

# **REACHING OUT TO ETHNIC CUSTOMERS: HOW NSTAR FOUND THEM, AND WHAT THEY ARE DOING ABOUT IT**

*Jennifer Mitchell-Jackson, Opinion Dynamics Corp.  
Edward McGlynn, NSTAR*

## **Summary of Paper**

Ethnic markets are historically underserved, and often ignored. We found that utilities and program contractors express some hesitancy about an effort to specifically target ethnic customer because the potential savings for most ethnic customers may be small (and/or not cost-effective). Energy efficiency programs, however, can be used as tools to reach out and better serve utility customers. Increasing ethnic customers' program participation may help increase customer satisfaction among ethnic customers by reducing energy bills (the primary reason for low satisfaction ratings among residential ethnic customers). This paper provides insight into ethnic customers' perceptions of their utility (and what colors these perceptions), discusses barriers to energy efficiency program participation, and explores the best ways for reaching out to ethnic customers.

## **Background**

NSTAR is the parent company of Boston Edison, Commonwealth Electric, Cambridge Electric and NSTAR Gas. As one of Massachusetts' largest investor-owned electric and gas utilities, NSTAR transmits and delivers electricity and natural gas to 1.3 million customers in over 100 Eastern Massachusetts communities. These NSTAR communities include many diverse groups of ethnic customers.

This research grew out of NSTAR's commitment to serve ethnic markets (residential and small commercial), which are historically underserved. NSTAR has been working to engage ethnic residential and small business customers to participate in energy efficiency efforts. Through qualitative and quantitative research, as well as a pilot effort in one Portuguese neighborhood, NSTAR is exploring the possibility of working within their existing portfolio of programs to target ethnic customers using a tailored marketing message and delivery approach.

Currently, through NSTAR's Residential Conservation Services (RCS) Program, NSTAR offers residential customers energy audits, the direct installation of low-cost measures, and the installation of major measures (with a cost split of 50% up to \$1,500, or a no interest loan).

On the small commercial side, NSTAR's Small Business Solutions Program offers turnkey retrofit services to small business customers with an average monthly demand <100kw. These services include: marketing, free energy audits, the direct installation of low-cost measures, and the installation of major measures (with a shared-payment incentive—with the utility paying 80% of the cost of installation, and the small business bearing 20% of the cost.)

Note that when this research began, NSTAR was considering a neighborhood-based approach using door-to-door visits for both residential and small commercial ethnic customers. This concept helped to shape the research that we conducted. As a result of our findings, however, NSTAR has revised their approach to an alternative neighborhood-based approach for residential customers, but is still considering a door-to-door pilot effort for commercial ethnic customers

## **Serving Ethnic Customers**

Generally, the main objectives of energy efficiency programs (and program funds) are to acquire resources or transform markets. In the case of resource acquisition, programs ideally target the largest and most cost effective energy saving opportunities, and in the case of the market transformation, programs work with upstream market actors and educate end-users with the hope that standard practices (and the demand for these practices) will drift towards energy efficient alternatives. These goals, however, do not lead to the inclusion of many ethnic customers. For this reason, ethnic customers, have been termed “hard-to-reach” in California and other areas and funding has been specifically allocated to increasing participation among these customers. In other areas of the country, however, budgets and traditional energy efficiency goals (i.e., resource acquisition and market transformation) preclude utilities from using these funds to reach out to ethnic customers.

As with most customer sectors, energy efficiency programs can be used as a value added service for ethnic customers. High bills are the primary reason for dissatisfaction among these customers, and increasing ethnic customers’ program participation may help increase customer satisfaction among ethnic customers by reducing energy bills. In these cases, research can help to identify existing channels to help reach these markets cost effectively.

We inquired as to whether existing programs in NSTAR’s territory were serving ethnic customers, and found that implementation contractors do not track the ethnicity of program participants. While all of the contractors that we spoke with have served some ethnic customers and communities, the contractors acknowledged that ethnic customers might currently be underrepresented because of how programs are traditionally marketed. Through both the Residential Conservation Services (RCS) Program and the Small Business Solutions (SBS) Program, the majority of program marketing requires that customers be proactive about participating. While there is some general marketing of the program, customers that wish to receive audit services (and the installation of measures) generally have to contact the implementation contractors in order to receive services; thus, customers that speak English are more likely to respond. We should note, however, that under-representation of ethnic customers is also due to other barriers among these populations (including tenancy and upfront costs, as discussed further below).

