmer's Market.

H. Two entrepreneurs will make a presentation at Originate Venture's Open Court program to receive constructive feedback on their business plans.

0 1 2 3 4

COMMENTS: Three business owners were offered the opportunity, but declined the offer to present.

GOAL 3 Encourage current and prospective business owners to participate in training and business-related programs, projects and initiatives to support a diversified economy of small-scale, locally owned businesses in south Bethlehem.

Performance Targets:

A. 20 business owners will be recruited to receive certification training as women or minority owned businesses (WBE or MBE) in Pennsylvania. Eight business owners will receive one-on-one assistance and encouragement to complete certification.

0 1 2 3 4

COMMENTS: Staff met with 24 business owners to assist them in registering as a WBE or MBE. Six business owners eventually received state certification.

- B. Staff will participate on the board of the Bethlehem Area Chamber of Commerce to develop programs and activities that involve and engage neighborhood business owners and ensure that neighborhood businesses are represented in the greater business community.

0 1 2 3 4

COMMENTS: Participated in the majority of meetings this year.

- C. 500 low-to-moderate income households and 50 businesses in and around south Bethlehem will receive informational material (fliers) to make them aware of CADCB's Start Your Business training classes and technical assistance programs.

0 1 2 3 4

COMMENTS: 650 fliers were distributed to promote CADCB's entrepreneurial programs.

- D. 40 former SYB participants will participate and in an annual gathering hosted by staff for the purpose of networking.

0 1 2 3 4

COMMENTS: This early summer event was the responsibility of the business development coordinator, a position that was vacant for four months as a result of staff retirement.

- E. At least 100 former SYB and technical assistance participants will be networked through digital means to enable the referral of information about training and additional services. Referrals will be made to local seminars/classes, such as those at the Small Business Development Center, Hispanic Chamber of Commerce, Tri-State African American Chamber, and the Greater Lehigh Valley Chamber.

0 1 2 3 4

COMMENTS: Over 100 businesses are networked to receive referrals. 40 businesses were notified to enter their business data on the LVEDC website. Four other referrals were forwarded about professional business opportunities this year.

- F. At least 25 micro-businesses will be networked for promotional opportunities, including participation in the annual Microenterprise Expo at Lehigh University.

0 1 2 3 4

COMMENTS: Forty business owners were assembled on distribution lists to receive information about the Lehigh Valley Microenterprise Expo and other events. 10 businesses actually participated in the Expo.

- G. Staff will participate in the local Sustainable Business Network and the Downtown Business Association in order to help recruit 2 businesses into these organizations.

0 1 2 3 4

COMMENTS: Staff attended four meetings of the DBA and two meetings of SBNLV. One business owner was referred to each of the organizations.

GOAL 4 Implement Southside Vision 2014

Performance Targets:

- A. Coordinate with the 4th Street Committee and City of Bethlehem to use the remaining funds from the commercial façade project to enable qualified business owners in the 500 – 800 blocks of East Fourth Street to fix the facades of their properties.

0 1 2 3 4

COMMENTS: The Southside Vision unspent funds were returned to CADCB. Business owners have been recruited to receive façade grants and a local architect is under contract to design and supervise the new façade project.

- B. Encourage the development of a group of viable and distinctive businesses in the Four Blocks International neighborhood and along the proposed greenway.

0 1 2 3 4

COMMENTS: A list of business ideas has been generated by staff. The 4th Street Committee of Southside Vision 2014 and the business development committee are both discussing this challenge and how to continue to recruit and/or develop businesses in the neighborhood.

- C. Engage Lehigh University students to develop two static website for two businesses in the Four Blocks International neighborhood.

0 1 2 3 4

COMMENTS: A computer project was developed, accepted, and completed by Lehigh University staff and students. One website has been developed for one business.

- D. Continue to pursue funding for the Eastern Gateway light project.

0 1 2 3 4

COMMENTS: The street lights have been purchased and are being installed.

- E. Advocate for additional parking for commercial customers of Southside businesses.

0 1 2 3 4

COMMENTS: CADCB staff encouraged business owners and residents to attend public meetings regarding changes in the zoning laws that regulate parking. No formal advocacy occurred.

F. Develop materials that promote the goals and successes of Southside Vision 2014.

0 1 2 3 4

COMMENTS: There have been no promotional materials developed.

H. Provide staff support to Southside Vision 2014 and monitor the youth services contract.

0 1 2 3 4

COMMENTS: Attended Southside Vision 2014 Steering and other committee meetings. Recruited new membership and chairs for two committees. Met with the Youth Recreation Coordinator and his supervisors to improve data collection.

GOAL 5 Support activities and events that encourage and empower low-to-moderate income residents to assume more active roles in the stewardship and development of neighborhoods.

Performance Targets

A. Explore opportunities for events to promote multiculturalism and neighborhood unity. Ensure that neighborhood residents are involved in the planning of these events.

0 1 2 3 4

COMMENTS: The 4th Street Committee of Southside Vision 2014 did not recommend an annual festival with so many summer festivals in south Bethlehem. New banners were developed to promote multi-culturalism in the neighborhood. The Committee is under contract with an urban design firm to develop a streetscape design for East 4th Street, which will include public input.

B. Participate in the monthly meetings of the Southside Task Force, keeping informed of block watch activities in south Bethlehem.

0 1 2 3 4

COMMENTS: Participated in the majority of meetings.

C. Distribute fliers and posters for community events into the neighborhoods, ensuring that residents and business owners are aware of activities in south Bethlehem.

0 1 2 3 4

COMMENTS: 743 fliers were distributed for a variety of City meetings, community events and service opportunities.

- D. Participate in Lehigh University’s Southside Initiative events that are relevant to our mission.

0 1 2 3 4

COMMENTS: Kept in contact with the Director and informed him of funding opportunities for gardening projects. One funding proposal was approved.

- GOAL 6 Evaluate CADCB’s efficacy and continue to research and implement standards for national accreditation.

Performance Targets:

- A. Participate in WEB’s consulting opportunities with the MicroCatalyst program.

0 1 2 3 4

COMMENTS: Completed the consulting program and training with WEB.

- B. Recruit a professional to perform a technology audit and make long-term recommendations.

0 1 2 3 4

COMMENTS: We have not found a professional to volunteer for this project.

**ANNUAL WORK PLAN
COMMUNITY ACTION FINANCIAL SERVICES
2009-2010**

DESCRIPTION: The Community Action Financial Services will provide low-moderate income residents of the Lehigh Valley with education, counseling, and assistance about home ownership, individual development accounts, tenant and landlord rights and responsibilities, predatory lending, mortgage foreclosure counseling, and earned income tax credit, childcare tax credit and income tax preparation.

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

GUIDING PRINCIPLES: To provide the best service possible to assist families in improving the quality of life.

STRATEGIC PLAN: II

GOALS AND PERFORMANCE TARGETS

GOAL 1 Community Action Financial Services (CAFS) will increase homeownership, stabilize neighborhoods and build community wealth, particularly for minorities and low-income households, through the provision of home ownership opportunities.

Performance Targets:

- A. 7 seminars will be coordinated for first time homebuyers, 4 in English, and 3 in Spanish; 200 families will receive certificates of completion.

0 1 2 3 4

COMMENTS: CAFS has conducted 7 seminars for first time homebuyers. 208 people attended. Therefore, CAFS has accomplished 100% of the performance target for the rating of 4.

- B. 50 families will receive individual homeownership counseling, which can include understanding the mortgage process, establishing and/or repairing credit, creating a budget, opening an individual development account, and understanding predatory lending.

0 1 2 3 4

COMMENTS: 47 individuals received individual counseling, which can include understanding the mortgage process, establishing and/or repairing credit, creating a budget, opening an individual an individual development account, and understanding predatory lending.

- C. 50 families will receive pre-settlement counseling before their settlement/closing date.

0 1 2 3 4

COMMENTS: 56 families received pre-settlement counseling. CAFS has accomplished 100% of the performance target for the rating of 4.

- D. 75 families will purchase a home.

0 1 2 3 4

COMMENTS: We had 56 families purchase homes. CAFS has accomplished 75% of the performance target for the rating of 3.

GOAL 2 CAFS will increase awareness of home ownership issues, opportunities and asset-building services by Lehigh Valley residents, particularly low- to moderate-income families and minorities.

Performance Targets:

- A. CAFS will conduct outreach regarding services by sending email announcements to at least 200 non-profit organizations, churches, schools, lenders, and realtors 7 times per year; notifying all local media outlets about seminars 7 times per year; and distributing a minimum of 1,000 flyers/posters to stores, banks, businesses, churches, and government buildings.

0 1 2 3 4

COMMENTS: The media announces all 7 seminars; flyers and brochures were delivered to businesses in the areas and to other non-profits to hand out to clients. CAFS has accomplished 100% of the performance target for the rating of 4.

- B. CAFS will conduct 1 educational seminar or press conference highlighting a particular need, issue, or program affecting low-to moderate-income families.

0 1 2 3 4

COMMENTS: Conducted a press conference for the Channel 69 News in regards to foreclosure. CAFS has accomplished 100% of the performance target for the rating of 4.

GOAL 3 CAFS will educate landlords and tenants about their respective rights and responsibilities in order to improve landlord/tenant relations.

Performance Targets:

- A. CAFS will conduct 36 education seminars at area agencies/shelters and educate 300 individuals in tenant rights and responsibilities, assessing progress through a pre- and post-test.

0 1 2 3 4

COMMENTS: Conducted 28 education seminars and educated 255 individuals in tenant rights and responsibilities, assessing progress through a pre-and post-test. CAFS has accomplished 78% of the performance target for the rating of 4.

- B. Of those individuals who complete a pre-test and post-test, 80% will demonstrate the effectiveness of the seminar by reporting an increased understanding of their rights and responsibilities (through a pre- and post-test).

0 1 2 3 4

COMMENTS: 255 participants took both tests and improved their score. CAFS has accomplished 100% of the performance target for the rating of 4.

- C. CAFS will provide information and counseling to 600 landlords/tenants through telephone calls and/or other individual contacts.

0 1 2 3 4

COMMENTS: 755 calls were received and answered from landlords, tenants and other caseworkers concerning landlord-tenant rights. CAFS has accomplished 100% of the performance target for the rating of 4.

- D. CAFS will distribute 1,000 Right Stuff About Renting books to local agencies.

0 1 2 3 4

COMMENTS: A total of 1070 RSAR books were distributed to area local agencies. CAFS has accomplished 100% of the performance target for the rating of 4.

- E. CAFS will distribute 550 Right Stuff About Renting books to individuals who request them through individual contacts and individuals who attend seminars.

0 1 2 3 4

COMMENTS: 652 books were distributed to individuals. CAFS has accomplished 100% of the performance target for the rating of 4.

GOAL 4 CAFS will provide counseling, education, and technical assistance to low-income families in order to improve financial literacy, increase personal savings, build financial assets, increase self-sufficiency, and improve quality of life.

Performance Targets:

- A. At least 50 new savers will be enrolled in the FSA program.

0 1 2 3 4

COMMENTS: 45 savers were enrolled. CAFS has accomplished 90% of the performance target for the rating of 4.

B. At least 23 new savers will be enrolled in the IDA program.

0 1 2 3 4

COMMENTS: 21 savers were enrolled. CAFS has accomplished 91% of the performance target for the rating of 4.

C. 50% of savers will attend educational seminars relevant to their savings goal such as financial literacy classes, home ownership seminars, or entrepreneurial classes.

0 1 2 3 4

COMMENTS: Clients have two years to complete this goal.

D. 100% of savers will receive individual technical assistance and counseling.

0 1 2 3 4

COMMENTS: All savers have been provided with ongoing technical assistance. CAFS has accomplished 100% of the performance target for the rating of 4.

E. At least 25 families will achieve their savings goal and graduate, using their savings for home purchase, home repair, business start-up, assets for business, education for self or child, child care, or vehicle purchase.

0 1 2 3 4

COMMENTS: 9 families graduated from the FSA program. CAFS has accomplished 36% of the performance target for the rating of 2.

GOAL 5 CAFS will provide counseling and assistance to homeowners facing foreclosure in order to prevent foreclosure, maintain homeownership, and stabilize communities.

Performance Targets:

A. 150 homeowners will receive mortgage foreclosure mitigation assistance counseling.

0 1 2 3 4

COMMENTS: 491 families were assisted. CAFS has accomplished 100% of the performance target for the rating of 4.

B. 75 homeowners who receive mortgage foreclosure mitigation assistance counseling will not experience foreclosure.

0 1 2 3 4

COMMENTS: 122 families who did receive mortgage foreclosure mitigation assistance counseling did not experience foreclosure. CAFS has accomplished 100% of the performance target for the rating of 4.

GOAL 6 **CAFS will provide free tax preparation assistance to eligible families in order to increase income, reduce poverty, and improve the economy of low-income neighborhoods.**

Performance Targets:

- A. CAFS will recruit at least 80 volunteers to provide tax preparation assistance.

0 1 2 3 4

COMMENTS: CAFS recruited 110 volunteers to provide tax preparation assistance. CAFS has accomplished 100% of the performance target for the rating of 4.

- B. 1,000 families will receive tax preparation assistance resulting in \$1,400,000 in federal tax refunds, \$95,000 in state tax refunds, and \$700,000 in Earned Income Tax Credits.

0 1 2 3 4

COMMENTS: CAFS has submitted 1023 tax returns to the IRS. Through the VITA program we assisted in bringing in \$1,717,135.00 into the families of the Lehigh Valley. CAFS has accomplished 100% of the performance target for the rating of 4.

GOAL 7 **CAFS will provide foreclosure counseling to homeowners facing imminent foreclosure actions as part of a pilot foreclosure diversion program operated by both Lehigh and Northampton Court of Common Pleas.**

Performance Targets:

- A. CAFS will provide foreclosure counseling to 100 homeowners that have been served with an urgent notice and complaint from the Court of Common Pleas, Lehigh County.

0 1 2 3 4

COMMENTS: 110 families were assisted thru this program. CAFS has accomplished 100% of the performance target for the rating of 4.

- B. CAFS will provide foreclosure counseling to 100 homeowners that have been served with an urgent notice and complaint from the Court of Common Pleas, Northampton County.

