



Evaluation of the California Statewide Marketing and Outreach Programs PY2004/2005

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Flex Your Power (CPUC 1491-04)
Reach for the Stars (CPUC 1492-04)
UTEEM (CPUC 1490-04)

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1 EXECUTIVE SUMMARY

Opinion Dynamics Corporation and Equipoise Consulting Inc. (the ODC Team) conducted a process evaluation of the three PY 2004-2005 California Statewide Marketing and Outreach Programs: Flex Your Power (FYP), Reach for the Stars (RFS) and Univision Television Energy Efficiency Marketing (UTEEM). This report marks the first California Public Utilities Commission (CPUC) led independent evaluation of these programs, and was deemed to be of critical importance by the CPUC given the large combined program expenditures on these three marketing and outreach programs (approximately \$40 million).¹ As a process evaluation, this study, which occurred in 2006, after the completion of the 2004-2005 program year, is intended to be forward looking to help guide future program efforts.² Notably, while the Statewide Marketing and Outreach Programs were information-only programs in 2004-2005 (i.e., there were no energy savings goals associated with these programs), the CPUC staff has indicated to the evaluation team that in the future all marketing and outreach efforts should be evaluated based on the level of behavior changes caused within the targeted market. In this report, therefore, we examine the PY 2004-2005 programs within this current context and provide recommendations for the CPUC to consider for the future.

The process evaluation team's overall conclusion is that although the 2004-2005 efforts did not require documentation of the effectiveness of the marketing and outreach programs, in the future, more quantitative efforts are needed to document the success of statewide marketing and outreach programs. Because the marketing campaigns are far-reaching and well-thought out by the program implementers, it is clear that they have had positive effects on the market, but the extent of the effects can not always be quantitatively described (nor were they required to be in 2004-2005). Unfortunately, given the lack of specificity about what these efforts were trying to accomplish, the marketing and outreach programs can be seen by some as being entirely successful, while others see shortcomings that should be addressed in future efforts. As a result, we examine the programs' 2004-2005 efforts and provide recommendations for how the CPUC can ensure that the goals of each marketing effort are well communicated, understood by all parties, measurable, and unambiguous so that future efforts (i.e., both program efforts and evaluation efforts) can be more valuable to all parties.

When considering the future of these three programs, ODC believes that a more coordinated and systematic approach would increase the effectiveness of these programs to better serve the ratepayers of California.³ We provide a general overview of the recommended approach in the

¹ CPUC staff comments indicate that previous Public Good Charge (PGC) funded evaluation studies were not CPUC-approved. Approval of the Program Implementation Plan (PIP) does not carry-over into the evaluation planning approval process.

² CPUC staff comments indicate that the timing of the effort was in the hands of the program administrators, and due to "miscommunications", this evaluation effort was not initiated in 2004 as expected by the CPUC. Thus, this is a retrospective evaluation and is not as valuable as an evaluation structured to occur during the implementation cycle.

³ The evaluation team did not evaluate the effectiveness of these programs, but did examine processes that dictate effectiveness.

list below, with specific findings and recommendations for each of these four areas described in more detail in the sections that follow:

1. Overarching Framework and Structure: Develop an overarching program marketing framework with clear distinctions and points of integration between the three marketing and outreach programs as well as with IOU and non-IOU parties; develop an internal operating structure for marketing and outreach program implementers that allows for coordination; and develop clear and detailed objectives and goals.
2. Research to Better Understand and/or Identify Segments: Consider updating existing quantitative and qualitative research to better understand the current knowledge-level of the identified segments and/or to identify the appropriate segments of the California population to target in the current context; and assign budgets based on total available funds to reach the targeted segments. Notably, some of this research could occur in tandem with baseline research efforts.
3. Actionable Messages: Revisit messages to ensure that they are actionable, and that they *work together* to educate the key segments and modify customer behaviors pertaining to energy efficiency related decisions.
4. Tracking and Evaluation: Develop trackable metrics; have both the CPUC and the program implementers agree to these metrics prior to campaign design; elucidate where attribution is or is not required; ensure that baseline-type information is collected for the targeted segments; and develop an evaluation plan that will allow the CPUC to assess the success of these marketing efforts in the future.⁴

We note that since this is an evaluation of the PY 2004-2005 program efforts, program implementers have already taken some of these actions in PY 2006-2008.

Overarching Framework and Structure

As stated above, in 2004-2005 the Statewide Marketing and Outreach Programs were information-only programs. These programs were not required to deliver energy savings. Goals stated in the Program Implementation Plans (PIPs) and approved by the CPUC, such as “educating Californians,” or the concerted effort to reach hard-to-reach segments, reflect the policies for the 2004-2005 program cycle. These goals, however, were very general, and there were no agreed upon measurable metrics or accomplishments providing further direction to the campaigns. As a result, all three program implementers, the CPUC, and the investor-owned

⁴ Program implementers caution against letting evaluation guide program development. However, as currently structured, these programs are not sufficiently accountable to the people who fund these efforts, that is, the success and/or effectiveness of these efforts is not being documented in a quantitative manner. Although the current programs appear to be well-implemented, without accountability and related effects evaluations, it is not possible to document if these funds are being effectively used for the purposes for which the funds were obtained from the people of California. The direction of the campaign may move away from the intended goals of those who currently fund these campaigns.

utilities (IOUs) had different ideas of what the programs were supposed to accomplish. The goals and objectives as written in the PIPs were interpreted differently between some of the program implementers and the regulators because of the lack of specificity in the PIPs.

For example, for Flex Your Power, the goal to “*motivate Californians to take action to achieve lasting energy savings*” as written and implemented by the Flex Your Power program, was considered one towards which the program implementers would constantly strive, while the CPUC staff expected that specific measurable actions would be taken, and that they could work to quantify whether this was occurring due to the outreach efforts undertaken. These “specific measurable actions” however, were not defined by either the implementers or the CPUC. All of the PY2004-2005 PIPs were approved by the CPUC without requiring a specific set of measurable goals.

Despite the lack of clarity, the media efforts of the three campaigns were successful in blanketing the households in California, reaching nearly 100% of households by county with the three types of media, specifically:

- Flex Your Power media messages covered the state and disseminated a large amount of information through non-media actions. They touched residential customers through the Earth Day events, grocery bag inserts, website, and mass media. Business leaders were also targeted through the Energy Summits, and Flex Your Power award presentations. Moreover, case studies and best practices guides aimed to provide information to other business market actors such as facility managers or financial officers.
- Reach for the Star’s media efforts covered 98% of their targeted rural counties, reaching even more deeply through the use of community based organization (CBOs).
- UTEEM’s campaign covered approximately 100% of the Spanish speaking households that watch Univision. The advertisements ran in all 11 DMAs in the state through Univision television stations.

Thus, our evaluation showed that the implementers appeared to do their best to meet the “goals” even if these goals were not specific or even realistic (i.e., *educating all Californians* within the budget and timing specified in the PIP is not truly possible). (See Sections 5 and 8 for additional details.)

To guide the program and eliminate miscommunications about the goals, future goals and the objectives of future marketing and outreach efforts should be Specific, Measurable, Agreed-upon, Realistic, and Time-framed (or SMART).⁵ When we assessed the PY2004/2005 goals and objectives specified in the PIP to determine if they met these criteria, we found that only one of the seven goals in the Flex Your Power PIP met the requirements of being specific, measurable, agreed-upon, realistic, and time-framed; and none of the Reach for the Stars goals met these criteria. (See Section 5 for additional details.)

⁵ SMART is an acronym for a method that is widely used to assess how project management efforts should be focused. We note that the program implementers were not asked to create goals that met these five criteria, but these are widely accepted principles that ODC feels should be the guiding principles for future goal setting.

In addition, as mentioned above, the CPUC requirements for marketing and outreach programs are changing. In the future, these programs will be required to show indirect impacts through research designs that meet basic levels of rigor. That is, *“An evaluation to estimate the program’s net changes on the behavior of the participants is required; the impact of the program on participant behavior.”* Thus, in the future, the goals must have associated indicators to measure changes in behavior such as the number or percentage of people who took an action and/or participated in a resource acquisition program. In PY2004/2005, the goals indicated that these programs sought to “increase awareness” but for the future, the CPUC staff requires that these programs look beyond awareness and generate measurable and specific actions that can be measured in the CPUC’s evaluation efforts. Notably, these indirect impacts will not have to be measured in terms of energy savings (actual energy savings will be attributed to the resource acquisition programs). These indirect impacts, such as counts of people who participate in resource acquisition programs at least in part because of one of the marketing efforts, will only be used to assess the success of the market and outreach campaigns, and to ground these efforts in measurable and achievable outcomes to justify future funding of these efforts. Thus, while the marketing and outreach efforts will not be required to achieve direct energy savings, the campaigns do need to demonstrate effectiveness. While program implementers caution against letting “evaluation” guide program development, without determining the related effects of the marketing and outreach efforts, it is not possible to document if the program funds are being effectively used to serve the rate payers of California. Although the current programs appear to be well-implemented, without accountability, these funds might be utilized for efforts that do not address the public policy objectives of the CPUC.

In addition, a CPUC-created or -approved document that clearly lays out the goals of the overarching campaigns (and the priorities for these goals) would help provide direction to the program implementers, and eliminate mixed messages. In the CPUC-approved goals for 2004-2005, some of the stated goals mention *“all Californians”* which seems to indicate that the programs are designed to serve *all customers* (and thus achieve some form of equity) rather than focusing on *segments* that result in the largest behavior changes. It is possible that the CPUC intended that some of the program’s efforts should target hard-to-reach segments to achieve equity among the population, while some campaigns were intended to complement the hard-to-reach objectives; however, there is no document laying out this strategy or the reasons for the selection of the three current efforts (i.e., FYP, UTEEM, Reach for the Stars) or where “equity” ranks in terms of priorities.

While there were three PIPs in 2004-2005 – one to guide each program implementer – the CPUC did not have a requirement for an overarching framework to guide these three programs as a single integrated effort. For the future, the CPUC should consider this requirement since the marketing and outreach programs are supposed to be a statewide coordinated effort. This overarching framework should state the primary objective (which appears to be modifying behavior); address other possible objectives and identify where they rank in terms of priority; and then specify the roles of the participating organizations (including the roles for each marketing and outreach program implementer, the IOUs, and non-IOU energy efficiency program implementers) and where attribution is or is not required.

Our evaluation showed that in PY 2004-2005 the roles and responsibilities of the statewide marketing and outreach implementers, the CPUC, and the IOUs were at times vague and undefined. Moreover, the degree of coordination and the distinctions between some parts of the campaigns (such as FYP's Spanish efforts, and UTEEM's efforts to reach the same population) were not clear in 2004-2005. That said, each of the program implementers allowed the reach of the effort to go deeper into a particular market. In 2004-2005, the marketing firms each brought their own team of players and unique company strengths to the table. Efficiency Partnership (a.k.a. McGuire and Co.) the implementer of Flex Your Power, understands the overall political environment in California, and has the resources and networks in place to manage a large campaign with a myriad of conflicting priorities and players. Runyon Saltzman & Einhorn (RS&E), the implementer of the Reach for the Stars (RFS) rural program, has a great deal of experience working with rural markets and as such, the RFS program has established long term relationships with community-based organizations (CBOs) and works closely with them on providing energy education outreach. Staples (implementer of the UTEEM program), has developed a close relationship with Univision (a well-known Hispanic television station) and is able to use this partnership to reach out to Spanish speakers in the state. (See Section 6 for details.)

Although we understand that the three marketing and outreach implementers have their own target markets, there is both geographic and demographic overlap between the campaigns. For example, both the FYP and RFS campaigns reach out to rural populations, and both the FYP and UTEEM campaigns reach out to Spanish-speaking populations. While there was some coordination between the marketing and outreach programs and the IOUs in 2004-2005, the extent of this coordination was limited. There was no forum in place in 2004-2005 for the marketing and outreach program implementers to meet regularly. Our assessment is that although there was some coordination on individual efforts in 2004-2005, there was not, as stated in FYP's goals, "... *complete coordination between program providers and other energy industry stakeholders through planning forums.*" The program implementers have acknowledged this and have taken steps to increase communications in the early stages of the 2006-2008 program cycle. According to marketing and outreach program implementers, the 2006-2008 planning process now includes regular status calls and quarterly strategy sessions that did not occur throughout the 2004-2005 program cycle. (See Section 6 for details.)

Recommendations related to the overarching framework and structure include:

- **Create an Integrated Overarching Framework For the Statewide Marketing Efforts:** We recommend that the CPUC use the results of this evaluation to establish an overarching framework for the combined outreach efforts, including distinctions and points of integration between the programs as well as with IOU and non-IOU programs. This framework needs to be adopted by the IOUs and the program implementers to create a more cohesive effort, and to guide the individual program implementers and their efforts to coordinate the individual programs.
- **Increase Communications and Develop a More Defined Operating Structure Among All Participating Organizations:** While we recommend continuing to use multiple marketing and outreach program implementers to reach the targeted segments, since each

plays a unique role, we also recommend more routine communication between the marketing and outreach program implementers, IOUs, regulators and other interested stakeholders. This communication needs to occur at levels involving program managers responsible for marketing and outreach activities for their individual programs as well as with senior executives. We also recommend developing a stronger infrastructure (such as monthly or quarterly meetings) to allow these organizations (including the CPUC, IOUs, program implementers, non-utility energy efficiency program providers, and stakeholders) to work together to bring energy messages to customers.⁶ Although our research does not specifically document that the lack of coordination in PY2004/2005 has led to ineffective strategies (since the effectiveness of these campaigns was beyond the scope of our research), it is ODC's opinion that a coordinated effort can help create cohesive messages (such as flighting some of the messages together and/or avoiding the current reactive strategy of promoting or not promoting various end-uses due to IOU program funding and rebate availability)⁷.

- **Develop Clear Goals With Measurable Metrics:** It is clear from our analysis and experiences conducting this evaluation that in the future, the PIPs should be carefully crafted to state actionable goals with measurable metrics (some of which will need to be tied to behavior changes due to the current requirements of the CPUC). We recommend that future goals for each individual program be reviewed by the IOUs, the CPUC, program stakeholders, and the program implementers before final approval to assure that there is agreement on these goals. The supporting objectives for the programs should be detailed, clear, and actionable. They should serve as a point of reference for future evaluation efforts and not be open to different interpretations.

Research to Further Understand and/or Identify Segments

While the evaluation team was not involved in the 2004-2005 program cycle, retrospectively, our depth interviews with program staff indicate that these programs were chosen by CPUC staff from a solicited RFP process based on their individual merits. The CPUC did not have a formulated segmentation strategy to meet the overarching goals and objectives for a statewide effort. Identifying targeted segments specifically for marketing and outreach campaigns (such as efforts to identify characteristics of the largest segments of non-energy-efficient-appliance purchasers) was not part of the early marketing and outreach RFP processes. This is in part because the "Statewide" marketing effort was built from the ground up rather than from the top-down. As these programs move into 2006 and beyond, however, the CPUC is looking for more of a statewide approach. Moreover, the customer climate is changing. Some of these efforts were designed around research conducted several years ago, and more recent studies indicate that awareness and knowledge levels of energy efficiency have substantially increased because of a wide range of environmental, educational, political and energy market conditions. Given this

⁶ We note that this is being done in PY2006-2008.

⁷ Again, we note that the effort to coordinate the programs is occurring much more actively in PY2006-2008 (that is, a statewide marketing "PAGette" was established at the end of 2005 to provide added support to the IOUs and the marketing and outreach program implementers), and we recommend continuing to build an infrastructure to allow for ongoing coordination.

finding, once the CPUC determines the overarching framework, and the goals and objectives are clear, there may be important market segments (e.g., Asian, city dwellers, people with air conditioning, customers for whom convenience outweighs financial concerns, etc.), that have been missed in the current segment focus.

Recommendations related to understanding or identifying segments include:

- **Consider Conducting Quantitative Research To Further Understand the Current Market:** While our study was not intended to identify which segments should be targeted (as demonstrated by the lack of funding of any large-scale quantitative research for this effort), our process evaluation did reveal that the current segments are based in part on dated qualitative research, and in part on the applications or proposals that came in response to the CPUC RFP for marketing and outreach efforts. While the best proposals were selected and while the evaluation team acknowledges that the targets in 2004-2005 (i.e., “all Californians,” Spanish populations, and urban population) were wide-reaching, we wish to have the CPUC understand that additional or alternative targeting (whether it be more wide-reaching or more narrow) could better serve the program goals and objectives. Notably, the goals and objectives should be stated first (as mentioned above), but depending on the overarching framework for these programs (i.e., resource acquisition, equity, both), the CPUC may find other segments that could be better targets for these efforts. Future research can help refine the segments to improve the effectiveness of the efforts. After refining the program goals and objectives, we recommend that the CPUC consider requiring or conducting further research and/or definition of these segments. Once additional research and segmentation efforts have been conducted, program budgets should be allocated accordingly to reflect program goals for these segments.

Message Content

For this evaluation effort, the CPUC asked the ODC evaluation team to assess the advertising content and approach. Since we were not able to conduct quantitative research with the general population due to the timing of our evaluation effort (which occurred after the 2004-2005 program year), we developed our research plan to conduct qualitative research on messaging using eight focus groups (and a total of 80 respondents). Unlike prior research, our efforts to evaluate messaging were placed within the context of a statewide effort. We did not attempt to evaluate each individual campaign in 2004-2005, but rather used these focus groups to gather insights for the future of the statewide effort. (We do, however, refer interested readers to a report by Research 360 Inc. that includes findings from focus groups conducted specifically to review FYP marketing efforts with participants who have a proclivity towards energy efficiency.⁸) Notably, marketing messages for the 2006-2008 campaign were already hitting the airwaves at the time of our evaluation which focused on 2004-2005 messages, however, we used available messaging from 2004-2005 in our focus groups (as we were required to do). Unlike

⁸ Research 360 Inc, Evaluation of the 2004-2005 Statewide Marketing and Outreach Program, March 2006, conducted under the direction of Flex Your Power implementers without CPUC review or approval of the approaches used.

prior research efforts conducted by the implementers, the discussion of various campaigns from all three programs allowed us to test a more wide-ranging assortment of messages. We present these results below, but note that these are based on qualitative research. We also recommend that statewide target-segment-specific message testing occur in a more quantitative way in the future, and be timed such that the results can be more effectively used. (See the final recommendation bullet in this section for a more detailed recommendation.)

In PY 2004-2005, FYP, as the statewide umbrella marketing campaign, offered messages meant to raise general awareness of energy efficiency. Our qualitative focus groups indicate that many respondents felt that the FYP messages were too general and did not tell them what they actually needed to do. (That is, on their own, respondents indicated that these general types of messages were not actionable.) However, customers acknowledged that these simple messages may serve as a reminder to take action *if* linked with other messages that point to specific behaviors that need to be changed, of what to do, or where to go for help. Notably, many respondents in the focus groups made comments such as “*I haven’t really heard anything that I didn’t already know.*” This, in conjunction with other recent quantitative research⁹ indicates a need for actionable messages. In the opinion of ODC, given the past marketing and outreach efforts and the past energy crises that have occurred in California, while a general umbrella message may serve as a reminder for many customers, consumers already have a high level of general awareness of these issues in California.¹⁰ (See also Section 9.)

Although the coordination between the programs was limited in 2004-2005, nonetheless the messages from the three campaigns appear to be working together: Flex Your Power offered messages meant to raise general awareness of energy efficiency while RFS and UTEEM offered specific messages to alert targeted customers to the IOU rebate programs. We realize that for the 2004-2005 program cycle, this was all that was required. However, if strong coordination can be successfully achieved among the implementing firms in the future, it is ODC’s opinion that the ideal would be the three campaigns working together to the extent possible to maximize the continuity of messages with one campaign’s ads complementing the ads of the other two campaigns in a defined manner. There is also a need to coordinate the messages with the resource acquisition program messages in a way that increases participation up to the capacity of the resource programs.¹¹ (See also Section 13 for focus group findings indicating that respondents want consistency in the messages they hear.)

We also note that the ultimate goal of the Public Goods Charge funds is to reduce the demand on the electric system and to reduce natural gas use for societal good. As such, these outreach efforts fit the model of a social marketing (or cause marketing) efforts rather than a traditional product-sales or profit-focused marketing efforts. Thus advertising campaigns in this realm are

⁹ Refer to the HEES General Population Survey conducted by Opinion Dynamics and found on the CALMAC Web site.

¹⁰ The 2006-2008 evaluation RFP for these programs indicates that research will be conducted nationwide to understand the energy efficiency awareness of Californians in comparison to residents in other parts of the country. The ODC team fully supports this research and feels that results would be beneficial in improving future messages.

¹¹ Notably, IOUs and resource acquisition programs have their own marketing budgets.

social marketing campaigns. However, in our review of the marketing materials for each program, very few advertising messages mentioned “social or societal benefits.” Only a few ads promoted social marketing messages that were not related to self-interest – specifically the FYP’s “for the benefit of all Californians” or the Spanish-speaking commercials about family are examples of social marketing messages. While messages related to saving money are very effective for a large part of the population, the efforts should look at additional messages with more of a social marketing approach to expand the reach of the campaigns.

These initial program-by-program evaluation findings based on qualitative research from our focus groups and other quantitative survey efforts highlight many program successes including:

- Based on qualitative research, recognition of the Flex Your Power name (and the association of the campaign with energy efficiency) is high. As the statewide umbrella marketing program, Flex Your Power appears to have had a large reach. Our qualitative research from focus groups indicates that the FYP program has had some success with logo and tagline recognition (and the association with energy efficiency concepts). Based on a review of messaging, however, it is not always associated with specific energy efficiency actions. (See also Section 13.)
- Based on a survey of people who called into the Reach for the Stars (RFS) toll-free line in PY 2004-2005, three-fifths (60%) of callers to the RFS toll-free line followed up by either calling their utility for more energy efficiency information or visiting their utility’s website; and 83% of those who called the RFS line bought a CFL or purchased an energy efficient appliance since their contact with RFS. In addition, 53% of all 400 respondents specifically indicated that some energy efficiency marketing campaign influenced them to take action.¹² Note that because our assessment was process oriented, and because of the low recall of the Reach for the Stars name due in part to the lag between the campaign effort and the evaluation effort, our survey questions were not designed to provide a rigorous analysis of attribution, but rather to give a general idea of the influence that energy efficiency marketing may have played in customer purchases (i.e., specifically those customers who called the RFS toll-free line) (See also Section 14.)
- When we interviewed a sample of Spanish-speaking utility program participants to ask whether they had seen any energy efficiency advertising, and more directly whether UTEEM influenced their program participation, a total of 20% of Spanish-speaking participants in the Single-Family Rebate program, and 36% of Spanish-speaking participants in the Appliance Recycling program self-reported that they were influenced by at least one component of UTEEM’s media campaign—a quantifiable market effect. Overall, 61% of all respondents (all of whom were Spanish-speaking participants in some resource acquisition energy efficiency program) say they watch Univision and 33% of the Spanish-speaking participant population says they recall commercials that mentioned the programs promoted by UTEEM. (We were not able to conduct comparable research asking participants

¹² Note that we cannot confirm whether they specifically saw or reacted to Reach for the Stars.

about recall of Flex Your Power marketing messages, and whether these messages influenced purchases or practice changes because of limitations in the data and the evaluation budget, but this type of research should be a priority for PY2006-2008). (See also Section 14.)

Recommendations related to messaging include:

- **Coordinate Messages Through A Coordinated Marketing Plan:** In the future, the programs should have a coordinated marketing plan which explains the use (and goals) of the various marketing messages for these three efforts, and against which these efforts can be assessed. The program implementers should prepare this marketing plan in reaction to a CPUC developed or approved overarching framework. Future evaluations should focus on the level of coordination and cooperation between messaging. (See also Section 9.)
- **Consider Additional Social Messages To Expand The Reach:** We recommend considering the use of additional societal benefit marketing messages and self-interest ads that focus on more than just saving money (e.g., “do it for your children’s future”) to broaden the current reach of the campaigns. For an energy efficiency marketing campaign, we can focus on several different messages—from saving money on the one hand, to helping to protect the environment on the other. The saving money message often resonates with customers (as our focus groups confirm), but that message does not resonate with all customer segments. Social marketing efforts focus on changing strongly ingrained behaviors or firmly held beliefs.¹³ For energy efficiency, this means more of a focus on showing the societal benefits that result from a reduced use of electricity (e.g., not needing to build a power plant, reducing the amount of mercury in the environment, reducing greenhouse gas emissions and protecting the earth). In our review of the marketing materials for each program, very few advertising messages mentioned social benefit marketing issues (although, as mentioned above, some did). Furthermore, comments from some of the implementers indicate that they associate the term “social marketing” with concepts that are considered under traditional marketing by many academics (that is, the 5Ps of product, price, place, promotion and positioning). While the evaluation reviewed existing messages to determine the answer to the question that the CPUC posed to the evaluation team: “Did the messages meet social marketing approaches and methods that have been shown to be effective?”, ultimately, the use of stronger social marketing approaches will depend on the overall goals and objectives of these efforts. By adopting the previous recommendation of conducting more segmentation research to identify the most appropriate segments to target, the CPUC can also obtain key information on effective social marketing messages or approaches.
- **Make Messages More Actionable:** We recommend revising the current messages to more consistently provide actionable information such as providing information about resource acquisition programs, providing telephone numbers and website information, or

¹³ Earle, Richard. *The Art of Cause Marketing*, P. 4

directing viewers to contact their utilities for more information.¹⁴ Focus group participants were very aware of energy issues, and want more actionable messages that go beyond just raising awareness. For example, the Flex Your Power program should continue to work on logo recognition since this appears to be working and customers are able to associate the Flex Your Power tagline and logo with energy efficiency; however, the recognition should stimulate an action response association rather than just a recall association even if the action is simply going to the IOU website to learn about energy efficiency programs. We note that while UTEEM did attempt to do this (and the other implementers may be attempting to do this more and more in 2006-2008), according to comments from the UTEEM implementer, they have not received a consistent and firm directive from the CPUC regarding the use of rebate and other program information in their messaging.

- **Ensure that Messaging Also Supports Non-IOU Energy Program Providers:** We also recommend that the marketing and outreach programs find ways to better support non-IOU energy efficiency program providers. Many of the messages that we reviewed in 2004-2005 did not direct customers to websites or sources of information where customers could obtain additional information. In the future, the program implementers should consider how they can better promote non-IOU programs. These programs need more visibility than they received in 2004-2005. Directing customers to the Flex Your Power website or a toll-free line, which according to program implementers is occurring in 2006-2008, will enable the programs to provide more information. Program implementers should ensure that information on the non-IOU energy efficiency program is easily accessible through these resources.
- **Conduct Target-Segment-Specific Message Testing In A More Quantitative Way In the Future:** We recommend that statewide target-segment-specific message testing occur in a more quantitative way in the future, and be timed such that the results can be more effectively used. We are not suggesting that the CPUC's evaluation be structured to feed the message design and development process of the IOU contractors. The marketing and outreach contractors should conduct their own testing during the pre-launch periods to make sure that they lead to the CPUC's PGC goals. However, for the program evaluation efforts designed to feed public policy decisions and help the programs be more effective, the message testing should be conducted closer to the period in which the messages are being used so that consumers can more easily recall them, and so that the results can be used in a more timely way to advise the IOUs and their marketing contractors of possible changes and enhancements.

We detail additional findings on messaging based on our focus groups (such as providing information from trusted sources, providing reasons for taking action, etc.) in Section 13 of this report.

¹⁴ Some, but not all of the 2004-2005 messages did this.

Tracking and Evaluation

In order to improve and facilitate future evaluations, the implementers should collect the data needed for future evaluation efforts, and present or collect such information uniformly across the three campaigns.

For example, future Flex Your Power evaluation efforts would be improved by establishing a program tracking database for outreach efforts that would enable an evaluator to easily talk with “participants” and determine effects of the program or to differentiate between those touched by the program and those considered “non-participants” (such as a record of customers that went to the Flex Your Power web site or called a specific 800 number). As previously indicated, there are evaluation approaches that can be used to assess the short term or intermediate term outcomes, but they can be expensive to implement. Moving even further to the long term outcomes, the difficulty arises because telephone surveys that ask direct questions about why a consumer purchased an energy efficient product or changed to a more efficient practice, are hindered by recall issues, competing messages heard, and timing. Even if other methods are used that do not rely on customer surveys, attribution is complex and difficult to determine.¹⁵ (See Section 11 for more details.)

Moreover, existing data such as media market information varies by the three major channels used by the programs. (See Section 8 for more detail.)

Recommendations related to program tracking and evaluation include:

- **Develop Performance Metrics and Update as Needed:** The CPUC and implementers should review the program theory and agree on performance indicators and metrics that will be used to assess the effectiveness of the efforts. The performance indicators should be updated as needed.
- **Clearly Define Whether Metrics are By Program, or for the Combined Statewide Effort:** We note that there is significant geographical (e.g., RFS and FYP) and/or demographic (e.g., Spanish speakers targeted by FYP and UTEEM) overlap between energy efficiency campaigns, making it difficult to attribute the influence of each individual program. Overlap between RFS and FYP appears widespread, even in targeted areas. As such, we recommend that the CPUC and implementers clearly define whether effects of these efforts are to be tracked individually, or as a whole.
- **Establish a Baseline As Soon As Possible:** If the CPUC wishes future evaluation efforts to include a cross-sectional or time-series assessment of net behavior change based on multiple surveys, a baseline of energy efficient consumer purchases and practices must be established as soon as possible.

¹⁵ Notably, one effort currently being considered is an in-state versus out-of-state comparison from areas where there is not a statewide marketing effort.

- **Collect Data To Determine Indirect Effects:** We recommend continuously collecting information so that the effects of these efforts can be assessed in future evaluations. While it was beyond the scope of this evaluation to measure effects, this information is important for the continued evaluation of these programs. Our evaluability assessment lays out some performance metrics that could be used in the future (and an indication of whether this information is currently tracked and if not, how difficult it would be to collect the information in the future). (See Section 11 and Appendix A for information on the specific performance indicators.) Ultimately, however, the type of information that should be collected will depend on the framework for these programs, including what segments the program implementers are being asked to reach and whether the messages are intended to raise awareness, to channel customers to other resource acquisition efforts, or to result in a specific behavior change.
- Once the CPUC and implementers agree on evaluation indicators, we recommend that key information such as contact names and phone numbers be collected for use in the evaluation effort. For example, for our RFS Survey, we were provided with telephone numbers but no names of participants. Not having a record of the name of the person in the household who called the RFS toll-free line makes it difficult to confirm that the household member responding to our survey is the same person who called the RFS line. The lack of a contact name also makes it difficult to determine if the low recall of the campaign name was due to the campaign itself, the length of time between the campaign and the evaluation effort, or to the fact that we were not talking to the person who called the toll-free number.
- Furthermore, because one possible way to perform an indirect impact assessment relies on survey responses and the ability to effectively discern a ‘participant’ from a ‘nonparticipant’, it would be beneficial if the program implementers worked with the evaluators up front to structure non-media related activities so that contact information could be collected where possible. The implementers and the CPUC should explore whether requiring a contact email address for all people who download case studies or best practices documents reduces the actual dissemination of these documents. If not, maintaining such a requirement would enhance the ability of evaluators to reach customers who have chosen to read these documents. Alternatively, the evaluator, if hired during the implementation of the marketing efforts, could develop a pop-up survey to include on all websites where potential participants are funneled to obtain information. The programs should require any partner with whom the implementer works to provide accurate counts of marketing collateral provided during outreach activities. The implementer should also be required to collect information on where the marketing collateral is being distributed and what types of market actors are receiving the collateral.
- We also recommend asking (upon enrollment) all resource acquisition program participants about where they heard about the program, and whether they were

motivated, at least in part, by the campaigns. In comments from the UTEEM program implementers, in June 2005, UTEEM stated that they designed their messaging to channel Spanish-speakers to energy-efficiency programs offered by the IOUs. However, to their knowledge, “there was no tracking mechanism in place to accurately measure the impact of this program by identifying calls made as a result of [their] message.” While this appears to be a useful metric, the use of this metric will ultimately depend on the goals of the programs.

- **Develop Standard Protocols for Collecting and Accessing Data:** Since this was the first independent evaluation of these marketing efforts, an established system of providing data did not exist. The data needed for an independent CPUC-led evaluation had not been discussed with the program implementers, and the evaluation team was not aware of all of the information that was available. For the 2006-2008 programs, the California Evaluation Protocols (April 2006) provide a list of the information needed by evaluation professionals for these types of programs.¹⁶ Future evaluators also should work with the IOUs and the programs to set up a system whereby evaluation-required electronic information can be assessed on a regular basis (perhaps three times a year) for completeness. This will ensure more accurate analysis.
- **Conduct Basic Evaluation Efforts During the Implementation Cycle:** We also recommend that (where relevant) future evaluation efforts be conducted simultaneously, or at least closer, to the time when the marketing campaign is run. Because the evaluation effort was conducted in 2006, or post-program implementation, this meant that while this process evaluation is able to provide guidance for the future, we were not able to suggest mid-course corrections. More importantly, given that this is a marketing outreach effort, this also meant that we were unable to document indirect impacts from these efforts. For the RFS survey, we did not have the name of the caller, and recall of the actual call made to the Reach for the Stars line was low due to the time elapsed. This results in very few respondents remembering their call into the Reach for the Stars toll-free line. For future evaluation efforts, interviews should be conducted soon after the campaign is run. However, we recognize that for “actions” that take longer to implement, there will have to be a deadband period. Future evaluations should be launched as soon as possible, and preferably, within the program cycle.
- **Keep Evaluators Informed of Efforts Throughout Program Cycle:** To the degree possible, future evaluators of these programs should be kept apprised of any key events in which the programs will participate, any key meetings that the programs plan, or any training that occurs within the program so that the evaluator has the opportunity to gather observational data during the event/meeting/training.
- **Set Aside Resources to Conduct A Larger Number of In-Depth Interviews:** This evaluation effort draws on 15 in-depth interviews from seven different organizations including McGuire and Company, Runyon Saltzman and Einhorn, Staples, Univision, the

¹⁶ California Energy Efficiency Evaluation Protocols: Technical, Methodological, and Reporting Requirements for Evaluation Professionals, April 2006, pages 205-211.

California Public Utilities Commission, Southern California Edison, and Grey's Advertising. However, there are numerous other parties and individuals that were not interviewed due to budget limitations. For that reason, it is suggested that future evaluation efforts should substantially increase the number of in-depth interviews normally required in order to have adequate resources to interview the myriad of players and interested parties. In addition, because of the need to have statewide and resource program coordination, the evaluation should also include in-depth interviews with a significant sample of the IOU and third-party resource acquisition program managers to understand the coordination efforts used and to assess their effectiveness.

2 INTRODUCTION AND PURPOSE OF THIS STUDY

Opinion Dynamics Corporation and Equipoise Consulting Inc. (the ODC Team) conducted a process evaluation of the three California Statewide Marketing and Outreach Programs in 2004-2005 (PY 2004/2005): Flex Your Power (FYP), Reach for the Stars (RFS) and Univision Television Energy Efficiency Marketing (UTEEM). (A brief overview of each of these programs is presented in Section 3.) The program efforts for PY2006-2008 indicate that the directions for all three programs are converging, with increased marketing under the name Flex Your Power and more coordination among the programs than in previous years. Because the programs are starting to work together, we evaluated the three programs together to provide a comprehensive foundation for the future. As such, many of the recommendations apply to the “Statewide Campaign” represented by these three combined efforts (and do not necessarily apply to each individual program).

Since this evaluation is being conducted in 2006 for events that occurred in 2004 and 2005, the tasks conducted for this process evaluation were somewhat atypical (and not as in-depth) of a normal full-scale process evaluation. Our report is intended to guide the future of this program rather than to assess whether the programs fulfilled the terms of their contracts in 2004-2005 (which we assume that they did). Although the Statewide Marketing and Outreach Programs were information-only programs in 2004-2005 (i.e., there were no energy savings goals associated with these programs), the CPUC has indicated to the evaluation team that in the future all marketing and outreach efforts should be evaluated based on the level of behavior changes caused within the targeted market. In this report, therefore, we examine the PY 2004/2005 programs within this current context (as of 2006-2007) and provide recommendations for the CPUC to consider for the future.

Because of the timing of this effort and the lack of an available baseline, conclusions about whether the programs influenced consumers to purchase more energy efficient equipment cannot be made.¹⁷ Our research and evaluation, however, does address the key objectives and operational issues for these three programs and makes recommendations for improvements based on our process findings, as described below.

This report marks the first California Public Utilities Commission (CPUC) led independent evaluation of these programs, and was deemed to be of critical importance by the CPUC given the large combined program expenditures on these three marketing and outreach programs (approximately \$40 million).¹⁸ This study and future studies of this sort are intended to help the

¹⁷ In addition to this study, the CPUC will be conducting a study to identify market change baseline metrics for the 2006-2008 statewide marketing and outreach efforts and will launch evaluation efforts to track market conditions over the 2006-2008 program period. This effort will include the baseline research which could not be funded in the 2004-2005 program period.

¹⁸ CPUC comments indicate that previous Public Good Charge (PGC) funded evaluation studies were not CPUC-approved. Approval of the Program Implementation Plan (PIP) does not carry-over into the evaluation planning approval process.

programs evolve to be more effective at encouraging energy-saving behaviors that would not occur without the marketing and outreach efforts.

Evaluation Study Components

The overall goals for this evaluation of the 2004-2005 statewide marketing and outreach programs, created in conjunction with the CPUC, are the following:

1. To assess the advertising content and approach;
2. To assess the reach of the marketing campaigns;
3. To perform a high-level audit of the non-media related efforts for FYP¹⁹; and
4. To provide recommendations that may improve the evaluability of future marketing programs.

The four overall goals of this evaluation, specific questions, and methods for evaluating the marketing programs – as developed in coordination with the CPUC during the planning stage of this evaluation effort – are presented in Table 2.1 below.

**Table 2.1: Process Goals and Questions Research Addressed
from the Approved Research Plan**

Overall Goal	Specific Questions	Method to Address
1. To assess the advertising content and approach.	1a. Were the messages clear for the different segments within the target markets?	Focus groups, in-depth interviews
	1b. What parts of the targeted populations understood the message to the extent that actions toward the performance to the goals could be based on the message's content? (i.e., Is this a good message to reach and motivate the targeted market? What improvements can be made to the approach, medium, or message? Did the messages provide content that allowed for easy movement to other programs and actions?)	Focus groups, in-depth interviews
	1c. Did the messages meet social marketing approaches and methods that have been shown to be effective?	In-depth interviews, review of secondary research
	1d. How can the messages be improved for the different segments within the target markets?	Focus groups
	1e. Was a cohesive, synergistic message provided to Californians across the three programs?	Program theory, review of secondary research
	1f. Were the campaigns structured to support the goals stated in the Program Implementation Plans (PIPs)?	Program theory, review of secondary research
2. To assess the reach of the marketing campaigns	2a. When were the campaigns launched and what was their reach?	Review of secondary research
	2b. Did the reach-and-frequency efforts reach the target markets?	Review of secondary research
	2c. What components / segments/populations of California are not reached by these efforts?	Review of secondary research (Census Data)
	2d. What percent of the California population is being targeted, what percent is being reached, and what percent is being missed?	Review of secondary research (Census Data), UTEEM and Reach for the Stars surveys

¹⁹ UTEEM and RFS were not included in this effort, as per the CPUC-approved research plan.

Overall Goal	Specific Questions	Method to Address
3. To perform a high-level audit of the non-media related efforts.	3a. What was the extent of secondary or non-mass media outreach efforts (use of CBOs and other efforts) at moving messages to the market?	Evaluability assessment of non-mass media activities for FYP
4. To provide recommendations that may improve the evaluability of future marketing programs.	4a. What actions and data tracking are needed to improve the evaluability of the marketing and outreach efforts?	Evaluability assessment
	4b. How can the planned program activities be structured/tracked to support evaluation needs?	Evaluability assessment

Because this was a retrospective evaluation effort, and because no baseline data was available, the evaluation team used the tools agreed upon and funded by the CPUC to do our best to answer the questions posed (shown in the table below). While a more quantitative effort conducted during the program cycle would have been preferred by all parties involved in this effort (including the evaluation team), this was no longer an option at the time that this evaluation effort was funded. The evaluation team did the best it could given the direction and funding available for this effort.

How This Evaluation Meets the CPUC Objectives

The Administrative Law Judge (ALJ) issued a ruling on November 27, 2002 requiring all evaluations of PY2004/2005 programs to address a set of eight overall objectives stated in the CPUC Energy Efficiency Policy Manual (EPPM).²⁰ The eight objectives are listed below in Table 2.2 along with a description of how each was addressed by this evaluation.

Table 2.2: Stipulated Overall Objectives of PY2004/2005 Evaluations

Stipulated Objective	How/Whether This Evaluation Addresses The Objective
1. Measuring level of energy and peak demand savings achieved (except information-only).	<i>As the three Marketing and Outreach programs are information-only programs, this objective does not apply to the evaluation.</i>
2. Measuring cost-effectiveness (except information-only)	<i>As the three Marketing and Outreach programs are information-only programs, this objective does not apply to the evaluation.</i>
3. Providing up-front market assessments and baseline analysis, especially for new programs.	<i>A market assessment and baseline analysis was not done as a part of this evaluation. There were insufficient resources to perform a market assessment of the state of California or to determine a baseline for the programs.</i>
4. Providing ongoing feedback and corrective and constructive guidance regarding the implementation of programs.	<i>This evaluation began in 2006, after the PY2004/2005 program had completed. As such, there was no opportunity to provide ongoing feedback during the program implementation. Our evaluation does however provide guidance for evaluation of future programs.</i>
5. Measuring indicators of the effectiveness of specific programs, including testing of the assumptions that underlie the program theory and approach.	<i>This evaluation tested the assumptions that underlie the program theory and approach for the UTEEM and Reach for the Stars programs through the two customer surveys performed. Since there was no way to track the actions of FYP viewers (i.e., calls to 800#'s or referrals to IOU programs) no testing of program theory occurred for the Flex Your Power program. (See Sections 14 and</i>

²⁰ California Public Utilities Commission. (2003) Version 2 "Energy Efficiency Policy Manual." Prepared by the Energy Division of the California Public Utilities Commission, August 2003.

Stipulated Objective	How/Whether This Evaluation Addresses The Objective
	15).
6. Assessing the overall levels of performance and success of programs.	<i>The evaluation assessed the extent to which the programs were structured to support the goals stated in the Program Implementation Plans. We also performed a high level audit of the non-media components of the Flex Your Power program. As this was not an impact evaluation, the impact of the marketing and outreach content is not known.</i>
7. Informing decisions regarding compensation and final payments.	<i>The final decision for compensation and final payments rests with the CPUC. Our analysis provides useful data regarding the advertising content and approach (Section 9), the reach of the marketing (Section 8), and a high level audit of the Flex Your Power program (Section 10) to help inform that decision.</i>
8. Helping to assess whether there is a continuing need for the program.	<i>We used the program theory and overall goal attainment assessments to draw conclusions about the ongoing need for the programs.</i>

Again, because this is an information-only program, no energy savings baseline information, energy efficiency measure information, or monitoring and verification are required. The evaluation approach is covered in detail in the methodology section (Section 4) of this report.

3 DESCRIPTION OF PROGRAMS COVERED IN STUDY

Our evaluation effort covers the three individual programs which comprise the overall Statewide Marketing and Outreach effort:

- Flex Your Power
- Reach for the Stars
- UTEEM (Univision Television Energy Efficiency Marketing)

Below, we provide a brief description of each program, the goals of the programs, and the public resources available to fund each program prior to our analysis of each program. The goals presented below were developed by the implementers and accepted by the CPUC for 2004-2005. (Note that our analysis of these goals occurs in subsequent sections.)

The most notable differences between the three programs are the different target audiences and the various levels of effort (based on program budgets). Table 3.1 below summarizes the notable differences between the programs.

Table 3.1: Summary of PY 2004/2005 Marketing and Outreach Programs

	Flex Your Power	Reach for the Stars	UTEEM
Target Market	All IOU customers: general market (English-speaking), African American, and non English-speaking. Also included small business customers	Rural areas as defined by the CPUC (primarily English-speaking, some Spanish outreach effort)	Spanish-speaking Hispanic population - Statewide
Media Channels Used	Television, radio, print	Radio, print	Television
CBOs	✓	✓	
2004/2005 Budget^a	\$29,999,400	\$4,654,044	\$5,584,733
Implementer	Efficiency Partnership (McGuire & Company)	Runyon Saltzman & Einhorn	Staples Marketing Communications

^a Actual authorized budget.

In this section, we briefly introduce these programs. In subsequent chapters, we present our evaluation approaches, the results and key findings of our efforts, recommendations for program enhancements, and suggestions for statewide energy efficiency marketing campaigns in the future.

Flex Your Power

According to Flex Your Power's Program Implementation Plan (PIP), the Flex Your Power statewide energy efficiency marketing and outreach program was initiated by the State of California in 2001. *"The campaign's goals are to educate Californians on the benefits of energy efficiency; to motivate them to take action to achieve lasting energy savings; and to support the energy efficiency programs of the Investor Owned Utilities (IOUs), third-party program*

providers, and other organizations. The campaign achieves these goals through a full and synergistic range of marketing and outreach strategies including: television; radio and newspaper ads; earned media; printed educational materials; events; a comprehensive website resource serving all sectors statewide; a biweekly electronic newsletter; planning forums and meetings; and crucial partnerships with thousands of businesses, government entities, and nonprofit organizations. The campaign delivers a widely-recognized, clear, concise, and compelling message of energy efficiency.”

The program targeted both residential and nonresidential customers, with the television and radio campaign mainly targeted to residential consumers. The program provided energy efficiency information to nonresidential consumers generally through non-media efforts highlighted in Section 10 of this report.

The Flex Your Power program is the State of California’s overarching umbrella energy efficiency marketing campaign. Its target market and reach are broader than the other programs, and its goals and budget (below) reflect this.

Flex Your Power Goals

The specific goals of the Flex Your Power program, as taken from the PIP, are shown in the table below.²¹ Our evaluation assesses the success of the program against these goals (see Section 5). However, while the Program Implementation Plans (PIPs) are used as key barometers for understanding the program’s objectives and the activities conducted, we understand that the PIPs are not the only documents on which the evaluation should be structured. Throughout this report we also consider other research objectives as well as the current context (as of 2006-2007) since this will be important in guiding the future of this effort.

Table 3.2: Flex Your Power Program Goals

ID	Goal Statement	Page in PIP
1	Educate Californians on the benefits of energy efficiency.	1
2	Motivate Californians to take action to achieve lasting energy savings.	1
3	Support the energy efficiency programs of the Investor Owned Utilities, third-party program providers and other organizations.	1
4	Overcome remaining market barriers to energy efficiency in California by maintaining the momentum of the campaign’s success in building awareness; leveraging resources of California’s program providers and other FYP partners; and providing statewide support to IOU and third-party programs.	3
5	Ensure that Californians, particularly those in the hard-to-reach communities, have access to energy efficiency information through targeted marketing and outreach.	3
6	Deliver innovative marketing and outreach initiatives that promote energy efficiency through coordination with California’s program providers and the private sector.	3
7	Facilitate complete coordination between program providers and other energy industry stakeholders through planning forums.	3

²¹ Note that the assessment of goals stated in this section is provided in Section 5, after the introduction and methodology.)

Flex Your Power Resources for PY 2004/2005

The Flex Your Power program is the largest and most comprehensive of the three programs evaluated in this study. The PIP requested a \$30 million budget; and the total expenditures of \$27.9 million for PY2004/2005 provided Flex Your Power with funding resources for both advertising and additional outreach and promotional efforts described in later sections of this report. The Marketing/Advertising/Outreach portion of the budget accounted for 97% of the program's expenditures. The breakdown of expenditures is shown in Table 3.3.²²

Table 3.3: Breakdown of Flex Your Power Expenditures^a

Type	Details of Type	% of M/A/O Expenditures	Summed % of M/A/O Expenditures	% of Total Expenditures
Marketing / Advertising / Outreach (M/A/O)	Advertisements / Media Promotions	0.0%	1.8%	97.0%
	Brochures	1.5%		
	Website Development	0.3%		
	Subcontractor – Print Advertisements	28.3%	87.9%	
	Subcontractor – Radio Spots	18.8%		
	Subcontractor – Television Spots	40.8%		
	Labor – Business Outreach	3.6%	10.2%	
	Labor – Marketing	3.2%		
	Labor – Customer Outreach	3.0%		
	Labor – Customer Relations	0.4%		
Administration				2.5% ²³
EM&V				0.6%

^a Based on actual expenditures from the March 2006 E3 calculator report.

Reach for the Stars

The Reach for the Stars program was designed to reach residential rural customers. According to its PIP, Reach for the Stars *“is a comprehensive statewide energy efficiency communications campaign directed to residential energy customers in investor-owned utility (IOU) rural service areas. Using traditional media and grassroots outreach, the campaign is designed to complement other energy efficiency outreach campaigns.”*

The 2004-2005 PIP for the RFS program also notes that it *“encourages residential energy users to make permanent energy efficient upgrades to their homes and participate in statewide energy efficiency programs. The Reach for the Stars campaign includes three flights of newspaper ads and radio spots, as well as a community-based outreach component. Utility customers are*

²² Based on our experience, this budget is sufficient to affect some level of change, but its ability to affect change will depend on the implementation of the marketing effort. We do not believe, however, that this dollar amount is enough to educate all Californians.

²³ The costs showing up in the line labeled ‘Administration’ ranged across the three programs from 2.5 to 19.8% of the budgets. Although these cost estimates were not analyzed as part of this evaluation, it is extremely likely that this diverse range of cost estimates is the result of what is being defined by the individual firms as “administration” and is not in any way a fair comparison of administration costs across programs.

encouraged to call a toll-free phone line, which provides contact information regarding utility programs.”

RFS staff feels that the following are some of the key challenges in serving the rural markets:

- Extreme summer and/or winter climates.
- Significantly greater electricity and/or natural gas requirements than those faced by residents in urban areas, especially in the context of climate.
- Limited access to traditional mass-market media.

RFS’s rural market energy efficiency campaign’s centerpiece is a community-based organization outreach component. In order to meet these challenges RFS says that they “*recognize the unusual nature of rural environments, and the need to accompany traditional marketing with more direct alternative communication methodologies, such as grass roots outreach through the use of community-based organizations (CBOs). The program also uses traditional media and public relations strategies, as well as more direct activities to motivate rural consumers to save energy.*”

Reach for the Stars (RFS) Goals²⁴

When asked to delineate the goals of their program, administrators stated that they felt “*the goals and objectives are to increase awareness about the benefits of energy efficiency and to ensure that people [rural customers] are making energy efficient choices. They are also to educate and inform the rural market throughout California of different things they can do to save energy and save money in their homes.*”

The goals for the Reach for the Stars program are shown in Table 3.4.

Table 3.4: Reach for the Stars Program Goals

ID	Objectives Statement	Page in PIP
1	Encourage all rural residential energy users to make permanent energy efficient upgrades to their homes and participate in statewide and local gas and electric energy efficiency programs.	1
2	Substantially improve awareness of IOU and third-party energy efficiency programs and related energy saving benefits to the target group of all households in rural areas.	1

Reach for the Stars Resources for PY2004/2005

RS&E requested a total budget of \$4.65 million for PY2004/2005; the \$4.6 million in expenditures showed that 70.9% of the overall program funding went towards media and 19.1% for outreach and promotion. See Table 3.5 below.

²⁴ Again, an assessment of goals stated in this section is provided in Section 5, after the introduction and methodology.

Table 3.5: Breakdown of Reach for the Stars Expenditures^a

Type	Details of Type	% of M/A/O Expenditures	Summed % of M/A/O Expenditures	% of Total Expenditures
Marketing / Advertising / Outreach (M/A/O)	Print Advertisements	34.4%	Media: ^b 78.9%	90.0%
	Radio Spots	34.9%		
	Advertisements / Media Promotions	0.5%		
	Labor – Marketing	7.0%		
	Labor – Customer Relations	2.1%		
	Brochures	1.9%	Outreach and Promotion: ^c 21.2%	
	Advertisements / Media Promotions	4.1%		
	Advertisements / Media Promotions	7.2%		
	Advertisements / Media Promotions	1.7%		
	Subcontractor Labor – Customer Outreach	4.1%		
	Labor – Customer Outreach	2.2%		
Administration			7.1%	
EM&V			2.6%	
Financing Costs			0.3%	

^a Based on actual expenditures from the January 2006 E3 calculator report.

^b Media includes line items that are relevant to developing or purchasing media spots, that is, radio ads or print advertisements.

^c Outreach and promotion includes line items that are relevant to community-based efforts and events.

Univision Television Energy Efficiency Marketing Program – UTEEM

The Univision Television Energy Efficiency Marketing program (UTEEM) is a statewide program that targets California's Spanish-speaking Hispanic population. The UTEEM program focused on using Univision television stations to encourage Spanish-speaking residential customers to use Investor Owned Utility (IOU) cash rebates to purchase and install energy efficient measures. According to the PIP, the goal of the UTEEM program is *“to increase awareness of and participation in the 2004-2005 Home Energy Efficiency Programs as provided by the IOUs. The UTEEM television commercials will focus on the 2004-2005 rebates available for the purchase and installation of energy efficient products and measures that will result in permanent reduction in energy usage.”*

In addition, the PIP also states that *“Each commercial has the goal of increasing awareness of and preference for 2004-2005 Energy Efficiency Programs, particularly cash rebates for purchase and installation of energy efficient products and measures and increasing awareness of the IOU-specific phone number and website for accessing rebate and program information.”*

UTEEM Goals

The program implementer sees their obligation as providing Hispanics with *“information about energy savings, opportunity for rebates, [and to allow] them to really take advantage of programs that are being offered by the utilities in California so that they can take advantage of them and be at the same level as someone from the non-Hispanic side.”* The specific goals of the UTEEM program are shown in the table below.

Table 3.6: UTEEM Program Goals

ID	Program Goals	Page in PIP
1	Increase awareness of and participation in the 2004-2005 Home Energy Efficiency Programs as provided by the IOUs. Target market for this program is California's Spanish-speaking Hispanic population.	3
2	Increase awareness of and preference for 2004-2005 Energy Efficiency Programs, particularly cash rebates for purchase and installation of energy efficiency products and measures through television commercials.	3
3	Increase awareness of IOU-specific phone number and website for accessing rebate and program information through television commercials.	4

According to the implementer, throughout the years, the priorities of the program have changed: *“the goals and objectives are very fluid because we’ve always tried to plug into the IOU’s portfolio. Just in the sense that we try to reflect what the CPUC feels is important and what we should be focusing on.”*

The UTEEM program implementer, Staples Marketing Communication, indicated that they expected to attain these goals within the two year program period.

UTEEM Resources for PY 2004/2005

The UTEEM budget was larger than the Reach for the Stars budget, but still significantly smaller than Flex Your Power’s budget, which was about five times as large. The PIP two-year budget of \$5.6 million enabled a multifaceted approach including resources that went towards more than advertising. In addition to traditional television commercials, UTEEM also incorporated special events marketing, brochures, talk show interviews and infomercials into their program.

Table 3.7: Breakdown of UTEEM Expenditures^a

Type	Details of Type	% of M/A/O Expenditures	% of Total Expenditures
Marketing / Advertising / Outreach (M/A/O)	Advertisements / Media Promotions	93.2%	79.4%
	Brochures	2.7%	
	Television Spots	3.3%	
Administration			19.8%
EM&V			0.8%

^a Based on actual expenditures from the December 2005 E3 calculator report.

4 STUDY METHODOLOGY

The ODC Team (ODC) designed this evaluation to meet the process goals and questions stated in the research plan, including:

1. Assess the advertising content and approach.
2. Assess the reach of the marketing campaigns.
3. Perform a high-level audit of the non-mass media related efforts
4. Provide recommendations that may improve the evaluability of future marketing programs.

Partly due to the considerable overlap in the evaluation methods planned for each of the three programs, we evaluated each one under a single research plan, with significant attention paid to the differences in each program. We utilized the following methods for our evaluation and expound on each task further below:

- In-depth interviews
- Program theory assessment
- Collection and review of secondary research (notably, not everything available through the programs given budget limitations)²⁵
- Focus groups
- Reach for the Stars survey
- UTEEM survey
- Evaluability assessment
- High-level audit of non-mass media activities for Flex Your Power

Although these three programs had been providing services within California for at least two years prior to the PY2004/2005 programs, no statewide assessment had occurred that provided a baseline of the awareness of energy efficiency, the intent to purchase energy efficiency products, or the actual purchases of energy efficiency products of Californians. Because of the lack of such a baseline, the ability to rigorously determine impacts of the marketing programs on awareness, intent to purchase, or actual purchases is diminished. While ODC originally proposed a baseline survey, this option was not accepted in the CPUC-approved research plan, so no funding was available to ODC to perform such an assessment. The choice was made to carry out a process evaluation at this time with the CPUC planning to conduct a baseline assessment as part of the 2006-2008 evaluation effort.

The table from the CPUC approved research plan that summarizes overall goals, specific questions, and methods to address these goals and questions, is presented in Section 2 (Table 2.1).

²⁵ Although we initially proposed nine tasks in the evaluation plan, we feel the task of assessing reach and frequency is more aptly incorporated under the task of Review of Secondary Research where we present our findings on the breadth of the media campaigns of each program.

In-Depth Interviews

During September and October of 2006, ODC conducted 12 in-depth interviews with 15 program stakeholders.²⁶ These interviews helped clarify issues such as how the campaigns operated, how campaign decisions and targeting issues were determined, and areas for improving future campaigns. For the three statewide marketing and outreach programs, stakeholders interviewed included:

- Program implementers
- CPUC staff
- Utility representatives
- Advertising campaign firms

During these interviews, ODC discussed the following issues with relevant stakeholders:

- Roles and protocols
- Current and future goals and objectives
- Campaign reach
- Campaign content and structure
- Program theory
- Coordination among programs
- Internal communications and administration
- Evaluation use and results

We explored each of these issues in detail in order to clarify how the program operated in PY2004/2005, and to provide recommendations for future improvements. In particular, we tried to gather information to help support our other research to determine 1) if the messages were clear for the different segments within the target markets, 2) what parts of the targeted populations understood the message and what improvements could be made to the approach, medium, and message, 3) if the messages were consistent with social marketing approaches and methods that have been shown to be effective, 4) if the messages were cohesive and synergistic across the three programs. Findings from these in-depth interviews are interspersed throughout the report. Notably, we could not speak to every individual involved in the programs due to budget constraints.

Program Theory Assessment

The ODC team worked with the program implementers to develop a program theory and logic model (PT/LM) for each of the marketing programs.²⁷ We conducted program theory workshops with each program implementer in July 2006 and developed logic models of each program that illustrate the theory behind the movement from activity to expected outcomes. ODC drafted an initial PT/LM from the program's PIP and the outcomes of the workshops; then, as part of the in-

²⁶ While program implementers were interviewed and these discussions influenced the list of people who were interviewed, program implementers were not directly asked who should be interviewed. In the recommendation section of this report, we discuss this further and recommend additional budget for interviews in the future.

²⁷ The PT/LMs are both a deliverable of the program theory workshop and a development task. The final versions of the PT/LMs are provided in a later chapter of this report.

depth interviews in July 2006, solicited revisions from each implementer for their respective programs. The implementers agreed that the resulting PT/LMs presented in this report accurately reflect the program activities, goals and reasons that the desired outcomes of their respective efforts may have occurred in PY 2004/2005. Notably, however, this effort was a retrospective effort and program implementers were already in the process of making changes to the program for 2006-2008.

