Weatherization Program Manager Guidebook

State of Michigan

as of 6/15/26

Bureau of Community Action and Economic Opportunity
Weatherization Assistance Program

Welcome to the Weatherization Program Manager Guidebook. If you're reading this, you're likely stepping into one of the most important leadership roles in Michigan's Weatherization Assistance Program. Whether you're brand new to the program or a seasoned manager looking for a clearer road map, this guidebook was created with you in mind.

Weatherization work is incredibly meaningful. Every day, program managers help families lower their energy bills, make their homes safer, and improve their overall comfort—often at moments when they need it most. But with that impact comes complexity. You juggle multiple funding streams, staff with different roles and certifications, contractors, work scopes, inspections, documentation requirements, and the ever-moving flow of jobs at different stages. And now, with Michigan's updated statewide data system, you also have a powerful tool designed to help bring order and transparency to all of that work.

This guidebook walks you through the entire weatherization process from start to finish, highlighting what your role looks like at each step and offering practical tips to keep your program running smoothly. The goal is simple: to make your job easier, your team stronger, and your outcomes better.

As you explore these chapters, take your time. Make notes. Flag pages. Share sections with your staff. And remember—you're not alone. Michigan's weatherization network is a community of dedicated people working toward the same mission. This guidebook is just one more way to support your success.

Michigan's Weatherization Assistance Program

Michigan's Weatherization Assistance Program is administered by the Michigan Department of Health & Human Services (MDHHS), funded through DOE WAP and LIHEAP. MDHHS partners with local community action agencies across the state, covering all Michigan counties, to deliver no-cost energy efficiency services to eligible residents.

Services are based on whole-home energy audits and may include:

- Air sealing and weather-stripping
- Insulation (attic, walls, foundation)
- Furnace or water-heater repairs/replacements
- Programmable thermostat installation
- Refrigerator replacement, lighting upgrades
- Safety measures like dryer venting and smoke detectors

Clients typically realize a 15–40% reduction in fuel usage, with significant improvements in energy bills, comfort, and safety.

Eligibility is determined based on income (up to 200% of federal poverty guidelines) or categorical qualifications like LIHEAP or other federal programs. Applicants complete a unified WAP/LIHEAP application which remains valid for 12 months once approved.

Michigan also conducts annual public hearings and updates its program plans each year—in spring 2026, MDHHS held a virtual hearing to solicit input on the 2026–2027 state plan, which includes updates to technical standards, health and safety protocols, and budget allocations.

Table of Contents

Chapter 1: Introduction

1.1 Purpose of the Weatherization Program Manager Guidebook
1.2 Overview of the U.S. Department of Energy's Weatherization Assistance Program
1.3 Michigan's Weatherization Assistance Program
1.4 Role of the Program Manager in the Weatherization Network
1.5 How to Use This Guidebook

Chapter 2: Program Structure and Roles

2.1 Overview of Local Weatherization Program Structure
2.2 The Program Manager's Role
2.3 Key Roles Within a Weatherization Agency
2.4 How These Roles Work Together
2.5 Critical Control Points for Managers
2.6 Communication and Leadership Expectations

Chapter 3: Funding Sources and Compliance

3.1 Overview of Weatherization Funding in Michigan
3.2 Why Funding Compliance Matters
3.3 What Compliance Looks Like in Daily Operations
3.4 How Compliance Protects Your Agency
3.5 Common Compliance Pitfalls
3.6 Understanding Each Major Funding Source
3.7 Braiding and Layering Funds

Chapter 4: Client Intake and Eligibility

4.1 Purpose of the Intake Process
4.2 Responsibilities of Intake Staff and Program Manager
4.3 Eligibility Requirements
4.4 Documentation Requirements
4.5 Managing Inquiry Lists and Pipelines
4.6 Managing Client Expectations
4.7 Early Identification of Health & Safety Barriers
4.8 Prioritization of Households
4.9 Using the Statewide Data System for Intake
4.10 Program Manager's Role in a Strong Intake Process

Chapter 5: The Energy Audit Process

5.1 Purpose of the Energy Audit
5.2 Responsibilities of the Energy Auditor
5.3 Diagnostic Testing Requirements
5.4 Identifying Health & Safety Concerns

5.5 Audit Documentation Requirements
5.6 Role of the Modeler
5.7 Program Manager Oversight
5.8 Common Audit Errors
5.9 Scheduling and Client Communication
5.10 Using the Statewide Data System for Audit
5.11 How a Strong Audit Supports the Workflow

Chapter 6: Work Order Development and Approval

6.1 Purpose of Work Order Development
6.2 Translating Audit Results into a Measure Package
6.3 Creating a Clear and Compliant Work Order
6.4 Ensuring Alignment with Program Rules
6.5 Manager Quality Review
6.6 Owner Approval Requirements
6.7 Using the Data System for Work Order Management
2.5 How Strong Work Scopes Support the Workflow

Chapter 7: Contractor or Crew Management

7.1 Selecting Crews vs. Contractors
7.2 Contractor Onboarding and Qualification
7.3 Managing Assignments and Scheduling
7.4 Communication Expectations
7.5 Handling Change Orders
7.6 Health and Safety Protocols
7.7 Documenting Work in the Manager Module
7.8 Supporting a High-Performing Workforce

Chapter 8: Retrofit Installation and Work Progress

8.1 Installation Standards
8.2 Health and Safety Protocols
8.3 Manager Oversight Responsibilities
8.4 Tracking Measure-Level Completion
8.5 Troubleshooting Delays or Issues
8.6 Ensuring Alignment with Work Orders
8.7 Supporting Positive Client Experiences
8.8 Preparing for QCI and Closeout

Chapter 9: Final Inspection (QCI)

9.1 What QCI Is and Why It Matters
9.2 QCI Requirements and Timelines
9.3 Manager's Role in Ensuring Independence and Accuracy
9.4 Addressing Inspection Failures
9.5 Logging QCI Results in the Statewide System
9.6 Preparing Crews, Contractors, and Clients

9.7 How Strong QCI Improves Program Quality

Chapter 10: Job Closeout

10.1 Required Documentation Checklist
10.2 Energy Savings Calculations
10.3 Funding Reconciliation and Billing
10.4 Client Communication
10.5 Manager Sign-Off Procedures
10.6 Archiving and Data Quality Checks
10.7 How Strong Closeout Supports Program Success

Chapter 11: Managing Data and the Statewide System

11.1 Overview of the Manager Module
11.2 Dashboards and Alerts
11.3 Using the System for Workflow Management
11.4 Monitoring Performance
11.5 Data Quality Requirements
11.6 System Reports for Oversight and Planning
11.7 Supporting Staff in System Use

Chapter 12: Training and Staff Development

12.1 Required Certifications
12.2 Tracking Training Requirements
12.3 Continuing Education
12.4 Staff Development and Performance Improvement
12.5 Supporting a Culture of Professionalism
12.6 Training Resources
12.7 How Training Strengthens the Program

Chapter 13: Quality Assurance and Program Monitoring

13.1 Internal Monitoring Procedures
13.2 Field and Desk Reviews
13.3 Corrective Action Plans
13.4 Preparing for State & Federal Monitoring
13.5 Using Data for Improvement
13.6 Continuous Improvement Practices
13.7 How QA Strengthens the Program

Chapter 14: Policy Management

14.1 Understanding State & Federal Policies
14.2 Communicating Policy Updates
14.3 Maintaining SOPs
14.4 Documenting Policy Interpretations
14.5 Ensuring Consistency Across Funding Sources
14.6 Implementing Policy Operationally

14.7 Monitoring Policy Compliance
14.8 Training Staff on Policy Requirements
14.9 How Policy Management Supports Success

Chapter 15: Health and Safety Requirements

15.1 Program-Wide Standards
15.2 Hazard Identification
15.3 Documenting Hazards
15.4 Client Communication
15.5 Manager Checkpoints
15.6 Deferrals & Pre-Weatherization
15.7 How Strong H&S Supports Integrity

Chapter 16: Contractor and Vendor Oversight

16.1 Procurement Requirements
16.2 Contractor Onboarding
16.3 Performance Management
16.4 Corrective Actions and Terminations
16.5 Wage, Licensing & Insurance Compliance
16.6 Vendor Management
16.7 Building Strong Contractor Relationships
16.8 How Contractor Oversight Strengthens the Program

Chapter 17: Financial Management

17.1 Budget Tracking & Forecasting
17.2 Allocating Costs Correctly
17.3 Invoicing & Reimbursement
17.4 Financial Audits
17.5 Preventing Disallowed Costs
17.6 Fiscal Coordination
17.7 How Financial Management Supports the Program

Chapter 18: Program Planning and Performance Management

18.1 Annual Production & Staffing Planning
18.2 Staffing Analysis
18.3 System Data for Forecasting
18.4 Reporting to Leadership
18.5 Continuous Improvement Loops
18.6 Identifying Barriers & Solutions
18.7 Strengthening Team Engagement
18.8 How Planning Supports the Mission

Chapter 19: New Statewide System – Weatherization Program Management Module

19.1 Overview
19.2 Key Dashboards

19.3 Workflow Management Tools
19.4 Data Quality Requirements
19.5 System Reports and Planning

Chapter 20: Appendices

20.1 Glossary
20.2 Forms & Checklists
20.3 Templates (Deferral Notice, Change Order, H&S Documentation)
20.4 Process Flow Diagrams
20.5 Optional Agency Resources
20.6 How to Use the Appendices

Chapter 1: Introduction

1.1 Purpose of the Weatherization Program Manager Guidebook

The Weatherization Program Manager Guidebook is designed to support local weatherization operators across Michigan in effectively managing the full life cycle of a weatherization project—from the moment a household applies for services through the final inspection and job closeout. Program managers play a central role in ensuring that homes receive high-quality, cost-effective energy efficiency upgrades while meeting the rigorous requirements of federal and state funding sources. This guidebook provides the foundational knowledge, practical tools, and structured workflows necessary to administer the program successfully and consistently.

In addition to outlining program operations, this guidebook is intentionally aligned with Michigan's updated statewide weatherization data system. A new weatherization program manager module in the empowOR data system has been added to streamline oversight, track job progress, monitor funding, and support compliance at every step. The processes described in this guidebook directly reflect the structure and functions of the new system, giving managers a comprehensive resource to strengthen program accountability and efficiency.

1.2 Overview of the U.S. Department of Energy's Weatherization Assistance Program

The Weatherization Assistance Program (WAP), administered by the U.S. Department of Energy, is the nation's largest residential energy efficiency program. Established in 1976, WAP was created to reduce the energy burden on low-income households—particularly the elderly, individuals with disabilities, and families with children—by improving the energy performance of their homes. Through cost-effective home upgrades, WAP lowers utility bills, enhances health and safety, and improves the comfort and durability of housing stock across the country.

WAP operates under a federal–state–local partnership model:

- DOE allocates annual funding to states, tribal nations, and territories through a formula grant.

- States develop program plans, establish policies and standards, and oversee local implementation.
- Local agencies—such as community action agencies, public service organizations, and nonprofit service providers—deliver weatherization services directly to households.

Each participating home receives a comprehensive energy audit to identify the most effective upgrades. Measures may include insulation, air sealing, ventilation improvements, heating system repairs or replacements, and a range of health and safety interventions. WAP emphasizes whole-house performance, ensuring that all improvements work together to reduce energy use while maintaining occupant safety.

The program is widely recognized for its strong return on investment. Alongside energy savings, research shows significant non-energy benefits, including improved indoor air quality, reduced household fire risks, fewer cold-related health issues, and increased housing stability for vulnerable populations. WAP also contributes to workforce development, supporting thousands of jobs nationwide in areas such as building science, inspection, and construction trades.

Each year, WAP services approximately 35,000 homes, creating and supporting an estimated 8,500 jobs. The program delivers average annual energy savings of about $372 per household and offers a return of $1.72 in energy benefits and $2.78 in non-energy benefits (like improved comfort, health, and reduced maintenance costs) for every dollar invested.

1.3 Michigan's Weatherization Assistance Program

Michigan's Weatherization Assistance Program, administered by the Michigan Department of Health and Human Services (MDHHS), carries forward the mission of WAP at the state level. Michigan operates one of the most comprehensive and strong weatherization networks in the country, partnering with local community action agencies and others to ensure statewide coverage to deliver no-cost energy efficiency services to eligible residents.

The program uses a whole-home assessment approach as defined by the federal program. After completing an in-depth energy audit, trained professionals develop a

customized work scope that addresses the root causes of energy loss and health or safety concerns. Measures may include insulation upgrades, air sealing, ventilation improvements, furnace or water heater replacements, and minor electrical or mechanical repairs needed to complete weatherization safely. In many cases, clients see meaningful reductions in energy bills and significant improvements in home comfort. Clients typically realize a 15–40% reduction in fuel usage, with significant improvements in energy bills, comfort, and safety.

Michigan's program is funded through a blend of federal and state resources, including the U.S. Department of Energy's WAP formula grant and the Low-Income Home Energy Assistance Program (LIHEAP). These multiple funding streams allow Michigan to serve more households and address a broader range of needs, but they also require careful coordination and compliance oversight—one of the key responsibilities of the local program manager.

Eligibility for the program is based primarily on household income, though categorical eligibility applies for clients enrolled in certain federal programs. Once approved, applicants are entered into the statewide weatherization database for assignment and scheduling through their local service provider.

Eligibility is determined based on income (up to 200% of federal poverty guidelines) or categorical qualifications like LIHEAP or other federal programs. Applicants complete a unified WAP/LIHEAP application which remains valid for 12 months once approved.

Michigan regularly updates its program rules, technical standards, and operational guidance through annual state plans, public hearings, and policy communications. These updates help ensure that Michigan's weatherization network stays aligned with federal expectations, technological advancements, and evolving best practices in building science.

1.4 Role of the Program Manager in the Weatherization Network

Program managers are essential to the success of weatherization services in Michigan. They serve as the operational bridge between state leadership, local agency staff, contractors, and clients. Managers are responsible for:

- Overseeing intake, eligibility, audits, work scopes, installation, QCI inspections, and job closeout
- Monitoring compliance with federal and state policies
- Managing agency staff, contractors, and subcontractors
- Ensuring high-quality workmanship and documentation
- Maintaining data accuracy in the statewide system
- Coordinating funding streams to maximize service delivery
- Providing internal quality control and preparing for monitoring visits
- Ensuring timely communication with clients and stakeholders

This guidebook—and Michigan's updated data system—are designed to support these responsibilities by providing structure, clarity, and practical tools to help managers lead efficient, compliant, and high-performing programs.

1.5 How to Use This Guidebook

This guidebook is organized around the full weatherization workflow. Each chapter covers a major component of the program, including the roles of staff, required documentation, best practices, and common challenges. Program managers may use this guidebook as:

- A training tool for new managers and local agency staff
- A reference manual for day-to-day operations
- A resource for managing job workflows, scheduling for audits, working through change orders, monitoring visits, or program reviews
- A companion to the statewide data system for navigating job flow and data requirements

Managers are encouraged to pair this guidebook with their agency's own Standard Operating Procedures (SOPs), which may include additional details tailored to local staffing structures, contractor arrangements, or community needs.

Chapter 2: Program Structure and Roles

2.1 Overview of Local Weatherization Program Structure

Every local weatherization provider in Michigan operates a little differently. Some agencies use their own in-house crews, others rely on contractors, and many use a blend of both. But regardless of the structure, all agencies share the same overall mission: deliver high-quality, compliant energy efficiency services to eligible households.

This chapter helps you understand how each role fits together, where the key handoff points are, and what your leadership responsibilities look like across the whole system.

As a Program Manager, your role is to keep every part of the weatherization process working together smoothly. That means setting clear expectations, coaching and mentoring staff, managing client communication, coordinating crew and contractor work, partnering with the state, and ensuring that jobs move efficiently from intake through closeout—while always making sure that both workers and clients remain safe throughout the entire process.

2.2 The Program Manager's Role

Think of yourself as the conductor of the weatherization orchestra. You don't play every instrument, but you make sure everyone else is playing in rhythm.

Your responsibilities include:

- Managing staff, contractors, and subcontractors
- Overseeing client intake, audits, work scopes, installation, QCI inspections, and job closeout
- Ensuring compliance with DOE, LIHEAP, other WAP funding, supplemental non-WAP/deferral reduction/weatherization readiness funding, and federal/state-specific requirements

- Reviewing and approving job workflows and documentation at key checkpoints
- Monitoring job flow to prevent bottlenecks
- Using the statewide data system to track progress and funding
- Making compliance decisions on change orders timely to ensure contractors have the direction they need to perform quality work
- Resolving issues when jobs stall, when staff need support, or when contractors need direction
- Serving as the main point of contact between your agency and the state WAP office
- Meet statewide goals, including program expansion, and meeting and/or exceeding production

A strong Program Manager keeps the big picture in view while also paying attention to the details that impact compliance and quality.

2.3 Key Roles Within a Weatherization Agency

Every local weatherization agency uses a mix of people, skills, and responsibilities to deliver safe, compliant, and high-quality services. Understanding who does what—and how their work connects—is essential for managing your program effectively. Below are the core roles typically found in a Michigan weatherization agency, including several specialized roles that support quality, compliance, and program efficiency. Although every agency's staffing structure looks a little different, most programs include the following key roles.

- **Agency Leadership / Board of Directors**
  Agency leadership and governing boards set the overall direction and priorities for the organization. They ensure the program is properly staffed, financially supported, and aligned with both state and federal expectations. Program Managers often brief leadership on performance, risks, staffing needs, and compliance issues. A strong relationship with leadership helps secure resources and support for program improvements.

- **Intake Specialists**
  Intake staff are the first point of contact for clients. They gather household information, verify income, manage inquiry lists, and ensure eligibility paperwork is complete.

  You rely on them to provide clean, accurate files before jobs move to audit or while the home is going through a pre-inspection eligibility process.

- **Weatherization Deferral Reduction Specialist**
  This specialist focuses on identifying and addressing issues that would normally cause a home to be deferred, such as knob-and-tube wiring, asbestos, mold, excessive clutter, moisture problems, or structural hazards. They help develop work orders for health and safety measures, coordinate solutions, and ensure all deferral-related decisions are well documented. Their work helps more homes become ready for full weatherization services.

  Your role is to ensure audits for pre-weatherization work are high-quality, timely, complete, documented thoroughly, include required photographs, and consistent with state standards.

- **Energy Auditors**
  Energy Auditors perform the on-site assessment, perform diagnostic tests, collect diagnostic data, identify health and safety concerns, and develop initial measure recommendations. A typical audit may last up to 3 to 4 hours to complete.

  Your role is to ensure audits are high-quality, timely, complete, documented thoroughly, include required photographs, and consistent with state standards.

- **Modelers**
  The Modeler reviews the energy auditor's findings and proposed measures before a job is issued for installation. They ensure the audit was completed correctly, the selected measures meet program requirements, they meet any optional agency priorities for varying fund sources, and the work is cost-effective and compliant. Their review serves as a critical quality checkpoint early in the workflow.

Your role is to ensure audits are high-quality, timely, complete, documented thoroughly, include required photographs, and consistent with state standards. Your role is to communicate any changes needed to re-run an audit before the job can be moved forward.

- **Crew Leaders and In-House Crews**
  These teams install the measures identified in the work scope. They follow technical standards and document their work through photos, notes, and test results.

  You oversee scheduling, quality, training needs, and performance.

- **Contractors**
  If your agency uses contractors, you'll coordinate assignments, track performance, and ensure all documentation, insurance, and certifications are up to date.

  You also manage expectations around timeliness, communication, and workmanship.

- **Quality Control Inspectors (QCI)**
  QCIs conduct the final inspection to ensure each job meets all program requirements. Their work must be independent, objective, and fully documented.

  You review inspection outcomes, ensure the inspection documentation is complete, and ensure any required rework is completed.

- **Fiscal and Administrative Staff**
  Fiscal teams manage budgeting, cost allocation, financial reporting, invoicing, and grant compliance. Because weatherization funding blends federal and state sources, their role in tracking expenditures and supporting audits is essential. Strong communication between the Program Manager and fiscal staff keeps production and spending aligned. These staff track budgets, allocate costs, submit invoices, and maintain financial compliance.

You work closely with them to ensure spending aligns with production, that cost categories are proportionately spent, and that fund sources are paced appropriately throughout the year.

- **Final Closeout Coordinators**
  Closeout staff review each job after QCI approval to ensure all documentation is complete, accurate, and properly uploaded. They confirm that photos, forms, signatures, test results, invoices, and funding allocations are all consistent and compliant. Their work prevents errors that could lead to findings during state or federal monitoring.

  You communicate to them any relevant policy updates and changes for file requirements and oversee their completed work to ensure compliance.

- **Compliance Monitor**
  A Compliance Monitor who performs ongoing file reviews, spot checks of job quality, and internal audits. They also track corrective actions, manage callbacks, and help prepare the agency for state and federal monitoring visits. This role is a valuable safeguard for reducing risk and maintaining consistent quality.

  You communicate to them any relevant policy updates and changes for file requirements and spot check their work to ensure they are keeping the program compliant.

2.4 How These Roles Work Together

A successful weatherization program depends on all agency roles working together in a smooth, coordinated flow. Each person contributes a specific piece of the process, and when those pieces align, homes get weatherized efficiently, safely, and in full compliance with federal and state requirements. As the Program Manager, you help keep these connections strong and ensure the entire workflow moves forward without unnecessary delays or gaps.

Weatherization is a “relay race”—one role hands the job to the next. If one step is weak or delayed, the whole process slows down.

Here's what strong smooth coordination looks like across the team:

- Intake Specialists start the client journey by collecting documentation, verifying eligibility, and preparing clean files. Their accuracy ensures the next steps—pre-inspections, audits, or deferral assessment—start off on the right foot. Intake hands off a complete, verified file to auditing or pre-weatherization work.

- Weatherization Deferral Reduction Specialists help determine whether a home can move forward or whether health and safety issues need to be addressed first. They assess conditions, coordinate deferral-related work orders, and help clients overcome barriers like mold, asbestos, clutter, or unsafe wiring. Their work expands the number of homes that can be fully weatherized.

- Energy Auditors take over once a home is eligible or pre-work has been completed. They perform the whole-house assessment, ensure accuracy, run diagnostics, identify measures, and document everything thoroughly. Their work directly shapes the job's scope and cost-effectiveness. Auditor produces a compliant work scope and uploads required documentation.

- Modelers step in next, reviewing the auditor's findings to ensure compliance, accuracy, agency policy and costing priorities, and appropriate measure selection. They confirm the work meets program rules, follow optional processes that the agency can prioritize with adequate levels of certain fund sources, correct errors, and request updates before the project moves forward. This role serves as a key quality safeguard before any work is assigned.

- Manager reviews and approves the scope of work in the work order and assigns work promptly.

- Crew Leaders, In-House Crews, and/or Contractors are responsible for carrying out the installation work. They rely on clean work scopes, accurate diagnostic data, and clear communication from the Program Manager. Whether they are internal staff or external contractors, their workmanship and documentation influence QCI results, client satisfaction, and program performance. Crews or contractors complete work thoroughly and on

schedule with no need for rework.

- Quality Control Inspectors (QCI) enter after installation is complete. They inspect every job, confirm that all measures were installed correctly, and ensure compliance with DOE standards. Their documentation must be clear and complete so that any rework can be resolved quickly. QCI completes a final inspection with standards met and clear documentation.

- Final Closeout Coordinators complete a final review of all documentation—photos, forms, signatures, test results, invoices, and funding allocations. Their detailed file checks ensure the job is clean, compliant, and ready to be closed in the system. Job closes out smoothly with all required items, accurate data and financial reconciliation.

- Compliance Monitors provide another layer of oversight, especially in high-production agencies. They conduct internal audits, track corrective action needs, manage callbacks and corrections, and help prepare the agency for state and federal monitoring. Their partnership with the Program Manager helps reduce risk and strengthen compliance and quality over time.

- Fiscal and Administrative Staff tie it all together on the financial side. They ensure costs are allocated correctly, budgets are balanced, invoices are accurate, and grant rules are followed. Their work depends on precise documentation from every stage of the job and regular check ins with the program team.

As the Program Manager, your job is to monitor where bottlenecks occur and intervene early—before backlogs grow or compliance issues arise.

2.5 Critical Control Points for Managers

Throughout the weatherization workflow, there are several moments where your attention as the Program Manager is especially important. These “critical control points” help ensure the job stays compliant, safe, documented correctly, and on schedule. When monitored carefully, they prevent costly rework, unnecessary delays, client frustration, and findings during state or federal monitoring.

There are several points in the workflow where your oversight is especially important:

- **Intake File Completeness and Eligibility Verification**
  This is the foundation of every job. If a file begins with missing documents, incorrect income calculations, outdated signatures, or unverified household information, those problems ripple through the rest of the project.

  Your role is to make sure intake provides clean, complete, and correct files before the client moves to pre-inspection, deferral review, or audit. This prevents bottlenecks later and protects the program from eligibility findings during monitoring.

- **Managing Applications, Inquiry Lists, and Deferral Ratios**
  A well-managed pipeline of applications is essential for stable production. As the Program Manager, you should regularly monitor:

  - Your deferral ratio. If 5 out of 10 applications are being deferred, that signals a training issue, a community conditions trend, or a need to strengthen your Deferral Reduction strategy as well as increasing the number of applications processed to ensure goals are met. High deferral rates slow production and reduce the number of clients served.

  - The size and age of your inquiry list. An inquiry list should not contain hundreds of households stretching out several years—that tells clients they may wait an unreasonably long time and signals that the program is overloaded. Likewise, a very small list creates production gaps and inconsistent staffing needs.

  - Your goal is to keep a healthy, manageable pool of active applicants and to regularly communicate with clients about timelines, requirements, and next steps. Strong application management keeps production moving and improves client satisfaction.

- **Managing Client Expectations Throughout the Process**
  Managing client expectations is one of the most important—and often most underestimated—control points in the entire weatherization workflow. From

the moment clients first contact the agency, they form assumptions about the program, the timeline, and what services they will receive. Without proactive communication, these assumptions can lead to misunderstandings, frustration, or even complaints that impact the agency's credibility and potentially require further work to be performed with fund sources outside of the WAP.

As Program Manager, you play a key role in setting and maintaining clear expectations. This includes explaining the overall timeline, the steps in the process, possible delays, the likelihood of deferral, and the types of measures that may or may not be installed. Once the work order is developed, confirmation with the client of the measures that will be installed can proactively prevent frustration when the workers are at the home installing the measures. A Program Manager must regularly monitor and manag the inquiry list so clients are not left waiting years without updates.

Your responsibilities include:

- Ensuring clients understand that weatherization is not immediate and may take several months, especially when agencies have long queues.
- Communicating potential barriers up front—such as structural issues, moisture problems, or the possibility of deferral—so clients are not surprised later.
- Ensuring clients clearly understand what work will be performed and what will not, based on the audit, program rules, available funding, and health and safety requirements. Help them understand how the improvements will affect their home—such as changes in ventilation, comfort levels, or heating system performance—and explain how energy efficiency measures work best when paired with good habits. This includes sharing practical energy-saving tips like adjusting thermostat settings. Setting these expectations early leads to higher satisfaction and helps clients get the full benefit of the weatherization services they receive.
- Monitoring and adjusting the inquiry list to keep it balanced: not so large that wait times become unreasonable, and not so small that production slows.

- Tracking the agency's deferral ratio and using that information to identify trends, guide training needs, or strengthen the Deferral Reduction Strategy.
- Providing clients with clear updates as their job moves from intake to audit, from audit to installation, and from installation to QCI and closeout.
- Ensuring staff and contractors know how to communicate respectfully and consistently with clients, especially when schedules change or issues arise.

Strong client expectation management improves satisfaction, reduces complaints, supports steady job flow, and builds trust between the agency and the community. It is a critical part of your role and a major factor in overall program success.

- **Pre-Weatherization work identification and completion**
  Pre-weatherization work is a time-sensitive control point and will impact the entire job flow. This work determines whether a home can move forward to full weatherization or must be deferred due to unresolved hazards, structural issues, or unsafe conditions. Pre-weatherization issues often include mold or moisture problems, asbestos, knob-and-tube wiring, damaged ventilation systems, pest infestations, deteriorated roofs, unsafe mechanicals, excessive clutter, or compromised structures.

