



Built to Last Procedures Manual

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Table of Contents

1. Introduction
 - 1.1. About this Manual
 - 1.2. Background
 - 1.3. Navigating this Document
 - 1.4. Definitions
2. Built to Last Entry Points
 - 2.1. Expression of Interest Form
 - 2.2. Phone or Email
 - 2.3. One Philly Front Door
 - 2.4. BTL Team Member Referral
 - 2.5. Prioritization for Service
3. Intake
 - 3.1. Applicant Assignment and Waitlist
 - 3.2. Eligibility Review
 - 3.3. Post Eligibility Review
 - 3.4. Deferral for Unresponsiveness
 - 3.5. Data and Reporting
 - 3.6. Miscellaneous
4. Home Assessment
 - 4.1. Scheduling and Program Introduction
 - 4.2. Evaluating Home Condition Needs
 - 4.3. Developing a Preliminary Scope of Work
5. Coordination of BTL Team Member Services
 - 5.1. Coordinating with BTL Team Members
 - 5.2. Assigning projects to Construction Manager
 - 5.3. Assignment schedule
6. Finalizing PGCC GC Scope of Work
 - 6.1. Scope Format
 - 6.2. Scope Budget
 - 6.3. Assignment of Projects to PGCC GC
 - 6.4. Participant Scope Proposal Review
7. Starting Construction
 - 7.1. Program Participant Agreement
 - 7.2. GC Notice to Proceed
8. Project Responsibilities- Construction Manager
9. Project Responsibilities- GC
10. Inspections and Site Visits
11. Change Orders
12. Project Completion
 - 12.1. Invoicing and Inspections

- 12.2. Payment
- 12.3. Participant Closeout Documentation
- 12.4. Communication of Project Status and Data Sharing
- 13. Post- Construction Support and Warranty Procedures
 - 13.1. Warranty Standard
 - 13.2. Issuing a Warranty Claim
 - 13.3. Responding to a Warranty Claim
- 14. Client Deferment from the BTL Program
 - 14.1. Deferment at the Application Stage
 - 14.2. Deferment at the Project Stage
 - 14.3. Other Reasons for Deferment
 - 14.4. Applying After Deferment
- 15. Data Sharing and File Retention
 - 15.1. Data Sharing
 - 15.2. File Retention
 - 15.3. Other Retention Requirements
- 16. Meetings
 - 16.1. Built to Last Production Call
 - 16.2. Retrofit Managers
 - 16.3. PGCC Contractors
 - 16.4. BTL Team Member Agencies/ Programs
- 17. Dispute Resolution and PEA Grievance Policy
 - 17.1. Client Grievances
 - 17.2. GC Grievances
 - 17.3. Construction Manager Grievances
- 18. List of Exhibits

Introduction

1.1. About this Manual

Philadelphia Energy Authority (PEA) and Philadelphia Green Capital Corps (PGCC), developed this Built to Last Procedure Manual to provide guidance to Program Team Members, Retrofit Managers, and PGCC Contractors about program expectations and to delineate the requirements referenced in other Service Agreements. The terms of this edition of the Manual, dated August 24, 2026, apply to all Built to Last contracts and agreements. PEA and PGCC may update this Manual from time to time. In the event of an update, all BTL Team Members, Retrofit Managers, and PGCC Contractors will be given a redline version of changes. In their respective Agreements the parties are agreeing to follow this and any subsequent versions of the Manual.

1.2. Background

Since its launch in 2021, PEA's Built to Last (BTL) program has worked to improve home energy performance, reduce household energy burden, improve occupant health and safety, and increase climate resilience for low-income homeowners across Philadelphia. BTL has completed over 500 homes to date, with an additional 300+ homes in progress. Through Built to Last, each home receives a whole-home assessment designed to evaluate basic system and structural deficiencies; weatherization and energy efficiency; health and safety (including remediation of mold and lead); handicap accessibility and aging-in-place adaptations; electrification potential of all fossil-fuel equipment; and rooftop solar PV feasibility. This holistic assessment helps ensure that work can be properly staged to avoid denials and rework, shortening the timeline for construction completion, reducing construction costs, and improving the experience for the residents in the home. Construction is coordinated among Built to Last Team Member programs with PGCC funding supplemental repairs and improvements (e.g., electrification and rooftop solar), and independent quality assurance is conducted when construction concludes. BTL utilizes a benefits screening protocol, coupled with application assistance, so that eligible households are enrolled to receive the full suite of services through a single application process. Built to Last consolidates property assessments so that housing preservation, health, and energy conservation needs are captured. Following the screening, PEA utilizes partner program services to complete identified measures in a coordinated fashion, implementing weatherization and utility energy conservation programs, addressing health and safety, and delivering accessibility improvements.

1.3. Navigating this Document

The chart below is designed to help users orient themselves to the section that describes their work area.

Section	Section Title	Lead Implementer/ Relevant Party
1	Introduction	All
2	BTL Entry Points	PEA Intake Provider
3	Intake	Intake Provider
4	Home Assessment	Project Developer
5	Coordination of BTL Team Member Services	PEA BTL Team Members
6	Finalizing PGCC Scope of Work	Construction Manager PGCC GC
7	Starting Construction	Construction Manager PGCC GC
8	Project Responsibilities-Construction Manager	Construction Manager
9	Project Responsibilities- GC	PGCC GC
10	Inspections and Site Visits	Construction Manager PGCC GC
11	Change Orders	Construction Manager PGCC GC
12	Project Completion	Construction Manager PGCC GC
13	Post- Construction Support and Warranty Procedures	Construction Manager PGCC GC
14	Client Deferment from the BTL Program	Intake Provider Project Developer
15	Data Sharing and File Retention	Intake Provider Project Developer Construction Manager
16	Meetings	PEA Intake Provider Project Developer Construction Manager BTL Team Members
17	Dispute Resolution and PEA Grievance Policy	All

1.4. Definitions

Application- A set of Program documents that the Applicant must complete to show their interest and eligibility for the Built to Last program. An Applicant becomes a Participant after they complete Program Intake and are determined to be eligible for Program services.

Applicant- A Philadelphia resident who: has filled out an Expression of Interest for BTL; applied for BTL through One Philly Front Door; has been referred to BTL by a BTL Team Member; or who has otherwise sought BTL services.

Assessor or Home Assessor - A BTL agent who conducts the initial home assessment to determine the condition and needs of the home. Typically, the Assessor is an employee of a Retrofit Services agency that performs Project Development Services.

Built to Last (BTL), or the Program - A PEA administered whole home repair program that provides coordinated home repairs and services to low-income households aimed at improving the quality, energy performance, and/or health of the home. Built to Last provides both direct construction services as well as program coordination of participating Team Member programs.

BTL Implementers -PEA, PGCC, BTL Team Members, Retrofit Managers, PGCC Contractors, and their respective subcontractors of any tier, coventurers and agents engaged in implementing the Program.

BTL Team Member or Team Members The group of organizations participating in the Built to Last collaborative with their own programs. BTL Team Members fund, deliver, and/or facilitate delivery of building services to low-income single family residential properties.

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.

