

A Proposed Engagement Plan for the Massachusetts Energy Efficiency Advisory Council Three-Year Plan (2016-18) Development

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I. Introduction and Methodology

Raab Associates, Ltd. with the Consensus Building Institute were retained by the Massachusetts Energy Efficiency Advisory Council (EEAC) to conduct an assessment of the on-going EEAC process and to develop a strategic engagement plan for the development of the next three-year statewide energy efficiency plan for 2016-2018. This document focuses on the EEAC engagement plan, and a separate document covers the assessment of the EEAC process.

The methodology we used to develop this engagement plan (and conduct an assessment of the on-going EEAC process) included the following components: 1) review of key documents (including foundational documents such as the Green Communities Act, EEAC By-Laws and meeting related documents such as agendas, meeting summaries, and presentations); 2) observation of EEAC meetings and EEAC Executive Committee (ExCom) meetings; 3) interviews with EEAC Councilors (voting and non-voting, and two former councilors), EEAC consultants, and MA DPU staff; and 4) discussion and feedback with the ExCom on our approach and initial findings/options for improvement. Below is a table of our interviewees, and Appendix 1 includes our interview protocol:

Table 1: EEAC Assessment and Engagement Plan Interviewees

Organization	Name
Associated Industries of Massachusetts	Robert Rio
Berkshire Gas	Michael Sommer
Cape Light Compact	Maggie Downey
City of Boston	Brad Swing
Columbia Gas of Massachusetts	Elizabeth Cellucci
Dana Farber Cancer Institute	Richard Malmstrom
EEAC Consultants	Eric Belliveau/Jeff Schlegel
Energy Consumers Alliance of New England	Larry Chretien/Eugenia Gibbons
Environment Northeast	Amy Boyd/Jamie Howland/Peter Shattuck
Greentek	Paul Johnson
ISO New England	Eric Winkler
Liberty Utilities	James Carey/Trish Walker

Local Initiatives Support Corporation	Elizabeth Glynn
Low-Income Energy Affordability Network	Elliot Jacobson
MA Clean Energy Center	Jeremy McDiarmid (former councilor)
MA Department of Energy Resources	Christina Halfpenny
MA Department of Environmental Protection	Nancy Seidman/Sharon Weber
MA Department of Public Utilities	Jonathan Goldberg/Carla Mottola
MA Office of the Attorney General	Matthew Saunders
Massachusetts Association of Realtors	Michael McDonagh
National Consumer Law Center	Charlie Harak
National Grid	Carol White
Northeast Utilities	Frank Gundel/ Tilak Subrahmanian
PA Attorney/Rich May, PC	Emmett Lyne
Peregrine Energy	Paul Gromer
Tufts University	Penn Loh (former councilor)
Unitil	Cindy Carroll

II. Background: 2013-2015 Three Year Plan Development Engagement Activities

As a starting point and important background information, below we delineate the steps taken to develop the 2013-2015 Three Year Plan (3YP), including the numerous activities that the EEAC and its councilors conducted:

- Public Scoping Session(s)
- Issuance of a general Draft 3YP in April of 2012
- A large-scale Appreciative Inquiry summit sponsored by the Program Administrators (PAs) in May of 2012, and attended by some 300 people
- Numerous regular EEAC meetings
- Detailed negotiations on term sheets among the Attorney General, DOER, Program Administrator representatives, and the EEAC Technical Consultant
- PAs revised and successively developed more detailed plans shared with the EEAC during the planning process
- The EEAC unanimously approved the final 3YP in October 2012
- DPU Approved the 3YP in January 2013

III. Proposed Goal for the 2016-2018 Three-Year Plan Development Engagement Process

In our interviews, we heard widespread support for a structured and focused EEAC engagement plan that will result in a 3YP development process that will be more systematic than in the last two planning cycles. Ideally, we heard during our interviews, the upcoming 3YP development process should allow EEAC councilors to hone their goals and priorities

prior to engaging in a more collaborative planning process with the PAs to develop the actual 3YP. Given these comments, we propose the following overall engagement process goal:

Develop an ambitious but achievable Three Year Plan (2016-18) consistent with the GCA & GWSA through a collaborative process between the PAs and the EEAC (with its consultants), that is approved first by the EEAC and then the DPU.

