

Community Action Development Corporation of
Allentown

ANNUAL WORK PLAN

July 1, 2011 – June 30, 2012

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT CORPORATION
OF ALLENTOWN
2011 - 2012**

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 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

TIER 1 ESSENTIAL GOALS

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. At least one hundred (100) participants will enroll in the Start Your Business Class. (Tier 1)
- 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. (Tier 1)
- C. At least twenty-two (22) of the thirty (30) residents will be from the City's Focus area. (Tier 1)
- D. At least four (4) of the twenty-two (22) Focus area residents will be from the Weed and Seed area. (Tier 1)
- E. Of the thirty (30) residents indicated above, ten (10) will have made substantial progress toward the establishment of new businesses. (Tier 1)
- 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. (Tier 1)
- 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. (Tier 1)
- 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. (Tier 1)

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. (Tier 1)
- B. Of the twenty-five (25) noted above, at least fifteen (15) will be from the Focus area. (Tier 1)

- 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. (Tier 1)
- D. Provide business start-up information and technical assistance to at least twenty (20) entrepreneurs not included in goal #1 above. (Tier 1)
- 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. (Tier 1)
- F. At least five (5) jobs will be created through a combination of all the technical assistance efforts indicated above. (Tier 1)
- G. Contact twenty-five (25) previous SYB graduates to offer technical assistance. (Tier 1)

GOAL 3 Low-income individuals will create their own business and increase the capacity of their small business.

Performance Targets:

- A. At least fifteen (15) low-income entrepreneurs will receive business start-up information and technical assistance to encourage them to start their own business by December 31, 2011. (Tier 1)
- B. A total of eight (8) low-income prospective business owners will meet with staff at least four times for in-depth technical assistance to enhance their business through information and assistance on such topics as marketing; cleaning up credit problems; developing a sound business plan; and applying for start-up loans from commercial lenders or the Rising Tide Community Loan Fund by December 31, 2011. (Tier 1)
- C. At least twenty (20) low-income business owners will complete a detailed business analysis with the guidance of staff by December 31, 2011. (Tier 1)
- D. At least ten (10) low-income business owners will connect with community resources by December 31, 2011. (Tier 1)
- E. At least twenty-five (25) existing businesses will receive technical assistance on such topics as the improvement of credit, accounting and record keeping procedures, marketing and borrowing opportunities by December 31, 2011. (Tier 1)

GOAL 4 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 (3) special events to promote the Seventh Street corridor. (Tier 1)
- B. Publish at least three (3) bi-lingual newsletters which provide information on the Main Street project and promote the Seventh Street corridor. (Tier 1)
- C. The volunteer network will continue to expand and will conduct at least two (2) volunteer-supported events focusing on the Seventh Street corridor. (Tier 1)
- D. At least three (3) additional merchants will become members of the Seventh Street Development

Committee. (Tier 1)

GOAL 5 Collaborate with the City of Allentown and the Seventh Street area merchants, residents and property owners to expand the Façade Program.

Performance Targets:

- A. Complete eight (8) commercial facades during the program year. (Tier 1)
- B. Complete three (3) residential facades during the program year. (Tier 1)

GOAL 6 Implement the Neighborhood Partnership Program in conjunction with KNBT, PPL and the Steering Committee.

Performance Targets:

- A. Award at least twelve (12) incentive grants for HVAC upgrades, electrical and lighting improvements, and similar property enhancements. (Tier 1)
- B. Complete two (2) projects that will upgrade or enhance the streetscape along the 7th Street corridor. (Tier 1)
- C. At least one hundred (100) teenagers will participant in program initiatives. (Tier 1)
- D. Monitor and support Old Allentown/Elm Street project priorities and meet with OAPA representatives at least fifty (50) times during the program year. (Tier 1)
- E. Complete three (3) façade improvements and two (2) physical improvements in the area connecting Main Street and Elm Street. (Tier 1)
- F. At least three (3) businesses on 7th Street will receive professional services and additional professional services will be identified and purchased as needed for special events. (Tier 1)

GOAL 7 Begin implementation of the Jordan Heights Neighborhood Plan.

Performance Targets:

- A. At least ten (10) additional residents will become members of the Old Fairgrounds neighborhood associations. (Tier 1)
- B. At least three (3) landlords will become involved in Old Fairgrounds neighborhood association. (Tier 1)
- C. At least fifteen (15) neighborhood residents will form a Jordan Heights homeowner association. (Tier 1)
- D. A new youth resource website will receive a minimum of fifty (50) hits per month. (Tier 1)
- E. At least twenty-five (25) youth will participate in programming developed for 625 Chew Street. (Tier 1)
- F. At least fifty (50) households in the Jordan Heights neighborhood will have porch lights installed and will participate in the Bright Lights program . (Tier 1)
- G. At least fifteen (15) youth will participate in the re-established Start Your Business Summer Youth Camp. (Tier 1)
- H. The Allentown Police Department will implement daily police foot patrols. (Tier 1)

- I. At least five (5) newly recruited police officers will participate in cultural sensitivity training. (Tier 1)
- J. At least fifty (50) youth will participate in programming at the newly re-built Stevens Park. (Tier 1)
- K. At least thirty-five (35) area youth will have the opportunity to play at the open 625 Chew Street play lot. (Tier 1)
- L. At least three hundred (300) households will receive materials designed to encourage homeownership in the Jordan Heights neighborhood. (Tier 1)
- M. Potential homeowners will have at least one (1) lease-option in the Jordan Heights neighborhood. (Tier 1)
- N. At least three (3) employees of Sacred Heart Hospital will participate in a new employer-assisted housing program. (Tier 1)
- O. At least three (3) new block captains will become involved with the Jordan Heights initiative. (Tier 1)
- P. People First Credit Union will expand service by at least six (6) hours per week. (Tier 1)
- Q. At least fifteen (15) youth residents will participate in the creation of the Parks and Open Space Service Enterprise (POSSE). (Tier 1)

TIER 2 IMPORTANT GOALS

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

- A. At least ten (10) growers / vendors will participant in the market. (Tier 2)
- B. Growers and vendors will participate in the weekly market for a minimum of fifteen (15) weeks. (Tier 2)
- C. At least five (5) teen-agers will participate in the weekly growers' market serving as ambassadors, helpers or running a youth enterprise. (Tier 2)

GOAL 9 Purchase office building for CADCA office relocation.

- A. Identify building to purchase. (Tier 2)
- B. Identify capital needs. (Tier 2)
- C. Develop relocation plan. (Tier 2)

RESOURCE ASSESSMENT

RESOURCES NEEDED FOR PROGRAM	Full/Budgeted
Annual Budget	782,314
Fundraising Target Amount (fundraising goal)	119,533
Staffing if fully staffed	9
Volunteer hours/Number of volunteers	1,200 / 130