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~~Built to~~ Last

Basic Procedures Manual

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II. Definitions

- **Applicant** – A person who is a candidate for services but has not yet agreed to participate in the Program.
- **Built to Last (BTL)** – The model for delivering holistic home improvement by coordinating a network of independent home repair and improvement programs that was developed by the Philadelphia Energy Authority.
- **Case Manager** – Provides a single point of contact and communication to assist Applicants through the full range of Program process steps from intake through construction completion, warranty, and closeout survey.
- **Case Management Lead** – An experienced Case Manager in charge of ongoing training and problem solving for the Case Managers working directly with Applicants.
- **Participant Project Agreement** – A document acknowledging the planned work scope to be paid for by PGCC, based on the results and recommendations in the Property Assessment and affirming a Participant's willingness to proceed with the planned work. Upon completion, the Participant is referred to as a Client.
- **Change Order** – An amendment to the construction agreement that changes the scope of work and/or time of performance. A change order may or may not result in a change to the project budget.
- **Client** – A Participant who has agreed to participate in the Program and signed a form indicating willingness to proceed with the scope of work.
- **Client Management System (CMS)** – An online system for records sharing and retention that can also track the timeliness of outreach, completion of a full Program application, and all other stages of program participation.

- **Financial Manager** – Part of the Home Assessor agency responsible for tracking and coordinating all construction payments with other Team Member agency Financial Managers.
- **Home Assessor** – Manages the Property Assessment and develops a detailed scope of work.
- **Owner(s) of Record** - The person(s) recorded on public real estate records as the owner(s) of the property.
- **Participant** – An Applicant who agrees to participate in the Program, is determined to be eligible for and participates in more than one of the Team Member programs but who has not yet agreed to a scope of work.
- **Program Budget** – The full project pricing that is derived from the final Property Assessment and identifies which work order items will be funded by which program.
- **Program Director** – The PEA representative in charge of the overall Built to Last model development and priorities. The Program Manager reports to the Program Director.
- **Program Manager** – The PEA representative in charge of daily oversight and coordination with Team Members and management of the BTL production meetings and reporting needs. The Program Manager reports to the Program Director.
- **Project Coordinator** – Provides construction coordination and oversight of the construction work at each Client home.
- **Project Meeting** – Biweekly Team Member and Program Director and Manager meeting to monitor production, review completed stages of each Participant or Client project. The goal of the Project Meeting is to secure a standard time for all Team Members to oversee and respond to the BTL Program needs, provide solutions to unforeseen needs and coordinate any processing delays with their respective agency.
- **Project Supervisor** – Oversees the work of the Home Assessor and Project Coordinator and may also serve in either or both of these roles.
- **Property Assessment** – An inspection of the home conducted by one or more qualified professionals to determine which repair or improvement scope of work items might be served by the Team Member programs.
- **Property Assessment Form** – The template that the Home Assessor uses to document their assessment of the property.
- **Property Inspection** – An onsite property visit that monitors ongoing construction and confirms quality and completion to support releases of funds.
- **Quality Control Specialist** – Reviews all applications for completion and accuracy prior to authorization for the file to be listed as complete and ready for home assessment. This position may be filled by the Case Management Lead.
- **Substantial Completion** – The point in a project where the contractor or subcontractor is entitled to receive full payment for their work, less amounts retained to secure completion of minor finish work or repair of defective items.
- **Team Member** – A Built to Last program stakeholder that independently manages a home repair or improvement program.
- **Team Member Assessors** – Home assessors affiliated with individual Team Member programs that may be required to conduct a supplemental home assessment in order to develop the Property Assessment.

III. Program Summary

A. Intent and Goals

Built to Last (BTL) involves a coordinated effort to better align and streamline the various housing repair services and improvement programs available to residents throughout the City of Philadelphia. The purpose of BTL is to offer additional energy reduction building improvements beyond the emergency and basic repair needs already offered while providing a clear one-stop-shop experience to those in need without duplication of efforts. Coordinated home repairs or improvements will address deferred maintenance, transforming homes from a liability into an asset and a source of stability for the household. Clean energy interventions can offer additional benefits of affordable utility costs and resilience and can be added once critical home repairs and deferred maintenance needs are addressed.

