



STRATEGIC PLAN

2018-2023



Pennyrile Allied Community Services, Inc.

Board Approved Jan. 14th, 2019

- Updated Jan. 13th, 2020
- Updated Jan. 11th, 2021
- Updated Jan. 10th 2022

Pennyrile Allied Community Services, Inc.
1100 S. Liberty Street
Hopkinsville, KY

HISTORY OF THE AGENCY

Pennyrile Allied Community Services, Inc. (PACS) is a private, non-profit agency-chartered July 1, 1974 upon the submission of Articles of Incorporation to the Office of the Kentucky Secretary of State. As a special district, PACS is fully accountable to the local Fiscal Courts and the public to whom it must make an annual report of its budget, services, service area, executive officers and members of its governing Board of Directors.

The Pennyrile CAA was created on July 1, 1966 and resided in the Christian County Courthouse. There were 10 staff members for 3 counties. (Christian, Todd and Trigg) Also in 1966 the Hopkins-Muhlenberg CAA was created and was housed in the Baker-Hickman Building. There were 9 staff members for the 2 counties.

From the beginning the following Programs were administered:

- Community Service Administration
- Summer Head Start
- Family Planning
- Self Help

July 1, 1974 – merged into a 9-county Community Action Agency to match with the area development district. (added additional counties of Caldwell, Crittenden, Lyon and Livingston to merged community action agency)

PACS began providing many services including Full-time Head Start, CETA programs, Manpower programs, Employment programs, Aging programs, transportation services.

In 1979, the PACS Board of Directors fired Executive Director Fred Porter because of money management and also told Washington that PACS would no longer operate the Head Start program, which was our largest funded program.

In late 1979, John Tedder was appointed as PACS Executive Director. John served as Executive Director until his retirement on May 1, 2011.

In 1981, Community Service Administration no longer funded community funds and this was directed to the State. The Kentucky General Assembly earmarked that these funds coming into the state would be funded directly to the local community action agency

In 1988 PACS decided to go under the Ky. State Retirement System which provides staff with retirement opportunities which they had not had before. New benefits were offered each year to increase the benefits for staff. Those include vision insurance, dental insurance, annual (vacation) and sick leave, life insurance, etc.

Harold Monroe was appointed as the new Executive Director on March 16, 2015 and currently serves in this capacity. As of our last audit dated June 30, 2016, we have grown our funding to become a \$12,799,606 agency. Our current staff is just under 300 persons.

PURPOSE

The purpose of this strategic plan is to help guide our Community Action Agency towards becoming more efficient and effective at battling poverty in our service area. This strategic plan will allow our agency to focus our efforts towards meeting specific goals to better serve our community. Assessment of threats and weaknesses will create focus areas that we can then target with a plan of action in order to eradicate or lessen the effects of found improvement areas. This plan of action will be reassessed continually, examining successes and failures, so that this strategic plan can be updated to maintain relevance to our goals and increase our agency's chance of success in completing these goals.

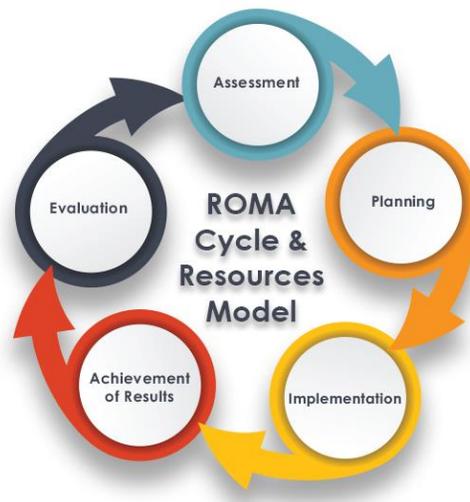
MISSION STATEMENT

“Empowering low-income individuals to become self-reliant through community service, assistance, education, and partnerships”



PROCESS

Pennyrile Allied Community Services uses the “Results Oriented Management and Accountability” cycle to ensure continuous improvement and to implement changes that permanently increase our effectiveness to the community. This process will reveal key findings from our service areas that our agency can integrate with the national goals for Community Action Agencies (CAA) to better complete our mission and serve our community.



