Mass Fleet Advisor Annual Report

July 2024 - June 2025

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Introduction

This annual report summarizes key operations and qualitative reflections for the Mass Fleet Advisor program for Fiscal Year 2025 (FY2025), covering the period from July 1, 2024–June 30, 2025. Mass Fleet Advisor is a state-supported initiative funded by the Massachusetts Clean Energy Center and administered by a series of consultants, led by CALSTART. CALSTART manages the day-to-day program administration and leads the collaboration of a team of experts that includes PowerOptions, Industrial Economics, Alipes, BT2, and DMH Electric. Mass Fleet Advisor offers free technical guidance to private/non-governmental, nonprofit, and qualifying municipal medium- and heavy-duty vehicle fleets operating in Massachusetts. The program helps fleet operators evaluate how best to proceed with fleet electrification, with capacity for up to 200 participating fleets. The program's goal is for at least 50% of participating fleets to be located in a state-defined Environmental Justice Community (EJC) (Mass.gov, n.d.).

Fleets may elect to participate in Mass Fleet Advisor across two progressive phases of support.

- **Phase 1: Fleet Electrification Reports informed by site assessments, fleet data, and duty cycles, with information on potential cost and emissions savings, electric vehicle model equivalents, and infrastructure planning advice.**
- **Phase 2: Vehicle Procurement Support to help fleets navigate vehicle and charging infrastructure procurement, available purchase incentives, and workforce upskilling.**

To qualify, fleets must operate and depot in Massachusetts and have at least three vehicles (including at least one Class 2b-8 vehicle). Participating fleets have no obligation to make purchases or commit beyond participating in the free Mass Fleet Advisor analyses.

Fleet Process

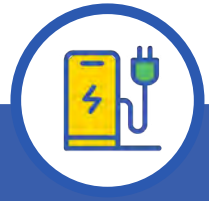
1. Intake Meeting: 30 Minutes

After you sign up for Mass Fleet Advisor on our website or at an event, our team will schedule a 30-minute virtual intake meeting with you. During this time, we'll tell you more about the program, ask you to describe your fleet and business, and review next steps for participation.

2. Fleet Intake Form: 2-4 Hours

This is the main task for fleets participating in Mass Fleet Advisor. After your intake meeting, our team will send a Participation Agreement and a Fleet Intake Form to officially reserve your spot in the program. The Fleet Intake Form is available in a web form for smaller fleets and an excel form for larger fleets. The Form asks for the following data for each vehicle type in your fleet:

- Make, model, weight class, model year, current fuel type and quantity
- Average annual mileage
- Daily operational schedule and season usage



3. Site Assessment: 1-3 Hours

Our team can assess up to three parking locations for fleet charging. One of our electricians will visit your site(s) and determine the current amount of service capacity available, how much charging equipment that could support, and what infrastructure or service upgrades would be needed to electrify your entire fleet. You should budget about one hour of time per parking location. **Optional additional analysis:**

- Solar Analysis
- Route energy modeling

4. Report Delivery and Review: 1-2 Hours

(4-6 Weeks After Site Assessment)

Your Fleet Electrification Report will contain 1-1 vehicle replacement recommendations, your site assessment results, total cost of ownership projections, and information on incentives. We recommend setting aside some time to read through your report after we deliver it via email. After reading, we'll set up a 30-minute virtual report review meeting to hear your thoughts on the report, answer any questions you have, and discuss your interest in receiving free procurement support.

Executive Summary

In FY2025, 18 new fleets signed up for the program by signing the Participation Agreement, with 21 fleets progressing to the enrolled fleets category by providing their Fleet Intake data. Participating fleets include all those who have completed a Participation Agreement indicating their willingness to enroll in the program. Fully "enrolled" fleet counts are specific to those who have completed the Fleet Intake Form.

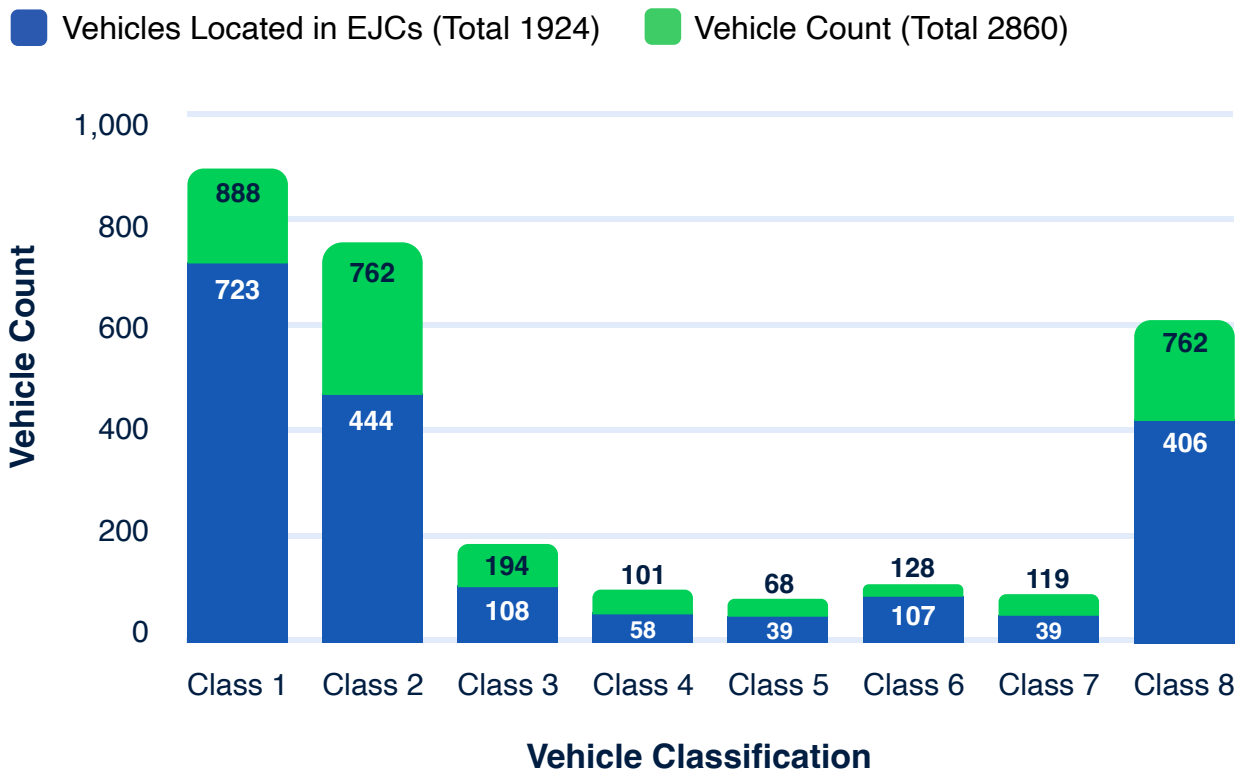
MASS FLEET ADVISOR
YOUR FLEET ELECTRIFICATION ASSISTANT.

Cumulative program statistics through FY2025:

- **Participating fleets: 83**
- **Fleets enrolled: 58**
  - **30 fleets located in Environmental Justice Communities (EJCs) (Mass.gov, n.d.)**
- **Electrification Reports delivered: 55**
- **Number of vehicles operated by enrolled fleets: 2,800+.**

Cumulative Program Participating Fleets Statistics

As of June 30, 2025



Key Program Takeaways

Based on data collected during report creation and feedback from the **55 fleets** who have received their report:

Increased mileage correlates with an earlier break-even point for zero-emission vehicles, but if the mileage is too high, this introduces challenges to meeting range needs and quickly recharging.