In order to better serve ethnic customers, NSTAR conducted research to identify and better understand these markets, as described in the next section.

### **NSTAR’s Experience with Identifying Ethnic Customers**

NSTAR’s service territory consists of many small pockets of different ethnic customers and is not dominated by one or two prominent ethnic groups, which presented a challenge for identifying how to proceed with any targeted ethnic outreach. As a result, NSTAR put together an internal team that drew upon a variety of resources to understand their ethnic customers and determine the best approach for serving these customers. They used a 360-feedback-loop approach to gain a comprehensive picture of their ethnic customers.

NSTAR drew first on their internal resources, including: community liaisons to areas with ethnic neighborhoods, customer representatives, diversity council members, corporate relations staff, energy efficiency program staff, and energy efficiency evaluation staff.

NSTAR also asked ODC to conduct research on their ethnic customers. ODC began their research by tapping into existing databases such as Census data. Using Census data, ODC established which areas within NSTAR's territory have high concentrations of ethnic groups. Specifically we referred to Summary File 3 to gather this information.<sup>1</sup> This research focused primarily on Portuguese (including Portuguese-speaking Brazilians and Cape Verdeans), Hispanic, and Chinese populations in areas have large concentrations of ethnic populations, including: two neighborhoods within the City of Boston (Jamaica Plain and Chinatown); the City of Framingham which is a suburb west of Boston; and, the City of New Bedford which is located in Commonwealth Electric's service territory. However, many of our findings are also relevant to ethnic populations in other parts of NSTAR's territory.

Following this initial research, ODC then conducted in-depth interviews with NSTAR's implementation contractors of both the RCS and SBS programs and in-depth in-person interviews with representatives of community organizations that serve or represent ethnic populations.

To determine the sample of "community representatives" that serve and/or represent ethnic populations, we drew on the experience of NSTAR internal community liaisons, as well as on secondary research via the web to develop a list of organizations that interact directly with the targeted ethnic populations. Through this research we identified several active organizations within the communities of interest and classified them into three distinct groups: City or Town Representatives, Chambers of Commerce, and Community-Based Organizations. In all, we spoke with 12 representatives. We used these interviews (and preliminary maps of the populations in the targeted areas) to pinpoint the streets where neighborhood-based efforts should be implemented.

Finally, ODC also designed, fielded and analyzed quantitative telephone interviews with four main ethnic groups (residential populations only) within NSTAR's territory, including:

1. Chinese,
2. Portuguese,
3. Brazilian, and
4. Hispanic populations.

As mentioned above, we focused on communities in NSTAR's territory that have large populations of ethnic customers, including Jamaica Plain, Chinatown, Framingham and New Bedford. Within these areas, we narrowed the sample population down through surname targeting. In all, we conducted a total of 280 interviews. We completed 70 interviews with respondents of Chinese descent from Chinatown; and 98 interviews with respondents that identified themselves as Hispanic in Jamaica Plain (70) and in Framingham (28). We also conducted 68 interviews with Portuguese respondents (primarily in New Bedford) and 44 interviews with respondents that said they were Brazilian, 40 of which were residents of Framingham and four interviews with residents in New Bedford.

Based on quantitative research with residential customers, in-depth telephone interviews with representatives of each implementation contractor, and in-depth interviews with community representatives, this paper explores past marketing efforts among these customers, barriers to program participation among these ethnic customers, and recommendations for how to proceed.

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<sup>1</sup>[http://factfinder.census.gov/servlet/DatasetMainPageServlet?\\_lang=en&\\_ts=113502326929&\\_ds\\_name=DEC\\_2000\\_SF3\\_U&\\_program=](http://factfinder.census.gov/servlet/DatasetMainPageServlet?_lang=en&_ts=113502326929&_ds_name=DEC_2000_SF3_U&_program=)

## Barriers to Program Participation Among Ethnic Populations

Generally, our findings seem to indicate that ethnic customers (both residential and small commercial) are interested in learning how to save money on their energy bills. (Among residential ethnic customers, Chinese are the most interested and Portuguese are the least interested.) From our research, however, there appear to be several barriers to participation in utility energy efficiency programs. Our research found that many of the barriers are similar for residential and small commercial ethnic customers, thus we discuss these together in the section below. Moreover, we found that many of the barriers faced by this segment (with the exception of language) are not just “ethnic issues.” Many of these issues face residential and small business more generally.

