



Minimizing Organizational Risk in Energy Programs and Partnerships

CAP Management & Leadership Conference | January 2018



Ray Judy | Energy Services Director, NASCSP

Eric Behna | Program & Policy Analyst, NASCSP





Weatherization Leveraged Partnerships Project

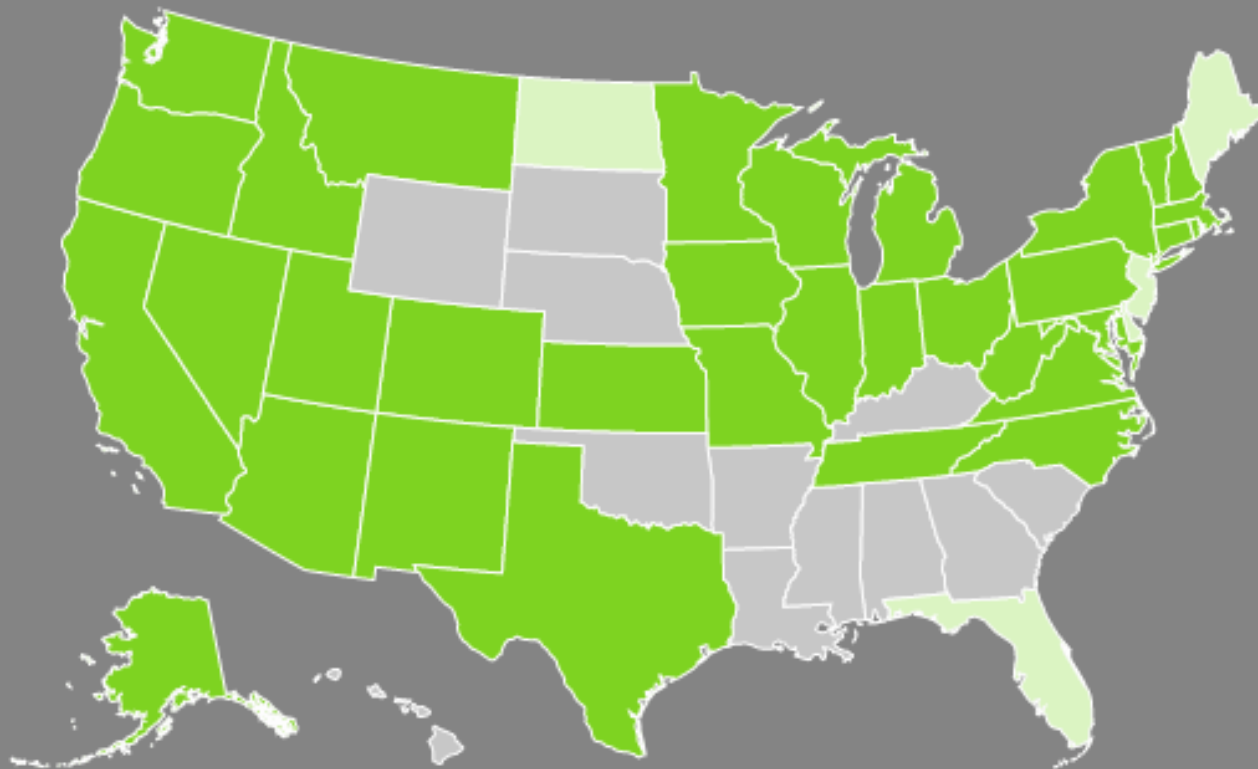
The project offers training and assistance for all WAP subgrantees in designing private partnerships and programs that leverage their local WAP expertise.

Meg Power, Executive Director, EOS
megpower@oportunitystudies.org

Natalie Kramer, Policy Associate, CAP
nkramer@communityactionpartnership.com

Weatherization Programs in 34* States Leveraged \$1 Million-\$50 Million of Non-Federal Funds in 2016

*an additional 4 programs leveraged less than \$1million



Source: NASCSP & WAP Leveraged Partnerships Project
Joint Funding Study

Weatherization Leveraged Partnerships Project Can Help

- Goal is increased impact of EE services for low-income households
- Our team can help with “start up” and with challenges in existing programs
 - Resources to share
 - Connection with experienced peers
 - Trainings and webinars like this one!

The Goal is Braided Funding Streams for a Larger Program with Greater Impact





Minimizing Organizational Risk Through State-Subgrantee Partnerships

- Stronger WAP Network → greater impact for low-income households
- Solid subgrantee – grantee relationships are key
- Collaborative effort with NASCS
 - Increase understanding of roles and responsibilities
 - Sharing of promising practices from around network
 - Motto of “Help Us Help You” to create high performing states
- At MLTC to reach Leaders
 - Ensuring a strong program with your oversight
 - Proactive about relationships and partnerships
 - Focus on big picture

CAP Management & Leadership Conference

- Welcome
- Introductions
- Objectives
 - The touches of Weatherizing a house
 - Roles and responsibilities within the WAP
 - How to be a strong WAP Sub-grantee
 - How CAP & NASCSP work together

