



# Process Evaluation of PG&E's Agricultural and Food Processing Program

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## FINAL REPORT- APPENDICES

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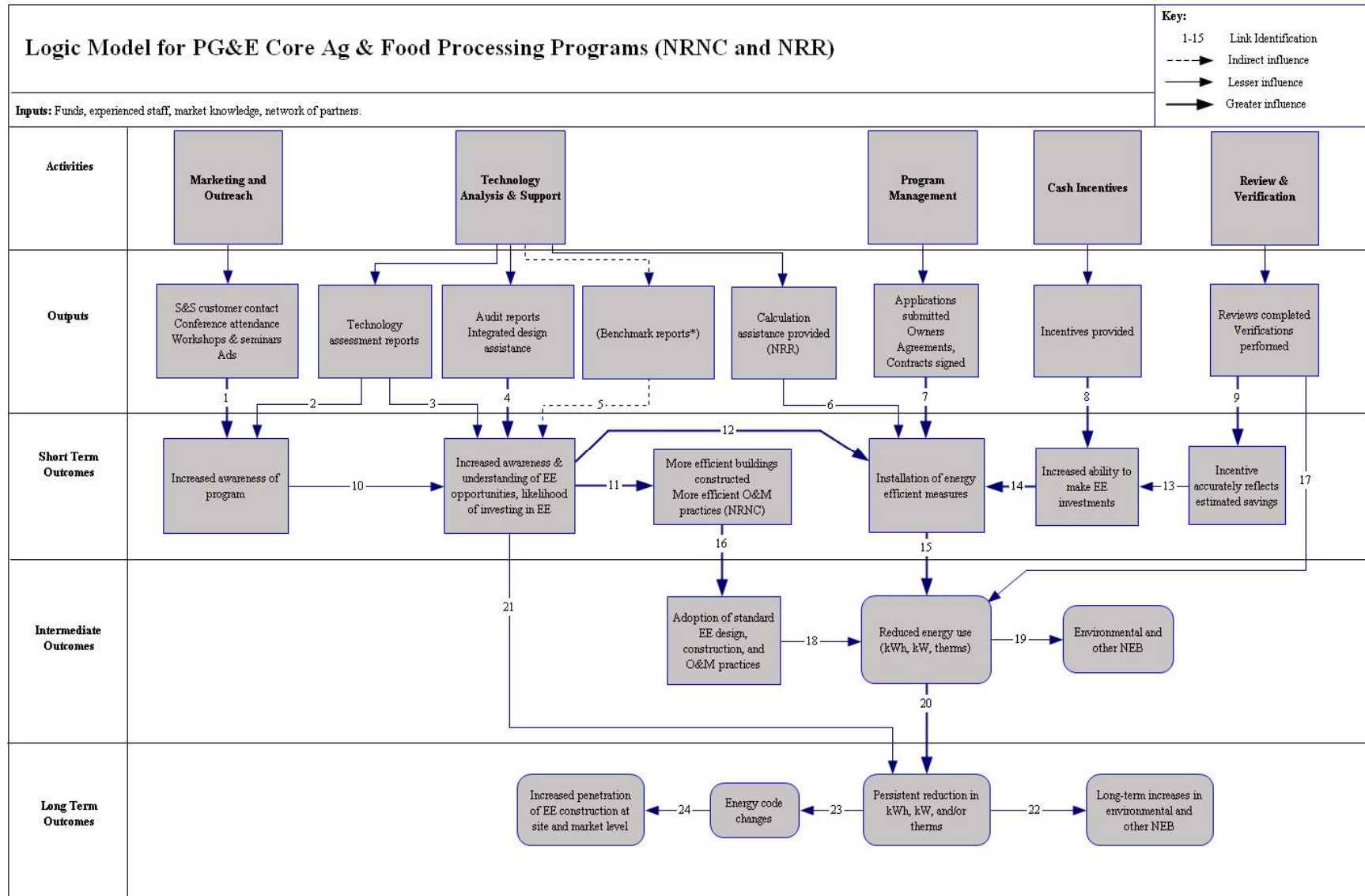
# Appendix A. Logic Models

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**Figure 1. Core Program Logic Model**



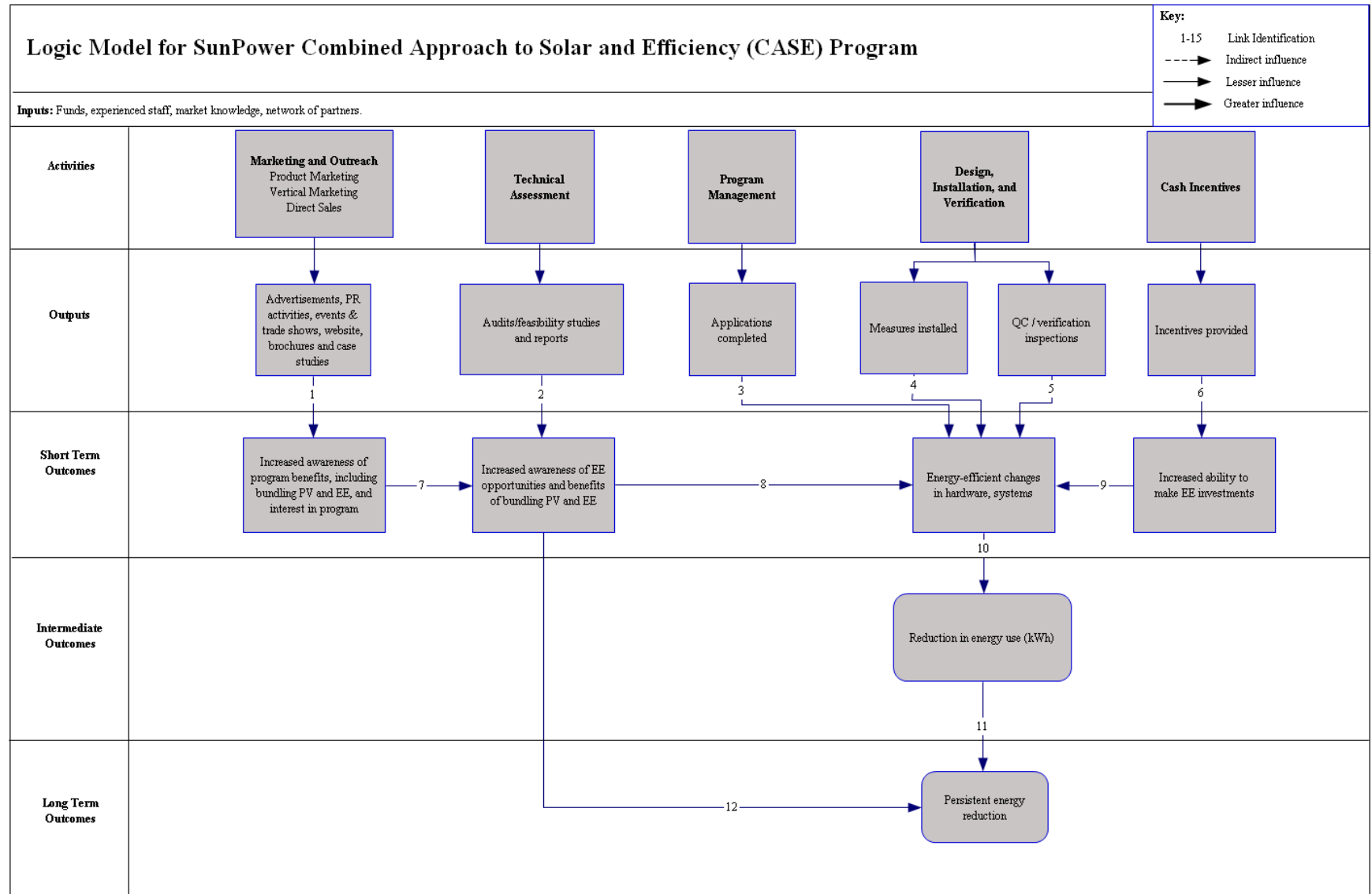
**Table 1. Core Program Theory**

Link #	Impact	Program Theory	Potential Indicators
1	Awareness of program is increased through customer contact.	Ag and Food Processing customers have specific, energy-related concerns, and are more likely to attend to messages targeted to those concerns. Carrying out segment-specific marketing and outreach through conference attendance, workshops, and seminars enables PG&E to effectively reach these customers. PG&E S&S representatives have direct contact with these customers, allowing them to provide detailed program information.	<ul style="list-style-type: none"> <li>- Number of conferences attended</li> <li>- Number of workshops and seminars held</li> <li>- Number of customer contacts through conferences, workshops, and seminars</li> <li>- Number of customer contacts by S&amp;S representatives</li> <li>- Percentage of surveyed customers reporting program awareness</li> </ul>
2	Awareness of program is increased through dissemination of technology assessment reports.	Customers are interested in learning about new technologies to reduce energy costs. PG&E performs assessments of new and emerging technologies for which program incentives are available, and makes the reports publicly available. This is another avenue for customers to become aware of the program.	<ul style="list-style-type: none"> <li>- Number of reports</li> <li>- Number and types of technologies described</li> <li>- Percentage of surveyed customers reporting that reports were a source of program awareness</li> </ul>
3	Awareness and knowledge of energy efficiency opportunities is increased by technology assessment reports.	For customers who already are aware of the program, the technology assessment reports will be a source of increased awareness and understanding of specific energy-efficiency opportunities.	<ul style="list-style-type: none"> <li>- Number of reports</li> <li>- Number and types of technologies described</li> <li>- Percentage of surveyed customers reporting awareness of covered technologies</li> </ul>
4	Awareness and knowledge of energy efficiency opportunities is increased by audits and integrated design assistance.	Customers planning energy-efficiency projects want to get the maximum savings for their investment. Energy audits yield reports detailing energy-savings opportunities; reviews of new construction plans result in design assistance to optimize savings. By maximizing savings, this assistance increases the likelihood of program participation.	<ul style="list-style-type: none"> <li>- Number of audits conducted</li> <li>- Number of measures recommended</li> <li>- Number of customers provided design assistance</li> <li>- Estimated total savings associated with recommendations</li> </ul>
5	(Likelihood of energy efficiency investment is increased by benchmark reports.)	(Customers are motivated to undertake energy-efficiency upgrades if they know they are using more energy than other, similar facilities. Benchmark reports provide feedback on energy use, motivating energy-efficiency investment. NOTE: This activity was not implemented in the program cycle covered by this evaluation.)	<ul style="list-style-type: none"> <li>- Number of benchmark reports</li> <li>- Number of participants citing a benchmark report as a reason for participation</li> <li>- Evaluation of/response to benchmark results by participants and nonparticipants</li> </ul>
6	Ease of completing project applications is increased (NRR only).	Lack of familiarity with or aversion to calculating energy savings is a barrier to participation. By offering retrofit customers assistance with savings estimates, the program overcomes this barrier.	<ul style="list-style-type: none"> <li>- Number of potential participants that request calculation assistance</li> <li>- Number of times calculation assistance results in projects</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
7	Applications, owner agreements, contracts are completed.	Completing an application increases a customer's commitment to a project and begins the review process, which determines the incentive level provided. For NRNC projects, the Owners Agreement indicates what measures PG&E will commit to, giving the customer information on the range of energy-efficiency improvements possible through the project. For NRR projects, the contract details the incentive PG&E will pay, based on the confirmed savings. These documents reduce uncertainty on the customer's side and increase commitment. They also allow the program staff to track program activity.	<ul style="list-style-type: none"> <li>- Number of applications completed</li> <li>- Number of Owners Agreements issued</li> <li>- Number of each type of measure authorized</li> </ul>
8	Ability to make energy-efficient investments is increased.	Up-front cost is a barrier to investing in energy-efficiency. Providing financial incentives tied to energy savings increases the ability to make energy-efficiency investments, reducing that barrier.	<ul style="list-style-type: none"> <li>- Amount of incentives paid on verified savings compared to estimated incentive levels</li> </ul>
9	Incentive accurately reflects estimated savings.	Review of project documentation ensures incentives accurately reflect estimated savings.	<ul style="list-style-type: none"> <li>- Number of reviews completed</li> <li>- Number resulting in revised savings estimates</li> </ul>
10	Increased awareness of the program leads to increased awareness and understanding of energy-efficiency opportunities.	Effectively addressing informational barriers by providing potential participants with information about program offerings is expected to increase the likelihood of participation.	<ul style="list-style-type: none"> <li>- Participant awareness and knowledge of technologies and program offerings</li> </ul>
11	More efficient building design and construction and O&M practices (NRNC only).	By demonstrating integrated design leads to increased energy savings, the program will induce more efficient building design and construction in NRNC projects and the adoption of more efficient O&M practices.	<ul style="list-style-type: none"> <li>- Number of participants that changed building designs as a result of program influence</li> <li>- Number of energy-efficiency buildings constructed</li> <li>- Increase in the adoption of energy-efficiency O&amp;M practices</li> </ul>
12	Increased understanding of energy efficiency leads to increased likelihood of installation of energy-efficiency measures.	Effectively addressing informational and attitudinal barriers by providing potential participants with information about energy-efficiency options is expected to increase the likelihood of measure installation.	<ul style="list-style-type: none"> <li>- Participant awareness and knowledge of specific energy-efficiency options</li> <li>- Number and type of measures installed</li> </ul>
13	Accurate estimation of savings leads to payment of proper incentive amount.	Ensuring incentives accurately reflect estimated savings results in cost-effective energy efficiency.	<ul style="list-style-type: none"> <li>- Amount of incentives paid on verified savings compared to estimated incentive levels</li> </ul>
14	Increased ability to make energy-efficient investments leads to increased likelihood of installation	Up-front cost is a barrier to investing in energy efficiency. Providing financial incentives tied to energy savings reduces that barrier, increasing likelihood of participation.	<ul style="list-style-type: none"> <li>- Number and type of measures installed</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
	of energy-efficiency measures.		
15	Reduction in energy use.	Installing cost-effective measures offered through the program is expected to generate real energy savings.	- Average reduction in kWh, kW, therms
16	More efficient building construction leads to adoption of energy-efficiency design, construction, and O&M practices.	PG&E advocates improvements to energy-efficiency building codes and appliance standards through the statewide C&S Program. Projects resulting in more efficient building design and construction are used to create case studies presented to standards and code-setting bodies.	- Number of case studies written - Increase in the adoption of energy-efficiency O&M codes & standards
17	Project review and verification leads to reduced energy use.	Review of project documentation and verification of proper installation of measures results in feedback that ensures optimal performance and energy-efficiency of measures.	- Number of reviews completed - Number resulting in revised savings estimates - Number of verifications performed - Number requiring project revisions
18	Adoption of codes and standards leads to reduced energy use.	Improvements to energy-efficiency building codes and appliance standards through the statewide C&S Program are expected to generate real energy savings.	- Ex post estimates of gross and net energy and demand impacts and spillover.
19	Environmental and other NEBs.	By reducing energy use, the program is expected to produce environmental and other non-energy benefits.	- Reduction of CO2, NOX, SOX per kWh reduced
20	Persistent reduction in energy use.	Continued use and proper maintenance of energy-efficient measures is expected to produce long-term reduction in energy use.	- Ex post estimates of gross and net energy and demand impacts.
21	Persistent reduction in energy use.	Even if a customer decides not to participate in the current program cycle, increased awareness and understanding of energy-efficiency opportunities are expected to result in increased energy-efficiency behavior, leading to long-term reductions in energy use.	- Ex post estimates of gross and net energy and demand impacts.
22	Long-term increases in environmental and other NEBs.	By reducing energy use in the long term, the program is expected to produce long-term environmental and other non-energy benefits.	- Reduction of CO2, NOX, SOX per kWh reduced
23	Adoption of stricter energy codes.	By demonstrating persistent reduction in energy use can be brought about by installation of energy-efficiency measures and more efficient building design and construction, the program is expected to influence policymakers to adopt stricter energy codes.	- Number of codes made more strict
24	Adoption of energy-efficiency principles by market actors.	Stricter energy codes are expected to influence market actors (vendors, architect, and construction contractors) to recommend and install more efficient equipment and use more efficient design and construction principles.	- Number of vendors reporting sales of increased efficiency equipment - Number of D&C firms adopting increased efficiency principles

**Figure 2. Combined Approach to Solar and Efficiency (CASE) Program Logic Model**

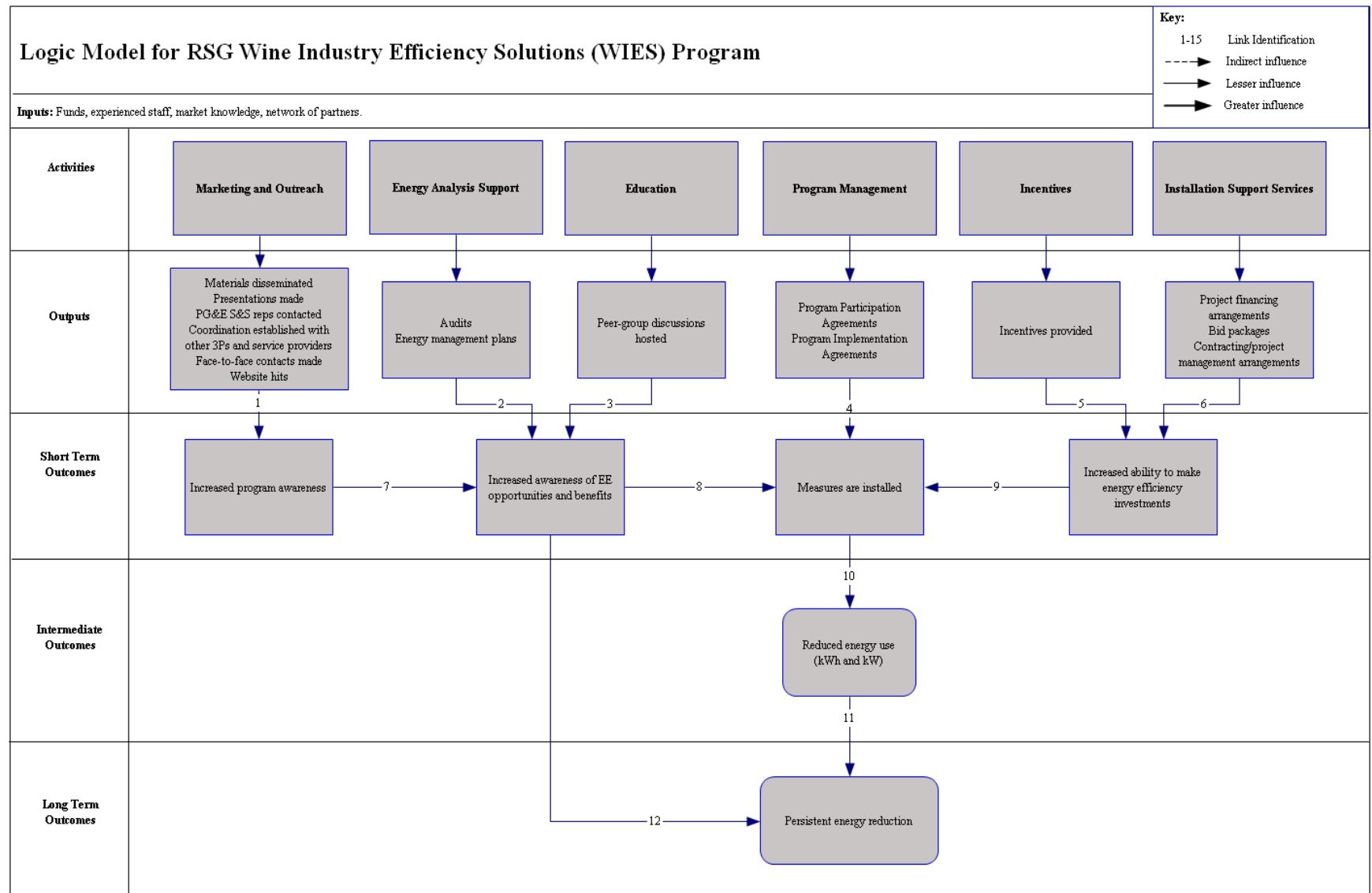


**Table 2. CASE Program Theory and Link Explanation**

Link #	Impact	Program Theory	Potential Indicators
1	Educate potential participants about program through product and vertical marketing, and identify and recruit participants through direct sales to existing customers.	CASE targets customers participating in PG&E's SGIP; these customers are motivated and familiar with utility programs. Product marketing increases potential participants' awareness of the program and the opportunity to build on the energy savings they are already obtaining through PV (i.e., by bundling PV and energy efficiency). Explanation of the bundling process reduces barriers related to dealing with multiple project management contacts and funding sources. Vertical marketing within the agriculture and food processing segment allows CASE to build on PG&E's segment-specific activity to reach more potential customers.	<ul style="list-style-type: none"> <li>- Number customers contacted (by phone, mail, email; at shows, events)</li> <li>- Number of customers recruited</li> <li>- Awareness and assessment of ads, PR activities, brochures</li> <li>- Change in awareness of energy efficiency options</li> <li>- Attitudes about the value of "bundling" PV and energy efficiency</li> <li>- Number of website hits</li> <li>- Number of case studies written</li> <li>- Number of sponsorships established</li> </ul>
2	Increase awareness of opportunities from emerging technologies and new state and federal incentives.	Detailed feasibility reports, including all relevant measure information, gives participants technical information about savings, return on investments, options, and program incentives. The technical information provided in the reports reduces participation barriers by helping customers understand technology options have vastly improved over the past 10 years. Additional explanation of the bundling process can be provided, which addresses residual barriers related to dealing with multiple project management contacts and funding sources.	<ul style="list-style-type: none"> <li>- Number of audits/feasibility studies completed and reports provided</li> <li>- Participant knowledge and understanding of opportunities and benefits</li> <li>- Participant attitudes toward the benefits of "bundling" PV and energy efficiency</li> </ul>
3	Participants complete applications, apply for incentives.	Providing incentives increases the ability of customers to make energy efficiency investments, overcoming one of the barriers to participation.	<ul style="list-style-type: none"> <li>- Number of applications completed</li> </ul>
4	Measures are installed.	The implementer can act as prime contractor in project implementation or as an engineering consultant, overseeing implementation by the customer's chosen contractor. By offering customers the option, any barriers associated with a customer's aversion to one type of implementation or the other are overcome.	<ul style="list-style-type: none"> <li>- Total number of projects implemented</li> <li>- Number implemented with implementer as prime contractor</li> <li>- Number implemented with other prime contractor</li> <li>- Customer satisfaction with installation</li> </ul>
5	Installation, operation, and energy savings are verified.	By carrying out inspections to ensure proper installation, the implementer can respond immediately to problems, thereby increasing satisfaction and continuity of participation. Verifying advertised energy savings is required by the sponsor and CPUC, and also helps ensure continued participation.	<ul style="list-style-type: none"> <li>- Number of inspections conducted</li> <li>- Number of QC issues identified and corrected</li> <li>- Customer satisfaction with problem correction</li> <li>- EM&amp;V measures</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
6	Incentives are provided	Offsetting all or a portion of the first costs associated with implementing energy-efficiency measures is intended to address financial resource barriers, thereby increasing the likelihood of measure installation.	- Amount of incentive calculated at time of application/audit vs. that realized after completion of project (i.e. at verification).
7	Turn increased awareness into increased awareness of energy efficiency opportunities.	Effectively addressing informational barriers by providing potential participants with information about program offerings is expected to increase the likelihood of undergoing an audit.	- Changes in participant awareness and knowledge of technologies and program offerings - Changes in likelihood that participants will undergo an audit - Number of audits performed
8	Turn increased awareness into increased likelihood of measure installation.	Effectively addressing informational and attitudinal barriers by providing potential participants with information about energy-efficiency options and additional information about the benefits of bundling is expected to increase the likelihood of measure installation.	- Changes in participant awareness and knowledge of specific energy efficiency options - Changes in likelihood that participants will install measures
9	Turn increased ability to make energy efficiency investments into increased likelihood of measure installation.	Effectively addressing financial resource barriers by providing potential participants with incentives is expected to increase the likelihood of measure installation.	- Number of incentive applications
10	Reduction in energy use	Installing cost-effective measures offered through the program is expected to generate real energy savings.	- Average reduction in kWh
11	Persistent reductions in energy use	Proper maintenance of the installed measures will contribute to the sustainability of savings.	- Ex post estimates of long-term energy savings
12	Persistent reductions in energy use	Increased awareness of energy efficiency opportunities and the benefits of bundling PV and energy efficiency will increase the likelihood of eventual implementation of energy efficient measures, even if not done as part of the CASE program. This will produce eventual energy savings.	- Ex post estimates of long-term energy savings

**Figure 3. Wine Industry Efficiency Solutions (WIES) Program Logic Model**



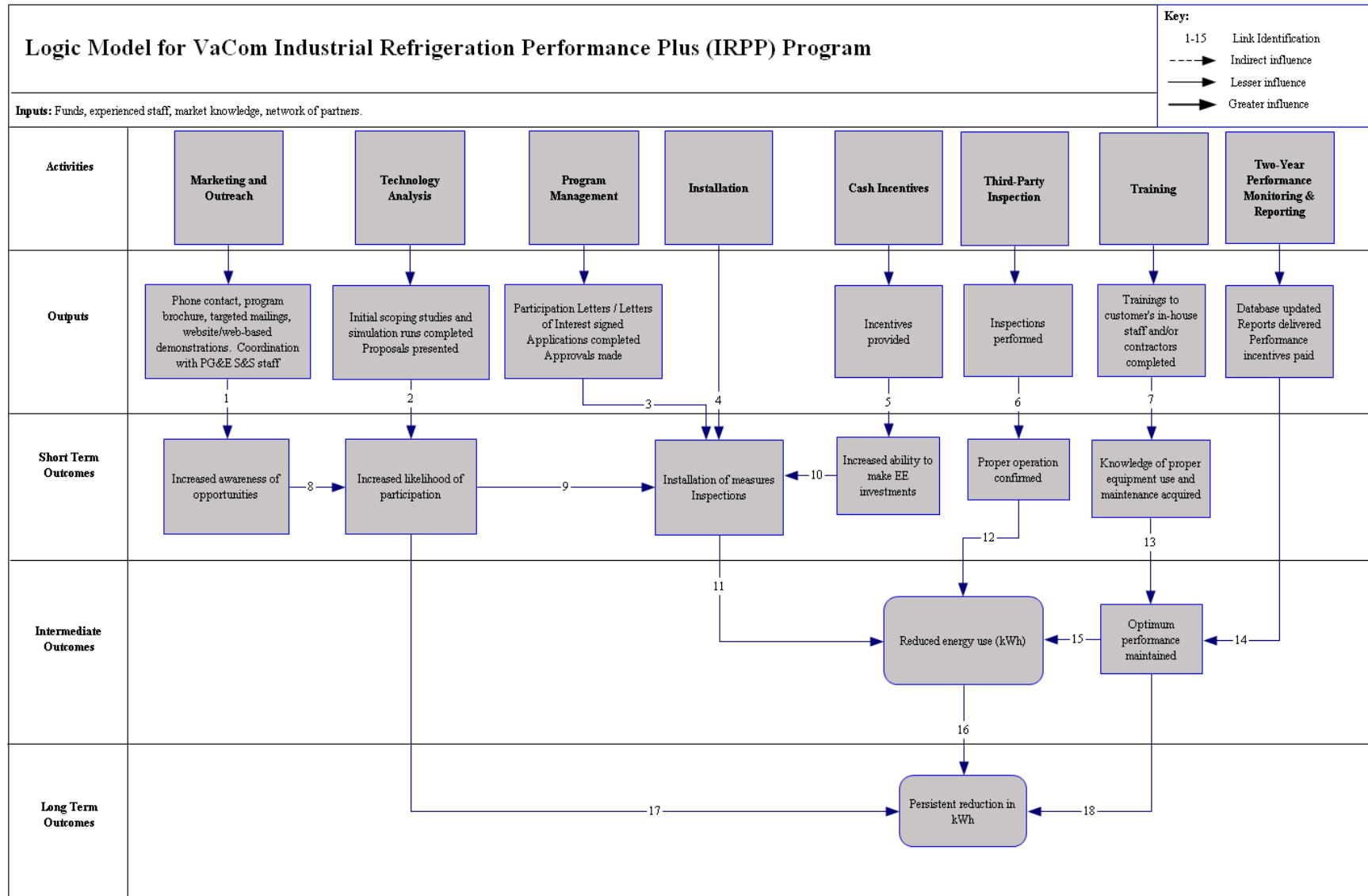


**Table 3. WIES Program Theory and Link Explanation**

Link #	Impact	Program Theory	Potential Indicators
1	Potential participants educated about program through presentations at industry conferences and events, dissemination of marketing collateral, coordination with PG&E S&S representatives, other 3P programs, and service providers, and face-to-face contacts.	The marketing plan uses multiple channels to increase program awareness and identify potential participants, followed by direct contact by implementer staff to present program features and benefits face-to-face. This should reduce the burden to the customer of obtaining program information. Coordination with PG&E S&S representatives leverages existing relationships and helps identify geographic specific areas to target.	<ul style="list-style-type: none"> <li>- Number of customers contacted</li> <li>- Number of customers recruited</li> <li>- Awareness and assessment of brochures, presentations at conferences and industry events</li> <li>- Change in awareness of energy efficiency options</li> </ul>
2	Awareness of energy efficiency opportunities and potential costs and benefits increased	Small and medium-sized wineries and grape growers lack knowledge of energy efficiency opportunities and how to prioritize energy management strategies. Audits provide a comprehensive energy management plan, including upgrade priorities. Program staff clarify the report's recommendations and provide information on the available incentives, giving customers the necessary knowledge of the financial benefits of participation.	<ul style="list-style-type: none"> <li>- Number of audits completed and presentations made</li> <li>- Participant knowledge and understanding of opportunities and benefits</li> </ul>
3	Awareness of energy efficiency opportunities and benefits increased	Small and medium-sized wineries and grape growers are interested in learning from each other. The program hosts peer group discussions to provide opportunities for participants and non-participants to discuss best practices and share knowledge. This will encourage participation by non-participants and will improve energy management among participants.	<ul style="list-style-type: none"> <li>- Number of discussions held</li> <li>- Number of participants and non-participants attending</li> <li>- Participant and non-participant evaluations of discussions</li> <li>- New participation resulting from discussions</li> <li>- New energy management activities resulting</li> </ul>
4	Program Participation Agreements and Program Implementation Agreements are signed	The Program Participation Agreement formally acknowledges customer interest, increasing customer commitment to the project before program funds are committed (e.g., for audits). The Program Implementation Agreement signifies mutual commitment to implement specific measures within a specific scope and timeline. These allow the program to document project information and permits tracking of program progress.	<ul style="list-style-type: none"> <li>- Number of Program Participation Agreements signed</li> <li>- Number of Program Implementation Agreements signed</li> <li>- Count of each type of measure committed to and installed</li> </ul>
5	Incentives provided	Providing incentives increases the ability of customers to make energy efficiency investments, overcoming one of the barriers to participation.	<ul style="list-style-type: none"> <li>- Total amount of incentives provided</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
6	Participants receive Installation Support Services	To many small and medium-sized wineries and grape growers, the many tasks involved in managing energy efficiency improvements provide a barrier to action. The program offers assistance with equipment specification, bid package development, contractor selection, project financing and project management to remove this barrier. This assistance is paid for out of the program incentive.	<ul style="list-style-type: none"> <li>- Number of participants accepting each type of service</li> <li>- Participant evaluation of the value of each type of service</li> </ul>
7	Increased awareness turned into increased understanding of energy efficiency opportunities.	Effectively addressing informational barriers by providing potential participants with information about program offerings is expected to increase the likelihood of undergoing an audit.	<ul style="list-style-type: none"> <li>- Changes in participant awareness and knowledge of technologies and program offerings</li> <li>- Number of audits performed</li> </ul>
8	Increased awareness turned into increased likelihood of measure installation.	Effectively addressing informational and attitudinal barriers by providing potential participants with information about energy-efficiency options is expected to increase the likelihood of measure installation.	<ul style="list-style-type: none"> <li>- Participant awareness and knowledge of specific energy efficiency options</li> <li>- Number of measures installed</li> </ul>
9	Increased ability to make energy efficient investments turned into increased likelihood of measure installation.	Effectively addressing barriers associated with the initial cost of investment or the difficulties in managing energy efficiency projects by providing incentives and installation support services is expected to increase the likelihood of measure installation.	<ul style="list-style-type: none"> <li>- Total amount of incentives provided</li> <li>- Number of participants accepting each type of service</li> <li>- Participant evaluation of the value of services</li> <li>- Count of each type of measure installed</li> </ul>
10	Reduction in energy use	Installing cost-effective measures offered through the Program is expected to generate real energy savings.	<ul style="list-style-type: none"> <li>- Average reduction in kWh and kW</li> </ul>
11	Persistent reductions in energy use	Continued operation of the installed measures will contribute to the sustainability of savings.	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>
12	Persistent reductions in energy use	Even if customers decide not to participate at this time, the increased awareness of energy efficiency opportunities and benefits gained through program contact should lead to adoption of energy efficient measures and behaviors later that will contribute to persistent energy reduction	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>

**Figure 4. Industrial Refrigeration Performance Plus (IRPP) Program Logic Model**

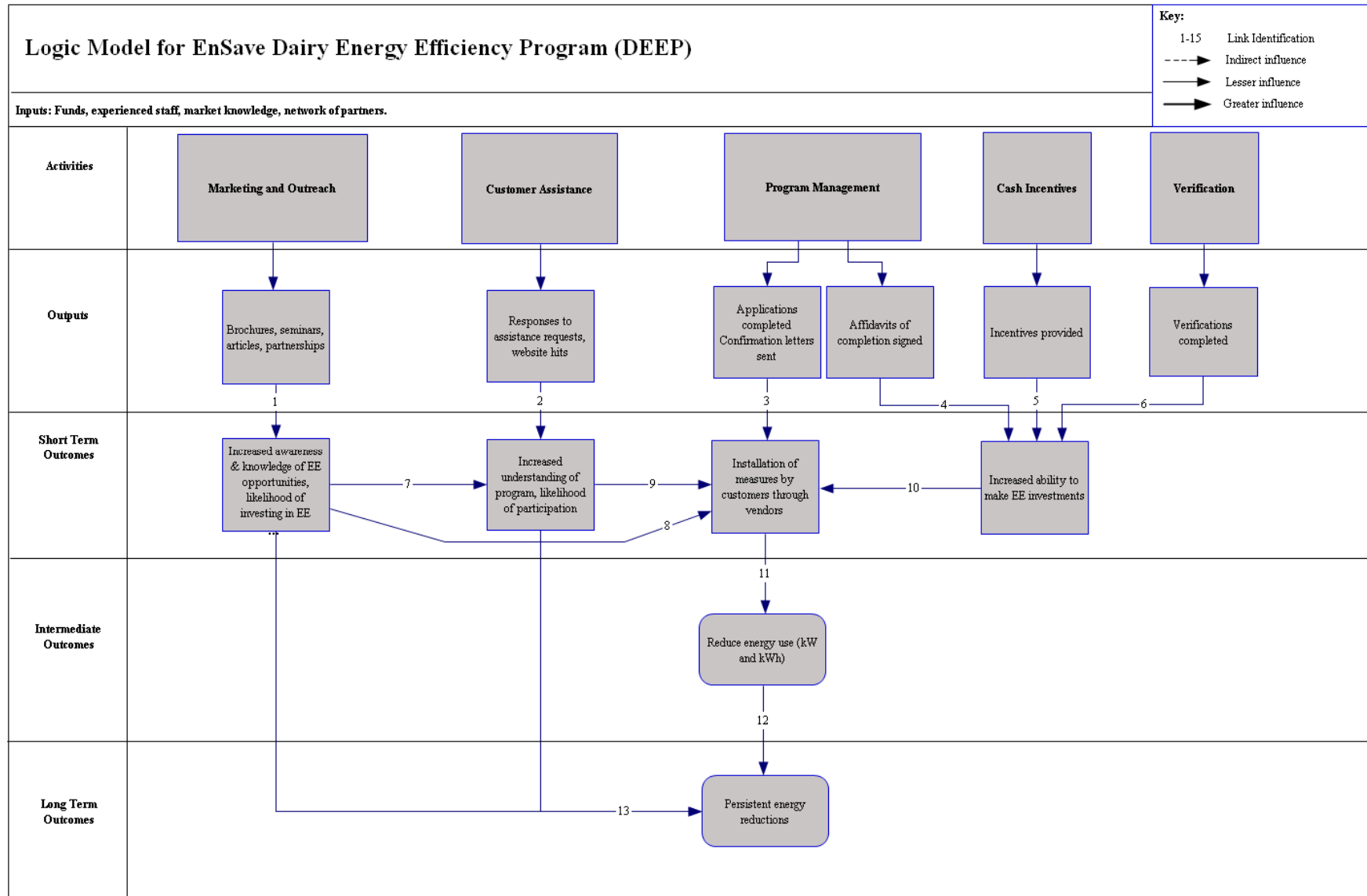


**Table 4. IRPP Program Theory and Link Explanation**

Link #	Impact	Program Theory	Potential Indicators
1	Potential participants are educated about program through direct mail, telephone contact, website and web-based demonstrations and contact by PG&E S&S staff.	The marketing plan uses multiple channels to make targeted customers aware of program opportunities, followed by direct contact by implementer staff or PG&E S&S staff to present program features and benefits in person. This should reduce the burden to the customer of obtaining program information. The web-based demonstrations offer potential customers a way to see how the measures work in practice, reducing uncertainty.	<ul style="list-style-type: none"> <li>- Number of customers contacted</li> <li>- Number of customers recruited</li> <li>- Awareness and assessment of brochures, website, and web-based demonstrations</li> <li>- Change in awareness of energy efficiency options</li> </ul>
2	Awareness of energy efficiency opportunities and potential costs and benefits is increased	Several factors, including management tendencies to discount cost-control opportunities and lack of performance measurement, lead to the development of inefficient refrigeration systems for large-scale applications. Accurate demonstration of savings is required to obtain corporate funding for energy efficiency investment. Scoping studies and simulation runs identify effective measures, associated costs, incentives, and financial benefits.	<ul style="list-style-type: none"> <li>- Number of scoping studies completed and presentations made</li> <li>- Participant knowledge and understanding of opportunities and benefits</li> <li>- Simulation results</li> </ul>
3	Participation Letters, or Letters of Interest, are signed	The Participation Letters, or Letters of Interest, formally acknowledge customer interest, increasing customer commitment to the project. The application documents project information for PG&E's approval and permits tracking of program progress.	<ul style="list-style-type: none"> <li>- Number of Participation Letters signed</li> <li>- Number of applications completed</li> <li>- Number of applications approved</li> </ul>
4	Measures are installed	The implementer acts as overall project sponsor and lead contractor. This allows the implementer to ensure consistency of implementation across the relatively small number of anticipated projects.	<ul style="list-style-type: none"> <li>- Types of measures installed and upgrades performed</li> </ul>
5	Incentives provided	Providing incentives increases the ability of customers to make energy efficiency investments, overcoming a barrier to participation.	<ul style="list-style-type: none"> <li>- Total amount of incentives provided</li> <li>- Amount of incentive calculated at time of application vs. actual incentive at completion of project</li> </ul>
6	Proper operation of installed equipment is confirmed	This program targets a relatively small number of sites with large refrigeration systems for efficiency improvement. The third-party inspection ensures that maximum efficiency and savings from the limited number of projects are obtained.	<ul style="list-style-type: none"> <li>- Number of installations verified</li> <li>- Verification reports of proper operation</li> </ul>
7	In-house staff and contractors are trained to maintain optimum efficiency of equipment	The affected systems are complex and require adequate monitoring by trained staff to maintain optimum efficiency. Providing training to customers' staff and contractors will help ensure that equipment is maintained at optimum efficiency.	<ul style="list-style-type: none"> <li>- Number of trainings conducted</li> <li>- Evaluation of trainings</li> </ul>
8	Increased awareness turned into increased understanding of energy efficiency opportunities.	Effectively addressing informational barriers by providing potential participants with information about program offerings is expected to increase the likelihood of undergoing an audit.	<ul style="list-style-type: none"> <li>- Changes in participant awareness of technologies and program offerings</li> <li>- Number of scoping studies</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
9	Increased awareness turned into increased likelihood of measure installation.	Effectively addressing informational and attitudinal barriers by providing potential participants with information about energy-efficiency options is expected to increase the likelihood of measure installation.	<ul style="list-style-type: none"> <li>- Changes in participant awareness and knowledge of specific energy efficiency options</li> <li>- Changes in likelihood that participants will install measures</li> </ul>
10	Increased ability to make energy efficiency investments turned into increased likelihood of measure installation.	Effectively addressing financial resource barriers by providing potential participants with incentives is expected to increase the likelihood of measure installation.	<ul style="list-style-type: none"> <li>- Number of incentive applications</li> </ul>
11, 12	Reduction in energy use	Installing cost-effective measures offered through the Program is expected to generate real energy savings. Confirmation of proper operation by an independent third-party ensures that equipment operates at optimum efficiency, delivering the best possible savings.	<ul style="list-style-type: none"> <li>- Average reduction in kWh and kW</li> </ul>
13	Maintenance of optimum equipment performance	Monitoring by trained staff ensures that equipment operates at optimum efficiency.	<ul style="list-style-type: none"> <li>- Benchmarking equipment operation against known standards</li> <li>- Periodic assessment of staff's knowledge and maintenance activities</li> </ul>
14	Maintenance of optimum equipment performance	In addition to the initial incentives paid on installation, the program pays performance incentives over the two years following installation. This will motivate proper equipment maintenance to optimize energy savings.	<ul style="list-style-type: none"> <li>- Benchmarking equipment operation against known standards</li> <li>- Periodic assessment of staff's knowledge and maintenance activities</li> </ul>
15	Reduction in energy use	Maintenance of equipment at optimum efficiency delivers the best possible savings.	<ul style="list-style-type: none"> <li>- Average reduction in kWh and kW</li> </ul>
16	Persistent reductions in energy use	Continued operation of the installed measures will contribute to the sustainability of savings.	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>
17	Persistent reductions in energy use	Even if the Program's marketing and outreach and technology analysis do not result in immediate program participation, they should increase awareness and understanding of energy efficiency opportunities, which eventually will lead to the adoption of energy efficiency measures	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>
18	Persistent reductions in energy use	Continued maintenance of the installed measures will contribute to the sustainability of savings.	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>

**Figure 5. Dairy Energy Efficiency Program (DEEP) Logic Model**



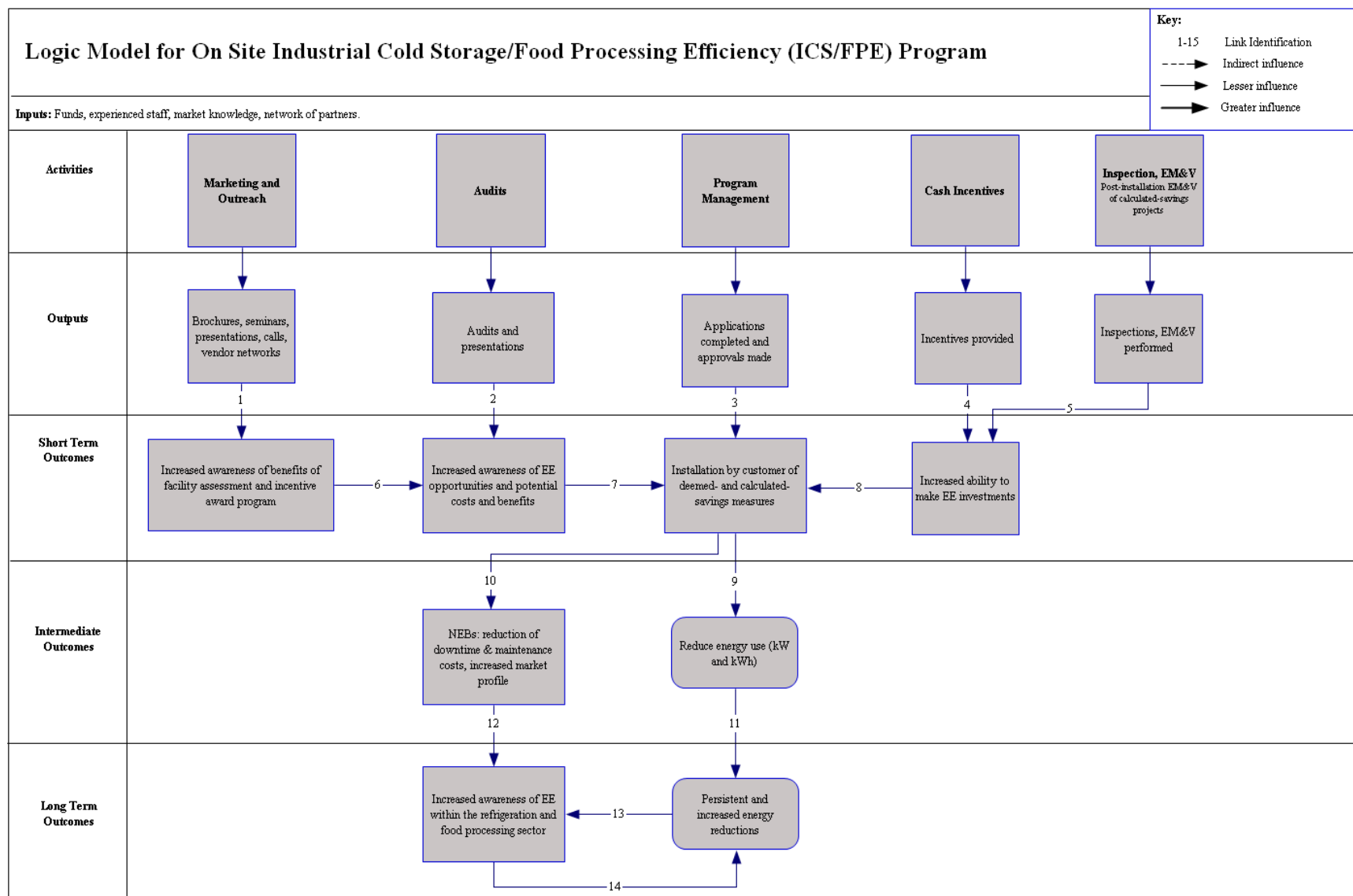
**Table 5. DEEP Program Theory and Link Explanation**

Link #	Impact	Program Theory	Potential Indicators
1	Potential participants educated about program through program partnerships in the Ag community; seminars for producers and/or dealers at farm events; articles in Ag Alert newsletter; literature distributed by direct mail and other means; and direct telephone contact	Dairy producers are hard to reach. Using multiple marketing outreach methods offers the best opportunity to reach this market. Exploiting existing relationships with dairy equipment dealers and the wider agricultural community (Farm Bureau, CA Extension Service, CA Dept. of Food and Agriculture, etc.) provides an additional channel to reach the target sector and ensures that producers hear about the program through multiple, trusted sources.	<ul style="list-style-type: none"> <li>- Number of customers contacted</li> <li>- Number of customers recruited</li> <li>- Awareness and assessment of brochures, seminars, articles</li> <li>- Change in awareness of energy efficiency options</li> <li>- Number of partnerships established</li> <li>- Number of customers who received program information from partners</li> </ul>
2	Information and application assistance provided to interested potential customers through a call center, website, mail, fax, and email.	The Program offers five prescriptive measures and one calculated custom lighting package. No energy audits are performed in this program, so no face-to-face customer contact is required. Instead, the Program offers multiple user-friendly methods for obtaining program information and application assistance (including assistance with calculating energy savings), reducing the informational burden on the customers. Applications can be completed by telephone.	<ul style="list-style-type: none"> <li>- Number of calls, letters, faxes, and emails received and answered</li> <li>- Number of website hits</li> <li>- Change in awareness/ understanding of energy efficiency options</li> <li>- Intention to participate</li> </ul>
3	Measures installed and applications for incentives completed	Customers can install all program measures themselves or with assistance from vendors: none require dealing with a contractor.	<ul style="list-style-type: none"> <li>- Number of applications completed</li> <li>- Number measures installed, by type</li> </ul>
4	Affidavits of completion signed, leading to incentive payment	Prior to paying incentives, the implementer requires an affidavit of completion signed by both the customer and the vendor.	
5	Incentives provided	Providing incentives increases the ability of customers to make energy efficiency investments, overcoming one of the barriers to participation	<ul style="list-style-type: none"> <li>- Amount of incentive calculated at time of application vs. that realized after completion of project (i.e. at verification).</li> </ul>
6	Verifications are completed	In addition to affidavits of completion, the implementer performs on-site verifications at randomly selected group of 5% of sites prior to incentive payment. This process minimizes the customer burden as well as the program cost, while providing sufficient on-site verification to indicate an unacceptable level of incorrect documentation.	<ul style="list-style-type: none"> <li>- Number and percent of verifications indicating incorrect documentation</li> <li>- Types of documentation error</li> </ul>
7	Increased awareness leads to increased understanding and likelihood of participation	Marketing and Outreach channels provide information on accessing Customer Assistance, where potential participants can get additional program information and/or assistance with applications, reducing the informational burden and associated barriers.	<ul style="list-style-type: none"> <li>- Marketing/Outreach channel cited as source of information on program</li> </ul>
8	Increased awareness leads directly to increased likelihood of participation	Marketing and Outreach channels provide sufficient information for some potential participants to estimate savings and complete applications without the need to contact Customer Assistance.	<ul style="list-style-type: none"> <li>- Number of applications completed without need to contact Customer Assistance</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
9	Increased understanding of program leads to participation	Through multiple Customer Assistance channels, Program staff can answer customers' questions about measures and incentives and can help calculate energy savings and incentives. This can help "close the deal" with already-interested customers.	<ul style="list-style-type: none"> <li>- Customers' ratings of the effect of Customer Assistance on decision to participate</li> <li>- Customers' ratings of the value of Customer Assistance</li> </ul>
10	Increased ability to make energy efficiency investments turned into increased likelihood of measure installation.	Effectively addressing financial resource barriers by providing potential participants with incentives is expected to increase the likelihood of measure installation.	<ul style="list-style-type: none"> <li>- Number of incentive applications</li> </ul>
11	Reduction in energy use	Installing cost-effective measures offered through the Program is expected to generate real energy savings.	<ul style="list-style-type: none"> <li>- Average reduction in kWh and kW</li> </ul>
12	Persistent reductions in energy use	Proper maintenance of the installed measures will contribute to the sustainability of savings.	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>
13	Persistent energy reductions	Although not explicitly stated in program documentation, an implicit aspect of the program theory is that increased awareness of energy efficiency opportunities will increase the likelihood of eventual implementation of energy efficient measures, even if not done as part of the DEEP program. This will produce eventual energy savings.	<ul style="list-style-type: none"> <li>- Ex post estimates of long-term energy savings</li> </ul>



**Figure 6. Industrial Cold Storage/Food Processing Efficiency (ICS/FPE) Program Logic Model**

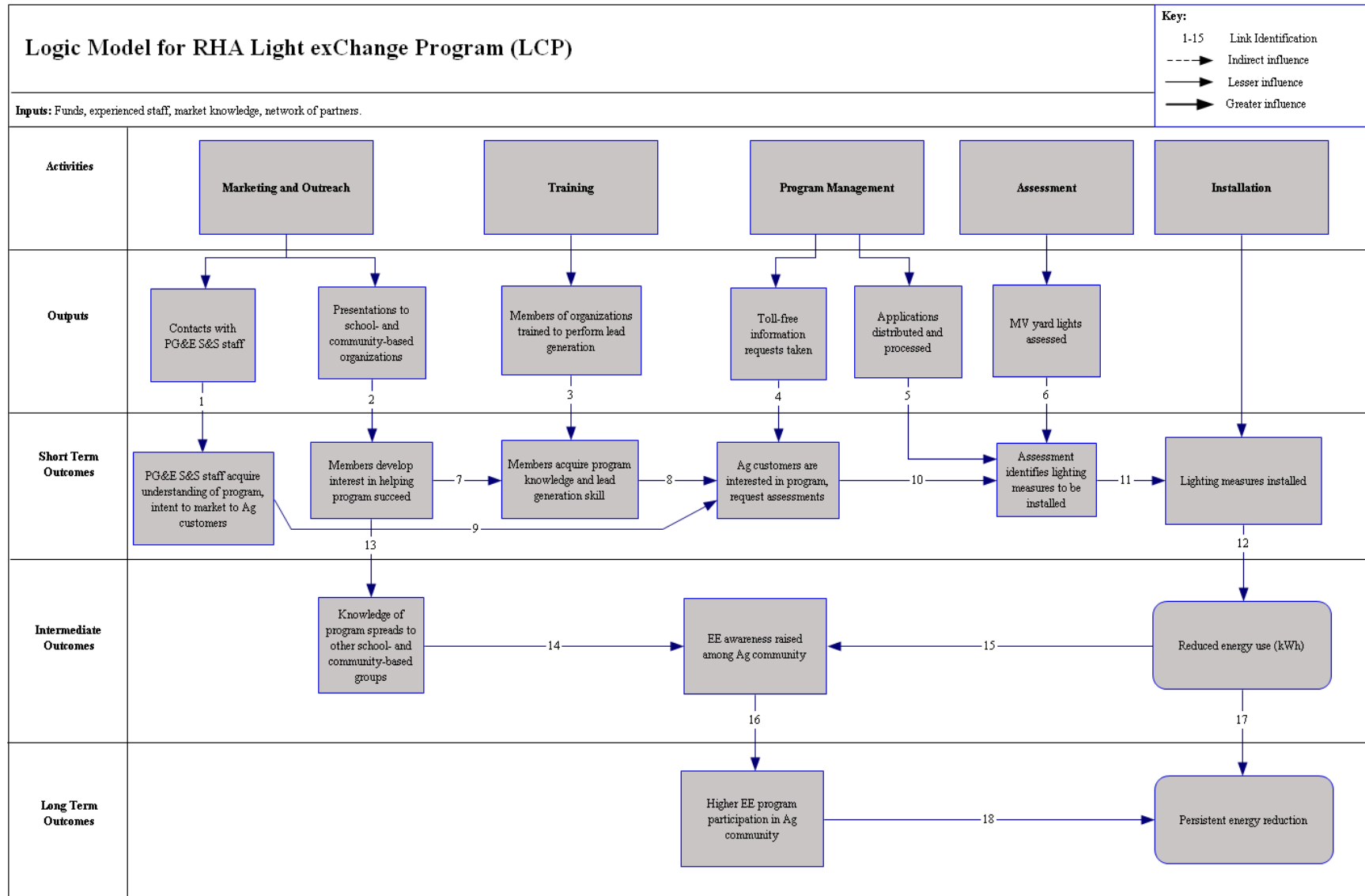


**Table 6. ICS/FPE Program Theory and Link Explanation**

Link #	Impact	Program Theory	Potential Indicators
1	Potential participants educated about program through direct mail and telephone contact, site visits, networking with equipment vendors, seminars, industry conferences, and trade events.	The marketing plan uses multiple channels to identify eligible customers, and then targets them with focused marketing pieces, followed by direct contact by implementer staff to present program features and benefits face-to-face. This should reduce the burden to the customer of obtaining program information. Moreover, by educating vendors about the program and how they will benefit from increased sales, the implementer will achieve additional assistance in promoting the program.	<ul style="list-style-type: none"> <li>- Number of customers contacted</li> <li>- Number of customers recruited</li> <li>- Awareness and assessment of brochures, seminars, presentations at conferences and trade events</li> <li>- Change in awareness of energy efficiency options</li> <li>- Number of vendors recruited</li> <li>- Number of customers referred to the program information by vendors</li> </ul>
2	Awareness of energy efficiency opportunities and potential costs and benefits increased	Energy efficiency is not a high priority for companies in the refrigerated warehouse and food processing segment, which therefore require short payback periods and high returns on investment to justify investments. Audits identify effective measures, associated costs, incentives and financial benefits. It is expected that they will identify opportunities for energy savings of 10% to 30%, making the case for investment.	<ul style="list-style-type: none"> <li>- Number of audits/feasibility studies completed and presentations made</li> <li>- Participant knowledge and understanding of opportunities and benefits</li> </ul>
3	Measures installed and applications for incentives completed	Customers can install recommended measures on their own or can hire an outside contractor to install them. The implementer does not install equipment. This allows customers to choose a contractor with whom they are familiar.	<ul style="list-style-type: none"> <li>- Number of applications completed</li> <li>- Number measures installed, by type</li> </ul>
4	Incentives provided	Providing incentives increases the ability of customers to make energy efficiency investments, overcoming one of the barriers to participation.	<ul style="list-style-type: none"> <li>- Total amount of deemed incentives provided</li> <li>- For each custom project, amount of incentive calculated at time of application vs. actual incentive at completion of project</li> </ul>
5	Verification of installation leads to payment of incentive	Conducting site visits to verify all measures ensures that only properly installed and documented measures result in incentives	<ul style="list-style-type: none"> <li>- Number of installations verified</li> </ul>
6	Increased awareness turned into increased understanding of energy efficiency opportunities.	Effectively addressing informational barriers by providing potential participants with information about program offerings is expected to increase the likelihood of undergoing an audit.	<ul style="list-style-type: none"> <li>- Changes in participant awareness and knowledge of technologies and program offerings</li> <li>- Changes in likelihood that participants will undergo an audit</li> <li>- Number of audits performed</li> </ul>
7	Increased awareness turned into	Effectively addressing informational and attitudinal barriers by	<ul style="list-style-type: none"> <li>- Changes in participant awareness and</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
	increased likelihood of measure installation.	providing potential participants with information about energy-efficiency options and additional information about the benefits of bundling is expected to increase the likelihood of measure installation.	knowledge of specific energy efficiency options - Changes in likelihood that participants will install measures
8	Increased ability to make energy efficiency investments turned into increased likelihood of measure installation.	Effectively addressing financial resource barriers by providing potential participants with incentives is expected to increase the likelihood of measure installation.	- Number of incentive applications
9	Reduction in energy use	Installing cost-effective measures offered through the Program is expected to generate real energy savings.	- Average reduction in kWh and kW
10	Realization of NEBs	Because of the barriers to investment in new systems, existing systems likely are out of date. Modernizing them will result in reduction of downtime and maintenance costs. It also will increase the company's market profile and attractiveness to future potential buyers.	- Average downtime - Average maintenance costs or perception of change in maintenance costs
11	Persistent reductions in energy use	Proper maintenance of the installed measures will contribute to the sustainability of savings.	- Ex post estimates of long-term energy savings
12, 13	Information about program spreads by word of mouth	Within this tight-knit segment, information about what works at one facility is shared with the operations staff of other facilities.	- Number of potential customers reporting of word-of-mouth information about the program
14	Increased awareness turned into increased energy reductions	In a competitive, tight-knit market, the energy and non-energy benefits realized by program participants will motivate competitors to seek similar benefits either through the program or outside the program.	- Ex post estimates of long-term energy savings