0 1 2 3 4

COMMENTS: 145 families were assisted thru this program. CAFS has accomplished 100% of the performance target for the rating of 4.

GOAL 8 CAFS will ensure equal housing opportunities by investigating discriminatory housing practices and trends in the City of Allentown.

Performance Targets:

- A. CAFS will partner with the Fair Housing Council of Montgomery County to conduct fair housing testing to investigate discriminatory housing practices by realtors who are suspected of steering homebuyers to areas outside the City of Allentown.

0 1 2 3 4

COMMENTS: The City of Allentown approached CACLV and asked that we conduct fair housing testing for the City that also included an offer to pay for the testing. A proposal was submitted to the City of Allentown on September 9, 2009, in order to secure the funding and a contract wasn't received until June 1, 2010. In June an RFP was sent to four fair housing testing agencies with a deadline in early July for a response. One of the major delays in implementing this project was a significant delay in funding from the City. CAFS has accomplished 50% of the performance target for the rating of 2.

**ANNUAL WORK PLAN
COMMUNITY PLANNING AND ADVOCACY
2009-2010**

DESCRIPTION: Community planning and advocacy efforts are focused on community problem solving and education, developing new programs, and articulating the agency's position on issues affecting poor people.

MISSION: CACLV will identify community problems through a variety of research methods, educate the community about those problems, recruit resources, both financial and human, and develop solutions through the creation or expansion of programs or progressive public policies.

GUIDING

PRINCIPLES: To advocate for, plan, and implement solutions to the causes and symptoms of poverty.

STRATEGIC PLAN: I, II

GOALS AND PERFORMANCE TARGETS

GOAL 1 CACLV will advocate for "smart growth" initiatives that promote strong neighborhoods that offer economic opportunities, efficient, balanced delivery of services among municipalities, and open space preservation.

Performance Targets:

A. The Executive Director will serve on the State Planning board.

0 1 2 3 4

COMMENTS: The Executive Director served on the State Planning board.

B. The Executive Director will present testimony at legislative hearings, make speeches to at least 10 audiences and publish at least one opinion column in a local newspaper to advance the smart growth agenda.

0 1 2 3 4

COMMENTS: Testified before the Pennsylvania House Local Government Committee; made eight speeches to various groups.

C. Staff will participate on the Leadership Council and Board of Directors of RenewLV, as well as other entities that provide opportunities to advance the smart growth agenda.

0 1 2 3 4

COMMENTS: Activities related to smart growth that went beyond these two objectives: created a task force within the State Planning Board to promote recommendations to require municipalities to institute inclusionary zoning rules that would lead to the development of more affordable housing in the suburbs; recommended and promoted policy on sustainability as part of the new strategic plan adopted by the Lehigh Valley

Economic Development Corporation; arranged a meeting with Pennsylvania Department of Environmental Protection Secretary John Hanger to discuss water system consolidation.

GOAL 2 CACLV will work toward limiting the ability of predatory businesses to acquire the assets of low-to moderate-income households.

Performance Targets:

- A. CACLV will influence policy decisions of federal and state regulators and policy-makers on sub-prime mortgage lending, refund anticipation loans, and internet payday loans.

0 1 2 3 4

COMMENTS: Accepted an invitation to serve on a predatory business task force organized by the U.S. Attorney; began investigating activities of companies that prey on victims of foreclosure; commented for articles in the local press.

GOAL 3 CACLV will work toward protecting and enhancing the banking industry’s investment in low-to moderate-income families and their neighborhoods.

Performance Targets:

- A. CACLV will monitor bank mergers and acquisitions and organize the region’s community development organizations to advocate for the community’s collective interests through community reinvestment agreements and/or commitments.

0 1 2 3 4

COMMENTS: Negotiations with First Niagara Bank, which is buying Harleysville National Bank, were extensive. The bank agreed to or even began implementing many of the elements of our proposal. However, no public announcement of their commitment has taken place.

- B. CACLV will target at least one bank with a poor record of branching in low- to moderate-income neighborhoods and formally object to its application for another branch in a non-LMI census tract.

0 1 2 3 4

COMMENTS: TD Bank is currently developing a site in south Bethlehem. Our attention is now focused on recruiting a bank to occupy a closed Wachovia branch in Catasauqua.

- C. CACLV will assess the industry’s investments through researching Home Mortgage Disclosure Act and small business lending data and branch locations, services and hours of operation.

0 1 2 3 4

COMMENTS: We still have not been able to find the staff resources to fulfill this task.

GOAL 4 CACLV will strive to minimize the effects of the recession on the region and minimize the length of the recession by providing leadership and staff support for the Recession Response and Recovery Task Force.

Performance Targets:

- A. CACLV will allocate 1.4 million in CSBG funds under the American Recovery and Reinvestment Act and monitor the delivery of services to unemployed Lehigh Valley residents.

 0 1 2 3 4

COMMENTS: Excellent work was done by CACLV staff and Board members and the Recession Response and Recovery Task Force.

- B. CACLV will assess needs of residents created during the recession, including interviewing unemployed workers, and inform the community of these needs.

0 1 2 3 4

COMMENTS: No work was done on this target due to limited staff resources.

- C. CACLV will generate new, collaborative initiatives as needed.

 0 1 2 3 4

COMMENTS: In addition to the collaborative work done by the Recession Task Force, the agency developed a peer review process to improve access to capital for small businesses.

**ANNUAL WORK PLAN
ENERGY PARTNERSHIP
2009-2010**

DESCRIPTION: The Energy Partnership provides home energy-related services, such as weatherization and utility bill payment assistance, to low-income households.

MISSION: The mission of the Energy Partnership is to provide energy savings and assistance with heating bills and education to our clients/customers, thereby improving their quality of life and giving them the opportunity to pursue other economic opportunities

GUIDING PRINCIPLES: To keep all staff and contractors trained to meet the technical requirements and changes pertinent to the programs we operate. To increase our ability to serve our clients/customers more effectively. To treat all persons with dignity and respect.

STRATEGIC PLAN: II

GOALS AND PERFORMANCE TARGETS

GOAL 1 1075 residences of northeastern Pennsylvania will be weatherized and the residents of those homes will receive energy conservation education.

Performance Targets:

A. Provide weatherization and heating system service to 250 housing units under the DCED DOE/LIHEAP Program.

0 1 2 3 4

COMMENTS: Service has been completed at 526 units. The significant degree by which the goal was exceeded is due to the addition of the ARRA Weatherization Assistance Program, which became operational in January.

B. Provide weatherization to 575 housing units under the PPL WRAP Program.

0 1 2 3 4

COMMENTS: Services were completed at 540 units. The 2009 WRAP funding was exhausted in November, causing WRAP work to end for the year.

C. Provide weatherization to 50 housing units under the UGI LIURP Program.

0 1 2 3 4

COMMENTS: Services were completed at 49 units. UGI LIURP funding was exhausted in May, causing work to end for the fiscal year.

D. Provide weatherization to 200 housing units under the First Energy WARM Program.

0 1 2 3 4

COMMENTS: Services were completed at 269 units.

E. Provide energy conservation education to 250 households under the DCED Weatherization Assistance Program.

0 1 2 3 4

COMMENTS: Energy conservation education was provided to 388 households. The significant degree by which the goal was exceeded is due to the addition of the ARRA Weatherization Assistance Program, which became operational in January.

F. Provide 525 energy conservation education sessions and send 50 energy education packets to PPL customers under the PPL WRAP Program.

0 1 2 3 4

COMMENTS: 729 energy education sessions were provided to WRAP customers. Initial EE sessions are conducted by WRAP contractors, and Follow-Up EE sessions are conducted by CACLV's WRAP Inspector. The number of packets mailed is being researched. The database indicated 0; however it is believed this is in error.

G. Provide energy conservation education to 200 households under the First Energy WARM program.

0 1 2 3 4

COMMENTS: Energy education was provided to the 269 households that received Warm services.

H. Provide Energy Conservation Education to 50 households under the UGI LIURP.

0 1 2 3 4

COMMENTS: Energy education was provided to 49 households that received UGI LIURP services.

I. Inspect 300 residences weatherized under the PPL WRAP Program.

0 1 2 3 4

COMMENTS: 189 WRAP inspections were completed. PPL is satisfied with the number of inspections. 300 was meant to be a stretch goal.

GOAL 2 CACLV will have reduced arrearages for low-income households through the PPL OnTrack Customer Assistance Program.

Performance Targets:

- A. 1200 participants will be re-certified for continued participation in the On Track Program.

0 1 2 3 4

COMMENTS: 1189 participants were recertified for continued participation in OnTrack.

- B. 4575 new participants will be enrolled in the program.

0 1 2 3 4

COMMENTS: 6296 new participants were enrolled in OnTrack. PPL complimented how CACL carries out its duties in the OnTrack program for its quality and quantity of work accomplished in a November 2009 report.

GOAL 3 460 low-income individuals (230 households) will resolve a home heating crisis through assistance provided by the Energy Partnership.

Performance Targets:

- A. Assist 30 elderly people (25 households) through the administration of Northampton County Area Agency on Aging energy funding.

0 1 2 3 4

COMMENTS: 97 households received assistance.

- B. Assist 9 people (3 households) through the administration of privately donated energy assistance funds.

0 1 2 3 4

COMMENTS: 4 households received assistance.

- C. Assist 400 people (200 households) with heating system problems through the LIHEAP crisis component of the weatherization program.

0 1 2 3 4

COMMENTS: 138 households received LIHEAP Crisis heating system repair program. Funds were depleted during two periods during the winter. During these

periods, the Emergency Heating System Repair Referrals were assigned to the Standard and ARRA weatherization Assistance programs. The number of households that receive services is determined by available funding and the number of referrals received.

GOAL 4 The Energy Partnership will participate in the PPL WRAP Solar Water Heating Program.

Performance Targets:

- A. The Energy Partnership will conduct solar water heating site screening at 400 PPL WRAP participants' housing units.

0 1 2 3 4

COMMENTS: Site screening is conducted at each unit that receives WRAP services and has an electric water heater.

- B. The Energy Partnership will complete installation of 10 solar water heating systems at PPL WRAP customers' residences.

0 1 2 3 4

COMMENTS: One solar water heating systems was installed; no additional eligible units were identified. Eligibility criteria are targeted to achieve a good Savings-to-Investment ratio.

**ANNUAL WORK PLAN
FOWLER COMMUNITY TECHNOLOGY CENTER
2009-2010**

DESCRIPTION: The Fowler Community Technology Center (FCTC) provides opportunities for people of ages seeking to learn and to use technology by providing instruction and furnishing facilities.

PURPOSE:

- To empower the community, especially its children, to break the cycle of poverty through education.
- To provide the community with access to technology
- To stimulate personal growth
- To promote academic achievement
- To engage the community in a collaborative partnership
- To offer innovative learning experiences.

GUIDING PRINCIPLES:

Access to technology is essential and empowering.
FCTC seeks to provide technology to those who have aptitude, but otherwise would not have the access.
FCTC works closely with teachers in neighborhood schools to identify students who are in the most economic and academic need.
FCTC rewards children for hard work and academic achievement by providing them with a refurbished computer when they finish FCTC training.
FCTC seeks to provide as many people as feasible with computer access and promotes community participation in the center.

GOALS AND PERFORMANCE TARGETS

GOAL 1 Children will have opportunities to learn computer skills at the Fowler Community Technology Center.

Performance Targets:

A. 40 children from grades 4-8 will complete one 12-week school year session in robotics. They will complete a minimum of: a) two working robotic models; b) 10 downloaded and tested programs; c) eight training missions; and d) three robotic challenges.

0 1 2 3 4

COMMENTS: 24 students started the robotics program, but did not finish due to the closing of the center. We did not have the resources or personnel to attempt to reach this target when the center reopened.

B. 40 children from grades 4-8 will complete one 12-week school year session in digital photography and graphic design. They will complete a digital portfolio that includes a minimum of: a) 10 digital photos; b) three graphic design images; and c) one photo enhancement.

0 1 2 3 4

COMMENTS: 22 students started the digital photography and graphic design program, but did not finish due to the closing of the center. We did not have the resources or personnel to attempt to reach this target when the center reopened.

- C. 10 children from grades 4-8 will complete one 12-week school year session in podcasting. They will complete a curriculum that includes a minimum of: a) one pre-written scripted podcast; b) two fully original podcasts; and c) two original scripts for recording. They will also learn where to find and download copyright free music to enhance their podcasts.

0 1 2 3 4

COMMENTS: We did not start a podcast program before the center closed. We did not have the resources or personnel to attempt to reach this target when the center reopened.

- D. 30 of the 40 children attending the sessions described will attend at least 75% of the classes in each 12-week session in the computer lab.

0 1 2 3 4

COMMENTS: 36 students attended 75% of the classes up until the center closed. Attendance was not tracked in this manner after the center reopened (although it is being tracked now).

- E. 20 children from grades 4-8 will complete one 4-week summer session in robotics four days a week. They will complete a minimum of: a) two working robotic models; b) 10 downloaded and tested programs; c) eight training missions; and d) three robotic challenges.

0 1 2 3 4

COMMENTS: 22 students completed the summer program.

- F. 20 children from grades 4-8 will complete one 4-week summer session in digital photography and graphic design four days a week. They will complete a digital portfolio that includes a minimum of: a) ten digital photos; b) three graphic design images; and c) one photo enhancement.

0 1 2 3 4

COMMENTS: 22 students completed the summer program.

- G. 64 of the 80 children attending the sessions described will exhibit the increase in their level of technology by a pre-test and post-test evaluation.

0 1 2 3 4

COMMENTS: We did not accomplish this target because a post-test was not administered.

- H. 100 children and youth ages 7-18 will participate in an open lab summer session. During the lab, students have the opportunity for internet research, academics, recreation, gaming, and basic computer skills training.

0 1 2 3 4

COMMENTS: 131 youth came to the open sessions during the summer.

GOAL 2 Participating children will complete special group projects during their time at the Technology Center.