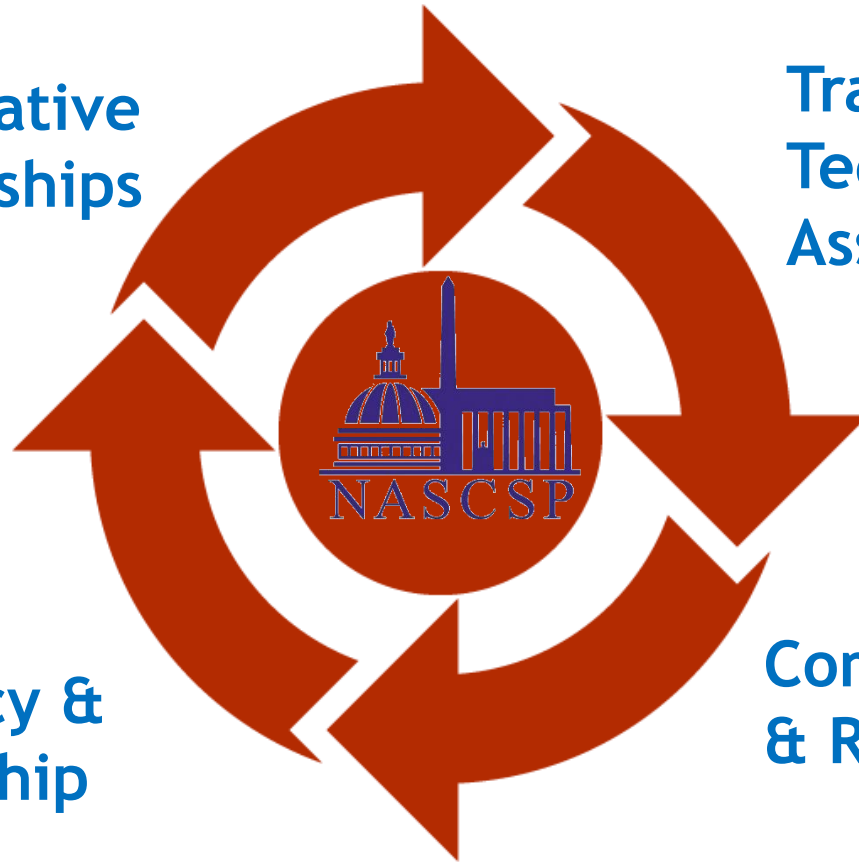
Agenda

- Roles and Responsibilities
- What does an Effective Grantee/Sub-Grantee Relationship look like?
- What makes a strong Grantee
- What makes a strong Subgrantee
 - Activity
- Minimizing Risk
- ACSI- Improving the Relationship
 - Focus: State Plan
 - Activity
 - Focus: Monitoring
- Activity: Reflection and Action Plan

NASCSP Core Strengths

**Building
Collaborative
Relationships**

**Training &
Technical
Assistance**



**Advocacy &
Leadership**

**Communications
& Resources**

NASCSP'S FEDERAL PARTNERS



NASCSP members are state administrators of the **U.S. Department of Health and Human Services (HHS)** Community Services Block Grant (CSBG) and **the U.S. Department of Energy's** Weatherization Assistance Program (DOE/WAP).

NASCSP provides research, analysis, training and technical assistance to [State CSBG and WAP grantees](#), Community Action Agencies, and State Associations in order to increase their capacity to prevent and reduce poverty and build economic and energy security.



**U.S. DEPARTMENT OF
ENERGY**

NASCSP'S NATIONAL PARTNERS



NASCSP Regions



Training and Technical Assistance

- ▶ Provide T/TA to State Offices
- ▶ Also present at state/regional conferences
- ▶ Program management, monitoring, federal regulations, production, blending funds, etc.



National Association for State Community Services Programs

WAP Training Services Menu

NASCSP's Energy Services Division offers standard and customized training and technical assistance in various aspects WAP management and administration. Contact NASCSP to set up a consultation to determine your T&TA needs, schedule a training, and learn about pricing.
Please note all of our trainings can be adapted to meet your unique state, association, or agency.

Welcome To WAP The Introduction to WAP course can be tailor made to your needs. Can range from a short presentation on the basics to an in-depth training on 10 CFR 440 to a multiple-day orientation training for new WAP managers.	State Monitoring Session geared to State Managers and State Field Staff in setting up a monitoring program or preparing for DOE monitoring. Focuses on best practices and tips of the trade. Can also offer a review of a State's monitoring procedures.
Program Operations Manual NASCSP offers varying levels of training regarding operations manuals, from development and writing, to assistance with updating, or working on specific sections.	Developing Training Plans Analyze your state network's training needs and learn to develop a more comprehensive State Training program. Touches on adult learning, needs assessments, training methods, and the components of a successful training program.
Ethics in Weatherization Field Work The WAP field team is the public face of the local agency, the State, and the WAP. This interactive session discusses principles guiding the conduct of the crew, and looks into complex, often gray ethical issues that all crews encounter.	Quality Management /Quality Work Plan Overview of both the DOE Quality Management Plan and Quality Work Plan. Learn strategies for implementation and compliance. Topics include Quality Control Inspection (QCI), and more
Communication Matters We all have a story to tell. Make sure yours is heard by learning strategic steps, proven techniques, and best practice models to assist subgrantees in promoting their results through effective story telling.	State Plans and Budgeting Understand WAP budget categories and apply available resources to set production goals, develop a performance plan for the WAP Manager to meet production goals, help ensure quality work and be in compliance with DOE rules on
WAP Site Demos Highlighting program field technology has been shown to be an effective advocacy tool. The session will go into detail of how to coordinate an effective site demonstration to garner support from policymakers and the public	WAP Director as Financial Manager Learn best practices to manage funds and ensure the production plan can be carried out. Discover communication strategies to work between departments and understand

Reminder of What the WAP Is



Department of Energy



Grantees (States, Territories & Tribes)



Local Providers (Sub-grantees)



Low Income Households

Mission Statement of the Weatherization Assistance Program (WAP)

- “To reduce energy costs for low-income families, particularly for the elderly, people with disabilities, and children, by improving the energy efficiency of their homes while ensuring their health and safety.”
- **40 Year Record of Success**
 - Operating since 1976
 - Over 900 local agencies, All 50 states, DC, territories
 - Over 7.4 million homes weatherized
 - Saves low-income families an average of \$250 to \$450 per year
 - Provides for the Health & Safety of the households

Clients at the Center



"I used to use the stove to keep the house warm, it wasn't really comfortable in any way."

-Claudette, Colorado



"You could trust them and we were very impressed with them. By the time they left it felt like we had an extended family"

-Al and Loretta, Indiana



"The weatherization program was life-changing for me. It inspired me to pay it forward and help others live lives of hope and dignity."