The theories underlying these programs were often not explicitly stated in the PIPs, although some of the writing did touch upon a few of the theories behind the approaches. Through further discussions with program implementers and CPUC staff during the meetings, we updated and refined the preliminary theories that underlie the three program efforts. These updated PT/LMs were sent back to the program implementers for review and comment on the program's inputs, outputs, and goals. During the meetings, we discussed the activities within each program and laid out the activities that were driven by each theory so that the end effects (such as increases in purchases, changes in specific behaviors and increases in program participation) can be evaluated in the future.

Although developed retrospectively, the PT/LMs accurately present the activities, goals and desired outcomes of each marketing and outreach program in PY2004/2005 to help us assess whether the programs were able to attain their respective goals and outcomes. Through this effort, we hope we have established an evaluation structure that can be used for future assessments of the statewide marketing programs. PT/LMs are presented in Section 5 of this report.

Collection and Review of Secondary Research

As part of this evaluation effort, our team conducted a review of 2004-2005 program materials including advertising copies, messages, and past evaluation efforts (including but not limited to a compendium of data collected through the RFS evaluation effort). Notably, this secondary research effort did not include all of the secondary materials available for all three program efforts due to limitations in the evaluation scope and budget.

Through our secondary research efforts, we sought to understand the reach and frequency of the programs, as well as the campaign content and whether the campaigns were able to provide a cohesive, synergistic message across the three programs. (These findings are presented in Sections 7, 8 and 9 of this report.)

ODC compared media buys for each program in the campaign with Census data to answer the following process related questions:

- When was each program launched and what was its reach?
- Did the reach-and-frequency efforts reach the target markets?
- What components/segments/populations of California are not reached by the campaign?
- What percent of the California population is being targeted and what percent is being missed?

In assessing content, we reviewed actual program ads and ad scripts. From these program materials, we examined what types of messages the ads promoted and how they were presented. We looked to see if they mentioned specific energy efficient appliances, available rebates or other IOU programs, contact information, the benefits of energy efficient appliances, as well as how the benefits of taking the promoted actions were presented to the audience (i.e., saving money or other social marketing messages).²⁸ Note that we reviewed the key advertisements for each campaign, but did not review all advertisements (e.g., there were some non-English advertisements for Flex Your Power and some interviews for UTEEM that we did not review since they were not made available to us in our initial requests. The extent of what was not reviewed is unknown since a comprehensive list of all advertisements was not provided to the evaluation team.)

For our discussion on reach (which we explore more as geographical reach than as the number of people who heard or saw an ad), we reviewed the distribution of the campaigns relative to the campaigns' target markets²⁹ to see which counties or media territories were reached, as well as whether there are important areas that have yet to be reached. Media buys (the radio or television stations and newspapers used) for each campaign, data from various campaign documents listing the areas (by either TV DMA, radio MSA, zip code, or county) where their media outreach occurred, and the 2000 Census data for numbers of households per each county, allowed us to assess the extent of each campaign's reach. However, we did encounter several challenges, particularly because the data are not presented (or collected) uniformly across the three campaigns and because existing media market information varies by the three major media channels used by the programs (television, radio, and newspapers). These challenges are discussed in Section 8.)

Our discussion of the "frequency" of media messages across all three campaigns is based on the same set of program materials and attempts to depict the timeline – across 2004 and 2005 – when messages were aired or printed.

We also compared the programs' efforts to Census Data. For each county in the state, we looked at the number of households, the households speaking Spanish, rural housing units, and households by linguistic isolation.³⁰ Once again, we used the same set of program documents to identify which counties were in the target markets.

Maps of the electric and gas service areas were reviewed to help understand which areas were covered under the PGC funds that supported this evaluation. We used the number of TV households by television DMA segment within our analysis and referenced both DMA and radio MSA geographic locations to help categorize the counties into the various media buying areas.

²⁸ This is a description of what the evaluation team looked for and does not imply that the campaigns were required to do all of this.

²⁹ It is important to note that the campaigns' actual target markets were not necessarily the target markets cited in the PIPs. In particular, the Reach for the Stars PIP states its target group as "all households in rural areas" but the program concentrated on 41 counties.

³⁰ Housing units are almost synonymous with households, but not quite. There are 1.06 housing units per household in California. However, the only county level Census data for rural versus urban was by housing unit, not household.

Focus Groups

As per the CPUC-approved research plan, ODC conducted eight focus groups between August 28, 2006 and August 31, 2006 to gather qualitative insights from each of the IOU territories as well as the primary demographic targets. Six groups were in English and two in Spanish. We chose focus group locations based on the geographic or demographic targets of the three marketing outreach programs. We conducted two focus groups each in Concord, Jackson, Los Angeles, and San Diego, for a total of eight sessions. We intended to capture rural customers (targeted by the Reach for the Stars program) in Jackson and Spanish-speaking customers (targeted by the UTEEM efforts) in Los Angeles. The other four groups (held in Concord and San Diego) represented the general population. In all, 80 customers participated in these groups.

Screening criteria were minimal given that our focus groups sought to understand the impacts of the messages to the general population (i.e., English speaking and Spanish speaking). We only asked if the respondent handles or pays the household's electric bill and if s/he had participated in a focus group within the last year. For the Spanish-speaking groups in Los Angeles, we screened out respondents who said they do not speak Spanish at home.

The in-depth focus group guide we developed for this effort is included in Appendix B of this report and covers the following topics:

- Energy Efficiency Knowledge and Perceptions
- Recall of Messages
- Discussion about Specific Ads
- Format / Message Channel and Delivery
- Hot Topics – Various Energy Efficiency Topics
- Message Testing

We covered these topics in an effort to understand 1) whether the messages are clear and actionable, 2) which messages most effectively reach and motivate the targeted markets, 3) what improvements can be made to the messages, and 4) what improvements can be made to the medium.

During the focus groups, the moderator played or showed various advertisements from all three of the marketing programs. Table 4.1 below presents the types of ads we presented to the groups in each location. A more detailed list of the specific ads played in each group can be found in the Focus Group chapter (see Section 13) or in Appendix C of this report; Appendix D presents messages mentioned unaided by focus group respondents.

Table 4.1: Types of Ads Shown in Each Location

Ads shown at focus groups	Concord	Jackson	Los Angeles	San Diego
FYP radio	✓	✓		✓
RFS radio		✓		✓
FYP-Spanish radio			✓	
UTEEM TV	✓	✓	✓	✓
FYP TV	✓	✓	✓	✓
FYP print	✓	✓		✓
RFS print		✓		✓
UTEEM brochure			✓	

We also used message testing cards to test some general messages. This effort is described in more detail in the write-up of our focus group findings.

Focus Group Participant Characteristics

At the beginning of each focus group, we asked focus group participants to fill out a short survey in order to gauge their basic awareness of energy efficiency (see Table 4.2). We compared the results of the basic awareness survey across the four locations (Concord, Jackson, Los Angeles, and San Diego) to get a sense if there were any differences between Spanish-speaking, rural, or general market customers. **It should be noted that our focus group respondents are not necessarily representative of the population, and that the table below is provided to give context to qualitative results. Furthermore, the number of responses (approximately 20 per location or target segment) is not enough to make statistically valid comparisons.**

Table 4.2 below indicates that the ODC focus group respondents in the Spanish-speaking groups tend to rate their knowledge of energy saving actions lower than English-speaking respondents. However, Spanish-speaking customers, along with the rural customers with whom we spoke in Jackson, report being more active in trying to save energy in their homes than those in the general population sessions (the Concord and San Diego groups). These same two customer segments (Spanish-speaking and rural) are the most likely to say they would purchase energy efficient models when making an appliance purchase. (See Table 4.2 below.)

Table 4.2: Basic Energy Efficiency Knowledge and Activity by Group

Scale of 1 to 10, where 10 is the highest	Total (n=80)	Concord (n=19)	Jackson RURAL (n=19)	L.A. SPANISH LANGUAGE (n=20)	San Diego (n=22)
	Top Three (rating 8, 9 or 10)				
Your level of knowledge about actions that you could take to save energy in your home ^a	29%	32%	32%	20%	32%
Your activity level over the past year in trying to save energy in your home ^b	27%	21%	37%	32%	18%
Do you think there is anything else you can do to save energy in your home?	Total (n=78)	Concord (n=18)	Jackson RURAL (n=18)	L.A. SPANISH LANGUAGE (n=20)	San Diego (n=22)
Yes	65%	77%	56%	60%	68%
No	5%	--	6%	15%	--
DK	29%	22%	39%	25%	32%
When making an appliance purchase, would you say you would...	Total (n=79)	Concord (n=19)	Jackson RURAL (n=19)	L.A. SPANISH LANGUAGE (n=20)	San Diego (n=21)
Definitely would purchase energy efficient	78% ^c	68%	95%	85%	67%
Might possibly purchase	15%	21%	--	5%	33%
Neutral	6%	11%	5%	1-%	--
Not likely to purchase	--	--	--	--	--
Definitely would NOT purchase energy efficient	--	--	--	--	--
When making a lighting purchase, would you say you would...	Total (n=78)	Concord (n=19)	Jackson RURAL (n=19)	L.A. SPANISH LANGUAGE (n=20)	San Diego (n=20)
Definitely would purchase energy efficient	59% ^c	68%	58%	65%	45%
Might possibly purchase	29%	26%	21%	25%	25%
Neutral	10%	5%	21%	10%	5%
Not likely to purchase	1%	--	--	--	5%
Definitely would NOT purchase energy efficient	--	--	--	--	--

^a n=80. Mean score for knowledge level is 6.4.

^b n=79. Mean score for activity level is 6.1.

^c This information is not based on a representative group but rather information on the respondents in the qualitative focus groups. However, among these respondents, those who said they would definitely purchase energy efficient lighting are significantly more likely to rate highly (an 8, 9, or 10) their knowledge about energy saving actions; however, those who would definitely purchase an energy efficient appliance typically rate their knowledge a little higher but not necessarily significantly so.

Key findings from our focus groups are woven into this report, and the detailed findings are in the In-Depth Findings section (see Section 13) of this report.

Reach for the Stars Survey

ODC conducted a telephone survey between August 10 and August 28, 2006 of 400 customers who had called the Reach for the Stars toll-free line during 2004 and 2005.

We obtained customer telephone numbers from hard copies of telephone records provided by the campaign coordinator, Runyon Saltzman & Einhorn. ODC entered the available telephone numbers into an electronic database and then randomly selected a total of 400 customers to interview that proportionately represented 2004 and 2005 participants.³¹ In preparing the sample for the telephone survey, we removed duplicate telephone numbers that had called in multiple times and attributed the phone number to the most recent date called into the toll-free line. In all, therefore, we were provided with 2,372 unique numbers that called the toll-free Reach for the Stars line during 2004 and 2005.

For this survey, we achieved a 29% response rate.³² See Table 4.3 for call disposition.

Table 4.3: Call Disposition

Disposition Code	Number of Sample Points (n=2372)	Percentage
Completed interview	400	16.9%
Non-specific callback/secretary	515	21.7%
Disconnected phone	472	19.9%
Business phone	278	11.7%
Privacy line/Number blocked	151	6.4%
No answer	103	4.3%
Initial refusal	98	4.1%
Language problems	83	3.5%
Answering machine	80	3.4%
Respondent scheduled appointment	44	1.9%
Hard refusal	43	1.8%
Computer tone	27	1.1%
Mid-interview terminate	15	0.6%
Busy	14	0.6%
Wrong number	7	0.3%
Sample points not called ^a	42	1.8%

^a Target number of completes was achieved prior to calling all the sample points available.

³¹ Note, while the Reach for the Stars program advertised the toll-free number throughout 2004-2005, six weeks' worth of telephone data in 2004 and five months of data for 2005 are not available

³² The response rate is calculated by dividing the number of completed interviews by the number of phone numbers called, not including invalid numbers (i.e., disconnected, business numbers, privacy line/number blocked, computer tone, or wrong number).

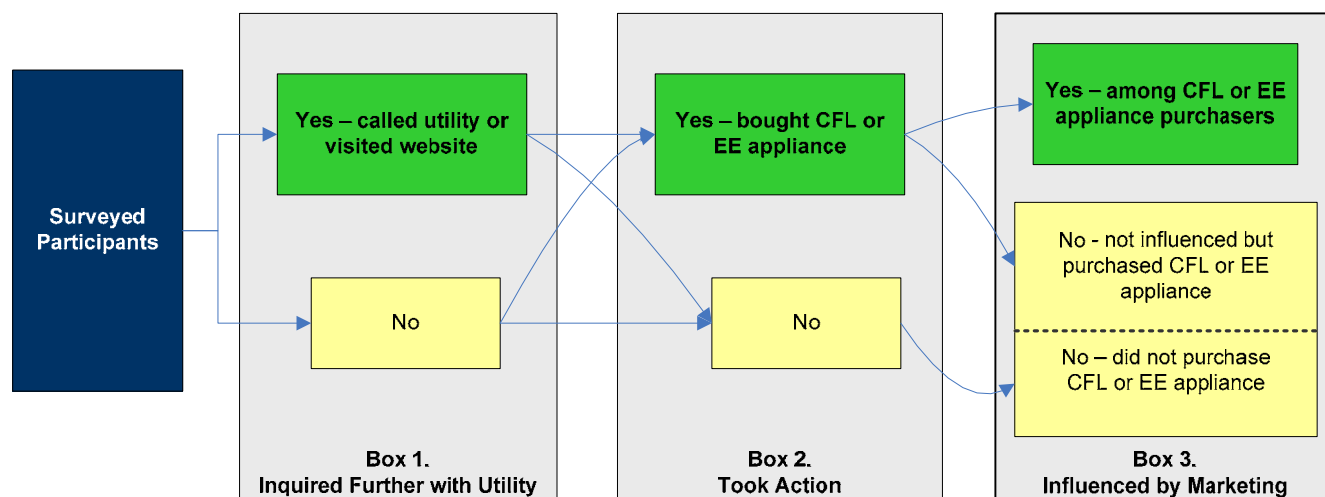
We screened out respondents who obtained the phone line after the date when the call was made (from that line) to the Reach for the Stars toll-free number to ensure that all of the current households are the same as the households that called the Reach for the Stars line. Since we did not have the name of the caller, and recall of the actual call made to the Reach for the Stars line was low due to the time elapsed, our effort focused on energy efficient actions taken by the household following contact with Reach for the Stars.

ODC statistically analyzed the survey responses using an independent t-test for means (unequal variances) and an independent z-test for percentages. Significance noted in the tables and in the text indicates statistical significance at the 90% confidence level +/- 10% error.

Our analysis answers three main questions: 1) What percent of the callers interviewed inquired further with the utility? 2) Who took action? 3) Was the action influenced by the marketing program? (See Figure 4.1.) We defined these as:

- **Inquired further with utility:** Respondent reports calling their utility or visiting the utility website since their call to the Reach for the Stars toll-free line.
- **Took action:** Respondent reports purchasing a CFL or a self-reported energy efficient appliance since their call to the Reach for the Stars toll-free line.³³ We do not consider the purchase of standard appliances as an action in our analysis since the Reach for the Stars marketing program promoted energy efficiency appliances.
- **Influenced by marketing:** Respondent reports being influenced by energy efficiency marketing to buy a CFL or energy efficient appliance since their call to the Reach for the Stars toll-free line. **Because this assessment is process oriented, not effects oriented, we designed our survey questions to provide a general idea of the influence that energy efficient (EE) marketing may have played in the purchases made by the customer rather than a rigorous analysis of attribution.**

³³ Respondents do not always accurately indicate whether their appliance is energy efficient. It was outside the scope of the project to perform follow-up on-site audits to verify the energy efficiency of the appliances in question.

Figure 4.1: Approach to Reach for the Stars Survey Analysis

Key findings from this survey are woven into this report, with the detailed findings from the Reach for the Stars survey included in the In-depth Findings section (see Section 14) of this report. The survey instrument we fielded is presented in Appendix E.

We note that while our findings give some indication of program effects, given the delays in timing of this effort, effects most likely would have been stronger if this survey effort had been conducted during the 2004-2005 program cycle. Since this was not an option, however, the CPUC chose to gather some insights through this evaluation rather than continuing to have no feedback on program effects.

UTEEM Channeling Survey

The “UTEEM channeling survey” was used to determine the influence of the UTEEM campaign on current participants in IOU resource acquisition programs. We first reviewed the UTEEM marketing campaign to determine which programs were being promoted by the campaign and over what timeframe. Based on our review, we determined that the UTEEM campaign focuses primarily on measures promoted through two programs: 1) Single-Family Rebates and 2) Appliance Recycling.³⁴ We then reviewed the databases for the two programs and identified customers with Spanish surnames (this was used as a proxy for those that could have been influenced by UTEEM since UTEEM is a Spanish language campaign). Finally, we called customers with Spanish surnames to determine the percentage of utility program participants who speak Spanish and could have been targeted by UTEEM. (Note that we reviewed the program databases for surname prior to screening customers by language since our assumption was that the percentage of Spanish speakers among the population of participants in these programs would be small, and therefore, it would be cost-prohibitive to interview without pre-

³⁴ The advertising campaign also promoted energy efficient lighting and Online Home Energy Surveys but we did not include those programs in this analysis.

screening on surname given the budget allocated for this task.³⁵) After screening for Spanish speakers, our interviews were used to ask Spanish speaking participants in the programs whether their participation was influenced by the UTEEM advertising campaign. Each of these steps is described in more detail below.

Programs Promoted and Timeframes

We first reviewed the UTEEM marketing campaign to determine which programs were being promoted and over what timeframe. As shown in Table 4.4, specific energy efficiency rebates and programs were included in the UTEEM media campaign. Seven of those campaign types promoted a single program, the Home Energy Efficiency Rebates (HEER) Program. The other three programs are Lighting, Appliance Recycling, and online component of the Home Energy Efficiency Surveys (HEES).

Table 4.4: UTEEM Marketing Campaign Content and Timing

Campaign Content	Program	Start Date	Dates1	Dates2	Dates3	Dates4	Dates5
Fridge/Freezer Recycling Rebates	Appliance Recycling	February 2004	2/28/2004-4/3/2004	8/16/2004-8/22/2004	9/20/2004-10/17/2004	3/8/2005-4/4/2005	5/30/2005-6/20/2005
Dishwasher/Clotheswasher Rebates ^a	Rebates	April 2004	4/5/2004-4/18/2004	4/5/2005-4/25/2005			
Programmable Thermostat Rebate ^a	Rebates	April 2004	4/19/2004-4/25/2004	7/18/2005-7/24/2005	11/17/2005-12/18/2005		
Whole House Fan/Evaporative Cooler Rebates ^a	Rebates	May 2004	5/17/2004-6/6/2004	7/19/2004-8/1/2004	7/11/2005-8/28/2005		
A/C Rebates ^a	Rebates	June 2004	6/28/2004-7/18/2004	8/2/2004-8/15/2004	9/20/2004-10/3/2004	7/11/2005-8/28/2005	
Online Home Energy Survey	HEES	August 2004	8/23/2004-8/29/2004	9/20/2004-10/10/2004	10/25/2004-10/31/2004		
CFL Benefits	Lighting	October 2004	10/4/2004-10/24/2004	7/18/2005-7/24/2005	9/12/2005-10/16/2005		
Furnace Rebates ^a	Rebates	November 2004	11/1/2004-11/11/2004	3/8/2005-4/4/2005	11/17/2005-12/18/2005		
Insulation Rebates ^a	Rebates	November 2005	11/17/2005-12/18/2005				
Water Heater Rebates ^a	Rebates	November 2005	11/17/2005-12/18/2005				

^a These seven groups are all part of the Home Energy Efficiency Rebate (HEER) Program.

There is no database that keeps track of customers who make energy efficient lighting purchases so we did not include lighting in our analysis. We also did not include the online component of

³⁵ This approach was specified in the research plan accepted by the CPUC.

the Home Energy Surveys (HEES) because it is an information-based program (not a resource acquisition program) and the contact information for online HEES participants is limited.³⁶ Therefore, we focused our analysis on two programs: 1) Single-Family Rebates and 2) Appliance Recycling.

While the Single-Family Rebates program includes sixteen different types of rebates, only some of those rebate types were promoted through the UTEEM campaign. Some of those rebates were grouped together in the campaigns such as whole house fan and evaporative coolers; thus, in the table above they are shown as seven rebate types (denoted by “a” in the table above). Two of the marketing campaigns (insulation rebates and water heater rebates) did not start until the middle of November 2005. We did not feel that there would be meaningful results by the end of December 2005 (which is when our analysis time period ended; databases were not available for 2006) so we did not include those participating in insulation or water heater rebates in our analysis. Those rebates that we have included in the analysis account for 356,263 out of the 491,828 rebates given through the Single-Family Rebate Program over this time period (or 72%).

We analyzed the utility databases for the two targeted programs over the applicable date ranges (see Table 4.5 below) to estimate the total number of participants who could have been affected by the media campaign. Note that utility databases were not available for 2006, so our analysis included only 2004 and 2005 program participants.

Table 4.5: Dates Included in Database Analysis by Program/Rebate Type

	Participation Dates (following initial airing of campaign)
Single-Family Rebate Program	
Dishwasher/Clotheswasher Rebates	4/5/2004-12/31/2005
Programmable Thermostat Rebate	4/19/2004-12/31/2005
Whole House Fan/Evaporative Cooler Rebates	5/17/2004-12/31/2005
A/C Rebates	6/28/2004-12/31/2005
Furnace Rebates	11/1/2004-12/31/2005
Appliance Recycling	
Fridge/Freezer Recycling Rebates	2/28/2004-12/31/2005

Program Databases

We used complete program databases for HEER and Appliance Recycling (PY2004/2005) to develop estimates of the total number of participants and to develop a sample for our telephone interviews. Our estimates of the total number of program participants in 2004 and 2005 do not include customers who received rebates that were not promoted by the media campaign nor customers who received their rebate before the advertisements ran.

³⁶ Some of the utilities do not have names or contact information for online HEES participants.

Spanish Surnames

To identify Spanish surnames we compared our list of participant surnames to surnames identified as Spanish surnames by the Census. We received a file from Census which included 25,276 unique Spanish surnames. The Census categorized those names into five groups (comprised of 28 different categories in total) ranging from Heavily (Group 1) to Rarely Hispanic (Group 5). The Census also sent two additional lists: 1) the first three characters that often comprise Spanish surnames and 2) the last three characters that often comprise Spanish surnames. We used these lists to supplement the analysis for surnames that are not in the Census' list.³⁷

By including any participant who had a surname that was at least 'Occasionally Hispanic' (Group 4) and all surnames that did not match the Census list but include both the first three and last three characters that often comprise a Spanish surname, we captured 97.3% of the Spanish speaking program respondents. This estimate is based on a test run of the approach on a program database which had a known population of Spanish-speaking participants.

Based on the analysis of Spanish surnames and the screeners for Spanish speaking respondents, we estimated that approximately 5% of all Single-Family Rebates customers speak Spanish (or 14,096 customers) and 15% of all Appliance Recycling customers speak Spanish (or 21,720 customers).

Telephone Survey

We conducted 301 interviews between October 26 and November 17, 2006 with customers from the databases that we identified as Spanish-speaking program participants (150 from Single-Family Rebates and 151 from Appliance Recycling). We conducted the interviews only in Spanish, which allowed us to screen for people who spoke Spanish fluently enough to possibly be influenced by the campaign. During these 301 interviews we asked whether the participant had seen any energy efficiency advertising, and more directly whether UTEEM influenced their program participation. Participants were considered "influenced" by the UTEEM campaign if they indicated that they had learned about the program by watching Univision or through a visit to a Univision booth at a special event.³⁸

Notably, many of the households that we contacted (25%) did not qualify for our survey (despite the surname screening) because they did not speak Spanish. Overall, the response rate³⁹, that is, responses from those who qualified for our survey and had a valid number, was 6.6%. We achieved a 5.6% and a 6.7% response rate for Single-Family Rebate program participants and for Appliance Recycling program participants, respectively. The table below presents the call

³⁷ One additional approach (not examined in our research) would be a survey with targeted participants (i.e., a "census tract survey with a general population of Spanish speaking respondents). For our research, a boarded survey would have been cost prohibitive

³⁸ Applies to questions T4, T7, and E4 in the survey.

³⁹ The response rate is calculated by dividing the number of completed interviews by the number of phone numbers called, not including invalid numbers (i.e., disconnected, business numbers, privacy line/number blocked, computer tone, or wrong number) and those who say Spanish is not spoken in their household.

disposition information for the UTEEM survey based on the number of sample points called (n=6,722). Note that, in addition to the typical dispositions that are excluded from calculating the response rate (such as those used in the Reach for the Stars survey response rate calculations), we also removed those who say Spanish is not spoken in their household from the response rate calculation for this survey.

Table 4.6: Call Disposition

Disposition Code	Single-Family Rebate Participants		Appliance Recycling Participants	
	Number of Sample Points (n=4159)	Percentage	Number of Sample Points (n=2563)	Percentage
Completed interview	150	3.6%	151	5.9%
Answering machine	1017	24.5%	668	26.1%
Spanish not spoken in household	1331	32.0%	352	13.7%
No answer	590	14.2%	494	19.3%
Initial refusal	349	8.4%	202	7.9%
Respondent scheduled appointment	77	1.9%	165	6.4%
Wrong number	53	1.3%	150	5.9%
Does not remember program participation	134	3.2%	54	2.1%
Non-specific callback/secretary/NTG	44	1.1%	106	4.1%
Language problems	101	2.4%	18	0.7%
Busy	56	1.3%	62	2.4%
Hard refusal	56	1.3%	60	2.3%
Business phone	84	2.0%	21	0.8%
Disconnected phone	61	1.5%	19	0.7%
Computer tone	46	1.1%	27	1.1%
Mid-interview terminate	3	0.1%	9	0.4%
Duplicate phone number	3	0.1%	1	0.0%
Privacy line/Number blocked	4	0.1%	4	0.2%

Key findings from this survey are woven into this report, with the detailed findings from the UTEEM survey included in the In-depth Findings section (see Section 15) of this report. The survey instrument we fielded is presented in Appendix F.

UTEEM Influence Estimates

To estimate the percentage of all program participants that participated, at least in part, due to the UTEEM effort we calculated:

*(Total number of program participants) * (% that appears to be of Hispanic/Spanish descent based on surname review) * (% of participants with Hispanics/Spanish surname who speak Spanish based on screener) * (% of Spanish speakers influenced by the campaign based on interviews).*

Evaluability Assessment

For this evaluation, the Evaluability Assessment (EA) was conducted to meet the overall goals indicated in Table 2.1, specifically:

- 4a. What action and data tracking is needed to improve the evaluability of the marketing and outreach efforts conducted?
- 4b. How can the planned program activities be structured/tracked to support evaluation needs?

The evaluability assessment analysis is a qualitative assessment based on information provided by the program implementers. On August 16, 2006, we emailed a request to each program implementer to provide program-specific information on how they handle the data within their program. (Data collection instruments were program-specific and are provided in Appendix G.) Our discussions with the program implementers and their response to our data request informed our evaluability assessment.

To help structure the responses and to provide meaning to the results, we used a simple two-level or three-level rating system to rate each of three Evaluability Assessment components:

1. The definition of the program goals as stated in the PIPs and priority information needs (i.e., performance criteria).
2. The ability of these goals to be achieved and measured.
3. The cost of obtaining relevant performance data.

Our approach (and rating system) is described further in the Evaluability Assessment section of this report, Section 11.

The draft Market Effects evaluation scope of work (dated October 4, 2006) indicated that information-only type programs such as marketing and outreach and education and training programs must undergo at least a “basic” indirect impact assessment of their program in 2006 to 2008, although a more rigorous evaluation could occur. The California Protocols describe three possible levels of rigor for an indirect impact evaluation:

Basic - An evaluation to estimate the program’s net changes on the behavior of the participants is required; the impact of the program on participant behavior.

Standard - A two-stage analysis is required that will produce energy and demand savings. The first stage is to conduct an evaluation to estimate the program’s net changes on the behavior of the participants/targeted customers. The second is to link the behaviors identified to estimates of energy and demand savings based upon prior studies (as approved through the evaluation planning or evaluation review process).

Enhanced - A three-stage analysis is required that will produce energy and demand savings. The first stage is to conduct an evaluation to estimate the program’s net impact on the behavior changes of the participants. The second stage is to link the behavioral changes to estimates of energy and demand savings based upon prior studies (as approved through the evaluation planning or evaluation review process). The third stage

*is to conduct field observation/testing to verify the occurrence of the level of net behavioral changes.*⁴⁰

The level of rigor required of future evaluators will affect the evaluation effort as well as some aspects of the data management. All evaluation efforts, however, require at least the “basic” level of rigor and data management. Our evaluation addresses that basic level of data management and provides some insight into the various tracking needs if other levels or rigor are desired.

Audit of Non-Mass Media Activities for Flex Your Power

ODC performed a high-level audit of the non-mass media related efforts of Flex Your Power to assess the range of non-mass media outreach efforts (such as the use of partners and other efforts) at moving messages to the market.⁴¹ Specifically, we sought to answer the evaluation question 3a “What was the extent of secondary or non-mass media outreach efforts (use of CBOs and other efforts) at moving messages to the market?”

We audited the 23 monthly reports written by the implementer to determine the level of several non-mass media efforts of the program such as:

- The FYPower.org website
- The e-Newswire newsletter
- Newspaper media channel use of congratulatory ads
- Best Practices Guides and Case Studies
- Various other outreach activities including the Summer Energy Efficiency Forums and other events

This is a qualitative assessment of the data written and submitted by the implementer, not an audit or verification of the non-mass media efforts. For example, if the monthly reports indicated that there were four specific actions taken during a given month; that is the information used within this analysis. In addition to analyzing the self-reported actions taken each month, our analysis brought out areas in which future evaluations may choose to look more closely for possible indirect impacts. A full description of the results of this effort is included in Section 10.

⁴⁰ TecMarket Works (2006), p. 41.

⁴¹ Due to the higher funding of these efforts, the large number of initiatives, and the lack of quantitative survey data for the FYP effort, it was agreed that this task should be done for the FYP program. We did not perform this non-mass media assessment for the other two statewide programs.

5 PROGRAM GOALS, PROGRAM THEORY AND UNDERLYING STRATEGIES

In this section, we present our analysis of the program goals, as well as the program activities and logic models for each of the three programs. We also present our findings related to the strategies and processes behind these logic models. These findings are based on program implementation plans (PIPs), workshops conducted in July 2006 with the implementation staff of each program, and follow-up in-depth interviews with the implementers of each program. In this section we look at the goals (and the development of these goals) with an eye to the future, and make recommendations to improve future program efforts.

We note that while the program theories and Program Implementation Plans (PIPs) are used as key barometers for understanding the program's objectives and the activities conducted, these tools are not the only documents on which the evaluation should be structured. As noted in the Evaluation Protocols for post-2005 programs, the program theory and logic models are one tool that should be used to support the evaluation planning efforts. While the current protocols did not apply to the 2004-2005 programs, we refer to these throughout our report to provide some current context since they will apply to future programs (and this report is intended to guide future program efforts.) Throughout this report we also consider other research objectives, the CPUC's information needs, the current context for these programs, and alternative hypotheses for why changes in the market are occurring.

Program Goals

The CPUC asked the evaluation team to answer the question "Were the programs structured to support the goals stated in the PIP?" We should recognize here that this discussion centers upon the structure, and does not enter into the realm of whether the specific activities chosen were effective, whether the stated goals are appropriate, or even whether the goals were met.

Based on our discussions with program implementers and CPUC staff, the goals from the PIP, which are formulated by the implementing party, were not clearly defined. While the program goals listed in the PIP were accepted by the CPUC for PY2004/2005, the three program implementers and the CPUC staff had different interpretations of the goals. The goals were interpreted literally in the minds of CPUC staff, but were something to strive towards for most of the implementers. This was apparent from our discussions with both regulators and implementers. This confusion might have been exacerbated by the fact that while the CPUC requested the services and chose the implementers for the statewide marketing efforts, the "original" contracts were signed and administered through the IOUs – specifically, SCE in this case. This resulted in confusion regarding who was responsible for program oversight and review.

In terms of program goals, what they were and how they should be measured was a key issue which arose time and again throughout our evaluation. It is the evaluation team's opinion that a

goal statement needs to be specific, measurable, agreed-upon, realistic, and time-framed (simplified to the acronym, SMART).⁴² A good goal statement would have all of these attributes, and in this section (and later in the Evaluability Assessment) we assess the program goals against these attributes. For the purposes of this evaluation, therefore, we define a goal as a SMART or not SMART goal. For each program, we present our assessment of whether there was agreement on the program goals, whether the goals are SMART goals, and whether the program was structured to achieve the goals, prior to presenting the activities and logic models.

Note that the Agreement and Plausibility of the goals was developed for our Evaluability Assessment (see Section 11) but we present the information here to aid in this discussion.

Program Theory and Underlying Strategies

As per our research plan, we also worked with program staff to develop program logic models, and to understand the underlying assumptions about how the programs are expected to work and how the programs cause the intended or observed outcomes.⁴³ The logic model helps portray the program theory and can be used to help tell the “story” behind how the program expects to meet its ultimate goals, including the “who”, the “how”, and “through what mechanism.” In doing so, gaps and questions that still need to be addressed can be identified.⁴⁴ The logic model pulls together the activities and the outcomes expected of the activities into a visual rendition of the program and its ultimate goals. As with all models, the logic model is a simplification of reality. The arrows between the boxes of the logic model represent the links between activities that the program staff feel will lead to the goals (i.e., the causality).

Note that we developed the program logic models for a single point in time (PY2004/2005) for evaluation purposes. As such, it will need to be updated for future years to incorporate program changes, and any future updates should also include specific measurable goals and indicators. Because these program logic models were created in 2006, after the end of the program period,

⁴² SMART is a common acronym (based on basic criteria) used throughout the fields of evaluation and organizational management. These are not specific criteria that program implementers were asked to meet in 2004-2005.

⁴³ A theory-driven evaluation can help reduce some of the challenges of evaluating a marketing and outreach effort. (Notably, however, the theory should be designed to meet the program’s goals, not the evaluation’s goals.) According to the established body of literature on this subject, “Program theory clarifies the connections between a program’s operations and its effects, and thus helps the evaluator to find either positive or negative effects that otherwise might not be anticipated. It also can be used to specify intermediate effects of a program that might become evident and measurable before final outcomes can be manifested, which can provide opportunities for early program assessment in time for corrective action by program implementers.” The author also writes that: specifying the underlying theory of a program within the evaluation allows that theory to be tested in a way that reveals whether program failure results from implementation failure or theory failure”. It should be noted, however, that according to the Evaluation Framework, evaluators should not rely only on official program theory for their evaluation planning efforts. When evaluators examine the official program theory it is not unusual for the evaluator to identify alternative paths not reflected in the official program theory by which participants can reach the same desired outcomes as those reflected in the program theory.

⁴⁴ There is a rich history in using program theories and logic models (PT/LM) for evaluation, monitoring, and program refinement in a variety of fields, such as healthcare, social, and education programs. In 1972, Carol Weiss began to promote using program theory to drive evaluation (Worthen, 1997, page 221).

they should be more appropriately considered as a description of what occurred in PY2004/2005 as opposed to a blueprint of the intended processes of the program. Moreover, **while the logic models are not complete (they do not specify change objectives) they provide a good starting place for the programs to begin to quantify their expected end-effect objectives.** We used these as a starting point for making recommendations about how the programs could be improved in the future.

The individual program logic models are depicted below. Although each model represents a different level of effort (based on budget differences) and different targeted markets, there are also several commonalities among their approaches. All three efforts aim to increase awareness and knowledge about energy efficiency and reinforce or change attitudes toward energy efficiency, leading to a change in intent to purchase energy efficient items. That change in intent is posited to ultimately lead to actual behavior changes (i.e., the purchase of an energy efficient item).⁴⁵ In addition, all three program implementers believe that creating a consistent message and using various avenues to present that message will help reach the desired outcomes (i.e., the multiple touch strategy). Finally, all three programs have put in place actions that attempt to overcome possible market barriers to the adoption of energy efficient measures.

Based on discussions with program implementers, we feel that there are five different strategies in use, to varying degrees, within the three programs (see Table 5.1). Several of these strategies are used by all three programs.⁴⁶

These five strategies, while not all-encompassing or mutually exclusive, help describe the reasons behind the activities in these campaigns and why they may lead to the program goals being met. We briefly describe the strategies here (and by program below) of the three programs that comprise the overarching marketing and outreach effort, including where they overlap, where they work together, and where they meet individual needs of the target markets.

⁴⁵ Primary research by the program implementers in the form of focus groups helped to inform the messages put in place that would motivate behavior change. The firms responsible for these focus groups vary by program.

⁴⁶ The theories underlying these campaigns were often not explicitly stated in the PIPs, although some of the writing did touch upon some of the theories.

Table 5.1: Program Strategies Behind the California Marketing and Outreach Programs

Strategies	Description of Strategies	FYP	RFS	UTEEM
S1	Behavior Change Program Strategy: Educate to change behaviors – an increase in awareness, knowledge, and/or attitudes causes a person's intent to pursue a behavior to change. A stated intent to pursue a behavior indicates that the behavior will ultimately occur.	✓	✓	✓
S2	Multiple Touch Strategy: Use multiple touchpoints – the use of multiple marketing techniques and media, using a consistent marketing message, and “surrounding” a person with the marketing will increase the likelihood of remembering a message and acting on the message.	✓	✓	✓
S3	Market Barrier Strategy: Overcome market barriers – reductions in market barriers cause desired actions to occur.	✓	✓	✓
S4	Partnership Strategy: Use partnerships to expand the reach – partnerships and collaborations cost-effectively increase the reach of a program. Develop corporate partnerships – increased demand for a product causes manufacturers and retailers to provide the desired product.	✓	✓	
S5	Diffusion of Innovations Strategy: Spread the message with known individuals – information from a respected person or organization increases the likelihood that information is considered reliable and valid. Opinion leaders can informally influence the attitudes and behaviors of others.	✓		✓

In the next section, following the discussion of program goals, we discuss the relevance of these strategies to the programs' success.

Flex Your Power Goals, Activities and Logic Model

According to the PIP, Flex Your Power's goals are “*to educate Californians on the benefits of energy efficiency; to motivate them to take action to achieve lasting energy savings; and to support the energy efficiency programs of the IOUs, third-party program providers, and other organizations.*”

Conversations with the program implementer indicated that the goal of Flex Your Power is “*an integrated campaign that educates consumers on energy efficiency and increases their propensity to purchase energy efficient products in the future*”.

Notably, in program theory workshops and discussions,⁴⁷ the implementer of Flex Your Power, Efficiency Partnership (McGuire & Company), pointed out that it considers “goals” to be different than the term’s typical definition in the context of energy efficiency in California. Traditionally, goals for energy efficiency programs mean that the outcome is expected to be achieved during the program period; thus, not meeting its goals indicates that a program underperformed. However, Efficiency Partnership considers its goals for Flex Your Power as something to strive for and progress towards, not necessarily measurable goals that must be achieved within a specific program period. The administrator says of the goals: “...our objective and the objective I believe of all the marketing and outreach efforts has been to increase the propensity of somebody to purchase energy efficient products.” One area of discussion for the future, however, is how this is to be measured.

Assessment of Flex Your Power’s Goals

Overall, there was a difference in interpretation on some of the program goals, and only one of the goals as currently written is considered to be a SMART goal, but the program is *structured* to support four of the seven goals (as shown in the table below). The mass media campaign provides an appropriate vehicle to educate Californians (see Goal ID 1 in Table 5.2 below), and the messages are in place to encourage action although Goal ID 2 does not account for the time lag that could occur until actions are taken. **(Whether the messages actually educated Californians and were effective in motivating them to take action is another discussion that should be considered in future evaluations.)** There is some coordination with the IOUs regarding which appliances to promote but this could be improved in the future since there is little effort (besides the website) towards channeling its audience to one of the IOUs’ energy efficiency programs. (Notably, in 2004-2005 FYP was not specifically asked to channel its audience.) The program does not appear to heavily promote third party program providers other than providing program and contact information and a link to the website if the third party implementer had one, but it does support and work in conjunction with other organizations such as the federal ENERGY STAR program or the Governor’s green building initiative. For the future, the programs should consider how they can promote third party (or non-utility) program providers better. Notably, however, some of the third-party programs are regional in nature so trying to incorporate these into a broader statewide campaign is difficult.

In addressing the fourth goal to overcome market barriers, Flex Your Power used its website to help support IOU and third party programs and leveraged its partnerships with various market actors but claimed that a decreasing budget (relative to increasing advertising costs) makes maintaining the momentum of the program difficult.

“We could use more funding.... The bottom line is that funding has remained the same now for going on the 4th and 5th year, and inflation is generally 7%; 2006 is an election year with even higher ad. This means we’ve actually had budget cuts every year”
Regarding ‘awareness’, the implementer feels “if we could keep it at the same level that

⁴⁷ The ODC team conducted program theory workshops and in-depth interviews with Flex Your Power staff, which included McGuire & company, as well as a CPUC representative on July 17, 2006. These workshops are described further in the Methodology section of this report.

*would be a massive success, because you have people coming and going from the state, the crisis receding and being replaced by other issues*⁴⁸

The program also formulated an ethnic media campaign to target the hard-to-reach communities noted in Goal ID 5 in Table 5.2. Because a significant portion of its ethnic media campaign was dedicated to a Spanish speaking audience (Spanish radio ads), the program could be duplicating the efforts of UTEEM.

Flex Your Power was unique among the three programs by directing some of its efforts to the private sector through initiatives such as hosting Energy Summits for business leaders to learn about energy efficient practices and awarding Flex Your Power Awards to encourage businesses to take energy efficiency actions. (We should note that the schools initiative and agricultural initiative were dropped for PY2004/2005.) However, the goal is not specific and uncertainties exist around what was desired. Specifically, there are many program providers in CA – i.e., third parties that the program did not work with.

The one goal that did not appear to be supported by the program is “facilitating complete coordination.” While facilitation did occur, these instances appear more reactive and informal, rather than offering complete coordination through formal planning forums.

⁴⁸ This quote was taken from ODC’s FYP NOW! In-depth Interview for the March 06 2006 evaluation report.

Table 5.2: Agreement, Plausibility, and Support of Flex Your Power Goals

ID	Goal Statement	Page in PIP	Agreement in interpretation of goals and performance criteria between CPUC and implementer	Reasoning for agreement score	SMART Goal?	Reasoning for SMART score	Was the campaign structured to support the goals?
1	Educate Californians on the benefits of energy efficiency	1	Reasonable agreement in interpretation	Both CPUC and FYP indicated that this was a main goal.	No	Current program theory provides route for trying to meet this goal, but the <u>goal</u> is not feasibly obtainable, specific nor measurable.	Yes
2	Motivate Californians to take action to achieve lasting energy savings	1	Difference in interpretation	While CPUC wants this, FYP indicated that they see this as a goal to strive for, not one that should be met during program period.	No	Program theory indicates that reaching this goal may take time. This goal is not specific, nor measurable in the time of the program. There is difference in interpretation of the goal.	Yes
3	Support the energy efficiency programs of the Investor Owned Utilities, third-party program providers and other organizations	1	Reasonable agreement in interpretation	Both CPUC and FYP indicated that this was a main goal.	Yes	The PIP mentions some specifics about how the program will support EE programs, and there is reasonable agreement in interpretation. In the future, there should be more detail provided on the specific and measurable end results for this goal.	Yes
4	Overcome remaining market barriers to energy efficiency in California by maintaining the momentum of the campaign's success in building awareness, leveraging resources of California's program providers and other EP partners, and providing statewide support to IOU and third-party programs.	3	Reasonable agreement in interpretation	Both CPUC and FYP indicated that this was a main goal.	No	Uncertainties are present due to lack of specificity of goal. The market barriers are not stated nor is the time-frame.	Somewhat

ID	Goal Statement	Page in PIP	Agreement in interpretation of goals and performance criteria between CPUC and implementer	Reasoning for agreement score	SMART Goal?	Reasoning for SMART score	Was the campaign structured to support the goals?
5	Ensure that Californians, particularly those in the hard-to-reach communities, have access to energy efficiency information through targeted marketing and outreach	3	Reasonable agreement in interpretation	Both CPUC and FYP indicated that this was a main goal.	No	Goal is plausible based on ethnic media outreach activity, but there are other communities that can be considered HTR that are not part of FYP. Although there is reasonable agreement in interpretation on this goal, it is unclear how this overlaps or coordinates with the other statewide marketing programs or how it ranks in terms of priority among other goals.	Yes
6	Deliver innovative marketing and outreach initiatives that promote energy efficiency through coordination with California's program providers and the private sector	3	Reasonable agreement in interpretation	Both CPUC and FYP indicated that this was a main goal.	No	Uncertainties are present due to lack of specificity of goal. This is also not a measurable goal.	Somewhat
7	Facilitate complete coordination between program providers and other energy industry stakeholders through planning forums	3	Reasonable agreement in interpretation	Both CPUC and FYP indicated that this was a main goal.	No	Goal is plausible for a high level of coordination if planning forums occur, but complete coordination is unlikely based on organizational differences among stakeholders. This goal currently lacks metrics.	No

Flex Your Power Activities and Logic Model

Flex Your Power conducted several activities to meet these objectives. The activities are listed, along with their method of implementation and their purpose, in Table 5.3 below.⁴⁹

The logic model for the Flex Your Power program is presented in Figure 5.1 below. Because the activities listed in Table 5.3 are largely drawn from the PIP and the activities in the logic model stem from our discussion with program staff during program theory workshops, they do not match exactly. During the program theory workshop conducted with the Flex Your Power team, we determined that the training aspect of the retail activity (see ID 2 in Table 5.3 below) was dropped in 2005. Also, the agricultural initiative and the schools initiative described in the original PIP were not implemented during PY2004/2005. Another area that was in the logic model presented below was outreach to manufacturers and retailers. While Efficiency Partnership did do some activities targeted to these areas in early 2004, they felt that this sector was not a good fit for their program and moved away from informing this sector by 2005.

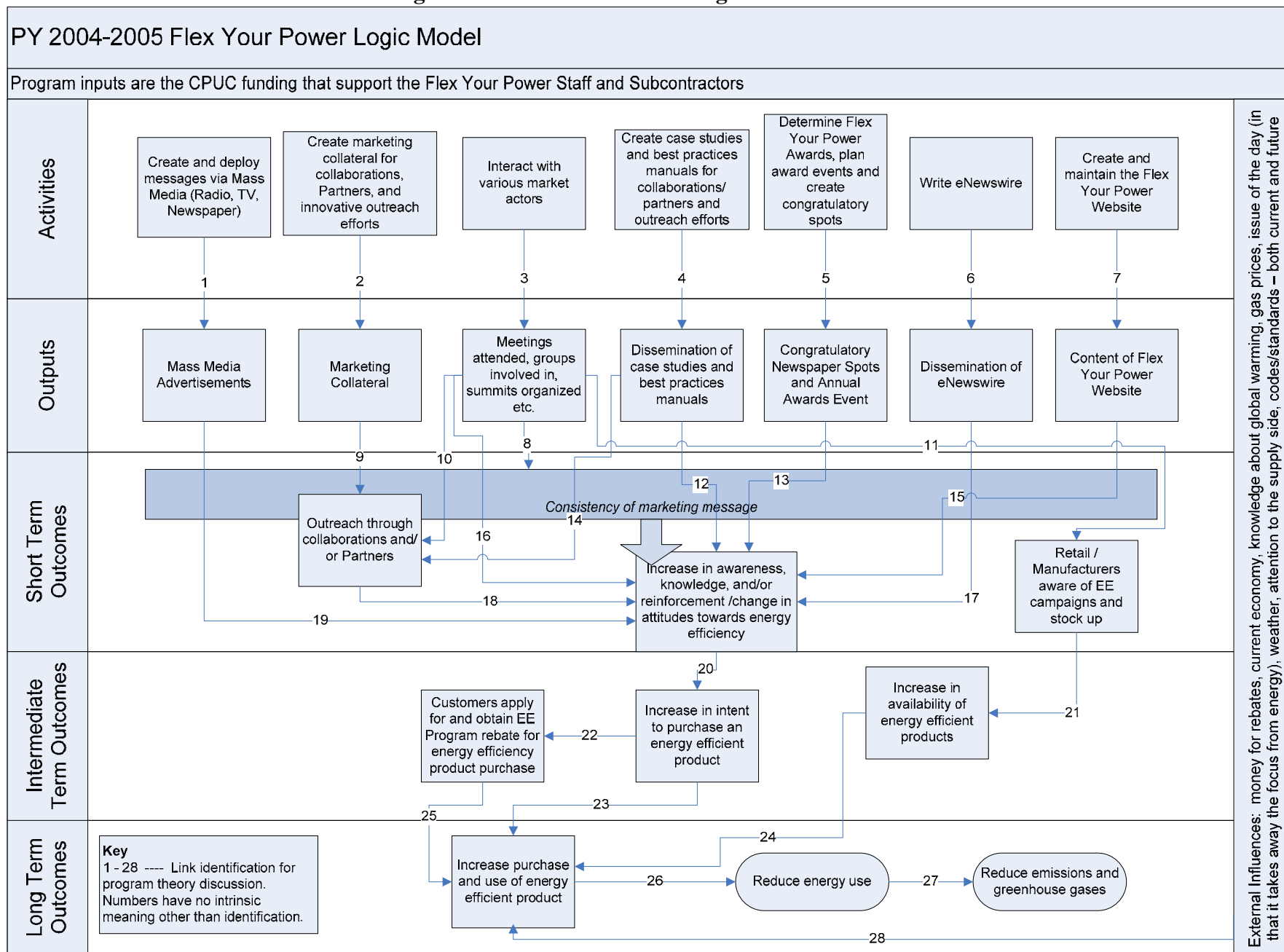
⁴⁹ The data from Table 5.3 is based on the PIP and discussions during the program theory workshop. The activities were all taken directly from the PIP as was the column indicating how the activity was implemented. The purpose of the activity was often taken from the PIP, but not always; at times we added, and later confirmed with Flex Your Power staff, one or more of the purposes behind the activity based on an awareness of what was being attempted by the activity. We discussed the table below in the program theory workshop and provided a copy of it to McGuire & Company afterwards for review and feedback.

Table 5.3: Flex Your Power Activities (as reported in the PIP)

ID	Activity	How activity was implemented	Purpose of activity
1	Coordination and Implementation Assistance for Program Planning	<ul style="list-style-type: none"> • Flex Your Power website • eNewswire • Flex Your Power partners • Educational materials for coordination • Partnerships for marketing and outreach • Events and meetings 	<ul style="list-style-type: none"> • Provide consistent marketing and outreach to increase program participation and allow manufacturers and retailers to invest in energy efficiency
2	Retail / Manufacturer Outreach Campaign	<ul style="list-style-type: none"> • While some promotion was done in this area during 2004, FYP feels that this was not a good fit for their program and resources. It was thought that the IOUs had better channels and resources to meet the informational needs of this sector. these sectors • Flex Your Power Website 	<ul style="list-style-type: none"> • Inform manufacturers of upcoming IOU campaigns • Limited coop ads with retailers such as Sears • Provided brochures for Sears repair technicians to distribute if a new system was recommended (ran for three weeks)
3	New Homes Initiative (2004 only)	<ul style="list-style-type: none"> • Marketing and outreach promotions and materials for cooperative partnerships • Coordination with building industry • Flex Your Power awards • Partnerships with builders and affordable housing industry 	<ul style="list-style-type: none"> • Increase customer awareness of ENERGY STAR homes • Ensure consistency of message to Californians • Increase knowledge to allow builders to permanently incorporate energy efficiency into their business plans • Publicize award winners to increase desire of builders to implement energy efficient designs • Disseminate information so others can learn from others success [and build EE homes] • Leverage outreach efforts • Build ENERGY STAR homes
4	Commercial/Industrial Sector – Targeted Outreach	<ul style="list-style-type: none"> • eNewswire • Flex Your Power website • Case studies and best practices dissemination via partners and eNewswire • Partnering with leaders in the sectors • Flex Your Power awards • Development of targeted education material 	<ul style="list-style-type: none"> • Increase knowledge to help businesses invest in energy efficiency • Encourage action by their peers • Publicize award winners to increase desire of peers to implement energy efficiency plans • Decrease performance uncertainty
5	Contractor Outreach	<ul style="list-style-type: none"> • Development and distribution of energy efficiency outreach materials • Partnership with contractors 	<ul style="list-style-type: none"> • Increase consumer knowledge so that the demand for energy efficiency products increases • Provide information to contractors that allows them to knowledgeably push for energy efficiency with their customers

ID	Activity	How activity was implemented	Purpose of activity
			<ul style="list-style-type: none"> • Increase the number energy audits • Increase the number of energy efficiency projects
6	Flex Your Power Website	<ul style="list-style-type: none"> • Continuous updating of information • Tools for locating products, programs, energy savings tips • Multi-languages for entire website • Password protected portion of website for EP Partners 	<ul style="list-style-type: none"> • Provide one location to reduce the chances that information on energy and money saving opportunities may be missed (i.e., reduce search costs as a market barrier) • Increase ability of all Californians to avail themselves of the information on the website • Provide forum for California's energy efficiency stakeholders
7	eNewswire	<ul style="list-style-type: none"> • Development of list of relevant email addresses • Publication of success stories • Sector specific information 	<ul style="list-style-type: none"> • Increase knowledge of effectiveness of energy efficiency • Reduce barriers of performance uncertainty and asymmetric information • Direct readers to Flex Your Power website • Encourage readers to take energy efficient action
8	Case studies and Best Management Practices	<ul style="list-style-type: none"> • Creation of case studies that cover program elements, budgets, results, and lessons learned • Creation of industry-specific Best Management Practices 	<ul style="list-style-type: none"> • Increase knowledge of effectiveness of energy efficiency • Reduce barriers of performance uncertainty and asymmetric information • Increase knowledge of energy efficiency solutions
9	Mass market media	<ul style="list-style-type: none"> • Creation of clear, compelling, and consistent media messaging • Media buys (TV, Radio, Newspapers) 	<ul style="list-style-type: none"> • Encourage Californians to consider energy efficiency when purchasing products or designing projects • Cause consumers to go to stores that provide energy efficient products
10	Ethnic media	<ul style="list-style-type: none"> • Creation of partnerships with non-English language and ethnic newspapers and with local community retailers 	<ul style="list-style-type: none"> • Increase the percent of moderate-income and non-English speaking consumers that take energy efficiency actions (i.e., services, products, or programs) • Increase the awareness of energy efficiency and energy efficiency programs for a specific location or community with the largest potential
11	Flex Your Power Awards	<ul style="list-style-type: none"> • Recruitment outreach • Public recognition of award winners 	<ul style="list-style-type: none"> • Motivate businesses and organizations to take energy efficiency actions • Increase knowledge of successful implementation

ID	Activity	How activity was implemented	Purpose of activity
			of energy efficiency
12	State and Local Government Initiative	<ul style="list-style-type: none"> • Regular communication of energy efficiency information • Tailored information on how to invest in energy efficiency and perform outreach to their community • Partnership with local governments 	<ul style="list-style-type: none"> • Reduce energy use in city facilities • Increase outreach to local communities • Develop strategies for cities to reduce energy use and educate their employees
13	Coordination with Municipal Utilities	<ul style="list-style-type: none"> • eNewswire • Partnerships • Flex Your Power website • Personal contact 	<ul style="list-style-type: none"> • Provide consistent message to customers in municipal utility service territories • Maximize customer awareness of and participation in energy efficiency programs
14	Coordination with Nonprofits	<ul style="list-style-type: none"> • Partnerships 	<ul style="list-style-type: none"> • Increase awareness of energy efficiency within population served by nonprofit
15	Coordination with Water Agencies	<ul style="list-style-type: none"> • Integration of water efficiency into Flex Your Power messages when relevant • “Save Water, Save Energy” promotion • Negotiation for additional funding from water agencies 	<ul style="list-style-type: none"> • Increase customer awareness • Increase opportunities for manufacturer and retail sales • Encourage use of products that save both water and energy

Figure 5.1: Flex Your Power Logic Model

Flex Your Power, the largest of the three programs, draws upon all five strategies listed earlier. While the Behavior Change Program Strategy serves as the core strategy, Flex Your Power incorporates the rest of the strategies in the following manner.

- **Behavior Change Program Strategy:** In addition to the mass media efforts to encourage a broad spectrum of customers to make purchasing and behavioral decisions promoting energy efficiency, Flex Your Power provides case studies to target certain groups to attempt to increase knowledge. The Flex Your Power awards also highlight companies who are leading the way in energy efficiency with the intent of increasing knowledge and changing attitudes.
- **Diffusion of Innovations Strategy:** Understanding that opinion leaders can informally influence the attitudes and behaviors of others, Flex Your Power awards companies for energy efficiency actions, giving prestige and recognition to not only the company, but the action. The strategy is that businesses are persuaded to perform an energy efficient action because they noted that other firms (hopefully ‘opinion leader’ firms) have also taken the action. The summits organized by Flex Your Power are also part of this strategy. It is assumed that the people attending the summit are given new or interesting knowledge by well-respected organizations. Because they consider the information valid, they can then return to their business and attempt to implement newly learned information. Also, these summit participants can discuss energy efficiency with others in their group to influence other decisions.
- **Multiple Touch Strategy:** Mass media advertisements, market actor interactions, use of marketing collateral, eNewswire, and the FYPower.org website all play key parts in the FYP program’s marketing approach. However, Flex Your Power staff note the importance of having consistency in the messages. Creating multiple messaging activities that all promote the same message, albeit in different formats, can help to secure a cohesive meaning heard by the targeted market. “Surrounding the recipient” with marketing messages that relate to Flex Your Power is the second part of this strategy. It is assumed that these multiple touches by the program in various locations and modalities will positively affect the awareness-knowledge-action continuum of the population and hence increase the intent to change behavior towards energy efficient actions (which ultimately leads to the desired behavior).
- **Market Barrier Strategy:** Assuming that energy efficiency information and cost of energy efficient products are barriers, the FYPower.org website dedicates a portion of its site to list all the retailers who carry energy efficient products and where they are located in order to make it easier for people to find what they want. The collection of relevant information about energy efficiency in a single site that is considered to provide valid information also makes finding information relatively trouble-free. The website, then, is expected to reduce the market barrier of information and search costs. In addition, the Flex Your Power case studies provide germane information that can reduce the market barrier of performance uncertainty.⁵⁰ In conjunction with the Partnership Strategy, the Flex Your Power program attempts to reduce the market barrier of unavailable product.

⁵⁰ The terms “performance uncertainty” and “information and search costs” were used in the Eto, Prahl, Schlegel (1996) report and are considered appropriate terms to use ten years later. Performance uncertainty is the difficulty faced by consumers in evaluating various claims about possible future benefits of an energy efficiency investment or activity.

- Partnership Strategy:** By collaborating with various entities throughout the state, the Flex Your Power program distributes marketing collateral and case studies to relevant people that the program could not otherwise reach. For PY2004/2005, all Flex Your Power collaborations were informal. The other aspect of the Partnership Strategy is to develop corporate partnerships. Although there is no actual “product,” Flex Your Power worked with manufacturers and retailers of energy efficient products in 2004. This type of partnership supports the strategy that increased demand for a product causes manufacturers and retailers to provide the desired product. This strategy is felt to be relevant only to Flex Your Power. In previous years, Flex Your Power stated that its interactions with retail companies and manufacturers of energy efficient goods highlighted an occasional disconnect between product rebates within California and the actions of retailers and manufacturers. For example, Flex Your Power pushed an energy efficiency program for a product that had recently been pulled from the shelves of retail stores and whose production was limited at the manufacturer. Unfortunately when the audience was made aware of rebates product availability was too low.

