



# WAP BIL 6 Month Coaching Series

SESSION 4



# Enhancing Program Management Skills

## Webinar Series Outline:

### Session 1: WAP 101 [Slides]

- Overview of the Weatherization Assistance Program (WAP)
- DOE-WAP and HHS-LIHEAP funding structures
- Key regulations and guidelines for grantees and new staff

### Session 2: ACPU Management and Best Practices [Slides]

- Program Regulations and DOE Guidelines
- Budget and production planning
- Best Practices for ACPU and managing ethical operations

### Session 3: Navigating Compliance for BIL [Slides]

- Davis-Bacon Act compliance essentials
- Build America, Buy America (BABA)
- NEPA / SHPO Federal Compliance

▪ Best practices for ensuring ethical operations

# BIL Coaching Series

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## Coaching Series Outline

Session 1: [WAP 101 Program Fundamentals](#)

Session 2: [ACPU Management and Best Practices](#)

Session 3: [Navigating Compliance for BIL](#)

Session 4: [Enhancing Program Management Skills](#)

Session 5: [Optimizing Operations and Best Practices](#)

Session 6: [Workforce Development and Training](#)

# Agenda

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**Introduction**

**Group Discussion on Program Management Challenges**

**Annual Timeline of Grantee Roles and Responsibilities**

**Managing the Subgrantee Relationship and Communications**

**Identifying Key Performance Indicators**



# ICEBREAKER! HAPPY NEW YEAR

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What's one thing you're planning to do differently at work this year?



## Group Discussion on Program Management Challenges

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# Polling Question 1

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What formal program management training have you received, or certifications do you hold currently?  
(select all that apply)

- A. Program Management Professional (PMP)
- B. Certified Associate in Project Management (CAMP)
- C. State delivered Program/Project Management Trainings
- D. WAP Grantee Manager Training (DOE- online)
- E. Other
- F. None

# Polling Question 2

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**What parts of the Program do you find most challenging to manage currently. (top 2)**

1. The annual state plan and contracting
2. Finance, budgets and invoicing
3. DOE monitoring of the Grantee
4. Grantee Monitoring of Subgrantees
5. Training and Technical Assistance
6. Managing a Quality Program – meeting production and spend goals.
7. Energy Audit and Field Guide Approvals



# Group Discussion

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What are some of the Program Management Challenges you face today in WAP?

- How do you begin to formulate a strategy for improvement on these challenges?

What areas do you feel good about your program management of the WAP & how do you know you are doing things well?

- To what do you attribute this success?



# Annual Timeline of Grantee Roles and Responsibilities

# Annual Planning Process Overview

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Planning, Manual and  
policy updates



State Plan & Budget  
Development



Submission and DOE PO  
coordination and  
reviews



Acceptance and  
Subgrantee Contract  
Executions

# Annual Timeline

July 1 2025 State Plan Templates					
Task	Owner	Planned Start	Planned Finish	Actual Start	Actual Finish
<b>WAP State Plan Submission</b>					
Pre-Planning Updates		11/01/24	01/31/25		
Update Operations and Policy Manuals		11/01/24	11/29/24		
Update T&TA Plans		11/29/24	12/20/24		
Update Monitoring Plans		12/20/24	01/10/25		
Update H&S Plans		01/10/25	01/31/25		
Update WRF		11/29/24	12/20/24		
<b>Pre-Planning Office Prep</b>					
Note any staff changes		11/01/24	11/29/24		
Bring new up to date on roles and expectations		11/01/24	12/02/24		
Convene all task owners to review timeline		11/01/24	12/02/24		
Perform Risk Assessment on Subgrantees		01/31/25	02/10/25		
Hold meeting with Subgrantees for input into State Plan		01/31/25	02/17/25		
Review Carry-over projections		01/31/25	02/07/25		
Pull/Print SAMs and UEI on all Subgrantees		01/31/25	02/10/25		
<b>DOE Release of WPN 25-1</b>					
Review WPN 25-1 for updates and additions		11/18/24	11/19/24		
Copy or Create NEW state plan in PAGE		11/18/24	11/22/24		
<b>Begin Edits to State Plan</b>					
<b>Mandatory Sections</b>					
Complete SF-424 & SF-424A		02/17/25	03/03/25		
Budget Justification		02/27/25	03/03/25		
Review and Approval of Budget		03/03/25	03/07/25		
Provide budget for Subgrantee Contracts		03/10/25	03/10/25		
Annual File		02/24/25	02/28/25		
Master File		02/28/25	03/07/25		
Internal Review and Approval of DRAFT core state plan		03/10/25	03/11/25		
Notify DOE PO that state plan is ready for PRE-Review		03/11/25	03/11/25		
<b>Required Attachments</b>					
Health and Safety Plan		03/17/25	03/31/25		
T&TA Plan		03/17/25	03/31/25		
QCI Inspection Form / Tech Monitoring Form		03/17/25	03/31/25		