-Kelly, Washington

Touches of the WAP



Congress

- Authorization
- Presidents budget
- Appropriations
- Work of national partners



Department of Energy

- Funds received
- Grant guidance
- State Plans
- Distribution of funds



Grantees (States, Territories & Tribes)

- State plans
- Public Hearings
- Leveraging other funds
- Grant Awards



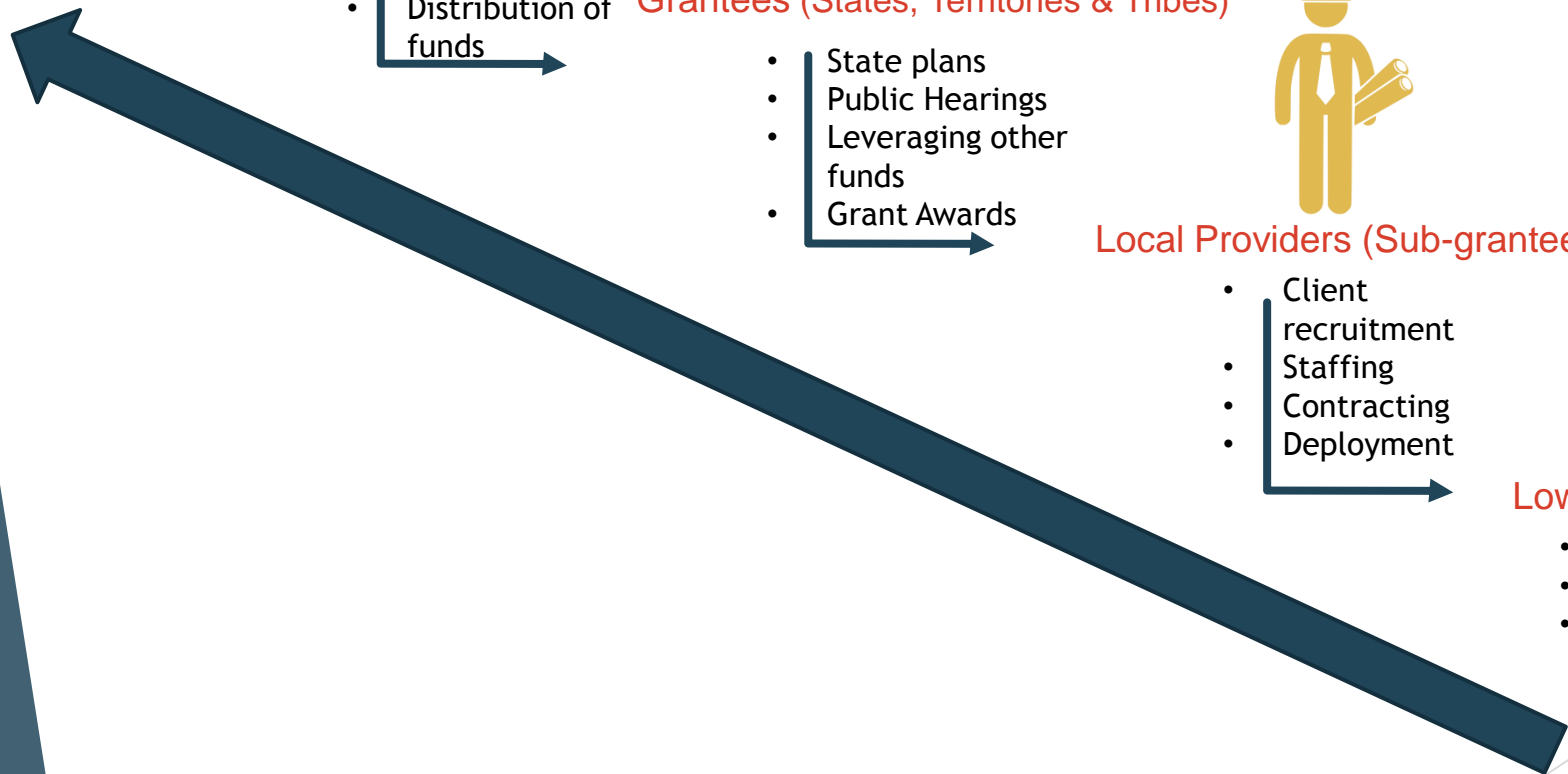
Local Providers (Sub-grantees)

- Client recruitment
- Staffing
- Contracting
- Deployment



Low Income Households

- Customer service
- Client education
- Quality Control



Roles & Responsibilities

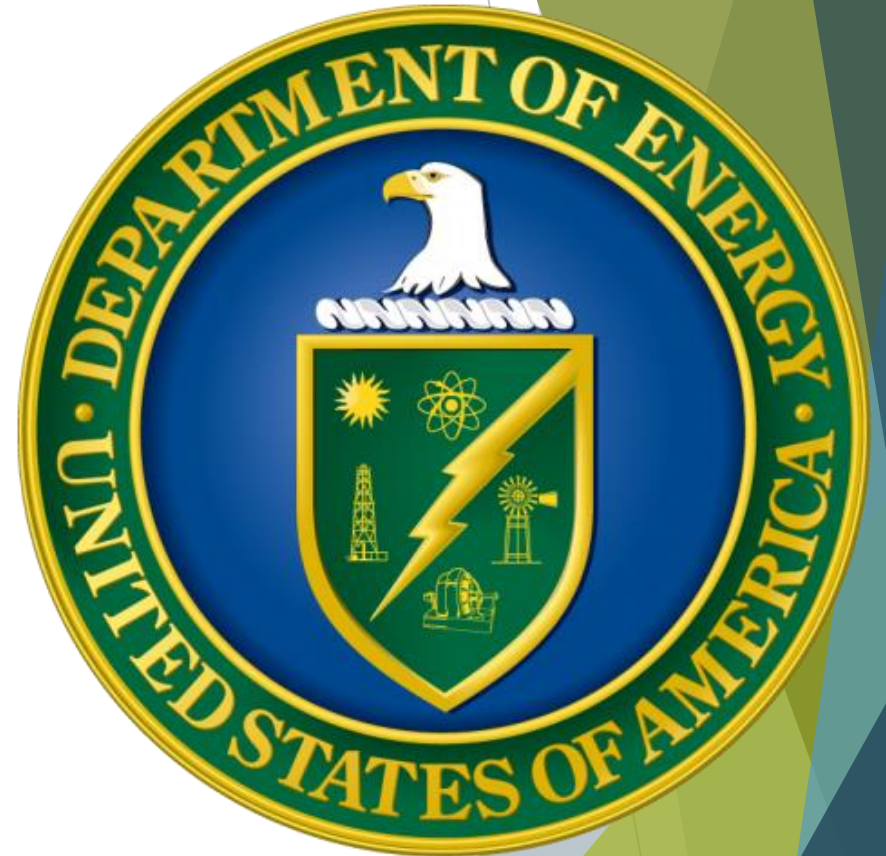
- Who is involved?
 - DOE
 - WAP Grantee
 - WAP Sub-Grantee
- Define the roles and responsibilities of each entity