**Figure 7. Light exChange Program (LCP) Logic Model**



**Table 7. LCP Program Theory and Link Explanation**

Link #	Impact	Program Theory	Potential Indicators
1	Ag community is made aware of the program through PG&E S&S staff	PG&E S&S staff have frequent contact with Ag customers. Recruiting them increases the program's reach into this market.	<ul style="list-style-type: none"> <li>- Number of presentations made to S&amp;S staff</li> <li>- S&amp;S staff intentions to market the program to Ag customers</li> </ul>
2	School- and community-based Ag-related non-profit organizations and athletic teams are recruited to carry out outreach and lead generation	Involvement in the program is presented as a fundraising activity as well as a way to learn about energy efficiency. The organizations and teams receive payment for each lead that results in an installation, so they are motivated to become involved in the program.	<ul style="list-style-type: none"> <li>- Number of presentations made to organizations and sports teams</li> <li>- Number of persons recruited and educated</li> <li>- Assessment of value of information provided</li> </ul>
3	Members of school- and community-based organizations are trained on lead generation	Providing training on program content and lead generation enables the recruited individuals to sell the program more effectively to members of the Ag community.	<ul style="list-style-type: none"> <li>- Number of persons trained</li> <li>- Assessment of value of training</li> </ul>
4	Program information is provided via toll-free telephone number	Offering program information by via a toll-free telephone number reduces uncertainty about the program and increases interest. Callers may request an application for an assessment if they have not received one from a PG&E S&S representative or through program outreach.	<ul style="list-style-type: none"> <li>- Number of calls taken</li> <li>- Participant/nonparticipant satisfaction with service</li> </ul>
5	Applications are distributed to leads generated through program outreach and to customers who call toll-free number	Completed applications enable the implementer to track program activity and assign technicians to carry out assessments.	<ul style="list-style-type: none"> <li>- Number of applications distributed and completed</li> <li>- Number of applications by source (toll-free or student/community outreach)</li> </ul>
6	Lighting measures to be installed are identified	Trained program technicians identify the lighting measures that will produce the most significant energy savings.	<ul style="list-style-type: none"> <li>- Number and type of measures identified by customer, customer type, size of facility, etc.</li> </ul>
7	Development of program interest among members of school-/community-based organizations leads to acquisition of useful knowledge and skills	Members of school- and community-based organizations who are interested in the program will be motivated to help it succeed and therefore interested in acquiring knowledge about the program and lead generation skills to put into use in the field.	<ul style="list-style-type: none"> <li>- Number of persons trained</li> <li>- Assessment of acquired skills</li> </ul>
8	Acquisition of useful knowledge and skills leads to effective program communication, lead generation	Members of agricultural communities are motivated by the desire to assist school- and community-based organizations and sports teams, which will increase the likelihood of participation.	<ul style="list-style-type: none"> <li>- Number of leads generated</li> <li>- Outcome of each lead</li> </ul>
9	Acquisition of program understanding by PG&E S&S staff leads to effective marketing of program to Ag customers	PG&E S&S staff are a trusted source of energy-related information among their Ag customers. Their marketing of this program to Ag customers increases its legitimacy, thereby increasing the likelihood of participation.	<ul style="list-style-type: none"> <li>- Number of S&amp;S staff members who say they have discussed the program with Ag customers</li> <li>- Number of Ag customers who attribute participation to S&amp;S staff influence</li> </ul>

Link #	Impact	Program Theory	Potential Indicators
10	Requests for assessment leads to identification of lighting measures to be installed	Ag customers who request assessments will already have received program information from sources they trust or would like to help. Therefore, they will be receptive to the recommendations of trained program technicians regarding the lighting measures that will produce the most significant energy savings.	- Number and type of measures identified by customer, customer type, size of facility, etc.
11	Lighting measures are installed at no cost to participant	Free direct install of lighting measures removes any barrier associated with up-front cost.	- Number and type of measures installed by customer, customer type, size of facility, etc. - Satisfaction with installed measures
12	Reduction in energy use	Installing cost-effective measures offered through the program is expected to generate real energy savings.	- Average reduction in kWh
13	School-/community-based organizations refer the program to other similar organizations	Information about fund-raising opportunities is spread among similar organizations, creating additional opportunities to generate leads.	- Program awareness among other organizations - Number of organizations reporting of word-of-mouth information about the program
14	Increased program knowledge among school-/community-based organizations leads to increased energy efficiency awareness in Ag community	Through participation in lead generation activities, additional school- and community-based organizations will create increased program awareness.	- Number of leads generated
15	Successful reduction in energy use leads to increased energy efficiency awareness in Ag community	Within this tight-knit segment, information about what works for one participant is shared with other Ag customers.	- Number of potential customers reporting of word-of-mouth information about the program
16	Increased energy efficiency awareness leads to higher participation	The same motives that lead to participation among those initially affected by program outreach will lead to participation among those reached later. The impact of outreach will be enhanced by knowledge of the success others had in reducing energy costs.	- Number of customers participating as a result of later outreach or word of mouth
17, 18	Persistent reductions in energy use	Continued operation of the low-energy lighting measures, combined with energy savings gained by new recruits, will contribute to long-term savings.	- Ex post estimates of long-term energy savings

## **Appendix B. List of Measures**

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## **PG&E AFP Program Offerings**

### **Non Residential Customers**

- **New Construction (NRNC)**
  - -Technical Assistance
  - -Owner Incentives
  - -Design Team Incentives
  - -Education
  - -Whole Building Approach
  - -Systems Approach
- **Retrofit (NRR)**
  - -Refrigeration System Upgrades
  - -Chiller and HVAC Replacement
  - -Lighting System, -Boiler, and Energy Management -Retrofit in Schools
  - -Variable Speed Drives and Efficient Motors in Processing Plant
  - -Steam System -Waste Heat Recovery
- **Solar Panels**
- **Lighting**
  - -Ceramic Metal Halide (CMH)
  - -Halogen Infrared (HIR)
  - -Parabolic Aluminized Reflector (PAR)
  - -Light Emitting Diodes (LEDs)
  - -High Efficiency T8 Lamps

### **Food Processing**

- **Compressed Air Systems**
  - -Efficient Air Compressors
  - -Compressor Setpoint
  - -Distribution Pressure
  - -Automatic Drains
  - -Air Dryers
  - -Automatic Sequencer
  - -Air Storage, Flow Control Valves, Pressure Regulators
  - -Efficient Nozzles and Blowers
- **-Energy Analyses**
- **-Energy Efficiency**
- **-Customized Energy -Efficiency/Demand Response Incentive**
- **-Energy Management -Education and Training**
- **Plastic Strip Curtains**

### **Agriculture**

- **Lighting**
  - Energy Efficient Electric Motors
  - Agricultural Pump Motors
  - Other (see other subsectors) -

○

### **Dairies**

- Variable Frequency Drives (VFDs)
- -Premium Efficiency Motors (PEMs)
- -Fans
- -Lighting
- -Refrigeration Systems
- -Compressed Air Systems
- -Demand Response Technologies
- -Energy Analyses
- -Energy Efficiency
- -Customized Energy -Efficiency/Demand Response Incentive
- -Energy Management -Education and Training

### **Wineries**

- -Lighting and Controls
- -Refrigeration
- -Tank Insulation
- -Process Loads
- -Wastewater Treatment Processes
- -Efficient Irrigation
- -Demand Response Technologies
- -Energy Analyses
- -Energy Efficiency
- -Customized Energy Efficiency/Demand Response Incentive
- -Energy Management Education and Training

### **Refrigerated Warehouses**

- Evaporative and Air Condensers
  - -Efficient Compressors
  - -Computer Controls
  - -Efficient Evaporator Fans
  - -Insulation
  - -High-Efficiency Lighting and Controls
  - -Energy Analyses
  - -Energy Efficiency
  - -Customized Energy Efficiency/Demand Response Incentive
  - -Energy Management -Education and Training

### **Green houses**

- -Heat Curtains
- -Infrared Film
- -Efficient Boilers

- -Under-Bench or Root-Zone Heating
- -Horizontal Air Flow (HAF) Fans
- -Ventilation Fans
- -Premium Efficiency Motors (PEMs)
- -Natural Ventilation
- -Movable Benches
- -Lighting
- -Energy Analyses

### **Pumps & Pumping Systems**

- -Pump Retrofit and Replacement
  - -Trimming the Impeller
  - -Well Rehabilitation
  - -Premium Efficiency Motors
  - -Correct Sizing of Pumps
  - -Adjustable Speed Drives (ASDs)
  - -Irrigation System Conversions
  - -Pump Efficiency Tests
  - -Pump Retrofit Incentives
  - -Pumping Efficiency Education and Training
- -Customized Energy Efficiency/Demand Response Incentive

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# Appendix C. Codes and Standards Memo

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**Date:** March 3, 2008

**To:** Tsosie Reyhner, PG&E  
Patsy Dugger, PG&E

**From:** Kerstin Rock

**Re:** Proposed Changes in Codes & Standards in the Food Processing & Agricultural Sector

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PG&E retained Quantec to conduct a process evaluation of its in-house and Third-Party programs in the Food Processing and Agricultural sector, with specific focus on agriculture, greenhouses, dairies, wineries, food processing refrigerated warehouses, and irrigation. Per the request from PG&E, Quantec researched potential changes to California's Codes & Standards (C&S) that might affect this sector. This memorandum provides a summary of our findings.

## Executive Summary

Our findings are based on the following data collection activities: 1) detailed review of the relevant documents available from online sources, 2) phone interviews with subject matter experts at each of the three primary Investor Owned Utilities (IOU) in California, and 3) review of technical documents provided by subject matter experts. Specifically, our research focused on identifying potential changes to California Title 20 Appliance Standards and Title 24 Building Standards that might affect PG&E's food processing and agricultural sector between 2009 and 2011.

Based on our review of these data, we conclude that there are no likely changes to California Title 20 Appliance Standards before 2011 that would impact the Food Processing & Agricultural sector. Regarding California Title 24 Building Standards, our research suggests the potential for C&S changes for refrigerated warehouses. Specifically, the following codes are most likely to change for these applications:

- Insulation Levels
- Evaporator Fan Controls
- Condenser Fan Controls

- Compressor Plant Controls
- Interior Light Levels

Given the seven subsectors targeted by PG&E's program, the proposed changes have a potential of impacting all targeted subsectors except irrigation. documented program savings.

While lack of detailed program data precluded a detailed analysis of the potential impact on program savings related to these changes, Quantec developed a worst-case scenario that assumed that the savings associated with any measure that fully and/or partially could be impacted by the proposed changes would no longer count toward Program savings goals. Using 2006/2007 program data, the findings of our analysis suggests that the upper bound of the savings impact would be 25,560 MWh, or 23% of total.

However, due to the fact that the proposed C&S changes have not yet been approved by the CEC, the actual changes and thus their likely impact on the Program, might differ from the ones outlined in this report.

## **Background**

Resulting from a legislative mandate to reduce statewide energy consumption, in 1976 California enacted a statewide appliance standards (Title 20) followed by a statewide building standards (Title 24) in 1978.

The standards are updated periodically to account for advancing energy efficiency technologies. The California Energy Commission (CEC) is the state's primary energy policy agency and resides over the changes to the standards. Each utility can submit proposals for C&S changes to the CEC who will review the proposals and integrate any changes, if approved. The CEC reviews all code and standard recommendations put forth by any of California's utility companies.

## **Methodology**

The key objectives for this research was to identify likely changes to the California C&S that have potential to impact the food processing and agricultural sector between 2009 and 2011.

The key tasks completed include:

- Review of the legislative process related to changing C&S in California
- Detailed review of documents and information available from online sources



- Interviews with subject matter experts at each of the three<sup>1</sup> Investor Owned Utilities (IOU) in California
- Review of technical documents provided by subject matter experts.

## Findings

Following is a summary of our findings regarding proposed relevant changes to the Appliance (Title 20) and Building Standards (Title 24).

### Appliance Standards (Title 20)

Based on feedback from the interviewed utility representatives, there are no changes expected with regard to any appliance standards impacting the food processing and agricultural sector.

### Building Standards (Title 24)

Our research identified a current proposal from PG&E to make change to Title 24 that will, if adopted, impact the food processing and agricultural sector. The proposal is based on the findings of a case study of refrigerated warehouses recently completed by PG&E. Specifically, the case study identified building insulation levels, evaporator fan controls, condenser fan controls, compressor plant controls and interior lighting levels as opportunities for C&S improvements. In general, Title 24 governs C&S for applications with a floor area greater than 3,000 square feet, while those application smaller than 3,000 square feet are captured under Title 20.

Based on its findings from the Refrigerated Warehouse case study, following is an outline of the proposed changes to Title 24 by equipment type:

#### Minimum R-Values for Freezers and Coolers:

- Require adoption of Title 20 minimum specifications for floor insulation R-Values for freezer spaces. The recommended floor R-Value would increase to R-36.

#### Evaporators:

- Require that small evaporator and condenser fans of less than 1 hp be equipped with an electronically commutated motor (ECM). This would match what already is required for Title 20 walk-in coolers and freezers, but is not currently required by Title 24.

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<sup>1</sup> Subject matter experts contacted included Randall Higa, Southern California Edison , Jerine Ahmed, Sempra Utilities, (San Diego Gas & Electric (SDG&E) and Southern California Gas Co. (SCG),and Gary Fernstrom, Pacific Gas & Electric (PG&E)

- Set up mandatory requirement for variable speed controls on evaporator fan motors. This requirement would be compatible with the Title 20 requirement for ECM's on walk-in evaporators. For stand-alone split refrigeration circuits served by a single compressor system, this requirement would be exempt, but would require an ECM if the compressor motor is less than 1 hp.

#### **Condensers:**

- Set up mandatory requirement for evaporative condensers on ammonia-based refrigeration systems. This application is already a standard practice in the industry and therefore, meeting this requirement should not pose a problem.
- Adopt the current Title 20 requirement for either permanent-split capacitors (PSC) or ECM motors on condenser fans.
- Recommend using variable-speed drives (VSD) when combined with floating head pressure controls.

#### **Compressors:**

- Require variable-speed controls on at least one compressor per suction group on refrigeration plants with screw compressors or a combination of slide valve controls and parallel-unequal compressor sizing strategies that can attain an equivalent part-load performance to a compressor line with one VSD compressor.
- Require all compressors and accessories are capable of operating at a minimum condensing temperature of 70 Degrees Fahrenheit.

#### **Lighting:**

- Require maximum Lighting Power Density (LPD) for refrigerated warehouses to not exceed 0.6 Watts per Square Foot.
- Require bi-level lighting controls in storage spaces.

### **Potential Program Implications**

As part of our process evaluation, Quantec received a download of the program database containing program data for 2006 and 2007. In an effort to develop a rough estimate of the potential program impacts, specifically the potential change in savings potential related to some measures becoming partially or fully obsolete due to the proposed changes in C&S, Quantec conducted a detailed analysis of the data contained in the program database. Analysis of the

available data revealed that over the two year period, a total 15 target market measures were installed across the seven targeted subsectors<sup>2</sup> by the Food Processing & Agricultural sector.

Appendix 1.provides a summary of the distribution of measures and associated electric (kWh) and gas (Therms) savings for each subsector.

Appendix 2. shows the distribution of measures including their associated end use, and electric and gas savings.

As Appendix 2. indicates, 14 % of the measures are identified as being “custom” measures. The data set available to Quantec for this analysis did not include sufficient detail for these measures to clearly determine the specific nature of these projects. Given that, we were precluded from conducting a comprehensive assessment of the likely impact of the proposed C&S changes on the Program savings potential. However, the data did allow for the development of a worst case-scenario estimate of the C&S changes on the Program’s savings.

The scenario was develop using the following four steps:

1. Develop a list of actual target market measures installed during 2006/2007 (Appendix 1.)
2. Using the kWh savings to estimate the percentage of savings associated to each measure end use category (Appendix 2.)
3. Using engineering judgment, identify the measures that, either directly or indirectly, could be impacted if all C&S changes discussed in this memorandum were to be adopted (Table 1)
4. Add the total amount of kWh savings for all identified measures (Table 2)

Using the data shown in Appendix 1, Quantec engineers using professional judgment developed and identified all measures that potentially might be impacted by the adoption of the proposed C&S changes (Table 1). Considering the sum of the combined savings of these measures as the upper bound to the potential impact on savings potential, our analysis indicates that the measures in question represented 25,560 MWh, or 23% of the total program savings during 2006/2007. The measures were distributed over 135 participants or roughly 19% of the total program participation over the two-year period.

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<sup>2</sup> Agriculture, Dairy, Food Processing, Greenhouses, Irrigation, Wineries, Refrigerated Warehouses.

**Table 1. Affected Measures from Target Database**

MEASURE DESCRIPTION	END USE	FREQUENCY	kWh		
			MEDIAN	SUM	Raw kWh Total
AIR COMPRESSOR SYSTEM CHANGE/MODIFY	Refrigeration	27	106,351	4,627,390	4.1%
FLOATING HEAD PRESSURE (AIR-COOLED)	Refrigeration	2	227,988	455,975	0.4%
HIGH EFFICIENCY LIGHTING	Lighting	16	56,244	5,858,206	5.2%
HVAC ADJUSTABLE SPEED DRIVE	Motors	3	20,610	358,729	0.3%
HVAC CONTROLS	HVAC	1	339,076	339,076	0.3%
HVAC ENERGY EFFICIENT MOTOR	Motors	1	52,036	52,036	0.0%
HVAC OTHER MOTOR	Motors	3	389,816	1,506,572	1.3%
IMPROVED PROFILE COMPRESSORS & SIZING	Custom	3	69,918	139,836	0.1%
INSULATE BUILDING SHELL (CEILING, WALLS)	Envelope	3	221,309	442,617	0.4%
PROCESS ADJUSTABLE SPEED DRIVE	Motors	48	70,001	8,179,820	7.3%
PROCESS ENERGY EFFICIENT MOTOR	Motors	9	13,258	813,347	0.7%
REFRIGERATION CHANGE/ADD	Refrigeration	5	76,959	575,908	0.5%
REFRIGERATION CONTROLS	Refrigeration	4	104,144	576,090	0.5%
REFRIGERATION FLOATING HEAD PRESSURE	Refrigeration	1	-	-	0.0%
REFRIGERATION OTHER	Refrigeration	9	102,040	1,634,791	1.5%

**Table 2. Summary**

	Total	Affected by C&S	% Affected
MWh	112,549	25,560	23%
Therms	9,732,265	-	-
Participants	703	135	19%

## Conclusions

PG&E's strategy of enhancing energy efficiency in the Food Processing and Agricultural sector specifically targets seven sectors: agriculture, greenhouses, dairies, wineries, food processing, refrigerated warehouses, and irrigation. Based on our findings, the proposed changes have the potential of impacting all but one of the targeted subsectors, namely irrigation. Specifically fruit growers (agriculture), dairy farms and large commercial food processing facilities are most likely to be impacted by the proposed changes. Furthermore, using the distribution of implemented measures and their associated savings during 2006/2007, elimination of these measures due to the proposed C&S changes would impact roughly 23% of program savings. This estimate represents a worst-case scenario and is considered the upper bound based on historical data. However, given that the proposed changes have not yet been approved by the CEC, the specific changes to the C&S and thus their likely impact on the Program might differ from the ones outlined in this memorandum.



### Appendix 1.

MEASURE_DESCRIPTION	END USE	FREQUENCY	kWh MEDIAN	kWh SUM	Therms MEDIAN	Therms SUM	% of Total kWh	% of Total Therms
ADD HIGH EFFICIENCY CHILLER	Cooling	8	109,944	2,612,764	0	0	2%	-
AG PUMPING (CUSTOMIZED)	Pumps	4	0	0	0	0	-	-
AG PUMPS OTHER	Pumps	6	45,466	2,353,654	0	0	2%	-
AIR COMPRESSOR SYSTEM CHANGE/MODIFY	Refrigeration	27	106,351	4,627,390	0	0	4%	-
CHANGE/ADD OTHER EQUIPMENT	Custom	15	116,313	5,200,175	0	0	5%	-
CHILLER CONTROLS/OPTIMIZER	Cooling	1	1,973	1,973	0	0	0%	-
CMH INTEGRATED BALLAST PAR LAMPS	Lighting	1	1,193	1,193	0	0	0%	-
COOL ROOF	Envelope	3	14,802	55,716	0	0	0%	-
DAYLIGHTING CONTROLS	Lighting	2	22,036	44,071	0	0	0%	-
EXIT SIGN-LED-HIGH EFFICIENCY	Lighting	23	2,108	92,746	0	0	0%	-
FIXTURE MH INT PULSE START - 176 - 399 WATTS BASE CASE	Lighting	1	576	576	0	0	0%	-
FLOATING HEAD PRESSURE (AIR-COOLED)	Refrigeration	2	227,988	455,975	0	0	0%	-
GAS-FIRED BOILERS	Boiler	1	79,638	79,638	12,348	12,348	-	0%
GOODCENTS A/C CYCLING - SWITCH	Cooling	1	0	0	0	0	-	-
HEAT CURTAINS	Greenhouse	1	0	0	81,146	81,146	-	1%
HI EFF CL WSH	Washer/Dryer	2	87	174	15	30	0%	0%
HI EFF DISHWASHER LEVEL 2 - EF >= 0.68	Dishwasher	5	151	757	3	15	0%	0%
HIGH EFF. VSD CHILLER	Cooling	6	188,671	1,427,496	0	62,462	1%	1%
HIGH EFFICIENCY LIGHTING	Lighting	16	56,244	5,858,206	0	0	5%	-

HOT WATER OTHER	Hot Water Heating	4	0	0	101,970	448,158	-	5%
HVAC - OTHER	HVAC	7	274,311	2,843,979	0	0	3%	-
HVAC ADJUSTABLE SPEED DRIVE	Motors	3	20,610	358,729	0	0	0%	-
HVAC CONTROLS	HVAC	1	339,076	339,076	0	0	0%	-
HVAC ENERGY EFFICIENT MOTOR	Motors	1	52,036	52,036	0	0	0%	-
HVAC OTHER MOTOR	Motors	3	389,816	1,506,572	0	0	1%	-
IMPROVED PROFILE COMPRESSORS & SIZING	Custom	3	69,918	139,836	0	0	0%	-
INSTALL RESET CONTROLS	HVAC	4	0	0	0	0	-	-
INSTANT WATER HEATERS <= 75MBTUH	Hot Water Heating	1	0	0	99	99	-	0%
INSULATE BUILDING SHELL (CEILING, WALLS)	Envelope	3	221,309	442,617	0	0	0%	-
LIGHTING - OTHER	Lighting	24	155,617	8,140,937	0	0	7%	-
LIGHTING CONTROLS	Lighting	1	70,258	70,258	0	0	0%	-
LIQUID SUBCOOLING & CONDENSATE RECOVERY	Cooling	1	0	0	0	0	-	-
MH FIXTURES - INDOOR	Lighting	2	290,782	581,563	0	0	1%	-
NON-PROCESS BOILER CHANGE/ADD	Boiler	25	0	1,802	31,055	3,055,436	0%	31%
NON-PROCESS BOILER CONTROLS	Boiler	1	0	0	170,180	170,180	-	2%
NON-PROCESS BOILER ECONOMIZER	Boiler	5	0	0	35,660	346,877	-	4%
NON-PROCESS BOILER HEAT RECOVERY	Boiler	4	0	0	9,814	48,702	-	1%
NON-PROCESS BOILER OTHER	Boiler	2	0	0	12,600	25,199	-	0%
OVERSIZED CONDENSERS	Refrigeration	4	370,089	1,585,840	0	0	1%	-
PACKAGED HVAC SYSTEMS	HVAC	1	1,450	1,450	0	0	0%	-
PROCESS (CUSTOMIZED)	Custom	109	94,085	34,412,376	0	1,196,218	31%	12%
PROCESS ADJUSTABLE SPEED DRIVE	Motors	48	70,001	8,179,820	0	0	7%	-
PROCESS BOILER BURNERS	Boiler	2	0	0	89,427	178,854	-	2%
PROCESS BOILER CHANGE/ADD	Boiler	6	0	0	191,081	1,013,460	-	10%

PROCESS BOILER HEAT RECOVERY	Boiler	7	0	0	39,004	327,445	-	3%
PROCESS BOILER INSULATION	Boiler	4	0	0	22,581	130,733	-	1%
PROCESS BOILER OTHER	Boiler	16	0	0	28,737	1,871,662	-	19%
PROCESS CHANGE/ADD EQUIPMENT	Custom	14	82,241	5,953,198	0	0	5%	-
PROCESS CONTROLS	HVAC	5	0	250,000	0	0	0%	-
PROCESS ENERGY EFFICIENT MOTOR	Motors	9	13,258	813,347	0	0	1%	-
PROCESS HEAT RECOVERY	Heating	1	0	0	151,621	151,621	-	2%
PROCESS OTHER	Custom	40	118,537	9,599,204	0	57,446	9%	1%
PUMP RETROFIT - APPLICATION ASSISTANCE	Pumps	35	0	375	0	0	0%	-
PUMP RETROFIT - ELECTRIC	Pumps	89	30,201	5,837,870	0	0	5%	-
REFRIGERATION CHANGE/ADD	Refrigeration	5	76,959	575,908	0	0	1%	-
REFRIGERATION CONTROLS	Refrigeration	4	104,144	576,090	0	0	1%	-
REFRIGERATION FLOATING HEAD PRESSURE	Refrigeration	1	0	0	0	0	-	-
REFRIGERATION OTHER	Refrigeration	9	102,040	1,634,791	0	0	1%	-
RETROCOMMISSIONING REPAIR OF HARDWARE - 8 YR EUL	Custom	1	0	0	14,763	14,763	-	0%
SOLAR INCENTIVE - EPBB	Custom	2	294,470	588,939	0	0	1%	-
SPRINKLER TO MICRO, NO WELL, VINEYARD	Sprinklers	2	24,647	49,294	0	0	0%	-
STEAM TRAP - COMMERCIAL - ANY PRESSURE	Steam	17	0	0	4,174	140,592	-	1%
STEAM TRAP - INDUSTRIAL HIGH PRESSURE STEAM ( > 15 PSIG)	Steam	30	0	0	7,026	295,092	-	3%
STEAM TRAP - INDUSTRIAL LOW PRESSURE STEAM ( < 15 PSIG)	Steam	3	0	0	638	3,190	-	0%
TANK INSULATION (HIGH TEMP)	Insulation	1	0	0	1,477	1,477	-	0%
WHOLE BUILDING (NRNC)	Custom	4	267,587	1,258,209	0	0	1%	-
WHOLE BUILDING (NRNC) - PROCESS	Custom	14	198,509	3,942,148	0	99,060	4%	1%
TOTAL		703	4,705,485	112,548,767	1,005,416	9,732,265	100%	100%



## Appendix 2.

ENDUSE	FREQUENCY	MWh SUM	THERMS SUM	% OF TOTAL KWH	%OF TOTAL THERMS
Boiler	73	81	7,180,896	0%	74%
Cooling	17	4,042	62,462	4%	1%
Custom	202	61,094	1,367,487	54%	14%
Dishwasher	5	1	15	0%	0%
Envelope	6	498	-	0%	0%
Greenhouse	1	-	81,146	0%	1%
Heating	1	-	151,621	0%	2%
Hot Water Heating	5	-	448,257	0%	5%
HVAC	18	3,435	-	3%	0%
Insulation	1	-	1,477	0%	0%
Lighting	70	14,790	-	13%	0%
Motors	64	10,911	-	10%	0%
Pumps	134	8,192	-	7%	0%
Refrigeration	52	9,456	-	8%	0%
Sprinklers	2	49	-	0%	0%
Steam	50	-	438,874	0%	5%
Washer/Dryer	2	0	30	0%	0%
Grand Total	703	112,549	9,732,265	100%	100%



# Appendix D. Literature Review

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# **Appendix E. Staff Interview Guides**

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# Interview Guide: PG&E AFP Core Segment Manager

Name

Title

Date

Phone

## Overview

I'd like to start by getting an overview of the AFP core program.

1. Do you have a flow diagram for the program? [If so, get it mailed; if not:] Could you briefly walk me through the steps of the program?
2. What is the program theory—how do you expect the program to change the way that the target market behaves with respect to energy efficiency?
3. Do the project managers have personal savings goals? If so, what are they?
  - a. [If goals:] Have you observed any competition among project managers to meet savings goals?
4. Can you briefly describe the role of the consolidated contact person?
5. [If not answered above] How much overlap is there, if any, between the core program and the third-party programs?

## Program Administration

I'd like to clarify some details and get some follow-up information about some program implementation and administration issues.

6. First, can you clarify the process by which audit recommendations are implemented?
  - a. Do you have any information on which audit recommendations are being followed and which are not?
7. Do you use only assigned engineers to do application reviews or is some of the work handled by outside vendors?
8. About what percentage of the work falls into Savings By Design (new construction), Non-Residential Retrofit (NRR), and Mass Market (deemed savings)?
9. Can you tell me about the benchmarking process?
  - a. How is it done?
  - b. How much has been accomplished?
  - c. Has it been as effective as a motivational tool as was hoped?

## Communication

I'd like to discuss communication, both within AFP core program management and between core program staff and program customers.

10. First, I'd like to ask about the lines of communication within the AFP core program. How frequently and how formally do you communicate about program issues with the segment manager/project managers? [Probe: meetings, emails/memos, phone calls]
11. How about with...
  - a. Sales and service account reps?
  - b. Industry-assigned phone reps?
  - c. The consolidated program contact?
  - d. Engineers?
12. Have you experienced any communication challenges? For example, have there been any times when needed information didn't get delivered to the right person or didn't get delivered quickly enough?
  - a. What kinds of effects have such occurrences had on program performance?
  - b. Were you able to identify and deal with the causes? If so, how?
13. How about the communication between core program staff and customers...
  - a. How frequently do account reps communicate with customers, and how is the communication carried out?
  - b. Do other members of the program staff communicate with customers? If so, who, how frequently, and what channel?
  - c. How do customers normally contact program staff with problems or questions?
  - d. How are customers' problems and questions dealt with?
  - e. Have you noticed any differences among industry segments or customer types with respect to communication issues?
14. How would you change or improve communications, either within the core program or between program staff and customers?

## Staffing

15. How about staffing? Do you think that the staffing levels and organization for the core program are as they should be?
  - a. Have there been any challenges that could have been lessened by changing the way the program was staffed? [If yes, probe for details]
  - b. What changes might you make to the way the program is staffed?

## Tracking and Reporting

16. How about tracking and reporting procedures? Have there been any difficulties meeting program requirements?
17. There was a plan to link the audit database with the AFP database.
  - a. Was this done?
  - b. [If yes] Has it worked as planned? [Probe] Are you able to pull useful reports from it?
  - c. [If no] Why not?
18. Have you noticed whether tracking and reporting has been any easier or more challenging for different industry segments or customer types?
19. Would you recommend any changes to the procedures?

## Market Response

Next, I'd like to talk a little about how you think the market is responding to the program and its marketing and outreach.

20. First, can you briefly describe what PG&E has been doing to promote this program?

[Probes

- a. How active are the sales and service account reps in promoting the program? Are some more active than others? Are there any incentives to them?
  - b. What kinds of things have been done in partnership with other parties, such as farm/agri. orgs., USDA, CEC/PEP, DWP, CIT, and vendors?
  - c. What kinds of activities have been carried out? (technology demonstrations, E&T seminars, etc.)
  - d. In what other ways, if at all, have marketing and outreach activities been coordinated?
  - e. What activity or activities do you think have worked the best?
  - f. What have worked the least well?
21. Other than what has been done or is being planned, can you think of any activities that are needed?
  22. What kinds of things have been done or are being planned to identify any trade allies and get them involved?
    - a. Do you have any indication that vendors and TAs are marketing EE equipment based on the deemed savings?
    - b. Have you had any particular challenges in working with trade allies? If yes, what?
    - c. What have you found to be most successful in getting trade allies involved, either in terms of services that you offer or anything else?

23. Are people using the PG&E Clearinghouse to get information about the program?  
What kinds of questions are they asking?
24. What aspects of the program do your customers seem to be most interested in or most satisfied with?
  - a. What concerns have they expressed?
  - b. What has the program done or what is being planned to address those concerns?
25. The Program Implementation Plan indicated that the deemed incentives component is not expected to be a significant portion of the AFP program savings. Are you finding this to be the case? If not, why do you think that is?

### **Implementation Barriers**

I'd like to talk a little about any resistance, challenges or barriers you may have faced in implementing the program.

26. First, has the level of program participation met your expectations? If not, in what way has it not met expectations? Why do you think this has been the case?
27. Have any challenges resulted from perceptions or attitudes about the value of the program among the members of your target population? If so, what?
  - a. How have you dealt with those perceptions and attitudes?
28. How about any challenges resulting from perceptions or attitudes about the value of the program among the vendors you work with or others who work with the customers you are targeting? If so, what?
  - a. How have you dealt with those perceptions and attitudes?
29. Has anything else made it difficult for you to enroll participants and/or carry out program requirements? If so, what?
  - a. What have you done to address those difficulties?
30. Have you noticed any differences among industry segments or customer types with respect to any of the above implementation issues?

### **Coordination with 3Ps**

31. In what ways has the core program coordinated activities with third-party programs?  
[Probe for how – marketing, service delivery, work with TAs, etc.]
  - a. In what ways, if any, has this affected delivery of services? Has it helped, hindered, or had some other effect?
  - b. Do you think that service delivery would be improved by different amount or kinds of coordination? If so, what would you recommend?

## **Close**

Finally, just a few questions in closing.

32. What would you say are the program's strongest points?

33. What are its weakest points?

34. Other than what we've discussed above, what would you change about the program?

# Interview Guide: PG&E AFP Project Managers

Name

Title

Date

Phone

## Overview

1. I'd like to get an overview of your role in the AFP core program. Can you briefly describe in your own words what your role is?  
[If not answered above:]
  - a. What is your involvement in enrolling participants?
  - b. Are you required to meet any individual savings goals? [If yes] How much of a challenge is it to meet the goals? Do you feel any pressure because of this?
  - c. Do you have a particular area of expertise, either with respect to an agricultural sub-segment or a particular area of energy efficiency?
  - d. Do you work more closely with a particular sub-segment, customer type, measure type, or incentive type?
2. Can you describe those aspects of the core program with which you're most directly involved? [Probe about components: incentives, DR, distributed generation, irrigation demonstrations, education & training, pump tests, audits]

## Program Administration

I'd like to clarify some details and get some follow-up information about some program administration issues.

3. First, can you clarify the process by which audit recommendations are implemented?
4. Do you have any information on which audit recommendations are being followed and which are not?
5. There was a plan to link the audit database with the AFP database.
  - a. Was this done?
  - b. [If yes] Has it worked as planned?
  - c. [If no] Why not?
6. Can you tell me about the benchmarking process?
  - a. How is it done?
  - b. How much has been accomplished?
  - c. Has it been as effective as a motivational tool as was hoped?

## Communication

I'd like to discuss communication, both within AFP core program management and between core program staff and program customers.

7. First, I'd like to ask about the lines of communication within the AFP core program.
8. How frequently and how formally do you communicate about program issues with the segment manager/project managers? [Probe: meetings, emails/memos, phone calls]
9. How about with...
  - a. Sales and service account reps?
  - b. Industry-assigned phone reps?
  - c. The consolidated program contact?
  - d. Engineers?
10. Have you experienced any communication challenges? For example, have there been any times when needed information didn't get delivered to the right person or didn't get delivered quickly enough?
  - a. What kinds of effects have such occurrences had on program performance?
  - b. Were you able to identify and deal with the causes? If so, how?
11. How about the communication between core program staff and customers...
12. How frequently do account reps communicate with customers, and how is the communication carried out?
  - a. Do other members of the program staff communicate with customers? If so, who, how frequently, and what channel?
  - b. How do customers normally contact program staff with problems or questions?
  - c. How are customers' problems and questions dealt with?
  - d. Have you noticed any differences among industry segments or customer types with respect to communication issues?
13. How would you change or improve communications, either within the core program or between program staff and customers?

## Staffing

14. How about staffing? Do you think that the staffing levels and organization for the core program are as they should be?
  - a. Have there been any challenges that could have been lessened by changing the way the program was staffed? [If yes, probe for details]
  - b. What changes might you make to the way the program is staffed?

## Tracking and Reporting

15. How about tracking and reporting procedures? Have there been any difficulties meeting program requirements?
16. Have you noticed whether tracking and reporting has been any easier or more challenging for different industry segments or customer types?
17. Would you recommend any changes to the procedures?

## Market Response

Next, I'd like to talk a little about how you think the market is responding to the program and its marketing and outreach.

18. First, can you briefly describe what PG&E has been doing to promote this program?

[Probes

- a. How active are the sales and service account reps in promoting the program? Are some more active than others? Are there any incentives to them?
  - b. What kinds of things have been done in partnership with other parties, such as farm/agri. orgs., USDA, CEC/PEP, DWP, CIT, and vendors?
  - c. What kinds of activities have been carried out? (technology demonstrations, E&T seminars, etc.)
  - d. In what other ways, if at all, have marketing and outreach activities been coordinated?
  - e. What activity or activities do you think have worked the best?
  - f. What have worked the least well?
19. Other than what has been done or is being planned, can you think of any activities that are needed?
  20. What kinds of things have been done or are being planned to identify any trade allies and get them involved?
    - a. Do you have any indication that vendors and TAs are marketing EE equipment based on the deemed savings?
    - b. Have you had any particular challenges in working with trade allies? If yes, what?
    - c. What have you found to be most successful in getting trade allies involved, either in terms of services that you offer or anything else?
  21. Are people using the PG&E Clearinghouse to get information about the program? What kinds of questions are they asking?
  22. What aspects of the program do your customers seem to be most interested in or most satisfied with?
    - a. What concerns have they expressed?



- b. What has the program done or what is being planned to address those concerns?
- 23. The Program Implementation Plan indicated that the deemed incentives component is not expected to be a significant portion of the AFP program savings. Are you finding this to be the case? If not, why do you think that is?

### **Implementation Barriers**

I'd like to talk a little about any resistance, challenges or barriers you may have faced in implementing the program.

- 24. First, has the level of program participation met your expectations? If not, in what way has it not met expectations? Why do you think this has been the case?
- 25. Have any challenges resulted from perceptions or attitudes about the value of the program among the members of your target population? If so, what?
- 26. How have you dealt with those perceptions and attitudes?
- 27. How about any challenges resulting from perceptions or attitudes about the value of the program among the vendors you work with or others who work with the customers you are targeting? If so, what?
- 28. How have you dealt with those perceptions and attitudes?
- 29. Has anything else made it difficult for you to enroll participants and/or carry out program requirements? If so, what?
- 30. What have you done to address those difficulties?
- 31. Have you noticed any differences among industry segments or customer types with respect to any of the above implementation issues?

### **Coordination with 3Ps**

- 32. In what ways has the core program coordinated activities with third-party programs?  
[Probe for how – marketing, service delivery, work with TAs, etc.]
  - a. In what ways, if any, has this affected delivery of services? Has it helped, hindered, or had some other effect?
  - b. Do you think that service delivery would be improved by different amount or kinds of coordination? If so, what would you recommend?

### **Close**

Finally, just a few questions in closing.

- 33. What would you say are the program's strongest points?

34. What are its weakest points?

35. Other than what we've discussed above, what would you change about the program?

# Interview Guide: PG&E AFP Account Reps

Name

Title

Date

Phone

## Overview

1. I'd like to start by getting an overview of your role in the AFP core program. Can you briefly describe in your own words what your role is?
  - a. [If not answered above] Do you have a particular area of expertise, either with respect to an agricultural sub-segment or a particular area of energy efficiency?
  - b. [If not answered above] Do you work more closely with a particular sub-segment, customer type, measure type, or incentive type?
  - c. [If not answered above] Can you describe your role in the audit process? What other program staff have a role in this process and what is that role?

## Communication

I'd like to discuss communication, both with AFP program management and other staff and with customers.

2. First, I'd like to ask about the lines of communication within the AFP core program.
3. How frequently and how formally do you communicate about program issues with AFP program managers (the segment manager and project managers) and other program staff (e.g., engineers)? [Probe: meetings, emails/memos, phone calls?
  - a. What kinds of communication do you have with program managers about customer leads?
4. Have you experienced any communication challenges? For example, have there been any times when needed information didn't get delivered to the right person or didn't get delivered quickly enough?
  - a. What kinds of effects have such occurrences had on your customers in terms of their ability to get projects approved and implemented?
  - b. Were you able to identify and deal with the causes? If so, how?
5. After your initial contact with a customer about the program, how and how often do you communicate with that customers about his or her involvement in the program?

[Probes]

- a. After a customer has indicated interest in the program, how frequently do you communicate with that customer about the program, and how is the communication carried out?
  - b. How frequently do you go on customer calls? Do you go by yourself or do program staff (such as project managers) or PG&E engineers accompany you?
  - c. Do you help customers identify additional funding for projects, such as low-interest loans or other state funding sources?
  - d. Do customers contact you with problems or questions? How often and what kinds of problems/questions?
  - e. If a customer has a problem or question about a project, how are they dealt with?
  - f. Have you noticed any differences among industry sub-segments or customer types with respect to communication issues?
6. How would you change or improve communications within the AFP program?

### **Staffing**

7. How about staffing? Do you think that there is sufficient S&S staffing to adequately support the AFP program?
- a. Have there been any challenges that could have been lessened by changing staffing? [If yes, probe for details]
  - b. What changes might you make to staffing?

### **Support**

8. Do you receive sufficient support from the food & ag staff to be able to do your job correctly?
- a. [If not] In what ways has support been insufficient?
  - b. What changes would you like to see?

### **Record Keeping and Reporting**

9. How about record keeping and reporting? Can you describe what your record keeping and reporting requirements are regarding the food & ag program?
- a. Do you have any difficulties meeting these requirements?
  - b. [If yes] What poses the greatest challenge to you in this area?
  - c. Would you recommend any changes to the procedures?

### **Market Response**

Next, I'd like to talk a little about how you think the market is responding to the program and its marketing and outreach.

10. First, can you briefly describe your role in promoting this program? [Probe: directly promoting to accounts, attending events, etc.]

- a. What kind of feedback have you gotten for these activities, either from attendees at events or later, from accounts of yours that attended?
  - b. What do you think has worked the best?
  - c. What has worked the least well?
11. Other than what has been done or is being planned, can you think of any activities that are needed?
12. In working with customers, what kind of feedback have you received about the program, including about other program staff?
13. What aspects of the program do your customers seem to be most interested in or most satisfied with?
- a. What concerns have they expressed?
  - b. What has the program done or what is being planned to address those concerns?
14. What kinds of interactions do you have with trade allies and vendors?  
Have you noticed any particular challenges in working with them? If yes, what?

### **Coordination with 3Ps**

15. Do you have any interaction with the management or staff of third-party programs?
- a. [Probe] What kind and how much?
  - b. In what ways, if any, has this affected delivery of services, in either the core program or the third-party programs? Has it helped, hindered, or had some other effect?
  - c. Do you think that service delivery would be improved by different amount or kinds of coordination? If so, what would you recommend?

### **Close**

Finally, just a few questions in closing.

16. What would you say are the program's strongest points?
17. What are its weakest points?
18. Other than what we've discussed above, what would you change about the program?

# **Interview Guide: PG&E AFP Account Representatives – Low Contact**

Name

Title

Date

Phone

## **Overview**

I'd like to start by getting an overview of your role.

1. Do you have assigned accounts or do you cover an area?
  - a. [If assigned accounts] About how many accounts do you have in the ag & food processing?
  - b. [If not answered above] Would you characterize most of your accounts in that segment as small, medium, or large?
  - c. What types of ag & food processing customers do you have (e.g., wineries, dairies, farms, food processors)?
2. Have your accounts done calculated retrofit and new construction projects? [Probe for more than yes/no answer – Retrofit? New? Both? Neither?]
3. Do you work with the Project Managers in Patsy Dugger's group in getting applications processed in the ag & food processing segment?
  - a. [If not answered] At what point do you get Project Managers involved?
  - b. Who do you mainly work with?
  - c. Is there any difference between NRR and NRNC projects in terms of how you work with Project Managers?
4. Have you been involved in any integrated audits? [If yes] Can you describe your role and the role of any other program staff in the audit process?

## **Communication**

I'd like to discuss communication, both with AFP program management and other staff and with customers.

5. First, I'd like to ask about the lines of communication within the AFP core program.
6. How frequently and how formally do you communicate about program issues with Patsy's group? [Probe: meetings, emails/memos, phone calls?]
7. Do you participate in Patsy's biweekly conference calls? How often?
8. How frequently do you communicate with the people reviewing applications?

9. Does this differ for retrofit or new construction?
10. What kinds of communication do you have with project managers about customer leads (e.g., do you get leads from them, do they give leads to you), and does this differ for retrofit and new construction?
11. Have you experienced any communication challenges? For example, have there been any times when needed information didn't get delivered to the right person or didn't get delivered quickly enough?
  - a. What kinds of effects have such occurrences had on your customers in terms of their ability to get projects approved and implemented?
  - b. Were you able to identify and deal with the causes? If so, how?
12. After your initial contact with a customer about the program, how and how often do you communicate with that customers about his or her involvement in the program?
13. How is the communication carried out?
14. How frequently do you go on customer calls? Do you go by yourself or do program staff (such as project managers) or project reviewers accompany you?
15. Do you help customers identify additional funding for projects, such as low-interest loans or other state funding sources?
16. Do customers contact you with problems or questions? How often and what kinds of problems/questions?
17. If a customer has a problem or question about a project, how are they dealt with?
18. Have you noticed any differences among different customer types (e.g., wineries versus dairies) with respect to communication issues?
19. How would you change or improve communications within the AFP program?

## **Staffing**

20. How about staffing? Do you think that there is sufficient S&S staffing to adequately support the AFP program?
  - a. Have there been any challenges that could have been lessened by changing staffing? [If yes, probe for details]
  - b. What changes might you make to staffing?

## **Support**

21. Do you receive sufficient support from the food & ag staff to be able to do your job correctly?

- a. [If not] In what ways has support been insufficient?
- b. What changes would you like to see?

## **Record Keeping and Reporting**

- 22. How about record keeping and reporting? Can you describe what your record keeping and reporting requirements are regarding the food & ag program?
- 23. Do you have any difficulties meeting these requirements?
  - a. [If yes] What poses the greatest challenge to you in this area?
- 24. [If not answered above]
  - a. Are you able to access on-line databases to get information on project status? [If yes] How do you do that? What is the database called?
  - b. Have you heard of something called Apptrack? [If yes] What is it? Do you have access to it?
- 25. Would you recommend any changes to the tracking and reporting procedures?

## **Market Response**

Next, I'd like to talk a little about how you think the market is responding to the program and its marketing and outreach.

- 26. First, can you briefly describe your role in promoting this program? [Probe: directly promoting to accounts, attending events, etc.]
  - a. What kind of feedback have you gotten for these activities, either from attendees at events or later, from accounts of yours that attended?
  - b. What do you think has worked the best?
  - c. What has worked the least well?
- 27. Other than what has been done or is being planned, can you think of any activities that are needed?
- 28. In working with customers, what kind of feedback have you received about the program, including about other program staff?
- 29. What aspects of the program do your customers seem to be most interested in or most satisfied with?
  - a. What concerns have they expressed?
  - b. What has the program done or what is being planned to address those concerns?
- 30. What kinds of interactions do you have with trade allies and vendors?
  - a. Have you noticed any particular challenges in working with them? If yes, what?



## **Coordination with 3Ps**

31. Do you have any interaction with the management or staff of third-party programs?  
[List them if necessary: Onsite (cold storage), Ensave (dairies), Resource Solutions Group (wineries), Sunpower (winery & wastewater), VaCom (refrigeration), Richard Heath (Light exChange)]  
[Probes]
- a. Which programs have you had interaction with?
  - b. What kind of interaction and how much?
  - c. Do you feel as if the third-party programs compete with PG&E for customers?
  - d. Do the third-party programs keep you in the loop about what they are doing? Do they let you know what customers they are contacting and let you know what's going on with projects?
  - e. In what ways, if any, has your interactions affected delivery of services, in either the core program or the third-party programs? Has it helped, hindered, or had some other effect?
  - f. Do you think that service delivery would be improved by different amount or kinds of coordination? If so, what would you recommend?

## **Close**

Finally, just a few questions in closing.

32. What would you say are the program's strongest points?
33. What are its weakest points?
34. Other than what we've discussed above, what would you change about the program?

# Interview Guide: PG&E AFP Industry-Assigned Phone Reps

Name

Title

Date

## Overview

1. I'd like to start by getting an overview of your role in the AFP core program. Can you briefly describe in your own words what your role is?

## Communication

I'd like to discuss communication, both with AFP program management and other staff and with customers.

2. First, I'd like to ask about the lines of communication within the AFP core program.
3. How frequently and how formally do you communicate about program issues with AFP program managers (the segment manager and project managers) and other program staff (e.g., engineers)? [Probe: meetings, emails/memos, phone calls?]
4. Have you experienced any communication challenges? For example, have there been any times when needed information didn't get delivered to the right person or didn't get delivered quickly enough?
  - a. What kinds of effects have such occurrences had on program performance?
  - b. Were you able to identify and deal with the causes? If so, how?
5. Can you describe your communication with customers about the program?  
[Probes]
  - a. How frequently do you communicate with a customer about the program, and how is the communication carried out?
  - b. Do customers contact you with problems or questions? How often and what kinds of problems/questions?
  - c. How are customers' problems and questions dealt with?
6. How would you change or improve communications within the AFP program?

## Staffing

7. How about staffing? Do you think that the staffing levels and organization for the AFP program are as they should be?
  - a. Have there been any challenges that could have been lessened by changing the way the program was staffed? [If yes, probe for details]
  - b. What changes might you make to the way the program is staffed?

## **Support**

8. Do you receive sufficient support from program managers and other staff to be able to do your job correctly?
  - a. [If not] In what ways has support been insufficient?
  - b. What changes would you like to see?

## **Record Keeping and Reporting**

9. How about record keeping and reporting? Can you describe what your record keeping and reporting requirements are?
  - a. Do you have any difficulties meeting these requirements?
  - b. [If yes] What poses the greatest challenge to you in this area?
  - c. Would you recommend any changes to the procedures?

## **Market Response**

Next, I'd like to talk a little about how you think the market is responding to the program and its marketing and outreach.

10. First, can you briefly describe your role, if any, in promoting this program? [Probe: directly promoting to accounts, attending events, etc.]
  - a. What kind of feedback have you gotten for these activities, either from attendees at events or later, from accounts of yours that attended?
  - b. What do you think has worked the best?
  - c. What has worked the least well?
11. Other than what has been done or is being planned, can you think of any activities that are needed?
12. In working with customers, what kind of feedback have you received about the program?
13. What aspects of the program do your customers seem to be most interested in or most satisfied with?
  - a. What concerns have they expressed?
  - b. What has the program done or what is being planned to address those concerns?
14. What kinds of interactions, if any, do you have with trade allies and vendors?  
Have you noticed any particular challenges in working with them? If yes, what?

## **Coordination with 3Ps**

15. Do you have any interaction with the management or staff of third-party programs?
  - a. [Probe] What kind and how much?

- b. In what ways, if any, has this affected delivery of services, in either the core program or the third-party programs? Has it helped, hindered, or had some other effect?
- c. Do you think that service delivery would be improved by different amount or kinds of coordination? If so, what would you recommend?