Performance Targets:

- A. The Tech Center will compete in at least one tournament or enter one contest (e.g.: robotics, graphic design, or digital photography), either against other schools/groups/centers or hold a competition within the Tech Center.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- B. The digital photography and graphic design class will design a short video presentation to be presented at the graduation ceremony at the end of the year.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- C. The digital photography and graphic design class will create a display of their work in a public area of the Forte Building. With the assistance of Tech Center staff they will assemble a collection of their best pictures to share with those who visit CACLV daily.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- D. The podcasting class will publish at least 5 podcasts on a public podcasting site, where they can be freely downloaded.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

GOAL 3 Participating children will have opportunities to improve their academic skills through the FCTC program.

Performance Targets:

- A. 75% of the students who enter the Tech Center with unsatisfactory grades in citizenship will improve their grades during the course of the program.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- B. 90% of the students who enter the Tech Center with satisfactory citizenship grades will maintain or improve their grades during the course of the program.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- C. 75% of the elementary school students who enter the Tech Center with unsatisfactory grades in homework will improve their grades during the course of the program.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- D. 90% of the middle school students will maintain or improve their technology grades during the course of the program.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

- E. 90% of the middle school students will maintain or improve their technology grades during the course of the program.

0 1 2 3 4

COMMENTS: There was no time to do this before the center closed. When the center reopened we concentrated on basic computer literacy with our students because we did not have the resources or personnel necessary to pursue this target.

GOAL 4 Participating children will be rewarded for academic effort and achievement.

Performance Targets:

- A. 30 children will complete two sessions (of four) at the technology center (graduate) and will earn refurbished computers of their own to take home.

0 1 2 3 4

COMMENTS: 22 students earned computers from the summer session. An additional 21 students received computers after completing part of the truncated fall semester.

- B. At least five graduates who request internet access will be connected to the internet through access provided by CACLV.

0 1 2 3 4

COMMENTS: None of the summer students needed internet access. When the center reopened we did not have the resources necessary to pursue this target.

GOAL 5 Southside Bethlehem high school students will have opportunities during evening hours to use the computers at the Tech Center for academics, recreation, and training.

Performance Targets:

- A. 120 youth from grades 9-12 will participate in an open lab evening session. During the lab students will get help in internet research, academics, recreation, and basic computer skills.

0 1 2 3 4

COMMENTS: We did not start this due to the center closing. We did not have the resources or personnel to pursue it after the center reopened.

- B. 60 youth will come to a multiplayer gaming night during the year.

0 1 2 3 4

COMMENTS: 42 youth came to a multiplayer gaming night.

- C. 40 youth will participate in a multiplayer gaming tournament in coordination with Southside Youth Recreation Coordinator at the Tech Center.

0 1 2 3 4

COMMENTS: 12 youth participated in a tournament.

GOAL 6 High school students will receive advanced hardware and software training through the Build Your Own Computer Program.

Performance Targets:

- A. 10 high school students will participate in the Build Your Own Computer course.

0 1 2 3 4

COMMENTS: We did not start this due to the center closing. We did not have the resources to pursue it after the center reopened.

- B. Seven of the students will complete the Build Your Own Computer course, and receive a computer that they built from parts. After completing the course they will have learned: a) hardware installation, repair and troubleshooting; b) software installation; and c) basic networking.

0 1 2 3 4

COMMENTS: We did not start this due to the center closing. We did not have the resources to pursue it after the center reopened.

GOAL 7 High school students will learn filmmaking and digital video editing and effects in a digital video course.

Performance Targets:

- A. 18 high school students will complete one 6-week session in digital video. They will learn how to: a) use a video camera; b) edit video and learn to use special effects with video editing software; and c) create a dvd viewable in any standard dvd player.

0 1 2 3 4

COMMENTS: The Media Club, a partnership between the Spanish Council and FCTC, is underway in the summer of 2010. FCTC staff played a key role in launching the program and students for the 2010 FCTC summer sessions have gone on field trips to the Media Club, but none will complete the program (because they are participating in the FCTC program).

- B. The digital video class will create at least 3 video short films.

0 1 2 3 4

COMMENTS: The Media Club, a partnership between the Spanish Council and FCTC, is underway. FCTC staff played a large role in launching the program and students for the 2010 summer sessions have gone on field trips to the Media Club, but Tech Center students have produced no videos.

- C. The short films will be presented at least once to the public.

0 1 2 3 4

COMMENTS: The Media Club will be having a screening of their documentary in late summer 2010. The documentary will include the students from the Tech Center that were involved in the making of the Southside documentary.

GOAL 8 Staff members/volunteers will raise community awareness of the Technology Center.

Performance Targets:

A. Staff will make two public presentations in the year promoting FCTC.

0 1 2 3 4

COMMENTS: Staff made one public presentation at Donegan Elementary School early in the school year to promote the Tech Center. Frank Posivak presented material at Broughal and Northeast Middle Schools. In addition, he is also worked to develop partnerships with the Council of Spanish Speaking Organizations of the Lehigh Valley, Lehigh University, the FabLab at Northampton Community College and Touchstone Theatre.

B. Staff will produce and maintain a current FCTC website, with updates at least four times a year.

0 1 2 3 4

COMMENTS: We did not have the time or resources to accomplish this.

C. Staff will recruit three adult volunteers to provide services at the Tech Center.

0 1 2 3 4

COMMENTS: Three adult volunteers were recruited over the course of the year (one eventually became the new director). In addition, two high school students are earning their community service hours by volunteering for the summer program.

D. Staff will recruit one graduate of the program to assist at the Tech Center.

0 1 2 3 4

COMMENTS: One graduate of the program is volunteering for the center.

E. The Tech Center will receive in-kind donations from 8 community donors.

0 1 2 3 4

COMMENTS: The Tech Center received 4 in-kind donations.

GOAL 9 Southside Bethlehem adults will have opportunities to use the Tech Center computers during daytime hours to enhance their computer skills for the job search and other purposes.

Performance Targets:

- A. 20 adults will use FCTC computers and receive help with basic computer skills, internet research, job search skills, and resume writing.

0 1 2 3 4

COMMENTS: We did not have the resources or personnel to attempt to reach this target.

GOAL 10 The current FCTC Advisory Board will be assessed, the roles of its members clarified, and new members will be recruited.

0 1 2 3 4

COMMENTS: This is an ongoing project as we rework the FCTC program. We recruited the director of the Aspire Program, Denise Rodriguez, to the advisory board.

**ANNUAL WORK PLAN
LEHIGH VALLEY COALITION ON AFFORDABLE HOUSING
2009-2010**

DESCRIPTION: The Lehigh Valley Coalition on Affordable Housing (LVCoAH) is a coalition of over 100 individuals, non-profit and advocacy organizations, housing authorities, government officials, elected representatives, universities, hospitals, lenders, developers, realtors, communities of faith, and other civic leaders.

MISSION: The mission of the Lehigh Valley Coalition on Affordable Housing is to ensure that every household in the Lehigh Valley is secure in affordable, safe, sanitary, and appropriate housing.

GUIDING

PRINCIPLES: To advocate for change through inclusive collaborative efforts.

STRATEGIC PLAN: II, III

GOALS AND PERFORMANCE TARGETS

GOAL 1 The LVCoAH will generate public funding to enhance the viability of the shelters.

Performance Targets:

A. The LVCoAH will raise \$42,000 through the Municipal Fund Appeal by making requests of 59 municipalities, maintaining current participation, and adding at least two municipalities.

0 1 2 3 4

COMMENTS: The LVCoAH raised a total of \$32,740 (78% of fund-raising goal) from 9 municipalities: Forks Township (\$2,000), Lower Macungie Township (\$10,000), Lower Saucon Township (\$2,000), Palmer Township (\$3,000), Salisbury Township (\$5,000), South Whitehall (\$7,500), Upper Saucon Township (\$1,240), Whitehall Township (\$1,000), and Williams Township (\$3,000).

CACLV worked with OFABB (a Bethlehem-based advocacy group who approached us wanting to help) to attend Council/Board meetings in four municipalities (Hanover Township Northampton, Bethlehem Township, Lower Saucon, and Emmaus Borough) in an attempt to garner contributions and/or to lay the ground work for the future. We will work them again in 2010-2011. We are also working to forge a partnership with the Lehigh County Conference of Churches, in addition to seeking assistance from individual local churches and community groups.

GOAL 2 The LVCoAH will educate the community and elected officials about affordable housing and homelessness.

Performance Targets:

- A. The LVCoAH will conduct, publish, and distribute the Lehigh Valley Shelter Census.

0 1 2 3 4

COMMENTS: The LVCoAH has collected data from the nine participating shelters, has entered the data into the database, but has yet to analyze data and write the census report. The process was delayed due to data corruption that was eventually corrected by an outside tech firm.

GOAL 3 The LVCoAH will monitor and assist the Lehigh and Northampton County Housing Trust Fund Advisory Boards in their efforts to promote affordable housing through appropriate and effective distribution of the funds.

Performance Targets:

- A. The LVCoAH will participate on the Housing Trust Fund Advisory Boards, review and rank proposals for county housing trust funds, and make recommendations regarding disbursement of county housing trust funds.

0 1 2 3 4

COMMENTS: Both counties distribute an RFP for housing trust funds. The Chair of the LVCoAH sits on the Lehigh County Housing Advisory Board that reviews and ranks proposals for housing trust funds. The LVCoAH Chair does not have representation on the Northampton County housing trust fund advisory board, however, several coalition members sit on that board.

GOAL 4 The LVCoAH will monitor current and future legislation affecting homelessness and affordable housing.

Performance Targets:

- A. The LVCoAH will monitor legislation, disseminate information, and recommend action to coalition members and the community at large.

0 1 2 3 4

COMMENTS: Coalition members were provided with up-to-date information and recommended actions on various legislation throughout the year and convened meetings with staff of Senator Casey (Jesse Salazar) and Senator Specter (Justin Parembo) on February 5, 2010, to discuss Senator Casey's *Homeowners' Relief and Neighborhood Stabilization Act of 2010*, the national housing trust fund, homeowner's emergency mortgage assistance program, low-income tax credit exchange program, and Neighborhood Stabilization Program.

- B. The LVCoAH will engage in advocacy efforts as needed.

0 1 2 3 4

COMMENTS:

Alan Jennings was responsible for most of the advocacy efforts regarding housing. During 09-10, Alan met with PA Representative Bob Freeman’s staff on the proposed mobile home consumer protection legislative proposal; participated in a meeting to help the city of Bethlehem develop a housing plan for HUD; spoke at a forum on homelessness sponsored by the Lehigh County Conference of Churches; arranged meeting between two housing authorities and staff of Senator Specter and Congressman Dent to discuss funding challenges for services in HOPE VI projects; held a press conference with US Attorney Michael Levy and a victim to spook away predators and educate consumers (covered by both newspapers and 69 News; and lobbying Allentown City Council members to support an affordable housing project.

GOAL 5 The LVCoAH will advocate for the passage of National Housing Trust Fund legislation and State Housing Trust Fund legislation.

Performance Targets:

- A. The LVCoAH will collaborate with the National Low Income Housing Coalition to advocate for passage of National Housing Trust Fund legislation.

0 1 2 3 4

COMMENTS: The LVCoAH collaborated with staff of the National Low Income Housing Coalition in communicating important legislative updates to coalition members encouraging specific action, i.e. phone calls, emails, and letter writing to our elected representatives regarding funding for the National Housing Trust Fund.

- B. The LVCoAH will collaborate with the Housing Alliance of PA to advocate for passage of State Housing Trust Fund legislation.

0 1 2 3 4

COMMENTS: LVCoAH collaborated with staff of the PA Housing Alliance in communicating important legislative updates to coalition members encouraging specific action, i.e. phone calls, emails, and letter writing regarding HB60-State Housing Trust Fund. In addition, coalition members participated in the annual PA Housing Alliance conference held in November.

GOAL 6 The LVCoAH will make improvements in the service delivery system for persons who are homeless, at risk of homelessness, or living in subsidized housing.

Performance Targets:

- A. The LVCoAH will participate on the Allentown/Northeast Region Continuum of Care Board; collaborate in the implementation of the Allentown/Northeast Region’s ten-year plan, “Ten-Year Plan to End Chronic Homelessness and Move Families and Individuals to Permanent Housing”; and review and rank the Allentown/Northeast Region proposals for HUD McKinney Continuum of Care funds.

0 1 2 3 4

COMMENTS: LVCoAH representatives attended monthly meetings of the Northeast Regional Housing Advisory Board where they participated in the statewide planning process to implement the region’s 10-year plan to end chronic homeless and review and rank proposals for HUD McKinney Continuum of Care funds.

- B. The LVCoAH will participate on the Steering Committee of Allentown’s Ten-Year Plan to End Chronic Homelessness and assist in the implementation of this ten-year plan.

0 1 2 3 4

COMMENTS: LVCoAH representatives participated on the Steering Committee of Allentown’s Ten-Year Plan to End Chronic Homelessness and are working towards expanding this effort to include the participation of representatives from Bethlehem, Easton, and Northampton County. LVCoAH members also attended “A Community Response for Ending Homelessness” with Keynote Speaker Patricia Holland, Vice President of Residential and Homeless Programs, Project H.O.M.E.

- C. The LVCoAH will participate on the Lehigh Valley Local Housing Options Team and assist in its efforts to create more accessible and affordable housing options for persons with disabilities.

0 1 2 3 4

COMMENTS: LVCoAH representatives participated on the Lehigh Valley Local Housing Options Team.

GOAL 7 The LVCoAH will collaborate with the county executives, housing, authorities, redevelopment authorities, the offices of community and economic development, and the non-profit housing providers to preserve the current capacity of non-profit housing developers and build capacity for the creation of affordable housing.

Performance Targets:

- A. The LVCoAH will assist the Bi-County Affordable Housing Advisory Committee to implement the recommendations outlined in the plans, “Affordable Housing Policy Recommendations, Adopted June 6, 2007” and “An Affordable Housing Assessment of the Lehigh Valley, Adopted April 4, 2007”.

0 1 2 3 4

COMMENTS: LVCoAH provided staff support for the Advisory Committee, the Housing Summit Planning Committee, and the work of the Bi-County Housing Coordinator in order to implement recommendations of the Plan. Examples of accomplishments include: convening of advisory committee; establishment of land trust, purchase of foreclosed properties for development of affordable housing; hosting annual housing summit; development of model inclusionary zoning ordinance; efforts to create a historic preservation district in Easton’s West Ward; preservation of Low Income Tax Credit rental housing; and creation of collaboration to address transit issues.

