

STRATEGIC PLAN

2018-2023

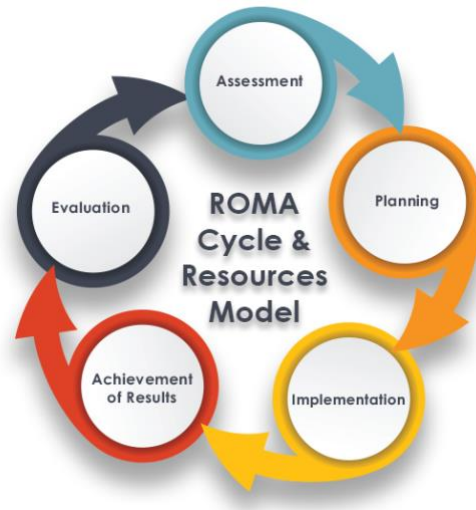


Pennyrile Allied Community Services, Inc.

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1100 S. Liberty Street
Hopkinsville, KY
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PROCESS

Pennyrile Allied Community Services will use 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, and report what our clients view as needs for improvement for 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, or input from our community. Perceived success or failure of strategies will be considered during the creation of future strategic plans.

CONCERN:	Clients becoming more independent and less reliant on assistance.	
NATIONAL GOAL #1 :	Individuals and families with low incomes are stable and achieve economic security.	
Objective:	Implement program specific strategies to increase client independence.	
PROGRAM	STRATEGY	MEASURABLE OUTCOME
Health Benefit Assisters	Clients will be given a tutorial on purchasing and maintaining health insurance in a one-on-one setting during application completion with assisters.	5% reduction in returning clients that need one-on-one assistance navigating health insurance application.
Weatherization	Clients will obtain housing evaluations to inform them of hazards/needs beyond scope of weatherization to prolong tenability.	Staff will complete house evaluations beyond scope of weatherization to inform clients of potential hazards/needs regardless of eligibility.
	Clients will be provided energy conservation education material to save on cost and help efficiency.	Staff will provide education on energy conservation to all clients during pre-inspection regardless of eligibility.
COMMUNITY SERVICES BLOCK GRANT (CSBG)	Each client will receive case management to allow specific strategies to be given from coordinators on education, employment, budgeting, housing, nutrition, and health.	10% increase in success rate of clients who are case managed in various areas
FAMILY PRESERVATION	Families with children who are referred from DCBS will participate with the in-home service program to make their family more independent.	85% of children will remain safely in their homes at the end of each intervention
		A one year follow up will be conducting to evaluate the families progress.

CONCERN:	Community has little to no knowledge of PACS services and opportunities offered.	
NATIONAL GOAL #2 :	Communities where people with low incomes live are healthy and offer economic opportunity	
HEALTH BENEFIT ASSISTERS	Staff will include materials for education on health insurance terminology and procedures while conducting required monthly outreach events in the community.	<ul style="list-style-type: none"> • 10% of all contacts at community events will receive educational materials. • Materials will be reported as being distributed monthly.
AGING	Increase participation in Senior Centers to keep individuals 60+ of age in their homes vs having to be placed in assisted living facilities	Senior participation in Centers of all 9 counties will increase by 6%
Tax Counseling for the Elderly (T.C.E.)	More taxes will be completed for the elderly free of charge.	Taxes filed by program will increase 5%
ALL:	Take a proactive approach to public speaking at community venues.	Each PACS Director will have 2 speaking engagements a year to allow audiences to learn more about the services we provide. Measured by documentation of purpose, attendance, and presentation of events.
ALL:	Participate in community meetings to allow PACS input and offer services to other community organizations.	Staff will attend Inter-agency meetings held in all counties to influence the perception of PACS in the community.
		Measured by meeting attendance sheet.
NATIONAL GOAL #3 :	People with low incomes are engaged and active in building opportunities in the community.	
Foster Grandparent Program	Guidelines set by program allow only income eligible individuals to volunteer for program	Volunteers help children one on one during school hours when teachers do not have the time to devote the special attention needed for student improvements.
Kentucky Transitional Assistance Program	The agency allows K-TAP recipients opportunities to assist duties to gain workplace experience and to help others in the community.	K-TAP recipients will help low-income clients apply for assistance from the agency by completing & filing applications and other various clerical work.
Senior Community Service Employment Program (SCSEP/Title 5)	The agency allows Title 5 participants to train up to 20 hours per week to obtain job skills to gain full time employment.	Title 5 participants complete an array of task in our agency to better service our low-income community. Including but not limited to clerical administrative work, cooking, cleaning, and any other task they wish to gain experience.

CONCERN:	Loss or reduction in funding from governmental entities.	
AGENCY GOAL:	Expanding opportunities by increasing agency capacity, and diversification of funding sources.	
Strategy:		Measures:
Utilize fund raising opportunities in the community		PACS will create recurring fund-raising events to supplement programs as well as find other funding grants.
Be proactive about requesting donations from public and private benefactors/partners in the community.		PACS will increase its proposed request to funding sources by 5%

<p>Create more opportunities for donations to be accepted by agency</p>	<ul style="list-style-type: none"> • PACS will enhance donation platform on our website to allow allocation of funds • PACS will create donation link to be utilized by staff at the end of each email.
<p>Increase presence of PACS, services offered, and other pertinent information on the internet through social media and website resources.</p>	<ul style="list-style-type: none"> • PACS website will be overhauled and enhanced to allow ease of navigation through our organization. • PACS website will be updated twice a month to stay current with changes to the organization. • Social Media platforms will be utilized and update every two months.
<p>Volunteers will be given the opportunity to serve at more stations to diversify volunteer's skill set and to be more active.</p>	<p>RSVP will add 10 stations to the current list of organization that participate in the program</p>
<p>City Transit will add another route to current intercity transportation</p>	<p>20% growth from addition of new bus and route</p>
<p>Increase radio coverage and visibility for expansion</p>	<p>6% boost in public transportation programs</p>
<p>Purchase of new application software to become more accessible on mobile devices for trip scheduling and confirmation</p>	<p>Reduce calls and wait times for clients.</p>