City- The City of Philadelphia

Client- A general term to refer to the Applicant or the Participant who has been enrolled in the BTL program to receive services, also often referred to as the homeowner.

Confidential Information- Includes, but not be limited to, software, technical processes and formulas, source or object code, product designs, sales cost and other unpublished financial information, program and business plans, revenues, usage rates, Applicant data, Participant data, and marketing data.

Construction Management Services are provided by Retrofit Managers who assign PGCC Work to PGCC Contractors, finalize Project Scopes, oversee PGCC Contractors in construction of the Project Scope, and perform final inspections of completed Project Scope items.

Construction Service Agreement is the agreement between PGCC and the PGCC Contractor that outlines the terms of the PGCC Contractor's participation in the Program.

CRM- A customer relationship management system (CRM) that securely stores information and documentation about Applicant and Participant households and properties, and their home repair projects. This system serves as the Program system-of-record, providing a central portal for entering, storing, and sharing Applicant and Participant Information, and is secured to protect personally identifiable information.

Data Sharing Agreement- A legal agreement, or a section of a legal agreement that specifies the terms, expectations, and limitations under which BTL Implementers collect, manage, store, and share information about participants, their households, and their projects.

GC- A general and shortened term for a general contractor who has been vetted by the Built to Last program to provide work funded by PGCC.

Inspector- Also referred to as a **Home Inspector**, is an agent of the Built to Last Program who has been assigned to inspect work that has been performed by the Built to Last Program. Typically, the inspector is an employee of a Retrofit Management agency that is contracted to perform Construction Management Services.

Intake Services or **Intake** – Work performed by a Retrofit Management agency by which

applicants are screened for their interest in and eligibility to participate in the BTL program.

Manual – A document, sometimes also referred to as the BTL Basic Procedures Manual, that details the procedures to be followed in all facets of the BTL program. This document is developed, maintained, and periodically updated by PEA.

Minimum Standards- The minimum condition that a home must achieve upon the conclusion of Built to Last service delivery.

Participant – An individual or household who has completed Program Intake and are determined to be eligible to receive Program services. A Participant is sometimes referred to as a “client” or “homeowner.”

Participant Information is information and documentation about Applicant and Participant households and properties, and their home repair projects

PEA is the Philadelphia Energy Authority and the administrator of the Built to Last Program.

PGCC is Philadelphia Green Capital Corp., PEA’s green bank affiliate who manages and invests the construction capital needed to deliver direct Built to Last program services. PGCC holds contract agreements with, and pays for construction work by, the PGCC GCs who participate by performing construction services for the Program.

PGCC Contractor- A general contractor who has been vetted by the Built to Last program to provide work funded by PGCC. Sometimes referred to as GC.

PGCC Work - The portion of a Project’s repairs and home-improvement upgrades that are performed by a PGCC Contractor and paid for by PGCC, also called the Project Scope or Scope of Work.

Participant Project Agreement is the agreement between the Participant and their assigned PGCC Contractor. PGCC is named as a party to this agreement.

Program- The Built to Last program

Project - All Retrofit Work performed in a Participant's residence under the BTL Program.

Project Development Services- Services performed by a Retrofit Manager who conducts home assessments, develops a preliminary scope for all work needed in the Participants' homes (the Retrofit Work), and suggests appropriate roles for various BTL Team Members.

Project Scope or **Scope of Work**- Also known as the **PGCC Work**- the portion of a Project's repairs and home-improvement upgrades that are performed by a PGCC Contractor and paid for by PGCC. This scope is a subset of the larger Retrofit Work scope which also includes work funded and completed by BTL Team Member programs.

Project Team- Also known as **BTL Implementers**, are the parties involved in the delivery of BTL services at a specific home. Such parties include Retrofit Managers, PGCC GCs, PGCC and PEA staff, and BTL Team members.

Retrofit Manager is an agency assigned by PEA to provide one or more of the following services for an Applicant or Participant: Intake Services, Project Development Services, Construction Management Services

Retrofit Work- All work needed in a Participant's home that can be performed by BTL Team Member services and PGCC Contractors.

2. Built to Last Entry Points

2.1. Expression of Interest Form

- 2.1.1. Built to Last has historically utilized an Expression of Interest (EOI) form, that is embedded in PEA's website, as a mechanism for interested homeowners to request services and be added to the BTL waitlist. This EOI form asked for minimal applicant information including: first name, last name, address, phone number and email.
- 2.1.2. Starting in 2026 BTL will close this EOI form to the public and direct residents to the One Philly Front Door platform described below

2.2. Phone or Email

- 2.2.1. Applicants who are unaware of the EOI form, or who are unable to fill it out, may call PEA or email PEA and request to be added to the waitlist. If they share complete name, address, and contact information, PEA will add them to the waitlist via the EOI web form.
- 2.2.2. Starting in 2026 BTL will close this EOI form to the public and direct residents to the One Philly Front Door platform described below. Residents who require 1:1 assistance accessing this tool will be directed to an external support service, such as Community Connectors.

2.3. One Philly Front Door

- 2.3.1. The One Philly Front Door (OPFD) platform simplifies the application process for Philadelphia residents seeking assistance from various housing-related programs. It provides a centralized system where applicants can apply for multiple programs simultaneously and upload the necessary documents for eligibility, eliminating the need for multiple applications across different agencies. This streamlined approach improves efficiency and accessibility for residents while facilitating effective management by city employees. By using OPFD, residents can access critical services such as electrical, plumbing, heating, structural repairs, and more, all through a user-friendly web-based platform designed to enhance their quality of life.
- 2.3.2. The Built to Last program is one of the original programs that OPFD was built to support and assist residents in accessing. Starting in the winter of 2026, City residents can apply for Built to Last services through OPFD.
- 2.3.3. The OPFD application process has a robust screening tool that collects key self-reported eligibility and home-need information from interested residents. This additional information provides the following benefits to PEA and other participating housing service providers:
 - Provides resident with early eligibility determination
 - Household and house-need information allows providers to serve residents better and, in some cases, faster.
 - Allows residents to enroll in other programs for which they may qualify and benefit. Built to Last coordinates with these programs. Once an application enters the project stage, it will move quicker if the resident is already enrolled in partner programs.

- 2.3.4. Over the course of 2026 Built to Last will close its public access to the EOI form and direct residents to the OPFD portal.
- 2.3.5. BTL will work with resident support agencies and resources, such as Community Connectors, to provide the necessary support needed for all residents to access this digital tool.
- 2.4. **BTL Team Member Referral**
- 2.4.1. Team Members in the BTL Collaborative may refer their own clients to BTL for services. Such referrals will either be general referrals or high priority referrals
- General referrals are made for clients who are participating in BTL Member Programs and who would benefit from the services of the BLT collaborative but do not require immediate attention for the health and safety of the client or to unlock full services being provided by the BTL Team Member Program. These referrals will typically be added to the waitlist and be prioritized for services under the same process as the rest of the waitlist applicants
 - High priority referrals are made by BTL Member programs with the request that BTL expedite the client's intake and prioritizes for fast delivery of services. Such referrals are made because the BTL member client is living with a home condition that is an urgent health and safety risk, and/or because the client is at risk of deferral or reduced services from the member program due to the home condition. PEA staff maintain discretion on approving referrals for expedited services.
 - With prior agreement, PEA may accept intake and home assessment services completed by Team Members who are also contracted by PEA to provide Intake and/or Project Development Services. This will be in lieu of re-performing those services following a referral from the Team Member's program.
- 2.5. **Prioritization for Service**
- 2.5.1. The Program maintains a waitlist as a pipeline for services. While application date and wait time are factored heavily in prioritization, BTL does not serve Applicant's strictly on a first-come-first served basis.
- 2.5.2. At its discretion, the Program may prioritize Applicants in the following circumstances:
- High priority Team Member referrals that are made to prevent the Applicant from being deferred from the Team Member's program.
 - Team Member referrals in which BTL services will unlock and/or maximize the interventions available through the Team Member program
 - Applicants who are eligible for jointly funded repair work, either through Team Member or a Community Agency.