- B. The LVCoAH will assist the Bi-County Housing Advisory Committee to make recommendations and take action in response to the report issued by the Lehigh Valley Housing Summit Planning Committee regarding the First Annual Lehigh Valley Housing Summit.

0 1 2 3 4

COMMENTS: The LVCoAH assisted the Bi-County Housing Advisory Committee by providing staff support to the Employer Assisted Housing Committee and the Lehigh Valley Community Land Trust.

- C. The LVCoAH will assist the Bi-County Housing Advisory Committee in the planning of the Second Annual Lehigh Valley Housing Summit.

0 1 2 3 4

COMMENTS: The LVCoAH provided staff support for the Housing Summit that was held on September 24, 2009.

GOAL 8 The Housing Development Coordinator will build the capacity of the Lehigh Valley to develop affordable housing projects by working closely with local civic, financial, and political leaders and real estate developers to facilitate the development of affordable housing.

Performance Targets:

- A. The Housing Development Coordinator will continue to make contact with area housing developers, public-sector sources of financing, local government, and owners of developable properties to explore affordable housing development opportunities.

0 1 2 3 4

COMMENTS: The LVCLT has made application to Community First Fund, The Reinvestment Fund, NC HOME, NC CDBG, NC Affordable Housing Trust Fund, LC Affordable Housing Trust Fund, LC CDBG, and received a financing commitment of \$750,000 from CFF, NC CDBG, and NC Affordable Housing Trust Fund. The Housing Development Coordinator has a working relationship with all of the large national banks for their foreclosed properties and works closely with Lehigh

and Northampton Counties as well as the cities of Easton and Bethlehem. In addition, in 2009 the LVCLT was granted \$2.2 million in federal Neighborhood Stabilization Program funds to rehabilitate 14 abandoned, foreclosed homes. The LVCLT is in the acquisition phase of this project, having purchased 7 properties in South Bethlehem, Easton's West Ward, Wilson, and Catasauqua.

- B. The Housing Development Coordinator will facilitate the creation of the Lehigh Valley Community Land Trust by ensuring its incorporation, the formation of its Board, creation of a ground lease, by-laws, accounting systems, homebuyers manual, resale formula, procedures manual, marketing plan, site selection activities, resulting in the rehabilitation of 10 properties and final sale of 7 units to homeowners.

0 1 2 3 4

COMMENTS: The LVCLT became incorporated as a non-profit on May 28, 2010 and the full time Board of Directors meets monthly. The LVCT has completed the ground lease, by-laws, accounting system, home buyers manual, and resale formula. A procedures manual and marketing plan are not yet completed. A total of 7 properties have been purchased. This process of purchasing and rehab of properties was severely delayed due to circumstances beyond the control of the LVCLT – delay of contract from Lehigh County for the NSP funds.

- C. The Housing Development Coordinator will hire and train a VISTA worker to become competent in all aspects in developing affordable housing for a community land trust including working with the Community Land Trust Board, site selection, rehabilitation and marketing of properties.

0 1 2 3 4

COMMENTS: Justin Collins was hired as the VISTA worker and has been a valuable resource to the LVCLT. Mr. Collins has learned to research property as well as estimate its worth and is familiar with the foreclosure process and is learning about the construction process. The LVCLT has retained Mr. Collins as an employee of the LVCLT.

- D. The Housing Development Coordinator will continue to create a database of properties to promote as prospective sites for affordable housing developments.

0 1 2 3 4

COMMENTS: The LVCLT has an extensive data base of every foreclosure in the target areas. The LVCLT also track short sales, tax sales and sheriff sales as a leading indicator of properties that will be foreclosed upon in the near future.

- E. The Housing Development Coordinator will present a formal progress report at the Second Annual Affordable Housing Summit or other appropriate setting.

0 1 2 3 4

COMMENTS: The Housing Development Coordinator presented a report on the progress of the LVCLT at the Second Annual Lehigh Valley Housing Summit held on September 24, 2009, and attended by 200 persons.

Rising Tide Community Loan Fund

ANNUAL WORK PLAN

July 1, 2009 – June 30, 2010

**ANNUAL WORK PLAN
RISING TIDE COMMUNITY LOAN FUND
2009-2010**

DESCRIPTION: It is the goal of the Rising Tide Community Loan Fund to assist low-income residents of the Lehigh Valley in starting and/or stabilizing their own businesses, in order to enhance their opportunities for self-sustaining jobs. The intent is to fill credit gaps, not to duplicate services already available, and to 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 opportunity in low- to moderate-income communities of the Lehigh Valley and to meet those needs with affordable credit products.

GOALS AND PERFORMANCE TARGETS

GOAL 1: Make loans for the establishment, expansion and retention of small businesses.

Performance Targets:

A. Information on the loan program will be provided to at least 200 potential borrowers who are seeking loans for their businesses.

0 1 2 3 4

COMMENTS: Information on the loan program has been supplied to 344 potential borrowers.

B. At least 50 potential borrowers will initiate an application with the Rising Tide.

0 1 2 3 4

COMMENTS: Applications have been initiated by 119 potential borrowers.

C. At least 30 loan packages will be presented to the Loan Committee.

0 1 2 3 4

COMMENTS: A total of 36 loan packages have been reviewed; 21 applications were denied and 15 have been approved.

D. At least 17 loans will be approved (4 by September 30, 2009, 9 by December 31, 2009, 13 by March 31, 2010, and 17 by June 30, 2010).

0 1 2 3 4

COMMENTS: A total of 15 loans were approved; 4 by September 30, 2009, 6 by December 31, 2009, 9 by March 31, 2010 and 15 by June 30, 2010.

- E. At least 9 new businesses will be established as a result of Rising Tide assistance.

0 1 2 3 4

COMMENTS: Rising Tide assistance aided in the establishment of 8 new businesses.

- F. At least 30 jobs will be created or retained, with this information being tracked each year for the life of the loan.

0 1 2 3 4

COMMENTS: Rising Tide assistance resulted in the creation of 22 jobs and the retention of 24 others.

GOAL 2: Make “Credit Builder” loans to entrepreneurially-minded individuals seeking to establish credit.

Performance Targets:

- A. Information on the loan program will be provided to at least 150 potential borrowers who are seeking loans to establish credit.

0 1 2 3 4

COMMENTS: Information on the Credit Builder loan program has been provided to 131 potential borrowers.

- B. At least 3 potential borrowers will initiate an application with the Rising Tide.

0 1 2 3 4

COMMENTS: No applications were initiated.

- C. At least 1 loan will be approved.

0 1 2 3 4

COMMENTS: No Credit Builder loans have been approved.

GOAL 3: Provide technical assistance to borrowers and potential borrowers.

Performance Targets:

- A. Those individuals who are completing loan packages will have received an average of 10 hours of technical assistance before consideration of the request by the loan committee.

0 1 2 3 4

COMMENTS: Technical assistance, at times provided in conjunction with the appropriate CADC, has exceeded 10 hours on each application prior to consideration by the Loan Committee.

- B. Borrowers will have received an average of 1 hour per month of technical assistance after their loan is booked.

0 1 2 3 4

COMMENTS: Technical assistance has been offered to all borrowers. Of those that have requested or required assistance, they have received at least, and in some instance much more than 1 hour per month of technical assistance.

GOAL 4: Ensure satisfactory loan portfolio quality.

Performance Targets:

- A. Maintain total portfolio-at-risk of less than 10%.

0 1 2 3 4

COMMENTS: As of June 30, 2010, the portfolio-at-risk was calculated to be 9.56% of the outstanding portfolio.

GOAL 5: Market the loan fund.

Performance Targets:

- A. Staff will speak at or attend at least 12 functions for marketing and networking purposes.

0 1 2 3 4

COMMENTS: 31 functions were attended for marketing and networking purposes.

- B. Staff will initiate contact with at least 10 bank employees to discuss the Rising Tide Community Loan Fund.

0 1 2 3 4

COMMENTS: The loan fund has been discussed with 21 bank employees.

GOAL 6: Raise funds to support the Rising Tide Community Loan Fund.

Performance Targets:

- A. \$50,000 will be raised to capitalize the loan fund from “investors” making interest-free loans.

0 1 2 3 4

COMMENTS: A total of \$35,000 was raised from four “investors”.

- B. \$100,000 will be borrowed from banks, foundations, or other sources to capitalize the loan fund.

0 1 2 3 4

COMMENTS: A total of \$50,000 was borrowed; \$25,000 from the Northampton County General Purpose Authority and \$25,000 from Lehigh’s Economic Advancement Project. Remaining efforts were directed toward borrowing funds to capitalize the Small Business Opportunity Fund.

- C. Additional funds will be raised as opportunities arise.

0 1 2 3 4

COMMENTS: A total of \$46,500 was raised from various sources. Additionally, a proposal to the CDFI Fund, requesting \$298,861, has been submitted.

- D. Generate sufficient income to attain a 40% self-sufficiency ratio.

0 1 2 3 4

COMMENTS: A self-sufficiency ratio of 60.25% has been achieved.

GOAL 7: Assist potential borrowers in becoming more “bankable.”

Performance Targets:

- A. Financial counseling will be provided to 25 potential borrowers using credit repair tools to outline specific steps for improving their credit scores.

0 1 2 3 4

COMMENTS: Financial counseling has been provided to 37 potential borrowers

GOAL 8: Increase the operational capacity of the Rising Tide Community Loan Fund through participation in the AmeriCorps VISTA program.

Performance Targets:

- A. Hire an AmeriCorps VISTA by August 1, 2009.

0 1 2 3 4

COMMENTS: The Rising Tide was unable to hire an AmeriCorps Vista.

- B. Develop an orientation and evaluation package for the RTCLF Board of Directors by December 30, 2009.

0 1 2 3 4

COMMENTS: Completion of the task was contingent on the hiring of an AmeriCorps Vista.

- C. Complete application package and process for CDFI accreditation through Pennsylvania Community Development Bank by December 31, 2009.

0 1 2 3 4

COMMENTS: Completion of the task was contingent on the hiring of an AmeriCorps Vista.

- D. Create a long-term strategic plan by June 30, 2010.

0 1 2 3 4

COMMENTS: Completion of the task was contingent on the hiring of an AmeriCorps Vista.

- E. Develop and maintain a system for tracking the social impact of RTCLF, particularly in low-income census tracts and among minority- and women-owned businesses by June 30, 2010.

0 1 2 3 4

COMMENTS: Completion of the task was contingent on the hiring of an AmeriCorps Vista.

- F. Conduct at least 4 educational seminars for past, current, and potential borrowers of the Rising Tide by June 30, 2010.

0 1 2 3 4

COMMENTS: Completion of the task was contingent on the hiring of an AmeriCorps Vista.

GOAL 9: Promote environmentally-friendly business practices and sustainability through the Green Microfinance Program.

Performance Targets:

- A. Secure at least \$100,000 to provide green business loans and green mini-grant and loans to microenterprises by June 30, 2010.

0 1 2 3 4

COMMENTS: A \$100,000 earmark for a green loan product has been approved as part of the federal budget. Receipt of funds is pending.

- B. Information on the Green Microfinance Program will be provided to at least 100 businesses by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- C. At least 10 potential borrowers will initiate an application with the Rising Tide for the Green Microfinance Program by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- D. Energy audits and green business assessments will be performed on at least 7 businesses by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- E. At least 4 potential borrowers will complete a loan package for a green business loan and those loan packages will be presented to the Loan Committee by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- F. At least 2 green business loans will be approved by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- G. At least 20 businesses will receive an average of 2 hours of technical assistance in green business development/maintenance by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- H. At least 8 potential borrowers will complete an application for a green mini-grant and loan by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- I. At least 4 green mini-grants and loans will be awarded by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

- J. Develop partnerships with at least five organizations focused on energy efficiency and/or sustainability by June 30, 2010.

0 1 2 3 4

COMMENTS: Due to the lack of secured funding and the downturn of the economy a reevaluation of the program is ongoing.

GOAL 10: Offer recession response initiatives in coordination with the Small Business Committee of the Recession Response and Recovery Task Force.

Performance Targets:

- A. A least 7 previous, current, or potential participants of the Rising Tide will receive intensive technical assistance in conjunction with CACLV's Small Business Intervention Specialist by June 30, 2010.

0 1 2 3 4

COMMENTS: At least 14 previous, current, or potential participants of the Rising Tide received intensive technical assistance in conjunction with CACLV's Small Business Intervention Specialist.

- B. At least 16 forgivable loans to microenterprises will be approved through the Forgivable Loan Program by June 30, 2010.

0 1 2 3 4

COMMENTS: DCED ruled that forgivable loans were not a valid use of stimulus funds. This goal could not be pursued.

- C. At least 25 potential or existing borrowers will be informed of the availability of website development grants, professional service grants, and the insurance revolving loan fund to by June 30, 2010.

0 1 2 3 4

COMMENTS: In excess of 50 potential or existing borrowers were informed of available services.

GOAL11: Participate in the following organizations as required for Rising Tide program advancement or desired collaborative efforts.

Performance Targets:

- A. Opportunity Finance Network

0 1 2 3 4

COMMENTS: Staff has participated in organizational activities such as attending Regional Conferences and the 2009 Annual Conference.

- B. Association for Enterprise Opportunity

0 1 2 3 4

COMMENTS: The Rising Tide is once again a participating member of AEO

C. Pennsylvania Microenterprise Coalition

0 1 2 3 4

COMMENTS: COMMENTS: Cheyanne Pavan, Senior Planner for CACLV, represents the Rising Tide by attending bi-monthly meetings and by holding the position of Vice Chair.

D. Greater Lehigh Valley Chamber of Commerce

0 1 2 3 4

COMMENTS: Staff has participated by attending various meetings and seminars

E. Slate Belt Chamber of Commerce

0 1 2 3 4

COMMENTS: Staff has participated by attending various meetings and seminars

F. Hispanic Chamber of Commerce

0 1 2 3 4

COMMENTS: Based on a Board decision, the Rising Tide previously rejected an offer from the Hispanic Chamber of Commerce to become a member of the Chamber. If funding permits, membership should be reevaluated.