## **Close**

Finally, just a few questions in closing.

- 16. What would you say are the program's strongest points?
- 17. What are its weakest points?
- 18. Other than what we've discussed above, what would you change about the program?

# Interview Guide: PG&E Ag Engineers

Name

Title

Date

Phone

## Overview

I'd like to start by getting an overview of your role in the AFP core program.

1. Can you briefly summarize your role, including the nature of your interactions with PG&E management and staff and with customers?  
[If not answered already:]
  - a. Do you have a role in performing audits or in recommending actions based on audits? [If yes] Can you describe your role?
  - b. Do you provide design assistance and review of Savings By Design applications for new construction or for Non-Residential Retrofit applications?
  - c. Can you briefly describe what you do for each type of project and how much time is involved?
  - d. In total, about how long does it take to process one application?
  - e. Is there a backlog?
  - f. If there is a question about or issue with the application, how is that handled?
2. Do you have a particular area of expertise, either with respect to an agricultural sub-segment or particular types of equipment or technology?
3. Do you work more closely with a particular sub-segment, customer type, or measure type?
4. Is all your work focused in the agricultural sector or is some of your time spent in other sectors? If so, which ones?
  - a. Has having to split your time between different sectors posed any challenges for you? If so, what?

## Communication

I'd like to discuss communication, both within members of PG&E's AFP core program management and program customers.

5. First, how frequently and how formally do you communicate with PG&E management and staff (i.e., the segment manager, project managers, account reps, phone reps, the consolidated program contact)? [Probe: meetings, emails/memos, phone calls]

6. Is the type and amount of communication (with PG&E management and staff) sufficient for you to be able to do your job?  
[If not sufficient]
  - a. In what ways has it been insufficient?
  - b. What were the effects on your ability to do your job?
  - c. Were the causes dealt with adequately? If so, how?
7. How about your communication with customers? Do you have any issues there or any suggestions?
8. In working with customers, what kind of feedback have you received about the program?
9. How would you change or improve communications in the program?

### **Support**

10. Do you receive sufficient support from program managers and other staff to be able to do your job correctly?
  - a. [If not] In what ways has support been insufficient?
  - b. Do you think that the engineering design staffing for this program is sufficient to get the job done?
  - c. What changes would you like to see?

### **Record Keeping and Reporting**

11. How about record keeping and reporting? Can you describe what your record keeping and reporting requirements are?
  - a. Do you have any difficulties meeting these requirements?
  - b. [If yes] What poses the greatest challenge to you in this area?
  - c. Would you recommend any changes to the procedures?

### **Interaction with Trade Allies and Vendors**

12. What kinds of interactions do you have with trade allies and vendors?
  - a. Have you noticed any particular challenges in working with them? If yes, what?

### **Coordination with 3Ps**

13. Do you have any interaction with the management or staff of third-party programs?
  - a. [Probe] What kind and how much?
  - b. In what ways, if any, has this affected delivery of services, in either the core program or the third-party programs? Has it helped, hindered, or had some other effect?
  - c. Do you think that service delivery would be improved by different amount or kinds of coordination? If so, what would you recommend?

## **Close**

Finally, just a few questions in closing.

14. What would you say are the program's strongest points?
15. What are its weakest points?
16. Other than what we've discussed above, what would you change about the program?

# Interview Guide: PG&E AFP 3P Program Staff

Name  
Title  
Company  
Program  
Date  
Phone

## Program Overview

1. I'd like to start by getting an overview of the program from you. Can you briefly describe in your own words how the program operates? [Getting at "implementer engagement"]
  - a. [Probe, if not answered above] Specifically, what products and services does your program offer?
  - b. Do you have a flow diagram for the program? (If so get it emailed, if not) Could you briefly walk me through the steps of the program?
  - c. What is the program theory – how do you expect the program to change the way that the target market behaves with respect to energy efficiency?
2. Is there overlap in terms of territory covered or services delivered between your program and the AFP core program or with other of the AFP third-party programs? If so, how is that overlap managed?
3. Has your program coordinated activities at all with the PG&E AFP core program? [Probe for how – marketing, service delivery, work with TAs, etc.]
  - a. [If reports coordination] In what ways, if any, has this affected delivery of services? Has it helped, hindered, or had some other effect?
  - b. [If no coordination] Do you think that service delivery would be improved by greater coordination? If so, what would you recommend?

## Communication

4. I'd like to discuss communication, both among your program staff, between your staff and PG&E staff, and between your staff and your customers.
5. First, what are the lines of communication within your program staff? How frequently and how formally do you communicate about program issues? (Probe: meetings, emails/memos, phone calls?)
6. Have you experienced any communication challenges? For example, have there been any times when needed information didn't get delivered to the right person or didn't get delivered quickly enough?
  - a. What kinds of effects have such occurrences had on program performance?



- b. Were you able to identify and deal with the causes? If so, how?
- 7. How do you communicate with PG&E staff? Is communication always as smooth as you'd like it to be?
  - a. What communication challenges have you experienced, if any?
  - b. How did you identify and deal with the causes?
- 8. Can you describe your communication with customers? For example, how frequently do members of the program staff communicate with customers, and how is the communication carried out?
  - a. Do customers have a way to contact program staff with problems or questions? How?
  - b. How are customers' problems and questions dealt with?
- 9. How would you change or improve communications, either within the program, between your staff and PG&E, or between your staff and your customers?

## **Staffing**

- 10. How about staffing? Do you think that the staffing levels and organization for your program are as they should be?
  - a. Have there been any challenges that could have been lessened by changing the way the program was staffed? [If yes, probe for details]
  - b. What changes might you make to the way the program is staffed?

## **Tracking and Reporting**

- 11. How about tracking and reporting procedures? Do you have any difficulties meeting PG&E's requirements?
  - a. Would you recommend any changes to the procedures?

## **Program Administration**

I'd like to clarify some details and get some follow-up information about some program administration issues.

- 12. First, [if not answered above] does your program offer audits to customers to determine what actions should be taken?
  - a. [If yes] How are audit recommendations implemented?
  - b. Do you have any information on which audit recommendations are being followed and which are not?
- 13. Does your program offer benchmarking?
  - a. [If yes] How is it done?
  - b. How much has been accomplished?
  - c. Has it been effective as a motivational tool?

## **Market Response**

Next, I'd like to talk a little about how you think the market is responding to the program and its marketing and outreach.

14. First, can you briefly describe what PG&E and your staff have been doing to promote this program?
  - a. Have marketing and outreach activities been coordinated in any way? If so, how?
  - b. What do you think has worked the best?
  - c. What has worked the least well?
15. Other than what has been done or is being planned, can you think of any activities that are needed?
16. What kinds of things have been done or are being planned to identify any trade allies and get them involved?
  - a. Have you had any particular challenges in working with trade allies? If yes, what?
  - b. What have you found to be most successful in getting trade allies involved, either in terms of services that you offer or anything else?
17. What aspects of the program do your customers seem to be most interested in or most satisfied with?
  - a. What concerns have they expressed?
  - b. What has the program done or what is being planned to address those concerns?

## **Implementation Barriers**

I'd like to talk a little about any resistance, challenges or barriers you may have faced in implementing the program.

18. First, has the level of program participation met your expectations? If not, in what way has it not met expectations? Why do you think this has been the case?
19. Have any challenges resulted from perceptions or attitudes about the value of the program among the members of your target population? If so, what?
  - a. How have you dealt with those perceptions and attitudes?
20. How about any challenges resulting from perceptions or attitudes about the value of the program among the vendors you work with or others who work with the customers you are targeting? If so, what?
  - a. How have you dealt with those perceptions and attitudes?
21. Has anything else made it difficult for you to enroll participants and/or carry out program requirements? If so, what?
  - a. What have you done to address those difficulties?

## **Close**

Finally, just a few questions in closing.

22. What would you say are the program's strongest points?

23. What are its weakest points?

24. Other than what we've discussed above, what would you change about the program?

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# Appendix F. Interim Memo I

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Interim Memorandum #1

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# **Process Evaluation of PG&E's Agricultural and Food Processing Program: Staff Interview Findings**

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Prepared for:  
Pacific Gas & Electric (PG&E)

Date



*Raising the bar in analytics™*

Prepared by:  
Staff  
Quantec, LLC  
Research Into Action, Inc.

Document1



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# Executive Summary

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In December 2007, Pacific Gas & Electric (PG&E) awarded Quantec LLC a contract to conduct a process evaluation of the Agricultural and Food Processing (AFP) Program. This is the first of two interim memorandums from the process evaluation. This memorandum summarizes the findings from interviews with PG&E and third-party (3P) program staff and presents logic model and process flow models for the programs, based on our findings.

## Description of Programs

To enhance the adoption of integrated demand side management among PG&E's diverse agricultural and food processing customers, the AFP program coordinates a range of products and services, which are delivered through a combination of program activities provided directly by PG&E and programs delivered by six 3P implementers. The underlying theory is that programs targeted to specific markets can focus marketing and outreach activities and leverage segment-specific expertise and experience, thereby producing a better response than generalized interventions.

PG&E's direct delivery, or core, programs target the range of customer types within the AFP segment and consist of the calculated incentive programs, encompassing both Nonresidential New Construction (NRNC) and Nonresidential Retrofit (NRR), and the mass market or deemed incentive program. Each of the six 3P programs either is targeted at specific sub-sectors (dairies and wineries), addresses specific technologies or equipment types (refrigeration, high-efficiency lighting), or offers a novel approach to energy efficiency (combined solar and efficiency).

PG&E's core calculated incentive programs and the 3P programs were the focus of this evaluation.

## Methodology

Our team conducted 39 in-depth interviews with PG&E core program and 3P program implementation staff, using structured interview guides that were based on input from the Segment Manager and a thorough review of documents provided by PG&E. The interviews explored program processes, implementer engagement, customer-service culture, and market response. We completed interviews with all key core and 3P program staff and a large number of PG&E Service & Sales Account Representatives. Together, the completed interviews provided both breadth and depth of perspectives on the program in general and many specific aspects in particular.

Using the information collected during the interviews, we revised the single segment-level logic model prepared by Hescong-Mahone Group in June 2006 and prepared additional logic models for PG&E's core program and each of the six 3P programs. We also developed process flow models to detail information flows between PG&E, the 3P implementers, and customers.

The remainder of this Executive Summary presents a summary of our findings and our conclusions and recommendations. In the body of this report, the findings are presented at length separately from the conclusions and recommendations.

## Findings

### Core Program Findings

PG&E's core energy efficiency programs for the AFP segment appear to be highly successful. Participants are satisfied with the program's range of services and incentives. Other strong points include the program staff and the marketing and outreach.

There were several differences between the process flow for NRNC and NRR projects. Most informants agreed that the NRNC process works well. An AFP Project Manager takes complete "ownership" of each project and manages the information flow among the various groups involved in the process. However, some challenges were identified with the NRR process. Issues include the fact that it seems overly complex to participants; in many cases, application approval takes longer than expected; and program managers in the Portfolio Management Resource (PMR) often do not give timely feedback or clear explanations of policies and/or procedures; as a result, the decisions they make sometimes are viewed as arbitrary or inappropriate. Amending the program to respond to these challenges may make it possible to achieve even higher levels of customer satisfaction and program success.

Some improvements could be achieved through relatively simple changes, such as reviewing the paperwork sent to participants. However, a more fundamental issue is that the theory behind establishing a segment-specific program has not been fully applied to the NRR component of the AFP program.

This has two important implications for NRR. First, there is no single group responsible for managing the information flow among the various groups, as the AFP Project Managers do for NRNC. Second, there does not appear to be a consistent expectation about the role of Account Representatives beyond promoting the program and assisting with some pre-field inspections.

### 3P Program Findings

Reported success has varied among the 3P programs, with three reporting that participation has met or exceeded goals and three reporting that it has been lower than expected, one of which has not implemented any projects at all. Reasons for failing to achieve participation goals include competition from other programs in the segment, staffing challenges, the long time required to get capital approved to complete projects, and failure to consider the specific scheduling issues of potential partner organizations when planning outreach activities.

None of the 3Ps reported any challenges relating to their internal program management or communication and coordination, and only one reported issues relating to the process flow of its specific program.

Coordination generally is good between the 3P programs and core program staff, although some PG&E staff have reported lack of coordination by some 3P staff and that some customers have been unclear that the 3P programs are part of PG&E's overall portfolio. Moreover, two 3P implementers were concerned that PG&E was not representing their programs sufficiently to PG&E customers.

## Conclusions and Recommendations

The following conclusions and recommendations address the findings described above, with specific reference to issues related to the core program logic as well as to communication, project tracking and reporting, and coordinating with 3P programs.

***Conclusion 1— NRR process lacks central point of coordination:*** No single group with segment-specific knowledge acts as a central point of coordination in the NRR process, taking ownership of all projects and coordinating all interactions. As a result, the process does not run smoothly. Program staff supported giving the Project Managers a central role in NRR. They can help Account Representatives recommend additional measures, they facilitate communication between the Review Engineers and other parties, and their involvement makes it more likely that an application will be accepted, saving time and effort for all involved.

***Recommendation 1:*** PG&E should consider giving AFP Project Managers a more central, project-owning role in the NRR process, similar to their role in NRNC. This may allow the process to be simplified somewhat.

***Conclusion 2— Account Representatives vary in level of preparation to support program activities:*** Account Representatives vary in terms of how well they are prepared to support program activities, including promotion of the programs, helping customers calculate savings, tracking projects, and facilitating information flow between customers and other program staff. Servicing accounts in multiple market segments can make it difficult for Account Representatives to focus their efforts within AFP. In addition, the Account Representatives may benefit from more focus on how to sell the program offerings to the segment.

***Recommendation 2:*** PG&E should provide Account Representatives more thorough training and education on program policies and procedures and on how to convey the policies and procedures to participants. In addition, PG&E should review the marketing kit for Account Representatives to ensure that it provides all necessary tools and collateral to promote the programs effectively.

***Recommendation 3:*** PG&E should consider establishing a group of dedicated AFP Account Representatives.

***Recommendation 4:*** The AFP segment management should consider modifying outreach to Service & Sales staff to focus more on how to sell the program offerings rather than on the technical aspects of program offerings.

***Conclusion 3— Communication is generally good, but some adjustments could improve program success:*** The interviews identified two main points where improvements in

communication could result in greater program success: a) between Review Engineers and Account Representatives regarding requests for information from a customer; and b) the time it takes for the PMR group to respond to inquiries from other program staff.

**Recommendation 5:** PG&E should amend the NRR procedures to ensure that all other program staff notify the appropriate Account Representative, when applicable, whenever some input is expected from a participant or a delay is anticipated. (Note: This may not be necessary if Project Managers are given a central, project-owning role in the NRR process, as per Recommendation 1.)

**Recommendation 6:** PMR should attempt to provide clear and direct explanations for all new decisions and communicate them proactively to all concerned parties and should consider modifying its rule-making process to incorporate feedback.

**Conclusion 4— *Project tracking & reporting system needs to be improved:*** It is not clear that the tracking tools permit efficient data management and report generation; field staff do not have consistent level of access to and understanding of how to use the tools; and there does not appear to be a consistently followed process for generating and distributing regular process reports.

**Recommendation 7:** In development of the proposed online project tracking and reporting system, PG&E should incorporate the features described in the *Project Tracking and Reporting* section of this report. PG&E also should review its procedures for updating records, generating reports, and training staff in the use of current and planned project tracking and reporting tools.

**Conclusion 5— *3P programs have not been consistently successful:*** Participation is below the target for half of the 3P programs. Contributing factors include redundancy in the services offered by some of the programs, lack of program information on the PG&E website, and (in one case) failure to anticipate the impact of the school year schedule on recruiting nonprofit partner organizations to implement a program within the AFP segment. Coordination generally is good between the 3Ps and core program, but it may not be clear to some customers that the 3Ps are part of PG&E's overall portfolio.

**Recommendation 8:** PG&E should reduce the difference between the incentives offered by 3P and core programs and request proposals for programs targeted at market niches underserved by the core programs, reportedly under consideration. PG&E also should perform a strict review of proposed marketing plans to ensure that they consider any circumstances that are unique to their marketing targets, such as timing or scheduling issues.

**Recommendation 9:** For the remainder of the current contract cycle, PG&E should consider asking 3P programs to coordinate all customer contact through the PG&E Account Representatives.

A separate analysis performed for PG&E by Newcomb Anderson McCormick, Inc., produced several recommendations, some of which overlap with ours. The clearest agreement was that AFP Project Managers should be given greater control over NRR projects. There were points of both convergence and divergence on other recommendations, as detailed more fully below.



# 1. Introduction

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In December 2007, Pacific Gas & Electric (PG&E) awarded Quantec LLC a contract to conduct a process evaluation of the Agricultural and Food Processing (AFP) Program.

## Purpose of the Evaluation

As outlined in the M&E plan, the key tasks to be completed during this process evaluation are to:

1. Determine the effectiveness of existing relationships.
2. Determine current market barriers and opportunities.
3. Perform a Market Characterization of the agricultural and food processing market in PG&E's service territory.
4. Provide a snapshot assessment of free ridership and participant market effects.

This report constitutes the first interim report on the findings to date. Specifically, this report documents our findings from interviews with PG&E and third-party (3P) program staff and the development of logic model and process flow models for the programs.

## Brief Description of the Programs

The AFP program coordinates a range of products and services designed to enhance adoption of integrated demand side management among the diverse agricultural and food processing customers in PG&E's service area. The objective is to provide the most cost-effective, comprehensive, relevant portfolio of program elements for the targeted customers to achieve PG&E's energy procurement strategy.

The AFP program seeks to involve customers, industry vendors and trade allies, third parties, technical industry consultants, and various partners (local, industry, state, national, and federal) in a cooperative environment that promotes energy management through the delivery of a variety of program elements. The program elements are delivered through a combination of core program activities provided directly by PG&E and programs delivered by six 3P implementers.

### Core Program

The core program offers a diverse portfolio of products and services to the target market segments. These products and services encompass education and training, calculated incentives, and deemed incentives as well as coordination with internal demand response and distributed generation programs to integrate these program offerings and opportunities to better serve the customer.

Education and training encompasses integrated energy audits, which includes pump testing; design assistance and on-site evaluations and activities to ensure that energy efficiency equipment functions as intended (e.g., for refrigerated warehouses); adoption of codes and standards or industrial best practices; and presentation of emerging technologies and technology demonstrations.

The program offers calculated incentives for more complex or customized Retrofit and New Construction Projects and provides technical design assistance for customers. Program collaterals, offerings, and incentive rates are aligned with the statewide programs “Savings By Design” and “Standard Performance Contract” to the extent possible.

The AFP Program also assembles and delivers market-targeted information on PG&E’s deemed incentives and rebates. The deemed incentives, or mass market, component was not expected to be a significant portion of the AFP Program savings delivery.<sup>1</sup> Therefore, this evaluation focused on the activities associated with the calculated approach.

## Third-Party Programs

The AFP Program integrates six 3P offerings.

### ***Dairy Energy Efficiency Program***

The Dairy Energy Efficiency Program (DEEP) is offered by EnSave, Inc., located in Richmond, Vermont. EnSave provides a range of energy efficiency and resource conservation solutions to agricultural producers and food processors. DEEP promotes the installation of five deemed energy efficiency measures and a calculated custom lighting package among dairy producers within PG&E’s service territory. The deemed measures are: milking vacuum pump variable speed drives, plate coolers, compressor heat recovery units, milk transfer pump variable speed drives, and scroll compressors. Rebates from the custom lighting package are calculated on the basis of kWh saved.

### ***Industrial Cold Storage/Food Processing Efficiency***

On Site Energy, with branches in New York, New Jersey, and Connecticut, primarily offers power, cooling, and heating equipment rentals. Its Industrial Cold Storage/Food Processing Efficiency (ICS/FPE) Program promotes energy efficiency in the cold storage warehouse and food processing market. Proposals to customers focus primarily on comprehensive refrigeration system retrofits, lighting retrofits involving new T-5 fluorescent fixtures, variable frequency drives on process pumps and fans, and comprehensive compressed air system measures. On Site’s program seeks to capture the attention of key decision makers by producing financial returns that meet the strict investment requirements and short payback periods of these customers.

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<sup>1</sup> *Agricultural and Food Processing Segment Full Program Theory and Logic Model*. Prepared by The Hescong Mahone Group, Inc., June 30, 2006.

### ***Combined Approach to Solar and Efficiency***

SunPower Corporation, headquartered in San Jose, California, provides large-scale solar power systems using high-efficiency photovoltaic (PV) cell technology for residential, commercial, and utility-scale power plant customers. The Combined Approach to Solar and Efficiency (CASE) program offers additional demand side management (DSM) services to SunPower's existing and prospective PV system clients in the Agricultural Food Processing segments. In addition to the immediate benefits to PG&E's customer base and energy efficiency portfolio, the model of the CASE program is well aligned with the overall objectives and direction of the CPUC's newly released California Solar Initiative (CSI) program.

### ***Industrial Refrigeration Performance Plus***

The Industrial Refrigeration Performance Plus (IRPP) is offered by VaCom Technologies. Headquartered in La Verne, California, VaCom designs and implements high-payback industrial refrigeration systems using energy-efficient control technologies. The IRPP program promotes energy efficiency to companies in the cold storage and food processing market, for which large-scale refrigeration systems are a large portion of the electric load. VaCom targets larger facilities where the refrigeration plants are often complex systems that have evolved through numerous modifications and additions. Existing facilities are retrofitted, emphasizing refrigeration system improvements as well as addressing lighting, envelope, pumping, air handling and related process equipment.

### ***Light exChange Program***

Richard Heath & Associates (RHA) is a project design and management and social marketing firm that focuses in the areas of energy, health, and telecommunications. RHA is headquartered in Fresno, California. Its Light exChange Program (LCP) is a relatively small pilot program to replace mercury vapor yard lights (MVYL) with 70-watt high-pressure sodium yard lights (HPSYL) with photocells in rural areas of northern California. Through partnerships with non-profit community- and school-based groups, the program offers free direct install of lighting measures.

### ***Wine Industry Efficiency Solutions***

Resource Solutions Group (RSG), the Wine Industry Efficiency Solutions (WIES) program implementer, provides a range of resource efficiency-related services, including program design and program implementation. It is located in Half Moon Bay, California. WIES promotes the installation of energy efficiency measures among small to medium-sized wineries and wine grape growers in PG&E's service territory. RSG identifies efficiency improvement opportunities and offers financial incentives to encourage installation of energy efficiency measures. RSG offers participants the additional option of receiving installation support services, which are designed to assist customers with the confusing and often tedious tasks involved in implementing efficiency projects.

## Methodology

Our team conducted in-depth interviews with PG&E Program and 3P program implementation staff. Data collected during this effort guided our review and update of the sector logic model and the development of specific logic models for PG&E's core program and the various 3P programs. It also formed the basis for detailed diagrams documenting the flow of information and activities between the Program, customers, and other market actors. These logic models and process flow diagrams will inform the remainder of the data collection activities for the study's duration. In addition to collecting typical process evaluation data, we attempted to identify key trade allies and market partners and to identify issues and questions for further investigation as part of the trade ally and/or end-user surveys.

We conducted guided interviews with program implementation staff, including PG&E core program and Service & Sales staff and with 3P implementation staff.

We developed structured interview guides following discussing with the Segment Manager and a thorough review of documents provided by PG&E (Appendix A). These included a draft of the program theory and logic model document prepared in 2006,<sup>2</sup> spreadsheets detailing marketing and outreach activities, the program implementation plans for the core program and the six 3P programs, and notes from the project kick-off meeting. The guides were reviewed and approved by PG&E's Evaluation Manager before we conducted the interviews.

Interviews explored four general topic areas:

- Program processes:
- Implementer engagement.
- Customer-service culture.
- Market response.

## Sample Design

For the core program, our priority was to complete interviews with the Segment Manager, the Consolidated Programs contact, and as many Project Managers, PG&E review engineers, and industry-assigned telephone representatives as possible. Of the 100 Service & Sales Account Representatives (hereafter, Account Representatives), we planned to interview most of those identified as being in frequent contact with the Segment Manager plus a sample of 10 to 15 of the others. We also decided to interview the Program Manager Supervisor for the PMR group, as it became evident during the course of the interviews with other key staff that this person had key knowledge and understanding of program processes.

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<sup>2</sup> *Agricultural and Food Processing Segment Full Program Theory and Logic Model*. Prepared by The Hescong Mahone Group, Inc., June 30, 2006.

For the 3P programs, our priority was the Program Managers; we also planned to interview any staff members that the Program Managers indicated had the most program knowledge and participant contact.

As Table 1 shows, we achieved most goals. Although the total number of low-contact Account Representatives interviewed was somewhat lower than originally planned, we found that little new was being added by the last several interviewed; therefore, we are confident that the interviews we conducted covered the range of topics and opinions that exists within this group. The 39 completed interviews provided both a breadth and depth of perspectives on the program.

**Table 1. Completed Interviews**

Group	Frame	Completion Goal	Completed
Segment Manager	1	1	1
Program Manager, Research and Marketing	1	1	1
AFP Project Managers	5	5	5
PG&E Review Engineers	6	6	6
Consolidated Support Contact	1	1	1
Service & Sales Representatives, High-Contact <sup>a</sup>	10	10	8
Service & Sales Representatives, Low-Contact <sup>b</sup>	90	10-15	9
Service & Sales Representatives, Phone-Based	3	3	1
Program Manager Supervisor, PMR Group	1	1	1
3P Program Manager	6	6	6
Total	124	42-47	39

<sup>a</sup>Account Representatives identified as being in frequent contact with the Segment Manager.

<sup>b</sup>Account Representatives not identified as being in frequent contact with the Segment Manager.

## Logic Models and Process Flow Models

We developed logic models for the market sector as a whole, for PG&E's core program, and for each of the six 3P programs. We also developed process flow models detailing how information and activities flow among the PG&E program and 3P program delivery mechanisms. The logic models are found in the *Program Description* section; the process flow diagrams are found in the *Findings: Core Program* and *Findings: 3P Programs* sections.

We began with the program activities—designed to mitigate key market barriers to efficient equipment adoption—and the anticipated outputs and outcomes from those activities. We used findings from the implementer interviews to update and clarify the relationships shown in the models. We updated the logic models to describe how each program and the portfolio as a whole address market barriers.

## What is in the Report

Following this introductory chapter, the second chapter provides a detailed description of the core program and 3P programs. The third chapter presents the process evaluation findings for the core programs. The fourth chapter presents the findings for the 3P programs. The fifth and final chapter presents conclusions and recommendations. Appendices follow the final chapter.

## 2. Program Description

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This section presents descriptions of the core program—including both the non-residential new construction (NRNC) and non-residential retrofit (NRR) components—as well as the third part programs, as they apply to the AFP market segment. These descriptions begin with a history and overview of the programs and a discussion of the organization and management of these core programs and as well as the 3P programs.

### History and Overview

The Program Implementation Plan for the AFP core program treats the NRNC and NRR activities as components of a single program<sup>3</sup>, and in fact there is significant overlap between them in marketing and outreach as well as in some aspects of project management and oversight. However, as will be described below, in *Findings: Core Program*, there are important distinctions in the way that projects in these two components are administered and implemented.

Throughout the early 2000s, all NRNC projects were part of a single “Savings by Design” program. In 2006, the PG&E Savings by Design program was restructured into separately managed market segments. Administration and implementation of all NRNC projects is completely handled within the management of the various segments.

From 1998 to 2005 all NRR projects were part of a single Standard Performance Contract (SPC) program. Beginning in the 2006-2008 program cycle, the name of the SPC program changed to NRR, although it still is part of the Statewide SPC Program and abides by the statewide rules. In contrast to the way that NRNC projects are managed, many aspects of administration and implementation of NRR projects are managed at a cross-segment level.

The rationale for maintaining a difference in the administration and implementation of NRNC and NRR programs is that calculation of the baseline for retrofit projects is more complex than for new construction. The new construction baseline is primarily dictated by Title 24<sup>4</sup> or through an established reference point determined by industry standard, making calculation rather straightforward. On the other hand, the calculation of the baseline for retrofit must consider the existing inefficient equipment, which may include consideration of actual load, trafficking schedule, and so forth. Over time, the California utilities have developed a set of agreed-upon policies for calculating baselines so as to be consistent with each other and in compliance with California Public Utility Commission (CPUC) regulations. PG&E reasoned that the greater complexity of baseline calculation required that the NRR component be centralized to ensure consistent application of the agreed-upon policies.

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<sup>3</sup> This evaluation solely addresses programs in the AFP market segment. Therefore, throughout the rest of this report, any reference to either the NRNC or NRR component or to any projects under those programs will be understood to refer to that market segment, unless stated otherwise.

<sup>4</sup> Legislation enacted in California in 1978 to establish statewide building standards. The standards are updated periodically under the purview of the California Energy Commission.

The portfolio of services offered to the AFP sector include a variety of calculated and deemed incentives provided through the six 3P programs briefly described in the previous section. The contracts for five of these programs were awarded in August 2006, while one was awarded in November 2006.

## **Program Organization and Management**

This organization and management of the core program and the six 3P programs are described here. The core program is described at greater length than the 3P programs, as it involves the coordination of multiple PG&E departments and working groups. Moreover, the coordination of activities among these groups is somewhat different for NRR and NRNC.

### **Core Programs**

The AFP Segment Manager plans and oversees marketing and outreach activities for programs within that segment. She is assisted by a Program Manager for Research and Marketing, who reports directly to her. She also coordinates with the Service & Sales division to keep PG&E's Account Representatives informed of program activities, including new technologies and new program offerings, to enable them to promote and explain the program to PG&E customers. The Segment Manager supervises five Project Managers who oversee all NRNC projects in the AFP segment, from initial planning through the application and review process to project completion and incentive payment, and who assist with NRR projects as needed.

The Project Managers are located in different parts of the PG&E service territory: two are in the southern part, while the others cover the central and northern areas. They also have differing areas of knowledge and experience—one focuses on refrigeration, while the others have greater experience with greenhouses, wineries, breweries, dairies, or food processing. Each one oversees projects that are within his or her area of expertise. An explicit decision was made to allow each Project Manager to focus on a particular area and develop a specific knowledge base.

As noted, most aspects of administration and implementation of NRR projects are managed at a cross-segment level. The Portfolio Management Resource (PMR) group, located within the Targeted Markets Section of the Customer Energy Efficiency department and headed by the Program Manager Supervisor, oversees the application review process to ensure consistent application of the statewide policies. It is comprised of several Program Managers and Project Managers who individually manage different aspects of the technical review process and coordinate with PG&E data entry and field staff. One of its chief roles is interpreting the policies and procedures governing project qualification and the calculation of energy savings.

Other groups that are involved in both programs but fall under separate management are the Account Representatives, the Review Engineers, and the Integrated Processing Center (IPC).

The Account Representatives work within the Service & Sales department, which is managed separately from the Customer Energy Efficiency department. They are responsible for customer contact related to all company services, including but not limited to energy efficiency programs. Some have a limited number of large assigned accounts; others are responsible for any and all

PG&E customers within a specific geographic area but are not assigned to specific customers; a small group of Account Representatives are phone-based, and provide assistance to anyone who calls the Service & Sales phone number but, again, are not assigned to specific customers.

The Review Engineers review applications, perform pre- and post-installation (pre- and post-field) inspections, and analyze savings. They may be within PG&E's Applied Technology Services (ATS) group or may be outside consultants. They are assigned to a project by PMR, and they interact with Account Representatives, Project Managers, and customers in the review process.

The Integrated Processing Center (IPC) provides company-wide data entry and data process services. This group record applications in the company-wide Management Data Service System (MDSS; see *Project Tracking and Reporting*), serves as the central hub for processing of all project documents, and updates project records based on input from PMR.

The interactions among these groups are described in detail in *Application and Review Process*.

### 3P Programs

#### ***Dairy Energy Efficiency Program***

This program is managed by an EnSave Program Manager. Until recently, all customer contact was carried out by three telephone-based representatives working from a call center. However, a marketing/outreach was added in January of 2008 to visit farms, dealers, the extended agricultural community, and PG&E's Account Representatives in the AFP segment to support both DEEP and PG&E's core programs. That person also attends agricultural shows and PG&E marketing/outreach activities.

#### ***Industrial Cold Storage/Food Processing Efficiency***

On Site's CEO, assisted by the company's Vice President for Business Development and Senior Program Manager, provides overall program oversight. The Vice President for Project Implementation, who reports directly to the CEO, is responsible for general program management. He is supported by the Senior Project Engineer, who leads field activities, as well as another energy engineer and a data analyst. The company's CFO, assisted by a contracts administrator, a senior accountant, a program coordinator, and office managers, provides contract and administrative support.

#### ***Combined Approach to Solar and Efficiency***

This program has no dedicated staff. SunPower's Director of Energy Efficiency Solutions provides oversight. Marketing is carried out through SunPower's existing marketing and direct-sales channels, which consists of six staff members for direct sales and two for marketing in PG&E territory. Three members of the Project Engineering and Management group and two in Site Supervision conduct energy audits and feasibility studies. Local consultants assist in developing recommendations to participants. In addition, four members of SunPower's administrative staff assist with forms processing and record keeping.



## ***Industrial Refrigeration Performance Plus***

The President of VaCom serves as Program Manager for this program, assisted by the IRPP Lead Analysis Engineer, the IRPP Program Analyst, the IRPP Program Coordinator, and the Operations Manager. In addition, various engineering staff perform IRPP project development and analysis work. The IRPP Sales Manager is responsible for marketing and sales.

## ***Light exChange Program***

A Program Director provides overall program oversight. She is assisted by one Project Coordinator, two Outreach Coordinators, two Project Assistants, and two Energy Technicians. The Outreach Coordinators perform outreach non-profit organizations, with the goal of recruiting them to market the program directly to the local agricultural community. The Project Assistants schedule the direct installs, and the Energy Technicians install the measures.

## ***Wine Industry Efficiency Solutions***

A Project Director provides oversight of marketing outreach activities, project management and project reporting. The Senior Project Manager, assisted by an Associate, leads overall project and customer management. The Technical Director oversees technical support activities including engineering analysis, energy audits, database development, and measure-level reporting. Two in-house engineers and two subcontractor firms assist with the range of technical duties. The Database Manager ensures proper tracking and reporting of program activities.

## **Program Theory and Models**

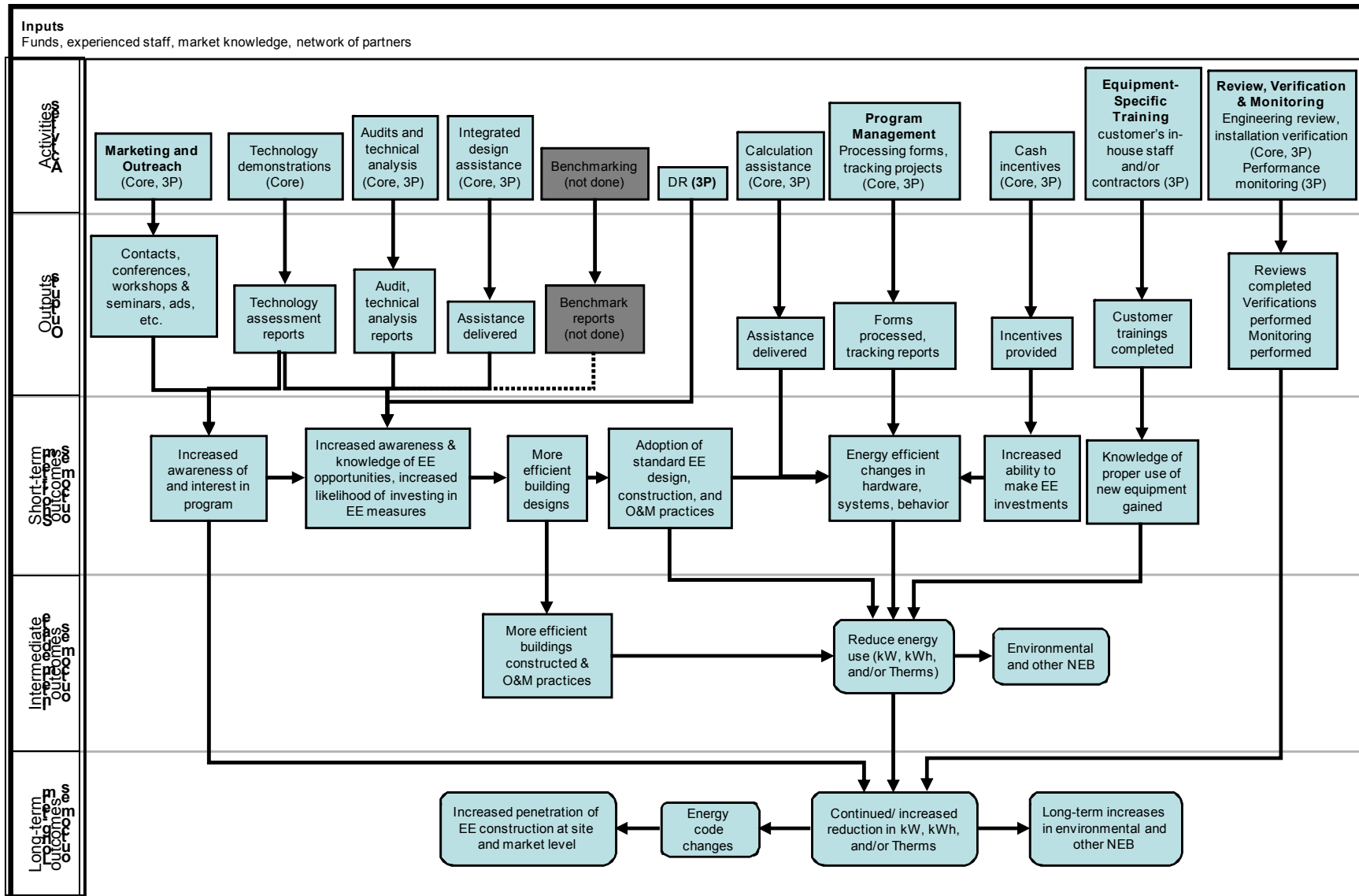
PG&E determined that significant untapped energy efficiency and demand response opportunities existed in the AFP market segments that were not realizing their potential under the existing program design. Recent experience had shown that markets respond significantly better to interventions targeted to unique market needs and behaviors than to those providing generalized services across segments. Therefore, the AFP Program was designed to deliver integrated program packages targeted to specific sub-markets within the AFP segment.

Doing so would allow for more focused marketing and outreach to each segment. It also would allow PG&E staff with segment-specific experience and expertise to manage each project, delivering the best possible service to the customer and the maximum possible energy savings to the customer, PG&E, and California.

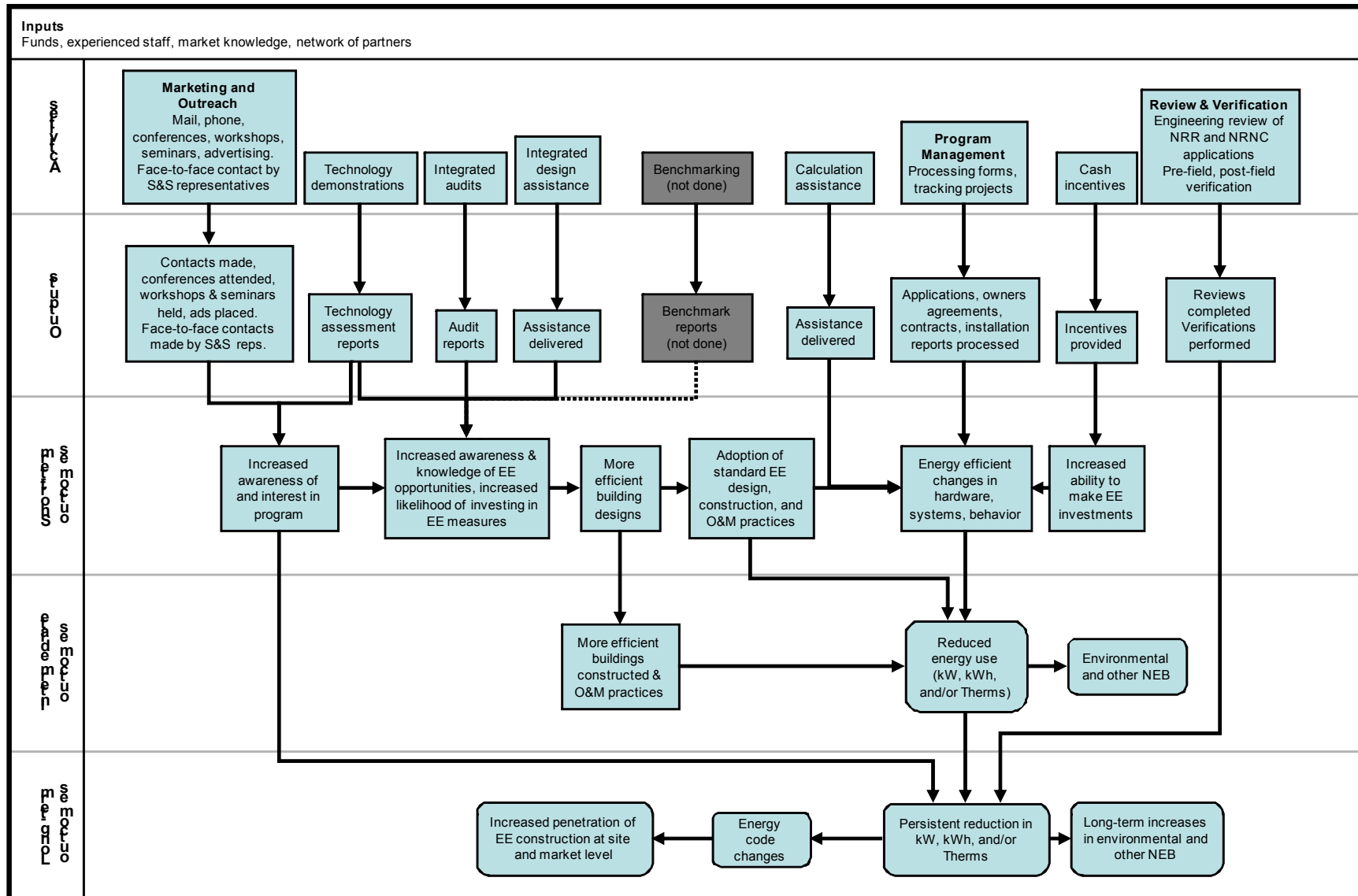
Guided by the program theory, the Agriculture and Food Processing Program—encompassing the core program and the 3P programs—combines a variety of targeted and cross-cutting elements to more fully realize the potential energy savings that exist in this segment.

The logic models for the AFP segment, PG&E core program, and the six 3P programs are shown as Figures 1 to 8. The segment logic model (Figure 1) shows elements that exist in either the PG&E core program or any of the 3P programs; each activity is labeled as to whether it exists in the core program, a 3P program, or both. The logic model for the core program (Figure 2)

Figure 1. Logic Model for PG&E Agricultural and Food Processing Segment



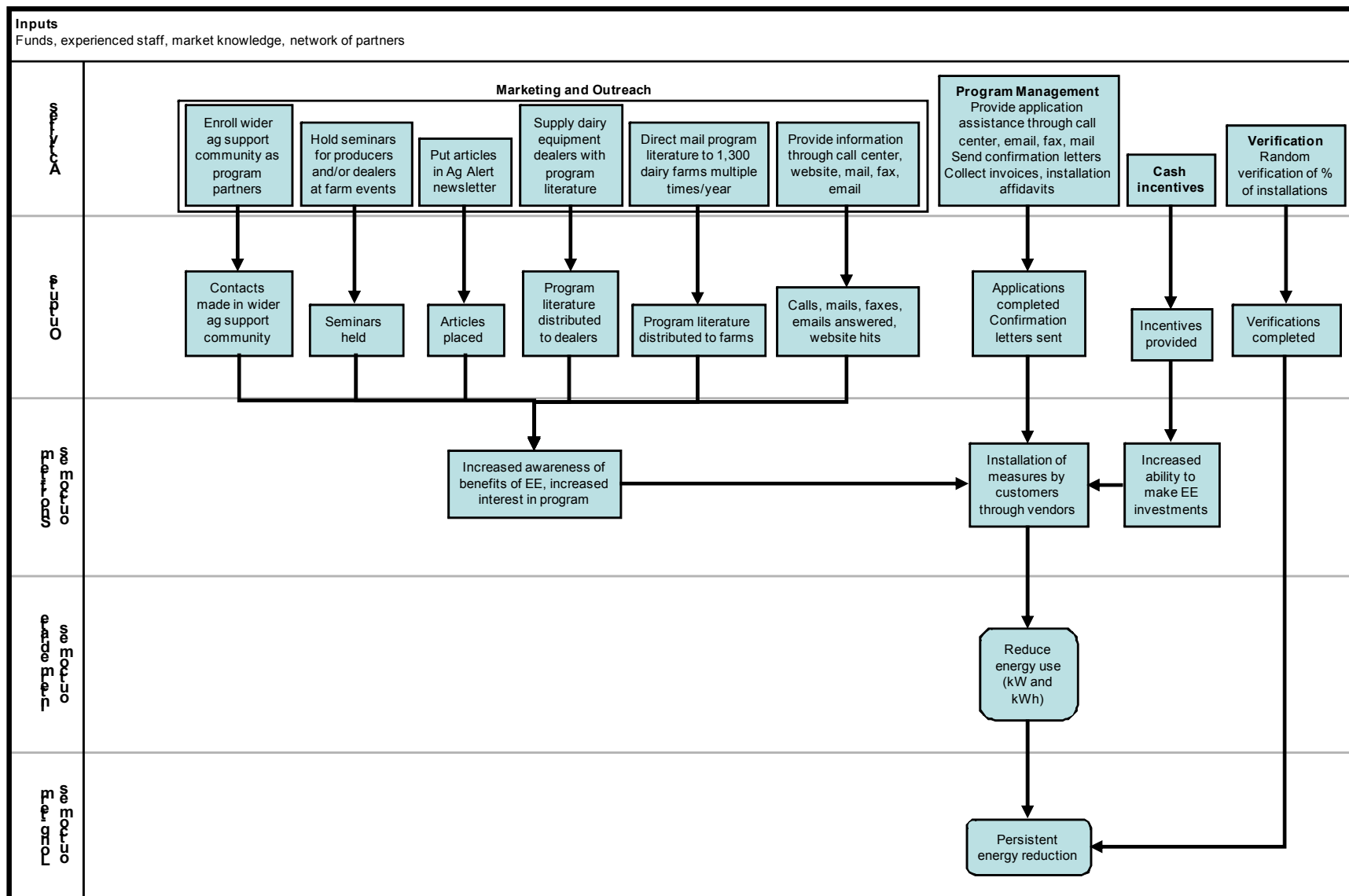
**Figure 2. Logic Model for PG&E Core Ag & Food Processing Programs (NRNC and NRR)**



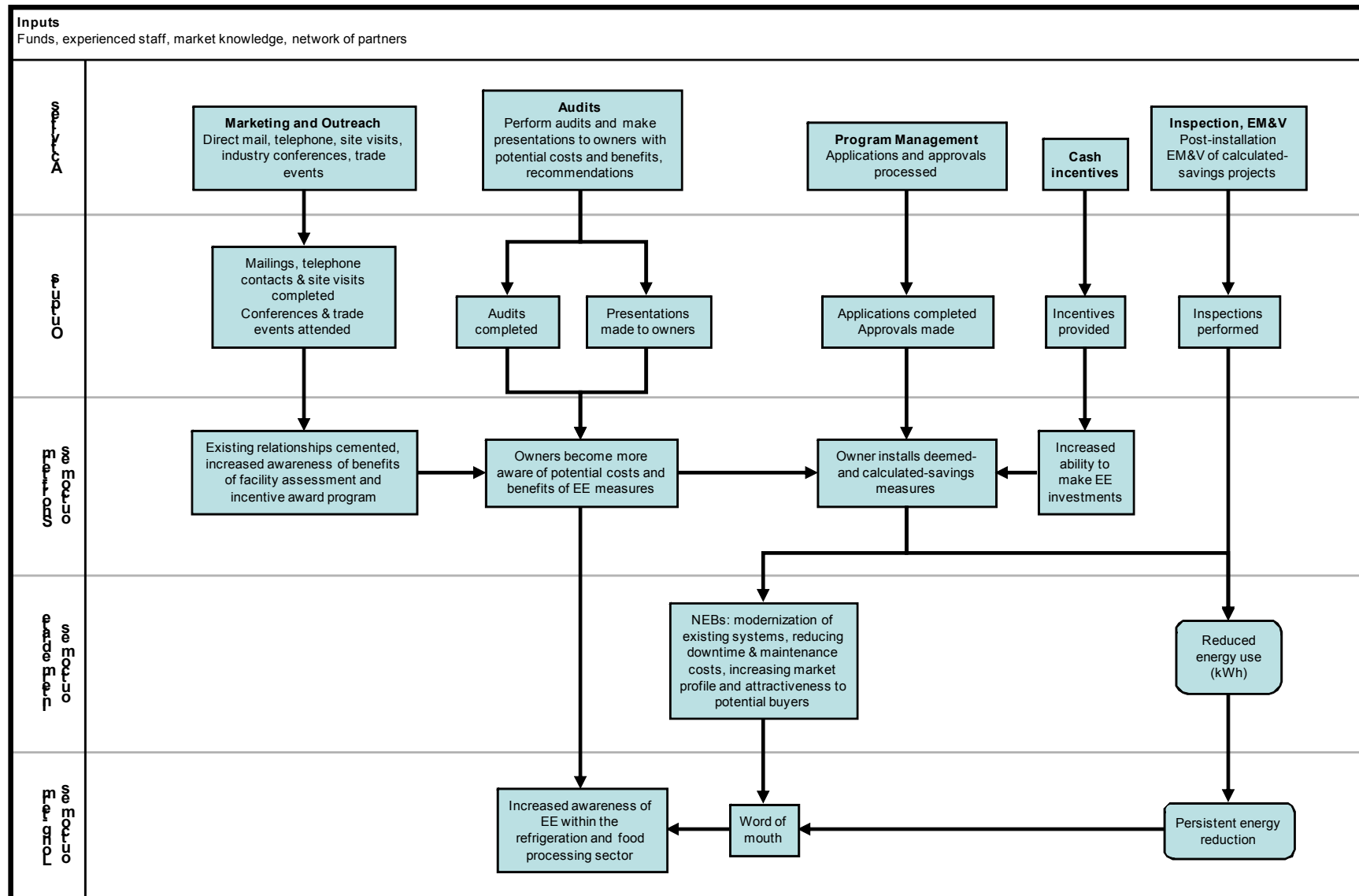
excludes those elements that are unique to the 3P programs. The logic models for the 3P programs (Figures 3 to 8) show only those elements that are unique to each program.

Note that both Figure 1 and Figure 2 show benchmarking in a dark grey box. Although benchmarking has been included as part of the planned program activities, interviews with program staff indicated that it has not yet been implemented. Since it is still planned, however, it was left in the logic model.