Roles & Responsibilities

- Each entity has their particular responsibilities
- These often seem unknown or confusing
- Misconceptions can lead to problems
- Knowing what can or cannot be changed is key
- Knowing who can or cannot change things is key
- **AT LEAST BASIC PROGRAM KNOWLEDGE A MUST**

DOE Role

- Funds received
 - Funds distributed according to formula
- Grant guidance
 - Incorporate updates
 - Issue to Grantees
- State Plans
 - Provide guidance & instructions to Grantees
 - Review upon receipt
 - Move to next phase of approval process
- Distribution of funds
 - Based upon formula
 - Based upon approved State Plan



DOE Role

- WAP Updates
 - Weatherization Program Notices (WPN)
 - WAP Memorandums
 - Standard Work Specification (SWS) update process
 - Healthy & Safety update process
- Quality Assurance
 - Grantee Monitoring
 - Sub-grantee visits
- <http://www.waptac.org/>



RULES & GUIDANCE



[WAP Basics](#)
[Rules & Guidance](#)
[Technical Tools](#)
[Public Information](#)
[Best Practices](#)
[Training Resources](#)
[Wx Plus Health](#)
[Contacts](#)

[Print this page](#)
[SHARE](#)

[WPN 17-7: Weatherization Health and Safety Guidance](#)

Effective: August 9, 2017- To clarify, update and provide additional information related to the implementation and installation of health and safety (H&S) measures as part of the Department of Energy (DOE) Weatherization Assistance Program (WAP). This guidance also provides required components for Grantees to include in their Health and Safety Plans.

- [Attachment A- Additional Health and Safety Guidance Related to Heating Systems](#)
- [Table of Issues](#)

[WPN 17-6: Property Acquired Under the Weatherization Assistance Program \(WAP\) Including Vehicle and Equipment Purchases](#)

Effective: July 27, 2017- To provide Grantees with guidance on property acquisitions, including purchasing vehicles and equipment, for use in the WAP. This Weatherization Program Notice (WPN) supersedes WPN 13-4, Property Acquired under the Weatherization Assistance Program and WPN 13-7, Vehicle and Equipment Purchases.

- Attachment 1: [Frequently Asked Questions 17-6](#)

[WPN 17-5: Closeout Procedures for Grants Under the Weatherization Assistance Program](#)

Effective: July 27, 2017- To issue guidance to Grantees for closeout of grants funded under the Department of Energy's (DOE) Weatherization Assistance Program (WAP).

- Attachment 1: [Tangible Personal Property Report \(SF- 428\)](#)

[WPN 17-2: Program Year 2017 Grantee Allocations](#)

Effective: June 15, 2017- To provide revised Grantee allocations for the preparation and submission of applications for funding of the Weatherization Assistance Program (WAP) for Program Year (PY) 2017.

[WPN 17-4: Multifamily Housing - Procedure for Certifying Income-Eligible HUD Assisted Buildings](#)

Effective: June 5, 2017- This Guidance serves to transmit updated information to the Weatherization Assistance Program (WAP) network for determining the eligibility of residential multifamily buildings associated with the U.S. Department of Housing and Urban Development (HUD).

- Attachment 1: [Multifamily Certification Form](#)
- Attachment 2: [Special Multifamily Occupancy Report \(.xls\)](#)



Office of
ENERGY EFFICIENCY & RENEWABLE ENERGY

[About Us](#)

[Initiatives](#)

[SERVICES](#)

[EFFICIENCY](#)

[RENEWABLES](#)

[TRANSPORTATION](#)

Weatherization Program Guidance

[Home](#) » [Weatherization Assistance Program](#) » [Weatherization Program Guidance](#)

The U.S. Department of Energy's (DOE) Weatherization Assistance Program (WAP) is governed by various federal regulations designed to help manage and account for the resources provided by DOE. Each year, Congress passes a Weatherization Assistance Program Appropriation. Find active and archived weatherization program notices and memorandums in the table below, which establish the framework for administering WAP funds.

Search:

Weatherization Program Guidance

Showing 1 to 10 of 195 entries

Type	DESCRIPTION	EFFECTIVE DATE	TOPIC	TYPE
<input type="checkbox"/> Active Memorandums	WPN 17-7: Weatherization Health and Safety Guidance To clarify, update and provide additional information related to the implementation and installation of health and safety measures as part of WAP.	8/9/2017	Health & Safety	Active Program Notices
<input type="checkbox"/> Active Program Notices	WPN Notice 17-6: Property Acquired Under the Weatherization Assistance Program Including Vehicle and Equipment Purchases This guidance serves to provide Grantees with guidance on property acquisitions, including purchasing vehicles and equipment, for use in the WAP.	7/27/2017	Unclassified	Active Program Notices
<input type="checkbox"/> Archived Memorandums	WPN Notice 17-5: Closeout Procedures for Grants Under the Weatherization Assistance Program To issue guidance to Grantees for closeout of grants funded under WAP.	7/27/2017	Unclassified	Active Program Notices
<input type="checkbox"/> Archived Program Notices	WPN 17-2: Program Year 2017 Grantee Allocations To provide revised Grantee allocations for the preparation and submission of applications for funding of the Weatherization Assistance Program (WAP) for Program Year (PY) 2017.	6/15/2017	Funding; Grant Application	Active Program Notices
	WPN 17-4: Multifamily Housing - Procedure for Certifying Income-Eligible HU			

Topic

State Level - Grantees

- State plans
 - Guidance posted by DOE
 - Establish timeline
 - **Engage PAC**
 - **Engage Sub-grantees**
 - Policy manual up to date?
 - Budget concerns?
 - Sub-grantee concerns?
 - RFP processes for coming year?
 - ACSI results & DOE expectations
 - **Sub-grantee monitoring**

State Level - Grantees

- Public Hearings
 - Proper notice
 - How publicize?
 - Official transcript
 - Issues raised during plan preparation?
- Leveraging or blending other funds
 - Include in budget or not?
 - What type of funds?
 - How are they used



State Level - Grantees

- **Distribution of Funds**
 - Approval of State Plan [by DOE]
 - Receipt of funds
 - Run through formula or funding process
 - All sub-grantees receiving full funding?
 - Prepare contracts
 - Reimbursement or advance funding?



