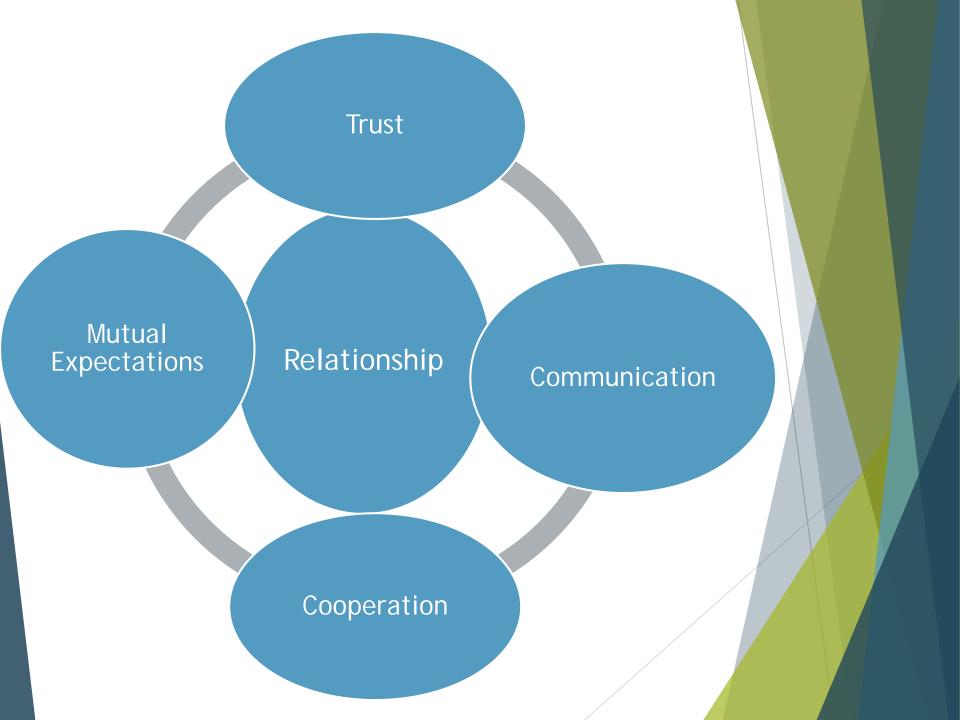


NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

Ray Judy & Amy Klusmeier

#### Grantee & Sub-grantee Relationship

- ► Why is this relationship important?
- ► What are the characteristics of a good relationship?
- ► What are the risks of not developing a good relationship?
- ► How is your Grantee to Sub-grantee relationship?



- **▶** Communication
  - ►Two-way
  - **►**Effective
  - **►**Thoughtful
  - **▶** Focused
  - **▶**Open

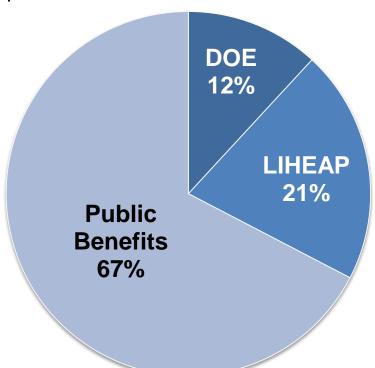
- **▶** Cooperation
  - ►Same goals in mind
  - ► Understand roles & responsibilities
    - ► Not completely the same
  - ► Each willing to fulfill their responsibilities

- ► Mutual Expectations
  - ▶ Fulfilling responsibilities
  - ► Fulfilling agreements
  - ▶ Dependability
  - **▶**Commitment

- **►** Trust
  - ► Must be mutually earned
  - ► Based upon understanding each others roles
  - **▶**Loyalty
  - **▶**Interaction
  - **▶** Responsiveness
  - ► Mutual support