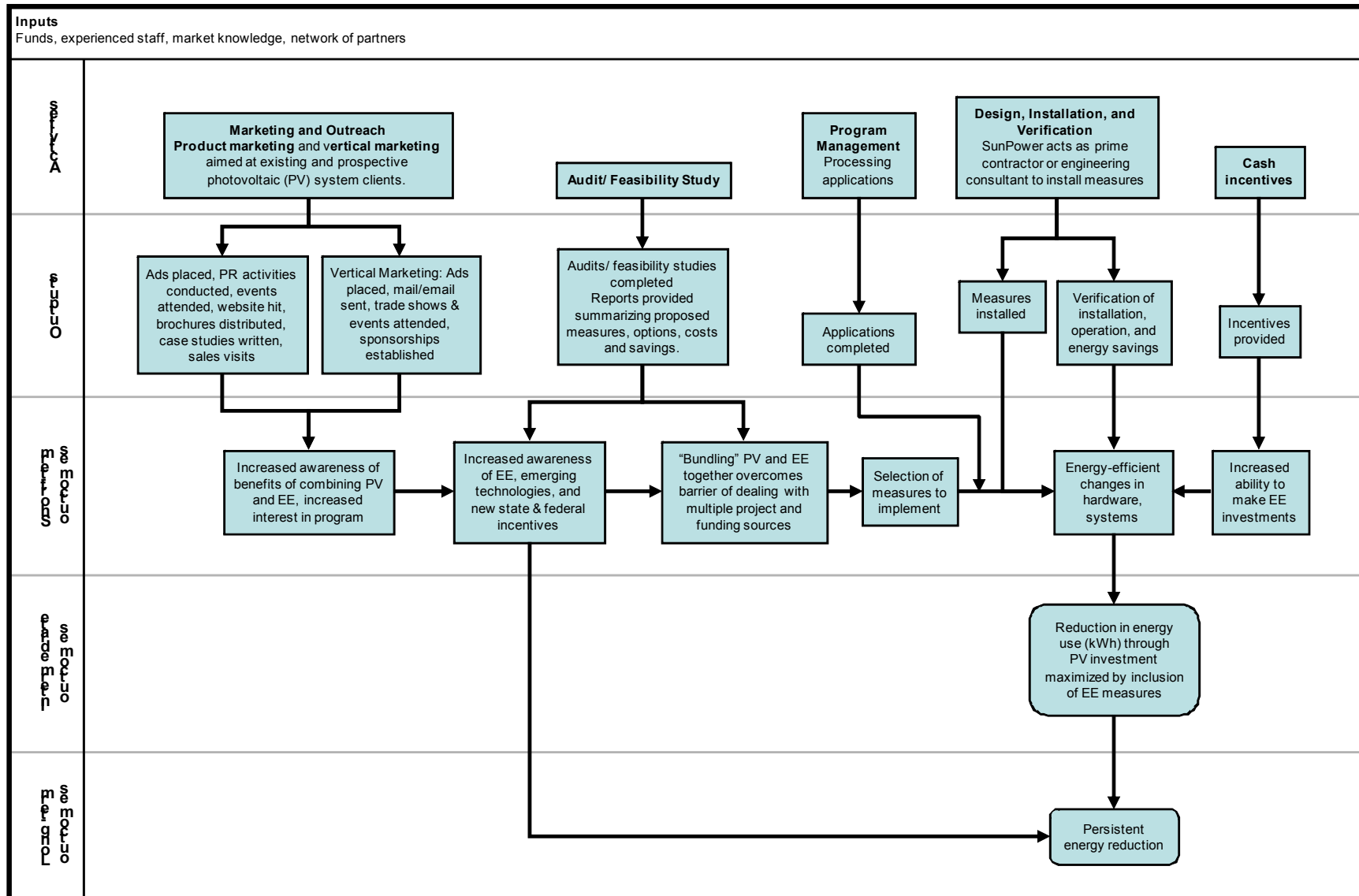
**Figure 3. Logic Model for EnSave Dairy Energy Efficiency Program (DEEP)**



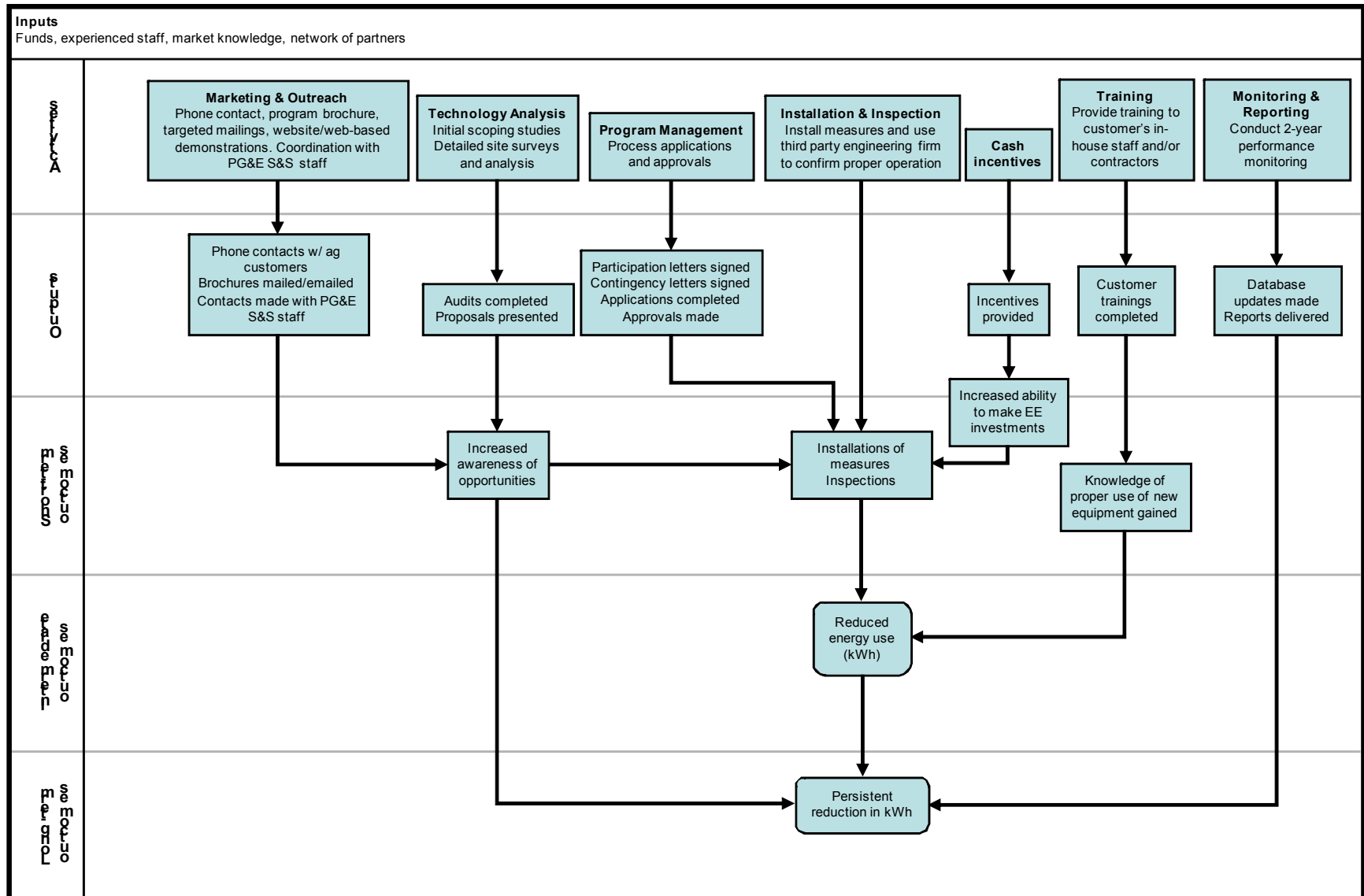
**Figure 4. Logic Model for On Site Industrial Cold Storage/Food Processing Efficiency (ICS/FPE) Program**



**Figure 5. Logic Model for SunPower Combined Approach to Solar and Efficiency (CASE) Program**

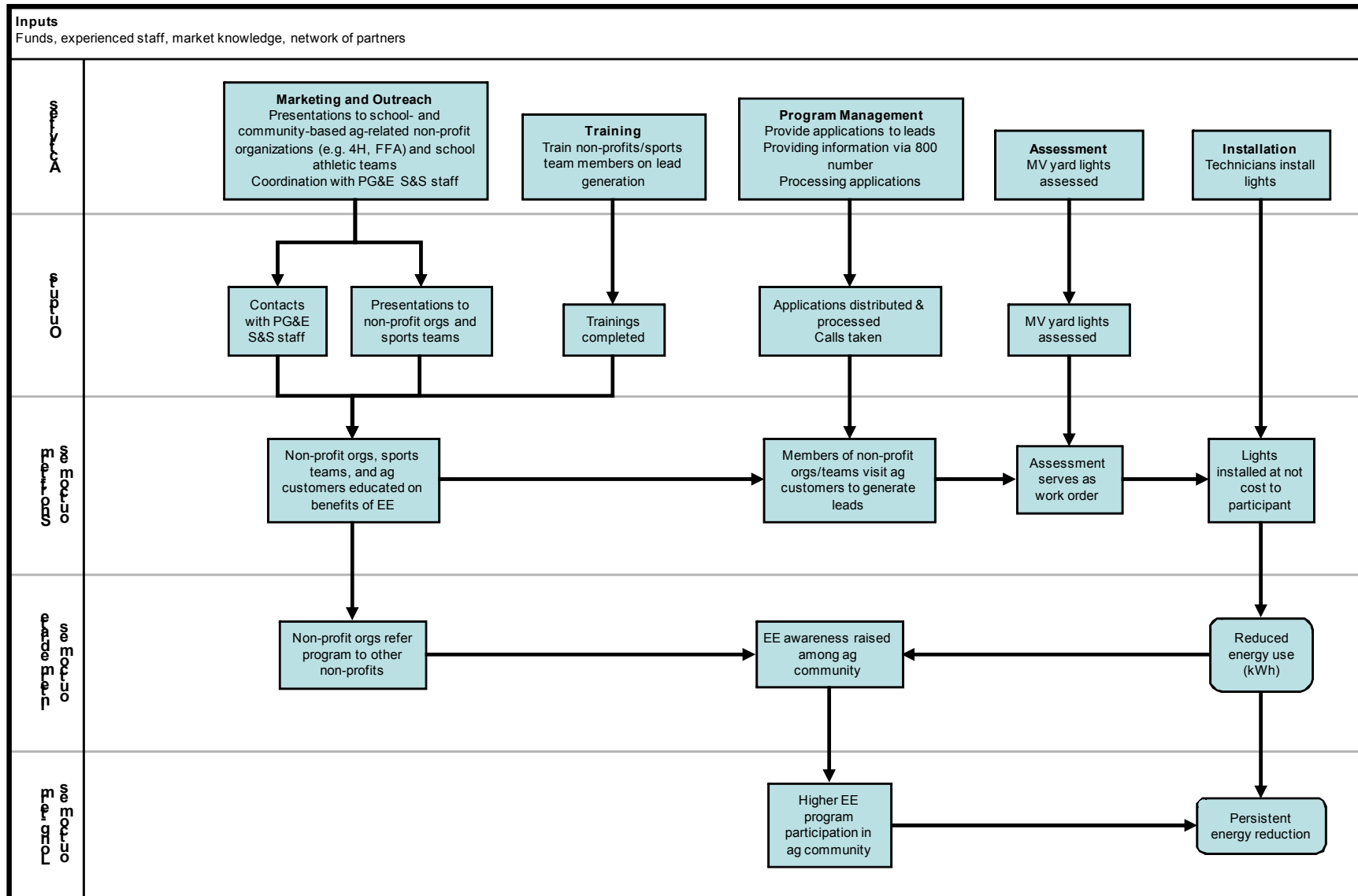


**Figure 6. Logic Model for VaCom Industrial Refrigeration Performance Plus (IRPP) Program**

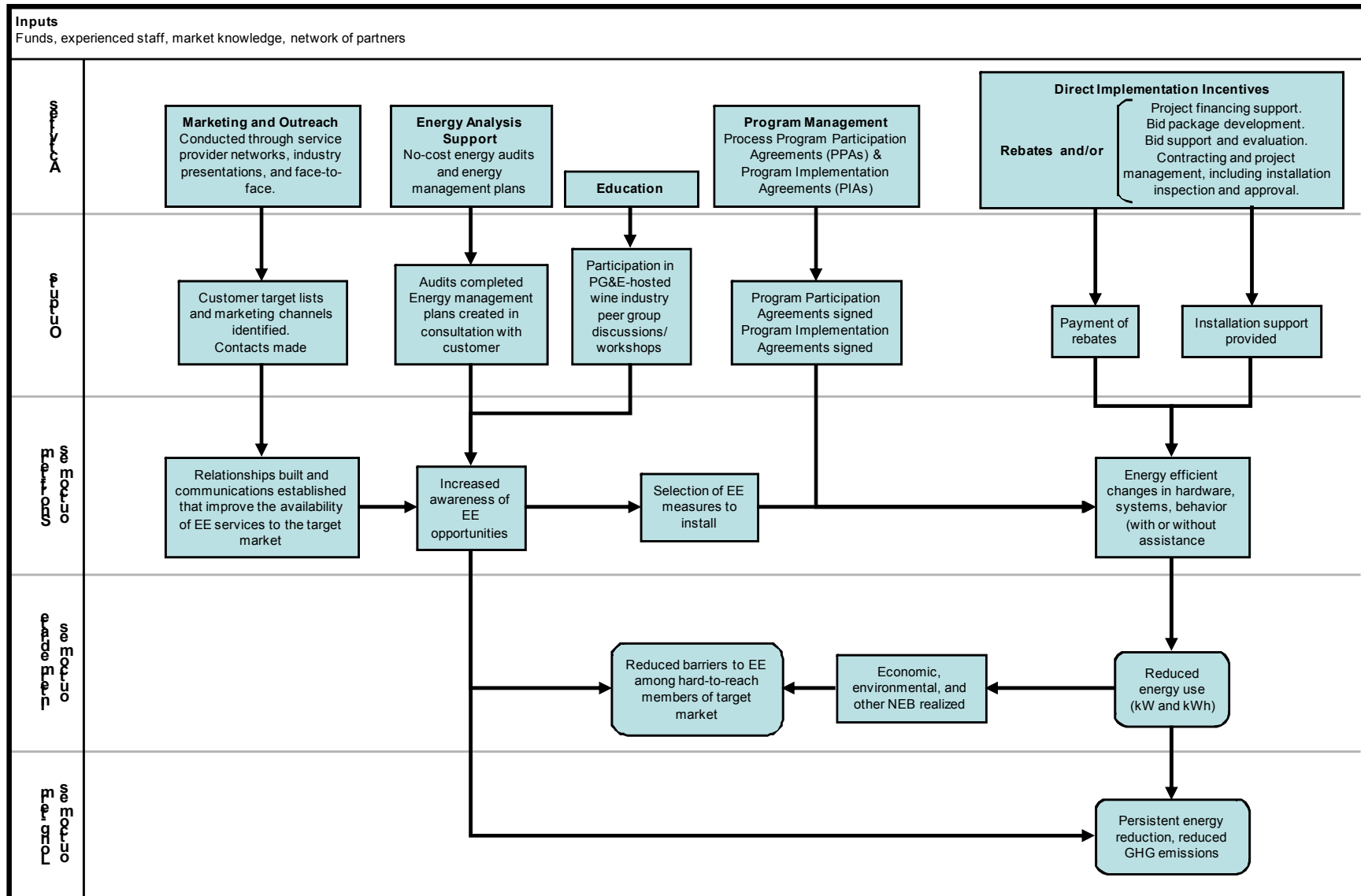




**Figure 7. Logic Model for RHA Light exChange Program (LCP)**



**Figure 8. Logic Model for Resource Solutions Group Wine Industry Efficiency Solutions (WIES) Program**



### 3. Findings: Core Programs

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This section addresses key evaluation issues for the following program facets:

- *Segment management*
- *Application and review process*
- *Integrated audits*
- *Communication*
- *Project tracking and reporting*
- *Marketing and outreach*

Issues related to both the NRNC and NRR components are discussed within each of the above subsections. After a brief introduction, each subsection begins with a short summary of key findings. This is followed by a more detailed discussion of the findings, illustrated with examples where appropriate. Each subsection ends with a summary and set of preliminary conclusions.

#### Segment Management

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**Key Findings**

*AFP segment management communicates effectively and actively engages in marketing and outreach.*

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Everyone who was interviewed spoke very highly of the AFP Segment Manager and her Project Managers. Contacts were impressed with her marketing and outreach activities. They spoke well of her accessibility and efforts to communicate (see *Communication*), both within her own group as well as with others outside her group. Several specifically mentioned the fact that she advocates for the customer on behalf of Account Representatives when there are disagreements over how to calculate savings estimates (see below).

Several contacts—including Account Representatives as well as Review Engineers—specifically cited the project management staff, including the Segment Manager, as one of the program’s strongest points, for either NRR or NRNC. One described the team as being very hands-on, doing a lot of “hand-holding” to make sure that projects make it through the process.

#### Application and Review Process

This section presents a description of the process flow for both NRR and NRNC and a detailed description of each key issue raised in the evaluation. Integrated audits are discussed separately, in *Integrated Audits*, below.

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## Key Findings

*The NRNC process works well, partly because the AFP Project Managers take complete ownership of each application and therefore are able to coordinate project-related communication and quickly when additional information is needed to complete a review. However, several issues were raised regarding the NRR process: a) it is considered overly complex, and no single group acts as a central point of coordination; as a result, information sometimes gets lost; b) it often takes longer than it should to review applications because of lack of coordination and follow-up in obtaining information from customers, difficulty in completing applications, and periodic backlogs; c) disagreements have arisen regarding how savings and incentives should be estimated, resulting in reduced incentives and customer dissatisfaction.*

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## Differences between the NRNC and NRR Processes

The application and review processes for NRNC and NRR differ on many points. A brief summary of each process will help the reader understand the issues that we identified.

### NRNC Application and Review Process

The application and review process flow for the NRNC component, as it existed at the time that interviews were being conducted for this report, is shown in Figure 9.<sup>5</sup> Unlike traditional flow charts, which use boxes representing steps and decision points to illustrate the process flow, this diagram is organized around the principal players in the process. The process is illustrated using numbered lines running between the various players, with brief labels describing the activity and arrows indicating the direction of each particular process. The advantage of this type of diagram is that it allows a complex process to be shown on a single page and clearly shows which players are most active in the process.

A key feature of the NRNC component, as illustrated in the figure, is that the AFP Project Managers have a central role in the process. They have explicit “ownership” of all projects, with control over and awareness of all stages of the application and review process. This is clearly

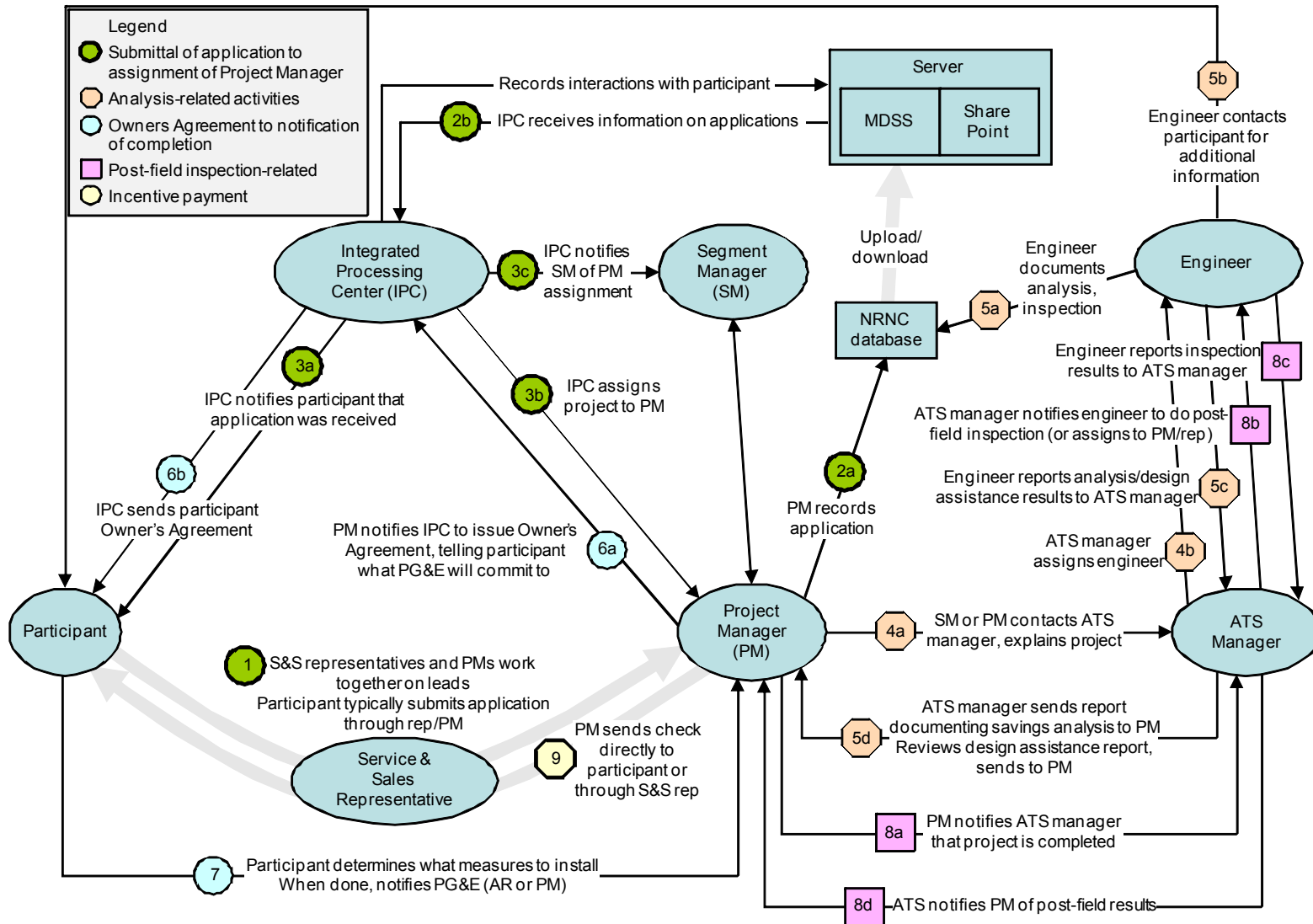
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<sup>5</sup> To assist the reader in following the flow, process activities forming distinct stages are designated with numbers that vary in different color, shape, and border thickness: green circles with heavy borders show initial application assignment of the project to a Project Manager and notification of the Segment Manager (1-3c); tan hexagons show the activities related to the analysis (4a-5d); light blue circles designate issuance of the Owner’s Agreement through notification of project completion (6a-7); pink squares identify the post-field inspection and verification (8a-8d); and, finally, pale yellow hexagons with heavy borders show the incentive payment (9).

indicated by the numbered lines connecting them to other groups in the process (1, 2a, 3b, 4a, 5d, 6a, 8a, 8d, 9).

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**Figure 9. NRNC Process Flow**







## ***NRR Application and Review Process***

The application and review process flow for the NRR component, as it existed at the time that interviews were being conducted for this report, is shown in Figure 10.<sup>6</sup>

It is clear from comparing the two figures that the NRR process is more complex than that for NRNC. The principal distinctions are the centrality of the IPC in routing information between the participant and program staff (2, 3, 5, 6g, 7, 8, 9, 10a,e, 11a) and the key role of the PMR group in overseeing the review process (6a,c,e,f, 10a,b,d,e). These are the only groups that are key players in the NRR process but not the NRNC process. As discussed in greater detail below, the calculation of energy savings is far simpler for NRNC than for NRR; therefore, the application of policies and procedures typically is straightforward and requires no input from PMR Program Managers.

Two things to note are that the AFP Project Managers clearly have a role in the process (6b, 10c), despite not being in the official process flow, and that reviewers usually contact participants directly for any information needed to complete an application review (6d); although the reviewer may contact an Account Representative or Project Manager for assistance, this is not done consistently. The implications are discussed below.

## **Complexity of the Process**

Many Account Representatives and AFP Project Managers noted the complexity of the NRR process, several indicating that they had received complaints on that subject from customers. One noted that “the amount of documentation required often outweighs the value of the rebate to the customer.” Another thought that “the process is more important than the accuracy of the calculations.” Several commented on the amount of information that must move back and forth between the participant and PG&E during the process. As noted below and in *Project Tracking and Reporting*, this creates some challenges for project tracking. One informant put the issue very starkly: “NRR has too many black holes, where things go in to disappear or die.”

Some of the issues related to the flow of project paperwork and records—in particular, the IPC’s role in processing applications and updating existing records. Note again Figure 10, lines 1a, 3, 7, 8, 9, and 11a. Several contacts noted delays in recording applications and some even have said

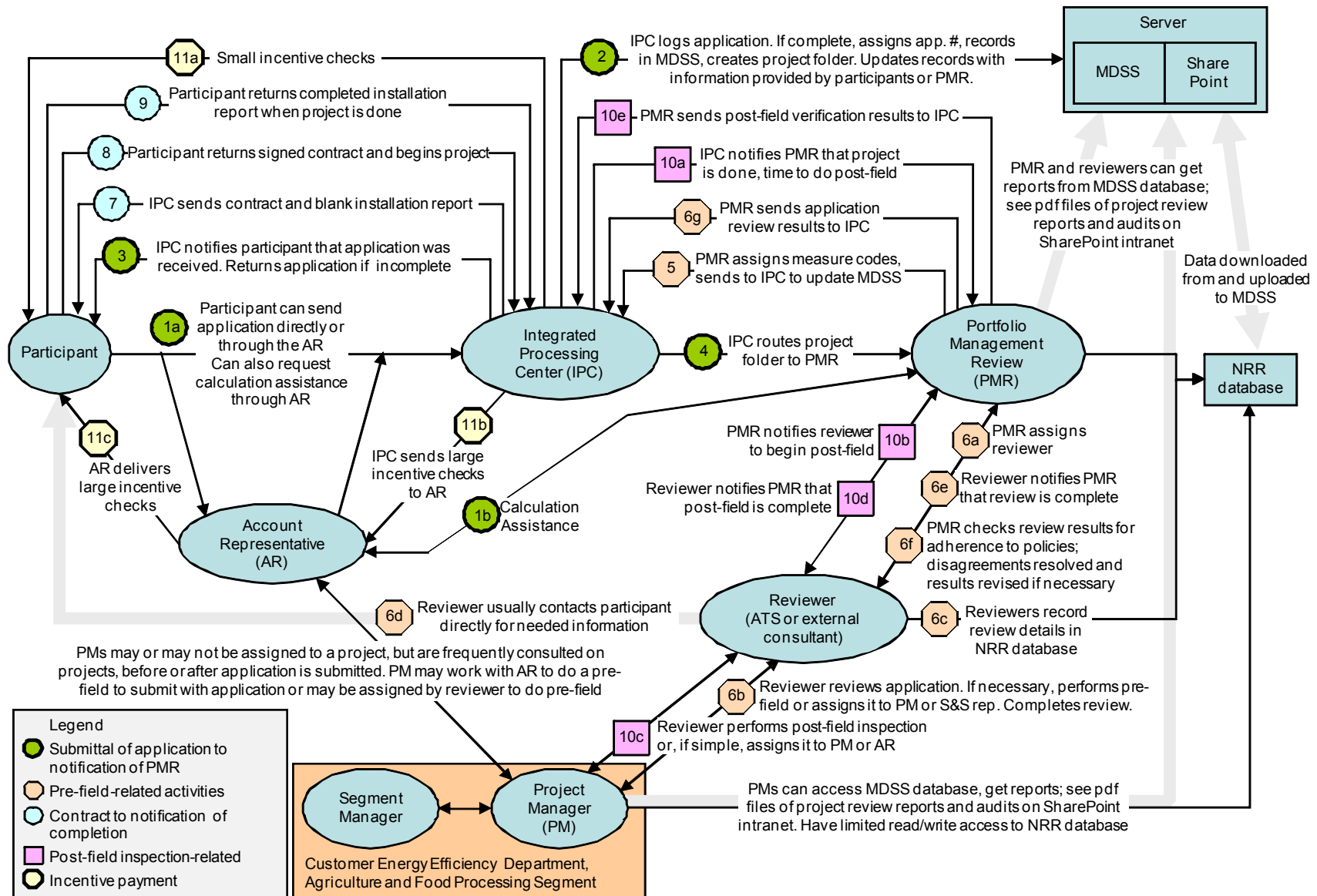
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<sup>6</sup> Green circles with heavy borders show initial application through notification of PMR (1-4); tan hexagons show the pre-field inspection and review process (5-6g); light blue circles designate participant receipt of the contract through notification of project completion (7-9); pink squares identify the post-field inspection and review (10a-10e); pale yellow hexagons with heavy borders show the steps involved in the incentive payment (11a-11c).

that paperwork has been lost there. A few noted fewer problems when applications are sent directly to a particular IPC staff member.

However, some informants suggested that it would be better to remove the IPC from the process altogether and allow Project Managers to process all applications and updates as in NRNC. A large number of those interviewed agreed that the Project Managers should have a central role.

**Figure 10. NRR Process Flow**





## Duration of the Process

Informants indicated that the NRR process often takes longer than it should, particularly the early stages, including the pre-field inspection and early parts of the technical review. One observed that a customer might not hear from someone for a month after submitting an application. (The official NRR process flow diagram indicates that the pre-field inspection should be scheduled 9-14 days after the IPC receives the application.) The seasonality of the AFP segment makes delays in the application and review process particularly problematic: AFP customers often have a brief window of time when they can consider and plan for upgrades.

Because of delays, some participants have installed measures before the application was approved and were disqualified. Such cases may not represent complete “freeridership” as the decision to install may have been influenced by the expectation of receiving a rebate.

In many cases, delays are related to the established procedures and processes. Some have occurred because a Review Engineer requested additional information to complete a review but the participant did not understand the need to respond quickly. Under the current procedures, the Review Engineer contacts the participant directly, but does not necessarily alert an Account Representative or Project Manager. Lack of follow-up by the Review Engineer or facilitation by an Account Representative or Project Manager exacerbates the delay.

Delays also have occurred because incomplete or incorrectly completed NRR applications were returned to the participant, even though the application had sufficient information to determine that the project would qualify and could have been put into the queue while additional information was gathered. This problem is made worse by the facts that it is not always clear to the participant what was incorrect or incomplete, there is no follow up from PG&E, and the participant’s Account Representative is not alerted to the problem and so does not know to contact the participant to provide assistance.

In some cases, the review has become stalled because the reviewer had to do research to establish a baseline. The issue of seasonality may itself contribute to delays. Some contacts noted that applications do not come in for review at a steady pace. According to one, “You might have a month of hardly anything at all and then you get slammed all of a sudden.” Applications can be sent to outside contractors for review, which should alleviate backlogs. However, some contacts reported that outside contractors often take longer to complete reviews than the in-house staff.

## Estimation of Savings and Incentives

Participants submit estimates of energy savings with the application; often, Account Representatives and/or Project Managers assist with these calculations. The reviewer assigned to an application (either a PG&E Review Engineer or external consultant) then either confirms or changes the initial estimates. Applications that involve unusual technology or well-known technology used in unusual circumstances are then reviewed by the PMR group for adherence to PG&E policies governing the acceptability of projects and calculation of savings estimates.

Problems sometimes have arisen when a PMR Program Manager and/or external consultant has disagreed with the initial savings estimates that were submitted with an application or with the estimates calculated by a PG&E Review Engineer. Several informants suggested that PMR Program Managers and external consultants have been inflexible in their application of the rules and policies. Some indicated that consultants often made decisions based on unrealistic assumptions, resulting in a significantly lower incentive than originally had been calculated.

Informants noted that this can frustrate customers and vendors as well as have a negative impact on Account Representatives, who may be less enthusiastic about promoting the program if they think they will end up looking bad to a participant. This issue was raised only regarding NRR, and not NRNC.

The fact that some informants believed that PMR program managers and external consultants underestimated savings does not mean that the savings actually were underestimated. In some cases, savings initially may have been overestimated. Account Representatives appear to vary in how well they understand rules for calculating savings. One contact noted that they often violate the rules when advising participants on how to calculate savings. This is addressed further elsewhere in this report.

It is important that savings not be overestimated. Moreover, a process does exist for resolving disagreements over the estimated savings, and one Account Representative indicated that about four of five disagreements are negotiated to an acceptable compromise. However, this process takes time. The key issue here is the perception by several program staff that a problem exists. This is addressed further under *Communication*.

## Application and Review Process: Summary and Conclusions

The NRR and NRNC components differ in terms of the complexity of the application and review process as well as how they are organized and managed. To a large degree, the differences reflect the assumption that the greater complexity of calculating energy savings under NRR requires more involvement in and control of the process by the PMR group.

By most accounts, the NRNC process works well. In contrast, many informants considered the NRR process overly complex and subject to delays. The process of approving proposals also is more complex in NRR compared to NRNC. Several contacts indicated that the complexity of the process and the delays are sources of frustration and customer dissatisfaction. A variety of solutions exist for these problems from changing the process itself, more thorough staff training and education, and improvements in project tracking and reporting.

Giving Project Managers a central role in the NRR process, similar to their role in NRNC, may allow it to be simplified somewhat. As will be discussed below, it also may create more effective information flow than currently exists.

It may be possible to prevent delays in responding to a Review Engineer's request for additional information through three changes to the process: 1) sending requests for additional information through the appropriate Account Representative, when applicable, or a Project Manager or ensuring that they are notified of a request; 2) contacting participants by telephone rather than by

email so that reviewers can explain the request and the importance of responding in a timely manner; 3) sending frequent follow-up notices to participants that have not responded to requests for additional information.

In the case of applications with insufficient information to perform the review (but enough to determine that the project would qualify), amending the process to allow the application to be recorded in the MDSS and put in queue while additional information is obtained before or during the pre-field inspection may prevent delays. This is not much different from what often happens informally when a Project Manager and/or an Account Representative help a customer complete an application to ensure that it will not be returned.

It may not be reasonable to completely revamp the way that rules and policies are applied. Calculating baseline energy usage is inherently more complex for existing equipment than for new construction. The policies and procedures for calculating savings are not determined solely by PG&E staff, but are developed and mutually agreed upon by all state utilities. Moreover, it is important to avoid overestimating savings so that PG&E does not take credit for more savings than can be verified. Unfortunately, ensuring consistency both within and across segments and avoiding overestimation may occasionally be interpreted as a lack of flexibility. The ideal solution would be to reduce or avoid large discrepancies in savings estimates in the first place.

In addition to the above, improvements in communication and training may help mitigate the problems described above (see *Communication*). For example, it may be valuable to provide Account Representatives with more thorough training in the rules and policies governing estimation of savings and in how to distinguish between cases for which calculations are straightforward and those that require more detailed analysis.

## Integrated Audits

When an opportunity exists to achieve significant energy savings through a combination of measures, PG&E may propose an integrated audit to a customer. The audit may be done as part of either the NRR or the NRNC process. Below, a brief overview of the key findings is followed by a more detailed discussion.

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### **Key Findings**

*Integrated audits appear to provide a potentially useful “marketing tool” for Account Representatives. They more likely are successful when the customer has a large facility, has a good budget for equipment and system improvements, is already considering energy efficiency measures, and has a good relationship with the Account Representative. The advantages of allowing the same consultant to perform the audit and the resulting work appear to outweigh any risks if a PG&E representative monitors the presentation of audit results.*

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## Overview of the Integrated Audit Process

After identifying an audit opportunity, Account Representatives often will conduct an informal facility walk-through with a Project Manager to determine whether a formal integrated audit is worth the time and expense involved. Typically, integrated audits are recommended for large customers that have or are planning complex facilities and appear serious about committing to implementing a range of measures. The Project Manager and/or Account Representative typically present the audit results in person to the customer.

The number of integrated audits that interview contacts had participated in ranged from one every other year to about six a year. Generally speaking, the audit report appears to be a potentially useful “marketing tool”, which the Account Representative can use in talking about the energy efficiency options with the customer. Nevertheless, contacts raised a few issues, specifically the amount of variability in the success of audits; whether or not a the consultant that performs the audit should be allowed to do the resulting work; and the role of Project Managers in audits of existing systems.

## Implementation of Audit Recommendations

The results of integrated audits have varied, from producing an audit report that “doesn’t go anywhere” or “sits on the shelf,” to the implementation only of measures that cost nothing, to the implementation of all recommended measures and then some. Informants have identified several factors related to the overall success of audits. Recommended projects are more likely to move forward if the customer is very large; if the Account Representative has a good relationship with a customer; or if the customer already had been considering making an equipment change—in such cases, the audit can help move the customer from contemplation to action. Budget also is a factor: one contact noted that participants will tend to do projects that have quick paybacks first; after that, they will do them as their budget allows.

Some audits may have a long-term impact that are not apparent in the short term. One contact indicated that participants often use the report “sort of like a continuous energy management plan” to guide them as they have budget to do things. Even if they do not implement many recommended measures right way, they often come back to the guide a year or two later. PG&E’s periodic follow-up audits may help keep a customer thinking about the “plan”.

However, another contact noted that personnel changes within an organization may result in changing priorities, which can reduce the effectiveness of the audit report as a long-term planning tool. Audit recommendations looked upon favorably by the person who requested the audit may not be a priority for that person’s successor.

## The Role of 3P Consultants

The issue of whether the same consultant performs the audit and does the resulting work was raised by a few informants. One pointed out that consulting engineers have a motive to recommend additional work if they believe they will be allowed to perform it—some might try to sell projects that might not be most appropriate at that time, even if energy efficient. This



contact did not suggest that the consultant doing the audit should not be allowed to do the resulting work, but that a PG&E representative should be present when the consultant presents the audit results.

Another informant pointed out the advantages of having the same consultant do the audit and the resulting work: that consultant already has a relationship with the customer, understands the issues, and is more likely to complete the job. Having different contractors for multiple projects can complicate matters and cause competition among the contractors.

## **The Role of Project Managers**

One last issue is that, as with the regular NRR process, AFP Project Managers report that they are “out of the loop” regarding most integrated audits. They used to receive a copy of the consultant’s audit report during the review period and could make comments on it, and then attend a meeting with the customer and Account Representative to discuss the report. This would help them to establish a relationship with the customer to work on future projects that might come out of it. However, they no longer are included in the process, and they are not able to assist in keeping it on track.

## **Integrated Audits: Summary and Conclusions**

Integrated audits appear to provide a potentially useful “marketing tool” for Account Representatives in selling energy efficiency projects to customers. However, the success of audits has varied considerably among customers. Audits appear more likely to be successful when the customer’s facility is large, the customer has a good budget for equipment and system improvements, the customer is already considering energy efficiency measures, and the representative has a good relationship with the customer. The advantages of allowing the same consultant to perform the audit and the resulting work appear to outweigh any risks if a PG&E representative monitors the presentation of audit results.

Because of the possibility of changing priorities within an organization, program staff should not assume that an audit report will continue to be treated as a continuous energy management plan. The Account Representative that requested an audit for a customer should follow up periodically to see if the customer is ready to move forward with additional measures.

It seems likely that Account Representatives would welcome Project Manager involvement in the audit process, given their comments about the regular NRR process. In fact, one Account Representative noted the amount of preliminary work that the representatives have to complete before an audit can be scheduled. This will become more of a burden as the full impact of the staff cutbacks begin to be felt and may argue for greater Project Manager involvement.

## **Communication**

This section describes the communication and coordination within PG&E and between customers and PG&E. Although the amount and nature of communication and coordination

differ somewhat for NRR and NRNC projects, the general issues are similar for each. Therefore, they are considered together; where important differences exist, they are noted.

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### **Key Findings**

*Communication and coordination between most groups appears to be good but some areas were identified for potential improvement: a) participation by Account Representatives in the Segment Manager's biweekly conference calls is not as active as it could be; b) outreach to Account Representatives does not focus sufficiently on sales strategy; c) many Account Representatives service multiple market segments, which may limit their ability to support the AFP program; d) program managers in the PMR group do not respond quickly to inquiries, and explanations of policies sometimes are not clear; e) some useful information is not explained sufficiently clearly in some written communications to customers; f) some customers are less attentive than others to explanations and instructions about program rules, which may cause problems later; g) some delays have occurred in the review process because of inadequate communication among the various parties; and h) Account Representatives differ in their desired level of involvement in the review process, and there does not seem to be a clear and consistent definition of their role.*

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### **Description of Lines of Communication**

Figure 11 shows the lines of communication among the groups involved in the AFP program. As noted in the legend, different colors and line types indicate the different types or purposes of communication, and more frequent communication or communication that is more central to program operation is shown with a heavier line.

Communication within the AFP segment reportedly is excellent. All Project Managers reported that the Segment Manager communicates well and is highly accessible. The Project Managers work well as a team and help each other out as needed.

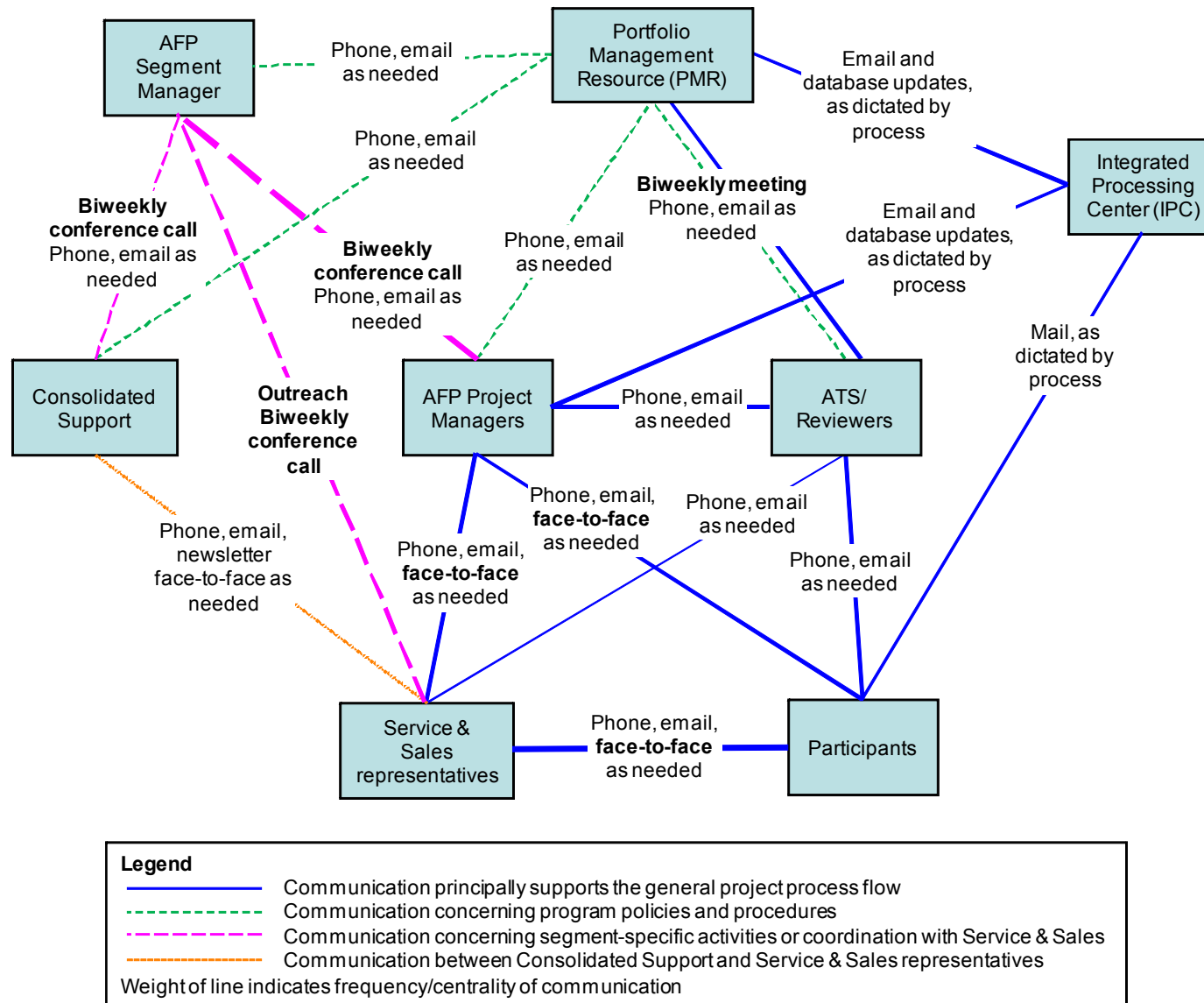
Contacts also indicated good communication and coordination between AFP project management staff and Service & Sales. Account Representatives spoke highly of Project Managers' experience and said that they provide important assistance with both NRR and NRNC, help explain PMR's policy decisions to participants, and work to resolve participants' concerns. They also spoke well of the Segment Manager's communication efforts.

All contacts indicated that the communication and coordination between AFP project management and the ATS Review Engineers is very good. Typically, members of the ATS group regard the Project Managers as responsive to their requests for input.

Finally, contacts reported generally good, open lines of communication with participants. Most reported that the majority of participants know who to contact about project issues.

Areas for potential improvement pertain to the level of coordination and communication between Account Representatives and AFP management, communication between PMR and other groups, and factors affecting communication with participants.

## Combined NRNC-NRR Communication Flow



## Coordination and Communication between Account Representatives and AFP Management

The AFP Segment Manager carries out periodic<sup>7</sup> outreach to Service & Sales staff at regional offices to discuss programs within the AFP segment; conducts biweekly conference calls to discuss program-related issues with Project Managers and members of the Service & Sales team, followed by an email that summarizes the call; and has periodic phone and/or email contact with the Consolidated Support group's liaison and with the PMR group.

Achieving closer coordination and communication may help Service & Sales staff promote the program more effectively. Three areas in which this could be done were the level of interaction between Account Representatives and segment staff; the focus of the segment management's outreach to Service & Sales; and the role of Account Representatives within the program.

### ***Interaction between Service & Sales Representatives and AFP Project Management***

Several Account Representatives indicated that they participate in some of the biweekly conference calls and discuss the calls and follow-up emails with their colleagues. However, they participate at most about once a month (every other call), and many said that they do not participate at all. Moreover, one contact observed that most Account Representatives do not actively engage in the discussion during the calls, so it is difficult for the AFP staff to gauge their level of involvement and to learn from them what is going on in the field.

Apart from participation in the conference calls, there was some desire on both sides for more face-to-face interaction between Service & Sales staff and AFP Project Managers. The ability for Project Managers to travel to field offices more frequently may be limited by time and budget.

### ***AFP Outreach to Service & Sales Representatives***

The AFP management's outreach to Account Representatives focuses on the technical aspects of the program offerings. One key comment was that Account Representatives would benefit from outreach that focused more on how to sell the program offerings—helping them become “more strategic” and develop a better understanding of what the market place is looking for. This contact noted that Account Representatives need to understand “what to sell in the market, to whom, and how, and why.”

Other contacts remarked that increasing the frequency of outreach to Service & Sales field offices, as well as focusing them more on key market sub-segments, could help in preparing Account Representatives to promote the programs better, although they recognized that the ability to do so is limited by time and expense.

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<sup>7</sup> Approximately once or twice a year.

## ***The Role of Account Representatives in the Program***

Another key observation was that many Account Representatives service accounts in multiple market segments. This has several disadvantages.

First, it makes it more difficult for Account Representatives to develop specialized knowledge about the AFP segment, which limits the ability to promote the program effectively and assist with project applications.

Second, it results in competition by the various segments for the Account Representative's time and attention—some contacts indicated that AFP does not appear to be a priority for some Account Representatives who have large industrial customers.

Third, when Account Representatives have customers in multiple segments, there are more differences and fewer similarities among them, which may make it more difficult to manage their accounts efficiently in general. This issue is made more critical by the decision to reduce Service & Sales staffing by approximately 20%, which was announced during the period when interviews were being conducted for this report. At the time of the interviews, interviewees reported that it was not clear how procedures or work assignments would be changed after the staff reduction; however, the majority of those who were aware of the planned cutbacks at the time of the interview believed that it would adversely affect their ability to perform their jobs.

Fourth, and finally, Account Representatives that have accounts in multiple segments must respond to requests for information and updates about account activity from the management of all those segments. At least one contact noted that he was inundated with communications from the management of multiple segments, which made it difficult to get work done.

## **Communication with the Portfolio Management Resources Group**

While some informants noted some positives regarding the PMR group—for example, the biweekly calls are generally seen as valuable and one contact said that PMR is good at moving applications through the process—several communication issues were raised.

The most common comment was that it takes a long time for PMR to respond to questions. Several contacts said that it typically takes at least a week to get a response to an email, and one said that a second email frequently is necessary to generate a response. One Project Manager noted that he has had success at getting answers when he has contacted one of the PMR Program Managers directly but that PMR has requested that all communication be channeled through a “go-between” staff person, which slows down the process. Another contact indicated that PMR Program Managers' responses are incomplete because they do not have customer contact and so do not have important details about the project in question.

Several informants mentioned that they would like to have decisions about policies and procedures communicated more clearly. This is a particular issue when a change is made to a policy or procedure and that change does not get communicated to the field.

Some comments have suggested that PMR sometimes overcomplicates policies. As discussed previously PMR's decisions must be consistent with statewide agreements and abide by CPUC rules. The crucial issue, however, is that the reasons for the decisions often are not clear.

One possible reason for some of the communication difficulties is the fact that the PMR group apparently has undergone recent growth and organizational changes. One informant remarked that there always seems to be someone new at the biweekly PMR meetings, while another commented that responsibilities often get re-assigned within PMR and it is difficult sometimes to remember who is responsible for what.

## **Communication with Customers**

A few circumstances were identified that may adversely influence communication between participants and PG&E. These can be divided into three general issues: communication to advance the review process; written directions and instructions from PG&E to customers; and face-to-face communication with customers.

### ***Communication to Advance the Review Process***

Some delays have occurred in the review process because of inadequate communication among the various parties involved. This has taken a variety of forms. As noted above, some contacts cited cases in which a participant did not respond in a timely manner to a request from a reviewer for additional information; the Account Representative was not aware that the review was being held up and so could not intervene to facilitate a response. On the other side of the coin, at least one contact indicated that sometimes there is a delay in getting responses to inquiries to Review Engineers about project status.

This issue is complicated by variability among the Account Representatives in their preferred level of involvement. While some like to maintain a high level of involvement in projects, others indicated that it is difficult to monitor projects' progress when they also have to deal with all other customer service issues. The latter would like to be able to hand off project responsibility to someone else after getting the application submitted. One complained about the "legwork" he has to do for reviewers—going back and forth between them and customers—when it seems that they could contact the customer directly. There does not appear to have been a clear and consistent definition of the role of Account Representatives in the review process.

### ***Written Directions and Instructions***

Some issues were raised regarding some of the standardized directions and instructions provided to participants. The NRR application indicates that it should be mailed the IPC. It includes a telephone number for general customer assistance, but no specific contact. Some contacts pointed out that the smaller customers who do not have an established relationship with an Account Representative may not know who to contact with questions.

It also was noted that the information sent with the rebate check does not identify the measure or building where it was installed. This is a problem for large customers, which often have multiple

buildings and complex facilities. In such cases, an Account Representative sometime has to look up the measure and its location for the customer.

The above issues should be kept in mind as PG&E moves toward a higher degree of online application processing and communication with participants.

### ***Face-to-Face Communication with Customers***

One contact raised an issue that may have important implications. This person noted that some customers are more attentive to their Account Representatives than are others. In this informant's words, "Some [participants] are fairly involved, but generally they don't want to take a whole lot of time. Most will give you time, but you can tell they have other things that are more important to them."

This has important communication implications, as participants who seem to be focused on other things may not attend to everything the Account Representative or Project Manager is trying to tell them about program rules and procedures. The result may be an increased likelihood of completing an application or calculating savings incorrectly, failing to respond to a reviewer's request for additional information, or neglecting to complete and return the Installation Report upon project completion.

## **Communication: Summary and Conclusions**

All indications are that communication between most groups involved in processing projects in the AFP segment is excellent. However, some areas for potential improvement were identified.

Closer coordination and communication between AFP segment management and Service & Sales may benefit program promotion. This can be achieved through a variety of means:

- Assigning one Account Representative from each office to participate regularly in conference calls and be responsible for communicating the content of the call to other representatives in that office may help ensure continued good communication between these two key groups.
- It also may be useful for Project Managers that share office space with Account Representatives to schedule regular brief meetings—perhaps following the conference calls—to discuss segment activities.
- Establishing a group of dedicated AFP Account Representatives would enable them to develop more specialized knowledge about that segment, which should improve their ability to promote the program, assist with project applications, and help them manage their accounts more efficiently. It also should mitigate the problem of being inundated with communications from the management of multiple segments.
- Having the outreach to Account Representatives focus more on how to sell the program offerings rather than on the program offerings per se may be worth considering.

The PMR group may be able to reduce some existing frustration by providing clear and direct explanations for all new decisions and communicating them proactively to all concerned parties

rather than waiting until they must be applied to a particular case. In addition, PMR may consider modifying its rule-making process to incorporate feedback from other groups on proposed rules and rule changes before making its final decision.

A number of challenges were identified regarding communication between participants and PG&E, including lack of any clear mechanism for following up requests for additional information from participants to complete a review and barriers to communicating program rules and procedures to participants. These issues can be addressed in several ways:

- Giving Project Managers a more central role may be useful. They already are involved with most NRR projects, and they often are asked to help out when a problem arises. One Review Engineer stated: “When there’s a Project Manager assigned, it makes things go smoother. That’s one of the difficulties with NRR, there hasn’t always been a Project Manager involved.” Another noted that it is easier to get needed information from Project Managers than from Account Representatives. Giving Project Managers a more central role in the communication flow would enable them to be more proactive in preventing problems. It also may help improve communication between PMR and other groups. One Review Engineer noted: “When there is no Project Manager and we’re trying to work between the customer and PMR, things can get derailed, miscommunication and confusion results.”
- It may be worthwhile to revise some of the program paperwork, such as providing clearer directions to small customers on how to find out which Account Representative to contact for assistance; revising the letter that accompanies the Installation Report to more clearly indicate that it must be completed and returned on project completion (or indicating this on the outside of the envelope); and having the letter that accompanies the rebate check specify the location of the rebated measure.
- As PG&E looks into revising its automated systems, it may consider incorporating features to track and resolve delays. For example, it could automatically generate emails to participants to follow up on requests for additional information; it also could send an email when the expected project completion date has passed, reminding them to complete the Installation Report if the project is finished and return it to the IPC.
- Finally, Account Representatives should be trained to be alert to participants who seem hurried or distracted and should take extra effort to ensure that they understand program rules and procedures.

## **Project Tracking and Reporting**

The value of a good project tracking and reporting system is that it allows program personnel to remain informed about the status of projects and provides a mechanism for identifying projects that require attention. In our assessment of the current system, we were guided by consideration of the following features of an ideal project tracking and reporting system:

- First, it should be possible to record detailed information on all project milestones. This should include not just the achievement of a milestone (e.g., the receipt of a signed contract, the completion of application review, the scheduling of a post-field verification visit), and should also include the date it was achieved, the expected date of significant



future milestones, and information about inputs needed to advance the project (e.g., information needed from the customer and/or vendor to complete the application review) and the status of the needed inputs.

- Second, a process should be in place to ensure that all project records are updated expediently when milestones are met or when inputs are needed or obtained.
- Third, information on project status should be readily accessible by program staff; for example, it should be possible to search the database for a specific project and view its current status and any needed inputs or to generate a report showing the status and needed inputs of certain projects.
- Fourth, a process should be in place to generate regular reports showing the progress of ongoing projects and identifying projects whose progress is being held up by some needed input, and to distribute those reports to relevant program staff.
- Fifth, all relevant program staff should be aware of and trained in the use of all functions they might need.

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### **Key Findings**

*The project tracking and reporting system works well in general but has some limitations: a) it is not clear that it is possible to identify projects that are stalled and the reason that they are stalled; b) sometimes the IPC is slow to record NRR applications and update records; c) many Account Representatives either are unaware that they have access to the tracking tools, do not know how to use them, or find the tools overly burdensome; and d) this evaluation could not determine that regular process reports are distributed consistently and to all Account Representatives.*

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## **Description of Project Tracking and Reporting**

It was difficult to get a complete picture of the tracking and reporting system from interviews, as most contacts could describe only the components that they worked with and they used varying terminology in their descriptions.

The Management Data Support System (MDSS), which is managed by the IPC and stores data on all customer transactions and service activities, appears to be the heart of the existing system. According to informants, all project applications, both NRR and NRNC, are recorded in this database, along with data on major milestones, such as completion of project review, issuance of Owners Agreements and Installation Reports, customer return of Installation Reports, and issuance of incentive checks. As described in *Application and Review Process*, IPC staff record incoming NRR applications into MDSS. They also update project status based on information passed to them from the review staff.

Informants also described other “databases” and spreadsheet tools used by the working groups to track project status. Several indicated the existence of separate NRR and NRNC databases, which appear to be comprised of selected MDSS fields pertaining to energy efficiency projects,

populated with data extracted from the MDSS and updated during the course of project reviews. These tools—which one informant indicated were called “TLS 2007 NRNC Project Status” and “TLS 2007 NRR Project Status”—are accessible by web and the PG&E intranet.

Review engineers use these tools to record information concerning ongoing project review. Project managers also have broad read/write access to the NRNC tool, but rather limited access to the NRR tool. Periodically, the project review data that the Review Engineers and Project Managers enter into these tools are uploaded to the MDSS. How the differing levels of read and write access to the NRR and NRNC databases affects program performance is addressed in the following sections.

A tool called “Apptack” also was described. This appears to be a read-only spreadsheet that combines information on all NRR and NRNC projects together. Its principal function appears to be report generation.

Finally, several Account Representatives indicated that their department maintains spreadsheet tools for tracking potential projects. The department’s tracking tool is updated on a biweekly basis with the information kept by the individual representatives.

## Data Entry and Management

Only PMR staff, Review Engineers, and Project Managers can enter or change data in the NRR and NRNC databases. The Review Engineers and Project Managers that we spoke to generally found the NRNC database easy to work with. Project managers reported that they have the ability to modify most fields in the NRNC database. For example, they can change a project’s status to indicate that it is “dead” or withdrawn.

By contrast, there are difficulties with the NRR database. Project managers have limited ability to enter or change data in it and the Review Engineers found the process of tracking NRR applications tedious and time-consuming. One particular issue was that the process for entering data on a new application is very rigid and does not reflect the way things occur “in real life.” One reviewer pointed out that if dates are not entered in a specific order, it causes problems. Another summed up the NRR database as “a bit awkward” and said that the information in it is “kind of all crammed together.”

The limitation of Project Managers’ access to the NRR tool is consistent with overall program design, in which Project Managers are not central to the application and review process (see *Application and Review Process*). Originally, Project Managers had no access to that tool. Recently, it has been changed to allow them to alter estimated completion dates and to enter information into a “notes” field. As noted elsewhere, however, Project Managers play a more significant role in the application and review process than is envisioned by the official process flow. Some believe that the limited ability to enter and change data in the NRR database is an impediment to their ability to perform their actual role in the process.

