



# 2026 Management & Leadership Training Conference

Orlando, FL | January 28-30  
Hilton Orlando Lake Buena Vista  
at Walt Disney World Resort

#MLTC26

# WAP Managing in the Moment

*National Community Action Partnership*

January 27, 2026  
Orlando, FL



*Helping People. Changing Lives.*

**community  
Action**®

**PARTNERSHIP**

**AMERICA'S POVERTY FIGHTING NETWORK**

*This presentation was created by the National Community Action Partnership in the performance of the U.S. Department of Energy's Office of State and Community Energy Programs Grant Number EE00010310. Any opinion, findings, conclusions, or recommendations expressed in this material are those of the presenters and do not necessarily reflect the views of the U.S. Department of Energy's Office of State and Community Energy Programs.*

# AGENDA:

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Welcome, Mission & Introductions

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The ideal candidate

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Workforce challenges and solutions

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Right fit, fresh starts, & first shots

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Wages & growth culture

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Efficiency, sustainability, and adapting

# Weatherization Mission

The primary mission of Weatherization is to **reduce the energy costs and utility bills for low-income households by making their homes more energy efficient, while simultaneously ensuring the health and safety of the residents.**

This "whole-house" approach focuses on improving the energy efficiency of a dwelling as a **complete system, not just individual components**, to save households money and help vulnerable populations like the elderly, disabled, and children.



# Today's Presenters

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**Keesha M. Johnson** is the Project Director for Workforce Development at the National Community Action Partnership (NCAP). Her journey didn't start in a boardroom. She began as a clerk typist, learning the ropes and doing the work. Her career spans every level of the Weatherization Assistance Program, from administrative roles to the field, agency leadership, and now national workforce development. Having once lived in a household that qualified for weatherization herself, Keesha brings lived experience, grit, and deep mission alignment to her work. She is committed to strengthening leadership, building resilient teams, and ensuring families never have to choose between heating their homes and feeding their families. That's why this work matters.

And if her story proves anything, it's this: where you start does not define how far you can go. Every role matters. Every step matters.

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The logo consists of three interlocking, stylized geometric shapes in a dark blue color, resembling a staircase or a series of connected blocks. To the right of these shapes, the words "OPTIMUM PERFORMANCE SOLUTIONS" are written in a bold, dark blue, sans-serif font, stacked in three lines.

# OPTIMUM PERFORMANCE SOLUTIONS

**Optimum Performance Solutions (OPS)** was founded on the principle that we could have greater impact in serving our communities by improving performance-both personal and organizational. We accomplish this by embarking on a journey of growth together, by embracing change and striving to promote efficiency-in ourselves, our organizations, and our communities. We are here to help you solve any problem preventing you, and your organization, from performing optimally while serving your community.



