#	Recommendation	Topic	PA Agreement/Support	Addressed in Plan	Where in Plan (Section, Page)	Explanation / Notes
52	Ensure incentives and other means of support are adequate to meet partners' needs - Provide guaranteed financial support at the beginning of the program year to support CBO and municipal staff capacity both internally and through their external partners	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
53	Tie partnership goals specifically to increases in participation by renters, moderate income customers, and language isolated customers, which is not currently the case for the Municipal Partnership Program	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
54	Enable more different and innovative pathways that partnerships could follow - Flexible, customized, and targeted approaches to better meet needs of individual communities and priorities within a community	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
56	Increase the number of participating municipalities and allow municipalities to submit multi-year applications	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
57	Increase access to, transparency around, and granularity of data by: - Standardizing data collection and reporting across all PAs - Developing data sharing agreements between program partners and PAs - Providing regular trainings to interested stakeholders on the Mass Save Data - Providing support and technical assistance to smaller community based organizations and municipalities as they navigate data	Partnerships	PAs agree with and support this recommendation	Addressed in Plan		With the launch of the Residential Customer Profile Study Dashboard on MassSaveData.com and development of maps for Partners using Non-Participant Study data, PAs are working on achieving this recommendation in 2021 and are working with Partners on their data needs. We will continue to incorporate further improvements in 2022-24.
59	Expand approach to partnerships to include entities other than municipalities such as, - Community-based and culturally based organizations (see next section of recommendations) - Statewide and regional organizations representing underserved communities and populations - Consider expansions beyond populations Equity Working Group has been focusing on	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
61	Identify and connect with local groups that work within underserved communities	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.64 strategic intervention Workforce Development, p.62 strategic intervention Municipal and Community Partnership Strategy, p. 61 strategic intervention Language Access.	

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62	Listen to community-identified needs	Partnerships	PAs agree with and support this recommendation	Addressed in Plan		PAs make every effort to listen to the community identified needs shared with us throughout the stakeholder engagement processes through the EEAC and Equity Working Group, as well as additional conversations with current and previous Municipal Partners and in additional feedback sessions that we hold and feedback that community members share with us and look to incorporate as much of that feedback as we can to improve program effectiveness.
64	Identify and work with community leaders, with compensation for their time, experience, and knowledge	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
65	Provide resources on a sustained basis to achieve mutual energy efficiency objectives	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	PAs are targeting 2 and 3 year relationships with Partners for the 2022-24 plan.
66	Create regular mechanisms for two-way communication between partners and PAs	Partnerships	PAs agree with and support this recommendation	Addressed in Plan		PAs plan to continue holding monthly meetings of all Partners, as well as monthly one on one meetings with each Partner team and their PA(s). PAs are available at all times for phone and email exchange with Partners and often exchange multiple calls and emails with Partners on a weekly basis. PAs will continue to look for ways to further streamline and optimize communication with Partners.
67	Use quantitative information where available to determine geographic areas and population groups that should be targeted with partnerships - History of underservice - Income / energy burden - Language - Race or ethnicity - Environmental burdens	Partnerships	PAs agree with and support this recommendation	Addressed in Plan	p.62 strategic intervention Municipal and Community Partnership Strategy	
69	Identify and remove barriers to increase Disadvantaged Business Enterprise (DBE) participation - Identify new DBE firms; support eligible vendors to pursue diversity certification or small business certification	Workforce Development	PAs agree with and support this recommendation	Addressed in Plan	2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT & 3.9.2 STRATEGIC INTERVENTION: WORKFORCE	