# Program Funding & Production State Fiscal Year (SFY) 2017

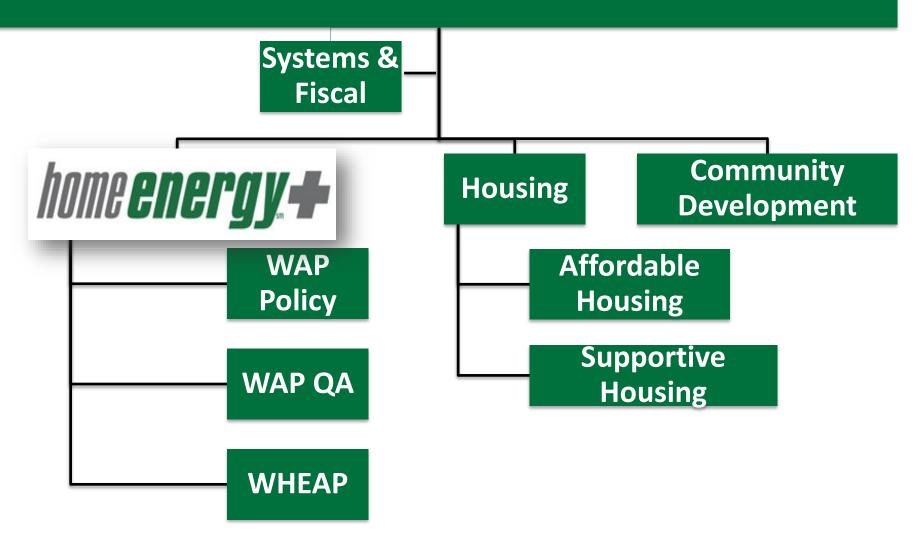
\$55.6 Million Allocation



<b>Production Goals</b>						
Total Units	5,608					
DOE Units	787					



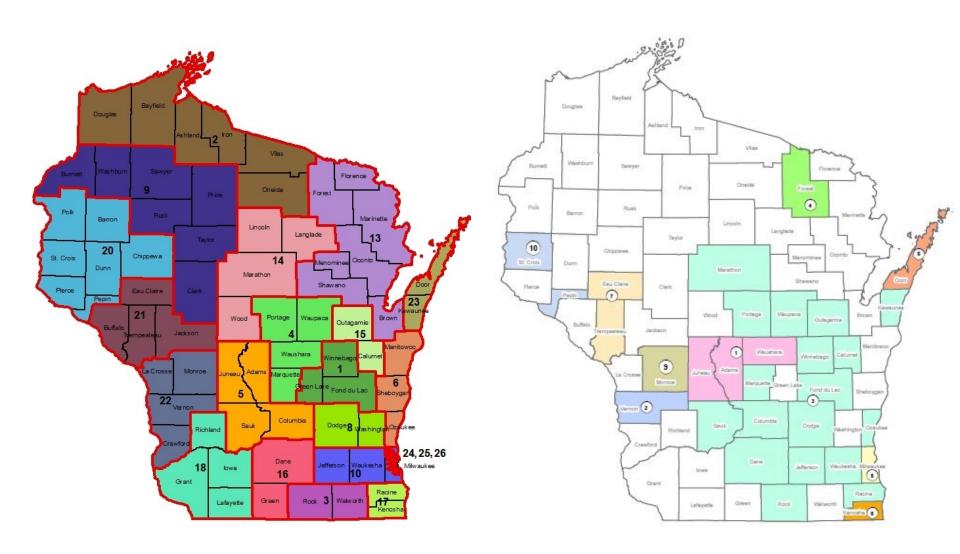
#### Division of Energy, Housing and Community Resources (DEHCR)





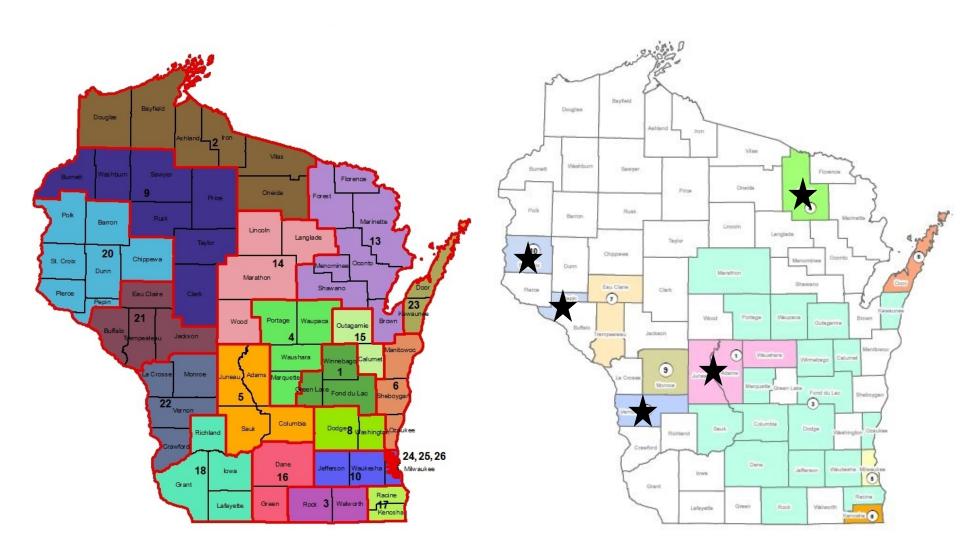
#### Weatherization Providers

#### **WHEAP Providers**



#### Weatherization Providers

#### **WHEAP Providers**



### **WisWAP Network**

<u>Grantee</u>: Division of Energy Housing and Community Resources (DEHCR)

- <u>Sub-grantees</u>: Weatherization Operators of Wisconsin (WOW)
- <u>T&TA Contractor</u>: Wisconsin Energy Conservation Corporation (WECC)
  - Subcontractors: Seventhwave, specialized trainers

Other Partners: WisCAP, utility associations, WHEAP agencies, low-income advocacy orgs., elected officials, state/local government



# Mutual Expectations



# **Program Documents**

The Wisconsin Weatherization Assistance program mission is to reduce energy costs for eligible low-income households by improving the energy efficiency of their homes while ensuring their health and safety.

Achieving the **primary goal of energy efficiency** is dependent on effective program management that strives to maximize energy savings, minimize production costs, improve program management and quality of work, and reduce the potential for waste, fraud, abuse and mismanagement.

