Common Program Management and Monitoring Reports

Examples from Grantee Programs

LIHEAP Directors make numerous day-to-day decisions that impact the success of their programs. Therefore, it is critical for grantees to have the best information available at their fingertips.

This resource contains example reports used by grantees to administer LIHEAP. Some of the examples are designed for internal use, while others are shared with subgrantees, vendors, or the public.

Example LIHEAP Report Menu Click the icons below to view example reports for a specific purpose.	
Program Planning	Reports used to make projections, track progress, and evaluate potential program changes.
Program Delivery	Reports used to process applications, prioritize tasks, and facilitate workflow.
Fiscal Controls	Reports used to project and track allocations, spending, payments, and refunds.
Vendor Management	Reports used to track vendor data, payments, and refunds.
Compliance	Reports used to aid in periodic desk reviews or monitoring.
Reporting	Reports used to produce program data for legislators, funders, stakeholders, or the public.

It is important to note that although some grantees use sophisticated IT systems to manage LIHEAP data, most reports start out as (or are currently!) basic spreadsheets that are fine-tuned over time. If you would like help using data or developing reports for LIHEAP Performance Management, please contact Melissa Torgerson (melissa@verveassociates.net).

Additionally, users should note that this is a living document. As reports change so too will this resource. If your program uses reports that you feel would be a valuable addition to this tool, please contact Connor Priest (connor-priest@appriseinc.org) at APPRISE.

Program Planning

Reports used to make projections, track progress, and evaluate potential program changes.

Report Name	Description	Uses	Real-Life Examples
Year-over-Year Comparison: **Submitted and Processed Applications**	List by agency and county of applications submitted and processed for previous FFY and current FFY.	**Can be used by Grantees/local offices to:** • identify local agencies that may be "falling behind" in processing compared to previous year • highlight increase or decrease in number of people applying for assistance compared to previous year • pinpoint areas where outreach may need improvement • determine admin allocations	Minnesota Missouri
Year-over-Year Comparison: **Benefits Paid**	Weekly list of applications processed, paid, YTD payment, average payment, and applications pending from previous and current FFY.	**Can be used by Grantees/local offices to:** • highlight local agency staffing challenges based on application processing and payment timelines (when compared to other agencies or previous year) • identify local agencies with larger than average "pending application" rates • determine if program (benefit) spending is occurring faster or slower than previous year	Wisconsin Minnesota
Expenditure Projection Report	Expenditure projection report based on previous FFY eligible, assisted, and denied households, as well as spending rate, and average payments.	**Can be used by Grantees/local offices to:** • project forward budget, including when money will run out or if underspending. • determine whether funding should be moved between components or supplemental payments issued • highlight where and when more outreach may be needed	Minnesota
Program Summary Report	Application characteristics summary including demographics (e.g., elderly disabled, household income and size), primary fuel type totals, direct vs. supplier payments, average benefit, ineligibility totals and reasons.	**Can be used by Grantees/local offices to:** • assist with developing outreach plan and designing crisis services. • assess reasons for ineligibility and improve program design to address this • share information periodically with local and state stakeholders.	Washington

Program Delivery

Reports used to process applications, prioritize tasks, and facilitate workflow.

Report Name	Description	Uses	Real-Life Examples
Pending Application	Pending applications by agency and/or county and aging status with time-period (e.g., 45, 60 or 90 days).	**Can be used by Grantee to:** • monitor local agencies who are falling behind in application processing • identify those local agencies with higher than average pended application rates • Identify patterns among pended applications (e.g., non-English speaking households having difficulty understanding documentation requirements, etc) **Can be used by local office to:** • identify those cases/workers that might need attention (e.g., higher than average pended application rates)	Missouri
Processed Application Timeframe	Agency listing of current FFY processed applications, including those over 30 days, percentage within timeframe compliance, and average days to process.	**Can be used by Grantee to:** • monitor agencies who may be falling behind in application processing • identify agencies with slower processing times to identify areas for improvement **Can be used by local office to:** • identify and compare application processing rate among employees • plan and manage staffing and workflow	Minnesota Missouri
45 Day Report (Vendor Payments)	List of all commitments to vendors by client/acct number, associated check numbers and dates, as well as time elapsed between commitment and check issued.	**Can be used by Grantee to:** • monitor agencies who are taking more than 45 days to pay vendors after a commitment is made **Can be used by local office to:** • work with internal fiscal staff to assure vendors are paid in a timely manner	Oregon

$ Fiscal Controls

Reports used to project and track allocations, spending, payments, and refunds.