**JOHN O'DONNELL**

**OPTIMUM PERFORMANCE SOLUTIONS  
COO, HEAD CONSULTANT**

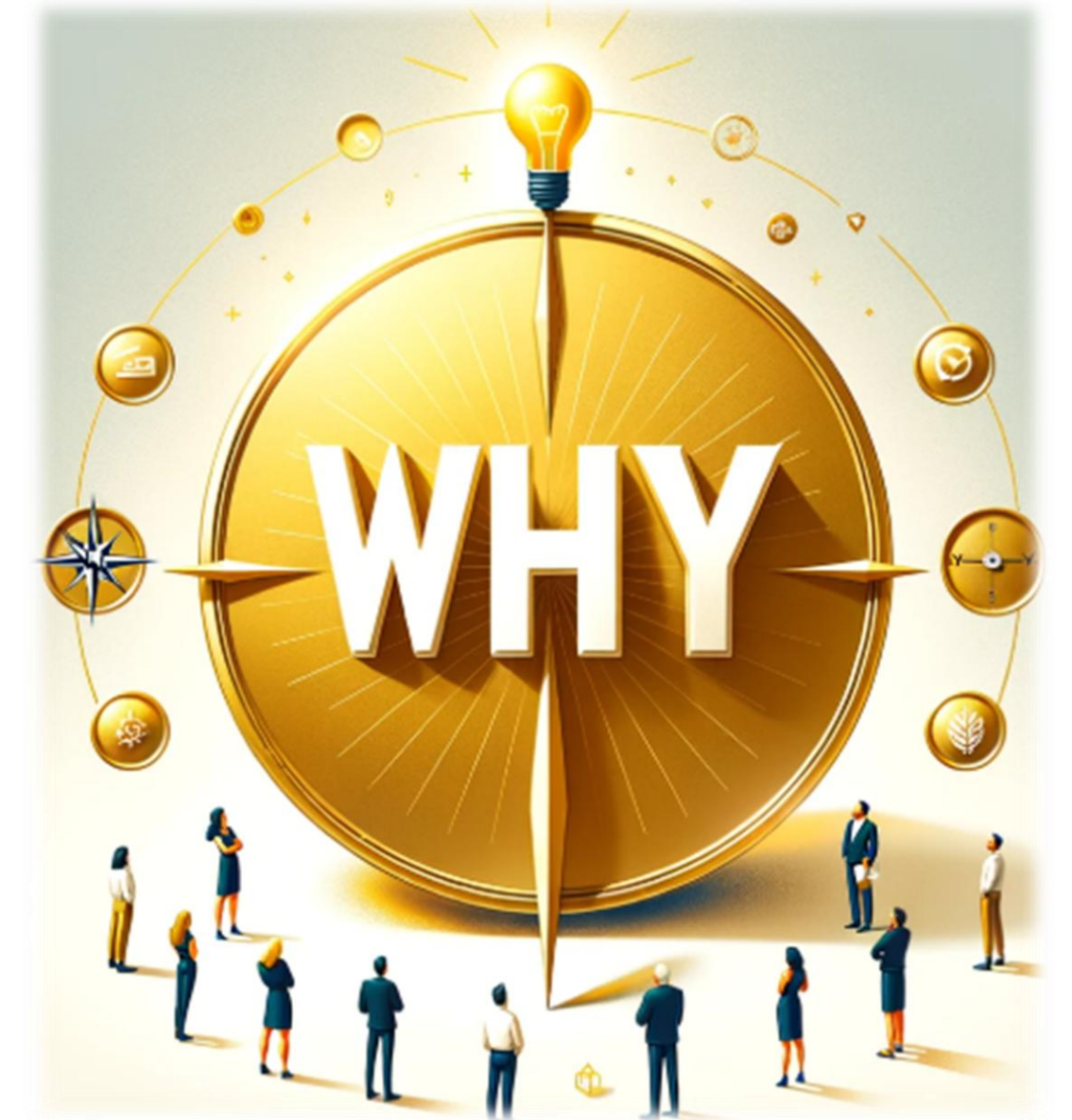
As a longtime master electrician, John's first exposure to the DOE weatherization program was as a sub-contractor for a housing agency during ARRA. His outlook on housing and community services would be forever changed. He was onboarded to assist with subcontractors and then transitioned to managing an energy auditing department. He would continue along this journey working for VA Department of Community and Housing Development as a program manager and then serving as a director for a local Weatherization Service Provider. In 2022, John joined the Optimum Performance Solutions team. As a member of OPS, John provides support to the Weatherization network through fiscal, technical and programmatic consulting and mentoring.

He enjoys hiking and recently he has become reacquainted with an old friend... road cycling. He is a happily married father of three daughters.

# Why This Session, Why Now

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- Increasing production pressure
- Evolving funding
- Workforce transitions and capacity gaps
- Limited resources with higher expectations
- Managing in the moment is now a core leadership skill.



# Opening & Framing the Moment

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- What does 'management in the moment' mean in today's Weatherization environment
  - i. Data-informed decisions in real time
  - ii. Supportive accountability
  - iii. Alignment between systems, people, and priorities
  - iv. Adjusting without losing compliance or mission focus
- Recognizing opportunities within challenges
- Reflection: What has inspired or challenged your team's ability to stay productive?

# Managing Budget & Resource Constraints

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- Funding does not equal unlimited capacity
- Make resource-based decisions while maintaining program quality
- Prioritize essential vs. flexible functions
- Interactive: What stays, what shifts, what pauses?
- Leadership decisions shape outcomes
- Shift from doing everything to doing the right things well.