# **Budget Planning**

### **Contract Planning Workbook**

8	Annual			ual Annual Wx Annual Annual Non-								Non-Measure Hours (per-day amounts)			
	Annual Work	"Non-Wx Programs"	Expected PTO used	Holidays	Staff Meetings	Wx Training	Annual Wx Admin	Program- Support	Measure Operations	Available Production	Transp.	Set-Up	Other	Available Measure	
Job Title	Hours	Hours	(hrs.)	(hrs.)	(hrs.)	(hrs.)	(hrs.)	(hrs.)	(hrs.)	Hours	2	1.5	1	Hours	
Director	2,080	200	232	112	10	50	738	738		-	-	-	-	-	
Admin Assistant	1,664	60	179	84	10	30		1,301		-	-	-	-	-	
Admin Assistant	2,080	600	224	112	10	30		1,104		3	12		1	_	
Admin Assistant	2,080		224	112	10	10		1,724		1	12		1	4	
Admin Assistant	2,080	100	216	112	10	20		1,622		9			-	7	
Warehouse Controller	2,080	800	216	112	10	10	8	327	605		<del></del>		· · · · · · · · · · · · · · · · · · ·		
HVAC Whrse Controller	2,080	10	208	112	10	10		1,038	692	1	-	7.57.5	-	+	
Auditor/Inspector	2,080	500	232	112	10	40		1,126	60			-	1	+	
Auditor	2,080	30	232	112	10	30		1,606	60	Ī	-	-	1	-	
Auditor	2,080		224	112	10	30		1,644	60	-	-4	120	1	-	
Auditor/Inspector	2,080	30	224	112	10	40		1,604	60	3			1	_	
Auditor	2,080		224	112	10	30		1,644	60	-	- 2	127	1	2	
Auditor	2,080		224	112	10	30		1,644	60	- 2		-	_	-	
Crew Leader	2,080		224	112	10	20				1,714	343	257	171	943	
Crew Leader	2,080		216	112	10	20				1,722	344	258	172	948	
Crew Leader	2,080		232	112	10	20				1,706	341	256	171	938	
	-	Ĭ		5.	i ii	i				-	-	-	-	-	
Crew Leader	2,080		216	112	10	20				1,722	344	258	172	948	
Crew Leader	2,080		216	112	10	20	0	70.00		1,722	344	258	172	948	
DLR \$ Contract / A	AudInsp.	/ Program	Support	Instructio	ns+ DLR	Variance	Scratch Pa	aper 🎾 /	3			Var alleman			



# **Budget Planning**

### **Contract Planning Workbook**

		FI	XED	AMO	UNT	S						AVER	AGES	
	To	tal Allocation:	\$3,656,893	*	Lia	bility Insurance:	\$20,000			In-House	Measure H	ours per UNIT:	35 m.h.	If zero, enter "0"
	Т	&TA Allocation:	\$40,000		Financial Audit:		\$13,250	\$13,250 Baseload Units			Dire	ect Labor Rate:	\$86	\$86 per 'DLR \$' sheet
	Progra	am Allocation:	\$3,616,893			BASELOAD:	\$15,000	40		Direc	t Labor Expe	ense per UNIT:	\$3,010	
		Project 1:	\$0		D.	.dast	Linco			Con	tractor Expe	ense per UNIT:	\$600	
		Project 2:	\$0		D	udget	Lines			In-	House Mate	erials per UNIT	\$2,370	
Total	l with Spe	cial Projects:	\$3,656,893		Admin.:	\$329,120	9.0%	Must be betwe	en 0 - 10%			PER-U	NIT SPENDING	
	•	***************************************		Prog	ram Support:	\$1,010,024	45.0%	Must be between	en 15 - 45%			Operations:	\$4,816	
				He	alth & Safety:	\$434,027	12.0%	Must be between	en 12 - 20%			ealth & Safety:	\$1,164	
		= Entry required			Operations:	\$1,795,472					Pro	gram Support:	\$2,715	
		Auto-calculated			SUM		Prog. Alloc L	Liab. Ins Fin. Audit - Baseload		Admin.:	\$885			
-		= Hybrid	- A			40,000,000					AVERAGE C	OST PER UNIT:	\$9,580	
_		- Hybrid										ORECAST:		
Con	Wx Units mpleted r month	Admin	Liability Insurance	Financial Audit	1,2 Health and Safety	<sup>1</sup> Operations	Program Support	T & TA	Project 1	Project 2	Baseload	Monthly Total Expenditures	Accumulative Monthly Expenditures	Total Unit Count
1	36	27,427			42,003	173,755	97,744	2,765		8	1,250	344,944	344,944	36
t	36	27,427		8	42,003	173,755	97,744	2,765	is.		1,250	344,944	689,888	72
	34	27,427	5,000		39,669	164,102	92,314	2,765			1,250	332,527	1,022,415	106
	33	27,427			38,502	159,276	89,599	2,765	-		1,250	318,819	1,341,234	139
	25	27,427			29,168	120,663	67,878	2,765			1,250	249,151	1,590,385	164
	25	27,427	5,000		29,168	120,663	67,878	2,765			1,250	254,151	1,844,536	189
	25	27,427			29,168	120,663	67,878	5,425			1,250	251,811	2,096,347	214
1					30,335	125,490	70,593	2,765			1,250	257,860	2,354,207	240
,	26	27,427		0.	05.055									
	26 30 30	27,427 27,427 27,427	5,000		35,002 35,002	144,796 144,796	81,454 81,454	2,765 6,500			1,250 1,250	297,694 296,429	2,651,901 2,948,330	270 300