BTL provides coordinated home repair and improvement services via the following **Team Members**:

- Philadelphia Housing Development Corporation (PHDC)
- Energy Coordinating Agency (ECA)
- UESF
- Philadelphia Department of Public Health (PDPH) - Lead and Healthy Homes (LHHP)
- Philadelphia Corporation for Aging (PCA)
- Habitat for Humanity Philadelphia (Habitat)
- Senior Housing Assistance Repair Program (SHARP)
- Philadelphia Gas Works (PGW)
- CMC Energy Services (CMC)
- Clarifi - Repair Restore Renew (RRR)
- PECO
- Philadelphia Water Department (PWD)

Applicants are individuals on the waitlist, which may come as referrals from a Team Member program, from PEA, or via the website/phone. When an Applicant agrees to participate in the program and is determined to be eligible and agrees to participate in more than one Team Member program they are referred to as **Participants**. Upon finalizing a **Scope of Work**, Participants are referred to as **Clients**. Applicants that choose to only participate in the program they were originally referred from will be returned to that program for forward processing and will not become participants in the program.

PHDC may make referrals to the program when it finds that the home requires basic systems repairs exceeding the BSRP program funding limit or that the home needs repairs to multiple home systems (i.e. envelope, plumbing, electrical, and/or mechanical). PEA will evaluate overcost cases to determine if they are good candidates for moving forward with BTL.

B. Key Roles

The Program is directly managed by the PEA **Program Manager** who reports to the PEA **Program Director**.

The following three roles are critical for success and insight for developing a more permanent BTL program:

1. Case Management

Case Managers provide a single point of contact and communication to assist Applicants through the full range of Program process steps from intake through construction completion, warranty, and closeout.

Case Managers introduce Applicants to the BTL program structure and present the value proposition of participating in the Program. When Applicants opt into participating in the Program, Case Managers screen the new Participants for Team Member program eligibility and for other services that the home or household may be qualified for. The Case Manager provides Participants with guidance on these programs and services and supports the Program application process. The Case Manager will coordinate the completion of a Program application. The Case Managers apply household eligibility underwriting procedures as required by each Team Member program.

Case Managers help coordinate assessments between the Participant and the lead Home Assessor (described below) based on which programs the Participant may be eligible for. Household incomes, ownership structures, basic property information and past program participation are some of the factors that inform the extent to which the Participant might be served. The Home Assessor inspection will determine which of these programs the Participant may in fact utilize and have a repair need for. Applicants remain applicants until they agree to proceed and participate in more than one of the programs, at which point they become Participants. Once the Participant commits to accepting home repair or improvement services from one or more of the Team Member programs aside from the referral program, they are referred to as Clients.

Case Managers are supported by a **Case Management Lead**. The Case Management Lead is an experienced Case Manager in charge of ongoing training and problem solving for the Case Managers working directly with Applicants. The Case Management Lead may provide interim case management when an Applicant's assigned Case Manager is not available and the Case Management Lead serves as the main point of contact for communication with the Project Supervisor and the Program Manager.

The Case Manager Lead may also serve as the **Quality Control Specialist** that reviews all applications for completion and accuracy prior to authorization for the file to be listed as complete and ready for inspection.

2. Project Oversight

The **Project Supervisor** oversees the work of the Home Assessor and Project Coordinator and may also serve in either or both of these roles. The **Home Assessor** manages the **Property Assessment** (often referred to as an inspection or home audit), develops a detailed scope of work, and manages **Property Inspections** once construction has started. The **Project Coordinator** provides construction coordination and construction oversight at each Participant home. The Project Coordinator may separately serve as the contractor for other Team Member programs.

The Project Supervisor coordinates assessments to account for repair needs or improvements related to:

- possible structural issues and suitability for repair;
- basic system repair needs (i.e. envelope, electrical, plumbing, and mechanical systems);
- general property maintenance needs for health and safety concerns;
- environmental hazards; and
- energy efficiency, solar power, and resilience.

A comprehensive scope of work evaluation, or Property Assessment**,** will be undertaken in each Participant home to determine which repair or improvement scope of work items might be served by the Team Member programs. The primary property inspector is the Home Assessor. A complete Property Assessment may require additional site visits from other specialists or **Team Member Assessors**, which will be coordinated by the Home Assessor. The Home Assessor will develop an optimal repair scope and confirm which program might best address a particular repair or improvement need.