Reach for the Stars Goals, Activities and Logic Model

Assessment of Reach for the Stars Goals

The Reach for the Stars program was clear in its target audience of rural residential energy users. It was structured to encourage them to take energy efficient actions and to participate in energy efficiency programs (Goal ID 1) through the messages spread by the media campaign and the community outreach effort. However, it should be noted that Reach for the Stars was not structured to reach “all” rural customers. In the program theory workshops conducted with RS&E staff,⁵¹ participants qualified the word “all” in the first objective listed and clarified that the program was expected to reach a high percentage of rural residential energy users. RS&E realized that it could not reach “all” rural residential users due to several reasons, including budgetary limitations, rural customers who do not view or listen to traditional mass media outlets, and the realities of reaching customers in sparsely populated areas.

Overall, there is agreement in the interpretation of the Reach for the Stars goals, but the first goal is not considered to be SMART by our evaluation team because it strived to reach “all” rural customers, and because the way that this population learns about participation is a multi-step process in which the actual participation is out of the control of the program. As such the program is *structured* to support one of its goals well, and the other only somewhat (as shown in the table below).

For Goal ID 2 in Table 5.4, the program did make strong efforts to improve the awareness of IOU energy efficiency programs by prompting viewers or listeners of the program’s ads to call a toll-free number that would lead them to more energy efficiency information; the ads also promoted the energy saving benefits of energy efficiency actions, often with specific

⁵¹ Program theory workshops were conducted with Reach for the Stars program staff from Runyon Saltzman & Einhorn on July 19, 2006.

information. The structure to improve awareness of third-party energy efficiency programs was less substantial, with only the print ads noting the Flex Your Power website (through which readers would find these other third-party programs). As such, we feel that the campaign did support this goal but could have been even better structured. Notably, there is a difference in interpretation of this goal between the implementer and the CPUC staff. While the CPUC staff may have initially agreed to this goal, it is clear now that they interpreted the ultimate goal to be actual installations, not just awareness increases.

Table 5.4: Agreement, Plausibility and Support of Reach for the Stars' Goals

ID	Goal Statement	Page in PIP	Agreement on goals and performance criteria between CPUC and implementer	Reasoning for agreement score	SMART Goal?	Reasoning for SMART score	Was the campaign structured to support the goals?
1	Encourage all rural residential energy users to make permanent energy-efficient upgrades to their homes and participate in statewide and local gas and electric energy efficiency programs.	1	Reasonable agreement in interpretation	Both CPUC and RFS consider this a main goal of the program. RFS did provide some qualification that to reach "all" would be cost prohibitive. That the goal really is to reach "most".	No – because of the word "all"	With the noted exception of the "all" to "most" aspect of the statement, the program theory supports the encouragement of EE upgrades. The goal was rated lower because the population learns about participation as a multi-step process in which the actual participation is out of the control of the program. For the future, this needs to be a measurable goal.	Yes
2	Substantially improve awareness of IOU and third-party energy efficiency programs and related energy saving benefits to the target group of all households in rural areas.	1	Difference in interpretation	While CPUC may have initially approved this goal as written by the implementer– it is clear now that the CPUC interpreted the ultimate goal to be actual installations, not just awareness increases.	No	The program theory and marketing campaigns support that this goal can be met. This goal is specific and measurable. However, there is difference in interpretation of the goals.	Somewhat

Reach for the Stars Activities and Logic Model

The goals for the Reach for the Stars campaign are to encourage rural residential customers to make long-term energy efficient upgrades to their homes and participate in energy efficiency programs, and to raise awareness of such programs. The activities that occurred during the two-year program period are shown below in Table 5.5. The table was developed based on the end-of-program year document created by the implementer and verified during the program theory workshop.

Table 5.5: Reach for the Stars Activities (as reported in the PIP)

ID	Program Year	Name	Description
1	2004	Misery (Radio); Reach for the Stars (Print)	Appliance replacement (not specific although radio ad used a clothes washer and air conditioner)
2	2004	King of Cool (Radio); Be Cool (Print)	Cooling products – whole house fans, ceiling fans, air conditioners, evaporative coolers
3	2004	Edison (Radio); Reach (Radio); Bulb in the Socket (Print); Some Cool Ways to Save (Print)	CFL lighting and heating – programmable thermostats, ENERGY STAR furnaces, weather-stripping
4	2005	Creation (Radio); Save Energy, Save Money (Print)	Appliance replacement – dishwashers, clothes washers, refrigerator, room air conditioner
5	2005	Mr. Cool (Radio); Don't Sweat It (Print)	Cooling products – whole house fans, ENERGY STAR room air conditioners, evaporative coolers
6	2005	Talking Bulb (Radio); See the Light (Print); Take the Chill (Print)	CFL lighting and heating – programmable thermostat, ENERGY STAR furnace, insulation
7	2004/2005	Outreach through Community Based Organizations (CBOs)	Various, but based on extending the message of save money, save energy
8	2004/2005	Toll-free telephone number	A toll-free phone number was provided for residential customers to call and obtain the phone number and web-site of their local utility. Additionally, the message on the toll-free line encouraged callers to purchase ENERGY STAR.
9	2004/2005	Hispanic Media Outreach	Editorial coverage, public service spots, outreach events
10	2004/2005	Market Research	Focus groups to help with program design

Reach for the Stars utilizes, to various extents, the Behavior Change Program Strategy, Multiple Touch Strategy, Market Barrier Strategy, and Partnership Strategy. Some examples of how the program acted in accordance with these strategies are provided below.

- **Behavior Change Program Strategy:** Based on findings from the implementer-run focus groups, rural Californians wanted to save money and save energy.⁵² Therefore, the Reach for the Stars marketing directly included both messages, with all its print ads tagged with “Save money. Save energy. Reach for the Stars.”
- **Multiple Touch Strategy:** The program used several avenues to present their message – mass media advertisements (radio and print) as well as community based organizations (CBOs). Not only was the message to save energy and save money presented at various

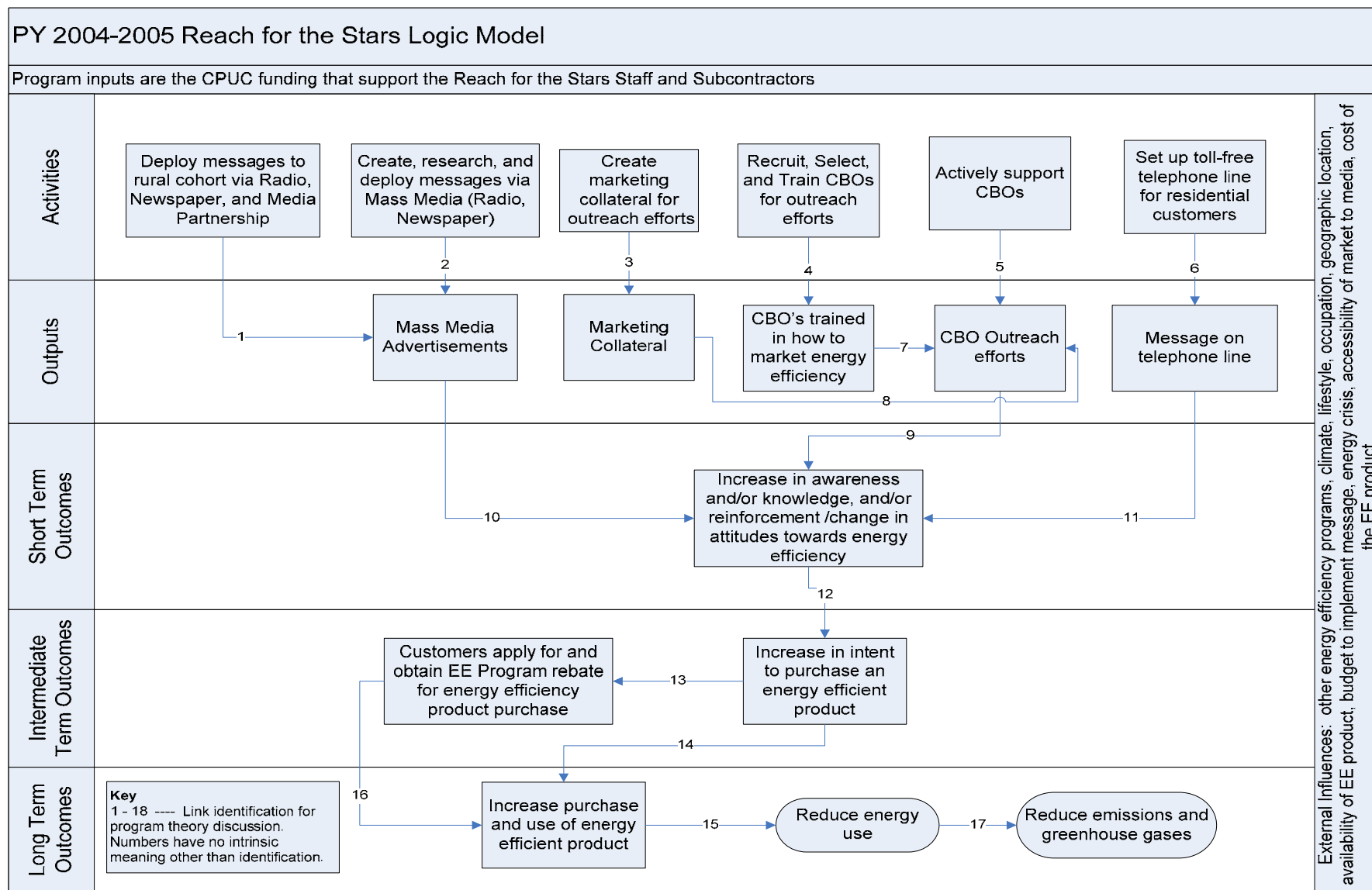
⁵² See Research 360 report referenced in the Executive Summary.

locations through various media outlets at various times of the day, CBOs' outreach activities provided additional times in which the message was brought to rural customers' attention. The messages are also thought to complement the FYP umbrella campaign messages.

- **Market Barrier Strategy:** Reach for the Stars provided and promoted a toll-free line to call for further information in order to help reduce the market barrier of consumers having to identify energy efficient products or services. Furthermore, some ads mentioned the availability of a cash rebate, which was hypothesized to reduce a cost barrier and influence the customer to purchase energy efficient products.⁵³
- **Partnership Strategy:** Reach for the Stars relies on its partners, community based organizations, to further spread the word to rural customers who may not be reached by mass media efforts, or to emphasize the message to customers who heard radio ads or saw newspaper ads for Reach for the Stars. In addition, the program provided a toll-free line in order to help reduce the market barrier of information and help customers find rebate programs through their IOUs. CBOs helped to spread the message and increase the reach of the message. The Reach for the Stars program felt that the CBOs had the clout within their community to create enthusiasm for energy efficiency, were in a credible position to present information to their community, and had the ability to interact on an almost 1:1 basis with its constituents. Program staff recruited, selected, and trained CBOs to market energy efficiency, provided them with marketing collateral, and increased the reach of the program's message in a cost effective manner.

The logic model we developed for the Reach for the Stars program is provided below.

⁵³ We note that high first cost was specifically not included by ETO (1996) in the list of market barriers; however, it is one which we feel is valid.

Figure 5.2: Reach for the Stars Logic Model

UTEEM Goals, Activities and Program Logic Model***Assessment of UTEEM Goals***

UTEEM goals center on raising the program awareness among Hispanic Spanish-speaking customers and encouraging them to participate in the residential energy efficiency programs sponsored by the IOUs. Overall, there is agreement in interpretation on two of the three UTEEM goals. For the third goal, the CPUC interprets the goal to be actual installations, not just increasing awareness of the IOU programs.

All of the goals are considered to be SMART goals, although for the first goal, the actual participation process is outside of the control of the program.

UTEEM's goals, as stated in the PIP, are supported by the program's structure. In response to the first goal listed as ID 1 in Table 5.6 below, the program targeted the Spanish speaking Hispanic population in California and used its media campaign and partnerships with Univision television stations to increase the awareness of and participation in the IOUs' energy efficiency programs. The television ads that ran provided an IOU-specific number (and website) to call and promoted available rebates, as well as the benefits of energy efficiency products and measures.

Table 5.6: Agreement, Plausibility and Support for UTEEM Program Goals

ID	Goal Statement	Page in PIP	Agreement on goals and performance criteria between CPUC and implementer	Reasoning for agreement score	SMART Goal?	Reasoning for SMART score	Was the campaign structured to support the goals?
1	Increase awareness of and participation in the 2004-2005 Home Energy Efficiency Programs as provided by the IOUs. Target market for this program is California's Spanish-speaking Hispanic population.	3	Reasonable agreement in interpretation	Both the CPUC and UTEEM interpret that participation in other EE programs is desired.	Yes	Reviewed program theory and marketing campaigns support that the viewing population are given the information they need to participate in EE programs. This is a specific and measurable goal, but the actual participation process is outside of the control of the program.	Yes
2	Increasing awareness of and preference for 2004-2005 Energy Efficiency Programs, particularly cash rebates for purchase and installation of energy efficiency products and measures.	3	Reasonable agreement in interpretation	Both the CPUC and UTEEM interpret that participation in other EE programs is desired.	Yes	Reviewed program theory and marketing campaigns support that the viewing population are given the information they need to prefer EE programs.	Yes
3	Increasing awareness of IOU-specific phone number and web site for accessing rebate and program information.	4	Difference in interpretation	The CPUC interprets the goal to be contact with IOUs regarding program participation, not just awareness increases.	Yes	Advertisements provide clear IOU contact information.	Yes

UTEEM Activities and Logic Models

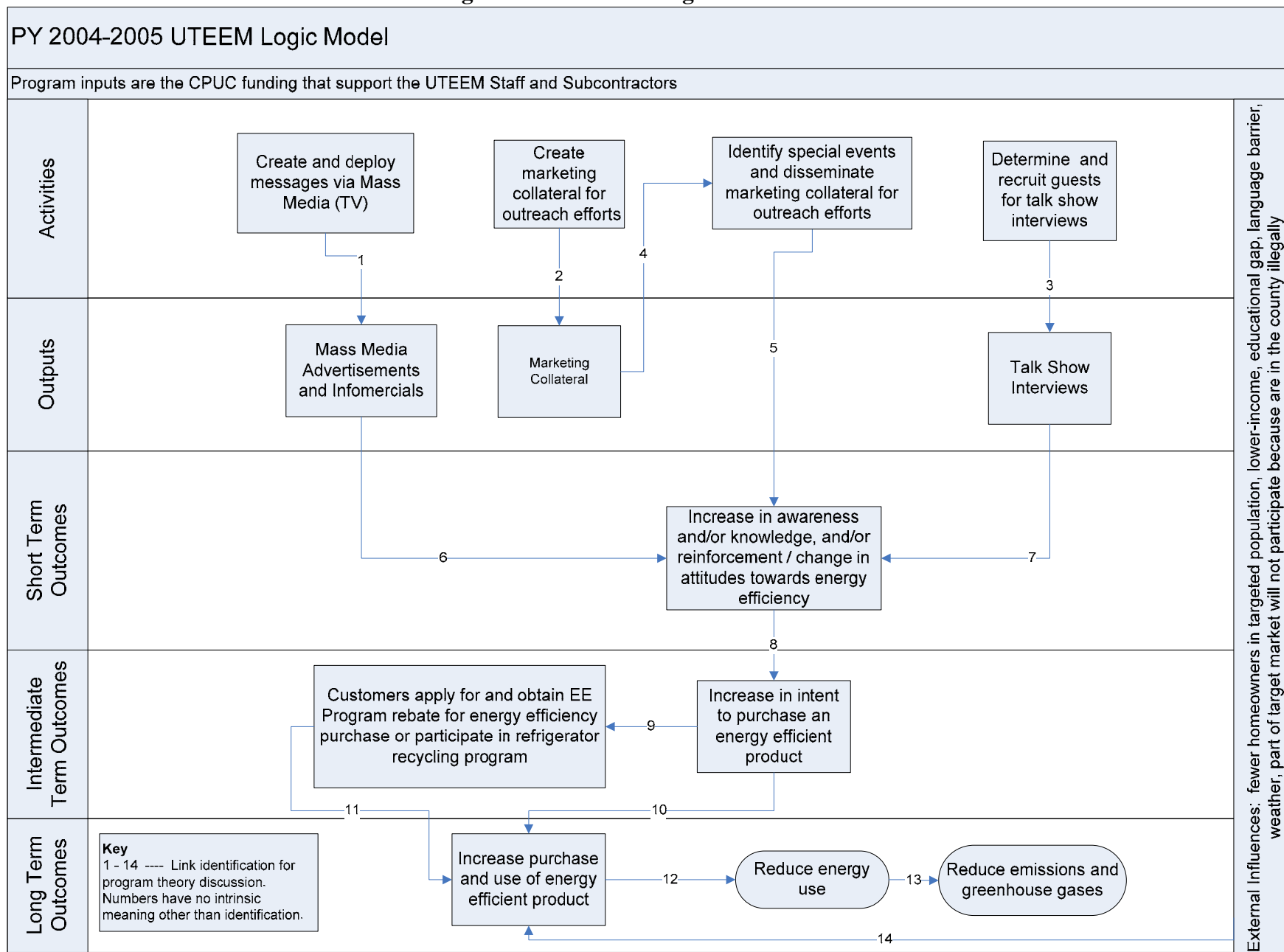
UTEEM focuses on raising the awareness of Hispanic Spanish-speaking customers and encouraging them to participate in the residential energy efficiency programs sponsored by the IOUs. The activities listed in Table 5.7, which occurred during PY2004/2005, were obtained from the PIP and refined during the program theory workshop for UTEEM.⁵⁴ The table was developed based on the PIP and reviewed during the program theory workshop.

Table 5.7: UTEEM Activities (as reported in the PIP)

ID	Activity	Description
1	Television Commercials	30 and 10 second messages. 2-week flights per commercial. Play them on the 18 Univision stations in CA. Commercials planned to cover rebates for: ENERGY STAR appliance (clothes washer, dishwasher), cooling equipment (whole house fans, evaporative coolers), room and central AC, ENERGY STAR programmable thermostats, CFLs, and heating (gas furnace and heat pumps), and refrigerator recycling.
2	Special Events Marketing	Addition to current Univision booth at events. Added interaction light bulb exhibit; brochures and handouts from UTEEM, Flex Your Power, HUD, and other statewide and local EE programs; items to give away with imprints of the IOU toll-free consumer telephone number (i.e., fans, plastic tote bags). Training manual provided for special events booth workers.
3	Brochures	UTEEM brochures have Spanish/English in the same brochure. Brochures are specific to IOU. Provide brochures for special event marketing and to HUD. HUD requested to distribute them through their community outreach events and to HUD CBOs for further distribution.
4	Talk Show Interviews	28 interviews total planned. Each IOU that is willing and able to be interviewed could participate.
5	Create Infomercials	2 infomercials of 1-3 minutes in length about the nature and application procedure for rebates. Air the segments “as frequently as possible.”
6	Radio Public Service Announcements	Produce 3 60-second PSAs on the program to build awareness of 2004-2005 EE programs and increase awareness of the IOUs as a source for applying for rebates.

The logic model for the UTEEM program is provided in Figure 5.3 below.

⁵⁴ Program theory workshops were conducted with UTEEM staff, which included Staples/Hutchinson, on July 25, 2006.

Figure 5.3: UTEEM Logic Model

Strategies Underlying the UTEEM Program

In addition to the expected Behavior Change Program Strategy, the foundation strategy for all three programs, UTEEM also capitalizes on Diffusion of Innovations Strategy, Multiple Touch Strategy, and Market Barrier Strategy.

- **Behavior Change Program Strategy:** UTEEM program focus groups indicated that their population wanted to hear specifics about what they could do, not simply a “do-this” type of advertisement. Using this information to attempt to create behavioral change, the marketing would focus on how the customer can tighten the duct work, not simply that the ducts should be tightened.
- **Diffusion of Innovations Strategy:** In the PIP, UTEEM outlined its plan to use figures familiar to its target audience. The program originally began using brothers Francisco Javier Quiroz and Guillermo Quiroz in its television ads, both meteorologists at Univision stations. The PIP notes that Francisco is “well respected by the Hispanic community” and that the brothers are “well known throughout the state.” For much of PY2004/2005, UTEEM also used Omar Velasco and Argelia Atilano, both familiar morning radio personalities.
- **Multiple Touch Strategy:** In addition to the television and radio advertisements, UTEEM created collateral that attempted to put their message out to their targeted group. UTEEM worked with the Univision television stations to do additional community outreach, requiring each station to do at least three community events/special events marketing per year. The UTEEM program and Univision stations also organized locally-produced talk show interviews with IOU and CPUC spokespersons to present more in-depth information on the programs and the benefits of energy efficiency actions.
- **Market Barrier Strategy:** UTEEM addressed the market barriers of finding information on energy efficiency and of the high initial cost of energy efficient items by providing contact information on its ads. Customers who viewed UTEEM ads or collateral either saw the utility-specific toll-free number and website or the Flex Your Power website. Television ads also specifically mentioned the availability of rebates to reduce the market barrier for customers who otherwise may have balked at the cost of purchasing new energy efficient items. UTEEM’s brochures were presented in both Spanish and English to meet customers’ preference for bilingual translation.

A Final Note on Program Goals

As mentioned above, the three program implementers and the CPUC staff had different interpretations of what were the goals of the programs as written in the PIPs and how they should be measured. The goals from the PIP, which were formulated by the implementing party, were interpreted literally in the minds of regulators.

It is clear from our analysis, that in the future, the PIPs should be carefully crafted to state actionable, clearly defined goals with no ambiguities. (Implementers should also revisit the 2006-2008 goals as soon as possible since most likely, these differences in interpretation carry into the 2006-2008 program year.) They way the goals are presently structured and presented, the implementers do not (and could not) literally follow the language in the PIPs. These

ambiguous goals make measuring program success difficult and create conflict between the program implementers and the CPUC charged with the review and oversight of these programs.

However, even with some differences in interpretations, our evaluation showed that the implementers appeared to do their best to meet the “goals” even if these goals were at times not clearly written, not specific, and subject to change. (The programs were structured to support their goals, and they were successful in covering geographic territory as discussed in Section 8.) A good example of this difference in interpretation was when the implementers set out to evaluate their “own” program. The motivation behind this action was good (i.e., improve the program and meet CPUC requirements); however, the research FYP did, while likely useful in understanding aspects of their program’s advertising campaigns and outreach efforts, does not meet the evaluation expectations of the CPUC staff.⁵⁵

⁵⁵ This sentence was added by CPUC staff.

6 COMMUNICATION AND ADMINISTRATION

As part of our process evaluation, we also examined the communication and administration of the programs to determine the roles of each organization, understand the extent of the coordination between the groups in PY2004-2005, and assess how the process could be improved in the future. This section is drawn primarily from our assessment of the program based on in-depth interviews with CPUC and program staff and workshops conducted with staff of each of the three program implementers. Notably, we could not speak to every individual involved in the programs, but this section represents the evaluation team's findings based on interviews with 15 individuals involved with the programs.

Why Three “Statewide” Firms?

One area that has created some confusion revolves around the fact that there are three firms, operating independently, yet providing energy efficiency information on a statewide basis. From our research it does not appear that the CPUC had a clearly delineated process that looked to set up an umbrella campaign (FYP) and two segmented efforts (UTEEM–Spanish / RFS–Rural) but rather that the CPUC selected these programs as the “best proposals” received during the solicitation process.

In 2004-2005, the marketing firms each brought their own team of players and unique company strengths to the table.

- Efficiency Partnership (aka McGuire and Co.), the implementer of Flex Your Power, understands the overall political environment in California, and has the resources and networks in place to manage a large campaign with a myriad of conflicting priorities and players
- Runyon Saltzman & Einhorn (RS&E) is the implementer of the Reach for the Stars (rural) program. RS&E has a great deal of experience working with rural markets and houses all their advertising and creative staff within their own organization. As such, the RFS program has established long-term relationships with CBOs and works closely with them on providing energy education outreach.
- Staples implemented the UTEEM program. Staples opted to work with only a single partner, Univision. Staples has developed a close relationship with Univision, lauded as the premier Hispanic television station, and is able to use this partnership to reach out to Spanish speakers in the State.

However, our evaluation was unable to determine the clear delineation, coordination or overarching goals of the three programs because this was not required for 2004-2005.

While there were three PIPs in 2004-2005 – one to guide each program implementer – the CPUC did not have a requirement for an overarching framework to guide these three programs as a

single integrated effort. Since the marketing and outreach programs are supposed to be a statewide coordinated effort in the future, an overarching framework that states the primary objective (which appears to be modifying behavior in 2006-2008); addresses other possible objectives and identifies where they rank in terms of priority; and then specifies the roles of the participating organizations (including the roles for each marketing and outreach program implementer, the IOUs, and non-IOU energy efficiency program implementers), would help to guide the Statewide effort in a more coordinated way to meet the goals of the CPUC.

Roles and Responsibilities

Our evaluation showed that the roles and responsibilities of the CPUC, the IOUs and the statewide marketing and outreach campaigns were at times vague and undefined. This confusion may be partly due to how the campaigns were initially chosen and the changing roles of the CPUC and IOUs in this selection process. During the in-depth interview process, 15 market actors were asked about the history of the programs and the roles and responsibilities they and others were expected to play. These interviews sometimes had conflicting results and remembrances of how events transpired. Based on this verbal history, the following is our best assessment of how the programs operated.

Partly in response to the energy crisis in 2000, Efficiency Partnership presented a plan to the State to provide a mass media campaign on the benefits of conservation and energy efficiency. Efficiency Partnership began educating residential customers in the State in 2001.

In 2002 an RFP to provide energy efficiency marketing and outreach programs for the state was issued by the CPUC. The CPUC chose Efficiency Partnership's Flex Your Power campaign as the statewide campaign, with RFS as a rural component and UTEEM focusing on the Spanish speaking market for PY2003. While the CPUC chose the firms and CPUC staff had some day to day oversight, the utilities were eventually told by the Commission to work with these entities. This created confusion and some contention on the part of the utilities who may have felt that it was somewhat unfair of them to be accountable for the firms they had had no say in choosing.

Southern California Edison (SCE) held the contracts for the three programs in PY2004/2005 and ensured that program contractual obligations were met. In PY2004-2005 the daily overview responsibilities slowly transitioned from the CPUC to SCE. However, it appears that the required level of oversight was at times unclear. Program evaluation responsibilities were also ambiguous and resulted in delays and confusion. Finally, research conducted by program implementers was deemed to not meet the CPUC's expectations for independent evaluation.

Communication With Administrators and IOUs

Throughout 2004 and 2005, oversight of these programs involved mainly the review of monthly status reports submitted by the implementers. The three program implementers would send a monthly status report to the CPUC and the contract administrator – SCE. These reports were then uploaded into the EEGA (Energy Efficiency Groupware Application) database. During our evaluation, it was determined that a large number of these reports were not available in the EEGA database. By contacting the CPUC, the contracting IOU, and in some cases the program

implementer, ODC was able to obtain all the required reports. The omission of these reports in EEGA appears to have been related to the incompatibility of the computer operating systems that the implementers were using, rather than any failures to submit the reports on the part of the implementers. Program stakeholders all feel that this issue has been resolved for the PY2006-2008 cycle. (Note that if discrepancies were found in a monthly report, the SCE contract manager, or staff person would contact the respective firm in order to resolve the issue. It appears that all issues that came up were resolved during the two year period.)

One area without much formal structure was the implementers' day-to-day communications with the utilities. Except for the contract administration – which was administered by SCE – other communication channels were not formally laid out. Inquiries related to rebate availability, appliance energy usage or savings estimates were often made to different individuals at each IOU depending on who the implementer had an established relationship with. However, these informal channels seemed to work, as the implementers indicated that the utilities were very responsive to their requests.

On the other side, all three implementers indicated (in the workshops and/or in-depth interviews) that they were occasionally contacted by utility program representatives and asked to pull or change out certain advertising flights depending on rebate availability or program promotion. While this seems like it would create a great deal of confusion and additional work for the implementers, none of the implementers appeared to have any problem meeting the IOUs' request. All the implementers were very accommodating in helping the utilities meet their goals and promoting those programs and messages that were seen as having the most impact.

According to one of the implementers, throughout the years, the priorities of the program have changed: *“the goals and objectives are very fluid because we’ve always tried to plug into the IOU’s portfolio. Just in the sense that we try to reflect what the CPUC feels is important and what we should be focusing on.”*

Coordination between the Statewide Marketing Programs

In 2004/2005, communication among the three statewide campaigns, while occurring, was limited in scope. There was no forum in place for the agencies to meet, and no incentives to do so. However, the program implementers did take the initiative to meet a few times to discuss issues and concerns. Communications between the IOUs' marketing efforts and the three campaigns was even more limited than between the Statewide programs.

The three program administrators all indicated that they were open to increasing the coordination among their organizations, the IOUs, the CPUC and others. One administrator indicated that *“with the level of funding available, I want very much to get as many people to coordinate their messages because there is just not enough money in this huge state to get the message out there, so it has been, and continues to be, very important to me to have the third parties, the IOUs and other organizations and entities behind the program and have everyone giving out the same information.”*

At the end of 2005, the CPUC, the CEC, the IOUs, and the three statewide marketing firms began to ramp up communications. This heightened level of communication came about as part of the Public Advisory Group (PAG) process for the planning of the 2006-2008 utilities portfolio of energy efficiency programs. A subcommittee was formed as an offshoot of the main committee and was known as the Statewide Marketing 'PAGette'. This forum brought together all the various market actors and provided a forum for sharing information and coordinating advertising messages and marketing strategies.

The efforts for PY2006-2008 indicate that the directions for all three programs are converging, with increased marketing under the name Flex Your Power and increased coordination among the programs than in previous years. Statewide marketing meetings have continued into 2006, and results suggest that this formal communication channel has resulted in a more cohesive marketing and outreach effort statewide.

7 TARGET MARKETS

In this section, we look at the specific markets targeted by the three statewide marketing and outreach efforts. We then present an overview of the California market by population, language, and rural versus urban designation (i.e., the targeted markets of the programs); and a comparison of target markets across the state. This information is particularly useful to understand prior to the discussion of Reach and Frequency in Section 8.

Comparison of Target Markets

As mentioned above, the markets targeted by the three programs were based on customer type (i.e., residential, commercial), geographic location, and language spoken.

Flex Your Power's geographic area was the entire state including all Californians. Because it is impossible to target all customers through one message or one medium, Flex Your Power targeted "decision makers" which they defined as individuals 25-59 years old with an income over \$40,000. It appears that this segment was chosen, in part, based on available media buys (that is, where they could get the biggest bang for the buck). Notably, the 2004 household median⁵⁶ income within the state is \$49,185⁵⁷ with 59% of the households making over \$40,000. Thus, Flex Your Power is targeting customers that represent over half the households in the state.

The Flex Your Power program was mainly in English and for residential customers. The ethnic media portion of the program was relatively small (discussed in the Flex Your Power non-media audit part of this report, Section 10) and covered more than the Spanish language. Flex Your Power also targeted the nonresidential sector for some specific efforts (further described in the non-media audit portion of the report).

Reach for the Stars advertised to residential customers in rural areas. The rural areas in which to implement the program were determined by examining IOU residential customers within specific zip codes designated as rural by the CPUC.⁵⁸ This effort was primarily targeted at English speakers. However, there was some information dissemination through Hispanic newspapers attempting to reach those people who spoke English poorly and lived in rural areas.

⁵⁶ The median is the point where half are above the point and half below.

⁵⁷ California Demographic Unit. CPS_Extended_3-05.pdf. Table 45.

⁵⁸ The 395 zip codes used to differentiate rural versus urban were based on the "Statewide Residential Needs Assessment" designation of rural and urban (TecMRKT Works. July 2001). We note that there was a different designation of rural versus urban used in the TecMRKT Works report compared to the Census classification. There were more households considered rural based on the 395 zip codes than seen in the 2000 Census breakdown (1.3 million households via zip codes versus 0.82 million housing units⁵⁸ via the Census data).

UTEEM's focus was on 18-49 year old⁵⁹ Hispanic Spanish speaking adults throughout California. The UTEEM program solely targeted residential Spanish speakers throughout the state. As mentioned above, RFS and FYP also conducted some limited outreach to Spanish speakers. However, UTEEM's efforts were based on a television campaign, while RFS's and FYP's Spanish outreach was through print or radio.

As the description above shows, there is both geographic and language overlap between the three programs for residential customers. Geographically, UTEEM TV ads ran on the Univision stations located in both urban and rural areas while Flex Your Power also conducted some Spanish efforts throughout the state. All three programs provided at least some of their advertising in Spanish with Flex Your Power expanding some of their advertisements to other languages.

Table 7.1: Mass Media Markets Targeted by Programs

	Flex Your Power	Reach for the Stars	UTEEM
Geographic Area	State of California	Rural	State of California
Linguistic Group	English with some other languages	English with some Spanish	Spanish
Customer Type	Residential for the majority of the mass media with some nonresidential	Residential	Residential
Number of Households Targeted	10.4 million ^a	1.3 million ^b	2.6 million ^c

^a Number of non-linguistically isolated households based on the 2000 Census.

^b Number of households based on the IOU residential customers in specified zip codes.

^c Number of Spanish speaking households based on the 2000 Census.

It does not appear as though there was a concerted attempt by the CPUC to segment the market specifically for a statewide marketing and outreach effort before selecting these three target markets. In our work with the three program efforts, we have not been able to determine why the CPUC selected Spanish speaking people and rural customers were the only two populations targeted separately from the Flex Your Power effort. Rather, it appears that these programs were chosen from a solicited RFP process based on their merits, not based on a unified effort to educate and inform all Californians. While these segments are obviously important, we can point to many other important market segments (city dwellers, people with air conditioning, customers for whom convenience outweighs financial concerns, etc.), but it appears as though no cohesive strategies for reaching these customers has been developed.

The goal of all Californians is too broad for a successful campaign: it is unlikely that any one type of message, or any media buys, could really reach all Californians. As such, some segmentation is necessary. In PY2004/2005, the segmentation that occurred for FYP appears to

⁵⁹ This is a younger demographic than typical for an English-language audience because Hispanic households tend to be younger in age, according to Staples/Hutchinson.

have been based, in part, on demographics dictated by available media buys rather than through research demonstrating that these segments are the segments in need.

For the purposes of examining the reach of the current campaigns, however, we assess the programs against their established target markets. As such, below we describe the California market by population, language, and rural versus urban designation (since these are the targeted markets of the programs) to lay the foundation for the reach analysis in Section 8.

The California Market (as currently seen by the programs)

California is both geographically large and heavily populated. It is approximately 160,000 square miles, with climates varying from coastal to mountain to desert. The state contains about 12 percent of all U.S. citizens with the 2000 Census indicating that there are 33.9 million Californians living in close to 12 million households. Our analysis focuses on households by county and includes all 58 counties in the state.⁶⁰ Note that either electric or natural gas IOU service territories (i.e., the areas funding these programs) cover the entire state, except for the county of Del Norte (northwest corner) and parts of El Dorado, Mono, and Alpine counties (east and middle part of the state). Since these counties make up only 0.6% of the state's population, we include them in our analysis and any outreach to these areas are considered to use IOU funding.⁶¹

According to the Census, 95% of Californians are considered to live in an urban area.⁶² Of the 58 counties, one county (San Francisco) was classified as 100% urban and four (Alpine, Mariposa, Sierra, and Trinity) were classified as 100% rural. Figure 7.1 depicts all California counties and whether or not they have a primarily rural population (i.e., larger than 50% rural).⁶³

Of 55 counties that were represented in a list of zip codes of rural areas⁶⁴, the Reach for the Stars program targeted 41 counties, based on assessment of percentage of IOU population by the implementer.

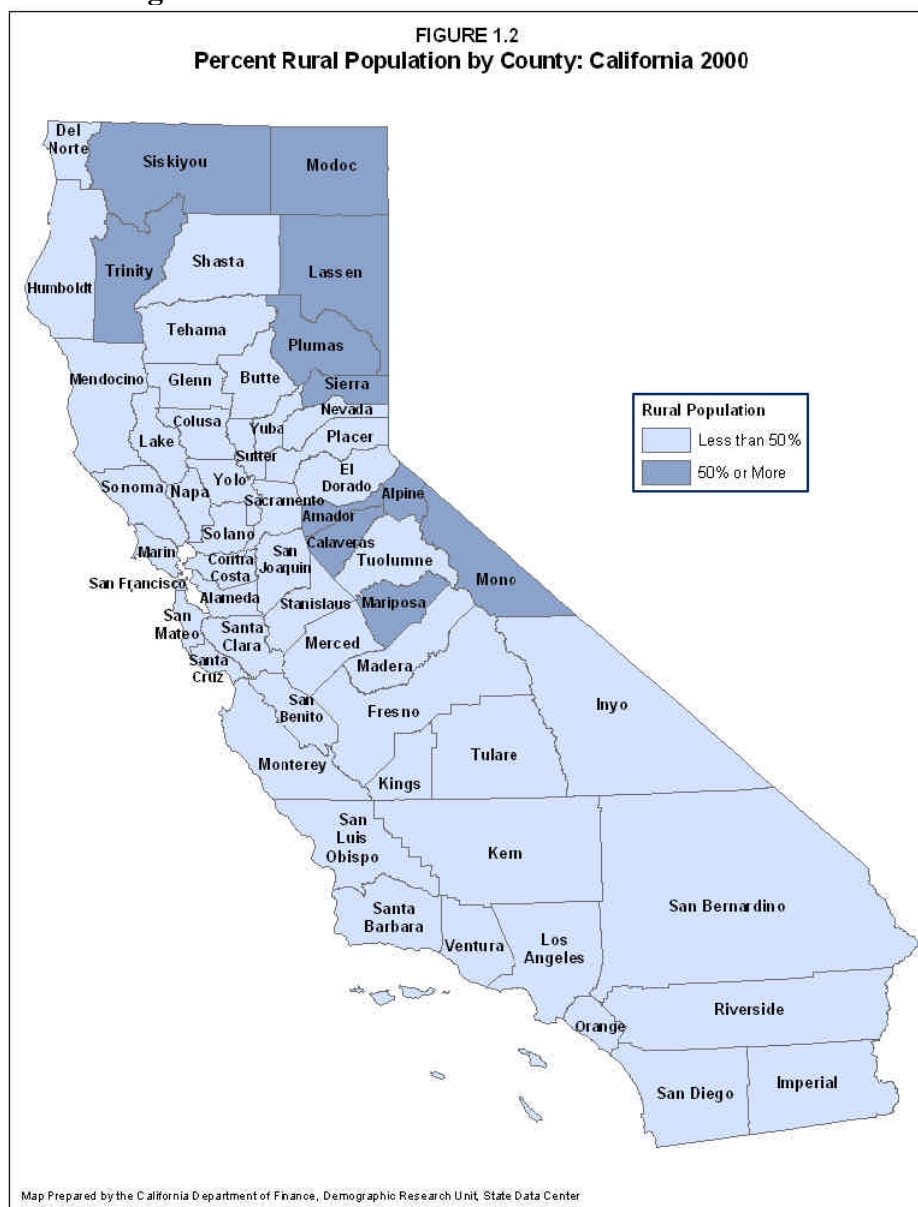
⁶⁰ We used the county as our unit of analysis since the information provided by the programs was most easily understood in terms of counties. We were provided with media outlet information by television media market, radio media market, county, or zip codes; we extracted Census data by zip codes. While it may appear that zip codes are the smallest unit for comparison, the definition of radio and television media markets were not available by zip code, only by county. (Additional information on what was provided by the programs is described below.)

⁶¹ LADWP is an electric company only. People in L.A., however, are served by Southern California Gas Company, an IOU that pays into the EE funds. SMUD customers use PG&E as their gas provider.

⁶² Urban and rural as defined by the Census. The 2000 Census defined urban as core census block groups or blocks with population densities of at least 1,000 persons per square mile surrounded by blocks having an overall density of 500 persons per square mile.

⁶³ We note that in the TecMRKT Works report, "Statewide Residential Needs Assessment," uses a different designation of rural and urban (i.e., one based on zip code) than the Census data (which is based on the counties). Since our analysis was based on data at the county level, not zip code, we used the Census data definitions in our analysis. This may result in some differences but the overall picture should be the same.

⁶⁴ The file of zip codes available is from 2006 and may not be the exact same list as for PY2004/2005.

Figure 7.1: California Counties with Percent Rural

Source: Census 2000: An Overview of Californians. California Department of Finance.

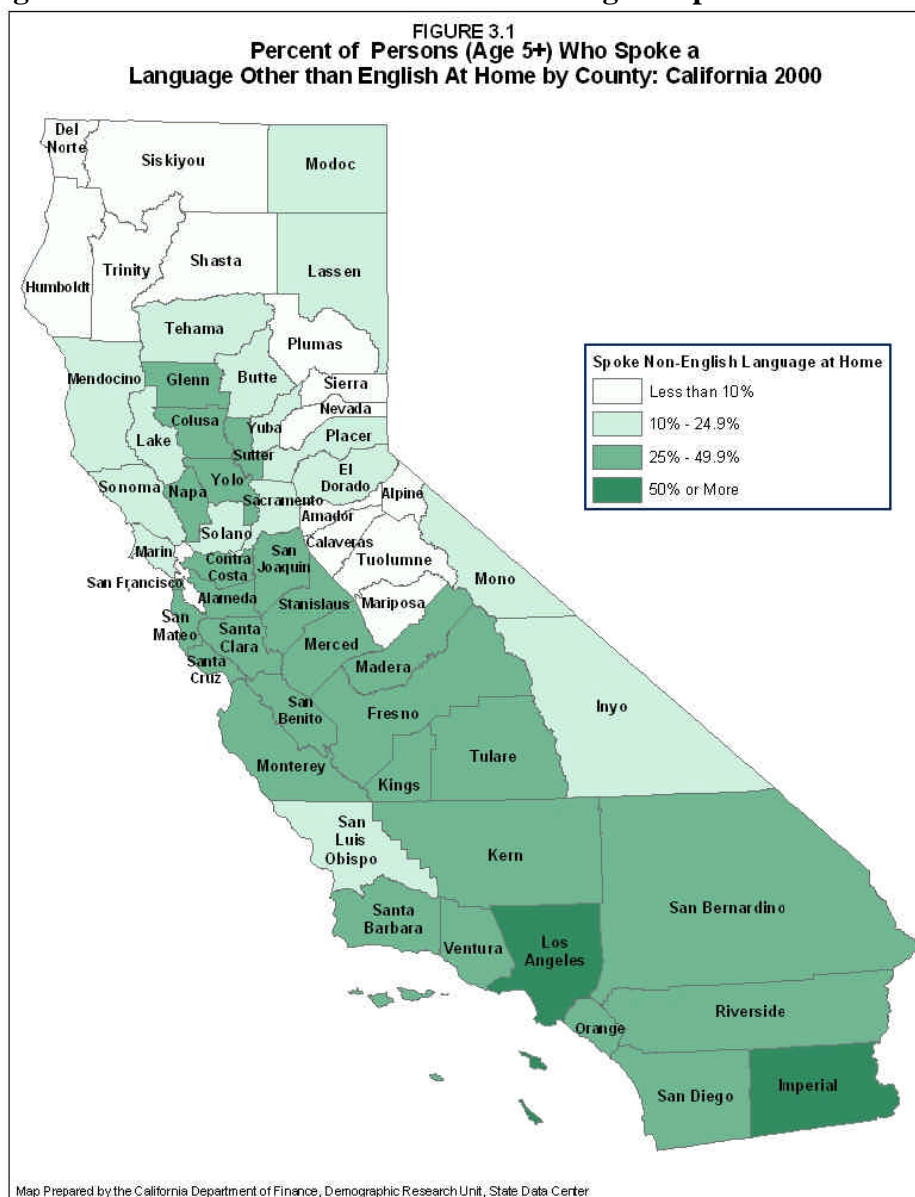
When we examine the languages spoken across the state, the majority of households speak English in the home with Spanish being the second most frequently spoken language.⁶⁵ This is true for all counties except San Francisco and Imperial. In San Francisco, Spanish is supplanted by Chinese as the second most often spoken language in the home. In Imperial County, Spanish is the most often spoken language in the home, followed by English. Note that while Census data provides information by both ethnicity and language, as our framework for this report, we

⁶⁵ These homes include both linguistically isolated households – where no person in the household over 14 who speaks a language other than English says they speak English “very well” – and households that are not necessarily linguistically isolated.

look at language spoken in the home rather than ethnicity since the non-English outreach that occurred within all three programs was targeted towards consumers who were unable to understand the English advertisements. Flex Your Power disseminated messages in 13 languages as part of its ethnic media effort.

Figure 7.2 shows the percent of people by county who spoke a language other than English in the home.

Figure 7.2: California Counties with Non-English Spoken in the Home



Source: Census 2000: An Overview of Californians. California Department of Finance.

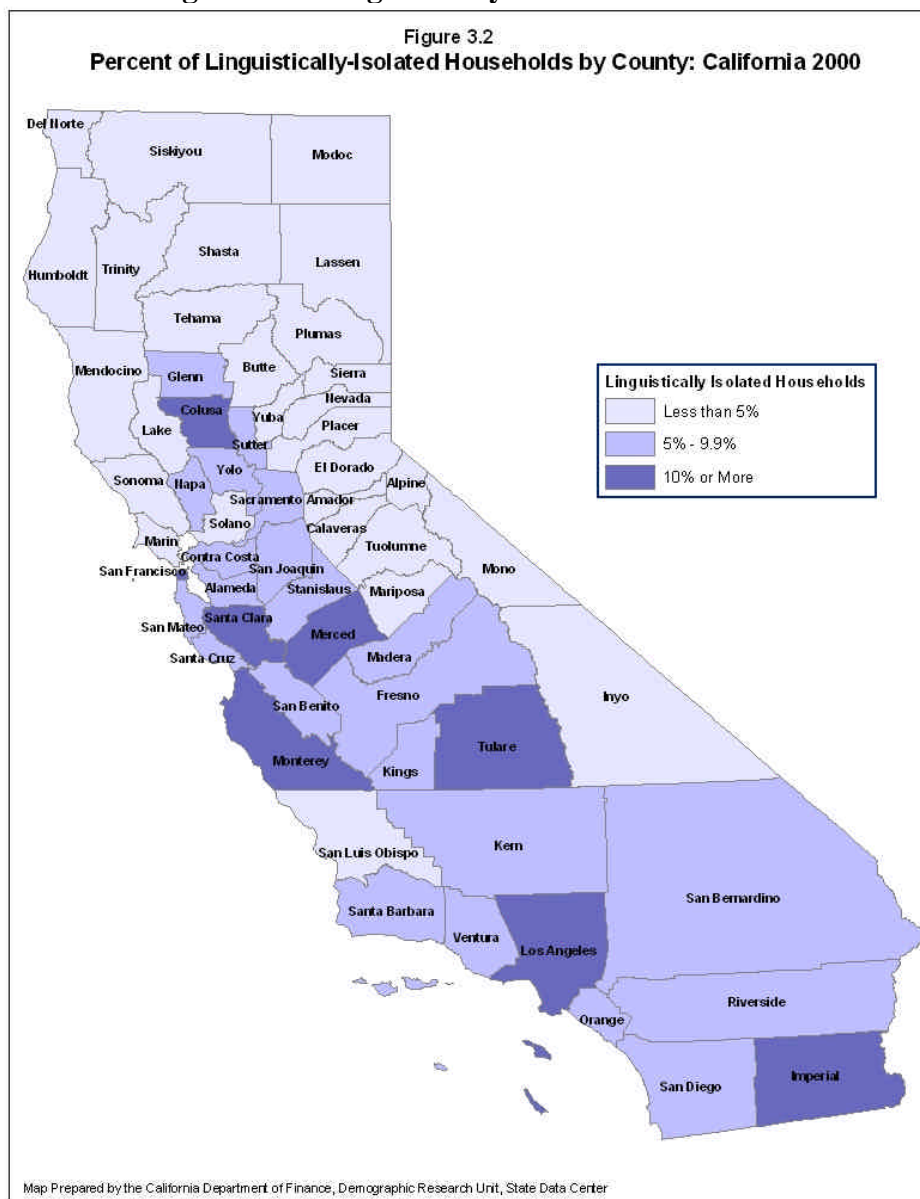
According to the Census data, 60% of Californians (over the age of 5) speak English only, 29% speak another language *and* English “Very Well” or “Well” (not linguistically isolated), and 11% speak another language and English “Not Well” or “Not at All”. There are slightly over 1

million households in California that are considered linguistically isolated.⁶⁶ Among linguistically isolated households, Spanish is the most prominent, equaling 6% of the total State population. Asian and Pacific Island languages account for another 3%, and other languages account for the rest. Figure 7.3 shows where linguistically isolated households are located throughout the State.

To give more context to the language issue in California, approximately 22% of all households in the state are Hispanic. According to Staples, a large percentage of these Hispanics are recent immigrants, with more than 80% of Southern California's Hispanics arriving in the U.S. after 1970. Although half of California's Hispanics are effectively bilingual, nearly 60% of Hispanics who immigrated to the U.S. since 1980 speak little to no English.⁶⁷

⁶⁶ "Linguistic isolation" of the household means no one in the household over the age of 14 speaks only English, and no person in the household over 14 who speaks a language other than English speaks English "very well."

⁶⁷ This information comes from Staples. No other source was given, although one may be available from Staples.

Figure 7.3: Linguistically Isolated Households

Source: Census 2000: An Overview of Californians. California Department of Finance.

Television, Radio and Newspaper Markets

The programs used mass media advertisements (TV, radio, newspapers) as the main tool for reaching this geographically and linguistically diverse population. The programs made targeted media buys to assure that the energy efficiency messages were frequent and properly placed. The markets for these media buys (in comparison to the Census data above) are described below.

Television purchases are made by a designated television market area (DMA). Research within a DMA provides advertisers the rating points of a show (i.e., how many people watch a show)

and circulation (i.e., how many people bothered to watch a given station anytime during a typical week). According to the Nielsen Media Research⁶⁸:

Designated Market Areas (DMAs) are used by Nielsen Media Research to identify TV stations whose broadcast signals reach a specific area and attract the most viewers. A DMA consists of all counties whose largest viewing share is given to stations of that same market area. Non-overlapping DMAs cover the entire continental United States, Hawaii and parts of Alaska.

There are 210 DMAs in the US and 15 within California. While the definition above indicates that there is only one DMA per county, the maps of DMA show that Kern, Riverside, El Dorado, and Solano counties are divided up into two DMAs. For our mapping analysis, we put the entire county into a single DMA (Kern and Riverside were mapped into the Los Angeles DMA, Solano was mapped into the San Francisco DMA, and El Dorado was mapped into the Sacramento DMA). DMAs cover 14 million televisions in California (close to 1.2 TVs per household).

Radio purchases are made using Metropolitan Survey Areas (MSAs), also called Metros. The Arbitron company maintains MSA information. There are 299 MSAs in the US and 22 within California. The MSAs are generally county specific, but not always. There can be multiple radio MSAs within a single TV DMA. Arbitron provides the population (for 12+) for which each MSA reaches. The 22 MSAs in California total 27 million people and covers 90% of population over age 12 within the State. Arbitron defines Metros as⁶⁹:

Includes a city (or cities) whose population is specified as that of the central city together with the county (or counties) in which it is located. The Metro also includes contiguous or additional counties when the economic and social relationships between the central and additional counties meet specific criteria. Arbitron Metros generally correspond to the Metropolitan Statistical Areas (MSAs) defined by the U.S. Government's Office of Management and Budget. They are subject to exceptions dictated by historical industry usage and other marketing considerations.

Unlike the television and radio markets, newspapers are not governed by a single entity that defines geographical areas. Because of their varying coverage, we have looked up the coverage for each newspaper used in Flex Your Power's efforts in wikipedia.org to understand what counties are reached. The list of targeted areas for Reach for the Stars already presented newspaper buys by county.

⁶⁸ <http://www.nielsenmedia.com/FAQ/>

⁶⁹ http://www.arbitron.com/radio_stations/tradeterms.htm

8 REACH AND FREQUENCY ANALYSIS

This section draws on the information presented above to assess the reach of the marketing campaigns. Overall, we sought to answer the following questions:

- What is the reach of the campaigns?
- Did the efforts reach the target markets?
- What components/segments/populations of California are not reached in these efforts?

Data Available for Determining Reach and Frequency

To answer the questions posed above, we looked at the media buys (the radio or television stations and newspapers used) for each campaign. We also looked at data from various campaign documents and the 2000 Census data for numbers of households per county, to assess the extent of each campaign's reach. **In this process, we encountered several obstacles, particularly because the data are not presented (or collected) uniformly across the three campaigns and because existing media market information varies by the three major media channels used by the programs (television, radio, and newspapers). The program documents, available information in these documents, and assumptions made are shown in Table 8.1, and described further below.**

Existing media market information for television and radio are from the DMA and MSA markets while newspapers have varying ranges in circulation. The different media markets do not perfectly align geographically with each other or with county boundaries, which presented difficulties in identifying areas that are not reached. Some counties are only partially included in a television DMA or radio metro, but it is unclear what the exact line is between people or households that are reached and those that are unreached. A further implication of these indistinct boundaries is that our information about population (number of households) must be presented by county because we do not know which cities are included in the other units.

Table 8.1: List of Information Sources, Information Available, Assumptions Made by Program Related to Reach

	Flex Your Power	Reach for the Stars	UTEEM
Program files containing information regarding media sources and reach information	FYP 2006 Data Requests.doc	2004 Rural HTR final.xls, 2005 Rural HTR final.xls, 04-05 report document.doc	2004 PIP: 2004 PIP 2-19-2pm.doc (2004 and 2005 coverage is same, according to interviews with Staples)
Information available to describe <u>television</u> reach	Television—DMAs served Counties for each DMA determined from online source: http://www.truckads.com/licensed_affiliates1.asp#usamap ^a	NO TELEVISION CAMPAIGN	Television—DMAs served Counties for each DMA determined from online source: http://www.truckads.com/licensed_affiliates1.asp#usamap ^a
Information available used to describe <u>radio</u> reach	Radio—MSAs served Counties for each MSA determined with Arbitron map (exact areas not defined) ^b	Radio—Counties served (zip and city also available). Assumed radio stations did not reach beyond the counties listed, although it is highly likely that there is spillage into other counties.	NO RADIO CAMPAIGN
Information available used to describe <u>newspaper</u> reach	Newspapers—Newspaper name only. Areas where newspaper is circulated was not given; newspaper reach determined by Wikipedia, which lists circulation by county.	Newspaper—County (zip and city also available) Assumed newspapers did not reach beyond the counties listed, although it is highly likely that there is spillage into other counties.	NO NEWSPAPER CAMPAIGN
Other assumptions made / Other notes	Lists of media outlets for 2004 and 2005 (separate). We have combined them and taken the unique number of outlets for each DMA or Radio Metro.	2004 and 2005 lists of zip codes and media outlets used by county are same	There is only one Univision station in each DMA

^a TrucksAds.com map is copyright 2005. We did not purchase an AC Nielson map which might be more accurate and have the proper boundaries and inclusions of counties in each DMA.

^b Counties for each Radio Metro estimated from the Arbitron map. Exact boundaries not available. Map is copyright 2005.

Although we requested information of each advertisement's detail of how often or how many times the advertisements ran (i.e., typical "frequency" information), we were not provided with this information for all of the campaigns. The information made available to us is shown in the table below. There was also some information that we were told was available only in hard copy format and thus would have been expensive to translate electronically for analysis. The evaluation team looked at the available information and also examined the time periods in which the advertisements ran. (See the Timing of Messages discussion in Section 9.) We also explored

the number of radio/television/newspapers in each area that promoted program related messages. The information on the stations used for each campaign is shown in the table below.⁷⁰

Table 8.2: List of Information Sources, Information Available and Assumptions Made by Program Relevant to Frequency

	Flex Your Power	Reach for the Stars	UTEEM
Program files containing information regarding run dates and frequency information	FYP Matrix – 2004_NNedits1.xls	RS&E 2004-2005 Campaigns matrix.xls	UTEEM 2004 matrix.xls; UTEEM 2005 matrix.xls
Information available to describe <u>television</u> frequency	FYP Matrix – 2004_NNedits1.xls	NO TELEVISION CAMPAIGN	UTEEM 2004 matrix.xls; UTEEM 2005 matrix.xls
Information available used to describe <u>radio</u> frequency	FYP Matrix – 2004_NNedits1.xls	RS&E 2004-2005 Campaigns matrix.xls	NO RADIO CAMPAIGN
Information available used to describe <u>newspaper</u> frequency	FYP Matrix – 2004_NNedits1.xls	RS&E 2004-2005 Campaigns matrix.xls	NO NEWSPAPER CAMPAIGN
Other assumption made	Some ads missing from matrix, or matrix unclear which specific ad	Some ads missing from matrix, or matrix unclear which specific ad	Some ads missing from matrix, or matrix unclear which specific ad

Presumably, there are standard tracking mechanisms in place in the media (e.g., Nielson, Arbitron, Scarborough, etc.); however, as shown in this section, the data currently collected across the campaigns varies widely (i.e., it does not appear to show an industry standard). Furthermore, this is compounded by the fact that some of the campaigns cross multiple media channels. Thus, while the evaluation team requested information from the implementers, this information is not currently collected. Notably, the standard for collecting data (whether it be Nielson data or other) should be established prior to the campaign efforts, and data should be collected throughout the campaign. As mentioned in the evaluability assessment in Section 11, to aid future evaluations of the frequency of the campaigns, program implementers should have electronic versions of reach and frequency data (as determined prior to the campaign) that they are able to easily share with evaluators.

Reaching the Target Markets

The media efforts of the three campaigns were successful in blanketing the households in California, reaching nearly 100% of households by county with the three types of media. Altogether, only two counties did not receive any coverage from any of the three campaigns (Alpine and Modoc). Breaking down the reach by campaign based on the counties that were unreached, eight counties representing 0.6% of the state's households were excluded from Flex Your Power's efforts, six counties representing less than 0.25% of the total number of Spanish-

⁷⁰ We were not given information on the number of times specific ads ran, such as how often during the day it ran, how many times it ran that day, what times during the day it ran, which days it ran, which station(s) it ran on; therefore, there is no way for us to completely or accurately describe the frequency.

speaking households were excluded from UTEEM's television coverage, and the six low-population counties (with 50,000 or fewer total households) representing 1.1% of English-speaking households were excluded from Reach for the Stars efforts. These numbers are presented in the sections by program below.⁷¹

Flex Your Power aired commercials on 30 unique television stations (5 DMAs) and 164 unique radio stations (21 MSAs), and printed English language ads in 46 different newspapers. Flex Your Power ran ads in 89 ethnic newspapers with translations anywhere from 6 to 13 languages. Reach for the Stars used 101 unique print outlets and 97 unique radio stations. UTEEM used all 11 Univision television stations – one in each DMA in which the campaign advertised. We estimate that there is both over- and under-reporting due to the territories of DMA, radio metros, county, and even IOU service territory lines not evenly aligning with one another; counting a media outlet twice because it reaches multiple counties; or simplifying the presentation of reach even though only a small portion of the county may have been covered.