# WisWAP System

- Secured online system for distributing funds and invoicing job costs
- Advances provided in July and August
- Agencies submit invoices monthly by the 15<sup>th</sup>, receive reimbursement by the 1<sup>st</sup>
- WHEAP payments and referrals processed weekly on Wednesday evening



# WisWAP Budget & Production







#### Monthly Production vs Contract Plan

Cor

Selection Criteria: Report Type: By Grantee | Grantee: Ashland Co. Housing Authority - (02) | Contract Year: 2017

Grantee Name

02 Ashland Co. Housing Authority

Total Budget

\$2,328,742.00

Total Units

203

#### Expenditures

Month	Planned Expenditures	Actual Expenditures	% of Planned Expenditures	YTD Total Actual Expenditures	YTD % of Cummulative Planned Expenditures	Planned Units Production
Jul	\$192,822.00	\$154,716.28	80.2%	\$154,716.28	80.2%	17
Aug	\$193,572.00	\$207,750.47	107.3%	\$362,466.75	93.8%	17
Sep	\$192,822.00	\$207,696.56	107.7%	\$570,163.31	98.4%	17
Oct	\$192,822.00	\$166,264.41	86.2%	\$736,427.72	95.4%	17
Nov	\$193,572.00	\$176,067.63	91.0%	\$912,495.35	94.5%	17
Dec	\$205,687.00	\$185,248.53	90.1%	\$1,097,743.88	93.7%	17
Jan	\$201,882.00	\$177,249.56	87.8%	\$1,274,993.44	92.8%	17
Feb	\$193,572.00	\$170,424.94	88.0%	\$1,445,418.38	92.3%	17
Mar	\$192,822.00					17
Apr	\$192,822.00					17
May	\$193,572.00					17
Jun	\$182,775.00					16

Actual Expenditures

\$1,445,418.38

% of Annual Budget

62.1%

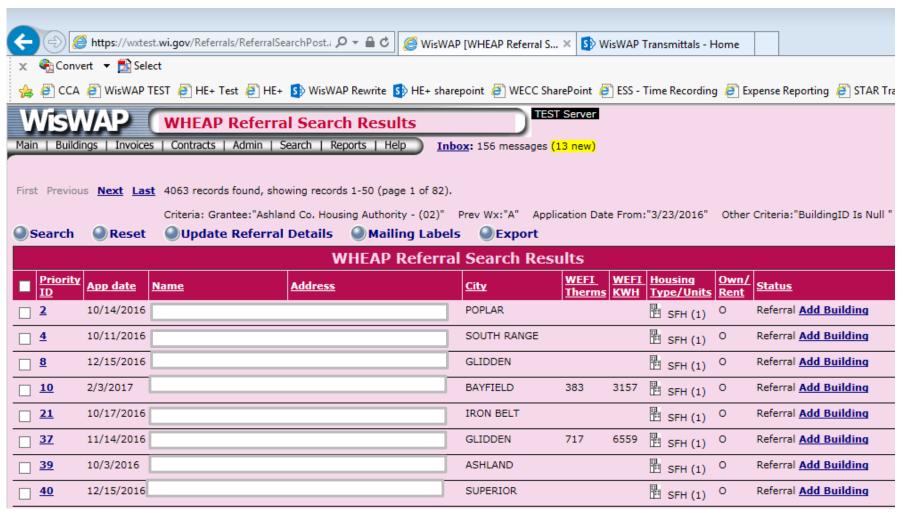
YTD Total Units

149

% of Annual Units Goal

73.4%

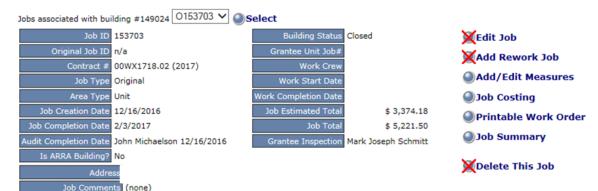
# **WHEAP Referrals**







Building #149024 > Regular Job Details



Agency enters job information and checks Ready for Invoice.