Fleets exploring MHD trucks have expressed hesitancy toward purchasing from less-established original equipment manufacturers (OEMs) (even if those OEMs have readily available vehicles), or fleets have not found dealerships that can commit to providing timely maintenance and troubleshooting assistance.

Several startup OEMs have gone bankrupt over the last year, and those remaining continue to face challenges with staying profitable. This both **limits fleets' options and creates hesitancy** toward purchasing from startup OEMs due to the concern that they will not remain available for service and financial support.

Cargo vans remain the most-deployed MHD zero-emission vehicle sector in Massachusetts. Their cost favorability and availability are reflected in many Fleet Electrification Reports.

Summary of Key Program Operations

Program Throughput

Mass Fleet Advisor continues to successfully move enrolled fleets through the available program offerings. During the reporting period, the program completed 25 site assessments, 14 of which were at fleets operating in EJCs. The program also delivered 36 electrification reports, 19 of which were for fleets operating in EJCs. These site assessments and reports help fleets understand their options for fleet electrification, potential cost and emissions savings, and necessary infrastructure improvements.

In Q4 of 2023, program eligibility expanded to allow municipalities in MLP territories to enroll in the program. In Q1 of 2024, a marketing consultant was brought on to the program team to bring fresh recruitment strategies and ideas. The program team also added a fleet consultant that has deployed electric trucks to be involved in outreach and program design. The Participation Agreement and Fleet Intake Form were also transitioned to Salesforce to enable easier tracking for the program team and a more user-friendly experience for fleets.

Overview of Outreach Activities

The Program Team deployed a diverse array of outreach strategies with the goal of continuing to recruit participating fleets. Initial efforts focused on website development, with continuous updates and enhancements to showcase enrolled fleet counts and incorporate social media links. The team also continued to invest in digital marketing, with email campaigns reaching over 14,000 recipients. Efforts also expanded to include programmatic ad buys, social media presence on LinkedIn and Facebook, digital out-of-home advertising, and Spotify audio advertisements. The program also developed personalized outreach materials, creating tailored postcards for 51 municipalities served by Municipal Light Plants (MLPs), distributing business cards with QR codes linking to the program website, and producing various branded items, including pens, hats, flyers, and banners.

During FY2025, the program hosted two events, attended six industry events, and held two program webinars.

Events

The Program Team spoke at the AltWheels and Recharge Massachusetts conferences in October.

The first Mass Fleet Advisor hosted event took place in November in Brookline, resulting in one new fleet signup. In December, the team hosted an informational webinar on clean vehicle tax credits featuring an IRS speaker. In-person efforts continued at industry events, with program representatives staffing booths at the Massachusetts Municipalities Association Connect 351 Conference and the Environmental Business Council of New England's Construction Summit in January, generating two new fleet signups. Another successful webinar in March 2025 focused on the Fleet Electrification Report and site assessment process. The team attended the Small Business Expo in April.

The program hosted a second Mass Fleet Advisor event at Lookout Farm in Natick on May 2025. This event included an expanded vehicle showcase, recognizing that direct, in-person engagement has been particularly effective for building trust and generating program participation, and that experiencing electric vehicles in person is an effective tool for learning about the technology.

Program Awareness

Digital out-of-home and audio advertising were employed to increase program awareness and strengthen recognition. Audience targeting focused on Massachusetts' top-performing cities (Boston, Worcester, and Springfield) to drive the highest engagement. Through the third-party digital out-of-home partner, the program team applied audience targeting to reach **small business owners** and focused on "on-the-go" environments, including retail malls, outdoor urban panels, gas stations, convenience stores, and grocery stores.

Leads, Contacts, and Uptake

During FY2025, the Mass Fleet Advisor program undertook significant efforts to expand and refine its contact management approach. The program began transitioning to Salesforce for leads and progress tracking, while maintaining the Fleet Leads Tracker as the primary reporting tool throughout this period.

The team continues to connect with leads via regular newsletters/email campaigns and targeted direct fleet outreach, including campaigns specifically to eligible municipal fleets, including a planned webinar.

22 **Marketing emails were sent during the reporting period**

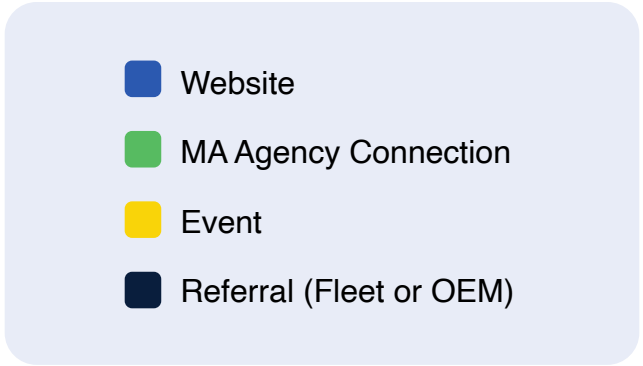
35% **Average email open rate**

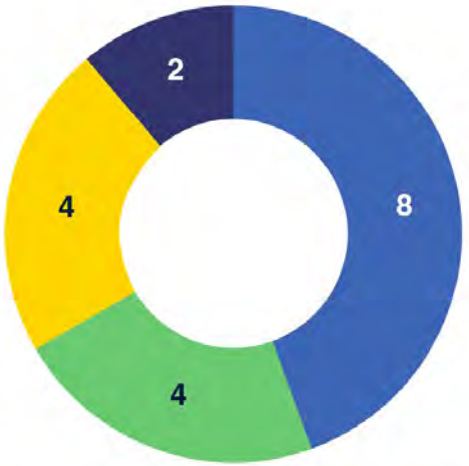
9.4% **Average email click rate**

The Mass Fleet Advisor mailing list began FY2025 with 14,631 subscribers. This list included purchased contacts, which can often yield "unsubscribes", filtering out individuals who are not interested. While the mailing list size decreased overall, it gained new interested subscribers which resulted in a subscription rate of 12,837 subscribers at the end of FY2025.

During the reporting period, outreach efforts resulted 18 new fleets signing up for the program, with 21 fleets progressing to the enrolled fleets category. Eleven of the 18 new signups and 12 of the 21 enrollments are domiciled in Massachusetts EJCs. Enrolled fleets own or lease over 2,800 vehicles across all weight classes, including a variety of on- and off-road duty cycles.

Fleet Participant Recruitment Path





Progress, Learnings, and Trends

The following subsections include discussions of findings from the team on the program's successes and potential avenues for improvement.

Participant Needs

The data collection process by which enrolled fleets complete the program's Fleet Intake Form continues to be an area where fleets get stuck and stop responding to program managers. To make this process easier, the program team has implemented changes to the intake process, including offering a questionnaire form in place of the Excel version, allowing ballpark estimates of data points if necessary, and completing multiple follow-ups to keep participants engaged.

Barriers

An additional barrier occurs when fleets require the approval or involvement of multiple parties to participate in the program. Such fleets have described their program progress stalling as they face hesitancy from staff unfamiliar with the program, difficulty gathering fleet data from multiple fleet managers, difficulty securing the staff needed for the site assessment, or unwillingness to consider electric vehicle procurement. The program team aims to address these barriers by working with specific subgroups of fleets where data is available, allowing unlimited time for fleets to complete the intake form, and using assumptions with fleet approval where they are unable to gather data.