G. Tri-City African-American Chamber of Commerce

0 1 2 3 4

COMMENTS: Opportunities for participation that would result in the advancement of the Rising Tide program have not presented themselves to date. Should an opportunity present itself, participation will be strongly considered

**ANNUAL WORK PLAN
SAFE HARBOR EASTON
2009-2010**

DESCRIPTION: Safe Harbor Easton is an emergency/transitional shelter for homeless single men and women. It is also a daytime drop-in program for low-income and functionally disadvantaged individuals.

MISSION: The mission of Safe Harbor Easton is to motivate each individual to work toward self-sufficiency and to improve their quality of life while assisting them to meet their basic needs.

GUIDING PRINCIPLES: To acknowledge each individual's dignity and work toward mutual respect and trust for one another; to encourage empowerment of each program participant; and to maintain a community at Safe Harbor Easton which prepares each participant to have access to the larger community.

STRATEGIC PLAN: II, III

GOALS AND PERFORMANCE TARGETS

GOAL 1 Homeless men and women will move toward self sufficiency while residing at Safe Harbor Easton.

Performance Targets:

A. 300 homeless men and women will receive temporary, sanitary shelter.

0 1 2 3 4

COMMENTS: 346 (115%) homeless men and women received temporary, sanitary shelter.

B. 16,000 meals will be served to shelter residents.

0 1 2 3 4

COMMENTS: 16,500 (103%) meals were served to shelter residents.

C. 250 individuals will participate in client-centered case management meetings where individual goal plans will be developed. Of these 250, 200 will complete 100% of their short-term goals as outlined in their individual support plans.

0 1 2 3 4

COMMENTS: 298 (119%) individuals participated in client-centered case management meetings where individual goal plans were developed. Of these 298, 212 (71%) completed 100% of their short-term goals as outlined in their individual support plans.

GOAL 2 Shelter residents will have opportunities to pursue a healthy life style.

Performance Targets:

- A. 225 individuals will be screened by local health care providers.

0 1 2 3 4

COMMENTS: 235 (104%) individuals were screened by local health care providers.

- B. Staff and Lehigh and Northampton County Drug & Alcohol/Mental Health & Mental Retardation and Warren County Department of Human Services will identify at least 150 individuals with drug, alcohol, and/or mental health problems.

0 1 2 3 4

COMMENTS: 199 (133%) individuals were identified with drug, alcohol, and/or mental health problem: 97 with mental health issues and 102 with drug and alcohol issues.

- C. 50 individuals with an identified drug and alcohol problem will enter or continue with drug or alcohol programs.

0 1 2 3 4

COMMENTS: 55 (110%) individuals with an identified drug or alcohol problem entered or continued drug or alcohol programs.

- D. 100 individuals with an identified mental health problem will enter or continue with mental health treatment.

0 1 2 3 4

COMMENTS: 92 (92%) individuals with an identified mental health problem entered or continued mental health treatment.

- E. 75 individuals will receive services by community resources providing confidential HIV testing and counseling, hepatitis C testing, and referral for counseling.

0 1 2 3 4

COMMENTS: 74 (99%) individuals received services by community resources providing confidential HIV testing and counseling, hepatitis C testing, and referral for counseling.

GOAL 3 Shelter residents will lead more financially stable lives.

Performance Targets:

- A. 145 individuals will obtain entitlement benefits through case management services.

0 1 2 3 4

COMMENTS: 157 (108%) individuals obtained entitlement benefits through case management services.

- B. 100 individuals will find employment in full- or part-time jobs, at minimum wage or better: of these, 50 will obtain part-time employment under 25 hours per week; 25 will obtain part-time employment at 25 hours per week, or greater; 15 will obtain full-time employment without benefits; and 10 will obtain full-time employment with benefits.

0 1 2 3 4

COMMENTS: 112 (112%) individuals found employment in full-or part-time jobs, at minimum wage or better: of these, 61 (54%) obtained part-time employment under 25 hours/week; 30 (27%) obtained part-time employment at 25 hours/week or greater; 19 (17%) obtained full-time employment without benefits; and 12 (11%) obtained full-time employment with benefits.

GOAL 4 Shelter residents will lead more stable lives by seeking and obtaining affordable housing after leaving the shelter.

Performance Targets:

- A. 60 individuals will live in apartments or efficiencies.

0 1 2 3 4

COMMENTS: 59 (98%) lived in apartments or efficiencies.

- B. 60 individuals will live in SRO's (single room occupancy dwellings).

0 1 2 3 4

COMMENTS: 64 (107%) lived in SRO's (single room occupancy dwellings).

GOAL 5 Daytime program participants will increase their nutritional level through the meal program.

Performance Targets:

- A. 29,000 meals will be served to 250 unduplicated daytime program participants.

0 1 2 3 4

COMMENTS: 29,840 (103%) meals were served to 255 unduplicated daytime program participants.

GOAL 6 Daytime program participants will have the opportunity to pursue a healthy lifestyle.

Performance Targets:

- A. 50 individuals will be referred for medical and/or dental services.

0 1 2 3 4

COMMENTS: 54 (108%) individuals were referred for medical and/or dental services.

- B. 50 individuals will receive services by community resources providing confidential HIV testing and counseling, hepatitis C testing, and referral for counseling.

0 1 2 3 4

COMMENTS: 46 (92%) received services by community resources providing confidential HIV testing and counseling, hepatitis C testing, and referral for counseling.

- C. 25 individuals will be referred to mental health or drug and/or alcohol services.

0 1 2 3 4

COMMENTS: 38 (152%) individuals were referred to mental health or drug and/or alcohol services.

GOAL 7 Daytime program participants will lead more productive and secure lives through participation in homelessness prevention case management and other services of Safe Harbor Easton.

Performance Targets:

- A. 75 individuals will maintain stable housing with assistance from homelessness prevention case management services.

0 1 2 3 4

COMMENTS: 81 (108%) individuals maintained stable housing with assistance from homelessness prevention case management services.

- B. 50 individuals will participate in the Social Security Representative Payee Program.

0 1 2 3 4

COMMENTS: 54 (108%) individuals participated in the Social Security Representative Payee Program.

**ANNUAL WORK PLAN
SECOND HARVEST FOOD BANK OF LEHIGH VALLEY
AND NORTHEAST PENNSYLVANIA
2009-2010**

DESCRIPTION: The Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania (SHFB) assists other non-profits in the distribution of food to needy people as well as acting as community resource for education and advocacy efforts.

MISSION: The mission of the Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania is to improve the quality of life in a 6-county area of northeast Pennsylvania by collecting surplus and reclaimed food for distribution to emergency pantries, shelters, soup kitchens, drop-in centers, day care centers, rehab centers, and other caring organizations and by providing educational programs and advocating for improvements in and greater accessibility to programs which affect low-income people.

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

STRATEGIC PLAN: II

GOALS AND PERFORMANCE TARGETS

GOAL 1 SHFB will meet 100% of the performance targets for inventory management, reporting, and monitoring set by Feeding America for members and by PA Department of Agriculture for contract holders.

Performance Targets:

A. SHFB will maintain inventory tolerances of +/- 2% overall.

0 1 2 3 4

COMMENTS: Inventory taken in September showed an overall discrepancy of 1.58%; June's inventory discrepancy was 1.5%

B. SHFB will maintain average on-time donation pick-up and receipting to Feeding America of 90% or higher.

0 1 2 3 4

COMMENTS: All reports from Feeding America indicate that on-time pick ups exceed 90%, and on-time receipting approaches 100%

C. SHFB will monitor new agencies at least once in the first 6 months after the agency enrolls and every member agency once during every 24 month period.

0 1 2 3 4

COMMENTS: All agency inspections are up-to-date. Six new agencies have received 6-month follow-up visits.

- D. SHFB will maintain all records for State Food Purchase Program (SFPP), Commodity Supplemental Food Program, and The Emergency Food Assistance Program and submit reports as required. SHFB will remain in compliance for all programs.

0 1 2 3 4

COMMENTS: Reporting continues in compliance for all government programs and with Feeding America.

- E. SHFB will track and report pounds of product distributed and number of persons served by age for TEFAP, SFPP, CSFP, and other programs as appropriate.

0 1 2 3 4

COMMENTS: This information is tracked and reported monthly in the director's report as well as quarterly to PA Department of Agriculture and monthly and quarterly to Feeding America.

- F. SHFB will distribute 12 loads and/or 350,000 pounds of donated product to other food banks.

0 1 2 3 4

COMMENTS: 253,000 pounds was distributed through 11 orders for other food banks, including Southwest Virginia, Philabundance, and SHFB Of Northwest PA (Erie).

- G. By December 31, 2009, SHFB will establish a safety committee that meets monthly and meets standards for certification.

0 1 2 3 4

COMMENTS: SHFB is represented on an agency-wide safety committee.

GOAL 2 Second Harvest Food Bank will continuously improve services to its member agencies and the community.

Performance Targets:

- A. SHFB will provide all member agencies at least one training opportunity through a conference, workshops or meetings, or one-on-one agency orientation.

0 1 2 3 4

COMMENTS: More than 50 (of 186) member agencies took part in basic food safety training provided by SHFB in August and September. Twenty-two agencies received one-on-one training. All agencies were invited to attend cluster meetings (5) held throughout our region. Training topics included Civil Rights Compliance, Basic Safe Food Handling,

and an Introduction to Choice. In addition, 12 new agencies received intensive orientation.

- B. SHFB will provide information to member agencies through 12 monthly updates.

0 1 2 3 4

COMMENTS: The update is produced and mailed monthly.

- C. Annually, by December 31, SHFB will examine all fees charged to member agencies and adjust as necessary to meet current fiscal needs.

0 1 2 3 4

COMMENTS: The Finance Committee discussed and recommended no change to fee structure (delivery fee to remain at \$30) and continuation of grant funding for emergency food providers.

- D. SHFB will work to secure outside financial support for member agencies by maintaining a credit pool for emergency food providers funded by local contributions, seeking grants to directly benefit member agencies, and by directing grant monies to unpaid agency balances for at least 5 agencies in good standing.

0 1 2 3 4

COMMENTS: Currently, all emergency food providers' shared maintenance fees are covered by private grants through Wakefern Corporation, Bill White's efforts, or SHFB local contributions unless they have other funding (example would be pantries receiving State Food Purchase Program funding through their counties). In that case, SHFB funding covers any product that the other funding does not. Non-emergency agencies requesting assistance are aided. More than 80 agencies benefited from the shared grant (donor funded), 61 from Bill White's efforts, an 18 from Partners In Caring (Wakefern). Backpack Buddies is fully donor-funded. A small number of children's programs receive SHFB-administered United Way funding.

- E. SHFB will institute a grant program to stock food and provide for the equipment needs of new and struggling emergency food providers.

0 1 2 3 4

COMMENTS: A "grant" program has not been necessary up to this point. State Food funding provides for the equipment needs of emergency food providers in all counties. Open allocation of government-supported foods has allowed new pantries and struggling pantries to access much of what they need. The Development Coordinator's encouragement of food drives has provided stock for the shopping area.

- F. SHFB will target 5 member agencies to strengthen their use of SHFB resources as appropriate.

0 1 2 3 4

COMMENTS: Specific agencies have not been targeted, though more than 20 agencies have been encouraged face-to-face to change their distribution to "choice," allowing

participants to pick the food they will receive, an option that (generally) requires less food and leaves less waste.

- G. SHFB will operate a food purchase program to benefit emergency food providers, expending at least \$50,000 to secure nutritious food through purchase.

0 1 2 3 4

COMMENTS: SHFB spent approximately \$28,000 to provide shelf-stable protein and infant formula. In addition, more than \$35,000 in grocery gift cards was used to stock the Backpack Buddies program.

- H. SHFB will participate in the federal Commodity Supplemental Food Program, certifying participants, and providing nutritional support to approximately 1,200 recipients.

0 1 2 3 4

COMMENTS: As of June 30, SHFB's CSFP caseload is 1809. Through mid-March, the caseload was 1225; for 2 months (April, May), the caseload was 1545.

- I. SHFB will staff a hotline to assist potential food stamp recipients with on-line applications and submit a total of 500 applications in the course of the year.

0 1 2 3 4

COMMENTS: Seventy-four applications were reported as completed in 2009-10.

- J. The SHFB Food Stamp Hotline Worker will distribute flyers to 10 member agency sites per month in the six-county region, as well as other nonprofits, churches, and retail establishments, promoting the hotline and providing Food Stamp education.

0 1 2 3 4

COMMENTS: For several months, there was no dedicated staffing for this program. Since May, the Food Stamp Outreach Coordinator (FSOC) has visited 5-10 sites weekly, distributing flyers. In addition, FSOC attends a weekly farmers market in Easton, distributing materials and interacting with potential participants.

- K. The SHFB Food Stamp Hotline Worker will follow up all applications with the appropriate County Assistance Office (CAO) and work with CAO caseworkers to attempt to overcome obstacles.

0 1 2 3 4

COMMENTS: On-line tracking of all applications takes place with follow-up as needed with CAO and/or applicant. The current FSOC counsels applicants on how to advocate for themselves and makes phone calls to the CAO when appropriate.

GOAL 3 SHFB will expand its presence in the six-county region.

Performance Targets:

- A. SHFB will identify and establish new emergency food providers in at least 3 unserved or underserved areas of its service territory.

0 1 2 3 4

COMMENTS: Twelve organizations joined the food bank, including pantries in Lehigh, Zionsville, Whitehall, and the Airport Road area of Allentown/Bethlehem. Additional CSFP sites have been established in Pike County (2), Lehigh (4 including Coopersburg and Emmaus), under-served areas of Northampton County (Bangor and North Side Bethlehem), and in Carbon (4) and Monroe (2) counties. Pike County Ecumenical Pantry has recently become an active member again.

- B. SHFB will enroll at least 5 new programs that serve at-risk children.

0 1 2 3 4

COMMENTS: Four new Backpack Buddies sites were added this year, as well as an after school program in downtown Allentown, Community Services For Children, and 2 camps in the Poconos that serve children from inner-city Philadelphia.

