



**Better Buildings Residential Network
Multifamily & Low-Income Peer Exchange
Call: *Strategies to Overcome Split Incentive
Tenant/Landlord Issues***

September 25, 2014

Call Slides and Discussion Summary

Agenda

- Call Logistics, Announcements, and Introductions
- Opening Poll
- Residential Network and Peer Exchange Call Overview
- Featured Speakers
 - **Kenley Farmer**, Project Manager, Stewards for Affordable Housing for the Future, and **Casey Murphy**, Senior Technical Specialist, ICF International
 - **Meghan Shaw**, Community Outreach Director, Cambridge Energy Alliance
- Discussion
 - Share some of the challenges (and any frustrations!) your program has encountered related to split incentives issues with tenants and landlords.
 - What successes has your program achieved in getting past split incentive issues to conduct energy efficiency assessments and upgrades in multifamily and low-income housing?
 - Have you tried any strategies that did not work well? What lessons did your program learn from those efforts?
 - What questions do you have for others who have tried to overcome the split incentive issue?
 - What do you plan to do in the future to help increase energy efficiency upgrades in multifamily housing?
- Future Call Topics Poll

Call Participants

- American Council for an Energy-Efficient Economy
- Arlington County, VA
- Build It Green
- CalCERTS, Inc.
- California Housing Partnership
- City of Bellevue
- City of Bellingham, WA
- City of Cambridge, MA
- City of Charlottesville, VA
- City of Kansas City, MO
- Civic Works, Inc.
- CMC Energy Services
- Corvallis Environmental Center (OR)
- Energy Coordinating Agency (EnergyWorks, PA)
- Ecolibrium3
- Economic Opportunity Studies
- Efficiency Nova Scotia
- Elevate Energy
- Energy Wise Alliance
- ³ Florida Housing Finance Corporation
- International Center for Appropriate and Sustainable Technology
- Institute for Market Transformation
- Interfaith Human Services, Inc.
- Midwest Energy Efficiency Alliance
- Monroe County Energy Challenge
- MPower Oregon
- National Housing Trust
- Oberlin Project
- PA Interfaith Power & Light
- PECI (Richland, WA)
- Richmond Region Energy Alliance (VA Regional Energy Alliance)
- Snohomish County PUD
- Stewards of Affordable Housing for the Future
- Sustainable Connections
- Town of Blacksburg (VA Regional Energy Alliance)
- TRC
- Wisconsin Energy Conservation Corporation (WE²)
- Woodard Properties

General Announcements

- Funding is available for innovative urban solutions from **Bloomberg Philanthropies' Innovation Delivery Grants**
 - Innovation teams use idea-generation techniques and a structured, data-driven approach to deliver results on a variety of topics
 - 3-year grants are available, \$250K-\$1 million each, to cities with populations of at least 100,000
 - Application Deadline: October 6, 2014
 - Learn more at: <http://www.bloomberg.org/program/government-innovation/innovation-delivery-teams/>

Opening Poll Results

- What experience does your organization have with split incentive landlord/tenant issues? (Choose all that apply)
 - Have never encountered any split incentive issues: **13%**
 - Have encountered challenges and tried unsuccessful tactics to overcome them: **23%**
 - We have been successful in our efforts to overcome split incentive issues: **10%**
 - Mix of success/frustration in attempting to overcome split incentive issues: **35%**
 - Other?: **19%**

Better Buildings Residential Network

- **Better Buildings Residential Network**: Connects energy efficiency programs and partners to share best practices to increase the number of American homes that are energy efficient.
 - Membership: Open to organizations committed to accelerating the pace of existing residential upgrades. Commit to providing DOE with annual number of residential upgrades, and information about benefits associated with them.
 - Benefits:
 - Peer Exchange Calls
 - Tools, templates, & resources
 - Newsletter updates on trends
 - Recognition: Media, materials
 - Optional benchmarking
 - Residential Solution Center

For more information & to join, email bbresidentialnetwork@ee.doe.gov.