Each of the existing Team Member programs has their own set of priority repair items, limitations, and approach to inspecting properties. Following the Property Assessment(s), work orders are created to confirm contributing Team Member programs and pricing. After the Participant becomes a Client and construction begins, one or more follow-up Property Inspections may be required to confirm work completion, verify the construction quality meets program standards, and confirm readiness for payment approvals. Team Member Assessors may also visit the property site as needed to support sign-off or approvals.

3. Financial Management

The Program will develop a baseline estimate for each Team Member's work orders. The Team Member Program Budget is derived from the final Property Assessment and further identifies which work order items will be funded by which program. This Project Budget will itemize each program's work order items and costs.

C. Policies

Each Team Member is an independent organization and the Program does not seek to form direct legal partnerships between any Team member. The Program does not seek to merge or change funding amounts or sources for any Team Member program. The Team Member programs operate individually and independently of one another and do not constitute an aggregated source of funding even though Participants may realize an aggregated benefit by participating in multiple Team Member programs.

Client participation in each Team Member program is voluntary and requires independent application reviews and approval by each respective Team Member. The Program does not revise any Team Member program policy but may modify some steps or procedures to manage the collection of information for intake, home assessment, construction coordination, and/or closeout.

The Program does not create new policy consideration nor have the authority to do so for any of the Team Member programs it seeks to coordinate. However, following review of Team Member funding sources, this manual seeks to identify and clarify the following areas of program policy concerns related to the coordination efforts. These program policies are subject to each program's ongoing policies and their own policy team interpretation and inform what BTL may include in coordination and data sharing efforts. This is not a PEA policy recommendation or determination, nor is it one that PEA is authorized to make.

1. *Labor and Prevailing Wage Requirements*

Each program included in the BTL coordination efforts remains a standalone program subject to each program's independent applicant review and approval, separate agreements for funding and scope and management by their own independent organizational entities and prioritization criteria. For this reason and because the total sources of any one program's federal resources does not exceed $25,000, the requirements of Davis Bacon and Related Acts (DBRA), including prevailing wage, are not triggered.

Even though DBRA applies to "federally assisted" projects in excess of $2,000, applicability is based on the total contract amount being over $2,000. In other words, if even a dollar of federal funds is invested into a project where the total cost is over $2,000, DBRA applies. However, U.S. Department of Housing and Urban Development (HUD) guidelines determine that DBRA does not apply to residential Community Development Block Grant (CDBG) funded projects consisting of fewer than eight (8) units, or to HOME funded projects consisting of fewer than twelve (12) units. For more detail and information regarding federal policies for property rehabilitation please see HUD - Factors of Labor Standards Applicability | HUD.gov / U.S. Department of Housing and Urban Development (HUD)

For related but other reasons, it is the understanding of the BTL program that none of the select housing repair programs require State Prevailing Wage reporting and requirements because they do not fit the definition of a "Public Work," which the Commonwealth defines as follows:

> "Public work - Construction, reconstruction, demolition, alteration or repair work other than maintenance work, done under contract and paid for in whole or in part out of the funds of a public body where the estimated cost of the total project is in excess of $25,000. The term does not include work performed under a rehabilitation or manpower training program."

The programs do however conform to the definition of "Maintenance Work," which are also exempt from the State Prevailing Wage requirement,

> "Maintenance work - The repair of existing facilities when the size, type or extent of the facilities is not thereby changed or increased."

The individual programs in BTL do not provide any direct funding to Client repair construction benefits that exceeds their estimated work scope of $24,999. The estimates for each program only consider the scope for which that program will provide assistance, and each program's assistance is a standalone contract and agreement that follows their own policies. They are not part of a layered funding program for an overall scope that exceeds $25,000 because they operate individually and independently of whether additional programs will fund additional needs.

For more detail and information regarding Commonwealth of Pennsylvania prevailing wage rules please see Regulations for Pennsylvania Prevailing Wage Act

The BTL approach is effectively no different than the business-as-usual approach. Currently, one program refers an applicant to seek assistance from another program so that Clients may complete other repairs that are beyond the first program's scope or capability, and then allows the applicant to return for additional assistance. For example, if a household is receiving remediation services through the Lead and Healthy Homes Program, they may be referred to the Basic Systems Repair Program for other critical repair needs (for that program to assess). This type of coordination of programs remains the same with BTL whereby BTL provides greater efficiency, coordination, and data sharing between the two programs and organizations. It is because these program activities need to remain available independently to serve those that only need their service that they are considered separate and not triggering Commonwealth of Pennsylvania Prevailing Wage reporting requirements.