3. Intake Process

3.1. Applicant Assignment and Waitlist

- 3.1.1. The Intake Provider will perform intake for applicants who are on the Built to Last waitlist. PEA will determine the rate at which the provider pulls applicants from the waitlist and initiates intake processes.
- 3.1.2. The Intake Provider will generally prioritize the oldest applications for intake first; however, in some cases, PEA will ask the Intake Provider to prioritize applications other than ones that are the oldest, for instance: referrals from other Team Members.

3.2. Eligibility Review

- 3.2.1. Intake Provider will contact the Applicant to explain the program and the data and documents required to qualify for BTL and BTL Partner Programs (the Application). At this time the Intake Provider will also issue the *BTL Applicant Welcome Letter* ([Exhibit A](#)) via USPS mail and/or email.
- 3.2.2. Intake Provider will collect and verify the completeness of all data and documents required (see [Exhibit B](#), *Required Documents for Eligibility* for full list) in the *Application Intake* section and will upload them in the *Document Checklist Items* in the Program's CRM, ensuring that document pages are present and legible.
- 3.2.3. Intake Provider will determine eligibility and notify PEA when an application is complete. See the attached *BTL Application Flow Chart* ([Exhibit C](#)) to assist with determining Applicant eligibility
- 3.2.4. PEA will review and approve completed applications so that the Intake Provider can notify applicants of their confirmed eligibility, and explain the rest of the program process, from home assessment through construction.

3.3. Post- Eligibility Review

- 3.3.1. Eligible Applicants- After an Applicant successfully completes intake, PEA assigns the Application status of "*Intake Complete*" in the CRM. PEA will then assign the Applicant, now a Participant, to a Retrofit Services provider for Project Development services. At this point, the assigned Retrofit Services provider takes over as the leading point of contact for the Participant.
- 3.3.2. Ineligible Applicants- If Applicants are *not* eligible, they will be deferred and designated as "*Deferred-Ineligible*" in the Program's CRM. The Intake Provider will notify the Applicant about their ineligibility for BTL and the reason they were determined to be ineligible using one of the letters in [Exhibit D](#), *Applicant Letter Templates*.

3.4. Deferral for Unresponsiveness

- 3.4.1. If an Applicant is unresponsive to initial outreach or becomes unresponsive after starting their application, the Intake provider should defer the application if the following deferral procedures have been met:

- Three documented attempts to reach the client via phone, email, or text have been made. Such attempts must occur over the span of at least two separate weeks and use at least two different methods (if available). All attempts should be logged in the *Chatter* section of the Applicant's file in the Program's CRM.
 - After three attempts with phone/text/email a "*Final Attempt to Contact*" letter in *Applicant Letter Templates* ([Exhibit D](#)) is sent to the client with a clear deadline and instructions for contacting the BTL intake team (usually two weeks after the date that the letter is sent). Date of final attempt letter and deadline are noted in the *Chatter* section of the Client's file in the Program's CRM. A copy of the letter is uploaded to the Document Checklist of the Client's file in the Program's CRM.
- 3.4.2. If the Applicant did not respond by deadline, the Intake Provider will change the application status to "*Deferred- Unresponsive*". The Intake Provider will note the deadline and reason for deferral status in the *Chatter* section of the client's file in the Program's CRM.
- 3.5. **Data and Reporting**
 - 3.5.1. Intake Provider will establish and maintain a secure system for receiving and processing physical application materials from Applicants.
 - 3.5.2. Intake Provider will collect, retain, and transfer documents and data in accordance with the requirements set forth in the Service Agreement with PEA as well as Section 14 of this Manual.
 - 3.5.3. Intake Provider will advise on which BTL Team Member and other benefit programs the Applicant is eligible for and may assist in forwarding completed applications to the relevant organization
- 3.6. **Miscellaneous**
 - 3.6.1. Intake Provider will print and mail applications or other correspondence documents as needed and/or requested by Applicant or PEA. Mailings will be regular first-class postage and will not require certification unless requested by PEA.

4. Home Assessment

After Intake, PEA will assign a Participant to a Retrofit Services Manager to receive Project Development Services (the **Project Developer**) who will evaluate the Participant's housing needs using the process described in this section:

- 4.1. **Schedule Home Assessment and Review Program Parameters with Participant**

The Project Developer will:

 - 4.1.1. Call Participant, introduce themselves, and schedule the Whole Home Assessment.
 - 4.1.2. Provide the Participant with an overview of the BTL program, its priorities, parameters, and process. This includes the details of how the scope of work will be developed based on:

- Requested Improvements from the Participant
 - BTL scope policy parameters
 - BTL budget cap per house.
- 4.1.3. Engage the Participant to specify their top priorities for which they request assistance from BTL. Clarify that there may be other factors that impact scope and budget that will not be clear until full inspection and estimating.
- 4.1.4. Explain the program process to the Participant including the next steps in the Home Assessment, scope development, contractor selection and construction processes.
 - If the Participant priorities and expectations are **not** aligned with the program, the Project Developer will alert PEA who will then determine if the Participant should move forward in the Program.
- 4.2. **Evaluate Home Condition and Needs**
 The Project Developer will complete the *BTL Home Assessment Form* ([Exhibit E](#)) wherein they will document the following conditions and opportunities for improvement:
 - The condition and useful life of all major systems (plumbing, electrical, HVAC)
 - Building structure and stability
 - Building shell and thermal envelope including roofing systems, doors and windows
 - Safe functionality of rooms such as kitchen and bathroom
 - Hazardous materials and conditions such as the presence of lead, asbestos, mold, pests, fire hazards, and fall hazards
 - Occupant- specific health and safety needs such as aging-in-place upgrades
 - Opportunities to reduce home energy burden through weatherization and energy efficiency upgrades such as heat pumps, electrification, and solar
 - Status of open permits and status of any Code Violations that may impact on the prioritization of scope items and/or trigger Deferment.
- 4.3. **Develop a Preliminary Scope of Retrofit Work** which will include:
 - 4.3.1. Need/Opportunity Prioritization: The Project Development Manager will prioritize the needs of the home using the complete findings of the Whole-Home Assessment, guided by the *Built to Last Building Specifications* ([Exhibit F](#)), the Minimum Standards described in the *Built to Last Home Condition Continuum* ([Exhibit G](#)) and the *Energy Efficiency and Electrification Decision Tree* ([Exhibit H](#))
 - 4.3.2. Recommendations for Service Delivery: The Project Development Manager will provide a general, preliminary work scope to PEA, this scope is known as the Retrofit Work. This scope will recommend which BTL implementers are best suited to perform the different parts of the Retrofit Work scope and will also note if the project will require the

coordination of BTL Team member services to achieve minimum standards

5. Coordination of BTL Team Member Services

After receiving the recommendations from the Project Developer, PEA BTL staff will:

- 5.1. Coordinate with BTL Team Member programs to establish what parts of the Retrofit Work each can support.
- 5.2. Assign a Retrofit Manager to provide Construction Management Services (Construction Manager) for the duration of the Project.
- 5.3. Depending on the repair needs of the home, the assignment to a Construction Manager will proceed on two different schedules:
 - 5.3.1. Projects where Team Member program services can be performed independently from the delivery of the PGCC work scope will be immediately assigned to a Retrofit Manager for Construction Management Services.
 - In many cases, the same Retrofit Manager that performed the Project Development Services will be assigned to perform Construction Management Services on the same home.
 - 5.3.2. Projects that require the contribution of Team Member services to meet Minimum Standards will remain in the coordination stage until PEA is able to confirm the necessary commitment of such Team Member program services.
 - After necessary resources are confirmed, PEA will assign the project to a Retrofit Manager for Construction Management Services.
 - If external resources are not sufficient to meet Minimum Standards the project will be deferred following the procedures outlined in Section 13.2.

6. Finalization of PGCC Scope of Work

After a project is assigned to Retrofit Manager for Construction Management Services (a Construction Manager), the assigned Construction Manager will finalize the details of the PGCC scope that was initially prepared by the Project Developer. All scopes must be prepared and finalized in the following manner:

- 6.1. **Scope format**

The written scope of work must be readable by a general audience and presented in an organized, consistent, and comprehensive manner. Each task item should include the following data:

 - Location
 - Quantity, dimensions, or capacity
 - Materials and relevant finish information
 - Organized by trade or room location
 - Notes, if relevant

- 6.1.2. The scope must clearly show construction costs itemized by task.
- 6.1.3. If the scope prepared by the GC does not meet these standards, the Construction Manager must work with the GC to prepare a revised document that meets these standards. See [Exhibit I](#), *Scope of Work Template*, for further guidance.

6.2. **Scope Budget**

The Construction Manager will prepare the Scope of Work to address as many priority items as possible for a total, not-to-exceed cost of \$25,000. This amount must be inclusive of all materials, labor, permits, fees, design costs, profit, overhead, and general conditions that must be paid to the PGCC Contractor to perform the work scope.

- 6.2.1. Effort should be made to incorporate homeowner priorities that align with the program goals of health, safety, livability, and efficiency.
- 6.2.2. In many cases the home's needs cannot be fully addressed through the BTL scope and partner programs. Repairs needed to reach minimum standards should be prioritized.
- 6.2.3. The *BTL Home Condition Continuum*, [Exhibit G](#), which describes Minimum Standards, should guide the eligibility and scoping decisions for the Construction Manager. PEA will not approve a base scope that exceeds \$25,000.
- 6.2.4. Construction Manager will use pre-approved unit-pricing and cost-control procedures to develop uniform, cost-reasonable work scopes. Alternative cost-control pathways must be pre-approved and included in the terms of the Retrofit Services Agreement with PEA.
 - Construction Manager may elect to solicit pricing and input from a PGCC GC as part of this step, but budget items must remain compliant with agreed upon unit-pricing and cost-control measures.

6.3. **Assignment of Projects to PGCC GC**

The Construction Manager will:

- 6.3.1. Assign project scope packages directly to GCs from the pool of contractors that have been vetted and pre-approved by PGCC (a **GC**).
- 6.3.2. Make assignments to GCs based on availability, capacity, project fit, and track record. Construction Manager will endeavor to assign projects across the pool of contractors, giving all qualified GCs who demonstrate capacity to meet production standards access to work
- 6.3.3. Provide GCs with:
 - Opportunity to review scope, budget, home assessment report and photos
 - Accommodate and help facilitate GC requests to perform home walk-through to review home conditions in person
- 6.3.4. The GC will either:
 - Accept the project scope package as presented by Construction Manager **or**
 - Provide alternative itemized pricing and/or value engineering recommendations

- 6.3.5. The Construction Manager will then review the GC's submissions and determine if GC's proposed revisions are suitable and within project budget
- 6.3.6. The GC must either accept or decline to perform the work. If the GC declines, the Construction Manager must assign the work to another GC.
- 6.3.7. After the GC accepts the agreed scope of work, the Construction Manager will:
 - Finalize the work scope and budget including any approved revisions.
 - Review any substantial revisions to the scope of work with the Participant
- 6.4. **Participant Scope Proposal Review:**

After the final draft of the scope has been developed, the Construction Manager will:

 - 6.4.1. Present the scope to the Participant for review and questions.
 - 6.4.2. If the Participant has scope revision requests, the Construction Manager may elect to consider such requests on a limited basis. In order to limit Participant scope revision requests, Construction Manager is encouraged to maintain communication with the Participant while the scope is in development regarding prioritizes and limitations.
 - 6.4.3. After the Participant has verbally approved the scope, the Construction Manager will submit it to PEA for approval
 - 6.4.4. If PEA rejects the scope, the Construction Manager will make necessary revisions, which then must be approved by both GC and participant.

7. Starting Construction

- 7.1. **Program Participant Agreement** - The GC and Participant will sign all program and contract agreements including the *Program Participant Agreement* ([Exhibit J](#)).
- 7.1.1. This agreement is arranged by the Construction Manager and may be signed virtually, if mutually agreed upon by the Participant and GC.
- 7.1.2. Construction Manager will ensure that Participant has access to both digital and physical copies of the agreement as requested and that an executed copy of all signed agreements are saved and uploaded into the Participant's file in the Program's CRM.
- 7.1.3. At this time, Construction Manager, GC, and Participant will review all elements of the project scope and contract to ensure that both GC and Participant are comfortable with the agreed terms which should include, but are not limited to:
 - Project schedule and home access arrangements
 - Designated points of contact for all three parties: GC, Participant, and Construction Manager
 - Clear instructions on any preparation work required of the Participant, e.g. clearing access for workers

- GC and Homeowner Obligations, as described in the Agreement
- Dispute Resolution Processes, as described in the Agreement
- Warranty Procedures, as described in the Agreement

7.2. GC Notice to Proceed

Construction Manager will issue the GC a written and signed *Notice to Proceed*, [Exhibit K](#), once the following conditions have been met:

- Representatives from PEA and PGCC sign the Notice to Proceed confirming the scope of work, budgeted amount, and payment terms are correct and approved.
- All Program and Construction documents have been approved and executed.
- All relevant insurance documentation is complete.

The GC will acknowledge and sign the Notice to Proceed upon receipt from the Construction Manager.

