



CENTRAL KENTUCKY COMMUNITY ACTION COUNCIL

Strategic Plan 2026–2028

CKCAC MISSION STATEMENT

To empower individuals and families in poverty to achieve self-sufficiency and economic mobility through community partnerships and providing essential services in education, employment, aging and family support, nutrition, health, housing, and transportation.

Annual Updates

- 3.18.26- Approved by CKCAC Board of Directors

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Introduction

In this Strategic Plan, Central Kentucky Community Action Council, Inc. (CKCAC) outlines the critical community characteristics and needs which will guide development and innovation of the agency's anti-poverty programming over the next three years. The goals focus on improving the agency's overall operations as well as program-specific operations, including the types of services provided.

This plan was developed through a collaborative process involving key CKCAC and community stakeholders, the Board of Directors, staff, and clients. Community Needs Assessment surveys and Agency Client satisfaction surveys were used to focus the plan on client needs.

CKCAC was established in 1966 and primarily serves Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson and Washington counties, with a presence in 27 Kentucky counties. The agency employs approximately 260 staff and administers twelve programs under the leadership of Executive Director Bryan Conover, guided by a volunteer tripartite Board of Directors.

This Strategic Plan is a living document, adaptable to the changing economic, political, and cultural climate, and will be reviewed on an annual basis.

Research Methods

With customers in mind, this Strategic Plan was developed by incorporating Customer Satisfaction data and customer input that was collected through the Community Needs Assessment and customer satisfaction surveys from programs operated through CKCAC. CKCAC engaged in thoughtful assessment of needs, planning to meet those needs, implementation of programs and services designed to meet the needs, collection of data, and the analysis of this data by continuous use of the full ROMA Cycle. The agency's Nationally Certified ROMA Implementer was influential in the development of the Strategic Plan.

The Community Needs Assessment is administered in the summer, fall and winter and completed in the spring. This report consisted of surveying CKCAC clients, community organizations. Faith based, private sector, public sector and educational institutions in CKCAC's primary service region regarding their perceptions of what services/programs are needed and the major causes of poverty in their community. This report examined a wide range of variables in the service region such as poverty, health care, education, transportation, and employment.

Significant Community Needs Overview (2022–2025)

The following data from CKCAC’s Community Needs Assessment identifies the top community needs guiding this plan:

| Year | Housing (%) | Employment (%) | Education (%) | Key Themes |
|---------|-------------|----------------|---------------|--|
| 2022–23 | 64.1% | 64.0% | 48.5% | Rising rent, low wages, limited ECE |
| 2023–24 | 52.9% | 73.2% | 58.5% | Transportation barriers, childcare gaps |
| 2024–25 | 83.7% | 59.8% | 65.6% | Affordable housing crisis, post-secondary access |

Methodology and Acknowledgements

Utilizing Community Needs Assessment data, agency-specific needs, and program-specific needs, Central Kentucky Community Action Council implemented a team approach to our strategic planning process. Members of the strategic planning team included the Executive Director, Program Directors, and Finance staff. The Board of Directors also designated a member to help facilitate the conversations. CKCAC also contracted with a ROMA-certified professional for creation and review of the strategic plan for quality control and CSBG organizational standards compliance purposes.

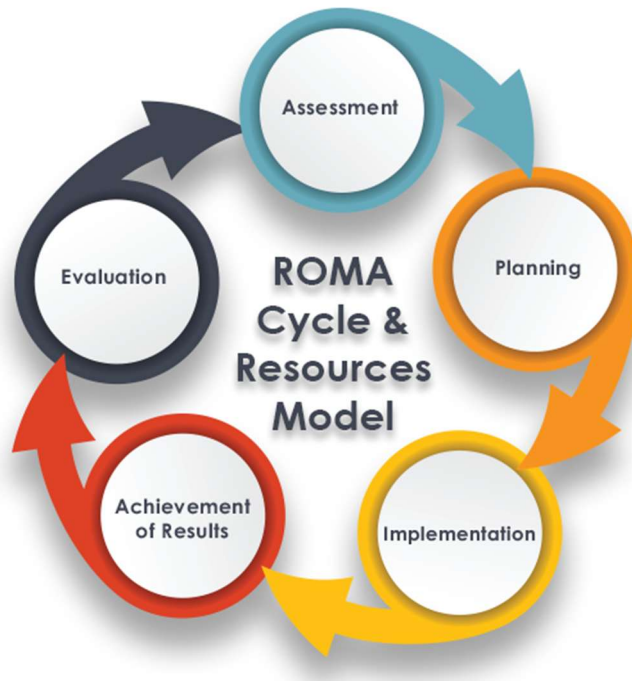
This strategic plan is approved by the agency Board of Directors and progress towards goals is reviewed and approved by the Board of Directors on an annual basis in compliance with Organizational Standard 6.5.