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71	Create and keep up-to-date a detailed list of all training opportunities available through or supported by Mass Save and make that list easily available to stakeholders and on the Mass Save website - Make a concerted effort to identify key upskilling opportunities for the incumbent workforce and develop new training opportunities where there are gaps - Coordinate with the trade ally network and training providers to ensure that graduates of training programs have direct access to job opportunities with Mass Save contracted vendors - Expand geographic access to training opportunities by providing virtual and in-person trainings throughout the Commonwealth	Workforce Development	PAs agree with and support this recommendation	Addressed in Plan	p.65, 2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT	
72	Create targeted support for workforce and contractor development efforts in Environmental Justice communities with historically low participation in Mass Save - Engage with community-based organizations and industry groups / associations that focus on diverse businesses	Workforce Development	PAs agree with and support this recommendation	Addressed in Plan	2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT	
73	Expand outreach & education about career opportunities to include stronger partnerships with vocational and technical high schools and community colleges - Create multiple viable career pathways to illustrate career opportunities available to new entrants in the workforce - Establish energy efficiency career days where students can learn firsthand from energy efficiency workers - Make direct connections between careers in energy efficiency and climate and the environment	Workforce Development	PAs agree with and support this recommendation	Addressed in Plan	2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT, pp.58 ,64, 102	There is a widely recognized gap in diversity and inclusion at vocational technical high schools statewide that education experts are working to address. However, vocational technical high schools and other public schools are vital to educating the next generation of energy leaders and PAs plan to incorporate more career exploration activities into K-12 education efforts and plan to work with vocational technical high schools that represent large Environmental Justice communities in the Clean Energy Pathways internship.
74	Fund internships, apprenticeships, pre-apprenticeships, and externships - Partner with employers to offer partial wage subsidies for a limited time for new entrants into the energy efficiency workforce - Include mentorship and networking opportunities as a component of all internship, apprenticeship, pre- apprenticeship, and externship opportunities - Track and report the number of internships, pre-apprenticeships, apprenticeships, and externships that translate into full-time job offers	Workforce Development	PAs agree with and support this recommendation	Addressed in Plan	2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT	

#	Recommendation	Topic	PA Agreement/Support	Addressed in Plan	Where in Plan (Section, Page)	Explanation / Notes
75	Revise the income verification process to improve ease of access for moderate-income customers - Examples the EWG has discussed, but are not yet in agreement on how to proceed, include: -- Multiple options for income verification, such as automatic qualification in certain EJ communities/geographic areas (community level verification) or using self-verification with audits (household level verification) -- Establishing eligibility through documented participation in other state income-qualified programs	Moderate Income	PAs agree with and support at least some of this recommendation	Addressed in Plan	p.59 strategic intervention Moderate Income	
76	Provide no-cost incentives for weatherization, heating system replacements and appliance replacements to moderate-income customers - Increase incentives to support electrification - Prioritize whole-building services to incentivize weatherization at the time of heating system replacement	Moderate Income	PAs agree with and support at least some of this recommendation	Addressed in Plan	p.19, p.58-59 strategic intervention Moderate Income, p.91	
77	Increase and allocate sufficient funding for pre-weatherization barrier mitigation for moderate-income customers	Moderate Income	PAs agree with and support this recommendation	Addressed in Plan	p.19, p.58-59 strategic intervention Moderate Income	
78	Target municipalities with high numbers of rentals	Renters and Landlords	PAs agree with and support this recommendation	Addressed in Plan	p.60, strategic intervention Rental Properties	
79	Use multiple strategies to reach rental property owners and residents - Develop alternative sales and/or delivery models for rental property segment (e.g. landlord association, other third party)	Renters and Landlords	PAs agree with and support at least some of this recommendation	Addressed in Plan	p.60, strategic intervention Rental Properties	
82	Address pre-weatherization barriers	Renters and Landlords	PAs agree with and support this recommendation	Addressed in Plan	p.60, strategic intervention Rental Properties	
84	Enhance incentives for measure bundles and / or for higher savings levels	Renters and Landlords	PAs agree with and support this recommendation	Addressed in Plan	p.91 Residential Retail	