IV. The Three-Year Plan Elements and Roles and Responsibilities

Below, are the typical issues and topics that are included the 3YP:

- Goals, Budgets, & Performance Incentives
- Cross-Cutting Issues
- High Level Sector/Program Strategy & Focus
- Detailed Program Designs
- Evaluation, Monitoring, and Verification (EM&V) Plan

To develop each of these issues and topics in the three-year planning process, the EEAC, PAs, and consultants each have unique roles and responsibilities. For example, the EEAC takes the lead role in areas of development of some topics, such as with the EEAC's priorities; the PAs assume the lead role with detailed program designs; and there is a collaborative effort between the PAs and the EEAC consultants in EM&V planning. In the end, these pieces, along with the overall goals, budgets, and performance incentives, are forged together by the PAs to form the comprehensive 3YP. This draft plan is then submitted to the EEAC for approval and comment, and after negotiations and EEAC approval (or not) of the revised plan, it is forwarded to the DPU for final approval. The table below captures these various key planning issues and topic areas and the roles and responsibilities of the voting councilors, the PAs, and the EEAC consultants.

Table 2: Substance of Plan and Roles & Responsibilities

Plan Element	EEAC	Program Administrators	EEAC Consultants
Goals, Budgets, & Performance Incentives	Consult/negotiate with PAs Review & Approve	Develop iteratively with program designs, and in consultation/negotiation with EEAC	Advise EEAC
A) Cross-Cutting Issues B) High Level Sector/Program Strategy & Focus	Identify priority strategies/issues Review & Approve	Address EEAC Priorities	Advise EEAC
Detailed Program Designs	Review and Approve	Develop and fine-tune as needed	Advise EEAC, and assist PAs as needed
EM&V Plan	Review and Approve	Update EM&V Plans	Work with PAs on Plan, and advise EEAC

In this EEAC Engagement Plan, we focus primarily on the three areas that will require the greatest engagement of the EEAC and its councilors during the development of the next 3YP:

- 1) Goals, Budgets, and Performance Incentives;
- 2) Cross Cutting Issues; and
- 3) High Level Sector/Program Strategy & Focus.

Detailed program designs and EM&V plans are also usually included in the 3YP, and hence will be subject to EEAC review, approval, and comments. As such, the EEAC consultants should work closely with the PAs in developing the EM&V plan (as they have done successfully in the past). Similarly, individual councilors acting on behalf of their companies or organizations (as opposed to the full EEAC) can continue to directly engage with the PAs through the PA Management Committees (or other means) on detailed program design issues where they have expertise as they have in the past (e.g., LEAN on low income programs). The EEAC as a whole can also offer feedback and advise on any detailed program designs embodied in the draft 3YP to help the PAs refine and hone programs that meet the needs of sectors and achieve the overall goals. However, the primary focus of this Engagement Plan is to focus on the overall goals, budgets, and performance incentives and the higher-level strategy related to cross cutting issues, sectors, and even programs. We do, however, note, given our findings in the Assessment Report, that where higher-level strategy ends and detailed program design begins, would benefit from further discussion and reflection by the EEAC and PAs, as we suggest in our Assessment.

V. Overall Phases of Engagement and Strategic Objectives

In general, the planning process to arrive at a final approved 3YP should preferably involve several steps typical of a collaborative stakeholder process. These steps include:

- Identification of Priorities (both EEAC and PAs)
- Identification of Options (to address priorities)
- Joint Problem-Solving (sifting through options, and creating package solutions)
- Negotiation (between/among EEAC and PA representatives)
- Review of Draft 3YPs and Approval of Final 3YPs

Given the findings of our interviews and our best professional judgment, we recommend a process that includes:

- Multiple opportunities for the EEAC itself to engage its voting and non-voting councilors in focused, goal-oriented discussions around priorities, goals, and strategy;
- An iterative process around developing the 3YP to allow frequent and on-going communication, a collaborative spirit with the PAs (and the PAs with the EEAC), and an opportunity to have detailed input and for PAs to make detailed adjustments, “as we go,” rather than in segmented and separated comment and response periods;
- Opportunity for stakeholder and public input from those not directly involved in the month-to-month operations of the EEAC but who may have views on, be affected by, or use the energy efficiency programs;
- On-going negotiation between the PAs and EEAC councilors that begins before the April draft plan; and
- Final review and approval by the EEAC of the next -year plan 3YP.