BTL may choose to provide additional energy efficiency property improvement grants and options through separate funding coordinated by PEA. But any such assistance offered is subject to new policy considerations and is subject to independent design and policy as required by those sources of funds.

Per the state prevailing wage statute, the $25K number refers to "estimated cost of the total project" and does not apply to subsequent change orders that may be necessary in order to complete the work to satisfaction:

(5) "Public work" means construction, reconstruction, demolition, alteration and/or repair work other than maintenance work, done under contract and paid for in whole or in part out of the funds of a public body where the estimated cost of the total project is in excess of twenty-five thousand dollars ($25,000), but shall not include work performed under a rehabilitation or manpower training program. ((5) amended Aug. 9, 1963, P.L.653, No.342)

2. *Environmental Assessment and Review*

Like the prevailing wage policy considerations, none of the individual programs included in BTL require additional federal or state requirements for mandatory lead-based paint abatement due to each program's funding limits of $24,999.

Emergency repair programs like BSRP are considered exempt from NEPA requirements.

IV. Application Intake Coordination

The Program generates Applicants through referrals from Team Member program application and inspection stages, which include, as a minimum:

- Applicant name;
- Home address;
- Contact information for the main and secondary points of contact; and
- Team Member program that made the referral

All new Applicants will have an application created in Salesforce. Case managers will work with the applicants to complete the Program intake process.

The Case Manager will conduct a preliminary review prior to outreach to verify that the potential Applicant lives within the Philadelphia area. The Case Manager will also attempt to verify home ownership, property tax status, and any outstanding L&I violations and provide this information to support the intake process.

If an eligibility program is identified, the status in the **Client Management System (CMS)** will be changed to Eligibility Problem. The Case Management Team will consult the system for details on the issue and communicate with the Applicant, attempting to advise on how to resolve the issue.

Upon confirmation that the Applicant information is sufficient for outreach, the status will change in the CMS to Pending Intake. At this point, the Case Manager will begin communication to complete the intake process and collect supporting documentation when program capacity allows.

A. Outreach/Messaging to Potential Applicants

Case Management will discuss the program with potential homeowner Applicants brought into the Program. They will provide a brief overview of:

- The nature and goals of the Program;
- The Applicant's option to opt out of participating in the Program;
- What to expect if electing to participate in the Program, including what additional documentation is required to participate;
- Ground rules for participation;
- Which Team Member programs are included in the Program and information about their organizations and services;

- The types of property repair or improvement resources potentially available to Applicants; and
- Detailed description of home energy improvements such as solar power, heat pump HVAC and water heating, and street trees.

At least three (3) attempts of outreach via phone *and* email, text, or mail by Case Managers over the course of a two-week period must be documented in the CMS before initial determination that an Applicant is "unresponsive." The Case Managers will coordinate with the original referral program and allow for one final attempt at contacting the Participant before sending a final written notification to the Applicant. If there is no follow-up contact within the time allotted after the Applicant is notified in writing, the Applicant will be determined unresponsive to the Program program and the original source of the referral program will be informed. At this stage, the Applicant will no longer be participating in the Program and any further attempts to engage with them will be made by the referring Team Member program. The Case Manager will mark the application as Deferred in the CMS due to unresponsiveness.

B. Case Management Coordination and Application Selection for Program Participation

Case Management will have a preliminary program eligibility screening tool that can help guide their documentation collection and communications with Program Applicants. If an Applicant's income levels prevent them from participating in a certain program, this will be documented and that program pathway or set of options will not be made available or communicated to the Applicant unless the Applicant inquires further. For example, the Weatherization Assistance Program (WAP) is only available to income-qualified households if no previous WAP funds served the property within the last 15 years. If Applicants appear on a list of properties that previously received weatherization assistance in the last 15 years, the WAP application process can be skipped.