- **Better Buildings Residential Network Group on Home Energy Pros**

Join to access:

- Peer exchange call summaries and calendar
- Discussion threads with energy efficiency programs and partners
- Resources and documents for energy efficiency programs and partners

<http://homeenergypros.lbl.gov/group/better-buildings-residential-network>

Better Buildings Residential Network Group on Home Energy Pros Website



Better Buildings Residential Network

Created by Better Buildings Support

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Information



The Better Buildings Residential Network connects energy efficiency programs and partners to share best practices and learn from one another to increase the number of American homes that are energy efficient.

Website: <http://betterbuildings.energy.gov/bbm>

Latest Activity: 8 hours ago

Join the conversation in the discussion forum below. You can use the "Follow" link at the bottom of the forum to receive an email whenever a new discussion is posted.

Open the table of contents below and follow the links to access topical materials and resources.

Helpful Links

- Table of Contents
- Better Buildings Residential Network
- Better Buildings Neighborhood Program Website
- Home Performance with ENERGY STAR
- Home Energy Score



Table of Contents



+New Discussion



Peer Exchange Call Archive



Better Buildings Network View



Tools



Related Events

Discussion Forum



Attend Today's Peer Exchange Calls on Program Sustainability and on Workforce

Don't miss today's calls. "Collaborating with Utilities on Residential Energy Efficiency" begins at 12:30 p.m. Eastern and "Engaging Efficiency First Chapters and Other Trade Associations in Energy Efficiency Programs" begins at 3:00 p.m. Eastern.

Continue

Tags: Peer Exchange Calls

Started by Better Buildings Support 8 hours ago.



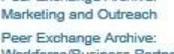
Register for Upcoming DOE Webinar About On-Bill Financing

Sign up to attend the DOE State and Local Energy Efficiency Action Network (SEE Action) webinar, "Case Studies: Financing Energy Improvements on Utility Bills," taking place June 11, 2014, from 2:00 to 3:30 p.m. Eastern. To learn more on this topic, read

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Home Energy Pros

Home Energy Pros was founded by the developers of Home Energy Saver Pro (sponsored by the U.S. Department of Energy,) and brought to you in partnership with Home Energy magazine.

Latest Activity

[What brings you here?](#)

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Tucker Henne commented on David Byrne's blog post Does Aereoseal work? An auditors review

"I would like to begin with a disclaimer that I am an Aereoseal contractor. One of the reasons I..."

16 minutes ago

TJ Alexander posted a blog post

So many homes have fiberglass insulation that is poorly installed in New Hampshire and elsewhere

Doing testing of existing homes it is typical to see mottled patterns of surface temperatures with...

See More

1 hour ago

0

CleanEdison updated an event



Entry Level Solar Photovoltaic at Cotuit, MA

September 30, 2012 to

Peer Exchange Call Series

- There are currently 6 Peer Exchange call series:
 - Data & Evaluation
 - Financing & Revenue
 - Marketing & Outreach
 - Multifamily/ Low Income Housing
 - Program Sustainability
 - Workforce/ Business Partners
- Calls are 2nd & 4th Thursday of each month at 12:30 & 3 PM ET
- Upcoming calls:
 - Oct. 9, 12:30 PM ET: Program Sustainability: Incorporating Energy Efficiency into Disaster Recovery Efforts
 - Oct. 9, 3 PM ET: Data & Evaluation: Making Evaluations Work for Your Program: Tips for Success
 - Oct. 23, 12:30 PM ET: Financing & Revenue: Crowd Funding: Enabling Small Investors to Help Fund Business Loans for E3 Upgrades
 - Oct. 23, 3 PM ET: Voluntary Initiative on Partnerships: Toolkit Training Webinar
- Send call topic ideas, or requests to be added to email distribution lists to peerexchange@rossstrategic.com

Peer Exchange Call Summaries

Discussion: Challenges and Solutions

- Overcoming Challenges - Solutions:
 - Access trusted, local messengers
 - Engage your satisfied customers as champions to turn them into "lifetime customers"
 - Invite people to make a pledge with a few simple EE activities they can take
 - Connect with the right local partners (Connecticut conducted "community asset mapping")
 - Directly involve the homeowner through DIY work or as energy efficiency demonstration homes to help them feel engaged (San Diego demonstration homes)
 - Minimize paperwork to make it easier to participate

20



Poll Results

Participant Poll: Which of the following best describes your program's experience with energy efficiency behavior change efforts?