VI. Detailed Engagement Plan

In this section we lay out options for engagement in some detail, along with our recommended path. We have divided the strategies into three discrete areas—all are important pieces of the necessary EEAC engagement for the development of the upcoming 3YP:

- A) Goals, Budgets, Performance Incentives, and Cross-Cutting Issues Engagement
- B) High Level Sector/Program Strategy & Focus
- C) Public/Stakeholder Engagement

Following our discussion on each of these areas of engagement, we provide a timeline that we believe should sync all of the activities. Again, for detailed program design, we note in our separate Assessment Plan, recommendations for clarifying roles soon regarding the EEAC, the consultant, and the PAs. We end by discussing the role of an independent facilitator in orchestrating this engagement plan.

A. Goals, Budgets, Performance Incentives, and Cross Cutting Issues

The broadest and most important “framing” elements of the 3YP are:

- Goals, Budgets, & Performance Incentives; and
- Cross-Cutting Issues

The statewide goals, budgets, and performance incentives for the PAs, which set the overall targets and expectations for the 3YP are a critical piece of the 3YP, probably get the most amount of attention from the EEAC and PAs, and were the source of substantial negotiations during the last three-year planning process.

In addition to the overall goals that “drive” the plan, the EEAC identifies a number of cross cutting issues that are important across programs and PAs. From our interviews, the key cross cutting issues Councilors identified were:

- The appropriate breadth and depth of reporting data that PAs provide the EEAC
- How to make program designs more flexible to accommodate emerging and innovative technologies
- Assessing the market potential in various sectors, sub-sectors, and end uses
- Ensuring that the programs are as cost-effective as possible while meeting the goals and objectives
- How to best pursue all cost-effective energy efficiency

For these high-level elements of the 3YP – goals and cross cutting issues -- we offer the following options and recommendations.

For *Phase I: Issue identification and option generation*, we suggest two possible process options.

- Option 1: Regular EEAC monthly meetings with multiple EEAC business items, or
- Option 2: Dedicated EEAC meetings for specific, focused dialogue

The first option is to address these important framing elements in the regular EEAC monthly meetings. These EEAC meetings provide an established and public forum for all councilors to discuss and reach approval on the core elements of the 3YP amidst other EEAC business items. If these issues are to be addressed at the regular EEAC monthly meetings, sufficient time must be allotted to work through the 3YP related topics and issues.

At the same time, because of the size of the EEAC, the formality of the regular EEAC monthly meetings, and the likelihood that other EEAC business items will need to be addressed, such meetings may not lend themselves to deeper discussion, dialogue, brainstorming, and option generation. Thus, another option is to hold dedicated EEAC meetings that can be organized in a more informal, workshop-like format. These dedicated EEAC meetings could focus on developing the EEAC’s highest priorities, and on exploring the high-level 2016-

2018 goals and cross cutting issues. These dedicated meetings could allow for more informal seating around smaller tables, encourage full group and small group discussion, and allow for various techniques for effective brainstorming in the earlier meetings, and then move into a more formal structure to make decisions around priorities and strategy at subsequent dedicated meetings.

These dedicated meetings would still need to follow Massachusetts Open Meeting Laws, including posting meeting times, dates, locations, and agendas, and being open for observation by the general public.

RECOMMENDATION: We believe that dedicated meetings organized in workshop format would be a more effective means for the EEAC for the early-stages of priority development, option generation, and joint problem solving.

For *Phase II: Negotiation of the core elements of the Plan*, we suggest that the EEAC be clear with all its voting and non-voting councilors about what is being negotiated between meetings (goals, budgets, performance incentives), by whom (the PAs, DOER, AG and possibly select other EEAC voting representatives), and when. The negotiations must be based on the options and joint problem solving begun at the EEAC dedicated meetings/workshops. In order to work through the issues and develop a package for full EEAC review and approval, as in the past, a fewer number of parties will likely need be involved in negotiations. That being said, the EEAC must review and approve any outputs of such negotiations.

Lastly, we think that the EEAC needs to be clear about who is representing what interests in such negotiations. The key participants are likely representatives of DOER, AG, and the Program Administrators, and may best be served by one or more additional key EEAC councilors (to better represent the breadth of the voting councilors). Negotiations will need to be structured consistent with the Open Meetings law. We note that for *Phase III: Final Review and Approval*, all deliberations, final discussions, and decisionmaking (i.e. approval) must and should occur in full, formal, EEAC meetings.