Report Name	Description	Uses	Real-Life Examples
Contract Detail Report	The Contract Detail Report shows the contract account lines, the remaining balances, all account/budget amendments, the cumulative amount (and frequency) of claims against the contract.	**Can be used by Grantee to:** • identify those agencies who may be underspending in certain categories • identify agencies who are spending admin faster than program (or vice versa) **Can be used by local office to:** • Track spending rate to identify necessary budget change requests	Delaware
Vendor Payment History	Lists voucher, date, vendor name, Vendor Access Number, amount, unpaid amount, paid amount, and check number, as well as total invoices, open invoices, and paid invoices. Grid format; easy export to Excel.	**Can be used by Grantee to:** • Monitor and follow-up on unpaid invoices to vendors • Identify those vendors with significantly higher number of invoices/payments than in previous years (vendor monitoring) • Identify "top" vendors for Performance Measure reporting • Track original source of refunds.	PDF Rhode Island
Proof of Payment	Paid invoice list for selected subgrantee and time-period. Displays list of invoice number, invoice date, invoice amount, invoice status, paid date, and check numbers.	**Can be used by Grantee to:** • Monitor and follow-up on unpaid invoices to vendors • Reconcile agency fiscal records with state paid invoices, unpaid invoices, etc.	PDF Rhode Island

Vendor Management

Reports used to track vendor data, payments, and refunds.

Report Name	Description	Uses	Real-Life Examples
Supplier Denial Response - Statewide Totals	List of payments denied by supplier by agency.	**Can be used by Grantee to:** • monitor agencies or suppliers with high denial rates. **Can be used by local office to:** • resolve issues with benefits that are turned down by the supplier.	PDF [Missouri]
Supplier Payment (Batch summaries)	List of payments made for each supplier on customer accounts.	**Can be used by Grantee/local office to:** • aid in vendor monitoring (useful when making verifying payments were applied to appropriate accounts) • track vendor refunds (matching check number to household benefit	PDF [Wisconsin]
Unexpended Line of Credit ***(deliverable fuels)***	For each vendor, lists the account name/number for each client, amount of awarded benefit, dollars expended, and balance remaining for each customer.	**Can be used by Grantees/local offices to:** • inform vendors of client benefit • track and reach out to vendors who may have clients with high benefits remaining. **Can be used by vendor to:** • track client credit balances ($ available for deliveries)	PDF [New Hampshire]

Compliance

Reports used to aid in periodic desk reviews or monitoring.

Report Name	Description	Uses	Real-Life Examples
Duplicate Address Listing	Listing of duplicate addresses. *In many states, this is built directly into the LIHEAP system as a validation check (for example, the screen will alert intake worker when a duplicate address is entered). In some states, address standardization software is used for more accurate checking (e.g., USPS, Pitney-Bowes).*	**Can be used by Grantee/local office to:** • identify when multiple households are at the same address • alert when households may be applying more than once. • Identify cases to review for potential client/caseworker fraud	PDF Oregon

Reporting

Reports used to produce program data for legislators, funders, stakeholders, or the public

Report Name	Description	Uses	Real-Life Examples
Assisted Households	Total assisted households by poverty level, vulnerable status. Can be run at both statewide and county level.	**Can be used by Grantee to:** • compile the federal household report • track targeting goals. (e.g., vulnerable households) • identify where more outreach may be needed.	Washington
Household Account Status	Client Account List with account status (Disconnected, had a shut-off notice, were past due, or current) at the time of application and/or benefit. Includes sub-totals and percentage of total for each account status	**Can be used by Grantee to:** • compile data on the number of households who had energy restored or energy loss prevented because of LIHEAP (performance measures and other reporting) • track and follow-up on disproportionately high numbers of disconnected households associated with specific utility. • track and follow-up on disproportionately high numbers of disconnected households by agency (staffing or training issues) • Identify households who chronically wait to apply until disconnected (for targeted outreach)	Oregon