Assessment:

S.W.O.T. analysis was the first step in creating the strategic plan and was set into motion through participation from Program Directors and Board Members. Each participant was asked to name the strengths, weakness, opportunities and threats to Pennyrile Allied Community Services. The hope of this exercise was to gather information from sources outside of management regarding the future of our agency.

Another source of data that was utilized during the strategic planning process was the Community Needs Assessment. This data was collected from our CSBG eligible clients, faith-based organizations, private sector, community partners, educational institution, health care agencies, and local governments and reports what these entities view as needs for improvement in the community. This information was used to consider what PACS could address within our service area. Customer Satisfaction Data was also collected through various programs and will be considered during the planning process on the effectiveness of our agency.

Planning:

Findings were collected, summarized and ranked in order of recurring themes. S.W.O.T. findings were linked and compared to the data from our Community Needs Assessment and Customer Satisfaction Data.

The reports revealed key areas of improvement enabling clients to become more self-reliant. The program directors met once more to discuss the findings and experiences reporting customer satisfaction surveys. Most clients report being satisfied with their interaction with PACS while acknowledging a lack of understanding all the services PACS provides.

TOOL	RESULTS
SWOT	<ul style="list-style-type: none"> • Majority of staff/board listed funding cuts as a threat/weakness
NEEDS ASSESSMENT	<ul style="list-style-type: none"> • Clients want to become more independent • Employment, Education, & Housing were listed as being the most needed
CUSTOMER SATISFACTION	<ul style="list-style-type: none"> • Clients seemed to be satisfied with our services • Have little to no knowledge of programs offered by agency.

Implementation:

Based on these efforts, PACS determined which strategies to include as part of our five-year strategic plan. Our goals and their successes are based on the National Community Action Network Theory of Change, and our current level of funding. Any changes to our funding may or may not require reconsideration of these strategies. The goals with specific strategies will be implemented with communication to the staff on their responsibilities, along with documentation of efforts and reporting of outcomes.

Achievement-Results:

Results of these strategies will be reviewed during routine staff meetings and reported to the board on an annual basis. These results will be communicated with our community and partners in PACS' annual report.

Evaluation:

Strategies for goal accomplishment will be reviewed to determine relevance, along with any revisions from data collected through the community needs assessment, customer satisfaction data, and/or input from our community. Perceived success or failure of strategies will be considered during the creation of future strategic plans.

PENNYRILE ALLIED COMMUNITY SERVICES, INC.

Strategic Plan Update

January 11th, 2021

National Goal 1: Individual and families with low incomes are stable and achieve economic security.

Objective 1: Health Services

Strategy: Assist clients in understanding their options for health care (tutorial on purchasing and maintaining health insurance in a one-on-one setting). **(Family)**

- **FY19: 214 Applications Completed to obtain Health Insurance**
- **FY20: 2,369 Application Completed to obtain Health Insurance**
- **FY21: 6,787 Applications Completed to obtain Health Insurance (Josh Wilhelm)**

Objective 2: Housing (Weatherization)

Strategy 1: Clients will obtain housing evaluations to inform them of hazards/needs beyond scope of weatherization to prolong tenability. **(Family)**

- **July 2019- December 2019: 34 Clients obtained housing evaluations to inform them of hazards. Documented by Kentucky Green Reports. (Susan Marsh)**
- **July 2020- 38 Clients obtained housing evaluations to inform them of hazards. Documented by Kentucky Green Reports. (Susan Marsh)**
- **FY21: 42 Clients obtained housing evaluations to inform them of hazards, Documented by KY Green Reports & KY Hancock Reports. (Susan Marsh)**

Strategy 2: Staff will complete housing evaluations beyond scope of weatherization to inform clients of potential hazards/needs regardless of eligibility. **(Family)**

- **July 2019- December 2019: 34 Clients obtained housing evaluations to inform them of hazards. Documented by Kentucky Green Reports. (Susan Marsh)**
- **July 2020- 38 Clients obtained housing evaluations to inform them of hazards. Documented by Kentucky Green Reports. (Susan Marsh)**
- **FY21: 42 Clients obtained housing evaluations to inform them of hazards, Documented by KY Green Reports & KY Hancock Reports. (Susan Marsh)**