Below we present the estimated media impressions for each campaign as provided by the implementers. The Public Service Advertising Research Center⁷² defines gross impressions as *“the total number of households or people delivered by a particular media schedule, including duplication of the audience. It can be calculated by the reach multiplied by the number of times the ad/commercial will run.”*⁷³

It should be noted that even the term “impressions” (with all that it lacks) is not used consistently across the campaigns. For the UTEEM campaign, “gross impressions represents the total number of people reached among the 11 stations multiplied by the number of times of frequency they were reached with the 60-, 30- and 10- second messages” (according to the PIP). The information below for Flex Your Power is listed as “estimated total impressions,” and as “total advertising impressions” for Reach for the Stars. The difference in wording – gross versus total – may indicate a difference in how these figures are calculated and may account for the disparity in reported impressions across the programs. For instance, the number of impressions for UTEEM (2004 and 2005 combined) is 3.7 times higher than for Flex Your Power; it appears that this factor of multiplying by the number of messages and frequency of the messages may explain why the number of UTEEM impressions is so much higher than the Flex Your Power impressions (although we do not have a definitive response). While the common assumption is that there is a “standard” in the industry, the information provided to us from these three campaigns did not reflect a standard. As such, if there are future metrics on reach and

⁷¹ Comparisons to the general population were made using 2000 Census Data. We used the number of households instead of the number of people because this gave us the flexibility to break down the population by non-linguistically isolated and Spanish speaking households. This becomes particularly useful when looking at UTEEM's target market, but also when looking at Reach for the Stars and Flex Your Power campaigns.

⁷² www.psaresearch.com/glossaryr.html

⁷³ It can be thought of as the number of times any set of eyes (or ears) is exposed to the media. However, this is not unique households. For example, in television, a person is counted twice if that person appears in the audience of two of the programs in the broadcast schedule being counted (Imber and Toffler, 2000). Moreover, it does not necessarily imply that these households actually saw the advertisement, but rather that they receive the station or newspaper where the advertisement was placed.

frequency, the implementers and CPUC should ensure that they clearly define what should be collected.

With respect to achieving the number of impressions stated in program goals, UTEEM appears to have exceeded its goal of approximately 138 million per year, or 276 million over the two-year program. For both Reach for the Stars and Flex Your Power, we were not able to identify the internal goals as the PIPs did not state specific goals for “impressions.”

Table 8.3. Estimated Total/Gross Market Media Impressions
(note that the definition is not standard across the programs)

	2004	2005	Combined	Source
UTEEM	189,107,000 ^a	126,303,000 ^a	315,410,000 ^a	UTEEM 2006 Evaluation.ppt (p 11)
Reach for the Stars				04-05 report document.doc
English only	85,194,500 radio ^b 51,965,370 print ^c	89,454,100 radio ^b 54,750,400 print ^c	--	p80, 87, 93, 98
Community events	2,950,018	7,353,445	10,303,463	p18
Hispanic effort	N/A	N/A	more than 4.6 mil: 2.2 mil in radio 1.1 mil in print 1.3 mil press release (radio, print TV)	p20
Flex Your Power^d				FYP 2006 Data Requests.doc (p20)
Top 5 markets	33,435,738 ^e	49,495,761 ^e	82,945,800 ^e	
Remaining markets	1,652,722 ^e	1,618,290 ^e	3,268,790 ^e	
Statewide	35,088,460 ^e	51,115,051 ^e	86,214,590 ^e	

^a Gross impressions (approximate)

^b Total advertising impressions

^c Projected readership (insertions and newspapers combined)

^d Does not include ethnic media

^e Estimated total impressions

Flex Your Power Markets

According to the campaign implementer, Flex Your Power’s goal was to reach 95% of the population statewide (presumably by geographic area, not actual households, although this was not clearly specified).⁷⁴ This goal was reached. (Note that this means that the message would cover areas where 95% of the population lived.)

⁷⁴ The remaining 5% would have entailed media buys in areas that reached only a fraction of the California viewing area – i.e., Reno.

Since Flex Your Power's target audience for the majority of the mass media is the general population who are not linguistically isolated, the campaign reached nearly every county, excluding only eight entire counties from at least one of its media efforts: Alpine, Glenn, Lassen, Modoc, Mono, San Benito, Siskiyou, and Trinity. Because we do not have the exact territorial coverage of DMAs or MSAs, we considered counties where at least a portion of the county is included in a DMA or radio metro as reached when identifying where the campaign has reached; this means some over-reporting did occur. The eight counties listed above are not touched by any DMA or MSA markets and altogether represent 0.6% of the state's households who are not linguistically isolated.

Flex Your Power made TV media buys in the five largest DMAs in California – Los Angeles, San Francisco/Oakland/San Jose, Sacramento/Stockton/Modesto, San Diego, and Fresno-Visalia. Altogether, these five DMAs represent 86% of households in California.⁷⁵

Radio spots were aired in every radio MSA in California, except for Victor Valley (northeast of Los Angeles in San Bernardino County). It should also be noted that radio efforts were made in Crescent City (Del Norte County), Eureka (Humboldt County), El Centro (Imperial County), and Lancaster (Los Angeles County), which are not recognized by Arbitron as distinct MSAs.

Flex Your Power also used newspapers to help disseminate its advertisements. Advertisements appeared in English language newspapers that reached 38 out of 58 counties, with the highest number of newspapers (13) in Los Angeles County. The 20 counties not covered by those newspapers account for only three percent of English-speaking households.

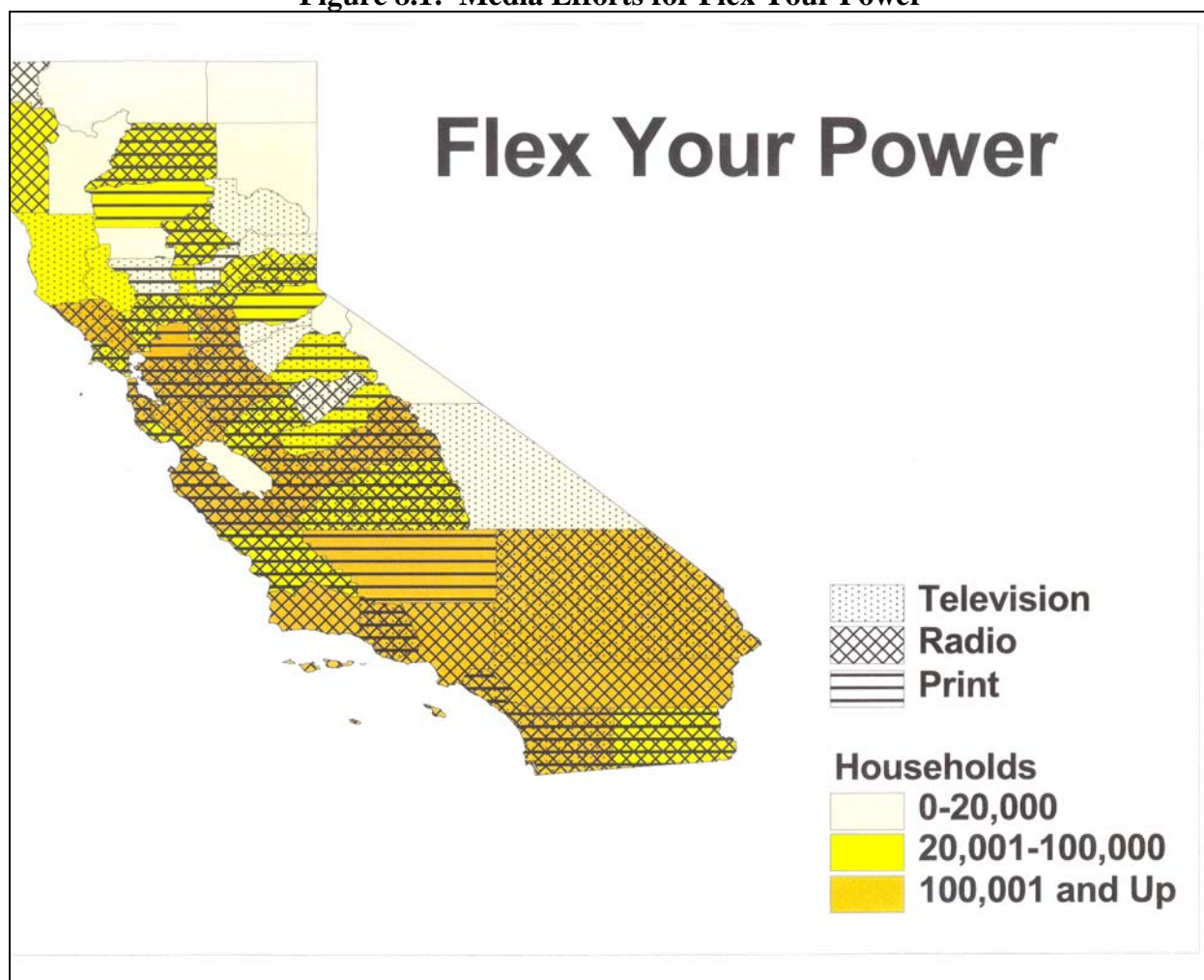
The map below shows the coverage of the Flex Your Power campaigns, against the overall population. We designated counties as having high, medium, or low populations based on number of English-speaking households.⁷⁶ Counties with at least 20,000 households were classified as low; 20,001 to 100,000 households as medium, and more than 100,000 as high as shown in Table 8.4.

Table 8.4: Population Classification for Counties Based on Number of English-Speaking Households

Classification	Number of Households (Total)	Number of Counties as Classified
Low	0-20,000	21
Medium	20,001-100,000	21
High	100,001 and up	16

⁷⁵ Number of TV Homes is according to Nielson Media Research. The list from www.nielsenmedia.com/DMAs.html provides the number of TV homes. We used the total number of homes in the census to estimate the total households by DMA (i.e., 1.2 TVs per home).

⁷⁶ We focus on the English-speaking media efforts for Flex Your Power and Reach for the Stars, but we do want to acknowledge that both campaigns had a targeted Hispanic element in their overall outreach efforts.

Figure 8.1: Media Efforts for Flex Your Power***Reach for the Stars Markets***

There are rural households in every county in the state except one (San Francisco). However, the PIP indicated that 'rural' would be designated by the zip codes provided by Southern California Edison. As such, our analysis of reach includes only those 41 counties that were covered by the 395 zip codes used by Reach for the Stars to target their efforts. The 17 counties not included in our analysis of reach have approximately 127,000 housing units, or 15% of the housing units categorized as rural by the Census.

The program's media efforts covered 98% of their targeted counties (39 of the 41 targeted counties were covered). The two not covered include Ventura showing 465 electric rural customers out of the approximate 220,000 households and Santa Clara with approximately 26,000 electric rural customers out of 0.5 million households). Radio ads were heard in 36 counties, with as many as 15 radio stations broadcasting Reach for the Stars commercials in one county. Thirty-six counties had newspapers which published Reach for the Stars ads, with Riverside and Stanislaus Counties each having ten different newspapers where RFS made ad purchases.

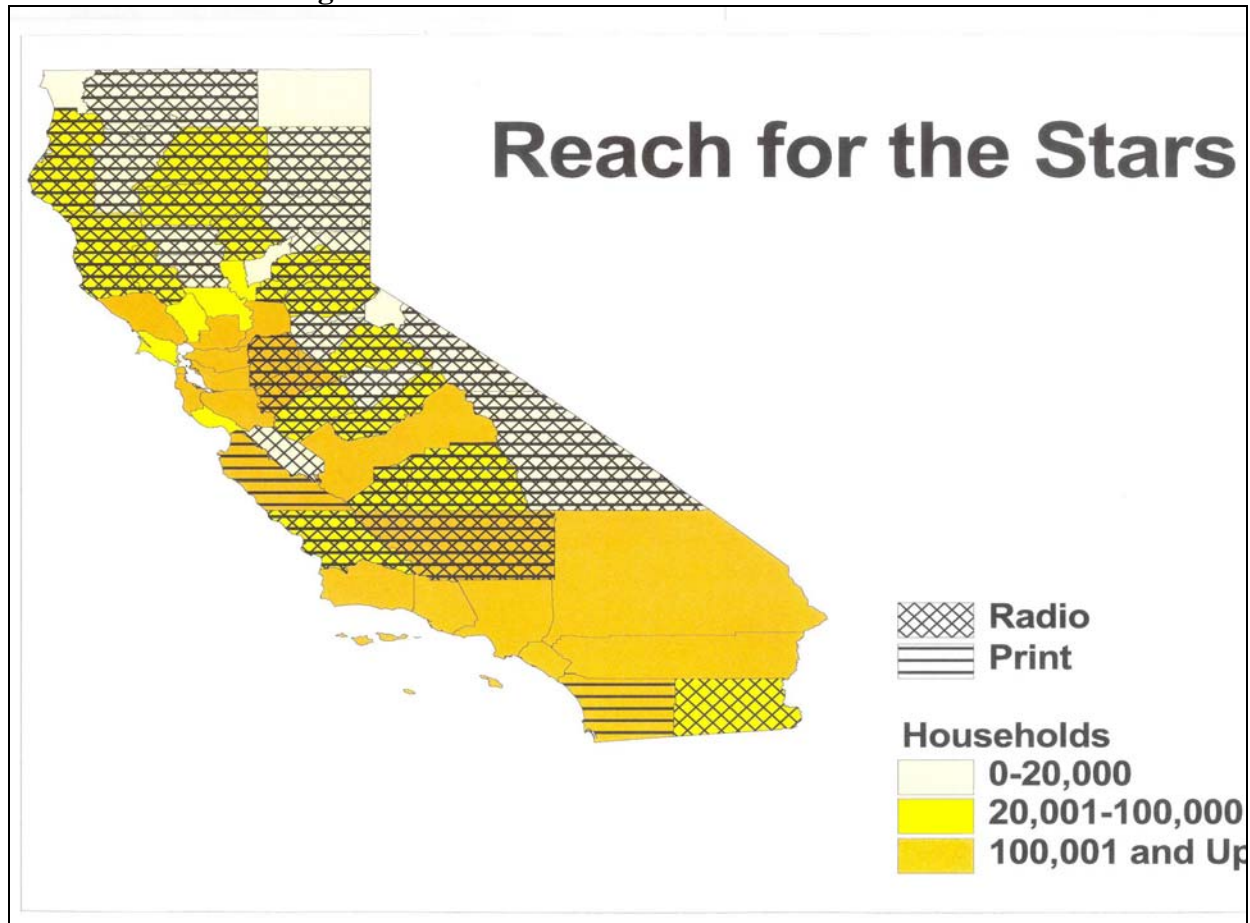
The map below shows the coverage of the RFS campaign, against the population in the 41 counties designated as having a rural population targeted by the program. For the rural population, we designated counties as having high, medium, or low populations based on number of non-linguistically isolated households in these areas. Identical to the Flex Your Power analysis, counties with at least 20,000 English-speaking households were classified as low, 20,001 to 100,000 households as medium, and more than 100,000 as high.

Table 8.5: Population Classification for Rural Only Counties Based on Number of Non-linguistically isolated Households^a

Classification	Number of Households (Total)	Number of Counties as Classified
Low	0-20,000	16
Medium	20,001-100,000	16
High	100,001 and up	9

^a We used rural counties as defined by the zip codes used by Reach for the Stars for this analysis.

Figure 8.2: Media Efforts for Reach for the Stars



Based on RFS survey data (described in detail in the In-depth Findings section of this report, the RFS marketing campaign appears to have reached most of the targeted areas with the exception of the eastern edge of the state.

As might be expected, the reach of the RFS media campaign extended beyond the geographic area targeted by the campaign (based on a zip code analysis of callers to the toll-free line). Furthermore, respondents from the RFS targeted areas also appear to be quite familiar with the Flex Your Power campaign, indicating that the populations of the two campaigns overlap and that customers in these areas have received multiple reminders (or points of contact) regarding energy efficient purchases and practices. (Because of the overlap, it is difficult to distinguish between the effects of these campaigns.)

As might be expected, our telephone survey of customers that called into the RFS toll-free line (reported in detail in Section 14) also showed that the RFS campaign (or at least the toll-free number portion of the marketing campaign) appeals more to single-family homeowners than to renters, presumably since it emphasizes the purchase of energy efficient appliances, which homeowners are more likely to purchase.

UTEEM Markets

UTEEM's focus was on 18-49 year old⁷⁷ Hispanic Spanish speaking adults throughout California. According to the PIP, the goal was to achieve over 138 million impressions a year.

Based on Census data, there are 2.6 million Spanish-speaking households in California. Imperial County (southeast corner) has the highest percentage of Spanish speaking households; however, most of the counties with a high percentage of Spanish speaking households are in the central valley area of the state.⁷⁸ Altogether, Spanish-speaking households account for 22% of all households in California.

UTEEM's PIP notes that the reach and frequency for a targeted television audience is captured differently than the reach and frequency calculation from typical television schedules: "The UTEEM schedule will be evaluated according to the total numbers of viewers reached over the duration of the campaign and the number of times they were reached. Rating *points* are usually calculated on a market's total viewing audience, usually estimated at about 90%. Because the Spanish-speaking audience is a percentage of that total number, models used to calculate cost per point for English-speaking networks are not yet applicable to minority media."

The UTEEM reach covered approximately 100% of the Spanish speaking households that watch Univision. The advertisements ran in all 11 DMAs in the state through Univision television stations. The only counties missing from its coverage include: Eureka (includes Del Norte and Humboldt Counties), Medford/Klamath Falls (includes Modoc and Siskiyou Counties), Phoenix,

⁷⁷ This is a younger demographic than typical for an English-language audience because Hispanic households tend to be younger in age.

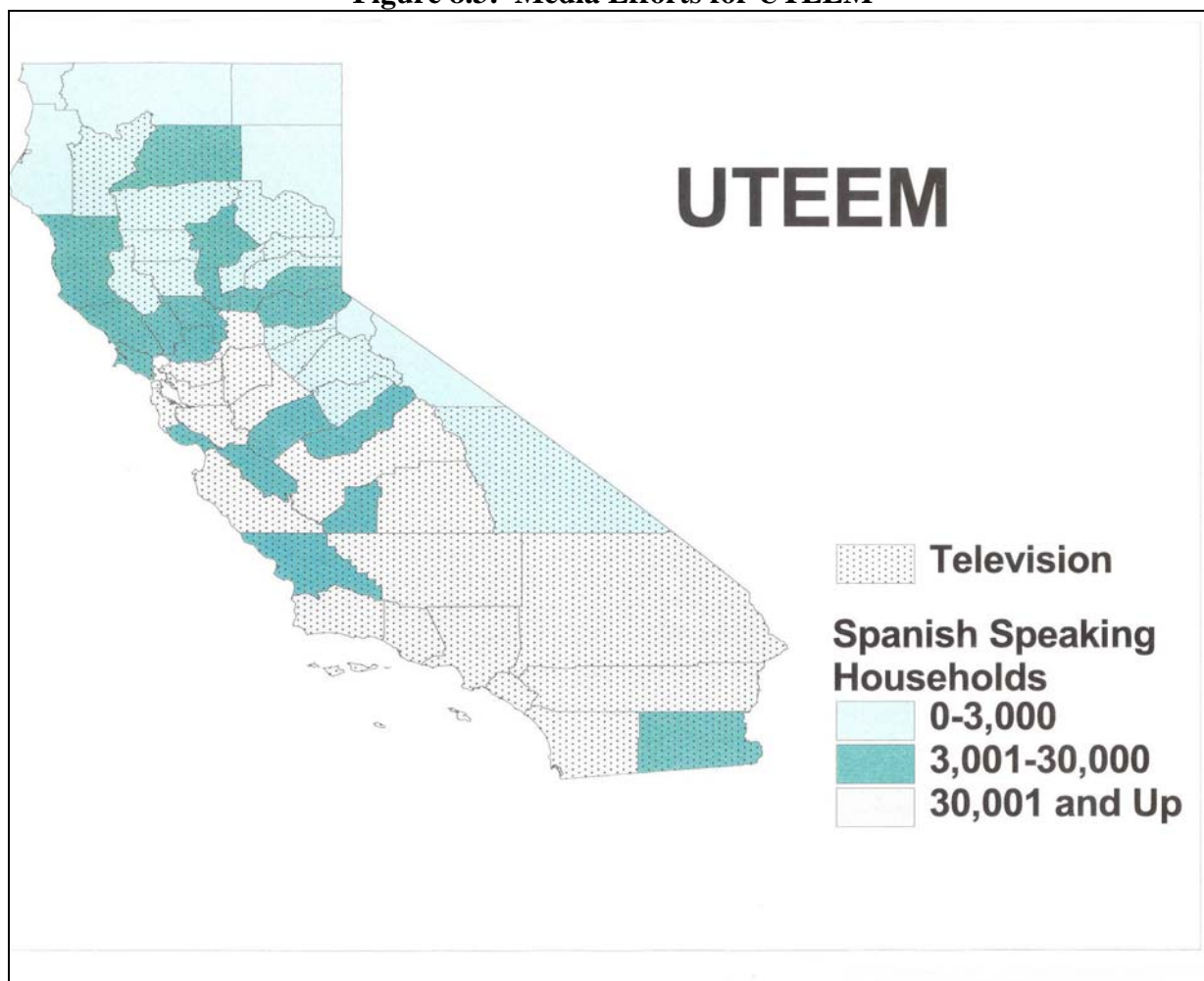
⁷⁸ Spanish speaking households are based on the Census data in which Spanish was indicated to be spoken in the home.

AZ (which covers the eastern portion of Riverside County), and Reno, NV (includes Alpine, Lassen, and Mono Counties and the eastern portion of El Dorado County). Because we do not have information on the number of households in each DMA, we extrapolated the DMA out to the counties which are at least partially included within the DMA territory. The seven counties which are completely excluded from the DMAs in which UTEEM focused its television efforts account for 0.25% of the total number of Spanish-speaking households.⁷⁹ For the Spanish-speaking population, we designated counties as having high, medium, or low populations based on the number of Spanish-speaking households in these areas. Counties with at least 3,000 households were classified as low, 3,001 to 30,000 households as medium, and more than 30,000 as high. (See below.)

Table 8.6: Population Classification for Counties Based on Number of Spanish-Speaking Households

Classification	Number of Households (Total)	Number of Counties as Classified
Low	0-3,000	21
Medium	3,001-30,000	18
High	30,001 and up	19

⁷⁹ (Note that this is geographic coverage. Not all Spanish-speaking households watch Univision.)

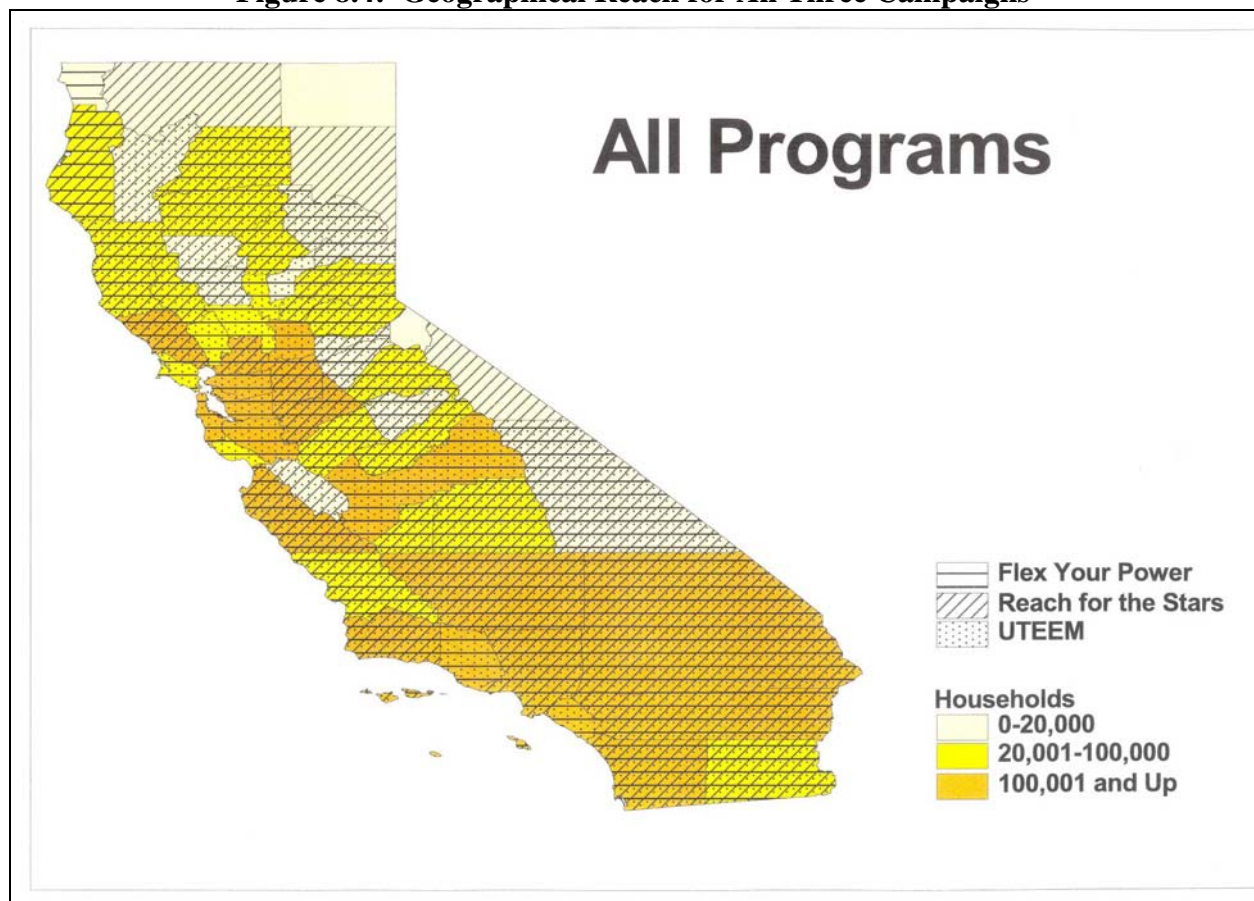
Figure 8.3: Media Efforts for UTEEM

Summary of what components/segments/populations of California are not reached in these efforts

The statewide efforts appear to be working well at covering the State of California. Much of this success should be credited to the three marketing and outreach firms that have all worked hard at providing tailored messages to reach the geographic and targeted market segments they had outlined in their original proposals.

When we look at the *geographic* reach of the programs, the only counties that are not at all reached by any one of the three campaign's media efforts are Alpine County (with 492 households total of which 19 are Spanish-speaking) and Modoc County (with 3,766 households total of which 293 are Spanish speaking.) This represents a very tiny fraction of the state's overall households (0.04% of all households and 0.01% Spanish-speaking).⁸⁰

⁸⁰ From 2000 Census Data.

Figure 8.4: Geographical Reach for All Three Campaigns

Beyond the geographic reach, however, is the depth of these campaigns within these areas, and whether the campaigns are “reaching” all segments of the targeted populations. As mentioned in Section 7, very little segmentation of the market by purchasing patterns, etc., was done for the overarching campaign.

While successful in covering the state, additional research is warranted to better understand the segments of the market that are not being reached. These segments may include other ethnic or non-English speaking populations, such as the Asian market; or they may include customers with various levels of energy use, propensities for taking energy efficiency actions, or other defining characteristics such as customers who are home during the day versus those that are not, or those that respond to messages geared at their pocketbooks, and those that do not, etc. For example, Runyon Saltzman & Einhorn (RS&E) mentioned that in the future they wanted their program to be more involved with the Asian target market. Specifically, they hoped to meet this objective by forming relationships and working with Asian CBOs. RS&E indicated (in their in-depth interview) that while they felt that the Hispanic market is pretty well covered between their efforts and the efforts of the other marketing campaigns, it appears to them that rural Asians may not be sufficiently reached by any of the three statewide marketing campaigns. This may make

sense as the next largest group of linguistically isolated households speaks an Asian or Pacific Islander language (31% of households speaking Asian or Pacific Islander languages are considered isolated).

9 CAMPAIGN CONTENT

This section assesses the campaign content in an effort to determine the CPUC-posed question about whether the messages were clear for the different segments of the target market, what parts of the population understood the messages, whether the messages were cohesive, and how these messages can be improved for the future. Given the timing of this evaluation effort, which occurred post-program cycle, we focus on how these messages can be improved for the future given the current context. The analysis performed below greatly enhances the CPUC's understanding of the messages, content, and timing of these campaigns and should be used by the CPUC and the program implementers to build a comprehensive framework for the future.

Notably each of the programs performed focus groups of their targeted market to help create their messages, and incorporated the focus group findings into their campaigns (prior to our research).⁸¹ Our assumption is that the messages developed for the 2004-2005 cycle were the messages needed at the time.

Below, we draw on secondary research, in-depth interviews with program implementers and findings from focus groups conducted by the evaluation team (post-program cycle) to better understand the messages, whether they are clear, and how they can be improved. (Detailed findings from the evaluation groups are summarized below and described in detail in the In-depth Findings section, Section 13, of this report.)

Comparison of Messages

In general, the three marketing programs under evaluation presented their messages differently:

- The Flex Your Power ads attract viewers' or listeners' attention, while providing a reminder of basic information. This program specifically promoted energy savings practices, typically using California animals such as the sea lion or grunion and appealing to a sense of working together to benefit all of California.
- The Reach for the Stars ads typically list the benefits of purchasing an energy efficient appliance, gave specifics about the savings obtainable, and provided a toll-free number or website for additional information
- The UTEEM ads presented information specifically on rebates, many of them using Hispanic spokespeople who would likely be familiar to the Spanish speaking community and often promoting rebates and/or the benefits of energy efficient appliances. The UTEEM messages were the most direct of the three campaigns, with the focus on driving the program to the utilities, but also addressing the issues utilities saw as critical. UTEEM's efforts (solely directed towards Spanish-speaking Hispanics), mentioning the availability of rebate and appliance recycling programs and offering contact information to learn more about energy efficiency.

⁸¹ This research is available from the program implementers. The review of this material was beyond the scope of our evaluation since we were reviewing these messages in the context of the Statewide campaign made up of the three programs, with an eye towards the future.

A comparison of the types of messages, and information in the messages is shown in the table below. Although all three campaigns promoted energy efficiency, there was some variation in the content of the messages. For example, while all of the programs promoted the purchase of energy efficient appliances, UTEEM was the only program that specifically promoted the appliance recycling program. Moreover, unlike the other two programs, Flex Your Power's messages did not specifically mention that rebates are available; rather they encouraged the overall purchase of efficient appliances. Flex Your Power's messages were also more likely to promote energy conservation practices like turning off lights (rather than just the purchase of CFLs). The Reach for the Stars and UTEEM messages were more likely to include a toll-free number for respondents to call to take action and find out more about the rebates available. All of the programs, however, provided a web address in at least some of their campaigns.

Another notable difference between the programs is that Flex Your Power's advertisements emphasized the campaign's name most prominently, really trying to tie the Flex Your Power name with energy efficiency so that when consumers heard the tagline, they would immediately associate it with reducing energy use. Of the ads we reviewed, five out of 11 newspaper ads, all four TV spots, and none of the radio spots list or mention the website address.

“You want a logo to be self explanatory so you don’t have to waste time explaining [it]. When people see the logo they know it is talking about saving energy. [This] makes your advertising much simpler and you can spend time on other issues.” [FYP Implementer]

Reach for the Stars, while it used the “Reach for the Stars” name in most of their advertisements, did not emphasize name recognition.

Table 9.1: Comparison of Messages

	Flex Your Power	Reach for the Stars	UTEEM
Promote the purchase of energy efficient appliances	✓	✓	✓
Promote appliance recycling			✓
Specifically mention that rebates are available		✓	✓
Specifically use ENERGY STAR name	✓	✓	✓
Promote CFLs	✓	✓	✓
Promote energy conservation practices	✓		
Provide a toll free number		✓ ^a	✓
Provide a website	✓	✓ ^b	✓
Promotes campaign name/emphasizes name recognition	✓		

^a Reach for the Stars provides a toll-free line specific to the campaign (which then directs callers to call specific utility toll-free numbers); UTEEM ads provide a utility-specific toll-free number.

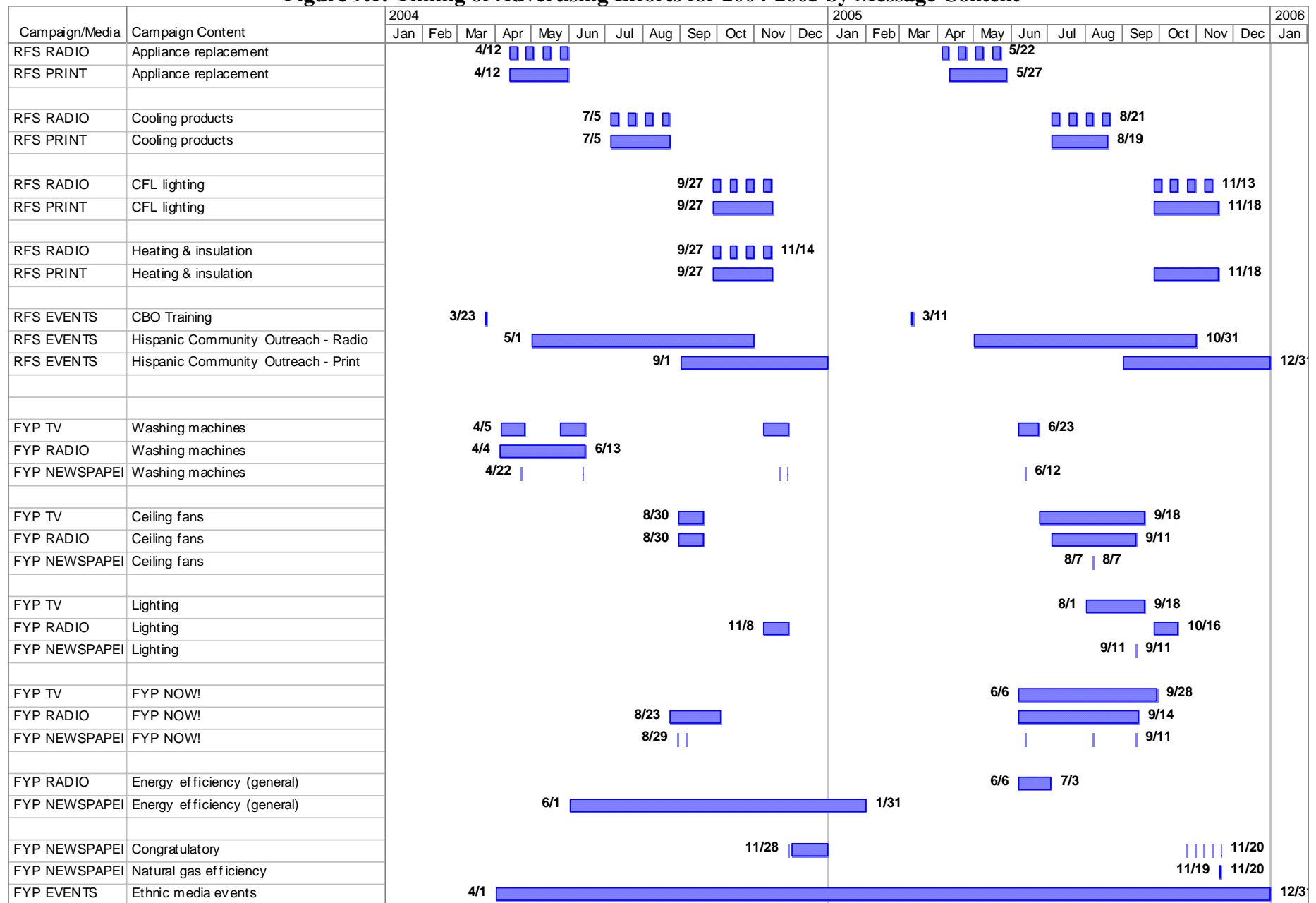
^b Reach for the Stars print ads list the fypower.org website.

Timing of Messages

To understand the timing of the overall advertising efforts and the coverage of certain messages throughout the program years, we mapped out the timing of the advertisements based on what appliances were promoted between 2004 and 2005.⁸² Gaps in timing do not necessarily imply a failure in consistency of messaging, but should be reviewed to ensure that the desired consistency is occurring.

⁸² For each commercial or message type, where available, this information was found in the campaign's matrices. It should be noted that we do not factor in our discussion how ad buys work or any budgetary limitations that might affect these decisions. However, these are indeed very real considerations when deciding upon a media plan.

Figure 9.1: Timing of Advertising Efforts for 2004-2005 by Message Content



[illegible]

Flex Your Power

Most of Flex Your Power's ads occurred between April and the end of November in 2004, and June to mid October in 2005. The 2005 schedule of ads differed widely from the 2004 efforts, not only by compressing the time frame, but also by running multiple ads with different message content at the same time, whereas only one set of ads with the same type of message content were aired at any given time period in 2004. In 2004, washing machines were promoted for a longer period than ceiling fans, a little more than 13 weeks for washing machine ads (April to mid-June, and most of November) and compared to three weeks for ceiling fans. In 2005, the emphasis was flipped; less than a month in June was devoted to washing machine ads whereas ceiling fan ads ran intermittently for 12.5 weeks (the end of June until mid-September). Lighting received three weeks' worth of ads in 2004 and ran for 10 weeks in 2005. However, ads generally promoting energy efficiency were printed in newspapers continuously from June 2004 until the end of January 2005 and then via radio for June 2005.

It should be noted that Flex Your Power NOW! ads, which emphasize reducing energy consumption during peak periods, also ran under the Flex Your Power campaign; these ads ran from the end of August to the beginning of October in 2004 and then more frequently in 2005 – between June and the end of September.

Reach for the Stars

The Reach for the Stars campaign disseminated its radio and print ads between April and mid-November of each year, with only one type of message content being aired at any given time. Cooling products efforts occurred between July and the end of August, when temperatures are typically the highest. Heating and insulation ads occur between the end of September and mid-November. It should be noted that heating and insulation was promoted only via print and not both print and radio in 2005.

Reach for the Stars' CFL ad spots occurred in the fall (along with the UTEEM and Flex Your Power lighting ads) and appliance replacements in the spring. Future ads could probably be interspersed throughout the year, since they are not as weather-related as heating or cooling measures. Customers are constantly replacing light bulbs regardless of the calendar. Similarly, consumers tend to say they think about replacing appliances only when they break. (It is possible that customers also frequently replace appliances when renovating their home which might have a certain period in which making renovations is popular.)

UTEEM

UTEEM commercials were aired on Univision television stations throughout the year, with different flight patterns between 2004 and 2005. Ads were aired with various messages throughout the year. Calendar-specific messages, such as A/C rebates, whole house fans or evaporative coolers, furnace rebates, or insulation, tended to air at the appropriate time, intermittently throughout the summer or late in the year near mid November to December. Insulation and water heaters were only promoted in 2005 for a month at the end of the year. The benefits of CFLs were promoted during October 2004, for a week in July 2005 and then again in

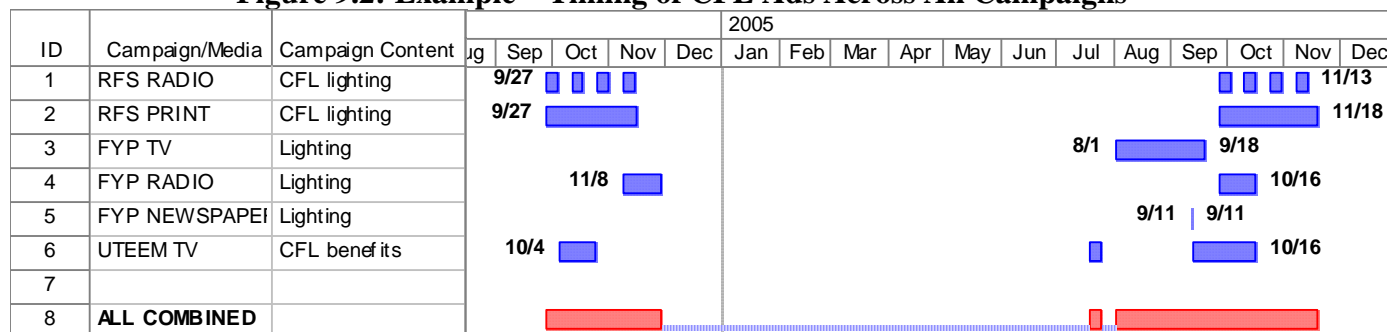
the fall of 2005. The UTEEM campaign also encouraged its audience to participate in the Home Energy Survey through ads aired in the fall of 2004.

Coordination of Timing

The ultimate ideal would be the campaigns working together so that ads are produced in counterflight of each other to maximize the continuity of messages and ensure that one campaign's ads can complement the ads from one of the other two campaigns. This does not mean that there would not be gaps in messaging, only that those gaps would be strategically planned. Having no advertisements flighted during a particular time period is not a bad strategy—often times advertising is flighted to occur in a concentrated time period to maximize dollars and increase the ability to educate and motivate customers.

It is most important for the Flex Your Power Campaign to coordinate with RFS and UTEEM (the need for coordination between UTEEM and RFS is less since these two targets overlap to a lesser extent.) This coordination appears to have occurred in several instances; for example, Reach for the Stars' ads about cooling products spanned July to August 2004, and Flex Your Power aired its ceiling fan ad for three weeks beginning one week after the period for the Reach for the Stars ads was over. Or in another example, CFLs were promoted for essentially four months straight in 2005 between the three campaigns' efforts. See Figure 9.2 below.

Figure 9.2: Example – Timing of CFL Ads Across All Campaigns



The additional Hispanic outreach conducted by Reach for the Stars mostly occurred in the latter half of the two years.⁸³ According to an interview with a program administrator, even though ads were placed in Spanish newspapers, they were in English (in one instance the ad had been translated into Spanish). RS&E also ran a press release which was usually translated into Spanish in newspapers (although sometimes presented in English), sometimes alongside the ad. This mix-and-match of English and Spanish texts in both the ad and press release reinforces the message in either language for bilingual readers. The table below presents the run date of ads

⁸³ We acknowledge that the information we present in Figure 9.1 on the campaigns' efforts in Spanish is incomplete for Flex Your Power and Reach for the Stars. We did receive information presenting ethnic media for Flex Your Power – but it is not clearly evident if these media are the Spanish efforts or in other languages. The only ad presented in the ethnic media that matches an actual Spanish ad is the one entitled “Bees,” and that is the only one presented in the timeline.

and/or press releases in the various media outlets used in the program's Hispanic outreach effort. (Note that we did not look at the costs of advertising for each flight, or the effect of cost on timing.)

Table 9.2: Reach for the Stars Hispanic Media Outreach

Print Media Outlet	Press Release and Ad Together	Press Release Only	Ad Only
El MexiCalo	12/2/04 10/20/05 12/15/05	12/23/04 10/13/05 11/10/05	12/9/04 10/6/05 11/3/05 11/17/05 11/24/05 12/27/05
(English Text)	12/1/05 (with English Press Release) 12/29/05	12/9/04 (English) 12/8/05 (English) 12/15/05 (English) 12/22/05 (English)	
La Prensa Hispana:	12/3/04-12/9/04	8/25/04 12/2/05	12/3/04-12/9/04 12/16/05 12/23/05 12/30/05
(Spanish Text)	12/28/05 (Spanish Ad)		
El Heraldo	8/05 12/05	10/04 11/04 10/05	12/04 9/05 10/05 10/05
HispanaNET.com		8/30/04 (English)	
Yahoo! Noticias		8/25/04	
Dominican Times News		8/25/04	
La Raza		8/25/04	
Semana News		8/25/04	
El Latino		8/25/04	
El Bohemio		8/25/04	
Fama		8/25/04	
Hispanic Business.com		8/25/04 (English)	
El Valle		8/25/04 (English)	
La Vos		8/25/04	

Perceptions of Messages (Clear and Actionable?)

Through focus groups (presented in detail in Section 13), we were able to gather some information on customer perceptions of these messages. Again, while a quantitative survey would have provided more robust findings, the evaluation team's proposal to conduct this research was not accepted under the current proposal. As such, we do our best to answer the CPUC-posed question about whether the perceptions of the messages are clear and actionable based on focus groups with 80 customers across the IOU territories (as described in the Methodology).

Focus group respondents felt that the UTEEM and Reach for the Stars messages were clear, while the Flex Your Power messages were more distracting. Respondents, however, were able to associate the Flex Your Power name with energy saving concepts, so while the messages

appear to be less clear to customers, they do associate the Flex Your Power logo with energy efficiency. While our research did not test to see exactly what actions (if any) customers associate with the logo, the general “energy efficiency” concept is coming through.

In general, our focus group participants felt that the UTEEM and Reach for the Stars messages were more likely than Flex Your Power messages to provide actionable content that allowed for movement towards participation in utilities programs. As mentioned above, both campaigns directly mentioned rebates and provided toll-free numbers (and in some cases a website) so that the audience could investigate the issue further. Of the Flex Your Power advertisements, only hard copy advertisements provided a website; other Flex Your Power advertisements generally they did not appear to allow for easy movement to other programs. They were, in some cases, however, more immediately actionable because they encouraged conservation actions such as turning out lights.

According to focus group respondents and our review of the messages, the Flex Your Power messages tended to be very general educational messages about energy efficiency rather than actionable messages. Although our qualitative research indicates that many focus group respondents felt that the messages were too general for them to know what they actually needed to do to save energy, they acknowledged that these simple messages may serve as a reminder to take action *if* linked with other messages that point to specific actions, e.g., what to do or where to go for help. However, on their own, our focus group felt that these general types of message do not appear to be effective or actionable. Many respondents made comments such as “*I haven’t really heard anything that I didn’t already know and wasn’t pretty much common sense. It’s kind of a reminder.*” Other respondents felt that they already do most of the recommended actions, so the Flex Your Power ads would not motivate them necessarily to change anything, again indicating an ineffective message. Notably, these groups were conducted after the PY2004-2005 program cycle, so the fact that respondents felt that they had heard this information before indicates some success of these messages; however, it also suggests that future messages should be adapted to account for changes since the messages were originally designed.

Use of Social Marketing Practices

The CPUC, implementers, and evaluation team agree that the messages promoted through the campaign fit the “social marketing” category because the overall goal is intended to benefit society as a whole. The ultimate goal of the California Public Utilities Commission policy intervention is to reduce the demand on the electric system and to reduce natural gas use for societal good. The marketing and outreach campaigns “sell” concepts, ideas, or a way of thinking, with the underlying goal of behavioral change.

The evaluation team was asked to answer the question: “Did the messages meet social marketing theories, practices and approaches that have been shown to be effective?” Before we delve into this question, we think it is important to note that the program implementation plans developed for each program do not specifically address the need for a social marketing approach, even though the Statewide Marketing and Outreach efforts fit the model of a social marketing (or cause marketing) effort rather than a traditional marketing effort. Moreover, there is some

disagreement on how a social marketing campaign should be implemented. We also note that given the scope of the research plan, our analysis is qualitative in nature.

In our review of the marketing materials for each program, very few advertising messages mentioned social benefit aspects. A few ads promoted social marketing messages that were not related to self interest (i.e., saving money) – specifically, FYP’s message of “for the benefit of all Californians” or the UTEEM’s Spanish-speaking commercials about family.

For an energy efficiency marketing campaign, the campaign can focus on several different messages—from saving money to helping to protect the environment to other reasons. The message of saving money often resonates with customers (as earlier research suggests and the evaluation team’s focus groups confirm), but other messages may be more effective with some segments of the population. Social marketing efforts focus on creating strongly ingrained behaviors or firmly held beliefs.⁸⁴ For energy efficiency, this may mean relying on messages that show the societal benefits that result from a reduced use of electricity (i.e., not needing to build a power plant, relying less on foreign energy sources, etc). Again, however, while the traditional messages of saving money are the most persuasive for many customers, as the campaigns seek to broaden their reach, messages that appeal to customers for social reasons may resonate with some customers.

For example, social marketing serves as a great tool for appealing to non-price sensitive customers. Opinion Dynamics worked on a similar campaign involving support of the bottle bill. In that campaign, there were many customers who were not convinced to recycle their cans because they could receive \$.05 for each can—for these customers, the persuasive message was the societal benefits of recycling. Consequently, we focused the campaign on explaining the societal benefits of recycling and working to change beliefs.

Given the changing atmosphere in California, the rising level of knowledge, and several years of running more traditional campaign messages focused on saving money, the program implementers should consider structuring a component of their marketing effort around social marketing theories and approaches in future efforts if the desired end-effects are to be maximized. Specifically, this focuses less on the 5Ps of traditional marketing (product, price, place, promotion and positioning), and more on similar touchstones in the marketplace of ideas: audience, message, spokesperson and media. Good research for social marketing needs to address the make-up of the audiences involved; the strengths and weaknesses of pro and con messaging; the credibility of third-party messengers; and the best conduit for carrying the messages to the audience.⁸⁵

Indications of the Effects of the Messages

Energy efficiency messages are pervasive in California. Respondents in all of the evaluation team’s focus groups were able to mention numerous ads related to energy efficiency that they

⁸⁴ Earle, Richard. *The Art of Cause Marketing*, P. 4

⁸⁵ ODC newsletter, *Social Marketing versus Product Marketing: How Different Are They?*

had seen, read, or heard. Because of the number of advertisements and the lack of details provided by respondents, it is difficult to attribute the comments specifically to one of the three programs under evaluation (or to other unrelated efforts). Moreover, assessing the effects of the messages was beyond the scope of this process evaluation. Through our research, however, we did gather information that provides some indication of the effects of the messages used in PY2004/2005. Some of these results are based on qualitative findings, and all of this research was conducted after the program cycle was over, so these results should not be considered as an “effects” evaluation. With that in mind, however, there is no CPUC-approved, independent research to date indicating the success of these programs. The information below is intended to provide the CPUC with an indication of the effects of the messages to help guide future efforts. We describe our indicators of effects, by program, below.

Flex Your Power

In most of our focus groups, at least one person identified the Flex Your Power program without aid or prompts, and almost all focus group participants were familiar with the Flex Your Power name (and associated it with energy efficiency) once the name was mentioned.⁸⁶ Respondents mentioned hearing/seeing the Flex Your Power name on radio, television, and freeway signs. As the statewide umbrella marketing program, Flex Your Power appears to have had the greatest reach; its messages and the “Flex Your Power” tagline and logo are the most widely-spread of the three programs. In addition, respondents recalled (unaided) general messages from energy efficiency advertising (some of which may be attributed to Flex Your Power, the US EPA’s Energy Star messages, and/or other messages), such as updating appliances with energy efficient models. The FYP program emphasized logo and tagline recognition (and the association with energy efficiency concepts), and our qualitative research indicates some success in this pursuit.⁸⁷

Reach for the Stars

Unlike for FYP, promoting the name of the campaign, “Reach for the Stars,” was not a program priority for RFS. Consequently perhaps, familiarity with the “Reach for the Stars” tagline among respondents that called into the RFS toll-free line is somewhat low, with about half of all our respondents indicating that they are ‘not at all’ or only ‘slightly familiar’ with the name, even after being prompted. Familiarity with this campaign’s tagline (among customers that called into the RFS toll-free line) is understandably not as strong as with campaigns such as Flex Your Power (22% very familiar with RFS vs. 39% very familiar with FYP) which, while not necessarily promoting a “brand”, definitely promotes familiarity with the FYP tagline and logo.⁸⁸

⁸⁶ The L.A. 8 pm group did not mention Flex Your Power. In the San Diego 6 pm group, one person mentioned something that could have been referring to a Flex Your Power ad, but it wasn’t clear. The six other groups were familiar with Flex Your Power. It is impossible to conclude how many knew about it unprompted given the group setting. Once one person mentions it by name, the “prompt” inadvertently occurs.

⁸⁷ We did not specifically ask respondents “who was not familiar with Flex Your Power prior to the group.” The percentage of people familiar or not familiar should be ascertained through quantitative research.

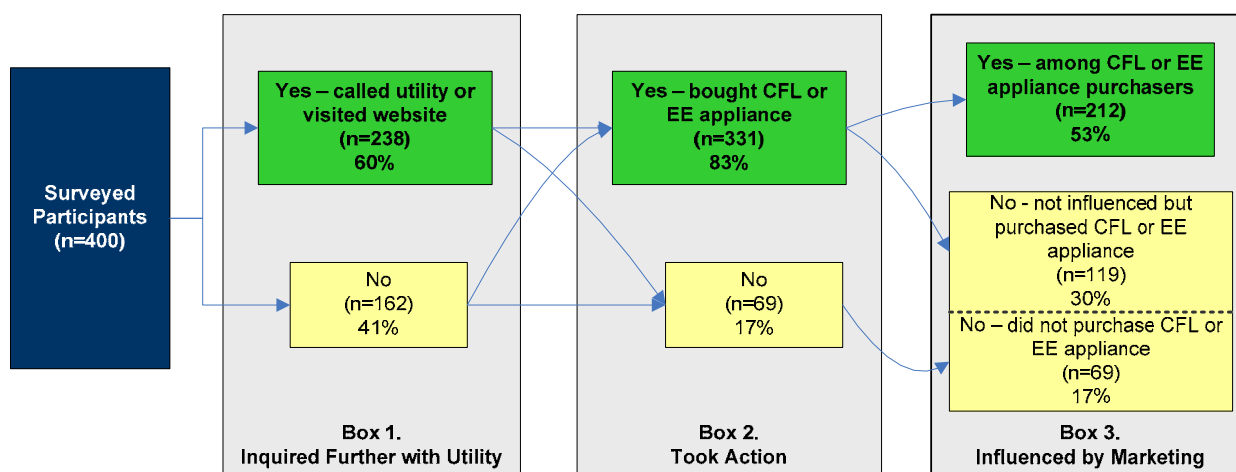
⁸⁸ One area that future program evaluations may want to address is how ‘slightly altered’ FYP logos are being used in promoting water and gasoline conservation efforts and how this usage could positively or negatively affect logo awareness.

However, it should be noted that all of the households that we telephone interviewed came in contact with the RFS campaign.

While determining the effects of the messages was beyond the scope of our research, we did look at the RFS campaign's ability to encourage customers to call the utility and take energy efficiency action. Overall, three-fifths (60%) of callers to the toll-free line either called their utility for more energy efficiency information or visited their utility's website (see Box 1 in Figure 9.3.), and 83% of those who called the RFS line appear to have bought a CFL or purchased an energy efficient appliance since their contact with RFS (see Box 2 in Figure 9.3). Note that no comparable research for Flex Your Power is available. For future research, it would be useful to collect contact information on customers that visited the Flex Your Power website.

In all, 53% of all 400 telephone survey respondents specifically indicated that an energy efficiency marketing campaign influenced them to take action.⁸⁹ (See Box 3 in Figure 9.3.) Note that because this assessment is process oriented, not effects oriented, and because of the low recall of the Reach for the Stars name, our survey questions were not designed to provide a rigorous analysis of attribution, but rather to give a general idea of the influence that energy efficiency marketing may have played in customer purchases.⁹⁰

Figure 9.3: Summary of Actions Taken by RFS Callers



⁸⁹ We did not determine which message or campaign, but RFS is likely in the mix since the interviewed household did contact the RFS toll-free line.

⁹⁰ Note that this is not specific to Reach for the Stars.

UTEEM

Overall, we estimate that 20% of the Spanish-speaking customers in the Single-Family Rebate program and 36% of the Spanish-speaking customers in the Appliance Recycling Program were influenced by UTEEM.

When we interviewed a sample of Spanish-speaking utility program participants to ask whether they had seen any energy efficiency advertising, and more directly whether UTEEM influenced their program participation, a total of 20% of customers self-reported that they were influenced by at least one component of UTEEM's media campaign. Among these, 15% of Single-Family Rebate customers were influenced by commercials on Univision to receive the rebate, 7% were influenced by interviews on locally produced talk shows and news programming, and 5% were influenced by program materials and information at Hispanic-oriented outreach fairs and events throughout the state (as shown in the table below).⁹¹

Our survey found that the Spanish-speaking customers who participated in the Appliance Recycling program were more likely than those in the Single-Family Rebate program to have been influenced by UTEEM. A total of 36% of Spanish-speaking participants were influenced by at least one of component of UTEEM's media campaign.⁹² Among Spanish speaking Appliance Recycling participants 32% were influenced by commercials on Univision to participate, 13% were influenced by interviews on locally produced talk shows and news programming, and 4% were influenced by program materials and information at Hispanic-oriented outreach fairs and events throughout the state (as shown in the table below).

Table 9.3: Estimates of Influence Based on Telephone Interviews

	Single-Family Rebates (n=150)	Appliance Recycling (n=151)
	%	%
Univision Commercials ^a	15%	32%
Interviews on Univision ^b	7%	13%
Special Events ^c	5%	4%
Total Influenced By UTEEM	20%	36%

^a Answered "yes" to Question T4, "Was the information in the commercial a factor in your decision?"

^b Answered "yes" to Question T7, "Was the discussion about energy efficiency a factor in your decision?"

^c Answered "yes" to Question E4, "Was the information provided at the booth a factor in your decision?"

⁹¹ Participants are influenced by the UTEEM campaign if they indicated that they had learned about the program by watching Univision or through a visit to a Univision booth at a special event. Applies to questions T4, T7, and E4 in the survey.

⁹² See footnote above. Participants are influenced by the UTEEM campaign if they indicated that they had learned about the program by watching Univision or through a visit to a Univision booth at a special event.

Overall, we estimate that a total of 2,819 customers were influenced by UTEEM to participate in the Single-Family Rebate program. The customers influenced by UTEEM represent 1% of all participants that could have been influenced by these messages (including both Spanish and non-Spanish speakers that received relevant rebates in the time-period specified)⁹³ in the Single-Family Rebate program during the time period under analysis. It seems that Appliance Recycling was more effective in influencing participation as a total of 7,911 customers were influenced by UTEEM to participate in the program. This represents 5% of the total participation in the Appliance Recycling program that participated in the time-period specified.⁹⁴ (See Table 9.4 below.)

Table 9.4: Overall Influence of UTEEM Campaign

	Total Number of Potentially Influenced Participants in 2004 & 2005^a (A)	Estimated Number of Spanish Speaking Participants^b (B)	Percent of Participants Influenced by UTEEM Based on Interviews^c (C)	Total Number of Participants Influenced by UTEEM^d (D)	Participants Influenced by UTEEM as a Percentage of All Participants^e (E)
Single-Family Rebates	276,050	14,096	20.0%	2,819	1.0%
Appliance Recycling	148,948	21,720	36.4%	7,911	5.3%

^a See Table 15.1.

^b See Table 15.1.

^c See Table 15.2.

^d Column B * Column C.

^e Column D / Column A.

Summary of Findings on Campaign Content and Recommendations for Future Messaging

Although the coordination between the programs was limited, nonetheless the messages appear to be loosely working together. FYP, as the umbrella campaign, offered messages meant to raise general awareness of energy efficiency while RFS and UTEEM offered specific messages to alert targeted customers to the IOU rebate programs.

As mentioned above, if strong coordination can be successfully achieved among the implementing firms, it is ODC's opinion that the ideal would be the three campaigns working together so that ads and the flighting of these ads maximize the continuity of messages and that one campaign's ads can complement the ads from one of the other two campaigns. This does occur in several instances; however, it is apparent from our findings that not all parts of each campaign fully cooperate with the others. To complicate this, the implementers struggle with the need to coordinate their messages with messages by the resource acquisition program, which were not consistent in their funding. The level of coordination and cooperation should be a focus of the 2006-2008 impact and process evaluation.

⁹³ Our estimates of the total number of program participants in 2004 and 2005 do not include customers who received rebates that were not promoted by the media campaign and customers who received their rebate before the advertisements ran.

⁹⁴ The number of Spanish Speaking participants (shown in Table 15.1) is multiplied by the percent of participants influenced by the UTEEM campaign (shown in Table 15.2).

In the recommendations section we offer overall recommendations for these programs, but based on the focus group findings on the message content, we offer specific recommendations to improve the messages in the future. These recommendations can be found in the Focus Group Findings, Section 13.