Several participating fleets are limited by the fact that their domicile locations are leased, and at least two participating fleets want to install charging infrastructure but have been unable to secure commitments from their landlords to support the necessary electrical work.

A limited number of fleets that have received a Fleet Electrification Report have moved forward to receive technical procurement support. The upfront capital costs of zero-emission trucks continue to be a challenge for fleets, even if lifetime cost savings are projected. Fleets have also experienced difficulty connecting with their utility or facing long estimated timelines for utility infrastructure upgrades. Fleets exploring medium- and heavy-duty trucks have expressed hesitancy toward purchasing from less-established OEMs, even if those OEMs have readily available vehicles, or have not found dealerships that can commit to providing timely maintenance and troubleshooting assistance. Some dealerships or OEMs have provided lengthy estimated timelines for vehicle orders. The program team plans to grow Massachusetts dealership engagement to learn more about dealer barriers with selling zero-emission vehicles and identify potential areas to help.

Program Strategy Suggestions

The program team plans to reallocate some funds for additional public resource creation. The program team believes that public resource creation on topics such as charging infrastructure and electric vehicle implementation considerations will enable the program to be effective even after it is closed and will provide fleets with a robust set of useful resources. These strategies will be determined with the Massachusetts Clean Energy Center, and work will begin in Q1 of 2026.

> **I was amazed at the depth of information contained in the report. It covered vehicles, charging, and infrastructure. I had no idea there were so many electric trucks available!**
> **— Scott Norrie, President, Howe Lumber**

Participant Feedback

Participant feedback remains nearly universally positive from fleets who receive their Fleet Electrification Report. Fleets have expressed that the level of detail provided exceeded their expectations, and that they would not have the time or resources to dedicate to exploring electrification without the program. The program team invites each fleet to a Report Review Meeting after they receive their Fleet Electrification Report in an effort to obtain continual program feedback.

> **As someone who only barely understands electrical speak, it was a challenge to navigate the whole field of fleet electrification, and we had an interest in pursuing some funding for this too. So, it was a lot to juggle, and Mass Fleet Advisor helped streamline and present all of that information in a really nice way to all the different people at [Casella] who needed to see the information."**
> **– Alex Pogany, Casella (formerly Save that Stuff)**

Some fleets have asked for assistance outside of the program scope, such as visiting more than three sites or updating their Fleet Electrification Report to reflect new fleet data. The program team informs participants of the limitations in place to ensure that equal time and resources are available to each participant and offers further analysis if the fleet plans to procure a vehicle. Cumulatively, 55 fleets have received their customized electrification reports.

Outreach Results and Feedback

During the reporting period, the program team revamped and expanded outreach efforts. These efforts included creating LinkedIn and Facebook pages for Mass Fleet Advisor where new information is posted weekly. Foundational ads were deployed on Bing and Google search, and voice advertisements were played on Spotify to promote program information and the fall program event, and again to promote the spring event.

A digital out-of-home campaign launched in June placed advertisements in grocery stores, retail stores, and convenience stores across the state for several weeks.

The campaign continued into July and August of 2025. The outreach strategies were deployed with the goal of expanding program awareness and recruiting new participants.

Events

In-person event participation increased in number during FY2025, but the program team identified that the attendees were largely industry enthusiasts, not fleet owners. A lesson learned for future events is to identify strategies that resonate with fleet owners. The team will implement direct outreach and cold-calling and look into hosting the event during post-work hours.

The program team identified established events where the program can be promoted. This strategy was aimed at reaching specific audiences that are strong candidates for the program. Established events that the program team has attended include the AltWheels conference, the Massachusetts Municipal Association Conference, the Environmental Business Council of New England Summit, and the Boston Small Business Expo.

The program team identified municipalities and municipal light plants as an audience to focus on for a targeted webinar. Other niche audiences are under consideration for industry-specific webinars.

We were pleased to be the first municipality in Massachusetts to participate in the Fleet Advisor service. With a commitment to cut our greenhouse gas emissions by 25% in 2025, the Fleet Advisor service helped us identify the most cost effective opportunities to incorporate electric vehicles in our municipal, public works, and public safety fleet. Having independent data supporting conversion to cost-efficient electric vehicles greatly aids purchasing decisions at the highest levels.
— Rick Mitchell, Climate Resiliency Manager, Town of Ipswich

> **The Mass Fleet Advisor team has been assisting us with our effort to electrify our fleet of 50+ vehicles since early 2022. The information they have provided to us, such as vehicle options, charging options, and potential rebate programs has been invaluable. As we move closer to transforming our fleet, we are confident we will be doing so with the most up-to-date information we could possibly have, thanks to this group."**
> **— Steve Senior, Director of Distribution and Services, Woods Hole Oceanographic Institute**

Enrollment Findings and Challenges

Despite these creative efforts to promote the program, enrollment continues to be lower than desired. The program team has struggled to attract organizations to this free, state-funded program, even with varied recruitment and program advertisement strategies. Fleet attendance at events is also lower than desired, and the program team continues to refine recruitment efforts and create enticing events that fleets to want to attend in-person. Campaign results have shown that click-through rates to the program website and brand awareness have increased, but with limited conversions.

However, the variety of enrolled fleet types has diversified in the last year. Most fleets enrolled during the first year of the program were colleges and universities, hospitals, and other large nonprofit organizations with existing sustainability initiatives and resources. As brand awareness and recruitment strategies have advanced, small businesses have enrolled from wide-ranging sectors such as food delivery, composting and recycling, landscaping, and personal services. Expanding program eligibility in Q4 of 2023 to include municipalities in MLP territories also increased the number of enrolled fleets.

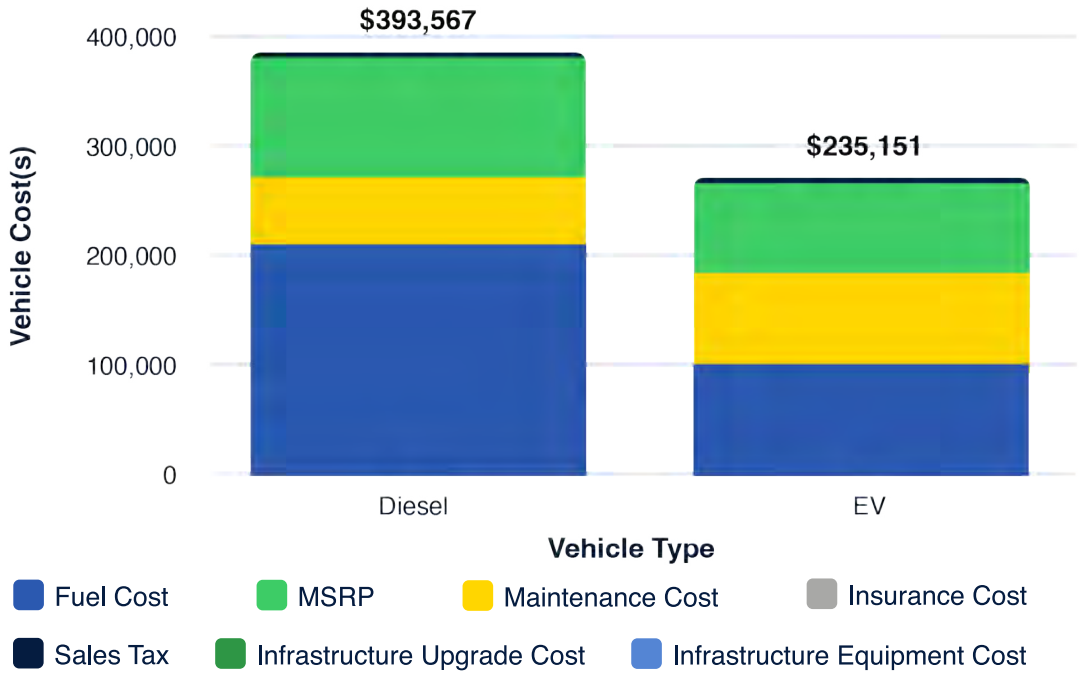
Summary of Key Electrification Analyses Findings and an Examination of Trends