Strategy 3: Clients will obtain energy conservation educational materials to teach how to save on cost and help efficiency. **(Family)**

- **July 2019- December 2019: Each client received educational material on energy conservation (Susan Marsh)**
- **July 2020- Each client received educational material on energy conservation.**
- **FY19: 20 Individuals attended a Weatherization class hosted at the Livingston County CSBG Office documented by sign-in sheets. (Misty Noel)**
- **FY21: All in classes have been postponed due to COVID-19 Pandemic (Krista Groves)**

Strategy 4: Staff will provide education on energy conservation to all clients during pre-inspection regardless of eligibility. **(Family)**

- **July 2019- December 2019: Every potential client received educational material on energy conservation. (Susan Marsh)**
- **July 2020- Every potential client that contacted our staff received materials on how to lower energy usage. (Susan Marsh)**

Objective 3: Basic and Emergency Needs (All Documented by CASTiNET reports)

Strategy 1: Clients will receive case management to allow specific strategies to be given from coordinators on education, employment, budgeting, housing, nutrition, and health. **(Family)**

- **FY19: 499 clients received Case Management. (Misty Noel)**
- **FY20 366 clients received Case Management. (Krista Groves)**
- **1,007 clients received Case Management. (Krista Groves)**

Strategy 2: Provide heating/energy assistance and other emergency programs to eligible individuals. **(Family)**

- **FY19: 8,539 households received assistance through LIHEAP totaling \$1,528,503.45**
 - **LIHEAP Crisis (FY 2018-2019) \$1,128,781.45 on 5,641 households**
 - **LIHEAP Subsidy (FY 2019-2020) \$399,722 on 2,898 households (Misty Noel)**
- **FY20: 9,213 households received assistance through LIHEAP totaling \$1,988,413.20. LIHEAP was extended to include a Spring Subsidy Component during the COVID-19 Pandemic. (Krista Groves)**
- **FY21: Households received assistance through LIHEAP totaling**
 - **LIHEAP Winter Crisis (FY 2020-2021) \$1,275,665 on 3,821 households**
 - **LIHEAP Fall Subsidy (FY 2020-2021) \$593,041.57 on 3,458 households**
 - **LIHEAP Spring Subsidy (FY 2020-2021) \$396,250 on 2,287 households**
 - **LIHEAP Summer Cooling Crisis (FY 2020-2021) \$888,190 on 3,480 households**
 - **LIHEAP Summer Cooling Subsidy (FY 2020-2021) \$628,577.49 on 3,650 households (Krista Groves)**

Strategy 3: Clients will receive heating/energy assistance and other emergency programs. (Family)

- *FY19: \$212,107.36 spent on 1700 households for services including; Housing, Educational, Employment, Gardening and Emergency Services. (Misty Noel)*
- *FY20: \$1,628,538.13 spent on 9,131 households for services including, Housing, Educational, Employment, Gardening and Emergency Services. (Krista Groves)*
- *FY21: \$426,171 spend on 963 households for services including: Housing, Educational, Employment, Gardening and Emergency Services. (Krista Groves)*

Objective 4: Family Preservation

Strategy: Families with children who are referred from DCBS will participate with the in-home service program to make their family more independent. A one-year follow up will be conducted to evaluate the families progress. (Family)

- *FY19: During calendar year 2019 approximately 103 families with children were referred by DCBS to participate with the in-home service programs to make their families more independent. A one-year follow up was conducted on all families. The total number of children in these families numbered 201, of these 180 were still with their family at the one-year follow up. This demonstrates a 90% success rate within the Family Preservation Programs (FPP) of keeping children with their families one year after completion of the established intervention. This information is evidenced by statistical data submitted to CHFS on a monthly basis by FPP Director. (Christine Bustamante)*
- *In FY 20-21 216 families with 438 children identified as 'candidates' for out of home care were referred by DCBS to participate in the Family Preservation in-home service programs offered at PACS. These programs are provided to at risk families/children to help stabilize the family situation and enhance their autonomy and independence. To date, of the one-year follow ups completed, 93% of the children identified as "at risk of being placed into a foster home or other state facility" remain successfully in their home with their family of origin. This reflects a significantly higher rate of success regarding family stability than the expectations set forth in the FPP contracts (80% minimum expected per FPP contract). This information is evidenced by statistical data submitted to CHFS on a monthly basis by FPP Director, Christine Bustamante. (Christine Bustamante)*

Objective 5: Tax Counseling for the Elderly (T.C.E.)