RECOMMENDATION: Identify clear, limited, and representative participants of EEAC voting councilors and PAs for detailed negotiations around 3YP-related goals, budgets, and performance incentives and embed these negotiations in an overall work plan for effectiveness and transparency.

B. High Level Sector/Program Strategy & Focus

The more detailed portions of the 3YP are based on high-level sector and program strategy around priority issues. These issues usually require a, more detailed expertise in, and experience with various customer sectors as well as expertise and experience in program strategy and design (e.g., how can a program meet the needs of and overcome the barriers faced by various customer sectors?).

The topics, as we identified in our interviews, that might be covered as part of the high level sector/program strategy and focus include:

- Reaching non-participants particularly in hard to reach sectors, such as:
 - Renters (residential or small C/I)
 - Moderate income
 - Multi-family
- C/I participation including market segmentation, subsectors, and addressing the end of year “hockey stick” phenomena
- Transition from CFLs to LEDs across all programs
- Other topics as identified by the EEAC or PAs

For these topics we have identified the following suggested options.

- Option 1: Utilize existing PA Management Committees with invitations to interested EEAC Councilors for structured discussions
- Option 2: Create EEAC Subcommittees for high level sector and program strategy
- Option 3: Hold EEAC Workshops on specific topics or challenges

Table 3, below, summarizes these options, including who would participate, what the focus and products would be, and how often it would need to meet.

Table 3: High Level Sector/Program Strategy & Focus Options

Options	Who	Focus	Products/Outcomes	Frequency
Options 1: PA Management Committees	<ul style="list-style-type: none"> • PAs • Interested EEAC Councilors • EEAC TC 	<ul style="list-style-type: none"> • C&I • Residential • Low Income • EM&V 	Recs to PAs and EEAC	On-going monthly (or more frequent)
Option 2: EEAC Subcommittees or work groups	<ul style="list-style-type: none"> • Interested EEAC councilors • PAs • EEAC TC 	<ul style="list-style-type: none"> • C&I • Residential (including low income) 	Recs to EEAC	Monthly (or more frequent) for a few months
Option 3: Workshops	<ul style="list-style-type: none"> • Interested EEAC councilors • PAs • EEAC TC • Other (?) 	<ul style="list-style-type: none"> • C&I specific topics such as healthcare, hockey stick • Residential topics like low income, multi-family, etc. 	Ideas, consideration, options for the EEAC	Individual events as needed

RECOMMENDATION: We recommend that the EEAC focus primarily on Option 2: EEAC Subcommittees to ensure inclusive, detailed dialogue, and joint problem solving around broad sector and program strategy.

While the PAs Management Committees already exist (and hence could readily be piggy-backed on), they primarily involve only utilities and their various consultants and are typically heavily focused on implementation and tactics rather than higher level strategy and overall design. We also think that the EEAC Subcommittees could supplement their work by having targeted EEAC workshops (Option 3) on specific issues (see table), as a supplementary activity.

We see the EEAC Subcommittees as being fairly broad (e.g., one on residential and one on commercial and industrial) that could address a number of strategic and programmatic issues over a period of several meetings. The EEAC Subcommittees could include interested EEAC councilors, EEAC consultants, and PAs, although the membership should be established to ensure consistent participation from meeting to meeting. The EEAC Subcommittees would, follow the Open Meeting Laws. EEAC Subcommittees could only make recommendations to the EEAC, not make decisions on behalf of the full EEAC.

Supplemental workshops could allow not only EEAC councilors to participate in detailed, structured, problem solving conversations around very specific programs, sub-sectors, or challenges, but also other stakeholders (e.g., vendors, customer representatives, etc.). The workshops could explore current and new program strategies, learn about innovations from elsewhere, and explore improvements for the coming three years. We provide a list of some potential workshop topics in Table 3 above. While, workshops would provide a broader range of stakeholders a “one-off” chance to dive deep into a specific sector or population, they should be used very strategically. These workshops must be consistent with Open Meeting Laws. It is also possible that these more targeted workshops could be rolled into the public/stakeholder engagement workshops described in the next section.