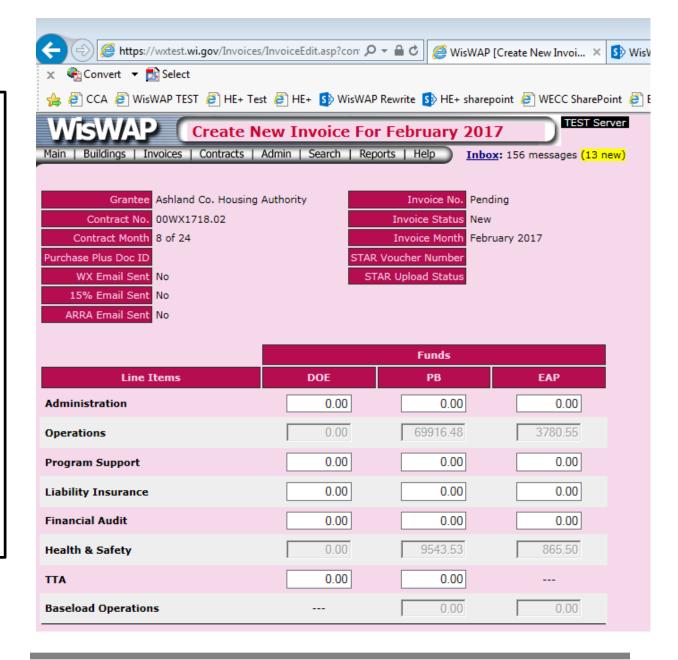
Costs & Funds Summary											
Job Costs	Job Fu		Job Hours	Job Costs Estimate	Job Cost Actual						
	DOE Fund	\$ 0.00	ECM	0.00	1,619.18	2,240.00					
Job Actual Costs \$ 5,221.50	PB Fund	\$ 5,221.50	Health & Safety	0.00	1,700.00	2,891.50					
Total Reductions \$ 0.00	EAP Fund	\$ 0.00	Repair	0.00	55.00	90.00					
Net Cost \$ 5,221.50	Invoice Amount	\$ 5,221.50	Total Hours	0.00	3,374.18	5,221.50					

Measure / Description	Unit	Qty	Labor Hours	ob Measuı Unit Cost	Total Cost	Reduction	Reduction Type	Fund	Invoice Amount	Ready For Invoice	Month Invoiced	Not Installed
ABD045 - Air Sealing Air Sealing	CFM50 Reduction	Estimate: 0 Actual: 79	0.00	\$2.00 \$4.27		\$0.00	none	PB	\$337.50	•	07	
<u>DIA040 - Attic Insulation</u> <u>Blown Cellulose - Unfloored R38</u>	sq ft	Estimate: 1056 Actual: 1056	0.00	+	\$1,087.68 \$1,166.00	\$0.00	none	PB	\$1,166.00	•	07	
PCFL005 - Lighting CFL Bulb	each	Estimate: 5 Actual: 5	0.00	\$4.50 \$9.50			none	PB	\$47.50	•	07	
PCFL070 - Lighting LED Bulb	each	Estimate: 5 Actual: 5	0.00	\$0.00 \$6.00		\$0.00	none	PB	\$30.00	•	07	
URR005 - Refrigerator Replacement	each	Estimate: 1 Actual: 1	0.00	\$509.00 \$659.00	*	\$0.00	none	PB	\$659.00	•	07	
XHAQ006 - Health and Safety Air Quality Worst Case Depressurization w/o Draft	each	Estimate: 1 Actual: 1	0.00	\$50.00 \$20.00		\$0.00	none	PB	\$20.00	•	07	
XHAR005 - Health and Safety Ventilation 62.2 Exhaust Ventilation	each	Estimate: 1 Actual: 1	0.00	\$500.00 \$1,127.60	\$500.00 \$1,127.60	\$0.00	none	PB	\$1,127.60	•	07	
XHHW005 - Health and Safety Hot Water Water Heater Replace	each	Estimate: 1 Actual: 1			\$1,150.00 \$1,743.90	\$0.00	none	PB	\$1,743.90	•	07	
ZRAQ005 - Repair Air Quality Dryer Venting	each	Estimate: 1 Actual: 1	0.00	\$55.00 \$90.00		\$0.00	none	PB	\$90.00	•	07	

created by: <u>John Michaelson</u> 12/16/2016 1:49:31 PM ast update by: <u>Neil W. Deering</u> 2/13/2017 10:29:21 AM

Agency enters and submits monthly invoice.

All job costs marked ready for invoice populate in the Operations and H&S line items.





# **Training and Technical Assistance**

### **Program Evaluation**

- Self Evaluation Study
  - Statewide and Agency Summaries

- Audit Quality Assurance
  - Identify training needs
  - Acknowledge auditors and agencies that are doing good work



# **Quality Assurance Monitoring**

- Focused on Training and Technical Assistance
- Working together to achieve program mission and contract goals
  - Share Administrative Review tools with subgrantees at beginning of program year
  - Optional inspection checklists
- Language in monitoring tools is important



# Mutual Expectation Challenges

- SIR is not the only test in selecting units for production
  - High cost jobs and "proper" use of funds
  - Fairness is important to our stakeholders
- Balancing flexibility with clarity
- Delays in referral extraction at beginning of WHEAP program year
- Support Cost Threshold