State Level - Grantees

- Training & Technical Assistance
 - Develop training plan
 - Part of State Plan preparation & submission
 - Review monitoring results
 - Consult DOE requirements
 - Examine WAP Network needs
 - Who provides the training?
 - Use of DOE T&TA funds
 - Feedback from technical committees, training center, Sub-grantees

Local Level - Sub-grantees

- Client recruitment
 - First Impression of WAP!
 - Relationship with EAP for referrals
 - Proper documentation of eligibility
 - Energy education
 - Maintenance of wait list - be honest with client
 - Watching redetermination dates
 - Setting realistic client expectations

Local Level - Sub-grantees

- Staffing
 - Appropriate to meet WAP requirements
 - Certification requirements
 - Training requirements
 - **Production capacity in reference to funding and contractual expectations**
 - Knowledgeable Program Manager
 - Oversight of crews and contractors
 - How do you choose which to use?

Local Level - Sub-grantees

- Staffing Continued...
 - Qualified Energy Auditor(s)
 - Certified QCI(s)
 - Qualified Crew leaders & technicians
 - Qualified Contractor staff
 - Financial staff capacity
 - Claiming processes
 - Payment processes
 - Understanding of 2 CFR 200

Local Level - Sub-grantees

➤ Deployment

➤ Management of workflow

- Intake to energy audit to crew/contractor to QCI to closeout
- **Setting and meeting** production benchmarks
- Scheduling and arranging work properly
- Ensure everyone doing their part
 - How does the sub-grantee achieve this assurance?

Local Level - Sub-grantees

- **Developing New Partnerships**
 - Why is this important?
 - What are the benefits?
 - Why list this as a Sub-grantee role?
- **Managing Leveraged Funds**
 - Why are leveraged funds needed?
 - How do the leveraged funds assist the low income household?

WAP Knowledge - The Executive Director

- What the WAP is **NOT**
 - A “block” grant
 - A window and door replacement program
 - A remodel or reconstruction program
 - A furnace replacement program
 - An unskilled labor program

WAP Knowledge - The Executive Director

- What the WAP IS
 - A low-income energy efficiency program with a focus on health & safety
 - Formula grant with federal and state regulations which must be followed
 - Supporter of local economies
 - Leading development resource for energy efficient measures in low income housing
 - Highly technical demanding program

WAP Knowledge - The Executive Director

- General Information and Pointers
 - WAP should not be overlooked based upon funding levels
 - WAP should be supported by Executive Directors and Board members
 - WAP is a difficult program to manage
 - High risk factors
 - Stringent technical standards
 - High liability
 - Numerous moving parts

We are in this together...

- It takes excellence at all levels to make the program work and best serve people in need
- How can we build better partnerships?
 - Contractors with sub-grantees, sub-grantees with grantees, grantees with federal government, everyone with clients, etc.

WAP is a Team Effort



Grantee - Sub-Grantee Relationship

The Need of Solid Communication

MAJOR THEMES

Frequent, predictable communications from the state

Collaboration with sub-grantees and buy-in from sub-grantees

Opportunities for less-formal interaction between state staff and subgrantee staff

Example: Utah

- Online Policy Change Form
 - Implemented 2012
- Monitoring Policy- One on One time with State Staff
 - Implemented 2015
- Monthly Technical Meeting Webinar
 - Implemented early 2016

Effective Training and Technical Assistance

MAJOR THEMES

Consistency and accuracy in T/TA

Facilitation of Peer Exchange

Advanced planning to tailor to needs of state network

Example: Alaska

- Interchange between agencies
 - Admin staff visit another agency and learn their systems and methods
- Field staff join other agency crews for several days to work on jobs, learn different approaches, materials, and installation tips.
- New hires often get shipped off to learn on the job with one of our best agencies...boot camp!

Distribution and Use of Funds

MAJOR THEMES

On time or early approved State Plan

Established internal deadlines for contracts & payments

Communication & collaboration with other state agencies/departments

Example: Kansas

- ▶ Online reporting system
- ▶ Acceptance of scanned and emailed reports
 - ▶ no originals to be mailed
- ▶ Set Due Date- 10th of every month
- ▶ Payments are processed weekly
 - ▶ Small buffer time allows for review and revisions if necessary
- ▶ Many touches, but everyone makes it a priority to get payments approved and processed.
- ▶ Electronic Transfer of Payment

Characteristics of Strong WAP Grantees

- Open Communication
- Proactive Management
 - What is on the horizon?
 - Program evaluation
 - Monitoring results
- Strong WAP Knowledge
- Development of Effective Policies
 - Protection
 - Liability
 - Fairness
 - Use of federal funds

Activity: Self- Assessment



WAP Knowledge - Sub-Grantee Manager

- What is the skill set for the WAP Manager
 - Strong management & leadership skills
 - Financial knowledge related to federal funds
 - Access to strong technical support
 - Strong planning and implementation skills
 - Strong communication skills
 - Knowledge of federal, state & sub-grantee policies and procedures

Characteristics of Strong WAP Sub-Grantees

➤ Actively Manage their WAP

➤ Knowledgeable Manager

- Federal & State Regulations
- Sub-Grantee policies, procedures, requirements
- Purpose of the WAP
- Technical knowledge and/or support
- Strong relationship with finance department
- Aware of performance of crew/contractors

Characteristics of Strong WAP Sub-Grantees

- Actively Manage their WAP
 - Tracking
 - Spending & production benchmarks
 - Client wait list
 - Number/reasons of/for deferrals
 - Training and certifications
 - Monitoring issues
 - Average Cost Per Unit [ACPU]
 - Work flow

Production and Spending Benchmarks

- Why are benchmarks needed?
 - Accountability
 - Liability
 - Use of funds
- What factors play into meeting production?