C. Application Completion, Sharing for Upload and Program(s) Underwriting

Case Managers will log into their secure system of record or keep a log on the CMS that documents:

- Initial date of contact and initial application intake with Applicant for the Program;
- Date of Applicant's confirmation of opting in to participate in the Program (an Applicant that is eligible and elects to participate in the Program is referred to as a Participant);
- Clear case notes on outcome and next steps discussed with Applicant and any ongoing Applicant concerns or special needs such as language assistance services, special times they are most available for contact or approved alternative contacts;
- Outstanding documentation needs and dates and efforts to follow-up and obtain them;
- Date all initial application intake documents are received;
- Date and checklist for document review and underwriting for various program eligibility needs;

- Summary of follow-up documentation needs if/when proceeding with Property Assessment and which programs the Participant's household qualifies for prior to Property Assessment;
- Log of outcomes of weekly Team Member Project Meetings to review and confirm which programs the Participant should receive inspection analysis for;
- Date and copy of draft correspondence notifying Participant which programs they are eligible for and requesting confirmation of which they are opting to participate in; and
- Date and copy of completed and signed applications for each program that the Participant confirms they are opting to participate in.

Each stage of processing will have an estimated timeline indicating how long an Applicant has to respond and/or resolve certain steps. Most stages should generally follow the "three strike" policy outlined in IV.A above.

The Case Management team is responsible for ensuring the completeness of all documentation required for the intake process.

D. Applicant Approval and Inspection Coordination

The Case Manager will note in the CMS which programs a Participant is preliminarily eligible for and notify the Participant.

Once the Participant has completed intake, including providing all required documentation, and agrees to move forward with the assessment, the Case Manager will notify the assigned construction team and coordinate the scheduling of the home assessment if requested.

V. Property Assessment and Assessor Coordination

The Home Assessor will seek to conduct a single Property Assessment at each Participant property for:

- Code compliance;
- Health and safety hazards;
- Environmental concerns (e.g. lead, mold, radon, asbestos); and
- Energy performance improvements.

Assessing the whole set of needs in a property for multiple programs with only one assessor and assessment creates a more efficient service delivery model and improved Participant experience. However, some Program program partners may require their own separate assessment. Also, Team Member programs referring Applicants to BTL may have already completed a program-specific Property Assessment, as is the case with referrals from BSRP. A goal of the initial Property Assessment is to determine if any additional Team Member assessments may be needed and to work with Case Managers to make sure they are scheduled and conducted. The Program seeks to have the Home Assessor coordinated with other Team Member Assessors to conduct all assessments jointly when possible to consolidate the project schedule and minimize impact on the Participant.

The Home Assessor will receive the results from Team Member Assessors and consolidate the results. Separate assessments may include:

- ECA Weatherization Program (WAP) blower door and WAP specific audit;
- Environmental or pest inspection and/or testing;
- Lead and healthy homes evaluation;
- Aging-in-place needs assessment;
- Electric and gas energy conservation measures evaluation;
- Structural engineering assessment;
- Survey when there may be possible encroachments or lot line concerns; and
- Solar viability

The Property Assessment and any additional assessments will help determine the level of repair or improvement needs and can further identify which programs the Participant might qualify for. For the Program, if the Home Assessor collects assessment details for Team Member programs, the data will be provided to the Team Member via the Property Assessment Form**.** The Property Assessments will be uploaded to the secure CMS and shared with all Team Members.

After the Property Assessment is completed, the Home Assessor will order any necessary specialized assessments (such as to evaluate asbestos or structural concerns) and consolidate the assessments into the final Property Assessment. This process will yield a comprehensive list of repair needs and improvements so the construction management team can determine which of the Team Member programs are best suited to fulfill the full scope of property needs.

The Home Assessor will then estimate the cost of the line items in the Property Assessment in collaboration with other partners and subcontractors.

A. Property Assessment & Resident Engagement

When a home assessment is scheduled, the Home Assessor will review the existing BSRP (or other program) initial inspection, case file notes, and data from the completed Program application.

The Case Manager and Project Supervisor will exchange Participant information so all critical data is stored on the CMS. The Case Manager will also support the Home Assessor to schedule a Property Assessment with the Participant if requested. The Case Manager will guide the Participant in preparing for inspection, such as moving materials blocking passageways and making all rooms or spaces accessible. The Home Assessor and Case Manager will further coordinate to ensure Participants are reminded of the time of the inspection and prepared to receive the Home Assessor.

The Home Assessor will collect details and photographs of relevant repair needs or home features of concern and address them in the Property Assessment Form. These photos and notes will serve as additional information and exhibits to support the scope of work and support project meetings. Once the Property Assessment is complete, the Home Assessor may review the scope with the Participant and discuss their preliminary findings, improvement requirements, and/or recommendations based on each Team Member program's services. Team Member Assessors should refer Participant questions directly to the Home Assessor or Case Manager to reduce the chance of confusion for the Participant.