  As the Program Manager, your role is to ensure these issues are identified early, documented thoroughly, justified, and resolved efficiently to keep as many homes as possible eligible for services. This is a critical part of your Deferral Reduction strategy and can significantly improve production outcomes.

  Your responsibilities at this control point include:
  - Making sure the Weatherization Deferral Reduction Specialist or Home Assessor evaluates homes promptly and thoroughly to identify hazards that would otherwise cause deferral.
  - Ensuring that jobs identified for Deferral Reduction will become a complete Weatherization job after Deferral Reduction is done.

- Reviewing documentation and recommendations to ensure findings are clearly described, well supported, and compliant with program policies.
- Overseeing the development of pre-weatherization work orders for health and safety measures, ensuring they align with allowable funding sources and state requirements.
- Coordinating with contractors, electricians, plumbers, mold remediation specialists, and other vendors to complete pre-work efficiently and safely.
- Monitoring progress closely to prevent long delays between pre-work completion and the full energy audit or installation.
- Ensuring workers and clients remain safe throughout the process, especially when managing hazards such as asbestos, carbon monoxide risks, electrical issues, or moisture and mold conditions.
- Communicating with clients early and clearly so they understand why pre-work is needed, what will be done, and how it affects their overall weatherization timeline.
- Using trends in pre-weatherization needs—such as rising mold cases, frequent wiring issues, conditions after flooding in specific areas, or repeated ventilation problems—to inform training, agency investment, and community partnerships.

Strong pre-weatherization oversight reduces your agency's deferral rate, keeps production moving, and ensures that homes entering full weatherization are safe, stable, and ready for energy-saving measures. It also plays a major role in maintaining worker safety and improving client satisfaction by addressing hazards proactively rather than discovering them late in the process.

- **Energy Audit Accuracy and Funding Alignment**
  The energy audit is the backbone of each project, and its accuracy determines the success—or challenges—of every step that follows. A strong audit creates a clear, correct, and compliant foundation for the work scope, contractor assignments, installation, QCI inspection, and financial closeout. A weak or incomplete audit, however, can create cascading problems: measure changes, rejected scopes, additional site visits, scheduling delays,

client dissatisfaction, change orders, or even funding disallowances.

Because of this, the audit is one of the most critical quality control points a Program Manager oversees.

Your responsibilities at this control point include:

- Ensuring auditors follow all required standards, including diagnostic testing protocols, health and safety assessments, and data collection requirements.
- Confirming the auditor documents every required test result— e.g. blower door numbers, CAZ testing, worst-case depressurization, safety checks, insulation levels, and moisture observations—so the Modeler has complete information.
- Reviewing audits for internal consistency: the observations, diagnostics, and recommended measures should all align logically.
- Checking that the audit is complete and conducted safely, protecting both the auditor and the client during diagnostic testing.
- Ensuring recommended measures meet cost-effectiveness requirements and align with allowable uses of DOE, LIHEAP, or other state/federal funds and agency spending priorities.
- Making sure the auditor captures all health and safety issues and clearly identifies what must be addressed before weatherization can proceed.
- If any information cannot be collected at the audit, such as the blower door numbers in cases of potential asbestos containing material, that that information is collected when appropriate.
- Verifying that the audit supports the work scope without requiring unnecessary revisions later.
- Coordinating with Modelers to quickly resolve any issues or reruns before the job advances to scope development.
- Ensuring documentation is thorough and fully uploaded to the statewide data system, including photos, notes, tests, and forms, so the file is monitoring-ready.
- Ensuring the storage, maintenance, and uploading of all the WAWeb JSON files into empowOR.
- Identifying patterns in audit issues—such as repeated missing diagnostics or inaccurate measure modeling—and using them to guide staff training, coaching, or process improvements.

- Providing training and technical assistance to staff and/or individuals to improve quality and performance.

A high-quality audit reduces rework, accelerates job flow, strengthens compliance, and improves production. When audits are completed carefully and consistently, the entire job pipeline becomes more efficient.

- **Work Order Review and Approval**
  Before any job goes to a contractor or crew, the work order must be complete, accurate, compliant, accurately documented, affordable for the organization's budget and fully supported by the audit documentation. The work order is the "build sheet" for the entire project—it tells crews or contractors exactly what to install, how to install it, and where to install it. Because the work order directly drives installation, job cost, health and safety actions, scheduling, and final inspection, this is one of the highest-risk and most critical control points in the weatherization process.

- A well-developed work order moves a project forward smoothly. A flawed one leads to immediate problems: rework, change orders, inconsistent installations, unclear expectations for contractors, cost overruns, delays, increased time on the job, QCI failures, billing issues, and even state or federal findings. Strong oversight by the Program Manager prevents these issues before they begin.
  Your responsibilities at this control point include:
  - Ensuring the work scope accurately reflects the audit findings—including diagnostic data, observed conditions, accurate measurements and health and safety needs—so crews and contractors have a clear and justified plan of action.
  - Confirming every measure meets program rules (DOE, LIHEAP, state funds), technical standards, and cost-effectiveness requirements, including SIR, CSIR, and funding caps where applicable.
  - Confirming any flexible User Defined Measures, such as Air Sealing or Incidental Repairs, are only used following program rules.
  - Verifying that the modeling is correct and all recommended measures have been approved by the Modeler, with any necessary re-runs completed before production.

- Checking for internal consistency: the measures listed must match the auditor's notes, photographs, testing results, and any deferral reduction work that was performed.
- Ensuring the scope is written clearly, with enough detail for contractors or crews to understand exactly what is required—avoiding vague descriptions, missing quantities, or unclear instructions.
- Reviewing the allocation of funding sources to ensure they are appropriate and compliant, preventing disallowed costs or future billing corrections.
- Identifying health and safety actions and making sure they are properly included and justified in the work scope so that crews understand what must be addressed before or during installation.
- Confirming the work order is realistic and "buildable"—no missing steps, contradictory instructions, or inaccessible areas that will cause delays or site-level confusion.
- Ensuring clients understand what will be installed and what will not, based on the approved work order, before production begins.
- Verifying that the approved work order and supporting documentation (audit, photos, testing results, modeling data) are fully uploaded to the statewide data system and ready for monitoring if selected for review.
- Working with the Job Manager and Scheduling staff to move the job into production only when the work order is complete, compliant, and clearly communicated to all involved.

By taking the time to thoroughly review and approve each work scope, you help ensure the job is ready for production, crews and contractors have what they need to work efficiently, and the project stays on track for a successful QCI and closeout. Strong work order review is one of the most effective ways to prevent downstream problems and maintain both compliance and high-quality outcomes.

- **Contractor or Crew Assignment and Scheduling**
  Assigning a job to the right contractor or crew—and ensuring timely, realistic scheduling—is one of the most influential points in the entire workflow. Even when every step before this is done well, poor assignment or scheduling can quickly derail production, frustrate clients, and create unnecessary delays.

Your oversight here directly affects:

- **Production Timelines**
  Your scheduling decisions directly shape how quickly homes move through the pipeline. Assigning too many jobs to an overbooked contractor creates long delays, while underutilizing a reliable crew slows production. Balancing workloads across all teams keeps the program on schedule and prevents seasonal backlogs that can take months to correct.

- **Job Quality**
  Not every contractor or crew excels at every type of job. Assigning jobs based on skill, experience, and performance history improves installation quality and reduces failed QCI inspections. When crews are given work orders that match their strengths—and not tasks they struggle with—the work is completed faster, safer, and with fewer corrections needed later. Ensure contractors or crews receive regular training at MiTEC.

- **Contractor Relationships**
  Fair, transparent, and predictable scheduling builds trust with contractors. Overloading them, providing unclear work orders, or scheduling work without considering their capacity strains the relationship and can lead to turnover or poor performance. Strong contractor partnerships support long-term program stability, especially in regions with limited contractor availability.

- **Client Satisfaction**
  Clients want timely, clear communication about when work will occur. Long gaps between audit and installation, sudden schedule changes, or missed appointments reduce trust in the program. Scheduling oversight ensures the client receives a predictable timeline—and keeps the agency's reputation strong in the community.

- **Staff and Crew Workload Balance**
  Internal crews must have their workload managed carefully. Too much work leads to rushed jobs, burnout, safety issues, and quality

problems; too little work leads to low productivity, loss of skill readiness, and negative impact on grant funding. A Program Manager keeps crews consistently and appropriately loaded with work that fits their abilities and availability.

- **Conflict of Interest**
  Scheduling decisions must be made objectively and fairly. Ensuring contractors are selected based on capacity, qualifications, and performance—not personal preference or perceived favoritism—protects the agency from conflict-of-interest risks. Transparent selecting and scheduling procedures reduces conflict of interest risks.

- **Compliance with Grant Timelines**
  DOE, LIHEAP, and other state/federal-funded projects often have production targets and spending deadlines. Poor scheduling can push jobs past required timelines, risking unspent funds, reallocation of dollars, or findings during monitoring. Effective scheduling ensures work is completed within grant cycles and supports timely, accurate invoices.

Your responsibilities at this control point include:

- Matching the work order with the right team—ensuring the contractor or crew has the appropriate skills, certifications, capacity, and experience for the job.
- Verifying that contractor records are up to date, including insurance, licensing, lead certifications, and required workforce safety training.
- Monitoring workloads across all contractors and in-house crews to avoid overloading or underutilizing any one team.
- Reviewing timelines to ensure clients are not waiting excessively long after the work scope is approved.
- Coordinating with the Job Manager to confirm schedules are realistic, communicated clearly, and documented in the statewide system.
- Adjusting assignments when contractors face staffing shortages, unexpected delays, or quality concerns.
- Approving job changes, callbacks, or mid-job adjustments and ensuring they are properly documented and communicated to all parties.

Strong scheduling oversight keeps production flowing steadily, prevents bottlenecks, and ensures clients experience a seamless transition from audit to installation.

- **Approval of job changes that may occur with documentation, justification, and communication to appropriate people**

- **Health and Safety Issues Identified at any Stage**
  Health and safety (H&S) hazards can emerge at any point in the weatherization process: intake, pre-inspection, deferral review, audit, installation, QCI, or even closeout. These include problems such as asbestos, mold, lead-based paint hazards, carbon monoxide risks, gas leaks, knob-and-tube wiring, structural weaknesses, moisture intrusion, or pest infestations. Each one presents serious risks if not handled quickly and correctly.

  Your responsibilities at this control point include:
  - Ensuring hazards are identified as early as possible and thoroughly documented through notes, photos, and diagnostic results.
  - Engaging the Weatherization Deferral Reduction Specialist when hazards may prevent weatherization, to attempt solutions before deferral occurs.
  - Ensuring all staff and contractors follow safety protocols that protect workers and clients.
  - Making sure appropriate mitigation measures are included in the work order in alignment with DOE rules, state policies, and approved health and safety budgets.
  - Ensuring no work proceeds if safety risks are unresolved or if they jeopardize staff, clients, property, or equipment.
  - Confirming that decisions—whether to proceed, mitigate, or defer—are fully documented in the statewide system.
  - Communicating clearly with clients about the hazard, what it means for their home, and next steps.
  - Provide continuous and regular safety training.
  - Follow state policy and ensure proper officials are notified when serious health and safety issues are identified.

Proactively managing H&S issues keeps clients safe, protects workers, reduces the number of deferrals, and ensures homes are ready for full weatherization.

- **QCI Findings and Required Rework**
  The Quality Control Inspector (QCI) provides an independent, technical evaluation of the work performed. Their findings communicate whether the job meets DOE standards, state requirements, and health and safety expectations. When issues are identified, rework must occur promptly and fully.

  Your responsibilities at this control point include:
  - Monitoring QCI results regularly to identify trends—such as repeated failures on certain measures—that may signal training needs or contractor performance issues.
  - Ensuring that rework is assigned quickly and clearly to the appropriate contractor or crew.
  - Verifying that rework is completed correctly, documented thoroughly, and re-inspected as needed.
  - Keeping communication open with contractors, crews, and the QCI to avoid misunderstandings or delays.
  - Tracking recurring issues and addressing them through coaching, technical training, or corrective action plans for contractors.
  - Ensuring rework costs are allocated correctly to prevent billing issues or spending discrepancies.
  - Maintaining a respectful but firm expectation of accountability—QCI findings are not optional and must be resolved before the job proceeds.

  Managing QCI findings effectively ensures the quality and safety of the final job, strengthens program integrity, and reduces the risk of state or federal monitoring findings.

- **Final Documentation Quality Before Closing the Job**
  The closeout stage is your final safeguard before the job becomes part of the official record. Even jobs with excellent fieldwork can fail monitoring if documentation is incomplete, inconsistent, or missing. Closeout must be

precise, thorough, and fully supported by the statewide data system.

Your responsibilities at this control point include:

- Ensuring the Closeout Staff have all required documents: photos, test results, signatures, measures installed, invoices, cost allocations, and QCI reports.
- Confirming that files are complete and correct before approving them in the statewide system.
- Checking that the work performed matches the approved work order and that any changes are properly documented.
- Ensuring funding allocations align with program rules and measure-level documentation.
- Verifying that all required forms and signatures are present—including client sign-offs, energy auditor sign-off, crew leaders sign-off, QCI sign-off, contractor certifications, and health and safety documents.
- Reviewing photo documentation to ensure clarity, accuracy, and consistency with installed measures.
- Watching for patterns of errors in closeout files that may indicate training needs or start-of-process issues (intake, audit, work order, development, installation, final inspection).

Strong closeout documentation protects your agency during state or federal monitoring, supports accurate billing, and reinforces the agency's reputation for quality and compliance.

- **Managing Jobs to Achieve Statewide Goals, Delivering Quality Work, and Expanding Program Capacity**
  Managing jobs effectively is one of the most important responsibilities of a Weatherization Program Manager. Your work does not just impact your own agency—it contributes directly to Michigan's statewide weatherization performance. Every home completed, every accurate file, every safe installation, and every well-managed contractor interaction plays a part in meeting state goals, protecting funding, strengthening community trust, and growing the overall capacity of the program.

  This control point is about more than individual job management—it's about aligning your agency's day-to-day operations with the broader mission of the Weatherization Assistance Program. Each local agency contributes to the

state's overall production targets, compliance expectations, quality benchmarks, and spending requirements. When agencies stay on track with job flow, documentation, quality, and timelines, the entire statewide network benefits—funding is protected, monitoring outcomes improve, and more households receive services.

Managing jobs effectively at the agency level is not only about completing projects; it's about contributing to a statewide system that depends on reliable outputs from every local operator.

Your responsibilities at this control point include:

- Keeping production aligned with statewide goals by monitoring your agency's progress throughout the year and adjusting job flow to prevent peaks, valleys, or end-of-year rushes. Reliable production protects funding and supports equitable service delivery across the state. Monitoring your agency's production pace to ensure you are on track with annual production goals, avoiding both early-year slowdowns and late-year backlogs that strain capacity.
- Keeping jobs flowing steadily through the pipeline, from intake to audit to installation to QCI and closeout, ensuring no stage becomes a bottleneck.
- Ensuring high-quality work at every step, (from audit to installation to QCI)
    - which reduces the need for rework, improves client outcomes, strengthens statewide performance metrics such as QCI pass rates, health and safety compliance, protects the agency during monitoring, and ensures clients receive the full benefit of weatherization services.
- Aligning job flow with available funding, ensuring funds are spent on time, within grant requirements, and in a way that supports statewide spending targets.
- Supporting statewide spending goals by ensuring your agency reimbursement request for funds is on schedule, uses resources appropriately, and prevents underspending or over-spending within specific grants. Compliance with spending timelines directly affects future funding allocations.

- Tracking trends and performance metrics—such as deferral rates, QCI pass rates, audit accuracy, contractor performance, installation quality, and closeout delays—to identify where additional training or process improvements may be needed.
- Timely reporting is essential for accurate statewide production tracking, budget management, and compliance with state policy. Michigan requires all closed jobs to be reported by the fourteenth of each month, and meeting this deadline is a key responsibility of the Program Manager. Late reporting can delay reimbursement, affect statewide performance metrics, skew spending forecasts, and create challenges during monitoring.
- Supporting staff and contractors with timely communication, technical assistance, and feedback to maintain a high standard of workmanship and documentation.
- Maintaining safety and compliance across all jobs, ensuring the agency meets DOE standards, state policies, and health and safety requirements.
- Building and sustaining agency capacity by investing in staff development, supporting auditors, crews, and contractors, and identifying where additional training or resources are needed. Stronger capacity at the agency level expands statewide capacity overall.
- Engaging with statewide program leadership, participating in calls, trainings, or quality improvement initiatives to ensure your agency is aligned with current guidance and expectations.
- Ensuring the statewide data system is updated in real time, so the state office has accurate information about job status, spending levels, and production progress.
- Managing client expectations to support statewide program credibility by providing clear, consistent communication about timelines, potential delays, safety requirements, and what to expect during and after weatherization. Informed clients improve satisfaction, reduce complaints, and help maintain program trust.
- Following statewide policies and technical standards to ensure consistency across all agencies, which allows Michigan to present unified, high-quality outcomes when evaluated by DOE or federal reviewers.

- Identifying opportunities for program growth, such as new contractors, increased crew capacity, improved referral networks, or greater deferral-reduction success. Capacity building strengthens the statewide network's ability to serve more households.

Strong job management ensures your agency contributes to Michigan's overall success—producing more completed homes, maintaining high quality, spending funds responsibly, and delivering safe, effective, and meaningful energy improvements to households across the state. This final control point ties everything together: when each earlier checkpoint is managed well, you naturally achieve statewide goals and deliver the kind of quality work that the Weatherization Assistance Program is known for.

These checkpoints are built into the statewide data system and are highlighted throughout this guidebook to support consistency and compliance.

2.6 Communication and Leadership Expectations

Strong communication is one of the most important tools you have as a Program Manager. You sit at the center of the weatherization process, connecting people, decisions, and workflows across your entire agency. You are the link between technical staff, administrative teams, contractors, leadership, and the state program office. Because of this, the way you communicate has a direct impact on job flow, staff morale, client satisfaction, program compliance, and statewide outcomes.

In weatherization, communication is not just an administrative function—it is a leadership responsibility that builds clarity, trust, and consistency across the program.

As a Program Manager, you act as the connector between:

- Staff and contractors who rely on clear instructions, expectations, and timely feedback to complete work safely and correctly.
- Your agency and the state program office, ensuring guidance is understood, questions are escalated when needed, and statewide goals are communicated effectively to your team.

- Your teams and your agency's leadership, providing updates on risks, challenges, performance trends, staffing needs, and program achievements.
- The program and the community, representing weatherization with professionalism and clarity in all client interactions.

Effective communication helps prevent errors, avoid rework, and reduce misunderstandings. It also helps maintain a positive and supportive culture—something that is essential in a high-accountability, technical program like weatherization.

Strong communication includes:

- Regular team meetings to review job flow, discuss challenges, provide updates, and reinforce expectations. Consistent check-ins help staff feel informed and supported.
- Transparent expectations about job performance, documentation requirements, timelines, and responsibilities, so everyone understands what success looks like.
- Accessible standard operating procedures, policy, regulations, tools, and written guidance, giving staff and contractors clear references on processes, standards, and procedures. Written guidance prevents inconsistencies and ensures continuity when staff turnover occurs.
- Timely updates when policies change, including state guidance, DOE rules, or funding-source requirements. Teams should not learn about policy changes by accident or after noncompliant work has already occurred.
- Documenting decisions for later reference, especially when navigating gray areas, unique client situations, exceptions, or policy interpretations. Clear documentation protects your agency and supports consistent operations.
- Encouraging two-way communication, welcoming questions, concerns, and suggestions from staff and contractors, and responding with respect and clarity.
- Clarifying roles and responsibilities, ensuring staff, contractors, and inspectors understand their part in the weatherization process and how their work affects others.
- Providing constructive feedback, especially after QCI findings, monitoring reviews, or internal audits, to strengthen staff skills and prevent repeated mistakes.

- Coordinating with fiscal staff to align scheduling, production, and spending—preventing miscommunication on budgets, timelines, or grant requirements.
- Proactive communication with clients, helping them understand the process, timeline, health and safety concerns, possible delays, and what to expect during and after installation.

Leadership in weatherization is broader than enforcing compliance—it is about guiding a team of people through a complex and detailed workflow so they can perform at their best.

Successful Program Managers:

- Help their teams grow, not just follow instructions.
- Encourage good judgment and critical thinking.
- Foster a culture where high-quality work is expected and supported.
- Recognize staff strengths and provide opportunities for skills development.
- Lead with clarity, fairness, and consistency.
- Maintain professionalism in difficult client or contractor situations.
- Inspire confidence by being steady, informed, and approachable.

When communication and leadership are strong, the entire program benefits. Staff know what to do and why it matters. Contractors feel supported and treated fairly. Clients feel respected and informed. The agency's relationship with the state is strengthened. And the quality of work—and outcomes for Michigan households—improves significantly**.**

Chapter 3: Funding Sources and Compliance

Effective weatherization program management requires a deep understanding of the funding sources that support the work and the compliance obligations attached to them. Weatherization is unique because it blends multiple federal, state, and sometimes local funding streams—each with its own rules, eligible measures, documentation requirements, and spending timelines. As a Program Manager, you play a central role in ensuring that these funds are used correctly, efficiently, and in alignment with Michigan's statewide goals.

This chapter provides an in-depth review of the core funding sources used in Michigan's Weatherization Assistance Program (WAP), the compliance expectations tied to each one, and the strategies Program Managers use to protect funding, avoid findings, and ensure that work is delivered consistently across the state.

3.1 Overview of Weatherization Funding in Michigan

Michigan's Weatherization network is supported by several major funding sources. These include:

- Federal U.S. Department of Energy (DOE) Weatherization Assistance Program funds (aka DOE WAP or Formula Funds)
- Federal U.S. Department of Energy (DOE) Weatherization Assistance Program Infrastructure Investment and Jobs Act (aka IIJA)
- Low-Income Home Energy Assistance Program (LIHEAP) funds
- Federal, State, and Local Fiscal Recovery Funds (SLFRF) for Deferral Reduction funds

Each funding source strengthens the program in different ways. DOE WAP sets the national technical and compliance framework. LIHEAP helps expand the number of homes served. State health and safety dollars are used to assist in reducing deferrals. Together, these funds allow Michigan to serve more households with more comprehensive services than any one source could support alone.

3.2 Why Funding Compliance Matters

Compliance is the backbone of Weatherization Assistance Program integrity. Using funds incorrectly—even unintentionally—can result in disallowed costs, public findings, or the need to repay funds. It also influences Michigan's reputation with federal partners and affects future funding allocations.

Funding compliance is not just an administrative requirement—it is a core management responsibility that protects your agency, your staff, and the clients you serve.

Why compliance is so important:

- **It protects your agency from financial risk.**
  Using funds incorrectly can trigger disallowed costs, which your agency must

pay back. These losses take away from the program, reduce local capacity, and can lead to staff reductions or fewer homes served.

- **It ensures the work you complete is eligible, justified, and defensible.** Every installed measure must tie back to the audit, the work order, and the funding source. Clear documentation is what proves that decisions were correct and compliant.
- **It affects statewide funding and Michigan's reputation with federal partners.** Strong compliance across agencies strengthens the state's position during federal monitoring, protecting Michigan's ability to maintain or increase future funding levels.
- **It shapes your agency's standing during monitoring.** Monitoring findings affect your agency's ranking, require corrective action, and can lead to more oversight. Clean, compliant jobs reduce findings and help build trust with the state program office.
- **It ensures equitable, ethical, and transparent use of public funds.** Weatherization funding comes from taxpayers, ratepayers, and federal appropriations. Compliance ensures these funds are used correctly and for the households who truly qualify.

Your responsibility is to ensure:

- Measures are eligible under the correct funding source
- Costs are allocated accurately
- Spending follows the correct timeline
- Documentation supports every expenditure
- Work orders align with allowable uses of funds
- Contractors are eligible, certified, and insured
- Closeout files are complete and consistent

When funding is used correctly, the agency protects its financial stability, avoids findings during monitoring, and maintains trust with the community and the state program office.

3.2 What Compliance Looks like in Daily Operations

Funding compliance is one of the most critical responsibilities of a Weatherization Program Manager. Weatherization is unique because it is built on multiple funding sources working together—federal DOE WAP funds, LIHEAP dollars, Weatherization

Deferral Reduction funds, other state/federal funds, utility contributions, and occasionally special appropriations. Each funding source comes with specific rules, eligible activities, documentation standards, and spending timelines. Failing to follow these rules can lead not only to monitoring findings, but also to financial penalties, repayment of funds, reduced future allocations, or even restrictions on agency participation.

Compliance is more than "following the rules"—it is how your agency protects itself, supports statewide outcomes, and ensures that taxpayer-funded resources are used responsibly and effectively.

You support compliance when you:

- Ensure intake documentation is correct and eligibility is verified before scheduling audit
- Confirm audits follow DOE standards and include all diagnostics
- Review work scopes carefully for accuracy, justification, and funding alignment
- Monitor pre-weatherization health and safety work to ensure it follows allowable cost rules
- Assign jobs to crews or contractors who meet licensing, insurance, and training requirements
- Ensure QCI inspections are unbiased, thorough, and documented
- Verify that closeout files contain all required forms, test results, and photos
- Submit closed jobs by the 14th of each month per state policy
- Track per-household spending to avoid exceeding allowable cost categories
- Communicate with fiscal staff to ensure cost allocation is correct

Every decision you make contributes to a compliant—or noncompliant—record.

3.2.1 How Compliance Protects Your Agency and the Program

Funding compliance matters because it:

- **Protects the agency from financial liability.**
  When measures are mischarged, documentation is missing, or work is installed outside of allowable rules, the result is a disallowed cost—which must be repaid with local dollars. Most agencies cannot absorb repeated financial losses. This makes compliance essential to organizational stability.

- **Ensures equitable and ethical service delivery.**
  Compliance ensures that homes are served based on eligibility, need, program rules, and proper documentation—not personal preference or inconsistency. This protects clients and upholds public trust.
- **Safeguards future funding.**
  DOE, LIHEAP, and state legislators expect Michigan to demonstrate responsible stewardship of funds. Strong compliance leads to increased confidence and helps protect or increase future allocations to the state and to your agency.
- **Sets the foundation for high-quality work.**
  Funding rules are designed to ensure homes receive the right measures for the right reasons, supported by the right diagnostics, and documented thoroughly. Compliance, therefore, directly contributes to better-quality installations and safer homes.
- **Reduces the risk of federal or state monitoring findings.**
  Monitoring findings can result in corrective action plans, increased oversight, or forced repayment. Clean, compliant files protect your agency during these reviews.
- **Supports efficient job flow and predictable production.**
  When compliance is built into every stage of the job, work moves smoothly. When compliance is ignored or misunderstood, jobs stall, require rework, or become unbillable.

3.2.2 What Compliance Looks Like in Day-to-Day Operations

Compliance is not a one-time task—it is a continuous process that touches every stage of the weatherization workflow.

A compliant operation ensures:

- Intake files are complete, accurate, and fully verified
- Audits follow DOE protocols and include all required diagnostics and documentation
- Modelers confirm cost-effectiveness and measure justification
- Work scopes align with funding rules and allowable measures
- Health and safety issues are addressed according to allowable cost categories
- Contractors and crews meet all insurance, licensing, and certification requirements
- QCI inspections are independent and documented correctly

- Closeout files are complete before job closure
- Jobs are reported by the 14th of each month, following state policy
- Cost allocations match the correct funding source and are clearly documented
- Spending aligns with program caps, limits, and timelines

Compliance is woven into everything—from the photos crews upload to the invoices fiscal staff process.

3.2.3 How Funding Compliance Impacts Production and Job Flow

Compliance directly influences the efficiency and stability of your job flow:

- Noncompliant audits slow the Modeler review process, delaying work order approval.
- Incorrect work orders cause installation errors, leading to rework or QCI failures.
- Poor cost allocation can stall billing and strain agency finances.
- Missing documentation delays closeout, causing late reporting.
- Repeated errors may require temporary production slowdowns, redirecting staff time to corrections instead of serving new homes.