C. Public/Stakeholder Engagement

While the options above focus primarily on engagement of the EEAC and councilors (including the EEAC’s consultants), we also suggest activities where the broader public can engage in the planning process. While EEAC meetings are open to the public, they are relatively formal and provide very limited opportunity for the public to address the EEAC directly. We have identified the following options for broader engagement:

- Option 1: EEAC Councilors conduct outreach to constituents and report back
- Option 2: EEAC public/stakeholder listening session(s)
- Option 3: EEAC public/stakeholder interactive workshop(s)

We recommend Option 3 for the following reasons. Option 1 certainly may occur on councilors’ own initiative within councilors’ own constituent groups, and in fact, they should

be strongly encouraged to do so. However, this is a responsibility of individual councilors and not the EEAC collectively. Option 2, while useful, does not provide any clear additional value in terms of substantive input than if the stakeholders are asked to submit ideas and suggestions to the EEAC in writing by a date certain. While listening sessions provide an opportunity for stakeholders to “voice” their concerns and issues, these sessions do not provide a particularly meaningful engagement with the substantive issues and the EEAC on areas interested stakeholders care about. Listening sessions do have the value of being relatively easy to organize, use a simple format, and are familiar to most participants.

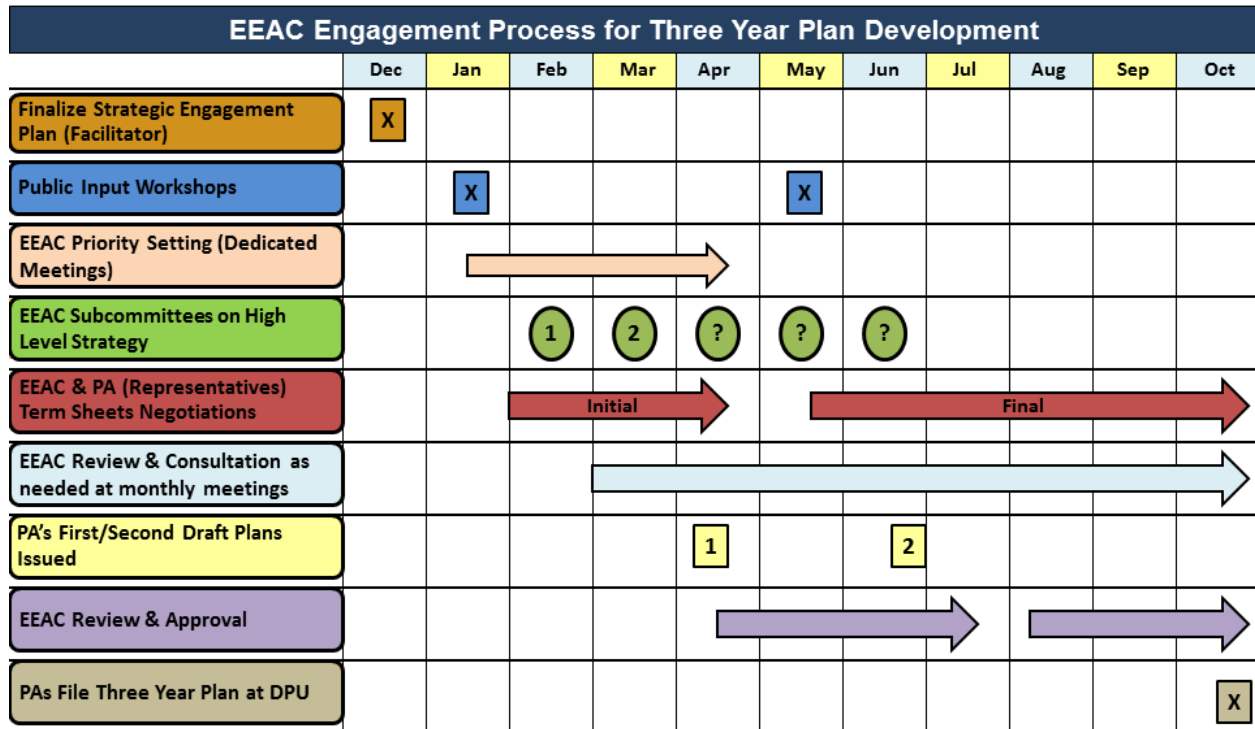
Well-structured public workshops, on the other hand, can provide in-depth, engaging, and interactive dialogue among diverse constituents. They can also be less expensive to plan for, coordinate, and hold than trademark activities like Appreciative Inquiry summits. We recommend at least two stakeholder workshops: one early in 2015 to gain early input and advice, and one later, perhaps May 2015, for the broader public to comment on the PAs’ draft 3YP. Depending on need, desire, and resources, at least the initial workshops could be more sector-specific (e.g., ½ day for residential issues and ½ day for C&I issues) with some time for higher level and cross cutting issues. This would allow workshops to be more specific to particular constituents, likely engage constituents more actively in the issues they care about, and provide tailored advice. We note that these would likely be higher-level workshops rather than the narrowly targeted workshops discussed above, as a potential way to supplement the recommended EEAC Subcommittee process. The individual Councilors would have a key role in informing their constituents of these workshops and conducting individual outreach to get their constituents to attend.

