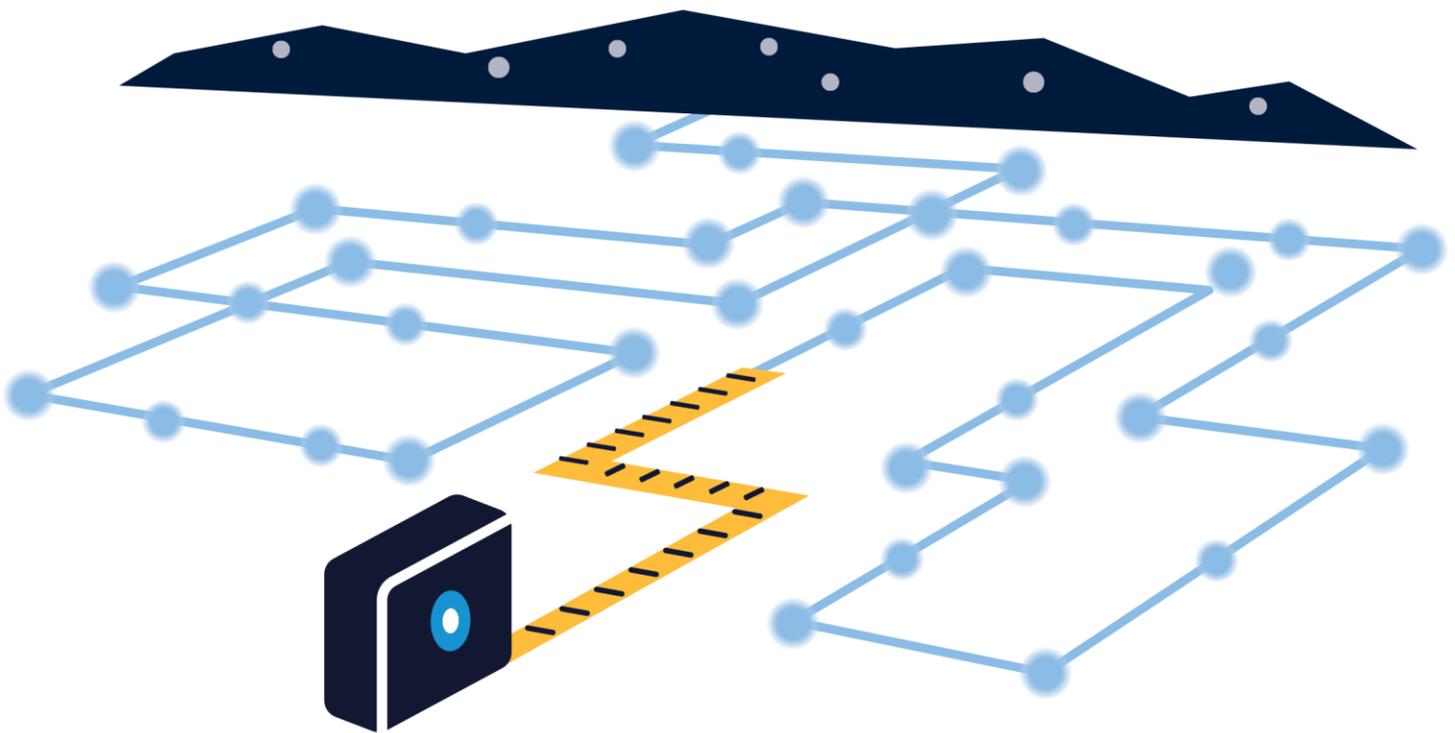




Marketing, Education & Outreach Effectiveness Assessment: Annual Performance Report

Final Report

CALMAC Study ID: CPU0213



June 4, 2020



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1. Executive Summary

This report presents results from the Marketing, Education & Outreach (ME&O) Effectiveness Study for 2019. In 2012, the California Public Utilities Commission (CPUC) established Energy Upgrade California (EUC) as the brand for Statewide ME&O activities to increase ratepayer awareness of energy efficiency, demand response, and distributed generation, and to offer ways for consumers to better manage their energy use. The results presented in this report are from the first year of a three-year ongoing ME&O Effectiveness Study to evaluate the performance of the EUC campaign in meeting its stated objectives and program performance metrics. The ME&O Effectiveness Study is one of a set of ME&O evaluation research projects completed in 2019. Additional research projects include an evaluation of the collaborative process among key ME&O stakeholders and a project designed to gain consensus on how the performance of ME&O efforts in California should be measured.

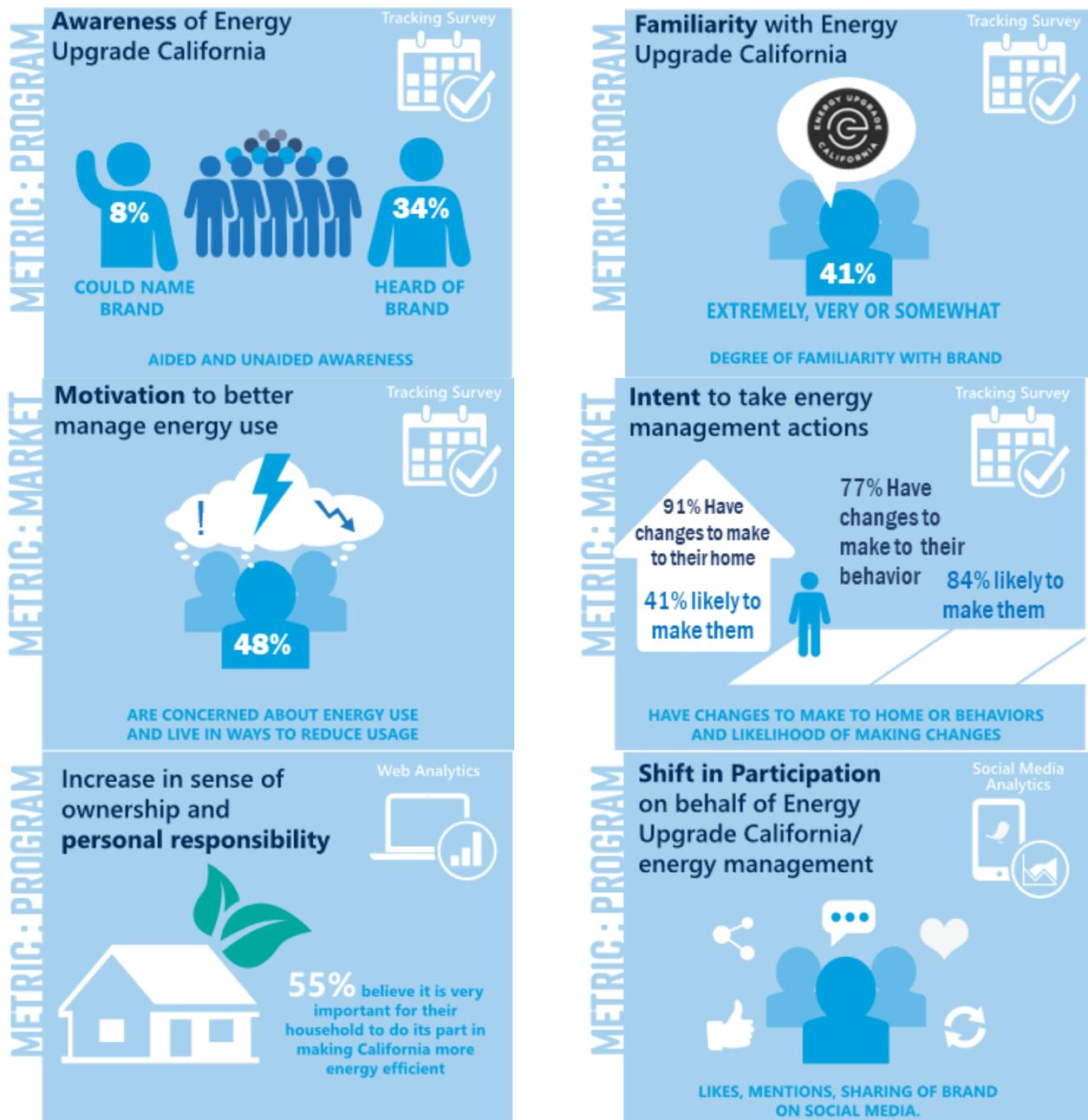
The findings from this study are based on 1) an assessment of partnerships with Community Based Organizations (CBOs) and associated activities used to reach low-income customers, cultural and ethnic minorities, and disabled customers and 2) a residential tracking survey to assess campaign performance.

Summary of Key Findings

Based on these research activities, the evaluation team presents the following summary of key findings and recommendations:

- **Overarching Key Finding:** The EUC campaign demonstrated positive growth across multiple key campaign metrics from the 2017 to 2019 residential tracking surveys, summarized in (Figure 1). These results indicate the campaign is on track to achieve performance objectives.
 - **Key Finding:** Respondents' aided awareness of the EUC campaign increased from 28% to 34% between 2017 and 2019.
 - **Key Finding:** Overall, respondents' attitudes towards the EUC brand grew more positive from 2017 to 2019 as an increasing percentage of Californians believe EUC is relevant and needed and feel that they can trust the brand.
 - **Key Finding:** Customer segmentation results demonstrate that respondents are motivated to save energy and they are increasingly acting in a way that aligns with their motivations.
 - **Key Finding:** Respondents' awareness of the different types of action and behavior changes they can make to save energy in their home increased from 2017 to 2019, and the EUC campaign calls to action featured many of the types of action and behavior changes that showed the largest increases in awareness between 2017 to 2019.
 - **Key Finding:** Results show that respondent awareness and knowledge of actions they can take to shift their energy use to off peak times to coincide with Time of Use (TOU) rates increased considerably during the period that corresponds with the rollout of TOU marketing efforts. Overall, more than a third of the survey respondents reported they have heard of the TOU rate and the share of respondents that identified "shifting energy use to off-peak times" as change they could make to their day-to-day actions increased by 9% from 2017 to 2019. Respondent awareness of TOU rates and TOU-related behavior changes also corresponded with the timing and location of TOU marketing efforts, as SDG&E customers showed the highest TOU awareness and SDG&E was the only program administrator that had TOU rates in effect at the time of survey fielding.

Figure 1. Summary of 2019 Energy Upgrade California Campaign Performance on Key Metrics



While the residential tracking survey indicates the campaign performed well overall, we identified several recommendations for improvement based on the CBO partnership study's initial findings. The additional research we have planned for 2020 with an expanded set of CBOs and data collection activities will be needed to capture perspectives that may differ from the small sample reported here.

- **Key Finding:** Some CBOs reported receiving an insufficient quantity of materials, including non-English language materials, or materials unsuitable for their outreach activities.