Program Managers who prioritize compliance keep production predictable, steady, and aligned with statewide targets.

3.2.4 How Compliance Affects Statewide Outcomes

Michigan's entire weatherization network depends on accurate, compliant work at the local level.

Compliance influences:

- Statewide production rates — consistent compliance ensures smoother job flow and more completed homes.

- Statewide spending performance — avoiding underspending or overspending is critical for future allocations.
- Monitoring results — DOE and federal auditors examine Michigan's compliance record.
- Program credibility — with legislators, communities, partners, and clients.
- Equity in service delivery — ensuring eligible households are served fairly across all regions.

Each agency's performance contributes to the statewide picture.

3.2.5 The Program Manager's Leadership Role in Compliance

Program Managers set the compliance tone within their agency. You are responsible for:

- Training staff on funding rules and eligibility requirements
- Establishing expectations for documentation and review
- Ensuring staff understand the "why," not just the "what," behind compliance rules
- Holding contractors and crews accountable for measure installation and documentation
- Maintaining open communication with fiscal staff to prevent allocation errors
- Using the statewide data system, dashboard, and other tools to catch issues early
- Asking questions when rules are unclear and seeking clarification from the state office
- Creating a culture where accuracy, consistency, and transparency are non-negotiable
- Encouraging proactive problem solving rather than reactive correction

Strong managers treat compliance as a shared responsibility—not just a task for one person, but a mindset that guides the entire team.

3.2.6 What Happens When Compliance Breaks Down

When compliance is overlooked or inconsistently practiced, several issues can arise:

- Disallowed costs requiring repayment
- Reduction in future funding allocations
- Production backlogs caused by rework

- Client complaints due to repeated visits
- Heightened monitoring or corrective actions
- Damage to the agency's reputation
- Loss of trust with contractors or staff
- Risk to worker or client safety
- Decreased morale among team members
- Increased administrative burden on the agency

Compliance breakdowns affect far more than paperwork—they directly impact the agency's ability to serve families efficiently and safely.

3.2.7 Compliance as a Foundation for Program Growth

A strong compliance culture enables growth:

- Better compliance → fewer corrections → more staff time for production.
- Strong documentation → faster closeouts → better spending rates.
- Clean monitoring results → stable or increased funding.
- Consistent adherence to rules → predictable outcomes → better planning.
- High quality work → fewer issues → increased capacity.

Compliance is not the ceiling of program performance—it is the floor on which all program success is built.

3.2.8 Common Compliance Pitfalls and How to Avoid Them

Even experienced agencies encounter compliance challenges from time to time. Most findings during state or federal monitoring are not caused by intentional misuse of funds—they arise from rushed documentation, staff turnover, unclear communication, misunderstandings of policy, or inconsistent internal processes. By recognizing the most common pitfalls, Program Managers can prevent them before they occur and strengthen the agency's overall compliance posture.

Below are the most frequent compliance pitfalls in weatherization programs and the strategies you can use to avoid them.

- **Missing or incomplete documentation**
  One of the most common reasons for findings is missing forms, signatures, test results, photos, or justification notes. Even excellent field work can be deemed noncompliant if documentation is incomplete.

To avoid this:

- Conduct periodic file spot-checks throughout the job, not only at closeout.
- Use the statewide data system's document tracking and alerts and/or dashboards.
- Train staff on documentation requirements and use checklists to reinforce consistency.

- **Measures not supported by the audit**
  Every installed measure must tie back to the audit and modeling. If a measure appears in the work order but not in the audit, it becomes a compliance risk—even if it was reasonable to install.

  To avoid this:

  - Require auditors and modelers to maintain alignment between modeled measures and proposed work orders.
  - Review work orders carefully to confirm all measures are justified by audit data.
  - Communicate clearly with contractors about the importance of following the approved work order.

- **Incorrect funding allocation**
  Using the wrong funding source—even accidentally—can lead to disallowed costs. This includes charging H&S funds for weatherization measures or vice versa.

  To avoid this:

  - Work closely with fiscal staff on funding distinctions.
  - Train auditors, modelers, and closeout staff on which measures belong to which fund.
  - Review funding allocations at work order approval and at closeout.
  - Untimely job closeout and monthly reporting delays

  Michigan requires job closure reporting by the fourteenth of each month. Late reporting affects reimbursement and statewide data accuracy.

To avoid this:

- Create internal deadlines earlier than the state deadline.

- Ensure QCI and closeout staff have predictable workloads.
- Track job status weekly to catch delays early.

- **Missing or incorrect health and safety justification**
  H&S funds must be justified with clear, allowable reasons—not simply because they are convenient to use. Missing H&S forms or weak justification can lead to findings.

  To avoid this:

  - Document files with H&S justification reasons.
  - Require photos and diagnostic notes for all H&S decisions.
  - Ensure Deferral Reduction Specialists and auditors understand the difference between H&S work and traditional weatherization measures.

- **Noncompliant contractor documentation**
  Expired insurance, lapsed licenses, outdated lead certifications, or missing subcontractor agreements can result in immediate disallowed costs if a contractor performs work while noncompliant.

  To avoid this:

  - Track contractor documentation in a shared system or spreadsheet.
  - Require updates before assigning new work.
  - Schedule quarterly contractor compliance reviews.

- **Deviations from approved work orders**

  If crews or contractors install measures not approved in the work order —or skip required measures—this creates compliance and quality issues.

  To avoid this:

  - Set expectations with contractors about work order adherence.
  - Require change requests to be documented and approved before work proceeds.
  - Have Job Managers and QCIs verify that installations match the work order.

- **Starting work before approval**
  Work must not begin before eligibility is verified and the work scope is reviewed

and approved. Allowing crews or contractors to enter the home early, even for "small" tasks, violates federal rules.

To avoid this:

- Use the statewide system to confirm approval status before releasing jobs.
- Coach staff and contractors about the importance of this compliance rule.
- Enforce consequences for early work starts.

- **Misinterpretation of policy or inconsistent application**
  Staff sometimes interpret guidance differently, especially around health and safety, measure eligibility, or unique client situations.

  To avoid this:

  - Encourage staff to ask questions when unsure.
  - Document internal policy interpretations for consistency.
  - Participate in state office calls and trainings to stay current.

- **Lack of clear communication with fiscal staff**
  Misalignment between program and fiscal staff can result in incorrect allocations, spending surprises, or missed opportunities to use available dollars.

  To avoid this:

  - Hold regular coordination meetings with fiscal.
  - Review monthly spending reports together.
  - Use shared planning tools to align production with spending.

3.2.8 Summary

Most compliance issues can be prevented with clear expectations, strong communication, consistent review processes, and a proactive approach. By understanding these common pitfalls and addressing them early, Program Managers build a more resilient, efficient, and compliant program—strengthening both agency operations and Michigan's statewide weatherization performance.

3.3 Understanding Each Major Funding Source

Funding for Michigan's Weatherization Assistance Program comes from several different sources, each with its own rules, expectations, allowable activities, documentation requirements, and spending timelines. As a Program Manager, it is essential to understand not only what each funding source can pay for, but also how they complement one another. Strong funding knowledge helps you build clear work scopes, avoid disallowed costs, and support more households with safe and effective energy efficiency services.

Below is an expanded look at each major funding source used across Michigan.

3.3.1 U.S. Department of Energy (DOE) Weatherization Assistance Program (WAP)

DOE WAP is the backbone of Weatherization Assistance Program in Michigan. It establishes the national technical standards, health and safety protocols, diagnostic testing requirements, and quality expectations. DOE funds typically support the core building-shell and mechanical system measures that achieve long-term energy savings.

DOE funds generally support:

- Air sealing and duct sealing
- Attic, wall, and foundation insulation
- Ventilation improvements
- Furnace and boiler repairs or replacements (when cost-effective)
- Building-shell repairs necessary to complete weatherization
- Diagnostic testing (blower door, CAZ tests, combustion safety)
- Client education

Key DOE compliance expectations include:

- Measures must meet cost-effectiveness tests
- Auditor modeling must support each measure installed

- QCI inspections are mandatory on every completed home
- Strict adherence to health and safety rules
- Accurate and complete documentation

DOE sets the technical and documentation standards that all other funding sources must align with. Even when other funds are used, DOE rules remain the baseline.

3.3.2 Low-Income Home Energy Assistance Program (LIHEAP)

Weatherization is administered by the MDHHS Bureau of Community Action and Economic Opportunity (BCAEO), which distributes funds to Community Action Agencies (CAA) that provide direct services. CAAs operate throughout Michigan, and individuals receive services through the CAA serving their geographic area or an expanded service region.

LIHEAP funds expand Michigan's ability to serve more homes and address client needs that DOE alone cannot cover. While LIHEAP has its own rules, it blends naturally with DOE-funded work and helps fill gaps in cost-effectiveness or funding limits.

LIHEAP funds typically support:

- Furnace and water heater replacement
- Additional shell measures that DOE cannot fully fund
- Energy-related repairs that support safe operation
- DOE and LIHEAP funds are typically braided on Weatherization jobs
- Some health and safety measures
- Intake and administrative costs

LIHEAP advantages include:

- More flexibility than DOE for certain measures
- Ability to support households who need mechanical upgrades
- Allows agencies to complete projects that would otherwise stall
- Supports clients with immediate energy needs

LIHEAP rules are mostly under DOE WAP rules, with following LIHEAP rule(s) where LIHEAP and WAP rules differ.

- Weatherization not subject to DOE WAP maximum statewide average cost per dwelling unit.
- Weatherization measures are not subject to DOE Savings to Investment Ratio (SIR) standards.
- Clients who are determined eligible for the DOE Weatherization Program under categorical eligibility will also be categorically eligible for LIHEAP Weatherization Services.
- The flexibility in these rules allows for more extensive measure installations than those normally permitted under the WAP. The goal is to increase energy savings, reduce fuel consumption, and ensure a safe and healthy home environment.

- Re-weatherization is allowable.
- Health and safety items not covered by the DOE WAP Health and Safety Plan may be included.
- LIHEAP has different rules for renters, renters living in subsidized housing, and renters with utilities included in the rent.
    - Each rental unit weatherized requires the landlord to complete a landlord agreement.
- LIHEAP gives priority eligibility to older adults, individuals with a disability, young children, and households with high energy burdens.
    - High residential energy user households are defined as meeting or exceeding the normalized heating fuel consumption identified in the Michigan Energy Appraisal by 10% or more.
    - Households with a higher energy burden are defined as any household that pays more than 10% of its total annual household income toward annual energy costs.

The State of Michigan allows the following measures under LIHEAP:

- Weatherization needs assessments/audits
- Caulking and insulation
- Storm windows
- Furnace/heating system modifications/repairs
- Furnace replacement
- Water conservation measures
- Energy related roof repair
- Mobile home door installation
- Exterior door installation
- Gas cook stove repair or replacement for health and safety concerns

- Duct cleaning
- Major appliance repairs and replacement
- Window /sliding glass doors
- Doors
- Water heater
- Solar screen installation
- Roof top solar
- Solar water heaters
- Cooling system repair, replacement, and modifications
- Attic floor installation
- Fuel tank replacement
- Fuel line replacement
- Chimney liner replacement
- Compact fluorescent light bulbs
- Procurement of vehicles and equipment
- Additional measures not identified in the audit may be implemented to reduce deferrals, following established parameters.
- LIHEAP Weatherization Readiness funds will align with the DOE Weatherization Readiness Fund (WRF) cost category, with the following exceptions:
    - A maximum of 25% of the LIHEAP allocation may be used for weatherization services under this category.
    - There is no maximum allowable average cost per unit for LIHEAP WRF funds.
    - Grantees must submit a waiver for any measures not included as allowable under DOE WRF to address deferral reduction and must receive pre-approval before work begins.
    - Roof replacement is not allowable under LIHEAP WRF.
    - LIHEAP/DOE combination projects will follow the DOE monitoring schedule. BCAEO monitors WAP projects at a 5% onsite technical monitoring -10% of file reviews based on the DOE production and program year.
    - LIHEAP jobs may cross fiscal years.

Program Managers must ensure that LIHEAP is used strategically—not as a substitute for DOE, but as a complement.

3.3.3 State Health & Safety Funds

Michigan invests supplemental dollars to support weatherization by addressing hazards that commonly lead to deferrals. These funds are crucial for reducing deferral rates and allowing more homes to become fully weatherized.

State H&S funds may support:

- Mold and moisture mitigation
- Asbestos testing and abatement
- Knob-and-tube wiring resolution
- Structural stabilization or minor repairs
- Roof repairs (if allowed under funding guidance)
- Combustion appliance issues
- Ventilation and exhaust corrections

These funds cannot be used to replace traditional weatherization measures and must be clearly justified. Program Managers must ensure staff understand the distinction between H&S measures and energy efficiency work.

3.3.4 Utility, Energy, Waste, and Reduction (EWR), or Special Project Funding

Some agencies benefit from partnerships with local utilities or special funding initiatives that fund specific measures such as:

- Appliance replacements
- Lighting upgrades
- Education programs
- Pilot or demonstration projects
- Supplemental health and safety interventions

These funds often come with unique guidelines, reporting, or eligibility requirements. Program Managers must communicate clearly with contractors and staff when utility-funded measures are included in the scope.

3.3.5 Temporary or Special Funding

Occasionally, large federal packages—such as infrastructure funds, disaster relief, or special appropriations—provide significant boosts to state weatherization budgets. These funds often have compressed timelines, additional reporting, or unique requirements.

Program Managers must:

- Stay updated on guidance from the state office
- Adjust job flow to meet spending deadlines
- Ensure staff understand program rules and documentation needs
- Develop a service-delivery process, obtain required board approval, and provide ongoing updates to the board.

Understanding how each funding source works allows you to design job scopes that use funds effectively, maintain compliance, and maximize the number of homes served each year.

3.4 Braiding and Layering Funds

Because no single funding source can address every need in every home, Michigan's weatherization program relies heavily on braiding and layering funds. Braiding funds means using different sources to pay for different parts of the same project, ensuring the home receives all necessary work while each fund is used according to its rules.

Effective fund braiding is a hallmark of strong program management.

3.4.1 What Braiding and Layering Mean in Practice

Braiding funds involves assigning different measures to different funding sources—for example:

- DOE covers insulation and air sealing
- LIHEAP covers furnace replacement
- H&S funds cover mold mitigation
- Utility funds cover refrigerator replacement

Layering funds involves combining multiple sources to support the same job, ensuring the full work scope can be completed safely and compliantly.

Program Managers must understand both approaches to fully utilize available resources.

3.4.2 Why Braiding is Essential to Weatherization Success

Strong braiding practices help your agency:

- Serve more households
- Address complex health and safety issues

- Support comprehensive energy-saving measures
- Prevent unnecessary deferrals
- Stay within spending limits across all funds
- Complete work scopes that would otherwise exceed a single fund's cap
- Improve production and meet statewide goals

Used well, braiding makes your agency more flexible, efficient, and effective.

3.4.3 How to Allocate Measures Correctly

Program Managers must ensure:

- DOE funds are applied first to measures that meet SIR and core weatherization requirements
- LIHEAP is used for mechanical systems or additional measures DOE cannot fully fund
- H&S funds are limited to hazard mitigation and fully justified
- Utility funds are used only for their intended measures

Incorrect fund allocation is one of the most common compliance risks and a frequent source of monitoring findings.

3.4.4 Working with Fiscal Staff on Braiding Decisions

You should partner regularly with fiscal staff to ensure:

- Cost allocation is accurate
- Funding balances support production goals
- Spending is on track with grant timelines
- Large H&S expenses do not jeopardize budgets
- Utility funds are used according to agreements
- Documentation matches the allocations

A strong Program Manager–Fiscal partnership prevents disallowed costs and ensures continuous production.

3.4.5 Braiding and Documentation Requirements

Every funding source must have clear, audit-ready documentation that supports:

- Why the measure was needed
- How it aligns with allowable costs
- Which diagnostics or conditions justified it
- Where the costs should be allocated
- Photos or test results supporting installation
- Health and safety justification, if applicable
- Client signatures and notices

When these steps are supported with strong documentation, braiding becomes a powerful tool rather than a compliance risk.

3.4.6 Braiding to Reduce Deferrals and Expand Service Capacity

Effective braiding directly reduces deferral rates. By combining DOE, LIHEAP, H&S, and utility funds, agencies can resolve issues that traditionally keep homes from being served, such as:

- Mold or moisture
- Unsafe wiring
- Furnace failures
- Insufficient ventilation
- Structural barriers

Lower deferral rates mean more homes are weatherized, more clients are served, and Michigan's statewide impact increases.

3.4.7 The Program Manager's Strategic Role in Braiding Funds

You are responsible for ensuring that:

- Work scopes use funds appropriately
- Staff understand which funds apply to which measures
- Contractors know which measures fall under which funding source
- Modeling aligns with allowable use of funds
- Documentation supports every allocation
- Spending across all funds is balanced and timely
- Jobs close with accurate cost allocation
- Adjustments are made proactively when a fund is running low
- Corrective actions are implemented if repeated allocation errors occur

Strategic, accurate braiding improves job quality, supports compliance, reduces deferrals, and strengthens statewide performance.

Chapter 4: Client Intake and Eligibility

Client intake and eligibility verification form the foundation of every weatherization project. A job can only move smoothly through the pipeline if it begins with a clean, accurate, and complete application. As a Program Manager, you are responsible for ensuring your intake process is consistent, thorough, well-documented, and aligned with both federal and state requirements.

A strong intake process reduces delays, prevents compliance problems later in the job, sets clear expectations for clients, and ensures your production goals are supported by a healthy pipeline of eligible households.

4.1 Purpose of the Intake Process

The intake process determines:

- Whether a household qualifies for weatherization services
- Whether the application has all required documentation
- Whether the home has barriers or health and safety issues that may require pre-work
- Where the household falls on your agency's prioritization list
- Whether the client understands the process, timeline, and expectations

When intake is handled well, every step that follows—pre-inspection, audit, work scope from work order development, scheduling, installation, QCI, and closeout—becomes more efficient and compliant.

4.2 Responsibilities of Intake Staff and the Program Manager

Intake staff are responsible for gathering and verifying information, while Program Managers oversee the system that ensures intake is accurate, consistent, and timely.

Intake staff responsibilities include:

- Screening applications for completeness
- Verifying household income or categorical eligibility
- Collecting required documentation (IDs, income, utility bills, etc.)
- Maintaining inquiry lists and communicating with clients

- Updating client records in the statewide data system
- Noting any potential health and safety indicators

Program Manager responsibilities include:

- Training intake staff on eligibility rules and required documentation
- Monitoring intake file completeness and accuracy
- Ensuring consistent application of policy
- Managing inquiry lists to support steady production
- Checking your agency's deferral ratio to identify trends
- Regular update meetings with intake staff to review and move applications to the next stage
- Ensuring clients receive clear communication about timelines and expectations

Required documentation and verification procedures

Strong oversight of intake prevents downstream issues that slow production or risk compliance.

4.3 Eligibility Requirements

Weatherization assistance is designed for households that meet specific income, residency, and housing criteria. Michigan follows eligibility guidelines that include:

- Income at or below program limits (typically 200% of federal poverty level)
- Categorical eligibility for certain federal programs (e.g., SSI, SNAP, TANF)
- Residency within the agency's service territory
- Ownership or authorized tenancy of the home
- Ability to obtain landlord approval for rental properties
- A structurally sound home that can withstand weatherization work

Because rules vary across funding sources, Program Managers should regularly review eligibility guidance and ensure intake staff receive ongoing training.

4.4 Documentation Requirements

A complete intake file includes:

- Application form

- Proof of income or categorical eligibility
- Proof of residency
- Identification documents
- Utility bills (as required for prioritization or usage data)
- Landlord permission, if applicable
- Notes about health and safety concerns
- Signatures and required notices
- Client consent forms
- Release of information forms

Missing or incomplete documentation is one of the most common compliance pitfalls. Strong intake review reduces the need for last-minute corrections during closeout.

4.5 Managing the Inquiry List and Pipeline

The inquiry list is the entry point to your weatherization pipeline. Managing it well keeps production steady throughout the year.

Program Managers should monitor:

- The size of the inquiry list
- The age of applications
- The distribution of clients across priority categories
- The deferral rate prior to scheduling the audit

Your inquiry list should never:

- Be so large that clients wait multiple years without updates
- Be so small that crews and contractors sit idle

A healthy inquiry list is well-maintained, frequently reviewed, and supported by consistent client communication.

4.6 Managing Client Expectations

Setting expectations early helps prevent confusion and frustration later. Clients should understand:

- Weatherization is a multi-step process, not a quick fix
- The expected timeline from application to completion
- That not all measures are guaranteed—work is based on the audit

- Health and safety barriers may require pre-work
- Their responsibilities during the process (such as clearing space or providing access)
- How installations work and what impacts they may notice
- How to use energy-saving measures effectively (thermostat use, ventilation, clothing layers, etc.)

Clear communication supports client satisfaction and protects staff from unnecessary conflict or stress.

4.7 Early Identification of Health & Safety Barriers

Intake is often the first-time potential health and safety issues surface. These may include:

- Mold or moisture problems
- Pest infestations
- Asbestos concerns
- Structural weaknesses
- Fuel leaks or carbon monoxide risks
- Knob-and-tube wiring
- Hoarding or excessive clutter

When intake staff spot early warning signs, the Program Manager can engage the Weatherization Deferral Reduction Specialist before the audit is scheduled—reducing the likelihood of a full deferral.

4.8 Prioritization of Households

Weatherization gives priority to households with:

- Elderly residents
- People with disabilities
- Young children
- High energy burdens
- High energy consumption
- Urgent mechanical issues
- Repeated utility shut-off risks

Program Managers ensure that prioritization aligns with state guidance and is applied consistently. List Prioritization criteria process commonly used.

Health and safety considerations during intake

Data entry and record-keeping in the new manager module

Program manager checkpoints before advancing to audit

4.9 Using the Statewide Data System for Intake

Michigan's statewide system supports intake by:

- Tracking required documentation
- Flagging missing items
- Recording eligibility information
- Maintaining inquiry lists
- Storing client communication logs
- Ensuring clients are not duplicated across agencies
- Connecting intake to scheduling and audit workflows

Program Managers must ensure intake staff use the system correctly and consistently.

4.10 The Program Manager's Role in a Strong Intake Process

Your leadership ensures that intake is:

- Accurate
- Complete
- Compliant
- Timely
- Consistent
- Client-focused

You set the tone for intake quality through training, expectation setting, process oversight, and use of system reports. When intake is strong, the entire weatherization job cycle becomes smoother, faster, safer, and more compliant—leading to higher production and better outcomes for Michigan households.

Chapter 5: The Energy Audit Process

The energy audit is one of the most important steps in the weatherization workflow. It establishes the technical foundation for the entire project, identifies energy inefficiencies, documents health and safety risks, determines which measures should be installed, and sets the stage for accurate modeling and compliant workorders. A strong, complete, and compliant audit is essential for producing high-quality weatherization outcomes.

As a Program Manager, your oversight ensures audits are completed on time, conducted safely, thoroughly documented, aligned with funding rules, and ready for review by the Modeler and the work order development team. When audits are strong, production is predictable and smooth. When audits are inconsistent or incomplete, everything that follows—modeling, work order approval, installation, QCI, and closeout—becomes more difficult.

5.1 Purpose of the Energy Audit

A well-executed audit defines the home's current condition, identifies all opportunities for energy savings, documents health and safety risks, and establishes the data needed for accurate modeling.

The energy audit serves several essential functions:

- Identifies cost-effective energy efficiency measures
- Documents the condition of the home, including shell, mechanical systems, and ventilation
- Reveals health and safety concerns impacting workers or clients
- Collects the diagnostic data needed for modeling and measure selection
- Establishes measure priority based on energy savings and cost-effectiveness
- Provides information necessary for fund allocation (DOE, LIHEAP, H&S)
- Helps determine whether pre-weatherization work is required
- Ensures all decisions are justified and documented

The audit is the detailed "blueprint" for the entire project.

As a program manager:

- You must ensure auditors understand the full scope of what the audit covers: building shell evaluation, mechanical system performance, ventilation

adequacy, combustion safety, moisture conditions, HVAC efficiency, insulation levels, and household energy-use patterns.
- You also play a role in reinforcing that audits must be both diagnostic and descriptive: auditors are expected to not only gather data but interpret it meaningfully, identify measure interactions, and clearly document anything that may impact installation or funding decisions.

Ultimately, your leadership ensures the audit produces a complete, compliant, and decision-ready record upon which the rest of the job will depend.

5.2 Responsibilities of the Energy Auditor

Energy Auditors must complete a comprehensive assessment that includes:

- Conducting a full walkthrough of the home
- Identifying health and safety conditions that could interfere with diagnostic testing or limit the auditor's ability to complete a full assessment
- Performing diagnostic tests (blower door, CAZ testing, draft tests, venting checks, duct testing if applicable)
- Identifying moisture, mold, structural, electrical, or mechanical issues
- Documenting existing conditions thoroughly with photos and notes
- Determining current insulation levels and envelope leakage
- Evaluating ventilation needs and combustion safety
- Gathering appliance and mechanical system data
- Assessing hazards or conditions requiring deferral or pre-work
- Entering all required audit data into the statewide system
- Preparing an initial list of recommended energy measures
- Communicating with the client about safety or access needs

A full audit typically lasts 3–4 hours depending on the home's size and complexity.

5.3 Diagnostic Testing Requirements

Auditors must perform diagnostic tests required by DOE and Michigan's technical standards. These may include:

- Blower door test to determine whole-house air leakage
- Zone pressure diagnostics
- Combustion appliance zone (CAZ) depressurization tests
- Carbon monoxide testing on appliances

- Draft and spillage checks on combustion appliances
- Exhaust fan flow testing
- Furnace efficiency assessments
- Infrared scanning (when applicable)
- Duct leakage testing (if ducts exist outside conditioned space)
- Indoor air quality and ventilation needs assessment

Accurate diagnostics are key to developing a compliant and cost-effective work scope.

Required audit tools, standards, and software:

- As the Program Manager, you must ensure auditors have fully functional, calibrated diagnostic tools at all times. This includes blower doors, manometers, combustion analyzers, gas leak detectors, pressure pans, IR cameras, and any other equipment required under DOE or Michigan standards. Calibration schedules need to be tracked carefully, and equipment failures must be addressed quickly to avoid production delays.
- Your role includes maintaining familiarity with DOE WAP rules, BPI standards, ASHRAE ventilation requirements, and Michigan's State Plan so you can ensure consistent adherence across your team. Technical standards change over time, and auditors rely on you to keep them informed and properly trained.
- The statewide audit software is another critical tool. You must reinforce consistent, accurate data entry; avoid "shortcuts" that affect modeling; and ensure that each auditor follows the data structure and naming conventions required for monitoring.
- Ongoing training is essential. Whether it's a new version of the software, updated modeling rules, or revised diagnostic protocols, your leadership ensures auditors stay competent, confident, and compliant.

5.4 Identifying Health and Safety Concerns During the Audit

The auditor is often the first staff member to see the home inside and out. During the audit, they must document any issues that could:

- Endanger workers or clients
- Compromise the effectiveness of weatherization measures
- Prevent weatherization until corrected
- Require pre-weatherization (deferral reduction) work
- Require health and safety actions in the final scope

Examples include:

- Mold or moisture issues
- Asbestos-containing materials
- Knob-and-tube wiring
- Gas leaks or CO hazards
- Structural weaknesses
- High clutter or hoarding conditions
- Pest infestations
- 5.11 Health and safety assessment requirements:

As the Program Manager, you define the expectations for how thoroughly and consistently auditors identify and document health and safety conditions. This includes anything that poses risk to clients, staff, or the effectiveness of weatherization measures.