As noted above, in *Application and Review Process*, several contacts noted problems with data entry of NRR applications and project updates done through the IPC. For example, one AFP Project Manager said that he sometimes would not see a project in a report even though he knew

that the application had been sent to the IPC. One Review Engineer indicated that they are not notified when the IPC makes changes to project records.

## Access to and Dissemination of Updated Project Data

The application and review process—particularly for NRR—has multiple stages, can take several months, and often requires additional information from the customer beyond that supplied in the application (see *Application and Review Process*). It is important that the project tracking system enable staff to determine the status of projects and identify inputs needed to advance the application and review process.

AFP Project Managers and Account Representatives interact most frequently and closely with customers, and so often need information on project status. The Project Managers generally indicated that both the NRR and NRNC tools are useful for accessing information on project status. One described a report that lists projects for a contract has not been returned with the participant's signature as well as projects for which a returned Installation Report is overdue. Moreover, through PG&E's SharePoint intranet, Project Managers have easy access to pdf files of applications and other documents received in hard copy. (Not all Project Managers reported satisfaction with the system. One noted: "We have databases that don't talk to each other. I've created my own tracking sheet to keep track of my projects.")

The Account Representatives were more likely to report issues related to project tracking. As noted above, they often can help move the review process along by helping a participant respond to a reviewer's request for information. However, more than one representative has indicated that unneeded delays have occurred because an Account Representative did not realize that a reviewer was waiting for information. As one put it, "When an application is submitted, we don't know what happens to it. If there's a problem with the application, it can go on for nine months before someone tells an Account Representative about it." This is an issue particularly in NRR, in which AFP Project Managers are not necessarily assigned to a project and do not have the central role that they have in NRNC (see *Application and Review Process*).

It was reported that Service & Sales staff have the ability to generate reports from the MDSS, from the NRNC and NRR tools, and/or from Apptrack. A few representatives reported that they have access to the tools. However, most representatives were not familiar with the tracking tools or with their access to them. One commented that, "There seems to be an issue about having access to databases." Typically, they relied on Project Managers for information on project status—as frequently for NRR projects as for NRNC ones.

Reporting a complete lack of awareness of the reporting tools was not unusual. As one representative put it, "if you were to ask me to pull up a database to get status on projects for [an account], I'm not sure where I'd go for that. I'd ask a Project Manager to give me a list." While contacting a Project Manager probably was the single most common way to get project status information, other avenues were noted. One representative said that his main source of information was communication with the customer and being copied on communication between the customer and the IPC. Another said that he gets all his information from the Consolidated Support group.

Several representatives reported that a designated Service & Sales staff member in their office accessed the tracking tools to generate reports. However, a common observation was that the tools—particularly the NRR tool—were burdensome to use. One representative reported that even those staff members who are really good at it say that it takes a long time to find information on a particular project. That representative indicated that projects could be looked up only by application number, which often is not immediately available. He suggested that it would be better to be able to look up a project by the customer name and/or address. Another representative drew a parallel to the UPS tracking system, in which complete up-to-the-minute status information is available to anyone—including customers—with the project's identification number.

There did not appear to be a regular protocol for generating and distributing reports on project status for Service & Sales staff. Several representatives stated that they would like to receive such reports. In particular, one suggested that it would be valuable to see a report showing where the project is in the application/review process, the reviewer's notes, what the next step is, and what information is needed. In fact, some representatives reported that they have received a project status report. One indicated that it was distributed "periodically"; that representative said that he would like to receive it more often and would like it to include the date when the record for a particular project was last updated. One representative reported that ATS used to send regular reports with the status of each project, but no longer does that.

A final point to be noted is that the value of any tracking tools and reports is dependent in part on how current the information in them is. At least one Project Manager noted sometimes having to contact a reviewer to find out where a project is in the process.

## Project Tracking and Reporting: Summary and Conclusions

The introduction to this section identified five features of a good project tracking and reporting system: the ability to record detailed information on all project milestones; a process to ensure expedient update of project records; the ability of program staff to access information on project status; a process to generate and distribute regular progress reports; and training of program staff in the use of all relevant functions.

Although it was reported that the current tracking system tracks all project milestones, it is not clear that it does so in such a way that makes it possible to identify projects that are stalled and the reason that they are stalled. Several contacts reported slowness in recording applications and updating records for NRR. Many Account Representatives either are unaware that they have access to the tracking tools, do not know how to use them, or find the tools overly burdensome. As far as this evaluation could determine, no process currently exists to distribute regular process reports, or at least reports are not distributed consistently and to all Account Representatives.

Currently, PG&E is developing a web-based tool, EPRIA, to allow online entry and tracking of applications. This system is planned to allow customers to enter applications on line. It may resolve some of the above issues. However, at the time this report was being prepared, expected implementation was still at least one year away. Moreover, as indicated above, the tracking tool itself is only part of the solution. It is still recommended to review procedures for updating

records, generating reports, and training staff in the use of current tools and in the use of the EPRIA when it is completed.

## Marketing and Outreach

Throughout 2007, the AFP segment management carried out a wide range of marketing and outreach activities, including direct marketing efforts, sponsorships and educational seminars at events and conferences within the agricultural and food processing industry, industry organizations, earned media, and targeted educational seminars. In addition, the programs are promoted by Account Representatives, through the PG&E website and customer service phone line, and informally by vendors and contractors.

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### Key Findings

*The most effective activities for increasing awareness and participation reportedly have been the presentations, workshops, and seminars, in conjunction with the work of Account Representatives with customers. Some areas for potential improvements were: a) 3P programs can offer higher incentive levels, which can cause confusion among customers; b) it may not always be clear to customers that 3P programs are PG&E programs and not competitors; c) the delay in the PG&E website redesign may have adversely affected marketing and outreach of both the core program and 3P programs; d) some Account Representatives, particularly those with accounts in other segments, are less active than others in promoting the AFP programs; e) some vendors and contractors also are more active than others, possibly because of differences in awareness of PG&E programs; and f) the lengthy process for reviewing and approving marketing materials may adversely affect marketing and outreach efforts.*

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### Description of Marketing and Outreach

The segment management developed a variety of general and targeted marketing fact sheets, case studies, brochures, and other collateral for distribution to AFP customers. Direct mail letters and postcards carried information on a variety of measures and services. Articles were either placed or arose as ‘earned media’ in seven magazines, newspapers, and trade journals. Radio ads educated audiences about PG&E’s new construction program and segment-specific energy savings opportunities, and one television news story included information about PG&E incentives.

A variety of activities allowed AFP segment staff and Service & Sales staff, in coordination with PG&E’s 3P programs, to promote the programs directly to AFP customers. They included presentation at several workshops and conferences, staffed conference booths, and targeted educational seminars held throughout PG&E’s service territory.

PG&E's AFP marketing and outreach activities resulted in recognition from ACEEE, EnergyStar, and Flex Your Power for its effectiveness at educating the segment about energy efficiency.

Comments and issues about specific aspects of marketing and outreach are addressed in the following paragraphs.

## Most Effective and Least Effective Activities

From many informant comments, the flagship marketing and outreach activities were the presentations, workshops, and seminars. Coordination with Service & Sales for these activities is good: Account Representatives attend these events and help promote the AFP programs. Most contacts reported that feedback from customers about the value of these activities has been good.

However, at least one contact indicated that the "biggest and best" projects come from Account Representatives working directly with customers. Several indicated that the mass mailings were the least effective offerings.

## Coordination with 3Ps

Representatives of PG&E's 3P AFP programs also attend the AFP marketing and outreach events. In most cases, coordination has been good. However, some difficulties have been reported. The 3P programs are able to offer higher incentive levels than the core program, which can cause confusion among customers. In addition, one informant reported that a representative for one of the 3P programs made comparisons between his program and the core programs in a way that did not reflect well on either. This person was reported as telling attendees, "We can beat PG&E in every way."

PG&E recognizes the issues that have resulted from differential incentive levels for the 3P and core programs and is considering changes to decrease or eliminate the difference.

## ***The PG&E Website***

At the time of the evaluation, a redesign of the PG&E website had been underway for about a year. The planned redesign would allow the Segment Manager to put up marketing messages, information about new classes, and new tools that would benefit customers as well as Account Representatives. As this report was being written, a revision of the website was completed, although it was reported that some adjustments remain to be made.

One impact of the delay in the redesign is that PG&E had not put information about 3P programs on the website until after this evaluation was completed. As described below (see *Findings: 3P Programs*), some of the 3P contacts said that PG&E had agreed to do so in the contract and that the absence of 3P program information was an impediment to participant enrollment.

## The Role of Account Representatives

Most of the Account Representatives that were interviewed indicated that they actively promote the AFP programs with their customers and believe that their person-to-person contact is very important. However, some informants indicated that some Account Representatives were more active than others. Some representatives with large industrial accounts appear not to put a high priority on the AFP segment. Moreover, the upcoming cutbacks in the Service & Sales staff may have an adverse impact on the ability of Account Representatives to promote the programs.

## The Role of Vendors and Contractors

Vendors and contractors are not a formal part of the marketing and outreach apparatus, but they help drive the programs through their interactions with customers in the AFP segment, and some of the segment-specific outreach has targeted them.

Informants reported that relationships with vendors generally are good. Many vendors actively promote the program and energy-efficient products. Vendors generally are accessible for information needed to complete an application. However, some are more active and accessible than others. One contact indicated that vendors that are aware of the program are promoting it, but that person did not know the level of awareness. One Project Manager reported contact with one engineering firm that resulted in leads and suggested that identifying and doing presentations to the main firms that work within the AFP segment would be a useful strategy.

## Marketing Tools and Collateral

Some contacts have suggested that Account Representatives would benefit from additional or better marketing materials. One specifically stated that they “need a better marketing package, something that explains all program policies and procedures, opportunities, and so on.”

One last issue that was raised was the fact that the process for getting a case study or piece of marketing collateral through PG&E’s internal claims process and marketing department had changed frequently over the previous year and that currently it is difficult to get anything developed. Print materials are an integral part of a marketing and outreach effort, and unnecessary delays in production can have an adverse impact on participation.

## Marketing and Outreach: Summary and Conclusions

The AFP programs are promoted through a wide range of marketing and outreach activities as well as by Account Representatives, through the PG&E website and customer service phone line, and informally by vendors and contractors. All or nearly all informants commented favorably on the AFP segment’s marketing and outreach activities, and suggested that the most effective ones for increasing awareness and participation have been the presentations, workshops, and seminars, in conjunction with the work of Account Representatives with customers.

Areas identified for potential improvements related to the relationship between the core and 3P programs, differential levels of activity among Account Representatives and among vendors and

contractors in promoting the programs, and the development and deployment of marketing tools and collateral. Possible approaches to addressing these issues include the following:

- Differential incentive levels and representation of 3P programs. PG&E is considering reducing or eliminating the difference in incentive level in the next program period. In addition, PG&E may consider coordinating with its 3P program implementers to ensure that 3P programs are represented as part of the PG&E portfolio and not as competitors. Doing so should improve participation in the 3P programs as it will lend them PG&E's credibility.
- Differential activity of Account Representatives in promoting the AFP program. As noted elsewhere, it has been suggested that a group of dedicated AFP Account Representatives may be able to work more efficiently with their customers and would not be subject to competition from other segments for their time and attention.
- Differential activity of vendors and contractors in promoting the AFP program. Differences in activity may in part result from differences in the level of awareness of PG&E programs. Marketing more actively to vendors should increase overall awareness of the program and may help produce a more consistent level of promotion by vendors.
- Marketing tools and collateral. It may be worthwhile to review the marketing materials provided to Account Representatives, with a view to developing a more complete package, and to review the process for reviewing and approving marketing materials to determine whether the process is subject to unnecessary delays.



## 4. Findings: 3P Programs

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This section presents the findings from the interviews with 3P program contacts. Following summaries of findings for each program, we present an integrated summary across the programs. Where appropriate, the summary includes discussion of comments made by PG&E.

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### ***Key Findings***

*Reported participation levels varied widely for the 3P programs, with two reporting that participation had been lower than expected, including one that had not implemented any projects at all. Several 3P program contacts reported challenges arising from the fact that the PG&E core program and 3Ps offer incentives for the same efficiency measures. Generally good communication and coordination was reported between 3P programs and PG&E core program staff. However, some implementers have visited customers without notifying PG&E Account Representatives. Two 3P implementers were concerned that 3P programs were not sufficiently promoted on the PG&E website and by Account Representatives. All 3P implementers found PG&E's tracking template for reporting energy savings data at a minimum cumbersome and potentially a large challenge with serious budget implications.*

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### **Dairy Energy Efficiency Program**

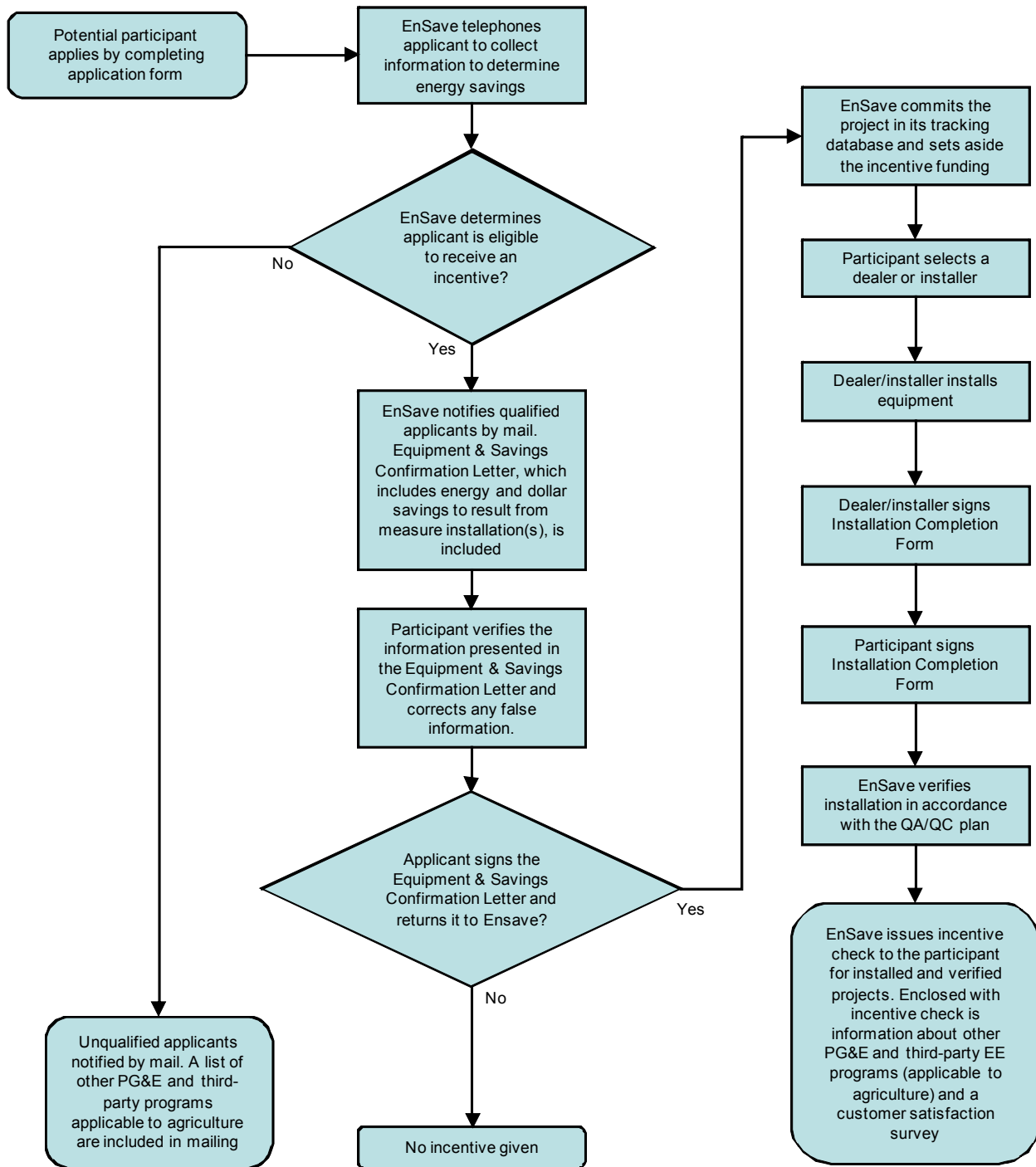
The EnSave contacts interviewed for this evaluation reported that the Dairy Energy Efficiency Program (DEEP) is somewhat ahead of its targets despite losing five months of work in 2006 (see below). The contacts indicated generally good coordination with the PG&E core program. They reported agreement with the AFP Segment Manager that customer satisfaction is the top priority. Moreover, EnSave representatives have coordinated with the PG&E core program's marketing and outreach efforts by attending four of five dairy-related events sponsored by PG&E.

Figure 12 shows the process flow diagram for DEEP. No challenges were reported relating to the process flow. However, the EnSave contacts identified several implementation challenges, the resolution of which may result in improved customer satisfaction and program success. These related to competition with the PG&E core program, communication and coordination with PG&E, late roll-out, PG&E's presentation of DEEP, and tracking and reporting requirements.

### **Competition with PG&E Core Programs**

Prior to program delivery, EnSave had not been aware that PG&E offers a very similar program within the PG&E service territory. According to the EnSave contacts, CPUC rules specify that PG&E and 3P contractors are authorized to offer "like" programs, but must have different delivery models. DEEP is similar to PG&E's programs but uses a different delivery model, which satisfies the CPUC rules. According to EnSave, however, the existence of two similar programs creates confusion among customers.

**Figure 11. Process Flow for Dairy Energy Efficiency Program**



## Communication and Coordination with PG&E

As part of its contract with PG&E, EnSave had understood that PG&E would prominently place information about the Dairy Energy Efficiency Program on the PG&E website. EnSave contacts reported that, at the time of the interview, no mention of the program appeared on the website. At the time of this evaluation, PG&E had been undergoing a major website redesign and had not yet placed information on 3P program on the website. As this report was being prepared, the redesign was largely completed, and 3P information had been included.

Noting that the agricultural and food processing sector is just one part of PG&E Account Representatives' customer base, the EnSave contacts would like to be assured that PG&E Account Representatives are capable of consistently and accurately representing EnSave and DEEP to agricultural customers. Shortly after the beginning of program implementation, EnSave had requested a list of all the PG&E Account Representatives so that it could coordinate activities with them, but had received this list only about three months ago. Because this list changes, they requested that they receive regular updates to the list to ensure accuracy.

EnSave contacts are concerned that PG&E does not present all possible options to customers regarding incentive programs for lighting upgrades. EnSave contacts suggest that they could develop an auditing tool in collaboration with PG&E, to calculate the potential savings provided by each program. Contacts suggest that PG&E Account Representatives could then provide this information to customers, to help them select the incentive program that best suits their needs.

EnSave also would like to have a better understanding of the “surveys” and “integrated audits” being conducted by PG&E. Specifically, EnSave contacts would like to know whether they will be given access to PG&E survey and integrated audit information and, in turn, whether PG&E will have access to EnSave's information.

In general, EnSave contacts report that they would like to have a better overall understanding of PG&E's incentive programs.

## Late Roll-out

EnSave had expected to be able to begin program implementation during the first quarter of 2006 when PG&E began implementation of its program. However, EnSave contacts report that they were authorized to begin marketing to customers only beginning August 3, 2006, and that program marketing to manufacturers did not begin until the end of September 2006. Despite “losing 5 months of energy efficiency work in 2006,” EnSave contacts report that they are currently ahead of their program goals.

## Tracking and Reporting

According to EnSave contacts, the Excel template developed by PG&E to report energy savings data is “very cumbersome to use.” The Excel spreadsheet is intended to be generic, so that all 3P participants may use it. Contacts noted that, because of this, the spreadsheet includes a great deal

of information included on it that is extraneous for their program, but does not have information that EnSave needs for its own internal reports & memos, which makes their job difficult. EnSave contacts report that they would have liked to have known about these data reporting requirements up front because it would have allowed them to budget for the extra time and expense associated with conforming to PG&E's data reporting requirements.

## **Industrial Cold Storage/Food Processing Efficiency**

The On Site contact reported that On Site has exceeded program goals, run out of rebate funding and is seeking more funding from PG&E. On Site would like to expand its program offerings. According to the On Site contact, "We know there's greater opportunity, but because of the analysis that's required by the utility and the competitive nature of all of these efficiency programs, we feel frustrated that we can't expand our program."

Figure 13 shows the process flow diagram for the Industrial Cold Storage/Food Processing Efficiency (ICS/FPE) program. No challenges relating to the process flow were identified. The contact indicated that they had overcome some early communication challenges with PG&E core program staff and that, at the time of the interview, communication was good. However, some other challenges were brought out in the interview. These relate to competition with PG&E and other 3P contractors, difficulty in coordinating with other 3P programs, and data tracking and reporting requirements.

### **Competition with PG&E Core Programs and Other 3P Contractors**

Because PG&E and other 3P contractors offer incentives for the same efficiency measures as are offered by On Site, there is overlap among these programs. If On Site finds that a customer has begun energy efficiency implementation with another program, it discontinues marketing to that customer. However, some customers, after realizing that On Site (and other 3P contractors) offer higher rebates, have expressed disappointment about having enrolled in PG&E's energy efficiency rebate program. In one instance, the customer was allowed to switch to On Site's program after the PG&E core program had invested cost in doing the energy analysis.

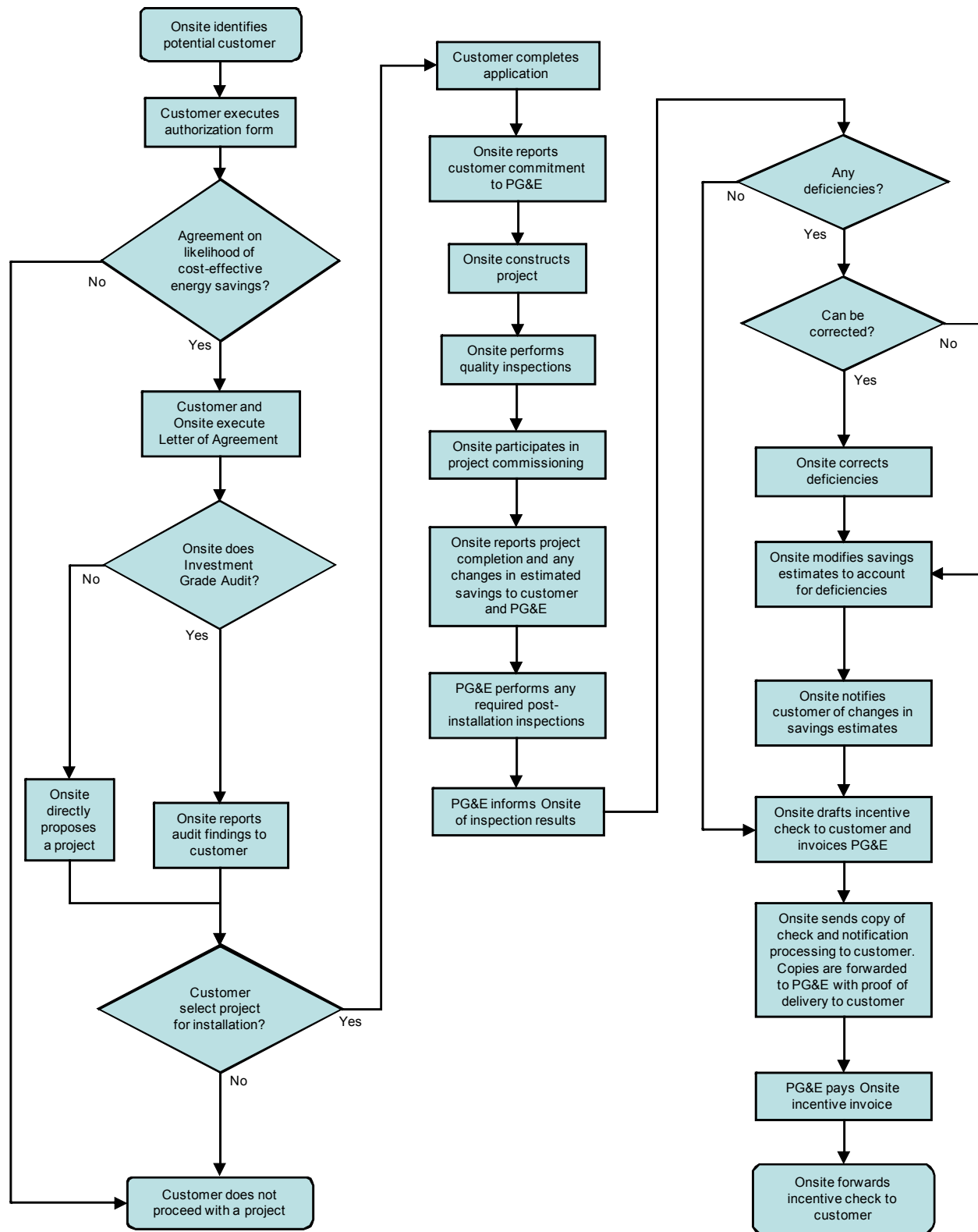
### **Coordination with Other 3P Programs**

The On Site contact reported difficulty in coordinating with other 3P programs, noting that each of these programs has its own unique goals and programs. The On Site contact reported, "We try to stay out of each others' way, but haven't been able to work together."

### **Tracking and Reporting**

The On Site contact reported that PG&E's data tracking and reporting requirements are difficult noting that these requirements present somewhat of a burden, but added "we understand PG&E's need to report this information internally and to the CPUC."

**Figure 12. Process Flow for Industrial Cold Storage/Food Processing Efficiency Program**





## Combined Approach to Solar and Efficiency

The SunPower contact indicated that communication with PG&E's current contract person is very good. SunPower personnel took part in some PG&E marketing and outreach activities early in the contract period, such as staffing booths at agriculture and wine shows and giving talks at winery seminars. The contact indicated that she thought these were valuable activities.

The process flow is shown as Figure 14. SunPower had not implemented any projects under the CASE program in the current contract period. The company found two principal barriers to implementation: inability to compete with other 3P programs that were offering higher incentives within the same segment; and the declining rebate schedule under the California Solar Initiative (CSI).

### Competition with Other 3P Programs and Declining CSI Rebate Schedule

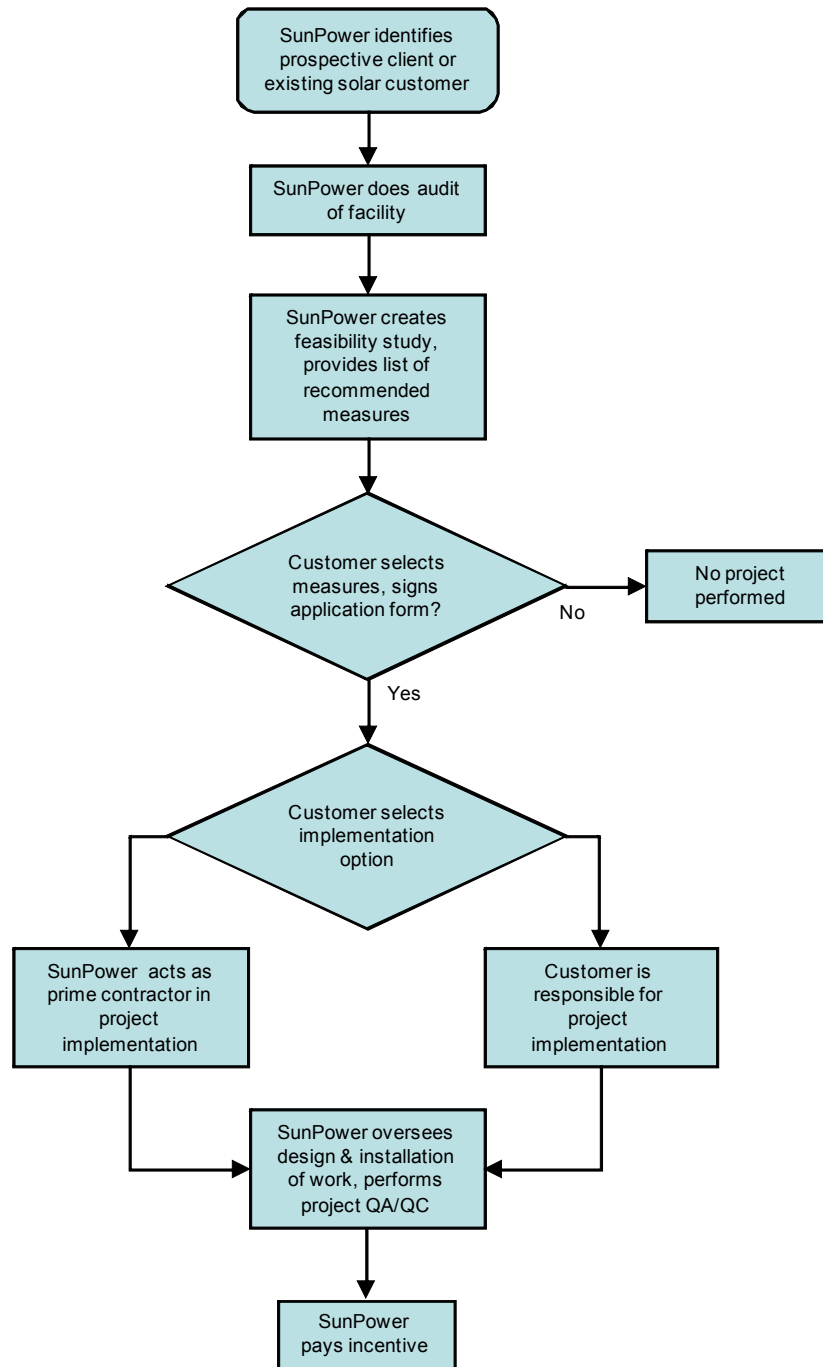
The theory behind the CASE program was that SunPower would be able to sell energy efficiency measures to existing and prospective PV system clients by showing the benefits of combining PV and energy efficiency. However, this has not worked as effectively as SunPower had hoped. SunPower's energy efficiency incentives are the same as the PG&E NRR, while other 3P programs offer substantially higher incentives. In addition, the declining rebate schedule under the CSI has created a high demand for obtaining solar measures before the rebate level decreases again. As solar energy is SunPower's primary line of work, its priority is to accommodate the demand for solar measures.

When the CASE program began, the current high demand for qualified staff in the solar and energy efficiency industry was a barrier to staffing sufficiently to accommodate the immediate demand for solar measures and at the same time to carry out the energy efficiency component. The company has added staff, but it has taken time.

To address these issues, SunPower has requested the following contract concessions from PG&E:

1. The current contract gives SunPower \$.02 per kWh to cover audits and administration. SunPower has asked to be allowed to pass this through to the participant to make its incentive package more competitive with that of other 3P programs.
2. SunPower has asked to be allowed to extend the CASE program to cover the retail market segment. Many of SunPower's prospective solar customers are in that segment. In the current contract period, SunPower lost the opportunity to do 8M kWh with a large retail department store chain to another 3P program.
3. SunPower has asked to be allowed to split the timing of the solar and energy efficiency aspects of the CASE program to accommodate the current high demand for solar measures. The company would like to be able to enroll participants in the program and install solar measures immediately and energy efficiency measures after the solar rebate level decreases, rather than install them together as is required under the current contract.

**Figure 13. Process Flow for Combined Approach to Solar and Efficiency<sup>8</sup>**



<sup>8</sup> Insufficient information was available to construct a detailed process flow diagram. The SunPower contact was unavailable for an interview before this report was being written and did not respond to requests for a flow diagram.



SunPower has stated that if PG&E refuses the above requests and discontinues funding, the company will honor the terms of the program to any prospective customers currently considering participation and will pay the rebate itself.

## **Tracking, Reporting, and Documentation**

The contact indicated that they have had difficulties with PG&E's reporting and documentation requests. As a private company, SunPower does not have the structure to produce the volume of documentation (e.g., PIPs, white papers) that PG&E has requested.

## **Industrial Refrigeration Performance Plus**

The VaCom contact reported good communication and coordination with PG&E core staff, specifically the field staff (Account Representatives and Project Managers) and PG&E's Program Manager. The communication success is partly because VaCom deals with a small group of PG&E staff. The contact reported coordination in early marketing efforts, but that later efforts, which have included webinars, have been "opportunistic".

While PG&E and other 3P contractors offer incentives for the same efficiency measures as are offered by VaCom, the contact noted that this does not present a significant challenge as VaCom is uniquely qualified to assist "larger" customers that require greater complexity of analysis than its competitors are capable of providing.

At the time of the interview, the contact reported that VaCom probably would meet about two-thirds of its kWh goals. Figure 15 shows the process flow for the Industrial Refrigeration Performance Plus (IRPP) program. The program contact did not indicate that any challenges resulted from the process flow. Challenges identified in the interview related to project funding, PG&E presentation of the program, staffing, ability to provide accurate preliminary assessments, and communication with PG&E, and tracking and reporting requirements.

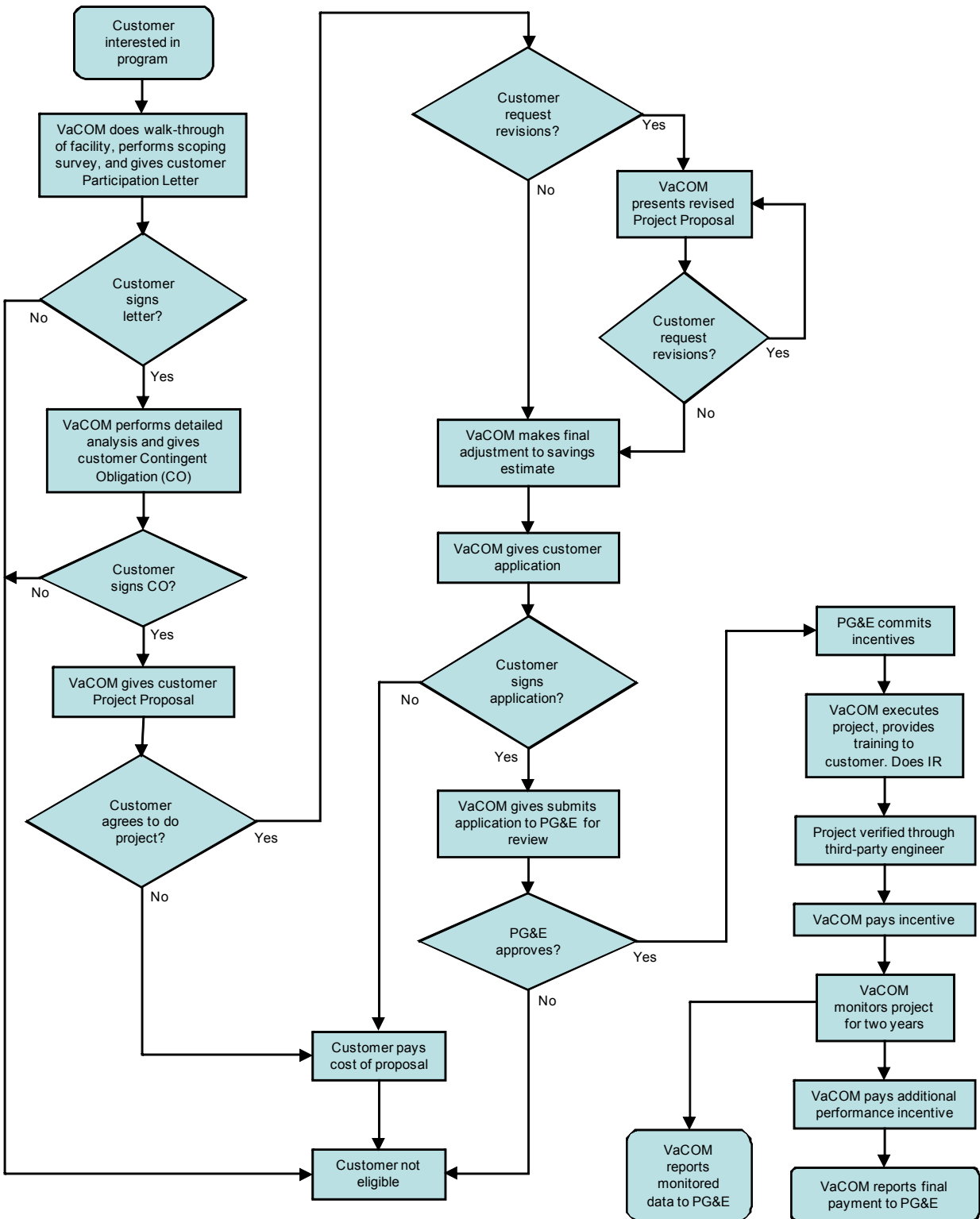
## **Obtaining Project Funding**

Relative to their competitors, VaCom projects are large and require significant capital investment. Consequently, the VaCom contact noted that VaCom's single largest challenge is "the length of time necessary for their customers to get capital approved to complete projects."

## **Staffing**

The contact reported that VaCom is understaffed due to a shortage of qualified professionals in the refrigeration field. The contact noted that this workforce shortage is industry-wide and has resulted in ongoing staffing shortages.

**Figure 14. Process Flow for Industrial Refrigeration Performance Plus Program**



## Accuracy of Preliminary Assessments

The VaCom contact reported that, because they work with “larger” customers that require greater complexity of analysis, it is difficult to provide an accurate preliminary assessment about what savings are likely to be gained. To address this challenge, the VaCom contact suggested that, in the future, VaCom may consider “putting the performance monitoring on the front-end.”

## Communication and Coordination with PG&E

The VaCom contact expressed concern about the ability of PG&E Account Representatives to consistently and accurately provide VaCom’s program information to customers. The contact noted, however, that PG&E likely would have provided better information to potential customers had VaCom submitted more materials and case studies to PG&E early in the program.

The contact reported difficulty in understanding the organizational structure of PG&E. In order to address this challenge, the contact suggested that PG&E provide an organizational chart describing individual staff responsibilities, including responsibilities as they pertain to specific geographical locations.

## Tracking and Reporting

The contact reported that PG&E’s data tracking and reporting requirements are “a little tedious and time-consuming.” However, the contact further noted that these requirements do not pose a significant challenge because they “don’t have a huge number of projects.”

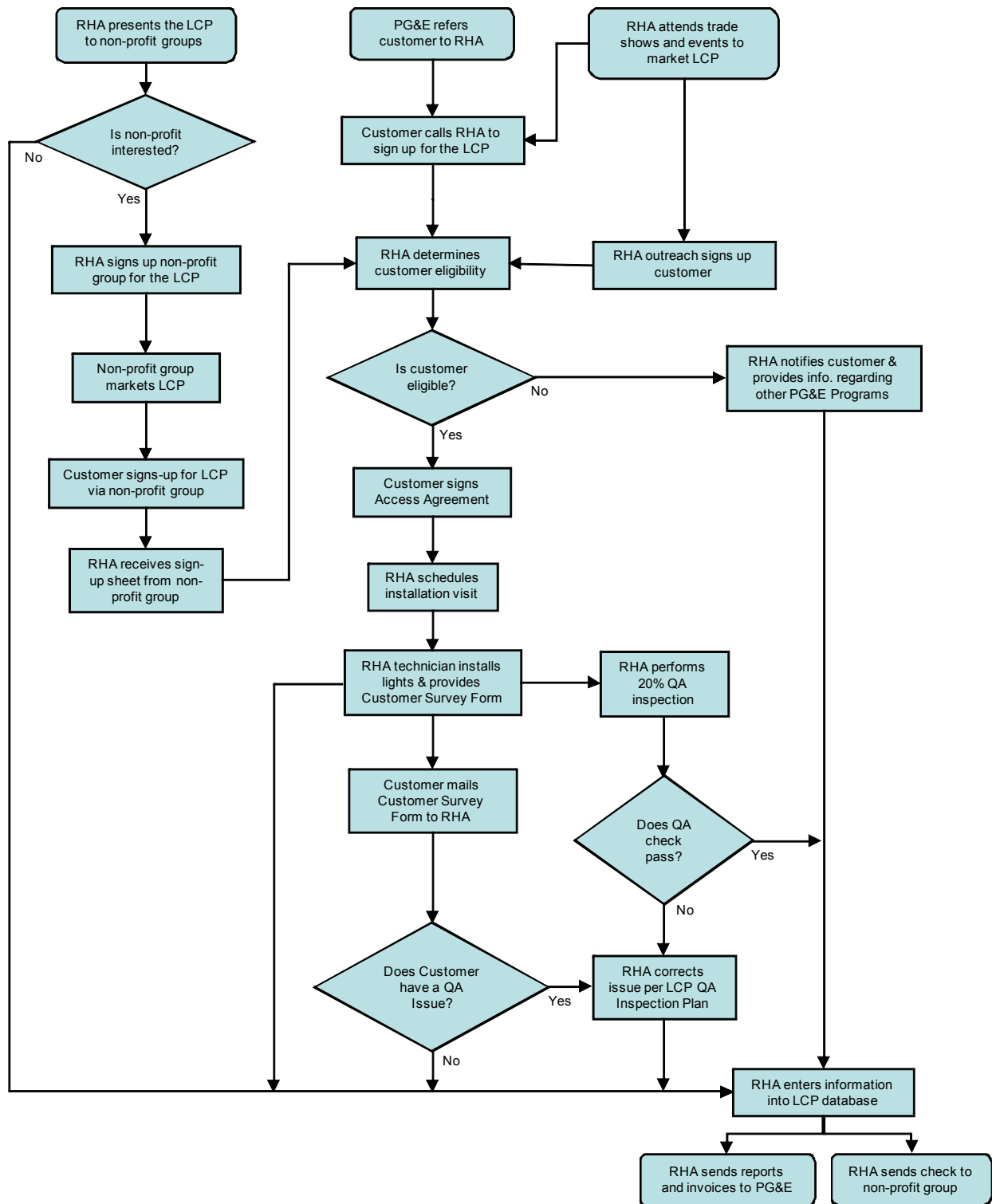
## Light exChange Program

The contact for RHA indicated that coordination and communication with PG&E core program and contract administration staff has been good. RHA program staff have received notification of upcoming marketing and outreach events, and they participated in some of them.

The contact reported that PG&E and other 3P programs do not present a significant challenge to RHA because none of the other programs offers the same fixtures that the Light exChange Program (LCP) does. However, participation in LCP has been lower than expected. The RHA contact noted that programs like this depend to some degree on word of mouth. She cited another similar program in which it took a year for people in the community to become fully acquainted with it, at which time participation increased. The contact suggested that, over time, the agricultural community will become more familiar with the program offering and that participation will increase.

The process flow for the LCP is shown in Figure 16. Note that this diagram shows the process flow for the program as it operated at the time of the evaluation, not as originally designed and implemented. RHA’s initial proposal to PG&E consisted of two options for light exchange: exchange of lights at events; and direct install. However, RHA found that people were not

**Figure 15. Process Flow for Light exChange Program**



showing up at the exchange events. The contact surmised that the main barrier was the effort required for the participant to remove the existing lighting fixtures, which often would necessitate climbing a high ladder. To address this, RHA now offers the direct installation component only.

No challenges have resulted from the current process flow. Principal issues that emerged from the interview related to missed partnership opportunities, brightness of the installed lights, ineligibility of some customer in mountain communities, and tracking and reporting.

## Missed Partnership Opportunities

At the beginning of program implementation, RHA found that it had missed an opportunity to enlist community- and school-based organizations to market the free lighting measures to members of the AFP segment on behalf of the program because “unless you enroll the school organizations at the beginning of the school year, they already have their fundraising lined up, and it’s hard to get them to consider another opportunity.” According to the contact, “RHA lost a lot of time by not having a contract at the beginning of the school year.”

The contact also reported difficulty in partnering with certain non-profit groups. According to the contact “FFA [Future Farmers of America] is run by students; they weren't organized enough to work with the program. 4H is more organized, because the parents are involved.”

## Light Brightness

The contact stated that, in some cases, customers with night crews that need the light to work report that the lights provided by the program are not bright enough. To address this challenge, the contact reports that RHA is considering offering an option for brighter lights during the next program cycle.

According to the contact, brightness does not present a significant challenge for most customers because the lights are typically used for security purposes.

## Mountain Communities Not Eligible

According to the contact, many rural ranch and farm customers, such as those in mountain communities, are not currently eligible for the program because they do not operate under the appropriate NAICS codes. According to the contact, RHA is working to expand NAICS codes to include such customers.

## Tracking and Reporting

The contact reported that PG&E’s data tracking and reporting requirements are cumbersome. According to the contact, the template that PG&E uses for programs does not match well with RHA’s data tracking. The contact also reported difficulty in meeting PG&E’s reporting requirement that requires the exact locations of measure installations, noting that, on larger

ranches, it is difficult to identify the exact location where a measure has been installed. The contact reported that, until recently, RHA had not been aware of the full extent of data reporting requirements required by PG&E. According to the contact, “Now that we know, we’re going to be collecting the new data.”

## **Wine Industry Efficiency Solutions**

The RSG contact indicated that coordination and communication with PG&E core staff is generally good. RSG has been invited to present its program at a seminar on energy efficiency that PG&E hosts periodically at the California Sustainable Wine Growing Alliance conference.

Program participation has exceeded projected program goals. Therefore, it has not been necessary for RSG to aggressively market the program. The majority of leads are generated through coordination with PG&E’s account management group. Because program participation has been high, RSG staff are concerned that they may run out of rebate incentive funding before the next program cycle begins.

Figure 17 shows the process flow diagram for the Wine Industry Efficiency Solutions (WIES) program. Challenges and issues that emerged from the interview related to tracking and reporting requirements, competition with the PG&E core program, the complexity of the WIES program’s own paperwork requirements, and the perception that PG&E prefers 3P programs that offer direct installation of energy efficiency measures.

### **Tracking and Reporting**

According to the RSG contact, RSG’s “biggest challenge” is the reporting requirements required by PG&E. The contacts stated that PG&E’s reporting requirements are particularly challenging for programs such as the WIES program, which offers calculated incentives. RSG has sought to address this challenge by “hiring an expert database person to handle reporting requirements.”

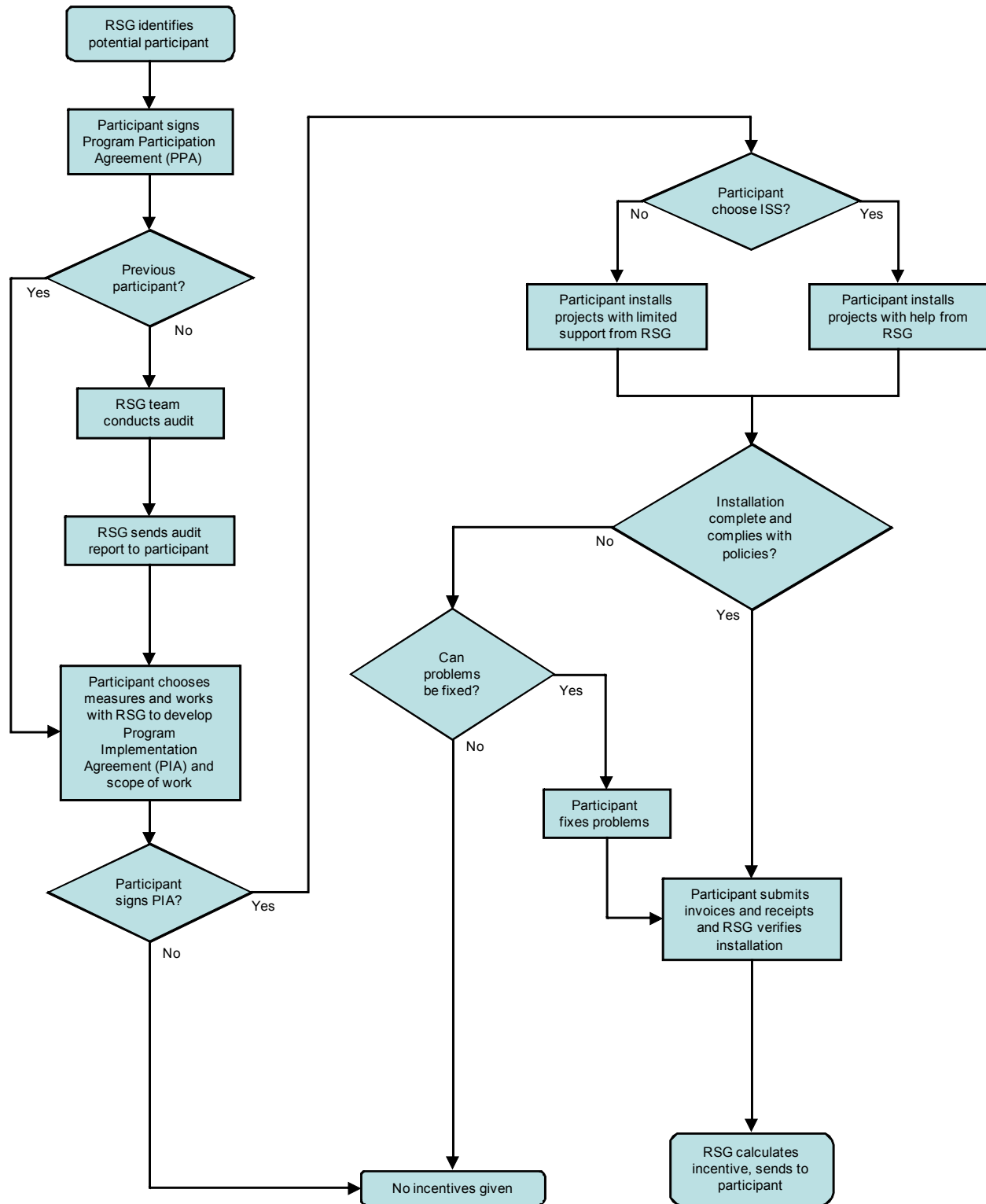
### **Competition with PG&E Core Program**

Because PG&E offers incentives for the same efficiency measures as are offered by RSG, RSG contacts report several incidents of customer confusion. In some instances, customers have signed a PPA with RSG and then received rebates for measure installation directly through PG&E. According to RSG contacts, in some such instances, participants may not even be aware that they are interacting with two separate programs. According to contacts, “it’s a big concern for us because a lot of our costs are up front with the audit, and if they go through PG&E, we don’t get a dime.” RSG has sought to retain participants by offering bonus cash incentives for early adoption and quick installation of measures.

### **Complex Paperwork**

The program requires each customer’s signature several times during program implementation. RSG contacts are investigating the possibility of streamlining this process in the future.

**Figure 16. Process Flow for Wine Industry Efficiency Solutions Program**



## Direct Installation of Program Measures

Contacts report that they perceive that PG&E prefers to offer 3P programs that include direct installation of energy efficiency measures. Because direct installation is not a component of RSG's program, contacts report a concern that PG&E may view this as a weakness.

## Summary of 3P Issues and Challenges

Many of the 3P contacts' comments fell related to program participation, competition with the PG&E core program and/or other 3P programs, communication and coordination with PG&E, and tracking and reporting. Two reported staffing challenges. The remaining comments were program specific and are dealt with in the appropriate program summary, above.

### Program Participation

Reported participation levels varied widely for the 3P programs. Three reported that participation has met or exceeded goals; for two, participation has been somewhat lower than expected; one 3P has not implemented any projects at all. There was no indication that level of participation was related to how well the 3P staff coordinated with PG&E Account Representatives.

### Competition with PG&E Core and Other 3P Programs

Several 3P program contacts reported challenges arising from the fact that the PG&E core program and 3Ps offer incentives for the same efficiency measures. EnSave, On Site, and RSG all reported that this causes confusion and/or frustration among customers. In some cases, a customer has enrolled in a PG&E core program and then found out that a 3P offered a higher incentive. In other cases, a customer signed a participation agreement with a 3P and then received an incentive from the PG&E core program for an installed measure.

SunPower was the only 3P that reported that it is at a disadvantage compared to other 3Ps because it offers the same incentive as the PG&E core program.

### Communication and Coordination with PG&E

The 3P contacts generally reported good communication and coordination with the PG&E core program staff. All have participated in PG&E-sponsored marketing and outreach events. They also generally reported that they coordinate well with PG&E's Account Representatives.

Comments by Account Representatives generally confirmed the latter. Several reported that they commonly introduce 3P staff to customers, which helps prevent confusion about who the 3P implementers are and about the existence of separate programs. However, some Account Representatives reported that some 3P implementers have visited customers without notifying them first. Although most recognize that the 3Ps are not required to notify PG&E Account Representatives of customer calls, they have noted that doing so benefits the 3Ps.



Two 3P implementers mentioned some communication and coordination issues. Both EnSave and VaCom were concerned about PG&E's representation of 3P programs to its customers on the PG&E website and by PG&E Account Representatives. PG&E's website redesign has been largely completed and now includes information on 3P programs; however, the lack of that information over the past year may have had an adverse impact on some 3Ps' ability to enroll participants.

Other communication and coordination issues concerned lack of information about PG&E's organizational structure, contact information for PG&E Account Representatives, the results of integrated audits, and the range of incentives offered through the core programs.

## Tracking and Reporting

All 3P implementers reported issues with PG&E's tracking template to report energy savings data. Each program is required to use the same general template despite large differences among them in their program-specific data tracking and reporting requirements. One 3P in particular noted the difficulty of specifying exact locations for measures on large ranches. The level of challenge posed ranges from being "a little tedious and time-consuming" to being the 3P's "biggest challenge". Two reported that the data reporting requirements have had significant budget implications. Another 3P commented on the volume of documentation that PG&E has requested.



## 5. Conclusions and Recommendations

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This section presents the evaluation's conclusions and recommendations. Following brief reviews of the main issues identified for the core and 3P programs, we enumerate several general conclusions and recommendations and then compare and contrast these with several made in a separate analysis performed by Newcomb Anderson McCormick, Inc.

### Core Program Issues

PG&E's core energy efficiency programs for the AFP segment appear to be highly successful. Program staff report that the savings goals are being "blown out of the water." Informants indicate that participants are satisfied with the range of opportunities that the programs present and the incentives. Other strong points include the assistance program that staff provide, including calculation assistance, and the marketing and outreach activities, particularly the seminars. Many Account Representatives and Review Engineers gave particular credit to the AFP Project Managers for their expertise in the segment and assistance in getting projects through the process. One representative also mentioned the outreach that the AFP segment management provides to Service & Sales staff; she indicated that representatives can go to a program kick-off meeting and learn "10 times more" than they would from any other segment.

Most informants agreed that the NRNC process works well. Moving an NRNC application through the process is relatively simple and straightforward. However, some challenges were identified with respect to the NRR process. Amending the program to respond to these challenges may make it possible to achieve even higher levels of customer satisfaction and program success.

Many contacts have reported that the NRR process seems overly complex to participants; information sometimes is lost. In many cases, the application and review process takes longer than expected because a reviewer must conduct additional research or must wait on information from a participant, because several applications are received within a short time span, or because an incomplete or incorrectly completed NRR application is returned to the participant. Several contacts indicated that it is hard to get timely feedback or clear explanations of decisions about policies and procedures from the PMR group. This can cause frustration and customer dissatisfaction when the PMR's interpretation of policies and procedures significantly reduces the amount of incentive that a participant expected.

Some improvements to process flow could be achieved through relatively simple changes, such as reviewing the paperwork sent to participants to ensure that the process is explained clearly and that each item clearly details the input required from the participant to move the project forward. However, this ignores a more fundamental issue, which, if addressed, could have a more significant effect.

The theory behind managing NRNC by market segments was that it would allow for more focused marketing and outreach to each segment and for better project management. However, this theory has not been fully applied to NRR, despite significant overlaps between the two

programs in management and operation as well as in marketing and outreach.

The program logic for NRR appears to assume that the application and review process can be managed between the participant and the Review Engineer, with little or no assistance from others. This has two important implications. First, there is no single group that serves to manage the information flow among the various groups, as the AFP Project Managers do for NRNC. Second, there does not appear to be a consistent expectation about the role of Account Representatives beyond promoting the program to their accounts and assisting with pre-field inspections for simple projects.

## 3P Program Issues

Reported success has varied among the 3P programs. While three reported that participation has met or exceeded goals, three indicated that participation has been lower than expected, one of which has not implemented any projects at all.

None of the 3Ps reported any challenges relating to their internal program management or communication and coordination. Only one reported issues relating to the process flow of their specific programs. VaCom noted that the greater complexity of analysis required for its large customers makes it difficult to provide accurate preliminary savings estimates; in the future, VaCom may consider amending its process to do performance monitoring from the beginning.

The three 3Ps that reported being behind their goals identified specific reasons. SunPower CASE program has been unable to compete with other programs in the segment because it does not offer as much incentive and has not been able to commit resources to energy efficiency. The VaCom contact also cited competition within the segment and staffing challenges. He also noted that the ability of customers to get capital approved to complete projects was a significant barrier. In planning the marketing and outreach for LCP, RHA did not consider the need to approach school-based non-profit organizations at the beginning of the school year to help market the program to the agricultural community.

Generally, the 3P contacts reported good overall communication and coordination with PG&E core staff. Two 3P implementers were concerned about PG&E's representation of 3P programs to its customers on the PG&E website and by PG&E Account Representatives. However, there was no indication that level of participation was related to how well the 3P staff coordinated with PG&E Account Representatives.

## General Conclusions and Recommendations

The following conclusions address issues related to the core program logic as well as communication, project tracking and reporting, and coordinating with 3P programs.

***Conclusion 1—NRR process lacks central point of coordination:*** No single group with segment-specific knowledge acts as a central point of coordination in the NRR process, taking ownership of all projects and coordinating all interactions. As a result, the process does not run as smoothly as for NRNC. A large number of the PG&E staff interviewed agreed that the Project

Managers should have a central role in NRR and identified several advantages of such an arrangement. They can identify a larger range of opportunities during a facility walk-through and can thus help Account Representatives recommend additional measures to a customer. They often facilitate communication between the Review Engineers and other parties, and their involvement makes it more likely that an application will be accepted, saving time and effort for all involved. Several Account Representatives specifically cited the project management staff, including the Segment Manager, as one of the program's strongest points, for either NRR or NRNC.

**Recommendation 1:** PG&E should consider giving AFP Project Managers a more central role in the NRR process, including in integrated audits, similar to their role in NRNC. This may allow the process to be simplified and may facilitate communication and process flow.

**Conclusion 2—Account Representatives vary in level of preparation to support program activities:** They vary in how actively they promote the programs, including the 3P programs, in their preferred level of involvement in the application and review process, and in how well they understand rules for calculating savings. One contact noted that they often violate the rules when advising participants on how to calculate savings. Moreover, although most play a significant role in ensuring that applications are processed and inspections completed expeditiously, they do not seem to be consistently prepared on tracking projects or facilitating the application and review process for customers.

A way for PG&E to improve staff consistency and accuracy in applying program rules and policies is through more thorough staff training. For example, training Account Representatives to recognize when a project's savings can be estimated using the SPC calculator and when a more detailed analysis is required may reduce discrepancies in savings estimates. In addition, more thorough training on how to communicate rules and procedures clearly and explicitly to participants might reduce some processing delays.

Having dedicated AFP Account Representatives would support the goal of improving their preparation and would have other advantages. Dedicated Account Representatives would be better prepared to develop more specialized knowledge about the AFP segment, which should improve their ability to assist with project applications. Because there will be more similarities and fewer differences among their accounts, dedicated Account Representatives should be able to manage them more efficiently. Competition from other segments for representatives' time and attention will be eliminated, which will enable them to promote the AFP programs more effectively.

**Recommendation 2:** PG&E should review the Service & Sales staff training on program policies and procedures to determine whether it needs to be changed to more effectively prepare Account Representatives on how to assist with project applications and convey the policies and procedures to participants. As a result of training, Account Representatives should be able to: recognize when the initial calculations for a project may be performed with the SPC calculator and when more detailed analysis is required; explain to participants that initial calculations for a project and, therefore, any initial estimates of incentives, may change substantially under review; communicate the need to respond as quickly as possible to requests for information and to complete the Installation Report and return it as soon as they

have finished the project; and recognize when participants are distracted during explanations of program processes and be able to gain those participants' attention. In addition, PG&E should review the marketing kit for Account Representatives and make sure that it provides all necessary tools and collateral to allow representatives to explain the programs effectively.

**Recommendation 3:** PG&E should consider dedicating some Account Representatives to the AFP segment. This should eliminate the issue of competition from other segments for representatives' time and attention and may lessen the impact of the cutbacks in the Service & Sales staff. The result may be to improve the ability of Service & Sales to service their accounts in general and to promote the AFP programs in particular.

**Recommendation 4:** The AFP segment management should work with the Consolidated Support liaison to discuss how to modify AFP segment outreach to Service & Sales staff to focus more on how to sell the program offerings rather than on the technical aspects of program offerings.

**Conclusion 3—Communication is generally good, but some adjustments could improve program success:** The evaluation identified two main points where improvements in communication could result in greater program success. First, Review Engineers frequently do not notify Account Representatives when they have requested additional information from a customer. Doing so does not appear to be an explicit requirement, but Account Representatives have noted cases in which they could have facilitated a response and prevented a delay if they had been notified. Second, the PMR typically takes a week or longer interval to respond to inquiries from program staff, and explanations of decisions about policies and procedures sometimes are not clear to those in the field. This can create delays in the application and review process, ultimately resulting in decreased customer satisfaction.

**Recommendation 5:** If the Project Managers are not given a more central role in the NRR process, as recommended above, then PG&E should amend the NRR procedures to ensure that all other program staff notify the appropriate Account Representative whenever some information or paperwork is expected from a participant or a delay is anticipated for another reason.

**Recommendation 6:** PMR should attempt to provide clear and direct explanations for all new decisions and communicate them proactively to all concerned parties. In addition, PMR should consider modifying its rule-making process to incorporate feedback from other groups on proposed rules and rule changes.

**Conclusion 4—Project tracking & reporting system needs to be improved:** The project tracking and reporting system, as it is currently used, does not function optimally to keep program personnel informed about the status of projects and to identify projects that require attention. It is not clear that the tracking tools permit efficient data management and report generation; field staff do not have consistent level of access to and understanding of how to use the tools; and there does not appear to be a consistently followed process for generating and distributing regular process reports.

**Recommendation 7:** PG&E should proceed with the ongoing development of the EPRIA online project tracking and reporting system. In doing so, PG&E should incorporate the features described in the *Project Tracking and Reporting* section regarding the ability to record detailed data on project status and to easily search records and generate reports on a variety of indices. PG&E also should review its procedures for updating records, generating reports, and training staff in the use of current project tracking and reporting tools and in the use of the EPRIA when it is completed.

**Conclusion 5—3P programs have not been consistently successful:** The six 3P programs are an important component of the offerings for the AFP segment. Some provide services that the core programs do not offer, while others compete with the core programs. Half of the 3P programs reported that participation is behind their targets. Some indicated that unanticipated competition from other programs offering the same services has slowed enrollments. Some complained that PG&E had not put information about their program on its website, as had been promised. One 3P did not anticipate the impact of the school year schedule on its ability to recruit nonprofit partner organizations to implement its program within the AFP segment. Coordination generally is good between the 3P programs and core program staff. However, some PG&E staff are concerned that it is not clear to some customers that the 3P programs are part of PG&E's overall portfolio, an issue that has been exacerbated in some cases by a lack of coordination in the field as well as by some 3P marketing.

**Recommendation 8:** In the upcoming contract period, PG&E should reduce the difference between the incentives offered by 3P and core programs and request proposals for programs targeted at market niches underserved by the core programs, as some contact have reported is under consideration. PG&E also should perform a strict review of proposed marketing plans to ensure that they consider any circumstances, such as timing or scheduling issues, that are unique to their marketing targets.

**Recommendation 9:** For the remainder of the current contract cycle, PG&E should consider asking 3P programs to coordinate all customer contact through the PG&E Account Representatives. Those who reported doing this have said that it benefits the 3Ps, by lending them legitimacy, as well as PG&E, by reducing customer confusion and demonstrating to customers that PG&E is trying to give them the best possible service.

## **Comparison with Recommendations by Newcomb Anderson McCormick, Inc.**

PG&E engaged the firm of Newcomb Anderson McCormick, Inc (NAM) to develop a single consistent process for all programs under integrated DSM, including all core and other programs in PG&E's energy efficiency portfolio. NAM interviewed several PG&E staff in a focus group setting.<sup>9</sup> There are points of both convergence and divergence between NAM's our conclusions

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<sup>9</sup> NAM's methods and recommendations were described during a telephone conversation with Mr. Russel Driver, Newcomb Anderson McCormick, February 2008. Mr. Driver noted that the recommendations were at that time in draft form.

and recommendations and our own. Below, we enumerate those recommendations and briefly indicate how they converge with or diverge from ours.

**NAM Recommendation:** AFP Project Managers should be involved earlier in the NRR process with Account Representatives and should own NRR projects “cradle to grave”.

This is consistent with our Recommendation 1.

**NAM Recommendation:** Customers should be allowed the option of not providing calculations with project applications.

Our recommendations did not speak directly to this issue. However, we earlier noted that applications with insufficient information to perform the review are returned to the customer without being recorded in the MDSS. Waiting for those applications to be amended and resubmitted prolongs the application process. We suggested that the process could possibly be shortened if certain applications were recorded in the MDSS and put in queue while additional information was obtained before or during the pre-field inspection. This could include cases in which customers did not provide complete calculations, but provided sufficient information to determine that the project probably would qualify.

**NAM Recommendation:** In some cases, Account Representatives should be permitted to pre-approve a project; in such cases, it should not be necessary for a Review Engineer to perform a pre-field inspection.

Our recommendations did not speak directly to this issue. Some interviewees indicated that this already occurs to some degree on an informal basis; that is, it has been reported that Account Representatives do sometimes assist with the pre-field inspection, or complete it entirely on their own, in the case of simple projects. However, one of our conclusions was that Account Representatives appear to vary to a large degree in their level of training and preparation as well as in their desired level of involvement in projects. Therefore, we believe that increases in the role of Account Representatives in project approval should not be implemented without the increased training that we recommend.

**NAM Recommendation:** Reduce the level of input by the PMR group. It should perform QC on a random sample of projects and based on requests by other PG&E staff.

Our understanding, based on interviews with pertinent staff, is that the PMR group reviews only projects that involve unusual technology or well-known technology used in unusual circumstances. Moreover, there may be good reason for PMR to have a more active role in NRR than in NRNC projects, as calculating baseline energy usage is inherently more complex for existing equipment than for new construction; furthermore, the policies and procedures for calculating savings are developed and mutually agreed upon by all state utilities, and PMR appears to be in the best position to interpret those policies and procedures. We noted that several interviewees reported that the PMR-assigned reviewers sometimes estimate lower savings than do the customers, often assisted by Account Representatives and/or AFP Project Managers, which has resulted in customer dissatisfaction. However, it is possible that the disagreements reflect an overestimation of savings by customers and PG&E field staff. A process



exists for resolving disagreements, and at least one interviewee outside the PMR group noted that the process produced satisfactory results most of the time.

Therefore, we did not recommend a reduced level of input by the PMR group. We did not determine what proportion of NRR projects are made up by those “that involve unusual technology or well-known technology used in unusual circumstances”. If it is a large proportion, then it may be reasonable to recommend performing QC on a percentage rather than on all of them. Moreover, it is reasonable to recommend reviewing a percentage of all projects, regardless of whether or not they represent unusual technology or unusual circumstances.

***NAM Recommendation:*** Simplify the project application paperwork and the attendant procedures.

We also noted that the application paperwork and related procedures were more complex for NRR than for NRNC and that some interviewees found them overly complex. Our recommendations focused on the more general issues of training, communication, and project tracking, addressing which we believe would mitigate many of the procedural issues identified. However, it may also be reasonable to amend the project application paperwork and related procedures.

## 6. Appendix

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Refer to Appendix E of the final report for staff interview guides.

# Appendix G. Trade Ally Interview Guides

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**1. Default Section**

**\* 1. (ID1) Enter company ID from Excel Worksheet.**

**2. (ID2) Hello, may I speak to [SPECIFIED RESPONDENT]? Hello, my name is Martin Lott, and I'm calling from Quantec on behalf of Pacific Gas & Electric regarding their Agricultural and Food Processing programs. PG&E is taking a close look at how their programs can help their agricultural and food processing customers through adoption of energy efficiency.**

**I am specifically calling industrial equipment distributors and vendors in California to obtain your perspective on the market for agricultural and food processing equipment such as refrigeration, industrial fans, blowers, pumps and motors, irrigation pumping equipment and natural gas boilers. Would you be willing to contribute your professional experience to this process? We usually take about a half hour to go through these 30 questions. Please note that your responses will remain anonymous.**

(ID2) Organization

(ID3) Telephone

(ID4) Name

(ID5) Title

(ID6) Email

(ID7) Cell phone

(ID8) Interview date

(ID9) Day

(ID10) Time (Pacific)

**3. (ID11) Does your company distribute or sell equipment to the agricultural or food processing industries?**

☐ Yes  
☐ No [THANK YOU AND TERMINATE]

**4. General Business Characteristics**

**I want to begin by talking about anything you may do associated with farms, greenhouses, irrigation operations, dairies, wineries, food processors and refrigerated warehouses**

**First, I want to learn a little more about your company.**

**(GB1A) What territory do you serve?**

\_\_\_\_\_

**I am specifically calling industrial equipment distributors and vendors in California to obtain your perspective on the market for agricultural and food processing equipment such as refrigeration, industrial fans, blowers, pumps and motors, irrigation pumping equipment and natural gas boilers. Would you be willing to contribute your professional experience to this process? We usually take about a half hour to go through these 30 questions. Please note that your responses will remain anonymous.**

**3. (ID11) Does your company distribute or sell equipment to the agricultural or food processing industries?**

No [THANK YOU AND TERMINATE]

**I want to begin by talking about anything you may do associated with farms, greenhouses, irrigation operations, dairies, wineries, food processors and refrigerated warehouses**

**(GB1A) What territory do you serve?**

Navigation icons: back, forward, search, etc.

Agricultural operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irrigation operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Green houses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dairies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wineries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food processors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refrigerated Warehouses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. (GB5A) In terms of gross sales in [SECTOR 1], what are the top 5 types of equipment sold?

Equipment 1:	
Equipment 2:	
Equipment 3:	
Equipment 4:	
Equipment 5:	

11. (GB5B) In terms of gross sales in [SECTOR 2], what are the top 5 types of equipment sold?

Equipment 1:	
Equipment 2:	
Equipment 3:	
Equipment 4:	
Equipment 5:	

12. (GB6) [ASK FOR EACH SECTOR SERVED] What about other vendors and distributors, what other companies are major players selling into this market? [OBTAIN IN RANK ORDER TOP TWO IF POSSIBLE. COLLECT CONTACT INFORMATION.]

Sector-1: Largest Company Name	
Sector-1: Largest Company Primary Location	
Sector-1: Second Largest Company Name	
Sector-1: Second Largest Primary Location	
Sector-2: Largest Company Name	
Sector-2: Largest Company Primary Location	
Sector-2: Second Largest Company Name	
Sector-2: Second Largest Primary Location	
Sector-3: Largest Company Name	
Sector-3: Largest Primary Location	
Sector-3: Second Largest Company Name	
Sector-3: Second Largest Primary Location	

13. (GB7) [ASK FOR 2 HIGHEST GROSSING SECTORS] Broadly speaking, could you please describe the market structure of [SECTOR]?

[PROBE: Please describe the typical distribution chain of equipment from the manufacturer to the end use]

--

14. (GB8A) [ASK FOR 2 HIGHEST GROSSING SECTORS] Do you sell any equipment or equipment systems in [SECTOR] that has an energy efficient alternative to standard equipment?

<input type="radio"/> Yes
<input type="radio"/> No

[ IF YES] What do you consider the top 5 types of equipment for energy savings?

--

## 2. Eff Equipment Qs

1. (GB8B) If yes to the previous question, what equipment do you sell your highest grossing sector?

Equipment 1:

Equipment 2:

Equipment 3:

Equipment 4:

Equipment 5:

2. (GB8C) If yes to the previous question, what equipment do you sell to your SECOND highest grossing sector?

Equipment 1:

Equipment 2:

Equipment 3:

Equipment 4:

Equipment 5:

3. (GB9) Why does your company sell energy efficient equipment and services? What benefits does your company derive from the sale of energy efficient equipment and services ?

[P ROBES]

☐ (Higher margins)  
☐ (Opportunity to sell other services)  
☐ (Rebates/Incentives)

Other/Comments

4. (GB10) Do you have goals to improve the market share of energy efficient equipment?

☐ Yes  
☐ No

[IF YES] What types of marketing efforts do you use to sell more energy efficient products?

5. (GB11A) When presenting customers with product options, how often do your proposals include energy efficient options?

☐ Always  
☐ Majority of times  
☐ About half  
☐ Less than half  
☐ Never  
☐ Don't know

6. (GB11B) If presented with a choice of options, how often do your customers pick the energy efficient option?

☐ Always  
☐ Majority of times  
☐ About half  
☐ Less than half  
☐ Never  
☐ Don't know

7. (GB12) Where there is an energy efficient alternative, about what percentage of revenue is associated with energy efficiency equipment Vs. standard equipment?

Sector 1:

Sector 2:

8. (GB13) Over the past year have the sales of energy efficient equipment increased, decreased or remained the same?

☐ Increased  
☐ Decreased  
☐ No Change

Approximate Change %

3.

1. (GB14) [IF THE PERCENTAGES CHANGED OVER TIME] Why do you think these percentages have changed / have not changed over the past year? [DO NOT READ; MULTIPLE RESPONSE]

- ☐ (Better product availability)
- ☐ (Incentives/rebate)
- ☐ (Falling prices)
- ☐ (Increased energy costs)
- ☐ (Customers demanding more efficient products)
- ☐ (Change in company installation practices)
- ☐ (Sales training)
- ☐ (Don't know)
- ☐ Other(s)

4. Revenues

1. (GB15A) [ASK FOR ENERGY EFFICIENT EQUIPMENT FROM 2 HIGHEST GROSSING SECTORS (Q#5)] Do you see sales for [ENERGY EFFICIENT EQUIPMENT 1, SECTOR 1 FROM Q#5] increasing, decreasing or remaining the same over the next year/five years? [REPEAT FOR EACH ENERGY EFFICIENT EQUIPMENT, TOP 2 GROSSING SECTORS ONLY]

	YR-1 Change Type	YR-5 Percent Change	YR-5 Change Type	YR-5 Percent Change
Equipment 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Why do you think this is true?				

2. (GB15B) Same as previous question, but for

SECTOR 2

	YR-1 Change Type	Percent Change	YR-5 Change Type	Percent Change
Equipment 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Why do you think this is true?				



5. Segments Served and Sales Data

1. In order for us to understand the market and document energy consumption trends, we need a solid understanding of the types and amount of agricultural or food processing equipment currently being sold throughout your market and the greater PG&E service territory. I now have a few questions about the markets you serve. Please understand any data you provide are completely confidential.

SECTOR 1

[ASK FOR 2 HIGHEST GROSSING SECTORS]  
(SS1A) For the geographic area your company serves, in terms of sales, what percent of the market do you think your company serves for the following [SECTOR] equipment types [ASK FOR 2 HIGHEST GROSSING SECTORS]

	2006	Percent	2007	Percent
Equipment 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

2. (SS1B) Same as previous question, but for

SECTOR 2

	2006	Percent	2007	Percent
Equipment 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

6.

1. Next, I'd like to ask you a few questions about marketing energy efficient agricultural and food processing equipment. [ASK FOR 2 HIGHEST GROSSING SECTORS]

(SS2A) What are the major barriers you see to increasing the market share of energy efficient industrial agricultural or food processing equipment in [SECTOR]? [ASK FOR 2 HIGHEST GROSSING SECTORS]

SECTOR 1

[PROBES]  
(Yes, No, Don't know, comments for each)

- ☐ 1. Lack of consumer/contractor awareness?
- ☐ 2. Little consumer/contractor knowledge of benefits?
- ☐ 3. Consumers/contractors doubt that energy efficient equipment will perform adequately?
- ☐ 5. End consumer lacks technical skill to maintain the energy efficient equipment?
- ☐ 6. Energy costs currently acceptable?
- ☐ 7. Higher first cost for energy-efficient equipment?
- ☐ 8. Apathy of Consumers? Contractors? Distributors?
- ☐ 9. Manufacturers?
- ☐ 10. Lack of staff/resources
- ☐ 11. Pay back requirements
- ☐ 12. Competing priorities
- Comments

2. (SS2B) Are your responses the same for [sector 2], or are some of the barriers different?

☐ Same

☐ Different

## 7.

1. Same as SS2C, but for

SECTOR 2

[PROBES]

(Yes, No, Don't know, comments for each)

- ☐ 1. Lack of consumer/contractor awareness?
- ☐ 2. Little consumer/contractor knowledge of benefits?
- ☐ 3. Consumers/contractors doubt that energy efficient equipment will perform adequately?
- ☐ 5. End consumer lacks technical skill to maintain the energy efficient equipment?
- ☐ 6. Energy costs currently acceptable?
- ☐ 7. Higher first cost for energy-efficient equipment?
- ☐ 8. Apathy of Consumers? Contractors? Distributors?
- ☐ 9. Manufacturers?
- ☐ 10. Lack of staff/resources
- ☐ 11. Pay back requirements
- ☐ 12. Competing priorities

Comments

## 8. Free Ridership

1. (FR1A) When your customers are making decisions about equipment purchases, what types of information do they use and where do they get that information?

[MULTIPLE RESPONSE, DO NOT READ]

- ☐ (cost)
- ☐ (reliability)
- ☐ (durability)
- ☐ (energy efficiency)
- ☐ (ease of installation)
- Other (please specify)

2. (FR1B) Same as previous, but what is the source of the information?

- ☐ (contractor)
- ☐ (trade publications)
- ☐ (family, friend, neighbor)
- ☐ (agricultural/professional organization)
- ☐ (marketing by trade ally, vendor)
- Other (please specify)

3. (FR2) On a scale of 1 to 5, with 1 being not at all important and 5 being very important, how important do you think energy efficiency is to your typical customer?

- ☐ 1 Not at all Important
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

4. (FR3) On a scale of 1 to 5, with 1 being completely unwilling and 5 is completely willing, how willing are customers to pay the extra cost for higher efficiency equipment?

- ☐ 1 Completely Unwilling
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Completely Willing

5. (FR4) For those customers that have received program support, in the form of an incentive, an energy audit or a training, on a 1 to 5 scale, with 1 being not at all likely and 5 being very likely, how likely is it that your customers would have bought their energy efficient equipment if they had not received any support from the program?

- ☐ 1 Not at all Likely
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Likely

9. Emerging Technologies and Issues

1. (ET1) What factors do you see impacting the industrial agricultural or food processing equipment market in the next 5 years?
2. (ET2A) What impact will changing regulations have on industrial agricultural or food processing equipment market in the next 5 years?
3. (ET2B) How about energy prices?
4. (ET2C) Water Prices ?
5. (ET3) What are the emerging energy efficiency technologies that could impact the industrial agricultural or food processing equipment market in the next 5 years?

10.

1. (SS3A) What has the greatest potential to increase the market share of energy efficient industrial agricultural or food processing equipment in [SECTOR] over the next 5 years? [ASK FOR 2 HIGHEST GROSSING SECTORS]

SECTOR 1

PROBES:

	1 Highest	2	3	4 Lowest
Increasing energy costs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing environmental awareness or concern?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utility programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interest from contractors? Distributors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments	<div></div>			

2. (SS3B) Same as previous, but for

SECTOR 2

PROBES:

	1 Highest	2	3	4 Lowest
Increasing energy costs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing environmental awareness or concern?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utility programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interest from contractors? Distributors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments	<div></div>			

3. (SS4) How can utility-sponsored programs have the most impact in promoting energy-efficient equipment and general consciousness about energy?

4. (SS5) On a scale of 1 to 5, with 1 being not at all important and 5 being very important, how important is energy efficiency to sales for your company?

- ☐ 1 Not at all important  
☐ 2  
☐ 3  
☐ 4  
☐ 5 Very Important

5. (SS6A) Have you collaborated /worked with PG&E's on any of their agricultural and food processing energy efficiency programs?

- ☐ Yes  
☐ No

11.

1. (SS6B) How did you find out about the program?

2. (SS6C) How long have you been working with PG&E with their EE programs? (i.e., years, months)

3. (SS6D) Can you tell me about your past interactions with PG&E regarding its programs in this sector? (Trade shows, met with PG&E staff, attended training, presented at PG&E sponsored workshop, etc.)

4. (SS6E) What prompted you to work with PG&E?

5. (SS7A) How often and by what means do you communicate with the program staff?

(SS7B) What kinds of issues do you communicate about?

(SS7C) Does this relationship work well?

(SS7D) What are its strengths and weaknesses?

(SS7E) Can you recommend improvements?

6. (SS8) Do you consider your time spent on learning about the PG&E Program and/or collaborating with PG&E a worthwhile investment of your time?

If yes, why?

If no, why?

12.

1. What is your understanding of the primary goals of the PG&E program?

(SS9A) Do you think the goals are appropriate?

(SS9B) Are there other goals that should be included? (What are they?)

2. (SS9C) Do you feel that the program address any barriers to energy efficiency that you mentioned previously?

☐ Yes  
☐ No

[If YES] How so?

3. (SS10) Do you actively promote the program and program incentives to your customers?

☐ Yes  
☐ No

[If Yes] How & Why?

13.

1. (SS11A) Do your promotions help customers adopt energy efficient measures?

☐ Yes  
☐ No

[If Yes] What about your promotions causes customers to install energy efficiency measures?

2. (SS11B) Are there changes you might suggest to PG&E program design or implementation to better reach and motivate customers?

14.

1. (SS12A) In general, are your customers aware of the PG&E programs?

☐ Yes  
☐ No

[IF YES] Approximately what percentage of your customers are aware of the program?

2. (SS12B) How do your customers find out about the program?

3. (SS12C) How could awareness of the program among your customers be improved?

## 15. Closing Page

Thank you very much. I appreciate your taking the time to share your experience.

1. Default Section

\* 1. (ID1) Enter company ID from Excel Worksheet.

2. Hello, may I speak to the sales manager? [Record name, confirm title]

Hello, my name is Martin Lott, and I'm calling from Quantec on behalf of Pacific Gas & Electric regarding their Agricultural and Food PG&E is taking a close look at how their programs can help their agricultural and food processing customers through adoption of energy efficiency.

I am specifically calling mechanical contractors, refrigeration design and build contractors , pump, motor and boiler service providers in California to obtain your perspective on the market for industrial agricultural and food processing equipment such as industrial refrigeration, fans, blowers, pumps and motors, irrigation pumping equipment and natural gas boilers. Would you be willing to contribute your professional experience to this process? We usually take about a half hour to go through these 30 questions. Please note that your responses are anonymous.

(ID2) Organization

(ID3) Telephone

(ID4) Name

(ID5) Title

(ID6) Email

(ID7) Cell phone

(ID8) Interview date

(ID9) Day

(ID10) Time (Pacific)

3. (ID11) Does your company install or service agricultural and food processing equipment?

Yes

No [THANK YOU AND TERMINATE]

4. (GB1)How would you characterize your company's business? [Check all that apply]

☐ Mechanical contractors

☐ Refrigeration design/build contractors

☐ Pump and related service providers

☐ Motors, repair, and related service providers

☐ Boiler and related service providers

Other (please specify)

2. General Business Characteristics

1. (GB2) I'd like to begin by asking general questions about your business. Do you install, service or maintain agricultural or food processing equipment for any of the following sectors: [MARK ALL THAT APPLY]

	Install	Service/Maintain
Agricultural operations	<div></div>	<div></div>
Irrigation operations	<div></div>	<div></div>
Green houses	<div></div>	<div></div>
Dairies	<div></div>	<div></div>
Wineries	<div></div>	<div></div>
Food Processors	<div></div>	<div></div>
Refrigerated Warehouses	<div></div>	<div></div>

2. (GB3) Could you rank those sectors in terms of gross sales for your business from highest to lowest ?

	1 Highest	2	3
Agricultural operations	<div></div>	<div></div>	<div></div>
Irrigation operations	<div></div>	<div></div>	<div></div>
Green houses	<div></div>	<div></div>	<div></div>
Dairies	<div></div>	<div></div>	<div></div>
Wineries	<div></div>	<div></div>	<div></div>
Food Processors	<div></div>	<div></div>	<div></div>
Refrigerated Warehouses	<div></div>	<div></div>	<div></div>
Other	<div></div>	<div></div>	<div></div>

3. (GB4) Do you install or service any equipment in [SECTOR] that has an energy efficient alternative to standard equipment?

Yes [If yes complete the next two questions]

No

4.

**1. (GB5A) Of the highest grossing sector, what are the top 5 types of equipment for potential energy savings?**

Equipment 1:	
Equipment 2:	
Equipment 3:	
Equipment 4:	
Equipment 5:	

**2. (GB5B) Of the second highest grossing sector, what are the top 5 types of equipment for potential energy savings?**

Equipment 1:	
Equipment 2:	
Equipment 3:	
Equipment 4:	
Equipment 5:	

**3. (GB6) By what percentage do EE alternatives affect the following revenues?**

Service	Equipment

1. (GB7) Does your firm hold any status with, or membership to, any preferred dealer network for the equipment you sell for a particular manufacturer?

☐ Yes  
☐ No

[ If Yes ] Which professional associations ?

**2. (GB8) Is your company a member of any professional associations?**

☐ Yes

☐ No

[ If Yes ] Which professional associations ?

**3. (GB9A) How many branches do you have for agricultural or food processing equipment in Northern California?**

4. (GB9B) How many employees do

**5. (GB10A) Which type of equipment experiences more call backs and warranty claims?**

Standard equipment  
No difference  
Energy efficiency equipment

6. (GB10B) For SECTOR 1, How often do you receive callbacks or warranty claims for [EQUIPMENT 1]?

## SECTOR 1

[illegible]



7. (GB10C) For SECTOR 2, How often do you receive callbacks or warranty claims for [EQUIPMENT 1]?

SECTOR 2

	Never	Rarely	Occasionally	Often	Almost always	(don't know)
Equipment 1:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment 2:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment 3:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment 4:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment 5:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. (GB10D) [IF previous question = Occasionally, Often or Almost Always] What are the most frequent causes of callbacks or warranty claims?

Sector1- Equipment1

Cause of Call back(S1E1 )

Sector1- Equipment2

Cause of Call back(S1E2 )

Sector1- Equipment3

Cause of Call back(S1 E3

Sector2- Equipment1

Cause of Call back(S2E1 )

Sector2- Equipment2

Cause of Call back(S2E2 )

Sector2- Equipment3

Cause of Call back(S2E3 )

5.

1. (SS1) About what portion of your revenue is from [READ AND ROTATE; MULTIPLE RESPONSE; ENTER PERCENT; TOTAL MUST EQUAL 100%]

Percentage

Equipment Financing

Equipment Distribution

Service and Repair

Equipment Sales

System design and specification

New Construction Installation

2. (SS2) Over the past year have the sales of energy efficient equipment and services increased, decreased or remained the same?

☐ Increased

☐ Decreased

☐ No Change

Approximate Change %

3. (SS3) [ IF THE PERCENTAGES CHANGED OVER TIME] Why do you think t these percentages changed over the past year? [DO NOT READ; MULTIPLE RESPONSE]

☐ (Better product availability)

☐ (Change in company installation practices)

☐ (Customers demanding more efficient products)

☐ (Don't know)

☐ (Falling prices)

☐ (Incentives/rebate)

☐ (Increased energy costs)

☐ (Sales training)

Other(s)

6.

1. (SS4A) Do you see sales for [ENERGY EFFICIENT EQUIPMENT 1, SECTOR 1] increasing, decreasing or remaining the same over the next year/five years?

SECTOR 1

	YR-1 Change Type	YR-5 Percent Change	YR-5 Change Type	YR-5 Percent Change
Equipment 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Why do you think this is true?

2. (SS4B) Do you see sales for [ENERGY EFFICIENT EQUIPMENT 1, SECTOR 1] increasing, decreasing or remaining the same over the next year/five years?

SECTOR 2

	YR-1 Change Type	YR-5 Percent Change	YR-5 Change Type	YR-5 Percent Change
Equipment 1	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 2	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 3	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 4	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equipment 5	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Why do you think this is true?

3. (SS5) On a scale of 1 to 5, with 1 being not at all important and 5 being very important, how important do you think energy efficiency is to your typical customer?

☐ 1 Not at all Important  
☐ 2  
☐ 3  
☐ 4  
☐ 5 Very Important

4. (SS6) On a scale from 1 to 5 where 1 is completely unwilling and 5 is completely willing, how willing are customers to pay extra cost (if there is any) for higher efficiency equipment ?

☐ 1 Completely Unwilling  
☐ 2  
☐ 3  
☐ 4  
☐ 5 Completely Willing

7.

1. (SS7) Why do you think customers are willing to pay the higher price for higher efficiency equipment?

8.

1. (SS8) How often do you provide customers with bids for energy efficient equipment?

- ☐ Never  
☐ Rarely  
☐ Occasionally  
☐ Often  
☐ Almost always  
☐ (don't know)

9.

1. (SS9) What benefits do you stress when selling energy-efficient equipment?

10.

1. ( PA1 ) Have you had any contact with PG&E agricultural and food processing energy efficiency programs ?

- ☐ Yes  
☐ No  
☐ Don't know/refused

[If Yes] Please tell us about the types of interaction you've had to date?

2. [ IF HAVE BEEN IN CONTACT WITH THE PROGRAM ]

(PA2A) How often and by what means do you communicate with the program staff?

(PA2B) What kinds of issues do you communicate about ?

(PA2C) Does this relationship work well?

(PA2D) What are its strengths and weaknesses?

(PA2E) Can you recommend improvements?

11.

1. ( PA3A ) What is your understanding of the primary goals of the program?

2. ( PA3B ) [ REGARDLESS OF PARTICIPATION ]

Do you think the goals are appropriate?

Are there other goals that should be included? ( What are they? )

12.

1. (PA4A) Do you actively promote the program and program incentives to your customers?

☐ Yes  
☐ No

[If Yes] How & Why?

13.

1. (PA4B) [ IF PROMOTE THE PROGRAM]

Do your promotions help customers adopt energy efficient measures?

☐ Yes  
☐ No

[ If Yes] What about your promotions causes customers to install energy efficiency measures?

2. (PA4C) Are there changes you might suggest to PG&E program design or implementation to better reach and motivate customers?

14.

1. (PA5A) In general, are your customers aware of the PG&E programs?

- ☐ Yes  
☐ No

[If YES] Approximately what percentage of your customers are aware of the program?

2. (PA5B) How do your customers find out about the program?

3. (PA5C) Have any of your customers asked you to provide them with more information about utility incentives/offerings?

- ☐ Yes  
☐ No

[If Yes] How so?

4. (PA5D) How could awareness of the program among your customers be improved?

5. (PA6) Do you have customers who received rebates or other incentives from PG&E to install energy efficient equipment?

- ☐ Yes  
☐ No  
☐ I don't know

15.

1. (PA7) [If "Yes" on previous question] For those customers that have received cash incentives, on a 1 to 5 scale, with 1 being not at all likely and 5 being very likely, how likely is it that your customers would have bought their energy efficient equipment if they had not received any support from the program?

☐ 1 Not at all Likely

☐ 2

☐ 3

☐ 4

☐ 5 Very Likely

16.

1. (ET1) What factors do you see impacting the agricultural or food processing equipment market in the next 5 years?

2. (ET2A) What impact will changing regulations have on industrial agricultural or food processing equipment market in the next 5 years?

3. (ET2B) How about energy prices?

4. (ET2C) Water Prices ?

5. (ET3) What are the emerging energy efficiency technologies that could impact the industrial agricultural or food processing equipment market in the next 5 years?

17.

Thank You Very Much. I appreciate your taking the time to share your expertise.

1. Identification

1. (ID1) Enter company ID from the Excel Worksheet

2. Hello, may I speak to [SPECIFIED RESPONDENT]? Hello, my name is MARTIN LOTT, and I'm calling from Quantec on behalf of Pacific Gas & Electric regarding their Agricultural and Food Processing programs. PG&E is taking a look at how their programs can help their agricultural and food processing customers through adoption of energy efficiency.

I am calling industrial equipment trade associations in California to obtain your perspective on the market for industrial agricultural and food processing equipment such as refrigeration, fans, blowers, pumps and motors, irrigation equipment and boilers. Would you be willing to contribute your professional experience to this process? We usually take about a half hour to go through these 2 dozen questions.

Please note that your responses will remain anonymous.

(ID2) Organization	<input type="text"/>
(ID3) Telephone	<input type="text"/>
(ID4) Name	<input type="text"/>
(ID5) Title	<input type="text"/>
(ID6) Email	<input type="text"/>
(ID7) Cell phone	<input type="text"/>
(ID8) Interview date	<input type="text"/>
(ID9) Day	<input type="text"/>
(ID10) Time (Pacific)	<input type="text"/>

2. General Organization Characteristics

I want to begin by talking about anything you may do associated with farms, greenhouses, irrigation operations, dairies, wineries, food processors or refrigerated warehouses.

I would like to learn a little more about your organization, its mission, and its role in the agricultural and food processing sector.

1. (G1A) What is the mission of your organization?

2. (G1B) What is your geographic territory? What markets do you serve:

3. (G1C) Broadly speaking, could you please describe the market structure in terms of the customers that you support?



3.

1. (G2) What type of members do you serve? (Check all that apply)

[READ LIST]

- ☐ Agricultural operations  
☐ Irrigation operations  
☐ Greenhouses  
☐ Dairies  
☐ Wineries  
☐ Food Processors  
☐ Refrigerated Warehouses  
Other (please specify)

2. (G3) Which of these are most important to your organization?

	1 (Highest)	2	3	4 (Lowest)
Agricultural operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irrigation operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greenhouses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dairies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wineries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Processors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refrigerated Warehouses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. (G4) Are you AWARE of any utility, regional, or federal government programs to support energy efficiency in the industrial agricultural or food processing sector? [IF UNANSWERED, PROBE SPECIFICALLY FOR PG&E ENERGY PROGRAMS.]

- ☐ Yes, PG&E program  
☐ Yes, Other program  
☐ No

[IF YES] Which ones, in what ways do you provide support

4.

1. Do you COLLABORATE with any utility, regional, or federal government programs to support energy efficiency in the industrial agricultural or food processing sector? [IF UNANSWERED, PROBE SPECIFICALLY FOR PG&E ENERGY EFFICIENCY PROGRAMS.]

- ☐ Yes, PG&E program  
☐ Yes, Other program  
☐ No

[IF YES] Which ones, in what ways do you provide support

5.

1. (G5) Does your organization have any specific programs or promotions for energy efficiency targeting the industrial agricultural or food processing sector?

[P ROBES]

What are the program goals?

What are the program structures?

What are the program impacts?

Who are your key partners in the program?

☐ Yes  
☐ No

[IF YES] Please describe

6.

1. [IF APPLICABLE] What can you tell me about your organization's current membership trends [SINCE 2005]?

(G6A) Is industry consolidation reducing your membership base?

(G6B) Are new sectors emerging to join your organization?

(G6C) Comments

## 7. Marketing Energy Efficient Products

1. (M1A) Next, I'd like to ask you a few questions about marketing energy efficient agricultural or food processing equipment. [ASK FOR 2 MOST IMPORTANT SECTORS]

What are the major barriers you see to increasing energy efficiency for agricultural and food processing equipment in [SECTOR]?

### Sector 1

#### [PROBES]:

- ☐ Lack of customer/contractor awareness?
- ☐ Limited customer/contractor knowledge of benefits?
- ☐ Customers/contractors doubt that energy efficient equipment will perform?
- ☐ Customers lack the technical skills to operate or maintain energy efficient equipment?
- ☐ Customers currently view their energy costs as acceptable?
- ☐ The higher first cost for energy-efficient equipment?
- ☐ Few energy efficiency options available

Other (please specify)

2. (M1B) Are your responses the same for [SECTOR 2], or are some of the barriers different?

☐ Yes  
☐ No

8.

1. (M1C) [SAME AS PREVIOUS QUESTION, BUT FOR:]

### SECTOR 2

#### [PROBES]

- ☐ Lack of customer/contractor awareness?
- ☐ Limited customer/contractor knowledge of benefits?
- ☐ Customers/contractors doubt that energy efficient equipment will perform?
- ☐ Customers lack the technical skills to operate or maintain energy efficient equipment?
- ☐ Customers currently view their energy costs as acceptable?
- ☐ The higher first cost for energy-efficient equipment?
- ☐ Few energy efficiency options available

Other (please specify)

9.

1. (M2A) [IF COLLABORATE WITH ENERGY EFFICIENCY PROGRAMS] Are the energy efficiency programs that you collaborate with addressing any of these barriers?

SECTOR 1

☐ Yes  
☐ No

[If Yes] How so?

2. (M2B) [SAME AS PREVIOUS QUESTION, BUT FOR:]

SECTOR 2

☐ Yes  
☐ No

☐ Does not collaborate

[If YES] Please describe (M2D)

3. (M3A) What has the greatest potential to increase the market share of energy efficient agricultural or food processing equipment in [SECTOR]?

[ASK FOR 2 MOST IMPORTANT SECTORS]

[PROBES]

Increasing energy costs?

Increasing environmental awareness or concern?

Utility programs?

Interest from contractors? Distributors?

SECTOR 1

4. (M3B) [SAME AS PREVIOUS QUESTION, BUT FOR:]

[PROBES]

Increasing energy costs?

Increasing environmental awareness or concern?

Utility programs?

Interest from contractors? Distributors?

SECTOR 2

5. (M4) Do you have any advice for contractors/distributors/manufacturers on how to increase the market share of energy-efficient industrial equipment for agricultural and food processing sectors?

What players in the

market should be

targeted with any efforts?

#### 10. 3

1. (M5A) Does your organization's overall mission include supporting energy efficient equipment and practices for your member's? Earlier in our discussion you did / did not mention working with your members around energy efficiency.

[Is the trade alley working with member on EE?]

☐ Yes  
☐ No

#### 11. 4

1. (M5B) Would you say it is a high, med-level, or low priority as you work with your members?

How high of a priority is energy efficiency?

☐ High priority  
☐ Mid-level priority  
☐ Low priority  
 Comments

2. (M5C) [CONTINUATION OF PREVIOUS QUESTION]

Do you allocate part of your budget to support these practices?

3. (M5D) [CONTINUATION OF PREVIOUS QUESTION]

Do you have staff devoted to these practices?

12. 5

1. (M5E) Can you explain to me how, or if, your association works with your members regarding energy efficiency issues?

13. Competitive Issues and Emerging Trends

1. (C1) What factors do you see impacting the agricultural or food processing equipment market in the next 5 years?

PROBES

Regulations

Energy prices

Water prices

Other (please specify)

2. (C2A) Do you know of any emerging energy efficiency technologies that could impact the industrial agricultural or food processing equipment market in the next 5 years?

Yes

No

[ IF YES] Please describe ( C2B)

3. (C2B) Will your organization address them?

Yes

No

[ IF YES] How?

# **Appendix H. End User Survey Guides**

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NMR #2015

March 2008

**PG&E's Agricultural and Food Processing Program Suite—Participant  
Interview Guide**

Company: \_\_\_\_\_ Telephone: \_\_\_\_\_  
Name: \_\_\_\_\_ Cell phone: \_\_\_\_\_  
Title: \_\_\_\_\_ Fax: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Interview date: \_\_\_\_\_ Time: \_\_\_\_\_ (Eastern)

**Screener**

Hello, my name is \_\_\_\_\_ from \_\_\_\_\_. I am calling on behalf of Pacific Gas and Electric (PG&E) regarding their Agricultural and Food Processing programs. May I speak with [designated respondent] or with the person who is responsible for overseeing agricultural or food processing equipment for your organization?

[IF DIRECTED TO A DIFFERENT RESPONDENT, REPEAT INTRODUCTION: "Hello, my name is \_\_\_\_\_ from \_\_\_\_\_. I am calling on behalf of Pacific Gas and Electric (PG&E) regarding their Agricultural and Food Processing programs."]

PG&E is taking a close look at how their programs can help their agricultural and food processing customers through adoption of energy efficiency. Your responses are completely confidential and no organization will ever be able to identify you or your responses from the survey information that is collected.

INT1. Our records indicate that your company participated in PG&E'S Agricultural and Food Processing program in the past two years. Is this correct?

1 Yes [CONTINUE]

2 No [THANK AND TERMINATE]

99 Don't know/Refused [THANK AND TERMINATE]

INT2. Our records also indicate that your company is classified as a [SUBSECTOR] operation. Is this correct?

1 Yes [SKIP TO P1]

2 No

98 Don't know

99 Refused

[IF NO OR DON'T KNOW/REFUSED]

INT3. Which of the following best describes your company's primary agricultural or food processing activities?

1. Agricultural/irrigation
2. Greenhouse
3. Dairy
4. Winery
5. Food Processing
6. Refrigerated Warehouse
7. Other [SPECIFY: \_\_\_\_\_]

## Participation

P1 How did you learn about the PG&E Agricultural and Food Processing Program? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (Contacted by the Program; through my account representative or other program staff)
2. (Firm contacted the Program)
3. (Program sponsored conference or workshop)
4. (Program sponsored technology demonstration)
5. (Program sponsored integrated audit)
6. (Trade Publication)
7. (Marketing by Trade Ally, vendor or contactor)
8. (Firm approached trade ally, vendor or contractor)
9. (Word of mouth; from another grower/food processor/dairy/winery)
10. (Through an agricultural organization or professional organization/association)
11. (Through printed material sent by the Program; through outreach materials sent by the Program)
12. (At a trade show)
13. (Through family, friend, or neighbor)
14. (Participation in other PG&E programs)
15. (Past program participants)
16. (Other [SPECIFY: \_\_\_\_\_])
- 98 Don't know
- 99 Refused

P2. What was the most important source of information in your decision to participate?

P3a [ASK IF P1 = 11 (Through printed material sent by the Program; through outreach materials sent by the Program)] On a scale from 0 to 10, with 0 being not at all informative and 10 being extremely informative, how would you rate the program material you saw?

[IF P3a < 5] Why do you say that?

P3b [ASK IF P1  $\neq$  11 (Through printed material sent by the Program; through outreach materials sent by the Program)] Have you seen any of the Program outreach materials such as a brochure?

Yes

No [SKIP TO P4]

[IF YES] On a scale from 0 to 10, with 0 being not at all informative and 10 being extremely informative, how would you rate the program material you saw?

[IF P3b < 5] Why do you say that?

P5. Why did you decide to participate in the program? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (To save money on utility bills; save money on electric bills)
2. (To obtain a rebate; program incentive)
3. (To replace old equipment)
4. (To replace broken equipment)
5. (To acquire the latest technology)
6. (To reduce maintenance costs)
7. (Because the program was sponsored by PG&E)
8. (Previous experience with other PG&E programs)
9. (To help protect the environment)
10. (To save energy)
11. (Recommended by Program contact)
12. (Recommended by contractors/trade allies)
13. (Recommended by another grower/food processor/dairy/winery; word of mouth)
14. (Recommended by family, friend, or neighbor)
15. (Part of a broader remodeling or renovation)
16. (Other [SPECIFY: \_\_\_\_\_])
- 98 Don't know
- 99 Refused

P5a. IF MORE THAN ONE ANSWER: Of the reasons you just told me, what was the most important factor in your decision to participate?

P6. Have you or somebody at your facility attended one of PG&E's workshops or seminars?

1 Yes

2 No [SKIP TO P10]

99 Don't know/Refused [SKIP TO P10]

P7 [If P6=Yes] How useful was the workshop?

On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the workshop?

[IF P7b < 5] Why do you say that?

P8 [If P6=yes] Did it affect your decision to participate?

- 1 Yes
- 2 No
- 98 Don't know
- 99 Refused

P9: Why do you say that?

P10. Thinking back to when you were first involved with the program, were there any aspects of the program that initially caused you concern?

- 1 Yes
- 2 No [SKIP TO EI]
- 98 Don't know [SKIP TO EI]
- 99 Refused [SKIP TO EI]

P11. What caused your concern? Was this issue resolved? How?

## Enrollment

E1. Did you encounter any problems, delays or difficulties during the application, review and approval process for the program?

- Yes
- No [SKIP TO E2b]
- 98 Don't know [SKIP TO E2b]
- 99 Refused [SKIP TO E2b]

E2. [IF NO/DON'T KNOW OR REFUSED] What problems, delays or difficulties did you encounter? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

- 1. (The process took too long)
- 2. (Too many delays between steps in the process)
- 3. (The process was too complex)
- 4. (The applications materials were difficult to understand)
- 5. (Lack of coordination and communication among program staff)
- 6. (The program staff was not responsive; could not get questions answered)
- 7. (The program staff was not knowledgeable)
- 8. (The incentives were less than I expected)
- 9. (Unable to get information on the status of the application)
- 10. (Multiple requests for more information from PG&E throughout the process)
- 11. (Disagreement over initial energy savings calculations)
- 12. (Disagreement over final energy savings calculations)
- 13. (Other [SPECIFY: \_\_\_\_\_])

98 Don't know  
99 Refused

E2a. IF MORE THAN ONE ANSWER: What was the most difficult issue for you?

E2b. Was your application review ever delayed because the program staff needed more information from you?

Yes  
No  
98 Don't know  
99 Refused

[IF YES] Had the program adequately informed you of the need for the information or of the urgency of the need for information?

Yes  
No  
98 Don't know  
99 Refused

E3. [SKIP IF E2 = 4] Were the application **materials** easy to understand?

Yes [SKIP TO E5]  
No  
98 Don't know  
99 Refused

E4. [ASK IF E2 = 4 OR IF E3 = NO/DON'T KNOW OR REFUSED] What made the application **materials** difficult or confusing? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (The instructions were confusing)
  2. (The measure or equipment descriptions were confusing)
  3. (The information needed for the application was not clear)
  4. (It was not clear where the completed materials needed to be sent)
  5. (Other [SPECIFY: \_\_\_\_\_])
- 98 Don't know  
99 Refused

IF MORE THAN ONE ANSWER: What was the most difficult issue for you?

E5. Overall, how satisfied were you with the process of applying to the Program? Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied.

1. Extremely dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied

4. Satisfied
5. Extremely satisfied

E6. Why do you say that?

E7. If you could change anything about the application process, what would you change?

E8 Have you participated in other PG&E energy efficiency programs before?

Yes

No [IF NO skip to EM1]

98 Don't know [IF DON'T KNOW/REFUSED skip to EM1]

99 Refused [IF DON'T KNOW/REFUSED skip to EM1]

E9. How does this process compare to your prior experience? Was it easier, harder, or about the same?

Easier

Harder

About the same

[IF E9 = EASIER OR HARDER] Why do you say that?

## Efficiency Measures & Reason for Installation

EM1. Our records indicate that your company received assistance for [EndUse]. Does that sound correct? [MULTIPLE RESPONSE; MARK ALL THAT APPLY AND ASK APPROPRIATE FOLLOW-UPS]

1. Yes [SKIP TO EM4]

3. No, measure is incorrect (ASK EM3)

5. Don't know [DON'T READ; PROBE TO SEE IF SOMEONE ELSE IS FAMILIAR WITH ASSISTANCE]

EM2. [ASK IF EM1 = 2] Approximately what month and year do you recall receiving assistance from the program?

Month \_\_\_\_\_ [01-12] Year \_\_\_\_\_ [2000 – 2008]

EM3. [ASK IF EM1 = 3 OR IF ENDUSE = A CUSTOM PROJECT] What energy efficient equipment did you install with the help of the program? [RECORD VERBATIM]

EM3a [ASK IF INSTALLED MEASURE = LIGHTING] Was the lighting system installed directly by the program staff or installed by your company?

1. Installed by program staff

2. Installed by company

3. (Other [SPECIFY: \_\_\_\_\_])

98 Don't know

99 Refused

EM4. What type of assistance did you receive?

---

EM5. Did the equipment installed replace existing equipment?

Yes

No [IF NO, SKIP TO EM7]

98 Don't know

99 Refused

EM6. What was the operating condition of the equipment that the [RANDOMLY SELECT 1 OF INSTALLED EFFICIENCY MEASURES] replaced?

1. Old equipment had failed/Burned out

2. Old equipment had problems, but still working

3. Old equipment in working condition with no problems

4. Other [SPECIFY: \_\_\_\_\_]

98 Don't know

99 Refused

EM7. How satisfied are you with the performance of the new [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6]? Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied.

1. Extremely dissatisfied

2. Dissatisfied

3. Neither satisfied nor dissatisfied [SKIP TO EM8]

4. Satisfied [SKIP TO EM8]

5. Extremely satisfied [SKIP TO EM8]

98 Don't know [SKIP TO EM8]

99 Refused [SKIP TO EM8]

EM7a. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

EM8: When you installed the new [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6], did you expect savings on:

	Yes	No	Don't Know	Refused
a. Electricity				
b. Natural Gas				

[IF EM8a = YES, ASK EM9 – EM12 SERIES;

IF EM8b = YES, ASK EM13 – EM16 SERIES

IF BOTH EM8a AND EM8b = NO, SKIP TO EM18]

EM9. [ASK IF EM8a = YES] Did the electric energy savings meet your expectations?

Yes

No

98 Don't know

99 Refused

EM10 Why do you say that?

EM11. Do you expect any savings in the future?

Yes

No

98 Don't know

99 Refused

EM12. [[ASK IF EM11=Yes] When do you expect these savings?

Within the next 6 Months

Within the next year

Within the next two years

98 Don't know

99 Refused

EM13. [ASK IF EM8b = YES] Did the gas savings meet your expectations?

Yes

No

98 Don't know

99 Refused

EM14. Why do you say that?

EM15. Do you expect any savings in the future?

Yes

No

98 Don't know

99 Refused

EM16. [if EM15=Yes] When do you expect these savings?