- Currently implementing: 31%
- Planning to implement: 31%
- Thinking about it: 19%
- Haven't thought about it: 0%
- Not applicable: 19%

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The screenshot shows the 'HOME ENERGY PROS' website with the tagline 'Connecting home energy professionals'. The navigation menu includes Home, Invite, My Page, Members, Forum, Blogs, Groups, Photos, Videos, and Events. The main content area is titled 'Peer Exchange Archive: Program Sustainability' and lists several call summaries with their dates and PDF links:

- [Incorporating Behavior Change Efforts into Energy Efficiency Programs](#)
July 10, 2014
[Presentation and Discussion Summary \(PDF\)](#)
- [Collaborating with Utilities on Residential Energy Efficiency](#)
June 12, 2014
[Presentation and Discussion Summary \(PDF\)](#)
- [BBRN Voluntary Initiative: Partnering to Enhance Program Capacity](#)
May 8, 2014
[Presentation and Discussion Summary \(PDF\)](#)
- [Complementary Energy and Health Strategies](#)
April 10, 2014
[Presentation and Discussion Summary \(PDF\)](#)
- [Mastermind: Jim Mikel, Spirit Foundation](#)
March 13, 2014
[Presentation and Discussion Summary \(PDF\)](#)

How do you eat an elephant? One bite at a time. A slight shift in perspective goes a long way.

Understanding how EE can solve a financial, public relation, or customer service problem for the utility is the right place to start.

EZ Retrofit: Strategies to Overcome Split Incentive Tenant/Landlord Issues

Kenley Farmer

**Stewards for Affordable Housing for the
Future**

Casey Murphy

ICF International



EZ Retrofit:

Strategies to Overcome Split Incentive
Tenant/Landlord Issues

Agenda:

1. Challenge
2. Model
3. Implementation
4. Process
5. Workflow
6. Case Study
7. Summary

Retrofitting Multifamily Properties

- Challenge -

- Reduce energy and water consumption for small multifamily housing
- Address the barriers faced by properties that are too small for the ESCO model and too complex for the single-family programs
- Give property owners the ability to evaluate the opportunities in their buildings with access to estimates of both Owner and Tenant savings

- Model -

- Create the EZ Retrofit tool: an easy-to-use, free, non-proprietary software tool that is an alternative to an expensive energy audit
- Provide owners with a list of measures that are specific to their building
- Give owners the ability to see savings broken out by Owner and Tenant
- Provide owner with estimates of cost, payback, and utility savings to allow an owner to more readily engage a contractor

- Implementation-

- Tool has been utilized at 10 SAHF properties – both master-metered and tenant-metered
- “The EZ Retrofit tool lays out a clear picture of the opportunities available at this property” – Asset Manager for Volunteers of America, SAHF member
- Version 1.02 of the Tool is available on the SAHF website

Property Owner and Manager Decision-making Process

One Key Barrier



Awareness of Opportunity

Energy efficiency can be an effective investment



Confirming Relevance

Benchmarking: Is my building(s) more or less efficient than a typical building?



Initiating Due Diligence

What specific opportunities do I have?
What does the initial package and payback look like?



Scoping Work

Obtaining cost and package prices



Performing Work

Identifying any change orders and associated impacts



Validating Work

Confirming final costs and measures



Confirming Performance

Looking at utility bills post-retrofit



Work Flow



- In order to simplify the user experience, the EZ Retrofit tool makes certain assumptions based on user inputs.
- For example, a user can enter the age of an appliance and the tool assumes:
 - the estimated energy usage of the appliance
 - the efficiency of an upgrade appliance (e.g., ENERGY STAR)
 - the cost to upgrade the appliance (including materials and labor)
- To allow for additional accuracy, all building systems and appliance information can be changed.
- Specific example provided in a few slides.