- You must ensure auditors know how to assess and document hazards such as moisture intrusion, mold growth, asbestos, knob-and-tube wiring, CO risks, gas leaks, structural weaknesses, pest infestations, or conditions that prevent safe access to attics or crawlspaces.
- When auditors encounter hazards that impede diagnostics, you must provide clear guidance on when to stop testing, when to involve a Deferral Reduction Specialist, and when the situation requires a full deferral.
- High-quality documentation is essential. Your oversight ensures auditors capture photos, notes, measurements, and client communication necessary to justify any health and safety measure or funding source allocation.
- Strong health and safety assessment practices reduce risk, protect staff, and prevent downstream conflicts with installers, inspectors, and monitors.
- Blocked ventilation systems

Program Managers must ensure auditors know how to identify these hazards and document them thoroughly.

5.5 Documentation Requirements for Audits

A complete audit file includes:

- Full set of pre-weatherization photos
- Diagnostic test results
- Notes on health and safety observations
- Attic, wall, foundation, and mechanical system details

- Measurements of home structure and insulation levels
- Appliance data (age, efficiency, model, condition)
- Client signatures where applicable
- Modeling inputs for the measure selection process
- Required forms and state-specific documentation

Missing audit documentation is one of the most common sources of monitoring findings.

5.6 The Role of the Modeler in Reviewing the Audit

Once the auditor completes the assessment, the Modeler:

- Reviews all audit data for accuracy and completeness
- Ensures all diagnostics are entered correctly
- Confirms recommended measures are properly justified
- Re-runs the audit if inconsistencies or errors are found
    - Communicate changes any re-runs of the audit with the auditor
- Applies DOE and state cost-effectiveness rules
- Checks measure interactions and ventilation needs
- Ensures allocations align with allowable funding sources
- Flags anything requiring clarification before the job advances
- Prepares the final measure package for work scope development

This is a critical quality checkpoint, and the Program Manager must ensure strong collaboration between auditors and modelers.

5.7 Program Manager Oversight During the Audit Stage

You play a key leadership role in ensuring audits support smooth job flow. Your responsibilities include:

- Ensuring auditors receive ongoing training and support
- Monitoring audit timeliness to prevent pipeline delays
- Reviewing audit outputs and documentation for completeness
- Confirming health and safety hazards are documented appropriately
- Ensuring audits align with DOE and state standards
- Managing auditor workloads and scheduling
- Ensuring the statewide system receives complete audit data
- Clarifying audit questions or unusual conditions

- Ensuring coordination between the auditor and Deferral Reduction Specialist
- Using audit metrics (time per audit, errors, reruns, QCI issues) to guide performance improvement

Strong oversight at the audit stage reduces rework later and supports high-quality work scopes.

5.8 Common Audit Errors and How to Prevent Them

Common issues include:

- Missing diagnostic tests
- Incorrect data entry
- Missing photos or documentation
- Measures recommended without justification
- Health and safety hazards not fully documented
- Incorrect insulation measurements
- Inconsistent notes between photos and forms
- Modeling errors caused by incorrect inputs
- Failure to engage the Deferral Reduction Specialist when needed

Preventive strategies:

- Provide clear checklists
- Conduct periodic auditor ride-alongs
- Review audit submissions weekly
- Provide immediate feedback after QCI or Modeler findings
- Support ongoing BPI or state-standard training

5.9 Managing Scheduling and Client Communication for Audits

Audits must be scheduled promptly after eligibility is verified. To support smooth scheduling:

- Keep auditors' schedules balanced and predictable
- Ensure intake staff communicate access needs to clients
- Confirm clients understand the audit process and expected duration
- Reschedule quickly when cancellations occur
- Ensure auditors communicate safety concerns to clients respectfully

The Program Manager must monitor scheduling frequently to prevent long delays between intake and audit.

Scheduling workflows and coordination:

- Smooth scheduling begins with your oversight of the workflow between intake, audit assignment, and client communication. You must ensure the handoff from eligibility determination to audit scheduling is timely and predictable, preventing backlog and production slowdowns.
- You guide the creation of audit schedules that balance auditor workloads, geographic efficiency, and seasonal demand. Ensuring auditors have adequate time per appointment protects quality and reduces errors.
- Strong coordination also depends on accurate communication with clients. You must ensure intake staff provide clients with clear expectations about the audit, including duration, access requirements, pets, mobility concerns, and the need to inspect all areas of the home.
- Cancellations and no-shows can significantly delay production. Monitoring patterns of schedule disruptions allows you to address causes early—whether that's communication gaps, staffing constraints, or client misunderstandings.
- The program benefits when you use scheduling metrics such as days from intake to audit, audit completion rates, and geographic clustering to keep production moving efficiently.

5.10 Using the Statewide Data System During the Audit Phase

The system supports audit management by:

- Tracking audit assignments
- Alerting users to missing data or documentation
- Helping schedule audits efficiently
- Storing diagnostic results and photos
- Integrating audit data automatically with modeling
- Ensuring compliance with DOE and state requirements

Program Managers must ensure auditors use the system consistently and accurately.

Use of the data system for tracking auditor assignments and audit completion:

- The statewide data system is a central tool for managing audit workflow. As the Program Manager, you must ensure staff use the system consistently and

accurately so assignments, progress, and documentation can be monitored in real time.

- You oversee the creation and assignment of audit tasks, track completion timelines, and monitor outstanding documentation or unresolved safety concerns.
- The system's dashboards and reports allow you to identify bottlenecks—missing photos, incomplete diagnostics, unsubmitted files—and address them before they slow production.
- Proper system use also supports forecasting, resource allocation, and compliance tracking. This includes monitoring average audit times, staff productivity, and job readiness for modeling.

By reinforcing consistent system use, you ensure auditors' work is transparent, traceable, and ready for internal or external review at any time.

5.11 How a Strong Audit Supports the Rest of the Weatherization Workflow

A high-quality audit supports:

- Accurate modeling
- Compliant work scope development
- Successful installation
- Clean QCI inspections
- Faster closeout
- Strong funding compliance
- Reduced deferrals
- Fewer callbacks
- More predictable production

Manager review and approval of audit results

- Every audit file must pass through your quality lens. You are responsible for ensuring the audit is complete, accurate, and compliant before it is released to the Modeler or Work Order Development team.
- Your review includes checking diagnostic data for consistency, confirming photos match notes, verifying that recommended measures align with standards, and ensuring health and safety concerns are fully and clearly documented.

- When issues arise—missing data, incorrect test results, questionable recommendations—you must provide prompt feedback to the auditor and ensure corrections are made before the audit progresses.
- You also play a key role in preventing rework. By catching issues early, you reduce modeling reruns, installation delays, and QCI findings.

Your approval isn't just a procedural step; it is a critical quality control checkpoint that protects the agency from compliance and monitoring risks.

In short: a strong audit is the engine that powers the entire weatherization process.

Chapter 6: Work Order Development and Approval

Work order development is the bridge between the energy audit and the installation phase, and as the Program Manager, your oversight at this stage is essential. A strong, compliant, and well-documented work order ensures that contractors and crews know exactly what must be installed, how it must be installed, and why each measure was chosen. Errors or gaps created here ripple through the rest of the project, driving cost overruns, rework, QCI failures, and monitoring findings. When your review is consistent and thorough, the entire agency benefits from predictable production and clean compliance.

6.1 Purpose of Work Order Development

The purpose of the work order is to translate the audit findings and modeled results into a clear, actionable plan for installation. This includes defining which measures will be completed, selecting proper materials, identifying safety requirements, allocating funding sources, documenting client approvals, and establishing any special instructions needed for contractors or internal crews.

A strong work order should:

- Reflect the results of the energy model and measure-cost justification
- Aligns with DOE, LIHEAP, and state program rules
- Address all identified health and safety requirements
- Provide enough detail for installers to complete work correctly the first time
- Demonstrate the agency's compliance with federal, state, and local standards
- Clearly document why each measure is included, deferred, or omitted

Your leadership ensures that the work order is a reliable, accurate, and compliant representation of what must happen in the field.

6.2 Translating Audit Results into a Cost-Effective Measure Package

The Modeler plays the lead technical role in converting audit data into an optimized set of measures. Your responsibility is to ensure their work is thorough, accurate, and compliant. This includes verifying:

- All diagnostic values and existing-condition data are entered correctly into the modeling software

- The selected measures meet the cost-effectiveness standards (SIR, cost, allowable funding rules)
- The measure interactions are properly evaluated, such as how air sealing affects ventilation requirements
- Health and safety measures are funded appropriately and justified in the file
- Measures that do not pass cost-effectiveness are properly excluded or funded through another source

You must also ensure that Modelers have the support they need—training, mentoring, and clear expectations—to produce consistently high-quality work orders.

6.3 Creating a Clear and Compliant Work Order

Once measures are selected and funded, the development of the written work order begins. This document is the official record of what the contractors or crews must complete.

As the Program Manager, you ensure the work order includes:

- Detailed descriptions of each measure
- Specific quantities, locations, and material requirements
- Safety or clearance instructions for installers
- Photos or diagrams when necessary for clarity
- Instructions for addressing hazards or special conditions
- Expected outcomes or performance targets
- Assigned funding sources for each measure
- Required client signatures or approvals

A clear, precise, and well-structured work order eliminates guesswork, reduces misunderstandings, and supports successful installation.

6.4 Ensuring Measures Align with Program Rules and Funding Availability

Every measure in the work scope must meet the requirements of the funding source used to pay for it.

As the Program Manager, you ensure that:

- DOE measures follow cost-effectiveness rules
- LIHEAP funds are used only for allowable categories

- H&S and incidental repairs (IR) funding is used appropriately and documented correctly
- Deferral reduction activities are separated from core weatherization measures
- Rental requirements are met before landlord-funded measures are approved
- Funding caps are monitored and not exceeded

You also confirm that the work scope does not include unallowable measures or cost misallocations—two very common findings during monitoring.

6.5 Manager Quality Review Before Assigning the Work

Your review is the last internal quality checkpoint before the project moves to installation.

You must examine the work order for:

- Completeness of measure descriptions
- Accuracy of quantities and material specifications
- Alignment with modeling results
- Clear justification for each measure
- Inclusion of photos and documentation needed by installers
- Correct funding allocations
- Adequate health and safety instructions
- Consistency between the audit, model, and final scope

This review prevents costly errors during installation and strengthens your agency's compliance posture.

6.6 Documenting Owner Approval and Required Signatures

Before installation begins, the homeowner or authorized agent must approve the proposed work.

As the Program Manager, you oversee the process by ensuring:

- The client receives clear explanations of the proposed work
- Required forms are signed, dated, and stored in the statewide data system
- The client understands any landlord requirements (if applicable)
- Any refusal of recommended measures is documented properly
- Photos, diagrams, or additional explanations are provided when clients request clarity

Your role is to ensure that every job file contains the necessary documentation for the state or federal monitor to verify client approval.

6.7 Using the Statewide System to Upload, Verify, and Track Work Scope Documentation

The statewide data system is the official repository for all work scope information.

You must ensure that:

- Work order documentation is uploaded completely and promptly
- All funding allocations are correctly entered
- The modeling results match the work order in the system
- Installers and contractors can clearly view the current work scope
- Any revisions or change orders are recorded and justified
- The system-generated compliance checks (missing photos, incomplete diagnostics, etc.) are addressed before installation begins

Your use of the system keeps projects moving, reduces errors, and ensures transparency throughout the job.

6.8 How Strong Work Scope Development Supports the Entire Workflow

A high-quality work order creates benefits across the entire weatherization process:

- Installers know exactly what to do, reducing delays and rework
- Modelers produce consistent outputs aligned with program rules
- QCIs have a clear standard to inspect against
- Fiscal staff can correctly bill measures to the appropriate funds
- Monitors can easily verify compliance
- Clients receive clear communication and predictable results

Your leadership at this stage sets the tone for the quality, efficiency, and compliance of the entire weatherization project.

Chapter 7: Contractor or Crew Management

Your role as Program Manager includes ensuring that the installation phase is staffed, scheduled, and executed effectively—whether your agency uses inhouse crews, external contractors, or a hybrid model. Crew and contractor management is where planning meets production. Strong oversight here transforms well-designed work orders into safe, high-quality, cost-effective installation work completed on schedule. Weak oversight, however, often shows up as delays, budget overruns, rework, client complaints, and monitoring findings. Your leadership sets the tone for professionalism, consistency, and accountability in the field.

7.1 Selecting Internal Crews vs. External Contractors

Each agency makes decisions about staffing models based on capacity, funding levels, geography, and labor market realities.

As Program Manager, you guide these decisions by evaluating:

- The agency's long-term staffing strategy
- Cost-effectiveness of in-house vs. contracted labor
- Seasonal fluctuations in workload and funding
- Contractor availability and reliability
- Management of a 12-month production schedule to get annual goals
- Specialized skills needed for certain measures (HVAC, roofing, electrical, lead-safe practices)

Whether using in-house crews or contractors, your responsibility remains the same: ensure the installation workforce is qualified, consistent, informed on how to mitigate work hazards on the job site, and capable of delivering compliant work.

Key JTA Roles Within a Weatherization Agency:

Retrofit Installer Technician – The Retrofit Installer/Technician installs energy-efficiency measures to single- family or 2- 4 unit-homes using a variety of building science best practices to improve, safety, comfort, durability, indoor air quality, and energy efficiency.

Crew Leader – The Crew Leader is responsible for supervising and assisting in the retrofitting activities specified in the scope of work. He or she is responsible for interacting with the client plus managing personnel and materials on the job site in a safe and effective manner. The Crew Leader is responsible for quality control, testing procedures,

documentation, and conducting a walk through in preparation that all work is completed in a satisfactory manner.

Energy Auditor - The EA is an experienced professional who evaluates the health and safety issues, durability, comfort, and energy use of a residential building. The EA conducts advanced diagnostic tests, gathers and analyzes data, and creates models to draw conclusions and make recommendations to the client for improvements. This is the advanced level auditor position.

Quality Control Inspector – The QCI is a residential energy-efficiency expert who ensures the completion, appropriateness, and quality of energy upgrade work by conducting a methodical inspection of the building and performing safety and diagnostic tests

7.2 Contractor Onboarding, Training, and Qualification Standards

Before contractors can begin work, you must ensure all qualification requirements are complete.

This includes:

- Verifying state licensing, trade certifications, insurance coverage, OSHA training, lead-safe renovation credentials, and other requirements as noted in policy
- Ensuring contractors understand DOE and state weatherization standards
- Reviewing expectations around documentation, communication, safety protocols, and timelines
- Providing orientation to the statewide data system and your agency's specific workflows
- Conducting periodic training or refreshers on common installation issues

A clear, consistent onboarding process reduces misunderstandings and sets a professional tone for the entire relationship.

Contractor onboarding, training, and qualification standards by JTAs

7.3 Managing Work Assignments and Scheduling

Your ability to manage scheduling directly affects agency productivity and client satisfaction.

As Program Manager, you must:

- Assign work orders based on crew capacity, skill set, and geographic efficiency as well as ensuring strong internal controls with separation of duties for the energy auditor and QCI on all jobs
- Monitor workloads and adjust assignments as production needs shift
- Ensure crews and contractors have full, accurate work orders well before arriving onsite
- Communicate expected start dates to clients and confirm access arrangements
- Track progress in the statewide data system to identify delays or bottlenecks
- Coordinate installation schedules with other program staff, particularly QCIs and intake

Predictable scheduling keeps the pipeline flowing and supports your annual production goals.

7.4 Monitoring Progress and Communication Expectations

You set the standard for communication between your agency and the workforce performing the installations.

This includes establishing expectations that crews and contractors:

- Communicate daily or weekly progress updates
- Report unexpected issues immediately
- Request clarification before deviating from the work order
- Provide accurate and timely documentation, including photos and change order requests
- Maintain professional communication with clients at all times

Your oversight ensures that all field teams know who to contact, how to report issues, and what documentation is required to keep the job on track.

7.5 Handling Change Orders and Unexpected Site Conditions

Unexpected conditions arise at nearly every job: structural issues, hidden moisture problems, unsafe wiring, incorrect attic assumptions, or client-driven access restrictions.

As Program Manager, you must develop a standardized process for handling these situations, including:

- Immediate notification from crews or contractors

- Evaluation of whether the condition affects health and safety, measure feasibility, or cost-effectiveness
- Determining whether additional diagnostics or a revisit is needed
- Issuing clear, documented instructions about how to proceed
- Updating the work orders/scope, photos, modeling, providing justification notes to support changes, and funding allocations in the statewide system
- Ensuring client approval when required

A consistent change-order process protects your agency and reduces downstream disputes.

7.6 Health and Safety Protocols During Installation

You bear responsibility for ensuring installation teams work safely and follow all required protocols.

This includes verifying that crews and contractors:

- Follow OSHA and state safety regulations
- Adhere to weatherization-specific health and safety standards
- Use proper PPE for attic, crawlspace, and mechanical work
- Provide crew safety training on asbestos in older homes
- Conduct combustion safety checks when required
- Follow lead-safe work practices
- Maintain safe job sites and communicate risks to clients

Safety issues are among the most common causes of monitoring findings; your proactive oversight significantly reduces those risks.

7.7 Documenting Work Status in the Manager Module

The statewide data system is your central tool for tracking performance and job progress.

As Program Manager, you must ensure:

- Crews and contractors upload installation photos that match the completed work
- Measure-level documentation is accurate and complete
- Change orders are reviewed, entered, and approved before additional work begins
- Installation progress is updated as work advances

- All required signatures, materials lists, and certifications are uploaded promptly

Your consistent use of the system supports transparency, compliance, and efficient coordination across your entire program.

7.8 Supporting a High-Performing Installation Workforce

Finally, contractor or crew management isn't only about oversight—it's also about partnership.

Your leadership supports ongoing workforce development through:

- Regular performance reviews
- Clear communication about expectations, strengths, and areas for improvement
- Providing training opportunities and technical assistance
- Recognizing consistent, high-quality work
- Addressing performance issues promptly and professionally

When you invest in your workforce—internal or external—you build a stronger, more reliable program.

Chapter 8: Retrofit Installation and Work Progress

Installation is where all the planning, diagnostics, modeling, and documentation turn into real improvements in a client's home. As the Program Manager, your oversight during this phase is critical. A well-designed work scope only succeeds when crews and contractors install measures safely, correctly, and in compliance with all standards. Your management ensures crews stay on schedule, follow the work order precisely, communicate effectively, and update documentation as work progresses.

Strong oversight in this stage reduces rework, minimizes client disruptions, prevents QCI failures, and protects your agency from monitoring issues. This chapter outlines the essential components of successful installation management from your perspective.

8.1 Required Measures and Installation Standards

Every installation must follow the technical standards governing weatherization work, including DOE guidelines, state requirements, BPI best practices, and ASHRAE ventilation rules.

As Program Manager, you must ensure that:

- All crews and contractors know the installation standards for insulation, air sealing, ventilation, mechanical systems, and health and safety measures
- Materials and techniques match the specifications defined in the work order
- Required mechanical or electrical licensing is present for applicable trades
- Crews are trained in measure-specific requirements, such as dense-pack techniques, safe attic access, moisture control strategies, and proper venting
- Installation quality is consistent across all teams and sites

Technical standards are evolving; your role includes making sure staff stay current through training, updates, and periodic field support.

8.2 Health and Safety Protocols During Installation

Weatherization work exposes crews to attics, crawlspaces, mechanical equipment, and potential environmental hazards.

Your oversight ensures that:

- Crews and contractors follow all OSHA requirements
- Weatherization-specific safety protocols are observed (combustion safety, lead-safe practices, electrical hazard avoidance)
- PPE is worn consistently and appropriately
- Crews do not proceed with work if new hazards arise, such as moisture intrusion, structural concerns, or unsafe wiring
- Clients are notified promptly if conditions impact health or safety
- All health and safety measures installed are documented and justified correctly in the statewide system

Protecting workers and clients is a core responsibility of your role as Program Manager.

8.3 Manager Oversight Responsibilities

Although you may not be present on every jobsite, your leadership directly affects installation quality and speed.

Your key responsibilities include:

- Monitoring job progress through daily or weekly updates from teams
- Supporting field staff with clarification or guidance when issues arise
- Reviewing documentation submitted during installation (photos, notes, material lists)
- Ensuring crews are following the approved work scope without unauthorized deviations
- Coordinating with QCIs to confirm inspection timelines
- Ensuring health and safety issues identified mid-installation are handled promptly and correctly
- Addressing any client concerns or access challenges that emerge

Your active involvement keeps jobs moving and ensures installation meets expectations.

8.4 Tracking Measure-Level Completion in the Data System

The statewide data system plays a central role in tracking progress and documenting compliance.

As Program Manager, you must ensure:

- Crews update the status of each measure as installation progresses

- Photo documentation is uploaded for all completed measures
- Changes to scope, quantities, or materials are documented and approved promptly
- Any issues flagged by the system (missing photos, incomplete H&S documentation, funding mismatches) are resolved quickly
- Installation data is complete before the job is released for QCI inspection

Accurate, timely data uploads reduce errors at QCI and closeout and protect the agency during monitoring reviews.

8.5 Troubleshooting Delays or Quality Issues

Delays and quality problems are inevitable in field work, but your response determines whether they become minor setbacks or major disruptions.

Common issues include:

- Discovery of unforeseen structural or moisture issues
- Incorrect assumptions in the audit or work scope
- Crew shortages or scheduling conflicts
- Contractor performance problems
- Weather-related delays
- Client availability or access restrictions
- Your responsibilities include:
- Quickly assessing the cause of the delay
- Coordinating reassignments or schedule adjustments
- Issuing or approving change orders when necessary
- Clarifying expectations with contractors or crews
- Supporting staff with technical solutions or additional resources
- Communicating impacts to clients in a clear and respectful way

Proactive, organized management keeps production steady even when conditions change.

8.6 Ensuring Installation Aligns With the Work Order

Your role includes preventing unauthorized scope changes, scope creep, or incomplete installations.

You must ensure that:

- All installed measures match the approved quantities, materials, and methods
- Crews do not omit or modify measures without approvals
- Work scope revisions are documented, modeled if required, and re-approved
- Any deviation has a valid justification and proper documentation
- Installers understand the “why” behind each measure, not just the “what”

Scope alignment is one of the most scrutinized areas during monitoring, making your oversight essential.

8.7 Supporting Positive Client Experiences During Installation

Installation often involves multiple days of work, noise, disruptions, and access to private spaces.

You set the tone for client satisfaction by ensuring:

- Clients receive clear communication about schedules and expectations
- Crews treat homes with respect and maintain professionalism
- Special needs or client limitations are accommodated
- Any safety-related client communication is handled promptly and empathetically
- Clients know whom to contact with concerns or questions
- Issues raised by clients are documented, addressed quickly, and communicated to your team

Protecting the client experience is as important as the technical installation.

8.8 Preparing for QCI and Job Closeout

The installation phase sets the foundation for a smooth final inspection.

As Program Manager, you ensure:

- All measure-level documentation is complete
- Photos accurately reflect the completed work
- Health and safety measures are properly justified
- Change orders are closed and documented
- Crews complete all punch-list items before QCI is scheduled
- Communication with the QCI staff is timely and accurate

Strong preparation at this stage improves QCI pass rates and prevents rework.

Chapter 9: Final Inspection (QCI)

The final inspection—known as the Quality Control Inspection (QCI)—is one of the most important checkpoints in the entire weatherization process. It is the confirmation that all work completed on a home meets program standards, passes safety requirements, aligns with the approved work scope, and is ready for closeout. As the Program Manager, your leadership ensures QCI inspections are independent, timely, accurate, and properly documented. A strong QCI process protects clients, strengthens program compliance, and reduces risk to your agency.

Your oversight ensures that every measure installed in the home is validated, every requirement is met, and every job is complete before federal or state funds are claimed.

9.1 What QCI Is and Why It Matters

QCI is a formal, federally defined inspection completed by a certified Quality Control Inspector who is independent from the installation and modeling process.

The purpose of QCI is to confirm:

- All measures were installed correctly and safely
- Installation matches the approved work scope and modeling inputs
- Required health and safety actions were followed
- No hazards were created or left unaddressed during installation
- Documentation supports the installed measures and funding allocations
- The home meets applicable standards (DOE, ASHRAE, BPI, state requirements)

QCI is not optional—every job funded with DOE WAP dollars must receive a compliant QCI. Your management ensures this process is respected and executed with integrity.

9.2 QCI Requirements, Standards, and Timelines

As Program Manager, you must ensure your agency follows all QCI requirements, including:

- The QCI inspector must hold a current certification
- The QCI must be independent of the auditing, modeling, and installation processes

- Inspections must be scheduled promptly after installation is completed
- QCI must include both visual verification and required diagnostic testing
- Any health or safety issue discovered during QCI must be resolved before the job is closed
- All deficiencies must be corrected and re-inspected if required
- The inspection must be documented in the statewide data system in full

You must also ensure that QCI timelines align with your agency's production expectations and avoid long gaps between installation and inspection.

9.3 Manager's Role in Ensuring Independence, Accuracy, and Compliance

As the Program Manager, you set the standard for a QCI process that is fair, thorough, and consistent.

Your responsibilities include:

- Ensuring the QCI inspector has no conflict of interest with the job
- Supporting the inspector's authority to require corrections
- Ensuring installers do not pressure or influence the QCI
- Confirming the inspector has full access to all documentation and work scope details
- Monitoring QCI pass/fail rates to identify training needs or recurring issues
- Reviewing QCI reports to ensure completeness and accuracy
- Ensuring corrective actions are handled promptly and professionally

Your leadership ensures that the QCI process maintains credibility and fulfills federal expectations.

9.4 Addressing Inspection Failures or Deficiencies

Not every job passes QCI the first time. When deficiencies are found, your response determines how smoothly the correction process goes.

As Program Manager, you must:

- Review the inspector's findings and clarify any questions
- Communicate deficiencies to the crew or contractor quickly and clearly
- Ensure corrections comply with technical standards and align with the work scope

- Verify that corrected work is documented thoroughly in the statewide system
- Schedule re-inspection when required
- Determine whether training or process improvements are needed to prevent repeat issues
- Document all communications and actions taken

Recurring installation issues may indicate deeper problems in work scope development, training gaps, or contractor performance—areas where your management plays a decisive role.

9.5 Logging Inspection Results in the Statewide Data System

The statewide data system is the official record of QCI outcomes.

Your responsibility is to ensure:

- QCI forms, photos, and diagnostic results are uploaded promptly
- Inspector notes fully explain any findings or corrective actions
- All installation photos match the final condition of the home
- The pass/fail status is recorded accurately
- Any outstanding items are closed before marking the job complete
- The data system reflects a clean, well-documented file for monitoring purposes

A job cannot proceed to closeout without a complete and compliant QCI record. Your oversight ensures the job is ready for fiscal, compliance, and monitoring review.

9.6 Preparing Crews, Contractors, and Clients for QCI

Your leadership includes preparing all parties involved so the QCI inspection is smooth and efficient.

This includes ensuring:

- Crews know what documentation to upload before QCI
- Contractors understand the standards and what the inspector will evaluate
- Clients are notified in advance and understand the purpose of the inspection
- The home is accessible to the QCI inspector
- Any unresolved issues or concerns from the client are addressed before QCI begins

Preparation reduces inspection failures and strengthens your agency's professional reputation.

9.7 How Strong QCI Processes Improve Program Quality

A consistent and well-managed QCI process supports long-term program success by:

- Improving installation quality through continuous feedback
- Identifying training needs for auditors, installers, and modelers
- Reducing monitoring findings and corrective action plans
- Improving client satisfaction
- Enhancing staff accountability
- Ensuring clean, defensible documentation
- Supporting your agency's ability to meet production goals

When you treat QCI as a learning and quality improvement tool—not just a compliance requirement—you raise the overall performance of your program.

Chapter 10: Job Closeout

Job closeout is the final administrative stage of the weatherization process—and one of the most important. A job cannot be billed, reimbursed, or reported until every document, signature, inspection, and data entry requirement is completed accurately and stored in the statewide system. As the Program Manager, your role in closeout ensures every job is financially compliant, technically complete, and ready for federal or state monitoring at any time. Strong closeout practices protect funding, minimize audit findings, and support your agency's overall performance.

This chapter outlines the core components of job closeout and your responsibilities in guiding staff through this critical phase.