NASCSP provides annual planning templates for both April 1 and July 1 states.

They can be modified and used for BIL planning purposes.

When seeking request of the final 50% of BIL funds use for budget modification purposes

## WPN BIL-7:

# WAP Bipartisan Infrastructure Law Award Extension and Obligating Remaining 50% of Funding

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Extending the grant period of performance to June 30, 2029.

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Extending the Average Cost Per Unit (ACPU) to an average over seven years to align with the new grant period of performance.

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Notifying Grantees that the remaining 50% of BIL funding will be obligated while retaining the requirements to meet the original milestones outlined in WPN BIL-1.

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Provides the process for obtaining Automated Standard Application for Payments (ASAP) agency approval, for Grantees who have not demonstrated the milestones outlined in WPN BIL-1.

## WAP Memo 131: Requirements for Remaining 50% of BIL funds (Watch the DOE Video)

- **Milestone 1:** 30% of all BIL units are weatherized based on the Grantee's approved BIL Plan.
- **Milestone 2:** Grantee demonstrates that it has fulfilled monitoring and inspection protocol as part of the approved BIL Grantee Plan.
- **Milestone 3:** Grantee monitors each Subgrantee at least once each year to determine compliance with administrative, fiscal, and Grantee field policies and guidelines.
- **Milestone 4:** Local quality control efforts are in place.
- **Milestone 5:** At least 5% of the completed BIL units are inspected by the Grantee's certified Quality Control Inspector (QCI) staff during the year.
- **Milestone 6:** Grantee's quarterly progress and annual reports are current, accurate and approved by Project Officer in accordance with grant requirements.
- **Milestone 7:** Monitoring reviews by DOE confirm acceptable performance.

# Polling Question #3

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Have you requested or are you close to requesting the final 50% of BIL funds?

A – Yes, we have requested the funds with our PO

B – No, but we plan on doing so in the next few months

C – No, but we hope to achieve this by the second half of 2025

D – No, not until 2026 or beyond



# Program Implementation

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# Weatherization Assistance Program Resource Hub

Grantee Managers Toolkit

PROVIDED BY DOE



Learning Path

## Grantee Finance and Budgets

Effective budgeting and financial management set your progra...



Learning Path

## DOE Monitoring of Grantees

DOE monitoring visits are your opportunity to showcase your ...



Learning Path

## Grantee Monitoring of Subgrantees

Grantee monitoring of Subgrantees is a critical tool to main...



# Grantee Manager Trainings

Training Topics designed for Grantee Program Managers, Fiscal Managers, and Monitors include:

Grantee Plans

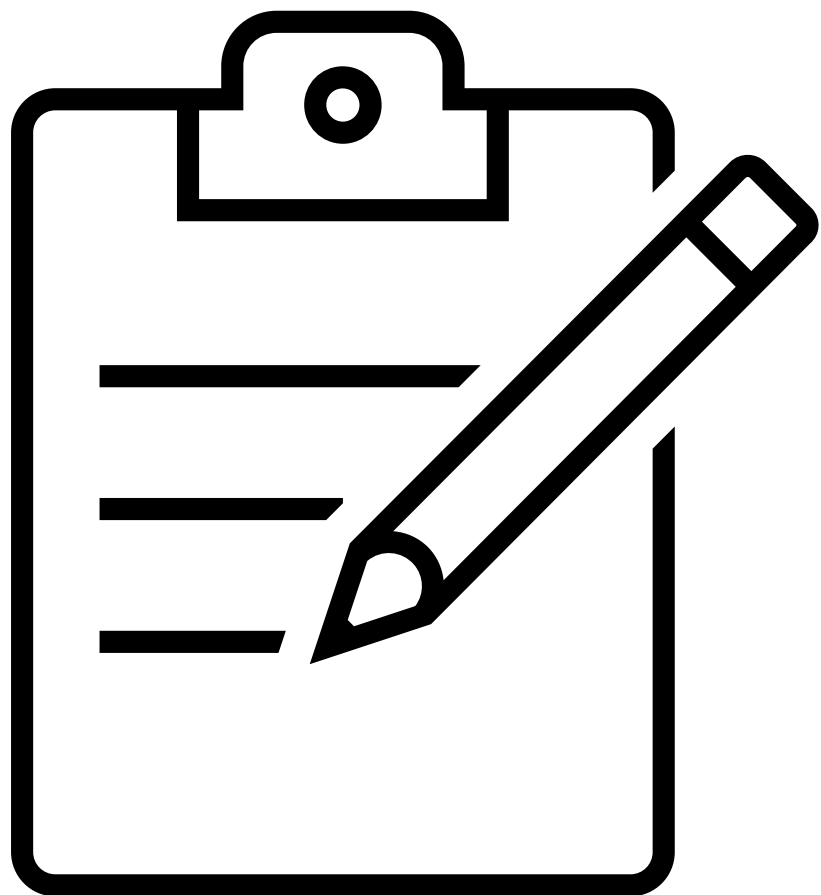
Finance and Budgets

DOE Monitoring of Grantees

Grantee Monitoring of Subgrantees

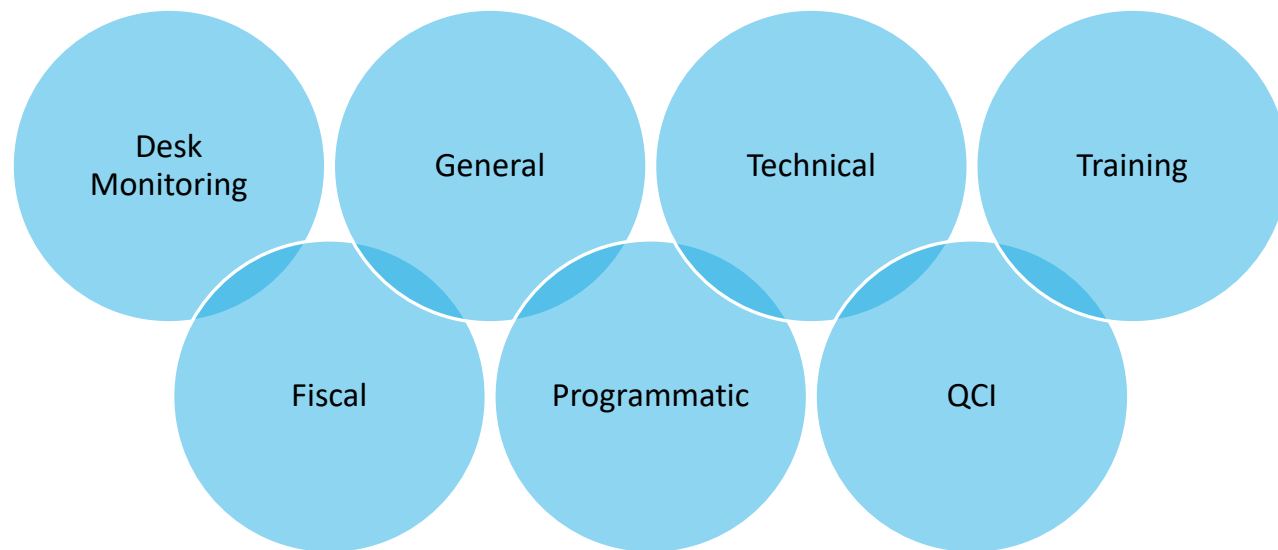
Managing a Quality Program.