Production and Spending Benchmarks

- What factors play into meeting production?
 - Staffing, productivity, client cooperation, weather, knowledge, experience, etc.
- Why is it important to know that?
 - Program management
 - Resource management
 - Service delivery

Characteristics of Strong WAP Sub-Grantees

- Actively Manage their WAP
 - Succession planning
 - Train WAP Staff!
 - IT IS REQUIRED
 - Factor training time into production planning
 - Proper training reduces liability & risk
 - Cost of doing business [contractors]
 - Willingness to ask questions & seek guidance
 - NO END OF FUNDING CYCLE SURPRISES!

Characteristics of Strong WAP Sub-Grantees

➤ Actively Manage their WAP

- Honest and open communication with Grantee
- Actively seeking to improve
- Properly expend funds
- Committed staff
- Properly compensated staff
 - Know the technical requirements of the job
 - **It is NOT a minimum wage position**
 - Retainment should be a focus

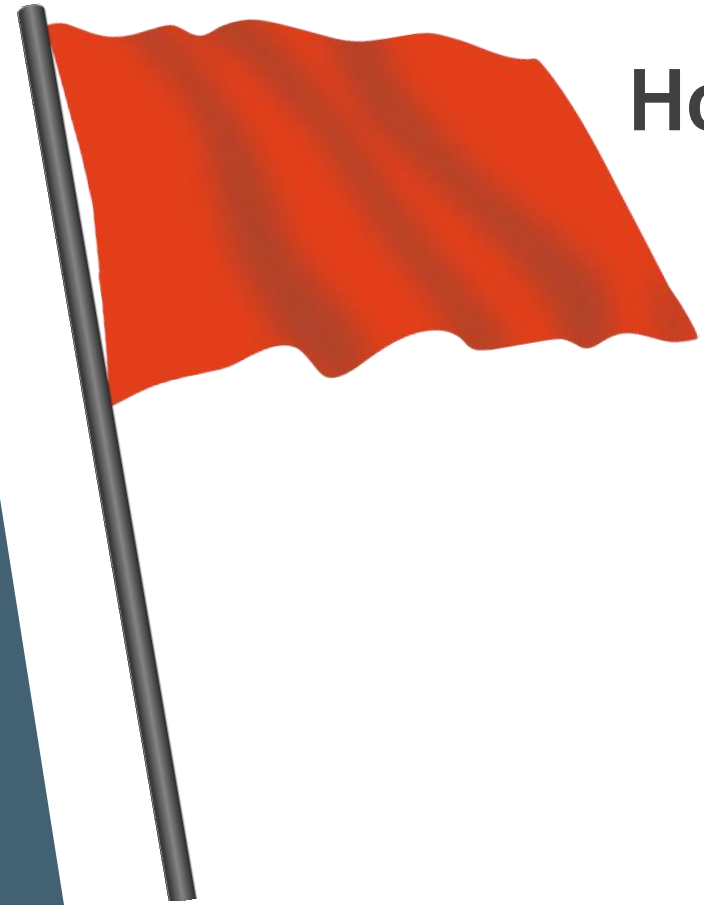
Minimizing Risk



Liability, Risk and Bad Decisions

How do organizations get into trouble?

- Make bad decisions
- Depend on an undiversified revenue stream
- Fail to operate effectively and efficiently
- Make short-term decisions - not long-term
- Have a 'bloated' administrative structure



Questions to Consider

- Is the organization able to meet its short-term obligations?
- Can the entity afford to pay off its long-term debt commitments?
- Is the organization using its resources efficiently?
- Does the entity have the right financing mix?
- What is the organization's ability to withstand setbacks?
- **Is this organization one that we want to fund?**



First Name	Last Name	Date of Birth	Gender
Martin	Newcomb	03/05/1965	Male
Jayden	Smith	08/02/2009	Female
Julia	Smith	11/07/2014	Female
Julie	Smith	11/07/2014	Female
Jenny	Smith	06/15/2011	Female
Jayden	Smith	08/02/2009	Male
Jason	Smith	01/01/2013	Male
Annual Income: \$65,980			

2017 Poverty Income Guidelines		
Size of Family Unit	Threshold	200%
2	\$16,240	\$32,480
3	\$20,420	\$40,840
4	\$24,600	\$49,200
5	\$28,780	\$57,560
6	\$32,960	\$65,920
7	\$37,140	\$74,280
8	\$41,320	\$82,640

What Could Possibly Go Wrong?

➤ Sub-Grantee Level

- Remaining fully staffed & trained
 - Contractor vs. Crew
 - Pros & Cons
- Managing production and spend rates
 - Responsibility of both Grantee & Sub-grantee
- Staff or contractor turn over
- Organizational management or financial issues outside of WAP
- Disengaged from process to complete homes

What Could Possibly Go Wrong?

➤ Grantee Level

- Change in oversight
- Staff turnover
- New Governor
- Weak financial management
- Too few WAP staff
- State Plan process
- Internal processes

Inherent Risk in WAP

- You are inside people's homes
 - Not the case with most programs
- Quality control expectation from first touch!
 - **Quality control means controlling liability**
 - Quality control means setting high expectations - **of everyone!**
 - Quality control must be everyone's concern!