8. Project Responsibilities- Construction Manager

Construction Manager will provide oversight, quality control, monitoring, and inspections for each project including:

- 8.1. Liaison and support for Participant
- 8.2. Promptly answer and/or direct questions or concerns when they arise and provide support for managing conflict that may arise. Be available for on-site meetings
- 8.3. Document, investigate, and work to resolve any concerns brought forth by the Participant
- 8.4. Uphold the standards and adhere to the procedures set forth in the *Program Participant Agreement*, [Exhibit J](#).
- 8.5. Notify PEA immediately in the event of escalated disputes and/or any incidents that are egregious in nature. Follow dispute resolution protocols
- 8.6. Ensure that GC is aware of program guidelines, expectations, and behavior standards.
- 8.7. Ensure that GC is providing appropriate communication regarding the schedule and progress of the project
- 8.8. Engage in feedback, documentation, and remedial processes when work performance and/or behavior is not in accordance with program expectations. Construction Manager must notify PEA when such actions are taken.

9. Project Responsibilities- GC

- 9.1. Carry out the work order in a manner that:
 - Provides a high level of quality workmanship
 - is compliant with building code and other regulatory bodies such as OSHA and the EPA
 - is respectful of the health, safety, and comfort of the home occupants as well as the residents of the surrounding community

- Is expeditious and minimally disruptive to home and community residents
 - Is consistent with the parameters, quantity, and specifications defined in the work scope and adheres to the *Built to Last Building Specifications*, [Exhibit F](#).
- 9.2. Communicate clearly with Participant and as needed, other household residents with relevant information regarding the project
- 9.3. Adhere to the schedule and work hours agreed on by the GC and Participant, give advance notice if deviating from planned activities and schedule
- 9.4. Adhere to BTLs policies on change orders and scope revisions. Refer participant to Construction Manager for scope questions and change requests
- 9.5. Take all reasonable steps to protect the living space of the resident
 - Put down floor protection and dust containment measures as needed
 - Establish clearly defined and secured construction areas and take precautions to ensure that children and pets cannot access these areas during construction or are able to access unsafe/ unsecured structures, power tools, or other equipment after hours.
- 9.6. Ensure materials and equipment are stored in a safe and secure manner
- 9.7. Ensure that all workers conduct themselves in an appropriate and professional manner as specified in the Construction Services Agreement with PGCC. Crude, discriminatory, sexually explicit/suggestive language or racial slurs will not be tolerated in any form and may be grounds for immediate eviction from the residence and cancelation of the project agreement.
- 9.8. Alert the Construction Manager immediately if there are any conflicts with the Participant. Follow the Dispute Resolution Protocols described in the *Program Participant Agreement*, [Exhibit J](#).

10. Inspections and Site Visits

To ensure that Work was fully completed as described in the Scope of Work and in accordance with code, industry best practice, and BTL specification, the Construction Manager will:

- 10.1. Conduct periodic site visits to monitor work and respond to questions and concerns from the Participant and/or Contractor and ensure that GC is performing work in accordance with program requirements
- 10.2. Individually, inspect all work order items prior to approving payment.

11. Change Orders

- 11.1. Change orders may be requested by the GC to account for unforeseen circumstances that impact the delivery of the contract scope of work
- 11.2. All change orders should be approved by PEA via *Change Order Request Form*, [Exhibit L](#) and have written authorization from the homeowner prior to proceeding with the work.
- 11.3. All scope changes that impact the scope and/or the budget must be approved by PEA and documented by the Construction Manager and GC as a change order. Substantial changes in scope - additions, subtractions, or changes in quantity, method or material- must also be approved and signed by the Participant. The Participant does not need to authorize changes that solely impact the project

- budget.
- 11.4. GC may make minor changes in the scope of work without a pre-approved change order provided that the changes do not: constitute a net increase of more than \$1,000 to the Project budget, cause the total project cost to exceed \$25,000, or substantially alter the scope of work. Scope changes must still be documented and approved per Section 11.1.3.
 - 11.5. GC is authorized to address emergency situations as they arise. When this occurs, the GC must make best efforts to alert the Construction Manager immediately. The Construction Manager will then alert PEA and execute a change order at the earliest possible opportunity
 - 11.6. Change order requests from the GC and/or the Participant that do not directly support the base scope of work are discouraged and will only be considered by PEA on a case-by-case basis.
 - 11.7. Change orders should be managed in a manner that keeps the total project budget under \$25,000. If a proposed change order will take the project cost over this amount the Construction Manager and GC must work together to identify alternative options including:
 - Exploring if other BTL partner programs can complete the additional work or other pieces of the original scope, thus removing them from the budget
 - Removing lower priority scope items from the scope of work to create budgetary room for the proposed work items
 - 11.8. PEA will, on a case-by-case basis, approve change orders result in exceeding the \$25,000 price cap under the following conditions:
 - The work enabled by the change order is necessary for the health and safety of the occupants.
 - All other options for managing project cost have been explored and maximized.
 - Construction Manager and GC document and certify these steps in the *Change Order Request Form*, [Exhibit L](#).

12. Project Completion

12.1. Invoicing and Inspections

- 12.1.1. Upon partial or full completion of the work scope, the GC will request an inspection from the Construction Manager for all work it wishes to invoice for.
- 12.1.2. Unless otherwise approved, the GC may only submit for payment twice per project. The first invoice may be a prepayment, if approved and upon receipt of the Notice to Proceed, or an interim payment for any work performed and inspected by the Construction Manager. Any work included in the final invoice must be inspected by the Construction Manager.
- 12.1.3. Construction Manager will inspect all work to ensure that it is consistent with the material, method, and quantity defined in the scope of work and the *BTL Building Specifications*, [Exhibit F](#).
- 12.1.4. All work that passes inspection will be approved and the Construction Manager will begin the *Payment Application and Document Checklist*, [Exhibit M](#), to be submitted to PGCC. If work does not pass inspection, the GC must either:

- Fix the issue and request reinspection so that the entire invoice can be approved and processed for payment, or
 - Modify the invoice to remove items that did not pass inspection and resubmit to the Construction Manager for processing
- 12.1.5. The GC and Construction Manager will collect all required supporting documentation needed to submit the *Payment Application and Document Checklist*, [Exhibit M](#). The Construction Manager will assemble this documentation and submit the full documentation packet to accounting@phillygreencapital.org copying the PEA lead point of contact.
- 12.1.6. If the Participant refuses to sign off on their portion of the final documentation, the Construction Manager will alert PEA who will provide guidance on if alternative sign-off procedures are permissible. Such alternative processes are further defined in the *Pay Application and Document Checklist*, [Exhibit M](#).
- 12.1.7. The Construction Manager will complete the inspection and submit a completed *Payment Application and Document Checklist* packet to PGCC within 12 days of the GC's initial invoice request.
- 12.2. **Payment**
 - 12.2.1. Standard Payment Structure
 - A contractor may be paid both one interim payment and one final payment for the project provided invoiced work passes an inspection and all documents in the *Pay Application and Document Checklist*, [Exhibit M](#), are included in the Payment Application Packet.
 - PGCC and PEA will review the *Pay Application and Document Checklist* and issue payment within 30 days of receiving a complete and approvable packet.
 - *Pay Application and Document Checklist* packets that are incomplete or that are otherwise unable to be approved will be ineligible for and delay payment until the time a complete and approvable application is submitted.
 - PGCC will submit payments via ACH and will contact the GC prior to the first payment to verify payment information.
 - 12.2.2. Prepayment Structure
 - A contractor may be eligible for a project prepayment of up to the lesser of \$10,000 or 40% of the estimated scope of work. Such payments may be conditionally available to contractors at the discretion of PGCC who meet and maintain the following criteria:
 - Program history of 10 completed projects
 - Two written references confirming consistent, professional, and satisfactory work. Acceptable references: PEA Built to Last Team Member, Built to Last Construction Manager, Built to Last homeowner (with PEA's permission to contact)
 - Other indicators of program performance such as

consistent cost reasonableness during scope of work development, limited warranty claims, limited work completion verification without homeowner signature, and limited failed inspections due to incomplete work, poor workmanship, or noncompliance with the *Built to Last Building Specifications*, [Exhibit F](#)