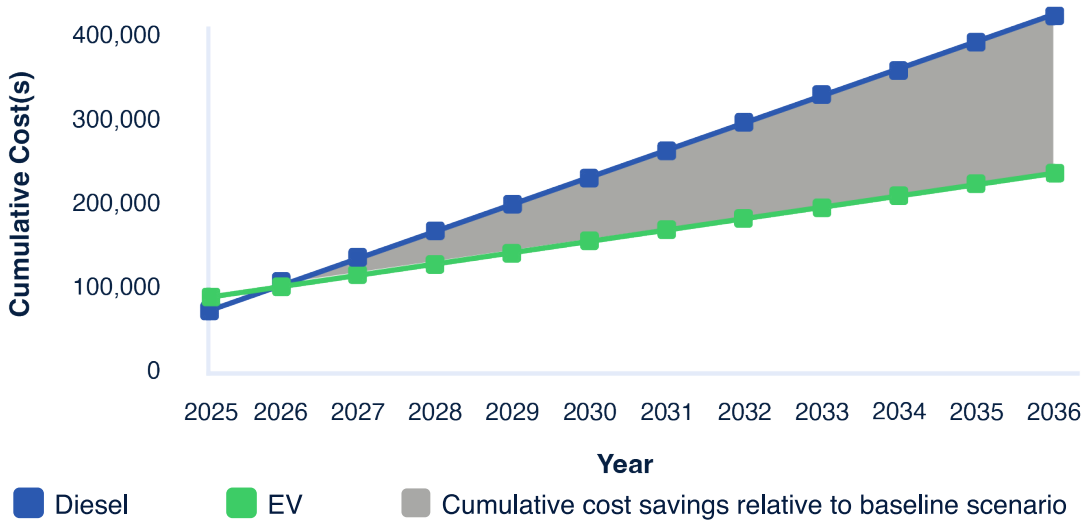
The Project Team has delivered 55 Fleet Electrification Reports. Based on the data collected and analyses conducted, medium-duty vehicles, including cargo vans, step vans, and box trucks, tend to have favorable total cost of ownership projections. Cargo vans are excellent targets for electrification because of the lower total cost of ownership and the low purchase price of the electric model (i.e., the Ford E-Transit) when compared to the traditional gas/diesel model.

The total cost of ownership analysis below compares a traditional Class 3 vehicle priced at $55,000 with a $3.50/gallon price of gas against an electric Class 3 vehicle priced at $74,000 with a $0.24/kWh price of charging and a $15,000 MOR-EV rebate.

The electric van produces cost savings by the third year of ownership, with an average annual fuel cost savings of $10,103 and an average annual maintenance cost savings of $3,430. **The lifetime cost savings total $158,416.**

Cargo Van Total Cost of Ownership Comparison



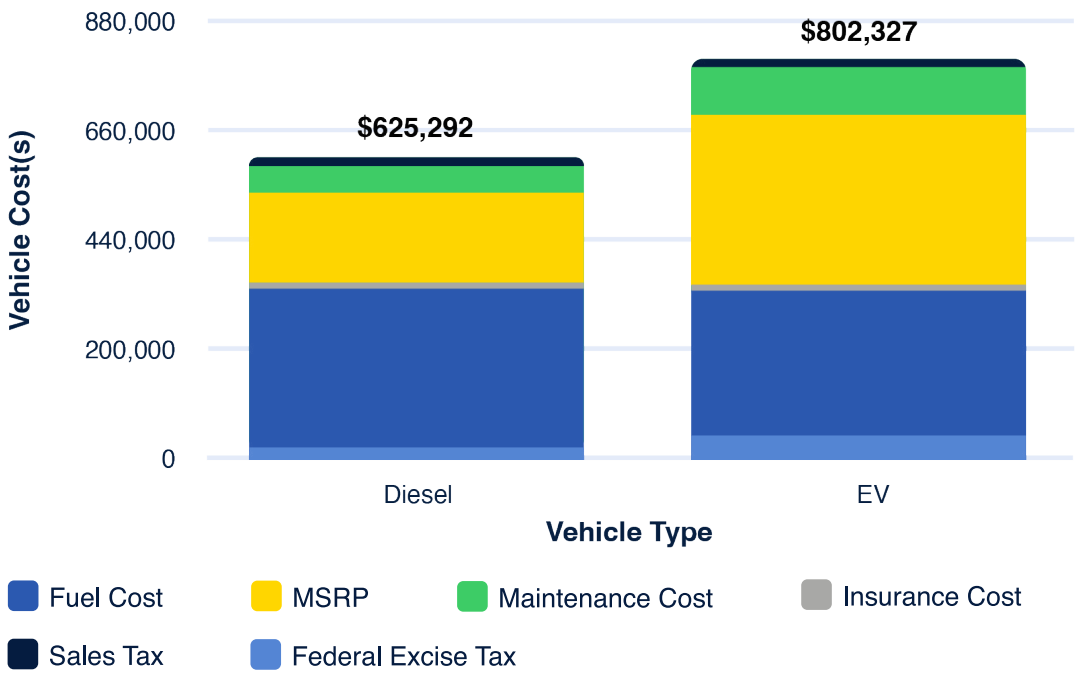


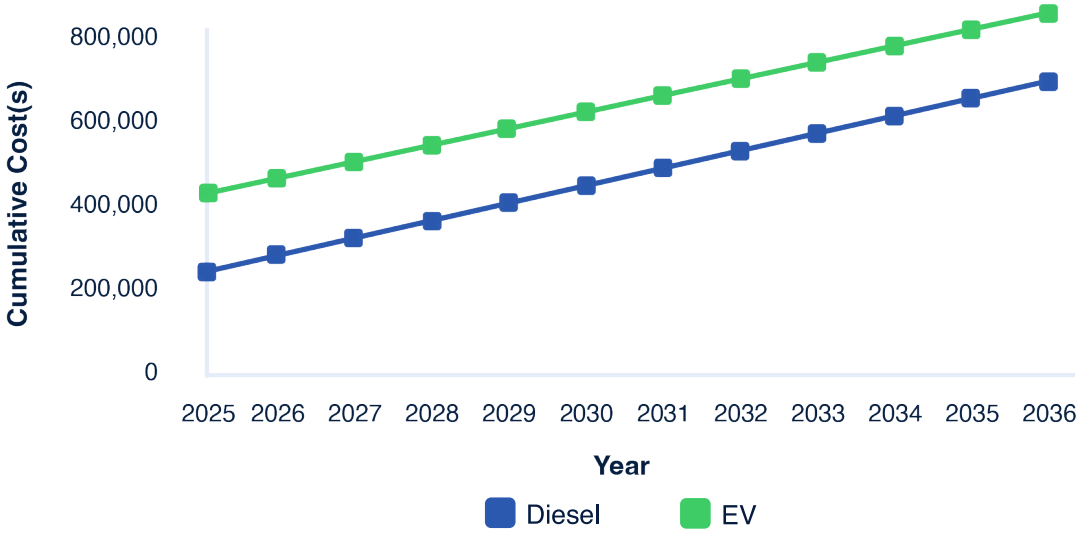
On the other hand, heavy-duty trucks may not achieve cost parity due to their high capital procurement cost, which increases the timeline for breaking even, though the vehicles still experience reduced fuel and maintenance savings. Additional point-of-sale purchase incentives and reduced capital cost from OEMs can bring these vehicles into cost parity.