Throughout this Strategic Plan, goals are tied to the three national ROMA Goals. ROMA stands for Results-Oriented Management and Accountability. This design tool was created in 1994 by an ongoing task force of federal, state, and local community action officials — the Monitoring and Assessment Task Force. Based upon principles contained in the Government Performance and Results Act of 1993, ROMA provides a framework for continuous growth and improvement among more than 1,000 local community action agencies and a basis for state leadership and assistance toward those ends. The Performance Management Framework focuses on a model of continuous improvement. Implementing a comprehensive CSBG Performance Management Framework not only strengthens CKCAC to meet today’s challenges; but positions the agency for future growth and increased capabilities to achieve outcomes. Throughout the strategic plan, strategies, goals and objectives will be directly linked to one of the three ROMA goals.

ROMA Framework

All goals in this Strategic Plan are tied to one or more of the three national ROMA (Results-Oriented Management and Accountability) Goals:

1. **Self-Sufficiency (Family):** *Low-income individuals and families achieve economic security, stability, and independence.*
2. **Community Revitalization (Community):** *Communities where low-income people live are improved, offering better opportunities and increased safety.*
3. **Community Capacity Building (Agency):** *Partnerships are created and community, public, and private sector capacities are strengthened to support low-income people.*



Strategic Plan Accountability

| | |
|----------------------------|--|
| Executive Oversight | Executive Director and Leadership Team are responsible for implementing strategic initiatives. |
| Board Review | Annual progress updates presented to the Board of Directors for review and approval. |
| ROMA Compliance | All objectives linked to ROMA goals and reviewed through the full ROMA Cycle. |
| Plan Revision | Annual review and re-evaluation to respond to economic, political, and cultural shifts. |

PART I: AGENCY-WIDE STRATEGIC GOALS

GOAL 1: Strengthen CKCAC Workforce and Improve Service Delivery

ROMA Alignment: ROMA Goals 1 & 2

Strategic Objectives

- Enhance staff recruitment, retention, and professional development.
- Standardize agency-wide policies and procedures for personnel, finance, and travel.
- Foster a culture of accountability and continuous improvement.
- Reduce silos between programs to improve whole-family/household support for clients.
- Improve utilization of technology to create efficiencies and reduce financial strain.

Key Initiatives

- Achieve at least 3 Certified Community Action Professional (CCAP) graduates within the three-year plan period.
- Ensure at least one SHRM-certified (or equivalent) staff member is employed agency-wide.
- Maintain at least one ROMA Certified Professional on staff to support CSBG and strategic planning.
- Complete full review and editing of all CKCAC policies and procedures; develop agency-wide policy manual with program-specific sections.
- Strengthen performance appraisal processes for transparent accountability across CKCAC.
- Establish leadership team committees to lead cross-program collaboration and agency-wide initiatives.
- Partner with RFX Technologies to explore AI and technology solutions to improve CKCAC business practices.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|---|------------------------|-----------------------|--------------------|
| CCAP certifications earned | 3 graduates | By Dec 2028 | Executive Director |
| SHRM-certified staff on payroll | 1 staff member | By Dec 2026 | HR / Leadership |
| ROMA-certified professional on staff | 1 certified staff | Maintained throughout | Executive Director |
| Policy manual sections completed | 100% programs covered | By June 2027 | Program Directors |
| Staff completing annual performance appraisal | ≥95% completion rate | Annually | HR / Supervisors |
| Leadership committee meetings held | Quarterly minimum | Ongoing | Leadership Team |
| Technology improvement initiatives launched | ≥2 AI/tech initiatives | By Dec 2027 | RFX / Admin |

GOAL 2: Enhance Communication to Improve Agency Cohesion and Advocacy

ROMA Alignment: ROMA Goals 2 & 3

Strategic Objectives

- Improve internal communication channels and transparency.
- Strengthen community engagement and stakeholder relationships.
- Increase advocacy efforts for local, statewide, and federal policy decisions supporting CKCAC’s mission.