Where the WAP Lives & Breathes



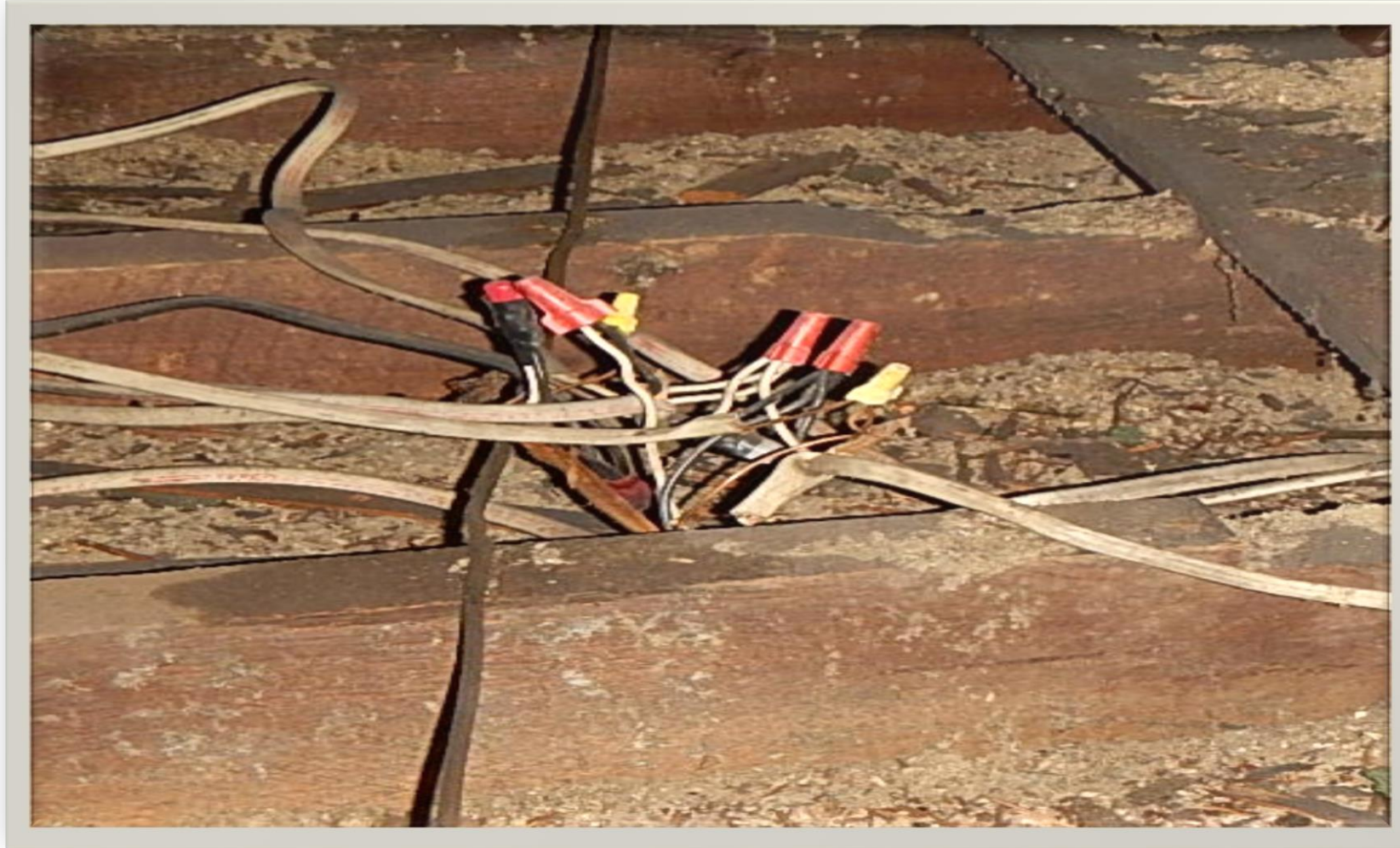
Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



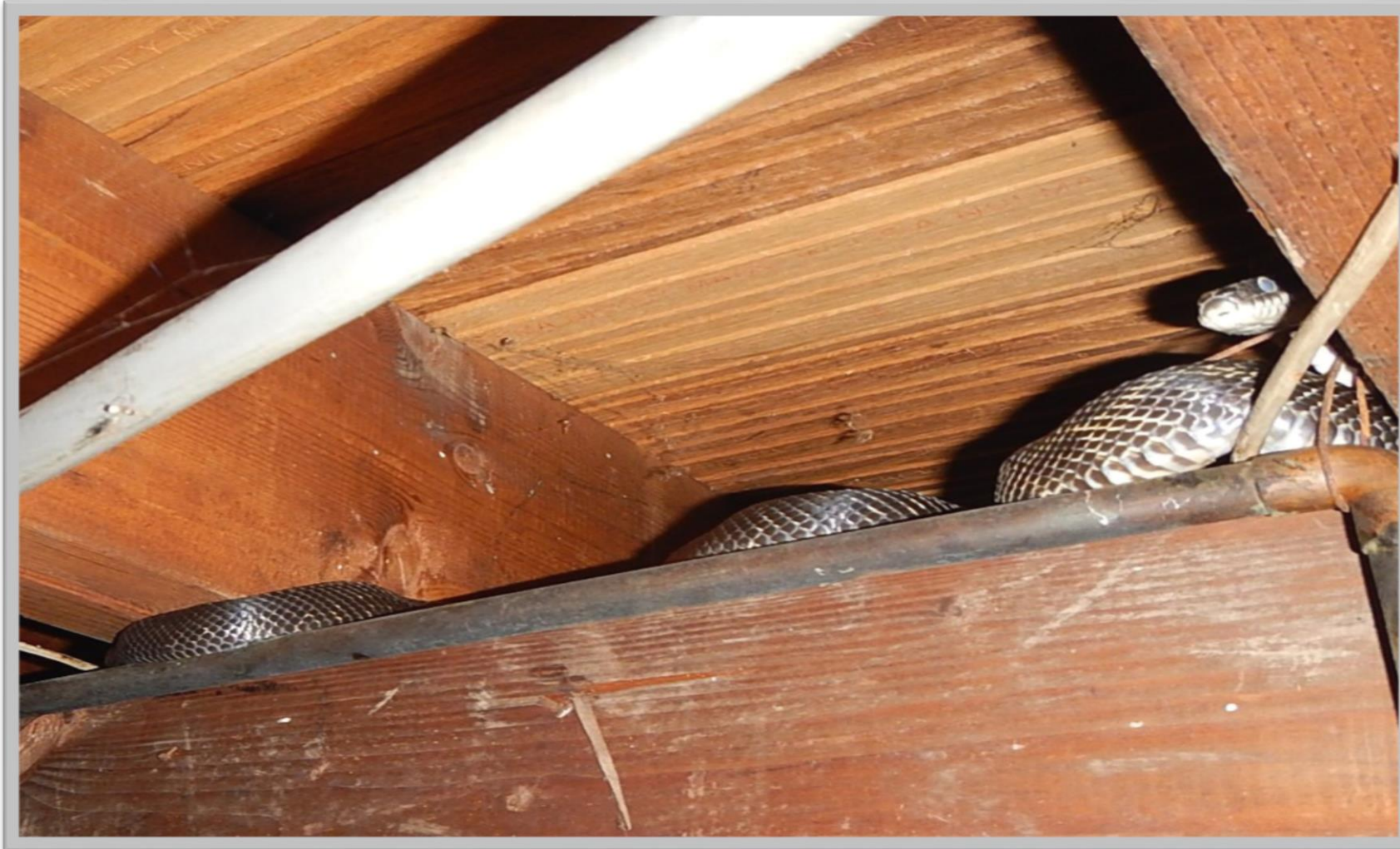
Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