We categorized the barriers that we encountered as Level I Barriers—barriers that can be overcome with creative approaches to outreach and marketing—and Level II Barriers—barriers that are more difficult to overcome and/or may make implementing measures less cost effective.

### *Level I Barriers (Awareness, Language, Literacy and Lack of Trust)*

One of the largest barriers is lack of awareness of energy efficiency programs. Customers are generally aware that NSTAR is their electric utility, but much less aware that NSTAR offers programs to help customers reduce energy and save money. We found that awareness of energy efficiency offerings is highest among the Chinese population, followed by Portuguese and Hispanic. Significantly fewer Brazilian respondents are aware that NSTAR offers these programs. Interestingly, Brazilian respondents were least aware of NSTAR’s energy efficiency offerings despite the fact that Brazilian respondents are most satisfied with NSTAR’s performance as a utility.

ODC also compared findings about general awareness of energy efficiency indicators among ethnic customers to recent research that we conducted with Massachusetts’ consumers.<sup>2</sup> In general, based on a few key indicators of energy efficiency awareness, Chinese and Portuguese customers do not appear to be less aware of energy efficiency than the average Massachusetts utility customer. In fact, Chinese customers are significantly more likely to use compact fluorescent bulbs (CFLs) than the general population. Hispanic and Brazilian customers, however, are less familiar with (and less likely to use) CFLs than the general population. These customers are also less likely to be familiar with the ENERGY STAR label.

In addition to awareness of energy efficiency and NSTAR’s program offerings, language and literacy may be a barrier among ethnic customers. Our quantitative interviews with residential customers indicate that most ethnic customers prefer to receive information (both written and oral) in their native language and community representatives feel that language and literacy could also be big barriers for ethnic-owned businesses.<sup>3</sup> Program contractors, however, do not feel that language is a large barrier. Implementation contractors say that they have been able to find ways to serve non-English speaking ethnic customers in the past, (of course the contractors can only comment on ethnic customers with whom they have worked, and are not necessarily thinking about the number of ethnic customers who do not express an interest because of a language barrier).

Many customers are also skeptical of services offered by NSTAR that are not seen as part of their core services. Issues related to NSTAR’s core business contribute to customers’ skepticism regarding energy

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<sup>2</sup> Evaluation of the Massachusetts ENERGY STAR Residential Lighting Program PY2003, April 2004.

<sup>3</sup> The use of the term community representatives refers to the individuals that we interviewed from local government, chamber of commerce, and community based organizations, as described in the methodology.

efficiency services. Power outages, or for small businesses, disruptions in their neighborhood due to NSTAR crews that are working in the neighborhood, can often influence customers' perceptions of the utility and serve as a barrier to program participation. Furthermore, many ethnic customers feel that their utility is trying to sell them something and these customers do not trust the utility. In these cases, we found that it is critical to refer customers to another person who has experience with the program.

### *Level II Barriers (Ownership, Upfront Costs, and Code Violations)*

Ownership (particularly in areas outside of New Bedford)<sup>4</sup>, upfront costs, and the fact that ethnic businesses tend to be smaller businesses are barriers that may mean that achieving major energy savings opportunities is not feasible.

For many residential and small business ethnic customers, upfront costs are a barrier since they are often on a tight budget and struggling already. Furthermore, many ethnic customers do not own their homes or the space in which their business is located,<sup>5</sup> and tenants are much less likely to implement measures because of their rental status. Furthermore, tenants often do not have permission to make changes to the spaces that they rent, and if there is a cost to participate in the program, these customers may be reluctant to mention the program to the building owner due to the perception that any cost of participation would be passed on to them in the form of increased rent. Additionally, residential customers that reside in large master metered multifamily housing face an extra challenge. Since these facilities are master metered, they qualify as commercial facilities. As such they are served through the C&I efficiency programs that typically focus on common areas lighting measures and often do not provide the same level of services within the individual residential units that they would receive through the residential programs.

Finally, contractors also mentioned that in their experience, they have encountered additional barriers when trying to complete projects in lower income neighborhoods or business districts (similar to many ethnic neighborhoods). Often, what begins as a simple retrofit program (or easy fix) ends up requiring additional efforts in order to overcome structural or wiring changes. Once a contractor opens a fixture, they are liable to make sure that fixture meets all electrical codes, which can increase costs and time. For example, one contractor recently encountered several projects in Chinatown that required additional effort due to the structural condition of the building and the existing wiring. In this case, rather than simply replacing fixtures, they were required to spend additional time and effort with the electrician determining how to install new feeds and new wiring.