B. Lead Remediation

If lead remediation services are required as a first step, the Participant Summary Worksheet will note this fact and prioritize the Lead and Healthy Home program participation, if the Participant is eligible for this program.

Lead remediation is completed by the Philadelphia Department of Public Health. Upon receiving a referral, PDPH intake staff check that the Applicant is eligible for the Lead and Healthy Homes program by determining whether the household includes children under six (6) and/or pregnant women. PDPH intake staff also verify that the applicant's household income is at or below 80% of the area median income. Per HUD guidelines, "Not less than 90% of the units assisted must be occupied by a child under age 6 – includes visiting child who spends significant amount of time" which is defined as at least three hours per day on two separate days in a week (six hours per week total), and at least 60 hours total per calendar year."

After PDPH intake staff determine the applicant is eligible to participate in the Lead and Healthy Homes Program, they check with the Historic Preservation Office to ascertain whether the property has potential historic value that may entail special requirements for lead remediation.

Once any potential historic preservation requirements are known, a Lead and Healthy Homes Program inspector visits the property to generate a scope of work and cost estimate. The inspector sends PDPH intake staff a detailed report, which the intake staff review with the Applicant. The Applicant then signs a written authorization of the scope of work and PDPH arranges for the locks to be changed on the property so occupants cannot re-enter while the lead remediation work is in progress. PDPH provides a stipend for the household to relocate for the duration of the work.

After the Applicant authorizes the scope of work, PDPH negotiates a start date with the Applicant. All work must be completed within ten (10) days of this start date unless HUD approves an extension. The BTL Program Project Supervisor will coordinate with PDPH to ensure all lead remediation is completed prior to commencement of BTL activities.

1. Conducting the Environmental Review and Draft Report

During the Property Assessment, the Home Assessor will account for mold, asbestos, pests, or any other environmental concerns such as basement oil tanks. If any items are noted on the report and eligible or required for remediation, they will take priority along with lead abatement needs prior to the start of other repairs or improvements.

Depending on the location, type and nature of the noted concerns, a follow-up environmental assessment such as an Asbestos Inspection Report (AIR) may be coordinated as an item at the end of the Property Assessment. Case Managers may follow-up with the Participant and the

Project Supervisor to order and schedule the necessary follow-up assessment so that the verification of need, source of funding, quantity, and scope of remediation is determined and available to support the final Desk Review and ECR.

C. Scope of Work Review and Report Consolidation

The Home Assessor will upload the Property Assessment(s) into the CMS and complete the final scope of work. Once the proposed scope of work has been drafted, the construction team will validate with each proposed funder to confirm their participation, scope, and cost.

The Property Assessment Form includes a column that the Home Assessor may use to add notes on work items, such as standard materials or work methods to be used and any adjustments to unit pricing. The Home Assessor will also indicate on the Property Assessment Form work items to prioritize, such as completion of remediation concerns prior to start of other repairs or improvements.

The Home Assessor will consult with other Team Member Assessors about any missing information or follow-up questions, such as environmental abatement or structural repair concerns.

D. Completion of the Scope of Work and Project budget

In some instances, the assessment may determine that the house is not suitable for property repair due to structural, environmental, or other construction challenges. In "not suitable for property repair" cases, Participants may be referred to nonprofit community development agencies or other organizations that can offer more comprehensive or alternative housing options.

It is important to note that the work orders do not serve as a consolidated scope of repair that increases the overall scope of work for any one program. They serve as a coordination tool that will identify which independently available program sources are best suited to meet the various opportunities for repair or improvement needs within each property.

A contingency budget line item may be used to provide for unanticipated **Change Orders** so that unit pricing and any Change Order approval needs may be expedited. The final proposed or amended scope of work will be submitted to the Program Manager for review and approval.

E. Participant Approval and Contractor Coordination

When the Program Manager approves the scope of work, the Project Coordinator will confirm availability of their subcontractor(s) and Team Member program contractor(s). This sequence helps to manage Participant expectations by ensuring a contractor is available to perform all scope items before presenting those scope items to the Participant.

After the Project Coordinator has confirmed contractor availability, the Home Assessor will review the full project scope of work for approval with the Participant. The Participant's decision to participate in one or all the proposed scopes is strictly voluntary and not all Project

Agreements may be signed. However, in situations where one program must deliver services before another may serve the house, the Home Assessor will advise the Participant on the details and needs of project interdependencies and limitations. For example, a program that provides roof repair may be required before another program is able to provide interior improvements.