Work Flow

EZ Path

- Best for first time users
- User inputs data into pop-up screens for each of 10 building measure categories (see p. 6)
- Uses key assumptions that cannot be overridden by user until transitioning to Advanced Path

**Data from the EZ Path
auto populates the
Advanced Path**

Advanced Path

- Best for users who are familiar with the EZ Retrofit Tool and/or want to enter their own assumptions, costs, and other information Users can enter additional information into the Advanced Path once they have completed the EZ Path OR can begin with the Advanced Path
- Editable Excel spreadsheet

EZ Path – General Characteristics Screen:

General Characteristics ✕

Did You Know? Save

How Do I Do It? Exit Without Saving Save and Exit

Property Name	<input type="text"/>	Floors Above Ground	<input type="text"/>
Building Name	<input type="text"/>	Floors Below Ground	<input type="text"/>
Building Address	<input type="text"/>	Square Footage of Conditioned Area	<input type="text"/>
State	<input type="text" value="▼"/>	Total Square Footage	<input type="text"/>
Nearest Airport	<input type="text" value="▼"/>	Average Ceiling Height	<input type="text"/>
Zip	<input type="text"/>	Number of Apartment Units	<input type="text"/>
		Year Building was Built	<input type="text"/>
		Primary Space Heating Fuel Type	<input type="text" value="▼"/>
		Primary Water Heating Fuel Type	<input type="text" value="▼"/>

Note: Airports have weather data that the tool uses to determine heating and cooling loads. If you don't know the closest airport, you can select one that is fairly close that you recognize.

Previous Screen - Welcome Screen Next Screen - Benchmarking

EZ Path – Utility Bill Calibration & Benchmarking

Bill Type

Please select bill type:

Electricity

Gas

Oil

Water

Note: You can enter four types of utilities in the EZ Path: electricity, natural gas, oil, and water. For each of these utilities, you can enter both owner-paid and tenant-paid usage separately.

If you have a master-metered building, input all data as owner-paid data. For tenant-metered buildings, calculate or estimate the total tenant usage before entering the amount into the tool.

Additional guidance can be found under the 'How Do I Do It?' button on the "Benchmarking" Screen.

Electric Bill Data

Who pays this bill?

Tenant

Owner

EZ Path – Owner/Tenant System Inputs:

The screenshot shows a software window titled "Lighting" with the following fields and options:

- Who pays the utility bills?**: A dropdown menu with "Owner" selected and "Tenant" as an option.
- Location**: A dropdown menu with "Corridors" selected and "Tenant" as an option.
- Lighting Category**: A dropdown menu with "T-12 w/Ballast" selected.
- Lighting System**: A dropdown menu with "2-40W Lamp w/EEMag Ballast" selected.
- Quantity of Lighting**: A text input field containing the number "30".
- Do these lighting fixtures have occupancy control sensors?**: A dropdown menu with "No" selected.
- Heating System**: A dropdown menu with "Your Predominant Heating System" selected.
- Cooling System**: A dropdown menu with "Common Area AHU" selected.

Navigation buttons include "Did You Know?", "How Do I Do It?", "Save", "Save and Exit", "Previous Lighting System", "Add Another Lighting System", "Previous Measure Category - Kitchen Appliances", and "Next Measure Category - Motors & Controls". A vertical sidebar on the right contains icons for various building systems.

Heating and Cooling
Domestic Hot Water
Clothes Washers
Kitchen Appliances
Lighting
Motors and Controls
Duct Sealing
Water Fixtures
Toilets

EZ Path – Results and Reports

- The 'Results – All Measures' option allows you to see all of the measures the tool has identified as significant energy and water savings opportunities in your building based on your inputs. The results tables can be organized either as a single list of all results or categorized by measure.
- The 'Report' option allows you to see a short list of measures for which the package of measures meets a criterion that you specify.

Report Generation

Report Generation Criteria

Energy Savings

Water Savings

Payback

Install Cost

Number of Measures

Cancel Ok

Recommended Upgrade Package	Total	Owner	Tenant
Projected Electricity Savings (KWh)	54%	54%	-
Projected Gas Savings (Therm)	23%	23%	-
Projected Oil Savings (Gallon)	N/A	-	-
Projected BTU Saved	39%	39%	0%
Projected Water Savings	9%	9%	-
Projected \$ Saved	39%	39%	-

EZ Retrofit - Advanced Path:

- Tool Overview
- General Characteristics
- Benchmarking
- Envelope
- Heating & Cooling
- Domestic Hot Water
- Clothes Washer
- Kitchen Appliances
- Lighting
- Motors & Controls
- Air Sealing
- Duct Sealing
- Water Fixtures
- Water Conservation
- Results - All Measures
- Report
- Clothes Washer - User Inputs**