All of these Level II barriers, (ownership, code violations, and upfront costs) may further reduce the cost-effectiveness of implementing measures through a door-to-door audit type program that would require a time consuming visit that may not result in the implementation of major energy saving measures.

### **Determining the Best Ways to Market to These Populations**

While our research did not set out to measure the cost-effectiveness of savings opportunities among ethnic customers, cost-effectiveness is a concern when reaching out to ethnic populations. Given the fact that many residential ethnic customers are renters, and most ethnic-owned businesses are very small

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<sup>4</sup> Notably, ownership among Portuguese customers appears to be higher for both residential and commercial customers.

<sup>5</sup> In many cases, the building owner may not be of the same ethnicity as the building tenant.

businesses, targeting ethnic populations for energy efficiency programs does not appear to a good approach to achieving cost-effective savings.

However, energy efficiency programs can be an integral part of working to increase satisfaction among ethnic customers that feel that their bills are too high, and to improve perceptions of NSTAR among the general population. Thus, below we outline a general approach for targeting ethnic populations.

### *Overcoming Level I Barriers*

Based on our findings, our recommendation is to use a multi-faceted approach to raise awareness of NSTAR's programs while leveraging all possible opportunities to reach out to these communities, including some targeted ethnic marketing (such as door hangers in targeted communities), outreach through cultural festivals, and working with community organizations.

Using a multi-faceted approach that gets the messages out in a variety of ways will help to establish NSTAR in the community and overcome the lack of trust barrier for a limited cost. To be most effective in an ethnic-outreach effort, NSTAR should work to establish itself in the community and promote any neighborhood-based effort well in advance of implementing this effort, in partnership with a local, community-based organization. As a first step, NSTAR may want to offer services to the community-based organization free of charge so that the CBO can act as a sample case (offering testimonial) for the community.

We recommend using a promotional message (in the customer's native language) that is targeted at customers who are currently dissatisfied with their electricity bills, such as "Think your electricity bills are too high? Contact NSTAR to explore energy efficiency opportunities that can help you reduce your electricity costs." This approach raises awareness of NSTAR's offering while selecting "unsatisfied" customers from among the population. (It is important to note that in general the effort should emphasize NSTAR's offerings, and make it a secondary goal to focus on educating customers on energy efficiency.) We also recommend that the promotional messaging inform ethnic customers that they should sign up with the community-based partner to receive an NSTAR audit sometime during a specified period. In this way, after raising awareness and jumping through this "self-selection" process, NSTAR can leverage their community-based partnerships to further screen customers (through some basic education about what the program entails and what the customers' investment would be) while the CBO acts as a trusted third-party and helps with translations when necessary (through the use of volunteer translators).

Any marketing materials or messages must include a clear and simple explanation of the motivation behind NSTAR's program offerings. NSTAR must demonstrate that by making subsidized investments in energy efficient equipment, customers can reduce their energy costs and pay for that initial investment over a reasonably short time frame. Furthermore, it must be made clear to ethnically-owned business owners, using examples of typical levels of investment and typical energy cost savings for typical small businesses, that program participation makes financial sense, otherwise business owners will be reluctant to make the financial investment. Case studies drawn from the community that are either described by the community-based organization, or in the media, would offer a way to educate businesses (and residential customers) and establish credibility to overcome the "lack of trust" barrier.

## *Overcoming Level II Barriers*

NSTAR's efforts offer residential and small commercial customers a financing option, which helps to overcome the first-cost barrier. While financing appears to be a good option to overcome this barrier, customers may be suspicious of continual payments. Thus messages about financing options need to be simple, clear, and supported by community representatives. They also need to be presented in a way that is sensitive to the fact that these customers may not fully trust their utility. Offering utility financing for these services speaks volumes, showing that the utility is willing to back the installation of these measures.

Targeting building owners (especially for multi-family buildings) may also help to maximize the number of energy saving measures installed (since this is often the decision maker). Furthermore, NSTAR has specifically worked to target some of the neighborhoods where they offer both electric and gas services, since these can lead to larger energy savings for their utility (through the installation of both electric and gas measures).

Generally, however, to overcome Level II Barriers, we recommend offering a smaller scaled-back version of the current audit programs (such as the NSTAR's Residential Conservation Services Program and the Small Business Solutions Program) to all customers in the neighborhood that express interest. During these modified visits, the utility can provide basic services to customers while identifying cost-effective opportunities. One example of this is NSTAR's current residential effort in New Bedford, where they used a community church meeting to quickly serve a large number of customers and funnel those customers that would benefit from additional measures into their existing program. (This effort is described in more detail below.)