Strategy: More senior citizens will have their taxes completed free of charge. **(Family)**

- ***FY19: Total Number of Taxpayers Assisted for 2019: 1,688 (Josh Wilhelm)***
- ***FY20: Total Number of Taxpayers Assisted for 2020: 1,323 ended a month early due to COVID-19. (Josh Wilhelm)***
- ***FY21: Total Number of Taxpayers Assisted for 2021: 1,278 Completed Returns; Still combating COVID-19 (Josh Wilhelm)***

Objective 6: Aging

Strategy: Increase participation in Senior Centers to keep individuals 60+ of age in their own home versus having to be placed in assisted living facilities. **(Family)**

- ***FY19: The daily attendance in the senior centers have increased annually by 931. (Documented by SAMS Database Reporting System) (Rachel Newman)***
- ***FY20: The Senior Centers have been closed since March 2020 due to COVID-19.***
- ***FY21: Participation has increased in FY21 in the Senior Centers. Due to COVID-19 the centers are not back to full capacity. (Rachel Newman)***

National Goal 2: Communities where people with low incomes lives are healthy and offer economic opportunity

Objective 1: Health Services

Strategy 1: Staff will include materials for education on health insurance terminology and procedures while conducting monthly outreach events in the community. **(Community)**

- ***FY19: Staff participated in 5 Community events documented by sign-in sheet/meeting minutes (Misty Noel)***
- ***FY19: Assister staff have attended over 110 events to distribute educational information regarding health insurance. (Josh Wilhelm)***
- ***FY20: Events have been halted due to Governor Mandates of Limited Capacity due to COVID-19 Pandemic. (Josh Wilhelm)***
- ***FY21: Events held via social media or other meeting software due to COVID-19 (Josh Wilhelm)***

Strategy 2: All contacts at community events will receive educational materials and materials will be reported as being distributed monthly. **(Community)**

- *FY19: Staff hosted or attended 13 Community meetings documented by sign-in sheet/meeting minutes (Josh Wilhelm)*
- *FY20: Events have been halted due to Governor Mandates of Limited Capacity due to COVID-19 Pandemic. (Josh Wilhelm)*
- *FY21: Events held via social media or other meeting software due to COVID-19 (Josh Wilhelm)*

Objective 2: Transportation

Strategy 1: City Transit will add another route to current intercity transportation. **(Community)**

- *FY19: We have not added a route yet. There are funding issues, we believe the state would offer up half of the funding, but we do not have a partner yet to pick up the other half and we don't have the funds to do the other half alone. (Ken Johnston, Transportation Director)*
- *FY20: We have not added any routes due to funding and Covid pandemic this year but will continue to evaluate another route and funding resources. (Vickie Pennington, Transportation Director)*
- *FY21: We have separated the deviations from our routes by using another bus and this has made all our city routes on time for the hour routes. Making all the city routes more dependable to use when trying to get some place at a certain time. (Vickie Pennington)*
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Strategy 2: Increase radio coverage and visibility for expansion. **(Community)**

- *FY19: Through the Intercity Budget (5311f), PACS has advertised its Nashville route non-stop for over 18 months and is in the budget to continue. On this advertisement is the PACS name several times and the Web address for the agency. (Ken Johnston, Transportation Director)*
- *FY20: PACS has suspended the Intercity Nashville routes off and on during the Covid 19 pandemic depending upon the Governor's suggested recommendations on social distancing. We have communicated this on the radio and website. The website site was updated for easier access to the different transportation options PACS offers. (Vickie Pennington, Transportation Director)*
- *FY 21: Mask and social distancing is still in effect this is continuing to be communicated and a contributing factor for any expansion for this route. We take into consideration the covid positivity rates and use a 10% rate to determine if we run this route. We have continued to watch the positivity rates and inter city has continued off and on during this year. We are currently running this route but post on our website if we suspend transportation services for this route. (Vickie Pennington)*