The Home Assessor will obtain consent from the Participant on which programs they are electing to participate in, and this information will be shared in the CMS so that each Team Member program can generate their respective Funding and/or Construction Agreements **(Project Agreements)**.

The Project Coordinator will coordinate any Team Member contractors as required.

VI. Agreements: Funding and Construction

The Home Assessment Form in Exhibit A will serve as the core document for information needed to generate each program's Project Agreements. Some programs may use a combined Funding and Construction agreement to be signed by the Project Supervisor and the Client or by the Team Member program contractor and the Client. Other Team Member programs may utilize a joint Project Agreement wherein the Project Supervisor signs with the Client and agrees to directly fund the Project Supervisor for their cost-coded items.

A. Drafting & Signing Project Agreements

After the Program Manager approves the final scope and the Project Supervisor confirms contractor availability for the programs selected, any Team Member program that requires a separate Project Agreement will draft these agreements for final Client review and approval.

The Home Assessor or Project Coordinator will obtain these Agreements and present them to the Client for final review and sign-off. Team Members may also require that they attend the meeting with Clients to sign concurrently, but it is anticipated that the Home Assessor or Project Coordinator will first coordinate Client signature and then forward the copy to the Team Member for their signature and that a fully executed copy will be returned to the Client either from the Team Member organization or the Home Assessor or Project Coordinator. In both cases, a fully executed copy will be shared by the Team Member for the Client file in the CMS.

The Home Assessor or Project Coordinator will prepare the Client in advance of receipt of the Project Agreements by reviewing the general terms and conditions, as well as the final scope and pricing, in the Agreements but will not provide any legal guidance. Should a Participant wish to review the Project Agreements with their family or legal counsel, they may do so. Home Assessor or Project Coordinator will seek to obtain signatures from all necessary **Owners of Record** at the time they are reviewed but will allow for up to fourteen (14) business days from the time a Project Agreement is provided to the time a fully executed copy must be returned by the Client. The Case Manager may also support the Home Assessor or Project Coordinator in obtaining Client signatures.

The receipt of all Project Agreements requested and authorized in the work scope will indicate to the Project Supervisor that their construction agreement for the other Team Member programs is ready.

VII. Construction

Upon receipt of all necessary Project Agreements, the Program Manager will provide final confirmation to the Project Supervisor that they can coordinate start dates for construction work to begin based on the scope and the scheduling with the Client.

A. Contractor Supporting Documents Review and Notice to Proceed

The Project Supervisor will work to finalize any of their subcontractor agreements and coordinate various City Licenses and Inspections (L&I) permits, proofs of insurance, and other pre-construction documentation required. A start date should be scheduled with the Client within two weeks of authorization to coordinate construction start, with an anticipated average onsite construction commencement of about one month. The Project Supervisor will report to the Case Manager and Program Manager any delays or challenges in reaching the Client for readiness and approval or delays incurred with subcontractor availability. The Case Manager may provide follow-up assistance or interim guidance to the Client as needed to support the Project Supervisor.

B. Progress Inspections

The Project Supervisor will keep all parties informed of when work is scheduled to begin and any other delays or challenges with starting work as planned. The Project Supervisor will provide updates on construction progress for each work order in the CMS.

Project Agreements will determine any procedures for Change Orders, which will be managed between the relevant Team Member and the Project Supervisor based on their program rules. If the Team Member does not have a written Change Order policy, the Project Supervisor will apply their own policy which must include at a minimum informing the Program Manager and the Client of the change. Because Change Orders are based on adjustments to methods and/or pricing of a particular scope of work item in the final ECR and are funded by the Team Member funding source as a grant rather than by the Client, Change Order approvals do not require the review and approval by the Client unless otherwise noted in the respective Project Agreements.

C. Payment Processing

Each program will either perform their own inspection or accept the Property Inspections as verification that what is invoiced is approved to be paid. Each program's sub-scope will be paid upon completion but may allow for progress payments to satisfy individual subcontractor payment needs. The Project Supervisor will attend onsite Property Inspections to verify satisfactory completion according to the standards of the Team Member program funding each line item and the completion status will be made available to the Team Members in the CMS. For the Program, the Project Coordinator may serve as the general contractor for the BSRP and will be responsible for the oversight and coordination of all other Team Member program contractors.