RECOMMENDATION: We recommend Option 3: EEAC public/stakeholder interactive workshop(s) because they can provide the most interactive, engaged process for both interested stakeholders and the EEAC Councilors. Public workshops can allow stakeholders to bring their issues and ideas to the table, can provide engagement with councilors in small and large groups, and can structure conversations to get at deeper issues, differences, and concerns.

D. Timeline

We have developed a detailed timeline to implement our recommended strategic planning process within the structure and constraints of the mandated filing process for the next 3YP (primarily April draft 3YP and October final 3YP). The timeline that we propose is more front-loaded than the process used during the prior 3YP engagement process. This will help the EEAC to clarify its expectations, ideas, and priorities for the 3YP earlier, and will help provide a strong foundation for collaborative, joint problem solving process between the EEAC and the PAs. We also recommend initiating some preliminary negotiations ahead of the April draft 3YP release. The timeline then moves to an iterative process of having the PAs fine tune the 3YP in consultation and negotiation with the EEAC, culminating in the final review and (hopefully) approval of the 3YP by the EEAC in October—at which time it would be filed by the PAs at the DPU for their review.

Timeline



The important milestones and month-by-month workflow in the proposed EEAC Engagement Plan Process for Development of the 3YP include:

- December:** Finalize strategic engagement plan components and timeline; engage a facilitator, and notice first set of meetings and workshops.
- January:** Dedicated EEAC meeting to discuss priority setting; and have first interactive public workshop to obtain high-level input; notice meeting dates/membership for EEAC Subcommittees (residential & C/I).
- February:** Second dedicated EEAC meeting to discuss priorities; first EEAC Subcommittee meetings; and form negotiating team and hold initial planning meeting.
- March:** Second EEAC Subcommittee meetings; finalize EEAC priorities; commence initial negotiations.
- April:** Third EEAC Subcommittee meeting; initial negotiations continue; PAs release draft 3YP.
- May:** Second public interactive workshop to get feedback on draft PAs 3YP; dedicated EEAC meeting to discuss 3YP and provide initial feedback to PAs and negotiating team; negotiations continue; EEAC Subcommittees continue, if needed.

June/July: PAs release 2nd draft of 3YP; Dedicated EEAC meeting to discuss 2nd draft 3YP and to provide feedback to PAs and negotiating team; continue negotiations; EEAC Subcommittees continue, if needed. EEAC is required to file its “approval of plan” to the DPU in July.

August/Sept: Negotiations on-going; Dedicated EEAC meetings as needed to review successive draft plans/evolving issues/proposals.

October: EEACs final approval of 3YP (including any comments); PAs file 3YP with DPU.

E. Facilitation

Given our assessment of the current EEAC process, including increasing tensions, concerns about effectiveness and efficiency, and given the likely substantive challenges of this upcoming 3YP, we believe that using a skilled, knowledgeable, and independent facilitator¹ of the EEAC’s choosing will greatly assist DOER and the EEAC (including the PAs and consultants). A facilitator can help participants engage in a productive process to develop the next 3YP. It can also help DOER and the ExCom manage the many facets of the engagement process. Moreover, it would serve as a testing ground for DOER and the EEAC to determine whether a facilitator would be useful in helping design and support the regularly (currently monthly) EEAC meetings after the 3YP is completed, during the implementation phase (as recommended in the Assessment).