- **Recommendation:** We recommend that the CBO outreach coordinator invests more time assessing each CBO's outreach strategies when first onboarding them to ensure that they receive appropriate materials. It may also be worthwhile to build in questions about campaign materials into regular check-in points with the CBOs. We also suggest that the CPUC consider whether it is feasible to offer the EUC materials in more languages, given existing resources.
- **Key Finding:** Interviewed CBO representatives expressed some desire to edit and tailor the EUC materials. Suggestions they made included changing the images, translating the languages, simplifying the text, or adding their logo. Despite these comments, the campaign implementer and outreach coordinator invested significant effort into making the materials applicable state-wide, and it would not be wise to permit CBOs to alter the materials' content.
 - **Recommendation:** When CBOs request the ability to tailor the materials, we recommend the CBO outreach coordinator explain to the CBOs why that is not possible. We also recommend that the CPUC consider the extent to which co-branding may be possible as including the CBO's logo may allow the campaign to take advantage of the trust these communities have in their CBOs.
- **Key Finding:** A sizable number of CBOs categorized as the most actively engaged by the CBO outreach coordinator reported that they were not involved with EUC when contacted by the evaluation team.
 - **Consideration:** To present a full picture of CBO contributions to EUC, the campaign outreach coordinator should attempt to identify and re-classify inactive CBOs.

2. Introduction

In 2012, the California Public Utilities Commission (CPUC) established Energy Upgrade California (EUC) as the brand for Statewide Marketing, Education, and Outreach (SW ME&O) activities to increase ratepayer awareness of energy efficiency, demand response, and distributed generation, and to offer ways for consumers to better manage their energy use. The marketing firm, DDB, has designed and managed the EUC campaign since 2017. The CPUC also revisited the vision, goals, and governance structure for SW ME&O and directed DDB, with stakeholder input, to develop a Five-year ME&O Strategic Roadmap (ME&O Roadmap) and annual Joint Consumer Action Plans (JCAPs). In consultation with CPUC staff and stakeholders, DDB established program objectives and metrics as part of its ME&O Roadmap. DDB operationalized the program objectives through a series of measurable metrics including aided and unaided awareness, familiarity with the brand, motivation to better manage energy use, and intent to take energy management actions and behaviors. In particular, DDB designated 2019 as the “Year of Intent” for the EUC campaign, and they designed content and messaging to increase customers’ intent to take energy management actions, engage with information, and advocate on behalf of the energy movement. Table 1 summarizes the key objectives of interest for 2019, as specified in the 2019 (Year 3) JCAP.¹

Table 1. EUC Campaign Objectives and Metrics

Campaign Objective	Key Metrics
Raise awareness of EUC and the importance of energy management	EUC awareness and familiarity <ul style="list-style-type: none"> ▪ Shift in aided awareness ▪ Shift in unaided awareness ▪ Shift in familiarity
	Slogan awareness <ul style="list-style-type: none"> ▪ Shift in aided awareness ▪ Shift in familiarity
Increase customers’ intent to take energy management actions, engage with information, and advocate on behalf of the energy movement	Shift in motivation (energy efficiency only) <ul style="list-style-type: none"> ▪ “I am always seeking out ways to be more energy-efficient”
	Shift in sense of responsibility <ul style="list-style-type: none"> ▪ Increase in a sense of ownership and responsibility to promote
	Shift in Intent to Participate <ul style="list-style-type: none"> ▪ Increase in intent to take action
	Shift in Participation <ul style="list-style-type: none"> ▪ Increase in EUC website traffic and engagement with content ▪ Referral traffic to PA website

Source: DDB’S 2019-2020 Year Three JCAP

An additional goal of the EUC campaign is to reach traditionally underserved customers including small businesses,² low-income households,³ seniors, and residents with disabilities. DDB is executing several strategies for targeting these sub-groups, which include partnering with Community-Based Organizations (CBOs) and providing campaign materials in Spanish, Korean, Vietnamese, and Chinese. In coordination with

¹ DDB’S 2019-2020 Year Three JCAP https://media.gractions.com/9205/2019/032919_Final_Y3_JCAP.pdf

² Small business are defined as businesses with less than 100 employees

³ Low income households are defined as having an income of less than \$35,000/year

the start of the statewide rollout of Time of Use (TOU) rates in 2019, an additional focus of EUC messaging and content is to encourage customers to make smart choices about when they use energy.⁴

The evaluation team is conducting an ongoing campaign effectiveness assessment to evaluate the performance of the EUC campaign in meeting its stated objectives and program performance metrics. We designed our 2019 research activities to measure campaign performance in terms of the campaign objectives, metrics, and marketing strategies documented in the 2019 (Year 3) JCAP and monthly and quarterly stakeholder meeting reports presented by DDB. However, it is important to note that the evaluation efforts for the first year of the ME&O Effectiveness Study were limited in scope due to changes in the timeline for the EUC campaign rollout targeted at small businesses and interruptions in campaign flighting during the Public Safety Power Shutoffs.

Our 2019 evaluation research activities included an assessment of CBO partnerships and associated activities used to reach low-income customers, cultural and ethnic minorities, and disabled customers. In addition to assessing the use of this outreach channel in 2019, we will use the information gained to design a larger study of CBO involvement in the EUC campaign for 2020. In addition, we conducted a residential tracking survey to assess campaign performance against metrics. We report key results from both research activities in the following sections.

⁴ Ipsos is the firm responsible for evaluating the SW TOU campaign, however some of the 2019 residential tracking survey results are relevant to SW TOU marketing and we highlight these results in this report

3. Assessment of Partnerships with Community Based Organizations

3.1 Background and Approach

We provide an overview of EUC’s engagement efforts with Community Based Organizations (CBOs) and our approach for evaluating the effectiveness of CBO partnerships in the following sections.

CBO Engagement Efforts

DDB works with the public affairs firm, DDC, on CBO outreach efforts. DDC partners with CBOs to help the EUC campaign connect with low income and hard-to-reach communities with the goal of expanding the campaign reach to these communities. The CBOs working with the EUC campaign are distributed across all IOU territories and service a variety of communities, including the economically disadvantaged, students, seniors, people with physical disabilities, ethnic minorities, farmworkers, small businesses, and people of faith, among others. DDC organizes the CBOs into three tiers, with Tier 1 being the most actively engaged and Tier 3 being the least engaged (Table 2Error! Reference source not found.). DDC conducts an audit of CBOs each year to confirm their participation and revise their Tier level, if necessary.

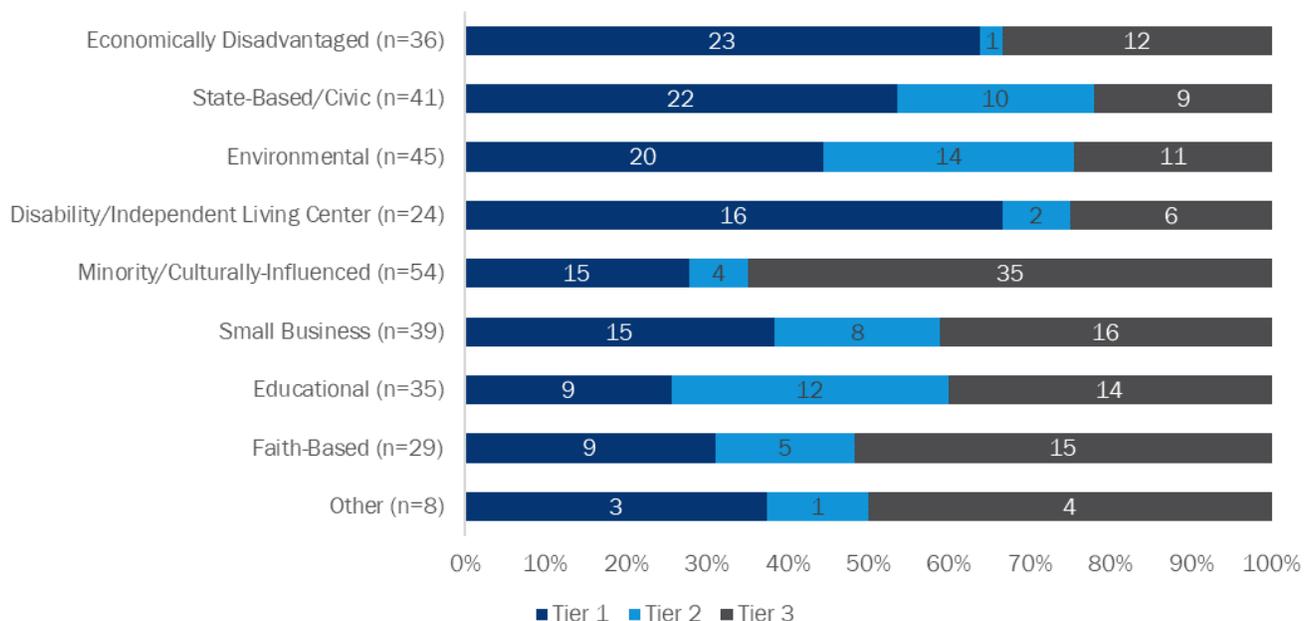
Table 2. CBO Activity by Tier

Tier	Grantee status	Newsletter	Social media	Events
1	Current or past grantee	Must distribute	Must use	Yes
2	Past grantee	May distribute	May use	No
3	Not expressed interest	Receives only	No	No

Each Tier 1 CBO has an agreement with DDC that outlines their commitment. CBOs that receive a grant are obligated to distribute a newsletter and spread the EUC messaging on social media. Tier 1 CBOs also identify and attend community events that their target population attends to distribute EUC materials. In some cases, DDC will partner with a CBO to conduct outreach, such as placing an op-ed in a newspaper, a radio promotion, or conduct outreach at a larger event, like a professional baseball game. The average length of time CBOs support EUC is 18 to 24 months, according to DDC representatives.

In 2019, DDC engaged 311 CBOs. DDB classified them into nine “types” according to the communities they serve. DDC includes up to three types for each CBO because many of them serve groups occasionally classified in multiple ways. For example, the chambers of commerce have a primary classification of State-Based/Civic and a secondary classification as Small Business. Figure 2 shows the distribution of the 2019 CBOs by their primary classification type and by Tier level.

Figure 2. CBOs by Type and Tier (n=311)



The 2019 CBOs working with the EUC campaign were in 112 California cities, though many of them offer their services in more than one city. The cities with the greatest number of participating CBOs are in Table 3.

Table 3. Cities with the Most CBOs

City	Number of CBOs
Los Angeles	57
San Diego	27
Long Beach	18
San Francisco	17
Sacramento	13
Stockton	9
Oakland	7
Santa Monica	7
Salinas	5
San Jose	5

The research team's 2019 assessment of these partnerships comprised in-depth interviews with three DDC staff and 11 CBO staff in Fall 2019 (Table 4). DDC provided the research team with the contact information for the 311 CBOs. We selected the CBOs for interviews using the following criteria:

- Proportionately represent each category of services, per DDC's classifications.
- Prioritize representation from Tier 1 because they are most involved in the campaign and would have the most to say, but still collect perspectives from some Tier 2 CBOs.

- Select those that conduct outreach at events or support the EUC educational curriculum as opposed to selecting CBOs that only conduct outreach via social media.
- Achieve representation across Northern, Central, and Southern California.

Of the 11 CBO staff we spoke with, nine represented Tier 1 CBOs, and two represented Tier 2 CBOs.

Table 4. CBO Staff Interviews

Type of Organization	Goal Number of Interviews	Number of Completed Interviews
Disability/Independent Living Center	2	3 complete
Economically Disadvantaged	3	2 complete (+1 partial)
Environmental	3	1 complete (+1 partial)
Educational	2	0 complete
Faith-Based	2	1 complete
Racial Minority/Culturally-Influenced	3	1 complete
Small Business	2	0 complete
State-based/Civic	3	1 complete
Total	20	11 (2 partial)

Evaluation Approach

We began contacting CBO staff with a goal of completing 20 interviews. However, after sending initial emails, seven CBO staff replied to say they were no longer actively involved in EUC or that they had limited involvement and did not have much to contribute. The partially completed interviews occurred after learning of the nature of the CBO’s involvement. One CBO representative said his involvement in EUC is limited to receiving newsletters from DDC and forwarding them to his staff to distribute to the tenants at his low-income housing properties. The other partial interview was a group whose involvement was limited to promoting the Time-of-Use rate messaging. Given the unexpected finding that many of the participating CBOs had more limited involvement than expected, the evaluation team quit recruiting after completing 11 interviews (two partial). We decided to conduct additional research in 2020 with CBOs once we have a more complete understanding of their varying levels of involvement and can tailor the research to the CBO’s involvement with the EUC campaign.

3.2 CBO Partnership Findings

3.2.1 Recruitment

To recruit CBOs, DDC leveraged existing relationships that its parent company, DDB, already had with CBOs in California. DDC selected CBOs to work with if their organizational mission aligned with the EUC campaign’s mission of promoting energy consciousness. DDB prioritized CBOs that:

- demonstrated a long-standing presence in their community;
- had paid staff that could dedicate time to supporting the EUC Mission;
- were larger to help the campaign achieve volume in its reach; and
- were 501(c)3 non-profits.

DDC reported that the number of participating CBOs has grown steadily since the beginning of the campaign. They had about 100 in the first year and have added about 100 each subsequent year, bringing the total to 312 at the end of 2019. DDC ensured the CBOs covered the entire state while emphasizing areas with greater need, such as the Central Valley. As part of that effort, DDC staff identified geographical gaps and conducted targeted outreach to recruit CBOs in those areas, such as far Northern California.

More than half of the interviewed CBO representatives (6 of 11) said they first got involved in EUC after responding to an RFP and being awarded a grant. Two CBOs learned of an opportunity to become engaged with EUC through their IOU (PG&E and SDG&E in these cases), and two more said they learned about EUC from another organization.⁵

The metrics the CBOs report to DDC vary depending on their activity and measurement tools available. According to interviewed DDC staff, most CBOs reported the newsletter open rates. Some were able to report the reach of their social media posts. And, for the CBOs that attended events, they provided an estimate of the number of people reached at the event.

3.2.2 Training and Orientation

DDC offered training to CBO staff to orient them to the EUC campaign. DDC held some of the trainings in person with others done through a webinar format. The trainings included a PowerPoint presentation and tailored discussions about how the EUC outreach and energy efficiency messaging would be beneficial to the CBO's audience. DDC staff educated the CBO staff so they would be able to train their sub-groups and effectively deliver the message to California residents.

DDC reported these trainings went positively. DDC reports that they avoided complex, technical discussions and tried to talk about the "big picture" of energy use. For example, in past trainings, DDC shared information about vampire energy loads and specific energy-saving tips, such as unplugging electronics or washing clothes with cold water. As one interviewed DDC staff person described, "We came up with creative ways to be more energy-efficient and how to share that with family and friends. [...] We want people to be motivators and not get bogged down in technical details." DDC staff reportedly updates the training slide deck regularly to include any new City proclamations, new GHG reduction goals or legislation, examples, pictures from recent CBO events, and frequently asked questions.

Interviewed CBO staff had mixed feelings on the training. Most of the interviewed CBO representatives remembered attending a training (6 of 9), though some described it as a phone call, and others described it as a webinar. Of those six, four thought the training was useful because it explained the campaign's expectations for CBOs, described how to carry out the contracts, and provided an opportunity to ask questions. Two representatives thought the training could be improved. One of these two said the training was "superficial" and desired more information on what DDC thought the community response might be to the messaging. The other representative said there were many remaining questions at the end of their webinar.

A couple of representatives expressed the need for additional training (one who recalled attending a training and one who did not). One said they needed more advice on how to help customers read their energy bills, and the other desired getting more timely updates and more ideas of how to "expand their reach."

⁵ The eleventh CBO representative said someone spoke their organization about EUC but could not remember if that person was from an IOU, from EUC, or another organization.

3.2.3 Ongoing Communication

Communication between the CBOs and DDC is bi-directional, in that DDC asks the CBOs questions and the CBOs can ask DDC questions. The CBOs are also able to request materials and provide feedback on how the people they serve have reacted to them, whether positive or negative. DDC divided responsibility for the CBOs among nine staff who were in charge of communicating with their assigned CBOs.

DDC staff reported that their communication with CBOs goes well, though the natural staff turnover at CBOs can be a small challenge for DDC. When DDC learns their contact left the CBO, DDC reaches out to the organization to obtain the new contact's information and updates their records.

CBO staff reported varying levels of ongoing communication with DDC either via phone calls or emails, though nearly all (7 of 9) said the communication was going well. As one CBO representative said, when describing the ongoing communication with her DDC representative,

They're responsive, they're very helpful, detailed, and flexible. I can ask for anything. She gives us what we need. She's polite about it. She's a great partner to work with, sensible, professional, and offers good ideas.

One CBO reported they had not been in touch with DDC "in a while" and were unsure why that was. Finally, another CBO reported that they took the initiative to establish bi-weekly phone calls with DDC largely "to lessen the concern on their part that we're doing this work." They said communication was "rocky at first" but has improved after establishing the regular phone calls.

3.2.4 CBOs Support for the Campaign

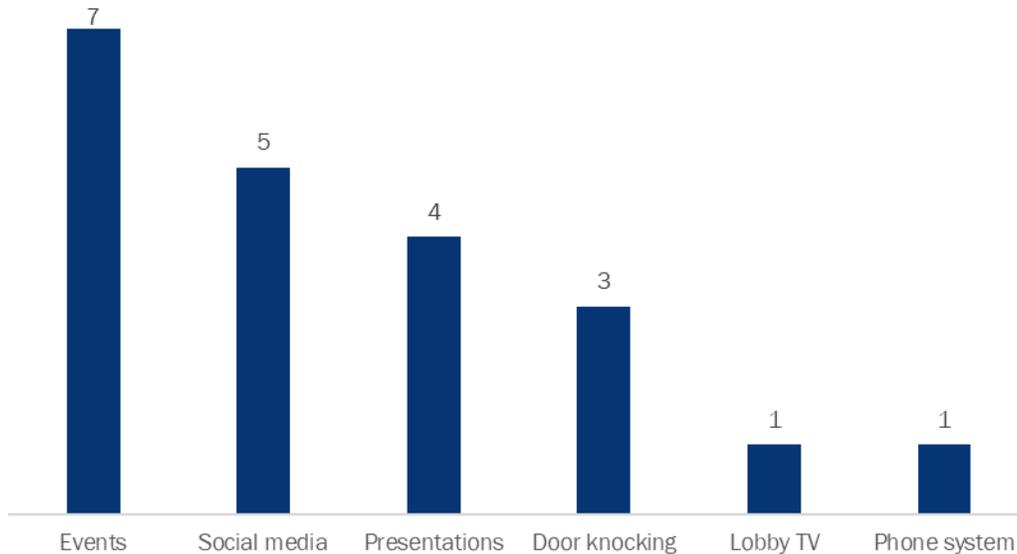
Information Distribution

CBOs incorporate EUC messaging into their usual outreach strategies. DDC recommends events CBOs might attend, though the CBOs decide which events they attend. Most said they liked this arrangement because, as one described, it showed that DDC "shows respect for the work we do" because "we know our community best."

Most interviewed CBOs reported attending community events where they distributed EUC collateral (Figure 3). Events include gatherings such as swap meets, "mercados," community movie nights, Earth Day events, festivals, a Christmas parade, Chinese New Year events, back-to-school nights, rodeos, a "multicultural mixer," chamber of commerce events, church picnics, health fairs, family centers, the zoo, and events at food banks.

Several interviewed CBO representatives said that when they conduct outreach at events, they do not passively sit at the table and let people take materials. Most voluntarily reported that they also engage with the person, talk to them in their native language if possible, explain the energy content in the materials, and why it matters. About half of the CBO representatives said they thought that the customers learned more from the verbal interaction with the CBO representative than they learned from the material itself. These interviewees described the EUC materials as an effective jumping-off point for a conversation and a good reminder for the person once they return home.

Figure 3. Outreach Strategies (n=9) ^a



^a Multiple responses allowed

About half of the interviewed CBO representatives reported posting EUC messages on their social media feeds. Some described delivering the EUC message during presentations to senior citizens or retiree groups, small business groups, and college student groups. Three CBOs mentioned they conduct door-to-door outreach and delivered the EUC message in those efforts, including at a migrant farmworker housing complex. One CBO reported showing EUC messages and videos on the TV in their lobby, and finally, one CBO played the EUC messages on their interactive voice response (IVR) phone system.

Materials Received and Distributed

While most CBO representatives said the materials they received from DDC were appropriate for their outreach strategies, three reported a mismatch. One CBO whose outreach was through social media and their phone system received a branded EUC tablecloth and canopy and palm-cards to hand out. They reported not using these materials. The other two CBOs reported the opposite situation. These CBOs conducted outreach at events, schools, and door-to-door and reported they had not received branded EUC materials such as a canopy, tablecloth, or t-shirts. Both groups suggested that having more EUC-branded collateral would improve their ability to attract community members at events and legitimize their partnership when approaching people door-to-door. As one of them stated:

If it's at all possible to get some branding so we look official, like name tags or badges that legitimize we're with EUC so they know who we're with. Because it's such a large commotion now with the Latino community with immigration; there are fears.

One CBO representative who received a canopy and t-shirts described them as “very attractive and appealing.”

The CBO representatives reported receiving the following materials to hand out:

- Palm cards
- Brochures
- One-page infographics

- Social media content
- Newsletters
- Notebooks
- Frequently-asked-questions and their answers
- Factsheets
- T-shirts
- Pens

Interviewed DDC staff corroborated those materials and added that flashlights were also available.

The written materials were available in large print, braille, and in five languages: English, Spanish, Chinese, Vietnamese, and Korean. A few CBOs desired the materials in additional languages, specifically Somali, Arabic, and Mixtec. One group provided closed-captioning on EUC videos for hard-of-hearing audiences.

Two-thirds of the CBO representatives (6 of 9) said they did not receive their materials in a timely manner. Three of these said the delayed delivery of materials caused them to start their outreach later than they expected. For some, the quantity they received was insufficient. Almost half of the CBO representatives (4 of 9) reported running out of EUC materials and needing to request more. Two of these noted challenges when they ran out. One reported that running out of materials makes it “hard to maintain momentum,” and the other said they become “rushed” to distribute the materials once they are replenished. One added that they will make extra copies of the materials when they start to get low. Two CBO representatives specified they ran out of non-English materials and had enough English materials.

Response to Materials and Message

The EUC marketing materials’ content was largely appropriate for the CBO audiences, but about half said the materials were “text-heavy” (4 of 9) and would benefit from more graphics or images (3 of 9). Two interviewees suggested more “simplistic” messaging in the form of bullet points. The CBO representatives from these organizations served economically disadvantaged people, people with disabilities, and cultural minorities with limited English proficiency. Representative quotes include:

The materials are pretty dense. There’s a lot of text there. It’d be more impactful if there were more visuals and pictures.

We explain to the families what’s written on them, but it would be very nice if we could develop them to be more user-friendly. Less wording and more pictures. If they had more visual pictures, they’d be better for the community.

Those that said the materials were appropriate for the communities they serve did not elaborate much beyond saying the content was appropriate.

All interviewed CBO representatives said the people they served increased their awareness of energy conservation and learned something from the outreach and EUC materials. Several said the community response to the message has been positive and supportive. Community members were reportedly excited about potential cost savings and appreciated how simple the energy-saving tips were. While most CBO representatives said they did not know the extent to which people took energy-saving action following their interaction, a few were confident that they were going to do so. One interviewee mentioned that people pledged to take actions such as unplug devices when not needed or take shorter showers. Another said their members were wanting to take advantage of IOU programs available to them after learning about them. Finally,

one interviewee mentioned that younger attendees at a presentation said they were going to share the energy-saving tips with their family members.

Two interviewed CBO representatives wanted the ability to tailor the EUC materials for their region or audience. One CBO wanted the authority to translate the materials themselves into the languages their community members speak. The other wanted to be able to put their own logo on social media files for “co-branding” and “include more local information.”

3.2.5 Ability to Connect with HTR Customers

All of the CBO representatives suggested they were helping the EUC campaign connect with customers that would not have been reached otherwise or were reaching them more effectively and efficiently than the campaign could without CBO support. The interviewed CBO representatives emphasized that the people they serve would have a hard time accessing the EUC materials without their support for the following reasons:

- They do not use social media
- They do not pay attention to mass media
- They do not read literature that comes in the mail
- They distrust government organizations and/or the utilities
- The Sierra Mountain community receives media from Nevada TV and radio stations
- They do not speak English
- They need closed-captioning, braille, or large-print materials
- Their educational or cognitive challenges that make understanding the message difficult without a personal liaison to explain it

A few CBO representatives emphasized that when people in their community have poor reading skills, the personal connection the CBO staff provide makes all the difference in whether the EUC message resonates and sticks with that person.

Two of the interviewed CBO representatives suggested that the EUC campaign would be able to reach the people they serve through utility bill inserts or through advertising, but the CBO was more effective in getting people to read the materials.

Half of the CBO representatives attributed their outreach effectiveness to long-standing trust community members have in the CBO. An interviewed DDC representative agreed that the community trust in the CBO is an important strategy for reaching the critical customer groups that the campaign may have difficulties influencing. A couple of representative quotes from interviewed CBO staff include:

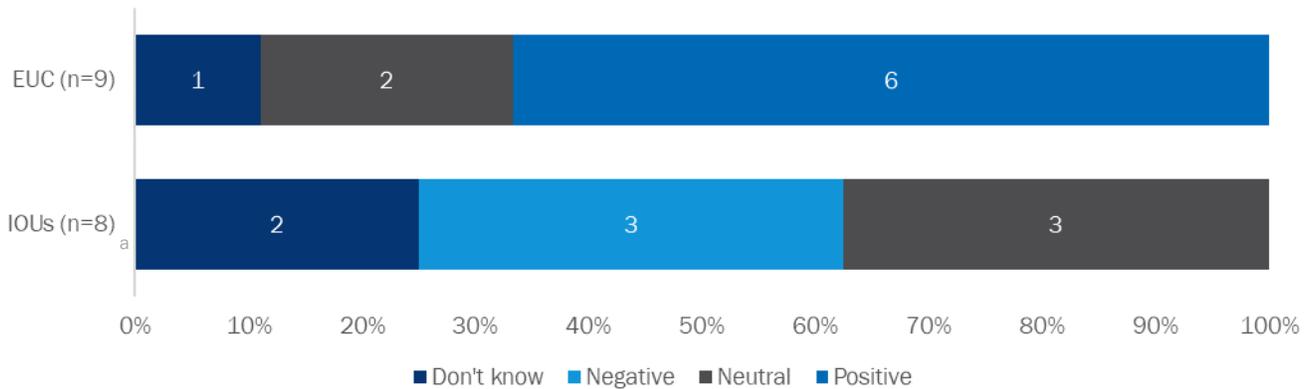
We have developed a good identity in the community. People know who we are and they know our fliers. They know we work to serve them and provide them educational services.

I think our role as door knockers and developing the bond and trust with families has reached families that don't read the literature that comes in the mail. I think that makes a big difference.

The people the CBOs serve trust EUC more than they trust their IOU (Figure 4). The interviewed CBO representatives characterized their members' trust in the IOUs as either negative or neutral. They described

neutral positions as viewing the utility as a “necessary evil,” or as some people having good experiences and others negative experiences. Those that said their community members distrust their IOU said the sentiment stems from rate increases, public safety power shutoffs, aggressive collection practices, and the feeling that their IOU is “doing a poor job of serving the communities.”

Figure 4. Trust in EUC and the IOUs



^aThe ninth CBO representative said they are serviced by the Los Angeles Department of Water and Power (LADWP) and that the people their CBO serves trust LADWP because they have not had to issue public safety power shutoffs like PG&E has.

The positive sentiment for EUC is valuable. The majority of interviewed CBO representatives said the people they serve trust the EUC messaging because it provides helpful tips to save energy and connect them with useful resources. A couple of representative quotes include:

I can say confidently that EUC is trusted because of the way they’re branding information, and the information they’re sending out is to benefit the community. And creating that awareness of the tips and resources that can help someone take ownership of their energy bill and make it more efficient for them. So, I think for sure, they trust it.

EUC has a general, clean environment message to it, so they’re more inclined to trust EUC versus [IOU]. EUC has not shut them off or left them in the dark.

One CBO representative, classified in the neutral category in Figure 4, said, “That’s the number one question people ask, what is EUC? Is an entity or an organization? We explain it’s an initiative.” Another CBO representative said that early on their members were unfamiliar with EUC, but the percentage trusting EUC has increased over time.

4. Assessment of SW ME&O Performance Metrics

4.1 Background and Approach

The evaluation team has been conducting ongoing tracking surveys to measure changes in established EUC objectives and performance metrics since 2013. In 2019, we fielded a survey with 1,379 California residents from June to July to measure campaign performance on key metrics that include customer awareness of the EUC brand, slogan and logo, and their attitudes, motivations, and intent to make energy-efficient home upgrades and behavior changes. DDB also conducts regular tracking surveys that cover similar metrics to inform campaign development. However, the evaluation team provides the official measures of brand metrics. In this report, we also present and explain results from DDB surveys to provide additional context where relevant.⁶

We used an address-based sample (ABS) of California households and mailed customers invitations to complete the survey online. We followed the initial invitation with two reminders to complete the survey. To minimize the potential for coverage bias, we gave respondents who do not have internet access the option to call our telephone interviewing center and complete the survey with a live interviewer. To ensure that our sample is representative of all members of California's diverse population, we translated the survey into Spanish and Chinese. Twenty-six respondents completed the survey in Spanish and fourteen completed it in Chinese. We weighted all results to California statewide population in terms of homeownership status, education, and ethnicity. Using this "mail-push-to-web" approach, we achieved a 19% response rate.

4.2 Key Survey Results

This section includes a summary of EUC campaign performance results for key objectives and metrics summarized in Table 1. Where applicable, we provide results from previous Statewide Residential Tracking Surveys conducted by the evaluation team to show changes over time. For a more detailed summary of campaign results please see the EUC Tracking Survey Report in **Error! Reference source not found.**

4.2.1 Awareness

An ongoing objective of the EUC campaign is to raise awareness of the EUC brand. We measured both unaided and aided awareness in the tracking survey. We first asked customers for the names of up to five "brands, campaigns, or initiatives that encourage Californians to save energy." This measure of unaided awareness has not changed since 2017, with 8% of customers listing EUC as a brand (Figure 5). For aided awareness, we provided respondents with a list of several different energy brands, including EUC, and asked customers to identify the ones they had heard of prior to taking the survey. Aided awareness of EUC increased from 28% to 34% between 2017 and 2019 (Figure 5).

EUC stakeholders (DDB and the representatives from California Investor Owned Utilities (IOUs), Regional Energy Networks (RENs) and Community Choice Aggregators that conduct marketing campaigns, here in referred to as Program Administrators (PAs)) agree that unaided awareness is the gold standard metric for measuring brand awareness as it is the best way to know that a brand is really penetrating the audience.⁷

⁶ We generally present DDB results from the July ME&O Quarterly Stakeholder Meeting Slides (7/24/19) because these slides cover results from a similar time period to when the evaluation team fielded the tracking survey

⁷ In the summer of 2019, the evaluation team conducted a Delphi Study, where representatives from the PAs and DDB provided input on the objectives, metrics, and success criteria that should be used to measure the success of the EUC campaign. This statement reflects the consensus opinion from the Delphi Study.

However, as EUC is newer to the market, a combination of aided and unaided awareness measures can provide a more holistic picture of campaign performance. As such, the results from the combination of these two metrics indicate that overall EUC awareness is growing because the brand is becoming more recognizable to the general population. However, the campaign has not progressed towards being a “top of mind” energy brand since 2017.

