

**ANNUAL WORK PLAN
COMMUNITY ACTION DEVELOPMENT CORPORATION OF BETHLEHEM
2017-2018**

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

MEASURABLE OUTCOMES

The 1994 Amendment to the CSBG Act, in response to GPRA, specifically mentioned a requirement for CSBG eligible entities to provide **outcome measures** to monitor success in three areas: promoting self-sufficiency, family stability, and community revitalization.

The CSBG Monitoring and Assessment Task Force (MATF) supported by the Administration for Children and Families, Office of Community Services (OCS), and the U.S. Department of Health and Human Services produced a National Strategic Plan in 1996. This **plan identified national goals for community action** that specifically addressed these three areas, identifying them as “family” and “community” goals. MATF added “agency” goals to complete the plan.

Outcome measurement is a systematic way to assess the extent to which a program has achieved its intended results. Outcome measurement proves *correlation, not causation*.

Six National Goals

- Goal 1.** Low-income people become more self-sufficient. (Family)
- Goal 2.** The conditions in which low-income people live are improved. (Community)
- Goal 3.** Low-income people own a stake in their community. (Community)
- Goal 4.** Partnerships among supporters and providers of services to low-income people are achieved. (Agency)
- Goal 5.** Agencies increase their capacity to achieve results. (Agency)
- Goal 6.** Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

Program Goals Aligned with the Six National Goals

Goal 1: Low-income people become more self-sufficient.

Action #1: Provide entrepreneurial skill training and technical assistance to potential and current business owners.

Outcome #1: At least 25% of a random sample of current business owners will report increased sales in a one (1) year time period.

Outcome #2: At least 50% of a random sample of current business owners will report that their business was profitable in the past year.

Outcome #3: At least 50% of a random sample of current business owners will report that they expect their business to grow in the next year.

Goal 2: The conditions in which low-income people live are improved.

Action #1: Conduct community and economic development projects in target area.

Outcome #1: Property values will increase.

Outcome #2: Commercial vacancy rates will decrease.

ADDITIONAL PROGRAM GOALS AND PERFORMANCE TARGETS

GOAL 1 Businesses will be started or improved by individuals who are prepared for business challenges.

Performance Targets:

- A. At least 60 students will complete at least one module of the Start Your Business program. (Tier 1)
- B. At least 25% of enrolled students will be low-income. (Tier 1)
- C. At least 50% of enrolled students will be women. (Tier 1)
- D. At least 50% of the enrolled students will be residents of south Bethlehem. (Tier 1)
- E. At least 50 additional prospective and/or existing business owners will receive technical assistance. (Tier 1)
- F. At least 20 students who enroll in the Start Your Business program will complete four modules and graduate. (Tier 1)
- G. Of technical assistance participants, 25% will be low-income at time of intake. (Tier 1)
- H. At least 50% of technical assistance participants will be residents of south Bethlehem or have a business located there. (Tier 1)
- I. At least six (6) new businesses will be started by current or former Start Your Business or technical assistance participants; with at least four (4) businesses located in south Bethlehem. (Tier 1)
- J. At least four (4) businesses receiving technical assistance will expand. (Tier 1)
- K. At least 15 employment opportunities will be created as participants open or expand businesses. (Tier 1)

- L. At least 15 employment opportunities will be maintained as participants stabilize their businesses. (Tier 1)

GOAL 2 Improve the quality of life for residents and business owners in south Bethlehem by implementing community development projects guided by the Southside Vision Master Plan 2014-2024.

Performance Targets:

- A. Complete the Hayes Street tree project by pruning and fertilizing 40 existing trees and removing and replacing 11 dead or dying trees. (Tier 1)
- B. Engage at least 300 Southside residents and business owners in community activities and festivals. (Tier 1)
- C. Promote and support at least four (4) youth activities in south Bethlehem in partnership with local organizations. (Tier 1)
- D. Initiate the Southside Proud! neighborhood marketing campaign in collaboration with community partners, including the production of a Southside logo use manual, the production of four (4) videos, and the production and distribution of additional merchandise. (Tier 1)
- E. Coordinate the extension of Southside Ambassadors cleaning services to the 4 Blocks International neighborhood. (Tier 1)
- F. Coordinate at least 6 volunteer activities to clean and/or weed Tranquility Park, Lopes International Park, and Parham Park. (Tier 2)
- G. Include at least 30 south Bethlehem residents and 15 business owners in community-based projects, organizing, and/or Southside Vision committees. (Tier 1)

GOAL 3 Encourage current and prospective business owners to participate in training and events as part of a network of micro-businesses in the Lehigh Valley through the Start Your Business program.

Performance Targets:

- A. Conduct two (2) business networking events with at least 50 former participants to help develop supportive, mutually-beneficial relationships. (Tier 2)
- B. Prepare at least 25 participants with networking tools, tips and resources to take the most out of the networking events. (Tier 2)

GOAL 4 Assist business owners in becoming certified as women- and minority-owned businesses.

Performance Targets:

- A. Advise at least ten (10) business owners on becoming certified as women- and minority-owned businesses and assist three (3) of those in becoming certified. (Tier 2)

GOAL 5 Recruit Bethlehem residents and organize activities to create better quality housing.

Performance Targets:

- A. Complete six (6) residential façades in targeted areas. (Tier 1)
- B. Identify at least 15 problem properties in south Bethlehem, report information to the City, and work with the City to aggressively enforce codes. (Tier 2)
- C. Educate at least 15 tenants on their rights and responsibilities regarding code enforcement and property maintenance. (Tier 2)
- D. Engage at least 30 residents in community meetings regarding housing in south Bethlehem. (Tier 1)

GOAL 6 Expand the availability of marketing assistance to businesses in Northampton County.

Performance Targets:

- A. Provide 45 minutes of technical marketing assistance coaching sessions with business development professionals to one (1) businesses every other month through the Marketing Advisory Group. (Tier 1)
- B. Assist five (5) businesses with developing a website and online marketing capability. (Tier 1)
- C. At least 50% of the businesses who have received marketing assistance will increase their digital presence metrics (Facebook likes, website hits, email marketing responses, online purchases). (Tier 1)
- D. Businesses receiving marketing assistance will improve the viability of their businesses by expanding access to markets, thereby increasing sales revenue by at least 10% over the prior year. (Tier 1)