### *Summary of Suggested Approach for Targeting Ethnic Customers*

In general, trust issues make it difficult to achieve savings by showing up at someone's door (without first raising awareness through other channels), and the fact that ethnic customers are tenants (and, on the business side, may be smaller customers) makes it difficult to get customers to install major energy savings measures. As such, we recommend this refined approach as explained above and summarized in steps 1 through 8 below:

1. Find a neutral community-based partner in each community.
2. Identify a period to conduct brief on-site audits in the community several months in advance.
3. Provide energy efficiency services to the offices of this community-based partner in exchange for their assistance promoting the program. (This would serve as a community case study.)
4. Develop simple messages and handouts with the community-based partner (concerning the program and case study) that can be dispensed by the community-based partner.
5. Leverage the knowledge and contact base of the community-based partner to make a series of contacts in the community.
6. Raise awareness of NSTAR's offering (and the period when NSTAR will be serving the community) through a multi-faceted approach including media efforts, direct targeted marketing (such as door hangers for residential customers and fliers or mailing to business customers), community-based partnerships with active community representatives that will spread the message, and other delivery mechanisms appropriate for the community.
7. Ask the community-based partner to sign up customers for door-to-door audits through the program.

8. Conduct modified or shortened audits of all customers that sign up (with the assistance of the community-based partner when necessary) to provide low-and no cost services while identifying cost-effective opportunities.

We recommend that residential and small commercial efforts be promoted together since many community-based organizations serve both types of customers, and to further enhance educational messaging.

Since the ultimate goal of these efforts is to raise awareness of the utilities offerings among a particular segment, we feel that this approach can be targeted to any population (although the messages should be tailored to the specific community). Research through a 360-feedback-loop approach can help the utility cost-effectively identify way to cost effectively raise awareness among any marketing segment.

NSTAR's past and current efforts to serve ethnic markets are described in the final two sections of this paper.

### **NSTAR's Past Efforts To Serve Ethnic Markets**

In the past, NSTAR has had limited success at reaching out to ethnic customers through program efforts that offered measures free of costs, but budget limitations have limited its ability to continue these programs.<sup>6</sup>

There were several efforts to reach out to ethnic-owned businesses in designated economic development areas at the end of the 1990s. With the assistance of the Hispanic Redevelopment Corp., NSTAR offered free installations of measures along Main Street in Jamaica Plain.<sup>7</sup> In addition to Jamaica Plain, NSTAR offered Chinatown businesses energy efficiency audits and services at no cost. Part of New Bedford was also targeted as an economic development zone (although not the whole city) between 1999 and 2000.

In general, NSTAR utilities targeted specific businesses that were identified by the utility representative in partnership with local or state contact, and these businesses were offered measures free of charge.<sup>8</sup> The contractor was given lists of businesses to target (e.g., 60 to 80 customers in Com Electric's territory). These lists were then crossed with NSTAR customer lists. All NSTAR customers on the list were sent a targeted mailing, and were called about possible energy efficiency services. Targeted businesses might also have been visited if the contractor was in the neighborhood. In general, this effort was successful at increasing participation among ethnic customers on these economic development lists. (Because these efforts were offered installations free of cost, it was not difficult to get businesses to participate.)

Past efforts with residential ethnic customers have been more limited. In the last couple of years, however, NSTAR has placed advertisements in *Le Semana* and *El Mundo* (for Spanish-speaking populations) as well as Cool Smart<sup>9</sup> Ads in *O Jornal* and *Portugal Times* (for Portuguese-speaking populations). In addition, NSTAR completed a direct mailing of 18,000 Spanish-speaking residential customers. These customers were targeted by last name, and included both single- and multi-family

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<sup>6</sup> Many of these past efforts, however, were not specifically targeted at ethnic customers, but happen to include ethnic neighborhoods.

<sup>7</sup> NSTAR stopped offering free measures to customers in economic development zones in 2004.

<sup>8</sup> The utility paid all related costs.