10.1 Required Documentation Checklist

Closeout begins with the complete and accurate assembly of all required documentation.

Your responsibility is to ensure the job file includes:

- Eligibility documentation and intake records
- Full audit report and diagnostic test results
- Health and safety notes, photos, and justifications
- Modeling files and approved measure packages
- Client and owner signatures on required forms
- Initial and revised work scopes (if applicable)
- Installation photos, material lists, and in-progress updates
- QCI report and all re-inspection documentation
- Documentation of change orders and corrective actions
- Final invoice, cost allocation worksheet, and funding source breakdown

Missing documentation is one of the most common causes of monitoring findings. Your oversight ensures a complete and defensible job file.

10.2 Energy Savings Calculations and Reporting

Energy savings data is essential for federal reporting and statewide program evaluation.

As Program Manager, you must confirm:

- The modeled energy savings are correctly entered in the statewide system

- The reported energy savings match the final, approved measure package
- Any corrections required by the Modeler or QCI have been resolved
- Savings are attributed to the correct funding sources
- Reports generated by the system accurately reflect the job's final status

Accurate energy savings reporting strengthens the credibility of your program and supports future funding.

10.3 Funding Reconciliation and Billing

Billing and financial closeout depend entirely on the accuracy of technical and program documentation.

Your responsibilities include overseeing:

- Correct allocation of measures across DOE, LIHEAP, and state H&S funds
- Verification that costs do not exceed funding caps or category limits
- Ensuring labor, materials, and subcontractor invoices match completed work
- Reviewing financial documents for missing or inconsistent entries
- Confirming all Health and Safety measures are properly justified
- Ensuring billing documents are uploaded before the reimbursement deadline
- Coordinating with fiscal staff to resolve discrepancies

Inaccurate billing can lead to disallowed costs, repayment demands, and compliance findings—your leadership ensures financial integrity.

10.4 Client Communication and Satisfaction Documentation

Closeout is also the moment to wrap up communication with the client.

As Program Manager, you must ensure:

- Clients receive a clear explanation that work is complete
- Any final questions or concerns are addressed promptly
- Client satisfaction surveys are completed and documented
- Any unresolved issues from the installation or QCI phases are addressed
- Clients understand their new ventilation equipment, safety measures, or maintenance requirements
- Feedback is reviewed and used for program improvement

Positive client experiences support community trust, referrals, and long-term program success.

10.5 Manager Sign-Off Procedures

Your sign-off is the final confirmation that the job is ready for fiscal claiming, reporting, and archiving.

Your responsibilities include verifying:

- All documentation is complete, correct, and consistent across the file
- All required signatures are present
- QCI has passed and all corrective actions are documented
- Funding allocations are accurate and justified
- The statewide data system shows a clean, complete file with no outstanding errors Installation data matches the work scope, model, and fiscal documents
  • The job meets all DOE, LIHEAP, and state compliance requirements

Your signature certifies the job file for state or federal review—making this one of your most important tasks.

10.6 Archiving Records and Post-Job Data Quality Checks

Once the job is closed, archiving and data quality checks protect your program from future compliance risks.

As Program Manager, you must ensure:

- Files are archived according to DOE and state retention requirements
- Electronic files are stored securely in the statewide system
- Any paper records are stored in compliance with agency policy
- Post-job data audits are conducted on a periodic schedule
- Trends in documentation issues (missing photos, inconsistent notes, incomplete QCI data) are identified for training and quality improvement
- Archived files remain accessible for monitoring, fiscal audits, or client requests

A well-structured data archive is essential for transparency, accountability, and long-term program success.

10.7 How Strong Closeout Practices Improve Overall Program Performance

Consistent, timely, and accurate closeout delivers several critical benefits:

- Faster reimbursement and smoother cash flow
- Lower monitoring risks and fewer findings
- Higher QCI pass rates due to better documentation
- Improved production tracking and forecasting
- Stronger accountability across all roles
- Better client experiences and clearer communication
- More reliable data for federal reporting and program evaluation

Your leadership at the closeout stage ensures the job is not only completed—but completed with excellence, accuracy, and full compliance.

Chapter 11: Managing Data and the Statewide System

The statewide data system is the backbone of modern weatherization program management. It houses all client data, audit results, modeling outputs, work scopes, installation documentation, fiscal information, and monitoring records. As a Program Manager, your leadership in using the system consistently and effectively directly influences compliance, productivity, and data accuracy across your program. The new manager module gives you real-time insight into job status, staff workload, funding utilization, and workflow bottlenecks—empowering you to manage proactively rather than reactively.

This chapter provides guidance on using the system as a management tool, setting expectations for staff, and maintaining the data integrity that protects your agency during monitoring and supports statewide program evaluation.

11.1 Overview of the New Manager Module

The manager module is designed to give you a full view of weatherization operations at your agency.

It consolidates key information into a single dashboard, allowing you to:

- Track every job's status from intake through closeout
- Monitor staff workloads and assignments
- Identify missing documentation or incomplete tasks
- View funding allocations and spending progress
- Review errors, alerts, and data-quality warnings
- Identify bottlenecks in real time
- Generate management-level reports

It functions as your operational command center, helping you maintain control and oversight of the entire weatherization workflow.

11.2 Key Dashboards and Alerts

The manager module provides dashboards tailored to your responsibilities.

These dashboards may include:

- Job pipeline overview—showing each home's current stage
- Audit and installer workload dashboards
- Change order and corrective action queues
- QCI pending and overdue lists
- Real-time alerts for missing diagnostics, photos, or signatures
- Funding dashboard showing allocation, spending, and remaining balances
- Data quality alerts identifying inconsistencies or incomplete records

Your role is to check these dashboards consistently and use them to guide daily decision-making, staffing assignments, and workflow adjustments.

11.3 Using the System to Manage Workflow

The statewide system allows you to manage workflow with clarity and predictability.

As Program Manager, you can:

- Assign tasks to auditors, modelers, contractors, and QCIs
- View which staff are overloaded or underutilized
- Identify when a job is "stuck" in a particular stage
- Push notifications to staff when documentation is missing
- Review work orders before they are released
- Track completion of requirements such as upload of photos, diagnostics, and signatures
- Ensure QCI is scheduled promptly once installation is complete

Your effective use of the system directly improves production speed and reduces bottlenecks.

11.4 Using the System to Monitor Performance

The manager module provides objective, data-driven insights into performance across roles.

You can track:

- Average time per audit
- Modeling turnaround times
- Installation duration by crew or contractor
- QCI pass/fail rates and common deficiencies

- Frequency of missing documentation
- Change order frequency (indicator of audit consistency)
- Client satisfaction rates
- Jobs closed out per staff member or contractor

These metrics help you identify training needs, staffing imbalances, and emerging issues before they affect program outcomes.

11.5 Data Quality Requirements and Error Prevention

High-quality data protects your agency during monitoring and ensures accurate reporting to DOE and the state.

As Program Manager, your responsibilities include:

- Ensuring staff enter data consistently and accurately
- Reviewing dashboards for missing fields or inconsistent entries
- Addressing habitual errors with training and feedback
- Verifying that photos match notes and work order descriptions
- Ensuring documentation aligns across audit, modeling, installation, and QCI
- Preventing "data drift," where staff adopt inconsistent shortcuts over time
- Conducting periodic data quality reviews

Poor data quality slows down closeout, increases monitoring findings, and undermines program credibility. Your consistent oversight prevents this.

11.6 Using System Reports for Oversight and Planning

System-generated reports are essential tools for strategic planning and agency management.

You can use reports to:

- Forecast production and track progress toward annual goals
- Identify staffing needs or workload imbalances
- Monitor funding utilization across DOE, LIHEAP, and state sources
- Track deferrals, H&S expenditures, and pre-weatherization trends
- Analyze common QCI failures or audit inconsistencies
- Prepare for state or federal monitoring visits
- Support budget planning and program expansion decisions

By turning system data into actionable trends, you strengthen both program operations and strategic planning.

11.7 Supporting Staff in Effective System Use

Your leadership sets expectations for system use across your agency.

This includes:

- Ensuring all staff receive training in data entry, documentation, and system navigation
- Establishing clear expectations for how and when data must be uploaded
- Reinforcing that "if it isn't in the system, it didn't happen"
- Providing feedback when staff struggle with errors or incomplete entries
- Using system data to guide coaching, mentoring, and performance improvement
- Encouraging staff to check dashboards regularly to stay current on their assignments

When everyone uses the system consistently, the entire program benefits from improved workflow and compliance.

11.8 How Strong Data Management Supports Program Success

Effective use of the statewide system contributes directly to program performance by:

- Reducing errors and rework
- Supporting cleaner QCI results and fewer monitoring findings
- Improving documentation for compliance and reimbursement
- Enhancing communication between roles
- Reducing delays in audit, installation, and closeout
- Strengthening fiscal accuracy and funding stewardship
- Supporting transparent, defensible decision-making
- Enabling smoother staffing and workflow planning

Strong data management is not just an administrative task—it is an essential part of running a high-quality weatherization program.

Chapter 12: Training and Staff Development

A high-performing weatherization program is built on the skills, knowledge, and professionalism of its staff. From auditors and installers to modelers, contractors, and inspectors, every team member must be properly trained, credentialed, and supported in ongoing development. As the Program Manager, you are responsible for ensuring that staff have the expertise to deliver safe, compliant, high-quality work—and that your agency maintains the certifications required by federal and state programs.

Training and staff development are not optional administrative tasks; they are mission-critical functions that protect your agency from monitoring findings, improve production efficiency, support staff morale, and ensure clients receive the highest-quality services. This chapter outlines your responsibilities in managing staff training, credentials, performance development, and continuing education.

12.1 Required Certifications for Key Roles

Weatherization work relies on highly technical skills. Your staff must maintain current certifications that meet DOE, BPI, state, and trade requirements.

Core credentials typically include:

- BPI Building Analyst Professional
- BPI Energy Auditor
- Certified Quality Control Inspector (QCI) for final inspections
- Licensed HVAC professionals for mechanical replacements or diagnostics
- Licensed Builders, Electricians, Plumbers, etc.

Required Trainings include:

- Lead-Safe Renovation (RRP) certification for installers and contractors
- OSHA safety training, especially for attic/crawlspace work

As Program Manager, you must ensure these credentials remain active, are tracked in the manager module, and are updated before expiration.

12.2 Tracking Training Requirements for All Roles

The statewide system and your agency's internal processes should include a structured method for tracking training and credentials.

Your role includes:

- Maintaining a complete training and certification record for each staff member
- Tracking expiration dates and scheduling renewals proactively
- Ensuring new hires receive all required onboarding training
- Monitoring contractor training requirements and ensuring compliance
- Reviewing certifications during performance evaluations
- Ensuring documentation of all completed trainings is stored in the data system

A clear training record protects your agency during monitoring and ensures staff are always qualified for their roles.

12.3 Ensuring Continuing Education and Credential Renewals

Weatherization standards evolve constantly—ASHRAE ventilation updates, BPI protocol changes, DOE field guidance, new diagnostic tools, revised materials specifications. Your staff must stay current.

As Program Manager, you ensure:

- Auditors receive ongoing BPI-approved continuing education
- Installers receive refresher training on dense-pack, air sealing, blower-door-guided work, and mechanical ventilation
- Modelers receive updates on statewide software changes and measure calculation rules
- QCIs maintain certification through required CEUs and updated diagnostic training
- Staff participate in state-sponsored regional training workshops
- Contractors receive periodic updates on compliance expectations and installation standards

You set the expectation that learning is constant, not occasional.

12.4 Encouraging Staff Development and Performance Improvement

Beyond certification, successful programs invest in staff growth and development.

Your leadership includes:

- Providing coaching when performance issues arise
- Using QCI findings and monitoring results to target training needs
- Encouraging staff to pursue advanced credentials or cross-training opportunities
- Offering mentorship between experienced and newer staff
- Recognizing high-quality work and celebrating improvements
- Facilitating job shadowing or ride-alongs to strengthen practical skills
- Supporting staff attendance at state or national weatherization conferences

Strong staff development reduces turnover and builds long-term program capacity.

12.5 Supporting a Culture of Quality and Professionalism

Training is most effective when paired with a workplace culture that values high-quality work.

As Program Manager, you help shape that culture by:

- Setting clear expectations for accuracy, safety, professionalism, and compliance
- Providing constructive feedback and timely performance reviews
- Addressing recurring issues quickly and respectfully
- Reinforcing the importance of documentation, consistency, and safety
- Ensuring that every staff member understands their role in the full workflow
- Demonstrating commitment to continuous improvement

Your leadership communicates that high-quality work is the standard—not the exception.

12.6 Resources for Ongoing Training and Support

You play a key role in connecting staff to the training resources they need.

This may include:

- State weatherization training centers
- DOE WAP trainings and webinars
- BPI-certified regional training organizations
- Statewide conferences and peer exchanges
- Utility-funded training for contractors
- Manufacturer-specific mechanical or equipment training
- State technical assistance providers
- Online refresher modules in the statewide data system

Leveraging these resources expands staff knowledge without increasing administrative burden.

12.7 How Strong Training and Development Support Program Success

A well-trained, well-supported staff delivers measurable program benefits:

- Higher-quality audits, modeling, installation, and QCIs
- Fewer errors, fewer monitoring findings, and fewer repeat issues
- Faster production and shorter job cycles
- Better communication across roles
- Higher client satisfaction
- More accurate data and cleaner closeout files
- Stronger safety practices and fewer field incidents
- Increased staff confidence, professionalism, and retention

Your investment in training directly improves your agency's performance, compliance, and service quality.

Chapter 13: Quality Assurance and Program Monitoring

Quality assurance (QA) is the backbone of a strong weatherization program. While individual staff members are responsible for doing their part correctly, it is your leadership as Program Manager that ensures the entire system functions reliably, consistently, and in full compliance with federal and state requirements. QA is more than checking boxes—it is a continuous cycle of evaluation, feedback, training, documentation, and improvement. Strong QA practices protect your agency from monitoring findings, improve production performance, reduce rework, and ensure that clients receive safe, high-quality services.

This chapter outlines your responsibilities for internal quality control, monitoring preparation, and continuous improvement across all stages of the weatherization workflow.

13.1 Internal Monitoring Procedures

Internal monitoring allows you to identify and correct problems before state or federal monitors do.

As Program Manager, you must establish a structured internal monitoring process that includes:

- Reviewing a set percentage of job files at each stage (audit, modeling, installation, QCI, closeout)
- Conducting periodic field checks or ride-alongs with auditors and installers
- Verifying data accuracy in the statewide system
- Monitoring timelines for each step of the workflow
- Examining documentation consistency across roles
- Identifying staff or contractor performance trends
- Tracking completion and correction of internal findings

Your internal monitoring system should mirror the structure of state and federal monitoring so your team is prepared before an official review begins.

13.2 Field Quality Reviews and Desk Reviews

A balanced QA approach includes both field-based observations and office-based reviews of documentation.

As Program Manager, you must ensure that:

Field Reviews:

- Auditors, contractors, and crews follow technical and safety standards
- Installation matches the approved work scope
- Health and safety protocols are being followed
- Blower door, CAZ, and diagnostic procedures are performed correctly
- Staff use proper PPE and follow safe work practices
- Field staff receive immediate feedback and coaching when issues are observed

Desk Reviews:

- Photos match what is documented in the file
- Modeling inputs match the audit
- Funding allocations align with allowable rules
- QCI reports accurately reflect installations
- Documentation gaps are addressed promptly

Both types of reviews give you full visibility into the program's strengths and areas needing improvement.

13.3 Corrective Action Plans

When internal or external reviews uncover deficiencies, corrective action plans (CAPs) ensure issues are fixed systematically.

Your responsibilities include:

- Identifying the root cause of the deficiency (training gaps, process breakdowns, unclear expectations, staff error)
- Writing clear, specific corrective actions with timelines
- Assigning responsibility for each task
- Tracking progress until the corrective action is complete
- Updating SOPs or training practices when necessary
- Communicating expectations clearly to staff and contractors

A well-managed CAP prevents repeated findings and demonstrates your agency's commitment to compliance.

13.4 Preparing for State and Federal Monitoring Visits

State and federal reviews are a normal part of weatherization program administration. Your leadership ensures your agency is ready at any time.

Preparation includes:

- Ensuring job files are complete, accurate, and well-organized
- Confirming that documentation in the statewide system matches fieldwork
- Preparing staff for interviews with monitors
- Assembling required audit trails, invoices, and fiscal records
- Ensuring all certifications, training records, and insurance documents are current
- Reviewing previous monitoring reports and verifying all prior findings are resolved
- Conducting a pre-monitoring self-assessment and internal audit

Monitors look for consistency, accuracy, and clear justification for every measure. Your proactive preparation ensures your agency demonstrates competence, transparency, and compliance.

13.5 Using Data to Identify Trends and Improvement Areas

Quality improvement isn't based on anecdotes—it's based on data.

As Program Manager, you can use system reports, QCI outcomes, and monitoring findings to spot patterns such as:

- Repeated installation errors from specific crews or contractors
- Diagnostic inconsistencies from certain auditors
- High frequency of change orders
- Common QCI fails, such as missing air sealing or ventilation issues
- Staff who consistently run behind schedule
- Trends in deferrals or H&S spending
- Repetitive documentation or modeling errors

Once trends are identified, you can develop targeted training, update SOPs, or adjust workflow to resolve systemic issues.

13.6 Continuous Improvement Across the Program

Quality assurance is not a one-time event—it is an ongoing process that shapes the culture of your agency.

Your leadership supports continuous improvement by:

- Holding routine QA meetings with staff
- Sharing lessons learned from QCI, monitoring, or field observations
- Updating internal checklists and SOPs
- Reinforcing the importance of data accuracy and documentation
- Encouraging staff to raise concerns and suggest improvements
- Reviewing performance metrics regularly
- Recognizing staff who demonstrate strong quality practices
- Providing additional coaching where needed

Continuous improvement builds a stronger, more adaptable program that consistently meets production and quality goals.

13.7 How Strong QA and Monitoring Practices Strengthen the Weatherization Program

A well-run QA system improves every aspect of the weatherization process:

- Higher-quality work in the field
- Consistent compliance with DOE and state requirements
- Reduced monitoring findings and fewer corrective action plans
- Faster production cycles and fewer delays
- More predictable job outcomes
- Better documentation and more accurate reporting
- Greater client satisfaction
- Stronger staff performance and professionalism

In short, your dedication to quality sets the standard for your entire agency. Effective QA practices protect your funding, strengthen your operations, and ensure that every home receives safe, high-quality weatherization services.

Chapter 14: Policy Management

Policy management is one of your most important responsibilities as a Weatherization Program Manager. Federal, state, and funding-specific policies govern every part of the weatherization process—from eligibility and auditing standards to installation requirements, documentation rules, cost allocations, allowable measures, QCI expectations, and financial oversight. Your ability to interpret, communicate, and enforce these policies directly affects your agency's compliance, production efficiency, and monitoring performance.

Policy management is not simply about knowing the rules. It involves translating policy into day-to-day practice, supporting staff in applying guidance correctly, and ensuring consistent interpretation across all roles. A strong policy framework reduces confusion, ensures fairness for clients, protects funding, and helps your agency operate confidently and effectively.

14.1 Understanding State and Federal Program Policies

As Program Manager, you must have a deep understanding of:

- DOE Weatherization Assistance Program (WAP) rules and guidance
- Michigan's State Plan and annual updates
- LIHEAP weatherization policies
- State-funded Health & Safety or deferral-reduction policies
- ASHRAE ventilation requirements
- BPI technical standards
- OSHA safety requirements
- Procurement and fiscal regulations
- Federal documentation and record-retention rules

Your role includes staying informed about:

- Policy notices and updates from DOE
- Technical bulletins from the state
- Clarifications issued through webinars, email advisories, or training events
- Updates integrated into the statewide data system
- Changes in allowable measures, funding caps, or documentation requirements

Your policy knowledge establishes you as the agency's central point of reference.

14.2 Communicating Updates to Staff and Contractors

Once a policy or technical standard changes, your team must adjust quickly and consistently.

Your responsibility is to:

- Communicate updates clearly and promptly to auditors, installers, contractors, and QCIs
- Explain what has changed and why
- Provide examples of correct vs. incorrect application
- Update agency SOPs, templates, and checklists to reflect new guidance
- Reinforce expectations through staff meetings, emails, and training sessions
- Ensure contractors sign updated policy acknowledgement forms when required
- Verify that all staff understand changes before implementation

Without clear communication, inconsistent or outdated practices can lead to monitoring findings, rework, and confusion in the field.

14.3 Maintaining Agency-Specific Standard Operating Procedures (SOPs)

Your agency's SOPs translate statewide and federal policies into local procedures.

As Program Manager, you must ensure SOPs:

- Reflect current policy requirements
- Are written in clear, step-by-step language
- Define roles, responsibilities, and workflow expectations
- Clarify documentation and communication procedures
- Include updated forms, checklists, and examples
- Identify required approvals at each stage of the workflow
- Support consistent interpretation across all staff and contractors

SOPs are living documents. You should review and update them regularly—at least annually or when policy changes occur.

14.4 Documenting Program Decisions and Policy Interpretations

Not all policies are black-and-white. Many situations require interpretation, clarification, or program-specific decisions.

Program Managers must:

- Document decisions that affect workflows or approvals
- Record rationales for specific interpretations
- Share decisions with staff to ensure consistency
- Provide written guidance for recurring or complex scenarios
- Maintain a central log of clarifications for future reference
- Consult the state when a policy question falls outside agency authority

Documented interpretations protect your agency during monitoring by demonstrating that decisions were intentional, consistent, and grounded in policy—not arbitrary or inconsistent.

14.5 Ensuring Consistent Application Across Funding Streams

Weatherization programs often braid multiple funding sources.

You must ensure that:

- Staff understand allowable costs for DOE, LIHEAP, and state H&S funds
- Measures are allocated correctly in the statewide data system
- Funding caps and eligibility rules are applied consistently
- Documentation supports funding decisions
- Auditors and modelers understand which measures are fundable under each stream
- No unallowable or misallocated costs are billed

Inconsistent funding use is a common cause of audits and repayment demands. Your oversight keeps financial compliance on track.

14.6 Implementing Policy in Day-to-Day Operations

Policy becomes meaningful only when embedded in daily practice.

Your role includes ensuring:

- Intake staff follow eligibility verification policies
- Auditors use required diagnostic procedures and documentation standards
- Modelers follow cost-effectiveness and measure selection rules
- Installers adhere to technical standards and safety policies
- QCIs apply inspection protocols consistently

- Fiscal staff follow procurement, invoicing, and reimbursement policies

You are the bridge between policy and practice—ensuring that compliance is not optional or assumed, but actively managed.

14.7 Monitoring for Policy Compliance

Policy compliance must be checked continuously.

As Program Manager, you should:

- Use system dashboards to identify missing documentation or violations
- Review job files for policy alignment
- Use QCI findings to identify training gaps
- Conduct internal policy audits on selected cases
- Monitor contractor performance for repeated violations
- Track compliance issues over time to identify patterns
- Coordinate with fiscal staff to ensure funding compliance

The earlier you detect a compliance issue, the easier it is to fix—and the less likely it becomes a formal monitoring finding.

14.8 Training Staff on Policy Requirements

Policies only work when staff understand them.

Your responsibilities include:

- Training new hires on all relevant policies and SOPs
- Offering refresher training when recurring issues surface
- Providing scenario-based examples for complex policy questions
- Supporting ongoing professional development tied to policy compliance
- Ensuring contractors receive policy updates and training opportunities
- Using real QCI or monitoring findings as teaching tools

Policy training helps staff make better decisions and reduces compliance risk.

14.9 How Strong Policy Management Supports Program Success

Effective policy management ensures:

- Fewer errors and monitoring findings
- Clearer decision-making across roles
- More efficient workflows and reduced rework
- Stronger documentation and cleaner job files
- Improved safety practices and technical accuracy
- Better allocation of funds and fewer disallowed costs
- Higher staff confidence and consistency
- Greater program stability and credibility

Your leadership ensures that policies do not exist only on paper—they shape, guide, and strengthen the entire weatherization program.

Chapter 15: Health and Safety Requirements

Health and safety (H&S) requirements are central to every stage of the weatherization process. As the Program Manager, you are responsible for ensuring that your agency identifies hazards consistently, documents them thoroughly, and addresses them in compliance with DOE WAP rules, Michigan's State Plan, and all applicable safety standards. This includes protecting clients, protecting workers, and ensuring that all work is done safely and without causing harm.

Weatherization is not only about energy savings—it is fundamentally about delivering improvements that make homes safer, healthier, and more durable. This chapter outlines the policies, procedures, and oversight responsibilities you must manage.

15.1 Program-Wide Health and Safety Standards

Your agency must follow a broad set of federal, state, and industry safety standards.

As Program Manager, you must ensure compliance with:

- DOE's Health & Safety Guidance and allowable measure categories
- Michigan's H&S requirements as published in the State Plan
- BPI health and safety protocols
- ASHRAE ventilation requirements
- OSHA regulations for worker safety
- Lead-Safe Renovation (RRP) requirements
- Combustion safety standards
- State and local codes related to mechanical systems, wiring, and ventilation

Your leadership ensures these standards aren't just known—but consistently applied in the field.

15.2 Hazard Identification and Mitigation

Auditors, installers, modelers, and QCIs all contribute to hazard detection.

Your job is to ensure:

- Staff understand the difference between hazards requiring correction and those requiring deferral

- Hazards are documented clearly with photos and detailed notes
- Health and safety measures are installed according to technical and funding requirements
- Hazards identified during the audit are reflected in the work scope
- Any new hazards discovered during installation are addressed immediately
- QCIs confirm that no unsafe conditions remain at job completion

Common hazards include:

- Mold and moisture
- Asbestos-containing materials
- Knob-and-tube wiring
- CO hazards, gas leaks, and back drafting risks
- Structural failures
- Unsafe stairs or access routes
- Pest infestations
- Inadequate or blocked ventilation
- Electrical hazards

Your role is to ensure staff understand how to identify, document, and respond to each category appropriately.

15.3 Documenting Hazards and Required Actions

Clear documentation is essential for compliance and funding justification.

As Program Manager, you must ensure:

- Hazards are described clearly and accurately
- Photos support the written description
- Diagnostic results (e.g., CAZ tests, CO readings) are entered into the system
- Work scopes reflect required H&S measures
- Justifications cite the relevant funding source and requirement
- Client communications regarding hazards are documented
- Deferrals are documented with cause and required corrective steps

Monitoring findings often result from inconsistent or incomplete documentation—your oversight prevents this.

15.4 Health and Safety Client Communication Requirements

You must ensure the program communicates safety issues to clients clearly and respectfully.

This includes:

- Explaining hazards found during the audit
- Providing guidance on necessary pre-weatherization work (if applicable)
- Informing clients if a hazard prevents weatherization
- Using required state or DOE-approved hazard notification forms
- Documenting all client communication in the statewide system
- Helping clients connect with local partners (e.g., lead programs, utility assistance, repair programs)

Transparent communication builds trust and reinforces the program's commitment to client well-being.

15.5 Manager Checkpoints Throughout the Workflow

Health and safety oversight is not confined to one phase—it occurs throughout the entire job.

Manager checkpoints include:

- Intake: reviewing for known hazards or access barriers
- Audit: verifying that auditors captured all H&S concerns
- Modeling: ensuring measures are properly justified and funded
- Work scope review: checking that hazards are addressed in the scope
- Installation: ensuring crews follow safety procedures and PPE requirements
- QCI: confirming the home is safe for occupancy and free of unresolved issues
- Closeout: verifying all H&S documentation is present and accurate

You set the expectation that safety comes before production.

15.6 Deferrals and Pre-Weatherization Requirements

When hazards prevent safe or effective weatherization, deferrals may be required.

Your responsibilities include:

- Ensuring deferrals are used only when absolutely necessary

- Verifying that deferral documentation is complete and explains the hazard clearly
- Coordinating with deferral reduction or partner repair programs where available
- Communicating next steps and potential resources to clients
- Tracking deferrals to identify trends and solutions

A strong deferral process protects your program while helping clients understand their options.