# Exercise: What Stays, What Shifts, What Pauses

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One function  
that must stay  
protected

One process  
that could shift  
or streamline

One activity  
that may  
need to pause

# Meeting Production Goals Under Pressure

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- Align production performance with supportive accountability
- Empower teams to self-correct and innovate
- Use data and communication to sustain motivation
- Discussion: How do you keep teams engaged and efficient?
- How quickly can you identify and correct performance gaps?

# Succession Planning & Resource Development

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- Build long-term capacity through leadership development and training
- Identify partnerships that support program goals
- Exercise: Identify one internal and one external opportunity to grow capacity
- Turnover creates production risk
- Knowledge gaps slow decisions
- Leadership continuity protects outcomes
- Succession planning is an operational strategy



# Shared Wisdom: Peer Exchange

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- Roundtable sharing: Best in WAP wisdom and watch-outs
- Capture lessons learned and strategies for agility
- Promote continuous improvement through shared experience
- Share:
  - One best practice
  - One challenge
  - One lesson learned
- Which focus area is your top priority?



# Debrief & Closing Reflection

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- Share one management practice you'll take back to your team
- Reflect: What does supportive accountability look like in action?
- Closing message: Leadership in the moment means managing with clarity, connection, confidence, and excellence.
- Strong systems help leaders respond with confidence.

# CEU Information

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**This session has been approved for 1.5 BPI Continuing Education Credits (CEU's)**

**CEU's are typically available in your BPI Portal [bpi.org](http://bpi.org) within two weeks following the conference.**

# National Community Action Partnership presents:

## Weatherization Leadership Professional Development Institute (WAPPro)

### WAPPro is...

A learning curriculum designed for emerging leaders who want to turn weatherization expertise into meaningful leadership—bridging technical knowledge with organizational management and leadership skills.

### Discover the 3 “E”s:

**Empower** emerging leaders with the knowledge, skills and confidence to lead  
**Engage** with peers to learn, collaborate and build a strong community of WAP professionals

**Equip** yourself to lead effective, impactful weatherization programs.

### Who should apply:

Anyone looking to take the next step in a WAP career, including frontline staff, intake specialists, and other weatherization team members interested in professional growth.

### WAPPro 3.0 Schedule:

Sessions will be held monthly from November 2026

Apply Here: <https://www.surveymonkey.com/r/RHF8QZP>

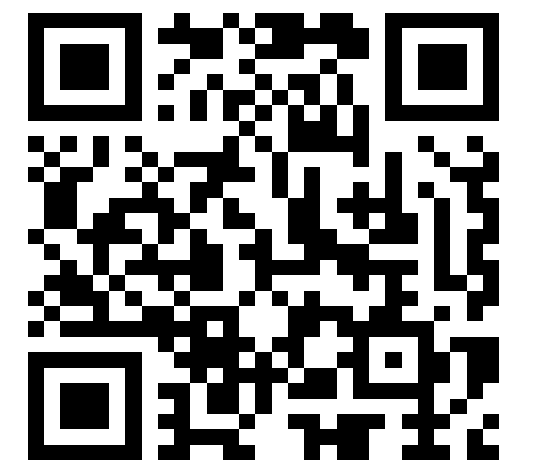
*Application will on closed April*

*30, 2026*

For more information contact Keesha M. Johnson; Project Director,

Weatherization Workforce

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# Subscribe to Weatherization Plus

NCAP Energy Partnerships invites you to subscribe to Weatherization Plus! This biweekly newsletter features tools and resources to assist you on your Weatherization journey.



SCAN TO SUBSCRIBE!



# WAP February Webinar Series:

# Advanced Weatherization Strategies for Lowering Household Energy Costs



Join NCAP Energy Partnerships for a four-part  
Weatherization webinar series:

Wednesday, February 11, 2026

Tuesday, February 17, 2026

Thursday, February 26, 2026

Wednesday, March 4, 2026

2:00 ET/ 1:00 CT/ 12:00 MT/ 11:00 PT



**REGISTER NOW!**



# ENERGY PARTNERSHIPS WEBSITE

Check out the NCAP Energy Partnerships team's enhanced website. Discover the latest in weatherization program updates, workforce development, and emergency preparedness.

# Thank You

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