# Communication



# **Guiding Documents**

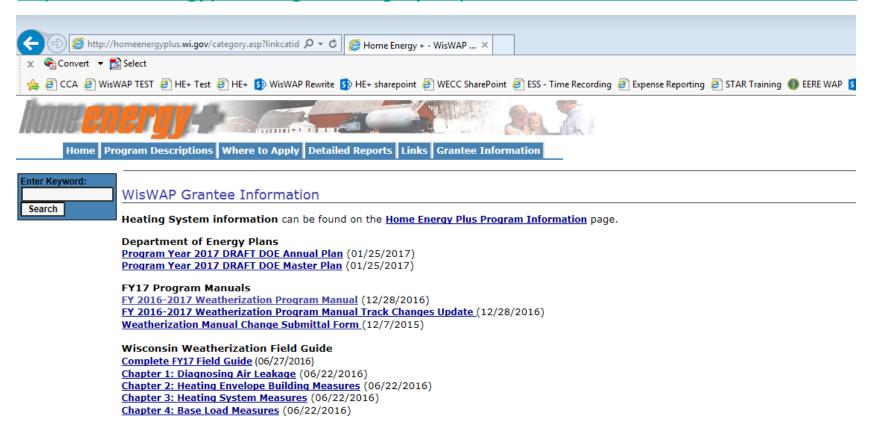
Document	Audience
WAP Contract	Agency Executives, WAP Manager
Program Manual	Program Mangers and Support Staff; Energy Auditors & Inspectors (Chapter 8)
Field Guide	Technical Staff
Weatherization Assistant Guide	Energy Auditors
Information Transmittals	Specified in transmittal



# **Program Information**

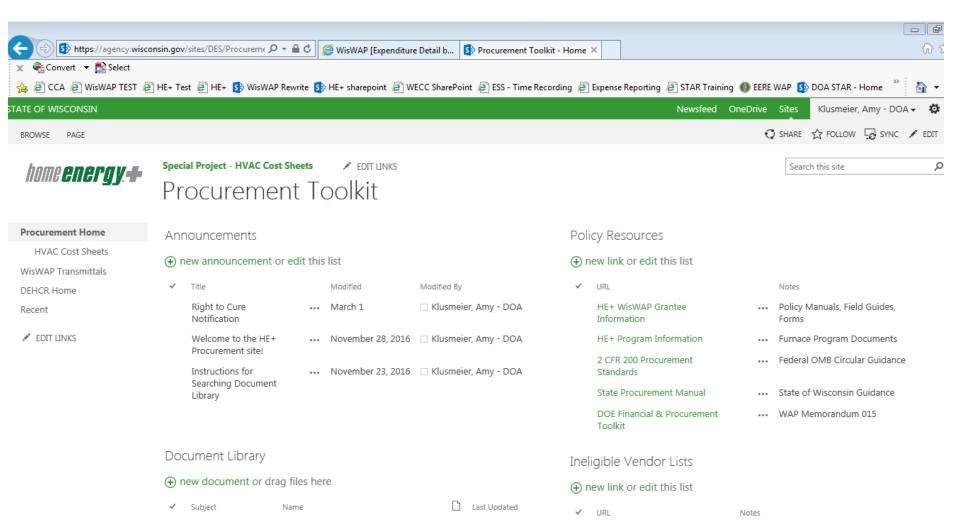
# Policy Manuals and required forms are easily accessible on public website

http://homeenergyplus.wi.gov/category.asp?linkcatid=494&linkid=122&locid=25

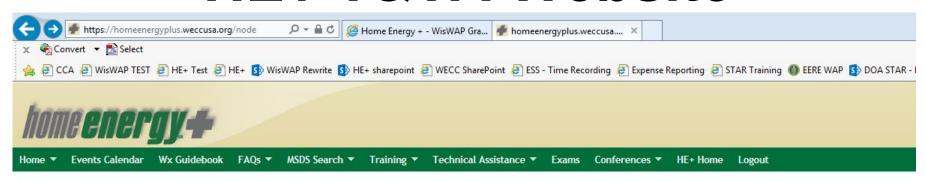


# **HE+ SharePoint**

#### Procurement, AR Uploads, Information Transmittals



### **HE+ T&TA Website**



#### Welcome to the Home Energy Plus Training and Technical Assistance Information Site

The Home Energy Plus Training and Technical Assistance Information Site provides materials and tools for program staff to increase their technical and/or implementation skills. Weatherization and Wisconsin Home Energy Assistance Program staff will find information related to training opportunities, training event schedules, session presentations as well as technical assistance tools on this site.

#### Enhance your skills by attending an upcoming training event!

To obtain more information or register for a training listed below, visit the Events Calendar. A printable version of the training schedule is posted under the Training menu above - select Training & Technical Aids, and Weatherization.