Where the WAP Lives & Breathes



BREAK

The image features a minimalist design with the word "BREAK" centered in a bold, dark blue, sans-serif font. The background is white, accented by abstract, overlapping geometric shapes in various shades of green, blue, and grey, primarily located on the right side of the frame.

ACSI Survey (American Consumer Satisfaction Index)

- Part 1- Grantees evaluate DOE
- Part 2- Subgrantees evaluate grantees
- Focus Areas
 - Communication
 - Training and Technical Assistance
 - Third Party Training
 - State Plan Preparation
 - Monitoring
 - Distribution of Funds

NASCSP ASCI Best Practices Groups

First met as a full group and established subgroups.

Subgroups comprised of states that scored the highest in each area.

Subgroups met to share examples, approaches and strategies.

Share with the State office network via webinars and NASCSP conference.

Focus Area: State Plan Process

- DOE has emphasized that Grantees should collaborate with subgrantees on development of state plan.
- States must include plan to respond to ACSI results in 2018 State Plan
- Very time consuming process
 - Ex. 2018 instruction manual is 43 pages
- Reviewed by multiple layers at DOE
- Scheduling and timing very important
 - Three separate start dates for Grantees

Activity

- What States Say:
 - “No one shows up to my public hearing”
 - “I solicit feedback but I never hear back”
- What Subgrantees Say:
 - “I never see the state plan until the last minute”
 - “My input doesn’t change anything”

See Questionnaire

State Planning: Success Strategies

- #1 Start early**
- #2 Talk to your DOE Project Officer**
- #3 Develop timeline and gain commitment**
- #4 Communicate often**
- #5 Manage it through to approval**

State Planning: Success Strategies

#1 -Start early

- Update policy and procedure manuals, health and safety plans, monitoring documents
- Review the WPN releases since the last plan
- Host in person meeting with PAC for input into plan the quarter before your planning starts
- Set placeholders on your calendar

Do all of these prior to the core state plan development.

State Planning: Success Strategies

#2 Talk to your DOE Project Officer

- When WPNs come out, use your monthly calls to discuss what your project officer expects to see in the state plan
- Talk through any assumptions that could affect your entire plan
 - Example: Agree on what the ACPU should be
- Get things in writing
- Ask for early review of parts of the plan
- When in doubt, reach out

State Planning: Success Strategies

#3 Develop timeline and gain commitment

- Draft immediately following the release of funding allocations
- Host meeting to review timeline to gain internal and external commitment
 - Buy-in from Sub-grantee network
- Consider reverse planning to ensure you hit your delivery date

State Planning: Success Strategies

#4 Communicate often

- Weekly updates on plan progress
 - Internally and externally
 - Track planned vs. actual and communicate it
- Track planned vs. actual and communicate it
- Consider having your PO review your final draft before you submit



State Planning: Success Strategies

#5 Manage it through to approval

- Submitting the state plan in PAGE is NOT the last step
- Manage the entire process
- Proactively set up review meetings with PO and CO
- Leave time in your schedule to make changes or edits
- Be persistent about your timeline

Focus Area: Monitoring

- What is the purpose of monitoring related to the Weatherization Assistance Program [WAP]?
- Guidance & Expectations set forth in WPN 16-4
 - Approach. The Grantee must conduct comprehensive monitoring of each Sub-grantee at least once a year, provide a written report to the Sub-grantee and maintain a file related to monitoring which is accessible by DOE during its monitoring visits.

Comprehensive

- of **large scope**; covering or involving much; inclusive
- Comprehending or **thoroughly understanding** with one's mind; having an **extensive mental range** or grasp, as of a particular subject or many subjects
- **complete**; including all or nearly all elements or aspects of something
- Terms to note: large, much, thoroughly, extensive, complete

What is the Purpose of Monitoring?

- Analyze whether best possible program services are being delivered to low-income households
- Determine program compliance and accountability
- Analyze program performance
- Analyze quality of work

What is the Purpose of Monitoring?

- Identify problems, deficiencies, and areas that need improvement and advise on how to correct
- Assist agencies in their program operations and compliance with DOE and State regulations
- Assess T&TA needs
- Be a major tool for program improvement

Effective Monitoring

- Intended to be constructive process, conducted with consistency, fairness, respect, and timeliness
- Foster positive, open, and constructive working relationships
- Two-way process to promote interaction, feedback, and improvements to Grantee and Sub-grantee

Effective Monitoring

- Understanding that Grantee and Sub-grantee share the same goals of program effectiveness and improvement
- Promote improvement by providing technical assistance, reinforcing strengths, and sharing successes, innovations, and practices seen at other sub-grantees
- Reports will be based on written, established policies, procedures and standards

It's an on-going process



Stay in Touch with NASCSP

▶ Information Sharing

- ▶ Nascsp.org
- ▶ Twitter and Facebook @NASCSP
- ▶ WAP E-News
- ▶ rjudy@nascsp.org
- ▶ ebehna@nascsp.org



Thank you!