<sup>9</sup> Cool Smart is a Massachusetts statewide residential HVAC program.

customers. (Note that NSTAR attempted to contact only single-family residents but added names from multi-family lists to increase the sample population.) This effort was considered less than successful by NSTAR staff and contractors because the “Spanish-speaking” lists included a large number of Portuguese customers and other non-Spanish-speaking individuals. This experience is similar to that of telemarketing efforts for New England Gas to reach Portuguese respondents—the lists proved inaccurate and problematic.<sup>10</sup> According to the contractor, the response to advertising in *El Mundo* was also small. There has been no direct outreach to Asian or Chinese communities.

### **NSTAR’s Current Ethnic Outreach Pilot**

Based on preliminary research, NSTAR has been working to implement an ethnic outreach pilot aimed at Portuguese residents and small business located in several neighborhoods within the City of New Bedford. Why New Bedford? Internally, NSTAR thought this was a good area to start given that it was not as congested and was not as multi-cultural as the other areas. NSTAR already maintained very good contacts and rapport with many community representatives in this area. NSTAR’s internal Diversity Council had already researched and contacted community agencies within New Bedford. Finally, since NSTAR is both the gas and electric provided in this area, there were potentially more opportunities to serve these customers from a total energy perspective.

As of this writing, NSTAR is in the early stages of introducing a residential ethnic outreach effort in New Bedford. Currently, NSTAR is working with the Immigrant’s Assistance Center to reach out to Portuguese-speaking populations. The residential pilot effort is attempting to reach Portuguese customers in the New Bedford area through two area churches. NSTAR has hosted face-to-face information sessions (in Portuguese) on Sundays following the Portuguese masses. Customers were then able to sign up for a residential MassSAVE audit and also received a small give-away package including a one-page information sheet (in both English and Portuguese) on NSTAR energy offerings and a free compact fluorescent light bulb. The success of these efforts was dependent upon the buy-in of the community church. While one church embraced the outreach and helped spread the word resulting in a successful effort to identify and recruit ethnic customers, the other was more hesitant and gave limited promotion of the effort and was less successful.

On the commercial side, after additional research, it was decided that New Bedford was not the best area to introduce a pilot effort. Recently, NSTAR is attempting to work with a couple of Brazilian businesses in Framingham to develop case studies for the area. If initial results look promising, a pilot for small businesses will be launched in the Framingham area.

Additional results on our residential pilot, and preliminary results of the small commercial pilot efforts will be provided in our December AESP presentation.

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<sup>10</sup> Note, however, this was in contrast to our efforts in which we used both surnames and Census data to create targeted lists.

**Attached Table:**

Example of approaches for specific ethnic populations gathered through NSTAR’s research efforts.

Table 1. Summary of Specific Approaches for Chinese, Hispanic and Portuguese Communities

Approach	Ethnic Group		
	Chinese	Hispanic	Portuguese
Newspapers	<i>San Pan</i> , Main Streets Chinatown Directory advertisements	<i>El Mundo</i> , <i>El Immigrante</i> , <i>Jamaica Plain Gazette</i> , <i>Jamaica Plain Bulletin</i>	<i>Brazilian Times</i> , <i>The Portuguese Times</i> , <i>O Jornal</i>
Television		Univision, Telemundo	Cable – Channel 20 Cabo Video, Cabozoom TV (Cape Verdean)
Radio		La Mega 890AM	WJFD 97.3FM: Q&A talk radio show on how to access NSTAR’s programs
Bilingual Literature	✓	✓	✓
Community Based Organizations	Chinatown Consolidated Benevolent Association, Chinatown Main Streets, Chinatown Business Association	Metro West Latin American Center (MWLAC), Merchant’s Association (commercial), Main Streets, Small Bodegas Association  Jamaica Plain Neighborhood Development Corporation	<b>New Bedford:</b> PACE, Immigrant’s Assistance Center, Portuguese American Club (commercial), South End Business Association (commercial), Prince Henry Society (commercial) <b>Framingham:</b> BRAMAS, Metro West Latin American Center (MWLAC), <b>Boston:</b> Cape Verdean Community UNIDO, Cape Verdean Liaison Mayor’s Office of Neighborhood Services
Community Case Studies	China Pearl, Community organizations listed above, With editor of paper in exchange for editorial/article	Community organizations listed above, With editor of paper in exchange for editorial/article	NSTAR/RISE pilot effort in New Bedford, DJ&JM Harris working with Brazilian-owned businesses in Framingham –e.g, Vera’s Jewelers
Events	August Moon Festival, Chinatown Festival, Chinatown Safety Committee, Chinatown Residents Association (residential)	✓	Cape Verdean Community Independence Day