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87	Develop a marketing offer that combines energy efficiency and other building upgrades to attract new program participants	Renters and Landlords	PAs agree with and support this recommendation	Addressed in Plan		The PAs and LEAN have rolled out a deep energy retrofit pathway for low-income multifamily and large multifamily and C&I buildings.
88	Commit to prioritizing Main Streets programs in EJ communities in addition to and separate from efforts in business parks	Small Business	PAs agree with and support this recommendation	Addressed in Plan	3.9.1 STRATEGIC INTERVENTION: EQUITY	
89	Develop marketing and outreach strategies for commercial landlords to help commercial renters participate	Small Business	PAs agree with and support at least some of this recommendation	Addressed in Plan	3.9.1 STRATEGIC INTERVENTION: EQUITY Specifically Figure 3-18	PAs agree that commercial renters have their own specific engagement strategy and are striving to work with our property owners on how to reach their tenants and upgrade those facilities.
90	Provide dedicated account managers for a subset of small business customers to allow for more personalized service - Consider grouping small business accounts by industry	Small Business	PAs agree with and support at least some of this recommendation	Addressed In Plan		The PAs leverage Contractors with assigned geographic territories and customers lists to address Small Business customers. There are dedicated PA support staff to manage these contractors.
91	Allow eligible customers to sign up online for turnkey small business audits	Small Business	PAs agree with and support this recommendation	Addressed in Plan	3.9.1 STRATEGIC INTERVENTION: EQUITY Specifically Figure 3-18	
94	Reduce reliance on upstream programs for small business	Small Business				The PAs are not reliant on upstream programs to serve small business customers. However, the upstream pathway has been extremely successful in enabling more and more small business customers to benefit from the PAs programs and offerings. Additionally, small business customers are the only C&I customers who are eligible to participate in all programs and pathways.
95	Enhance opportunities for deeper savings for underserved customers	Small Business	PAs agree with and support this recommendation	Addressed in Plan	3.9.1 STRATEGIC INTERVENTION: EQUITY Specifically Figure 3-18	

#	Recommendation	Topic	PA Agreement/Support	Addressed in Plan	Where in Plan (Section, Page)	Explanation / Notes
97	Bundle lighting and non-lighting measures to deliver comprehensive solutions and deeper savings	Small Business	PAs agree with and support this recommendation	Addressed in Plan	3.9.1 STRATEGIC INTERVENTION: EQUITY Specifically Figure 3-18	The PAs will Investigate a small business tool to evaluate all applicable measures. This will ensure that energy engineers are reviewing all measures at once and providing a consistent output to customers statewide
98	Deliver more small business weatherization and address pre-weatherization barriers - Incorporate non-energy impacts in measure screening	Small Business	PAs agree with and support at least some of this recommendation	Addressed in Plan	3.9.1 STRATEGIC INTERVENTION: EQUITY Specifically Figure 3-18	The PAs will Investigate a tool to evaluate all measures applicable to small business customers. This will ensure that energy engineers are reviewing all measures at once and providing a consistent output to customers statewide
99	Deliver more custom measures and compress the level of effort required to design a custom measure	Small Business	PAs agree with and support at least some of this recommendation	Addressed in Plan		PAs developed custom express tools to help bolster the required energy engineering competency needed by the small business vendors in addressing custom calculations and projects. The PAs have also developed a prescriptive weatherization path.
100	Create detailed customer journey maps - Illustrate individual journeys for each program within IES, Residential, and C&I, and for different customer types, including owners, tenants, property owners and managers - Identify all points of contact requiring translation and / or interpretation - Catalog language assets available within the Mass Save program administrators and contractor network - Use customer journey maps to establish appropriate expectations among contractors and customers	Language Isolated Populations	PAs agree with and support at least some of this recommendation	Addressed in Plan	Appendix B Strategic Evaluation Plan	The Evaluation Management Committee is in the final stages of planning a study to Map the RCD Journey for Customers with Limited English Proficiency, with a focus on Spanish and Portuguese speaking customers. The study is scheduled to be complete by March 2022.
101	Identify gaps in resources and develop plan to bridge them through program outreach, design, delivery, and workforce development efforts	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan", p.61 2.9.3 Workforce Development Strategic Intervention "Train Diverse Candidates"	
102	Reduce number of steps required to access offers—participation should be seamless	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan" and "Customer Journey" and Appendix B Strategic Evaluation Plan Customer Journey research	

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103	Provide immediate pathways to action	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access", p. 62 2.9.2 Municipal and Community Partnership Strategy, p.65 2.9.3 Workforce Development "Contractor Network", p.123 Equity Strategic Intervention	The PAs are taking a variety of steps, identified throughout the Draft Plan, to address the barriers identified that language isolated customers face. Some of these steps are already in process, such as putting the CEP internship into place with one of the priorities being recruitment of interns who are multilingual, as well as the next stage of the Municipal and Community Partnership Strategy that includes direct relationships with CBOs. Others will take some time to complete during 2022 such as the Language Access Plan completion and in-depth language customer journey included in the Strategic Evaluation Plan that will then recommend implementation
105	Collaborate with community-based organizations serving language isolated communities to standardize and socialize common industry terms	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan" and "Community-Based Social Marketing"	
106	Enhance connections with community-based groups - Identify and connect with statewide, regional, and local groups that work within language isolated communities - Create regular mechanisms for two-way communication - Listen to community-identified needs - Identify and work with community leaders, with compensation for their time, experience, and knowledge - Include community leaders in program planning - Provide resources on a sustained basis to achieve mutual energy efficiency objectives including financial incentives for lead generation and conversion	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access", p. 62 2.9.2 Municipal and Community Partnership Strategy	
107	Leverage community networks to develop necessary cultural competence and build trust with language isolated communities - Support and use inclusive and multi-lingual media - Provide feedback on cultural aspects of marketing - Help with intersectional approaches	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan" and "Community-Based Social Marketing", p. 62 2.9.2 Municipal and Community	
108	Address gaps identified in language cataloging	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	Appendix B Strategic Evaluation Plan	Language Customer Journey research through EM&V will look at this question.
110	Recruit through community-based organizations	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.64, 2.9.3 Strategic Intervention Workforce Development	CEP internship is recruiting through CBOs.

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111	Create career ladders for multilingual staff; include pay differentials for language / cultural experience	Language Isolated Populations	PAs agree with and support at least some of this recommendation	Addressed in Plan		
112	Adapt to cultural differences within language groups, based on ethnicity, age, etc.	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan" and "Community Based Social Marketing" and p.162 5.1 Marketing	
113	Establish written language access policy, preferably in common across a	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in Plan	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan"	
116	More frequent and detailed reporting of participation by underserved customer groups as described below.	Language Isolated Populations	PAs agree with and support at least some of this recommendation	Addressed in Plan	.	PAs have specific Equity KPIs and reporting
118	Language Isolated Populations□Gather, track, and report customer langu	Language Isolated Populations	PAs agree with and support at least some of this recommendation	Addressed in Plan		PAs have specific Equity KPIs and reporting and have created a way to start tracking language preference
122	Establish numerical goals for increased participation among underserved customer groups such as moderate- income customers, renters and landlords, language isolated customers, and small businesses	Cross Cutting	PAs agree with and support at least some of this recommendation	Addressed In Plan		
123	Craft performance incentive mechanism that DPU can approve and that will emphasize equity and serving underserved customer groups	Cross Cutting	PAs agree with and support at least some of this recommendation	Addressed in Plan		PAs have an equity-based performance incentive