10 NON-MEDIA EFFORTS FOR FLEX YOUR POWER

In addition to the mass media events described above, all of the programs also conducted a variety of non-media events. While our research plan did not include an extensive review of all efforts, it did include a high-level audit of the Flex Your Power non-media events to answer the question, “What was the extent of secondary or non-mass media outreach efforts (use of CBOs and other efforts) at moving messages to the market?” This high-level audit was conducted for the Flex Your Power program only – the largest of the three programs; the other campaigns were beyond the scope of the evaluation effort.⁹⁵

To give a sense of the FYP level of effort, the total labor and non-media activity expenditures for efforts such as brochure production and website design comprise 20% of the \$30 million dollar FYP budget (~\$6 million dollars over the two year period). The final numbers indicate that the program spent only 12% of their expenditures on non-media efforts. While labor costs include staff time spent on media activities, we include them here because there is no way to distribute the staff hours between media and non-media activities. Notably, this does not include administration or measurement and verification. We provide these budget and expenditure numbers to give a sense of the level of effort on non-media versus media (i.e., print, radio, and television) activities.

Below we describe our high-level review of the non-media related efforts of Flex Your Power.

FYP Program Components

The FYP PIP presents 17 different components of the overall FYP program for 2004/2005:

1. Coordination and Implementation Assistance for Program Planning (not reviewed)
2. Retail / Manufacturer Outreach Campaign
3. New Homes Initiative
4. Commercial/Industrial Sector – Targeted Outreach
5. Contractor Outreach
6. Flex Your Power Website
7. eNewswire
8. Case Studies and Best Practices Guides
9. Mass Market Media
10. Ethnic Media
11. Flex Your Power Awards
12. State and Local Government Initiative
13. Coordination with Municipal Utilities
14. Coordination with Nonprofits

⁹⁵ The CPUC funded this effort for Flex Your Power since it is the largest of the campaigns, and because the evaluation team was unable to conduct any targeted quantitative survey component since there is no tracking of people who come into contact with the Flex Your Power messages.

- 15. Coordination with Water Agencies
- 16. Schools Initiative
- 17. Agricultural Initiative

We used the PIP and 23 monthly reports provided by the implementer to analyze the non-media aspects of FYP. The PIP indicates how each component was slated to be implemented and provides some reasoning for including the component in the program, while the monthly reports provide data of what actually happened. Below we provide two ways to look at the data: 1) a compendium of the actions taken for each component of the PIP, and 2) a description of the main activities in which FYP staff were involved (presented in Appendix I.) We feel that these assessments together provide the most robust results. We discuss both assessments below. First, we present the component-specific analysis (see Table 10.1), including an assessment of whether the program implemented each component as planned, followed by a discussion of the main activities supported by the program.

PIP Components

We present each of the components of the PY2004/2005 Flex Your Power program as listed in the PIP in Table 10.1 below, along with highlights of activities that actually occurred and an assessment of whether the program performed the actions as prescribed in the PIP. This simple summary provides information only and is neither an assessment of effectiveness of the activity (which was outside the scope of the evaluation) nor an explanation of why there may have been differences between planned and actual activities, except where conversations with the implementer could highlight their reasoning. It is expected that programs change throughout time. In fact, they should change in response to changing market conditions.

Table 10.1: Assessment of Flex Your Power's Program Components

PIP Activity	Information about Activity^a	Implemented as Planned?	Differences Seen Between Actual and Planned Activities
<u>2. Retail / Manufacturer Outreach Campaign</u>	<ul style="list-style-type: none"> • Began 2004 with much work for Earth Day. • Worked on an appliance recycling program for about 8 months in late 2004 and early 2005. • Trained sales associates early in 2004, but last mentioned training in June 2004. • Drafted a retailer sales training document in April 2005, but unknown what happened with it. • Began working with Energy Star Change a Light program in May 2004 and continued through 2005. 	No – basically dropped after 2004	According to the implementer it was determined in 2004 that actively pursuing this segment was likely not the best use of their program funds. While some events were conducted, other tentatively scheduled ones were not done. In PY2006-2008 this component was dropped from the program. It was felt that the IOUs have a better network to reach this segment.
<u>3. New Homes Initiative</u>	<ul style="list-style-type: none"> • Information available through February 2005 – appeared to drop this initiative at that point. • Program solicited builders as partners in February and March of 2004. • Created and launched New Homes section of website in March 2004. • Published ads in New Home Buyer magazines for 3 months in 2004 and selected a 2004 builder as FYP award winner. • Seemed to try a few other efforts (attending Green Build tour, attended MF training, visited Water Conservation Garden, put brochures out at conference) but not much focused effort after 2004. 	No – dropped after 2004	Program theory workshop indicated that this initiative was intended only for 2004; monthly reports indicate this as well.
<u>4. Commercial/Industrial Sector</u>	<ul style="list-style-type: none"> • Much of the work in this sector focused on case studies and best practices guides. • Some work towards fulfilling the Governor's Green Building Initiative. 	Yes	-
<u>5. Contractor Outreach</u>	<ul style="list-style-type: none"> • Not mentioned in the monthly reports. 	Unknown	Program implementers indicated working with contractors under the New Homes Initiative.
<u>6. FYP Website</u>	<ul style="list-style-type: none"> • Continual updating of web pages, addition of relevant pages and de-bugging. • Translation capability introduced February 	Yes – except for one component	No password protected area for partners as specified in PIP.

PIP Activity	Information about Activity ^a	Implemented as Planned?	Differences Seen Between Actual and Planned Activities
	2004, but was still being de-bugged in March 2005		
<u>7. e-Newswire</u>	<ul style="list-style-type: none"> Increased dissemination from 4,000 individual in Feb 2004 to 8,680 in December 2004 and to 12,549 by December 2005. Developed survey in late 2004 to obtain subscriber feedback on e-Newswire; survey distributed February 2005; changes incorporated in March 2005. 	Yes – plus added more dissemination channels	<p>Registered an RSS (Real Simple Syndication) to distribute e-Newswire through other web channels in July 2005.</p> <p>Began podcast in August 2005 of various articles with links to other podcast sites.</p>
<u>8. Case Studies and Best Practices Guides (BPG)</u>	-	Yes	-
<u>9. Mass Market Media</u>	-	Yes	-
<u>10. Ethnic Media</u>	<ul style="list-style-type: none"> Mostly intertwined with the small business outreach. Ran newspaper ads in multiple publications in multiple (6-13) languages. Ran editorials in multiple languages. Mentioned Spanish radio ad once, but don't know what happened to it. Coordinated and ran 5 workshops with >80 ethnic publications attending in which FYP presented energy outlook, program information, and invited the media to work with them to create outreach program (March 2005). Attended Chinese publication First Anniversary celebration. Provided brochures to Univision for Cinco de Mayo. Designed ad fillers and FYP in-language banners for ethnic media websites two months after the March meeting. Ran ad fillers in July 2005 in 3 ethnic media publications. 	Yes	-

PIP Activity	Information about Activity ^a	Implemented as Planned?	Differences Seen Between Actual and Planned Activities
<u>11. Flex Your Power Awards</u>	<ul style="list-style-type: none"> • Collected award nominees throughout year and chose winners in November. • Worked with recipients on local press events for their award presentation and presented them in public events (which they coordinated). • Presented 2004 awards from January to May of 2005. 	Yes	-
<u>12. State and Local Government Initiative</u>	<ul style="list-style-type: none"> • Used state and local governments to distribute FYP brochures, savings tips, etc.; tailored messages as needed. • Distributed flyers with all state employee paychecks (stated to be sent in June 2005 to 256,000 employees). • Distributed letter to CA businesses with >30 employees on EE and EE resources (appeared to have been sent out in August 2004 to ~12,000). • Ran FYP TV ads for free in 2 cities through a PSA on local station (Sacramento and Santa Maria). • Worked to get link to FYP website on many others websites, including both state and local government entities such as the State Air Boards, cities, and counties. • Gave FYP awards to state and local governments. • Worked with the Governor and SF regarding UN Earth Day on June 4th 2005. 	Yes	-
<u>13. Coordination with Municipal Utilities</u>	<ul style="list-style-type: none"> • Most work (mainly regional energy summits) occurred in 2004 and was recorded in reports for March, April and May 2005. • Two munis ran TV ads free to FYP on the PSA (LADWP and SMUD). • Secured commitments from 2 municipal utilities to meet the California Energy Pledge. • Participated in Earth Day coordination. 	Yes	

PIP Activity	Information about Activity ^a	Implemented as Planned?	Differences Seen Between Actual and Planned Activities
<u>14. Coordination with Nonprofits</u>	<ul style="list-style-type: none"> • Data available for 2004 only. • Worked with nonprofits around the clothes washer/dryer give away for Earth Day event. • Tried to use non-profits to disseminate FYP information on EE, but stopped reporting on this in May 2004. 	Yes	FYP worked with nonprofits for a short period of time, but did appear to meet the PIP approach during the Earth Day event.
<u>15. Coordination with Water Agencies</u>	-	Partially	While the PIP indicated that FYP would attempt to negotiate for additional funding from water agencies, it is unclear if this occurred. – However FYP did Work with water agencies to market energy efficiency in relation to pumping program as planned, but under the water agencies activity.
<u>16. Schools Initiative</u>	<ul style="list-style-type: none"> • Designed ad fillers and FYP in-language banners for ethnic media websites two months after the March meeting. • Data available for last half of 2004 and the first half of 2005. • Attended Alliance to Save Energy's Green School program for universities and made presentation and worked with UC and CSU to develop EE commitments. • Worked with Sonoma State for BPG and FYP award. • San Diego School District participated in regional energy summit in mid 2005. 	No	Program theory workshop indicated that this initiative was not performed. Monthly reports indicate some actions took place, but not as planned in PIP.
<u>17. Agricultural Initiative</u>	<ul style="list-style-type: none"> • Data available for 3 months only. • Called farm bureaus and talked with Agricultural Pumping Efficiency Program (a third-party program implementer) to identify energy efficiency leaders in this sector for possible FYP award. 	No – dropped in 2004	Program theory workshop indicated that few actions were taken under this initiative.
<u>18. Small Business Outreach</u>	-	Additional activity - added to planned	Was not part of original PIP. Grew out of commercial sector and ethnic

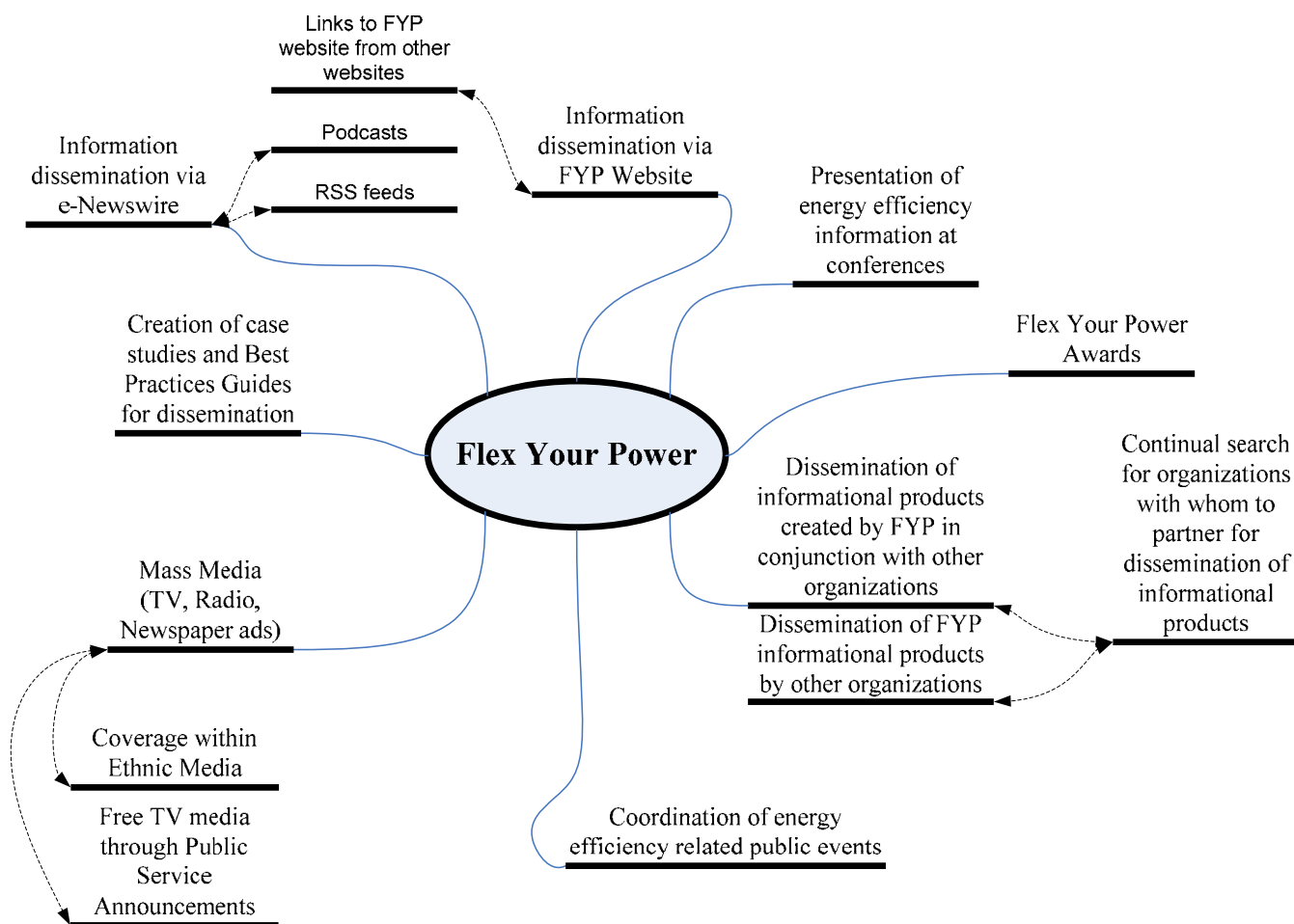
PIP Activity	Information about Activity ^a	Implemented as Planned?	Differences Seen Between Actual and Planned Activities
		activities.	media. Began writing about this in July 2004 and last documented in March 2005. Provided ads in other languages for small business owners. Provided 4 workshops on energy efficiency. Wrote editorials and edited articles on EE for non-English newspapers.

A description of the main activities conducted by Flex Your Power (i.e., a high-level audit) is included as Appendix I.

Summary

Our assessment of the non-media Flex Your Power actions indicates a high level of activity throughout the two years of the program. Table 10.1 summarizes the 17 program components specified in the PIP (plus an add-on 18th component), as well as the driving force and supporting activities pursued by FYP. While FYP pursued many activities, we feel that they break down into eight key branches, as shown in Figure 10.1 below. These branches include the dissemination of information through best practices guides, e-Newswire, the FYP website, conferences, awards, partner organizations, public events, and mass media.

Figure 10.1: Flex Your Power Summary of Activities



The FYP program used the website, e-Newswire, case studies, and Flex Your Power Awards to integrate their information dissemination actions across the market sectors. The commercial and retail markets were given a higher level of activity in 2004/2005 than schools, new construction, or agriculture. The program disseminated a large amount of information through non-media

actions. They touched residential customers through the Earth Day events, grocery bag inserts, website, and mass media. Business leaders were targeted through the Energy Summits, and Flex Your Power award presentations. Case studies and best practices guides aimed to provide information to other business market actors such as facility managers or financial officers.

The reasons behind why specific actions took place are not provided in the reports (nor were they expected to be provided). However, choices made for outreach activities often supported the agendas of the Federal Energy Star Program or the California Governor's Green Building Initiative (stemming from the Executive Order in 2004). We do not make a judgment about the appropriateness of FYP following these agendas, only note that it occurs.

In Appendix I, we also highlight areas of interest for future indirect impact evaluations, including:

- √ Track the number of award nominations received to demonstrate interest in the program, and value of the awards.
- √ Track the number of free advertisements and the timing of these advertisements.
- √ Track website statistics. This is relatively easy and provides a longitudinal view of the use of the website and a rough sense of the level of information dissemination
- √ Obtain the list of organizations that have made the California Energy Pledge in the past (and current organizations who have taken the pledge in 2006-2008). This would allow an evaluator to assess the impact of such a pledge on actions and help determine the effectiveness of publicly taking such a pledge.
- √ Perform assessment of the appliance recycling promotion, if still part of FYP marketing in 2006-2008. With a refrigerator recycling program in place throughout the state (i.e., a refrigerator recycling program has been around since 1996 with >45,000 refrigerators and ~5,500 freezers recycled in 2003 alone), it would be beneficial to understand if the additional marketing provided by FYP appears to cause an increase in the recycling of refrigerators.

This assessment shows that the Flex Your Power program actively disseminated energy efficiency information throughout 2004 and 2005 to a wide variety of consumer sectors, market actors, and decision makers. Future assessment of the effectiveness of the information dissemination can help determine the strength of associations between the different program activities and customer energy efficiency actions.

11 EVALUABILITY ASSESSMENT

One of the goals of the evaluation of the PY2004/2005 Statewide Marketing and Outreach Program is to provide recommendations that may improve the evaluability of future marketing programs. The recommendations here are by no means intended to drive marketing and outreach program design. Specifically, through the Evaluability Assessment (EA), our evaluation seeks to answer two questions related to this topic:

- What action and data tracking is needed to improve the evaluability of the marketing and outreach efforts?
- How can the planned program activities be structured/tracked to support evaluation needs?

While we are using the PY2004/2005 programs as the basis for this analysis, the results are meant to be used in future programs. Our assessment provides information to determine how future evaluations could be structured to give the most meaning to both the CPUC and the program implementers. Because specific parameters are already in place in California regarding how evaluation of these programs will occur in the future (i.e., the California Evaluation Protocols), we include the relevant aspects of those protocols within this write-up. Notably, these protocols did not apply to PY 2004-2005.

The Value of an Evaluability Assessment

Evaluability assessments (EA) can serve two purposes: 1) determine whether formative evaluation could help improve the performance of a program, or 2) determine an appropriate design of a summative evaluation to assess the impact of a program. In this case, we provide information to help with the latter.

There are four components that are generally assessed to determine the evaluability of a program:

1. The definition of the program goals and priority information needs (i.e., performance criteria).
2. The ability to achieve program goals, and measure performance of these goals.
3. The cost of obtaining relevant performance data.
4. Agreement of intended users of the evaluation results on how they will use the information.⁹⁶

For this EA, we assessed the first three components listed above. The fourth component (intended use) was considered to be a piece of information that would not be meaningful in the context of this EA and was not assessed. This last component often plays a part in determining

⁹⁶ Wholey, J. et. al. 2004. p. 34.

what type of evaluation would be most beneficial for how the results would be used (i.e., is the evaluation to communicate value for policy issues? Is the evaluation to improve program performance?). However, the California Evaluation Protocols are clear in what type of evaluation is required in the future and exploring this component did not provide value within this EA.

For the first three components, we gave a subjective two-level or three-level rating (backed up by the data) to each grouping within the components. (Note that the assessment of program goals was described in more detail in Section 5.) The definition of the three possible levels of evaluation is unique to each program, but generally communicates a level of evaluability of high, medium, and low (see Table 11.1). These ratings were counted to provide an overall indication of the evaluability for each program and to highlight possible areas of improvement.

Table 11.1: Rating Rubric

Evaluability Component		Meaning of Symbol		
		●	◎	○
1	Program goals and priority information needs are well defined.	Goals well defined such that there is reasonable agreement in interpretation indicated between CPUC staff and implementers on program goals and performance criteria.	-	Goals defined such that there is miscommunication between CPUC staff and implementers on program goals and performance criteria.
2	Program goals are SMART (specific, measurable, agreed-upon, realistic, and time-framed)	Goal is considered SMART.	-	Goal is Not considered SMART.
3	Relevant performance data can be obtained.	Data is tracked and available electronically.	Data is easy to obtain.	Data is difficult to obtain.

Findings From the Evaluability Assessment

The findings of the EA focus on the three components of the analysis: whether the goals are well defined, whether they appear SMART, and if relevant performance data can be obtained.

Definition of Goals

Section 5 of this report discussed the definition of the goals by program. We refer the reader to this section, and summarize our findings here.

We found similarity between the goals set by the programs and the expectations of the CPUC, although discussions also indicate that there are areas of difference in interpretation or misunderstanding. Table 11.2 indicates that each of the programs had at least one goal in which a difference in interpretation or a misunderstanding occurred.

Table 11.2. Definition of Program Goals

1. Program goals and priority information needs are well defined.			
	<i>Number of Goals</i>	Defined and agreement in interpretation on performance criteria (●)	Defined but had difference in interpretation or misunderstanding on performance criteria (○)
Flex Your Power	7	6	1
Reach for the Stars	2	1	1
UTEEM	3	2	1
TOTAL	12	9	3

The goal to “*motivate Californians to take action to achieve lasting energy savings*” as written and implemented by the Flex Your Power program, was considered one towards which the program implementers constantly strive, while the CPUC interpreted that specific actions would be taken because of the program interventions. For both the Reach for the Stars and UTEEM programs, one of the goals indicated that an increase in awareness was the goal. However, the CPUC interpreted that they go further and generate actions. Because these goals are past, we present the discussion of goals here to provide the full picture when looking at the evaluability of a program. Without clarifying and acknowledging the goals up front, evaluation resources could be spent with the results discounted by the statement “But that isn’t what we were trying to do anyway!” In the future, the programs should clearly define their intents, goals and objectives, and clearly describe the approaches to achieving these goals.

Assessment of Goals

The analysis of the second component (assessment of the goals) is also shown in Section 5. Again, we summarize our findings on the plausibility of goals below in support of this EA.

As mentioned in Section 5, we believe that a goal statement needs to be specific, measurable, agreed-upon, realistic, and time-framed (SMART). A good goal statement would have all of these attributes. For the purposes of this evaluation, therefore, we define a goal as a SMART or not SMART goal. A good goal statement can provide clarity when defining what is expected and what is occurring (thus feeding into the first EA component). As shown in Table 11.3, four of the goals (as written) were considered SMART, while eight are not SMART.

Table 11.3. Assessment of Program Goals

2. Program goals are “SMART” as written.			
	<i>Number of goals</i>	SMART (●)	Not SMART (○)
Flex Your Power	7	1	6
Reach for the Stars	2	0	2
UTEEM	3	3	0
TOTAL	12	4	8

Note that while the program theory for each program indicates that there is an avenue for the goal to be met, there are no previous studies within this area (energy efficiency) that have tested the degree to which marketing can influence purchase behaviors for energy efficient products. Many of these goals were not measurable. Also, there were sufficient external factors involved that we felt that there was the possibility of the goal not being met even with a well run program.

Assessment of Performance Data

The third component assessed focused on the possible performance data. Future evaluations will rely on data collected either through the program or via primary data collection.

We analyzed the relevant performance data of the campaign as a whole and separately using the program theory logic model to separate short term outcomes from intermediate/long term outcomes. We created possible performance indicators⁹⁷ for each activity and applied a rating to each of the links within the logic diagram.⁹⁸ We assigned a rating to each indicator based on our judgment and knowledge of the program data management practices and program theory. In order to create a more robust set of indicators and to attempt to reduce any rating bias, we asked two experienced evaluators to create the performance indicators and to assign the ratings. ODC reviewed and approved the ratings. An Excel spreadsheet of the data that allows for interaction and adjustment in all areas, along with an explanation of the rating choices, is provided in Appendix A.

In the case of this EA, the results present available data for the three programs along with recommendations for data management improvements that could be implemented by the programs to help with future evaluation requirements.

⁹⁷ A performance indicator is a measurable item that can be tracked/assessed to determine the level of activity and/or the effectiveness of the link.

⁹⁸ Because this evaluation is not designed to assess the effectiveness of any of the program theory links, the choice of performance indicators for each link has not been reviewed with the program implementers. We recommend that these indicators be reviewed by the evaluator, CPUC, and program implementers and updated as needed for any future evaluation efforts.

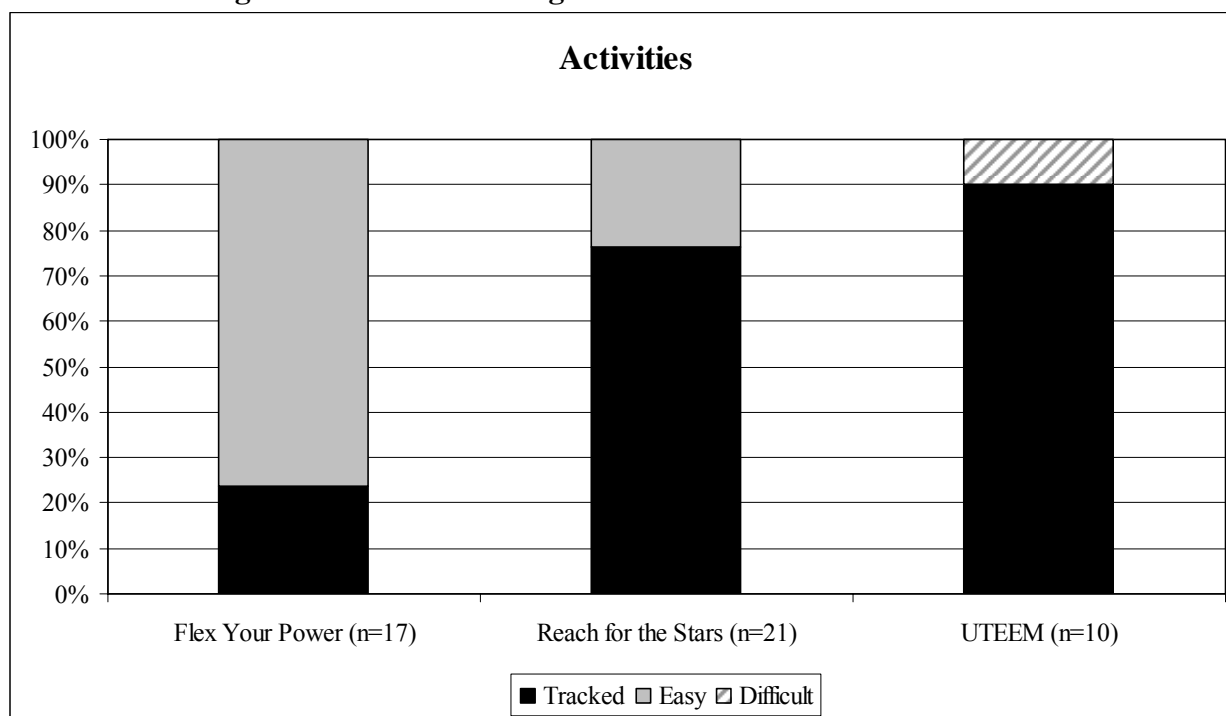
The evaluation of possible performance indicators showed that much of the information is tracked or considered easy to obtain (although easy does not equate to inexpensive). About one-third of the performance indicators were considered difficult to acquire.

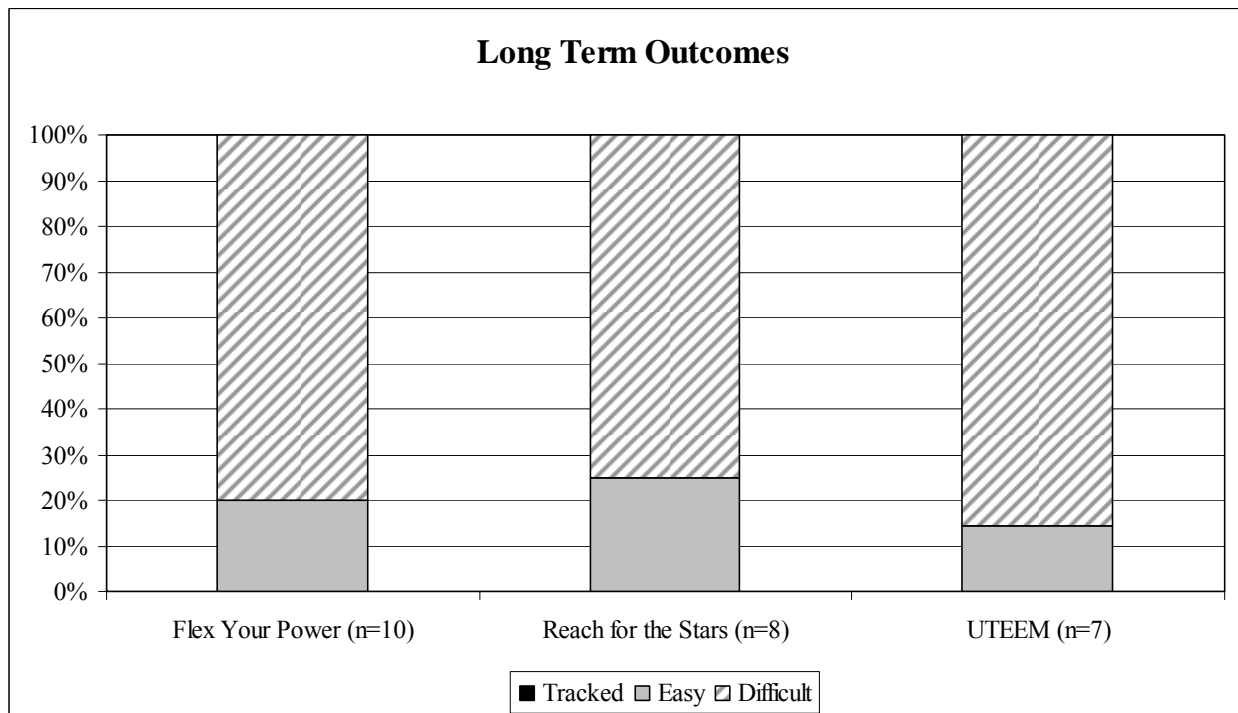
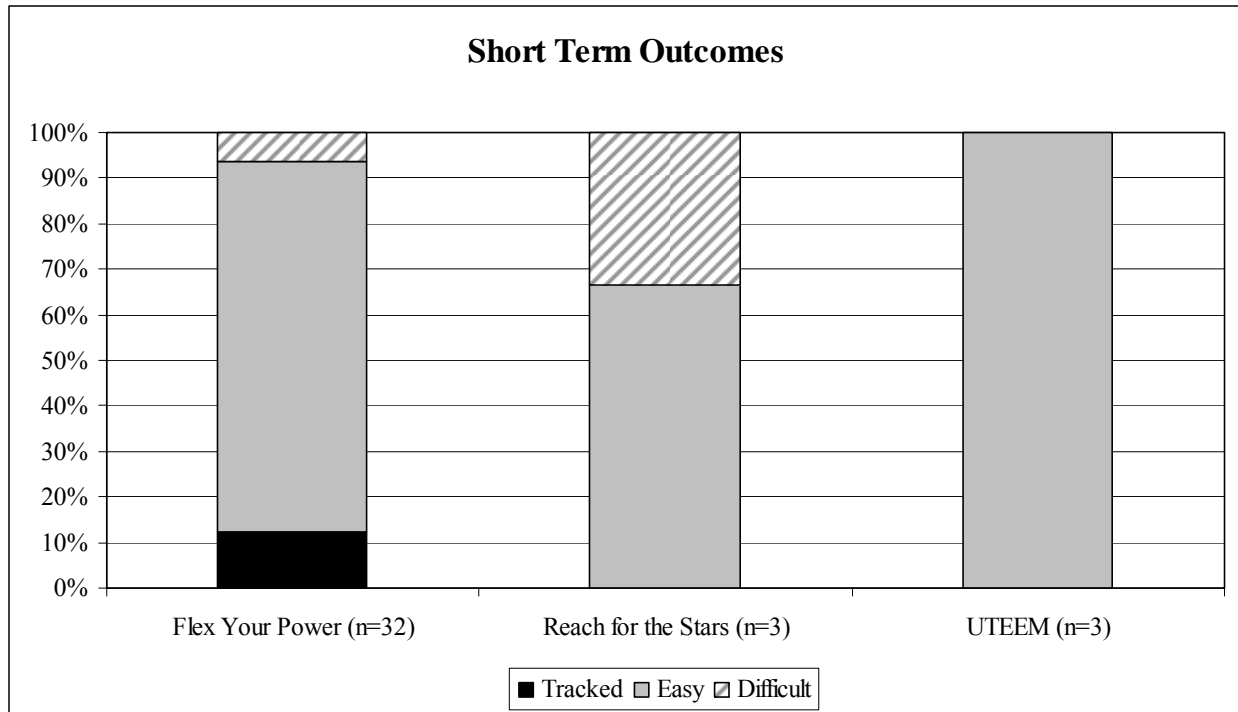
Table 11.4. Assessment of Program Performance Data

3. Relevant performance data can be obtained.				
	<i>Number of Performance Indicators</i>	Tracked (●)	Easy (⊙)	Difficult (○)
Flex Your Power	59	8	41	10
Reach for the Stars	32	16	9	7
UTEEM	20	9	4	7
TOTAL	111	33	54	24

Figure 11.1 provides the break down of the performance indicators into activities, short term outcomes and long term outcomes (which includes intermediate term outcomes) by program.

Figure 11.1. Detailed Program Performance Data Assessment





The activities sub-component shows the highest percent of tracked data among the three sub-components. This is to be expected since the activities are under direct control of the programs. While all the ratings and explanations are provided in Appendix A, we provide some discussion on one item as an example of how we developed the ratings.

The Flex Your Power program has the lowest rating for the activities area among the three programs. This is because, while the information is generally indicated to be available from the program, it is either not electronic or not in one location or neither. For example, the binder tear sheets of all television and radio ad placements by date and timeslot are located in three offices and are in hard copy format. While present, this finding shows that, if this information were desired as part of the evaluation, either: 1) the evaluator would have to request the program to create an electronic listing of this information and wait for the request to be fulfilled or 2) evaluation resources would be required to collect and enter the information prior to any audit or analysis of the purchases. As such, this particular item was given a rating of ‘easy’ rather than ‘tracked’. In comparison, both the Reach for the Stars and UTEEM program maintain electronic (i.e., spreadsheet) lists of when media purchases were made and when their mass media (radio or television) were on the air. Because the information was already electronic, thus indicating quick retrieval of the information, they received a rating of ‘tracked’ for this particular item.

The ability to assess the potential performance indicators for the outcomes is more challenging based on the type of programs in question and the expected outcomes. The Flex Your Power program has many more avenues of touching the public than the other two programs, which is both its potential strength and an evaluation challenge. For example, the FYP logic model indicates that the consistency in the marketing message (which is expected to lead to an increase in the public awareness, knowledge, or change in attitudes) is brought about by the myriad of meetings attended and interactions between the Flex Your Power staff and others. There are evaluation methods in which this particular link could be tested (i.e., qualitative assessment of interactions based on attending multiple meetings where Flex Your Power is also in attendance, or discussions with others who attend the meetings – if they are regular meetings – to obtain feedback of past value of Flex Your Power at these meetings), but whether an evaluation of this type would provide overall value for the cost is questionable. Also, because of the multiple ways in which the Flex Your Power program approaches changing behavior, the ability to discern which of the approaches is the most effective (and which could/should be dropped or substantially changed) or if all are required to facilitate change, is a difficult task. Again, there are evaluation approaches that could be used, but they are considered methodologically challenging (hence a ‘difficult’ from the rating rubric).

All three programs use mass media to market their program. For Flex Your Power, there is no program tracking database for this type of outreach that would enable an evaluator to easily talk with “participants” and determine effects of the program or to differentiate between those touched by the program and those considered “non-participants” (such as a record of customers that went to the Flex Your Power web site or called a specific toll-free number). As previously indicated, there are evaluation approaches that can be used to assess the short term or intermediate term outcomes, but they can be expensive to implement. Moving even further to the long term outcomes, the difficulty arises because telephone surveys that ask direct questions about what affected an energy efficient product purchase are hindered by recall issues, competing messages heard, and the timing of when the program messages were heard and when the action was taken. Even if other methods are used that do not rely on customer surveys,

attribution is complex and difficult to determine. Evaluation approaches are complicated and can be costly, which is why we determined the rating of ‘difficult’.⁹⁹

Recommendations from the Evaluability Assessment

Overall, we recommend that future goals be developed (and that the 2006-2008 program goals be reviewed) so that there is no difference in interpretations or misunderstandings between the CPUC and the program implementers. We recognize that the 2006-2008 program goals have already been written and accepted by the program administrators and the program has been approved by the CPUC for implementation. However, the CPUC, the administrators, and the implementers should now work on a set of clearly defined end-results-based goals that meet the SMART criteria discussed earlier in this report so that evaluation approaches for the 2006-2008 period can be established. Without this effort, the CPUC will need to set evaluation measurement goals based on the CPUC’s understanding of the goal and assess the program’s ability to accomplish the CPUC’s understanding of the program’s goals. However, discussions may enable changes in how the program interventions are implemented (yet maintain the current budgets) in the last two years of the program so that both the CPUC and the program implementers feel comfortable with the ultimate goals on which the implementers will be evaluated. While program implementers caution against letting “evaluation” guide program development, without determining the related effects of the marketing and outreach efforts, it is not possible to document if these funds are being effectively used to serve the rate payers of California. Although the current programs appear to be well-implemented, without accountability, these funds could be utilized for efforts that do not address the public policy objectives of the CPUC.

The two specific areas addressed in our EA are provided in *italics* with recommendations below. We assume that each of the three marketing and outreach programs will be evaluated separately and that no overall conclusions are desired based on the results across all three programs.¹⁰⁰

What actions and data tracking are needed to improve the evaluability of the marketing and outreach efforts conducted?

1. Data Tracking Enhancements Recommended:

a. Flex Your Power:

- i. Create and maintain an electronic listing of the marketing collateral that is created within the program. Each of the collateral pieces should have a date produced, reason for the collateral, to whom the pieces were provided and the date and number of pieces provided to various collaborators.
- ii. Maintain electronic files of all television advertisement, radio copy documents, and print document created in one location. Electronic files

⁹⁹ One could compare in-state versus out-of-state data between California and a state where there is not marketing at the state level. These issues are being discussed by the CPUC for future research.

¹⁰⁰ By providing these recommendations, we acknowledge that there is the potential for an increased burden on the program. However, our experience has shown that unless data is specifically tracked, the rate of lost data increases.

should be in a format that is able to be viewed without specialized software and have unique names.

- iii. Create and maintain electronic spreadsheets of TV and radio buys and newspaper placements. Each should be linked to a specific unique file name provided in 1.a.ii. The spreadsheet should have the date of the buy, the location of the buy (i.e., the DMA, radio station, or newspaper group), and the buy cost.
- iv. Create and maintain a single electronic document that indicates key events and meetings in which Flex Your Power staff participated or attended.¹⁰¹
- v. Create and maintain a single electronic document that indicates events and meetings actively planned or facilitated by Flex Your Power staff. Included in this should be the date and location of the event/meeting, topics covered during meetings, meeting participant names, affiliations, and contact information, and estimation of event participation numbers.
- vi. Maintain document of contacts with manufacturers which indicate dates of contact and topics discussed.¹⁰²
- b. Reach for the Stars
 - i. No recommendations arise from this assessment. The program currently maintains electronic tracking of the relevant information.
- c. UTEEM
 - i. Create and maintain a central list of the dates, television stations, guests, and topics covered for each of the talk shows.

2. Recommended Evaluation Actions:

- a. Evaluators should review the program theory and chosen performance indicators with the CPUC and implementers to obtain agreement (or at least acknowledgement) for the metrics that will be used to assess the effectiveness of the links. The performance indicators should be updated as needed.
- b. If the future evaluation choice is to perform a cross-sectional or time-series assessment of net behavior change based on multiple surveys, a baseline of energy efficiency purchases should be established as soon as possible.
- c. Future evaluators should work with the programs to set up a system whereby evaluation required electronic information can be assessed on a regular basis (perhaps three times a year) for completeness. This will ensure more accurate analysis.
- d. Future evaluators of these programs should be kept apprised of any key events in which the programs will participate, any key meetings that the programs plan, or any training that occurs within the program so that the evaluator has the opportunity to gather observational data during the event/meeting/training. The evaluator should be provided sufficient time to create an observational data collection guide.

¹⁰¹ This type of tracking data is required if the evaluation choice is to attempt to compare and contrast types of outreach.

¹⁰² This type of tracking is acknowledged to be onerous and prone to incomplete tracking. It is included in our recommendations because influence on stocking practices was brought out by the program to be part of the impact they feel they have had on the market.

How can the planned program activities be structured/tracked to support evaluation needs?

1. Because one possible way to perform an indirect impact assessment relies on survey responses and the ability to effectively discern a ‘participant’ from a ‘nonparticipant’,¹⁰³ it would be beneficial if the programs structured non-media related activities so that contact information could be collected.
2. Flex Your Power should explore whether requiring a contact email for all people who download case studies or best practices documents reduces the actual dissemination of these documents. If not, maintaining such a requirement would enhance the ability of evaluators to reach customers who have chosen to read these documents.
3. The programs should require any partner with whom the implementer works to provide accurate counts of marketing collateral provided during outreach activities. The marketing and outreach programs should also know where the marketing collateral is being distributed and what type of market actors are receiving the collateral.

¹⁰³ The basic rigor level indicates that net changes in *participant* behavior is required to be assessed.

12 RECOMMENDATIONS

Specific recommendations to support this approach in the future are described below. When considering the future of these three programs, ODC believes that a more coordinated and systematic approach would increase the effectiveness of these programs to better serve the ratepayers of California.¹⁰⁴ We provide a general overview of the recommended approach in the list below, with specific findings and recommendations for each of these four areas described in more detail in the sections that follow:

1. Overarching Framework and Structure: Develop an overarching program marketing framework (with clear distinctions and points of integration between the three marketing and outreach programs as well as with IOU and non-IOU parties); develop an internal operating structure for marketing and outreach program implementers that allows for coordination; and develop clear and detailed objectives and goals.
2. Research to Better Understand and/or Identify Segments: Consider updating existing quantitative and qualitative research to better understand the current knowledge-level of the identified segments and/or to identify the appropriate segments of the California population to target in the current context; and assign budgets based on total available funds to reach the targeted segments. Notably, some of this research could occur in tandem with baseline research efforts.
3. Actionable Messages: Revisit messages to ensure that they are actionable, and that they *work together* to educate the key segments and modify customer behaviors pertaining to energy efficiency related decisions.
4. Tracking and Evaluation: Develop trackable metrics; have both the CPUC and the program implementers agree to these metrics prior to campaign design; ensure that baseline-type information is collected for the targeted segments; and develop an evaluation plan that will allow the CPUC to assess the success of these marketing efforts in the future.¹⁰⁵

We note that since this is an evaluation of the PY2004/2005 program efforts, program implementers have already taken some of these actions in PY 2006-2008.

¹⁰⁴ The evaluation team did not evaluate the effectiveness of these programs, but did examine processes that dictate effectiveness.

¹⁰⁵ Program implementers caution against letting evaluation guide program development. However, as currently structured, these programs are not sufficiently accountable to the people who fund these efforts, that is, the success and/or effectiveness of these efforts is not being documented in a quantitative manner. Although the current programs appear to be well-implemented, without accountability and related effects evaluations, it is not possible to document if these funds are being effectively used for the purposes for which the funds were obtained from the people of California. The direction of the campaign may move away from the intended goals of those who currently fund these campaigns.

Overarching Framework and Structure

Recommendations related to the overarching framework and structure include:

- **Create an Integrated Overarching Framework For the Statewide Marketing Efforts:** We recommend that the CPUC use the results of this evaluation to establish an overarching framework for the combined outreach efforts, including distinctions and points of integration between the programs as well as with IOU and non-IOU programs. This framework needs to be adopted by the IOUs and the program implementers to create a more cohesive effort, and to guide the individual program implementers and their efforts to coordinate the individual programs.
- **Increase Communications and Develop a More Defined Operating Structure Among All Participating Organizations:** While we recommend continuing to use multiple marketing and outreach program implementers to reach the targeted segments, since each plays a unique role, we also recommend more routine communication between the marketing and outreach program implementers, IOUs, regulators and other interested stakeholders. This communication needs to occur at levels involving program managers responsible for marketing and outreach activities for their individual programs as well as with senior executives. We also recommend developing a stronger infrastructure (such as monthly or quarterly meetings) to allow these organizations (including the CPUC, IOUs, program implementers, non-utility energy efficiency program providers, and stakeholders) to work together to bring energy messages to customers.¹⁰⁶ Although our research does not specifically document that the lack of coordination in PY2004/2005 has led to ineffective strategies (since the effectiveness of these campaigns was beyond the scope of our research), it is ODC's opinion that a coordinated effort can help create cohesive messages (such as flighting some of the messages together and/or avoiding the current reactive strategy of promoting or not promoting various end-uses due to IOU program funding and rebate availability)¹⁰⁷.
- **Develop Clear Goals With Measurable Metrics:** It is clear from our analysis and experiences conducting this evaluation that in the future, the PIPs should be carefully crafted to state actionable goals with measurable metrics (some of which will need to be tied to behavior changes due to the current requirements of the CPUC). We recommend that future goals for each individual program be reviewed by the IOUs, the CPUC, program stakeholders, and the program implementers before final approval to assure that there is agreement on these goals. The supporting objectives for the programs should be detailed, clear, and actionable. They should serve as a point of reference for future evaluation efforts and not be open to different interpretations.

¹⁰⁶ We note that this is being done in PY2006-2008.

¹⁰⁷ Again, we note that the effort to coordinate the programs is occurring much more actively in PY2006-2008 (that is, a statewide marketing "PAGette" was established at the end of 2005 to provide added support to the IOUs and the marketing and outreach program implementers), and we recommend continuing to build an infrastructure to allow for ongoing coordination.

Research to Further Understand and/or Identify Segments

Recommendations related to understanding or identifying segments include:

- **Consider Conducting Quantitative Research To Further Understand the Current Market:** While our study was not intended to identify which segments should be targeted (as demonstrated by the lack of funding of any large-scale quantitative research for this effort); our process evaluation did reveal that the current segments are based in part on dated qualitative research, and in part on the applications or proposals that came in response to the CPUC RFP for marketing and outreach efforts. While the best proposals were selected, and the evaluation team acknowledges that the targets in 2004-2005 (i.e., “all Californians,” Spanish populations, and urban population) were wide-reaching, we wish to have the CPUC understand that additional or alternative targeting (whether it be more wide-reaching or more narrow) could better serve the program goals and objectives. Notably, the goals and objectives should be stated first (as mentioned above), but depending on the overarching framework for these programs (i.e., resource acquisition, equity, both), the CPUC may find other segments that could be better targets for these efforts. Future research can help refine the segments to improve the effectiveness of the efforts. After refining the program goals and objectives, we recommend that the CPUC consider requiring or conducting further research and/or definition of these segments. Once additional research and segmentation efforts have been conducted, program budgets should be allocated accordingly to reflect program goals for these segments.

Message Content

Recommendations related to messaging include:

- **Coordinate Messages Through A Coordinated Marketing Plan:** In the future, the programs should have a coordinated marketing plan which explains the use (and goals) of the various marketing messages for these three efforts, and against which these efforts can be assessed. The program implementers should prepare this marketing plan in reaction to a CPUC developed or approved overarching framework. Future evaluations should focus on the level of coordination and cooperation between messaging. (See Section 9.)
- **Consider Additional Social Messages To Expand The Reach:** We recommend considering the use of additional societal benefit marketing messages and self-interest ads that focus on more than just saving money (e.g., “do it for your children’s future”) to broaden the current reach of the campaigns. For an energy efficiency marketing campaign, we can focus on several different messages—from saving money on the one hand, to helping to protect the environment on the other. The saving money message often resonates with customers (as our focus groups confirm), but that message does not resonate with all customer segments. Social marketing efforts focus on changing

strongly ingrained behaviors or firmly held beliefs.¹⁰⁸ For energy efficiency, this means more of a focus on practices (e.g., turning off lights or setting the thermostat at a higher point in the summer) and showing the societal benefits that result from a reduced use of electricity (e.g., not needing to build a power plant, reducing the amount of mercury in the environment, reducing greenhouse gas emissions and protecting the earth). In our review of the marketing materials for each program, very few advertising messages mentioned social benefit marketing issues. Furthermore, comments from some of the implementers indicate that they associate the term “social marketing” with concepts that are considered under traditional marketing (such as the 5Ps of product, price, place, promotion and positioning) by many academics. While the evaluation reviewed existing messages to determine the answer to the question that the CPUC posed to the evaluation team: “Did the messages meet social marketing approaches and methods that have been shown to be effective?”, ultimately, the use of stronger social messaging will depend on the overall goals and objectives of these efforts. By adopting a previous recommendation of conducting more segmentation research to identify the most appropriate segments to target, the CPUC can also obtain key information on effective social marketing messages for targeted segments.

- **Make Messages More Actionable:** We recommend revising the current messages to more consistently provide actionable information such as providing information about resource acquisition programs, providing telephone numbers and website information, or directing viewers to contact their utilities for more information.¹⁰⁹ Focus group participants were very aware of energy issues, and want more actionable messages that go beyond just raising awareness. For example, the Flex Your Power program should continue to work on logo recognition since this appears to be working and customers are able to associate the Flex Your Power tagline and logo with energy efficiency; however, the recognition should stimulate an action response association rather than just a recall association even if the action is simply going to the IOU website to learn about energy efficiency programs. We note that while UTEEM did attempt to do this (and the other implementers may be attempting to do this more and more in 2006-2008), according to comments from the UTEEM implementer, they have not received a consistent and firm directive from the CPUC regarding the use of rebate and other program information in their messaging.
- **Ensure that Messaging Also Supports Non-IOU Energy Program Providers:** We also recommend that the marketing and outreach programs find ways to better support non-IOU energy efficiency program providers. Many of the messages that we reviewed in 2004-2005 did not direct customers to websites or sources of information where customers could obtain additional information. In the future, the program implementers should consider how they can better promote non-IOU programs. These programs need more visibility than they received in 2004-2005. Directing customers to the Flex Your Power website or a toll-free line, which according to program implementers is occurring in 2006-2008, will enable the programs to provide more information. Program

¹⁰⁸ Earle, Richard. *The Art of Cause Marketing*, P. 4

¹⁰⁹ Some, but not all of the 2004-2005 messages did this.

implementers should ensure that information on the non-IOU energy efficiency programs is easily accessible through these resources.

- **Conduct Target-Segment-Specific Message Testing In A More Quantitative Way In the Future:** We recommend that statewide target-segment-specific message testing occur in a more quantitative way in the future, and be timed such that the results can be more effectively used. Please note, that we are not suggesting that the CPUC's evaluation be structured to feed the message design and development process of the IOU contractors. The marketing and outreach contractors should conduct their own testing during the pre-launch periods to make sure that they lead to the CPUC's PGC goals. However, for the program evaluation efforts designed to feed public policy decisions and help the programs be more effective, the message testing should be conducted closer to the period in which the messages are being used so that consumers can more easily recall them, and so that the results can be used in a more timely way to advise the IOUs and their marketing contractors of possible changes and enhancements.

We detail additional findings on messaging based on our focus groups (such as providing information from trusted sources, providing reasons for taking action, etc.) in Section 13 of this report.

Tracking and Evaluation

In order to improve and facilitate future evaluations, the implementers should collect the data needed for future evaluation efforts, and present or collect such information uniformly across the three campaigns.

Recommendations related to program tracking and evaluation include:

- **Develop Performance Metrics and Update as Needed:** The CPUC and implementers should review the program theory and agree on performance indicators and metrics that will be used to assess the effectiveness of the efforts. The performance indicators should be updated as needed.
- **Clearly Define Whether Metrics are By Program, or for the Combined Statewide Effort:** We note that there is significant geographical (e.g., RFS and FYP) and/or demographic (e.g., Spanish speakers targeted by FYP and UTEEM) overlap between energy efficiency campaigns, making it difficult to attribute the influence of each individual program. Overlap between RFS and FYP appears widespread, even in targeted areas. As such, we recommend that the CPUC and implementers clearly define whether effects of these efforts are to be tracked individually, or as a whole.
- **Establish a Baseline As Soon As Possible:** If the CPUC wishes future evaluation efforts to include a cross-sectional or time-series assessment of net behavior change based on multiple surveys, a baseline of energy efficient consumer purchases and practices must be established as soon as possible.

- **Collect Data To Determine Indirect Effects:** We recommend continuously collecting information so that the effects of these efforts can be assessed in future evaluations. While it was beyond the scope of this evaluation to measure effects, this information is important for the continued evaluation of these programs. Our evaluability assessment lays out some performance metrics that could be used in the future (and an indication of whether this information is currently tracked and if not, how difficult it would be to collect the information in the future). (See Section 11 and Appendix A for information on the specific performance indicators.) Ultimately, however, the type of information that should be collected will depend on the framework for these programs, including what segments the program implementers are being asked to reach and whether the messages are intended to raise awareness, to channel customers to other resource acquisition efforts, or to result in a specific behavior change.
- Once the CPUC and implementers agree on evaluation indicators, we recommend that key information such as contact names and phone numbers be collected for use in the evaluation effort. For example, for our RFS Survey, we were provided with telephone numbers but no names of participants. Not having a record of the name of the person in the household who called the RFS toll-free line makes it difficult to confirm that the household member responding to our survey is the same person who called the RFS line. The lack of a contact name also makes it difficult to determine if the low recall of the campaign name was due to the campaign itself, the length of time between the campaign and the evaluation effort, or to the fact that we were not talking to the person who called the toll-free number.
- Furthermore, because one possible way to perform an indirect impact assessment relies on survey responses and the ability to effectively discern a ‘participant’ from a ‘nonparticipant’, it would be beneficial if the program implementers worked with the evaluators up front to structure non-media related activities so that contact information could be collected where possible. The implementers and the CPUC should explore whether requiring a contact email address for all people who download case studies or best practices documents reduces the actual dissemination of these documents. If not, maintaining such a requirement would enhance the ability of evaluators to reach customers who have chosen to read these documents. Alternatively, the evaluator, if hired during the implementation of the marketing efforts, could develop a pop-up survey to include on all websites where potential participants are funneled to obtain information. The programs should require any partner with whom the implementer works to provide accurate counts of marketing collateral provided during outreach activities. The implementer should also be required to collect information on where the marketing collateral is being distributed and what types of market actors are receiving the collateral.
- We also recommend asking (upon enrollment) all resource acquisition program participants about where they heard about the program, and whether they were motivated, at least in part, by the campaigns. In comments from the UTEEM

program implementers, in June 2005, UTEEM stated that they designed their messaging to channel Spanish-speakers to energy-efficiency programs offered by the IOUs. However, to their knowledge, “there was no tracking mechanism in place to accurately measure the impact of this program by identifying calls made as a result of [their] message.” While this appears to be a useful metric, the use of this metric will ultimately depend on the goals of the programs.

- **Develop Standard Protocols for Collecting and Accessing Data:** Since this was the first independent evaluation of these marketing efforts, an established system of providing data did not exist. The data needed for an independent CPUC-led evaluation had not been discussed with the program implementers, and the evaluation team was not aware of all of the information that was available. For the 2006-2008 programs, the California Evaluation Protocols (April 2006) provide a list of the information needed by evaluation professionals for these types of programs.¹¹⁰ Future evaluators also should work with the IOUs and the programs to set up a system whereby evaluation-required electronic information can be assessed on a regular basis (perhaps three times a year) for completeness. This will ensure more accurate analysis.
- **Conduct Basic Evaluation Efforts During the Implementation Cycle:** We also recommend that (where relevant) future evaluation efforts be conducted simultaneously, or at least closer, to the time when the marketing campaign is run. Because the evaluation effort was conducted in 2006, or post-program implementation, this meant that while this process evaluation is able to provide guidance for the future, we were not able to suggest mid-course corrections. More importantly, given that this is a marketing outreach effort, this also meant that we were unable to document indirect impacts from these efforts. For the RFS survey, we did not have the name of the caller, and recall of the actual call made to the Reach for the Stars line was low due to the time elapsed. This results in very few respondents remembering their call into the Reach for the Stars toll-free line. For future evaluation efforts, interviews should be conducted soon after the campaign is run. However, we recognize that for “actions” that take longer to implement, there will have to be a deadband period. Future evaluations should be launched as soon as possible, and preferably, within the program cycle.
- **Keep Evaluators Informed of Efforts Throughout Program Cycle:** To the degree possible, future evaluators of these programs should be kept apprised of any key events in which the programs will participate, any key meetings that the programs plan, or any training that occurs within the program so that the evaluator has the opportunity to gather observational data during the event/meeting/training.
- **Set Aside Resources to Conduct A Larger Number of In-Depth Interviews:** This evaluation effort draws on 15 in-depth interviews from seven different organizations including Flex Your Power, Runyon Saltzman and Einhorn, Staples, Univision, the California Public Utilities Commission, Southern California Edison, and Grey’s

¹¹⁰ California Energy Efficiency Evaluation Protocols: Technical, Methodological, and Reporting Requirements for Evaluation Professionals, April 2006, pages 205-211.

Advertising. However, there are numerous other parties and individuals that were not interviewed due to budget limitations. For that reason, it is suggested that future evaluation efforts should substantially increase the number of in-depth interviews normally required in order to have adequate resources to interview the myriad of players and interested parties. In addition, because of the need to have statewide and resource program coordination, the evaluation should also include in-depth interviews with a significant sample of the IOU and third-party resource acquisition program managers to understand the coordination efforts used and to assess their effectiveness.

DETAILED FINDINGS

(The next three sections contain in-depth findings from the ODC primary research efforts, including: cross-market focus groups, Reach for the Stars survey and UTEEM channeling survey.)

13 FOCUS GROUP FINDINGS

ODC conducted eight focus groups with California residents across the state¹¹¹ to assess the content and approach of the advertising messages that were used in California's 2004 and 2005 marketing programs. We used a qualitative approach due to the lag between the campaigns and our evaluation efforts (i.e., it was not possible to conduct quantitative surveys to determine effectiveness because of the amount of time that had elapsed between the campaign in 2004 and 2005 and our evaluation effort in late 2006). We designed the focus groups to assess the clarity of the messages, to gather information on which messages were the best at reaching and motivating the target market, and to determine what improvements could be made to the messages and media. Notably, this effort occurred after the 2004-2005 program cycle. Given the changing context and increasing levels of awareness, our results should be used to guide future efforts rather than to assess the success of the past. Please see Section 4 for the detailed methodological description of the focus groups and focus group participants.

Qualitative Findings on the Reach of the Messages

Energy efficiency messages are prevalent in California. Respondents in all of the focus groups were able to mention numerous ads related to energy efficiency that they had seen, read, or heard. However, most respondents recalled the ads only generally and in some cases, such as in the Jackson groups, respondents mentioned messages that might have been outside of the three programs. Respondents also recalled ads with varying levels of detail:

- *I remember SMUD and ENERGY STAR, they were talking about rebates and stuff.*
- *I remember seeing the PG&E ads where some lady that picks up her child at school and the kids are talking about superheroes... the superhero was someone saving energy as I recall.*
- *I've seen [a commercial] a lot of times, it's an older man and he's saying that he has a washer/dryer and a young man from PG&E comes in and is trying to tell him we can give you a rebate when you get a new one, but he can't get the words in because the old man keeps talking.*

Because of the number of advertisements, and the lack of details provided by respondents, it was difficult to attribute the comments specifically to one of the three programs under evaluation (or to other unrelated efforts). However, in most of the focus groups, someone mentioned the Flex Your Power program without aid.¹¹² Respondents mentioned hearing/seeing the Flex Your Power name on radio, television, and freeway signs. As the statewide umbrella marketing program, Flex Your Power appears to have had the greatest reach; its messages and the "Flex

¹¹¹ Two groups were conducted in each city: Concord, Jackson, Los Angeles, and San Diego. The two groups held in Los Angeles were conducted in Spanish with Spanish-speaking residents.

¹¹² The L.A. 8 pm group did not mention Flex Your Power. In the San Diego 6 pm group, one person mentioned something that could have been referring to a Flex Your Power ad, but it was not clear. The six other groups were familiar with Flex Your Power.

Your Power” tagline and logo are the most widespread of the three programs. In addition, respondents recalled (unaided) general messages from energy efficiency advertising (some of which may be attributed to Flex Your Power), such as updating appliances with energy efficient models.