Objective 3: Aging

Strategy: Increase participation in Senior Centers to keep individuals 60+ of age in their own home versus having to be placed in assisted living facilities. **(Community)**

- ***FY19: The daily attendance in the senior centers have increased annually by 931. (Documented by SAMS Database Reporting System) (Rachel Newman)***
- ***FY20: The Senior Centers have been closed since March 2020 due to COVID-19.***
- ***FY21: Participation has increased in FY21 in the Senior Centers. Due to COVID-19 the centers are not back to full capacity. (Rachel Newman)***

Objective 4: All Programs

Strategy 1: Agency/staff will have a proactive approach to public speaking at community venues. **(Community)**

- ***FY19: 8 Public speaking events conducted by Transportation Director Ken Johnston***
- ***FY20: Speaking Events have been halted due to COVID-19 Pandemic.***
- ***FY21: Limited Community Engagement; Virtual due to COVID-19 Pandemic***
- ***FY21: Some public speaking events have gone to in person and Vickie Pennington is attending to communicate with the updates on the transportation needs.***
- ***FY21: FPP staff frequently attends and/or hosts community events and trainings. This allows for the education of the community participants on the services offered through FPP and other PACS programs including LiHEAP, Weatherization, and Assessors. Trainings have included “My Body, My Choice” and “Bridges Out of Poverty” – and have been attended by the general public and specific community partners.***
- ***FY21: Many local businesses and community partners have received training on identifying, reporting, and preventing human trafficking through FPP’s Community Collaboration for Children (CCC) grant. (Christine Bustamante)***

Strategy 2: Participate in community meetings to allow PACS input and offer services to other community organizations. **(Community)**

- ***FY19: Muhlenberg Health Coalition Meetings attended by Ken Johnston***
- ***FY21: Muhlenberg Health Coalition meetings have resumed in person by Vickie Pennington***
- ***FY20: United Way Meetings have been held virtually to communicate our Aging and RSVP Programs.***
- ***FY21: United Way Meetings still held virtually to practice social distancing***

- FY19: FPP staff participated in community meetings to allow PACS input and to offer services to other community organizations. FPP Direct and Supervisors participate in in-service meetings with regional (The Lakes) DCBS offices. This allows for discussion of concerns, reminders regarding services offered, and the dissemination of additional information regarding other programs offered by PACS. FPP Director participates in DCBS Regional Management Meetings to discuss administrative issues, provide updates on services, and to address concerns which may present as impediments to the use of PACS services. Director also attends quarterly FPP Director Meetings in Frankfort to ensure PACS has a voice in the discussions and decisions being made regarding FPP. This information is evidenced by invitations and agendas from these meetings. (Christine Bustamante)***
- FY21: FPP staff participated in various community meetings to allow PACS input and to offer services to other community partners. (Christine Bustamante)***
- FY21: FPP Director and Supervisors have participated in in-service meetings with regional (The Lakes) DCBS offices (virtual) -which has included all DCBS staff from regional supervisors to front-line workers. These meeting allow for the discussion of concerns, reminders of program services and requirements, and to provide DCBS staff with information regarding other programs offered by PACS to assist their clients. (Christine Bustamante)***
- FY21: FPP Director participates in DCBS Regional Management Meetings to discuss and address administrative level issues, share information regarding successes and/or impediments to service provision, and to continue building strong professional bonds with DCBS management level staff. (Christine Bustamante)***
- FY21: FPP Director and Assistant Director attend quarterly statewide Stakeholder's Meetings (virtual) regarding the Family First Title IV-E funding and services. This allows PACS to have a voice at the state and federal level regarding the types of services being offered in the Lakes region. (Christine Bustamante)***
- FY21: FPP staff participates in quarterly Title IV-E Evidence Based Practice (EBP) Fidelity Review meetings with representatives from CHFS in Frankfort, Title IV-E federal representatives, and state mental health professionals. This ensures services being offered are being performed at the highest level of quality possible – to date, PACS FPP has consistently met fidelity for the identified Evidence Based Practices***