Key Initiatives

- Host quarterly agency-wide town halls (CKCAC Connections) to improve internal communication.
- Create and utilize annual employee climate surveys; strengthen exit interviews to inform retention strategies.
- Increase response rates for the annual Community Needs Assessment from clients, staff, and community members.
- Contract Lincoln Trail Communications (LINC) for multi-channel external communications including social media, press releases, and website improvements.
- Evaluate CKCAC Annual Impact Report creation and delivery methods to increase stakeholder engagement.
- Conduct annual visits to key elected officials and monthly digital advocacy communications; collaborate with NCAP, NCAF, CAK, NHSA, KHSA, and other professional organizations.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|------------------------------------|----------|--------------------|
| Agency-wide town halls (CKCAC Connections) held | 4 per year minimum | Annually | Executive Director |
| Employee climate survey participation rate | ≥75% response rate | Annually | HR Department |
| Community Needs Assessment response count | Year-over-year increase | Annually | Program Directors |
| LINC communications deliverables | Per contract milestones | Ongoing | LINC / Admin |
| Annual Impact Report engagement | Measurable distribution increase | Annually | Executive Director |
| Elected official visits/communications completed | Annual visits + 12 monthly digital | Annually | Executive Director |

GOAL 3: Diversify Funding Mechanisms through Programmatic and Strategic Growth

ROMA Alignment: ROMA Goals 1 & 2

Strategic Objectives

- Develop CKCAC affordable housing program through Kentucky Housing Corporation and public-private partnerships.
- Explore expansion opportunities within existing CKCAC programs to increase services and funding.
- Expand grant writing and fundraising capacity to foster additional funding streams.
- Strengthen partnerships with private and philanthropic sectors, including United Ways and Central Kentucky Community Foundation.

Key Initiatives

- Apply for Affordable Housing Trust Fund (or equivalent Kentucky Housing Corporation funding) to launch CKCAC Housing Program.
- Create initiative with local municipalities and private partners for multi-dimensional housing developments.
- Pursue expansion opportunities within CCNP, CCC, Transportation, Head Start, and Early Head Start programs. Explore additional program development opportunities, including Emergency Management/Response and Workforce Development.
- Hire or contract a grant writer or fundraising professional to increase fundraising capacity.
- Develop an intentional relationship management plan with local philanthropic agencies; assign CKCAC staff/Board liaisons to each key entity.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|---|----------------------------|--------------|---------------------|
| Affordable Housing funding applications submitted | 1+ applications | By Dec 2026 | Executive Director |
| New housing units or partnerships established | ≥1 partnership/development | By Dec 2028 | Executive Director |
| Grant writer / fundraiser hired or contracted | 1 resource on board | By Dec 2026 | Executive Director |
| New funding streams secured | ≥2 new revenue sources | By Dec 2028 | Grant Resource / ED |
| Philanthropic liaisons assigned | 100% of target entities | By June 2026 | Leadership Team |
| Program expansion plans developed | Plan for ≥1 program | By Dec 2026 | Program Directors |

PART II: PROGRAM-SPECIFIC STRATEGIC GOALS

Community Services Block Grant (CSBG) and HEAP

ROMA Alignment: ROMA Goals 1, 2 & 3

Three-Year Goals

- Explore “whole-family approach” delivery feasibility for CKCAC programs, beginning with CSBG structure.
- Increase technological solutions to strengthen CSBG and HEAP service delivery.
- Develop and enhance community partnership relationships to increase volunteer and financial support for all CKCAC programs.
- Strengthen internal staffing structures through fiscally responsible positions and staff development.