It is important to note that because each program uses its own team of inspectors who are trained to only look for items their programs will address, no single inspection team currently conducts the full range of inspections required by a more comprehensive repair program. This also means that each team of inspectors will need to learn to work with the Program procedures while still maintaining their independence to conduct “standard” inspections for their single-program participants. The Program does not replace any program’s inspection team roles.

The Project Supervisor’s Finance Manager will generate invoices to each program based on the terms and conditions of their agreements with Team Members. Invoicing will be the responsibility of other independent Team Member program contractors if they are not subcontracted to the Project Coordinator.

The Project Supervisor will provide collected photos and video and/or progress inspection reports that identify work completed onsite to document progress and as proof for work completion and warranty. All receipts and subcontractor documentation requirements will be managed through the Project Supervisor as required by their Team Member program agreements. A final **Close-Out Report** signed by the Project Supervisor and Participant will be required. If the Participant does not or will not sign the Substantial Completion, the Team Member program representative may be allowed to review and approve the Substantial Completion determination or follow another process to certify completion, as may be required in the relevant Project Agreement.

D. Final Walk-through with Participant, Warranty and Participant Survey

The Project Supervisor will conduct a final walk-through of the completed work items once all items are complete as indicated by all subcontractors and prior to final invoicing and closeout. This walk-through with the Participant to generate a Substantial Completion determination will be conducted at the discretion of the Project Supervisor. Any outstanding items identified with the Participant will be addressed prior to the Project Supervisor seeking final payment.

The Project Supervisor will also provide all contractor or product warranties and guarantees and provide the Participant with instruction and guidance on how to use or maintain any new systems. The Project Supervisor will seek to obtain a warranty walk-through certification from the Participant indicating their completion of this review of warranty items and complaint procedures.

VIII. Closeout and survey

A. Program Closeout Documentation

1. Record Retention

Record retention requirements will vary depending on funding source but in general, records must be complete, accurate, and orderly. To protect Personally Identifiable Information (PII), some intake and application records will be housed in the system of the organization performing intake, which is not accessible to Team Members. A subset of intake records that do not contain sensitive PII will be housed in the Program Client Management System, which will be available to all Team Members. Records pertaining to property assessment, construction, and payment will be retained by the program that manages these functions. All Program Team Members will execute an agreement that provides for the sharing of records and data among Team Members as may be required in the event of an audit, monitoring visit, Freedom of Information Act request or other program need. A copy of these records will also be housed in the CMS where they will be centrally available to all Team Members. However, each Team Member will be responsible for managing records in a manner that complies with the record-keeping requirements of its funding source. Maintaining records in the CMS does not obligate PEA to comply with record retention requirements.

The following items may be retained in the CMS:

- A full description of the activity, including the location and the amount of funds budgeted, obligated, and expended for each funding source;
- Demographics and number of beneficiaries;
- Property assessment/ECR;
- Construction contract or work authorization signed by the client;
- Invoices and payment records;
- Photographs and/or other evidence of satisfactory completion of work; and
- Warranty information.

2. Reporting

Reporting requirements will vary by funding source. Team Members may also report on program activity via their annual reports or other communications with board members and funders.

As previously noted, all Team Members will execute an agreement that provides for the inter-organizational sharing of records and data as may be needed to accurately report program impact. Program data tracking and reporting will not impact individual Team Member reporting activities. Further, the Program has been designed so that each Team Member activities and spending can be separately tracked to preempt any concerns about double-counting. For instance, in the case where multiple Team Member programs fund home repair or improvement measures that reduce energy use, each program will utilize their standard methodology to evaluate the impacts on energy use of only the measures installed through their program.

PEA will evaluate and report on aggregated outcomes of the Program including the impacts of all home interventions on Participant housing stability, energy use and cost, health, and their experience in participating in the Program. PEA will utilize survey and administrative data to perform its evaluation.

B. Program Evaluation

Case Managers will administer a survey to all Applicants during the intake process to identify selected factors affecting the household (e.g. health, utility cost burdens, etc.) prior to participating in the Program and receiving home repair and improvement services. Case Managers will also re-survey Clients as part of the closeout process and six (6) months after completion of the Program repairs and improvements.

Survey participation will be voluntary and all survey data will be kept confidential. Surveys may be conducted verbally over the phone, in person, and/or through Applicant/Client response to a written questionnaire when an Applicant/Client is not available for a verbal survey.