15.7 How Strong H&S Management Supports Program Integrity

A strong safety program delivers:

- Safer working conditions for staff
- Safer, healthier homes for clients
- Fewer monitoring findings
- Fewer QCI failures
- Better client satisfaction
- Lower liability risk for the agency
- Strong compliance across all funding streams
- Higher confidence in your team's field practices

Your leadership ensures safety is not an afterthought—it's a core value.

Chapter 16: Contractor and Vendor Oversight

Contractors and vendors play a major role in your production capacity, installation quality, and compliance performance. As the Program Manager, it is your responsibility to ensure all contractors meet program standards, follow technical and administrative requirements, communicate effectively, and maintain high-quality work.

Strong contractor oversight protects your agency from risks, ensures consistent quality, and builds long-term partnerships that support program stability.

16.1 Procurement Requirements and Contracting Rules

Procurement must follow federal, state, and agency-specific rules.

As Program Manager, you must ensure:

- All contractor selections follow approved procurement policies
- Quotes, bids, or proposals are properly documented
- Contracts include weatherization-specific requirements and performance expectations
- Contractors carry required insurance, licensing, and certifications
- Contract renewals follow proper procurement cycles
- Conflicts of interest are avoided and documented when necessary
- Pricing aligns with approved cost categories and allowable measures

A clean procurement process protects the agency from financial findings.

16.2 Contractor Onboarding and Orientation

Before contractors begin work, your onboarding process should include:

- Review of the work order development process
- Expectations for installation standards and compliance
- Training on the statewide data system and documentation requirements
- Safety protocols and PPE expectations
- Lead-safe renovation (RRP) requirements
- Communication procedures for issues in the field
- Expectations for timelines and scheduling

- Procedures for submitting change orders and documentation

Good onboarding prevents misunderstandings and supports quality installations.

16.3 Contractor Performance Management

You must monitor and evaluate contractor performance regularly by reviewing:

- Installation quality based on QCI pass/fail rates
- Documentation accuracy and completeness
- Timeliness of job completion
- Responsiveness to communication
- Professionalism and client interaction
- Compliance with safety standards
- Frequency and type of change orders
- Installation cost accuracy and material usage

Performance reviews help identify which contractors meet expectations and which require additional oversight or training.

16.4 Contract Renewals, Corrective Actions, and Terminations

Your role includes making decisions about contractor status based on performance.

This includes:

- Renewing contracts when contractors consistently meet expectations
- Implementing corrective action plans when deficiencies appear
- Providing technical assistance or supplemental training when needed
- Documenting violations clearly and communicating them promptly
- Terminating contracts when performance fails to improve or compliance risks are too high

Clear, consistent documentation protects your agency during monitoring and procurement reviews.

16.5 Ensuring Compliance with Wage, Insurance, and Licensing Requirements

Contractor compliance goes beyond technical installation.

You must ensure contractors meet all legal and administrative requirements, including:

- Proper insurance coverage (general liability, workers' comp, etc.)
- Applicable trade licenses (HVAC, electrical, plumbing)
- Lead-safe certification for applicable work
- Compliance with state wage standards and federal Davis-Bacon requirements (where applicable)
- Timely submission of certificates of insurance
- Adherence to OSHA safety requirements

Missing or outdated documentation can jeopardize funding and expose the agency to liability.

16.6 Vendor Management for Materials and Equipment

Vendors supplying insulation, HVAC equipment, windows, air-sealing materials, and diagnostic tools must be reliable and compliant.

As Program Manager, you must:

- Ensure purchased materials meet program specifications
- Track material quality issues and warranty claims
- Maintain relationships with multiple vendors to reduce risk
- Ensure timely delivery of materials to avoid production delays
- Verify that diagnostic tools (blower doors, CO analyzers) meet calibration requirements
- Coordinate with fiscal staff to ensure proper documentation of purchases

Your oversight ensures that materials used in the field meet quality and safety standards.

16.7 Fostering Strong Contractor Relationships

Strong contractor partnerships build long-term stability.

As Program Manager, you support positive relationships by:

- Providing clear expectations and timely communication
- Offering training and technical support when needed
- Giving contractors regular feedback on performance
- Recognizing contractors who consistently deliver high-quality work

- Addressing conflicts or misunderstandings professionally
- Creating an environment where contractors feel like valued partners

Healthy relationships lead to better communication, smoother production, and higher-quality work.

16.8 How Strong Contractor Oversight Strengthens the Program

Effective contractor and vendor oversight results in:

- Higher-quality installations
- Faster production and fewer delays
- Stronger compliance and fewer monitoring findings
- Better communication and fewer job site issues
- Increased contractor accountability
- More consistent client experiences
- Lower risk of cost disallowances and liability concerns

Your leadership ensures that contractor performance aligns with program goals and standards.

Chapter 17: Financial Management

Financial management is one of the most critical responsibilities you hold as a Weatherization Program Manager. Weatherization funding comes from multiple federal, state, and sometimes local sources—and each source carries its own rules, caps, allowable costs, documentation requirements, and reporting expectations. Your leadership ensures funds are used correctly, transparently, and efficiently. Strong financial management protects your agency from disallowed costs, monitoring findings, and reimbursement delays while enabling you to maximize your production and serve as many households as possible.

This chapter provides the financial oversight framework you need to manage costs across the entire workflow.

17.1 Budget Tracking and Forecasting

You are responsible for ensuring your agency stays within its annual budget while meeting production goals.

This includes:

- Monitoring expenditures across DOE, LIHEAP, and other funds
- Tracking spending by cost categories (labor, materials, H&S, admin, indirect, etc.)
- Comparing actual spending to projected spending each month
- Ensuring the burn rate aligns with program timelines and obligations
- Anticipating slowdowns, surges, or seasonal shifts in production
- Adjusting staffing, contracting, or procurement based on budget performance

Accurate forecasting helps prevent underspending (risking future funding) and overspending (risking disallowed costs).

17.2 Allocating Costs to the Correct Funding Streams

Different funding sources have different allowable uses.

You must ensure that:

- DOE dollars are used only for allowable, cost-effective measures

- LIHEAP funds are used in accordance with state and federal rules
- H&S funds are used only for approved health and safety measures
- Administrative and program support costs do not exceed caps
- Labor and material costs are categorized correctly
- Funding allocations match documentation in the statewide system
- No costs are duplicated or charged to multiple funding sources

Improper allocations are one of the most common causes of monitoring findings. Your oversight prevents these issues.

17.3 Invoicing and Reimbursement Processes

Timely reimbursement depends on accurate and complete invoicing.

Your responsibilities include ensuring:

- Contractors submit invoices that match the approved work order
- All invoices include required documentation (photos, materials, receipts)
- Staff verify installed quantities before approving payment
- Costs are entered accurately into the statewide data system
- Fiscal staff receive complete, error-free billing packets
- Reimbursement requests are submitted before contractual deadlines
- Billing matches production and funding availability

Your attention to detail keeps cash flow stable and protects funding integrity.

17.4 Managing Audits and Financial Monitoring

Financial monitoring reviews evaluate whether your expenditures are allowable, documented, and compliant.

As Program Manager, you must:

- Prepare documentation to support all billed costs
- Ensure procurement files are complete and compliant
- Provide auditors with clear, organized financial records
- Reconcile job costs with installation documentation
- Respond promptly to inquiries or requests for clarification
- Resolve findings through corrective action and staff training
- Maintain strong internal controls to reduce future findings

Your credibility during financial audits directly affects your agency's standing with the state and DOE.

17.5 Preventing Disallowed Costs

Disallowed costs occur when expenses do not meet program rules. Preventing them is one of your most important responsibilities. Strong prevention includes:

- Ensuring all measures are justified through the audit and modeling
- Confirming that H&S measures follow allowable categories
- Verifying labor charges match actual time worked
- Ensuring procurement follows required rules
- Documenting every cost with receipts, photos, notes, and signatures
- Reviewing job files before reimbursement to catch errors early
- Providing training when staff or contractors repeatedly make billing mistakes

Your oversight protects your agency from repayment demands or funding losses.

17.6 Fiscal Coordination and Communication

Strong coordination between program and fiscal staff is essential. You can support this by:

- Holding regular financial meetings
- Reviewing spending and production trends together
- Clarifying any discrepancies between program and fiscal records
- Ensuring fiscal staff understand weatherization processes and documentation needs
- Working collaboratively to resolve billing delays or errors

When program and fiscal teams operate in sync, your entire agency benefits.

17.7 How Strong Financial Management Supports Program Success

Effective financial management enables:

- Predictable production
- Stable reimbursement and cash flow
- Clean monitoring outcomes
- More homes served
- Stronger budgeting and planning

- Better staffing and contractor management
- Lower risk and fewer corrective actions

Your financial leadership ensures the program remains sustainable, compliant, and capable of serving your community effectively.

Chapter 18: Program Planning and Performance Management

Program planning and performance management are essential for delivering a high-quality, high-capacity weatherization program. As the Program Manager, your responsibilities go far beyond day-to-day operations—you must guide long-term goals, ensure staff capacity aligns with workload, and continuously monitor performance to keep the program efficient, compliant, and responsive to community needs.

This chapter outlines the practices that help you anticipate challenges, strengthen your team, manage production, and drive continuous improvement.

18.1 Annual Planning and Production Goals

Each year, you must develop a clear plan for meeting your agency's goals. Your responsibilities include:

- Reviewing historical production trends
- Setting realistic production goals based on staffing and funding
- Planning for seasonal factors (e.g., heating season, staff vacations)
- Creating a month-by-month production schedule
- Coordinating with fiscal staff on spending projections
- Identifying training and staffing needs for the upcoming year
- Developing contingency plans for unexpected events (weather, staff turnover, supply chain disruptions)

A thoughtful annual plan sets your program up for success from day one.

18.2 Staffing Analysis and Workload Balancing

You ensure the right people are in the right roles at the right time. This includes:

- Monitoring auditor workloads and performance
- Adjusting staff assignments as production fluctuates
- Ensuring modelers can keep up with audit volume
- Balancing contractor and crew workloads
- Using dashboards to identify bottlenecks
- Hiring or contracting additional staff when needed
- Ensuring staff are not overloaded or underutilized

Correct staffing decisions protect quality and keep jobs moving efficiently.

18.3 Using System Data to Forecast and Plan

The statewide data system provides real-time and historical data that support planning. As Program Manager, you use this data to:

- Forecast audit volume, installation needs, and QCI demands
- Identify workflow slowdowns or emerging bottlenecks
- Evaluate staff capacity and productivity
- Determine if additional contractors or seasonal staffing are needed
- Monitor deferrals and H&S spending trends
- Adjust production plans based on actual performance
- Predict when funds will be fully obligated

Data-driven planning gives you foresight—not just hindsight.

18.4 Reporting Performance to Leadership

Your leadership team depends on your ability to provide clear, accurate, and timely program updates. This includes:

- Production progress reports
- Budget vs. spending updates
- Staffing and capacity assessments
- Summaries of monitoring findings and corrective actions
- Performance metrics from dashboards
- Trends in deferrals, H&S measures, or repeat issues
- Client satisfaction data

Strong reporting builds trust and helps leadership support your program effectively.

18.5 Continuous Improvement Loops

A high-performing program constantly evolves. You drive improvement by:

- Reviewing performance metrics monthly or quarterly
- Identifying recurring issues across staff or contractors
- Referring training needs to Chapter 12 processes
- Updating SOPs when policies or workflows change
- Using QCI and monitoring findings to strengthen quality control
- Encouraging staff feedback and problem-solving
- Implementing small, frequent improvements that build over time

Continuous improvement supports long-term program excellence.

18.6 Identifying Barriers and Solutions

Your role includes anticipating and removing barriers that slow production or affect quality. Common barriers include:

- Staffing shortages
- Auditor or contractor overload
- Seasonal slowdowns
- Supply chain issues
- Client access challenges
- Data system errors
- Funding delays
- You address these by:
- Reassigning staff
- Adjusting schedules
- Updating workflows
- Coordinating with state support
- Streamlining communication channels
- Reviewing policy interpretations
- Providing additional training

Proactive problem-solving keeps production steady and prevents crises.

18.7 Strengthening Team Performance and Engagement

Strong leadership doesn't just manage tasks—it supports people. You build engagement by:

- Holding regular team meetings
- Celebrating successes and milestones
- Providing constructive feedback
- Offering growth and training opportunities
- Encouraging cross-role learning
- Recognizing strong performance
- Ensuring staff feel heard and supported

Engaged, skilled staff deliver higher-quality work and stay longer.

18.8 How Strong Program Planning Supports the Entire Weatherization Mission

Effective planning and performance management deliver:

- Higher production
- Stronger compliance
- Faster job cycle times
- More predictable workflow
- Clearer communication
- Better budgeting and financial accuracy
- Greater staff satisfaction and retention
- Stronger community impact

Your leadership in these areas ensures your weatherization program remains resilient, efficient, and capable of delivering high-quality services year after year.

Chapter 19: New Statewide System: Weatherization Program Management Module

19.1 Overview of the New Manager Module

Michigan's statewide Weatherization Program Management Module—powered by empowOR—brings the full Weatherization Assistance Program workflow into a unified and streamlined system. This module enhances consistency across agencies, strengthens data quality, supports compliance, and provides program managers with real-time insight into all program operations.

The module utilizes the existing empowOR client enrollment system to begin program enrollment and then transitions into a dedicated Weatherization management environment. Each job is organized into a defined sequence of stages, or statuses, that guide the workflow from intake through job completion. Dashboards offer real-time oversight of all active jobs, allowing managers to quickly assess progress, identify delays, and make informed decisions.

The system also enables the upload of key documents—including the WAweb JSON file—and incorporates advanced tools such as measure-level funding assignment, inspection management, performance dashboards, and compliance alerts. Together, these capabilities give program managers a comprehensive platform for daily operations while maintaining full visibility into program quality, regulatory compliance, and overall production.

The module is organized into three major areas:

- Job Management Section
- Weatherization Program Dashboard
- Supporting Sections

Together, these components ensure the program operates efficiently, transparently, and in alignment with all state and federal requirements.

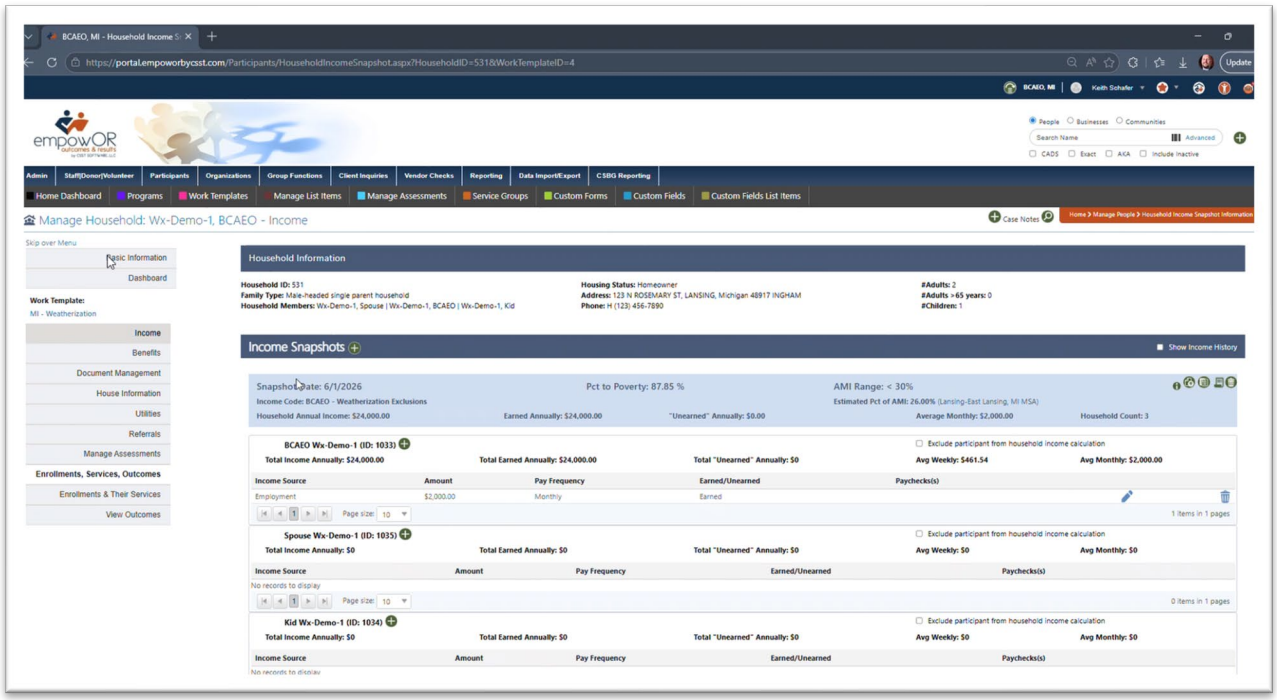
19.2 Job Management Section

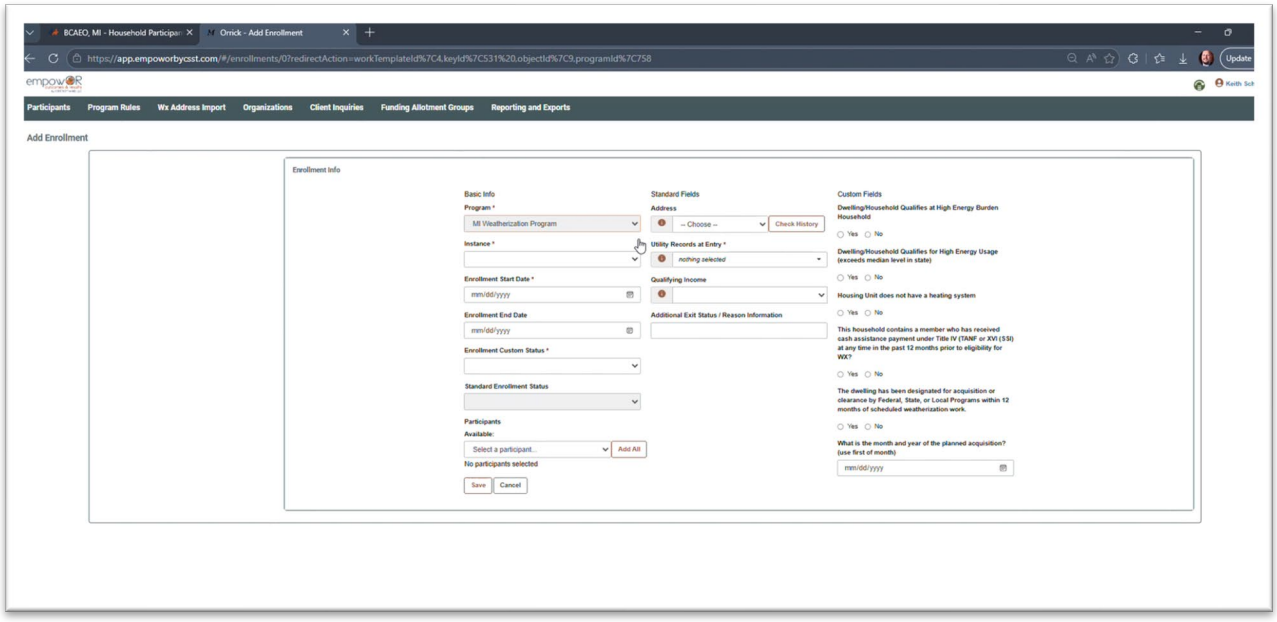
The Job Management Section serves as the operational core of the new module. It tracks each job from the point a client enters intake through eligibility determination, auditing, modeling, work order creation, installation, inspections, and final closeout. This end-to-end structure brings order, accuracy, and visibility to every stage of the workflow.

The sample screen below begins the process of initiating a weatherization job. Before a job can move forward, client enrollment and eligibility must be confirmed. Intake staff or program managers collect the necessary information to ensure the household qualifies for the Weatherization Assistance Program.

Intake staff begin by using the left-side Work Template menu to complete the following sections:

- Income
- Benefits
- Document Management
- House Information (Required)
- Utilities (Required)
- Manage Assessments (Optional unless the agency has additional requirements)





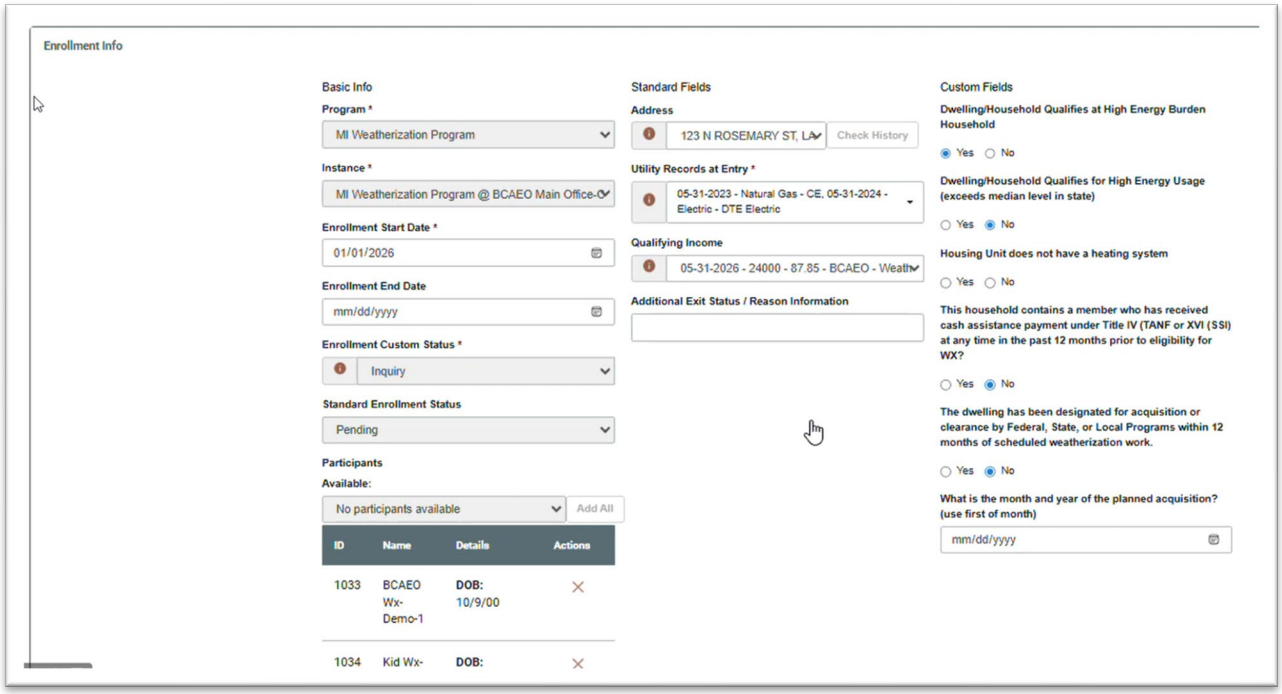
Once these steps are completed, intake staff select the Basic Info Program dropdown item **"MI Weatherization Program,"** which activates the new Weatherization management features and begins the process of building and tracking the job through the program workflow.

To complete the enrollment process, the following information must be entered:

- Instance
- Enrollment start date
- Enrollment custom status (for example: "Inquiry")
- Address: Select the address where the weatherization work will occur
  - Review the address history for re-weatherization eligibility and complete UPSP address validation
- Utility Records at Entry: Select all utilities associated with the job
- Qualifying Income: Choose the correct income qualification category
- Additional exit status/reason information: Add relevant notes
- Custom fields: Select Yes or No for each item
  - Dwelling/Household qualifies as High Energy Burden
  - Dwelling/Household qualifies for High Energy Usage (exceeds state median)
  - Housing unit does not have a heating system
  - A household member has received TANF (Title IV) or SSI (Title XVI) within the past 12 months

  - The dwelling has been designated for acquisition or clearance by a Federal, State, or Local Program within 12 months of the scheduled weatherization work
- Planned acquisition date: Enter the expected month and year, if applicable

After entering all required information, click Save to complete the enrollment process and proceed with the weatherization job (see sample screen below).



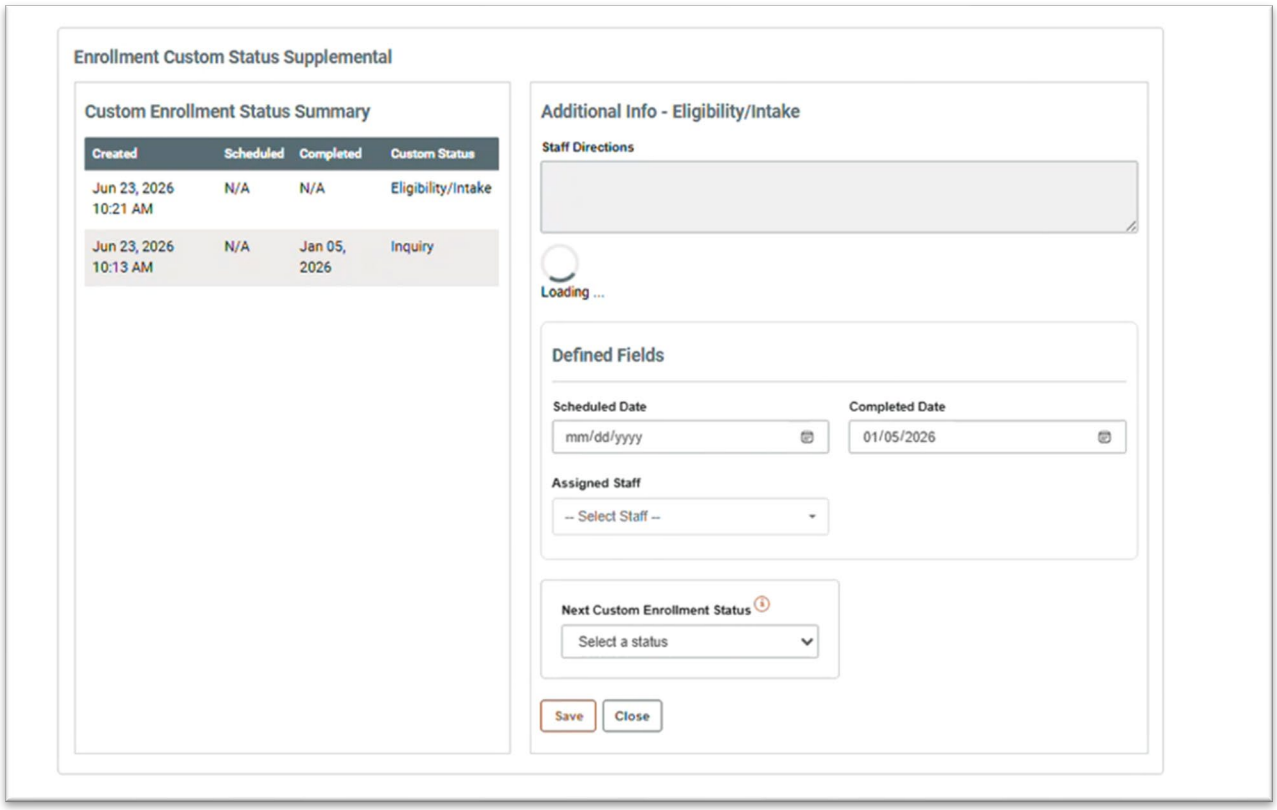
19.2.1 Job Management and Workflow

Within this section, program managers can:

- Create a weatherization job
- Manage all stages in a weatherization job
- Manage all data in each stage and ensure that each stage is completed with the required documentation
- Customize the sequence of the stages in a job
- Manage uploaded JSON files
- Manage work orders
- Manage funding
- Manage inspections

The system is designed to reduce preventable errors and missed steps by presenting clear requirements and providing stage-based data fields for weatherization program management.

Custom Enrollment Status Summary Screen Section:



The Custom Enrollment Status Summary screen is a “breadcrumb” table that displays the full history of a weatherization job as it moves through each stage of the workflow. Each row in the table represents a job stage, and the stages stack in chronological order, with the earliest (oldest) stage at the bottom and the most recent stage at the top.

This table helps users quickly understand where a job has been, where it currently stands, and what steps remain. It is a key reference point for tracking progress and ensuring all required stages are being completed in the correct sequence.