Initiatives

- Conduct site visits and research on whole-family service delivery models used by peer community action agencies.
- Create and lead a multi-program committee to develop whole-family delivery recommendations for Executive Director and Board.
- Leverage EmpowOR, Microsoft Suite, AI, and other technologies to enhance CSBG service delivery — including virtual intake, Teams communication, and client engagement tools.
- Devote staff time to strengthening community partnerships (Fiscal Courts, Chambers of Commerce, United Ways, CKCF, and others) to build sustainable fiscal and volunteer pipelines.
- Review current staffing structure and align recommendations with technology improvements and whole-family service delivery.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|------------------------------|--------------|------------------|
| Site visits / peer agency research completed | ≥3 site visits or reports | By June 2027 | CSBG Director |
| Whole-family committee recommendations delivered | 1 formal recommendation | By Dec 2027 | Committee Lead |
| Technology tools integrated into CSBG workflow | ≥2 tools (e.g., EmpowOR, AI) | By Dec 2027 | CSBG/Tech Lead |
| Community partnership meetings held per year | ≥4 per county annually | Annually | CSBG Director |
| Staffing structure review completed | 1 formal review | By Dec 2026 | CSBG Director/ED |

Head Start and Early Head Start

ROMA Alignment: ROMA Goal 1

Three-Year Goals

- Strengthen and sustain a high-quality, stable workforce.
- Enhance educational quality and classroom support.
- Deepen family and community engagement for holistic support.

Initiatives

- Implement targeted recruitment strategies and competitive compensation structures to attract qualified applicants.
- Expand professional development through ProSolutions, on-site coaching, conferences, and peer mentoring.
- Improve program-wide communication through direct report meetings, weekly email updates, suggestion boxes, and staff surveys.
- Strengthen curriculum fidelity across all centers using Frog Street Press and supplemental tools.
- Implement the Pyramid Model and Conscious Discipline for social-emotional development and challenging behaviors.
- Utilize ChildPlus and DRDP data systems to track progress and drive instruction.
- Redefine coaching roles to support classrooms and reduce staff burnout.
- Strengthen family partnerships through parent engagement activities, Brightwheel, Learning Genie, and personalized goal setting.
- Expand community agency collaboration to address health, housing, and employment needs.
- Enhance in-kind and non-federal share generation through increased parent and community engagement.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|---|--|---------------|-------------------|
| Staff turnover rate | <35% annually | Annually | HS Director |
| Professional development hours per staff | ≥40 hrs/year | Annually | HS Director |
| Curriculum fidelity assessment score | Meet/exceed program standards | Semi-annually | Curriculum Coach |
| Child developmental milestone attainment (DRDP) | ≥80% on track | Semi-annually | Classroom Staff |
| Parent engagement activities per year | ≥4 events per center | Annually | Family Engagement |
| In-kind / non-federal share generated | Meet NFS match required or approved OHS waiver | Annually | HS Director |
| Community agency partnerships active | ≥5 active MOUs | Annually | HS Director |

CKCATS Transportation Program

ROMA Alignment: ROMA Goals 1 & 2

Three-Year Goals

- Improve the general public’s knowledge of CKCATS transportation services, including Senior, Medicaid, Medicare, and Intercity transportation.
- Enhance safety techniques for drivers to reduce incidents and accidents.
- Increase the number of drivers on staff and improve driver retention for consistent, high-quality services.
- Explore expansion opportunities for new revenue streams and additional physical locations.

Initiatives

- Increase engagement in community events through CKCATS staff presentations and flyer distribution.
- Expand marketing efforts via print, digital, billboard, vehicle wrapping, and social media to raise awareness and recruit drivers.
- Track client transportation needs through surveys and transportation software to improve service delivery.
- Strengthen driver training with a focus on client engagement and safety for both new and experienced drivers.
- Review statewide and local expansion opportunities; leverage Bardstown, Elizabethtown, and Hodgenville footprints; explore CKCATS office purchase/construction in Grayson County.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|--------------------------|-------------|-----------------|
| Unduplicated clients served per year | Year-over-year increase | Annually | CKCATS Director |
| Safety incidents / accidents per 10,000 miles | Year-over-year reduction | Annually | CKCATS Director |
| Driver retention rate | ≥60% annually | Annually | CKCATS Director |
| Driver openings filled within 60 days | ≥80% of openings | Ongoing | HR / CKCATS |
| Community outreach events attended | ≥12 per year | Annually | CKCATS Staff |
| CKCATS Operation Site Expansion reviewed / funding applied | 1 new site evaluated | By Dec 2027 | CKCATS Director |

Kentucky Works Program

ROMA Alignment: ROMA Goal 1

Three-Year Goals

- Expand Kentucky Works staffing, services, and worksites to meet increased SNAP, KTAP, and other referrals under enhanced work requirements.
- Position Kentucky Works as a potential work-requirement administrator for Medicaid recipients under new legislation.
- Increase marketplace awareness and utilization of wage subsidy programs to expand employment options for clients.