# Subgrantee Monitoring and Oversight

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# Communication is Key!

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How do you communicate with Subgrantees that monitoring will occur?

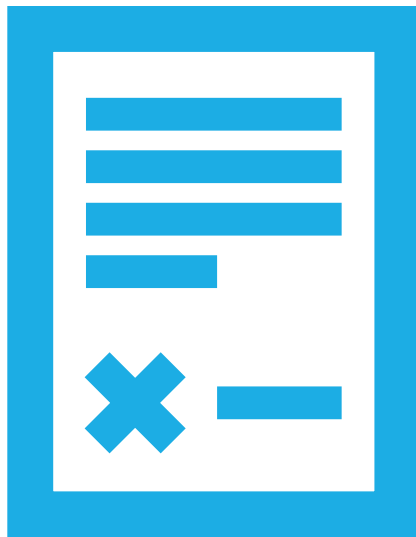
- What can we preemptively do to ensure a smooth visit
- Transparency is key!

Findings, Concerns, and Comments

- Finding is a determination of non-compliance
- Concern is a determination for risk of non-compliance if no action is taken
- Comment is a determination of the potential to improve the operations of the program/agency

# WPN 24-4 | Monitoring Procedures Snapshot – DOE monitoring of Grantees

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**Issued Date:** May 10, 2024

**Supersedes:** WPN 20-4

**Regulation:** 10 CFR 440.23

**Applies to:** Annual Formula Grants, BIL Grants, Sustainable Energy Resources for Consumers (SERC) Grants, and Community Scale Pilot Project (CSPP) Grants

**Key Revisions:**

- Updated monitoring definitions and terminology
- Refinement of federal monitoring activities – onsite, desktop and ad hoc monitoring
- Updated monitoring checklist tools

# Monitoring Checklist Tools

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## Programmatic Monitoring Checklists

- Grantee Checklist
- Grantee Monitoring of Subgrantees Review Checklist
- SERC Programmatic Monitoring Checklist
- SERC Programmatic Grantee Monitoring of Subgrantees Review Checklist

## Technical Monitoring Checklists

- Grantee Checklist
- Grantee Monitoring of Subgrantees Review Checklist
- SERC Technical Monitoring Checklist
- SERC Technical Grantee Monitoring of Subgrantees Review Checklist



# Programmatic and Technical Monitoring

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## Programmatic Monitoring:

- State Plan Compliance
- Policies and Procedures
- Client File Review – eligibility, income documentation, etc.
- Procurement policies
- Contracts
- Financial management systems
- Inventory management (Grantee level)
- Subgrantee monitoring reports and monitoring analyses
- Suggested programmatic/administrative/financial training and technical assistance

## Technical Monitoring:

- State Plan Compliance
- Policies and Procedures
- Client File Review - Work orders, invoices, etc.
- Energy Audit and/or Priority List reviews
- Field Work
- Training and Technical Assistance plan compliance
- Health & Safety plan compliance
- Subgrantee monitoring reports and monitoring analyses
- Suggested Training and Technical Assistance

A close-up photograph of a person's hand holding a black stylus, pointing at a tablet. The person is wearing a blue shirt. The background is blurred, showing another person in a white shirt. The overall scene suggests a professional or business setting.

# Reporting and Compliance

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## PAGE

- Quarterly Reports
- Historic Preservation
- T&TA Reporting
- Davis Bacon Reporting





# Poll Question #4


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How do you keep track of your reporting requirements?

- A. Spreadsheet
- B. State developed Software system
- C. Third Party Software system
- D. Pen and paper

QUESTIONS  
SO FAR?





# Managing the Subgrantee Relationship and Communications

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# Effective Communication

**Effective communication consists of:**

- Active Listening
- Clear and Concise language
- Feedback and Constructive Criticism
- Building Trust and Rapport

# Communication Opportunities



Policy Advisory Council Meetings – Three required per PY



Listening Session – Great to host at local CAA conferences while drafting state plan or new initiatives



Open office hours – Can host virtually



Emails to network – Quickly disperse information to network



Monthly or Quarterly Meetings to discuss spend and production



## Poll Question #5

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Do you host any of the opportunities for communication listed?