See Table 13.1 for a summary of the messages mentioned by respondents and Appendix D for specific unaided comments by geographic area. Respondents most frequently mentioned ads that conveyed the message to use less energy (i.e., “turn off” or “save”). Respondents also frequently recalled ads related to Flex Your Power, rebates, and the purchase and use of energy efficient appliances and lighting.

Table 13.1: Summary of Messages Recalled by Respondents Unaided During Brief Discussions at Beginning of Groups^a

Types of ads or messages recalled	General (Concord 5:30 pm)	General (Concord 7:30 pm)	Rural (Jackson 6 pm)	Rural (Jackson 8 pm)	Hispanic (L.A. 6 pm)	Hispanic (L.A. 8 pm)	General (San Diego 6 pm)	General (San Diego 8 pm)	Total Number of Groups that Mentioned Message Unaided
Focus Group ID	1	2	3	4	5	6	7	8	
“Turn off energy” / conserve/save ads	S	S	S		G	G	G		6
Flex Your Power	S	S	G	S				S	5
Rebate ads	G		S	G			G	G	5
Energy efficient appliance ads (without mentioning rebates)	G	S	S		G		S		5
CFL/Lighting ads			S	G	G		G	S	5
Air conditioning ads		G	S		G	G			4
Thermostat/turn down temp ads	S		S			G			3
Use fans/Buy fans ads			S	G					2
Energy efficient windows		G						G	2
Appliance recycling							G		1

S=specific ad or message recalled; G=generally recalled ads; no mark=not mentioned

^a Note that the duration of this discussion in each group varied. “Unaided,” in this case, refers to the discussion that took place when the moderator asked what types of energy efficiency ads or messages respondents had seen or heard.

Again, while it is difficult to attribute ads that were recalled unaided, the messages that respondents recalled were similar to those promoted by the three programs. (See Table 13.2.)

Table 13.2: Messages Recalled Unaided and Programs with Similar Messages

Types of ads or messages recalled in unaided discussion	Flex Your Power	Reach for the Stars	UTEEM
“Turn off energy” / conserve/save ads	✓	✓	
Flex Your Power	✓	✓	
Rebate ads		✓	✓
Energy efficient appliance ads (without mentioning rebates)	✓	✓	✓
CFL/Lighting ads	✓	✓	✓
Air conditioning ads		✓	✓
Thermostat/turn down temp ads	FYP NOW!	*	**
Use fans/Buy fans ads	✓	^	^
Energy efficient windows			
Appliance recycling			✓

* Some RFS print ads show a drawing of an ENERGY STAR thermostat but do not mention them in the text. One RFS print ad and one radio ad mention programmable thermostats for heating.

** Buy a programmable thermostat (no message to turn down thermostat).

^ Buy whole house fans (not just using fans as an alternative to AC).

Were the messages clear and actionable?

In general, the three marketing programs under evaluation presented their messages differently and respondents reported liking ads from the three programs for different reasons:

- The Flex Your Power ads attracted viewers’ or listeners’ attention, while providing a reminder of basic information.
- The Reach for the Stars ads typically listed the benefits of purchasing an energy efficient appliance, gave specifics about the savings obtainable, and provided a toll-free number or website for additional information.
- The UTEEM ads presented a clear and direct way to save money through rebates and provided utility-specific contact information.

Focus group respondents felt that the UTEEM ads were both clear and actionable. The Reach for the Stars ads were also clear but provided a less-direct action by giving out a toll-free number (and in some cases a website) so that the audience could investigate further. The Flex Your Power ads were the most entertaining, but were viewed as somewhat basic in their messages, often serving as a reminder of ideas that were already familiar to the respondents. In general, focus group respondents were able to relate the Flex Your Power ads to the basic energy efficiency concepts, but they often felt confused by the gimmicky nature of the ads, and were left feeling like the message was buried behind the gimmicks.

Interestingly, the majority of respondents in the non-Spanish-speaking groups did not feel their awareness level regarding ways to save energy had improved after discussing the ads. Even after the 90-minute discussion of the ads, they felt that their knowledge level remained about the same. In general, non-Spanish-speaking respondents felt that the ads provided very little information that they did not already know before they came into the groups.

Contrary to findings in the English-speaking groups, many Spanish-speaking respondents indicated that their knowledge level had improved since the start of the focus group. In general, Spanish-speaking respondents indicated that, prior to viewing the ads during the focus group, they had not really given thought to replacing old inefficient appliances or had not been aware of the rebate options available to them. After watching the commercials, however, all of the respondents in one Spanish-speaking group said they were more likely to buy energy efficient appliances. They indicated that they had not realized until seeing the ads in the focus group that old appliances use considerably more energy than newer appliances and that they would likely take action based on what they had learned from the ads.

Below we present more detailed findings on the messages from each of the marketing programs (e.g., FYP, RFS, and UTEEM). Note that we presented a variety of messages from all three programs to all eight of the focus groups. The findings below are drawn from comments made in all of the groups. Thus, the findings in the next three sub-sections are organized by *program* and are not linked to a specific target market (i.e., Spanish-speaking or rural). For a more detailed description of the exact ads shown in each group, refer to Appendix C.

Flex Your Power Messages

The Flex Your Power messages tended to be very general educational messages about energy efficiency. Although many respondents felt that the messages were too general, they acknowledged that these simple messages served as a reminder to take action. Many respondents made comments such as *“I haven’t really heard anything that I didn’t already know and wasn’t pretty much common sense. It’s kind of a reminder.”* Other respondents felt that they already do most of the recommended actions, so the Flex Your Power ads would not motivate them necessarily to change anything.

As the statewide umbrella campaign, the messages and the “Flex Your Power” tagline and logo are the most widely-spread of the three campaigns. The pervasiveness of this campaign is clear from the number of focus group respondents that could recall this campaign and associate the tagline with energy efficiency or energy saving actions. As mentioned above, many respondents were familiar with Flex Your Power even before the moderator mentioned the program. When asked directly about the program, the majority of respondents said that they had heard of Flex Your Power.¹¹³ (Note that many respondents were also familiar with the Flex Your Power NOW! messages about shifting time of use to later in the evening. Respondents correctly identified the message as one related to using energy at different times, “after 7:00 pm” or “using energy wisely and at downtimes.” Since there appears to be some confusion differentiating between Flex Your Power from Flex Your Power NOW!¹¹⁴, we consider the two campaigns together in this part of the report). Respondents were not always sure who is responsible for Flex Your Power, but they tended to identify it with their local utility and they were always able to relate the tagline with energy efficiency and/or energy saving actions.

¹¹³ Not asked in Los Angeles Spanish-speaking focus groups.

¹¹⁴ This issue is further supported by the findings of the Process Evaluation of the 2004/2005 Flex Your Power NOW! Statewide Marketing Campaign report.

Flex Your Power used a variety of advertisements, and focus group respondents felt that the majority of the Flex Your Power advertisements were attention-grabbing, but too gimmicky. Most respondents said that they prefer direct, less “silly,” “no nonsense” ads. When showed the various Flex Your Power ads, many preferred the ones that “got to the point” over the ones that emphasized the more silly and entertaining parts of the message. Many people said they would have tuned out by the time they got to the punch line at the end, which is where the real message is.

- One respondent said he did not like the Flex Your Power ads because he is “*particularly resistant to gimmicky, time wasting, nonsense ads.*”
- *I said [the badger radio ad was] catchy, but it lost me about two-thirds of the way through.*
- *You had to really get to the end of the commercial to kind of figure out where it was going; it was a little confusing.*

The Flex Your Power commercials used animals and the tagline “It’s hard for some Californians to buy energy efficient appliances, but you can,” as its main “gimmick.” The tagline refers to the fact that (California) animals cannot buy energy efficient appliances, but that people as the higher species could make informed purchase decisions. The relevance of animals in the ads was lost on respondents in a couple of groups (both general customers and Spanish-speaking customers). They did not equate it to an environmental problem, and thought that the use of the animal was strange or derogatory. Several respondents mentioned that they were distracted by the animal and did not catch the message: “*I’m shocked by how much they’re trying to bury the message.*” In general, respondents were confused by the tagline. One respondent felt that the ads were implying that people are stupider than animals because at least the animals know to try to turn on the fan, buy energy efficient appliances, etc. Other respondents thought that it meant that one should not be embarrassed to buy ENERGY STAR: “*The message that came across strongest to me was ‘You don’t have to be embarrassed to go out and buy ENERGY STAR. That was kind of the message.’ ‘People are just embarrassed to go in [and buy ENERGY STAR appliances], because I can’t imagine why else [it would be hard for Californians to buy energy efficient appliances].’*” While only a few respondents really understood what the advertisements were trying to communicate; for the most part, they were still able to pick up the general concept that the ads promoted energy efficiency.

Some respondents felt that Flex Your Power advertising should increase the serious aspect of their ads by including reasons why conservation is necessary – such as to prevent power blackouts. Respondents also wanted to see more numbers and data related to potential savings in dollars, such as in the couple of Flex Your Power radio ads that give details on savings. Several respondents also mentioned they liked the Big Horn Sheep Flex Your Power print ad because it provided a list of ENERGY STAR Home builders along with their contact information. Respondents also liked the Flex Your Power NOW! ad (Party radio ad) because it provided concrete examples of actions to take. In fact, one respondent mentioned that she had taken actual action based on a Flex Your Power NOW! ad: “*Actually that stuck in my mind because I was doing laundry back when it was 106-107 degrees and I was thinking oh I better wait until after supper.*” Another respondent commented that: “*I like the second one because it told you exactly what to do. The second one told you to turn off your TV. You know ‘Don’t do this,’ so it gives*

you ideas.” However, it should be noted that while respondents indicated that they like having the numbers included, they also mention not wanting to be overwhelmed by the data.

Respondents’ perceptions of “actionable” ads depended on the product being promoted and their own future purchasing patterns. Again, many respondents thought the ads provided general reminders and a few felt that the ads were actionable.

- *I’ve been hearing these ads and I just recently went out and bought a bunch of bulbs. You know this is kind of in the back of your mind just because you’ve heard it. I did end up buying the energy savings ones.*

However, other respondents balked at messages that they felt were limiting and inconveniencing. Some respondents indicated that it was important that the messages assure that their comfort level can be maintained while still saving energy.

- *“Use water at Flex time,” it sounds like it’s inconvenient for me. Not something that’s a benefit to me. It is not pointing out there is a benefit to me.*
- *I’d like it to be more informative and let me know okay I do want to use my air conditioning, that’s why I have it....What are the ways to do it to be more efficient?*
- *There is nothing in here that says what is in it for the consumer. They’re asking you to do things, but they’re not telling you what the savings are.*

Among Spanish-speaking respondents, the Flex Your Power Spanish radio spots that were found to be effective in getting consumers to take action and to engage in saving more energy were ones that showed the importance of working as a team and how this teamwork can produce important and meaningful results. Specifically, respondents liked the Flex Your Power Spanish radio ads “Frog,” “Bees,” and “Squirrel” the most. Several respondents in both Spanish-speaking groups (more in the first group than the second, however) reported that after viewing the ads they *would* increase the knowledge and motivation scores they had given themselves at the start of the focus group, suggesting that the ads were effective in teaching respondents something new and that they motivated respondents to save more energy.

Reach for the Stars Messages

The messages in the Reach for the Stars program typically focused on the benefits of purchasing energy efficient appliances and often provided specific appliance information about available savings, such as “saves 66% more than a standard model.”

In general, respondents reacted more favorably to the Reach for the Stars print and radio ads than they did to Flex Your Power ads. For English-speaking audiences, Reach for the Stars ads were the most compelling because they provided more details (and were thus more actionable) than most of the Flex Your Power ads. Respondents seemed to like the idea of having data and facts inserted within the ad (such as 66% more efficient) and said these facts may help spur them to action. Although many respondents doubted the credibility of the savings claims, they generally liked having more information (as long as there is not an overwhelming amount). Some comments regarding the Reach for the Stars messages include:

- *It talked about 25% energy savings so I felt more informed by that one. That would affect my future actions.*
- *Telling people how much the energy savings is actually helps the message to stick.*
- *Having the numbers and how long they last helps because if you've ever priced those others, they are more expensive and so if you know that they are more efficient or that they last longer and then therefore will be worth your money, you're more likely to go ahead and purchase them.*

Respondents also felt that the Reach for the Stars information was presented more clearly, without as many distractions as Flex Your Power. Respondents generally felt that the presentation of the Reach for the Stars advertisements (e.g., the entertainment part or the “gimmick”) tied in with the message. In the case of the Edison Light radio commercial, in particular, one respondent commented that, *“He laid out a little bit about the progress we’ve made since Edison’s day to today in terms of your standard light bulb and how much more energy you can save.”* Another respondent agreed, *“After listening to the first two [Flex Your Power ads], it was like, oh, Edison is a much more sensible tie here.”*

Respondents were able to pick up and recall the amount of money available for rebates and even the Reach for the Stars number to call. While some respondents were confused as to whether they would have to contact their utility, ask the retailer, or go to a website for the rebate, a few respondents remembered that the ad mentioned calling the toll-free line.

It is unclear whether any respondents recalled unaided the messages from the Reach for the Stars program. The program name was never mentioned unaided and respondents’ unaided descriptions of energy efficiency ads they had seen could not necessarily be attributed to Reach for the Stars. However, it is important to note that establishing recognition of the “Reach for the Stars” tagline was not a focus of the program, although the name appears in all of the print ads (alongside Flex Your Power and ENERGY STAR) and in some of the radio ads.

UTEEM Messages

UTEEM messages primarily focused on letting customers know that rebates are available for energy efficient appliances. Focus group participants felt that the UTEEM messages were both clear and actionable, particularly for the target market (i.e., Spanish-speakers). The mention of rebates caught the attention of focus group respondents, drawing them in by creating awareness that they can save even more through a rebate. Respondents felt that offering a rebates is a concrete way to save, and some respondents said that hearing a message about a rebate would motivate them to take action (presumably, if they were buying an appliance). *“The rebate sounded kind of enticing. Anytime I hear rebate, then I’m thinking okay, if I’m going to put in an air conditioner, I’m going to go to the place where they’re going to give me a rebate instead of just going and buying one.”*

In general, Spanish-speaking respondents said their knowledge of energy efficiency actions increased after listening to the advertisements. Specifically, Spanish-speaking respondents mentioned that they learned that operating older inefficient appliances can be more costly than

purchasing a new energy efficient appliance. One respondent remembers learning “*that your old appliances are just energy guzzlers, so not only are you not saving money, you’re probably spending more money.*” Other comments from Spanish-speaking respondents indicate that the UTEEM messages were clear and memorable:

- *I liked the first one the most, because there are people that have an old appliance that can’t afford to buy a new one and don’t realize they are spending more money than if they bought a new one.*
- *There’s also the saying that those who run from the cost run from the savings. In order to avoid spending more when they shop, they spend more on electricity.*

English-speaking respondents also felt that the Spanish-language UTEEM ads provided more information than the Flex Your Power TV ads. The presentation of the information, however, was not as compelling to English-speakers, who felt that some of the UTEEM ads were silly. While the presentation of the UTEEM ads did not appeal to the English-speakers, the Spanish-speaking groups were familiar with both the people in the UTEEM ads and the genre (i.e., quick moving novella-type ads) and could easily understand and relate to the advertisements.

One overarching concern about UTEEM ads, however, was the part of the message that stated that rebates are available until December 31 or until funds run out. This line in the ads creates doubt in respondents’ minds about whether funds are available. A few respondents mentioned that the potential disappointment from finding out that rebates are no longer available after having purchased the energy efficient appliance could hinder them from taking action.

- *That was kind of discouraging because you think oh maybe they’re all gone already, I’m not going to bother.*
- *You know we hear that all the time and you find out it’s just a ploy so it doesn’t have a large impact [on the purchasing decision].*

Which messages appear to be good messages to reach and motivate the targeted market?

We presented actual ads from the three programs to the focus groups and asked them to rate the impact of the messages they heard in addition to other messages we found in the campaign ads. Respondents rated the 13 messages on how influential the message would be on their decision to purchase an energy efficient appliance using a scale of 1 to 5, where 5 indicates that it would definitely influence their purchasing decision. Although these findings from the focus groups are not statistically significant and not representative of the general population, they do provide helpful context for our evaluation.

In addition to the general and simple message of saving money, respondents said that a message about lowering their energy bill would motivate them to purchase an energy efficient appliance. The message that they could reduce their energy bill by 25% ranks high among influential messages and supports findings presented earlier that respondents want to know specifics about how much they can save, although some are skeptical of advertised savings estimates. (See Table 13.3 below.) Respondents want to know exactly how much money they can save by taking the action (or if they can even obtain a rebate). Although some respondents find claims of

savings suspect, they also say that providing a comparison of an energy efficient appliance to its conventional counterpart would help influence their purchasing decision.

Table 13.3: Results of Message Testing (n=80)

Scale of 1 to 5, where 5 is definitely would influence decision to purchase. ^a A lower mean indicates more influence.	% Listing Message as One of Top Choices ^b	Mean	Median	Mode
A. Save money	50%	4.73	5	5
H. Reduce your energy bills by as much as 25%	34%	4.61	5	5
D. Lower your monthly energy bill	33%	4.70	5	5
L. Your children's future depends on it	15%	3.79	4	5
E. Energy efficient models last longer than standard models	14%	4.47	5	5
M. Energy efficient models pay for themselves	14%	4.00	4	5
C. Take responsibility for saving energy into your own hands	10%	3.95	4	5
J. Your utility offers a \$50 rebate for qualified models	10%	4.15	4	5
B. By working together we all benefit in California	9%	3.76	4	4
F. Save the environment. Purchase an energy efficient appliance	6%	4.09	4	5
I. Save energy. Purchase an energy efficient appliance	4%	3.91	4	4
K. Energy efficient models meet strict energy efficiency guidelines set by the EPA and the U.S. Department of Energy	3%	3.45	3.5	3, 4
G. Energy efficient models are 15% more efficient than standard models	--	4.16	4	4

^a Scale of 1 to 5 assigned after the fact. Respondents were asked to fill out a card with response options marked as “definitely would influence my decision”, “might possibly influence my decision”, “neutral”, “not likely to influence my decision”, and “definitely would NOT influence my decision.” See Message Testing section of the focus group guide in Appendix B.

^b Multiple response; therefore, percentages do not equal 100%. Focus group respondents were asked to circle their top choices, which may have included more than one message.

Although not statistically significant, some interesting observations can be made about the findings from our different focus groups. It appears that the social responsibility messages are more influential among Spanish-speaking respondents than among English-speaking respondents. While English-speaking groups were heavily influenced by the “save money,” “reduce energy bills,” and “lower your monthly energy bill” messages, only “save money” ranked high for the Spanish-speaking groups. For the Spanish-speaking groups, “save money” was equal in importance to “by working together we all benefit in California,” closely followed by “your children’s future depends on it” (see Table 13.4). Interestingly, the socially responsible message of “Your Children’s Future Depends on it,” is more compelling for rural customers than for the general population. (Again, qualitative results may not be representative of the populations.)

Table 13.4: Percent of Respondents Selecting Messages as One of Top Choices, by Location ^a

	Concord (n=19)	Jackson RURAL (n=19)	L.A. SPANISH LANGUAGE (n=20)	San Diego (n=22)
A. Save money	58%	42%	25%	73%
H. Reduce your energy bills by as much as 25%	63%	37%	15%	23%
D. Lower your monthly energy bill	37%	26%	15%	50%
L. Your children's future depends on it	5%	26%	20%	9%
E. Energy efficient models last longer than standard models	16%	11%	10%	18%
M. Energy efficient models pay for themselves	16%	21%	5%	14%
C. Take responsibility for saving energy into your own hands	5%	26%	10%	0%
J. Your utility offers a \$50 rebate for qualified models	21%	5%	0%	14%
B. By working together we all benefit in California	5%	0%	25%	5%
F. Save the environment. Purchase an energy efficient appliance	5%	16%	5%	0%
I. Save energy. Purchase an energy efficient appliance	0%	5%	5%	5%
K. Energy efficient models meet strict energy efficiency guidelines set by the EPA and the U.S. Department of Energy	0%	5%	5%	0%
G. Energy efficient models are 15% more efficient than standard models	--	--	--	--
H. Reduce your energy bills by as much as 25%	--	--	--	--

^a We present top choices rather than means given space constraints and the fact that there was very little range in the means. The numbers in each area are not enough to determine statistically significant differences.

Comments made in the groups also support the findings from the cards. Messages with a social marketing slant seem to resonate more with the Hispanic respondents in particular, compared to the other groups.

- *I like the analogy they made to the bees working in a hive. We can all work as a team and each do our part.*
- *It's a good thing to have us all cooperate and work together to conserve energy. It motivated me. I agree that conserving energy is important, but basically it's the idea that we all have to work together.*
- *Yes I'd say I'm more motivated, more aware of saving, but most of all about working together, for the community. I'm embarrassed not to be saving more, to be so thoughtless.*

Spanish-speaking respondents expressed interest in learning what would happen if they do not save energy. For example, most Spanish-speaking respondents liked the Spanish squirrel radio ad because it reminded them to save for when there is not enough. “[Squirrels] are irrational animals and their animal instinct is telling them to save their food because further on they might not be able to go look for food. On the other hand, we, being rational [creatures], don't save energy and we should really think about not abusing it.” Understanding the ramifications of not saving energy, and being more conscious of what may happen if they do not take action appeals to some Spanish-speaking respondents. Several said they were used to rationing electricity in

their home countries and only having power available during certain hours of the day, so they are aware of the possible consequences of not saving energy.

Unlike the Spanish-speaking groups, many respondents in the non-Spanish-speaking groups did not like hearing these types of messages, calling them heavy-handed or parental. Respondents in the English-speaking groups did not really like hearing the “do it for the good of all” types of messages because they feel like they are doing their part while others are not, such as big companies who turn their air conditioning up and leave their doors open to the outside.

What improvements can be made to the message?

Our respondents recommended the following improvements to the message:

- Provide specific information on what they can do. Respondents want to know what to do from when they notice a little draft under the door to how to choose an energy efficient appliance and where to get them.
- Provide details on savings or other specifics that will make the ads more credible. Many respondents say that additional per-month savings should be promoted alongside the rebate information. Respondents want to know the specific energy usage of their actual appliances and how much money they would save if they bought an energy efficient replacement.
- Provide reasons for taking action, such as the possibility of avoiding blackouts by cutting consumption at peak times by 10%. While respondents in the English-speaking groups may not like hearing doomsday-type messages of what would happen if they do not reduce their usage, they could appreciate the positive ramifications of saving energy. Clearly articulating the positive impact of certain actions in concrete terms can be very persuasive. For example, translating the energy savings of a certain action, such as everybody reducing usage by 1%, into the concrete effect of building one less power plant could encourage customers to take energy saving steps.
- Try to provide all necessary information without scaring away potential interest. Respondents are skeptical about the availability of rebates, afraid of purchasing an appliance only to find that funds are no longer available. Rebates encourage customers to act, but not if there is the potential for NOT getting the rebate.
- Provide consistent messages. Respondents mentioned wanting consistency in the messages they hear. Because campaigns often overlap territories and audiences, efforts should be made to make the messages for the different campaigns more consistent with each other to avoid confusing the audience. These efforts should be made even if media is purchased in counterflight (e.g., media spots for one campaign are purchased for the times when other campaigns are not airing ads).

The bullets above summarize our overall findings about what improvements could be made to the messages. However, additional detailed findings specific to each campaign (i.e., general population, rural and Spanish-speaking) are provided below.

Messages for the General Audience (Concord and San Diego Focus Groups)

In general, the key improvement that can be made to messages for the general audience is to take the next step to offer customers more detailed information, including information on how to take action. Our findings suggest that while the current Flex Your Power messages may serve as a reminder about energy efficiency, they are basic messages for a population that appears to be educated about energy efficiency. Flex Your Power should move more toward messages that provide specifics on savings (such as their radio ads or the Reach for the Stars ads); and the ads should focus less on the gimmicks and more on providing rebates and toll-free numbers and websites for additional energy-saving information.

Although respondents like having concrete data such as saving percentages, they are skeptical about the validity of the savings claims. Future advertisements, therefore, may benefit from explicitly stating the sources of the data. Respondents need to believe in the credibility of the message.

The Flex Your Power program should also continue to work on logo recognition, since this appears to be working and customers are able to relate the Flex Your Power tagline and logo with energy efficiency.

Messages for Rural Customers (Jackson Focus Groups)

While the rural groups (i.e., the Jackson focus groups) were less diverse than the “general population” groups in Concord or San Diego, there were few other clearly distinguishable differences.

One notable difference, however, is that social responsibility-type messages such as “take responsibility for saving money into your own hands,” “your children’s future depends on it,” and “save the environment” seems to resonate more with rural customers than with the general population. Additional inquiry into differences between the general population and rural customers may be merited (depending on other resource constraints).

One possible argument could be that the rural customers need a different message because they need to be told where to go to get rebates and/or energy efficiency appliances because big-box home improvement stores such as Home Depot and Lowes are not as prevalent in rural areas as they are in urban areas. Reach for the Stars ads currently include a toll-free number (and a website for print ads) for more information on energy efficiency programs, but do not mention where customers can purchase energy efficient appliances. Even after hearing the ad, respondents from the Jackson groups were not necessarily sure of whom to call. While a couple respondents had written down the number they heard from the ads, others said they would contact their IOU or go to the retailer. They are not sure of what will happen if they do make the phone call: “*Most of the time you [call the number they give you] you get a recording. You don’t get to talk to anybody.*” Another respondent said the onus is on the listener to take action: “*You have to be motivated to make a phone call.*”

Messages for Spanish-speaking Customers (L.A. Focus Groups)

Overall, Spanish-speaking customers appear to be less educated about energy efficiency, but they express having a slightly higher activity level in trying to save energy in their home and are therefore more inclined to listen to the energy savings tips they hear. For instance, some Hispanic customers quickly learned that old inefficient appliances could be costing more in wasted energy than if they had purchased a new efficient model from the ads shown in the focus groups. Cultural differences between Spanish-speaking customers and English-speaking customers may influence behavior. For example, several Spanish-speaking respondents indicated that their experience with blackouts in their native countries serves as a huge deterrent to wasting energy and contributes to a desire to save energy and avoid blackouts in this country.

There were notable differences, however, between the two Spanish-speaking groups. The two Spanish-speaking groups demonstrated differing levels of integration into the U.S. culture, which appeared to translate into their ability to comprehend various energy efficiency messages. The first group included mostly Spanish-only speakers while about half of the respondents in the second group were bilingual. About half of the respondents in the second group watch Spanish media but only a handful specifically mentioned Univision (the Spanish-language TV network used in UTEEM's efforts). Most respondents in both groups have been in the U.S. for over ten years.

For this analysis, we have assumed that the less acculturated Spanish-speaking consumers are less exposed to and influenced by English-language media. It appears that this group of Spanish-speaking consumers may respond to simple and direct messages with plenty of information while those who are more acculturated may perceive this approach as "simplistic" and condescending. A balanced approach, therefore, should be considered if the goal is to be inclusive of all Spanish-speaking consumers.

As mentioned above, messages with a social marketing slant seem to resonate more with the Spanish-speaking respondents than with other groups. They expressed interest in messages that present the consequences of not saving energy. Understanding the ramifications of not saving, and being more conscious of what may happen if they do not take such actions, appeals to some Hispanic respondents. A common concern for Spanish-speaking respondents was how not saving energy would affect their children's future. Messages that address this concern would be stimulating and influential and would impact their behavior and desire to save more energy. Several also mentioned that blackouts had been very common in the countries they came from and were aware that not saving energy could lead to experiencing blackouts in California again.

The differences between the English-speaking and Spanish-speaking groups (noted above) support continuing to target messages to Spanish-speaking customers and not just translating the English messages).

What improvements can be made to the medium?

Our respondents generally indicated that they prefer television as the main delivery method because they like the visual aspect of TV ads and they watch television more than they listen to

the radio. However, many respondents pointed out that they liked the depth of information available in the print ads, such as the amount of potential savings, the rebate amounts available, where to buy the energy efficient appliances, and the contact information to find out more. The print ads, therefore, while less entertaining than TV or radio, appear to convey more information to the reader.¹¹⁵

Rural Customers

Our focus groups did not show any key differences between the Jackson (i.e., rural) groups and the groups in Concord and San Diego. Jackson is only about one hour from Sacramento and appears to get many of the same urban media outlets. We did not explore readership of local papers in Jackson versus the Sacramento Bee. This is one area that could be explored further in the future, if the information is not already available.

Spanish-speaking Customers

Our Spanish-speaking groups preferred TV, followed by radio, then print. Only a few Spanish-speaking respondents said they would use the Internet to get information on how to save energy. Several Spanish-speaking customers said they would like to receive information via print/brochures but that it would be difficult for them to sit down and read all the information. Spanish-speaking focus group participants did not feel that the UTEEM brochure was as strong a delivery method as the Univision ads (i.e., television). Even though the Spanish-speaking respondents liked the information presented in the brochure, they were skeptical of the availability and value of the advertised rebates and did not think that brochures would be the most effective way to motivate change. (It should be noted that the brochure is intended to be a handout at community events and fairs, and not a print advertisement.)

¹¹⁵ Note that we asked respondents to read the ads and comment on the messages during the focus group. This level of scrutiny may not occur for other readers viewing the ads in a typical setting.

14 REACH FOR THE STARS TELEPHONE SURVEY

ODC conducted a telephone survey of 400 residential customers who called the toll-free Reach for the Stars number to determine what, if any, actions they took based on the information they obtained from the campaign. This research occurred after the PY 2004-2005 cycle.

Introduction

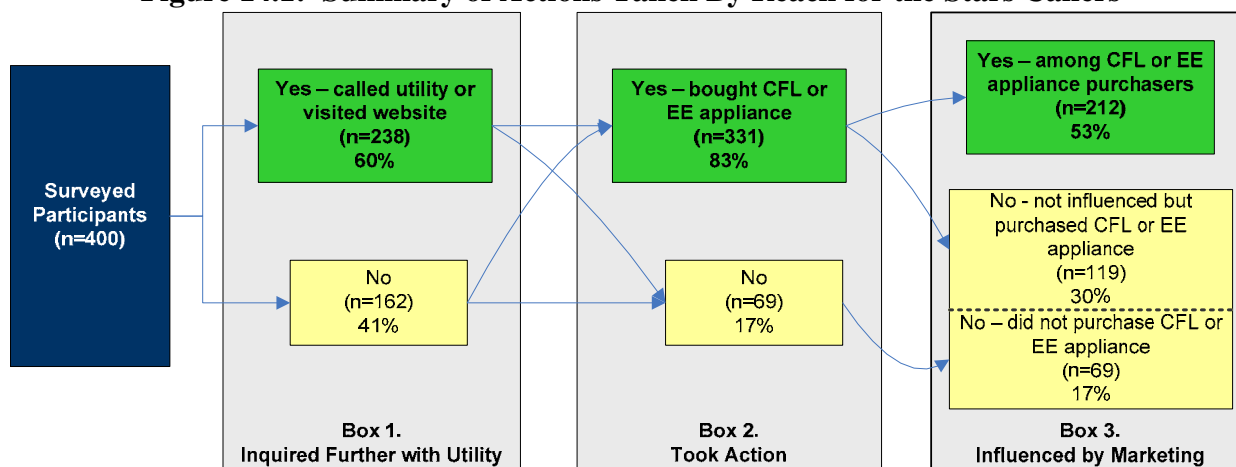
The PY 2004-2005 Reach for the Stars campaign promoted energy efficiency messages to rural customers, using media advertising (newspaper and radio) and community-based events. Customers who were interested in energy efficiency could call the Reach for the Stars toll-free number, which listed utility contact information, to find out more information about energy efficiency programs and rebates.

When callers dialed the Reach for the Stars toll-free number, 1-877-228-STAR, they heard:

Thank you for calling the Reach for the Stars energy efficiency hotline. ENERGY STAR products save energy, money and help the environment too. You can Reach for the Stars just by replacing your older appliances with new ENERGY STAR labeled products. ENERGY STAR products use up to 50% less energy and 40% less water than older models. Plus you can get cash rebates on qualifying appliances you buy. To learn more about ENERGY STAR products and rebates, please select your local utility from the following menu....

To learn about rebates and other energy efficiency programs offered by [UTILITY], please call [UTILITY'S 800 NUMBER] or visit [UTILITY'S WEBSITE]....Thank you for your interest in energy efficiency products. Remember, you not only save energy and money, you help save the environment too."

The Reach for the Stars campaign encourages several types of actions. First, the Reach for the Stars advertisements and collateral used within community outreach activities provide a toll-free number to access the RFS pre-recorded message for additional information. The print ads also provide the Flex Your Power website address where customers can find additional information. By providing utility contact information through the toll-free number and mentioning additional programs and rebates available, the Reach for the Stars campaign encourages customers to inform themselves about energy efficiency and to take action. (See Box 1 in Figure 14.1.) These actions range from low-cost efforts such as installing CFLs to purchasing ENERGY STAR appliances. (See Box 2 in Figure 14.1.)

Figure 14.1: Summary of Actions Taken By Reach for the Stars Callers

As indicated in the methodology section, we called 400 households that had called the RFS toll-free number during 2004 and 2005. Since we did not have the name of the caller and recall of the actual call made was low due to the amount of time elapsed, we could not verify that we were speaking with the person in the household who had called the toll-free number. Consequently, we focused our effort on energy efficient actions taken by the household following their call to Reach for the Stars. We present below, the reach of the Reach for the Stars campaign, customer familiarity and satisfaction with Reach for the Stars and other energy efficiency campaigns, followed by the percentage of customers who sought out additional information and/or took one of the types of actions promoted by Reach for the Stars. We then present respondents' self-reported findings regarding the influence of energy efficiency marketing campaigns and other key findings.

The “Reach” of Reach for the Stars Toll-Free Line

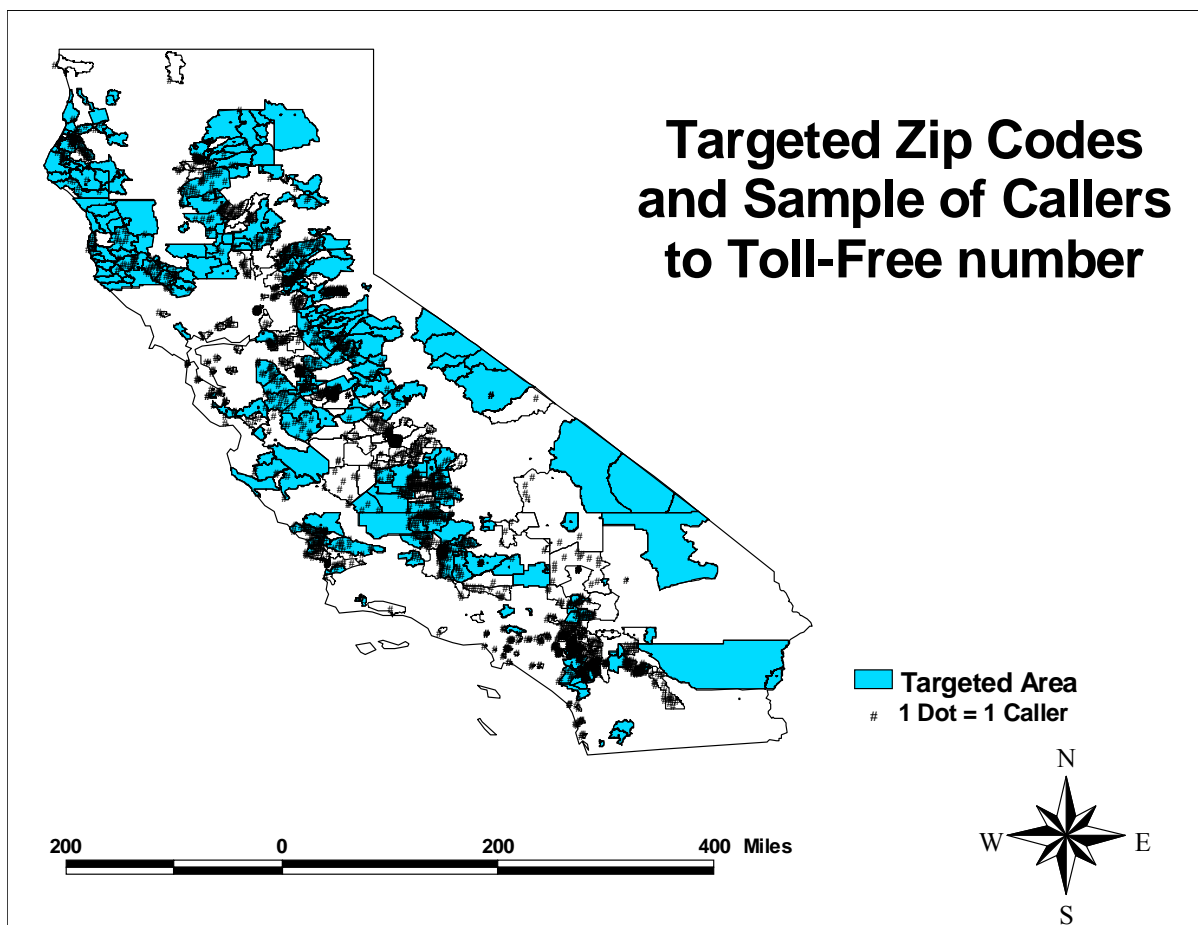
The Reach for the Stars program targets rural customers, focusing on 394 zip codes among a longer list considered “rural” by the CPUC. A little over a third of the survey respondents are from the zip codes targeted by the campaign while somewhat over half are from the cities/towns mapped to the targeted zip codes (i.e., rural areas).¹¹⁶ Figure 14.2 provides the visual of the targeted zip codes in blue and the known callers into the Reach for the Stars toll-free number. The dots represent a sample of the actual population of callers since we were missing data from portions of both 2004 and 2005.

When we look at the targeted areas (in blue), it appears that there are callers from most areas. The map shows that the Reach for the Stars program successfully generated calls (dots) in all the targeted areas (blue), except for the eastern edge of the state. Although we cannot say whether

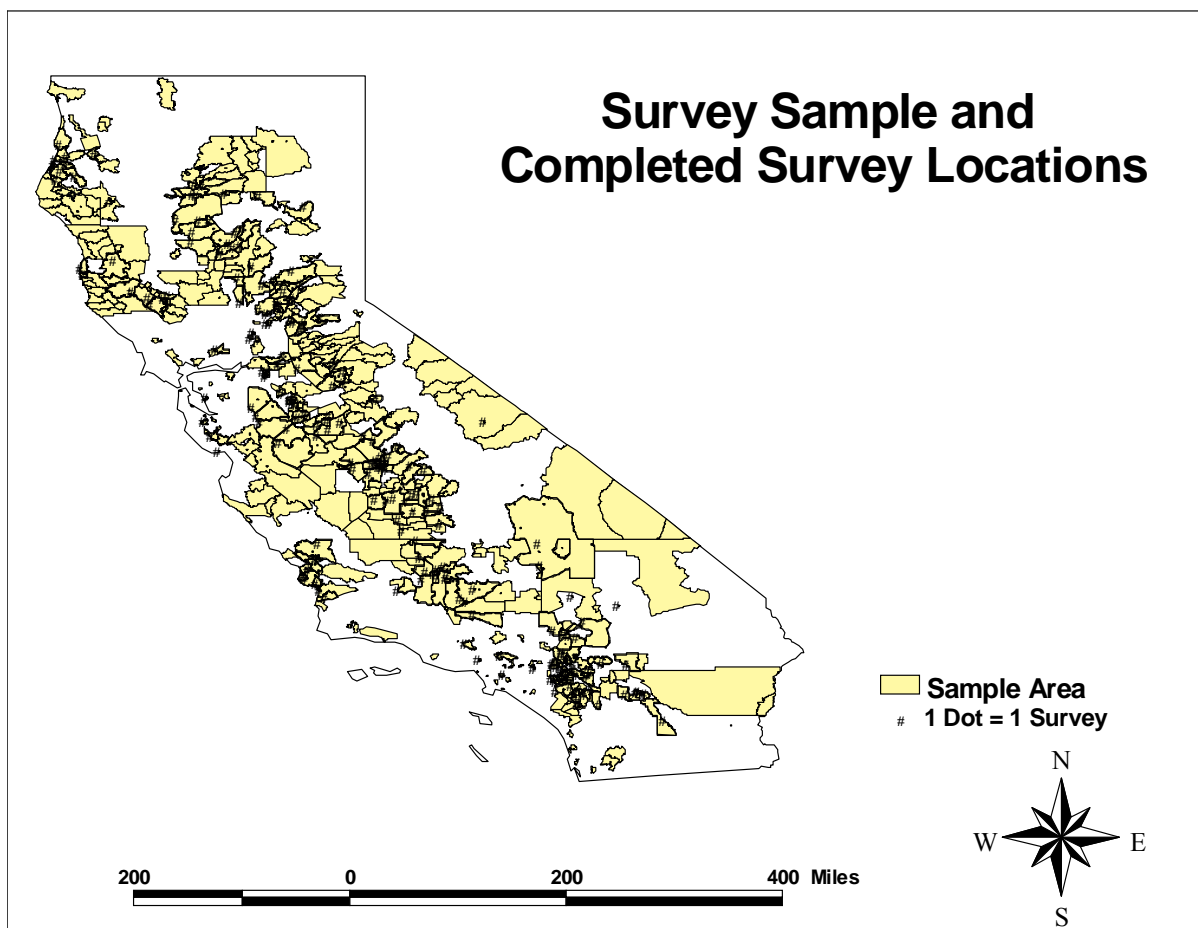
¹¹⁶ Cities and towns can have more than a single zip code. Since the survey sample only had a city indication, we assigned cities a single zip code for our analysis (as the true zip code was unknown for the sample). This caused some targeted zip codes to not map directly to the sample zip codes. The city-to-city mapping is a better representation of the number of callers within the targeted rural areas.

the campaign has reached this area, it is also worth noting that the eastern areas are very sparsely populated compared to the other areas.

Figure 14.2: Targeted Zip Codes and Sample of Callers



The callers we interviewed for the survey appear to represent the known population of customers that called into the Reach for the Stars 877 number. The map below takes each of the dots from the above figure and highlights the zip code area in light yellow while the completed interviews are indicated as dots. As such, this figure shows the locations of the survey sample compared to the locations of those that were interviewed for our evaluation effort.

Figure 14.3: Sample of Callers into Toll Free Line and Completed Survey Locations

As might be expected, the reach of the Reach for the Stars media campaign extends beyond the targeted zip codes. Respondents to our survey reported their zip codes, which were then matched to the list of zip codes targeted by Reach for the Stars. Forty-three percent of respondents listed a zip code in RFS territory and are considered “targeted” customers, while more than half (57%) of the survey respondents are not “targeted” customers.

Table 14.1: Zip Code

Zip Code	Survey Respondents (n=400)
In RFS Territory	43%
Not in RFS Territory	57%

As shown in Figure 14.3, respondents outside of the Reach for the Stars targeted areas tend to live in areas immediately surrounding targeted areas. The spillover into areas not specifically targeted is most likely due to the spillover in media markets – media spots for Reach for the Stars are purchased by media market, which include areas not in the targeted zip codes. Also, community outreach activities may pull in people from areas outside the specifically targeted zip

codes. Note that throughout our report, we separate out these non-targeted customers only when differences arise.

Familiarity with Reach for the Stars and Other Energy Efficiency Advertising

Familiarity with the Reach for the Stars campaign among respondents is low, with only 23% of respondents saying that they had heard of the marketing campaign when no description was provided. However, this was not a goal set forth in the PIP. About half of respondents said that they are not at all or only slightly familiar with the tagline “Reach for the Stars,” even after being prompted. The toll-free line and all of the newspaper ads mention the “Reach for the Stars” tagline; however, not all the radio spots include the name of the campaign. As such, branding the name, “Reach for the Stars”, does not appear to be a priority of the campaign (it is not in the Program Logic Model as an output of any of the program activities). When we prompted respondents with this brief description of the campaign: “The radio or print ads created by Reach for the Stars provided information on ENERGY STAR appliances, compact fluorescent light bulbs, or ENERGY STAR furnaces and usually said ‘Save energy. Save money. Reach for the Stars’,” 22% of respondents indicate that they are very familiar with the campaign, and another 28% state that they are somewhat familiar. As mentioned above, however, many did not recognize the Reach for the Stars tagline even when provided this aided recall information (i.e., educated).¹¹⁷ In addition to the lack of branding, the low recall may also be due to the amount of time that elapsed between when they heard about the campaign and when we contacted them.

Table 14.2: Familiarity with Reach for the Stars Campaign (educated)¹¹⁸

Q3B. After hearing the description of RFS, would you say you are...	Total (n=400)
Very familiar	22%
Somewhat familiar	28%
Slightly familiar	18%
Not at all familiar	32%
DK/Refused	1%

Because respondents could not specifically recall the Reach for the Stars tagline, we also asked respondents who said they were “not at all familiar” with Reach for the Stars whether they recalled seeing or hearing *any* energy efficiency related advertising in recent years. We used this question to try to separate those who just do not recall the name from those who may not be the member of the household who called the toll-free number (because their spouse or another person from the home called in). Positive responses to this follow-up question, however, may also represent the influence of one of the utilities’ or the CPUC’s other marketing outreach

¹¹⁷ There are no significant differences between respondents in Reach for the Stars territory compared to those who are not. As noted above, we will not look specifically at differences between these two groups given the lack of differences in responses.

¹¹⁸ We present educated responses in this table for many reasons including: the nature of the campaign (branding the name was not a priority), the fact that respondents often have difficulty distinguishing between marketing efforts, the commonness of the phrase “Reach for the Stars,” and the delayed timing of the survey effort. We did, however, ask respondents about their recall of Reach for the Stars without the description prior to asking this question; 23% of respondents said that they had heard of the Reach for the Stars marketing campaign when no description was provided.

programs, as well as Reach for the Stars. Among respondents that were not at all familiar with the Reach for the Stars campaign, 42% recalled some advertising.

Table 14.3: Energy Efficiency Related Advertising Recall in Past Years

Q4A: Do you recall seeing any energy efficiency related radio or newspaper ads in your area in the past couple of years?	Total (n=130)
Yes	42%
No	55%
DK/Refused	4%

Out of the 400 survey respondents, approximately 81% recall some form of energy efficiency advertising, including Reach for the Stars (68% either very, somewhat, or slightly familiar) or an unnamed energy efficiency related ad (an additional 13%).

Among these customers, about half have seen a newspaper ad and a little more than one-quarter have heard a radio spot. Respondents also report seeing energy efficiency related ads on television, on an appliance, in their utility bill, in an in-store ad, or through a mailing or flyer. Note that significantly more respondents outside of zip codes in which Reach for the Stars efforts were focused say they saw energy efficiency ads on television (16% versus 7%), which could be attributed to the Flex Your Power campaign, among other possibilities.

Table 14.4: Placement of Any Energy Efficiency Ads

Q4BMI: Do you remember if you heard these ads on the radio or saw them in the newspaper? <i>(among respondents who have heard any EE ads or are very, somewhat, or slightly familiar with RFS)</i>	Total (n=325)
Newspaper	51%
Radio	27%
Television	12%
On an appliance	3%
Utility bill	3%
In store ad	2%
Word of mouth	1%
Mailing/flyer	1%
Event/festival	<1%
Computer/Internet	<1%
Don't know	18%

Reach for the Stars also works with community-based organizations to sponsor events and activities to increase awareness. We asked respondents if they remembered seeing any energy efficiency information at such events. One-fifth of all respondents remember seeing some kind of information available (not specifying if it was Reach for the Stars materials). Those who reported being familiar with Reach for the Stars were significantly more likely to have seen energy efficiency information at events than those who were not familiar with the campaign, which may be a possible indication that the information they saw at the community-based event led to their familiarity with the campaign.

Table 14.5: Recall of Energy Efficiency Information at Events

Q5A: Have you seen any energy efficiency related information at events or community-based organizations in the past couple of years?	Total (n=400)
Yes	19%
No	78%
DK/Refused	4%

The majority of respondents who recall seeing energy efficiency information at an event also recall some other media efforts. Overall, then, 82% of respondents are aware of energy efficiency marketing – those who are familiar with Reach for the Stars (very, somewhat, and slightly), those who have heard or seen other unspecific ads, or those who have seen energy efficiency information at community events. We look specifically at this group of respondents in future tables (under “Recall EE [Energy Efficiency] Info”) to ensure that screening out survey respondents who are unlikely to be the individual who called the toll-free number does not change the overall findings.¹¹⁹

Recall of and Satisfaction with the Reach for the Stars Phone Line

Although all of the households we interviewed were selected because someone in the household had called the Reach for the Stars number (as this was how we obtained their telephone number), very few recalled actually making a telephone call to the toll-free line. This low recall is most likely due to the amount of time elapsed since the call (some calls were made more than two years prior to the time we conducted the survey), but may also have been due to confusion between the Reach for the Stars line and another utility 800 number. Also, the person with whom we spoke may have been different than the person originally making the phone call. Generally, therefore, this data supports future efforts to survey participants closer to the time period when the customers’ call to the phone number was made.

Table 14.6: Recall of Calls to the Toll-Free Number

Q6: Did you or anyone in your home call the toll-free number given by Reach for the Stars for more information?	Total (n=400)	Recall EE Info	
		Yes (n=329)	No (n=71)
Yes	6%	7%	-
No	92%	90%	100%*
DK/Refused	3%	4%	-

* Significantly different than the Recall EE Info comparison group at the 90% confidence level.

Among respondents who recall calling the Reach for the Stars line (22 in total), 45% were very satisfied (note the small sample size) with the information they received on the toll-free line. Respondents who commented on what else they would want from the toll-free number

¹¹⁹ Note, however, that since our findings focus on actions taken by the home, it is possible to speak with the spouse and still gather the relevant information for the household (i.e., whether they took certain actions). Again, all households called did call the Reach for the Stars telephone line.

mentioned that they wanted more information upfront, their calls to be returned, and greater assistance for low- and middle- income families. We present these numbers in a table below for ease of reporting, but these numbers are not representative of the population of those that called due to the small number of respondents who could recall calling the toll-free number.

Table 14.7: Level of Satisfaction with Information Provided by Toll-Free Number

Q7: What was your level of satisfaction with the information provided when you called the Reach for the Stars number?	Total* (n=22)
Very satisfied	45%
Somewhat satisfied	27%
Neither satisfied nor dissatisfied	9%
Somewhat dissatisfied	-
Very dissatisfied	9%
DK/Refused	9%

* Numbers presented are not representative of total population due to small sample size.

Inquired Further with Utility

As depicted in the program logic model (see link 13 in the Reach for the Stars Logic Model), and mentioned above, one of the primary efforts of the program and of the toll-free Reach for the Stars line in particular is to direct customers to energy efficiency resources and programs. Specifically, customers are directed to the utility 800 numbers and/or website with information on energy efficiency programs.

Overall, three-fifths (60%) of respondents either called their utility to find energy efficiency information or visited the utility's website. (See Box 1 in Figure 14.1.) As shown below, 53% of all respondents called their utility (either in response to the message on the Reach for the Stars toll-free line or independently in order to find out about energy efficiency programs). A little more than two-fifths of all respondents have visited their utility's website, but this represents only an additional 7% on top of the customers who had already called their utility, for a total of 60% of all callers.

Table 14.8: Followed Up with Utility for Information about Energy Efficiency Programs

Q9A/Q12/Q14A: Have you ever contacted your utility to find out about energy efficiency programs? ^a	Total (n=400)	Recall EE Info	
		Yes (n=329)	No (n=71)
Called utility	38%	30%	32%
Called utility and visited website	15%	16%*	6%
Visited utility's website	7%	7%	4%
Did not contact utility	41%	37%	58%*

* Significantly different than the Recall EE Info comparison group at the 90% confidence level.

More than half of the callers were looking to find more information about energy efficiency programs, but they also wanted to check to see if rebates are available and how to save on their energy bills.

Table 14.9: Reasons to Call Utility

Q9B/Q13: What were some of the reasons you called your utility?	Among respondents who called utility (n=212)
Wanting to find out more about energy efficiency programs	51%
Planning to buy an appliance – want to see if there is a rebate	43%
Interested in saving money on energy bill	42%
Wanting to schedule a home energy audit	12%
Other	1%
DK/Refused	3%

Very few respondents (11 total) both remember making a call to the Reach for the Stars line *and* making the second follow-up call to their utility after hearing the message on the Reach for the Stars number. Eight of these 11 respondents said the call to the utility's 800 number provided them with the information they were seeking. The majority of respondents to our survey were not asked if their call to the utility provided the information that they were seeking since this was not the focus of our research.

Took Action

The actions recommended in the Reach for the Stars campaign consist primarily of buying a CFL or purchasing an energy efficient appliance. Eighty-three percent of those who called the Reach for the Stars line appear to have done at least one of those two things since their contact with Reach for the Stars: 65% have purchased a CFL, and 51% have purchased an energy efficient appliance (note that these groups are not mutually exclusive). (See Box 2 in Figure 14.1.)

Further details are presented below.

Purchased Compact Fluorescent Light Bulbs (Low-Cost Action)

Sixty-five percent of respondents report having purchased a CFL within the past couple of years. Again, those who can recall any energy efficiency advertising are more likely to have purchased a CFL.

Table 14.10: CFL Purchase

Q22: Have you purchased a compact fluorescent light (CFL) bulb within the past couple of years?	Total (n=400)	Recall EE Info		RFS Territory	
		Yes (n=329)	No (n=71)	Yes (n=173)	No (n=227)
Yes	65%	69%*	45%	59%	70%^
No	34%	30%	55%*	40%^	30%
DK/Refused	1%	1%	-	1%	--%

* Significantly different than the Recall EE Info comparison group at the 90% confidence level.

^ Significantly different than the RFS Territory comparison group at the 90% confidence level.

Interestingly, respondents in the targeted Reach for the Stars territory (based on our zip code analysis) are less likely than respondents from outside the targeted area to have purchased a CFL (which is one of the reasons for having a campaign to specifically target this area).

Purchased Major Appliance and/or Used Rebate

In addition to reporting what low- or no-cost energy efficiency actions they have taken in the past couple of years, respondents also reported what major appliances they purchased. We then took steps to understand how long ago they purchased the appliance, whether they purchased an energy efficient model,¹²⁰ and if they attempted to get a rebate for this appliance.

About three-fifths of respondents (or n=234) said they had purchased an appliance within the past two years¹²¹ and one-half of respondents (or n=205) purchased at least one energy efficient appliance.

Table 14.11: Appliance Purchase

Q22: Have you purchased an energy efficient appliance within the past couple of years?	Total (n=400)	Recall EE Info		RFS Territory	
		Yes (n=329)	No (n=71)	Yes (n=173)	No (n=227)
Yes	51%	52%	46%	47%	54%
No, but purchased an appliance	7%	8%	4%	8%	7%
No appliances purchased	42%	40%	49%	45%	39%

Of the 234 respondents who purchased some appliance within the past two years, nearly three-fifths said they purchased a refrigerator. Other common items included central air conditioners, clothes washers, and room air conditioners, among others. Overall, 88% of those respondents who said they purchased one or more appliances reported that at least one was energy efficient. Generally, most appliances that were purchased were self-reported to be energy efficient, ranging from 95% for central air conditioning units to 76% of furnaces being energy efficient.

¹²⁰ This is self-reported energy efficient. We acknowledge that respondents do not always accurately indicate whether their appliance is energy efficient. It was outside the scope of the project to perform follow-up on-site audits to verify the energy efficiency of the appliances in question.

¹²¹ We removed the responses where respondents indicated they purchased the appliance more than two years ago to stay within the timeline being studied, and included only those appliances covered in the Reach for the Stars campaign (those mentioned in Table 14.12 plus freezers, water heaters, and evaporative coolers).

Table 14.12: Appliance Purchased and Percent Energy Efficient

Products purchased within past two years <i>(Percentages are relative to appliance 'n's)</i>	Q18M1: Number of respondents who purchased each item^a <i>A</i>	Q19x. Bought Energy Efficient^b <i>As a percentage of column A</i>
Overall	234	88%
Refrigerator	134	87%
Central A/C	71	94%
Clothes washer	35	86%
Room air conditioner	33	85%
Dishwasher	29	83%
Furnace	25	76%
Programmable thermostat	2	100%

^a Respondents who reported purchasing the item within the past two years

^b Does not include respondents who said in a follow-up question that a rebate was attempted but that the appliance did not qualify for the rebate.

We then asked respondents whether they had obtained a rebate. If they indicated that they did not obtain a rebate, we followed up to inquire whether they attempted to obtain a rebate for their appliance (see Table 14.13). These findings are presented below.

Table 14.13: Rebates for Energy Efficient Appliance Purchases

Among respondents who purchased energy efficient appliance	Number of Respondents Who Purchased Energy Efficient Appliance <i>A</i>	Q20x. Obtained Rebate <i>As a percentage of column A</i>	Q20x1. Attempted But Did Not Receive Rebate <i>As a percentage of column A</i>	Obtained or Attempted Rebate (combined) <i>As a percentage of column A</i>
Overall	205	37%	21%	59%^a
Refrigerator	117	34%	16%	50%
Central A/C	67	46%	25%	72%
Clothes washer	30	23%	20%	43%
Room air conditioner	28	21%	7%	29%
Dishwasher	24	21%	13%	33%
Furnace	19	37%	21%	58%
Programmable thermostat	2	50%	50%	100%

^a Does not equal 58% (the sum of all respondents who obtained rebate plus all respondents who attempted rebate) because of overlap between the two columns. Five respondents who had obtained a rebate on one appliance had also attempted but did not receive a rebate on another appliance.

Note that several respondents did not receive or attempt to obtain a rebate for their self-reported energy efficient appliance. We do not have enough information to understand why customers did not even attempt to apply for a rebate for their energy efficient appliance.

From respondents' comments, the main reason why they did not receive their rebate even though they applied for one is that the offer had expired or was not applicable for the time when the appliance was purchased. Others said they never heard anything back, they could not find the form, funds were no longer available (too late sending it in), or they had not mailed it in or lost the receipt.

Influenced by Energy Efficiency Marketing

We found that 47% of Reach for the Stars customers who purchased some sort of appliance targeted by the campaign self-report that energy efficiency marketing campaigns were part of the reason that they decided to purchase an energy efficient appliance. (This group represents about 30% of all 400 respondents with whom we spoke.)

Table 14.14: Advertising Effect on Appliance Purchases

Q21 Do you think any energy efficiency advertisements, events, or marketing campaigns were part of the reason you decided to purchase this/these energy efficient appliance(s)? <i>(among respondents who purchased appliance)</i>	Total (n=234)	Recall EE Info	
		Yes (n=198)	No (n=36)
Purchased EE appliances and reported that EE marketing were part of the reason they purchased	47%	51%*	28%
Purchased EE appliances and reported that EE marketing were NOT part of the reason they purchased	40%	36%	64%*
Purchased appliances but NO appliances were EE	12%	13%	8%

* Significantly different than the Recall EE Info comparison group at the 90% confidence level.

Two-thirds of customers who purchased a CFL attribute the purchase at least in part to energy efficiency marketing. (This group represents about 43% of all 400 respondents with whom we spoke.)

