# Memorandum

**To:** Massachusetts Program Administrators and Energy Efficiency Advisory Council Consultants

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**Date:** March 31, 2025

**Re:** MA23R61-B-MOMF Massachusetts Multifamily Market Opportunity Study: Interview Findings Memo of Small Multifamily Property Owners

## Introduction

The Massachusetts Program Administrators (PAs) have sought to better understand the multifamily (MF) market through various past studies, including the Residential Nonparticipant Market Characterization and Barriers Study (MA-19R04-A-NP),[1] Small Multifamily Barriers Study (MA21R36-B-MFB),[2] Census of Multifamily Buildings (Multifamily Census [MA21R34-B-MFCEN]),[3] and the 2017 and 2024 Income Eligible Process Evaluations (RES 38 and MA23R55).[4] These previous studies resulted in considerable and consistent findings related to participation barriers and opportunities. For example, the studies identified that although there is general awareness of Mass Save®, the specific benefit to potential participants was not always clear or perceived as valuable. Additionally, these studies found cost constraints inhibited capital improvements. The Small Multifamily Barriers Study specifically focused on small MF property owners and managers and found many barriers are consistent with those of larger MF properties.

This memo summarizes the findings from the Massachusetts Multifamily Market Opportunity Study in-depth interviews conducted to explore additional opportunities for small MF property owners and managers (i.e., those managing buildings with 5-19 units) who historically have participated in the program at lower rates than larger property owners (i.e., those owning or managing a building with 20 or more units). This Massachusetts Multifamily Market Opportunity Study sought to address the following research question:

**What additional opportunities exist for the program to better serve eligible low- to nonparticipating MF/multiunit property owners and managers?**

Building from previous research, the team attempted to involve past participants and nonparticipants to uncover potential, and untapped opportunities for deeper savings. To do so, the team assessed responses to questions such as:

[1] https://ma-eeac.or/wp-content/uploads/MA19R04-A-NP-Nonpart-MarketBarriersStudy_Final.pdf

[2] https://ma-eeac.org/wp-content/uploads/MA21R36-B-MFB-Small-MF-Barriers_Report_FINAL_11MAR2022.pdf

[3] https://ma-eeac.org/wp-content/uploads/MA21R34-B-MFCEN_Full_Report.pdf

[4] https://ma-eeac.org/wp-content/uploads/MA23R55_IE2023-2024-FINAL-Report_22Jan2025.pdf and https://ma-eeac.org/wp-content/uploads/RES-38-Income-Eligible-Evaluation-Report_FINAL_7Feb2019.pdf

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**Why did participating MF properties not proceed with further upgrades after receiving an energy audit?**

**What would motivate participating MF properties to participate in additional offers from the Sponsors of Mass Save?**

With the understanding that reaching small MF customers can be challenging, the study also targeted nonparticipants to address:

**What opportunities are available to increase awareness and participation and reduce the barriers and concerns of non- and low-participating MF property owners?**

Further, this research represents an attempt at reaching MF property owners and managers through different mechanisms than earlier studies. Research for earlier studies was limited by recruitment challenges. For this research, the team attempted to recruit customers who had a prior engagement with Mass Save, research related to Mass Save, and avenues that are outside of Mass Save but within customers' spheres of day-to-day operations. Table 1 presents the specific questions the research team explored.

**Table 1. Primary Research Questions**

| Target Audience | Primary Research Questions |
|---|---|
| Participants and Nonparticipants | To increase participation, what opportunities exist in increasing awareness and participation and reducing barriers and concerns of non- and low-participating MF property owners? |
| Participants | Why did participating MF properties not proceed with further upgrades/replacements after receiving an energy audit? |
| | What prevents participating MF properties from participating in additional offers from the Sponsors of Mass Save? |
| | What would motivate participating MF properties to participate in additional offers from the Sponsors of Mass Save? |

*Source: Massachusetts Multifamily Market Opportunity Study stage 3 plan.*

Table 2 shows a high-level summary of the research findings discussed in this memo.

**Table 2. Summary of Research Findings**

| Research Category | Description of Findings |
|---|---|
| Program Awareness and Sentiment | Awareness of the Mass Save program was high. |
| | Overall, participants had positive experiences with the Mass Save program. |
| | Participants appreciated the access to energy efficient equipment beyond what they could or would have installed without the Mass Save program. |
| Marketing and Outreach | Many participants engaged with the Mass Save program based on positive prior experiences, suggesting there are opportunities for cross-promotion. |

| Research Category | Description of Findings |
|---|---|
| | Decision-making and experiences are markedly different between owners who reside in condominiums (condos) and property managers/owners of MF buildings. |
| | There are different segments of small MF building decision makers. Understanding how the program can work alongside their lives is important for engagement. |
| | Associations and networks are essential in connecting with property owners and managers. |
| In-Program Experiences | Program processes and requirements are not always clear to prospective participants, which can affect participation. |
| | Program communication experiences affect customer experience, which can affect future participation |
| | Financial barriers, even after rebates, can affect participation in energy efficiency programs, particularly with respect to electrification measures. |

*Source: Evaluation team analysis*

# Overview of Research Approach

The research approach was two-fold and focused on non-participants and those who had engaged with the program in a limited fashion. First, to understand opportunities for additional participation, the team targeted MF property owners and managers who have shown interest through either outreach to the program or received an assessment but have not followed through with installations. To understand opportunities to engage previously unengaged customers, the team targeted MF property owners and managers who have not participated in or engaged with the program.

Previous MF research used surveys as the primary method for data collection. To better probe and gather more nuanced information for this study, the team used an interview approach. Therefore, the information gathered should be viewed as qualitative and not representative of a population. However, as noted throughout, there are consistent findings across the interviews and prior survey-based research.

The study included two recruitment waves. The initial recruitment approach used two sources:

- The Massachusetts Multifamily Census Study Verification Survey[5] (hereafter, the MCV survey), which asked responding MF customers whether they would be willing to participate in follow-up interviews (resulting in 16 eligible customers for follow-up research).

[5] The Multifamily Census Verification survey was fielded to a sample of approximately 5,200 building contacts, through postcard-push-to-online survey (5,000 postcards sent). Each participant was contacted 3 times, including 2 reminders. The team identified potential property owners in the multifamily database through a keyword search of the active customer list. The following are examples of words included in the search: “LLC”, “Realty”, “Property”, “Association.” At the time of outreach, the survey had a total of 88 responses, of whom 16 said they would be interested in participating in subsequent research and 9 of whom were interviewed for the Market Opportunity study.

- A list of audit participants who received job quotes from RISE Engineering but had not moved forward with the quoted work (list of 50 participants provided by RISE Engineering).

This initial recruitment effort resulted in nine interviews. However, the team found that many of the people recruited through these efforts were not the target audience. Specifically, most were condominium (condo) owners in 5+ unit buildings who only participated in property management functions through homeowner associations (HOAs) or board membership. Additionally, although our focus was on those who had limited or no engagement with the program, several of the condo owners who were interviewed had previously participated. We note this here because, although not the target for the study, we do identify some findings related to condo owners below.

To reach property owners and managers of apartment buildings, the team pivoted to conduct outreach through landlord associations, posting on landlord forums and circulating emails to landlord groups. Through this effort, the team recruited and interviewed an additional six MF property owners and managers.

In total, the team conducted 14 interviews with MF property owners and managers, spanning a range of categories, including condo owners, building owners, and property managers. Table 3 shows the number of interviews that the team completed with various MF groups.

**Table 3. Count of Interviews Conducted by Group and Cohort**

| Group | Count | Cohort 1 | Cohort 2 |
|---|---|---|---|
| Condo unit residents involved in building management | 7 | 7 | 0 |
| Small MF property owners and managers (5-19 units) | 7 | 1 | 6 |

Counts exclude one MF property through the MCV survey sample, which was excluded because it was larger than the 5–19-unit MF building study target.
*Source: Evaluation team analysis*

Before delving into the findings, it is important to recognize that the sample sizes were small, and the data gathered was qualitative in nature (not intended to be statistically representative of the population). Further, as the evaluation team previously found (and discussed with the PAs), customers who opt into research are more likely to engage with programming. We call this out to recognize the potential bias within this research, although we believe the general trends identified are valid and worth building onto through future implementation and research. We also recognize there is more to learn about this MF population and encourage for more research and work with this specific population to better serve and understand their needs.

# Program Awareness and Sentiment

This study both confirmed previous research findings (e.g., related to barriers to participation) and identified new findings. These findings illuminate opportunities for greater engagement in the future. Again, with consideration for previous studies, the team went into this study with the understanding that the PAs' baseline knowledge of barriers to participation for this segment is quite high. This study sought to augment that baseline knowledge through qualitative interviews. This study confirmed many of the findings of

previous studies, as detailed later in this memo. The memo also presents where and how this study expands on or provides additional nuance to previous study findings.

Although satisfaction assessment was not a focus of the research, it is important to recognize the feedback freely offered by many interviewees, especially MF property managers and owners:

- Awareness of the program was ubiquitous. Of the six small MF property owners that the team interviewed through the property manager association outreach, all were familiar with and had tried to participate in the Mass Save program. Additionally, 3 of 6 had found out about Mass Save through their property owners association, which suggests that the program has some level of recognition in the industry.
- Overall, participants had positive experiences with the Mass Save program.
- Participants appreciated the access to energy efficient equipment beyond what they could or would have installed without the Mass Save program. Most participants did install additional measures through the program beyond what they would have installed without the program. In some cases, the assessment identified new opportunities for them and in other cases the cost reduction enabled them to make upgrades that would have been untenable otherwise.

The experiences and sentiments shared by the interviewees highlight that the program has high awareness and generally positive sentiment.

In the sections that follow, we provide findings related to marketing and outreach and in-program experiences.

# Marketing and Outreach

The research team distilled key marketing and outreach findings and related opportunities.

## Positive Previous Experience Leads to Repeat Engagement

Several MF owners participated in the program at their rental properties after having a positive participation experience in the single-family (SF) program with their personal residence. This finding suggests the positive experience paired with strong brand recognition and continuity across program pathways is valuable to the overall program and can encourage participation.

### Market Opportunity

A market opportunity exists to more intentionally cross-promote additional offerings from Sponsors of Mass Save through the SF pathway. As evidence, those people who mentioned they participated with a rental property only after going through the program in their primary residence said they proactively sought out program information for their rental properties. The program might want to consider cross-promotion from the SF program such as a flyer or leave-behind focused on rental properties.

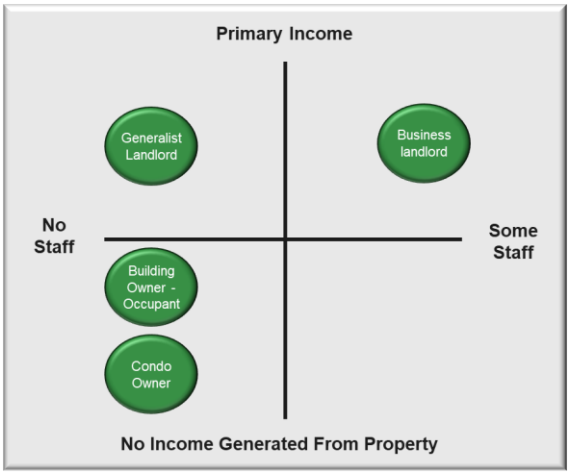
## There Are Multiple Segments within the Small MF Property Owner Segment

Early in this research effort, the evaluation team spoke with the program teams and learned about the different approaches they take in recruiting multifamily property owners. They

described how they work with homeowners associations (HOAs) and condo boards to reach condo owners and, similarly, work with landlord associations to reach property owners. However, we did not capture the variety of approaches they take during a participation journey and how those might be adapted based on the specific segment within the broader small multifamily sector.

The evaluation team identified several segments within the small MF segment (defined as 5-19-unit complexes), each requiring different strategies to engage and support them. We illustrate them in Figure 1 below.

**Figure 1. Small MF Property Owner Segments**




- Condo Owner: Individual condo owners who reside in buildings with 5+ units
- Building Owner–Occupant: Individuals who own and operate the building they live in (as an additional source of income)
- Generalist Landlord: Small MF property owners who own and manage their buildings (as a primary source of income) on their own, with no support staff
- Business Landlord: Small MF property owners who manage their buildings as a business with additional staff

A market opportunity exists here as day-to-day pressures and resources differ within these groups. Tailored approaches to program outreach and implementation might enable additional participation.

For example, small MF property owners who own and manage their buildings (as a primary source of income) on their own, with no support staff, and may have other side jobs aside from managing properties, described challenges related to managing all elements of the sites. They handle everything from lease agreements and payment issues to emergency repairs to ongoing maintenance and upgrades. With all of their responsibilities, it is understandable that this group identified limited time and upfront capital as their primary program participation barriers.

These property owners tend to employ ad hoc, when-needed solutions rather than having a portfolio or planning process on what to fix or upgrade next. However, they seem to have good relationships with their tenants. When units need to be accessed for repairs or upgrades, the owners reported no or very few issues in working with their tenants for access.

## Market Opportunity

Ensuring that program participation is simple and easy throughout the entire participation journey might make it more likely that these smaller MF property owners participate. Similarly, as they often deal with unit-level upgrades when there is turnover, any measures that can be installed on a staggered timeline might make these property owners more likely to engage.

## Decision-Making and Experiences Are Markedly Different between Owners Who Reside in Condos and Property Managers/Owners of MF Buildings

The team spoke with two cohorts of MF property owners: condo owners and MF property owners and managers. The interviews made clear that the motivations, challenges, barriers, and opportunities for these groups are distinct.

### Individual Condo Owners

The decision-making and participation process for individual condo owners is, unsurprisingly, individual and personal, as the owner is responsible for their own unit. Although they participate in the MF program (if in a 5+ unit building), their orientation to the program is very similar or identical to that of an SF homeowner, as they own their own units and are responsible for the equipment in the unit. However, these condo owners often need to get approval by their condo HOAs and boards to make changes to their property; in this way they differ from a single family homeowner.

Condo owners described participation challenges related to coordination with other condo owners in their building. For example, the need to coordinate with other unit owners to schedule an audit or installation visit. Condo owners expressed frustration at these process requirements and the need for buy-in and coordination with other owners as they need participation from the other condo owners to participate in the MF program.

Overall, condo owners participate in the program in support of their personal quality of life and enhancement of their home/unit. By contrast, as described in the following section, MF property owners participate in the program in the context of a business opportunity to enhance their investment or asset.

### MF Property Managers and Owners

The MF property owners described a very different participation journey and decision-making process than that of individual condo owners. These MF property owners noted that they make decisions independently for all units, as they own the property. The challenge of coordinating with other unit owners to schedule appointments or installations was not a concern for property owners. They were able to schedule audit visits or installations with no concerns about tenant coordination.[6]

The MF property owners approached the program with the objective to benefit their business. Many of these property owners tended to be more reactive than proactive in their willingness to install equipment and add weatherization or other upgrades.

Table 4 below shows these differences between MF segments.

[6] The Income Eligible (IE) program requires income qualification verification, so there is some required interaction with tenants.

**Table 4: MF Considerations by Segment**

| Program or Participation Attribute | Condo | Building Owner |
|---|---|---|
| Scale of interventions | Single unit | Whole building; single unit |
| Decision maker | Joint decision making (may involve board or other condo owners) | Single decision maker |
| Access to units | Can be a challenge to coordinate with other condo owners | Was not reported as a challenge. |
| Reason for participating | Personal quality of life or benefit their home. | Improving the property for business reasons (increased value, ability to charge higher rent, etc.) |

# In-Program Experiences

This section outlines findings related to in-program experiences. Note, this study was not a process evaluation, and these findings are limited based on the small number of interviews completed (total *n* = 15). Nonetheless, the findings indicate that there might be opportunities for program improvement, and further research should be completed to understand whether these are systematic issues or reflect only the specific experiences of the interviewees in this study.

## 1.1 Program Processes and Requirements Are Not Always Clear to Prospective Participants, Which Can Affect Participation

MF property owners expressed confusion or a lack of clarity around program design and eligibility. Below we outline two areas raised most frequently: the rebate application process and confusion or uncertainty on qualification requirements.

- Uncertainty about which measures qualify and confusion on the differences in requirements between the SF and the MF (5+ units) program for those experienced with multiunit retrofits through the SF program (2-4 units). One respondent initially did not qualify for a specific type of insulation, but after inquiring a few months later, found the specific type of insulation now qualified.
- Although our research did not focus on the Residential Retail program, customers we spoke with did not differentiate between different program offers. For example, one interviewee described challenges with the rebate application process, specifically the time it took to be processed and the lack of information on disqualifications. This customer had reached out to contact a representative associated with Mass Save to understand why their rebates were denied, but did not receive a response to their inquiry. This example highlights that interactions with any part of the Mass Save brand can impact orientation to and openness to participating in other offerings.

### Market Opportunities

Should there be a change in vendors or implementation teams, the Sponsors may want to consider providing additional support for customers during the transition process. For example, we understand that during the change of vendors, there were delays in the Retail programs with application processes. While this may not reflect current experiences, it suggests that there may be opportunities to provide support for customers during periods of program or vendor change and transition. .

- The program also should consider communicating more proactively when there are new measures, for example, providing an annual update to program contractors regarding changes in measure eligibility, or enable easier confirmation of eligibility on the website.

## 1.2 Program Communication Experiences Affect Customer Experience, Which Can Affect Future Participation

About half of interviewees noted communication experiences with program staff that, if improved, could aid in future participation. Specifically, several MF property owners and managers described:

- Lack of communication about rebate statuses, after an audit or when trying to resolve an issue before measures could be installed.
- Difficulty in reaching someone via phone.
- Inconsistent experiences when speaking with a representative from the Mass Save Call Center (e.g., put on long holds, many transfers to reach right person).

**Customer Quote**

"I think either having instructions, for, like a point of contact afterwards. Once everything is done that would be helpful. Or even a follow up, you know, a few months after, to make sure that everything is working, or also sort of to be clear on what things that they can address versus [not]? What would be my responsibility?"

—Small MF Properties Owner with Four Apartment Buildings

Several small MF customers shared that it was very difficult to get in contact with a representative from the Mass Save Sponsors and that program representatives were not responsive to their outreach. This lack of responsiveness frustrated customers and led them to not proceed with applying for equipment rebates, moving forward after completing a home energy assessment, or resolving an issue to try to get measures installed without displacing their residents. For example, one property manager mentioned they received a product from a program offered by the Mass Save Sponsors but had trouble controlling the product as the manufacturer no longer serviced the item. They called their program contact several times but never heard back and eventually removed the equipment.

**Customer Quote**

"Yes, we have attempted on multiple occasions to apply for rebates. [It's a] very difficult process, not user friendly, not responsive. Gotten rejections. Multiple times. We've not had a pleasant experience to be honest … And it seemed like we did everything right, and then it would get rejected for something."

—Small MF Properties Owner with 3+ Apartment Buildings

Another small MF property owner shared that he called the company that did his audit with a question after receiving an audit and never got a response. When a program representative came to speak at the landlord meeting a few months later, he asked that person directly to help. The representative told him to follow up via email, which the property owner did, but the property owner received no response.

The team heard similar concerns from the interviews with condo owners. Some condo owners who had received an audit and proposal for additional measures (beyond direct install measures) said they did not feel their concerns were addressed during the audit process. For instance, one person wanted to replace their basement insulation, which they had removed and did not move forward with any measures when that was not included in the proposal. Additionally, several other condo owners noted difficulties with scheduling assessments or communicating with the Sponsors of Mass Save after the assessment.

### Market Opportunity

The program should consider providing improved communication and customer service interactions as MF property owners are considering working with Mass Save, actively participating in audits and rebates, and after participating in the program. As this group is very busy with limited time and resources, effective and consistent communication may be key to retaining MF property owners' engagement in the program.

## 1.3 Financial Barriers, Even After Rebates, Can Affect Participation in Mass Save, Particularly with Respect to Electrification Measures

Several property owners noted that although they were interested in installing measures offered through the program, such as upgraded windows or heat pumps, the cost of doing so was still prohibitive even after the rebates.

Given the emphasis of decarbonization in the next plan cycle, connecting interested customers to financing or other support might be critical to enabling small MF property owners and managers to effectively decarbonize their buildings. For example, although there are HEAT loans available to MF property owners of condo owners and multifamily 1-4 unit properties, the interviewees did not seem to be aware of this funding source. This finding suggests that there may be additional opportunities to connect interested participants with available sources of funding.

### Market Opportunity

Providing additional support to connect property owners with available funding resources could be valuable and further encourage participation.

# Conclusion

Though the study sample was limited, the interviewees provided valuable insight on their experiences. The team recommends the following next steps and considerations.

## Marketing and Outreach

The small MF market is diverse, including integration of condo owners whose decision-making processes are quite different than those of MF building property managers and owners:

- If and where useful, integrate these insights into implementation and testing within the upcoming Better Approaches to Reaching Landlords and Renters Study.
- Continue to seek to understand the day-to-day operations of the various MF segments and consider approaches to integrate within those operations, recognizing

the small MF subgroups and their needs. For example, focus marketing and outreach in places we know the different MF business segments operate on a day-to-day basis. See Table 4 above for additional details about segment differences.

## In-Program Experiences

The results of the interviews indicate it would be worthwhile to better understand how customers are experiencing the program, where the process could be streamlined, and where those experiences would benefit or hinder future participation. To continue understanding MF customer experiences and opportunities for customer acquisition and process improvements, the PAs should consider:

- Quick-hit research or post-participation surveys to explore the experiential issues that might be inhibiting participation. Quick-hit research aims to address the questions related to a single objective, and post-participation surveys can be short and bounded to focus on specific topics. These research methods can quickly gather quick feedback on a participant's experience with the program.
- Process evaluation in Plan Year 2 (2026). We understand that there are changes to the MF program being implemented in 2025. Based on the research we conducted, we do recommend a process evaluation, but recommend holding that evaluation until the 2025 changes have been adopted. We recommend a 2026 program year process evaluation. o account for implementation changes in 2025 and explore the feedback provided in this memo in more comprehensive detail.

This study sheds light on the program participation challenges facing small MF property owners and managers. The team views the findings as a steppingstone for future research, including the upcoming study focused on better reaching property owners and managers and renters and a recommended future process evaluation of the MF program.

# Appendix

This section includes additional details on the team's methodology and the firmographic characteristics of the MF property owners and managers the team interviewed.

## Methodology

For the first round of the interview process, the team initially aimed to interview 25 property owners or managers from a potential pool of 66 participants who either completed the MCV survey and agreed to opt-in to a subsequent interview or from data the team received from RISE Engineering (i.e., one of the program implementors for the Mass Save program). However, the response rates for this outreach was low, in part due to data quality issues, which included incorrect or outdated contact information. As a result, the team was able to schedule only nine interviews from the pool of 66 participants.

The majority of these nine interviewees were condo owners who owned only their condo unit and did not own any other property but had some management function as an HOA trustee or board member. The other two interviews included one interview with a property manager of two large condominiums and a property owner who owned a single building, lived in the top unit, and rented out the other two units.

**Table 5. Count of Interviews Conducted by Group and Cohort**

| Round 1 Interviews | Location (County) | Recruited From | Additional Information |
|---|---|---|---|
| Condo owner | Worcester | RISE data | Also an HOA trustee |
| Condo owner | Suffolk | MCV survey | |
| Property owner | Middlesex | MCV survey | Owner of a triple-decker building; lived on top level and rented out the other two levels as apartments |
| Property manager | Suffolk | MCV survey | Managed two properties: a 158 residential/eight commercial unit building and a 75 residential unit building |
| Condo owner | Essex | MCV survey | Also an HOA trustee |
| Condo owner | Suffolk | MCV survey | - |
| Condo owner | Worcester | RISE data | - |
| Condo owner | Essex | MCV survey | - |
| Condo owner | Middlesex | MCV survey | Also an HOA trustee |

*Source: Evaluation team analysis*

This first group of participants (primarily condo owners) did not reflect the intended target audience of small MF property owners and managers. Additionally, the response rate was fairly low, and the team found that many of the contacts were outdated or incorrect.

Given the limited progress, the evaluation team sought to identify alternative means for reaching MF property owners and managers outside the initial pathways of recruiting respondents to the MCV survey and those customers who had received an audit through RISE Engineering but not followed through with any projects.

Based on a review of online resources (including local conferences targeting this group), the team targeted associations that serve MF property managers to partner with the team through referrals. In August 2024, the team identified and reached out to 10 property owner and landlord associations. Of those, five agreed to send out recruitment messages to their members: MassLandlords, Northern Worcester County Landlord Association (NWCLA), Southern Worcester County Landlord Association (SWCLA), Metrowest Property Owners Association, and Rental Housing Association of Berkshire County (RHABC).

The team created a screener survey that asked for background information that included ownership or manager status, size of apartment complexes, energy efficient measure installation and rebates received, and contact information. This effort yielded 22 potential participants. Focusing on property owners with buildings of 5+ units, the team contacted 11 qualified participants to schedule an interview.

**Table 6. Count of Interviews Conducted by Group and Cohort**

| Participating MA Property Owners Associations | MA Counties Represented |
|---|---|
| MassLandlords | All counties in MA |
| NWCLA | Worcester (Northern) |
| SWCLA | Worcester (Southern) |
| Metrowest Property Owners Association | Middlesex |
| RHABC | Berkshire County |

*Source: Evaluation team analysis*

The team was able to complete six interviews with this group of 11 qualified participants. These interviews reflect the perspectives of:

- Nonparticipating apartment owners with no involvement with Mass Save (*n* = 1)
- Apartment owners who completed a home energy audit and made subsequent installations or upgrades (*n* = 3)
- Apartment owners who did not complete a home energy audit but had installed either small, large, or both small and large energy efficient measures (*n* = 2)

Those who chose not to participate include two potential participants who never responded to requests for an interview, one who had already completed a recent interview with the ILLUME team for another evaluation from the Mass Save program, and two who scheduled an interview but did not show up to the interview or respond to requests for rescheduling.

**Table 7. Count of Interviews Conducted by Group and Cohort**

| Round 2 Interviews | Location (County) | Recruited From | Additional Information |
|---|---|---|---|
| MF property owner | Worcester | MA property owner association | Owns four apartment buildings |
| MF property owner | Suffolk | MA property owner association | Owns and manages 31+ apartment buildings and manages two condo associations |
| MF property owner | Middlesex | MA property owner association | Owns four apartment buildings; one of these is a mixed-use (residential and commercial) building |

| Round 2 Interviews | Location (County) | Recruited From | Additional Information |
|---|---|---|---|
| MF property owner | Worcester | MA property owner association | Owns six apartment buildings |
| MF property owner | Worcester | MA property owner association | Owns four apartment buildings |
| MF property owner | Worcester | MA property owner association | Owns two apartment buildings |

*Source: Evaluation team analysis*

# Firmographics

## Initial interviews

The team interviewed a total of nine property owners/managers ranging from condo/apartment owners who were involved in their HOA or condo board to property managers to HOA trustees. Of the participants, seven were recruited from the MCV survey and two were recruited from RISE Engineering data. Most participants owned at least one condo unit. One participant owned a three-story (triple decker) building and lived in the top unit and rented out the other two units. Another participant worked for a property management company and helped manage two condo complexes. Participants lived in the following counties: Essex (2), Middlesex (2), Suffolk (3), and Worcester (2).

The types of homes ranged from a three-unit stacked triple-decker building to multiunit attached condos to a 158-residential, eight-commercial unit mixed-use building. The building year of homes ranged from the mid-1700 to more recent mid-2010 builds. Many of these buildings had common areas including lobbies, basements (with storage and laundry facilities), elevators, and hallways. For all customers except the one with the triple-decker home, each unit had to pay for their separate utilities except for water. Common area utilities were paid out of an HOA fee or common fund.

## Second-Round Interviews

The team interviewed a total of six property owners who owned apartment buildings with 5+ units. All the participants were recruited from Massachusetts property owner and landlord associations and owned the apartment buildings they rented out to tenants. Participants owned as few as two buildings to more than 31 buildings; however, most owned between two and six apartment buildings. Many of the interviewed owners also owned 2-4-unit apartment buildings and some owned condos. During interviews, the team focused on the buildings with 5+ units. Of the buildings with 5+ units, most participants' buildings were between 5 units and 8 units. Participants lived and had their apartment buildings in the following counties: Middlesex (1), Suffolk (1), and Worcester (4).

The types of apartment buildings ranged from single-story apartments to multifloor apartments, with building year ranging from the late 1800s to the 1950s. Many of these buildings had common areas including entryways, stairways, basements (with storage and laundry facilities), and hallways. For most respondents, units paid for separate utilities except for water and sewer. Some owners pay for gas or electricity in some of their buildings due to a common boiler system or having solar panels that generate electricity for the entire building.