- A. PAC Meetings
- B. Listening Sessions
- C. Open Office Hours
- D. Monthly/Quarterly Meetings
- E. Email Communication
- F. Annual Training Event / Summit
- G. All the Above



# Budget and Invoicing

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Clearly define parameters and scope.



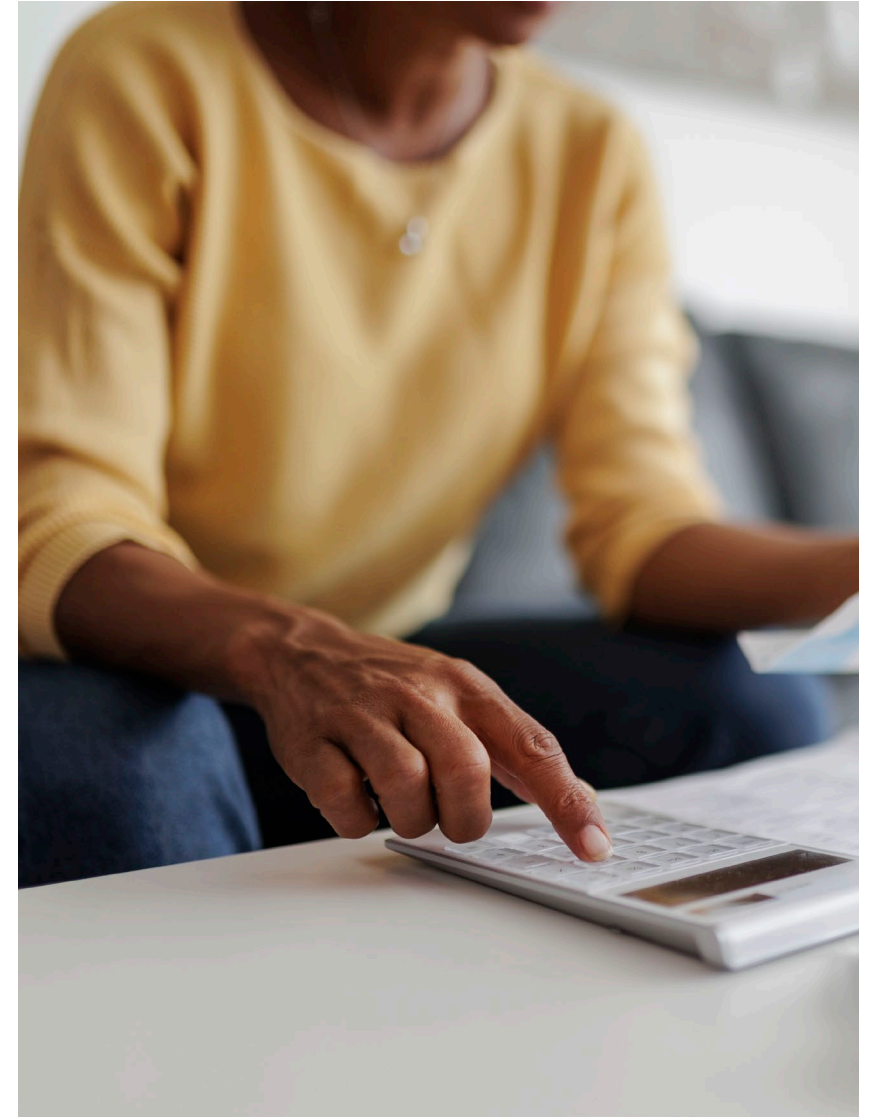
Breakdown tasks and cost estimates



Regularly monitor spending to ensure compliance



Communicate updates with subgrantees



# Group Discussion


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How do you manage and review the day-to-day work and monitor subgrantee activities?

- How are you managing the workload?
- Are there any best practices you'd like to share?





A hand in a blue shirt points at a bar chart on a tablet screen. The chart consists of six white wireframe bars of varying heights. A black text box is overlaid on the right side of the image.