The total cost of ownership analysis below compares a traditional Class 8 vehicle priced at $180,000 with a $3.90/gallon price of diesel against an electric Class 8 vehicle priced at $435,000 with a $0.24/kWh price of charging and a $90,000 MOR-EV rebate. Although the electric vehicle does not reach cost parity compared to its internal combustion engine equivalent over a 12-year expected lifetime, it does **yield average annual fuel costs savings of $765 (3%) and an average annual maintenance cost savings of $1,200 (15%)**.

Suitable zero-emission vehicle replacement equivalents are available for nearly all vehicle types encountered through the program. Vehicle use cases that are challenging to electrify include vehicles requiring auxiliary power, such as dump trucks, plow trucks, or bucket trucks; and specific vocational vehicles, such as fire

Heavy Duty Truck Total Cost of Ownership Comparison





trucks or ambulances. Vocational vehicles are usually built to order by specific manufacturers, and zero-emission models have not yet entered that market.

Most participants have moderate average annual mileage on their vehicles, in the range of 5,000–20,000 miles per vehicle annually. For fleets that exceed this and have limited downtime, such as long-haul freight fleets, it can be difficult to find zero-emission vehicles that can meet the necessary range and charging time. Fleets whose average annual mileage falls below 5,000 miles struggle to produce favorable total cost of ownership projections. Increased mileage correlates with an earlier break-even point for zero-emission vehicles, but if mileage is too high, this introduces challenges to meeting range needs and quickly recharging.

Some participants lease facilities rather than owning their own sites, meaning these fleets do not have authority over the utility services or infrastructure upgrades that would be needed to install electric vehicle supply equipment. Fleets with leased facilities have been limited in their ability to move forward with procurement — but the Program Team plans to share resources on mobile charging solutions for these fleets to consider. Some fleets can install the necessary electric vehicle supply equipment without adding a new electrical service, but others require significant upgrades. The program team includes a phased approach to transitioning for each fleet that breaks down what the fleet can electrify without service upgrades. Level 2 charging is recommended for most vehicles, while DC fast charging is only recommended for heavy-duty vehicles and vehicles with limited downtime.

Analysis of Key Industry and Market Impacts

The change in the federal policy landscape that began in 2025 slowed the momentum of the electric vehicle industry and presented challenges to fleets interested in electrification. The Commercial Clean Vehicle Tax Credit was repealed and will expire in Q3; the Alternative Fuel Infrastructure Tax Credit was also repealed and will expire in 2026. Both were significant incentives for fleets. The U.S. Congress also revoked the authority of California and other states, including Massachusetts, to enforce the Advance Clean Trucks (ACT) rule, a significant incentive for fleets considering electrification.

Zero-emission vehicle deployments have increased over the last year despite these policy barriers, though at a decreased rate from years prior. Both legacy OEMs and startup companies have introduced new zero-emission vehicle models and strategic plans for the future, indicating that the availability of zero-emission vehicles is not in jeopardy. However, several startup OEMs have gone bankrupt over the last year, and those remaining continue to face challenges with staying profitable, which both limits fleets' options and creates hesitancy about purchasing from startup OEMs due to the concerns about service and financial support.

Cargo vans remain the most-deployed MHD zero-emission vehicle sector in Massachusetts. Their cost favorability and availability are reflected in many Fleet Electrification Reports.

Program Progress Metrics

This section details metrics relevant to the Mass Fleet Advisor program's long-term implementation and overarching priorities, such as vehicle conversion, emissions reductions, and equity and community impacts. This section includes the following exhibits, detailed below. Exhibit 2 documents program progress metrics, Exhibits 3–7 provide general information on fleets, and Exhibit 8 includes a summary of potential emissions reductions.

Exhibit 1: Enrolled Vehicle Counts by Weight Class

Tracks program throughput at the vehicle level, by vehicle classification.

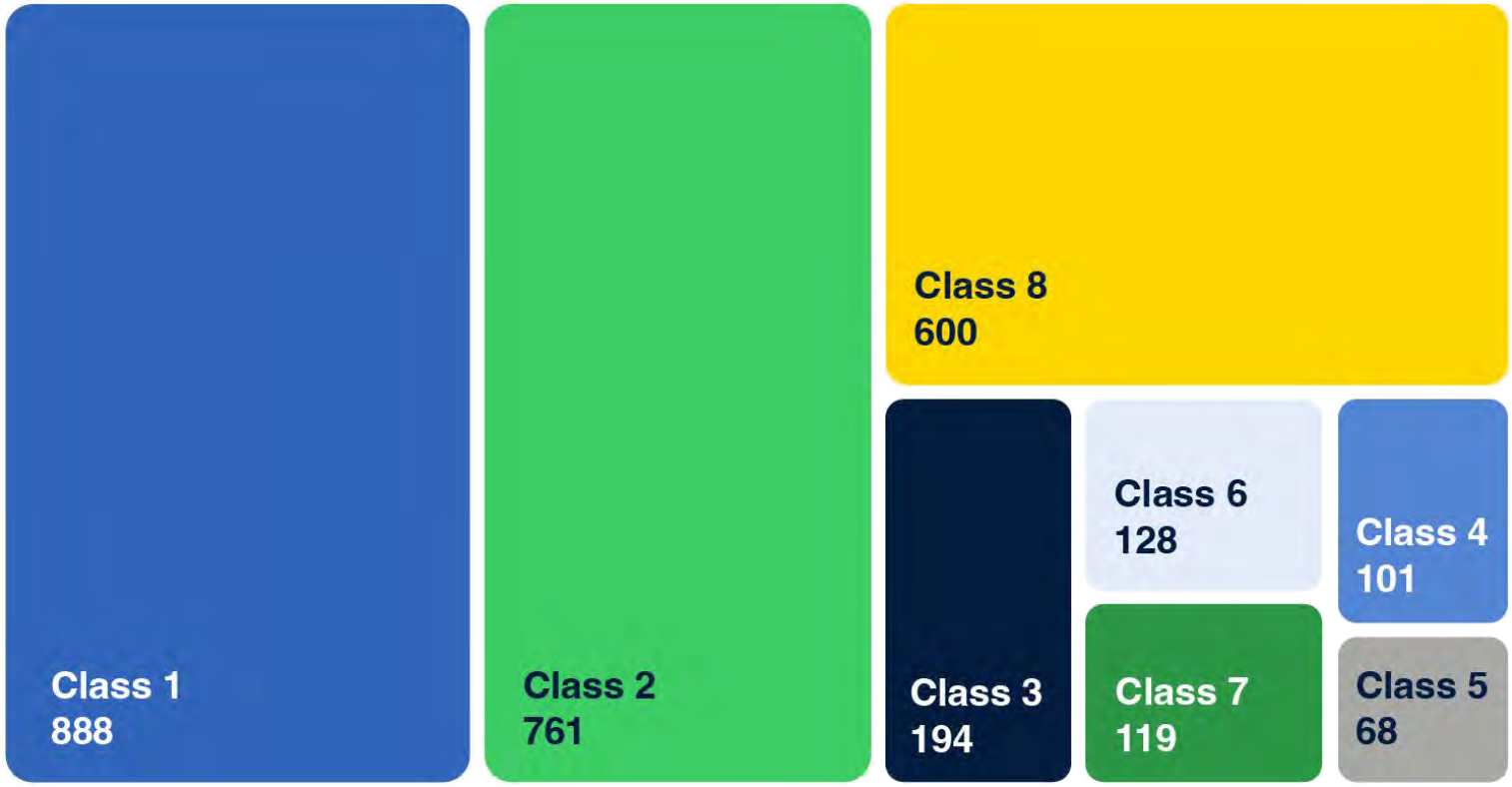


Exhibit 2: Cumulative Program Process Through FY2025

Includes progress bars for each of the program goals around fleet enrollment, fleets enrolled in EJCs, electrification reports, procurement assistance, and electrification analyses.