Table 14.15: Advertising Effect on CFL Purchase

Q23: Do you think any energy efficiency advertisements, events or marketing campaigns were part of the reason you decided to purchase the CFL?	Total (n=261)	Recall EE Info	
		Yes (n=229)	No (n=32)
Yes	66%	67%	53%
No	33%	31%	44%
DK/Refused	2%	1%	3%

In all, therefore, 53% of all 400 respondents with whom we spoke specifically indicated that an energy efficiency marketing campaign influenced them to take action. (See Box 3 in Figure 14.1

Other Findings

We also asked our respondents about their awareness of Flex Your Power, another specific energy efficiency campaign. Respondents indicated a higher level of familiarity with Flex Your Power, with 39% saying they are “very familiar” compared to only 22% who are “very familiar” with Reach for the Stars. (Note there was a difference in scale between the questions for Reach for the Stars and Flex Your Power: the Flex Your Power familiarity question does not include a “slightly familiar” response. As such, we only compare “very familiar” as an indicator.)¹²²

¹²² Of those who remember seeing any energy efficiency related advertising in the newspaper (n=165), 20% remember seeing the Flex Your Power website, www.fypower.org, on the ads. Four respondents went to the Flex Your Power website after seeing it listed on the Reach for the Stars print advertisements. They were looking for statistics on energy usage, rebates, and how to get rid of old appliances and replace them with better ones.

Familiarity with Reach for the Stars has already been presented in an earlier table and is presented here more for comparison sake with Flex Your Power. (See Table 14.16.)

Table 14.16: Familiarity with Energy Efficiency Campaigns

	Familiarity with RFS (n=400)	Familiarity with FYP (n=400)
Very familiar	22%	39%
Somewhat familiar	28%	29%
Slightly familiar ^a	18%	NA
Not at all familiar	32%	31%
DK/Refused	1%	2%

- a. Note that the questions are not exactly comparable. For RFS, we described the campaign briefly, and offered a “slightly familiar” option; while for FYP, we ask about their familiarity with the phrase and did not offer a “slightly familiar” option.

Even when we look exclusively at the survey respondents in the Reach for the Stars target areas (see Table 14.17), based on our zip code analysis, customers appear to be more familiar with the Flex Your Power campaign than with the Reach for the Stars campaign.

Table 14.17: Awareness of Marketing Campaigns ^a

In RFS Territory (n=173)	Q3B: [After description] How familiar are you with RFS ads?	QG1: How familiar are you with the phrase Flex Your Power?
Very familiar	19%	38%

- a. Because the questions are not on the same scale and are not exactly comparable, we only present “very familiar” responses.

The overlap of the two campaigns may have contributed to the low recall of the RFS program.

Since branding the name, “Reach for the Stars”, does not appear to be a priority of the campaign and since there is an overlap of campaign efforts (i.e., Flex Your Power messages appear to be widespread even in the targeted areas), in future evaluations, it may continue to be difficult to distinguish between the campaigns.

Home Energy Audits

Of the survey respondents who took one of the actions recommended by the Reach for the Stars campaign (e.g., purchasing an energy efficient appliance or a CFL), 20% reported also having conducted a home energy audit either in-home, online, or by mail, within the past two years. While we are not able to determine if the home energy audit occurred before or after the action, the home energy audit may also have played a role in influencing these 20% of customers who took action.

Table 14.18: Home Energy Audit within the Past Two Years

Q15: In the past two and a half years have you had a home energy audit conducted at your home or done an online or mail energy audit?	Respondents who have taken action (n=331)	Recall EE Info		RFS Territory	
		Yes (n=329)	No (n=71)	Yes (n=173)	No (n=227)
Yes	20%	20%	17%	21%	19%
No	77%	77%	79%	76%	78%
DK/Refused	3%	3%	4%	4%	2%

As mentioned above, our survey questions were not designed to provide a rigorous analysis of attribution, but rather to give a general idea of the influence that marketing may have played in the purchasing decisions made by customers. We note, however, that of those respondents who had a home energy audit, the majority also said that marketing influenced their decisions regarding energy efficient purchases: 13% of the 331 customers who took action said that marketing messages influenced their decision to purchase *and* also that they have had a home energy audit (leaving 7% of respondents who had a home energy audit but did not self-report being influenced by marketing). Thus, the home energy audit, in addition to energy efficiency marketing, may have influenced customer decisions regarding the purchase of energy efficient appliances and/or CFLs (see Table 14.14 and Table 14.15).

Other Demographics

Most of the characteristics that differentiate the survey participants from the general population in the targeted area stem from the fact that all survey participants had called the Reach for the Stars toll-free number and that the information available at that number primarily appeals to customers who are looking to purchase an appliance. Although the campaign also promotes CFLs, interest in purchasing a CFL is less likely to spark a call to a toll-free number than interest in learning more about a larger purchase like an appliance.

Not surprisingly, therefore, callers to the toll-free line, and therefore all respondents to our survey, are more likely to be homeowners. They are also more likely to live in a single-family home.

Based on our review of the demographics of our survey population, the toll-free number also appears to attract a large proportion of senior citizens¹²³.

The toll-free number is not as likely to attract customers who have less than a high school degree.

Demographics of respondents to the survey are presented in the tables below, along with demographics from 2000 Census Data of the applicable zip codes for Reach for the Stars territory, where available.

¹²³ We did a general comparison to census data but could not compare because our groupings were not comparable.

Table 14.19: Demographic Info on Respondents' Households

	Total (n=400)	In RFS Territory		Census Data
		Yes (n=173)	No (n=227)	
Age of Residence				
0-4 years	7%	9%	6%	Not comparable
5-10 years	6%	7%	6%	
11-15 years	7%	7%	7%	
16-20 years	13%	13%	13%	
21-40 years	35%	36%	34%	
41-80 years	24%	20%	26%	
81 or more years	4%	5%	3%	
Ownership of Residence				
Own	90%	90%	89%	67%*
Rent	8%	9%	7%	33%*
Residence Type				
Single-family	80%	77%	83%	71%*
Duplex/two-family	2%	1%	2%	2%
Apartment/condo in a 2-4 unit building	2%^	2%	1%^	4%
Apartment/condo in a >4 unit building	2%	2%	2%	8%*
Townhouse/row house	2%^	2%	1%^	4%
Mobile home/house trailer	10%	14%	7%^†	11%
Electric Bill Payer				
Respondent pays	84%	83%	85%	--
Someone else in household pays	14%	17%	12%	--

* Significantly different than survey data (Total, In RFS Territory, and Not In RFS Territory columns) at the 90% confidence level.

^ Significantly different than Census Data the 90% confidence level.

† Significantly different than the In RFS Territory comparison group at the 90% confidence level.

Table 14.20: Demographic Info on Respondents

	Total (n=400) ^a	In RFS Territory		Census Data
		Yes (n=173)	No (n=227)	
Gender				
Female	70%	72%	69%	51%*
Male	30%	28%	31%	49%*
Education Level				
Graduate degree	11%	13%	10%	6%*
Some graduate school	1%	3%	2%	NA
College graduate	25%	20%	20%	11%* (+7% Assc. Dgr. [‡])
Some college	29%	30%	29%	25% [‡]
Technical or trade school	2%	2%	1%	NA
High school graduate	25%	27%	23%	25%
Less than high school graduate	5%	6%	4%	26%*
Age	(n=397)			
18-25	4%	4%	4%	Not Comparable
26-30	3%	2%	4%	
31-45	18%	19%	17%	

	Total (n=400) ^a	In RFS Territory		Census Data
		Yes (n=173)	No (n=227)	
46-55	18%	23%**	14%	
56-65	18%	17%	19%	
65+	37%	37%	37%	
Refused	6%	2%	9%*	
Ages in Household, Percent with 1 Person or More				
17 years or less	30%	34%	27%	--
18 to 64	65%	69%	62%	--
65 or older (n=399)	44%	42%	44%	--
Income (1% or More)				
Under \$10,000	4%	5%	3%	Not comparable due to the large percentage that did not respond in the survey; valid percentages would not be accurate
10,000 to less than 15,000	6%	8%	4%	
15,000 to less than 25,000	8%	14%	4%†	
25,000 to less than 35,000	8%	7%	8%	
35,000 to less than 50,000	11%	12%	10%	
50,000 to less than 75,000	14%	13%	15%	
75,000 to less than 100,000	7%	8%	7%	
100,000 to less than 150,000	4%	5%	3%	
150,000 or more	--%	1%	--%	
Don't Know/Refused	39%	28%	46%†	
Ethnicity				
Caucasian	73%	72%	73%	60%*
Hispanic/Latino	14%	15%	14%	29%*
African American/Black	3%	4%	2%	4%
Native American/American Indian/Alaskan Native	3%^	2%	3%^	1%
Multi-racial	2%	3%	1%^	3%
Asian	2%	1%	3%	3%
Native Hawaiian and Other Pacific	1%	--	1%	0%

^a unless otherwise indicated

* Significantly different than survey data (Total, In RFS Territory, and Not In RFS Territory columns) at the 90% confidence level.

^ Significantly different than Census Data the 90% confidence level.

† Significantly different than the In RFS Territory comparison group at the 90% confidence level.

‡ Significantly different than Total survey data at the 90% confidence level.

15 UTEEM CHANNELING SURVEY

The primary goals of UTEEM are to increase awareness and knowledge of energy efficiency opportunities and induce a permanent change in attitudes and actions towards energy efficient products and services among the Spanish speaking population in California. One desired outcome of the UTEEM advertising campaign is to encourage customers to apply for and obtain rebates from the utilities for energy efficient product purchases. This is shown in the UTEEM Program Logic Model (see Figure 5.3) as an intermediate outcome, linking the short term outcome of increasing awareness with the purchase and use of energy efficient products (a long term outcome).

The purpose of the analysis below is to determine the percentage of all Spanish-speaking customers that participated in the promoted utility residential energy efficiency programs *as a result* of information obtained from Staples/Univision's UTEEM media campaign (i.e., those customer who were channeled into resource acquisition programs). Notably, our research occurred after the PY2004-2005 cycle.

UTEEM's Influence on Spanish Speaking Customers

Since the UTEEM campaign aired, there were 272,341 total customers that received the relevant rebates through the Single-Family Rebates program and 148,948 that received rebates from the Appliance Recycling program (Column A in Table 15.1 below). These numbers represent unique customers (i.e., some customers may have gotten more than one rebate but we only count them once), exclude small commercial customers, and only include customers who got a rebate promoted by UTEEM after the UTEEM campaign aired. As such, they include the maximum number of participants that could have been influenced by the UTEEM program (although, notably, many of these customers do not speak Spanish).

Based on our analysis (described in the methodology section) approximately 5% of all Single-Family Rebates customers speak Spanish (or 14,096 customers) and 15% of all Appliance Recycling customers speak Spanish (or 21,720 customers). (See Columns D and E in Table 15.1 below).

Table 15.1: Estimates of Spanish-Speaking Customers (i.e., Target Audience)

	Total Number of Potentially Influenced Participants in 2004 & 2005^a (A)	Percent of Participants with Spanish Surname^b (B)	Percent of those with Spanish Surname that Actually Speak Spanish^c (C)	Percent of All Participants that Speak Spanish^d (D)	Total Number of Spanish Speaking Participants^e (E)
Single-Family Rebates	272,341	29%	18%	5%	14,096
Appliance Recycling	148,948	39%	38%	15%	21,720

^a Based on databases of participants provided by the implementers of these programs. Estimates represent residential customers, count each customer only once, only include customer who received a rebate promoted by UTEEM, and only if the rebate was received after the commercials ran.

^b Based on lists of Spanish Surnames published by the U.S. Bureau of the Census and described in a technical working paper titled, *Building a Spanish Surname List for the 1990s – A New Approach to an Old Problem*.

^c Based on telephone screener.

^d Column B * Column C.

^e Column A * Column D.

Overall, we estimate that 20% of the Spanish-speaking customers in the Single-Family Rebate program and 36% of the Spanish-speaking customers in the Appliance Recycling Program were influenced by UTEEM.

When we interviewed a sample of Spanish-speaking utility program participants to ask whether they had seen any energy efficiency advertising, and more directly whether UTEEM influenced their program participation, a total of 20% of customers self-reported that they were influenced by at least one component of UTEEM's media campaign. Among these, 15% of Single-Family Rebate customers were influenced by commercials on Univision to receive the rebate, 7% were influenced by interviews on locally produced talk shows and news programming, and 5% were influenced by program materials and information at Hispanic-oriented outreach fairs and events throughout the state (as shown in the table below).¹²⁴

Our survey found that the customers who participated in the Appliance Recycling program were more likely than those in the Single-Family Rebate program to have been influenced by UTEEM. A total of 36% of Spanish-speaking participants were influenced by at least one of component of UTEEM's media campaign.¹²⁵ Among Spanish speaking Appliance Recycling participants 32% were influenced by commercials on Univision to participate, 13% were influenced by interviews on locally produced talk shows and news programming, and 4% were influenced by program materials and information at Hispanic-oriented outreach fairs and events throughout the state (as shown in the table below).

¹²⁴ Participants are influenced by the UTEEM campaign if they indicated that they had learned about the program by watching Univision or through a visit to a Univision booth at a special event. Applies to questions T4, T7, and E4.

¹²⁵ See footnote above. Participants are influenced by the UTEEM campaign if they indicated that they had learned about the program by watching Univision or through a visit to a Univision booth at a special event.

Table 15.2: Estimates of Influence Based on Telephone Interviews

	Single-Family Rebates (n=150)	Appliance Recycling (n=151)
	%	%
Univision Commercials ^a	15%	32%
Interviews on Univision ^b	7%	13%
Special Events ^c	5%	4%
Total Influenced By UTEEM	20%	36%

^a Answered "yes" to Question T4, "Was the information in the commercial a factor in your decision?".

^b Answered "yes" to Question T7, "Was the discussion about energy efficiency a factor in your decision?".

^c Answered "yes" to Question E4, "Was the information provided at the booth a factor in your decision?".

Overall, therefore, we estimate that a total of 2,819 customers were influenced by UTEEM to participate in the Single-Family Rebate program. The customers influenced by UTEEM represent 1% of all participants that could have been influenced by these messages (including both Spanish and non-Spanish speakers that received relevant rebates in the time-period specified)¹²⁶ in the Single-Family Rebate program during the time period under analysis. It seems that Appliance Recycling was more effective in influencing participation as a total of 7,911 customers were influenced by UTEEM to participate in the program. This represents 5% of the total participation in the Appliance Recycling program that participated in the time-period specified.¹²⁷ (See Table 15.3 below.)

Table 15.3: Overall Influence of UTEEM Campaign

	Total Number of Potentially Influenced Participants in 2004 & 2005 ^a (A)	Estimated Number of Spanish Speaking Participants ^b (B)	Percent of Participants Influenced by UTEEM Based on Interviews ^c (C)	Total Number of Participants Influenced by UTEEM ^d (D)	Participants Influenced by UTEEM as a Percentage of All Participants ^e (E)
Single-Family Rebates	276,050	14,096	20.0%	2,819	1.0%
Appliance Recycling	148,948	21,720	36.4%	7,911	5.3%

^a See Table 15.1.

^b See Table 15.1.

^c See Table 15.2.

^d Column B * Column C.

^e Column D / Column A.

A more specific discussion of the questions that we asked is presented below.

¹²⁶ Our estimates of the total number of program participants in 2004 and 2005 do not include customers who received rebates that were not promoted by the media campaign and customers who received their rebate before the advertisements ran.

¹²⁷ The number of Spanish Speaking participants (shown in Table 15.1) is multiplied by the percent of participants influenced by the UTEEM campaign (shown in Table 15.2).

General Influences on Participation

When we asked Spanish-speaking customers open-ended questions about the factors that influenced them to participate in these programs, information on how to get a new appliance or recycling the old appliance was influential to more than one-half of appliance recycling program participants (56%). (Note that this includes marketing and outreach by these programs, but is more broadly defined than just the information provided by these programs.)

Overall, responses were very general, basically restating the offering of the program itself. “Media” was not frequently mentioned when respondents were asked an open-ended question, which does not mean that it is not influential, just that it is not the first thing that comes to mind for respondents.

Table 15.4: What Information Played a Factor in Decision to Participate?

U1	Single-Family (n=150)	Appliance Recycling (n=151)
Get new appliance/Recycle old appliance	19%	56%*
Rebate/Save money/Reimbursement	43%*	25%
Save energy	26%*	14%
Mail/Billing insert/Utility	1%	13%*
Info on appliance/at store	11%*	3%
Save environment/water	7%*	3%
Word of mouth recommendation	3%	3%
Media (TV, internet, newspaper)	3%	7%
Other	2%	4%
Don't know/Refused	11%	9%

* Significantly different than the participant type comparison group at the 90% confidence level.

A larger percentage of Spanish-speaking participants mentioned a television campaign, and some also mentioned Univision specifically, when we asked them an open-ended question about how they first heard about the program. About three-fifths of Spanish-speaking customers in the rebate program said they heard of the program at a retail store, significantly more than appliance recycling program participants. Participants of the appliance recycling program are significantly more likely to say the way they heard about the program was through information from the utility or by word of mouth.

Table 15.5: How Respondents First Heard About Program

U2	Single-Family (n=150)	Appliance Recycling (n=151)
Retail store	59%*	7%
Utility bill inserts / Information on bill / Direct mailing from utility	9%	32%*
Word of mouth / Friends or family	6%	16%*
Other Statewide television campaigns	6%	5%
Newspaper advertisements	3%	9%*
Information or brochures (not from utility)	1%	9%*
Univision	2%	7%*
Internet	3%	1%
Other	1%	1%
Don't know	9%	10%

* Significantly different than the participant type comparison group at the 90% confidence level.

As mentioned above, when we asked specifically about UTEEM efforts, 20% of Spanish-speaking Single Family Rebates participants and 36% of Spanish-speaking Appliance Recycling participants stated that the UTEEM campaign had some influence. Other media messages also helped to influence the participation decision for 20% of rebate participants and 25% of appliance recycling participants, either through radio, television, or newspaper (as shown in the table below).

Of respondents who say they heard other media messages, 47% of rebate participants and 30% of appliance recycling program participants said that some message on “how to save energy” helped to encourage them to participate in the program. Thus, for a large percentage, media messages play some role. In addition, 27% of rebate participants recalled messages on “how to save money” and “installing energy saving appliances” each, significantly more than participants in the appliance recycling program. Note that these may have been UTEEM or other media ads, but respondents were unable to specify the source of the ad.

Table 15.6: Other Media Messages That Played a Factor in Decision to Participate

G1-G2	Single-Family (n=150)	Appliance Recycling (n=151)
Yes	20%	25%
Radio (multiple response)	10%	12%
Television (multiple response)	7%	14%
Newspaper (multiple response)	5%	6%
No	75%	74%
Don't know	5%*	1%

* Significantly different than the participant type comparison group at the 90% confidence level.

Table 15.7: Respondent Recall of Other Media Messages

G3	Single-Family (n=30)	Appliance Recycling (n=37)
How to save energy	47%	30%
How to save money	27%*	11%
Participation information	10%	19%
Installing energy saving appliances	27%*	5%
Recycling appliances	--	19%
Rebate	13%	8%
Other	3%	5%
Don't know	27%	30%

* Significantly different than the participant type comparison group at the 90% confidence level.

Overall, many Spanish-speaking customers have seen other types of messaging (through other campaigns). As such, it may be that these other campaigns are also influencing these participants. We asked Spanish-speaking customers specifically about the Flex Your Power and Reach for the Stars program. Thirty-five percent are aware of and have seen material from Flex Your Power, while 10% recall the Reach for the Stars campaign. (Note that respondents were asked specifically about the campaign name. We did not ask a comparable question about “UTEEM” because branding the campaign name was not a priority of the campaign.¹²⁸) We present these numbers here to show the overlap of the campaigns, even among the Spanish-speaking segment. (Note that no numbers are available to allow us to compare the effects of UTEEM versus Flex Your Power or Reach for the Stars.)

Table 15.8: Familiarity with Marketing Campaigns

G4-G5 among all respondents (n=301)	Flex Your Power	Reach for the Stars
Have definitely seen information	35%	10%
Might/might not have seen information	16%	17%
Have never seen information	45%	70%
Don't know	4%	4%

Univision Viewership and Effects

The UTEEM messages were primarily aired over Univision. Overall, 61% of all respondents (all of whom were Spanish-speaking participants in programs) say they watch Univision. Of these 186 respondents, 53% (or 33% of the overall population) say they recall commercials that mentioned the programs promoted by UTEEM. (Again, no comparable research was done asking participants about recall of Flex Your Power commercial, but this type of research should be a priority for PY2006-2008).

¹²⁸ Even though branding the Reach for the Stars name does not appear to be a priority of that campaign either (it is not in the Program Logic Model as an output of any of the program activities), the “Reach for the Stars” tagline is included in all the newspaper ads and in the toll-free line script as well as some of the radio spots. The name “UTEEM” is mentioned only in the brochures handed out at community events.

Table 15.9: Recall Commercials on Univision That Mentioned Program

T2	Total Respondents (n=186)
Yes	53%
No	47%

In addition to commercials on Univision, UTEEM also aired interviews on some of Univision's television shows. Below we present these findings. One-third of respondents who watch Univision say they have seen the show *Voz Y Voto*; 15% recall seeing an interview.

Table 15.10: Viewership of Television Shows

Television show (among respondents who watch Univision)	Segment	n	Watch Show	Recall Interview
<i>Voz Y Voto</i>	All customers	186	32%	15%
<i>6 or 11 News</i>	SDG&E customers only	22	55%	9%
<i>Despierta San Diego</i>	SDG&E customers only	22	32%	5%
<i>Sabor Latino</i>	PG&E customers only	52	33%	13%
<i>Bakersfield al Dia</i>	PG&E customers only	52	8%	6%
<i>Arriba Valle Central</i>	PG&E customers only	52	15%	8%
<i>Encuentro en la Bahia</i>	PG&E customers only	51	24%	14%

Of the 150 Single-Family Rebates program participants we interviewed, 25% have taken some kind of energy efficiency action as a result of UTEEM information.¹²⁹ Note that this is not program participation, just *some* action, which is why it is higher than the percentage influenced to participate in the program. Another 39% watch Univision, but did not indicate that it influenced them to take action. The remaining 33% do not watch Univision, and also applied for and received rebates without the influence of Univision or events.

Thirty-six percent of Appliance Recycling program participants took some kind of energy efficiency action as a result of information they learned on Univision or at an event. Sixty-seven percent of participants turned in their old inefficient appliance without the influence of UTEEM, the majority of which do not watch Univision (see table below).

¹²⁹ No comparable research was done for Flex Your Power, but this should be a research priority for PY2006-2008.

Table 15.11: Took Actions Because of Information
(Note That This is Not Participation in the Program, Just *Some* Action)

T8, T9, E5, E6	Single-Family (n=150)	Appliance Recycling (n=151)
Took some EE actions as a result of UTEEM information	25%	36%
...on Univision	21%	33%
...at events	10%	11%
Watch Univision or attend events but have not taken actions	39%	26%
Do not watch Univision or attend events	33%	41%

UTEEM Channeling Survey Demographics

Table 15.12: Demographic Info on Respondents' Households

	Single-Family (n=150)	Appliance Recycling (n=151)
Age of Residence		
0-4 years	10%*	3%
5-10 years	5%	3%
11-15 years	7%	7%
16-20 years	7%	8%
21-40 years	27%	25%
41-80 years	29%	32%
81 or more years	2%	1%
Ownership of Residence		
Own	89%*	59%
Rent	7%	36%*
Residence Type		
Single-family	89%*	74%
Duplex/two-family	2%	2%
Apartment/condo in a 2-4 unit building	1%	11%*
Apartment/condo in a >4 unit building	4%	7%
Townhouse/row house	1%	2%
Mobile home/house trailer	1%	3%
Electric Bill Payer		
Respondent pays	75%	77%
Someone else in household pays	15%	15%
Area		
Rural	5%	7%
Urban (city)	59%	60%
Suburban	25%	24%

* Significantly different than the participant type comparison group at the 90% confidence level.

Table 15.13: Demographic Info on Respondents

	Single-Family (n=150)	Appliance Recycling (n=151)
Gender		
Female	53%	61%
Male	47%	39%
Education Level		
Graduate degree	6%	4%
Some graduate school	3%	3%
College graduate	22%*	11%
Some college	19%	14%
Technical or trade school	3%	3%
High school graduate	24%	31%
Less than high school graduate	15%	28%*
Age		
16-25	3%	3%
26-30	6%	5%
31-50	43%	46%
51-65	25%	24%
65+	14%	11%
Ages in Household, Percent with 1 Person or More		
17 years or less	58%	58%
18 to 64	82%	84%
65 or older	22%	17%
Income (1% or More)		
Under \$10,000	1%	8%*
10,000 to less than 15,000	3%	3%
15,000 to less than 25,000	7%	18%*
25,000 to less than 35,000	6%	14%*
35,000 to less than 50,000	11%	11%
50,000 to less than 75,000	13%	9%
75,000 to less than 100,000	10%*	4%
100,000 to less than 150,000	6%	3%
150,000 or more	5%*	2%
Don't Know/Refused	37%	29%
Ethnicity		
Caucasian	10%	17%
Hispanic/Latino	75%	71%
African American/Black	2%	1%
Multi-racial	2%	1%
Asian	1%	1%
Native Hawaiian and Other Pacific	1%	--

* Significantly different than the participant type comparison group at the 90% confidence level.

APPENDIX A: EVALUABILITY ASSESSMENT SPREADSHEETS

Table A.1: Obtaining Program Data for Flex Your Power

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Activity	Create and deploy messages via Mass Media (TV, Radio, Newspaper)	1. Number of mass media efforts created.	☉	1.Data is available, but not via electronic means.
		2. Geographic spread of media purchases made.	☉	2. Data is available, but in hard copy only.
		3. Times when mass media messages are shown on TV (time during the day as well as number of times total)	☉	3. Data is available, but in hard copy only.
Activity	Marketing collateral is created for use in outreach efforts.	1. Number of different types of marketing collateral created.	☉	1. Program creates various collateral, but is not tracked.
		2. Examples of all marketing collateral used for outreach efforts.	☉	2. Program creates various collateral, but is not tracked.
Activity	Flex Your Power staff interact with multiple market actors through meetings.	1. Number of meetings attended by FYP Staff	☉	1. Number of meeting attended is known, but not specifically tracked.
		2. Type of market actors at the FYP attended meetings based on work title.	☉	3. While cannot do for 2004/2005 because others at meetings are unknown, could set up structure to obtain names and contacts in the future.
Activity	Case studies and best practices reports are	1. Number of case studies and best practice reports written.	●	1. Count of case studies and best practice reports can be found on the website.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
	written.	2. Accuracy of documents.	☉	2. Actual accuracy can be assessed by review of documents by expert.
Activity	Flex Your Power awards are determined, congratulation spots created, and annual event planned.	1. Number of awards presented.	●	1. Program knows number of awards presented.
		2. Number of congratulation spots created.	●	2. Program knows number of congratulation spots creates.
		3. Number and placement of congratulation spots in various media.	☉	3. Placement of spots is known via hardcopy information.
		4. Percent of population that sees congratulation spots.	☉	4. Survey of population could determine this
Activity	eNewswire articles are written	1. Number of eNewswire articles written.	☉	1. Number of eNewswire articles written can be obtained from historical data.
		2. Subject matter of articles is relevant and accurate.	☉	2. Old articles can be assessed for subject matter.
Activity	Website is created and maintained with relevant information.	1. Number of hits by website page.	●	1. Program can provide website hits.
		2. Annual rate at which parts of website are updated.	☉	2. Time series assessment of website could determine rate of change of updates.
Short-term Outcome	The presence of Flex Your Power at various meetings and gatherings facilitates the consistency of marketing messages.	1. Meetings attended.	☉	1. Meetings at which Flex Your Power staff attend are available, but in various formats.
		2. Type of market actors at the meetings based on work title.	☉	2. While cannot do for 2004/2005 because others at meetings are unknown, could set up structure to obtain names and contacts in the future.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
		3. Meeting participant perceived influence of FYP on information when marketing is discussed	⊙	3. While cannot do for 2004/2005 because others at meetings are unknown, could set up structure to obtain names and contacts in the future.
Short-term Outcome	Flex Your Power creates and maintains collaborations and Partners that agree to disseminate the outreach collateral.	1. Number of collaborations and partners maintained by FYP.	●	1. Program has list of collaborations and Partners that indicate they will disseminate outreach collateral.
Short-term Outcome	Flex Your Power involvement with groups and organization of an annual summit increases the outreach of the program message.	1. Number of participants at summits.	●	1. Program maintains list of participants.
		2.Satisfaction with summit by participants.	⊙	2.Unknown what the level of satisfaction is, but could determine based on post-summit evaluation.
		3. Type of participants at summits based on work title.	⊙	3. While cannot do for 2004/2005 because others at meetings are unknown, could set up structure to obtain names and contacts in the future.
Short-term Outcome	Interactions with retailers and manufacturers keeps them up-to-date on the upcoming energy campaigns in California to allow for sufficient stock to be placed in the state.	1. Number and type of retailers and manufacturers with whom FYP has had discussions.	⊙	1. Program maintains list of retailers and manufacturers they have had discussions with, but it is not specific to topic.
		2. Interactions are effective at changing the stocking practices of retailers and manufacturers in California.	⊙	2. Survey of retailers / manufacturers could assess this.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Short-term Outcome	Case Studies and Best Practices Manuals are effective at increasing awareness and/or knowledge and reinforcing / changing attitudes among readers.	1. Perceived relevance by audience.	⊙	1. While who is sent case studies and best practices is known if sent via eNewswire, it is unknown who downloads information from website.
		2. Perceived accuracy of information in case studies and best practices by readers.	⊙	2. Perception of documents cannot be assessed without contact information, which is only partially available.
		3. Number of people to whom case studies and best practices are disseminated.	⊙	3. Some dissemination routes are known, but not all.
		4. Case studies and best practices manuals effect the AKA of readers.	⊙	4. AKA cannot be assessed without contact information, which is only partially available.
Short-term Outcome	Congratulatory spots and annual events effects the AKA of other businesses.	1. Business perceive an increase in work after congratulatory spots because of increased profile in the public.	○	1. Reluctance of business to share earnings and multiple other factors that affect business makes this difficult to determine.
		2. Percent of businesses that believe that EE is worthwhile because peers or mavens (a highly respected and knowledgeable peer) are participating.	⊙	2. Relatively straightforward to determine the influence of the choices made by peers / mavens.
Short-term Outcome	FYP provided Partners and collaborators case studies and best practices manuals	1. Number of case studies and best practices manuals disseminated through Partners.	●	1. Program indicates that they have this information.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
	for their audience.	2.Effectiveness of dissemination..	☉	2. Review of how dissemination occurred can assess effectiveness.
		3. Effectiveness of case studies or best practices in effecting AKA.	☉	3. Do not have contacts to enable a survey of those who have received best practices or case studies from Partners/collaborators in 2004/2005 although could do so if system is set up for the future to collect contact information.
Short-term Outcome	Flex Your Power website it effective at increasing awareness and/or knowledge and/or reinforcing/changing attitudes towards EE.	1. High percentage of population knows the FYP website address.	☉	1. Relatively straightforward way to determine this.
		2.Information is considered accurate by experts.	☉	2. Relatively straightforward way to determine this.
		3.People using the FYP website report that finding specific information is easy.	☉	3. Can determine once specific definition of "easy" is created..
		4.People use the FYP website as a resource for finding information.	☉	4. Relatively straightforward way to determine this.
		5. Information on website increases awareness and knowledge of specific subjects promoted by FYP	☉	5. Relatively straightforward way to determine this.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Short-term Outcome	The presence of Flex Your Power at various meetings and gatherings facilitates an increase in awareness /knowledge of the participants within the meetings.	1. Number of meeting participants that feel that Flex Your Power presence added to the meeting by increasing their awareness and/or knowledge.	☉	1. While cannot do for 2004/2005 because others at meetings are unknown, could set up structure to obtain names and contacts in the future.
Short-term Outcome	eNewswire articles increase awareness and/or knowledge or reinforce/change attitudes towards EE.	1. Accuracy of information.	☉	1. Accuracy can be determined through review by expert(s).
		2. Percent of readers that consider the articles highly readable.	☉	2. Survey of readers can determine this.
		3. Percent of readers that read articles.	☉	3. Survey of readers can determine this.
		4. Amount of useful information in articles as perceived by readers.	☉	4. Survey of readers can determine this.
Short-term Outcome	Collaborators and Partners effectively disseminate outreach collateral to their market and collateral is effective at changing AKA.	1. Number of marketing collateral pieces disseminated.	●	1. Program indicates that they have this information.
		2. Effectiveness of collateral dissemination.	☉	2. Review of how dissemination occurred can assess effectiveness.
		3. Effectiveness of collateral in changing AKA.	○	3. Do not have contacts to enable a survey of those who have received outreach collateral.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Short-term Outcome	Mass media messages are effective at increasing awareness and/or knowledge and reinforcing / changing attitudes among those who see the messages.	1. AKA of California population before and after media messages deployed.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Long-term Outcome	Increase in the intent to purchase an energy efficient product.	1. Intent to make EE purchase in California population before and after media messages deployed.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Long-term Outcome	Retailers and manufacturers believe the information from FYP and provide sufficient energy efficient stock to meet the demands generated by EE programs.	1. Stocking levels for EE measures that are in programs.	○	1. Unknown data and very difficult to obtain.
		2.Changes in stocking levels as reported by retailers as a result of interactions with FYP staff.	⊙	2. Survey of retailers / manufacturers could assess this.
Long-term Outcome	Customers to apply for and obtain EE program rebate for energy efficient purchase (not relevant for CFLs)	1. Likelihood of making an EE purchase for those who hear the media messages and know of cash rebates compared to those who did not hear media message and know of cash rebates.	○	1. Difficult to tease out attribution of various reasons for a purchase.

Flex Your Power				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Long-term Outcome	Increase purchase and use of energy efficient product	1. Purchases and use of energy efficient products as a result of the campaign	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Appropriate stocking levels of energy efficient measures allows for the purchase of the product.	1. Whether customers can/cannot find EE measures that are in campaigns.	○	1. Unknown stocking practices during campaigns. It could be determined, but would be expensive.
Long-term Outcome	Increase purchase and use of energy efficient product	1. Purchases and use of energy efficient products as a result of the campaign	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Reduce energy use	1. Measure replaces less efficient measure or what would have been installed without the program.	○	1. Difficult to tease out attribution of various reasons for a purchase.
		2. Ex ante and ex post estimation of energy and demand impacts as a result of the campaign	○	2. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Reduce emissions and greenhouse gases	1. Amount of greenhouse gases eliminated as a result of energy and demand impacts from campaign	○	1. Relationship between energy use and emissions is available, but the level of energy reduction due to the program is unknown.

While not part of the long term outcomes per se, external forces influence the purchase of energy efficient product.

*Indicators are measurable items that can be tracked/assessed to determine the level of activity and the effectiveness of the link.

Table A.2: Obtaining Program Data for Reach for the Stars

Reach for the Stars				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Activity	Program deploys messages to Hispanic cohort via Radio, Newspaper, and Media Partnerships.	1. Number of Hispanic Partnerships maintained.	●	1. Program knows this data.
		2. Number and type of paid media efforts resulting from Hispanic Partnership.	●	2. Program tracked this information.
Activity	Program creates and deploys planned mass media messages.	1. Number of mass media efforts created.	●	1. Program tracks the media created.
		2. Locations in which the program mass media deployment occurs.	●	2. Program can determine where purchase occurs.
		3. Research on media message performed by program.	●	3. Program has results of focus groups on media messages.
Activity	Program creates marketing collateral for outreach activities.	1. Number of different types of marketing collateral created.	●	1. Program implementer tracks this information.
		2. Examples of all marketing collateral used for outreach activities.	●	2. Program implementer tracks this information.
Activity	Program finds and trains CBOs for outreach efforts.	1. Number of CBOs contracted.	●	1. Program tracks the CBO's used in the program.
		2. Number of CBOs and individuals within CBOs trained.	●	2. Program tracks CBO's and individuals trained.
		3. Effectiveness of CBO training.	⊙	3. Effectiveness of the training is not currently tracked, but can be found through timely EM&V.

Reach for the Stars				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
Activity	Program provides support for CBOs	1. Amount of program staff time used to work with CBO during CBO outreach efforts.	⊙	1. Not currently tracked, but could be set up to provide this information.
		2. Specifics of actions provided to CBO for support in outreach efforts that are not included in program staff time.	⊙	1. Not currently tracked, but could be set up to provide this information.
Activity	Program sets-up a toll-free telephone line to include in media messages.	1. Toll-free line number established and scripts created.	●	1. Toll-free number established and scripts known.
		2. Effectiveness of media messages provided on line	⊙	2. Survey can determine this
		3. How and where toll-free phone number disseminated.	●	3. Review of media messages provides how and where number disseminated.
Activity	CBOs create their own outreach efforts.	1. Number and type of CBO outreach efforts put in place.	●	1. Program implementer tracks number of type of outreach efforts.
		2. Location of outreach efforts.	●	2. Program tracks location.
		3. Number of people reached with efforts.	●	3. Number of people reached with the efforts are estimated, but available.
Activity	Marketing collateral is used in the CBO outreach	1. Number of marketing collateral pieces disseminated.	●	1. Program tracks marketing collateral pieces.

Reach for the Stars				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
	efforts.	2. Who is being provided collateral pieces.	⊙	2. Unknown who ultimately receives the collateral and would be difficult to obtain for PY2004/2005. However survey of those who have pledged (<i>Note: 2006 program has pledge cards that will have contact information from this type of outreach for some participants.</i>) would be relatively straightforward in a future evaluation.
		3. How collateral is disseminated.	●	3. Program tracks how the items were used.
Short-term Outcome	CBO outreach efforts are effective at increasing awareness and/or knowledge and/or reinforcing/changing attitudes towards EE.	1. AKA of participating population before and after outreach efforts.	⊙	1. While outreach efforts in PY2004/2005 do not have contact information, a population survey could be used to track changes in the rural population in the future. <i>Note: 2006 program has pledge cards that will have contact information from this type of outreach for some participants.</i>
Short-term Outcome	Mass media messages are effective at increasing awareness and/or knowledge and/or reinforcing/changing attitudes towards EE.	1. AKA of rural population before and after media messages deployed.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Short-term Outcome	Information on telephone message allows participants to increase their awareness and/or knowledge or reinforce / change their attitudes	1. AKA of those using the toll-free telephone number.	○	1. 2004/2005 telephone lines captured some telephone numbers of those who called. Allows evaluation of some customers. <i>Note: 2006-2008 program does not have this capability.</i>

Reach for the Stars				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
	towards EE.			
Long-term Outcome	Increase in the intent to purchase an energy efficient product	1. Intent to make EE purchase in rural population before and after media messages deployed.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
		2. Number of participants who call utility after calling toll-free number.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Long-term Outcome	Customers to apply for and obtain EE program rebate for energy efficient purchase (not relevant for CFLs)	1. Likelihood of making an EE purchase for those who hear the media messages and know of cash rebates compared to those who did not hear media message and know of cash rebates.	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Increase purchase and use of energy efficient product	1. Purchases and use of energy efficient products as a result of the campaign	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Reduce energy use	1. Measure replaces less efficient measure or what would have been installed without the program.	○	1. Difficult to tease out attribution of various reasons for a purchase.

Reach for the Stars				
Type	Description	Performance Indicator*	Obtainable	Obtainable Reason
		2.Ex ante and ex post estimation of energy and demand impacts as a result of the campaign	○	2. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Increase purchase and use of energy efficient product	1. Purchases and use of energy efficient products as a result of the campaign and rebates.	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Reduce emissions and greenhouse gases	1. Amount of greenhouse gases eliminated as a result of energy and demand impacts from campaign	○	1. Relationship between energy use and emissions is available, but the level of energy reduction due to program is unknown.

While not part of the long term outcomes per se, external forces influence the purchase of energy efficient product.

*Indicators are measurable items that can be tracked/assessed to determine the level of activity and the effectiveness of the link.

Table A.3: Obtaining Program Data for UTEEM

UTEEM				
Link	Description	Performance Indicator*	Obtainable	Obtainable Reason
Activity	Create and deploy messages via Mass Media (TV)	1. Number of mass media efforts created.	●	1. Program tracks the media created.
		2. Geographic spread of media purchases made.	●	2. Program can determine where purchases occur.
		3. Times when mass media messages are shown on TV (time during the day as well as number of times total)	●	2. Program can determine when messages ran.
Activity	Create marketing collateral for outreach events	1. Number and types of marketing collateral created.	●	1. Program implementer knows number of collateral pieces created (2)
Activity	Determine and recruit guests for talk show interviews.	1. Number of guests recruited	●	1. Program implementer knows who was on show.
		2. When talk show airs.	●	2. Program implementer knows when the talk show aired.
		3. Topics of talk show.	●	3. Program implementer knows topic of talk show.
Activity	Identify special events and disseminate marketing collateral for outreach events	1. Number of marketing collateral pieces provided to third parties.	●	1. Program implementer knows number of collateral pieces provided to others.
		2. Who is being provided collateral pieces.	○	2. It is unknown who is the ultimate recipient of the pieces.
		3. How collateral is disseminated.	●	3. It is known how marketing collateral are disseminated.
Short-term Outcome	Special events increase AKA towards energy efficiency	1. AKA of Spanish speaking population before and after special events.	◎	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.

UTEEM				
Link	Description	Performance Indicator*	Obtainable	Obtainable Reason
Short-term Outcome	Mass media messages increase AKA towards energy efficiency	1. AKA of Spanish speaking population before and after talk media messages deployed	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Short-term Outcome	Talk shows increase AKA towards energy efficiency	1. AKA of Spanish speaking population before and after talk show.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Long-term Outcome	Increase in the intent to purchase an energy efficient product	1. Intent to make EE purchase in Spanish speaking population before and after media messages deployed.	⊙	1. While cannot do for 2004/2005 because of no baseline, could do with survey of population in the future.
Long-term Outcome	Customers to apply for and obtain EE program rebate for energy efficient purchase or participate in recycling program (not relevant for CFLs)	1. Likelihood of making an EE purchase for those who hear the media messages and know of cash rebates compared to those who did not hear media message and know of cash rebates.	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Increase purchase and use of energy efficient product	1. Purchases and use of energy efficient products as a result of the campaign	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Increase purchase and use of energy efficient product	1. Purchases and use of energy efficient products as a result of the campaign and rebates.	○	1. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Reduce energy use	1. Measure replaces less efficient measure or what would have been installed without the program.	○	1. Difficult to tease out attribution of various reasons for a purchase.

UTEEM				
Link	Description	Performance Indicator*	Obtainable	Obtainable Reason
		2.Ex ante and ex post estimation of energy and demand impacts as a result of the campaign	○	2. Difficult to tease out attribution of various reasons for a purchase.
Long-term Outcome	Reduce emissions and greenhouse gases	1. Amount of greenhouse gases eliminated as a result of energy and demand impacts from campaign	○	1. Relationship between energy use and emissions is available, but the level of energy reduction due to program is unknown.

While not part of the long term outcomes per se, external forces influence the purchase of energy efficient product.

*Indicators are measurable items that can be tracked/assessed to determine the level of activity and the effectiveness of the link.

APPENDIX B: FOCUS GROUP DISCUSSION GUIDE



Focus Groups Discussion Guide

Monday, 28 August 2006 5:30pm & 7:30pm, Concord
Tuesday, 29 August 2006 6 & 8 pm, Jackson (rural)
Wednesday, 30 August 2006 6pm & 8pm, Los Angeles (Spanish)
Thursday, 31 August 2006 6pm & 8pm, San Diego

We will be conducting eight focus groups. Four sessions will be a mix of the general population; two in rural areas and two with Spanish-speaking customers. The only screener is:

- *Payment of own utility bills, and*
- *Non-participation in a focus group in the past year*
- *(For L.A. groups only, speak Spanish at home)*

Notes regarding the focus group discussion guide are provided as blue sidebars.

Baseline Card

Place card and pen at each seat and have them fill it in as they are waiting.

While we're waiting for everyone to come in and get settled, please take a look at the card in front of you and fill it out to the best of your ability. There are no right or wrong answers and you can just hang on to your cards for now. You don't need to write your name on the card because I want your responses to be anonymous.

Please answer the questions to the best of your ability. There are no right or wrong answers. If you need more space for your answers, please feel free to use the back of this card.

1. How would you rate your level of knowledge about actions that you could take to save energy in your home? (Circle a number)

[not at all knowledgeable]

[very knowledgeable]

1 2 3 4 5 6 7 8 9 10

2. If you wanted to save energy in your home, what would you do?

3. Please give us a general idea of your activity level over the past year in trying to save energy in your home. (Circle a number)

[not active at all]

[extremely active]

1 2 3 4 5 6 7 8 9 10

4. Do you think there is anything else you can do to save energy in your home? (Check one)

☐ *Yes*

☐ *No*

☐ *Don't know*

5. What are the reasons you don't take energy efficient actions in your home?

6. When making an appliance purchase, would you say that you: (*Choose one*)

☐ *1* Definitely would purchase an energy efficient appliance

☐ *2* Might possibly purchase

☐ *3* Neutral

☐ *4* Not likely to purchase

☐ *5* Definitely would NOT purchase an energy efficient appliance

7. When making a lighting purchase, would you say that you: (*Choose one*)

☐ *1* Definitely would purchase energy efficient lighting, such as a CFL

☐ *2* Might possibly purchase

☐ *3* Neutral

☐ *4* Not likely to purchase

☐ *5* Definitely would NOT purchase energy efficient lighting, such as a CFL

8. How would you know if what you're buying is energy efficient? What would you look for?

9. In general, where would you look for information on how to save energy?

Introduction [5 minutes]

My name is [-----] and I am going to be moderating the discussion today. By a show of hands, how many of you have participated in a focus group before? There are no right or wrong answers. Please feel free to share your opinions and ideas during our discussions tonight.

This focus group will last about 90 minutes, and just to let you know, we are videotaping this discussion to help with our analysis. Behind this mirror is the videocamera and our clients who we're doing this research for. Your identity will be confidential – the responses you share today will not be associated with you as an individual.

Let's start by going around the room and having you tell us your name and a little about yourself. Please tell us:

- 1) your first name
- 2) whether you rent or own your home
- 3) if you have air conditioning in your home (if yes, specify room/wall or central)
- 4) whether you think you pay a lot of attention to your electric or gas bills, some attention to your bill, or whether you just pay the energy bills without thinking too much about it.

[And don't worry, there are no wrong answers here.]

(Have these questions listed on a flip chart or chalkboard)

What are some of the appliances, equipment, or devices in use in your home that use a large amount of electricity? Anything unique to your home? (Probe: AC, refrigerators, pool pump, spa, pottery kiln, solar panels?)

Recall of Messages [5 minutes]

Used as an introduction

I want to start by asking if you can remember any energy advertisements on TV, radio, or newspapers about energy efficiency over the past couple of years? What were these ads about? Can you describe them? Where did you see or hear them? What types of messages do you recall? [PROBE TO SEE IF THEY NAME FYP (Flex Your Power)? RfS (Reach for the Stars)? Did they hear ads in any languages other than English?]

Do not ask by name right away. Probe unaided first, then ask about FYP/RfS/UTEEM

What do you think of the energy efficiency advertisements you've seen or heard?
What do they tell you? Are they **effective** in getting the message across? Why or why not?

Discussion about Specific Ads [40 minutes]

Used to determine what type of information is being conveyed. Do ads help increase awareness? Knowledge? Do they encourage customers to act?

Keep this section early...prior to mentioning specific messages just to see which ones resonate.

Great, what I would like to do now is show you various messages and get your feedback about what types of information they convey to you. I want you to focus on the **messages** the ads are

trying to get across – the information on the ads that you notice. (Try to ignore the gimmick of the ad.) Feel free to jot down notes on the back of your card.

[SHOW ALL RADIO ADS FIRST AND DISCUSS; THEN PLAY TV ADS AND DISCUSS; THEN START DISCUSSING HARD COPY ADS AND BROADEN DISCUSSION INTO A DISCUSSION OF ALL ADS.]

[HAVE FLIP CHART WITH LIST OF ADS SO THAT YOU HAVE A COMMON WAY TO REFER TO ADS]

SHORT DISCUSSION AFTER EACH MEDIUM:

Have you seen or heard these ads? When/where have you seen or heard them?

IF YES, What (if any) of information stuck in your head? Was this one of the ads you were thinking about earlier when we asked about ads you remembered?

What do you think these ads are attempting to convey? How are the messages similar or different?

Do you think the information is presented clearly and memorably?

Would you be likely to take action after hearing or seeing these ads? Which ones? What actions would you take?

Not considering the gimmick part of the ad, did one commercial stand out for you more so than the others? Why did it appeal to you more?

Overall, what do you think of these ads? What improvements can be made to the messages?

Renters, do you feel that this information applies to you?

After Completion of all ads - GENERAL BROADER DISCUSSION [REFER BACK TO QUESTIONS IN SHORT DISCUSSION]:

Take a look at your responses to **questions 1 and 2**. Did the ads convey any additional information about actions that you could take to save energy besides what was listed on your card? **Do you feel like your knowledge of energy saving actions has increased after seeing these ads?**

Has anyone bought a new refrigerator, dishwasher, clothes washer, etc. or installed a new air conditioning unit in the last couple of years? Are any of you thinking about purchasing a new appliance in the next year or so?

IF YES: For those of you who said they are looking to purchase an appliance or have recently purchased one, would these ads cause you to consider purchasing the energy efficiency appliances they promote (or were there other reasons to purchase energy efficiency appliances, or other reasons to NOT purchase energy efficiency appliances that are NOT mentioned in the ads)?

How would you know if what you're buying is energy efficient? What would you look for? After seeing the ads, is there anything that you would look for that you didn't already mention in your response to **question 8**?

[FOR PRINT ADS]

Did anyone notice the Flex Your Power website? Can anyone tell me the address of the website? Has anyone ever visited the website? Would you think that you would check out this website after seeing one of these ads? Why or why not?

[FOR REACH FOR THE STARS or UTEEM Ads]

Do you think you would call the number they mentioned? Why or why not? Have you previously called the number mentioned? Does the ad make you consider calling the phone number they mentioned?

Now I want to talk to you about the importance of energy efficiency to you. Look at how you responded to **questions 3 through 7** on your card. Do you think that these messages changed your feelings about energy efficiency?

Did the message of the ads give any indication on how to find out more information? If you saw/heard this ad, where would you go to look for more information? (Look at **question 9** on your card, did they provide any new information besides the sources that you listed already?)

How could the messages be improved and made more informative? How better can these ads reach you? What changes should be made to make them more effective and compel you to do the things they suggest?

Overall, would you say that these messages are **effective**? Would they get you to consider energy efficiency? What would make them more effective?

Format [5 minutes]

How about the approach? Did the medium (TV/radio/print) work well for the campaigns? Can you think of other ways to convey this information?

What format would the ads need to be in so that you would be likely to read, understand, and accept them as legitimate information? Bill inserts? TV/Radio/Newspaper Ads? Separate mailings?

How many of you have attended any community fairs or similar events? Have you ever seen energy efficiency information at one of these events? Who provided it? Was the information source credible? What did you learn from this information? Was it helpful?

Hot Topics Intro [10 minutes]

Used to determine what the push button topics are, and as an intro to the next section

What other messages would encourage you to engage in more energy saving practices? What messages would cause you to purchase (or consider purchasing) more energy efficient items?

What do you think of when you hear the term “energy efficiency”? What does it mean to you? How about the term “Energy Conservation”? “Demand Response”? “Load Control”? “Environmentalism?”

Have you ever considered payback when making a purchasing decision about an appliance? [CHECK IF ANYONE WAS AWARE. If unaware, briefly explain payback: Sometimes the sticker price of an Energy Star appliance will cost more than the other models that are not as energy efficient. However, because Energy Star appliances use less electricity, the energy savings of these Energy Star appliances can often “pay” for themselves in a few years. The length of time it takes for the appliance to pay for itself in what it saves in energy costs is called payback.] Now knowing about payback, Is this something you consider, or might consider in the future when making appliances purchases? What do you think is a reasonable payback period?

On a scale of 1 to 10 – where 1 is not at all important and 10 is extremely important - How important is the environment when making an appliance purchase decision? (e.g., saving water, natural resources, etc.)?

On the same scale - How important is upfront cost? How about financing options?

Message Testing [20 minutes]

[DISTRIBUTE ANOTHER CARD WITH MESSAGE STATEMENTS] I want to run through some messages and see if you think they would influence your decision to purchase an energy efficient appliance. On each row, just mark down if you think the statement would influence your decision or not.

What impact does each advertising message have on your decision to purchase energy efficient appliances over less efficient appliances?

	<i>Definitely would influence my decision</i>	<i>Might possibly influence my decision</i>	<i>Neutral</i>	<i>Not likely to influence my decision</i>	<i>Definitely would NOT influence my decision</i>
A. Save money					
B. By working together we all benefit in California					
C. Take responsibility for saving energy into your own hands					
D. Lower your monthly energy bill					
E. Energy efficient models last longer than standard models					
F. Save the environment. Purchase an energy efficient appliance					
G. Energy efficient models are 15% more efficient than standard models					

H. Reduce your energy bills by as much as 25%					
I. Save energy. Purchase an energy efficient appliance					
J. Your utility offers a \$50 rebate for qualified models					
K. Energy efficient models meet strict energy efficiency guidelines set by the EPA and the U.S. Department of Energy					
L. Your children's future depends on it					
M. Energy efficient models pay for themselves					

Please circle the top two messages that are the most appealing to you.

Which ones would least influence your decision to purchase energy efficient?

How believable are the messages?

What type of information do you think is important to convey in the messages? Do you like more specific messages, or more general ones?

Are there other issues or messages that would appeal to you and encourage you to listen to the message? (i.e., if no suggestions from group, suggest others such as the health of your family or future of your children)

[IF TIME, PROBE IF DIFFERENT FOR LIGHTING OR ACTIONS...BUT NOT ALL WILL BE RELEVANT] How likely are you to install energy efficient appliances such as dishwashers, furnaces, air conditioners, etc? How likely are you to install CFLs after hearing one of those statements? How about changing your behavior to help save energy?

Thank you and Wrap Up [5 minutes]

Is there any other information you feel you would need to help you understand what actions you could take to reduce your energy usage?

Are there any other comments you would like to mention regarding energy efficiency or conservation that we have not covered today?

Before you go, we'd like to collect the cards from you. You don't need to put your name on them because we want to be able to maintain confidentiality. We're only interested in seeing your initial responses to our questions.

You'll receive an envelope with your incentive at the desk on your way out. Thank you for participating and offering such great comments and suggestions!