Clothes Washers

[Help / User Manual](#)

Existing Clothes Washers

Minimum Amount of Data

Additional Data to Increase Accuracy

No.	Location Notes	Who Pays the Utility Bills For This Location? ↓	Space Type ↓	Quantity	Clothes Washer Type / Age ↓	Water Heater System Serving the Clothes Washers ↓	Type of Dryer ↓
1							
2		Owner	Common Area	4	NON-ENERGY STAR / 1986 - 1995	Domestic Hot Water	Electric
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Preliminary Savings & Proposed systems

Preliminary Savings - Clothes Washers

Proposed Clothes Washers

Using clothes washers as an example, the tool asks six questions:

1. Who pays the utility bills?
2. Where is the appliance located?
3. How many do you have?
4. How old are they?
5. Which water heater is connected to the clothes washer?
6. What type of dryer do you use?

EZ Retrofit - Advanced Path:

- By design, the tool attempts to simplify the data collection process while providing helpful information about potential opportunities.
- Behind the scenes:
 - Tool assumes a baseline efficiency level based on vintage
 - Tool assumes a “typical” usage – for clothes washers, these assumptions change if the clothes washer is located in a unit vs. a common area
 - Tool assumes a “typical” upgrade (e.g., ENERGY STAR qualified)
 - Tool assumes the costs to purchase and install upgrade
- Advanced Path allows a user to override these assumptions:
 - Users can enter more specific information about the baseline condition
 - For example, a user can enter the Modified Energy Factor, Water Factor, and Average Number of Loads per Week
 - Users can enter actual performance characteristics of a replacement unit
 - User can enter in total costs inclusive of equipment, labor, and rebates
 - User can run reports based on this new information to increase the level of accuracy

Summary

- Tool is designed for non-technical users, but has several powerful features:
 - Considers interactive effects of ECMs
 - Calibrates results based on utility bills
 - Associates savings to owners and tenants
 - Allows users to override assumptions
- Has User Guide embedded into tool
- Has paper checklist so users can collect data in the field and more readily enter data into the tool
- Is open source and available at no charge



Thank You!

Kenley Farmer
www.sahfnet.org

Casey Murphy
www.icfi.com

Cambridge Energy Alliance: Strategies to Overcome Split Incentive Tenant/Landlord Issues

Meghan Shaw

Community Outreach Director

Cambridge Energy Alliance

GREEN YOUR LEASE

What is a Green Lease?

- ❑ Incorporation of green language into a rental agreement
- ❑ Cost-sharing framework for efficiency improvements
- ❑ Solution to “split incentive problem” because it aligns landlord and tenants interests

Energy Efficiency Investments

- ❑ Benefits: save money, reduce pollution, increase comfort, improve property value, reduce maintenance costs. . . BUT
- ❑ Landlords are often reluctant to invest in energy efficiency improvements because
 - ❑ Any improvements are not “visible” to tenants
 - ❑ Improvements can be complicated (high transaction cost)
 - ❑ Capital improvements could increase property taxes

Green Lease Challenges

- ❑ Lack of trust between landlords and tenants and low transparency on energy bills
- ❑ In tight rental markets, no need to change lease/distinguish property from other rentals
- ❑ Differing rate of turnover mean two different leases
- ❑ Lack of information
 - ❑ Landlords don't realize they're not using energy efficiently

Implementation Strategy and Challenges

- ❑ Strategy: Contact top landlords and set up sessions to inform them of the opportunities for efficiency; hopefully smaller landlords will follow
- ❑ Challenges: Landlords hard to reach; many tax bills go to LLC's not people; landlords live far outside the city; too many landlords (extreme market fragmentation)

Implementation Strategy and Challenges

- **Strategy: Information/Outreach Efforts**
 - Contact MA Greater Boston Real Estate Board and MA Rental Housing Association; submit a draft green lease and see if they will approve a standardized, official green lease document or sustainability clause to keep on file and offer to landlords interested in green leasing
- **Challenges:** Industry is hard to move in a single city as they are often associated with National groups; fear that green leases simply make the rent higher and therefore unattractive to renters, which hurts business