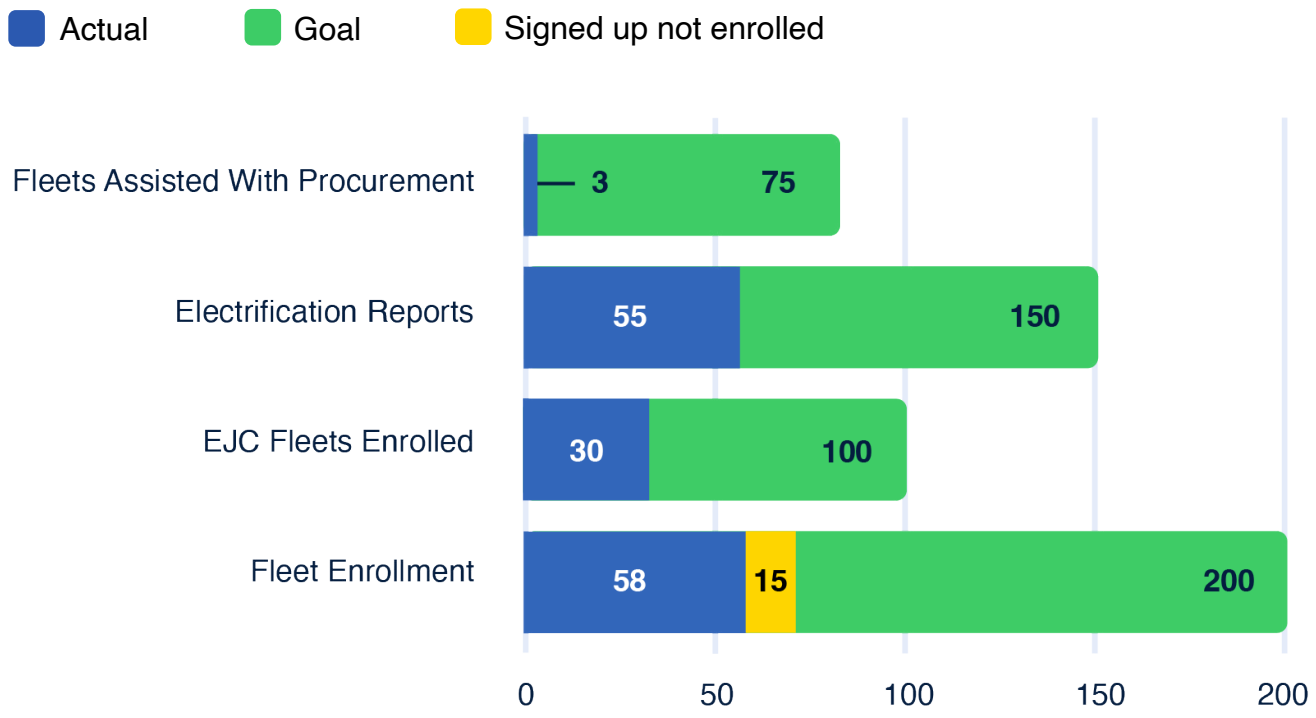


Exhibit 3: DBE Fleet Enrollment Progress Bars

Displays program enrollment for disadvantaged business enterprises (DBE). Fleets “signed up” include those who have completed a Participation Agreement indicating their willingness to enroll in the program. Fully enrolled fleet counts are specific to those who have completed the Fleet Intake Form required for fleets to join the program.

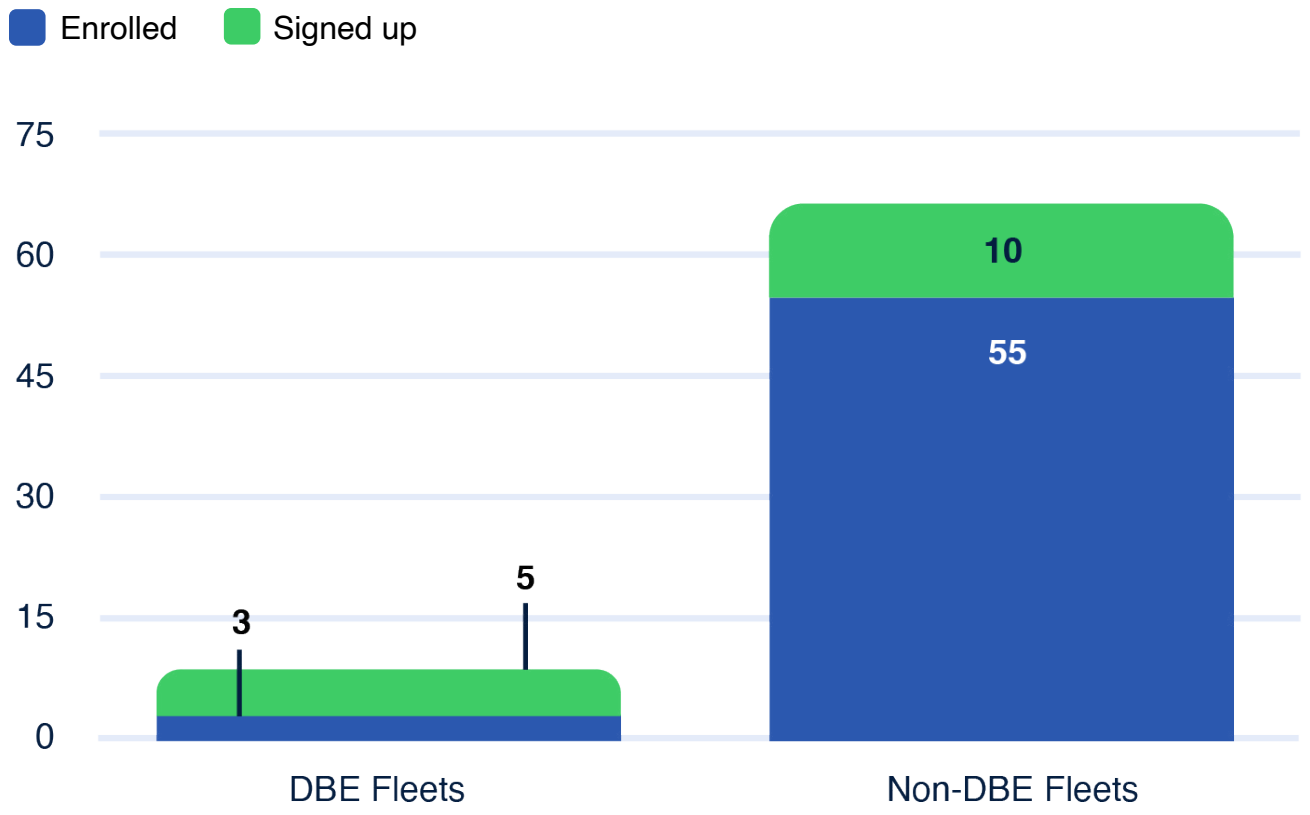


Exhibit 4: Enrollment Progress Chart (Cumulative Enrolled Fleets by EJC Status)

Charts program enrollment over all reporting periods at the fleet level.