Initiatives

- Increase the number of Kentucky Works-approved volunteer sites by 25% by April 2026.
- Increase unsubsidized placements in SNAP incrementally each year: up to 33 in 2026, 50 in 2027, and 75 in 2028.
- Advocate at the state level for Medicaid work requirement processing in partnership with Kynect, leveraging current proof-of-concept and overlap with existing Kentucky Works clients.
- Spend \$50,000 in wage subsidy by June 30, 2026, through targeted employer partnerships.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|--------------------------------------|-------------------|-------------------|
| Approved volunteer sites | +25% (vs. 2025 baseline) by Apr 2026 | Apr 2026 | KY Works Director |
| Unsubsidized SNAP placements | 33 (2026), 50 (2027), 75 (2028) | Annual milestones | KY Works Director |
| Wage subsidy dollars spent | \$50,000 by June 30, 2027 | June 2027 | KY Works Director |
| Medicaid work requirement advocacy actions | ≥2 formal submissions/meetings | By Dec 2026 | Exec Director |
| Clients placed in unsubsidized employment | Year-over-year increase | Annually | KY Works Staff |

Child Care Nutrition Program (CCNP)

ROMA Alignment: ROMA Goal 1

Three-Year Goals

- Increase branding and marketing efforts for CCNP.
- Expand the number of childcare homes and centers that CKCAC sponsors for CACFP.
- Utilize technology resources to streamline administrative processes and improve communication.

Initiatives

- Rebrand from “Unaffiliated Child Care Homes and Centers” to Child Care Nutrition Program, including new logo, collateral, and updated digital presence.
- Create market differentiation from other CACFP sponsors and expand marketing beyond the current service area.
- Develop a phased expansion plan to increase the number of Family Day Care Homes and Centers with reasonable timelines.
- Create a new staffing structure to support expansion and improve monitoring.
- Partner with ChildCare Aware for outreach at conferences and workshops across Kentucky.
- Partner with RFX Consulting to evaluate Microsoft technology resources and explore additional investments as needed.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|---|----------------------------------|--------------|---------------|
| Rebranding materials launched | Logo + collateral complete | By June 2026 | CCNP Director |
| Family Day Care Homes sponsored | Year-over-year increase per plan | Annually | CCNP Director |
| CACFP-sponsored centers | Year-over-year increase per plan | Annually | CCNP Director |
| Conference/community outreach presentations | ≥2 per year | Annually | CCNP Staff |
| Technology assessment completed | 1 formal report (RFX) | By Dec 2026 | CCNP/RFX |
| Marketing reach beyond service area | ≥1 new county or region reached | By Dec 2027 | CCNP/LINC |

Community Collaboration for Children (CCC)

ROMA Alignment: ROMA Goals 1 & 3

Three-Year Goals

- Continue providing In-Home Services through the CCC program to strengthen and preserve families.
- Through the Trail of Hope Regional Network, foster community partner relationships and attract new members.
- Continue serving current school district caseloads with the PEM program and expand to two additional districts in the Lincoln Trail region.

Initiatives

- Meet contract requirements by serving 30 families per contract year; continue monitoring for state expansion opportunities.
- Trail of Hope will continue to plan family events, conferences, and trainings focused on child abuse prevention, maintaining CKCAC leadership roles.

- Trail of Hope will collaborate with Regional Prevention Collaboratives to assume the regional action plan, including required trainings.
- Provide high-quality PEM services to reduce truancy and position CKCAC as a strong PEM contract provider for new district interest.
- Adjust staffing structure as PEM expansion occurs to improve caseload management.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|---|----------------------------|-------------|--------------------|
| Families served through CCC per year | 24 per contract year | Annually | CCC Director |
| Trail of Hope family events/trainings held | ≥2 per year | Annually | Trail of Hope Lead |
| Regional Prevention Collaborative meetings attended | All required meetings | Ongoing | CCC Director |
| New school districts added to PEM program | +2 districts | By Dec 2028 | CCC Director |
| PEM truancy cases resolved / improved | Year-over-year improvement | Annually | PEM Staff |

Senior Congregate Meal Program

ROMA Alignment: ROMA Goals 1 & 2

Three-Year Goals

- Improve Senior Center programming to increase participation in Congregate Meals.
- Streamline operations to control Congregate Meal expenses.
- Strengthen collaboration with CKCATS and the Senior Companion Program to ensure the highest-quality aging services.