APPENDIX C: ADS SHOWN AT FOCUS GROUPS

Ads shown at focus groups		8/28 Concord 5:30pm	8/28 Concord 7:30pm	8/29 Jackson 6pm	8/29 Jackson 8pm	8/30 Los Angeles 6pm	8/30 Los Angeles 8pm	8/31 San Diego 6pm	8/31 San Diego 8pm
RADIO		1	2	3	4	5	6	7	8
FYP	Badger	✓		✓				✓	
FYP	Auditions		✓					✓	
FYP	Grunion	✓			✓				
FYP	Mouse CFL	✓							✓
FYP	Party (FYPNOW!)		✓						
FYP	Sheep		✓						✓
RfS	Creation			✓					
RfS	Edison Light			✓				✓	
RfS	King of Cool			✓				✓	
RfS	Misery								✓
RfS	Mr. Cool				✓				✓
RfS	Reach				✓				
RfS	Talking Bulb				✓				
FYP-Spanish	Bees					✓	✓		
FYP-Spanish	Frog					✓	✓		
FYP-Spanish	Pet Psychic					✓			
FYP-Spanish	Song of Happiness					✓	✓		
FYP-Spanish	Squirrels						✓		
TV		1	2	3	4	5	6	7	8
UTEEM	Appliance Mystery	✓		✓	✓	✓	✓		
UTEEM	Cool Pool	✓				✓	✓	✓	
UTEEM	On Ice		✓			✓	✓	✓	✓
FYP	Frog		✓					✓	
FYP	Sea Lion		✓	✓	✓	✓	✓	✓	✓
FYP	Owl	✓			✓				✓
FYP	Tortoise	✓							✓
PRINT		1	2	3	4	5	6	7	8
FYP	Sea lion	✓						✓	
FYP	Big Horn Sheep	✓	✓	✓	✓				✓
FYP	Cuddling	✓	✓						✓
FYP	Bear		✓						
FYP	Squirrel	✓			✓				✓
FYP	Bunny							✓	
RfS	Reach for the Stars			✓	✓				
RfS	Be Cool								
RfS	Bulb in the Socket			✓	✓			✓	✓
RfS	Some Cool Ways to Save Money							✓	
RfS	Don't Sweat			✓					
UTEEM	Brochure					✓	✓		

APPENDIX D: MESSAGES MENTIONED UNAIDED AT FOCUS GROUPS

5:30 pm Concord, CA group on 8/28:

- **(Flex Your Power)** *“Flex Your Power is always a catchy thing to remember”*
- **(Energy Efficient Appliance)** *“Well I notice from the papers that there is a lot of high efficiency appliances that they advertise as energy efficient and they are always saying to update your appliances with energy saving”*
- **(Energy Efficient Appliance)** *“Energy Star Efficient... I’ve seen the ads on TV. I think I may have seen things in magazines”*
- **(Energy Efficient Appliance)** *“I think that if I want to save money, it’s pretty much – my PG&E was speaking clearly through their commercials in letting you know how you can save money [with energy efficient appliances]”*
- **(Rebate)** *“Also offering rebates”*
- **(“Turn off Energy”/Conserve/Save)** *“PG&E also had commercials on TV where they offer you a pamphlet or booklets for homeowners if you so choose you can order that or call in a number, so kind of pushing that sale of marketing”*
- **(“Turn off Energy”/Conserve/Save)** *“...in the past with our heat waves about using large appliances like washers and dryers on off hours...”*
- **(“Turn off Energy”/Conserve/Save)** *“... when we had our own energy crisis when Gray Davis was the governor, a lot of ads that came out about how much savings if you just changed this or that it would be equivalent to a power plant. That always stuck in my mind”*
- **(“Turn off Energy”/Conserve/Save)** *“There was a whole series of ads, I think it was PG&E, it had the meter man come by or the guy to come by to turn on your gas or the service men walk through the house shutting lights off behind the people and have little conversations and men telling them about all the points of....it points out you can sell a water heater for \$70 or something”*
- **(“Turn off Energy”/Conserve/Save)** *“Ready Kilowatt”*
- **(Thermostat/turn down temp)** *“[PG&E] was advising you to keep your thermostat at a certain temperature during certain summer seasons, a little higher; what hours, peak hours and it would save”*

7:30 pm Concord, CA group on 8/28:

- **(Flex Your Power)** *“You know most of them familiar with the Flex Your Power program. They pitched that a lot”*
- **(Flex Your Power)** *Everyone raises hands at the question, “How many folks have heard of Flex Your Power?”*
- **(Air Conditioner)** *“Central Air Conditioning and air conditioning ads in the last couple of weeks... discounted right now... energy savings”*
- **(Energy Efficient Appliances)** *“Every morning I see this commercial on the news the guy he looks like he’s having a press conference and he’s talking about the energy”*

efficient windows and air conditioners and heating systems, but you must own your own home... (sponsored by) California Energy Conservation

- **(Energy Efficient Appliance)** *"Energy star commercial like using their products like washer and dryers and their appliances....I guess they just run more efficient then any other products."*
- **(“Turn off Energy”/Conserve/Save)** *"Bill inserts – Energy efficiency giving you discount"*
- **(“Turn off Energy”/Conserve/Save)** *"I remember seeing the PG&E ads that some lady that picks up her child at school and the kids are talking about superheroes... the superhero was someone saving energy as I recall"*
- **(“Turn off Energy”/Conserve/Save)** *"...one product in particular I was really interested in PG&E said that they would be releasing some type of sensor device or a sphere to go into the home that would actually show you what time of the day the power is...(moderator mentions The Orb, and she says ‘exactly’)"*
- **(Energy Efficient Windows)** *"Yeah I get bombarded by window companies pitching the energy efficient windows and also you know, I see the Energy Star quite frequently"*
- **(Other/Unclear)** *"PG&E Pamphlets"*
- **(Other/Unclear)** *"Yeah, I have seen something because I work for a commercial property management company. PG&E sends out these ads that are in multi-languages"*

6:00 pm Jackson, CA group on 8/29:

- **(Thermostats)** *"Not turning your thermostat too low in the summer and not up too high in the winter and gave you some guidelines"*
- **(Thermostats; Energy Efficient Appliances)** *"On television about turning your thermostat down. But the one I remember from the television was I think it's PG&E where they were checking out the appliances"*
- **(Energy Efficient Appliances)** *"I've seen ads from air conditioning companies and also like in the Lowes ad or whatever they make a big deal to note if appliances are energy saving."*
- **(Air Conditioning)** *"The one for the air conditioning shows a big brand new unit that's outside the house."*
- **(Rebates)** *"An older man and he's saying that he has a washer/dryer and a young man from PG&E comes in and says – is trying to tell him we can give you a rebate when you get a new one, but he can't get the words in because the old man keeps talking. So when the old man finally stops he says oh you mean you'd give me \$7 for this lemon."*
- **(Light Bulbs)** *"The light bulbs you see a lot on light bulbs and then the same thing with the SMUD."*
- **(“Turn off Energy”/Conserve/Save)** *"That PG&E, the one where the guy comes out. He's kind of humorous and the kid is following him around I think turning everything off."*
- **(Flex Your Power - Now)** *"Don't use your major appliances at peak times. Wake up early in the morning or late in the evening." "Don't use appliances I think between 9 and 6 or something like that."*
- **(“Turn off Energy”/Conserve/Save)** *"Help stop early blackouts"*

- **(Other)** *“Green energy, which means you can pay a little bit more on your bill but it’s from clean energy.”*

8:00 pm Jackson, CA group on 8/29:

- **(Flex Your Power)** *“I remember Flex Your Power...use energy wisely and at downtimes.”* (both focus groups mentioned Flex Your Power)
- **(Rebates)** *“I remember SMUD and ENERGY STAR, they were talking about rebates and stuff.”*
- **(Rebates)** *“PG&E ads for the rebates.”*
- **(Fans; CFL/Lighting)** *“Well a lot of things about using fans instead of the air conditioning and what kind of bulbs you use.”*
- **(Fans; CFL/Lighting)** *“SMUD ones...about the conservation like starting using fans and changing your lights.”*
- **(Other)** *“MID commercials”*

6:00 pm Los Angeles, CA group on 8/30:

- **(Energy Efficient Appliance; Air Conditioner)** *“Yes, the one about saving electricity and gas. The energy saving one says that you shouldn’t keep appliances on too long like the air conditioner, that it is better to open the windows and doors to let air in.”*
- **(“Turn off Energy”/Conserve/Save)** *“In the news they tell about different ways to save energy, Use the washing machine and dryer at night because that’s when less people are using it, if you are going to use the air conditioner close all windows and doors so that no air goes out)”*
- **(“Turn off Energy”/Conserve/Save)** *“The other one is also about light, where it says that people when they are washing clothes should try and do it in the afternoon. Also what she said, that instead of only using the air conditioner you should open the window and let air in so this way you are not wasting electricity.”*
- **(“Turn off Energy”/Conserve/Save)** *“To try to save, there are people that use the washing machine to wash two or three garments; you should try to use it when you have enough clothes so that you waste less energy.”*
- **(“Turn off Energy”/Conserve/Save)** *“In channel 34 in Spanish, the ones who are giving the news, they talk about the different ways to save energy”*
- **(CFL/Lighting)** *“The light bulb... the energy efficient light bulbs, they are less energy consuming”*
- **(Appliance Recycling)** *“There are companies that pick up old appliances and compensate you for the new ones that don’t use up as much electricity.”*

8:00 pm Los Angeles, CA group on 8/30:

- **(Air Conditioner)** *“On the radio, I heard that to save energy we should close our windows well so the air (conditioner) can cool properly and to turn it off at night so the coolness remains.”*

- **(Thermostat/turn down temp ads)** *"I have also heard on the radio that on days when you're not at home, not to set the thermostat at a very low temperature, so 78-80F. When you come home you can turn it down again."*
- **(Thermostat/turn down temp ads)** *"(On TV) To close the windows properly so that air does not escape, and during the day to turn the thermostat low, since many people are coming and going. If you don't you waste too much electricity."*
- **(“Turn off Energy”/Conserve/Save)** *"I recently saw in the newspaper that if you wash your clothes at night you consume less electricity, so I try to do that."*

6:00 pm San Diego, CA group on 8/31:

- **(CFL/Lighting Ads)** *"I just know the energy efficient lightbulbs" (sponsored by) GE*
- **(Appliance Recycling; Rebates)** *"I learned about the refrigerator and rebate program that when you get rid of your old..."*
- **(“Turn off Energy”/Conserve/Save)** *"Prior to moving down here I lived in Los Angeles and there was more of a campaign up there that I was seeing on television... Just an awareness program, you know, making sure you turn lights off when you leave and you know just very general stuff."*
- **(Energy Efficient Appliance)** *"...it was a certain kind of dishwasher that was an energy saver"*
- **(Energy Efficient Appliance)** *"There are a lot of signs and I just recently bought two new appliances but there are a lot of signs when you go to the area stores."*
- **(Energy Efficient Appliance)** *"I saw an ad I just recalled about something on TV was saying it would save this much money over the course of a year. I don't even remember what appliance it was."*
- **(Energy Efficient Appliance)** *"I think in printed fliers too. It's just like you know Lowe's or I think you know when you're advertising the different appliances that they will note on there which ones are..."*
- **(Other/Solar)** *"Lately I've seen a lot more of solar vehicles – solar sales people vehicles... like contractors, things like that"*

8:00 pm San Diego, CA group on 8/31:

- **(Flex Your Power)** *"I've seen commercials about waiting till after 7:00 – Flex Your Power....That there is a more efficient way of the day to use, to wash the laundry."*
- **(Rebates)** *"There was a buy back for a refrigerator on not too long ago, buy your old STG (All talking at once.)...If you bought a new energy efficient model."*
- **(CFL/Light bulbs)** *"Yeah I did hear something about replacing your light bulbs with those spiral... in California everybody added one light bulb, they were saving up to do like the city, it was some city for like quite a while."*
- **(Energy Efficient Windows)** *"Also the same for windows, replacement windows, you get a rebate."*

APPENDIX E: REACH FOR THE STARS SURVEY INSTRUMENT

Hello, my name is _____. I am calling from Opinion Dynamics Corporation and was hoping to have a few minutes of your time to talk about energy efficiency. We are conducting this survey at the request of the California Public Utilities Commission. I would like to reassure you that I am not selling anything and your comments will be kept confidential.

1. Are you the person in your household who usually makes the decisions about buying appliances and / or pays the utility bills?

1. Yes (to either)
2. No
3. DK/Refused

2. Have you had this phone number since [MONTH, YEAR]?

1. Yes
2. No [THANK AND TERMINATE]
3. DK/Refused [THANK AND TERMINATE]

3a. Have you heard of the marketing campaign, Reach for the Stars?

1. Yes
2. No
3. DK/Refused

3b. The radio or print ads created by Reach for the Stars provided information on Energy Star appliances, compact fluorescent light bulbs or Energy Star furnaces and usually said "Save energy. Save money. Reach for the Stars". Now that we've described it as an energy efficient campaign, would you say you are very familiar, somewhat familiar, slightly familiar, or not at all familiar with these ads?

1. Very familiar [SKIP TO Q4b]
2. Somewhat familiar [SKIP TO Q4b]
3. Slightly familiar [SKIP TO Q4b]
4. Not at all familiar
5. (DK/Refused)

[SKIP IF Q3b=1,2,3]

4a. Do you recall seeing any energy efficiency related radio or newspaper ads in your area in the past couple of years?

1. Yes
2. No [SKIP TO Q5a]
3. DK/Refused [SKIP TO Q5a]

4b. Do you remember if you heard these ads on the radio or saw them in the newspaper? (Allow multiple responses)

1. Radio
2. Newspaper

3. Other, Specify

4. DK/Refused

5a. There have also been events in your community that talked about energy efficiency that were funded by Reach for the Stars. Have you seen any energy efficiency related information at events or through community-based organizations in the past couple of years?

1. Yes

2. No [SKIP TO Q6]

3. DK/Refused [SKIP TO Q6]

5b. At what events or through which community based organizations do you recall seeing energy efficiency information? (multiple response)

1. [OPEN END]

2. DK/Refused

6. Besides providing information about items such as Energy Star appliances or compact fluorescent bulbs, some of the advertisements and events also gave a Reach for the Stars toll-free number to call for more information. Did you or anyone in your home call the toll-free number?

1. Yes

2. No [CLOSELY MONITOR NUMBER THAT INDICATE NO IN DISPOS;
SKIP TO Q12]

3. DK/Refused [CLOSELY MONITOR NUMBER THAT INDICATE NO IN DISPOS;
SKIP TO Q12]

7. As you may remember, the Reach for the Stars toll-free number provided information about Energy Star and gave you contact information for your utility. What was your level of satisfaction with the information provided when you called the Reach for the Stars number?

Would you say you were...

1. Very satisfied

2. Somewhat satisfied

3. Neither satisfied nor dissatisfied

4. Somewhat dissatisfied

5. Very dissatisfied

6. (DK/Refused)

8. Do you have any suggestions for improving the Reach for the Stars toll-free phone number process or information provided?

[OPEN END]

9a. As you may remember, the message on the Reach for the Stars toll-free number provided you with another number to call that was specific to your utility. Did you follow up and call your utility AFTER hearing the message on the Reach for the Stars toll-free number?

1. Yes

2. No [SKIP TO Q12]

3. (DK/Refused) [SKIP TO Q12]

9b. What were some of the reasons you called your utility after hearing the message on the Reach for the Stars toll-free number? Were you...(multiple response)

1. Wanting to find out more about energy efficiency programs and services
2. Planning to buy an appliance and wanted to see if there was a rebate
3. Wanting to schedule a home energy audit
4. Interested in saving money on your electric bill
5. Or is there another reason? (Other, specify)
6. (DK/Refused)

10. Did the call you made to the utility provide you with the information you were searching for?

1. Yes [SKIP TO Q14a]
2. No
3. (DK/Refused) [SKIP TO Q14a]

11. What information were you looking for that you were unable to get during your call to the utility? (multiple response)

1. Rebate information
2. Home survey (home energy audit)
3. Other, Specify
4. (DK/Refused)

[ASK IF Q9a=2 OR 3, OR IF Q6=2 or 3]

12. Have you ever called your utility to find out about energy efficiency programs (that is, programs that can help you save energy and money)?

1. Yes
2. No [SKIP TO Q14a]
3. (DK/Refused) [SKIP TO Q14a]

[ASK IF Q12=1]

13. What were some of the reasons you called? Were you...(multiple response)

1. Wanting to find out more about energy efficiency programs and services
2. Planning to buy an appliance and wanted to see if there was a rebate
3. Wanting to schedule a home energy audit
4. Interested in saving money on your electric bill
5. Or is there another reason? (Other, specify)
6. (DK/Refused)

14a. Have you ever visited your utility website?

1. Yes
2. No [SKIP TO Q15]
3. (DK/Refused) [SKIP TO Q15]

14b. Did you go to your utility website based on the information you heard from the message when you called the Reach for the Stars toll-free number?

1. Yes

2. No
3. (DK/Refused)

15. In the past two and a half years have you had a home energy audit conducted at your home or done an online or mail energy audit?

1. Yes
2. No [SKIP TO Q17]
3. (DK/Refused) [SKIP TO Q17]

16. Do you remember approximately when you had the energy audit? Was it...

1. Within the past 6 months
2. Within the past year
3. Within the past two years
4. Other (Specify _____)
5. Don't Know

17. In the past two and a half years have you purchased an appliance such as a refrigerator, an air conditioner, or a furnace?

1. Yes
2. No [SKIP TO Q22]
3. (DK/Refused) [SKIP TO Q22]

18. What item(s) did you purchase?

1. (Central Air Conditioner)
2. (Room air conditioner)
3. (Furnace)
4. (Lighting – CFLs, compact fluorescent)
5. (Refrigerator)
6. (Clothes washer)
7. (Dish washer)
8. (Clothes Dryer)
9. (Programmable Thermostat)
10. (Other, specify)

[FOR EACH APPLIANCE LISTED IN Q18, EXCEPT LIGHTING]

19a-i. Do you remember approximately when you purchased the [INSERT APPLIANCE NAME]? Was it...

1. Within the past 6 months
2. Within the past year
3. Within the past two years
4. Other (Specify _____)
5. Don't Know

19a-i1. Was the [APPLIANCE] you purchased energy efficient?

1. Yes
2. No

3. DK/Refused

[IF Question above is Yes]

20. Did you obtain a cash rebate from your utility for the [INSERT APPLIANCE NAME] ?

1. Yes
2. No
3. (DK/Refused)

[IF Question above is No or DK]

20a-i1. Did you ATTEMPT to obtain a cash rebate for the [APPLIANCE] you purchased?

1. Yes
2. No
3. DK/Refused

[IF Question above is Yes]

20a-i2. Why were you unable to obtain the cash rebate? (multiple response)

1. (appliance did not qualify)
2. (rebate funds were not available)
3. (other, specify)
4. (DK/Refused)

[ONLY FOR THOSE WHO GOT AN ENERGY EFFICIENT APPLIANCE]

21. Do you think any energy efficiency advertisements, events or marketing campaigns were part of the reason you decided to purchase this/these energy efficient appliance(s)?

1. Yes
2. No
3. (DK/Refused)

22. Have you purchased a compact fluorescent light (CFL) bulb within the past couple of years?

1. Yes
2. No [SKIP TO QG1]
3. (DK/Refused) [SKIP TO Q G1]

23. Do you think any energy efficiency advertisements, events or marketing campaigns were part of the reason you decided to purchase the CFL?

1. Yes
2. No
3. (DK/Refused)

General Questions about California Marketing Campaigns

G1. How familiar are you with the phrase Flex Your Power?

1. Very familiar
2. Somewhat familiar
3. Not at all familiar
4. (Don't know)

[ASK IF Q4b=2]

G2. The Reach for the Stars advertisements in the newspapers also showed the Flex Your Power website, www.fypower.org. Do you remember seeing that website address on the advertisements?

1. Yes
2. No [SKIP TO D1]
3. (Mention seeing the web address from a different location or source)
4. (DK/Refused) [SKIP TO D1]

[ASK IF G2=1]

G3. Did you actually visit the Flex Your Power website after seeing the address?

1. Yes
2. No [SKIP TO D1]
3. (DK/Refused) [SKIP TO D1]

G4. What type of information were you hoping to obtain when you visited the Flex Your Power website? Did you find what you were looking for?

[OPEN END]

Demographics

To help us analyze the data we are gathering, we have just a few more questions to ask you that are demographic type questions.

D1. What type of residence do you live in? (READ CATEGORIES)

1. Single-family
2. Duplex or two-family
3. Triple-decker
4. Apartment/condo in a 2-4 unit building
5. Apartment/condo in a >4 unit building
6. Townhouse or row house (adjacent walls to another house)
7. Mobile home, house trailer
8. (Other, please specify)
9. (DK/Refused)

D2. Do you (or someone else in your household) own or rent your home or apartment?

1. Own
2. Rent
3. (DK/Refused)

D3. Approximately how old is your home or apartment? (READ CATEGORIES, IF NECESSARY)

1. 0-4 years old
2. 5-10 years old
3. 11-15 years old
4. 16-20 years old
5. 21-40 years old
6. 41-80 years old
7. 81 or more years old
8. (DK/Refused)

D4. What is the highest level of education you have completed? (READ CATEGORIES, IF NECESSARY)

1. Less than high school graduate
2. High school graduate (includes GED equivalency)
3. Technical or trade school graduate
4. Some College (no degree)
5. College Graduate (Bachelor's degree)
6. Some Graduate School
7. Graduate Degree
8. (Don't know/Refused)

D4. What is your age? [OPEN END]

D5. Counting yourself, how many people in your household fit into the following age groups?

- A. Number of 0 to 17 year olds
- B. Number of 18-64 year olds
- C. Number of people 65 or over

D6. Which of the following *best* describes your racial or ethnic background? [ONE ANSWER ONLY] (READ CATEGORIES, IF NECESSARY)

1. Caucasian (White alone, not Hispanic)
2. Hispanic or Latino
3. African American or Black (alone, not Hispanic)
4. Asian (alone, not Hispanic)
5. Native American, American Indian and Alaskan Native (alone, not Hispanic)
6. Native Hawaiian and Other Pacific (alone, not Hispanic)
7. Multi-racial, Two or more Races, Not Hispanic
8. (Other, specify _____)
9. (Don't know/Refused)

D7. Do you live in a rural, suburban, or urban area?

1. Rural
2. Urban (city)
3. (Suburb)
4. Don't know

D8. Who pays the electric bills for your home?

1. I pay the electricity bill
2. Someone else in household pays electricity bill
3. No one pays bill because electricity is included in rent
4. (Other, specify)
5. (Don't know)

D9. What is the approximate annual household income from all sources in 2005, before taxes?
This information will be kept confidential.

1. Under \$10,000
2. \$10,000 to less than \$15,000
3. \$15,000 to less than \$25,000
4. \$25,000 to less than \$35,000
5. \$35,000 to less than \$50,000
6. \$50,000 to less than \$75,000
7. \$75,000 to less than \$100,000
8. \$100,000 to less than \$150,000
9. \$150,000 to less than \$200,000
10. \$200,000 or over
11. (Don't know/Refused)

D10. Can I get your zip code for my records?

D11. [OBSERVED] Gender:

1. Female
2. Male

**That's all the questions I have today. Thank you for participating in our survey effort.
Your help is greatly appreciated.**

APPENDIX F: UTEEM SURVEY INSTRUMENT



UTEEM Marketing Campaign Evaluation Questionnaire
ODC # 6695
10/06/06

[THIS SURVEY WILL BE CONDUCTED IN SPANISH ONLY BUT WE NEED TO RECORD THE NUMBER OF CUSTOMERS WHO WE CALL BUT DON'T SPEAK SPANISH, 0a=2]

[SAMPLE FROM PARTICIPANTS THAT PARTICIPATED IN ONE OF THE TARGET PROGRAMS AND HAVE SPANISH SURNAME—FROM RILEY. QUOTA BY PROGRAM: 150 COMPLETES FOR EACH PROGRAM—TOTAL OF 300 SURVEYS]

[TRANSLATE SURVEY TO SPANISH]

Introduction

0a. Hello, do you speak Spanish? [ASK IN SPANISH]

1. Yes
2. No [IN ENGLISH: I'm sorry, I was trying to reach someone in your household that might speak Spanish. Is there anyone who speaks Spanish? IF NO, THANK AND TERMINATE]

I'm calling from Opinion Dynamics Corporation on behalf of [INSERT UTILITY] and the California Public Utilities Commission. Our records indicate that you [received an INSERT TYPE rebate /completed the Home Energy Survey / participated in the Appliance Recycling Program] and I wanted to ask you about your reasons for participating to provide some feedback to the utilities. Could I please speak with [INSERT NAME] or someone who would know about your participation in the program?

Unaided/How Learned About Program

U1. What information played a factor in your decision to participate in the [Type of Rebate Program / Home Energy Survey / Appliance Recycling Program]?
[OPEN ENDED]

U2a. How did you first hear about the [Type of Rebate Program / Home Energy Survey / Appliance Recycling Program]?

1. (Univision)

2. (Other Statewide television campaigns)
3. (Radio campaign)
4. (Utility bill inserts, information on your bill, or a direct mailing from utility about the program)
5. (Newspaper advertisements)
6. (Hispanic cultural festivals, county fairs, sporting events, or civic events)
7. (Information or brochures—NOT FROM THE UTILITY)
8. (Word of mouth—Friends and family)
9. (Retail store)
10. (Other, Please specify)
11. (Don't know) [SKIP TO T1]

U2b. Where else do you recall seeing, hearing, or reading about the [Type of Rebate Program / Home Energy Survey / Appliance Recycling Program]? [MULTIPLE RESPONSE] (PROBE WITH: ANYWHERE ELSE?)

1. (Univision)
2. (Other Statewide television campaigns)
3. (Radio campaign)
4. (Utility bill inserts, information on your bill, or a direct mailing from utility about the program)
5. (Newspaper advertisements)
6. (Hispanic cultural festivals, county fairs, sporting events, or civic events)
7. (Information or brochures—NOT FROM THE UTILITY)
8. (Word of mouth—Friends and family)
9. (Retail store)
10. (Nowhere else)
11. (Other, Please specify)
12. (Don't know)

[ASK ONLY IF QU2a or QU2b=2]

U3a. Do you recall the specific television station?

1. (Univision)
2. (Specify) [TEXT OPEN END]
3. No/Don't know/Refuse

[ASK ONLY IF QU2a or QU2b=3]

U3b. Do you recall the specific radio station?

1. (Specify) [TEXT OPEN END]
2. No/Don't know/Refuse

[ASK ONLY IF QU2a or QU2b=5]

U3c. Do you recall the specific newspaper?

1. (Specify) [TEXT OPEN END]
2. No/Don't know/Refuse

[ASK ONLY IF QU2a or QU2b=6]

U3d. Do you recall the specific event?

1. (Specify) [TEXT OPEN END]
2. No/Don't know/Refuse

Univision Questions

[SKIP TO T2 IF QU2a or QU2b=1 OR IF QU3a=1]

T1. Do you watch Univision?

1. Yes
2. No [SKIP TO NEXT SECTION, QE0]

T2. Do you recall seeing commercials on Univision that mentioned [INSERT TYPE Rebates / Home Energy Surveys / the Appliance Recycling Program]?

1. Yes
2. No [SKIP TO T5]

T3. Specifically, what do you remember from the commercial? (IF NECESSARY, PROBE WITH: DO YOU REMEMBER WHO WAS IN THE COMMERCIAL, WHAT THEY WERE DOING, OR WHERE IT TOOK PLACE?)

[OPEN END]

T4. Was the information in the commercial a factor in your decision to [receive an INSERT TYPE rebate /complete the Home Energy Survey / participate in the Appliance Recycling Program]?

1. Yes
2. No
3. (Don't know)

T5. Do you watch any of the following shows on Univision?

T6. Do remember seeing a discussion about energy efficiency during that show?

Television Show	1=yes/2=no/3=don't know	If T5=1 → 1=yes/2=no/3=don't know	Utility
Voz Y Voto	T5a.	T6a.	All
6 or 11 News	T5b.	T6b.	SDG&E
Despierta San Diego	T5c.	T6c.	SDG&E
Sabor Latino	T5d.	T6d.	PG&E
Bakersfield al Dia	T5e.	T6e.	PG&E
Arriba Valle Central	T5f.	T6f.	PG&E
Encuentro en la Bahia	T5g.	T6g.	PG&E

[IF ALL T5A-G=2 OR 3 THEN SKIP TO QE0]

T7. Was the discussion about energy efficiency a factor in your decision to [receive an INSERT TYPE rebate /complete the Home Energy Survey / participate in the Appliance Recycling Program]?

1. Yes
2. No
3. (Don't know)

[ASK IF T4=1 OR T7=1]

T8. Have you taken any other energy efficiency actions as a result of the information provided on Univision?

1. Yes [SKIP TO T10]
2. No [SKIP TO QE0]
3. (Don't know) [SKIP TO QE0]

[ASK IF T4 NOT 1 AND T7 NOT 1]

T9. Have you taken any energy efficiency actions as a result of the information provided on Univision?

1. Yes
2. No [SKIP TO QE0]
3. (Don't know) [SKIP TO QE0]

T10. What actions did you take? [OPEN END]

Special Events

[IF QU2a or QU2b=6]

E0. You mentioned earlier that you heard about the program from an event.

[THEN SKIP TO E2]

[ONLY IF U2a and U2b NOT 6]

E1. Did you attend any Hispanic cultural festivals, county fairs, sporting events, or civic events in the past two or three years?

1. Yes
2. No [SKIP TO QG1]
3. (Don't know) [SKIP TO QG1]

[ASK IF QU2a or QU2b=6 OR QE1=1]

E2. Do you recall information about energy efficiency being available at the event(s)?

1. Yes
2. No
3. (Don't know)

E3. Do you recall a Univision booth at that event with energy efficiency information? [IF NECESSARY, PROBE WITH: The booth might have had a brochure on energy efficiency programs offered by your utility and an interactive display where you manually turned a handle to light up an incandescent light bulb and a compact fluorescent bulb?]

1. Yes
2. No [SKIP TO QE6]
3. (Don't know) [SKIP TO QE6]

E4. Was the information provided at the booth a factor in your decision to [receive an INSERT TYPE rebate /complete the Home Energy Survey / participate in the Appliance Recycling Program]?

1. Yes
2. No [SKIP TO E6]
3. (Don't know) [SKIP TO E6]

[IF E4=1]

E5. Have you taken any other energy efficiency actions as a result of the information provided from the Univision booth?

1. Yes
2. No [SKIP TO QG1]
3. (Don't know) [SKIP TO QG1]

[IF NOT E4=1]

E6. Have you taken any energy efficiency actions as a result of the information provided from the Univision booth?

1. Yes
2. No [SKIP TO QG1]
3. (Don't know) [SKIP TO QG1]

E7. What actions did you take? [OPEN END]

General Questions about California Marketing Campaigns

G1. Did any other radio, television or newspaper messages play a factor in your decision to [receive an INSERT TYPE rebate /complete the Home Energy Survey / participate in the Appliance Recycling Program]?

1. Yes
2. No [SKIP TO G4]
3. (Don't know) [SKIP TO G4]

G2. Do you remember if it was a.... [MULTIPLE RESPONSE]

1. Television
2. Radio or
3. Newspaper message?
4. (Don't know)

G3. What specifically do you recall about the message or campaign? [OPEN END]

G4. How familiar are you with the marketing campaign Flex Your Power? Would you say that you ...

1. Have never seen information with the catch phrase Flex Your Power,
2. Might or might not have seen information with this phrase, or
3. Have definitely seen advertisements or information with the phrase Flex your Power?
4. (Don't know)

G5. How familiar are you with the marketing campaign Reach for the Stars? Would you say that you ...

1. Have never seen energy efficiency information with the catch phrase Reach for the Stars,
2. Might or might not have seen information with this phrase, or
3. Have seen energy efficiency related advertisements or information with the phrase Reach for the Stars?
4. (Don't know)

Demographics

To help us analyze the data we are gathering, we have just a few more questions to ask you that are demographic type questions and then we're done.

D1. What type of residence do you live in? [READ CATEGORIES]

1. Single-family
2. Duplex or two-family
3. Triple-decker
4. Apartment/condo in a 2-4 unit building
5. Apartment/condo in a >4 unit building
6. Townhouse or row house (adjacent walls to another house)
7. Mobile home, house trailer
8. (Other, please specify)
9. (DK/Refused)

D2. Do you (or someone else in your household) own or rent your home or apartment?

1. Own
2. Rent
3. (DK/Refused)

D3. Approximately how old is your home or apartment? [READ CATEGORIES, IF NECESSARY]

1. 0-4 years old
2. 5-10 years old
3. 11-15 years old
4. 16-20 years old
5. 21-40 years old

6. 41-80 years old
7. 81 or more years old
8. (DK/Refused)

D4. What is the highest level of education you have completed? [READ CATEGORIES, IF NECESSARY]

1. Less than high school graduate
2. High school graduate (includes GED equivalency)
3. Technical or trade school graduate
4. Some College (no degree)
5. College Graduate (Bachelor's degree)
6. Some Graduate School
7. Graduate Degree
8. (Don't know/Refused)

D5. What is your age? [NUMERIC OPEN END 0-99]

D6. Counting yourself, how many people in your household fit into the following age groups?

- A. Number of 0 to 17 year olds [NUMERIC OPEN END 0-99]
- B. Number of 18-64 year olds [NUMERIC OPEN END 0-99]
- C. Number of people 65 or over [NUMERIC OPEN END 0-99]

D7. Which of the following best describes your racial or ethnic background? [ONE ANSWER ONLY] (READ CATEGORIES, IF NECESSARY)

1. Caucasian (White alone, not Hispanic)
2. Hispanic or Latino
3. African American or Black (alone, not Hispanic)
4. Asian (alone, not Hispanic)
5. Native American, American Indian and Alaskan Native (alone, not Hispanic)
6. Native Hawaiian and Other Pacific (alone, not Hispanic)
7. Multi-racial, Two or more Races, Not Hispanic
8. (Other, specify _____)
9. (Don't know/Refused)

D8. Do you live in a rural, suburban, or urban area?

1. Rural
2. Urban (city)
3. (Suburb)
4. Don't know

D9. Who pays the electric bills for your home?

1. I pay the electricity bill
2. Someone else in household pays electricity bill
3. No one pays bill because electricity bill is included in rent
4. (Other, specify)
5. (Don't know)

D10. What is the approximate annual household income from all sources in 2005, before taxes?
This information will be kept confidential.

1. Under \$10,000
2. \$10,000 to less than \$15,000
3. \$15,000 to less than \$25,000
4. \$25,000 to less than \$35,000
5. \$35,000 to less than \$50,000
6. \$50,000 to less than \$75,000
7. \$75,000 to less than \$100,000
8. \$100,000 to less than \$150,000
9. \$150,000 to less than \$200,000
10. \$200,000 or over
11. (Don't know/Refused)

D11. Can I get your zip code for my records? [NUMERIC OPEN END 00000-99999]

D12. [OBSERVED] Gender:

1. Female
2. Male

**That's all the questions I have today. Thank you for participating in our survey effort.
Your help is greatly appreciated.**

APPENDIX G: EVALUABILITY ASSESSMENT DATA REQUESTS

Memorandum with Data Requests for Flex Your Power

August 10, 2006

To: Wally McGuire, McGuire and Associates
 From: Mary Sutter, Equipoise Consulting Inc.
 Sharyn Barata, Opinion Dynamics Corporation

RE: Evaluability Assessment Data Collection Tool

As part of the 2004-2005 evaluation of the statewide marketing and outreach, we are performing an evaluability assessment of the three programs. This will entail looking at the program theory and activities that we discussed in the program theory workshop (and are included in the program theory write up), finding out from you what type of data you are currently collecting on the program, and using our expertise to pull it together. Ultimately, the report is to provide recommendations that may improve how future marketing programs can be evaluated.

In this memo, I am asking for information about your data and how it is housed. Note that I am NOT asking for the data, only how you manage it. At some point in the future, I may want to come over and see a few of the databases you may have, just to see the variables. I have reviewed the large document you created (the one that is 64 pages) and the information that I need is not all provided in that document. If you have provided some information that I need, I have included it below the question.

Your program is large with many pieces. I have organized them below and added my query by specific activity. Please fill in the column on the right (titled FYP Response) for the 12 items listed. I have also provided an ID value that you can use as a reference if the data is housed in the same location as a previous row. For example, you can simply say "Same as 2." and I will know that the data is located in the same place as what you wrote in ID 2.

Thank you much for your time.

Table G.4: Data Requests for Flex Your Power

ID	Activity	Question
1	FYP Website	Who is the person (or people) in your firm or outside your company responsible for the website? Who has the web statistics?
2	eNewswire	Who is the person (or people) in your firm or outside your company responsible for the eNewswire? Who has the list of participants to whom eNewswire is sent? How do you keep track of who was sent which eNewswire?
3	FYP Partners	Where is the list of partners housed? In what format (i.e., Excel, Access, etc.)? What information is kept on each partner?

ID	Activity	Question
4	Educational Material	Where are examples of each educational material item that you have produced kept? Are they dated as to when they were produced? Who has the list of to whom they were provided?
5	Yours and your staff's actions (e.g. events and meetings)	How do you keep track of the personal contacts made, the meetings and events attended, and the topics of those meetings/conversations?
6	Marketing and outreach promotions for partnerships or retail or government agencies or water agencies	Where are examples of each of these items that you have produced kept? Are they dated as to when they were produced? Who has the list of to whom the outreach items were provided or where the marketing pieces were used?
7	Mass market media	Who has examples of each of your television advertisements? Who has the copy of each radio ad? Who has the hardcopy of each newspaper ad? Who has the listing of when each of these ran?
8	Flex Your Power Awards	Who has the list of where the awards presentations took place? Who has the list of firms who were awarded? Who has the criteria used to determine who was awarded?
9	Case Studies	Who has all the case studies and best practices written? Who has the list of how these were disseminated?
10	Ethnic Media	Who has the list of partnerships of non-English language and ethnic newspapers and retail stores? Who has examples and dates of the marketing used?
11	Coordination and implementation assistance actions	Who has the list of which agencies you work with and what assistance you provided?
12	Planning and facilitation of events and meetings	Who as the list of the events and meetings you have actively planned or facilitated? Does this list have dates for each meeting/event and what was the topic of the meeting / event?

Memorandum with Data Requests for Reach for the Stars

August 16, 2006

To: Molly Fairley Harcos, Runyon, Saltzman & Einhorn
 From: Mary Sutter, Equipoise Consulting Inc.
 Sharyn Barata, Opinion Dynamics Corporation

RE: Evaluability Assessment Data Collection Tool

As part of the 2004-2005 evaluation of the statewide marketing and outreach, we are performing an evaluability assessment of the three programs. This will entail looking at the program theory and activities that we discussed in the program theory workshop (and are included in the program theory write up), finding out from you what type of data you are currently collecting on the program, and using our expertise to pull it together. Ultimately, the report is to provide recommendations that may improve how future marketing programs can be evaluated.

In this memo, I am asking for information about your data and how it is housed. Note that I am NOT asking for the data, only how you manage it. At some point in the future, I may want to discuss further any databases you may have, just to determine the variables.

I have organized the program below and added my query by specific activity. Please fill in the column on the right (titled Reach for the Stars Response) for the 3 items listed. Because we have asked for some of this information in the past, I have filled out part of your response. Please correct it, if it is wrong. I have also provided an ID value that you can use as a reference if the data is housed in the same location as a previous row. For example, you can simply say "Same as 2A." and I will know that the data is located in the same place as what you wrote in ID 2A.

While the questions are specific to the 04-05 program years, the evaluability assessment is forward looking. As such, if you are collecting and keeping data presented here in 2006, but didn't do so in earlier years, please simply indicate that in the response.

Thank you much for your time.

Table G.5: Data Requests for Reach for the Stars

ID	Activity	Question	Reach for the Stars Response
1	Mass media advertisements	A) Who has examples of each of your radio copy? B) Who has the listing of when each of these ran? C) What is the format of that list? (i.e., is it all in a spreadsheet or multiple locations?) D) Who has the list of purchases made and reach/frequency of the radio ads purchased?	A) Molly at RS&E B) same as 1A. C) D) same as 1A.
2	Outreach	A) Where are examples kept of each of these	A)

ID	Activity	Question	Reach for the Stars Response
	collateral	<p>items that you have produced?</p> <p>B) Are they dated as to when they were produced?</p> <p>C) Who has the list of to whom the outreach items were provided, how many were provided, and when/where the items were used?</p> <p>D) When the collateral are used in events, is there any contact information gathered during the event of people who visited the events?</p>	<p>B)</p> <p>C)</p> <p>D)</p>
3	Find / train /manage CBO's	<p>A) Who has the list of CBO's used?</p> <p>B) Who has the list of when the CBO's were trained?</p> <p>C) Who has the training materials used?</p> <p>D) Who has the list the events in which the CBO's participated?</p> <p>E) What is the format of this information?</p>	<p>A) SG Henderson Consulting</p> <p>B) same as 3A</p> <p>C) same as 3A</p> <p>D)</p> <p>E)</p>
4	Toll-free number	<p>A) Who has the statistics on how often the toll-free number has been called?</p> <p>B) What format are the toll-free numbers (i.e., hard copy or electronic)?</p> <p>C) Can the electronic data provide information similar to the hard copy – that is, are the telephone numbers of those who call the number available?</p>	<p>A)</p> <p>B) Hardcopy for most of 04/05 and then electronic for the last part of 2005.</p> <p>C)</p>
5	Hispanic Media	<p>A) Who has copies of editorials or other articles about energy efficiency written and published in the Hispanic newspapers?</p> <p>B) Are the copies dated as to when and where they were published?</p>	<p>A)</p> <p>B)</p>
6	Collaborations	<p>A) Where is the listing of meetings that RS&E staff attended to discuss statewide collaboration?</p> <p>B) Does the list include where, when and what topics were covered?</p> <p>C) Are the agreements made recorded? If so, who keeps that information?</p>	<p>A)</p> <p>B)</p> <p>C)</p>

Memorandum with Data Requests for UTEEM

August 16, 2006

To: Jim Staples & Marianne King, Staples Marketing
 From: Mary Sutter, Equipoise Consulting Inc.
 Sharyn Barata, Opinion Dynamics Corporation

RE: Evaluability Assessment Data Collection Tool

As part of the 2004-2005 evaluation of the statewide marketing and outreach, we are performing an evaluability assessment of the three programs. This will entail looking at the program theory and activities that we discussed in the program theory workshop (and are included in the program theory write up), finding out from you what type of data you are currently collecting on the program, and using our expertise to pull it together. Ultimately, the report is to provide recommendations that may improve how future marketing programs can be evaluated.

In this memo, I am asking for information about your data and how it is housed. Note that I am NOT asking for the data, only how you manage it. At some point in the future, I may want to discuss further any databases you may have, just to determine the variables.

I have organized the program below and added my query by specific activity. Please fill in the column on the right (titled UTEEM Response) for the 3 items listed. I have also provided an ID value that you can use as a reference if the data is housed in the same location as a previous row. For example, you can simply say "Same as 2A." and I will know that the data is located in the same place as what you wrote in ID 2A.

While the questions are specific to the 04-05 program years, the evaluability assessment is forward looking. As such, if you are collecting and keeping data presented here in 2006, but didn't do so in earlier years, please simply indicate that in the response.

Thank you much for your time.

Table G.6: Data Requests for UTEEM

ID	Activity	Question	UTEEM Response
1	Mass media advertisements / infomercials	A) Who has examples of each of your television advertisements? B) Who has the copy of each radio PSA? C) Who has the listing of when each of these ran? D) What is the format of that list? (i.e., is it all in a spreadsheet or multiple locations?) E) Who has the list of purchases made and reach/frequency of each media type purchased?	A) B) C) D) E)
2	Outreach collateral	A) Where are examples kept of each of these items that you have produced? B) Are they dated as to when they were produced?	A) B) C)

ID	Activity	Question	UTEEM Response
		<p>C) Who has the list of to whom the outreach items were provided, how many were provided, and when/where the items were used?</p> <p>D) When the collateral are used in events, is there any contact information gathered during the event of people who visited the Univision booths?</p>	D)
3	Guests on talk show	<p>A) Who has the list of the talk shows that occurred, when and where each occurred, and the guest on each?</p> <p>B) Who has the list of the topics covered during the talk show?</p>	<p>A)</p> <p>B)</p>
4	Collaborations	<p>A) Where is the listing of meetings that UTEEM staff attended to discuss statewide collaboration?</p> <p>B) Does the list include where, when and what topics were covered?</p> <p>C) Are the agreements made recorded? If so, who keeps that information?</p>	<p>A)</p> <p>B)</p> <p>C)</p>

APPENDIX H: REFERENCES

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APPENDIX I: HIGH-LEVEL AUDIT OF MAIN ACTIVITIES (FYP)

Among these main activities, there were certain pursuits in which FYP would be considered the driving force and others in which they played a supporting or informational role. This is not to say that the pursuits for which FYP played a supporting role were less vital, only that they did not have an event as an outcome.

FYP was a driving force behind actions that created a physical outcome or event, that is, FYP considered the main creator and coordinator of the outcome. Supporting and informational roles were ones in which FYP provided information to others through various venues. Both of these types of activities are described below.

An analysis of the indirect impacts of the driving force activities was beyond the scope of this report, but could be of interest.

Note that this is a high-level audit rather than an assessment of the main activities.

Driving Force Activities

FYP appeared to be the driving force behind eight activities:

- √ Retail Marketing
- √ Earth Day 2004
- √ Appliance Recycling
- √ Flex Your Power Awards
- √ Mass Market Media
- √ Flex Your Power Website
- √ Energy Saving Commitments
- √ 2005 Summer Energy Meetings

FYP captured an important body of information in their case studies, best practices guides (BPG), and e-Newswire publications. For our analysis, we consider the writing of these publications as supporting actions, since they are actions taken to support information dissemination, and describe their impact later in this report.

Retail Marketing - Throughout 2004 FYP contacted retailers to ‘partner’ with them, forming informal relationships with no contractual obligations on either side. During the first six months of 2004, Flex Your Power staff made at least 627 visits to partner retail stores, and during many of these visits, trained sales associates in energy efficiency product sales. However, training tapered off mid-2004 when it was determined that this may not be a good fit for the program. However, in April 2005, FYP and its partners drafted a sales training guide and submitted it to the IOUs for review. It is unknown if any sales training occurred after this, although the FYP staff indicated that sales training was discontinued after 2004. (We note that a previous assessment of sales training for a different program revealed that the turnover of sales staff

decreased effectiveness of training¹. Also, the practice of offering manufacturer rebates to move non-efficient product can be at odds with a salesman's efforts to move efficient product, no matter how well they are trained. In addition to sales training, FYP created, produced, and delivered marketing collateral such as shelf danglers and window/appliance clings to their retail partners during 2004.

In the fall of 2004, FYP asked retailers to pledge to increase their sales of energy efficient products in 2005 by 20 percent. As of September, 2004, an estimated 426 retailers (265 chains and 161 independent stores/mini chains) had taken FYP up on this solicitation. The program followed up with these retailers through in-store visits in which FYP staff provided materials for use within the store, assisted in display of the materials, and answered questions as needed. The impact of the pledge to increase sales of efficiency products is unknown.

Retail activity by FYP lessened in 2005, although the program distributed energy saving tip cards, window clings, and FYP award information to >1,800 retail/manufacture partners in mid-2005. FYP continued to work with the retail sector in the second half of 2005, but in more of a supportive role. For example, the program staff made regular calls to retailers from March to December 2005 to support their efforts with the ENERGY STAR 'Change a Light' program, but were not a driving force.

Earth Day 2004 - FYP worked on Earth Day activities from February through June 2004. During this period, staff took the lead in pulling together many organizations (such as the IOUs, water agencies, retailers, non-profits, and Maytag) to bring information regarding energy and water efficiency to residential customers. They worked with the California Water Awareness Campaign to create a brochure highlighting water and energy efficiency. FYP partnered with Maytag who donated 40 high efficiency washer and dryer sets, which were highlighted in the Earth Day booths, for distribution to various non-profit organizations. Staff created and produced marketing materials and then recruited >850 appliance stores to participate in the FYP Earth Day promotion and to use the marketing material in their stores. Staff found and worked with non-profits to identify appropriate recipients of the new washer/dryer set. All their work culminated in 21 Earth Day events throughout the state between April 17 and April 25. During the Earth Day events, FYP co-hosted booths with local water and energy utilities, distributing materials that showcased ENERGY STAR clothes washers; potential energy, water, and financial savings of energy- and water-efficient appliances; and potential rebates. Either during or after the Earth Day events, FYP helped the non-profits publicly donate the clothes washer/dryers through events with press releases. These events often featured notable politicians such as Mayor Jerry Brown, San Francisco Supervisor Sophie Maxwell, Assemblyman Simon Salinas, and Malibu Mayor Barovsky, to name a few.

Appliance Recycling - Although it is unknown exactly how FYP became involved in this venture, beginning in May 2004, FYP began to coordinate an appliance recycling event with a major manufacturer and statewide home improvement chain. This promotion appears to be

¹ *Phase I Baseline Study for the Statewide Residential Lighting and Appliance Program. Volume I.* Xenergy, Inc. December 16, 1999.

directly linked to ENERGY STAR since ENERGY STAR has an Appliance Recycling Working Group (and FYP eventually presented this promotion to the group). However, because of the level of organization discussed in the monthly reports, this particular promotion was considered one in which FYP was the driving force (i.e., it is unclear whether the recycling promotion would have occurred at these sites without actions by FYP).

FYP worked with the retail stores, steel processors, property managers, city and county officials, California Department of Conservation, California Energy Commission, CalEPA, US EPA, and the California Department of Toxic Substances Control for this promotion, although specifics about the coordination with all of these organizations is unknown. FYP began to plan for this promotion in May 2004 and by August had set up 59 retail locations throughout California for the planned October launch. However, for reasons not stated, the number of stores dwindled to 18 in September. FYP developed materials for the promotion, including channel cards, point-of-sale recycling cards, and bill boards on the recycling containers and distributed them to the participating stores prior to the October launch. On October 5, 2004, FYP presented "*Building from Scrap: Lessons Learned from Early Retirement/Recycling Pilot*" during the 2004 National Energy Star Appliance Partner meeting.

FYP continued to play a role in this promotion through conference-call check-ins and on-site visits from October to January. In February 2005, the pilot was expanded statewide, but since no further mention of the promotion appears in the FYP monthly reports, it is unclear if FYP continues to provide marketing material or coordination.

Flex Your Power Awards - FYP has provided four years of awards. Since the awards program began in 2002 (for actions taken in 2001), the method of selecting the winners has changed slightly every year. During the first year, a state cabinet-level panel evaluated the results achieved, transferability, resource conservation impact, leadership, and innovation, and identified 22 winners. The 20 awards in the second year (2003) were presented in four categories: Education & Outreach, Innovation Implementation Actions, Internal Policies & Reforms, and Lifetime Achievement in Energy Efficiency. (It is not noted on the website how these winners were chosen.)

In the fall of 2004, FYP solicited award nominees from over 20 IOUs, municipalities, and third-party providers for the 2004 awardees. The 20 winners were finalized in November 2004. The determination of the 2005 FYP award winners took a different route. FYP sent a packet of information to ~45,000 business and community leaders statewide in July 2005.² The packet included a cover letter with an award application, frequently asked questions, a sample congratulatory ad, the California Energy Pledge, an e-Newswire sign-up form, and energy saving tip cards. This approach in 2005 netted FYP over 250 applications for the awards. Ultimately 35 organizations received an award in November 2005 in one of the following five categories:

- √ Best Overall (3),
- √ Energy Efficiency (14),
- √ Demand Response (5),

² This approach is similar to the application process used for the national Energy Star awards.

- √ Education and Leadership (7), and
- √ Innovative Products and services (6)

Honorable mentions were also provided for the first time in the four years of the awards, with the website showing that 44 organizations received honorable mentions.

Each year FYP worked with the winners to publicly present the awards through an event with press releases. Some of these events were highly visible and featured Governor Schwarzenegger presenting some awards. Typically, local elected officials were present for the award presentations.

Congratulatory advertisements were published in multiple newspapers throughout the state to highlight the award winners. The winners are also presented on the FYP website with a short blurb on how their energy savings occurred along with a link to their organizations' websites. A few of the winners have also been included as FYP case studies. Pictures from some of the 2005 presentations and podcasts of the presentations are provided on the FYP website as well.

Of interest is the small bump in e-Newswire sign-ups after the 2005 award application packets were sent out. Although already increasing throughout 2005 at an average rate of 2%, e-Newswire readership increased 6% over the previous month just two months after the application packets were distributed.

Mass Market Media³ - We note that mass media TV, newspaper, and radio promotions ran primarily in April through June, September, and November 2004, and June through October 2005.

In addition to the purchased media on the TV, some of the media produced for TV buys in the different marketing areas were also used through partnerships with municipalities and others as Public Service Announcements (PSA). FYP reported that ~3,800 total ads were run without charge in 3 months of 2004. Additionally, FYP secured agreement from the California State Assembly Speaker's Office to include a current FYP ad as a PSA during any program that the office produced for Assembly members. Four such programs were planned as of August 2004, but it is unknown if they were produced. There was one instance of an organization using the TV ads for a PSA in 2005 (ads were run from September through November).

In addition, Governor Schwarzenegger held a press conference in June 2005 at the Cal-ISO's Southern California control room. During this press conference, the Governor encouraged Californians to conserve energy and unveiled the 2005 TV commercials. According to the monthly report, approximately 10 TV stations and additional print media were present at the press conference.

Flex Your Power Website - While the main purpose of the website is to disseminate information (and hence could be considered a supporting activity), it is included here because it creates an

³ Given that the mass market media activities are covered in greater detail in the earlier sections of this report and that focus of this chapter is the non-media efforts of Flex Your Power, we will just touch on the highlights of the mass market media activities.

electronic presence for the program. The FYP website serves as a single access point for much of the information created by other FYP activities. The case studies and best practices guides are located here, as are the FYP award recipients, e-Newswire, and podcasts. According to FYP, eleven months of 2005 saw slightly over 350,000 visits to the website (~1,000 per day) with close to 70 percent of those being new visitors. We compared the number of visits to the FYP website with the number of visits to CALMAC.org, a website that mainly provides energy efficiency program evaluation results. For the year from July 2004 to June 2005, CALMAC saw ~216,500 visits, or about sixty percent of an estimated annual FYP site traffic.

The FYP monthly reports reflect a continual updating of Web pages, including adding relevant pages and de-bugging. Spanish and Chinese translation capability was first mentioned in February 2004, but was still being de-bugged in March 2005. In general, there seemed to be a few months' lag between planning, creating architecture, debugging, and getting new pages for information on the website (i.e., there were five months for best practice guide pages and two months for New Homes Initiative pages). Through other activities and interactions with various organizations, FYP worked to establish the FYP website as a link on other websites. Although FYP does not have a "Links" Web page per se, they do link to other organizations throughout the site (e.g., award recipients, case studies, product guides, etc.)

2005 Summer Energy Meetings - Efficiency Partnership hosted seven regional energy meetings (summits) in May and June 2005. FYP pulled together many of their contacts with political and commercial organizations to coordinate these events. The purpose was for the Governor's administration, the utilities and others to brief senior business executives on the energy situation and solicit energy efficiency and demand response commitments. The following energy meetings were held:

- ✓ San Diego Regional Energy Summit – May 4th – 240 attendees
- ✓ Inland Empire Regional Energy Summit – May 12th – 209 attendees
- ✓ Orange County Regional Energy Summit – May 18th – 61 attendees
- ✓ South Bay Regional Energy Summit – May 19th – 73 attendees
- ✓ Downtown Los Angeles Regional Energy Summit – May 19th – 57 attendees
- ✓ Silicon Valley Regional Energy Summit – May 20th – 200 attendees
- ✓ Central Valley Regional Energy Summit – June 9th – 110 attendees

FYP followed up with all attendees in June 2005 to encourage them to sign the California Energy Pledge (Appendix I) and to apply for or nominate others for the 2005 Flex Your Power Awards. It is unknown how many signed the pledge forms.

Supporting Activities

In addition to the driving force activities described above, FYP also played a supporting role in many non-media efforts. As stated before, supporting and informational roles were ones in which FYP provided information to others through various venues. Supporting activities are not necessarily less time intensive nor less essential than the driving force actions.

Supporting actions by FYP staff took many forms. In 2004 and 2005, their creative know-how and ability to produce marketing materials focusing on energy efficiency were 'shopped' to

many organizations throughout the state. The monthly reports indicate that FYP approached retailers, manufacturers, and government agencies in specific areas to see if there was interest in cooperative outreach. While not discussed extensively in the monthly reports, it appeared that FYP staff made an effort to have a presence at events in which potential outreach collaborations could occur. Staff also presented at various conferences, both inside and outside of California. FYP held workshops for small businesses late in 2004 and wrote editorials for English and non-English newspapers. FYP wrote case studies and Best Practice Guides for dissemination through e-Newswire and the FYP website. Last, but not least, FYP obtained energy efficiency commitments (i.e., the California Energy Pledge) from organizations and businesses across many industries. While this list does not name absolutely every supporting activity taken by FYP during the course of two years, it does highlight many of the activities.

FYP began 2004 with some relationships already in place from the previous three years work. However, they continued to try to reach new organizations for cooperative outreach. For example, in February 2004, they contacted 23 manufacturers and 21 retailers regarding cooperating on outreach and marketing efforts and another 50 retailers in March 2004. Monthly reports indicate continued efforts to create new outreach partnerships in January 2005. Once an organization expressed interest, FYP worked collaboratively and alone to create outreach materials, generally in the form of brochures, flyers, energy tip savings cards, or other printed media. Examples of collaborative ventures were: 1) working with Albertson's and Lights of America to develop marketing for rebated upstream CFLs sold in Albertson's stores, 2) drafting a direct mail piece with a major window manufacturer, 3) co-development of a 2-page letter with a major appliance manufacturer and statewide retail chain to be disseminated to 300,000 residents in Southern California, and 4) drafting materials with Lennox for a potential effort with AC dealers and installers that was focused on AC cycling and summer energy efficiency messages.

In other partnerships, FYP created informational materials that the partner disseminated to their constituents. Examples of this type of dissemination were: 1) a full color tri-fold brochure with energy and money savings from efficiency at home and work, distributed by Senate and Assembly representatives in their home districts (10,000 sent out to the legislative branches), 2) a one-time energy tip sheet that was distributed with all 256,000 state employee paychecks, 3) 860,000 educational flyers to 835 grocery store to insert into grocery bags, and 4) distribution of FYP brochures at local government offices.

The different conferences at which staff presented were both large and small. In February 2004, FYP presented their planned 2004 promotions to 200 retail managers and sales associates from chains and appliance retail outlets. In July 2004, staff attended the International Facility Management Association regional conference in which they presented information on energy efficiency, distributed energy efficiency awareness materials, discussed possible cooperative outreach, and signed people up for e-Newswire. FYP made a smaller presentation in August 2004 in front of the San Diego Regional Chamber of Commerce. FYP also participated on a panel on appliance recycling during the Energy Star Appliance Partner meeting in Washington DC (October 2004). FYP presented the pilot appliance recycling program in which they were playing a large role. In June 2005, FYP gave a presentation to the American Energy Engineer's Energy Management Congress in San Diego on the 'benefits of marketing and outreach' as well

as provided information for the FYP Awards application process. In August 2005, FYP presented at an energy efficiency and conservation panel convened by U.S. Congresswoman Jane Harman for regional business leaders, press, and elected officials in Los Angeles. The California Sustainable Winegrowing Alliance and PG&E hosted a workshop on winter and vineyard energy efficiency in November 2005 in which FYP distributed handouts and recruited sites for case studies.

In addition to workshops hosted by others, FYP, through the Small Business Initiative, coordinated and ran four workshops on energy efficiency (one each for Chinese restaurant owners, Vietnamese grocery owners, Korean small business owners, and Latino small business owners). These workshops took place from October to December 2004. Summaries of the workshops were stated to have been produced for both the website and e-Newswire. Additionally, FYP followed up with participants after the workshops (in January and February 2005) to determine attendee's participation in programs. FYP's small business outreach and ethnic outreach were intertwined. As part of the small business outreach, FYP wrote editorials and edited articles on energy efficiency for non-English newspapers.

FYP worked on their first Best Practice Guide (BPG) throughout 2004 and 2005. One large (50+ pages) BPG was printed in July 2005 (Commercial Office Buildings BPG). FYP requested other outside experts to review the document and indicated that it was reviewed by CEC, EPA Energy Star, ASHRAE, and others. No other specific BPG was stated to have been completed during 2004 and 2005 although, as of November 2006, there were three total BPG on the website (Commercial Office Buildings, Food Growers & Beverage Processors, and Restaurant). There were also eight shorter business guides (around twelve pages in length) under the government page and three business guides on the industrial page on the website as of November 2006. The timeline for addition of the BPG and business guidelines to the website, however, is not known. The monthly reports indicate that the staff were working on them during 2004 and 2005. In addition to the BPG, there were 15 commercial case studies, 5 industrial case studies, 3 state government case studies, 16 local government case studies, and 10 water/wastewater agency case studies on the FYP website as of November 2006. According to the monthly reports, staff distributed case studies at various conferences and symposiums. The FYP website indicates that ~9,000 case studies and BPGs were downloaded in 2004 but no mention of how many were downloaded in 2005. Again, to provide some point of reference, CALMAC also had ~9,000 downloads of energy efficiency evaluation reports in 2004.

Executive order S-20-04, signed by Governor Schwarzenegger on December 4, 2004, laid out areas in which state agencies, departments, and other entities under the direct executive authority of the Governor should cooperate to reduce grid-based energy purchased for state-owned buildings by 20 percent by 2015 (following the Green Building Action Plan). This order also encourages commercial building owners to take aggressive action to reduce electricity usage as well. Working as a member of the Green Building Action Plan, FYP created a form with which commercial businesses and local governments can make a written commitment to do all they can to save energy, explore demand response programs, and educate their employees on how to save energy at home and work. According to the monthly reports, several companies in Silicon Valley made commitments in September 2004 as did 26 water agencies. Another 34 water agencies were "encouraged and assisted" to make future commitments to save energy and water

through efficiency in November 2004. FYP indicated that they followed up with some of these organizations to help develop actual energy savings goals for their facilities. The actions of these different organizations are unknown at this point. At this point, the commitment form is on the FYP website, but not easily found (i.e., one must search for “Energy Pledge” and “FYP” to pull up the web page. We could not find it by simply clicking through the website.)

Box I-1. Areas of Interest for Future Evaluations of Indirect Impacts

Track the number of award nominations received to demonstrate interest in the program, and value of the awards.

Track the number of free advertisements and the timing of these advertisements.

Track website statistics. This is relatively easy and provides a longitudinal view of the use of the website and provide a rough sense of the level of information dissemination

Obtain the list of organizations that have made the California Energy Pledge in the past (and current organizations who have taken the pledge in 2006-2008) would allow an evaluator to assess the impact of such a pledge on actions and help determine the effectiveness of publicly taking such a pledge.

This appliance recycling promotion, if still in effect in 2006-2008 with FYP marketing, may be a good area for future evaluators to assess. With a refrigerator recycling program in place throughout the state (i.e. a refrigerator recycling program has been around since 1996 with >45,000 refrigerators and ~5,500 freezers recycled in 2003 alone⁴), it would be beneficial to understand if the additional marketing provided by FYP appears to cause an increase in the recycling of refrigerators.

⁴ 2003 EM&V RARP Study Verification, Degradation and Market Potential Analysis. KEMA, Inc. December 23, 2004. CALMAC Study ID SCE0205.

APPENDIX J: CALIFORNIA ENERGY PLEDGE

Sign the California Energy Pledge

WHEREAS: energy efficiency saves money and is an environmentally sustainable means of enhancing energy reliability and economic prosperity in California; and

WHEREAS: extended stretches of extremely hot weather, droughts, or transmission difficulties can cause energy shortages with resulting disruptions in business; now

THEREFORE: be it resolved;

- Energy Efficiency: We will make our best efforts to help the State of California achieve the goal of reducing energy use in non-residential buildings 20 percent by 2015 (as called for in the Governor's Green Building Action Plan) through cost-effective measures that increase energy efficiency in our facilities.
- Conservation and load shifting: We will explore enrolling in demand response programs available through our utility. When electricity supplies are tight, we will voluntarily reduce demand when we hear a Flex Your Power NOW! alert. We will participate in the Independent System Operator's (ISO) Voluntary Load Reduction program to further reduce energy use when a Stage One condition is called.
- Public Awareness: We will educate our employees on how to save energy at work and/or home.

We are hopeful that our commitment will encourage other leaders to take comparable steps to ensure reliable, affordable energy and support the economic health of our region and California. You are authorized to use my organization's name as a supporter in promoting this important initiative.

Signed,

First name: (required)

Last name: (required)

Title: (required)

Company: (required)

Email: (required)

Confirm email: (required)

Phone: (required)

Please provide the email addresses of peers who will join us in taking the California Energy Pledge: