

## DRAFT – Revised 2022-2024 Three-Year Planning Workshop #4 Recommendations

Tracked Changes

January 19, 2021

### Revised Workshop #4 Consultant Team Workforce Development Recommendations

NOTE: The Equity Working Group (EWG) Workforce recommendations will be included with the full list of EWG recommendations in a separate document.

1. Deliver targeted training for emerging and/or critically important technologies including building automation systems and heat pumps.
  - a. Expand investment in targeted trainings for field assessment, installation, and commissioning of various heat pump technologies for ~~both~~-residential, income eligible, and commercial sectors.
  - b. Fund efforts that grow the field of qualified building automation system technicians and commissioning specialists in the commercial and multifamily sectors.
  - c. Expand building operator training for large, complex facilities to ensure that investments made in new technologies deliver on their full savings potential.
2. **Complete an independent Mass Save workforce study with a first report to be completed by September 2022. Report on jobs resulting from Mass Save Program investments, statistics on workforce demographics prioritized by the Equity Working Group, and ongoing identification of areas for strategic workforce investments that drive future program success. Coordinate with MassCEC on its annual Clean Energy Industry Report.**
  - Assess the overall quality and quantity of the workforce that directly and indirectly deliver the Mass Save program (PA staff, PA contracted vendors, and firms that operate through the PAs open market programs).
  - Include demographic information on workforce outlined in the recommendations from the Equity Working Group.
  - Continually identify deficiencies and needs for greater investment for various programs and technologies.
3. **Expand investments in workforce development including but be not limited to funding apprenticeships and internships, training and upskilling for incumbent workers, and outreach to draw new and diverse workers into the Mass Save ecosystem. Target an increase in workforce development spending to 2% of total annual budget by the end of 2022–2024 plan period. Develop a bottom-up budget to support significant this level of spending expansion of workforce development efforts based on based on PA-planned investments and those recommended by the Equity Working Group Recommendations and EEAC Recommendation 10 above.**
  - a. Encourage significant, steady and sustained ramp-up of spending incrementally throughout the 2022-2024 plan (for example, 0.8% in 2022, 1.6% in 2023, 2% in 2024).
  - b. Develop a bottom-up budget ~~based that includes on all known~~ workforce development initiatives planned by the PAs and recommended by the Equity Working Group. This budget should include but not limited to costs and benefits associated with including trainings and continuing education for existing workers, certification programs, direct

investment in trade school and community college programs, stipends for internships, outreach to new/diverse prospective EE workers, support for trade ally diversity, equity and inclusion policy development, and tracking and reporting on EE workforce demographics.

a.c. Expand the level of detail included in quarterly reporting to the Council on workforce development spending to ensure investments are effectively delivering on objectives developed by all stakeholders.

#### Revised Workshop #4 Consultant Team Residential Market Rate Recommendations

1. Establish separate, higher heat pump unit goals to reflect EEAC priorities and track-report progress in semiannual key performance indicators within the PA quarterly reports. Goals should be broken out by all heat pumps, whole house conversions, partial displacement, and heat pump water heaters.
2. Bolster program support and market promotion of heat pump technologies for primary heating including the addition of incentives and HEAT Loan eligibility for ground-source heat pumps by January 2022:
  - a. Enhance HVAC contractor technical competencies for heat pump system selection, design, installation and maintenance
  - a.b. Enhance customer education efforts
  - b.c. Co-deliver with other energy efficiency and active demand management measures

3. For market rate customers, Limit Recognizing climate goals and the market transformation that has occurred with respect to fossil fuel systems, update current fossil fuel space heating incentives to limit incentives only to technologies and installations where clear cost-effective savings remain.

- a. By January 2022, for market rate customers with existing gas or propane equipment: remove incentives for customers replacing existing condensing systems and maintain incentives for customers replacing non-condensing with to condensing fossil fuel systems by January 2022, using a phased approach if necessary to support an orderly market transition.

For market rate customers, Cease incentives and HEAT loans support for oil-fired heating equipment as of January 2022; handle as custom measure, especially for multifamily buildings. Study low and moderate income program customer impacts and needs should be studied further to determine appropriateness of the application of A and B for these customer groups. before implementing this recommendation for those customer groups.

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5.4. Phase out fossil fuel water heating incentives.

- a. Cease incentives and HEAT Loans for oil and propane water heating equipment by January 2023, using a phased approach if necessary to support an orderly market transition.

b. Cease incentives and HEAT Loans for storage and indirect natural gas water heaters as of January 2022, but retain for more efficient tankless and condensing gas systems.

~~b.c. Study Low and moderate income program customer impacts and needs should be studied further before implementing this recommendation to determine the appropriateness of the application of A and B for these these customer groups.~~

6.5. Supplement ~~current RCD program~~ with new, custom performance-based offer modeled after DOER's Home MVP pilot that incentivizes customers to both weatherize and install heat pumps.

7.6. Implement state of art communication and data management practices to increase effectiveness of customer interactions, including but not limited to:

- a. Review/refresh Mass Save and PA websites
- b. Carry through updated messaging strategies to customer emails, social media, and other communication channels
- c. Improve the home energy audit report
- d. Improve behavior reports
- e. Enhance use of technology
- f. Enhance sales training to program contractors who interact with customers

7. Increase participation and conversion rate in the RCD initiative. Simplify the RCD initiative in order to increase customer access and yield higher conversion rates:

- Increase savings and participation from weatherization measures
- Improve customer access through simplified customer experience such as, reduction in number of steps to participate, increased opportunities for immediate action, additional facilitated support etc. Support by providing a streamlined customer support single point of customer contact
- Increase data-driven targeted marketing and outreach efforts