(EBPs) during three of the last four fidelity reviews; and has expanded offered EBPs from one (1) to five (5). (Christine Bustamante)

Strategy 3: Staff will attend Inter-agency meetings held in all counties to influence the perception of PACS in the community. Measured by meeting attendance sheet. **(Community)**

- *FY19: FPP staff attends inter-agency meetings held in all 17 counties of The Lakes region of Western Kentucky to influence the perception of PACS in the community. Community Collaboration for Children (CCC) hosts 10 Regional Network meetings per year. This program also hosts meetings and events for community partners and the general public. At each event PACS is identified as the agency of origin for CCC and/or FPP, helping to influence the perception of the agency within the community. This information is evidenced by sign-in sheets and other documentation related to each meeting and event. (Christine Bustamante)*
- *FY21: Participation in the Regional Inter-Agency Councils (RIAC), in both the Pennyrile and Purchase regions of Western Kentucky. In January 2022, FPP Director Christine Bustamante was unanimously voted onto the RIAC committee as a voting member of the council. (Christine Bustamante)*
- *FY21: Participation in the Muhlenberg Health Coalition Meetings by Christine Bustamante (virtual). (Christine Bustamante)*
- *FY21: FPP's CCC program hosts 10 Regional Network meetings per year (virtual). At these, and all FPP events, PACS is identified as the agency of origin which helps influence the perception of the agency within the community. (Christine Bustamante)*

National Goal 3: People with low incomes are engaged and active in building opportunities in the community.

Objective 1: Focus Groups/Councils

Strategy: Increase participation and build better partnerships within the community by gaining input from low income focus groups and agency councils. **(Community)**

- ***FY19: 9 RSVP Council Meetings held in Christian, Hopkins, Muhlenberg, and Trigg Counties. Documented by sign in sheets, reported to funding sources. (Josh Wilhelm)***
- ***FY20: Some meetings have been held via web service, however most correspondence has been done via email due to COVID-19 Pandemic. (Josh Wilhelm)***
- ***FY21: Meetings resume in small numbers practicing social distancing; frequently virtual (Josh Wilhelm)***
- ***FY19: Staff conducted 9 Community Needs Assessment Meetings documented by sign in sheet/meeting minutes (Misty Noel)***
- ***FY20: Strategy 1: Staff conducted 9 Community Needs Assessment Meetings documented by sign in sheet/meeting minutes (Krista Groves)***
- ***FY21: Strategy 1: Staff conducted 9 Community Needs Assessment Meetings documented by sign in sheet/meeting minutes (Krista Groves)***

Agency Capacity Building: Expanding opportunities by increasing agency capacity, and diversification of funding sources.

Objective 1: Funding

Strategy 1: Utilize fund raising opportunities in the community. **(Agency)**

- ***FY19: Lemonade Shake Up Stands During key events (Josh Wilhelm)***
- ***FY20: Events have been brought to a halt due to COVID-19 Pandemic. (Josh Wilhelm)***
- ***FY21: Limited Community Engagement; Still Virtual due to COVID-19 Pandemic (Josh Wilhelm)***
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Strategy 2: PACS will create recurring fund-raising events to supplement programs as well as find other funding grants. **(Agency)**

- ***FY19: Still in planning process of creating a reoccurring fundraiser event. (Josh Wilhelm)***
- ***FY20: Fundraising events have been brought to a halt due to COVID-19. (Josh Wilhelm)***
- ***FY21: Fundraising mostly done by grant writing/applying for new grants (Josh Wilhelm)***
- ***FY21: PACS has applied for and is awaiting approval for a Behavioral Health Service Organization (BHSO) status which will allow for the billing of some services to Medicare, Medicaid, and private insurance companies. Services that will be billed include services***

offered by FPP, CCC, CSGB Case Management, and other PACS programs. (Christine Bustamante)