Within the next 6 Months

Within the next year

Within the next two years

98 Don't know

99 Refused



EM17. In addition to these electricity and/or natural gas savings savings, did you observe any other benefits that are not energy related? [PROBE: HAVE YOU OBSERVED ANY CHANGES IN LEVEL OF PRODUCTION OR SALES? PRODUCT QUALITY?]

EM18. How satisfied are you with the final cost to you of the [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6]? [IF NECESSARY, READ: “Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied”].

1. Extremely dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied [SKIP TO A3]
4. Satisfied [SKIP TO A3]
5. Extremely satisfied [SKIP TO A3]
- 98 Don’t know [SKIP TO A3]
- 99 Refused [SKIP TO A3]

EM19. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

## **Free Ridership and Market Effects**

### **[NOTE: ONLY ASK FOR 1 MEASURE]**

#### **Warm Up Questions:**

A3. Why did you decide to implement [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6]? Where there any other reasons? [RECORD VERBATIM]

N3. Using a 0 to 10 rating scale, where 0 means not at all important and 10 means extremely important, please rate the importance of the program **versus other factors** in your decision to implement the specific [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6] that was eventually adopted or installed?

Importance of the program:

Importance of other factors:

N4. Now I would like you to rate the importance of several factors in your decision to implement [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6]. Please use the same 0 to 10 scale [IF NECESSARY: “where 0 means not at all important and 10 means extremely important”; 97 = NOT APPLICABLE; 98 = DON’T KNOW; 99=REFUSED]

1. The age or condition of the old equipment
2. Amount of the Program rebate
3. Information provided through an energy audit or other technical assistance from the program
4. Recommendation from a vendor or supplier
5. Information from a program training course
6. Information from program marketing materials

7. Endorsement or recommendation by Program staff or Utility representative?
8. Payback on the investment

N5. Regarding the installation of [USE SAME RANDOMLY SELECTED EFFICIENCY MEASURE FROM Q#EM6], if the Program had not been available, how likely is it that you would have installed exactly the same equipment. Please use a 0 to 10 scale, where 0 is not at all likely and 10 is extremely likely?

## Energy Efficiency Decision Making

Next, I would like to ask you some questions about the decision making process in regards to energy efficiency purchases and upgrades.

EE1. Using a 0 to 10 rating scale, where 0 means not at all important and 10 means extremely important, please rate how important is energy efficiency is to the operations and management of your company?

What are the key operational and management issues in your company?

EE2. Does your organization have someone who manages day-to-day energy related issues?

Yes  
No

[IF YES] What are the educational or professional backgrounds of this person/these persons?

EE3. Do you have sufficient technical resources in house to address the management of energy and gas costs?

Yes  
No  
98 Don't know  
99 Refused

[If EE3=No, What type of technical resources are you lacking?

If EE3=No, Was PG&E able to provide you with the needed technical assistance?

## Interaction with PG&E or 3<sup>rd</sup> Party Staff

We are also interested in learning more about your interactions with the Program staff

I1. How many Program staff members did you work with throughout your participation in the program?

\_\_\_\_\_ number of program staff  
[SKIP TO I14 IF =0]

I2. In what capacity did they work with you? [IF NECESSARY, PROBE: Project Managers, Account Reps, Third Party Staff, Contractors; MULTIPLE RESPONSE]

\_\_\_\_\_ Account Representatives  
\_\_\_\_\_ Project Managers (Customer Energy Efficiency Project Managers)  
\_\_\_\_\_ Third Party staff  
\_\_\_\_\_ Contractors  
\_\_\_\_\_ Other [SPECIFY: \_\_\_\_\_]

[IF ONLY ONE CONTACT, SKIP TO I6]

I3. From your perspective, did you think the different parties coordinated and worked well together?

- 1) Yes
- 2) No
- 98 Don't know
- 99 Refused

[IF NO] Why do you say that?

I4. Did you have a clear idea of who you could go to for help?

- 1) Yes
- 2) No
- 98 Don't know
- 99 Refused

I4a. [IF YES] Who could you go to for help?

I5. Who was your primary contact throughout the process? [ASK FOR TITLE OF CONTACT, I.E. ACCOUNT REPRESENTATIVE, PROJECT MANAGER, ETC.]

\_\_\_\_\_

I6. How frequently were you in contact with program staff throughout your participation in the program?

- Once a week or more frequently
- Every 1 to 2 weeks
- Every 3 to 4 weeks
- Other [SPECIFY FREQUENCY: \_\_\_\_\_]
- 98 Don't know
- 99 Refused

I7. Was the frequency of contact with program staff appropriate while you participated in the program?

Yes  
No

[IF NO] Why do you say that?

I8. Were your questions and inquiries answered promptly and sufficiently by Program staff?

1. Yes [SKIP TO I10]

2. No

98 Don't know [SKIP TO I10]

99 Refused [SKIP TO I10]

I9. [IF NO] Why do you say that?

I10. How satisfied were you with your interactions with the program staff? [IF NECESSARY, READ: "Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied"].

1. Extremely dissatisfied

2. Dissatisfied

3. Neither satisfied nor dissatisfied [SKIP TO I12]

4. Satisfied [SKIP TO I12]

5. Extremely satisfied [SKIP TO I12]

98 Don't know [SKIP TO I12]

99 Refused [SKIP TO I12]

I11. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

I12. How satisfied were you with program staff's technical understanding of the measures? [IF NECESSARY, READ: "Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied"].

1. Extremely dissatisfied

2. Dissatisfied

3. Neither satisfied nor dissatisfied [SKIP TO I14]

4. Satisfied [SKIP TO I14]

5. Extremely satisfied [SKIP TO I14]

98 Don't know [SKIP TO I14]

99 Refused [SKIP TO I14]

I13. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

I14. Approximately how long did it take for the program incentive to arrive?

Two weeks or less

Two to four weeks

30 to 60 days

61 to 90 days

More than 90 days

98 Don't know

99 Refused

I15. How satisfied were you with the length of time it took for the incentive to arrive? [IF NECESSARY, READ: "Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied"].

1. Extremely dissatisfied
2. Dissatisfied
3. Neither satisfied nor dissatisfied
4. Satisfied
5. Extremely satisfied

98 Don't know

99 Refused

I16. Would you participate in the program again?

Yes

No

[IF NO] Why do you say that?

I17. If you could change anything about the program, what would you change?

I18. How satisfied are you with your overall experience with the program? [IF NECESSARY, READ: "Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied"].

1. Extremely dissatisfied
  2. Dissatisfied
  3. Neither satisfied nor dissatisfied [SKIP TO OD1]
  4. Satisfied [[SKIP TO OD1]
  5. Extremely satisfied [[SKIP TO OD1]
- 98 Don't know [[SKIP TO OD1]
- 99 Refused [[SKIP TO OD1]

I19. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

## Organizational Data

I have a few last questions about your business or organization

OD1. Would you consider your business or organization operated by a family or a company?

Family.

Company

Other [SPECIFY: \_\_\_\_\_]

98 Don't know

99 Refused

OD2. Compared to other businesses or organizations similar to yours, would you categorize this business or organization as small, medium or large?

1. Small

2. Medium

3. Large

98 Don't know

99 Refused

OD3. Approximately, what percentage of your total annual operating costs is spent in electricity bills?

OD4. Approximately, what percentage of your total annual operating costs is spent in natural gas bills?

Those are all my questions. I thank you for your time.

NMR #2015

February 2008

## PG&E's Agricultural and Food Processing Program Suite—Non-Participant Interview Guide

Company: \_\_\_\_\_ Telephone: \_\_\_\_\_  
Name: \_\_\_\_\_ Cell phone: \_\_\_\_\_  
Title: \_\_\_\_\_ Fax: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Interview date: \_\_\_\_\_ Time: \_\_\_\_\_ (Eastern)

### Screeners

Hello, my name is \_\_\_\_\_ from \_\_\_\_\_. I am calling on behalf of Pacific Gas and Electric (PG&E) regarding their Agricultural and Food Processing programs. May I speak with [designated respondent] or with the person who is responsible for overseeing agricultural or food processing equipment for your organization?

[IF DIRECTED TO A DIFFERENT RESPONDENT, REPEAT INTRODUCTION: "Hello, my name is \_\_\_\_\_ from \_\_\_\_\_. I am calling on behalf of Pacific Gas and Electric (PG&E) regarding their Agricultural and Food Processing programs."]

PG&E is taking a close look at how their programs can help their agricultural and food processing customers through adoption of energy efficiency. Your responses are completely confidential and no organization will ever be able to identify you or your responses from the survey information that is collected.

### SCREENER:

I want to begin by talking about your work in the agricultural and food processing sectors. By agricultural and food processing sectors I mean farms, greenhouses, irrigation operations, dairies, wineries, food processors and refrigerated warehouses.

Prior to this call, were you aware of PG&E's Agricultural and Food Processing program?

1. Yes
2. No [SKIP TO EE1]
- 98 Don't know [SKIP TO EE1]
99. Refused [SKIP TO EE1]

INT1. Our records indicate that you have not participated in a PG&E's Agricultural and Food Processing program in 2006, 2007, or 2008. Is that correct?

1. Yes [SKIP TO P1]
2. No (respondent IS participating)
3. Don't know/refused [THANK AND TERMINATE]

INT2. How did you participate in the Program? Did you:

1. Review Program materials [CONTINUE]
2. Fill out program materials or applying to the Program [TERMINATE AND THANK]
3. Submitting a signed contract to the Program [TERMINATE AND THANK]i
4. Installing equipment or have received Program incentives [TERMINATE AND THANK]

## Awareness of the Program & Market Barriers

You mentioned that you have heard about the PG&E Ag&FP Program. . . .

P1 How did you hear about the PG&E Agricultural and Food Processing Program? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (Contacted by the Program)
2. (Firm contacted the Program)
3. (Trade Publication)
4. (Marketing by Trade Ally, vendor or contactor)
5. (Firm approached trade ally, vendor or contractor)
6. (From another grower/food processor/dairy/winery; word of mouth)
7. (Through an agricultural organization or professional organization/association)
8. (Through printed material sent by the Program; through outreach materials sent by the Program)
9. (At a trade show)
10. (Through family, friend, or neighbor)
11. (Participation in other PG&E programs)
12. (Program workshop or seminar)
13. (Program advertising)
14. (Program technology demonstrations)
15. (Program integrated audits)
16. Past program participant
17. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't Know)
99. (Refused)

P2a. The program includes a number of marketing and outreach activities and strategies. Specifically, did you learn about the program from any of the following:

Marketing and Outreach Activities	Yes	No	Don't know	Refused
[SKIP IF P2 =1] Outreach from PG&E Account Reps				
[SKIP IF P2 = 8] Program outreach materials and mailers such as brochures				
[SKIP IF P2 = 12] Program workshops or seminars				
[SKIP IF P2 = 13] Program advertising				
[SKIP IF P2 = 14] Program technology demonstrations				



P2b. [if P2a Workshops or Seminars =yes] You said you participated in workshops or seminars On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the workshop? [98 = DON'T KNOW; 99 = REFUSED]

[IF P2b < 5] Why do you say that?

P2c. [if P2a Program technology demonstrations =yes] You said you learned about the program through Program technology demonstrations. On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the technology workshop? [98 = DON'T KNOW; 99 = REFUSED]

[IF P2c < 5] Why do you say that?

P3. Why did you decide not to participate in the program? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (Not aware of the program)
2. (Not interested in the program)
3. (Application process is too complicated)
4. (Takes too long to get program approval)
5. (No money)
6. (No need; already efficient)
7. (Don't trust PG&E)
8. (Peak season; only have time during the off-season)
9. (No time [ever])
10. (Do not trust program claims (of energy savings); do not trust program information)
11. (Do not trust Program to make payment on rebate)
12. (Cost; Equipment is too expensive to install)
13. (Equipment is too expensive to maintain)
14. (Do not have technical skills to manage and maintain equipment)
15. (Cannot get approval to purchase equipment from management)
16. (Didn't buy any equipment that qualified for the program)
17. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't Know)
99. (Don't Know)

[IF MORE THAN ONE RESPONSE] What was the primary reason you did not participate in the program?

P3a. [SKIP if P3=16] Using a 0 to 10 scale, where 0 means not at all important and 10 means extremely important, please rate the importance of each of the following in your decision to NOT participate in the program: [98 = DON'T KNOW; 99 = REFUSED]

1. The final cost of the equipment, including the program rebate.
  2. Length of time it takes to get program approval
  3. The estimated energy savings from the program approved equipment
  4. Getting approval from ownership or management to participate in the program
  5. Staff time and resources required to participate in the program
  6. Other factor [SPECIFY AND RATE]
- P4. Were there any aspects of the program that interested you?
- 1 Yes
  - 2 No [SKIP TO P6]
  3. Not aware of program [SKIP TO P6]
  - 98 (Don't Know) [SKIP TO P6]
  99. (Don't Know) [SKIP TO P6]
- P5. What interested you?
- P6. How likely are you to participate in the Program within the next 3 years? Please use a scale of 0 to 10, with 0 being not at all likely and 10 being extremely likely. [98 = DON'T KNOW; 99 = REFUSED]
- P7. Why do you say that?

## **Interaction with PG&E, 3<sup>rd</sup> Party Staff, and Contractors/ Vendors**

- I1. Have you participated in any previous PG&E energy efficiency programs?
- Yes
  - No [SKIP TO I2]
  - 98 (Don't Know) [SKIP TO I2]
  99. (Don't Know) [SKIP TO I2]
- [IF YES] What was your interaction with PG&E previously? PROBE: What measures did you install? Did you have an audit?
- I2. Have you spoken to your PG&E account rep about the Ag&FP program over the past 2 years?
- Yes
  - No [SKIP TO I4]
  - Don't have a PG&E account rep [SKIP TO I4]
  - (Don't Know) [SKIP TO I4]
  - (Refused) [SKIP TO I4]
- I3a. [IF YES to I2] How knowledgeable was he/she about the program and its offerings? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable. [98 = DON'T KNOW; 99 = REFUSED]

I3b. [IF YES to I2] On a scale from 0 to 10, with 0 being not at all effective and 10 being extremely effective, how would you rate your account reps ability to articulate how program participation would benefit your facility? [98 = DON'T KNOW; 99 = REFUSED]

I4. Have you interacted with any other PG&E staff regarding the Ag&FP over the past 2 years?

Yes

No [SKIP TO I6]

(Don't Know) [SKIP TO I6]

(Refused) [SKIP TO I6]

[IF YES] With what other PG&E staff did you speak to about the Ag&FP program?

I5 [IF YES to I4] How knowledgeable would you say they were they about the AG&FP program and its offerings? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable. [98 = DON'T KNOW; 99 = REFUSED]

I6. Have you spoken to any contractors about the AG&FP Program over the past 2 years?

Yes

No [SKIP TO I7]

(Don't Know) [SKIP TO I7]

(Refused) [SKIP TO I7]

I6a. [IF I6 = YES] Did you contact the contractor or did they contact you about the AG&FP Program?

1. I contacted the contractor

2. Contractor contacted me [SKIP TO I7]

98. (Don't know) [SKIP TO I7]

99. (Refused) [SKIP TO I7]

I6b. [IF I6a = 1, RESPONDENT CONTACTED COTRACTOR] How knowledgeable would you say they were they about the AG&FP program? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable. [98 = DON'T KNOW; 99 = REFUSED]

I7. Have you spoken to any equipment vendors about the AG&FP Program over the past 2 years?

Yes

No [SKIP TO EE1]

(Don't Know) [SKIP TO EE1]

(Refused) [SKIP TO EE1]

I7a. [IF I7 = YES] Did you contact the equipment vendor or did they contact you about the AG&FP Program?

1. I contacted the equipment vendor
2. Equipment vendor contacted me [SKIP TO EE1]
98. (Don't know) [SKIP TO EE1]
99. (Refused) [SKIP TO EE1]

I7b. [IF I7a = 1, RESPONDENT CONTACTED CONTRACTOR] How knowledgeable would you say they were they about the AG&FP program? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable. [98 = DON'T KNOW; 99 = REFUSED]

## **BASIC KNOWLEDGE ABOUT EFFICIENCY OPTIONS**

Now thinking about energy use in your company:

EE1. How difficult is it to get information about ways of reducing energy use? Please use a scale from 0 to 10, with 0 being very difficult and 10 being very easy. [98 = DON'T KNOW; 99 = REFUSED]

Why do you say that?

EE2. If you were to look for information on ways to reduce energy use, where would you look?

1. (PG&E)
2. (Trade Publication)
3. (Vendor or contractor)
4. (From another grower/food processor/dairy/winery; word of mouth)
5. (Through an agricultural organization or professional organization/association)
6. (Through printed material sent by the Program; through outreach materials sent by the Program)
7. (At a trade show)
8. (Through family, friend, or neighbor)
9. (the internet)
10. (Other [SPECIFY: \_\_\_\_\_])
98. (Don't know)
99. (Refused)

EE2a. [ASK IF EE2 = 2] Regarding the trade publications you mentioned, can you name three publications you consult regularly when looking for information on ways to reduce energy use?

EE2b. [ASK IF EE2 = 3] Regarding the vendor or contractors you mentioned, who are some of the contractors or vendors you frequently work with and/or consult?

EE2c. [ASK IF EE2 = 7] Regarding the trade shows you mentioned, what trade shows do you or other facility staff attend?

EE3. What is your most important source of information for energy efficiency upgrades and technologies?

EE4. Do you consider PG&E to be a trustworthy source of information on ways to reduce energy use?

Yes

No

(Don't Know)

(Refused)

Why do you say that?

EE6. [DO NOT ASK IF EE2 = 99] How willing are you to spend time looking for information on ways to reduce energy use? Please use a scale from 0 to 10, with 0 being not at all willing and 10 being very willing. [98 = DON'T KNOW; 99 = REFUSED]

Why do you say that?

EE7. How important is energy efficiency to the operations and management of your company? Please use a scale from 0 to 10, where 0 means not at all important and 10 means extremely important. [98 = DON'T KNOW; 99 = REFUSED]

[If EE7 <4 ] What are the key operational and management issues?

EE8. Does your organization have someone who manages day-to-day energy related issues?

Yes

No

EE8a. Who makes the final decision with regards to purchasing and installing energy efficient equipment? [IF NECESSARY, PROBE: TITLE/POSITION IN ORGANIZATION]

EE8b. [IF EE8 = YES] What are the educational or professional backgrounds of this person/these persons?

EE9. Do you have access to sufficient technical resources either in house or through contractors to address the management of electric and natural gas costs?

Yes  
No  
(Don't Know)  
(Refused)

[If EE9=No, What type of technical resources are you lacking?

EE10. [IF EE9 = NO] If you had access to more technical resources through the AG&FP program, how likely is it that you would participate in the AG&FP program? Please use a scale from 0 to 10, where 0 means not at all likely and 10 means extremely likely, [98 = DON'T KNOW; 99 = REFUSED]

EE11. Are you aware that PG&E offers a variety of technical support to assist in the participation process?

Yes  
No  
(Don't Know)  
(Refused)

## **Efficiency Measures & Reason for Installation**

EM1. Over the past 2 years, have you installed, or are you currently installing, any equipment that you would consider energy efficient?

Yes, have installed energy efficient equipment over past 2 years

Yes, currently installing energy efficient equipment

Yes, both installed energy efficient equipment over past 2 years AND currently installing

No [SKIP TO EM1f]

(Don't know) [SKIP TO EM2]

(Refused) [SKIP TO EM2]

a. [IF YES] What energy efficient equipment have you installed?

b. [IF YES] How do you know that this equipment is energy efficient?

c. Did you receive any financial incentives like rebates from PG&E for these measures?

Yes [SKIP TO EM2]

NO

(Don't Know) [SKIP TO EM2]

(Refused) [SKIP TO EM2]

d. Were there any financial incentives available from PG&E for the equipment?

Yes

No [SKIP TO EM2]

(Don't know) [SKIP TO EM2]

(Refused) [SKIP TO EM2]

e. [IF EM1d = YES] Why did you choose to purchase and install the equipment without making use of the available incentives? [MULTIPLE RESPONSE; DO NOT READ]

1. (Did not know the program was available)
2. (The program was not available)
3. (The equipment would not qualify [PROBE: Why not? \_\_\_\_\_])
4. (The amount of the rebate was insufficient)
5. (Too much paperwork)
6. (Takes too long to get approval)
7. (No time to participate, needed equipment immediately)
8. (Other [SPECIFY: \_\_\_\_\_])
98. (Don't know)
99. (Refused)

[IF MORE THAN ONE RESPONSE] What was the primary reason you chose to purchase and install the equipment without program incentives?

f. [ASK ONLY IF EM1 = NO] Why have you not installed any energy efficient equipment? [MULTIPLE RESPONSE; DO NOT READ]

1. (Equipment is too expensive to install; cost)
2. (Equipment is too expensive to maintain)
3. (Do not have technical skills to manage and maintain equipment)
4. (Cannot get approval to purchase equipment from management)
5. (Not aware of energy efficient equipment)
6. (Other priorities demand resources)
7. (Other [SPECIFY: \_\_\_\_\_])
98. (Don't know)
99. (Refused)

EM2. Do you plan to install any energy efficient equipment in the future?

1. Yes
2. No
98. (Don't know)
99. (Refused)

a. IF YES] What energy efficient equipment do you plan to install in the future?

b. [IF YES] How do you know that this equipment is energy efficient?

- c. [IF YES] When do you expect to install the equipment?
- Within the next 6 months
  - Within 6 months to one year
  - Within the next one to two years
  - Two or more years from now
  - Don't know/refused

[IF RESPONDENT HAS NOT INSTALLED ENERGY EFFICIENT EQUIPMENT, SKIP TO OD1]

EM3. Did the equipment installed replace existing equipment?

- Yes
- No
- 98. (Don't know)
- 99. (Refused)

EM4. How satisfied are you with the performance of the [RANDOMLY SELECTED EFFICIENCY MEASURE]? Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied.

- 1. Extremely dissatisfied
- 2. Dissatisfied
- 3. Neither satisfied nor dissatisfied [SKIP TO EM6]
- 4. Satisfied [SKIP TO EM6]
- 5. Extremely satisfied [SKIP TO EM6]
- 99. Don't know/refused [SKIP TO EM6]

EM5. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

EM6. We have just been asking you about many things that we think can help us understand how and why you may or may not choose to participate in an energy efficiency program offered by PG&E. Is there anything we didn't ask about that you think is relevant to whether your company would or would not participate in such a program? [RECORD VERBATIM]

## Organizational Data

I have a few last questions about your business or organization.

OD1. Which of the following best describes your company's primary agricultural or food processing activities?

- 1. Agricultural/irrigation
- 2. Greenhouse
- 3. Dairy
- 4. Winery



- 5. Food Processing
- 6. Refrigerated Warehouse
- 7. Other [SPECIFY: \_\_\_\_\_]

OD2. Would you consider your business or organization operated by a family or a company?

- 1. Family.
- 2. Company
- 3. Other [SPECIFY: \_\_\_\_\_]
- 98. Don't know
- 99. Refused

OD3. Compared to other businesses or organizations similar to yours, would you categorize this business or organization as small, medium or large?

- 1. Small
- 2. Medium
- 3. Large
- 98. Don't know
- 99. Refused

OD4. Approximately, what percentage of your total annual operating costs is spent in electricity bills?

OD5. Approximately, what percentage of your total annual operating costs is spent in natural gas bills?

Those are all my questions. Thank you for your time.

## PG&E's Agricultural and Food Processing Program Suite— Withdrawn Participant Interview Guide

Company: \_\_\_\_\_ Telephone: \_\_\_\_\_  
Name: \_\_\_\_\_ Cell phone: \_\_\_\_\_  
Title: \_\_\_\_\_ Fax: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Interview date: \_\_\_\_\_ Time: \_\_\_\_\_ (Eastern)

### Screener

Hello, my name is \_\_\_\_\_ from \_\_\_\_\_. I am calling on behalf of Pacific Gas and Electric (PG&E) regarding their Agricultural and Food Processing programs. May I speak with [designated respondent] or with the person who is responsible for overseeing agricultural or food processing equipment for your organization?

[IF DIRECTED TO A DIFFERENT RESPONDENT, REPEAT INTRODUCTION: "Hello, my name is \_\_\_\_\_ from \_\_\_\_\_. I am calling on behalf of Pacific Gas and Electric (PG&E) regarding their Agricultural and Food Processing programs."]

PG&E is taking a close look at how their programs can help their agricultural and food processing customers through adoption of energy efficiency. Your responses are completely confidential and no organization will ever be able to identify you or your responses from our conversation.

INT1. Our records indicate that your company participated in and subsequently withdrew from PG&E'S Agricultural and Food Processing program during 2007. Is this correct?

- 1 Yes [CONTINUE]
- 2. No. Respondent has only withdrawn application for one measure/piece of equipment, but has installed other equipment through the program [CONTINUE]
- 3. No. Respondent withdrew application that was filled out incorrectly and has resubmitted/ is resubmitting the application [THANK AND TERMINATE]
- 4 No, have not participated in the program [THANK AND TERMINATE]
- 98 (Don't know) [THANK AND TERMINATE]
- 99 (Refused) [THANK AND TERMINATE]

INT2. Our records also indicate that your company is classified as a [INSERT NAICS CODE AND DESCRIPTION]. Is this correct?

- 1 Yes [SKIP TO P1]
- 2 No
- 98 (Don't know)
- 99 (Refused)

[IF NO OR DON'T KNOW/REFUSED]

INT3. Which of the following best describes your company's primary agricultural or food processing activities?

1. Agricultural/irrigation
2. Greenhouse
3. Dairy
4. Winery
5. Food Processing
6. Refrigerated Warehouse
7. Other [SPECIFY: \_\_\_\_\_]

## Participation

P4. Why did you initially decide to participate in the program? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (To save money on utility bills; save money on electric bills)
2. (To obtain a rebate; program incentive)
3. (To replace old or broken equipment)
4. (To acquire the latest technology)
5. (To reduce maintenance costs)
6. (Because the program was sponsored by PG&E)
7. (Previous experience with other PG&E programs)
8. (To help protect the environment)
9. (To save energy)
10. (Recommended by Program contact)
11. (Recommended by contractors/trade allies)
12. (Recommended by another grower/food processor/dairy/winery; word of mouth)
13. (Recommended by family, friend, or neighbor)
14. (Recommended by past program participants)
15. (Part of a broader remodeling or renovation)
16. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't know)
- 99 (Refused)

P5. What was the most important factor in your initial decision to participate?

P6. Have you or somebody at your facility attended one of PG&E's workshops?

- 1 Yes
- 2 No [SKIP TO P10]
- 98 (Don't know) [SKIP TO P10]
- 99 (Refused) [SKIP TO P10]

P7 [If P6=Yes] How useful was the workshop?

On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the workshop? [98=Don't Know, 99=Refused]

[IF P7b < 5] Why do you say that?

P8 [If P6=yes] Did it affect your decision to participate?

- 1 Yes
- 2 No
- 98 (Don't know)
- 99 (Refused)

P9: Why do you say that?

P10. Were there any aspects of the program that initially caused you concern?

- 1 Yes
- 2 No [SKIP TO P12]
- 98 (Don't know) [SKIP TO P12]
- 99 (Refused) [SKIP TO P12]

P11. What caused your concern? Was this issue resolved? How?

P12. Why did you later decide to withdraw from the program?

- 1. (Equipment was too expensive; cost)
- 2. (Program support was less than I expected)
- 3. (The program application process was too complicated)
- 4. (The program approval took too long)
- 5. (Repaired rather than replaced equipment)
- 6. (Decided to install equipment later)
- 7. (Loss of internal funding for project)
- 8. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't know)
- 99 (Refused)

P13. Using a 0 to 10 scale, where 0 means not at all important and 10 means extremely important, please rate the importance of each of the following in your decision to WITHDRAW from the program: [97=Not Applicable, 98=Don't Know, 99=Refused]

- 1. The final cost of the equipment, including the program rebate.
- 2. Length of time it took to get program approval
- 3. The estimated energy savings from the program approved equipment
- 4. Getting approval from ownership or management to participate in the program
- 5. Staff time and resources required to participate in the program
- 6. Other factor [SPECIFY AND RATE]

P14. How likely are you to participate in the Program within the next 3 years? Please use a scale of 0 to 10, with 0 being not at all likely and 10 being very likely. [98 = don't know; 99=refused]

P15. Why do you say that?

P16. [If P14<=5] How could the program and/or its offerings be changed to make your future participation more likely?

## Enrollment

I have a few questions about the actual enrollment process to help us understand where things became difficult for you.

E1. Did you encounter any problems, delays or difficulties during the application, review and approval process for the program?

Yes

No [SKIP TO E2b]

98 (Don't know) [SKIP TO E2b]

99 (Refused) [SKIP TO E2b]

E2. [IF NO/DON'T KNOW OR REFUSED] What problems, delays or difficulties did you encounter? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (The process took too long)
2. (Too many delays between steps in the process)
3. (The process was too complex)
4. (The applications materials were difficult to understand)
5. (Lack of coordination and communication among program staff)
6. (The program staff was not responsive; could not get questions answered)
7. (The program staff was not knowledgeable)
8. (The incentives were less than I expected)
9. (Unable to get information on the status of the application)
10. (Multiple requests for more information from PG&E throughout the process)
11. (Disagreement over initial energy savings calculations)
12. (Disagreement over final energy savings calculations)
13. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't know)
- 99 (Refused)

E2a. IF MORE THAN ONE ANSWER: What was the most difficult issue for you?

E2b. Was your application review ever delayed because the program staff needed more information from you?

Yes

No

98 (Don't know)

99 (Refused)

[IF YES] Had the program adequately informed you of the need for the information or of the urgency of the need for information?

Yes

No

98 (Don't know)

99 (Refused)

E3. [SKIP IF E2 = 4] Please rate how easy or difficult the application **materials** were to understand on the following scale?

1. Extremely easy to understand [SKIP TO E5]

2. Somewhat easy to understand [SKIP TO E5]

3. Neither easy nor difficult to understand [SKIP TO E5]

4. Somewhat difficult to understand

5. Extremely difficult to understand

98 (Don't know) [SKIP TO E5]

99 (Refused) [SKIP TO E5]

E4. [ASK IF E2 = 4 OR IF E3 = 4 or 5] What made the application **materials** difficult or confusing? [DO NOT READ RESPONSES; MULTIPLE RESPONSES]

1. (The instructions were confusing)

2. (The information needed for the application was not clear)

3. (It was not clear where the completed materials needed to be sent)

4. (Other [SPECIFY: \_\_\_\_\_])

98 (Don't know)

99 (Refused)

IF MORE THAN ONE ANSWER: What was the most difficult issue for you?

E5. Overall, how satisfied were you with the process of applying to the Program? Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied.

1. Extremely dissatisfied

2. Dissatisfied

3. Neither satisfied nor dissatisfied

4. Satisfied

5. Extremely satisfied

98 (Don't know)

99 (Refused)

E6. Why do you say that?

E7. If you could change anything about the application process, what would you change?

E8 Have you participated in other PG&E energy efficiency programs before?

Yes

No [IF NO skip to EM1]

98 (Don't know) [skip to EM1]

99 (Refused) [skip to EM1]

E9. How does this process compare to your prior experience? Was it easier, harder, or about the same?

Easier

Harder

About the same

98 (Don't know)

99 (Refused)

[IF E9 = EASIER OR HARDER] Why do you say that?

## Efficiency Measures & Reason for Installation

EM1. What energy efficient equipment did you plan to install with the help of the program?  
[RECORD VERBATIM]

EM2. What type of assistance did you plan to receive?

---

EM3. Have you since installed the equipment?

1. Yes [GO TO EM3a]

2. No [SKIP TO EM5]

98 (Don't know) [SKIP TO EM5]

99 (Refused) [SKIP TO EM5]

EM3a. Was this the exact same piece of equipment, or was it somewhat different? If different, how so?

EM4. [IF YES] Why did you choose to purchase and install the equipment without making use of the available incentives? [MULTIPLE RESPONSE; DO NOT READ]

1. (The program was not available)

2. (The equipment would not qualify [PROBE: Why not? \_\_\_\_\_])
3. (The amount of the rebate was insufficient)
4. (Too much paperwork)
5. (Takes too long to get approval)
6. (No time to participate, needed equipment immediately)
7. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't know)
- 99 (Refused)

[IF MORE THAN ONE RESPONSE] What was the primary reason you chose to purchase and install the equipment without program incentives?

EM5. [IF NO] Why have you not installed any energy efficient equipment? [MULTIPLE RESPONSE; DO NOT READ]

1. (Equipment is too expensive to install; cost)
2. (Equipment is too expensive to maintain)
3. (Do not have technical skills to manage and maintain equipment)
4. (Cannot get approval to purchase equipment from management)
5. (Not aware of energy efficient equipment)
6. (Other priorities demand resources)
7. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't know)
- 99 (Refused)

## BASIC KNOWLEDGE ABOUT EFFICIENCY OPTIONS

Now thinking about energy use in your company:

EE2. If you were to look for information on ways to reduce energy use, where would you look?

1. (PG&E)
2. (Trade Publication)
3. (Vendor or contactor)
4. (From another grower/food processor/dairy/winery; word of mouth)
5. (Through an agricultural organization or professional organization/association)
6. (Through printed material sent by the Program; through outreach materials sent by the Program)
7. (At a trade show)
8. (Through family, friend, or neighbor)
9. (Internet search engine)
10. (from specific internet site [SPECIFY: \_\_\_\_\_])
11. (Other [SPECIFY: \_\_\_\_\_])
- 98 (Don't know)
- 99 (Refused)



EE3. What is your most important source of information for energy efficiency upgrades and technologies?

EE4. Do you consider PG&E to be a trustworthy source of information on ways to reduce energy use?

Yes

No

98 (Don't know)

99 (Refused)

Why do you say that?

## Interaction with PG&E or 3<sup>rd</sup> Party Staff

We are also interested in learning more about your interactions with the Program staff before you withdrew from the program.

I1. How many Program staff members did you work with before you withdrew from the program?

\_\_\_\_\_ number of program staff

[Skip to I4 if =0]

I2. In what capacity did they work with you? [IF NECESSARY, PROBE: Project Managers, Account Reps, Third Party Staff, Contractors; MULTIPLE RESPONSE]

\_\_\_\_\_ Account Representatives

\_\_\_\_\_ Project Managers (Customer Energy Efficiency Project Managers)

\_\_\_\_\_ Third Party staff

\_\_\_\_\_ Contractors

\_\_\_\_\_ Other [SPECIFY: \_\_\_\_\_]

[IF ONLY ONE CONTACT, SKIP TO I6]

I3. From your perspective, did you think the different parties coordinated and worked well together?

1) Yes

2) No

98 (Don't know)

99 (Refused)

[IF NO] Why do you say that?

I4. Did you have a clear idea of who you could go to for help?

- 1) Yes
- 2) No
- 98 (Don't know)
- 99 (Refused)

I4a. [IF YES] Who could you go to for help?

I5. Who was your primary contact throughout the process? [ASK FOR TITLE OF CONTACT, I.E. ACCOUNT REPRESENTATIVE, PROJECT MANAGER, ETC.]

---

I6. How frequently were you in contact with program staff before you withdrew from the program?

- Once a week or more frequently
- Every 1 to 2 weeks
- Every 3 to 4 weeks
- Other [SPECIFY FREQUENCY: \_\_\_\_\_]
- 98 (Don't know)
- 99 (Refused)

I7. Was the frequency of contact with program staff appropriate while you participated in the program?

- Yes
- No
- 98 (Don't know)
- 99 (Refused)

[IF NO] Why do you say that?

I8. Were your questions and inquiries answered promptly and sufficiently by Program staff?

- 1. Yes [SKIP TO I10]
- 2. No
- 98 (Don't know) [SKIP TO I10]
- 99 (Refused) [SKIP TO I10]

I9. [IF NO] Why do you say that?

I10. How satisfied were you with your interactions with the program staff? [IF NECESSARY, READ: "Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied"].

- 1. Extremely dissatisfied
- 2. Dissatisfied
- 3. Neither satisfied nor dissatisfied [SKIP TO I12]
- 4. Satisfied [SKIP TO I12]
- 5. Extremely satisfied [SKIP TO I12]

98 (Don't know) [SKIP TO I12]

99 (Refused) [SKIP TO I12]

I11. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

I12. How satisfied were you with program staff's technical understanding of the measures?  
[IF NECESSARY, READ: "Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied"].

1. Extremely dissatisfied

2. Dissatisfied

3. Neither satisfied nor dissatisfied [SKIP TO I14]

4. Satisfied [SKIP TO I14]

5. Extremely satisfied [SKIP TO I14]

98 (Don't know) [SKIP TO I14]

99 (Refused) [SKIP TO I14]

I13. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?

I14. On a scale from 0 to 10, with 0 being not at all effective and 10 being extremely effective, how would you rate the Program staff's ability to quantify the potential benefits of participation?

## Organizational Data

I have a few last general questions about your business or organization.

OD1. Would you consider your business or organization operated by a family or a company?

Family.

Company

Other [SPECIFY: \_\_\_\_\_]

98 (Don't know)

99 (Refused)

OD2. Compared to other businesses or organizations similar to yours, would you categorize this business or organization as small, medium or large?

1. Small

2. Medium

3. Large

98 (Don't know)

99 (Refused)

OD3. Approximately, what percentage of your total annual operating costs is spent in electricity bills?

OD4. Approximately, what percentage of your total annual operating costs is spent in natural gas bills?

Those are all my questions. Thank you for your time.

# Appendix I. Participant Data

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**Table 1 - INT1. Our records indicate that your company participated in PG&E'S Agricultural and Food Processing program in the past two years. Is this correct?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	31	2	26	6	3	12	11	91	100%
	31	2	26	6	3	12	11	91	100%

**Table 2 - INT2. Our records also indicate that your company is classified as a [SUBSECTOR] operation. Is this correct?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	30	1	22	6	2	11	10	82	90%
No	1	.	.	.	1	1	1	4	4%
Don't Know	.	1	4	.	.	.	.	5	5%
	31	2	26	6	3	12	11	91	100%

**Table 3 – INT3. Which of the following best describes your company's primary agricultural or food processing activities?**

	CASE ID								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Construction	.	.	.	.	.	.	1	1	100%
	.	.	.	.	.	.	1	1	100%

**Table 4 - P1. How did you learn about the PG&E Agricultural and Food Processing Program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Contacted by the Program; through my account representative or other program staff	16	2	14	3	2	8	6	51	54%
Firm contacted the program	1	.	3	.	.	.	.	4	4%
Program sponsored conference or workshop	1	.	.	.	.	.	.	1	1%
Program sponsored integrated audit	.	.	.	.	.	1	.	1	1%
Marketing by Trade Ally, vendor or contractor	.	.	.	.	.	1	1	2	2%
Firm approached trade ally, vendor or contractor	.	.	1	.	1	.	.	2	2%
Word of mouth; from another grower/food processor/dairy/winery	.	.	1	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Through an agricultural organization or professional organization/association	.	.	.	.	.	1	.	1	1%
Through printed material sent by the Program; through outreach materials sent by the Program	2	.	2	1	.	.	.	5	5%
At a trade show	1	.	.	.	.	.	.	1	1%
Through family, friend, or neighbor	2	.	.	1	.	.	.	3	3%
Participation in other PG&E programs	.	.	3	.	.	1	.	4	4%
Past program participants	3	.	.	.	.	.	.	3	3%
Other Specify	6	1	1	.	.	1	4	13	14%
Don't Know	.	.	1	1	.	.	.	2	2%
	32	3	26	6	3	13	11	94	100%

**Table 5 – P1OT. How did you learn about the PG&E Agricultural and Food Processing Program? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I needed to fix a pump.	1	.	.	.	.	.	.	1	10%
I went to the website.	1	.	.	.	.	.	.	1	10%
Internet	.	.	.	.	.	.	1	1	10%
PG&E.com	1	.	.	.	.	.	.	1	10%
Online don't remember a specific site.	1	.	.	.	.	.	.	1	10%
Engineer	1	.	.	.	.	.	.	1	10%
Through one of our vendors.	.	.	.	.	.	.	1	1	10%
It came down through our corporation.	.	.	.	.	.	.	1	1	10%
The website.	.	.	1	.	.	.	.	1	10%
Ads	.	.	.	.	.	1	.	1	10%
	5	.	1	.	.	1	3	10	100%

**Table 5 – P2. What was the most important source of information in your decision to participate?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We had some testing done on the well, and we also had testing on the pump casing. and everything was out my repair man changed the pump.	1	.	.	.	.	.	.	1	1%
Information that my representative gave me.	.	.	1	.	.	.	.	1	1%
The rebate. The amount of money made the project more buyable.	.	.	1	.	.	.	.	1	1%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The financial and conservative opportunities.	.	.	1	.	.	.	.	1	1%
The amount of money I get back the rebate.	.	.	.	.	.	1	.	1	1%
Checking a pump and the pressure was low and if I need to get better efficiency then I would go to PG&E again.	1	.	.	.	.	.	.	1	1%
Recommendation of account manager.	1	.	.	.	.	.	.	1	1%
I was looking at any type of incentive programs for energy efficiency.	1	.	.	.	.	.	.	1	1%
The PG&E representative.	.	.	.	.	.	1	.	1	1%
The representative.	1	.	.	.	.	.	.	1	1%
To save energy and money for the client.	.	.	.	.	.	.	1	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
The amount of money of the rebate, it did not covered the cost.	.	.	.	.	.	1	.	1	1%
The internet.	1	.	.	.	.	.	.	1	1%
The information I recieved after I called and asked for it.	1	.	.	.	.	.	.	1	1%
Brochure and websites.	.	.	.	.	.	1	.	1	1%
The representative.	.	.	.	.	.	.	1	1	1%
Just the energy efficiency.	.	.	1	.	.	.	.	1	1%
From the contractor	1	.	.	.	.	.	.	1	1%
The cash incentive.	1	.	.	.	.	.	.	1	1%
Energy savings.	1	.	.	.	.	.	.	1	1%
I'm not sure.	.	.	.	.	.	.	1	1	1%
The internet and the PG&E website.	1	.	.	.	.	.	.	1	1%
We have done several there was one with a brochure.	.	.	.	1	.	.	.	1	1%
The representative.	.	.	.	1	.	.	.	1	1%
Money savings and the fact that is was more energy efficient.	1	.	.	.	.	.	.	1	1%
The representative.	.	.	.	.	.	.	1	1	1%
The savings and the rebates that the company would receive.	1	.	.	.	.	.	.	1	1%
The consultant or the representative.	.	.	1	.	.	.	.	1	1%
The cost.	.	.	.	.	.	1	.	1	1%
The representative.	.	.	.	.	.	1	.	1	1%
The brochure.	1	.	.	.	.	.	.	1	1%
Relating to production demands.	.	.	1	.	.	.	.	1	1%
Nothing	.	.	.	1	.	.	.	1	1%
It was through the representative.	.	.	.	.	1	.	.	1	1%
I think it was a brochure.	.	.	.	1	.	.	.	1	1%
Cost	1	.	.	.	.	.	.	1	1%
The representative they showed the options we had.	.	.	1	.	.	.	.	1	1%
Don't know really; don't know program design to basically be a pain in the ass.	1	.	.	.	.	.	.	1	1%
The fact that there was a return rebate, the monetary incentive.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We've participated in a number of programs with PG&E.	.	.	.	.	.	.	1	1	1%
I'd have to say the cost analysis.	1	.	.	.	.	.	.	1	1%
Rebates	.	.	.	.	.	.	1	1	1%
The savings of energy.	.	.	.	.	.	1	.	1	1%
The rebate.	1	.	.	.	.	.	.	1	1%
Representatives	.	.	.	.	.	.	1	1	1%
Not sure.	1	.	.	.	.	.	.	1	1%
The local representative.	.	.	1	.	.	.	.	1	1%
Benefits	1	.	.	.	.	.	.	1	1%
The representative he let us know about the rebate programs.	.	.	1	.	.	.	.	1	1%
Financial	.	.	.	.	.	.	1	1	1%
We got a flyer and spoke to the rep.	1	.	.	.	.	.	.	1	1%
PG&E website.	.	.	1	.	.	.	.	1	1%
The rebate.	.	.	.	.	1	.	.	1	1%
The estimates of potential savings and the rebate.	1	.	.	.	.	.	.	1	1%
It was the guy that came out and gave us all the information on.	1	.	.	.	.	.	.	1	1%
A rebate incentive.	.	.	.	.	.	1	.	1	1%
I don't remember.	.	.	.	.	1	.	.	1	1%
The account representative.	1	.	.	.	.	.	.	1	1%
The cost.	.	.	1	.	.	.	.	1	1%
The account representative.	.	.	1	.	.	.	.	1	1%
Utilizing their know how to use on energy savings.	.	.	1	.	.	.	.	1	1%
Offering of the rebate.	.	.	1	.	.	.	.	1	1%
The savings information.	.	.	1	.	.	.	.	1	1%
The representative.	1	.	.	.	.	.	.	1	1%
Just the recommendation by the account manager.	.	.	1	.	.	.	.	1	1%
Website and brochure.	1	.	.	.	.	.	.	1	1%
Just the representative.	1	.	.	.	.	.	.	1	1%
	28	.	16	4	3	9	8	67	100%

**Table 6 - P3A. On a scale from 0 to 10, with 0 being not at all informative and 10 being extremely informative, how would you rate the program material you saw?**

	Subsector				
	AG	FP	GH	Frequency	Percent
5	.	.	1	1	20%
7	.	1	.	1	20%

	Subsector				
	AG	FP	GH	Frequency	Percent
8	2	1	.	3	60%
	2	2	1	5	100%

***Table 7 - P3AOT. Why do you say that?***

*No Data*

***Table 8 - P3B. Have you seen any of the Program outreach materials such as a brochure?***

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	17	.	11	3	2	6	7	46	55%
No	12	1	11	2	1	6	4	37	45%
	29	1	22	5	3	12	11	83	100%

***Table 9 - P3BOTA. On a scale from 0 to 10, with 0 being not at all informative and 10 being extremely informative, how would you rate the program material you saw?***

	Subsector							
	AG	FP	GH	IR	RW	WI	Frequency	Percent
1	3	2	.	1	.	1	7	15%
2	2	.	.	.	.	.	2	4%
4	1	.	.	1	.	.	2	4%
5	1	2	1	.	1	1	6	13%
6	2	.	1	.	.	.	3	7%
7	2	2	.	.	2	2	8	17%
8	4	4	1	.	3	3	15	33%
9	2	1	.	.	.	.	3	7%
	17	11	3	2	6	7	46	100%

**Table 10 - P3BOTB. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It's that you can write all the copy you want to help on equipment for the facility, but the real meat of the program is not helpful when they come to fruition the other programs like light and things are only like "band-aid" programs.	1	.	.	.	.	.	.	1	25%
Already knew about PG&E.	1	.	.	.	.	.	.	1	25%
It wasn't to informative it was just a mailer.	.	.	.	.	1	.	.	1	25%
The PG&E representative was more informative and they were great.	1	.	.	.	.	.	.	1	25%
	3	.	.	.	1	.	.	4	100%

**Table 11 - P5. Why did you decide to participate in the program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
To save money on utility bills; save money on electric bills	11	2	8	1	1	6	5	34	30%
To obtain a rebate; program incentive	8	.	12	4	1	5	5	35	30%
To replace old equipment	2	.	1	.	1	.	.	4	3%
To reduce maintenance costs	1	.	.	.	.	.	.	1	1%
Because the program was sponsored by PG&E	2	.	.	.	.	.	1	3	3%
To save energy	8	1	8	1	.	3	6	27	23%
Other	6	.	1	.	.	1	2	10	9%
Don't Know	.	.	1	.	.	.	.	1	1%
	38	3	31	6	3	15	19	115	100%

**Table 12 - P50T. Why did you decide to participate in the program? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Supervisor gave a presentation on saving land and gas.	.	.	1	.	.	.	.	1	11%
Just looked like a good idea, there wasn't any down side.	1	.	.	.	.	.	.	1	11%
To see what the possibilities are for the energy efficiency, many natural gas sites.	1	.	.	.	.	.	.	1	11%
The economics of the program.	1	.	.	.	.	.	.	1	11%
The rates were cheaper.	1	.	.	.	.	.	.	1	11%
It's real easy to do other programs are to difficult a process to go through and you lose interest in it.	1	.	.	.	.	.	.	1	11%
Improve energy efficiency of operating.	1	.	.	.	.	.	.	1	11%
Because they're green programs, generating funds and getting paid.	.	.	.	.	.	.	1	1	11%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Public relation benefits.	.	.	.	.	.	.	1	1	11%
	6	.	1	.	.	.	2	9	100%

**Table 13 - P5A. Of the reasons you just told me, what was the most important factor in your decision to participate?**

	Subsector					
	AG	FP	RW	WI	Frequency	Percent
To save money on utility bills; save money on electric bills	4	2	2	5	13	62%
To obtain a rebate; program incentive	1	3	1	1	6	29%
To replace old equipment	2	.	.	.	2	10%
	7	5	3	6	21	100%

**Table 14 - P6. Have you or somebody at your facility attended one of PG&E's workshops or seminars?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	10	1	13	1	1	5	8	39	42%
No	21	2	12	5	2	7	3	52	57%
Refused	.	.	1	.	.	.	.	1	1%
	31	3	26	6	3	12	11	92	100%

**Table 15 - P7. How useful was the workshop? On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the workshop?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
4	1	.	.	.	.	.	.	1	3%
6	.	.	.	.	.	.	1	1	3%
7	2	.	2	1	.	.	3	8	21%
8	3	1	7	.	1	2	1	15	38%
9	1	.	4	.	.	.	1	6	15%
10	2	.	.	.	.	3	1	6	15%
Don't Know	1	.	.	.	.	.	1	2	5%
	10	1	13	1	1	5	8	39	100%

**Table 16 – P7OT. Why do you say that?**

	CASE ID							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
It's been some time ago and there were a lot of hoops that you had to jump through to participate.	1	.	.	.	.	.	.	1	100%
	1	.	.	.	.	.	.	1	100%

**Table 17 - P8. Did it affect your decision to participate?**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
Yes	7	.	4	.	.	1	4	16	41%
No	3	1	9	1	1	4	3	22	56%
Don't Know	.	.	.	.	.	.	1	1	3%
	10	1	13	1	1	5	8	39	100%

**Table 18 – P9. Why do you say that?**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
I had already decided before.	.	.	1	.	.	.	.	1	54%
The location was close enough to where I wouldn't have an overnight stay and it was what I was doing at the time.	.	.	1	.	.	.	.	1	4%
Then seminars that I have gone to is for lighting I was at a forum for cold warehouses as fast as rebates. Where houses as far as rebates.	.	.	.	.	.	1	.	1	1%
We were already participating.	1	.	.	.	.	.	.	1	1%
Pretty much already looking at it and looking at the rebates, that is.	.	.	.	.	.	1	.	1	1%
It spelled out the program for me.	1	.	.	.	.	.	.	1	4%
I already decided to go that route.	.	.	.	.	.	1	.	1	4%
It made me aware of things that I didn't know about as far as saving money and energy to know ABO.	.	.	.	.	.	.	1	1	4%
We had already decided to participate.	1	.	.	.	.	.	.	1	4%
I kind of got more ideas of what to do.	.	.	.	.	.	.	1	1	4%
The information presented was efficient.	1	.	.	.	.	.	.	1	4%
We were participating for some time I go to the seminars that are available in my area.	.	.	.	.	.	.	1	1	4%
It was beneficial.	1	.	.	.	.	.	.	1	4%
We had already been participating.	.	.	1	.	.	.	.	1	4%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
It affected us positively, the more we learned, it was not just smoke and mirrors but it supports their customers in conserving energy.	1	.	.	.	.	.	.	1	4%
I think we had already made up our minds to participate.	.	.	.	.	.	.	1	1	4%
I didn't go someone else did.	.	.	.	.	.	.	1	1	4%
I had enough information already I had already decided to participate before.	.	.	1	.	.	.	.	1	4%
It gave me more information and guided me to what I needed to do, it helped me out a lot.	.	.	1	.	.	.	.	1	4%
We were already decided.	.	.	.	.	.	.	1	1	4%
I had already made up my mind.	.	.	1	.	.	.	.	1	4%
After, I had been already participating.	.	.	.	.	1	.	.	1	4%
Just having some awareness of the programs out there.	1	.	.	.	.	.	.	1	4%
We were already participating.	.	.	.	.	.	.	1	1	4%
Because of the software that came with the SBC program.	.	.	1	.	.	.	.	1	4%
We were already participating but it was to expand our horizons.	1	.	.	.	.	.	.	1	4%
	8	.	7	.	1	3	7	26	100%

**Table 19 - P10. Thinking back to when you were first involved with the program, were there any aspects of the program that initially caused you concern?**

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Yes	8	.	5	1	.	3	4	21	23%
No	22	3	21	5	3	9	6	69	75%
Don't Know	1	.	.	.	.	.	1	2	2%
	31	3	26	6	3	12	11	92	100%

**Table 20 - P11. What caused your concern? Was this issue resolved? How?**

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
The complete shutdown program.	1	.	.	.	.	.	.	1	7%
Juggling the seven net metering.	1	.	.	.	.	.	.	1	7%
They seem to be calculated to determine what the rebate will be. It is hard to know ahead of time what the rebate is. It makes it difficult to plan.	.	.	.	1	.	.	.	1	7%
To see if we would be able to qualify for the program.	1	.	.	.	.	.	.	1	7%
I was concerned about the CPP program.	.	.	.	.	.	1	.	1	7%
I thought it would be a daunting task with the control and forms and rebate but our people did a very fine job.	.	.	1	.	.	.	.	1	7%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The fact that we did not know exactly what the rebate would be until the test, that was resolved, we had a good test result, it was researched through next and we felt comfortable with the results.	.	.	.	.	.	.	1	1	7%
Just computing electrical use part.	1	.	.	.	.	.	.	1	7%
How much we could actually benefit, or save, how much impact it would have.	.	.	.	.	.	.	1	1	7%
The delay period PG&E takes to finish a project.	1	.	.	.	.	.	.	1	7%
Operational restriction and power reductions.	.	.	.	.	.	.	1	1	7%
The website was not updated on an annual basis and the website does not change annually.	.	.	1	.	.	.	.	1	7%
The estimation of the potential rebate.	1	.	.	.	.	.	.	1	7%
A lot of the water programs we have to tie things in.	1	.	.	.	.	.	.	1	7%
	7	.	2	1	.	1	3	14	100%

***Table 21 - E1. Did you encounter any problems, delays or difficulties during the application, review and approval process for the program?***

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	4	.	4	1	1	1	3	14	15%
No	25	3	22	5	2	11	8	76	83%
Don't Know	2	.	.	.	.	.	.	2	2%
	31	3	26	6	3	12	11	92	100%

***Table 22 - E2. What problems, delays or difficulties did you encounter?***

	Subsector							
	AG	FP	GH	IR	RW	WI	Frequency	Percent
The process took too long	2	2	1	1	.	3	9	64%
The applications materials were difficult to understand	.	.	.	.	1	.	1	7%
Lack of coordination and communication among program staff	2	1	.	.	.	.	3	21%
Unable to get information on the status of the application	.	1	.	.	.	.	1	7%
	4	4	1	1	1	3	14	100%