Identifying Key  
Performance  
Indicators (KPI)  
to Measure  
Success

# What are Key Performance Metrics (KPI)?

KPI is a quantifiable metric that measures how well an organization or project is **performing toward its goals**. They can help to provide targets for teams to work towards, gauge progress, help people make better decisions, and align the organization on a shared idea of success.

Some Key Characteristics include:



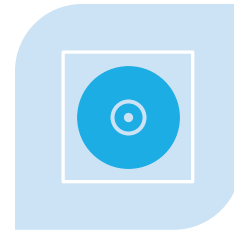
SPECIFIC: FOCUS ON A PARTICULAR AREA OF THE BUSINESS.



MEASURABLE: CAN BE QUANTIFIED AND TRACKED OVER TIME.



ATTAINABLE: REALISTIC AND ACHIEVABLE WITHIN A GIVEN TIMEFRAME.



RELEVANT: ALIGNED WITH THE OVERALL BUSINESS OBJECTIVES.



TIME-BOUND: HAVE A DEFINED TIMEFRAME FOR MEASUREMENT AND EVALUATION

# Grantee KPI Example

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- In 2025, the Grantee will submit timely state plan applications to secure funding on time for all funding sources.
- In 2025, the Grantee will execute Subgrantee contracts within (10) days of awards start date for all funding sources.
- In 2025, the Grantee will deliver monitoring reports to all Subgrantees within 30 days.

# Subgrantee KPI Example

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In 2025, the Subgrantee will meet 90% of the contractual spend and production for both DOE and LIHEAP contracts.

In 2025, the Subgrantee will ensure 100% of its staff (as required by the JTA) maintains its energy auditor, QCI certifications and BPI trainings.

# What are your KPI's

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## **What KPI's have you established for WAP today?**

- How do you track KPI progress towards your goals?
- Is your organization accountable to these KPI's?
- Do you have KPI's for both Grantees and Subgrantees?
  - How do you benchmark where you are today?

# KPI's for WAP

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These can range from contract execution to closeout.

How do you communicate your KPI's and progress to the subgrantee network?

- Meetings
- Email communication
- Listening sessions

How do you manage timely contract execution?

- Timelines
- Timely State Plan Submission and approvals

How do you manage underperforming grantees?

- Increased motoring
- Risk Assessments
- Annual Audits



# Data Collection and Analysis

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HOW DO YOU COLLECT YOUR DATA FROM  
SUBGRANTEES?



# RESOURCES

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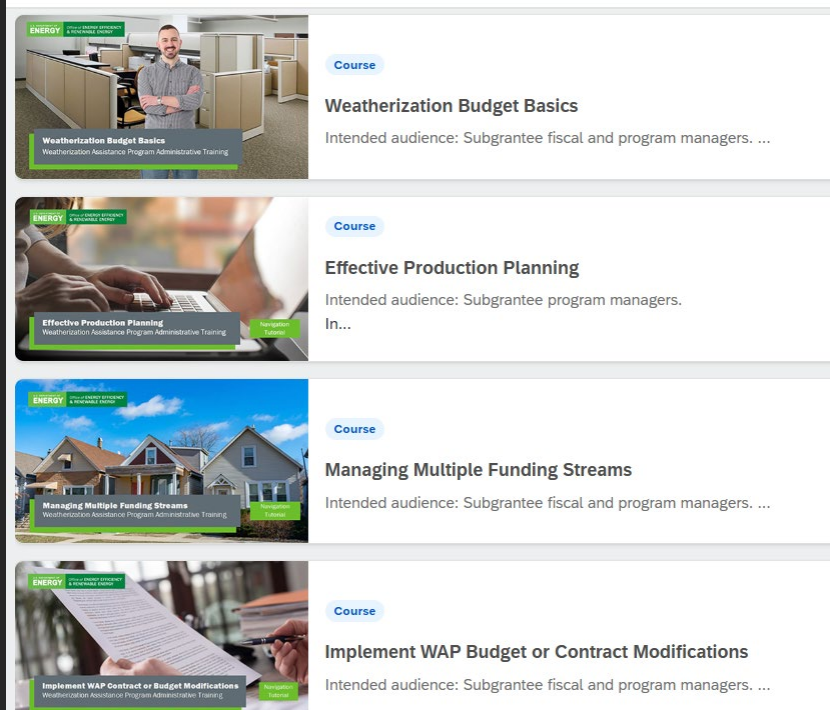
# RESOURCE LINKS