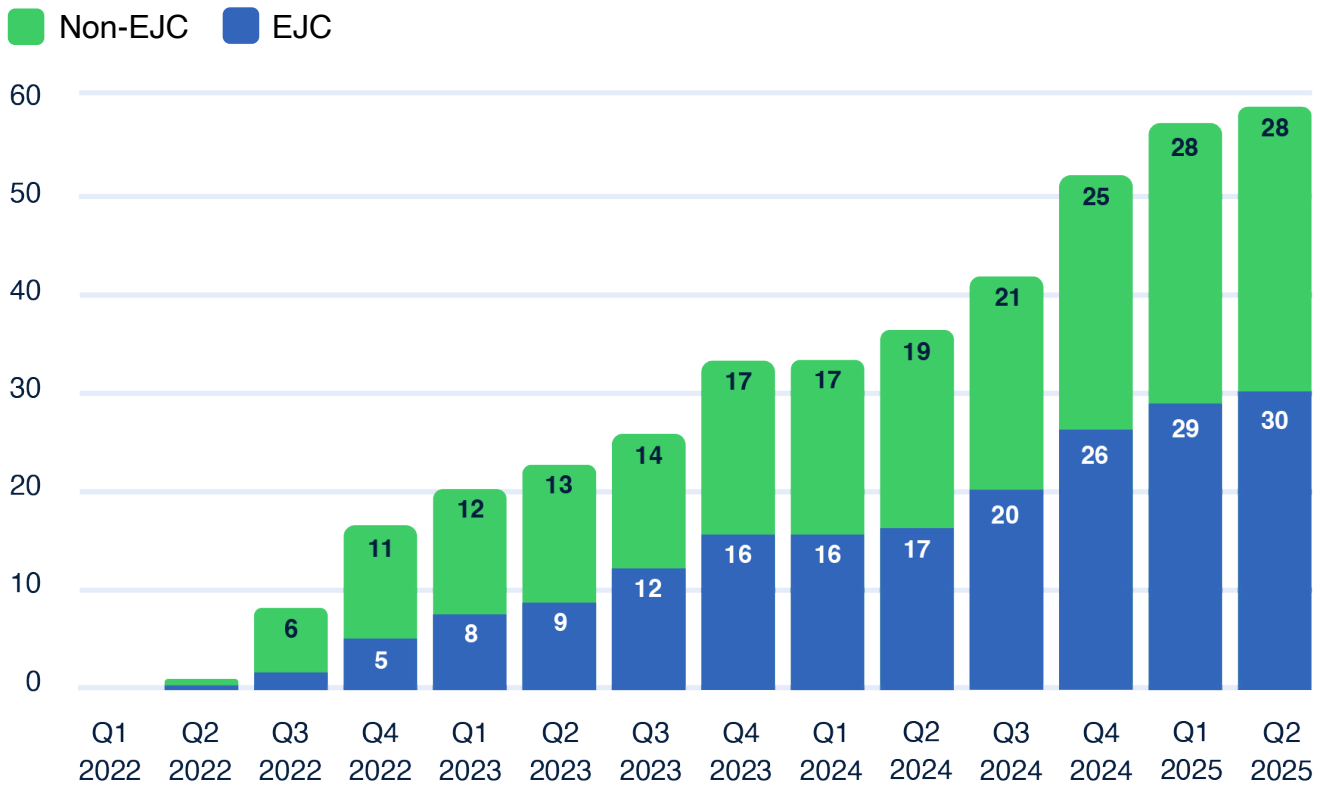


Exhibit 5: Enrollment Progress Chart (Vehicles)

Charts program enrollment over all reporting periods at the vehicle level.