- C. SHFB will maintain Backpack Buddies programs at 10 sites, serving a total of 185 children at serious nutritional risk.

0 1 2 3 4

COMMENTS: Backpack Buddies currently serves 282 children at 14 sites.

GOAL 4 SHFB will work with other organizations to advocate on hunger issues affecting its service territory.

Performance Targets:

- A. SHFB will explore extension or expansion of the Summer Food Service Program in 5 communities where free/reduced meal participation is 30% or higher.

0 1 2 3 4

COMMENTS: Advocacy Coordinator worked closely with food service directors in Allentown, Bethlehem and Easton on ways to promote the Summer Food Service Program for Summer 2010.

- B. SHFB will assist with expansion of existing school breakfast programs in 5 schools.

0 1 2 3 4

COMMENTS: Advocacy Coordinator assisted Allentown SD with a proposal to implement “grab and go” breakfast in 4 Allentown Middle Schools. She also worked with Food Service personnel in Easton to promote School Breakfast in the elementary schools (the planned contest did not take place).

- C. SHFB will actively promote the food stamp program and WIC with every consumer who calls for a food referral and provide guidance to 5 member agencies and other organizations on promoting these programs.

0 1 2 3 4

COMMENTS: Agency Relations Coordinator has provided and encouraged the distribution of WIC materials with pantries in Lehigh and Northampton counties. The Food Bank Director has done the same with Monroe and Carbon county pantries. Materials (samples) have been distributed to all agencies. FSOC has worked one-on-one with 10 members and at least 5 outside organizations.

- D. SHFB will log, collect and analyze information regarding all individuals calling for food referral and identify 2 areas of underservice, working with congregations and other non-profits to provide coverage in those areas.

0 1 2 3 4

COMMENTS: Due to time constraints and staffing issues, data collection was suspended for several months. An abbreviated collection instrument is now in use. Additionally, all member agencies will receive a copy of the referral list so that they can assist participants who may be traveling outside their area to get food. New pantries have been brought on-board in the southern end of Lehigh County, and pantries that have been inactive (in Lehigh and Pike counties) have been encouraged to make use of the food bank as their participation has increased.

- E. SHFB will assess the impact of donated and tax-supported foods on the nutritional well-being of participants in member agency programs, with special emphasis on children participating in Backpack Buddies, from the participant survey and from the cooperating agency observation with a goal of 50% participation.

0 1 2 3 4

COMMENTS: Children who receive backpacks and adults who work with them were polled. The results of that poll are included with this report.

- F. SHFB will participate in state, national and international hunger advocacy not limited to World Food Day, National Food Bank Week and Hunger Action Month.

0 1 2 3 4

COMMENTS:

- G. Less than fifteen percent of the food distributed by SHFB will be product of “minimal nutritional value.”

0 1 2 3 4

COMMENTS: Approximately 84% of product distributed in 2009-10 was “nutritious food.” The remainder is candy and non-food product including paper products, OTC medication, toys, new clothing, and seasonal decorations.

- H. SHFB will provide guidance to member agency pantries in the preparation of nutritionally sound meals, snacks, and food packages for their participants through articles in the Agency Update and other materials.

0 1 2 3 4

COMMENTS: Each month's Update includes a recipe and nutrition tips that agencies can copy and distribute. In addition, nutrition education materials are available at SHFB for agencies to have, to copy, or to borrow. SHFB maintains a supply of materials provided by the USDA, which are available in quantity to members for their use or distribution.

GOAL 5 SHFB will be an advocate for hungry and malnourished people and will be a respected source of information and educational program materials to increase awareness of hunger locally.

Performance Targets:

- A. SHFB will provide public education through 12 speaking engagements and/or media contacts.

0 1 2 3 4

COMMENTS: Director has appeared in print and/or broadcast media 11 times and has presented SHFB message to 7 groups, plus numerous food bank tours to groups and individuals. Advocacy Coordinator organized a hearing for local clergy on the importance of the health care debate.

- B. SHFB will provide education to students through 4 workshops or classes.

0 1 2 3 4

COMMENTS: One class was addressed and guided through a project that culminated with recommendations for expansion and changes to the warehouse and its operation. Eight additional school groups, ranging from grade 1 through college, were addressed on various food security topics.

- C. SHFB will promote coverage of Hunger Action Month by submitting 10 letters to the editor and/or op-ed pieces in major regional newspapers, and by participation in at least one public event.

0 1 2 3 4

COMMENTS: There was no specific Hunger Action Month letter writing, though Advocacy Coordinator participated in several letter writing campaigns and call-ins to legislators in response to NCSFPA, PARF, and FRAC requests regarding CSFP funding, state budget, and Child Nutrition Act Reauthorization. During Hunger Action Month (September), SHFB Development Coordinator and Advocacy Coordinator brought groups and individuals together to work on a Feeding America-directed project.

- D. SHFB will provide one informational article or Call To Action through the Advocacy Network each Monday.

0 1 2 3 4

COMMENTS: Advocacy Coordinator launched a Second Harvest Facebook page that currently has 245 “fans.” Calls To Action have been posted at least weekly since the launch.

GOAL 6 SHFB will cultivate and enhance relationships with existing and potential donors, volunteers and employees.

Performance Targets:

- A. SHFB will publish a newsletter at least 4 times with a circulation of at least 9,000.

0 1 2 3 4

COMMENTS: Three newsletters have been published.

- B. SHFB will add at least 10 new food donors and continue to build strong working relationships with existing donors in order to generate 300,000 pounds of product from food solicitation efforts.

0 1 2 3 4

COMMENTS: Four significant new donors (Freshsource, OHL, Trader Joe, CH Robinson) and numerous smaller new donors have contributed 898,737 pounds of product.

- C. SHFB will work with Feeding America to develop and maintain local relationships with at least 2 national donors.

0 1 2 3 4

COMMENTS: Nestle, Quaker, Kraft, P&G, Walmart, Target, Walgreen have all received special attention.

- D. SHFB will log on to Feeding America’s “Choice” web site at least three times weekly and accept at least 5 offerings in an effort to secure a greater variety of product for member agencies.

0 1 2 3 4

COMMENTS: SHFB has “won” three truckloads (canned pasta and soup).

- E. SHFB will develop a marketing and donation plan to raise \$10,000 to support the Backpack Buddies program.

0 1 2 3 4

COMMENTS: Marketing plan is not completed. Backpack Buddies is self-sustaining.

- F. SHFB will coordinate food drives with the National Association of Letter Carriers, businesses, schools and other organizations, raising 250,000 pounds of food for distribution.

0 1 2 3 4

COMMENTS: Food drives raised 346,560 pounds.

- G. SHFB will work with 4 regional and national restaurant and grocery chains to increase responses to their hunger awareness campaigns.

0 1 2 3 4

COMMENTS: SHFB continues to work with Wegmans, Walmart, Wawa, Weis, and Giant in their various “end hunger” programs

- H. SHFB will participate in fundraising efforts including, but not limited to, Check Out Hunger, an Empty Bowls dinner, two appeals to the established donor list, one mailing to Cornucopia Society members, and acquisition mailings to 50,000 potential donors.

0 1 2 3 4

COMMENTS:

- I. SHFB will conduct volunteer outreach through print and air media and direct appeal to at least 3 area colleges and in order to place 10 long-term volunteers at SHFB or its member agencies.

0 1 2 3 4

COMMENTS: Working with the Volunteer Center, SHFB has secured 4 students from LCCC and Cedar Crest College and 5 community members who volunteer on a regular basis at Second Harvest. In excess of 30 others have been referred to member agencies who have requested assistance.

- J. Each staff member at SHFB will be provided with training to enhance his/her skills and professional development. Each staff member will be expected to share that training with the rest of the staff through a short presentation at a staff meeting.

0 1 2 3 4

COMMENTS: Each staff member received Civil Rights Compliance and Basic Food Safety training, as appropriate, and forklift training was provided (warehouse staff only). Four staff members received CSFP training (certification, reporting, inventory control), and the Development Coordinator attended training provided by Feeding America and AFP.

GOAL 7 SHFB will maintain its involvement in coalitions, boards, committees, including but not limited to: Pennsylvania Association of Regional Food Banks, Feeding America, Pennsylvania Hunger Action Center, Emergency Food Assistance Advisory Committee, Food Research and Action Center, Children’s Coalition, Association of Fundraising Professionals, National CSFP Association, and The Volunteer Center.

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COMMENTS: SHFB has maintained these relationships. Director's term on the Emergency Food Assistance Advisory Council has ended.

**ANNUAL WORK PLAN
SIXTH STREET SHELTER / TURNER STREET APARTMENTS /
FERRY STREET APARTMENTS
2009-2010**

DESCRIPTION: *Sixth Street Shelter:* A 60-day transitional housing program for homeless families with dependent children.
Turner Street Apartments in Allentown and Ferry Street Apartments in Easton (Long Term Transitional Housing): 2-year, education/job training, goals-oriented, transitional housing programs for homeless families with dependent children.

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.

STRATEGIC PLAN: II, III

GOALS AND PERFORMANCE TARGETS

SIXTH STREET SHELTER

GOAL 1 **The Sixth Street Shelter will provide opportunities for homeless families to be housed and to move toward self-sufficiency.**

Performance Targets:

A. 62 families will be housed for an average of 60 days.

0 1 2 3 4

COMMENTS: We provided shelter to 86 families, exceeding our goal by 24. The 219 renovation project began later than originally anticipated leaving several apartments available for families.

B. All families will develop Family Service Plans that will include housing, educational, vocational, and financial goals.

0 1 2 3 4

COMMENTS: All 86 families (100%) developed Family Service Plans.

C. At least 45 of the families will complete their Family Service Plan short-term goals (i.e. resident meetings, counseling, budgeting, life skills, basic needs, referrals).

0 1 2 3 4

COMMENTS: 72 of the 78 exiting families completed 1 or more of their Family Service Plan short-term goals.

- D. 20 families will move into affordable housing upon leaving the Shelter.

0 1 2 3 4

COMMENTS: 17 of the exiting families moved into affordable housing (85% of goal).

GOAL 2 Families will continue to move toward self-sufficiency after leaving the shelter.

Performance Targets:

- A. 50% of families interviewed, who moved into affordable housing, will retain their housing for at least 3 months after leaving the shelter.

0 1 2 3 4

COMMENTS: 14 of the 17 families (82%) interviewed retained their housing 3 months after leaving the shelter.

- B. 40% of families interviewed, who moved into affordable, housing will retain their housing for at least 6 months after leaving the shelter.

0 1 2 3 4

COMMENTS: 7 of the 14 families (50%) interviewed retained their housing 6 months after leaving the shelter.

- C. 40% of families interviewed, will continue to work toward the achievement of their Family Service Plan long-term goals 3 months after leaving the shelter.

0 1 2 3 4

COMMENTS: 59 of the 65 families (91%) interviewed continued to work toward their Family Service Plan long-term goals 3 months after leaving the shelter

- D. 35% of the heads of households of the families interviewed will be employed 3 months after leaving the shelter.

0 1 2 3 4

COMMENTS: 30 adults from the 65 families (46%) interviewed were employed 3 months after leaving the shelter.

- E. 30% of the heads of household of the families interviewed were employed 6 months after leaving the shelter.

0 1 2 3 4

COMMENTS: 22 adults from the 48 families (45%) interviewed were employed 6 months after leaving the shelter.

- F. 25% of the heads of household of the families interviewed will be employed 12 months after leaving the shelter.

0 1 2 3 4

COMMENTS: 18 adults from the 40 families (45%) interviewed were employed 12 months after leaving the shelter.

GOAL 3 Adult residents and community members will receive educational and health care opportunities and access to an emergency food pantry.

Performance Targets:

- A. 6 individuals enrolled in the Sixth Street Shelter Preparing Adults for Self-Sufficiency (PASS) Educational Program will increase their competencies in English and Math and other basic education skills, as measured by teacher observation and assessment and recognized attainment checklists.

0 1 2 3 4

COMMENTS: 19 of the 24 individuals enrolled in the PASS Educational Program increased their competencies in English, Math or other basic education skills. In addition, 2 individuals obtained their GED.

- B. 300 uninsured adults will receive services at the twice-monthly clinic held at the shelter and staffed by volunteer medical staff from Lehigh Valley Hospital.

0 1 2 3 4

COMMENTS: 448 adults received services at the twice-monthly clinic.

- C. 300 families will be served by the shelter's emergency food pantry.

0 1 2 3 4

COMMENTS: 388 families were served.

- D. All shelter families will receive a community resource book.

0 1 2 3 4

COMMENTS: All shelter families received a community resource book at intake.

GOAL 4 Children residing in the shelter and children of neighborhood residents will have opportunities to improve their education, maintain school enrollment, and reduce their risk of placement outside their customary home.

Performance Targets:

- A. 95% of eligible Sixth Street Shelter school-aged children will attend school regularly during their residency. (Regularly is defined as being in school every school day except on those days when a child has an excused absence.)

0 1 2 3 4

COMMENTS: All but 3 of 183 school-aged children (98%) attended school on a regular basis during their residency at the shelter.

- B. 45 resident and community children (ages 6-12) will participate in the Kids' Club for a minimum of 2 months.

0 1 2 3 4

COMMENTS: A total of 34 community & resident children participated in Kids' Club. In order to better serve the Kids' Club children, the program was modified in September. Previously the program had minimal registration and attendance requirements. As of September, enrollment and regular attendance were required of participants. This change added more continuity to the lives of the children we served, but, at the same time, limited the number of children able to enter the program. (76% of goal)

- C. 75% of former shelter families interviewed will report regular school attendance of their school-aged children 3 months after leaving the shelter.

0 1 2 3 4

COMMENTS: All families with school school-aged children (100%) interviewed, reported that their children were attending school.

- D. 90% of Family Preservation Program children will not be placed in foster care during their family's stay at the shelter.

0 1 2 3 4

COMMENTS: 2 of the 135 FPP children were placed in foster care during their stay at the shelter. 98% of the children were not placed.

- E. 80% of Family Preservation Program children will not be placed in foster care 3 months after leaving the shelter.