Figure 5. Unaided Awareness of EUC and Energy Conservation Brands over Time

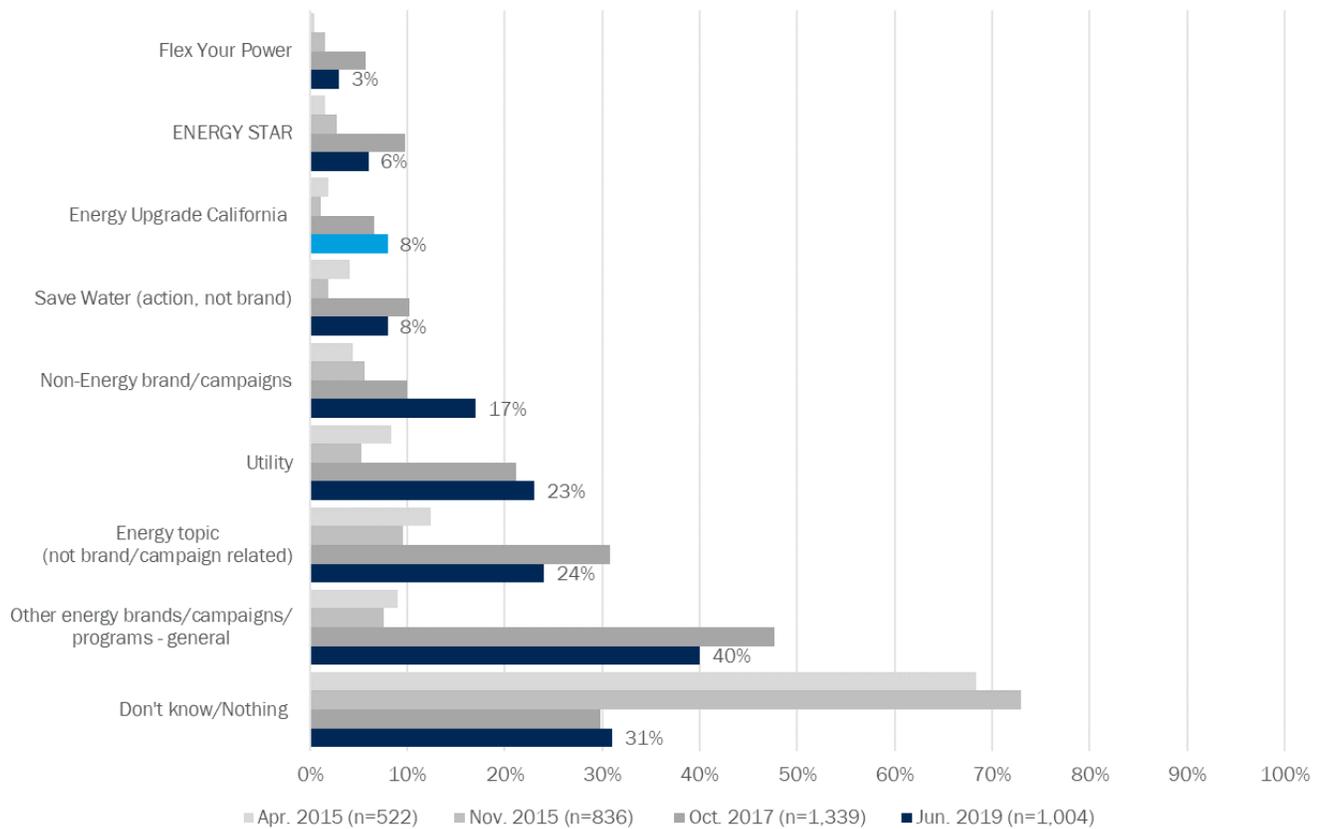
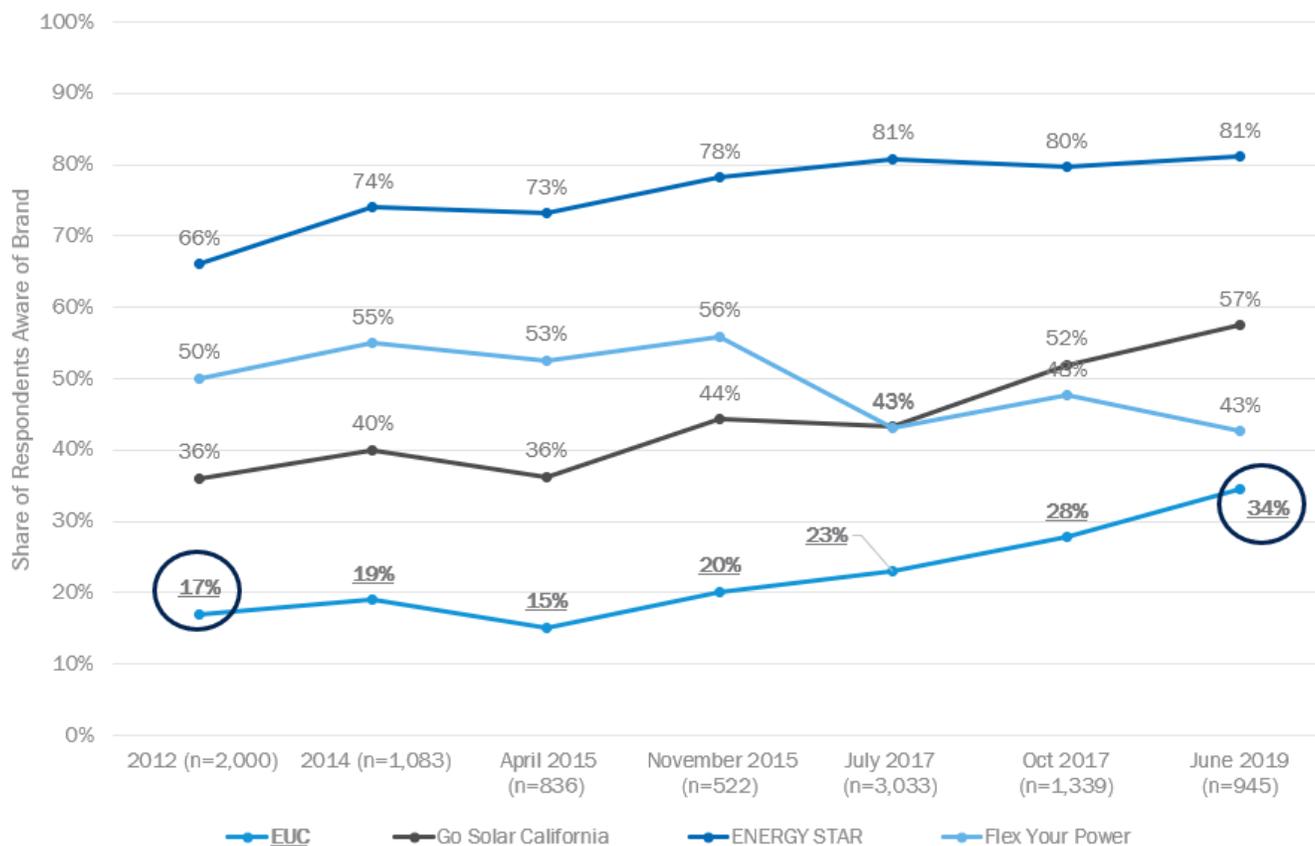


Table 5. Aided Awareness of EUC and Energy Conservation Brands over Time



While aided awareness of EUC has been steadily increasing since 2015, it remains lower than other energy brands. Specifically, two Californian brands, Go Solar California and Flex Your Power have higher awareness. Flex Your Power is no longer an active brand and awareness has been declining though 42% of Californians still recognize the brand. ENERGY STAR has the highest awareness at 81%.

Notably, aided and unaided awareness results differ between the evaluation team’s tracking survey and the tracking study commissioned by DDB. DDB’s results showed higher levels of aided awareness (52% vs. 34% in 2019).⁸ This difference is likely caused by different sample sources and question-wording between the surveys. DDB uses a scalar familiarity question to measure aided awareness of EUC and classifies respondents who report any degree of familiarity as being aware of EUC. In contrast, the evaluation team classifies respondents who say they have never heard of the brand as unaware. This difference in survey wording partially explains DDB’s higher awareness results as we tested DDB’s survey question on the evaluation team’s 2019 tracking survey and a higher share of respondents that received this survey question (45%) were aware of EUC (aided) compared to respondents that received the evaluation team’s survey question (34%). The 45% who were aware of EUC using the DDB question is still lower than the 52% that DDB found in its survey conducted at a similar time, which suggests that there is an additional reason for the different results. DDB uses non-probability panels comprised of individuals who have agreed to complete surveys, while the

⁸ DDB Results are from the DDB 2020 JCAP Workshop Presentation: <https://www.cpuc.ca.gov/WorkArea/DownloadAsset.aspx?id=6442463717>

evaluation team uses a probability-based sample that is representative of all California households. The use of different sample sources is the likely cause of the differing awareness results.

EUC awareness differed by some key demographics. Respondents who live in a single-family dwelling (including mobile homes) reported significantly higher awareness than multifamily residents (37% vs. 27%), and respondents with at least a Bachelor’s degree showed higher awareness than those without one (28% vs. 39%) (Table 6). Respondents who are 65 years or older were significantly less aware of the EUC than those who are under 65 years of age (23% vs. 37%). In addition, households with a family member without a disability reported significantly higher awareness than households with a member with a disability (21% vs. 36%). These findings indicate the campaign still has room for improvement in targeting harder-to-reach demographic groups.

Table 6. Aided Awareness by Customer Group

	Aware of EUC (n=1,004)
PG&E	35%
SCE	37%
SDG&E	37%
Under 65 years	37%
65 years or older	23%
With disabled household member	21%
Without disabled household member	36%
Single-family home (including mobile home)	37%
Multifamily home	27%
With Bachelor’s degree	28%
Without Bachelor’s degree	39%
Low income	33%
Non-low income	35%
White/Caucasian	27%
Hispanic, Latino, or Spanish	39%
Asian or Pacific Islander	43%
Black/African American	33%

Aided awareness of EUC was notably different by ethnic group. Significantly higher proportions of Asian or Pacific Islander and Hispanic respondents reported being aware of EUC than Caucasian and African American respondents (Table 7). DDB, in their Quarterly Stakeholder Meeting on July 24, 2019, reported similar trends. We feel that these results need to be treated with caution, and we cannot necessarily conclude that ethnic minorities are more likely to be aware of EUC.

Table 7 shows awareness of EUC along with several other energy brands by racial and ethnic group. One of the brands, “Power Save California,” is not a real brand and serves as a “red herring” to identify the degree to which respondents falsely report being aware of a brand. Asians and Hispanics had a higher awareness of the red herring suggesting group members may be more prone to social desirability bias. Conclusions from social psychology and public health studies that investigate cultural differences in survey responses support the possibility that ethnic minorities, as well as less educated respondents, are more likely to say they are aware of survey items.⁹ Still, the finding that ethnic minorities are at least as aware of EUC as other racial groups

⁹ Booth-Kewley, S., Rosenfeld, P., & Edwards, J. E. (1992). Impression management and self-deceptive enhancement among Hispanic and non-Hispanic white navy recruits. *The Journal of social psychology*, 132(3), 323-329 and Ross, C. E., & Mirowsky, J. (1984). Socially-desirable response and acquiescence in a cross-cultural survey of mental health. *Journal of Health and Social Behavior*, 189-197.

suggests that DDB’s campaign strategies, such as translating campaign materials into Spanish, Korean, Vietnamese and Chinese, are helping to reach these groups.