- Exceptions and Limitations:
 - Prepayment is limited in cases where the contractor has more than \$200,000.00 of approved and pending project work or \$50,000.00 in issued prepayments for open projects. This is regardless of whether the contractor meets the other performance criteria.
 - Projects that receive a prepayment are ineligible for an interim invoice. The final invoice must include all project work with their respective costs and deduct the prepayment from the final cost.

12.2.3. Alternative Payment Structure

- When a project or Payment Application Packet cannot be completed due to a Participant being unwilling or unable to sign closeout documentation, the Construction Manager and GC will work with PEA to close out the project per 12.3.3. PGCC may approve alternative payment structures on a project-by-project basis based on these circumstances, which may include, but is not limited to a construction retainage.

12.2.4. PGCC will include payment terms at the beginning of the project, as part of the Notice to Proceed document.

12.3. **Participant Closeout Documentation**

The GC and Construction Manager must gather, complete and provide all documentation necessary to complete the *Participant Project Closeout and Document Checklist*, [Exhibit N](#), and submit it as part of the *Payment Application and Document Checklist*, [Exhibit M](#). Final invoices cannot be paid without such close-out documentation. For this step, the Construction Manager and the GC will collaborate to:

12.3.1. Complete and present Participant with a leave-behind close-out packet that includes all paperwork associated with the *Program Participant Agreement*, [Exhibit J](#), full work-scopes, changes orders, and warranty documentation and procedures; this packet is known as the *Participant Project Closeout Documentation Checklist*, [Exhibit N](#).

12.3.2. Construction Manager will alert PEA if a Participant is unwilling or unable to sign close out documentation verifying that the work has been completed. In these cases, PEA may choose to work with the Construction Manager and GC to establish and execute alternative sign-off procedures as further defined in [Exhibit M](#), *Payment Application and Documentation Checklist*

12.4. **Communication of Project Status and Data Sharing**

- 12.4.1. Construction Manager agrees to communicate project status updates and scope of work details on a bi-monthly basis by either of the following processes:
- Providing PEA with this information in an approved standard-format CSV file that can be imported into the CRM, or
 - Manually entering this information directly within the CRM. All executed project documents must be uploaded within the CRM or provided through another pre-approved format at the completion of each project.

13. Post- Construction Support and Warranty Procedures

13.1. Warranty Standard

- 13.1.1. All *Program Participant Agreements*, [Exhibit J](#), must include warranty terms and conditions and warranty procedures that are consistent with requirements stated in the GC's Construction Service Agreement with PGCC.
- 13.1.2. If a GC wishes to use their own warranty document instead of the one provided, they may do so if:
- The terms, coverage, and process are consistent with the BTL's
 - PEA has reviewed and approved the alternative warranty and procedure document
- 13.1.3. At the time of a Participant's project closeout, the Construction Manager will work with the GC to gather warranty documentation for any work that is warranted beyond and outside of the GC's general one-year warranty (a **Supplementary Warranty**). Such examples include:
- Roofing warranty: A written copy of the warranty and contact information for the company who installed the roof.
 - Equipment warranty: All equipment warranty documentation and registration instructions. If a piece of equipment requires registration from the installer this must be performed as part of the work scope.

13.2. Issuing a Warranty Claim:

- 13.2.1. If a Participant experiences an issue with the performance or quality of work installed by the Program, they may start a warranty claim by filling out and submitting the Warranty Claim Form included on page 3 of the *Participant Project Closeout and Document Checklist*, [Exhibit N](#). This form should be submitted to both the GC and the Construction Manager via email or USPS mail service. Submission via text of a photo scan of the form is also acceptable.
- 13.2.2. The respondent (GC, Construction Manager, or PEA) should document each reported item into the *Warranty Investigation Form*, [Exhibit O](#).

13.3. Responding to a Warranty Claim:

- 13.3.1. All claims, regardless of their legitimacy, must be investigated and documented
- 13.3.2. The GC must investigate each claim item and then document the findings and any corrective action performed to resolve the issue. This step should be documented using the *Warranty Investigation Form*, [Exhibit O](#), as well as by collecting relevant photos of the area in question. The warranty investigation process will be closed-out when the Participant has signed off on the investigation and, if applicable, the corrective action that was performed.
- 13.3.3. The Construction Manager should oversee this process and ensure that claims are managed and documented in a prompt and thorough manner.
- 13.3.4. In the event that the Participant disagrees with or is unsatisfied with the outcomes of the GC's response to their claim, the Construction Manager will review the documents and photos to determine if further action is needed. In some cases, the Construction Manager may need to conduct a site visit to further investigate and document the issues reported by the Participant.
- 13.3.5. The Construction Manager will alert PEA and PGCC of any unresolved disputes and will follow the procedures outlined in BTL's Dispute Resolution Policy.
- 13.3.6. PEA will work with Construction Manager to provide written documentation closing a warranty claim if the Participant is unwilling to sign off on the results of the Warranty Investigation form
- 13.3.7. All claims, investigation forms, and investigation photos should be communicated with PEA via the Program's CRM.

14. Client Deferment from the BTL Program

14.1. Deferment at the Application Stage

14.1.1. Applicant does not meet Eligibility Criteria

At the application phase, an Applicant may be deferred because they do not meet one or more of the following eligibility criteria:

- Household income at or below 60% Area Median Income
- Owner Occupied home
 - Owner must live in the home
 - Owner must have clear title to the home
- Owner must not own other properties
- Owner must not be in arrears with property taxes or water bills. If owner has an outstanding overdue balance, they must show that they are in a payment plan.
- Significant utility debt may result in deferment- such decisions will be made by PEA.
- Owner has no plans to sell or vacate the property within the next 3 years

The Intake Provider will send the Applicant a deferral letter from the *Applicant Letter Template* list, [Exhibit D](#)

14.1.2. Applicant is Unresponsive

If an Applicant is unresponsive to initial outreach or becomes unresponsive after starting their application, the Intake Provider will defer the application when the following deferral procedures have been met:

- Three documented attempts to reach the client via phone, email, or text have been made. Such attempts must occur over the span of at least two separate weeks and should use at least two different methods (if available). All attempts should be logged in the Chatter section of the Applicant's file in the Program's CRM.
- After three attempts with phone/text/email a *"Final Attempt to Contact"* letter (*Applicant Letter Templates*, [Exhibit D](#)) is sent to the client with a clear deadline and instructions for contacting the BTL intake team (usually two weeks after the date that the letter is sent). Date of final attempt letter and deadline are noted in the *Chatter* section of the Client's file in the Program's CRM. The final attempt letter will be uploaded into the Applicant "Document Checklist Items" in the Related tab of the Client's file in the Program's CRM.
- If the applicant did not respond by deadline the Intake Provider will change the application status to *"Deferred- Unresponsive"*. The Intake Provider will note the deadline and reason for deferral status in the Chatter section of the client's file in the Program's CRM.

14.2. Determent at the Project Stage

14.2.1. House conditions are beyond the scope of BTL services

- A home may be deemed ineligible for services if it cannot be brought up to Minimum Standards through the combined efforts of the BTL Team Programs and the BTL work scope. Deferral decisions should be made in coordination with PEA staff after all possible solutions have been explored. Conversely, a home may also be deferred if it is in good condition and is not a good candidate for energy efficiency upgrades.
- If the Project Developer deems the house is "Ineligible" due to scope and budget issues, they will submit to PEA in writing the issues and recommendations for Deferral. PEA will review this recommendation proceed with one of the following options:
 - If approved, PEA will issue a Notice of Deferral using the appropriate program *Applicant Letter Template* in [Exhibit D](#)
 - If not approved, PEA will continue to explore alternative options to keep the project viable.

14.2.2. Home is not accessible for whole home inspection and/or work

- An Applicant may be deferred when access is obstructed by a high volume of personal belongings and/or homeowner refusal to allow access.
- The Project Developer may determine that a home can be repaired by BTL, conditioned on homeowner clearing personal belongings and/or other interior obstructions. In this case they may request that a Project Hold notice be issued to the client
- PEA will review the Project Developer's recommendation and proceed with one of the following options:
 - Issue a *Notice of Deferral* using the appropriate program *Applicant Letter Templates* in [Exhibit D](#)
 - Issue a *Project on Hold Notice*, *Applicant Letter Templates* [Exhibit D](#) describing the following:
 - Conditions that must be met for the project to resume
 - The timeline under which these conditions must be met
 - The outcome if the conditions are not met in the specified timeline
 - Other options or messaging to be determined by PEA, including referrals to hoarding support services.

14.3. Other Reasons for Deferment

14.3.1. Client is uncooperative

Examples of uncooperative behavior may include:

- Hostility toward staff and workers; use of racial slurs, discriminatory language; acts of aggression or threats of physical violence
- Severe lack of communication
- Repeated cancellation or rescheduling of work; not providing consistent access to Project Team to do the work
- Repeated requests for scope changes, attempting to have GC workers work outside of the approved scope
- Refusal to accept the parameters of the program
- Making false representations

The Construction Manager will document instances and trends of uncooperative behavior and attempt to create resolution using the process described in Section 16.

If the Program team is unable to establish a mutually agreed upon path forward, the Participant will be removed from the program, and the construction contract will be terminated. Such procedures will be carried

out by PEA on PGCC's behalf, with support from the Construction Manager

14.3.2. The home environment is not safe or appropriate for workers

Examples of unsafe home environments include

- Open possession of illegal substances; processing, exchange, or sale of such substances while workers are in the home
- Unsecured guns and weapons
- Hostile or threatening behavior from homeowner, occupants, or community members
- Any other circumstances that prevent workers from safely carrying out the work scope

The Construction Manager will document instances of unsafe conditions and attempt to create resolution using the process described in Section 17. Depending on the nature and/or severity of the situation, PEA may initiate immediate removal from the program.

If the Program team is unable to establish a mutually agreed upon path forward, the Participant will be removed from the program, and the agreement between the Participant and GC will be terminated. Such procedures will be carried out by PEA, on PGCC behalf, with support from the Construction Manager

14.3.3. Other Issues

Other issues may become apparent or arise during the course of home inspections and work scope delivery.

Project Developer/Construction Manager will inform PEA and document such situations and occurrences and attempt resolution using the processes described in Section 8 of the *Program Participation Agreement*, [Exhibit J](#).

If the Program team is unable to establish a mutually agreed upon path forward, the Participant will be removed from the program, and the construction contract will be terminated. Such procedures will be carried out by PEA, on PGCC's behalf, with support from the Construction Manager.

14.4. Applying after Deferment

- 14.4.1. Deferment decisions are final unless PEA decides otherwise. Considering an applicant after deferment or reopening a project is at the discretion of PEA.
- 14.4.2. Deferred Applicants or Participants may reapply at any time, though, depending on the deferral, the Program may need to confirm that the circumstances causing the original deferral has been remedied before conducting Intake procedures.

15. Data Sharing and File Retention

15.1. Data Sharing

All BTL Implementers, or Team Members, will execute a Data Sharing Agreement that provides for the collection, management, storage and 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. Each Team Member is expected to strictly uphold the standards set forth in this agreement. Such standards include, but are not limited to:

- Collecting only data that is necessary to support the client in accessing Built to Last services. Collection of health information is discouraged
- Storing data in secure file locations with access limited to BTL staff members. In most cases BTL team members should be uploading and storing data in Program CRM.
- Sharing and transferring data should be done using one of the two following procedures:
 - Remove Personal Identifying Information (PII) and use the Program assigned applicant ID or Project ID shown in the Program CRM
 - Secure file transfer service (such as TransferNow) or management of digital file permission sets (e.g. Google file permissions)

15.2. File Retention

15.2.1. Intake Documents- The following application intake data should be retained by the Intake Provider and uploaded into the Applicant's file in the Program CRM:

- Deed/proof of ownership
- Photo ID (driver's license, passport)
- Income (pay stubs, tax returns, W2 statements, etc.)
- Income affidavit
- Utility bills (electric, gas, water)
- Information release forms
- Proof of property tax payment
- Project Documents:
 - Home Assessment Form
 - Home Assessment Pictures
 - Client Participation Agreement
 - Scope of Work
 - Change Orders
 - Warranty Claim Forms
 - Warranty Investigation forms
- The following documents do not need to be uploaded into the client file in the Program CRM but should be retained by the Team Member in an organized and secure location for a minimum of seven years. The Team Member should be able to produce these documents in a timely manner, as requested.