#### April 2017

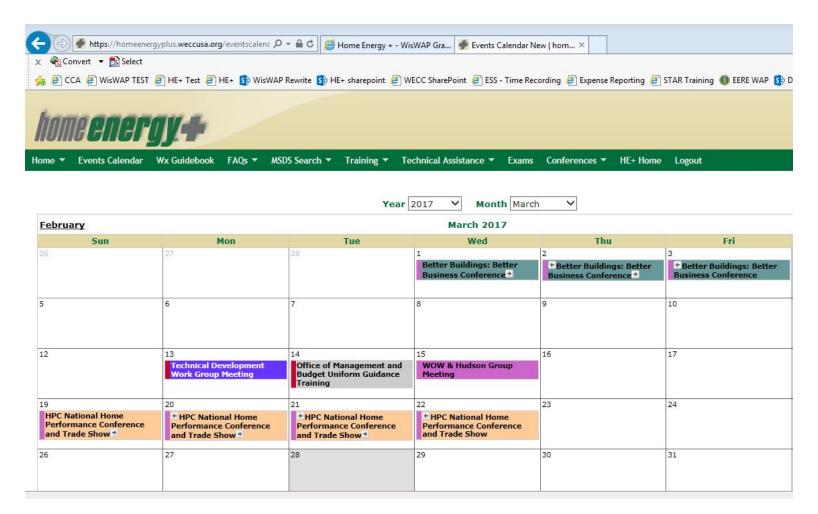
Weatherization Contract Planning Workbook Webinar April 4, Webinar

Targeted Dense-Pack and Advanced Insulation Techniques





# **HE+ T&TA Calendar**





# **HE+ Help Desk**

Sub-grantee email and telephone help line

- Calls are routed to DEHCR staff based on content
  - Technical policy, eligibility, procurement, etc.
- Correspondence is stored in Access database
  - Helps DEHCR provide consistent responses and identify training needs
- Timely response is key



# WOW, Inc.

(Weatherization Operators of Wisconsin)

### **Association of non-profit agencies**

- Bylaws
- Annual elections for officers
- Funded by dues and program support
- One vote per agency
- Members must actively serve on at least one committee



# **Work Groups & Committees**

#### WOW Committees

 Executive; Procurement; Housing/Wx
 Cooperative; Management Training; Program Manual; Quality Assurance; Hudson Group

### Technical Development Work Group

- DEHCR/WECC led, T&TA Plan activity

### Ad hoc Work Groups

Procurement; WisWAP Rewrite



# **WOW Meetings**

- Bi-monthly Meetings
  - Tuesday: Technical Development Work
     Group Meeting and Management Training
  - Wednesday Morning:
    - Roundtable (WOW only)
    - Committee Meetings (combined)
    - WOW and Hudson Group Meetings (combined)



# **WOW Meeting Standing Agenda**

8:00 Round table discussion

8:45 Committee meetings

9:30 Call meeting to order

» Agenda, Minutes, Treasurers Report

9:40 Committee reports

10:20 DEHCR report

11:15 Old business

11:30 New business

12:00 Adjourn



# **Communication Challenges**

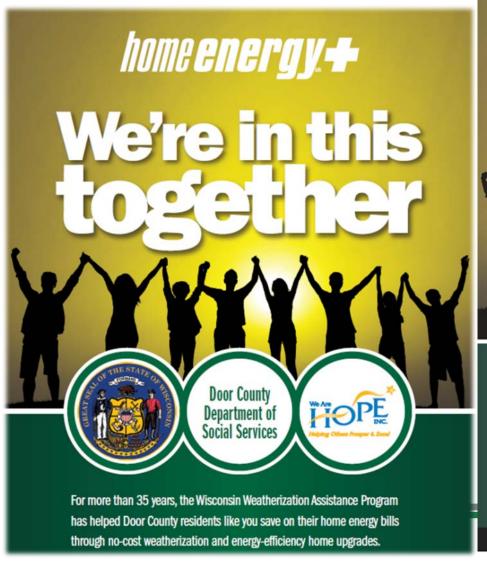
- Active participation in WOW meetings and committees
- Consistency in communication from DEHCR
- HE+ Help Desk negative connotations
- Full disclosure of sensitive information



## Cooperation/Coordination



## **Regional Coordination**





## DO YOU WANT TO LOWER YOUR ENERGY COSTS? LET US HELP!



Because you are income-eligible for the Wisconsin Home Energy Assistance Program (WHEAP) you are also eligible for Couleecap's Weatherization Assistance Program.







#### **Weatherization Application**

WHEAP Application #							
Applicant name(s)							
Home Phone			Cell Phone _				
☐ Natural Gas	□LP	☐ Fuel Oil	☐ Electric	Other			



#### Housing and Energy Collaboration

New initiative to improve the coordination of CDBG and HHR programs to address weatherization deferrals

- Work Group → WOW Committee
- Coordination meetings
- Combined trainings and conferences
- Streamlining Historic Review process
- Conflict of interest policy