0 1 2 3 4

COMMENTS: No children were placed in foster care within 3 months of exiting the shelter.

GOAL 5 Families residing in the Sixth Street Shelter will have the opportunity to pursue a healthy lifestyle.

Performance Targets:

- A. 85% of adult Sixth Street Shelter residents with identified problems such as substance abuse, domestic violence, mental health, or mental retardation will be referred for professional treatment.

0 1 2 3 4

COMMENTS: All 13 residents (100%) with identified problems were either in treatment or had been referred for treatment.

- B. All residents will receive information regarding affordable dental care, vision screenings, lead level testing (up to age 5), and medical screenings during their stay.

0 1 2 3 4

COMMENTS: All residents received information regarding dental care, lead level testing and medical screenings during their stay, including handouts from the Allentown Health Bureau and other free or low-cost clinics. A free on-site vision screening was conducted and numerous other health related educational seminars were conducted at resident meetings.

GOAL 6 The Sixth Street Shelter will enhance the appearance of the shelter buildings both inside and out; renovations for safety, efficiency, and appearance will be undertaken and completed.

Performance Targets:

- A. Shelter staff will regularly assess interior and exterior conditions of buildings and arrange for repairs as necessary.

0 1 2 3 4

COMMENTS: All shelter buildings are inspected weekly during apartment inspections. A log of maintenance issues is maintained and updated regularly. On a bi-weekly basis a maintenance company attends to preventative and routine maintenance. In addition to the 219 renovation project, several facility improvements were made: (1) the porch roofs on the 211 and 213 buildings were refurbished; (2) 4 windows and 8 appliances were replaced; (3) new emergency lighting and improved fire alarm equipment were installed in all buildings; and (4) a dead shade tree in front of the shelter was removed and a new one was planted.

- B. Shelter staff will continue the capital campaign until necessary funds for the 219 building renovation project are raised.

0 1 2 3 4

COMMENTS: To date \$728,000 in pledged, expected or collected contributions has been raised. Based on projected construction figures, adequate funds for the renovation project and a capital reserve have been raised.

- C. Shelter staff will recruit volunteers, as needed, to assist with the renovations.

0 1 2 3 4

COMMENTS: The construction committee continues to provide oversight during the renovation work. Additional volunteers emptied the furniture from the apartments prior to the construction phase and continue to assist with other projects during construction.

- D. Shelter staff will manage the completion the renovations of the 219 building.

0 1 2 3 4

COMMENTS: The staff provided oversight during the pre-construction and bidding phase of the project. In cooperation with the construction company and architectural firm, the staff continues to provide oversight and direction as renovations continue. The project will be completed in August 2010 with re-occupancy of the building in September.

TURNER STREET APARTMENTS

GOAL 7 Homeless families will have opportunities to move toward self-sufficiency while residing in the Turner Street Apartments (TSA).

Performance Targets:

- A. 12 families will be housed in the TSA for an average of 18 months and will develop their Family Service Plans that will include educational, vocational, and financial goals for the family and for individuals in the family and may include civic participation goals such as attending school and community meetings and participating in community problem-solving.

0 1 2 3 4

COMMENTS: All 15 families who were housed in the TSA program developed a Family Service Plan. 3 families exited without completing the program.

- B. At least 1 adult in each family will be enrolled in an educational or vocational training program during their residence at TSA.

0 1 2 3 4

COMMENTS: At least 1 adult in each family (100%) was enrolled in an educational or vocational training program. 6 were enrolled in high school programs, 1 in welding classes, 3 at NCC, 2 at Lincoln Tech and 6 at LCCC.

- C. 50% of adult residents will complete their individual Goal Plan upon exiting the program.

0 1 2 3 4

COMMENTS: 3 of the 6 families (50%) who exited the program completed their goal plan. They left the program successfully and reached their goals, including receiving their Section 8 Housing Voucher, passing their driver's license exam and completing educational and financial milestones. 3 families left before completing their goal plans.

- D. 50% of families will move into permanent housing when they leave TSA.

0 1 2 3 4

COMMENTS: 3 of the 6 families (50%) exited the program and moved into permanent housing.

GOAL 8 Children residing in TSA will have opportunities to improve their education and maintain school enrollment.

Performance Targets:

- A. 95% of school-aged children will attend school regularly during their residency.

0 1 2 3 4

COMMENTS: All 11 school-aged children (100%) attended school regularly during their residency.

- B. 50% of school-aged children will participate in after-school/extracurricular programs.

0 1 2 3 4

COMMENTS: All 11 school-aged children (100%) participated in after-school/extracurricular program.

- C. 50% of school-aged children will participate in organized summer activities.

0 1 2 3 4

COMMENTS: 10 of the 11 school-aged children (91%) participated in organized summer activities; 1 child stayed at home.

- D. 90% of pre-school-aged children will be enrolled or on the waiting list for educational programs such as Early Head Start, Head Start, and Reading Clubs.

0 1 2 3 4

COMMENTS: 12 of the 16 pre-school-aged children (75%) are enrolled in a daycare program with an educational component (83% of goal).

GOAL 9 TSA families will have the opportunity to pursue a healthy lifestyle.

Performance Targets:

- A. 80% of adult TSA residents with an identified drug and alcohol, domestic violence, mental health or mental retardation problem will seek professional treatment.

0 1 2 3 4

COMMENTS: All 8 residents (100%) with identified problems were in treatment.

- B. All residents will receive information regarding affordable dental care, vision screenings, lead level testing (up to age 5), and medical screenings.

0 1 2 3 4

COMMENTS: All residents received information regarding affordable dental care, lead level testing, and medical screenings.

GOAL 10 Families will continue to move toward self-sufficiency after leaving TSA.

Performance Targets:

- A. 85% of the families completing the TSA program will remain in suitable housing at least 3 months after leaving the program.

0 1 2 3 4

COMMENTS: Of the 3 families who successfully completed the program, only 2 have been out long enough to reach their 3 month milestone. Both of these families (100%) remain in suitable housing.

- B. 60% of the heads of household completing the TSA program will be pursuing further education or employed in jobs consistent with their training 3 months after leaving the program.

0 1 2 3 4

COMMENTS: All the families (100%) who successfully completed the program have an adult employed or pursuing further education.

- C. All TSA families will receive a community resource book.

0 1 2 3 4

COMMENTS: The community resource book was distributed to all TSA families.

FERRY STREET APARTMENTS

GOAL 11 Homeless families will have opportunities to move toward self-sufficiency while residing in the Ferry Street Apartments (FSA).

Performance Targets:

- A. 10 families will be housed in the FSA for an average of 18 months and will develop their Family Service Plans that will include educational, vocational, and financial goals for the family and for individuals in the family and may include civic participation goals such as attending school and community meetings, and participating in community problem-solving.

0 1 2 3 4

COMMENTS: All 14 families housed in the FSA program developed a Family Service Plan. 3 families exited without completing the program.

- B. At least 1 adult in each family will be enrolled in an educational or vocational training program during their residence at FSA.

0 1 2 3 4

COMMENTS: 14 of the 16 adults (88%) in the program were enrolled in an educational or vocational training program. 2 were enrolled in high school, GED and ESL classes, 9 at NCC, 1 at Kutztown University, 1 at PA Business School and 1 at Lincoln Technical School.

- C. 50% of adult residents will complete their individual Goal Plan upon exiting the program.

0 1 2 3 4

COMMENTS: 2 of the 5 families (40%) who exited the program completed their goal plan. They left the program successfully and reached their goals, including receiving their Section 8 Housing Voucher, passing their driver's license exam and completing educational and financial milestones. 3 families left before completing their goal plans (80% of goal).

- D. 50% of families will move into permanent housing when then leave FSA.

0 1 2 3 4

COMMENTS: 4 of the 5 families (80%) exited the program and moved into permanent housing.

GOAL 12 Children residing in FSA will have opportunities to improve their education and maintain school enrollment.

Performance Targets:

- A. 95% of school-aged children will attend school regularly during their residency.

0 1 2 3 4

COMMENTS: All 8 school-aged children (100%) attended school regularly during their residency.

- B. 50% of school-aged children will participate in after-school/extracurricular programs.

0 1 2 3 4

COMMENTS: All 8 school-aged children (100%) participated in after-school/extracurricular program.

- C. 50% of school-aged children will participate in organized summer activities.

0 1 2 3 4

COMMENTS: 6 of the 8 school-aged children (75%) participated in organized summer activities.

- D. 90% of pre-school-aged children will be enrolled or on the waiting list for educational programs such as Early Head Start, Head Start, and Reading Clubs.

0 1 2 3 4

COMMENTS: 7 of the 8 pre-school-aged children (88%) are enrolled in a daycare program with an educational component.

GOAL 13 FSA families will have the opportunity to pursue a healthy lifestyle.

Performance Targets:

- A. 80% of adult FSA residents with an identified drug and alcohol, domestic violence, mental health or mental retardation problem will seek professional treatment.

0 1 2 3 4

COMMENTS: All 3 residents (100%) with identified problems are in treatment.

- B. All residents will receive information regarding affordable dental care, vision screenings, lead level testing (up to age 5), and medical screenings.

0 1 2 3 4

COMMENTS: All residents received information regarding affordable dental care, lead level testing, and medical screenings.

GOAL 14 Families will continue to move toward self-sufficiency after leaving FSA.

Performance Targets:

- A. 85% of FSA families completing the program will retain suitable housing at least 3 months after leaving the program.

0 1 2 3 4

COMMENTS: All 3 families who successfully completed the program remain in suitable housing.

- B. 60% of FSA families completing the program will be pursuing further education or employed in jobs consistent with their training 3 months after leaving the program.

0 1 2 3 4

COMMENTS: All the families (100%) who successfully completed the program have an adult employed or pursuing further education.

- C. All FSA families will receive a community resource book.

0 1 2 3 4

COMMENTS: All FSA families received the community resource book.

COMMUNITY AND STAFF

GOAL 15 Staff members will raise awareness of homelessness and involve community members in assisting families in overcoming homelessness.

Performance Targets:

- A. 6 individuals from PIC, high schools, and/or colleges will complete internships or semester-long volunteer projects using Sixth Street Shelter as their worksite.

0 1 2 3 4

COMMENTS: 18 individuals completed internships or semester-long volunteer projects at the shelter

- B. Staff will make 12 public presentations throughout the greater Lehigh Valley.

0 1 2 3 4

COMMENTS: Staff made 60 public presentations including 1 interview with PBS and 3 interviews with Channel 69.

- C. Staff will produce a Sixth Street Shelter newsletter 3 times per year.

0 1 2 3 4

COMMENTS: Staff produced 4 newsletters, exceeding our goal by 1.

- D. In collaboration with community members, community groups, educational institutions, and local businesses, staff will develop and implement 12 volunteer projects per year.

0 1 2 3 4

COMMENTS: There were 43 volunteer projects this year, not including the holiday program. Total volunteer hours were 4,514.

- E. The Shelter will receive in-kind donations of furniture, household supplies, and food from 100 community donors.

0 1 2 3 4

COMMENTS: Over 596 in-kind donations from 346 donors were received.

GOAL 16 Residents (Sixth Street Shelter, TSA, and FSA) and community members will receive financial aid or other assistance to move toward self-sufficiency through the Sixth Street Shelter Scholarship Fund.

Performance Targets:

- A. 15 individuals will be helped towards self-sufficiency with financial assistance from the SSS Scholarship program for GED fees, driver-training lessons, books, and other appropriate fees.

0 1 2 3 4

COMMENTS: 32 current residents, former residents and community members received financial assistance from the SSS Scholarship program.

GOAL 17 Sixth Street Shelter staff members will be involved in coalitions, boards, and/or committees complimenting CACLV, which may include, but not be limited to: Project Child, the Lehigh County Conference of Churches, the Latino Leadership Alliance, Weed and Seed, and the Society of Volunteer Administrators.

Performance Targets:

- A. 6 of the program staff will be involved.

0 1 2 3 4

COMMENTS: 8 staff members were involved in committees, boards and coalitions including: Latino Leadership Alliance, CAPERS, West Ward Neighborhood Partnership, Allentown Commission for Ending Homelessness, Weed & Seed, Society of Volunteer Administrators, CACLV Safety Committee and Greening Committee, Pathways Support Committee, LV Shelter Group, Lehigh Valley Coalition on Affordable Housing, and Women's Leadership Initiative.

**ANNUAL WORK PLAN
WORK READY
2009-2010**

MISSION: The mission of Work Ready is to prepare TANF recipients for the world of work.

SUPPORTED WORK PROGRAM

DESCRIPTION: The Supported Work Component (SWC) is intended to prepare and assist clients who have been receiving Temporary Assistance Needy Families (TANF) for less than 60 months to obtain unsubsidized employment and provide up to six months of vocational and educational job readiness activities with employment as a final goal.

OUTREACH SERVICES

DESCRIPTION: The purpose of the Outreach Services Component is to locate TANF clients who have become unreachable, restoring communication with the CAO, so that they can avoid any sanctions and become involved in employment and training activities that lead to self-sufficiency.

STRATEGIC PLAN: I, II

SUPPORTED WORK PROGRAM

GOAL 1 **The Supported Work Program (SWP) will provide assistance to recipients of TANF as they move from Welfare to work.**

Performance Targets:

A. At least 24 of 30 SWP participants will find employment of at least 20 hours per week, earning at least \$7.80 per hour.

0 1 2 3 4

COMMENTS: Twenty-one participants have become employed. Twelve of twenty-one employed participants earned less than \$7.80 per hour.

B. At least 12 SWP participants will be placed in employment with medical benefits.

0 1 2 3 4

COMMENTS: Nine participants have secured employment with medical benefits.

C. Of those SWP participants placed in employment, 17 will remain working for three continuous months; SWP will continue to work with these individuals for at least (6) months after they have found employment or are participating in allowable activities.

0 1 2 3 4

COMMENTS: Twelve participants have been working for at least three months.

- D. 26 of SWP participants will be enrolled in the appropriate work activities completing the number of hours and meeting the federal requirements.

0 1 2 3 4

COMMENTS: SWP has achieved an average of 88% participation rate of one hundred and twenty-one participants served.

- E. SWP will visit at least 10 workplaces to determine placement prospects.