Table 7. Aided Awareness of EUC by Ethnicity

	White/ Caucasian n=387	Hispanic, Latino, or Spanish n=384	Asian or Pacific Islander n=158	Black/ African American n=53	Total n=1,004
ENERGY STAR	82%	81%	84%	72%	81%
Go Solar California	49%	65%	57%	58%	57%
Save Our Water	45%	59%	57%	59%	54%
Flex Your Power	44%	43%	41%	34%	43%
Flex Alert	47%	39%	39%	30%	42%
Energy Upgrade California	27%	39%	43%	33%	34%
Power Save California (red herring)	15%	27%	28%	21%	22%

Measures of respondent awareness of campaign elements, including the logo and slogans, provide additional indicators of campaign performance. Table 8 shows that respondent awareness of the EUC logo increased by 6% between 2017 and 2019 which supports the finding that overall campaign awareness increased during this time period. In terms of the slogan, DDB changed the EUC slogan from “Do Your Thing” to “Keep it Golden” in 2018. Aided awareness of the “Keep it Golden” slogan in 2019 was 4% higher than aided awareness of “Do Your Thing” when it was the main campaign slogan in 2017. However, it appears that customers may be more likely to confuse “Keep it Golden” with other campaigns than the “Do Your Thing” slogan. Only 3% of respondents who recognized “Keep it Golden” were correctly able to associate it with EUC compared to the 12% who were able to correctly associate “Do Your Thing” with EUC in 2017. As “golden” is an emblematic theme for the state of California, respondents who misidentified the slogan frequently believe that it represents California state tourism or other state brands and organizations.

Table 8. Respondent Awareness of EUC Campaign Elements

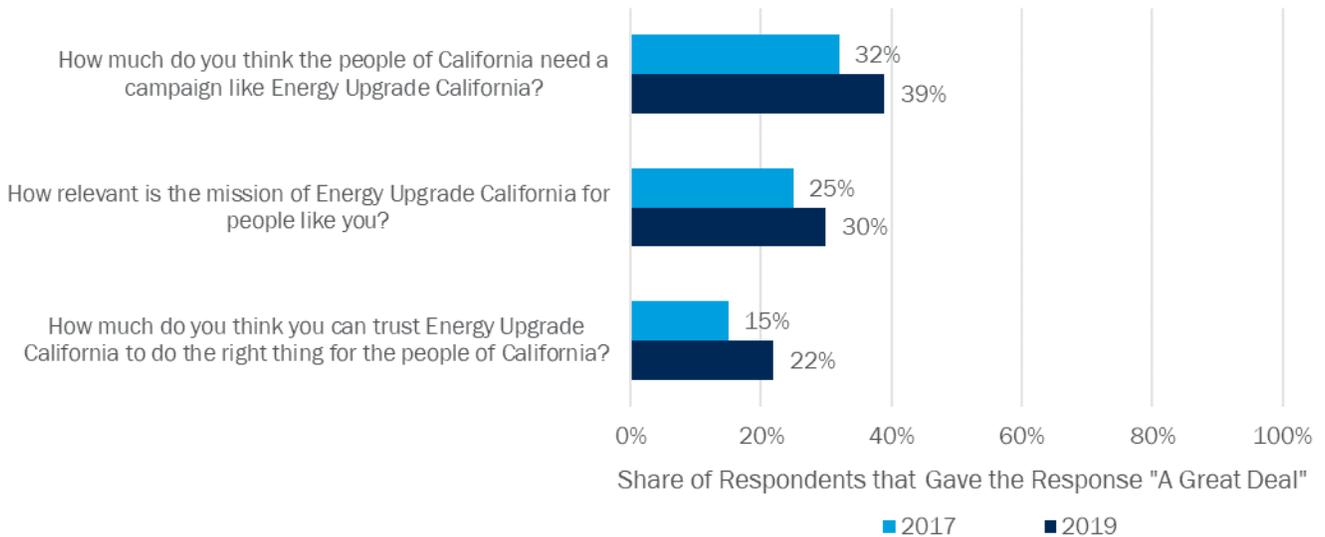
Campaign Elements	2017 Tracking Survey	2019 Tracking Survey
	<ul style="list-style-type: none"> 8% of respondents recalled seeing the EUC logo 	<ul style="list-style-type: none"> 14% of respondents recalled seeing the EUC logo
	<ul style="list-style-type: none"> 8% of respondents recognized the “Do Your Thing” advertising slogan 12% of respondents who recognized the slogan correctly identified that EUC is the brand associated with this slogan (unaided) 	<ul style="list-style-type: none"> 8% of respondents recognized the “Do Your Thing” advertising slogan 2% of respondents who recognized the slogan correctly identified that EUC is the brand associated with this slogan (unaided)
		<ul style="list-style-type: none"> 12% of respondents said they recognized the “Keep it Golden” advertising slogan. 3% of respondents who recognized the slogan correctly identified that EUC is the brand associated with this slogan (unaided)

4.2.2 Attitudes toward the EUC Brand

As attitudes are precursors to behavior change, measurements of respondents’ attitudes provide context around target audience barriers to, and motivations for, making energy-efficient action and behavior changes. Overall, respondents’ attitudes towards the EUC brand grew more positive from 2017 to 2019 as an increasing percentage of Californians believe EUC is relevant and needed and feel that they can trust the brand. Similarly, DDB found that respondents’ perceptions of EUC grew increasingly positive across all brand attributes between 2018 and 2019. These attributes include perceptions that EUC is a trusted source of information for smart energy use, a leader in energy-saving tactics, and is inspiring a sense of ownership in the future of California.¹⁰

¹⁰ DDB Results are from the July ME&O Quarterly Stakeholder Meeting Slides (7/24/19).

Figure 6. Respondents' Attitudes Towards the EUC Brand



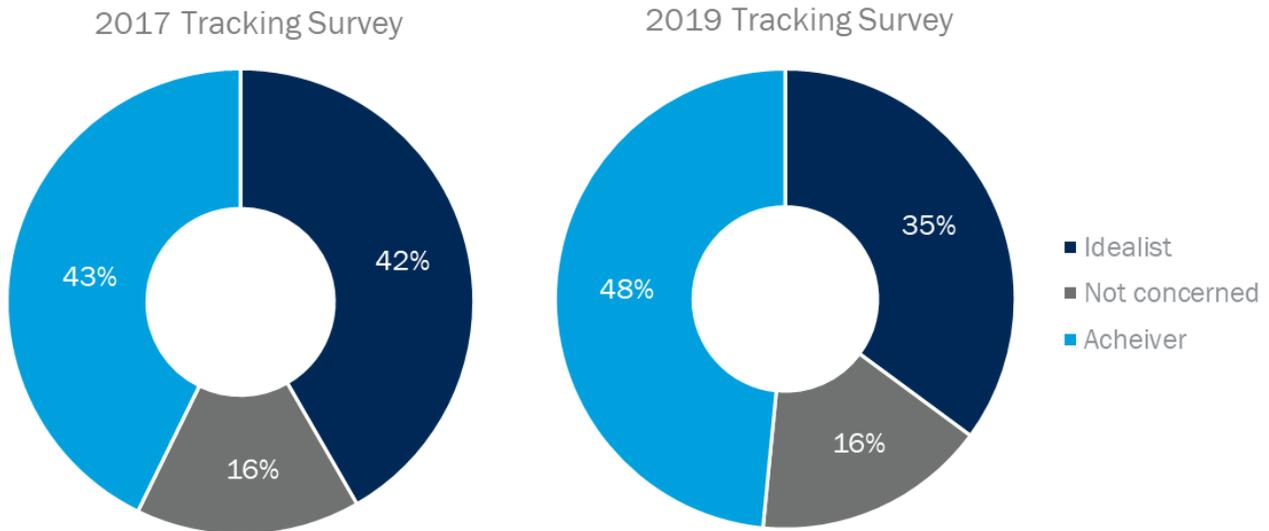
4.2.3 Energy Management Motivation

An overarching goal of the EUC campaign is to motivate customers to live more energy conscious lifestyles, by continually seeking out ways to be more energy efficient. Like attitudes, motivations are also important precursors to action and behavior changes. We used two survey questions to assign respondents to one of three customer segments based on their progress towards both striving and taking action to live an energy-efficient lifestyle.

To support this analysis, we asked two survey questions that measured respondents' level of concern about their energy use and how frequently they make an effort to live in ways that reduce their energy use. We consider respondents that are particularly concerned about their energy use as "energy-engaged" (84%) and respondents that make an effort to live in ways that reduce their energy use all the time as "energy-proactive" (51%). "Achievers" are respondents that are both energy-engaged and energy-proactive (48%); these respondents care about their energy use, and they follow through with actions. "Idealists" are energy-engaged but not energy-proactive (35%); these respondents care about their energy use but are not consistently following through with action. Not concerned are neither energy-engaged or energy-proactive (16%).

Figure 7 shows that a greater share of Californians live energy pro-active lifestyles in 2019 compared to 2017 as the share of achievers increased by 5%, and the share of idealists dropped by 7%. These results indicate that respondents are motivated to save energy and they are increasingly acting in a way that aligns with their motivations.

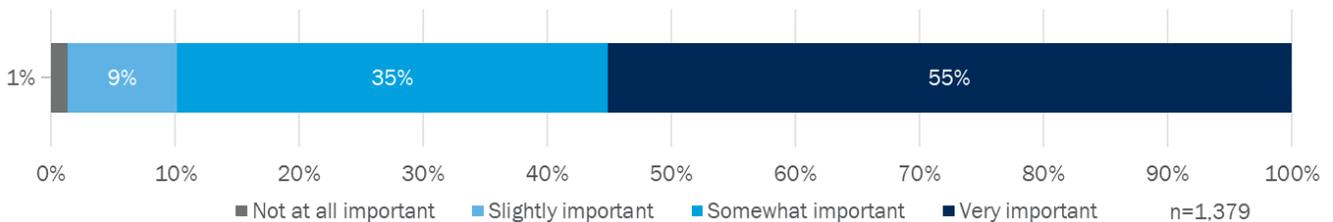
Figure 7. Achiever, Idealist, and Not-Concerned Segmentation Results



4.2.4 Sense of Responsibility and Ownership

Measures of respondents’ sense of responsibility and sense of ownership over campaign-promoted calls-to-action provide insight around respondents’ motivations for changing their actions and behaviors. In 2019, DDB developed campaign messages that called for collective action by appealing to state pride. An example of this messaging includes, “when we all save energy in little ways, we can make a huge impact on our Golden State from this generation to the next.” To assess the alignment of this messaging with Californians’ beliefs, we asked respondents how important they believe it is for their household to do its part in making California more energy efficient. Respondents showed a strong sense of responsibility and ownership as 90% of respondents feel that it is at least somewhat important or very important for their household to do its part in making California more energy efficient (Figure 8).

Figure 8. How Important is it for your Household to do its Part in Making California more Energy-Efficient?



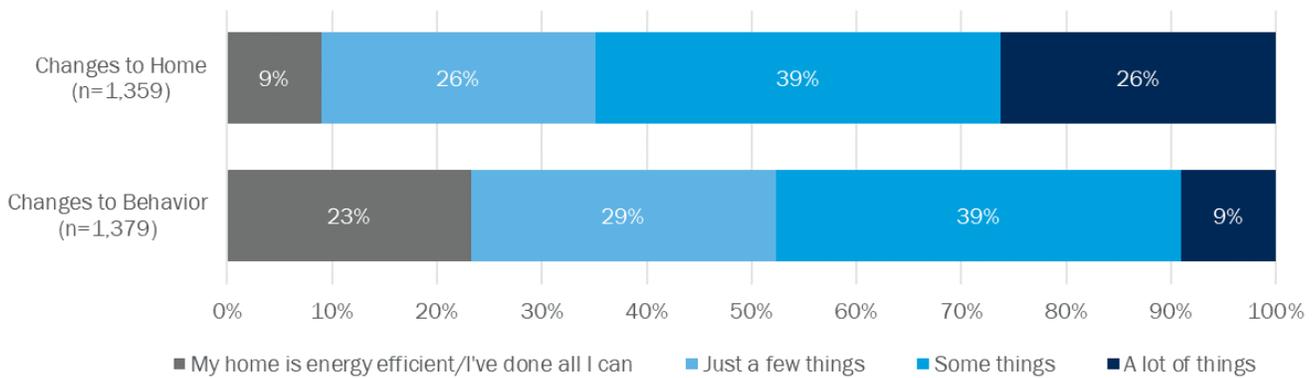
4.2.5 Energy Management Intent

DDB designated 2019 as the “Year of Intent” for the EUC campaign, and they designed content and messaging to increase customers’ intent to take energy management actions, engage with information, and advocate on behalf of the energy movement. Measures of intent are useful proxy variables for measuring behavior changes. Before customers can take action, they must first recognize opportunities to make changes. To assess Californians intent to take action, we first asked respondents how many changes they could make to their homes or day-to-day actions to better manage their energy use. We then asked respondents who recognized

opportunities to make changes about their likelihood of making these changes. We also asked them to identify which changes they could make to their home and actions to further validate measures of intent.

Overall, more respondents believe they have opportunities to make changes to their homes (91%) in comparison to their day-to-day (77%). As home upgrades are more expensive than behavior changes, respondents may have already incorporated energy-efficient behaviors into their daily lifestyles. However, respondents may face cost barriers to making energy-efficient home upgrades, and while they are aware that there are improvements they could make to their homes, they have not been able to make them.

Figure 9. How many changes could you make to your home/day-to-day actions if you tried?



The greater barriers to making energy-saving home upgrades is reflected in the lower intention to make home changes compared to changes to day-to-day actions. Of those who feel they could make changes, twice as many reported they were at least somewhat likely to make changes to their day-to-day actions than make changes to their homes (84% versus 41%).

Figure 10. Likelihood of Making Changes to the Home to make it more Energy Efficient

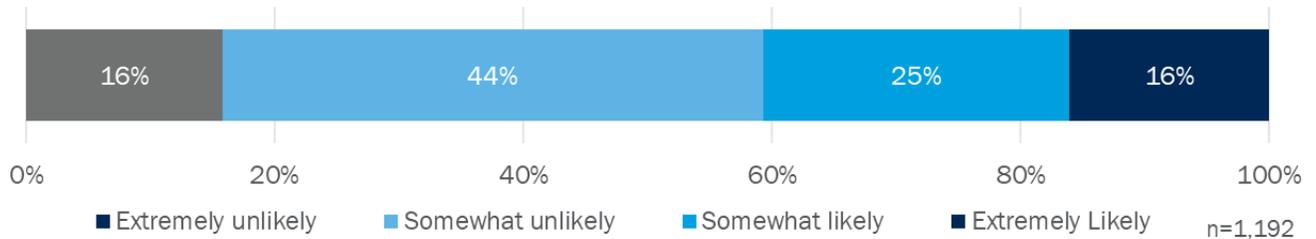
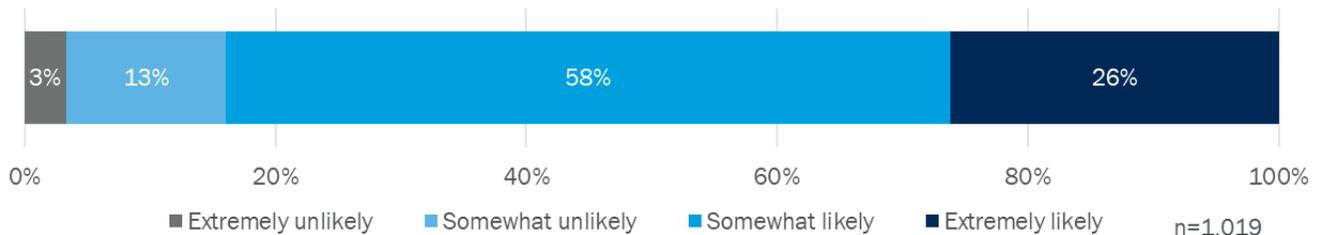


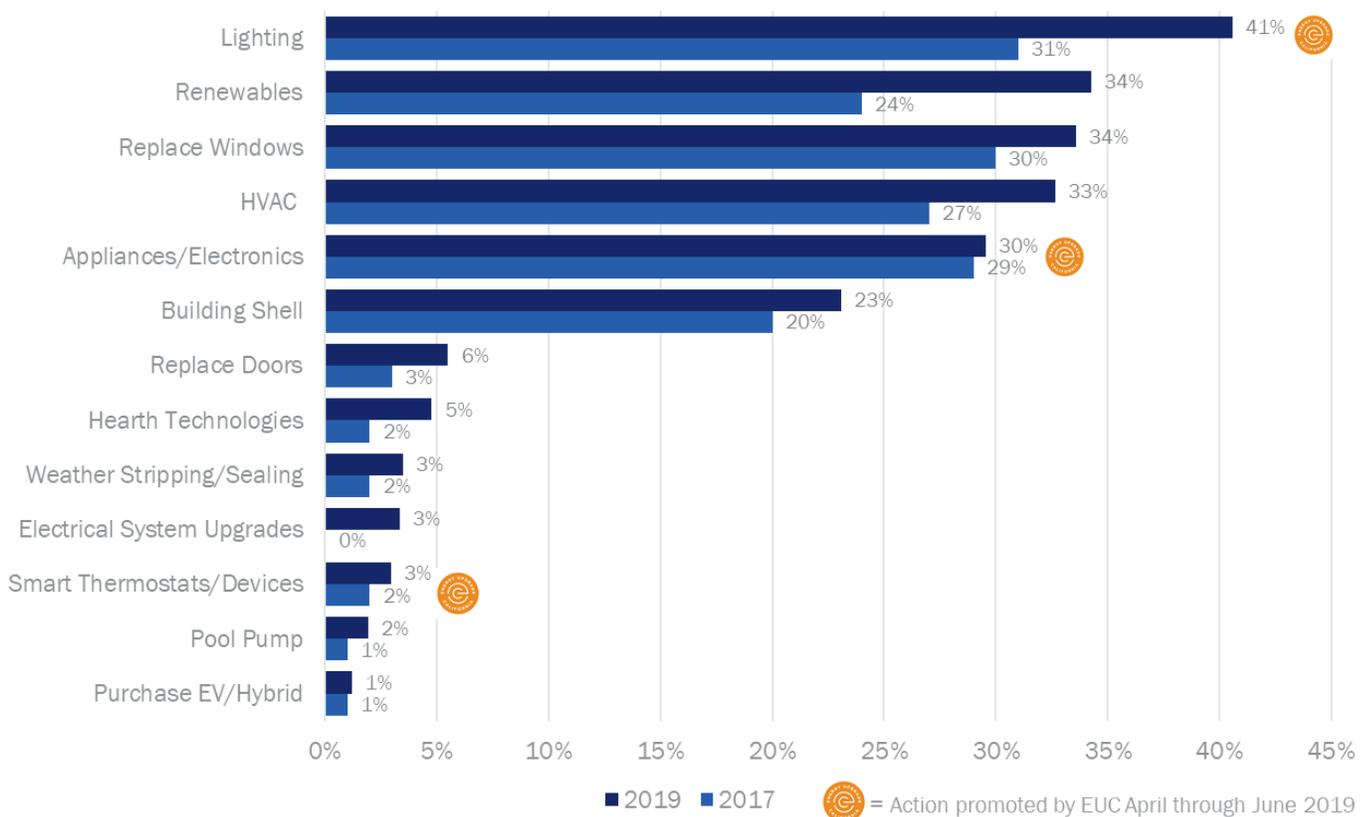
Figure 11. How likely are you to attempt to change your day-to-day actions to save energy in the next 12 months?



To further validate and contextualize these results, we asked respondents to identify what changes they could make to their day-to-day actions and homes to save energy (open-ended), and then we coded responses into common end-use categories and types of behavior changes. These types of questions provide a more accurate measure of respondents' intent to change behavior because they test respondents' ability to come up with answers, which reduces bias.

Overall, the share of respondents that were able to name at least one change they (or their landlord) could make to their home or day-to-day actions to save energy remained unchanged between 2017 and 2019. In both 2017 and 2019, 81% of respondents were able to identify a home upgrade while 78% could identify a day-to-day action in 2017 and 76% in 2019 (Figure 12). However, for each end-use category, the share of respondents that suggested they could make changes to their home to make it more energy-efficient increased from 2017 to 2019. Respondents most frequently identified lighting and renewable energy as changes they could make, and these end-use types also showed the largest growth from 2017 to 2019. This result reflects broader market trends in California, as the price of LED light bulbs and rooftop solar dropped, and the adoption of these products increased during this time period.¹¹ In addition, encouraging customers to purchase LED lightbulbs was a call to action commonly featured in EUC campaign content right before the tracking survey launch in 2019.

Figure 12. What changes could you or your landlord make to your home to make it more energy-efficient?

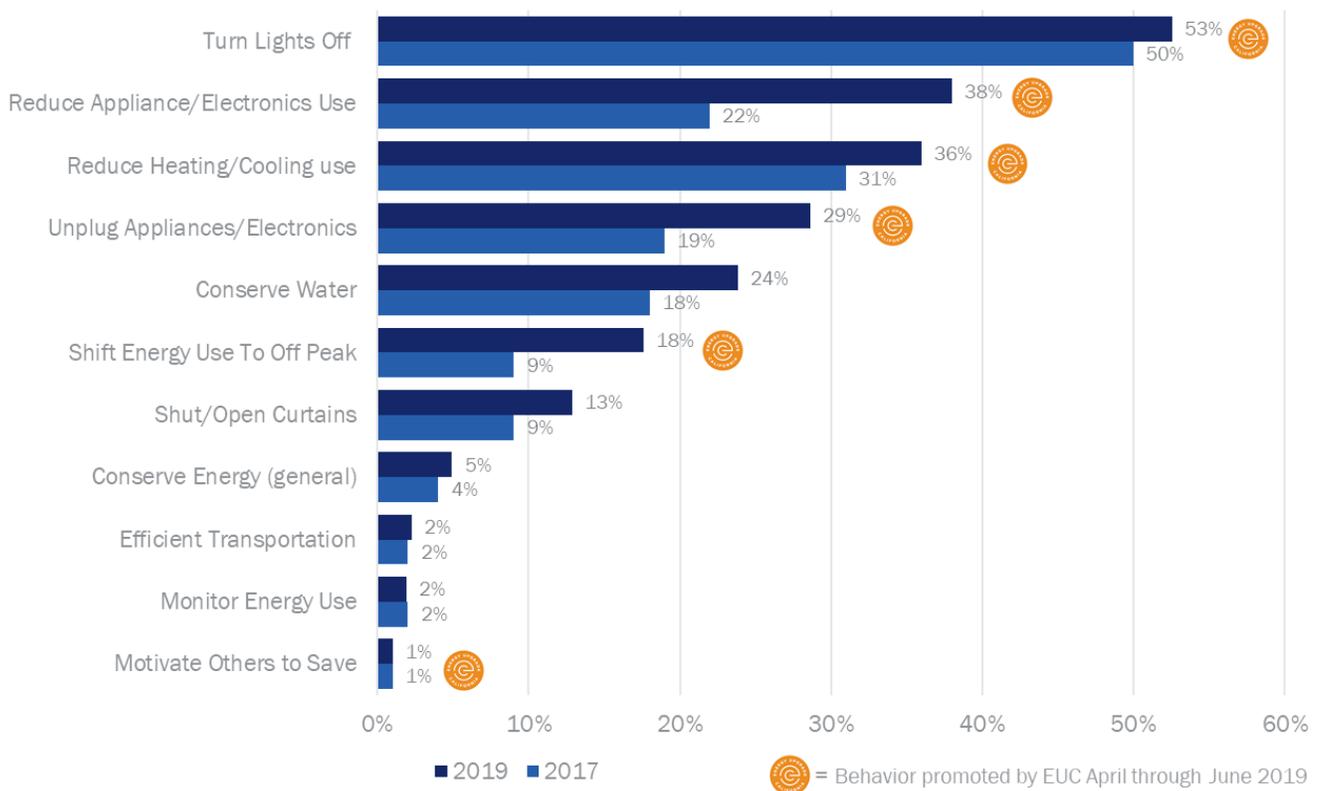


Notes: 1. Information about EUC-promoted actions was sourced from EUC quarterly stakeholder meeting slides from April through June 2019 2. In 2017, 18% of renters and 19% of owners could not come up with a valid answer; in 2019, 19% of all respondents could not come up with a valid answer.

¹¹ DDB Results are from the July ME&O Quarterly Stakeholder Meeting Slides (7/24/19).

The behavior change results are similar to the home upgrade results in Figure 12 in that the share of respondents that suggested they could make changes increased or held constant across all behavior change categories. DDB featured the types of behavior changes that showed the largest increases between 2017 and 2019 in the EUC campaign content from April to June 2019. Behaviors categorized as “reduce appliance and electronics use” and “unplug appliances” showed the largest growth between 2017 and 2019. Interestingly, these behaviors correspond with the EUC messaging strategy in 2019 as much of the EUC creative content asked customers to minimize the use of the equipment playing the ad, which included skipping EUC video content and dimming their screens. Unplugging equipment was also a common messaging theme in 2019, and EUC sponsored an unplugged singing of the national anthem at an Oakland Athletics game, where all attendees in the audience sang with no microphone. Although we are unable to directly attribute these increases in respondent awareness directly to the campaign, these results offer some evidence that 2019 campaign messaging resonated with the target audience.

Figure 13. What changes could you make to your day-to-day actions to save energy?



Note: 1. Information about EUC promoted-behaviors was sourced from EUC quarterly stakeholder meeting slides from April through June 2019 2. In 2017, 22% of respondents could not come up with a valid answer and in 2019 24% of respondents could not come up with a valid answer

Educating customers about shifting their use to off-peak times to synchronize with TOU Rates was a priority for both the EUC campaign and PA campaigns in 2019. SDG&E launched a new “Whendell the smartwatch” TOU marketing campaign to educate residential customers about default TOU rate plans in March 2019. PG&E and SCE will default residential customers to TOU plans in October 2020.

Results show that respondent awareness and knowledge of TOU- associated behaviors increased considerably during the period that corresponds with the rollout of both the EUC and PA TOU marketing efforts. Overall, more than a third of survey respondents reported they have heard of the TOU rate plan (Table 2). Notably, when the respondents were asked to describe the types of changes they could make to their day-to-day actions to save energy, behavior changes that could be categorized as “shifting energy use to off-peak times” increased by nine percentage points from 2017 to 2019.

Customers awareness of TOU plans differs most significantly by their electric provider as SDG&E customer respondents are highly aware of TOU rates while PG&E and SCE customer respondents show lower levels of awareness. SDG&E customers also show higher levels of knowledge about how to take the actions promoted by TOU marketing efforts, as SDG&E customers suggested they could shift their use to off-peak times more frequently than customers with other service providers. This trend indicates that TOU marketing and communication strategies are likely having an impact on customer awareness of TOU rates and knowledge about how to take action as SDG&E was the only provider that had TOU rates in effect at the time of the survey fielding in June 2019.

TOU awareness also varies significantly by demographic groups. Awareness is also largely disproportionate by ethnic group – non-White segments have been less receptive. Other socio-economic characteristics associated with homeownership and low-income status are also correlated with the gap in TOU awareness.

Table 9. TOU Awareness and Behavior by Demographics

	Awareness of TOU Rate	Respondents Mentioning “Shifting use to off-peak hours”
Total	38%	18%
PG&E	45%	12%
SCE	29%	20%
SDG&E	64%	33%
White/Caucasian	52%	19%
Hispanic, Latino, or Spanish	24%	19%
Asian or Pacific Islander	39%	12%
Black/African American	31%	18%
Renter	29%	17%
Owner	45%	19%
Under 65 years	35%	19%
65 years or older	51%	13%
With Bachelor’s degree	52%	17%
Without Bachelor’s degree	29%	19%
With disabled household member	29%	8%
Without disabled household member	40%	19%
Single-family home (including mobile home)	40%	20%
Multifamily home	32%	12%
Low income	19%	15%
Non-low income	46%	19%

Note: All of the group differences, except for the grayed-out cells, are statistically significant.

Note: Totals may not sum to 100 due to rounding

5. Key Findings and Recommendations

This section includes a summary of key findings and recommendations from the 2019 ME&O Effectiveness Study research efforts, including the residential tracking survey and the CBO Partnership Study.

- **Overarching Key Finding:** The EUC campaign demonstrated positive growth across multiple key campaign metrics in the period between the 2017 and 2019 residential tracking surveys. These results indicate the campaign is on track to achieve performance objectives.
 - **Key Finding:** Respondents' aided awareness of the EUC campaign increased from 28% to 34% between 2017 and 2019.
 - **Key Finding:** Overall, respondents' attitudes towards the EUC brand grew more positive from 2017 to 2019 as an increasing percentage of Californians believe EUC is relevant and needed and feel that they can trust the brand.
 - **Key Finding:** Customer segmentation results demonstrate that a greater share of Californians live energy pro-active lifestyles in 2019 compared to 2017, which indicates that respondents are motivated to save energy and they are increasingly acting in a way that aligns with their motivations.
 - **Key Finding:** Respondents' awareness of the different types of action and behavior changes they can make to save energy in their home increased from 2017 to 2019, and the EUC campaign calls to action featured many of the types of action and behavior changes that showed the largest increases in awareness between 2017 to 2019.
 - **Key Finding:** Results show that awareness and knowledge of TOU-associated actions increased considerably during the period that corresponds with the rollout of both EUC and PA TOU marketing efforts. Overall, more than a third of the survey respondents reported they have heard of the TOU rate and the share of respondents that identified "shifting energy use to off-peak times" as change they could make to their day-to-day actions increased by 9% from 2017 to 2019. Respondent awareness of TOU rates and TOU-related behavior changes also corresponded with the timing and location of TOU marketing efforts, as SDG&E customers showed the highest TOU awareness and SDG&E was the only PA that had TOU rates in effect at the time of survey fielding.

While the residential tracking survey indicates the campaign performed well overall, we identified several recommendations for improvement based on the CBO partnership study's initial findings. The additional research we have planned for 2020 with an expanded set of CBOs and data collection activities will be needed to capture perspectives that may differ from the small sample reported on here.

- **Key Finding:** Some CBOs reported receiving an insufficient quantity of materials, including non-English language materials, or materials unsuitable for their outreach activities.
 - **Recommendation:** We recommend that DDC invests more time assessing each CBO's outreach strategies when first onboarding them to ensure that they receive appropriate materials. It may also be worthwhile to build in questions about campaign materials into regular check-in points with the CBOs. We also suggest that the CPUC consider whether it is feasible to offer the EUC materials in more languages, given existing resources.
- **Key Finding:** Interviewed CBO representatives expressed some desire to edit and tailor the EUC materials. Suggestions they made included changing the images, translating the languages, simplifying the text, or adding their logo. Despite these comments, DDB and DDC invested significant

effort into making the materials applicable state-wide, and it would not be wise to permit CBOs to alter the materials' content.

- **Recommendation:** When CBOs request the ability to tailor the materials, we recommend DDC explain to the CBOs why that is not possible. We also recommend that the CPUC consider the extent to which co-branding may be possible as including the CBO's logo may allow the campaign to take advantage of the trust these communities have in their CBOs.
- **Key Finding:** A sizable number of CBOs categorized by DDC as Tier 1 reported that they were not involved with EUC when contacted by the evaluation team.
- **Consideration:** To present a full picture of CBO contributions to EUC, DDC should attempt to identify and re-classify inactive CBOs.

During the next phase of the ME&O Effectiveness Study, the evaluation team will dramatically expand the research conducted to demonstrate the performance of the SW ME&O campaign. As noted throughout this report, the Consensus Project and findings from 2019 will inform areas of inquiry and we plan to explore key areas in more depth in 2020.

Appendix A. Recommendations

Study ID	Study Type	Study Title	Study Manager
Group B ME&O Sector	Process Evaluation	Marketing, Education & Outreach Effectiveness Assessment: Annual Performance Report	Erik Johnson

Rec #	Program or Database	Summary of Findings	Additional Supporting Information	Best Practice/Recommendations	Recommendation Recipient	Affected Workpaper or DEER
1	SW ME&O	The EUC campaign demonstrated positive growth across multiple key campaign metrics in the period between the 2017 and 2019 residential tracking surveys. These results indicate the campaign is on track to achieve performance objectives.	Detailed Assessment of SW ME&O Performance Metrics results are presented in Section 4, Pages 15-27	None	CPUC	N/A
2	SW ME&O	Some CBOs reported receiving an insufficient quantity of materials, or materials unsuitable for their outreach activities.	Detailed CBO Partnership Findings are presented in Section 3.2, pages 8-14.	DDC should invest more time assessing each CBO's outreach strategies to ensure that they receive appropriate materials.	DDC	N/A
3	SW ME&O	Interviewed CBO representatives expressed some desire to edit and tailor the EUC materials	Detailed CBO Partnership Findings are presented in Section 3.2, pages 8-14.	DDC should explain to the CBOs why editing or tailoring the materials is not possible. The CPUC should consider the extent to which co-branding with CBOs may be possible.	DDC and CPUC	N/A
4	SW ME&O	A sizable number of CBOs categorized by DDC as Tier 1 reported that they were not involved with EUC.	Detailed CBO Partnership Findings are presented in Section 3.2, pages 8-14.	DDC should attempt to identify and re-classify inactive CBOs.	DDC	N/A

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