<https://nascsp.org/wap/waptac/doe-trainings-tools/grantee-managers-toolkit/>

<https://www.energy.gov/scep/wap/weatherization-assistance-program-resource-hub>

<https://wap.litmos.com/self-signup>

<https://wap.litmos.com/home/library>



**Course**  
**Weatherization Budget Basics**  
Intended audience: Subgrantee fiscal and program managers. ...

**Course**  
**Effective Production Planning**  
Intended audience: Subgrantee program managers. In...

**Course**  
**Managing Multiple Funding Streams**  
Intended audience: Subgrantee fiscal and program managers. ...

**Course**  
**Implement WAP Budget or Contract Modifications**  
Intended audience: Subgrantee fiscal and program managers. ...

## Online Courses Self Sign Up

Register to access courses by entering the code provided to you

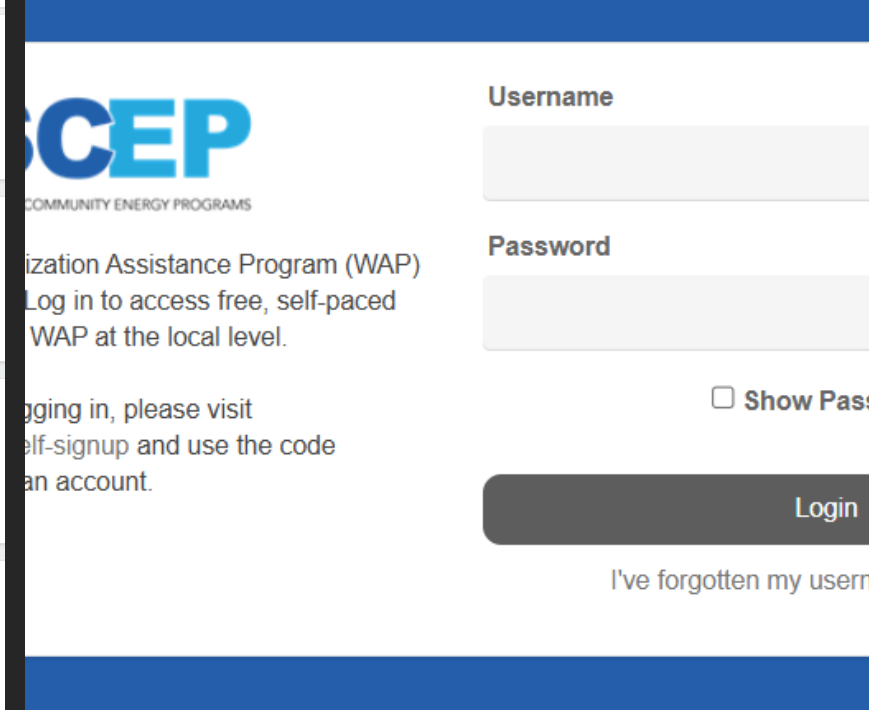
**Language**  
English

**First Name:**

**Last Name:**

**Email:**

*We will send account login information to this address*



**Scep**  
COMMUNITY ENERGY PROGRAMS

Weatherization Assistance Program (WAP)  
Log in to access free, self-paced WAP at the local level.

When logging in, please visit [link] for self-signup and use the code [code] to create an account.

Show Password

**Login**

[I've forgotten my username](#)



**NASCSP**  
National Association For State Community Services Programs

**Grantee Manager Trainings**

**Online WAP Grantee Programmatic Training**

The U.S. Department of Energy (DOE) launched a new online training series tailored to Weatherization Assistance Program (WAP) Grantees, based on input from WAP subject matter experts. The trainings combine DOE guidance with on-the-ground experience from Grantees and stakeholders, which is augmented by a robust repository of examples, job aids, and resources for all Grantee staff. The online trainings offer both



OPEN DISCUSSION TIME |



Thank you

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