0 1 2 3 4

COMMENTS: *(See attached list)*

- F. SWP will survey all individuals served by the program to ascertain effectiveness of effort.

0 1 2 3 4

COMMENTS: WR has begun the process of surveying participants. A mass mailing to past participants is in progress. The initial survey was completed by students on site. This survey focused on case management effectiveness. The second survey focused on overall program evaluation.

- G. Two eligible TANF recipients will enhance their employability through participation in work experience consisting of twenty (20) hours of fully subsidized paid employment, combined with a minimum of five (5) hours of classroom study or other training programs.

0 1 2 3 4

COMMENTS: Three TANF recipients have been enrolled into the Paid Work Experience program.

- H. Extended Services will be offered to a limited number of participants for a total of nine months. During this time each participant, who must be working at least 20 hours per week, will receive intensive case management, job coaching, mentoring, and employer intervention as needed. The SWP Extended Service Program also provides for other services as needed, such as financial assistance with car repair in an emergency, child care, clothing allowances, bus fare, and other expenses to help ease the transition to new employment.

0 1 2 3 4

COMMENTS: Extended services have been offered to all employed participants meeting the 20 hours minimum requirement. The services offered included car repairs, bill payment assistance, rental assistance, bus tickets, car purchases (12), and vehicle insurance assistance.

OUTREACH SERVICES

GOAL 2 Outreach Services will locate and provide services to TANF clients who are at risk of being sanctioned by their CAO and help them to become restored to compliance.

- A. 80 TANF recipients not in compliance will be located, interviewed, and evaluated by the Outreach Worker and referred to their Case Worker at their CAO to restore their status.

0 1 2 3 4

COMMENTS: The Outreach Program has received fifty-nine referrals for the program year. During the year several attempts were made to increase referrals for the Outreach Program by attending the Local Management Meetings and direct contact with both Lehigh and Northampton Counties welfare staff.

- B. At least 80 participants will become compliant with the CAO's requirements, and return to their work and/or educational activities.

0 1 2 3 4

COMMENTS: Eighty percent of the fifty-nine served were compliant with the CAO's targeted objectives.

ADMINISTRATION

GOAL 3 The program will be removed from the Department of Public Welfare's probationary status.

0 1 2 3 4

COMMENTS: The Work Ready Program was removed from probation on May 27, 2010 after our annual monitoring visit.

**ANNUAL WORK PLAN
WEST WARD NEIGHBORHOOD PARTNERSHIP
2009-2010**

DESCRIPTION: The West Ward Neighborhood Partnership will implement the ten-year Strategic Neighborhood Revitalization Plan for the West Ward of Easton.

MISSION: The mission of the Revitalization Program for Easton's West Ward will encompass a comprehensive strategy to improve the quality of life to all segments of the community through building lasting relationships with community organizations, law enforcement agencies, schools, State and local government, and the private sector.

**GUIDING
PRINCIPLES:**

STRATEGIC PLAN: II

GOALS AND PERFORMANCE TARGETS

GOAL 1 Pending action by PennDOT, the revitalization of the 600 block of Northampton Street should be completed by the end of 2009.

Performance Targets:

A. Continue to work with and monitor the performance of Barry Isett & Associates, Inc., project engineers.

0 1 2 3 4

COMMENTS: Project completed.

B. Recruit 2 new businesses into the block.

0 1 2 3 4

COMMENTS: No business development done due to staff changes.

GOAL 2 Apply for a second Elm Street Residential Reinvestment grant for \$250,000 to provide physical improvements to the community housing stock.

Performance Targets

A. Develop new guidelines for a second round of residential façade improvement projects that adhere to Green Building and Historic Rehab Standards.

0 1 2 3 4

COMMENTS: Elm Street Funding is no longer available.

GOAL 3 Work with residents and City officials in locating and improving the safety and appearance of sidewalks, including sidewalk repair and replacement.

Performance Targets

- A. Complete 18 sidewalk projects including one innovative sidewalk/storm water project as a model project for future sites.

0 1 2 3 4

COMMENTS: Six sidewalks were completed and 5 more will be completed by September 30, 2010.

GOAL 4 Assist business owners in upgrading their facades and/or signage to project a more appealing image to the community.

Performance Targets

- A. Complete 5 business signage projects.

0 1 2 3 4

COMMENTS:

- B. Complete 3 business façade projects.

0 1 2 3 4

COMMENTS: WWNP was not awarded the grant to implement this goal.

GOAL 5 Work in conjunction with the City of Easton’s Community Forester and the Environmental Advisory Council to continue an ongoing, long-term tree planting and maintenance program in the West Ward. (UE)

Performance Targets:

- A. Continue the urban forestry program begun in 2007-2008, planting at least 100 trees.

0 1 2 3 4

COMMENTS: We have planted over 300 trees.

- B. Provide technical assistance and maintenance of newly-planted trees to residents and businesses.

0 1 2 3 4

COMMENTS:

- C. Begin to plan for a community arboretum.

0 1 2 3 4

COMMENTS: The community arboretum was started. Native species were planted along the 600 Block of Northampton Street for the first phase of this goal.

GOAL 6 Continue to subcontract with the Boys & Girls Club for the operation of the Teen Center located at 1101 Northampton Street.

Performance Targets:

- A. Work to gain 25 new Club members while supporting the program activities and conduct an evaluation twice-yearly, using performance measures developed by the Community and Human Services Committee.

0 1 2 3 4

COMMENTS: 77 new Club members from the West Ward were gained. 178 unduplicated teens participated in program activities at the Boys and Girls Club.

GOAL 7 Improve community participation, volunteerism, and leadership, and leverage community talent and resources. (UE)

Performance Targets:

- A. Strengthen the structure within each of the 8 cantons, recruit canton leaders, and hold canton organization meetings.

0 1 2 3 4

COMMENTS: The new Program Manager started May 2010; reorganization of cantons will be accomplished during September 2010.

- B. Hold monthly canton meetings and three all-canton meetings by June 30.

0 1 2 3 4

COMMENTS: See above.

- C. Complete preparation and disseminate a revised “West Ward Compact” that adheres to US Green Building Standards for Neighborhood Development and describes urban ecology goals.

0 1 2 3 4

COMMENTS: A “West Ward Compact” was drafted and is being revised for reading level and to reduce content by December 2010.

- D. Continue to compile a directory of community assets related to its Urban Ecology and cultural heritage.

0 1 2 3 4

COMMENTS: WWNP is working with Lafayette College, the City of Easton, and the Easton Business Association in the compilation of a directory.

GOAL 8 Integrate neighborhood identity, historic preservation programs, and urban ecology initiatives into a neighborhood marketing campaign. **(UE)**

Performance Targets:

- A. Identify significant neighborhood features in the West Ward.

0 1 2 3 4

COMMENTS: The Urban Conservator and a Landscape Architect Intern from Philadelphia University have identified significant neighborhood features.

- B. Continue the next phase and complete the study begun in 2008 to gain recognition of the West Ward as a Historic District.

0 1 2 3 4

COMMENTS: A landscape architect intern from Philadelphia University has prepared a portfolio of the properties that may be included in the Historic District Designation. WWNP’s staff is working with the City of Easton to complete the study and file for recognition.

- C. Develop and distribute brochures and other printed and electronic and media items, through neighborhood meetings and workshops.

0 1 2 3 4

COMMENTS: At all meetings and workshops in and outside of the West Ward, including adjacent areas such as Phillipsburg, NJ, a copy of the West Word, the program’s newsletter, is distributed. The West Word is also being distributed to all residents of the West Ward through a partnership with Northampton County Prison – Work Release Program.

GOAL 9 Expand the options for affordable, energy-efficient sustainable housing to historic standards, in the West Ward. **(UE)**

Performance Targets:

- A. Conduct 2 neighborhood-wide workshops on housing rehabilitation and green and energy conservation measures.

0 1 2 3 4

COMMENTS: Workshops were completed by participants from the Green Design Lab at Lafayette College. Copies of the workshop materials are available at the WWNP's office for residents or other interested parties that could not attend the workshops.

- B. Seek commitments from funders for renovating vacant/blighted properties to historic and green standards in coordination with the Green Design Laboratory.

0 1 2 3 4

COMMENTS: This was achieved by CACLV with commitments from the LVCLT and funding from Air Products.

- C. Provide housing counseling to 5 families and assist 1 family in purchasing a home.

0 1 2 3 4

COMMENTS: 13 householders were provided counseling and 3 families purchased homes in the West Ward.

- D. Conduct 50 walk-through home visits to suggest historic rehabilitation and energy saving, green measures.

0 1 2 3 4

COMMENTS: This was completed by the Consultant-Urban Conservator.

- E. Hold first annual Lafayette College symposium/workshop on the rehabilitation of affordable housing to adhere to Historic Rehabilitation, Green Building Standards and Urban Ecology.

0 1 2 3 4

COMMENTS: A workshop offered by the Green Design Lab regarding Green Building Standards and Urban Ecology and Historic Rehabilitation was offered to students, faculty and residents. It was not considered a symposium.

GOAL 10 Improve the climate for economic development and employment opportunities for neighborhood residents. (UE)

Performance Targets:

- A. Provide technical assistance 5 to and micro-loans to 2 West Ward new or existing businesses.

0 1 2 3 4

COMMENTS: Technical Assistance and Micro Loans were provided by The Rising Tide, though no micro loans were awarded in the West Ward.

- B. Work with 2 contractors to provide job training to 10 neighborhood residents.

0 1 2 3 4

COMMENTS: The new Program Manager expects to work on this goal for 2nd quarter of 2011.

- C. Conduct 2 workshops to begin creation of a new comprehensive transportation plan.

0 1 2 3 4

COMMENTS: Lafayette College Professor Erol Ulucakli and Lafayette students have started to create a transportation plan.

- D. Conduct 2 projects for “complete streets”, alternative transportation, and nuisance abatement.

0 1 2 3 4

COMMENTS: See above.

GOAL 11 Provide technical assistance for new and developing green businesses, and develop a job training program with contractors to prepare workers to work in the areas of green technology and housing rehabilitation. (UE)

Performance Targets:

- A. Conduct 2 information sessions with 10 prospective businesses and developers.

0 1 2 3 4

COMMENTS: A Lafayette Economics student intern is completing research and recommendations for Green Business district that will be used to develop a job training program.

- B. Provide technical assistance to 3 new or existing businesses committed to community sustainability and green standards.

0 1 2 3 4

COMMENTS: See above.

GOAL 12 Initiate and participate in programs that provide for greater safety for neighborhood children.

Performance Targets:

- A. Expand “Safe Passages/Safe Havens” programs, in collaboration with Weed and Seed, the Easton Police Department, and other neighborhood organizations to include 40 sites.

0 1 2 3 4

COMMENTS: The Easton Area School District discontinued the “Safe Passages/ Safe Havens” program. The WWNP has continued to work with Weed and Seed and the Easton Police Dept. on safety programs at Centennial Park, Bike Rodeos, and the elementary school.

- B. Partner with Easton Block Watch in fingerprinting and providing photo IDs for 100 children.

0 1 2 3 4

COMMENTS: This goal was not accomplished due to breakdown of ID machine (Police Dept).

GOAL 13 Provide opportunities for neighborhood children to learn about urban ecology, as well as the performing and visual arts. (UE)

Performance Targets:

- A. 30 children-at-risk will join a Kids in Community (KICS) mentoring program and have an opportunity to work with resident artists at Lafayette College.

0 1 2 3 4

COMMENTS: 30 children participated and worked with 33 Lafayette College students and artists.

- B. Kids in the Community (KIC) will participate in the creation of 25 backyard and community organic gardens and orchards, and receive nutrition education as part of the process. (See 12C)

0 1 2 3 4

COMMENTS: 33 children participated in the creation of 30 backyard gardens and received nutrition education in partnership with the School of Natural Learning.

- C. 15 Boys and Girls Club Teens will take charge of the community garden they produced in 2008, guided by Master Gardeners.

0 1 2 3 4

COMMENTS: The Lynn St. garden proved to be too inaccessible for teens to work, so they were reassigned to work at the 10th and Pine Streets community garden, guided by a Master Gardener. 10 Teens are participating in the program.

GOAL 14 Promote watershed conservation and education and mechanisms for preserving the neighborhoods sustainability within the watershed, assess neighborhood open space, and develop backyard gardens and orchards. (UE)

Performance Targets:

- A. Meet with the Delaware Riverkeeper Organization and other stakeholders to develop an Upper Delaware River watershed education plan, monitoring, and conservation program.

0 1 2 3 4

COMMENTS: Water monitoring is being conducted every month with representatives of the Delaware Riverkeeper Network and the Bushkill Creek Conservancy. 13 teens are participating.

- B. Develop replicable sustainability standards and advocate for policies to support their implementation.

0 1 2 3 4

COMMENTS: The Green Design Lab, the Tech Clinic at Lafayette College, and two Morris T. Foundation Interns are preparing the standards to be presented for review and comments.

- C. Collaborate with five other communities.

0 1 2 3 4

COMMENTS: The Urban Conservator/Consultant worked with five other communities: Santa Fe, Bloomington, Indiana, Germantown, PA, Harrisburg, PA, and Ridgeway, PA.

- D. Initiate and conduct a second Lafayette College Technology Clinic with a topic to be determined.

0 1 2 3 4

COMMENTS: The second Tech Clinic worked on the energy efficiency of two homes in the West Ward, purchased through the LVCLT.

- E. Implement 25 backyard and community organic gardens and orchards with neighborhood residents and partners and provide nutrition education. (See 11B)

0 1 2 3 4

COMMENTS: Thirty backyard gardens and 5 community gardens were established.

GOAL 15 Develop new recreation areas, open space projects, and urban trails. (UE)

Performance Targets:

- A.** Begin to develop a feasibility study for a new recreation area in the Lehigh River flatlands and the escarpment.

0 1 2 3 4

COMMENTS: An RFP was awarded to Simone Collins, who will have a feasibility study completed by September 30, 2010.

- B.** Begin the development of an urban trail in the West Ward.

0 1 2 3 4

COMMENTS: Planning and development of an urban trail has started along with the City of Easton, Lafayette College, Simone Collins, and other partners.