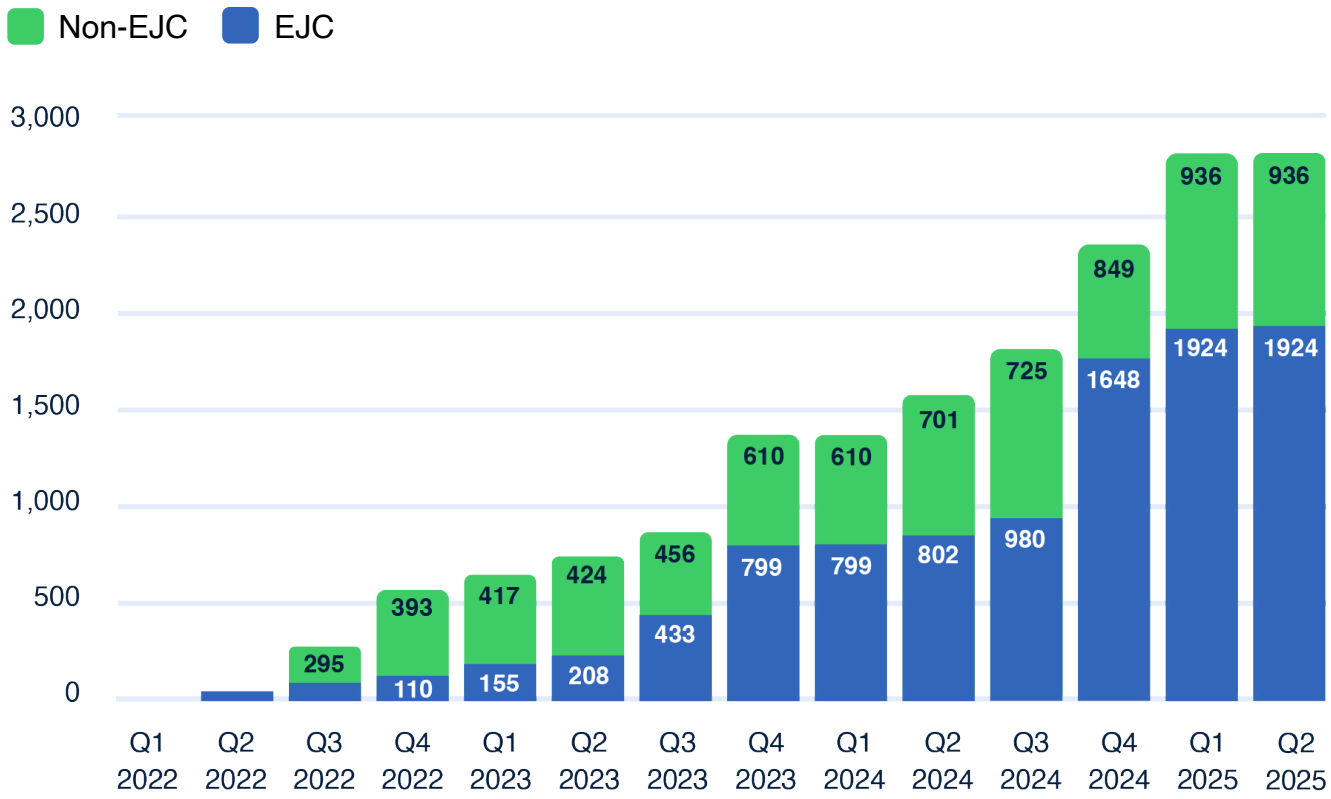


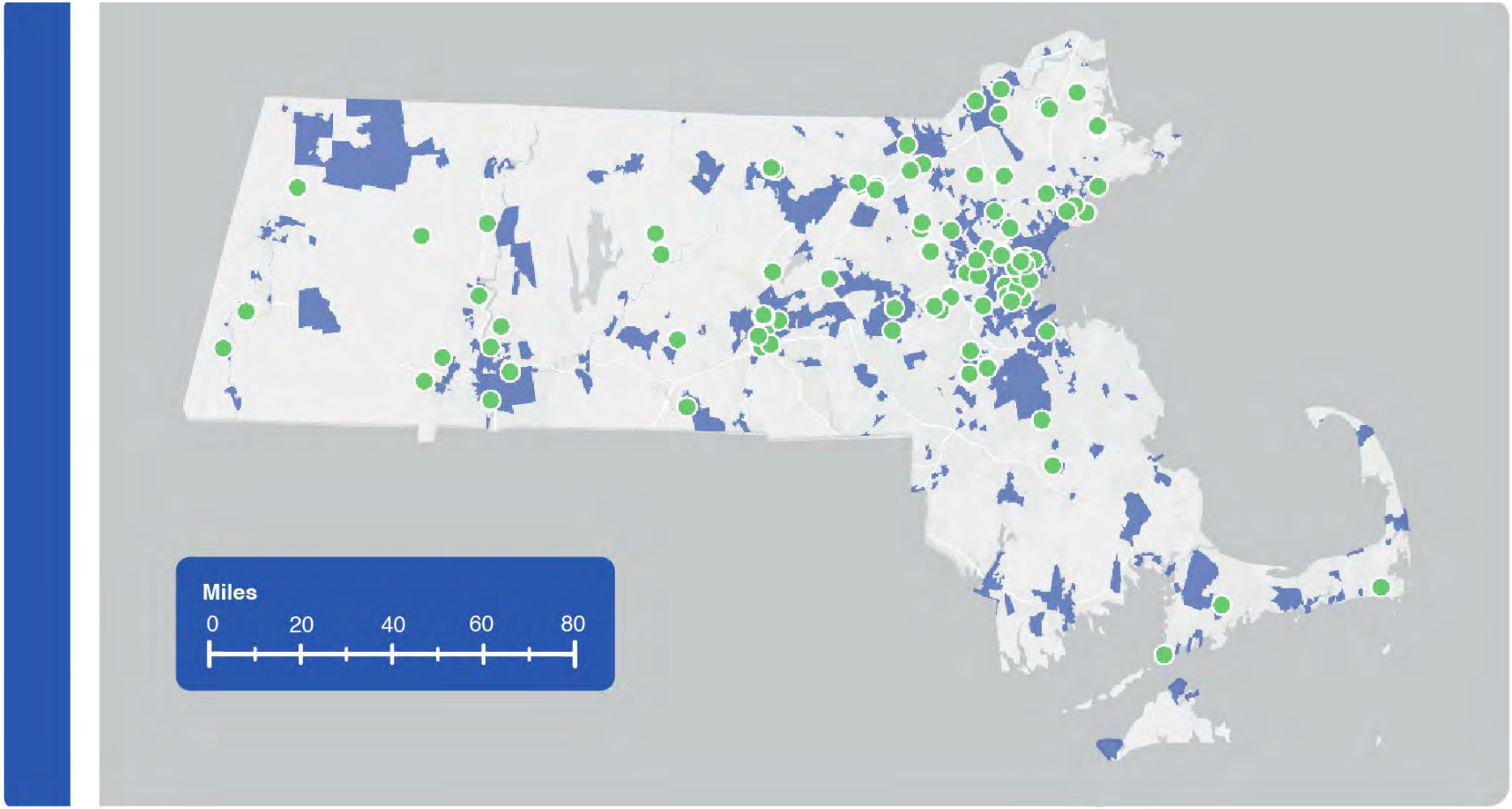
Exhibit 6: Participating Fleets by Industry

Shows an industry breakdown of both signed up and enrolled fleets.

Exhibit 7: Map of Signed Up and Enrolled Fleets[2]

Shows the fleet domicile locations of both signed up and enrolled fleets.

Fleet Domicile Locations Environmental Justice Block Groups



Note: Map excludes domicile locations for one fleet requesting anonymity.

[2]Given that some fleets have multiple locations, this map includes more Fleet Domicile Locations than the amount of signed up and enrolled fleets.

Exhibit 8: Estimated Potential Emissions Reduction for Enrolled Fleets

Details potential emissions reductions as calculated based on provided data from enrolled fleets, including vehicle-level annual miles travelled, fuel type, and domicile location. This information is used to develop inputs for the Alternative Fuel Life-Cycle Environmental and Economic Transportation (AFLEET) Microsoft Excel tool developed by the U.S. Department of Energy's Argonne National Laboratory. AFLEET uses an industry-standard emissions calculation methodology to estimate well-to-wheels emissions impacts for diesel, gasoline, and electricity consumption as part of vehicle operation. The emissions impacts captured in Exhibit 8 represent the reduction in emissions following a fleet's choice to replace existing fleet vehicles with electric vehicles, instead of diesel or gasoline, assuming a consistent duty cycle. The potential annual emissions reduction figures estimate the program-wide annual emissions reduction potential for all gasoline and diesel vehicles operated by enrolled fleets.

By replacing conventionally fueled internal combustion engine trucks with zero-emission electric vehicles, there is a potential to yield annual reductions of CO_2e that correspond to approximately 1.3 million gallons of gasoline avoided or removing roughly 2,800 passenger vehicles from the road for a year. This equivalence is based on the conversion factors from EPA's Greenhouse Gas Equivalencies Calculator (EPA, 2024), which estimates that the average passenger vehicle emits about 4.29 metric tons of CO_2e per year and that burning 1 gallon of gasoline generates about 8.89 kg CO_2e.

Vehicle Class	Particulate Matter, PM2.5 (kg)	Carbon Dioxide, CO2 (metric tons)
Magnitude of potential annual emissions reductions (for fleets with available data)		
Class 2	9.1	1,163.9
Class 3	2.6	546.1
Class 4	1.7	363.4
Class 5	1.6	579.4
Class 6	1.8	1,050.5
Class 7	13.3	1,265.7
Class 8	129.1	6,450.2
Total	**159**	**11,419.4**
Emissions reductions achieved to date		
Class 2	n/a	n/a
Class 3	n/a	n/a
Class 4	n/a	n/a
Class 5	n/a	n/a
Class 6	n/a	n/a
Class 7	n/a	n/a
Class 8	n/a	n/a
Total	**n/a**	**n/a**

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Acronyms

Acronym	Meaning
ACT	Advanced Clean Trucks
AFLEET	Alternative Fuel Life-Cycle Environmental and Economic Transportation
AI	Artificial Intelligence
CO_2e	Carbon Dioxide Equivalent
DBE	Disadvantaged Business Enterprise
DC	Direct Current
DOT	Department of Transportation
EJC	Environmental Justice Community
EPA	Environmental Protection Agency
EV	Electric Vehicle
EVSE	Electric Vehicle Supply Equipment
GVWR	Gross Vehicle Weight Rate
MHDV	Medium-and Heavy-Duty Vehicles
MOR-EV	Massachusetts Offers Rebates for Electric Vehicles (Rebate Program)
OEM	Original Equipment Manufacturer