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58	Streamline process and give program partners more flexibility to develop marketing materials that will resonate with their community	Partnerships	PAs agree with and support this recommendation	Addressed in part	p.62 strategic intervention Municipal and Community Partnership Strategy	The plan references greater flexibility for Partners, and this extends to marketing materials.
60	Ensure partnerships go beyond just outreach and lead to program participation - e.g., partners could serve as savings aggregators, project openers or closers, implementers	Partnerships	PAs agree with and support at least some of this recommendation	Addressed in part	p.62 strategic intervention Municipal and Community Partnership Strategy	The goal of Municipal and Community Partnerships is to increase customer participation. PAs are providing flexibility for Partnership applicants to propose innovative strategies within a certain budget limit, but do not yet know what those innovative proposals will look like until applications are received.
68	Assess and revise vendor solicitation processes - Minimize use of invite-only procurements - Include certified DBEs in all RFP, RFQ, and RFI distribution lists - Require bidders to make measurable financial commitments to do business with one or more diverse businesses on all procurement opportunities with a value greater than $150,000 -- Require lead vendors to partner with DBEs on all Mass Save contracts - Make selection criteria objective and transparent to avoid implicit bias - Host webinars and trainings, and provide technical assistance to help vendors navigate the procurement process	Workforce Development	PAs agree with and support at least some of this recommendation	Addressed in part	2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT	
70	Set minimum standards for formal diversity, equity, and inclusion policies for all Mass Save contracted vendors - Provide detailed technical assistance to vendors as they develop formal diversity, equity, and inclusion policies	Workforce Development	PAs agree with and support at least some of this recommendation	Addressed in part	p.66, 2.9.3 STRATEGIC INTERVENTION: WORKFORCE DEVELOPMENT	Some vendors have small companies and it is difficult to have a one-size-fits all approach, but PAs do plan on providing some level of guidelines and technical assistance to vendors regarding diversity, equity and inclusion.
80	Develop compelling case for participation by developing case studies when new program offerings become available	Renters and Landlords	PAs agree with and support this recommendation	Addressed in part	p.60, strategic intervention Rental Properties	
93	Improve incentives and financing and standardize offering of turnkey services across PAs	Small Business	PAs agree with and support at least some of this recommendation	Addressed in Part		PAs already offer incentives of roughly 70% of project costs for eligible SB customers. For the Larger PAs (Eversource and National Grid) financing is available directly from the PAs, but the PAs do have a partnership with the Mass Bankers Association to offer project financing. MainStreets efforts provided up to 90% of incentives to small businesses and the PAs have targeted the EJCs for the majority of Mainstreets efforts

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96	Provide concierge services to guide customers through audit and installation	Small Business	PAs agree with and support at least some of this recommendation	Addressed in Part		The PAs leverage Turnkey vendors with assigned geographic territories and customers list to address small business customers. There are dedicated PA support staff to manage these contractors. The PAs have also significantly increased Main Streets events, with dedicated engagement and outreach. The PAs are also working to launch a concierge service for Moderate Income Customers.
104	Provide direct connections to services (e.g., utility supplies electrician to remedy issue) and energy concierge services	Language Isolated Populations	PAs agree with and support at least some of this recommendation	Addressed in part	p. 62 2.9.2 Municipal and Community Partnership Strategy, p.65 2.9.3 Workforce Development "Contractor Network"	PAs are building in "Energy Advocate" component in their draft Municipal and Community Partnership design, which will play a similar role to an "energy concierge." This level of detail is not included in the Plan but will be shared with stakeholders for feedback.
109	Focus recruitment efforts to develop multilingual workforce for all levels	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in part	p.64, 2.9.3 Strategic Intervention Workforce Development	To the extent that PAs are supporting contracted vendors directly with recruitment, we are focusing on entry level positions because that is where the most hiring difficulty is and where we are also emphasizing recruitment of more multilingual staff.
114	Maintain catalog of language capabilities of workforce, including PA staff and vendors	Language Isolated Populations	PAs agree with and support this recommendation	Addressed in part	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan"	PA and vendor staff changes on a regular basis, and the Language Access Plan will help assess consistency in technical language use for specific languages, where to go to for what support or questions, and how to address questions of language access more broadly.
115	Create mechanisms for easy and equitable sharing of language support, including an MOU across PAs, lead vendors, subcontractors and regularly updated template for PA and vendor access language support	Language Isolated Populations	PAs agree with and support at least some of this recommendation	Addressed in part	p.61, 2.9.1 Equity Strategic Intervention "Customer Language Access" see especially "Language Access Plan" and Appendix B Strategic Evaluation Plan	
117	Small business - Separate small business from C&I existing building retrofit reporting - Expand reporting on small business participation	Small Business	PAs agree with and support at least some of this recommendation	Addressed in Part		The PAs did add a KPI for small business weatherization however it in not a separate initiative
119	Renters and Landlords - Report renter participation quarterly - Report on program participation in small rental buildings (5-25 units) - Number of property owners/landlords receiving enhanced insulation incentive - Participation, savings, and costs for multifamily program, including # of affected projects and units	Renters and Landlords	PAs agree with and support at least some of this recommendation	Addressed In Part		The PAs report bi-annually on renter participation, including separate break-outs for attached low rise buildings that are 5-25 units and attached low rise buildings with 25+ units, as part of Equity KPIs.

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120	Moderate Income - Provide regular information on barriers to weatherization - Number of heating equipment installations for moderate income customers, by type	Moderate Income	PAs agree with and support at least some of this recommendation	Addressed in Part		The PAs report quarterly on moderate income weatherization jobs and heating system replacements as part of Equity KPIs.
121	Designate PA budget and savings goals for rental properties, with targets for small buildings (5-25 units)	Renters and Landlords	PAs agree with and support at least some of this recommendation	Addressed in Part		The PAs have Equity KPIs for renters, which include targets for buildings with 5-25 units. Additionally, this is also under discussion for the next plan

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55	Create goal-setting and evaluation mechanisms in collaboration with partners	Partnerships	PAs agree with and support at least some of this recommendation	Not addressed in Plan		PAs are incorporating more flexibility in goal setting for Partners in the improved design and are working with EM&V PA staff and EM&V EEAC consultants on evaluation of the Municipal and Community Partnership Strategy.
63	Include leaders in goal-setting and program planning	Partnerships	PAs agree with and support at least some of this recommendation	Not addressed in Plan		PAs rely on the stakeholder feedback received through EEAC meetings, DOER public comment sessions, and Equity Working Group to inform program design, as well as additional program level stakeholder engagement through the Income Eligible Best Practices and Income Eligible Multifamily group. PAs are also holding listening sessions from stakeholders to inform the Municipal and Community Partnership design for 2022-24.
81	Collaborate with rental owners on program design	Renters and Landlords	PAs agree with and support this recommendation	Not addressed in Plan		PAs rely on the stakeholder feedback received through EEAC meetings, DOER public comment sessions, and Equity Working Group to inform program design, as well as additional program level stakeholder engagement with organizations like Mass Landlords Association and other regional landlord groups to inform program design during planning and on a continuous basis.
83	Continue and enhance efforts to provide integrated service delivery with one point of contact for owner	Renters and Landlords	PAs do not support this recommendation	Not addressed in Plan		The primary point of contact is typically the energy specialist or the sales person for a high rise building. Customers need to have some level of interaction with contractors in order to schedule and discuss upgrades.
85	Employ “closers” who get paid to close projects and / or revise Mass Save sales compensation model	Renters and Landlords	PAs do not support this recommendation	Not addressed in Plan		
86	Provide referral incentives to landlords and tenants who refer their landlords	Renters and Landlords	PAs do not support this recommendation	Not addressed in Plan		
92	Expand pool of small business turnkey vendors that employ diverse staff	Small Business	PAs agree with and support at least some of this recommendation	Not addressed in Plan		The PAs leverage a competitively bid RFP process for each plan term to select the SB contracted vendors. The PAs can endeavor to allow more organizations to bid into the programs, but technical competence and historical performance play a significant role in vendor selection. The PAs have committed to reviewing all bid submissions for diversity of staff, and diversity of sub contractor partners.