Initiatives

- Create listening sessions at each Senior Center across the eight counties to understand seniors' needs; use data to improve program offerings.
- Utilize Community Needs Assessment data to identify areas for program growth.
- Create marketing efforts to increase awareness of each Senior Center and its opportunities.
- Create communication systems with Lincoln Trail Area Development District, Lincoln Trail Health Department, and CKCATS to improve service delivery.
- Submit a successful RFP to LTADD for a new three-year contract for Senior Congregate Meal and Senior Center operations.
- Set consistent communication schedules with the CKCATS Director and Senior Companion Program Director.
- Create a budget management plan with the CKCAC Finance Department to better track program expenses.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|-------------------------|--------------------|----------------------|
| Senior Center listening sessions completed | 1 per county (8 total) | By June 2026 | Senior Meal Director |
| Congregate meal participation / meals served | Year-over-year increase | Annually | Senior Meal Director |
| LTADD contract renewal secured | Successful RFP awarded | Per contract cycle | Exec Director |
| Program expense variance vs. budget | ≤2% over budget | Quarterly | Finance / Director |
| Cross-program coordination meetings held | Quarterly minimum | Quarterly | Senior Meal Director |

Senior Companion Program

ROMA Alignment: ROMA Goals 2 & 3

Three-Year Goals

- Increase the number of senior companion volunteers in the service area by 30% by July 1, 2027.
- Increase the average number of monthly service hours provided by 15% by July 1, 2027.

Initiatives

- Work with local media outlets to promote human interest stories to increase program awareness.
- Leverage CKCAC social media to promote the program and recruit volunteers.
- Implement breakout sessions by county at volunteer training meetings to better target needs.
- Create Volunteer Cards with photos, bios, and volunteer hour stats; connect with public and private partners for Companion “sponsorships” to increase non-federal share match.
- Collaborate with Senior Congregate Meal Director to leverage Senior Center programming as a value-add to Senior Companion Program development.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|-------------------------|-----------------|-------------------|
| Number of active senior companion volunteers | +30% vs. 2025 baseline | By July 1, 2027 | SCP Director |
| Average monthly service hours provided | +15% vs. 2025 baseline | By July 1, 2027 | SCP Director |
| Media stories / features published | ≥2 per year | Annually | SCP Director/LINC |
| Non-federal share generated through sponsorships | Year-over-year increase | Annually | SCP Director |
| County-specific volunteer training sessions | 1 per county annually | Annually | SCP Director |

Weatherization Program

ROMA Alignment: ROMA Goal 1

Three-Year Goals

- Develop long-term fiscal and operational sustainability of the Weatherization Program.
- Review the feasibility of returning to an in-house Weatherization crew to perform inspections, energy audits, and implement measures on potential Weatherization households.
- Implement more “Weatherization Readiness” grants to reduce deferrals.
- Leverage potential growth of the CKCAC Affordable Housing Program to strengthen Weatherization offerings.

Initiatives

- Evaluate Weatherization Program financial stability in light of state and federal administrative cost regulations; develop an appropriate staffing and fiscal structure.
- Assess feasibility of returning to an in-house crew — particularly if a CKCAC Affordable Housing Program is established, which could make an in-house crew viable for both programs.
- Expand access to Weatherization Readiness Funds (WRF) and state-level grants to repair structural barriers (e.g., roof leaks, mold) that cause deferrals.
- Blend and braid funding streams between Weatherization and Affordable Housing Programs for shared operational and fiscal stability.

Success Metrics

| Success Metric | Target | Timeline | Owner |
|--|---------------------------------------|--------------|-------------------------|
| Households weatherized per year | Meet or exceed state contract targets | Annually | Weatherization Dir. |
| Deferral rate of applicant households | Year-over-year reduction | Annually | Weatherization Dir. |
| WRF / Weatherization Readiness grant funds secured | Year-over-year increase | Annually | Weatherization Dir. |
| Financial sustainability assessment completed | 1 formal review/plan | By June 2026 | Exec Director / Finance |
| In-house crew feasibility report delivered | 1 report | By Dec 2026 | Weatherization Dir. |
| Funding streams blended with Affordable Housing | ≥1 blended initiative | By Dec 2028 | Exec Director |