- 15.3. Other file retention requirements:
- BTL projects that receive funding from the Department of Energy are required to collect specific documentation; this list of documents must be provided to PGCC at the close of each project:
- The address of the residence
 - Verification of income eligibility and priority categories applied
 - The auditors original audit notes and data collection forms including all diagnostic testing results for homes receiving energy conservation measures (CAZ, Draft, CO, duct testing, blower door testing, zonals, etc.)
 - The audit software input report, or database file for homes receiving energy conservation measures or considering fuel switching
 - The final E&I project work order(s), including any change orders.
 - Completed final inspection documentation, including all diagnostic testing data when E&I dollars are installing any energy conservation measures or the residence contains any combustion appliances
 - All photos from pre audit and final inspection
 - Invoicing records for all measures, including the final invoice paid by the Grantee: currently required, no action other than enforcement
 - All ASHRAE calculations (pre, post, inspection) for units where PGCC completes any work that may impact the building envelope (doors, windows, ventilation, air sealing, etc.)
 - Lead Safety (EPA RRP) documentation (certifications, setup photos, notifications, etc.)
 - Mold/Moisture assessment
 - Other hazard notifications, as applicable

16. Meetings

- 16.1. **Built to Last Monthly Production Call:**
- 16.1.1. Members of the Built to Last collaborative will meet regularly to discuss the Program and individual Projects. Attendees should include:
- PEA/PGCC Program Staff
 - One or more representatives from Team Member agencies and/or programs
 - One or more representatives from each Project Developer and Construction Manager agencies
 - Intake Providers - optional
 - Other stakeholders and/or service providers as relevant to the group
- 16.1.2. The Production call will cover the following agenda
- Program updates and information
 - Review of individual projects and strategizing for maximum service impact from each relevant agency
 - Occasional training
 - Other topics as determined by the group

16.2. Retrofit Managers

- 16.2.1. Each Retrofit Manager will have a monthly (minimum cadence) check-in with PEA/PGCC staff to review the following:
- Production Status Updates
 - Review of any challenging and/or “stuck” projects
 - Needs for support/opportunities for process improvement
- 16.2.2. The check-in is intended as a consistent opportunity for communication on programmatic goals but is not a substitute for ongoing prompt communication regarding day-to-day topics on Program delivery (e.g. change order requests, client concerns, etc.)

16.3. PGCC Contractors

- 16.3.1. PGCC Contractors will maintain regular communication with each Construction Manager they are working with.
- 16.3.2. From time to time, PEA and/or PGCC may request individual or group meetings with PGCC Contractors to review Program processes, provide training, or provide other forms of information and support needed for successful participation in the Program.

16.4. BTL Team Member Agencies/Programs

- 16.4.1. From time to time, PEA and/or PGCC may request meetings with a BTL Team Member Agencies to remain current with the Team Member’s program requirements, goals, and opportunities for deeper collaboration with the Program

17. Dispute Resolution and PEA Grievance Policy

17.1. Client Grievances

- 17.1.1. For issues involving the performance and/or delivery of work on a Project, the GC and Participant should discuss concerns with each other and attempt resolution directly. If direct resolution is not successful, the Participant or GC will contact the Construction Manager to discuss the issue.

The Construction Manager will investigate the issue and work with all Parties to establish a path to resolution that maintains program guidelines and standards. The Construction Management agency will establish a dedicated point of contact to manage such issues and ensure that they are properly managed and documented from start to finish.

The Retrofit Services will document minor issues in chatter on the Applicant’s file in the Program CRM.

For larger issues the Construction Manager will create a written path to resolution, describing the responsibilities of each party, and provide this to each party. Such issues must also be shared with PEA for awareness and visibility.

- 17.1.2. For issues between the Participant and Construction Manager (for example, disagreements about work scope prioritization) the Construction Manager will attempt to provide reasonable accommodations to the Participant while maintaining the program guidelines and standards.

The Retrofit Services will document minor issues in chatter on the Applicant's file in the Program CRM.

For larger issues the Construction Manager will create a written path to resolution, describing the responsibilities of each party, and provide this to each relevant party. Such records must be maintained in accordance with record retention requirements stated in Section 14 and will be promptly forwarded to PEA's attention.

If the Resolution Plan prepared by the Construction Manager is unsuccessful, the matter will escalate to PEA to investigate and attempt resolution.

- 17.1.3. PEA will investigate any client grievances that have been unsuccessfully resolved by the Construction Manager, this may be initiated upon request from the Construction Manager or the Client, or at PEA's discretion at any time. After investigation, PEA will render a decision on behalf of PEA and PGCC regarding the Program's position on the issue and any action the Program is able and/or willing to take toward resolution.

PEA will coordinate communication with all relevant Parties and will document the investigation and conclusion in the Program records

- 17.1.4. If a Party to the issue is unsatisfied with the conclusion of this process, they may request external mediation services through a qualified mediator. Accommodating this request is at the discretion of PEA. Additionally, PEA will determine if they pay for such mediation services, or if these services will be at the expense of the requesting party.

17.2. GC Grievances

- 17.2.1. For issues involving disputes between the client and the GC, the GC will follow the steps in the client grievance procedures above.
- 17.2.2. For issues involving the Construction Manager the GC will first attempt to communicate their concerns directly with the Construction Manager, handling the issue directly.

If direct resolution with the Construction Manager is not successful, the GC will contact the PEA and PGCC to discuss the issue.

PEA and PGCC will investigate the issue, collecting information from the relevant Parties. PEA will render a decision on behalf of PEA and PGCC regarding the Program's position on the issue and any action the Program

is able and/or willing to take toward resolution. PEA will coordinate communication with all relevant Parties and will document the investigation and conclusion in the Program records

- 17.2.3. For issues between the GC and PGCC or PEA, the GC may raise their concerns in the following manner:
- Communicate these issues via phone conversation or email to attempt resolution directly
 - If direct resolution is unsuccessful, the GC may communicate the issue with the opposite party
 - if the issue is with PEA the GC will take the matter to PGCC
 - If the issue with PGCC, the GC will take the matter to PEA

If PEA /PGCC is unable to establish resolution between the Parties, the GC may file a written request for further mediation. This request will be considered at the discretion of the Director and/or Program VP.

17.3. Construction Manager Grievances

- 17.3.1. Issues involving Clients or GCs will follow the procedures above.
- 17.3.2. Issues between the Construction Manager and PEA or PGCC should be first be communicated via phone conversation or email to attempt resolution directly
- 17.3.3. If direct resolution is unsuccessful, the Construction Manager may communicate the issue with the BTL Director or VP overseeing the Program

The Director or VP will investigate the issue, collecting information from the relevant Parties

The Director or VP will render a decision on behalf of PEA and PGCC regarding the Agency's position on the issue and any action the Agency is able and/or willing to take toward resolution.

- 17.3.4. PEA will coordinate communication with all relevant Parties and will document the investigation and conclusion in the Program records
- 17.3.5. The Director or VP of PEA /PGCC is unable to establish resolution between the Parties, the GC may file a written request for further mediation. This request will be considered at the discretion of the Director and/or Program VP.

18. List of Exhibits

- A. BTL Applicant Welcome Letter
- B. Required Documents for Eligibility
- C. BTL Application Flow Chart
- D. Applicant Letter Templates
- E. BTL Home Assessment Form
- F. Built to Last Building Specifications
- G. Built to Last Home Condition Continuum
- H. Energy Efficiency and Electrification Decision Tree
- I. Scope of Work Template
- J. Program Participant Agreement
- K. Notice to Proceed
- L. Change Order Request Form
- M. Payment Application and Document Checklist
- N. Participant Project Closeout and Documentation Checklist
- O. Warranty Investigation Form

19. BTL Manual Change Tracker

Date	Change	Reference
2021	Version 1 of BTL manual published	
August 2026	Draft V2 BTL manual shared	