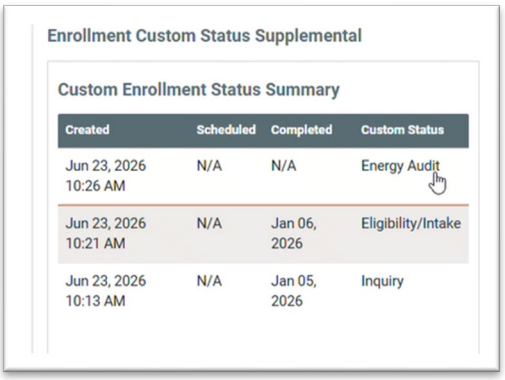
Custom Enrollment Status Summary includes the following columns:

- Created Date – When the job entered this stage
- Scheduled Date – Any planned date for activities in this stage (if applicable)
- Completed Date – When the stage was finished
- Custom Status – The name of the stage (for example: “Energy Audit”)

Common Job Stages You May See

- Inquiry
- Eligibility / Intake
- Energy Audit
- SHPO (State Historic Preservation Office Review)
- QCI (Quality Control Inspection)
- Final Review
- Closeout

These stages allow staff and managers to trace a job from the first point of client contact all the way through final completion. For new staff, this screen serves as both a progress tracker and a quick diagnostic tool—helping you determine whether anything is missing, overdue, or ready for the next step.



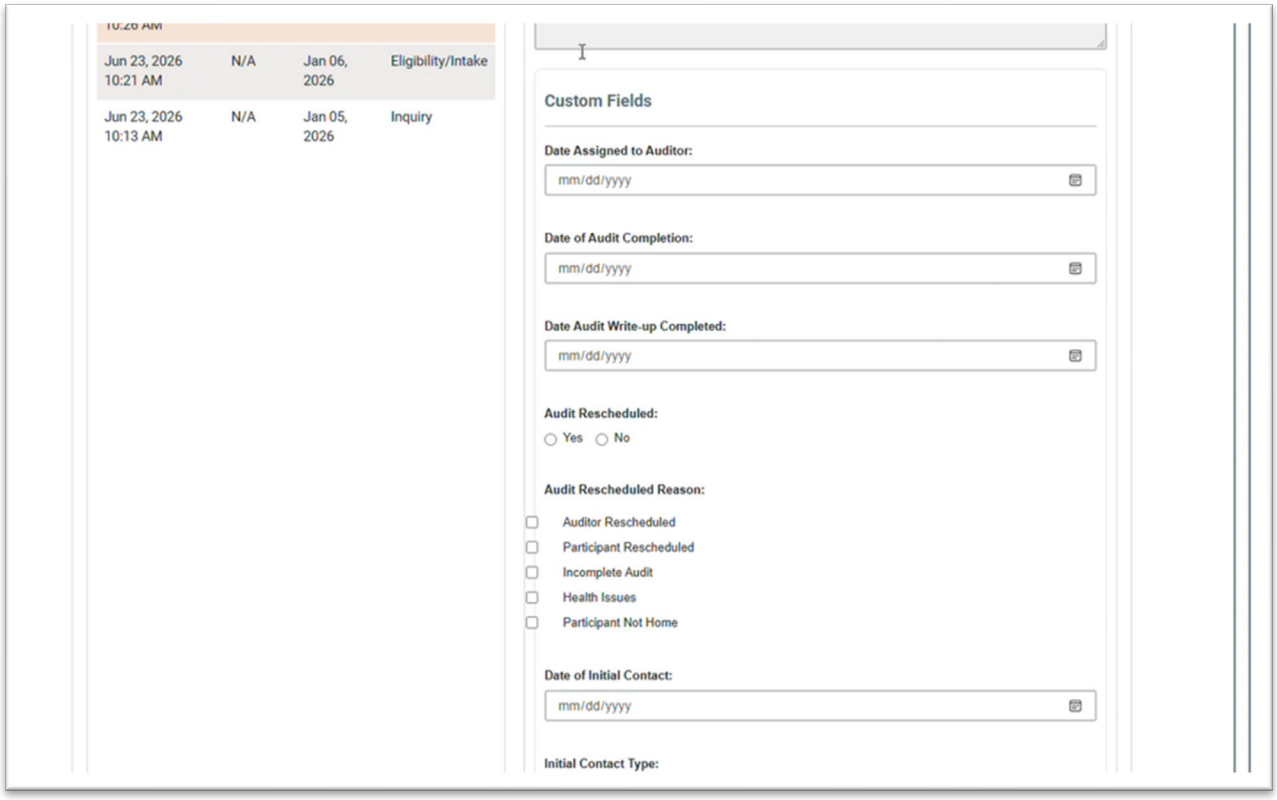
The sample “Breadcrumb” menu shown includes three job stages—Inquiry, Eligibility/Intake, and Energy Audit. Each stage contains two types of fields: custom fields and defined fields.

- Custom fields are data elements recommended by Weatherization Program Managers to support efficient program administration.

- Defined fields, identified by a red “R,” are required fields that must be completed for each stage.

Together, these fields provide a structured and consistent way to capture all essential information as a job progresses through the weatherization workflow. To view the custom and defined fields for any stage, click directly on the job stage within the Breadcrumb menu.

Custom Fields for the Job Stage “Energy Audit”



Entering Custom Field Data in a Job Stage

Custom fields appear within each job stage and are used to collect detailed information that supports accurate workflow tracking, reporting, and program compliance. These fields may vary by job stage, but the process for entering data is consistent across the system.

To enter custom field data:

- **Open the Job Stage:** In the Breadcrumb menu, click on the job stage you want to update. This will display all custom and defined fields associated with that stage.

- **Locate the Custom Fields Section:** Custom fields are grouped together within the stage and may include text boxes, date fields, yes/no selections, or multi-select options.

- **Enter or Select the Required Information:** Depending on the job stage, staff will enter information relevant to the work completed.

  For example, in the Energy Auditor stage, users may enter:

  - Date assigned to auditor
  - Date auditor completed the audit
  - Date audit write-up was completed
  - Audit rescheduled (Yes/No)
  - Audit reschedule reasons (multi-select list)
  - Date of initial contact with the client
  - Initial contact type (phone, email, in-person, etc.)

  Note¿This.list.is.not.exhaustive·.additional.fields.may.be.present.depending.on.agency.needs¡

- **Use Multi-Select Fields Where Applicable:** For fields such as reschedule reasons, select all the appropriate options using the multi-select tool.

- **Ensure Required Fields Are Completed:** Fields marked with a red “R” must be completed before the stage can be saved. If any required field is missing, the system will prompt you to make corrections.

- **Add Notes When Appropriate:** Some custom fields allow free-text notes to provide additional context, such as unusual scheduling issues or client-specific considerations.

- **Save the Stage:** After entering all data, click Save to record the information and update the job status timeline.

These steps help ensure that all relevant information is captured consistently and accurately, supporting better job tracking, reporting, and communication across the Weatherization Program Management Module.

Job Stage Definitions

Inquiry

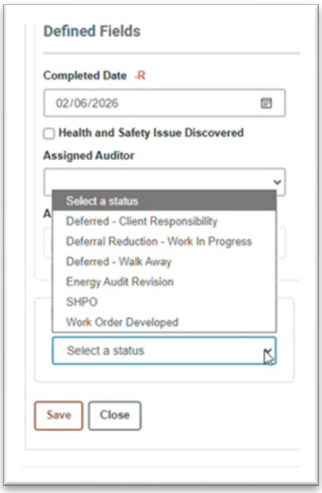
The Inquiry stage captures the earliest contact with a household. Staff document initial interest, urgency, contact attempts, and basic notes to determine whether the household may be eligible for weatherization services. This stage ends when the household is ready to move forward or is determined ineligible.

Pre-Inspection

Pre-Inspection or home assessment is used when an agency conducts a preliminary site visit prior to full intake. Staff assess potential health, safety, or structural concerns that may impact eligibility or readiness for an audit. Issues identified here may lead to intake, deferral, or ineligibility.

Eligibility / Intake

This stage verifies a household's eligibility for the Weatherization Assistance Program. Staff collect required documentation, conduct income verification, checks for prior weatherization work, complete contact attempts, and determine whether the household can be enrolled. The stage concludes with the client being enrolled, deferred, or deemed ineligible.



Energy Audit

In this stage, an energy auditor conducts the full diagnostic audit of the home. Staff document audit scheduling, completion, write-up, rescheduling reasons, and required contact attempts. This stage feeds directly into modeling, SHPO review when required, and production planning.

Energy Audit Review

The Energy Audit Review stage is where auditors or managers review the audit results and modeling for accuracy, completeness, and compliance. Staff determine whether the audit

is approved, needs additional information, or requires revision. This ensures high-quality audits before proceeding to production.

Energy Audit Revision

Used when the audit requires changes or corrections. The audit is returned to the auditor, corrective actions are documented, and updated audit details are entered. This stage ensures the final audit reflects accurate diagnostics, proper modeling, and compliance with program rules before approval.

Ineligible

The Ineligible stage closes a job when a household does not meet requirements—such as income qualification, documentation standards, structural restrictions, or program rules. All reasons for ineligibility must be documented, and no further workflow stages are available.

Deferred – Walk Away

This stage is used when the agency determines that the job cannot proceed due to safety, structural, behavioral, or environmental issues beyond the scope of the program or funding. Staff document all reasons for the walk-away determination. This is a final status with no further workflow options.

Deferred – Client Responsibility

Applied when the client must address specific issues—such as mold remediation, electrical hazards, or structural repairs—before weatherization can proceed. Staff document required actions and follow-up dates. The job can later return to intake, audit, or production stages after the client resolves the issues.

Deferral Reduction – Work in Progress

Used when the agency takes responsibility for correcting certain deferral-related issues (such as drainage, roofing, or safety concerns) that must be completed before

weatherization can begin. Staff document what the agency will address and what cannot be addressed. This stage bridges deferral work and readiness for production.

Work Order Developed

This stage captures the creation of the finalized work order after the audit and modeling have been reviewed. Staff upload required WAWeb reports, assign contractors, document scheduled and actual start dates, and capture notes. This stage transitions the job into production.

Job Assigned – Mechanical

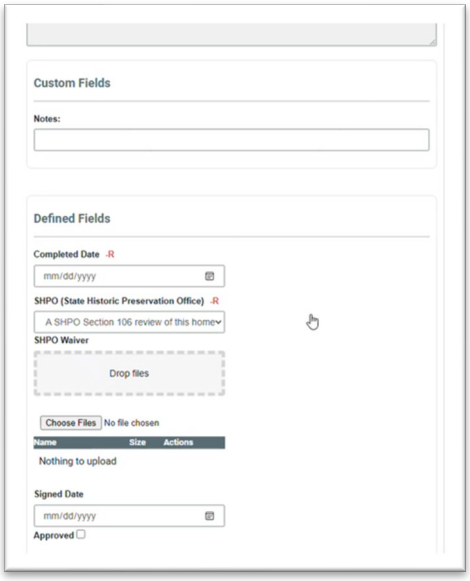
Used when mechanical work (e.g., HVAC-related measures) is assigned to a specific contractor. Staff document assignment dates, start dates, completion dates, and required WAWeb documentation. This stage tracks mechanical work through completion.

Job Assigned – Shell

Used when shell work (e.g., insulation, air sealing, building envelope measures) is assigned to a contractor. Staff document assignments, scheduling, actual work dates, and optional specialized contractor information. Required reports are uploaded in this stage.

SHPO (State Historic Preservation Office)

This stage handles historic preservation review for eligible properties. Staff upload required documentation, record SHPO decisions, and track returned responses. Completion of this stage determines whether the job can proceed to production or requires modifications.



QCI (Quality Control Inspection)

The QCI stage captures the final inspection of the completed weatherization work. Staff document inspection scheduling, assignment, results, write-up

dates, rescheduling, contact attempts, and any missed opportunities. Based on outcomes, jobs move to callback, closeout, or additional work as needed.

Callback

This stage is used when the QCI results require corrective action. The contractor completes callback work, and staff document scheduling, completion dates, reasons for rescheduling, and notes. Once resolved, the job returns to QCI or proceeds toward closeout.

Job Closeout in Process

This stage is used when all program work is finished and documentation review begins. Staff verify all required documents—intake materials, audit documentation, onsite work forms, invoices, and QCI records—before moving to final review or job completion. 1

Job Closeout Review

A secondary verification step where staff conduct an additional review of closeout documentation. This ensures all required elements are complete and compliant before the job is marked as fully closed.

Final Closeout – Job Complete

This is the final job status. All work, inspections, documentation, and reviews have been completed. Staff document completion and final notes. No further stages are available, and the job is officially closed.

Instructions for Using Defined Fields, Custom Fields, and Job Stage Progression

Each job stage in the Weatherization Program Management Module includes two types of data entry areas: defined fields and custom fields. Understanding how to complete these fields correctly is essential to ensuring a job moves smoothly from one stage of the workflow to the next.

1. **Defined Fields: The Required Workflow Controls**

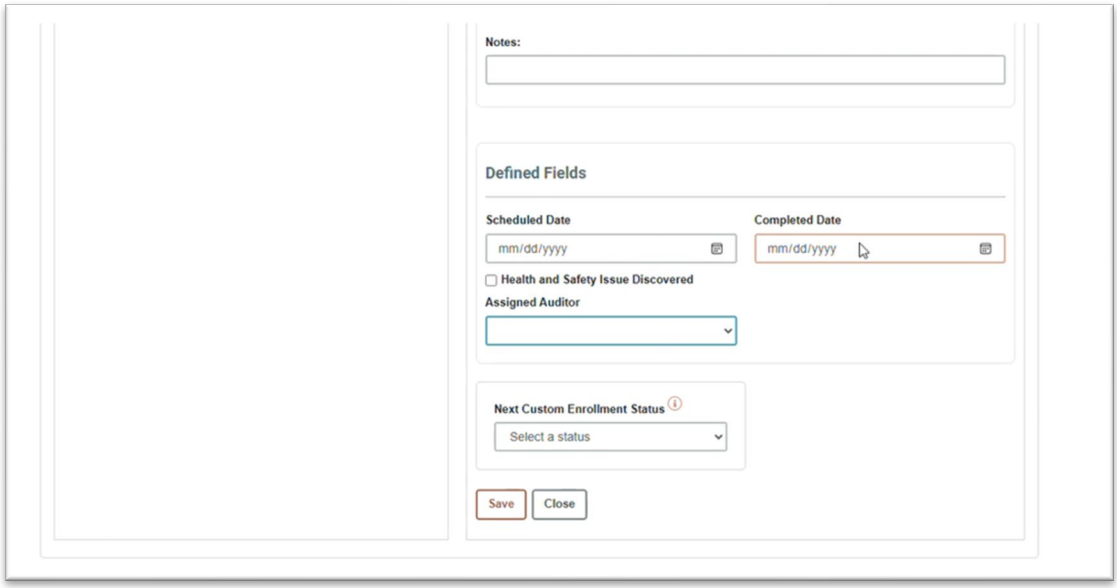
   Defined fields appear in every job stage and must be completed for the system to recognize the start and finish of each stage. These fields are standardized across the module and directly control job movement and workflow timing.

   All stages include the following key defined fields:

   - **Scheduled Date**
     This represents the date the work in this stage is planned to begin.
     Example: the date an audit is scheduled or a contractor is assigned.

   - **Completed Date**
     This represents the date the work in this stage is fully completed.
     A completed date is required before the job can advance to the next stage. Many stages list the completed date as a required field.

   These two fields together form the **time boundary** of the stage: when it begins and when it ends.



How to Complete Defined Fields:

- When entering a new stage for the first time:
  - Enter the Scheduled Date.
  - Click Save.

- When the work for that stage is finished:
  - Enter the Completed Date.
  - Click Save again.

- After the Completed Date is entered and saved, the job is ready to move to the next status (unless the stage requires additional mandatory data).

2. **Custom Fields: Activity and Documentation-Based Data Entry**

   Custom fields vary by stage and capture the detailed activities that occur during that part of the workflow, such as contact attempts, reschedule reasons, contractor information, audit details, or issue identification. The specific custom fields differ from stage to stage.

   Custom fields support documentation, scheduling, and compliance tracking. They work within the timeline created by the defined Scheduled Date and Completed Date fields, not instead of them.

   Key Point for Managers

   Even if multiple appointments or tasks occur within a stage, the defined fields still control the official timing of the stage.

3. **Required Fields (Red "R")**

   Any field marked with a red "R" is required and must be completed before the system will allow the stage to be saved or advanced.

   Required fields ensure:

   - Compliance with DOE and state rules
   - Align with reporting requirements
   - Complete documentation
   - Preventing incomplete or incorrect job movement

   If a stage cannot be saved or progressed, verify that all required fields (defined and custom) are completed.

4. **Moving a Job to the Next Stage (Custom Enrollment Status Selection)**

   At the bottom of each job stage page is the Custom Enrollment Status drop-down. This is where staff choose the next stage in the workflow.

   How to Advance to the Next Stage

   - Ensure all required fields in the current stage are completed.
   - Save the current stage.
   - From the Custom Enrollment Status menu, select the next stage.
   - Click Save again to add the new stage to the breadcrumb timeline.

   This creates the next step in the job and allows workflow to progress.

   Important Notes

   - Some stages must be completed before moving forward (e.g., Energy Audit, QCI, Intake).
   - The system allows repeat stages when necessary (e.g., multiple QCI attempts or repeated audit visits).
   - The "breadcrumb" list shows the history of all stages in the order they were completed.

5. **General Workflow Rules for Managers**

   To ensure consistency and program compliance:

   - Always complete Scheduled Date when entering a stage for the first time.
   - Always complete Completed Date when finishing a stage.
   - Always click Save after entering or updating information.
   - Complete all required fields marked with a red "R."
   - Select the next Custom Enrollment Status when work on the next stage is needed to keep the job moving forward.
   - If a step must repeat, simply choose that stage again from the drop-down.
   - Review the breadcrumb menu to confirm stages are appearing in chronological order.

6. **Why This Process Matters**

   Following these procedures ensures:

   - Accurate job sequencing
   - Reliable reporting and compliance documentation

- Correct dashboard alerts and system prompts
- Effective workload management
- Full alignment with state and federal weatherization program rules

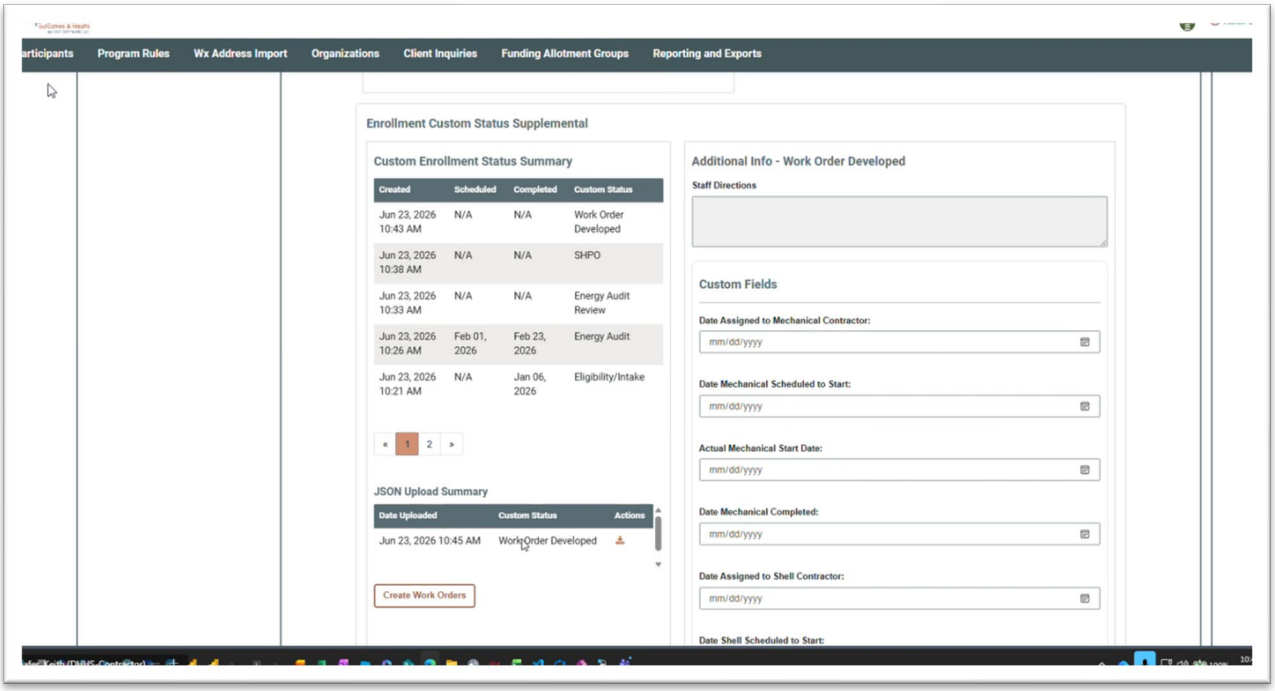
Using defined fields, custom fields, and the Custom Enrollment Status drop-down consistently creates a clean, complete workflow that program managers can confidently oversee and audit.

19.2.2 Integration of WAweb JSON File

A unique feature of the empowOR module is the ability to integrate WAweb JSON data directly into the system after the energy audit. This capability:

- Once a staff person uploads the JSON file into the new module, it automatically loads audit data, test results, and modeled measures
- Streamlines work order review and approval
- Reduces manual data entry and associated errors
- Ensures alignment between energy modeling and installed measures
- Manage all uploaded JSON Files (Below the “Breadcrumb” you will see all uploaded files)

  Once the JSON file is imported, managers can immediately review, approve, and assign work orders to contractors or crews.



19.2.3 Work Order Processing

Work Order Processing is a core function of the Weatherization Program Management Module. This is the point in the workflow where audit results are converted into actionable work plans for contractors and crews. A well-processed work order ensures accurate costing, contractor scheduling, and compliance with all state and federal requirements.

The module includes advanced financial controls allowing managers to assign multiple funding sources at the measure level. This ensures that:

- Funding rules are consistently applied
- Costs are accurately allocated
- Reports reflect correct spending by source
- Fiscal staff have clear, traceable documentation

This is especially important for agencies using layered or braided funding to maximize service delivery.

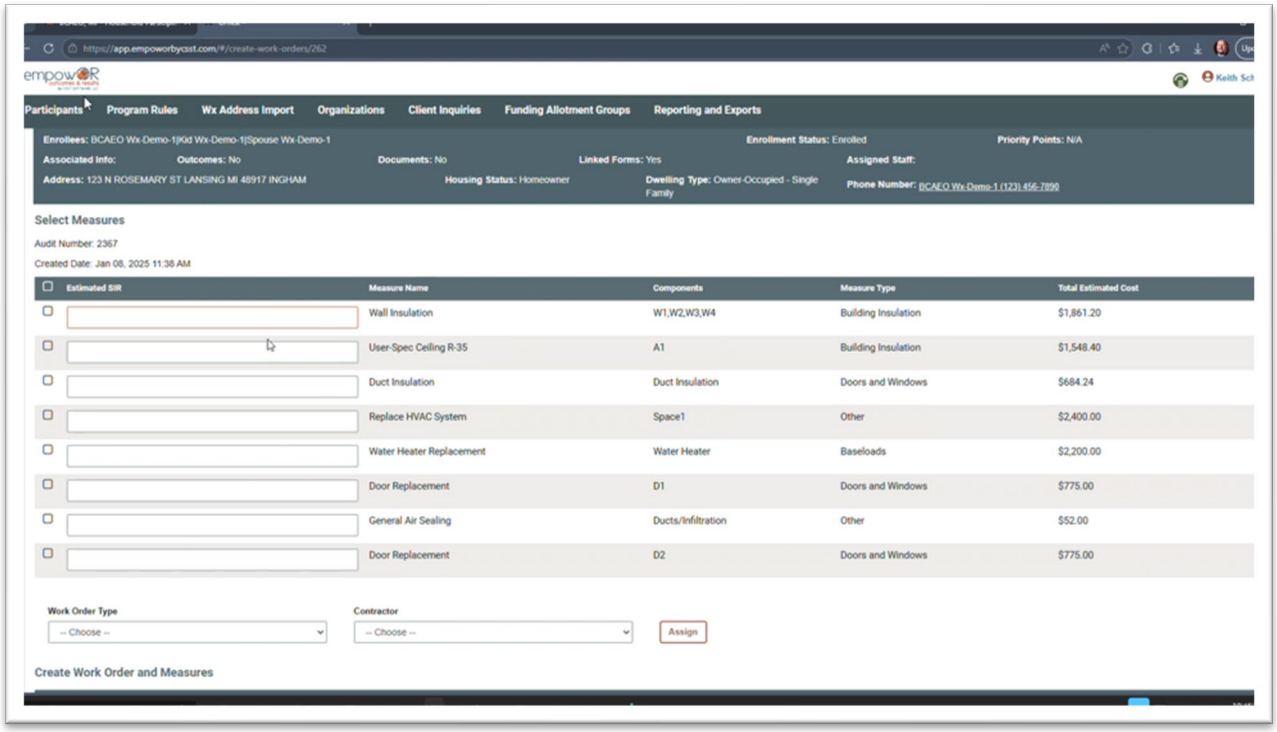
The work order stage begins after the Energy Audit and Energy Audit Review have been completed. At this point, the WaWEB JSON file and supporting WAWeb reports are used to generate the list uploaded into the module to see the recommended measures and to manually enter and confirm savings-to-investment ratios (SIRs), eligibility of measures, and compliance with program rules.

Program Managers play an essential role in this stage, ensuring all required documents are uploaded, all measures are correctly assigned, and the job is prepared for a smooth transition to production. The system supports this process through structured fields, required uploads, and scheduling tools.

Work Order Processing includes the following functional responsibilities:

- Uploading the WaWEB JSON file to populate audit and modeling data into the job record.
- Uploading required WAWeb documentation, including the Input Report and Recommended Measures Report.
- Entering the SIR for each measure – this will allow you to review, confirm, and approve each measure
    - Reviewing and approving the recommended measures and verifying that each measure has an appropriate SIR and justification.
- Assigning measures to the correct contractor or crew (mechanical, shell, or specialized).
- Recording scheduled and actual start dates for work.

- Entering notes, clarifications, or special conditions.
- Ensuring all defined fields—especially the Scheduled Date and Completed Date—are accurately completed before advancing to the next job stage.



A properly completed work order ensures consistency, accuracy, and transparency in the weatherization process and sets the job up for a successful installation and subsequent QCI inspection.

19.2.3.1 Work Order Steps

The Work Order Development stage follows a clear sequence of required steps. Program Managers, Production Coordinators, and auditors must complete these steps in order to move the job forward in the workflow.

Below are the step-by-step instructions for completing a work order.

Step 1: Upload the WaWEB JSON File (Job Stage)

The JSON upload is a required component of the Work Order Developed stage. The system accepts only .json files, and this upload allows the module to pull in key audit data.

To upload the JSON file:

- Open the Work Order Developed stage.
- Locate the JSON Upload field.
- Upload the WaWEB JSON file generated after the Energy Audit.
- Click Save to register the upload in the job record.

The JSON file provides the modeling data needed for measure review and later inspection verification.

Step 2: Enter SIR Values and Review Measures (Work Order Screen)

Although the JSON upload imports measure data, the Program Manager must verify all recommended measures and review their SIR (Savings-to-Investment Ratio) values.

Manager responsibilities include:

- Confirm that each recommended measure meets SIR requirements.
- Document by entering the SIR values in the appropriate fields
- Review all measure justifications.
- Identify any measures that may require edits, substitution, or removal.
- Ensure that Health & Safety measures are properly documented and justified.

This step ensures program rules are followed and that only allowable measures move into production.