Once the overall engagement process was revised, refined, and finalized by the EEAC, a facilitator could be retained to work with DOER and the ExCom to help implement the engagement plan. Specifically, the facilitator would work in close conjunction with the EEAC chair and the Executive Committee to design and support EEAC meetings dedicated the 3YP. The facilitator could also facilitate and help support EEAC Subcommittee meetings, as well the two public engagement workshops. If the EEAC Subcommittees decide they want to run targeted workshops to supplement their work, the facilitator could also facilitate and help support those workshops.

For all the meetings that the facilitator is retained by the EEAC to facilitate and help support, the facilitator might take on some or all of the following tasks: 1) working with the Chair and Executive Committee to design effective agendas; 2) handling meeting logistics;

¹ Depending on the scope and timeline for the facilitator including number and timing of meetings, and who would be responsible for drafting meeting summaries (Technical Consultants or Facilitator), this could require a facilitation team of one or two senior facilitators, and the appropriate professional and administrative support staff.

3) working with presenters ahead of the meetings to make sure presentations are concise; 4) facilitating dedicated EEAC meetings with the EEAC chair; 5) facilitating Subcommittees, public and targeted workshops; 6) reviewing meeting summaries; and, 7) obtaining feedback on process to help the EEAC learn, adapt, and improve follow on meetings and workshops.

The facilitator might also be available to assist the representatives of the EEAC and PAs during the negotiation phase, if needed and requested.

RECOMMENDATION: We recommend that the EEAC retain an independent and experienced facilitator to help DOER, the ExCom, the PAs, and the EEAC implement its engagement plan. Specifically, the facilitator/facilitation team could facilitate and help support:

- EEAC meetings dedicated to 3YP development
- EEAC Subcommittee meetings
- Interactive public engagement workshop(s)
- Any supplementary, topic-specific targeted workshop/meetings identified by EEAC or its subcommittees

VI. Conclusions and Next Steps

We believe that providing the structured engagement process outlined here for the EEAC for the development of the next 3YP will result in a deliberative, collaborative, inclusive and ultimately successful process, building on the success of previous plans. It will also serve as a vehicle to “road-test” improvements recommended in the Assessment Report related to for the on-going EEAC processes, procedures, and roles and responsibilities.

The April deadline for PAs issuing a draft 3YP, July deadline for EEAC to file its approval, and the October deadline for PAs filing of the final 3YP are unlikely to change even with a new Governor. Therefore, it’s very important that the EEAC decide on its 3YP development engagement process expeditiously. We recommend that this needs to be determined, announced, and the resources assembled prior by the end of 2014. Implementation should begin in January 2015, as described in our timeline above.

A summary of our engagement plan recommendations:

1. **Goal: *Develop an ambitious but achievable Three Year Plan (2016-18) consistent with the GCA & GWSA through a collaborative process between the PAs and the EEAC (with its consultants), that is approved first by the EEAC and then the DPU.***
2. **Dedicated EEAC Meetings:** We believe that dedicated meetings organized in workshop format would be a more effective format for the EEAC for the early-stages of priority setting, option generation, and joint problem solving.

3. **EEAC Subcommittees:** We recommend that the EEAC form EEAC Subcommittees to ensure inclusive, detailed dialogue, and joint problem solving around broad sector and program strategy. We recommend forming residential and commercial & industrial subcommittees, with cross cutting issues addressed by full EEAC or at targeted workshops.
4. **Public/Stakeholder Engagement:** We recommend holding: EEAC public/stakeholder interactive workshops because they can provide the most interactive, engaged process for both interested stakeholders and the EEAC councilors. We recommend one early in January and another after the draft 3YP is released.
5. **Negotiations:** Identify clear, limited, and representative participants of EEAC voting councilors and PAs for detailed negotiations around plan-related goals, budgets, and performance incentives and embed these negotiations in an overall work plan for effectiveness and transparency. Initial negotiations should commence ahead of PAs release of draft plan in April.
6. **Timeline:** Sequence and weave together the various engagement components using the timeline above.
7. **Facilitation:** We recommend that the EEAC retain an independent and experienced facilitator to help DOER, the ExCom, the PAs, and the full EEAC implement its engagement plan. Specifically, the facilitator/facilitation team could facilitate and help support:
 - EEAC meetings dedicated to 3YP development
 - EEAC Subcommittee meetings
 - Interactive public engagement workshop(s)
 - Any supplementary, topic-specific targeted workshop/meetings identified by EEAC or its subcommittees