Previous Implementation Ideas

- ❑ Create a Green Lease Website
 - ❑ Consolidate location of information available on green leasing initiative
 - ❑ Provide links to other sources of information on green leasing – BOMA, etc.
 - ❑ Post free sample green lease
 - ❑ Share stories and experiences of others who have already employed green leases
- ❑ Not Implemented due to sense that the time invested in this strategy would not yield results due to local industry hesitation and lack of interest by landlords during outreach.
- ❑ National Resources focused around Commercial green leases
 - ❑ Institute for Market Transformation
 - ❑ Greenleaselibrary.com

Lessons Learned

- ❑ Green leases save energy and save money, but it's hard to prove this to tenants and landlords and therefore just becomes viewed as higher rent
- ❑ Rental market conditions must support the green lease
- ❑ Small landlords do not have the capacity to rewrite leases since they often use a standard format and often lack capital to put toward improvements.
- ❑ Real Estate Associations tough to move on updating lease templates for small landlords
- ❑ Green leases primarily work best in commercial buildings with long-term tenants and transparent energy bills.

Discussion Questions

- Share some of the challenges (and any frustrations!) your program has encountered related to split incentives issues with tenants and landlords.
- What successes has your program achieved in getting past split incentive issues to conduct energy efficiency assessments and upgrades in multifamily and low-income housing?
- Have you tried any strategies that did not work well? What lessons did your program learn from those efforts?
- What questions do you have for others who have tried to overcome the split incentive issue?
- What do you plan to do in the future to help increase energy efficiency upgrades in multifamily housing?

EZ Retrofit Tools Features and Tips

- EZ Retrofit Tool lays out a clear picture of the energy efficiency opportunities available at a property.
- Powerful EZ Retrofit Tool features:
 - Allocates savings of measure packages to either owners or tenants.
 - Asks straight-forward questions that both building owners and tenants can answer, and is specifically designed for non-technical users.
 - Two possible paths: the Easy Path makes assumptions about the building, and the Advanced Path allows users to override the assumptions for a more accurate description of existing conditions.
- EZ Retrofit Tool is open-source, available free of charge:
www.sahfnet.org/easyretrofit
 - Please reach out if you need assistance with the tool!

Challenges with Green Leases

- There are many barriers to Green Leases:
 - Competitive rental market/low vacancy rate isn't conducive to special offers by Landlord; renter needs to have power.
 - High rental turnover (e.g. in university towns) doesn't allow the long-term utility bill savings to be realized by the renter.
 - Dichotomy in marketing to landlords: large, disconnected landlord companies and small, single-property landlords have different needs/values, making marketing difficult.
 - Most landlords don't think of energy efficiency as an issue, because they don't see many utility bills.
 - Small landlords don't have the capital to rewrite leases.
- Green Leases are challenging to implement, but a regulatory push by the local government could help overcome the barriers.
- Green leasing *is* happening more in commercial units, e.g. Green Lease Library: <http://www.greenleaselibrary.com/>

Discussion Highlights

- A possible method of gathering baseline energy data on rental properties: include a utility release form in the lease agreement packet OR collect Landlord's approval for the whole building's consumption (depending on metering).
- Property Management Associations acted as a buffer rather than a silver bullet to Green Leases in Cambridge.
- Incorporating energy efficiency into Section 8 housing: resident payments are calculated and controlled so there isn't much flexibility on raising tenant prices. However, because residents receive subsidized utility allowances there is opportunity for energy efficiency improvements in Section 8 housing to offset utility costs to the housing authority.
- Water saving measures are effective in rental units due to easy installation and minimal tenant disruption.
- A strategy to promote energy efficiency would be to require disclosure of energy data to tenants before the lease is signed, e.g. average bill in previous year.

Future Call Topics Poll Results

- Which topics would interest you for future Multifamily & Low-Income peer exchange calls?
 - Measures that landlords find valuable and that benefit the renters: **87%**
 - Air quality and safety in MF upgrades: **35%**
 - Green certification of MF projects: **57%**
 - Working with state housing agencies to make upgrades affordable: **57%**
 - Other?: **0%**

If you would like to share your experiences on a call or have other ideas for a call topic, contact peerexchange@rossstrategic.com