Step 3: Assign Measures to Contractors (Work Order Screen)

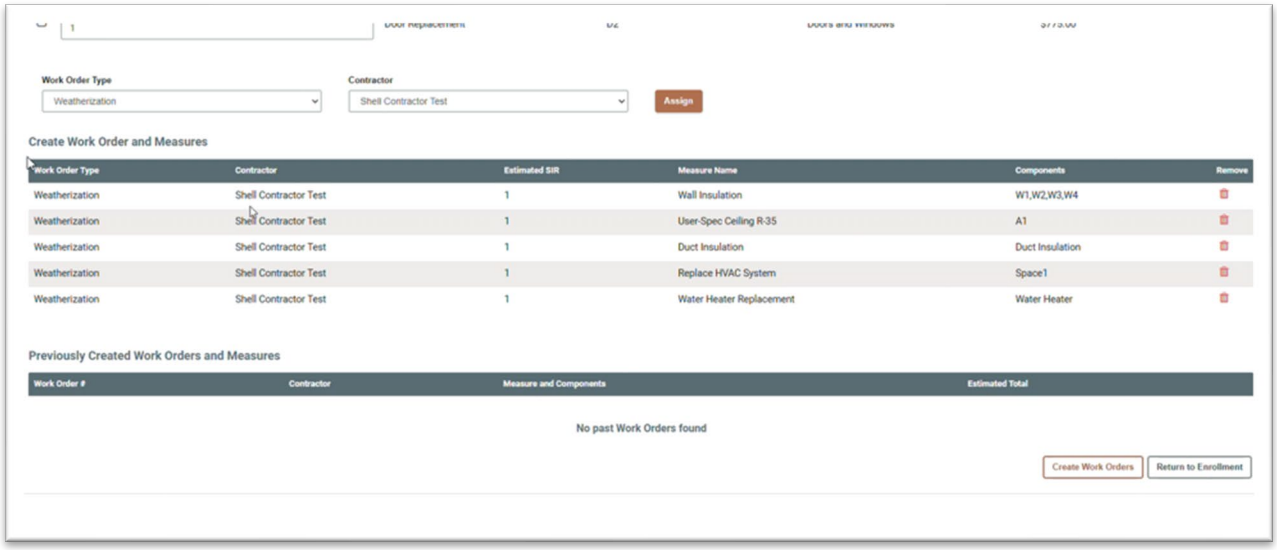
The Work Order Developed stage includes multiple fields for assigning measures to mechanical contractors, shell contractors, or specialized contractors. The system provides separate assignment fields for each contractor type, such as:

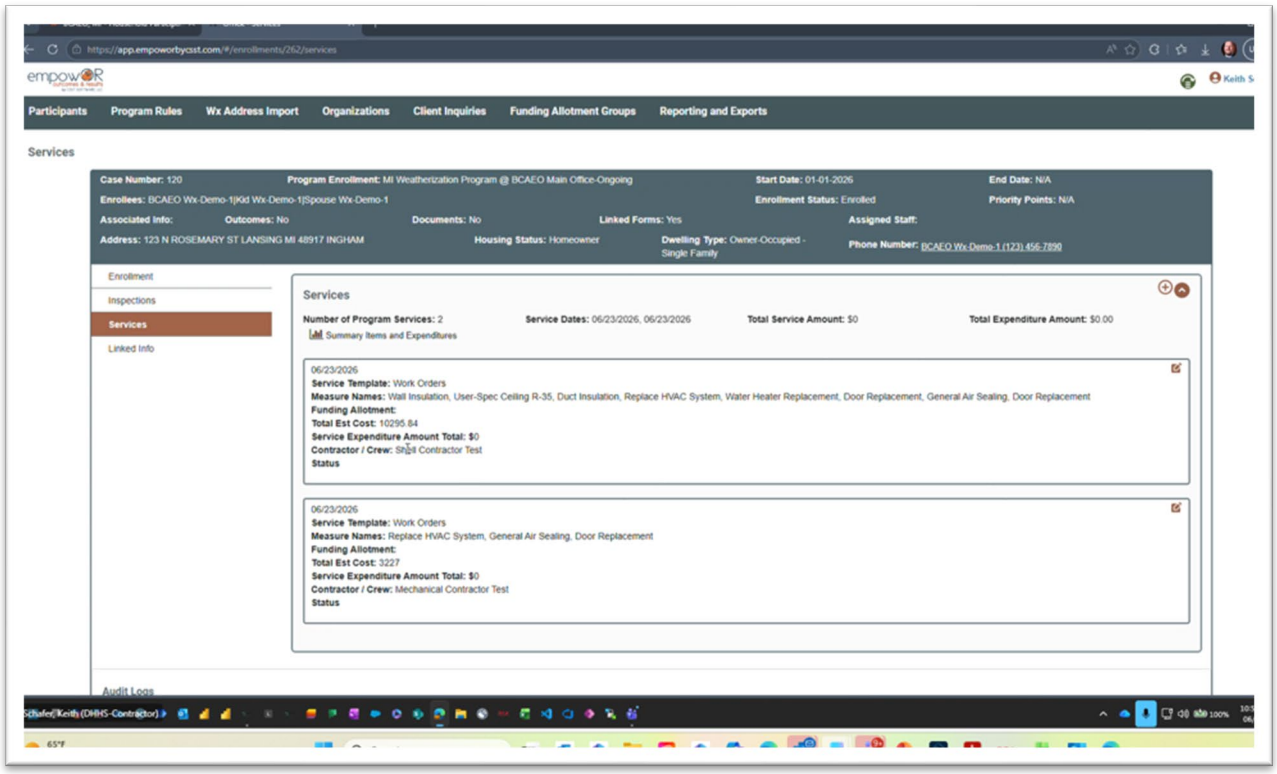
- Select measures using the check boxes on the left for a contractor, select the name of the contractor in bottom menu to assign. Repeat this process for other contractors.

To complete this step:

- Review each measure and determine whether it belongs to shell, mechanical, or specialized work.
- Select and assign the Work Order table.

This step ensures contractors receive the correct scope of work and allows the system to accurately track scheduling and production timelines.





Step 4: Upload Required Documentation (Job Stage)

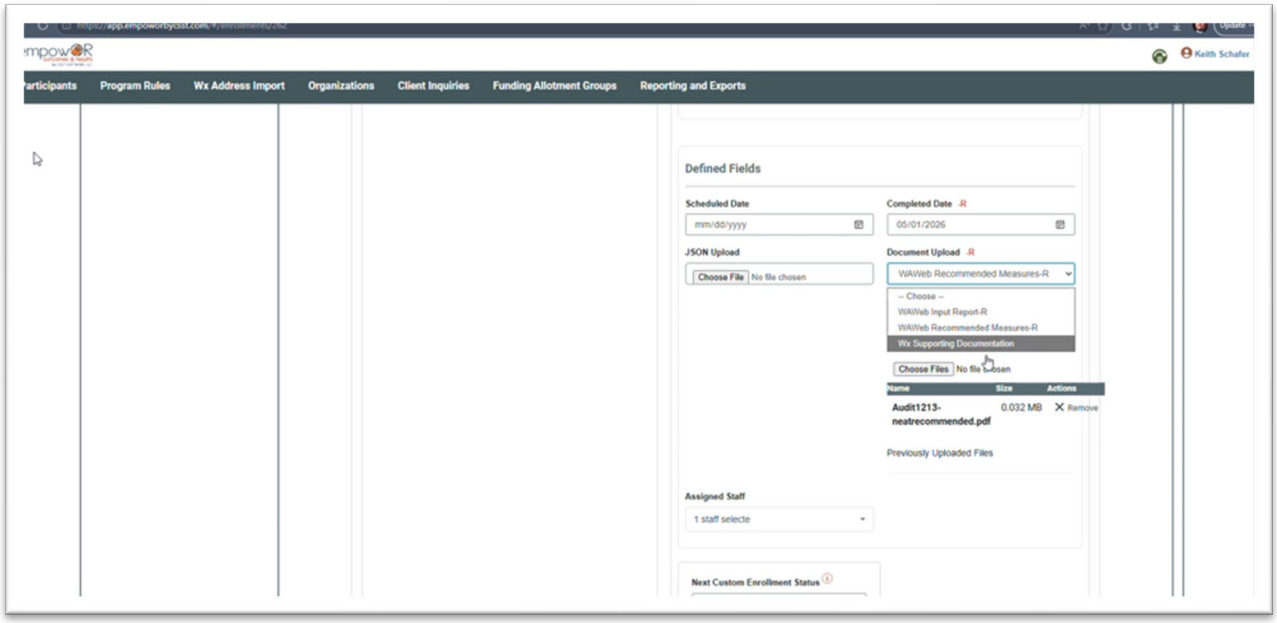
In addition to the JSON file, Work Order Processing requires two additional WAWeb uploads:

- WAWeb Input Report (Required)
- WAWeb Recommended Measures Report (Required)

To upload supporting documentation:

- Upload files.
- Review the uploaded files to ensure they are correctly attached.
- Add any relevant notes in the General Notes field.

These documents support program monitoring, QA/QC, and validation of audit findings.



Step 5: Complete Defined Fields and Save the Stage (Job Stage)

The Work Order Developed stage includes two essential defined fields:

- Scheduled Date (when work is expected to begin)
- Completed Date (entered after work order creation is final)

To complete the stage:

- Enter the Scheduled Date the first time you open the stage.
- Click Save.
- When all measure assignments and documentation uploads are complete, enter the Completed Date.
- Click Save again.

These fields control when the work order “opens” and “closes” in the system.

Step 6: Move to the Next Job Stage (Job Stage)

When the work order has been fully completed:

- Scroll to the bottom of the page.
- Open the Custom Enrollment Status dropdown.
- Select the next appropriate stage (most commonly SHPO or QCI depending on agency and measure sequencing).
- Click Save.

Some jobs may require returning to audit stages or deferral stages depending on the circumstances. The module supports repeating a stage when necessary.

Summary for Managers

Work Order Processing transforms audit findings into actionable production work. Each step—uploading the JSON file, entering SIRs, assigning measures, uploading required documentation, and completing defined fields—ensures accuracy, compliance, and effective contractor coordination.

A complete and accurate work order:

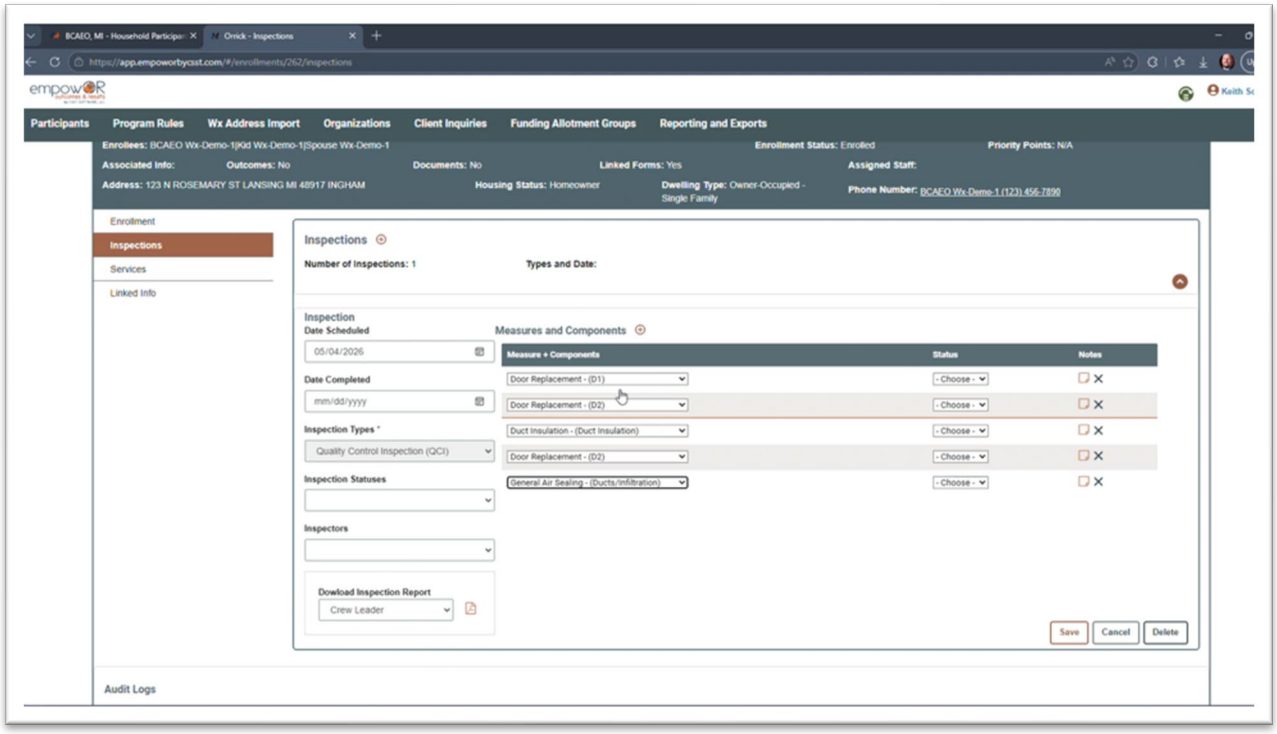
- Protects the agency from compliance risk
- Ensures contractors receive correct and complete job scopes
- Enables accurate QCI verification
- Supports clean financial reporting and billing
- Keeps the Weatherization Program workflow on schedule

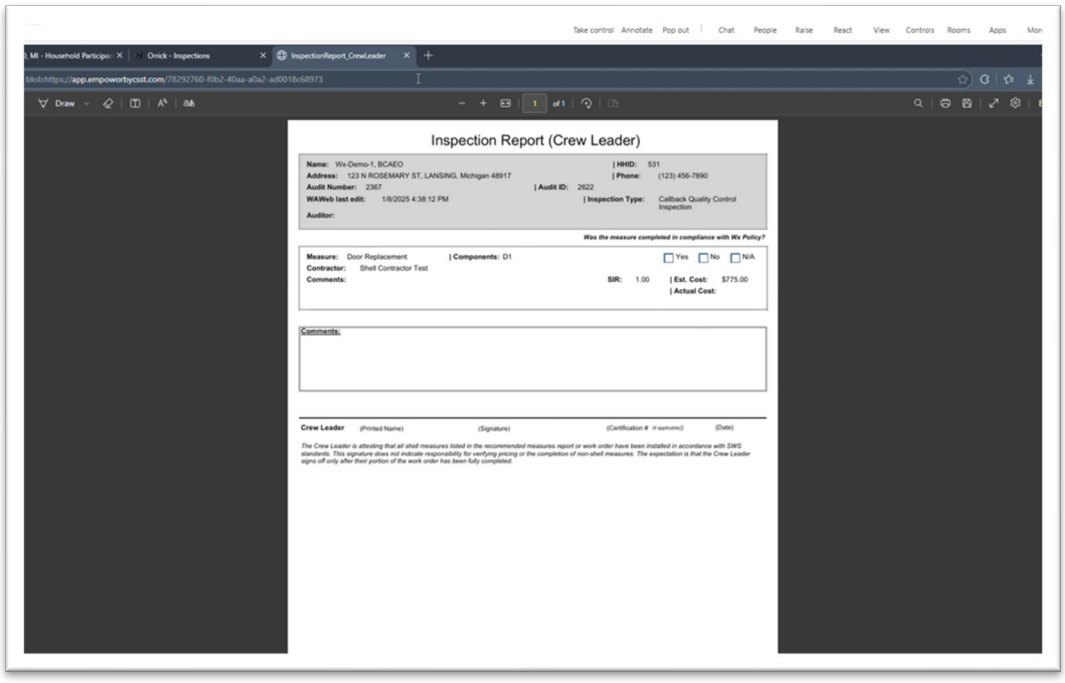
19.2.4 Managing Inspections and Quality Control

Inspection management is built directly into the job workflow. The system provides:

- Required reports by roles in the Inspection Menu Item
- Scheduling tools for initial and follow-up inspections
- Pass/fail tracking
- Notifications for required corrective action
- Upload capacity for QCI documentation
- Automated compliance alignment with DOE requirements

This embedded structure helps agencies maintain the highest standards of quality and ensures all inspection steps are properly documented before closeout.





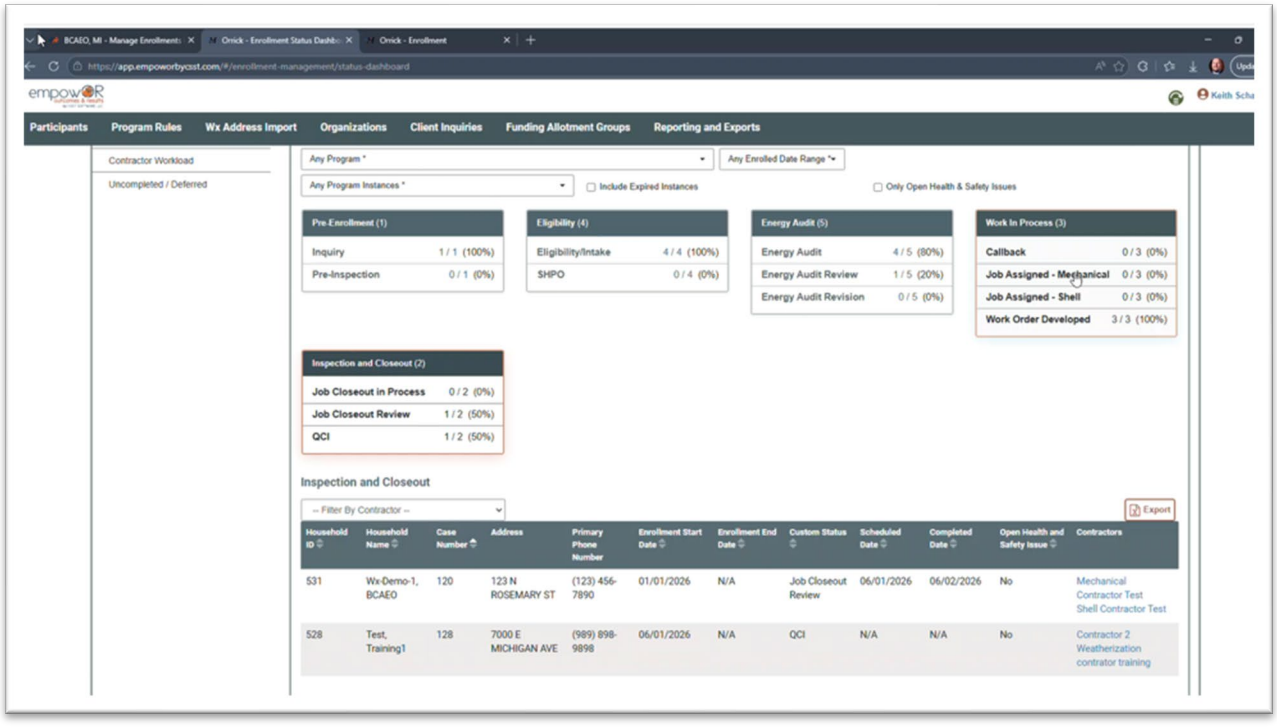
19.3 Weatherization Program Dashboard

The Weatherization Program Dashboard gives managers an at-a-glance view of key program operations. Designed for daily use, it prioritizes information managers need most to keep jobs moving on schedule.

Dashboards display:

- Jobs by status and stage
- Overdue tasks
- Pending approvals
- Stalled jobs
- Required audits or inspections
- Contractor performance indicators
- Documentation gaps
- Upcoming deadlines

This real-time visibility allows managers to respond quickly, shift resources as needed and ensure production targets stay on track.



19.3.1 Key Dashboards and Alerts

Dashboards expands the module's oversight capabilities by adding automated alerts triggered by specific job activities. Alerts may include:

- Missing or incomplete documentation
- Deadlines approaching
- Required manager approvals
- Expired or soon-to-expire staff certifications
- Stalled stages requiring a manager's attention

These alerts function as a built-in management assistant—reducing the likelihood of missed requirements and ensuring timely action.

19.4 Monitoring Performance and Tracking Compliance

The module gives program managers powerful tools to assess both operational performance and compliance with state and federal rules.

Managers can:

- Monitor staff productivity and caseload distribution
- Track audit and inspection scheduling
- Review contractor timeliness and quality
- Confirm adherence to H&S and installation standards
- Monitor funding allocations
- Verify all required documents for each job stage

Combined with real-time dashboards, the system makes it easier to identify trends, anticipate challenges, and maintain high-performing teams.

19.5 Data Quality Requirements and Error Prevention

High-quality data is essential for accurate reporting, monitoring, and compliance. The module includes built-in safeguards to support data accuracy, including:

- Required fields and validation prompts
- Automated checks for missing data
- Date-based logic to prevent out-of-sequence entries
- Alerts when inconsistent information is entered
- Standardized terminology and coding

Managers play a central role in reinforcing data quality by conducting routine internal reviews and ensuring staff follow consistent data-entry practices.

19.6 Using System Reports for Oversight and Planning

The system includes a suite of customizable reports that support both daily oversight and long-range program planning. These reports provide data on:

- Production and job counts
- Funding utilization
- Contractor performance metrics
- Inspection outcomes
- Timeliness of each workflow stage
- Training and certification status
- Error and compliance flags

Managers can use these reports for:

- Quarterly and annual planning
- Staff workload balancing
- Forecasting production needs
- Preparing for monitoring visits
- Identifying areas for training and process improvement
- Reporting to agency leadership

These reporting tools help strengthen accountability and support data-driven decision-making across local agencies.

19.7 Summary

The empowOR Weatherization Program Management Module represents a major advancement for Michigan's Weatherization network. By integrating workflow management, automated alerts, data-quality safeguards, financial oversight tools, and real-time dashboards, the module centralizes all core Weatherization processes into one streamlined system. These capabilities provide program managers with the tools needed to oversee daily operations more efficiently, ensure documentation accuracy, and maintain compliance with state and federal requirements.

The Weatherization Program Management Guidebook highlights the key features, functions, and expectations of this new module, offering a comprehensive foundation for

understanding how the system supports each stage of the Weatherization workflow. To complement the guidebook, in-depth, hands-on training is now available, giving managers and staff the opportunity to practice using the module in real-time scenarios. This combination of detailed guidance and practical experience prepares agencies across Michigan to fully leverage the power of the empowOR system and further enhance the quality, timeliness, and consistency of Weatherization services statewide.

Chapter 20: Appendices

The Appendices provide reference materials, templates, definitions, and process tools to support your day-to-day responsibilities as a Weatherization Program Manager. These resources are intended to complement the guidance throughout the guidebook and serve as quick-access tools for training, internal monitoring, and workflow management.

You may adapt, customize, or expand these materials to align with your agency's internal procedures and the requirements of Michigan's statewide weatherization system.

20.1 Glossary of Common Terms

Air Changes per Hour (ACH):

A measure of how often the entire volume of air in a building is replaced in one hour. Used in blower door testing.

Audit:

The comprehensive energy assessment that determines existing conditions, identifies hazards, and supports the energy model.

ASHRAE 62.2:

Industry-standard ventilation requirements that guide whole-house ventilation decisions.

BPI:

The Building Performance Institute, which sets industry standards for diagnostics, installation, and health and safety.

CAZ (Combustion Appliance Zone):

The area where combustion appliances operate; tested for depressurization, draft, and carbon monoxide.

Change Order:

A formal modification to the approved work scope due to unforeseen conditions, errors, or new information.

Deferral:

A situation where weatherization cannot safely or effectively proceed until hazards or conditions are addressed.

DOE WAP:

The U.S. Department of Energy Weatherization Assistance Program, the primary funding source and regulatory framework.

Health & Safety (H&S) Measures:

Actions taken to address safety hazards or protect occupants/workers during weatherization.

LIHEAP:

The Low-Income Home Energy Assistance Program; may fund weatherization-related measures.

Modeling:

Using statewide audit software to determine cost-effective measures for installation.

QCI (Quality Control Inspection):

The final, independent inspection to verify completion, safety, and compliance.

Work Scope:

The approved list of measures to be installed, including quantities, specifications, and funding allocations.

20.2 Sample Forms and Checklists

Below are templates you can adapt for your agency. Each one can be expanded or digitized into the statewide system where applicable.

Sample 1: Audit Preparation Checklist (For Staff)

- Client notified of audit date and duration
- Intake documentation confirmed
- Auditor assigned in statewide system
- Diagnostic tools calibrated and packed
- PPE stocked and ready

- Required forms available
- Photos from intake reviewed
- Special client needs communicated

Sample 2: Work Order Review Checklist (For Managers)

- All measures align with modeling results
- Funding sources allocated correctly
- Health and safety actions included and justified
- Accurate quantities and clear specifications
- Photos support existing conditions
- Required forms and signatures included
- Change orders resolved before release
- File free of missing or inconsistent data

Sample 3: Contractor Installation Monitoring Checklist

- Work matches work scope
- Crew using required PPE
- Installation follows technical standards
- Attic and crawlspace areas are safe and accessible
- ASHRAE ventilation installed and documented
- Materials match approved specifications
- Jobsite cleanliness maintained
- Unforeseen issues reported promptly

Sample 4: QCI Preparation Checklist

- All install photos uploaded
- All measures updated to “completed” in system
- Any corrections made post-installation
- Client notified of inspection
- Required documentation uploaded
- Health and safety issues cleared
- Work order, diagnostics, and model consistency

Sample 5: Closeout Checklist (For Managers)

- QCI passed
- All documentation uploaded and clean
- Funding allocation confirmed
- Client satisfaction documented

- Fiscal packet complete
- Job marked complete in statewide system

20.3 Required Documentation Templates

These templates can be provided as information to include in the new data system, attachments, internal documents, or system-integrated forms.

Template: Deferral Notice (Summary)

- Reason for deferral
- Diagnostic findings or hazard description
- Required corrections before WAP services
- Referrals to local partners or programs
- Contact information for follow-up
- Signature lines for client and auditor

Template: Change Order Request

- Job number and client name
- Description of unexpected conditions
- Photos supporting request
- Requested modification to work scope
- Cost implications and funding source changes
- Manager's approval section
- Date issued and date approved

Template: Health & Safety Documentation

- Hazard description
- Diagnostic readings (if applicable)
- Location and associated measure(s)
- Funding source used
- Before/after photos
- Client notification summary
- Signature (auditor/installer/QCI as applicable)

20.4 Process Flow Diagrams

Below are text-based versions of workflow diagrams that may later be converted into graphical flowcharts.

Weatherization Job Flow Diagram (Simplified)

Client Intake → Eligibility Verification → Audit Scheduling → Energy Audit

→ Modeling → Work Scope Development → Manager Approval

→ Crew/Contractor Assignment → Installation → QCI → Closeout

Detailed Workflow

- Intake completes eligibility and uploads documentation
- Manager assigns audit
- Auditor completes fieldwork and uploads diagnostics
- Modeler reviews inputs and selects measures
- Manager reviews and approves work scope
- Work assigned to internal crew or contractor
- Installation completed and documented
- QCI scheduled, completed, and uploaded
- Manager verifies file and closes job
- Fiscal submits billing and reimbursement request

These diagrams help ensure consistency across staff and clarify expectations.

20.5 Additional Optional Resources for Agencies

Your agency may expand the appendices further by including:

- Sample client education materials
- Safety data sheets for commonly used materials
- Tool calibration logs
- Procurement forms
- Staff training plans
- Contractor performance evaluation forms
- Internal audit templates
- Board or leadership reporting formats
- Emergency procedures or contingency plans

- A glossary of acronyms
- Year-end evaluation templates

Including these resources helps standardize operations and support staff, especially in agencies with turnover or multiple roles.

20.6 How to Use the Appendices

The appendices are designed to:

- Support staff training and onboarding
- Standardize documentation across your agency
- Provide tools for internal monitoring
- Ensure consistent interpretation of policies
- Strengthen compliance and reduce findings
- Improve operational efficiency
- Serve as a reference during audits and monitoring visits

Program Managers should update these materials annually—or whenever policies or statewide system requirements change.

1. Job Closeout

- Required documentation checklist
- Energy savings calculations and reporting
- Funding reconciliation and billing
- Client communication and satisfaction documentation
- Manager sign-off procedures
- Archiving records and post-job data quality checks

11. Managing Data and the Statewide System

- Overview of the new manager module
- Key dashboards and alerts
- Using the system to manage workflow, monitor performance, and track compliance
- Data quality requirements and error prevention
- Using system reports for oversight and planning