#### **T&TA Planning**

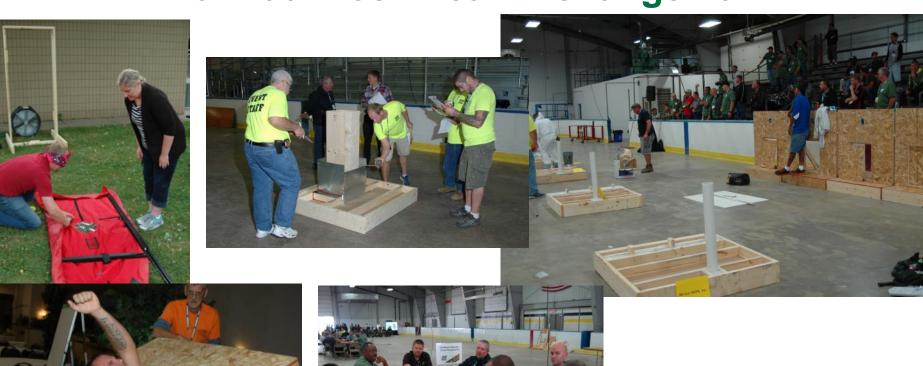
- Annual survey of sub-grantees to determine training needs in 3 areas
  - Technical

nome**enerav#** 

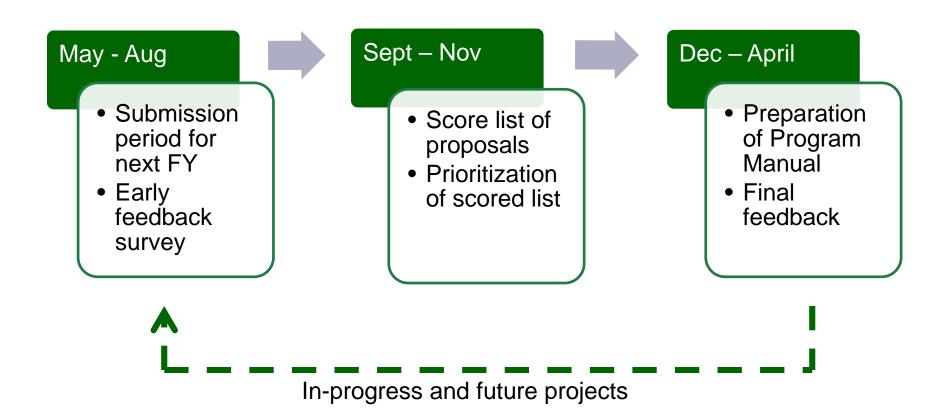
- Management & Supervisory
- Potential New Training Topics
- Training Code of Excellence
- On-going evaluation and feedback loop throughout year
  - Contract evaluation and training evaluations

#### **Conferences and Fairs**

## Annual Home Energy Plus Conference Bi-annual Technical Exchange Fair



# Continuous Improvement Annual Timeline





#### State Plan Process

- January: WOW Meeting
- February: HE+ Conference
- March: WOW Meeting
- April: Contract Planning Workbook webinar; LIEAC Meeting; Public Hearing
- May: WOW Annual Meeting (required)



## **Cooperation Challenges**

- Geographic territories for WHEAP and Weatherization
- Housing funds are limited and prioritized by regional sub-grantees
- Leadership: State and Sub-grantee levels
  - Burnout factor



## Trust



## Retention – Sub-grantee Staff

	Workers Certified	Workers Still in WisWAP	Retention %
Energy Auditors	190	123	64.7
QCI – Agency	49	48	98.0
QCI – State	16	15	93.8

- 190 auditors certified since 2007 and 65 QCI certified since 2015
- More turnover in field crew positions
- Very little turnover in Program Manager positions



## Retention – Grantee Staff

Home Energy Plus Bureau Barbara Klug Admin. Mng. 307199

WHEAP Section Jane Blank 337444 Admin. Program Mgt Sup.

Debbie Buhler, CSS-SEN, 307198
Tammy Grauer, PPA-ADV, 331558
Traci Newhouse, CSS-SEN, 331559
Jeff Heino, PPA-ADV (Lead), 331560
Jamie Her, PPA-ADV (Lead), 324261
Alannah Braker, PPA-ADV, 337441

Weatherization Policy Section Program and Policy Chief 304391

Amy Klusmeier, PPA-ADV (Lead), 304393 Karen Baker , PPA-ADV, 329806 Thomson, George, PPA-ADV (Lead), 337438 Don Hynek, PPA-ADV, 007475 Mary Meunier, PPA-ADV, 329802

Weatherization Quality Assurance Hoyt O'Brien 307533 Admin. Program Mgt. Sup.

Norman Bair, GS-ADV, 034645

Vacant (Donnelly), PPA-ADV, 337435

Paul Donnelly, PPA-ADV, 337440

Robin Lee, GS-ADV, 337436

Terry Pease, GS-ADV, 320401

Barbara Smith, PPA-ADV, 320420

Steve Wenzel, PPA-ADV, 311153

Vacant (Thompson), GS-ADV, 400248



## **Trust Challenges**

All previously mentioned challenges!

- Staff turnover
- Consistency in communication & policy interpretation (Help Desk and Monitoring)
- Consistency in payments & maintaining a user-friendly reporting system



## **Closing Thoughts**

#### Important factors in effective relationship:

- Celebrating successes
- T&TA Plan developed with input from subgrantees
- Regular candid communication
- Consistent payment & referral schedules
  - Good electronic reporting system
- Collaboration on program and policy changes
  - Active sub-grantees willing to take leadership roles