- *FY21: PACS has a medical records billing system in place through the FPP program – which will allow for increased revenue once the BHSO status is confirmed. (Christine Bustamante)*
- *FY21: FPP continues to write for additional grants as they become available. This includes funding for a local “Darkness to Light” curriculum and the Parent Engagement Meeting (PEM) grant to help decrease truancy. (Christine Bustamante)*
- *FY21: FPP Director is on the Systems of Care committee working to obtain additional funding through SAMHSA to address mental health issues in children and to strengthen families. (Christine Bustamante)*

Strategy 3: Be proactive about requesting donations from public and private benefactors/partners in the community. (Agency)

- *FY19: Our relationship with WellCare provided us with great information regarding positive health Impacts on the communities we serve based on information and data we sent them for over two years. After showing this information to representatives at the Felix Martin Foundation in Muhlenberg County, they believe we can present this to hospital boards and request additional funding from these facilities as well as our continuing relationship with the foundation. (Ken Johnston)*
- *FY19: FPP staff is proactive about requesting donations from public and private benefactors/partners in the community. To assist families with ensuring the safety of their children and stability of their families FPP staff has sought and secured donations from local businesses including Lowe’s, McGee Pest Control, and Walmart. This information is evidenced by letters placed in client files. (Christine Bustamante)*
- *FY20: Due to current economic conditions across the country due to COVID-19 Pandemic, all funding request have only been from previous sources. (Josh Wilhelm)*
- *FY21: Inflation has hurt many requests for funding; all funding requests have been from previous sources (Josh Wilhelm)*

Strategy 4: Create more opportunities for donations to be accepted by agency. (Agency)

- *FY19: Our relationship with WellCare provided us with great information regarding positive health Impacts on the communities we serve based on information and data we sent them for over two years. After showing this information to representatives at the Felix Martin Foundation in Muhlenberg County, they believe we can present this to hospital boards and request additional funding from these facilities as well as our continuing relationship with the foundation. (Ken Johnston)*
- *FY20: Requested funds from an additional 2 county governments for RSVP (Josh Wilhelm)*
- *FY21: Requested funds from additional local governments, were not awarded for RSVP. Will be*

requested from other entities (Josh Wilhelm)

Strategy 5: PACS will enhance donation platform on our website to allow allocation of funds and PACS will create a donation link to be utilized by staff at the end of each email. (Agency)

- **FY19:** *This function has not been added to website to date. (Josh Wilhelm)*
- **FY20:** *This function has been added to the website <http://www.pacs-ky.org/Give> but has not been added to email. (Josh Wilhelm)*

Objective 3: Volunteers

Strategy 1: Volunteers will be given the opportunity to serve at more stations to diversify volunteer's skill set and to be more active. (Agency)

- **FY19:** *There were 66 stations where volunteer opportunities were met from RSVP in FY2019 (Josh Wilhelm)*
- **FY20:** *There are 84 Active Stations where volunteer opportunities were met from RSVP in FY2020 (Josh Wilhelm)*
- **FY21:** *Stations being added for new service areas; Caldwell, Lyon, and Todd Counties (Josh Wilhelm)*

Objective 4: Raise Community Awareness

Strategy 1: PACS website will be overhauled and enhanced to allow ease of navigation through our organization. (Agency)

- **FY19:** *PACS Website in process of being built. To view progress visit <http://pacs.demo.i4.net/> (Lauren Wilson)*
- FY20:** *Our website was redeveloped to enhance ease of use for clients.*

Strategy 2: Social Media platforms will be utilized and updated. (Agency)

- **FY19:** *Social Media is now being used regularly to inform our community of PACS efforts throughout the year. <https://www.facebook.com/pacsky1/> (Lauren Wilson)*

FY20: *Social Media has been used more frequently due to COVID-19 Pandemic. (Josh Wilhelm)*

FY21: *Social Media has been the most useful tool in bringing awareness to PACS and its programs. Still rely heavily due to ongoing COVID-19 Pandemic. (Josh Wilhelm)*