***Table 23 - E2. What problems, delays or difficulties did you encounter? (PLEASE SPECIFY)***



	Subsector						Frequency Percent	
	AG	FP	GH	IR	RW	WI		
About the rebate amount.	1	.	.	.	.	.	1	100%
	1	.	.	.	.	.	1	100%

**Table 24 - E2A. IF MORE THAN ONE ANSWER: What was the most difficult issue for you?**

	Subsector	Frequency Percent	
	WI		
Too many delays between steps in the process	1	1	100%
	1	1	100%

**Table 25 - E2B. Was your application review ever delayed because the program staff needed more information from you?**

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Yes	10	.	8	3	1	4	2	28	31%
No	21	3	15	3	2	7	8	59	66%
Don't Know	.	.	.	.	.	1	1	2	2%
	31	3	23	6	3	12	11	89	100%

**Table 26 - E2BOT. IF YES Had the program adequately informed you of the need for the information or of the urgency of the need for information?**

	Subsector						Frequency Percent	
	AG	FP	GH	IR	RW	WI		
Yes	5	8	2	1	2	1	19	73%
No	4	.	1	.	1	1	7	27%
	9	8	3	1	3	2	26	100%

**Table 27 - E3. Were the application materials easy to understand?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	27	3	22	6	3	10	8	79	87%
No	4	.	4	.	.	1	1	10	11%
Don't Know	.	.	.	.	.	.	2	2	2%
	31	3	26	6	3	11	11	91	100%

**Table 28 - E4. What made the application materials difficult or confusing?**

	Subsector					
	AG	FP	RW	WI	Frequency	Percent
The information needed for the application was not clear	1	1	1	1	4	31%
It was not clear where the completed materials needed to be sent	.	2	.	.	2	15%
Other	2	2	.	1	5	38%
Don't Know	1	.	.	1	2	15%
	4	5	1	3	13	100%

**Table 29 - E4. What made the application materials difficult or confusing? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Trying to establish past history with PG&E.	1	.	.	.	.	.	.	1	25%
All the request and requirements are all bullshit.	1	.	.	.	.	.	.	1	25%
It's not applicable, it was handled by the installer.	.	.	.	.	.	.	1	1	25%
It was more towards electricity than natural gas, but it has been four or five years ago.	.	.	1	.	.	.	.	1	25%
	2	.	1	.	.	.	1	4	100%

**Table 30 - E40TB. IF MORE THAN ONE ANSWER: What was the most difficult issue for you?**

	Subsector		
	WI	Frequency	Percent
The information needed for the application was not clear	1	1	100%
	1	1	100%

**Table 31 - E5. Overall, how satisfied were you with the process of applying to the Program? Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Neither satisfied nor dissatisfied	4	.	3	3	1	2	3	16	18%
Satisfied	16	1	13	2	1	3	5	41	45%
Extremely satisfied	11	2	9	1	1	6	3	33	36%
Don't Know	.	.	.	.	.	1	.	1	1%
	31	3	25	6	3	12	11	91	100%

**Table 32 - E6. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Beuase it was kind of a surprise to me that I you got any thing back form pg&e.	1	.	.	.	.	.	.	1	1%
It all went smooth. I had to ask questions to understand it totally but it was fairley understandable.	.	.	1	.	.	.	.	1	1%
We have gotten every rebate we applied for.	.	.	1	.	.	.	.	1	1%
The decative of the results we saw.	.	.	1	.	.	.	.	1	1%
I have to call the rep. To clarify some things.	.	.	.	.	.	1	.	1	1%
Everything they told me, the process was very represented and what they said would happen, did happen.	1	.	.	.	.	.	.	1	1%
When they came out and helped with the application, they were very helpful.	1	.	.	.	.	.	.	1	1%
Nothing stands out one way or the other. So I kind of put an average there.	1	.	.	.	.	.	.	1	1%
It was almost perfect. Just sometimes it takes time to get the money. My boss gets a little more impatient.	.	.	.	.	.	1	.	1	1%
The customer representative talked me through the process.	1	.	.	.	.	.	.	1	1%
Our paperwork was lost and we were waiting.	.	.	.	.	.	.	1	1	1%
You guys made it easy compared to how it started some years back. Where we being the applicant had to hire the engineering expertise, now you provide the engineering expertise, through a consultant. They take the paperwork and do the justification and that takes a lot of time that most of us can't provide.	.	.	.	.	.	1	.	1	1%
They say when something was wrong, I can call and someone would help.	.	.	.	.	.	1	.	1	1%
It was straight forward and easy to go through.	1	.	.	.	.	.	.	1	1%
It went through and it has been working for me ever since.	1	.	.	.	.	.	.	1	1%
Info there were some back and forth going on info and to clarify the equipment and what kind of rebate we were getting.	.	.	.	.	.	1	.	1	1%
It went really smoothly there weren't any hang ups.	.	.	.	.	.	.	1	1	1%
Well for the energy saving and the efficiency.	.	.	1	.	.	.	.	1	1%
Because there were really no problems, everything worked out ok.	1	.	.	.	.	.	.	1	1%
The representative we had helped me out with it. He was very intense in making sure it was done correctly.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
It wasn't too bad but it wasn't the easiest thing in the world.	1	.	.	.	.	.	.	1	1%
Because they really helped fund some projects.	.	.	.	.	.	.	1	1	1%
It was fairly good service it was simple to understand.	1	.	.	.	.	.	.	1	1%
We did three or four programs. One was straight forward, and good. One was confusing and we are still trying to get that one done.	.	.	.	1	.	.	.	1	1%
I accomplished what I wanted and what I needed to do.	.	.	.	1	.	.	.	1	1%
It didn't take to long.	1	.	.	.	.	.	.	1	1%
Every thing went smooth; there were a couple of speed bumps, timing issues.	.	.	.	.	.	.	1	1	1%
Everything went fine after we got approved.	1	.	.	.	.	.	.	1	1%
It was not a big issue one project I did the electrical and the natural gas site I did was with one company and another company the natural gas project size did not matters.	.	.	1	.	.	.	.	1	1%
I just reviewed the information and signed the form.	.	.	.	.	.	1	.	1	1%
I would say because it was fairly easy to do we got the money in a reasonable amount of time. It covered the entire cost of the product that we paid for.	.	.	.	.	.	1	.	1	1%
There wasn't any hang ups in the program.	1	.	.	.	.	.	.	1	1%
We saved a lot of money.	.	.	1	.	.	.	.	1	1%
I don't know.	.	.	.	1	.	.	.	1	1%
Every thing went so smooth just like I was told it would.	.	.	.	.	1	.	.	1	1%
It worked very well for us it was very smooth.	.	.	.	1	.	.	.	1	1%
The follow up was good and clear direction and the audit was simple.	1	.	.	.	.	.	.	1	1%
The program is doing the right thing for reducing electricity use.	.	.	1	.	.	.	.	1	1%
It was a pain in the ass it took forever to do; the time frame was like working with the government.	1	.	.	.	.	.	.	1	1%
Really did help process. We gave the information to the representative, he filled out the form and got the receipts then sent it in.	1	.	.	.	.	.	.	1	1%
Its application wasn't a problem we didn't have to do it. The installer applied.	.	.	.	.	.	.	1	1	1%
Because the only problem was having to go back and get records.	1	.	.	.	.	.	.	1	1%
Because it was fast easy.	.	.	.	.	.	.	1	1	1%
Very easy for me to do it and they cut you a check for what you need.	.	.	.	.	.	1	.	1	1%
When you first go through things it takes time.	1	.	.	.	.	.	.	1	1%
Just as far as I know, very easy to go through the process, very positive results.	.	.	.	.	.	.	1	1	1%
It was easy.	1	.	.	.	.	.	.	1	1%
Just the confusion among the advertised rebate and actual rebate.	.	.	1	.	.	.	.	1	1%
Because I really think there was a lack of communication.	1	.	.	.	.	.	.	1	1%
Yeah/probe/yea	.	.	1	.	.	.	.	1	1%
Don't know.	.	.	.	.	.	.	1	1	1%
About what I would have expected I didn't get excited or anything.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The process at the time was hard it is a lot easier now.	.	.	1	.	.	.	.	1	1%
It was very easy they fill out the application and double check it. It is very little work on my side.	.	.	.	.	1	.	.	1	1%
Everything went as planned and it was just as I expected.	1	.	.	.	.	.	.	1	1%
It was very easy we had no problem.	1	.	.	.	.	.	.	1	1%
A lot of questions.	.	.	.	.	.	1	.	1	1%
I'm not sure that the calculations it seemed the application let us know we were going to get a lot of money and we didn't.	.	.	.	.	1	.	.	1	1%
The people who take care of the process and information they need they called and it was quick and thorough.	1	.	.	.	.	.	.	1	1%
Seamed to go smoothly and I got the rebate.	.	.	1	.	.	.	.	1	1%
We didn't have any real issues.	.	.	1	.	.	.	.	1	1%
I think that it was successful in the end and we got rebate.	.	.	1	.	.	.	.	1	1%
Fast responses it was done very quickly.	.	.	1	.	.	.	.	1	1%
Because some times the application isn't easy to understand.	.	.	1	.	.	.	.	1	1%
It was real professional and straight forward and real helpful.	1	.	.	.	.	.	.	1	1%
It is a little cumbersome as far as all of the information you have to enter.	.	.	1	.	.	.	.	1	1%
It is very good once you establish a certain protocol you are dealing with people on an individual as is, it is easy. With individual basis it is.	1	.	.	.	.	.	.	1	1%
It was just easy and no problems there were a lot of help from Harold Harris.	1	.	.	.	.	.	.	1	1%
	28	.	16	4	3	9	8	68	100%

**Table 33 - E7. If you could change anything about the application process, what would you change?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't know.	1	.	.	.	.	.	.	1	1%
The application was complicated enough to go to a legal department. If it was easier you wouldn't have to send it to a legal department. I have had simple projects were you don't have to run it through a legal department.	.	.	1	.	.	.	.	1	1%
If it could be a little bit faster.	.	.	1	.	.	.	.	1	1%
I can't think of anything.	.	.	1	.	.	.	.	1	1%
The third party active. I don't know it may be a legal thing.	.	.	.	.	.	1	.	1	1%
I wouldn't change anything, everything went according to plan.	1	.	.	.	.	.	.	1	1%
N/A	1	.	.	.	.	.	.	1	1%
I think it would help to have a representative go to the location to help them walk through the application process and answer the technical questions.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Nothing	.	.	.	.	.	1	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
I would say when some one calls and asks about it, PG&E should take a more active role to explain it. No one wanted to help. It just seems like they...	.	.	.	.	.	.	1	1	1%
I don't know. I don't know how you would. The biggest thing is the consultant to do the calculations and now I don't have to.	.	.	.	.	.	1	.	1	1%
Just the incentive.	.	.	.	.	.	1	.	1	1%
Nothing. I didn't see that any real changes were needed.	1	.	.	.	.	.	.	1	1%
Maybe a little bit more straight forward and easy to understand.	1	.	.	.	.	.	.	1	1%
Don't know.	.	.	.	.	.	1	.	1	1%
Maybe if it was online like an online application.	.	.	.	.	.	.	1	1	1%
Nothing	.	.	1	.	.	.	.	1	1%
I don't think I would change anything.	1	.	.	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
The time delays.	.	.	.	.	.	.	1	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
Mostly if trying to get the information on the rebate.	.	.	.	1	.	.	.	1	1%
Nothing	.	.	.	1	.	.	.	1	1%
The fact that they should make the applications easier to understand.	1	.	.	.	.	.	.	1	1%
Nothing	.	.	.	.	.	.	1	1	1%
I don't remember.	1	.	.	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
I wouldn't change anything.	.	.	.	.	.	1	.	1	1%
Na	.	.	.	.	.	1	.	1	1%
I wouldn't.	1	.	.	.	.	.	.	1	1%
I have no idea.	.	.	1	.	.	.	.	1	1%
Nothing	.	.	.	1	.	.	.	1	1%
Nothing	.	.	.	.	1	.	.	1	1%
Nothing	.	.	.	1	.	.	.	1	1%
An online featuree.	1	.	.	.	.	.	.	1	1%
The way it was set up I wouldn't change a thing.	.	.	1	.	.	.	.	1	1%
Streamline the process and get rid of all the suits involved. I started the process to get assistance for refrigeration but it took to long to do so I did it myself out of pocket and pg&e can't pat themselves on the back for any assistance in my new refrigeration. They didn't do anything.	1	.	.	.	.	.	.	1	1%
Might have more available programs we would use it more often.	1	.	.	.	.	.	.	1	1%
Nothing, it was easy.	.	.	.	.	.	.	1	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Faster process,	.	.	.	.	.	.	1	1	1%
Nothing	.	.	.	.	.	1	.	1	1%
No	1	.	.	.	.	.	.	1	1%
Nothing I know of.	.	.	.	.	.	.	1	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
I guess I would wait a little longer until the independent consultant got a closer estimate to the actual rebate.	.	.	1	.	.	.	.	1	1%
The communication and the time off response.	1	.	.	.	.	.	.	1	1%
Nothing	.	.	1	.	.	.	.	1	1%
The levels of approval and timing for completion.	.	.	.	.	.	.	1	1	1%
To make the application more user friendly.	1	.	.	.	.	.	.	1	1%
At this point it is very simple you have to go to an outside agency and they come in and do your interview and do all the test.	.	.	1	.	.	.	.	1	1%
If they could do it online.	.	.	.	.	1	.	.	1	1%
To be a more solid way to estimate the rebate and the energy savings.	1	.	.	.	.	.	.	1	1%
The paper work was a little hard if the rep was not there I would have had problems the rep led us right through.	1	.	.	.	.	.	.	1	1%
Probably make it electronically.	.	.	.	.	.	1	.	1	1%
This may have been our fault but if they were more involved.	.	.	.	.	1	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
Not having to fill out any paper work because some of the words and way you phrase things is confusing.	.	.	1	.	.	.	.	1	1%
I don't know.	.	.	1	.	.	.	.	1	1%
Can't think of anything.	.	.	1	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
Just the verbage in the application.	.	.	1	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
I would put more account people for this program in to that group so there would be more people available a lot of information that is needed to be filled out in the applications.	.	.	1	.	.	.	.	1	1%
Not really I think the application is an asset.	1	.	.	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
	28	.	16	4	3	9	8	67	100%

**Table 34 - E8. Have you participated in other PG&E energy efficiency programs before?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	14	2	12	2	2	9	5	46	51%
No	17	1	13	3	1	3	6	44	48%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Don't Know	.	.	.	1	.	.	.	1	1%
	31	3	25	6	3	12	11	91	100%

**Table 35 - E9. How does this process compare to your prior experience? Was it easier, harder, or about the same?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Easier	1	1	4	.	1	3	2	12	27%
Harder	.	.	2	1	.	1	.	4	9%
About the same	12	1	5	1	.	5	3	27	60%
Don't Know	1	.	.	.	1	.	.	2	4%
	14	2	11	2	2	9	5	45	100%

**Table 36 - E9OT. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
In general it has gotten harder and there were some that were dishonest and got rebates that they didn't have. I would like to have something harder and get the rebate than having something easy and not getting the rebate.	.	.	1	.	.	.	.	1	10%
It is provided by the consulting that we need and we don't have to hire it ourselves and pay for it our selves.	.	.	.	.	.	1	.	1	10%
They should simplify the forms.	.	.	.	.	.	.	1	1	10%
It took longer.	.	.	.	1	.	.	.	1	10%
The others were all rebate and those are harder.	.	.	.	.	.	1	.	1	10%
Te representative I dealt with was very cooperative.	.	.	.	.	1	.	.	1	10%
Mainly harder because it was a larger project.	.	.	1	.	.	.	.	1	10%
I know who to complain to.	.	.	.	.	.	.	1	1	10%
We had a representative.	1	.	.	.	.	.	.	1	10%
It requires me to do nothing but keep a piece of paper and make a phone call.	.	.	1	.	.	.	.	1	10%
	1	.	3	1	1	2	2	10	100%

**Table 37 - EM1. Our records indicate that your company received assistance for [EndUse] Does that sound correct?**



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes [SKIP TO EM5]	26	1	16	5	3	12	10	73	84%
No, measure is incorrect ASK EM3	4	.	3	1	.	.	.	8	9%
Don't know [DON'T READ; PROBE TO SEE IF SOMEONE ELSE IS FAMILIAR WITH ASSISTANCE]	1	.	4	.	.	.	1	6	7%
	31	1	23	6	3	12	11	87	100%

**Table 38 - EM2. [ASK IF EM1 = 2] Approximately what month and year do you recall receiving assistance from the program?**

*No Data*

**Table 39 - EM3. What energy efficient equipment did you install with the help of the program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Air compressor.	.	.	1	.	.	.	.	1	6%
Saving by design program for the water program.	.	.	.	.	.	.	1	1	6%
More energy efficient motors.	.	.	1	.	.	.	.	1	6%
Lighting	1	.	.	.	.	.	.	1	6%
Vfd's on the refrigerators.	1	.	.	.	.	.	.	1	6%
Air compressor.	1	.	.	.	.	.	.	1	6%
A heater.	.	.	.	1	.	.	.	1	6%
Variable speed drive.	.	.	.	.	1	.	.	1	6%
Just new lights, one ballast went out after a week and a new curtain.	1	.	.	.	.	.	.	1	6%
Air diverters. Shrives to reduce fan speed. Shielding.	1	.	.	.	.	.	.	1	6%
Fan cutoffs.	.	.	.	.	.	1	.	1	6%
Air compressor.	1	.	.	.	.	.	.	1	6%
Higher efficiency motors.	1	.	.	.	.	.	.	1	6%
Variable frequency drive.	.	.	1	.	.	.	.	1	6%
Reduced horse power on the high pressure water system.	1	.	.	.	.	.	.	1	6%
An air pump.	.	.	1	.	.	.	.	1	6%
Lighting	1	.	.	.	.	.	.	1	6%
It was electric motors.	1	.	.	.	.	.	.	1	6%
	10	.	4	1	1	1	1	18	100%

**Table 40 - EM3A. ASK IF INSTALLED MEASURE = LIGHTING Was the lighting system installed directly by the program staff or installed by your company?**

	Subsector						
	AG	DA	FP	RW	WI	Frequency	Percent
Installed by program staff	.	.	1	.	.	1	6%
Installed by company	3	1	1	1	2	8	50%
Other	2	1	.	3	1	7	44%
	5	2	2	4	3	16	100%

**Table 40 - EM3AOT. Was the lighting system installed directly by the program staff or installed by your company? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It was sub-contracted.	.	.	.	.	.	1	.	1	20%
Third party.	1	.	.	.	.	.	.	1	20%
By a 3rd party.	.	.	.	.	.	1	.	1	20%
Contractor	.	.	.	.	.	.	1	1	20%
A contractor.	1	.	.	.	.	.	.	1	20%
	2	.	.	.	.	2	1	5	100%

**Table 41 - EM4. What type of assistance did you receive?**

*No Data*

**Table 42 - EM5. Did the equipment installed replace existing equipment?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	25	2	20	5	3	8	8	71	77%
No	5	1	6	1	.	4	3	20	22%
Don't Know	1	.	.	.	.	.	.	1	1%
	31	3	26	6	3	12	11	92	100%

**Table 43 - What was the operating condition of the equipment that the [EFFICIENCY MEASURE] replaced?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Old equipment had failed/Burned out	2	.	2	2	.	.	1	7	10%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Old equipment had problems, but still working	3	.	5	3	1	2	3	17	24%
Old equipment in working condition with no problems	19	2	12	.	2	4	4	43	60%
Other	1	.	.	.	.	2	.	3	4%
Don't Know	.	.	1	.	.	.	.	1	1%
Refused	1	.	.	.	.	.	.	1	1%
	26	2	20	5	3	8	8	72	100%

**Table 44 - EM6OT. What was the operating condition of the equipment that the [EFFICIENCY MEASURE] replaced? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
All of the above.	.	.	.	.	.	1	.	1	33%
All of the above I replaced it in seven different plans.	.	.	.	.	.	1	.	1	33%
It was in good condition.	1	.	.	.	.	.	.	1	33%
	1	.	.	.	.	2	.	3	100%

**Table 45 - EM7. How satisfied are you with the performance of the new [EFFICIENCY MEASURE]?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Extremely dissatisfied	.	.	1	.	.	.	.	1	1%
Neither satisfied nor dissatisfied	2	.	4	.	.	.	.	6	7%
Satisfied	13	1	5	3	.	4	1	27	29%
Extremely satisfied	14	2	13	3	3	8	9	52	57%
Don't Know	.	.	2	.	.	.	1	3	3%
Refused	2	.	1	.	.	.	.	3	3%
	31	3	26	6	3	12	11	92	100%

**Table 46 - EM7A. [IF DISSATISFIED OR EXTREMELY DISSATISFIED] Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I haven't received it yet.	.	.	1	.	.	.	.	1	100%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
	.	.	1	.	.	.	.	1	100%

**Table 47 - EM8A: When you installed the new [EFFICIENCY MEASURE], did you expect savings on ELECTRICITY?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	27	3	19	2	3	12	9	75	83%
No	3	.	4	3	.	.	1	11	12%
3	.	.	1	1	.	.	1	3	3%
4	1	.	.	.	.	.	.	1	1%
	31	3	24	6	3	12	11	90	100%

**Table 48 - EM8B: When you installed the new [EFFICIENCY MEASURE], did you expect savings on GAS?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	4	.	11	3	.	.	2	20	22%
No	23	2	11	2	3	12	8	61	68%
Don't Know	1	.	2	1	.	.	1	6	7%
Refused	3	.	.	.	.	.	.	3	3%
	31	2	25	6	3	12	11	90	100%

**Table 49 - EM9. ASK IF EM8a = YES Did the electric energy savings meet your expectations?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	20	2	11	2	2	11	6	54	72%
No	3	.	2	.	.	.	.	5	7%
Don't Know	4	1	6	.	1	1	3	16	21%
	27	3	19	2	3	12	9	75	100%

**Table 50 - EM10. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I thought we would save a little bit and I think we have.	.	.	1	.	.	.	.	1	2%
We measured them.	.	.	1	.	.	.	.	1	2%
It reduced the electric and the heat load in the cooler.	.	.	.	.	.	1	.	1	2%
When I went I was on the water and the bills were lower I didn't have to use so much water.	1	.	.	.	.	.	.	1	2%
My power bills continue to rise.	1	.	.	.	.	.	.	1	2%
It lowered the quality of watt usage.	.	.	.	.	.	1	.	1	2%
The usage of the electric peal off.	1	.	.	.	.	.	.	1	2%
It goes to the owner.	.	.	.	.	.	.	1	1	2%
Just started this season. So I don't have the stats to compare them yet.	.	.	.	.	.	1	.	1	2%
It was easier to co op in the room.	.	.	.	.	.	1	.	1	2%
We measured the frequency that we were running and we achieved the frequency that we wanted and that meant that we were running at a lower horse power.	1	.	.	.	.	.	.	1	2%
The pump efficiency is not what I anticipated.	1	.	.	.	.	.	.	1	2%
We had calculated what we would save and it did that and it saved on energy for heat readuction.	.	.	.	.	.	1	.	1	2%
Project is not done yet.	.	.	.	.	.	.	1	1	2%
Because m boss looks at that.	1	.	.	.	.	.	.	1	2%
Because this was installed as part of a solar energy system which helps.	1	.	.	.	.	.	.	1	2%
I believe it was. We haven't run the report yet but we have seen the obvious results with out going to a PG&E report or analysis.	1	.	.	.	.	.	.	1	2%
To early to say we haven't had a chance to use it much yet.	1	.	.	.	.	.	.	1	2%
Because it is important to save money.	.	.	.	.	.	.	1	1	2%
The estimated calculations were really close to the actual calculations.	1	.	.	.	.	.	.	1	2%
Well it didn't require as much cooling.	.	.	.	1	.	.	.	1	2%
Just by looking at the bill.	1	.	.	.	.	.	.	1	2%
The decrease over all usage in the operation.	.	.	.	.	.	.	1	1	2%
It's lowered our bills and helped us save money.	1	.	.	.	.	.	.	1	2%
My power bill went down.	.	.	.	.	.	1	.	1	2%
They keep cold air from getting out of the facilities we replace them every year. They did what they are supposed to do and kept the cold air in.	.	.	.	.	.	1	.	1	2%
There was an evident savings in how we measure efficiency.	1	.	.	.	.	.	.	1	2%
Because we saved what we expected to save.	.	.	1	.	.	.	.	1	2%
It lowered out electric cost.	.	.	.	.	1	.	.	1	2%
Well because it was a small part of what our electricity was used for.	1	.	.	.	.	.	.	1	2%
I have never tried to calculate it.	.	.	1	.	.	.	.	1	2%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Because it was on an addition so there is no way to compare it. Personally, I purchased the most efficient equipment they had at the time so we assumed it was the most efficient.	1	.	.	.	.	.	.	1	2%
That what we installed, we could measure the savings.	.	.	.	.	.	.	1	1	2%
It was just slightly under what we expected.	1	.	.	.	.	.	.	1	2%
Because I can see it in my bill.	.	.	.	.	.	1	.	1	2%
I have a lower energy bill.	1	.	.	.	.	.	.	1	2%
Just going on faith, I can't say looking at one bill from one month to the other, the wine stored in the tanks wont warm up so there is less cooling involved especially in the summer months coming up.	.	.	.	.	.	.	1	1	2%
Saved money on my bill.	1	.	.	.	.	.	.	1	2%
The measurements did not show the program we didn't get the kind of saving we expected.	.	.	1	.	.	.	.	1	2%
The energy bill was lower.	1	.	.	.	.	.	.	1	2%
It met our savings targets.	.	.	1	.	.	.	.	1	2%
The savings was more significant.	.	.	.	.	.	.	1	1	2%
Because it lowered our energy bills and got a 7 month payback.	1	.	.	.	.	.	.	1	2%
We never put any expectations.	.	.	.	.	1	.	.	1	2%
Just looking at the reduced bill.	1	.	.	.	.	.	.	1	2%
With what he calculated that we would save we did safe.	1	.	.	.	.	.	.	1	2%
Because it helps us out quite a bit.	.	.	.	.	.	1	.	1	2%
I haven't looked at it.	.	.	.	.	1	.	.	1	2%
It reduced our bill.	1	.	.	.	.	.	.	1	2%
I haven't received it yet.	.	.	1	.	.	.	.	1	2%
We SW the energy savings we reduced the size of the motor.	.	.	1	.	.	.	.	1	2%
It's just too early in the program.	.	.	1	.	.	.	.	1	2%
Na	.	.	1	.	.	.	.	1	2%
I haven't seen a bill yet.	1	.	.	.	.	.	.	1	2%
Well we cut our electrical cost almost in half.	.	.	1	.	.	.	.	1	2%
There were about what I thought they were be looking at calculated energy efficiency.	1	.	.	.	.	.	.	1	2%
That we saved money on the bill.	1	.	.	.	.	.	.	1	2%
We had calculated what we would save and it did that and it saved on energy for heat reduction.	.	.	.	.	.	.	.	.	2%
	26	.	11	1	3	9	7	57	100%

**Table 51 - EM11. Do you expect any savings in the future?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	23	3	16	2	3	8	8	63	84%
No	4	.	1	.	.	4	1	10	13%
Don't Know	.	.	2	.	.	.	.	2	3%
	27	3	19	2	3	12	9	75	100%

**Table 52 - EM12. [ASK IF EM11=Yes] When do you expect these savings?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Within the next 6 Months	3	.	5	1	1	2	.	12	19%
Within the next year	4	.	1	.	.	.	1	6	10%
Within the next two years	3	.	.	.	.	.	1	4	6%
Don't Know	13	2	10	1	2	6	6	40	64%
	23	2	16	2	3	8	8	62	100%

**Table 53 - EM13. [ASK IF EM8b = YES] Did the gas savings meet your expectations?**

	Subsector						
	AG	DA	FP	GH	WI	Frequency	Percent
Yes	3	.	7	3	2	15	68%
No	1	1	3	.	.	5	23%
Don't Know	.	.	2	.	.	2	9%
	4	1	12	3	2	22	100%

**Table 54 - EM14. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It was what I thought it should be.	.	.	1	.	.	.	.	1	6%
Because we eliminated the steam wasted and it was very discreet.	.	.	1	.	.	.	.	1	6%
We didn't test that one but we have tested the other greenhouses with the old and new data.	.	.	.	1	.	.	.	1	6%
It was what I expected pretty much.	.	.	.	1	.	.	.	1	6%
The company came in and tested all the emotions and put meters on electrical and it saved on it.	.	.	1	.	.	.	.	1	6%
We are more efficient in that part of the process and to save money.	1	.	.	.	.	.	.	1	6%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Because we were more energy affiliation.	.	.	1	.	.	.	.	1	6%
It was designed to save us a little bit of gas.	.	.	.	1	.	.	.	1	6%
Because we can verify the controls are working and can verify savings.	.	.	.	.	.	.	1	1	6%
Because we had calculated it and it ended up being right on target.	1	.	.	.	.	.	.	1	6%
Because our gas bill is cheaper.	.	.	.	.	.	.	1	1	6%
It's what we expected.	1	.	.	.	.	.	.	1	6%
Same thing, the large scale didn't reciprocate what the trail did.	.	.	1	.	.	.	.	1	6%
Don't use gas.	1	.	.	.	.	.	.	1	6%
We used a bigger capacity boiler and now we switched to a smaller capacity that uses less gas.	.	.	1	.	.	.	.	1	6%
They exceeded them, they calculated twelve percent increase but it came out twenty two percent.	.	.	1	.	.	.	.	1	6%
Na.	.	.	1	.	.	.	.	1	2%
	4	.	8	3	.	.	2	17	100%

**Table 55 - EM15. Do you expect any savings in the future?**

	Subsector				Frequency Percent	
	AG	FP	GH	WI		
Yes	3	8	3	1	15	71%
No	1	1	.	1	3	14%
Don't Know	.	3	.	.	3	14%
	4	12	3	2	21	100%

**Table 56 - EM16. [If EM15=Yes] When do you expect these savings?**

	Subsector				Frequency Percent	
	AG	FP	GH	WI		
Within the next 6 Months	2	3	1	.	6	38%
Within the next year	.	2	.	.	2	13%
Don't Know	1	4	2	1	8	50%
	3	9	3	1	16	100%



**Table 57 - EM17. In addition to these electricity and/or natural gas savings, did you observe any other benefits that are not energy related? [PROBE: HAVE YOU OBSERVED ANY CHANGES IN LEVEL OF PRODUCTION OR SALES? PRODUCT QUALITY?]**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
No	.	.	1	.	.	.	.	1	1%
Huge energy savings because we will save water cost and water disposal cost.	.	.	1	.	.	.	.	1	1%
Improved performance, the reliability and quality of the compressed air.	.	.	.	.	.	1	.	1	1%
No	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
No	.	.	.	.	.	1	.	1	1%
No	1	.	.	.	.	.	.	1	1%
The benefits that have the system and it reduced my labor for irrigation. I was able to irrigate more efficiently.	.	.	.	.	.	.	1	1	1%
No	.	.	.	.	.	1	.	1	1%
Yeah I think we do we have some equipment duplication not that we would be able to afford we have back up capabilities if some thing goes down.	.	.	.	.	.	1	.	1	1%
No	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
Na	.	.	.	.	.	1	.	1	1%
That would be the heat reduction.	.	.	.	.	.	.	1	1	1%
Reducing hours on the equipment which would reduce maintains cost.	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
Yes better lighting, better performance.	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
No	.	.	.	.	.	.	1	1	1%
We are having less wear on the belts and the bearings on the fans.	1	.	.	.	.	.	.	1	1%
No	.	.	.	1	.	.	.	1	1%
There is lighter in the house drying.	1	.	.	.	.	.	.	1	1%
No	.	.	.	.	.	.	1	1	1%
Not really.	1	.	.	.	.	.	.	1	1%
Increase speed in operations.	.	.	.	.	.	1	.	1	1%
Nothing	.	.	.	.	.	1	.	1	1%
On one boiler we were maxed on capacity and know were are not.	1	.	.	.	.	.	.	1	1%
The quality of our lighting increased.	.	.	1	.	.	.	.	1	1%
No	.	.	.	.	1	.	.	1	1%
In processing it, the expedited process.	1	.	.	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
It benefited us as far as control of water.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
No	.	.	.	.	.	.	1	1	1%
No	1	.	.	.	.	.	.	1	1%
More concatenate with not having problem with machine.	.	.	.	.	.	1	.	1	1%
Obviously to get better quality.	1	.	.	.	.	.	.	1	1%
Reduce sound or noise due to venting.	.	.	.	.	.	.	1	1	1%
No	1	.	.	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
It's quieter for my employees and, wear and tear on equipment.	1	.	.	.	.	.	.	1	1%
Runs less time equipment runs smother.	.	.	1	.	.	.	.	1	1%
No, not on that project.	.	.	.	.	.	.	1	1	1%
No	1	.	.	.	.	.	.	1	1%
No	.	.	.	.	1	.	.	1	1%
More environmental friendly.	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
Reduced maintenance.	.	.	.	.	.	1	.	1	1%
The lighting is better and more natural light.	.	.	.	.	1	.	.	1	1%
The environment.	1	.	.	.	.	.	.	1	1%
Just increase the fly.	.	.	1	.	.	.	.	1	1%
Improved cleaning of our fruit.	.	.	1	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
I get more water out of them.	1	.	.	.	.	.	.	1	1%
Not at this time.	.	.	1	.	.	.	.	1	1%
Increased capacity in our air system.	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
Better performance in the equipment.	.	.	.	.	.	.	.	.	1%
No	.	.	.	.	.	.	.	.	1%
No	.	.	.	.	.	.	.	.	1%
There seemed to have been fewer accidents in the area now that it is illuminated in the area.	.	.	.	.	.	.	.	.	1%
The new equipment is after it doesn't leak water.	.	.	.	.	.	.	.	.	1%
No	.	.	.	.	.	.	.	.	1%
	.	.	.	.	.	.	.	63	100%

**Table 58 - EM18. How satisfied are you with the final cost to you of the [EFFICIENCY MEASURE]?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Extremely dissatisfied	.	.	2	.	.	.	.	2	2%
Dissatisfied	.	.	2	.	.	.	.	2	2%
Neither satisfied nor dissatisfied	7	.	4	3	2	2	2	20	22%
Satisfied	13	2	7	1	1	4	4	32	35%
Extremely satisfied	10	1	9	2	.	5	4	31	34%
Don't Know	.	.	2	.	.	1	1	4	4%
Refused	1	.	.	.	.	.	.	1	1%
	31	3	26	6	3	12	11	92	100%

**Table 59 - EM19. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It hasn't been done yet.	.	.	1	.	.	.	.	1	50%
It was more money than I wanted to spend.	.	.	1	.	.	.	.	1	50%
	.	.	2	.	.	.	.	2	100%

**Table 60 - A3. Why did you decide to implement [EFFICIENCY MEASURE]? Where there any other reasons?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Because we irrigate feed for the cattle.	1	.	.	.	.	.	.	1	1%
We had to meet pollution regulations.	.	.	1	.	.	.	.	1	1%
Because the system replaced an older less energy efficient system.	.	.	1	.	.	.	.	1	1%
There were financial and operational benefits.	.	.	1	.	.	.	.	1	1%
It was a quick turn around on your money and the rebate and the cost and the energy savings.	.	.	.	.	.	1	.	1	1%
Just the increase the efficiency.	1	.	.	.	.	.	.	1	1%
We were led to believe that it would reduce out cost.	1	.	.	.	.	.	.	1	1%
Because we were overloading the motors we had. So we had to upgrade to new motors some of them were old and we had to get new parts availability was an issue.	1	.	.	.	.	.	.	1	1%
For the rebate.	.	.	.	.	.	1	.	1	1%
Because the increase of cost of labor and the cost of diesel fuel for fishing and which mostly the fuel cost.	1	.	.	.	.	.	.	1	1%
Because it is one of the places that could be more energy efficient.	.	.	.	.	.	.	1	1	1%
It is to lower energy cost.	.	.	.	.	.	1	.	1	1%
Because of bigger space, biggest power bill.	.	.	.	.	.	1	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Electrical savings.	1	.	.	.	.	.	.	1	1%
I anticipated the rate saving with out realizing it.	1	.	.	.	.	.	.	1	1%
The rebate and reduction of power usage.	.	.	.	.	.	1	.	1	1%
For cost saving and increase capacity.	.	.	.	.	.	.	1	1	1%
Efficiency	.	.	1	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
It has a lot to do with our business we were suffering because of the.	1	.	.	.	.	.	.	1	1%
Energy savings.	1	.	.	.	.	.	.	1	1%
To save money.	.	.	.	.	.	.	1	1	1%
Well, we had to replace and existing old unit and it was failing.	1	.	.	.	.	.	.	1	1%
We needed to improve the roof.	.	.	.	1	.	.	.	1	1%
Because of PG&E assistance and cost.	.	.	.	1	.	.	.	1	1%
Because we wanted to save money.	1	.	.	.	.	.	.	1	1%
It is system we put in. It is a big project. It was based on energy savings.	.	.	.	.	.	.	1	1	1%
To keep our fruit cool. And also when we were finished with the packing of the fruit we would be able to keep it cool so that we would not lose any money.	1	.	.	.	.	.	.	1	1%
Energy efficiency for natural gas we were trying to figure out how to save money.	.	.	1	.	.	.	.	1	1%
To improve working conditions and to also improve the cost.	.	.	.	.	.	1	.	1	1%
We replace them every year as maintains item.	.	.	.	.	.	1	.	1	1%
The old system was in adequate and inefficient.	1	.	.	.	.	.	.	1	1%
To save energy.	.	.	1	.	.	.	.	1	1%
Because of the winter.	.	.	.	1	.	.	.	1	1%
It was something that was necessary we were having water control issues.	.	.	.	.	1	.	.	1	1%
The other one was worn out.	.	.	.	1	.	.	.	1	1%
Safety	1	.	.	.	.	.	.	1	1%
We were having problems with exciting unit.	.	.	1	.	.	.	.	1	1%
Got the beat we quit available so we should. PG&E acnt get any pat on the back they didn't do anything.	1	.	.	.	.	.	.	1	1%
We need refrigeration to cool or products, we sell fresh vegetables, and they need to be cool.	1	.	.	.	.	.	.	1	1%
To save costs or energy costs.	.	.	.	.	.	.	1	1	1%
For the dollar savings.	1	.	.	.	.	.	.	1	1%
We had a system that was not working so we up graded.	.	.	.	.	.	.	1	1	1%
Trend that was happening I had heard about in the industry that's why we did it.	.	.	.	.	.	1	.	1	1%
I needed it to run my box machine.	1	.	.	.	.	.	.	1	1%
Basically cost savings, energy savings, and its better for the wine, quality for the wine.	.	.	.	.	.	.	1	1	1%
Cost of doing business.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency		Percent
	AG	DA	FP	GH	IR	RW	WI			
Based on the rebate and long term saving.	.	.	1	.	.	.	.	1		1%
Changed sprinklers to drip.	1	.	.	.	.	.	.	1		1%
For energy conservation.	.	.	1	.	.	.	.	1		1%
Because it had a return.	.	.	.	.	.	.	1	1		1%
We are a huge shop with a lot of lights.	1	.	.	.	.	.	.	1		1%
Initially it was driven by the air ports mandate to lower the Knox levels.	.	.	1	.	.	.	.	1		1%
It was because of its poor efficiency.	.	.	.	.	1	.	.	1		1%
Necessity and energy savings also the rebate.	1	.	.	.	.	.	.	1		1%
Just because of more efficiency.	1	.	.	.	.	.	.	1		1%
Cost savings.	.	.	.	.	.	1	.	1		1%
To increase efficiency and to save money.	.	.	.	.	1	.	.	1		1%
Energy efficiency.	1	.	.	.	.	.	.	1		1%
It was mentioned to us that they would replace the curtains so we took advantage of it.	.	.	1	.	.	.	.	1		1%
To save money and reduce energy cost.	.	.	1	.	.	.	.	1		1%
Mainly for the energy savings.	.	.	1	.	.	.	.	1		1%
Confectioner.	.	.	1	.	.	.	.	1		1%
We were just doing an expansion.	.	.	1	.	.	.	.	1		1%
For energy saving to save money.	1	.	.	.	.	.	.	1		1%
The reduced energy cost and incentive program.	.	.	1	.	.	.	.	1		1%
Part of it was energy saving and elimination of canals.	1	.	.	.	.	.	.	1		1%
Because of the saving on it.	1	.	.	.	.	.	.	1		1%
	28	0	16	4	3	9	8	68		100%

***Table 61 - N3A. Using a 0 to 10 rating scale, where 0 means not at all important and 10 means extremely important, please rate the importance of the program versus other factors in your decision to implement the specific [EFFICIENCY MEASURE] that was eventually adopted or installed? Rate this in terms of the IMPORTANCE of the PROGRAM.***

	Subsector							Frequency		Percent
	AG	DA	FP	GH	IR	RW	WI			
0	2	.	1	1	.	1	.	5		6%
2	.	.	1	.	.	.	.	1		1%
3	1	.	1	1	.	.	1	4		5%
4	1	.	1	.	.	.	.	2		2%
5	2	.	.	1	1	1	1	6		7%
6	2	.	2	2	.	.	.	6		7%
7	3	.	3	.	.	1	3	10		11%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
8	13	.	6	1	.	2	3	25	29%
9	1	1	3	.	2	3	1	11	13%
10	5	1	3	.	.	4	2	15	17%
Don't Know	1	.	1	.	.	.	.	2	2%
	<i>31</i>	<i>2</i>	<i>22</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>87</i>	<i>100%</i>

**Table 62 - N3B. Using a 0 to 10 rating scale, where 0 means not at all important and 10 means extremely important, please rate the importance of the program versus other factors in your decision to implement the specific [EFFICIENCY MEASURE] that was eventually adopted or installed? Rate this in terms of the IMPORTANCE of the OTHER FACTORS.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	1	.	.	1	.	.	.	2	2%
2	.	.	.	.	.	2	.	2	2%
3	.	.	.	.	.	1	2	3	3%
5	5	.	2	2	1	3	1	14	16%
6	2	.	3	1	.	.	.	6	7%
7	2	.	3	1	.	1	2	9	10%
8	10	1	6	1	1	2	1	22	26%
9	3	.	3	.	.	2	1	9	10%
10	5	.	4	.	1	.	2	12	14%
Don't Know	2	.	.	.	.	1	2	5	6%
Refused	1	.	1	.	.	.	.	2	2%
	<i>31</i>	<i>1</i>	<i>22</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>86</i>	<i>100%</i>

**Table 63 - N4A. Now I would like you to rate the importance of several factors in your decision to implement [EFFICIENCY MEASURE]. Decision factor: The age or condition of the old equipment (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	2	.	2	.	.	.	.	4	5%
2	1	.	1	.	.	1	.	3	3%
3	2	.	1	1	.	.	.	4	5%
4	2	.	2	.	.	1	2	7	8%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
5	3	.	2	1	.	1	.	7	8%
6	2	.	3	.	.	.	2	7	8%
7	1	.	3	.	1	1	1	7	8%
8	10	1	4	2	1	1	1	20	23%
9	2	.	.	.	.	2	.	4	5%
10	4	.	3	2	1	4	2	16	18%
Don't Know	1	.	.	.	.	.	1	2	2%
Not Applicable	.	.	1	.	.	1	2	4	5%
Refused	1	1	.	.	.	.	.	2	2%
	31	2	22	6	3	12	11	87	100%

**Table 64 - N4B. Decision factor: Amount of the Program rebate (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	1	.	1	.	.	.	.	2	2%
1	2	.	.	.	.	.	.	2	2%
2	1	.	2	.	1	.	.	4	5%
3	1	.	1	1	.	.	.	3	4%
4	.	.	.	.	.	1	1	2	2%
5	4	.	3	2	.	1	1	11	13%
6	2	1	3	1	.	.	1	8	9%
7	2	.	2	.	.	2	2	8	9%
8	6	.	5	.	.	3	3	17	20%
9	3	.	2	1	.	3	1	10	12%
10	5	.	2	.	2	2	2	13	15%
Don't Know	2	.	.	.	.	.	.	2	2%
Not Applicable	1	.	.	.	.	.	.	1	1%
Refused	1	.	.	1	.	.	.	2	2%
	31	1	21	6	3	12	11	85	100%

**Table 65 - N4C. Decision Factor: Information provided through an energy audit or other technical assistance from the program (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	2	.	1	2	.	2	.	7	8%
1	2	.	1	.	.	1	.	4	5%
2	.	.	1	.	.	1	.	2	2%
3	1	.	1	.	.	.	.	2	2%
4	1	.	.	.	.	.	1	2	2%
5	3	.	1	1	.	2	2	9	11%
6	3	.	.	1	1	.	1	6	7%
7	3	.	3	.	.	.	1	7	8%
8	8	.	4	.	1	3	3	19	22%
9	.	.	3	.	.	2	2	7	8%
10	5	1	3	.	1	.	1	11	13%
Don't Know	.	.	1	.	.	.	.	1	1%
Not Applicable	3	.	2	1	.	1	.	7	8%
Refused	.	.	.	1	.	.	.	1	1%
	<i>31</i>	<i>1</i>	<i>21</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>85</i>	<i>100%</i>

**Table 66 - N4D. Recommendation from a vendor or supplier (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	2	.	4	1	.	3	.	10	12%
1	2	.	.	.	.	1	.	3	4%
2	.	.	.	.	.	.	1	1	1%
3	1	.	1	.	.	1	.	3	4%
4	.	.	.	1	.	.	1	2	2%
5	3	.	6	1	.	.	1	11	13%
6	5	.	2	1	.	.	.	8	9%
7	3	.	3	.	.	1	1	8	9%
8	7	.	2	.	1	1	4	15	18%
9	3	.	1	.	.	4	.	8	9%
10	4	.	.	.	1	1	2	8	9%
Don't Know	.	.	1	.	.	.	.	1	1%
Not Applicable	1	1	1	1	1	.	1	6	7%
Refused	.	.	.	1	.	.	.	1	1%
	<i>31</i>	<i>1</i>	<i>21</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>85</i>	<i>100%</i>



**Table 67 - N4E. Information from a program training course (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	12	.	7	1	.	4	3	27	32%
1	.	.	1	.	.	1	1	3	4%
2	.	.	.	.	.	.	1	1	1%
3	1	.	.	.	.	.	.	1	1%
4	.	.	.	.	.	.	1	1	1%
5	4	.	5	1	.	3	2	15	18%
6	2	.	1	.	.	1	1	5	6%
7	1	.	.	.	.	2	1	4	5%
8	5	.	.	1	.	.	1	7	8%
9	.	.	1	.	.	.	.	1	1%
10	1	.	.	.	.	.	.	1	1%
Not Applicable	4	1	5	2	3	1	.	16	19%
Refused	1	.	1	1	.	.	.	3	4%
	<i>31</i>	<i>1</i>	<i>21</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>85</i>	<i>100%</i>

**Table 68 - N4F. Information from program marketing materials (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	7	.	8	1	.	3	3	22	26%
1	.	.	1	.	.	1	.	2	2%
2	.	.	1	.	.	.	1	2	2%
3	1	.	.	.	.	2	1	4	5%
4	1	.	2	.	.	.	1	4	5%
5	5	.	3	1	.	2	1	12	14%
6	4	.	1	.	.	2	1	8	9%
7	1	.	2	.	1	1	2	7	8%
8	7	.	.	2	.	.	1	10	12%
10	.	.	.	.	1	.	.	1	1%
Don't Know	.	.	1	1	.	.	.	2	2%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Not Applicable	4	1	2	1	1	1	.	10	12%
Refused	1	.	.	.	.	.	.	1	1%
	<i>31</i>	<i>1</i>	<i>21</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	85	100%

**Table 69 - N4G. Endorsement or recommendation by Program staff or Utility representative? (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	6	.	5	.	.	1	2	14	16%
2	2	.	1	1	.	.	.	4	5%
3	1	.	.	.	1	2	1	5	6%
4	1	.	.	1	.	1	.	3	3%
5	.	.	4	3	.	1	1	9	10%
6	3	.	.	.	.	1	2	6	7%
7	5	.	5	.	1	.	3	14	16%
8	6	.	2	.	.	1	1	10	12%
9	1	.	2	.	.	1	1	5	6%
10	4	.	1	.	1	3	.	9	10%
Don't Know	.	.	.	1	.	.	.	1	1%
Not Applicable	2	1	2	.	.	1	.	6	7%
	<i>31</i>	<i>1</i>	<i>22</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	86	100%

**Table 70 - N4H. Payback on the investment (where 0 means not at all important and 10 means extremely important)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	1	.	1	.	.	.	.	2	2%
1	.	.	.	1	.	.	.	1	1%
2	1	.	.	.	.	.	.	1	1%
3	1	.	1	.	.	1	.	3	4%
4	1	.	1	.	.	.	.	2	2%
5	2	.	3	1	.	2	1	9	11%
6	2	.	.	.	.	.	.	2	2%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
7	1	.	1	3	.	.	.	5	6%
8	9	.	3	.	.	4	4	20	24%
9	5	.	3	1	.	4	2	15	18%
10	6	1	7	.	3	1	3	21	25%
Not Applicable	2	.	1	.	.	.	1	4	5%
	31	1	21	6	3	12	11	85	100%

**Table 71 - N5. Regarding the installation of [EFFICIENCY MEASURE], if the Program had not been available, how likely is it that you would have installed exactly the same equipment. Please use a 0 to 10 scale, where 0 is not at all likely and 10 is extremely likely?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	6	.	1	.	.	2	2	11	13%
1	1	.	1	.	.	2	.	4	5%
2	2	.	.	.	.	.	.	2	2%
3	1	.	1	.	.	.	2	4	5%
4	.	.	1	.	1	2	.	4	5%
5	4	.	2	1	1	3	.	11	13%
6	2	.	1	2	1	.	1	7	8%
7	3	.	3	.	.	1	1	8	9%
8	4	.	2	2	.	.	2	10	11%
9	1	.	4	.	.	.	.	5	6%
10	6	1	7	1	.	2	2	19	22%
Don't Know	.	.	1	.	.	.	1	2	2%
Not Applicable	1	.	.	.	.	.	.	1	1%
	31	1	24	6	3	12	11	88	100%

**Table 72 - EE1. Using a 0 to 10 rating scale, where 0 means not at all important and 10 means extremely important, please rate how important is energy efficiency is to the operations and management of your company?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	1	.	.	.	.	1	1	3	3%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
4	.	.	.	.	.	1	.	1	1%
5	1	.	.	.	.	1	.	2	2%
7	4	.	3	.	.	3	.	10	11%
8	5	1	5	5	1	2	4	23	25%
9	5	.	3	1	.	.	3	12	13%
10	15	2	14	.	2	4	3	40	44%
	<i>31</i>	<i>3</i>	<i>25</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>91</i>	<i>100%</i>

**Table 73 - EE1A. What are the key operational and management issues in your company?**

[illegible]

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Cost, safety, and reliability.	1	.	.	.	.	.	.	1	1%
Cost control, and sales.	.	.	.	1	.	.	.	1	1%
Cutting the cost of delivering product.	.	.	.	1	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
Utilities are always big. To not use power in peak times and not affecting product quality.	.	.	.	.	.	.	1	1	1%
Keeping our products cool.	1	.	.	.	.	.	.	1	1%
Safety is number one and I would say low cost producer quality.	.	.	1	.	.	.	.	1	1%
Nothing	.	.	.	.	.	1	.	1	1%
There is so many.	.	.	.	.	.	1	.	1	1%
Every thing.	1	.	.	.	.	.	.	1	1%
N/a	.	.	1	.	.	.	.	1	1%
Don't know.	.	.	.	1	.	.	.	1	1%
Energy	.	.	.	.	1	.	.	1	1%
Controlling natural gas use and electricity.	.	.	.	1	.	.	.	1	1%
Cost of electricity.	1	.	.	.	.	.	.	1	1%
Na	.	.	1	.	.	.	.	1	1%
Trying to make a buck.	1	.	.	.	.	.	.	1	1%
Control energy costs and efficiency in operations.	1	.	.	.	.	.	.	1	1%
Chillers, wine chillers are the biggest issue.	.	.	.	.	.	.	1	1	1%
Trying to get the most products through per day.	1	.	.	.	.	.	.	1	1%
Don't know.	.	.	.	.	.	.	1	1	1%
Cost that one of biggest thing rising cost of cuea and enviton reg.	.	.	.	.	.	1	.	1	1%
Cost of goods, labor and finances.	1	.	.	.	.	.	.	1	1%
Just personnel that's it.	.	.	.	.	.	.	1	1	1%
Don't have.	1	.	.	.	.	.	.	1	1%
Pricing	.	.	1	.	.	.	.	1	1%
Don't have any.	1	.	.	.	.	.	.	1	1%
Energy cost delivery and safety.	.	.	1	.	.	.	.	1	1%
Impact of environment and operational cost.	.	.	.	.	.	.	1	1	1%
Lower cost and to meet our customer satisfaction.	1	.	.	.	.	.	.	1	1%
Energy and waste water.	.	.	1	.	.	.	.	1	1%
Just minimizing use of electricity and maximizing water supply.	.	.	.	.	1	.	.	1	1%
Cost effectiveness and efficiency.	1	.	.	.	.	.	.	1	1%
Energy and safety.	1	.	.	.	.	.	.	1	1%
Energy extensiveness.	.	.	.	.	.	1	.	1	1%
Energy cost is very important.	.	.	.	.	1	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Cost of production.	.	.	1	.	.	.	.	1	1%
We are a huge natural gas and electric user we need to keep those cost under control.	.	.	1	.	.	.	.	1	1%
Energy efficiency and minimizing downtime.	.	.	1	.	.	.	.	1	1%
Energy and safety.	.	.	1	.	.	.	.	1	1%
Cost savings.	.	.	1	.	.	.	.	1	1%
Safety and cost.	1	.	.	.	.	.	.	1	1%
The number one is safety.	.	.	1	.	.	.	.	1	1%
I think number one is safety.	1	.	.	.	.	.	.	1	1%
Cost	1	.	.	.	.	.	.	1	1%
	28	.	16	4	3	9	8	68	100%

**Table 74 - EE2. Does your organization have someone who manages day-to-day energy related issues?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	7	2	14	2	.	5	6	36	40%
No	24	1	11	4	3	7	5	55	60%
	31	3	25	6	3	12	11	91	100%

**Table 75 - EE2OT. [IF YES] What are the educational or professional backgrounds of this person/these persons?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Engineering	.	.	1	.	.	.	.	1	4%
Bachelors in mechanical engineering.	.	.	1	.	.	.	.	1	4%
Degree in engineering.	.	.	.	.	.	1	.	1	4%
Mechanical engineering and business administration.	.	.	.	.	.	.	1	1	4%
College degree.	1	.	.	.	.	.	.	1	4%
College degree.	1	.	.	.	.	.	.	1	4%
High school education.	.	.	.	1	.	.	.	1	4%
There is nothing necessary just general knowledge and experience.	.	.	.	.	.	.	1	1	4%
Just dealing with it everyday.	.	.	.	.	.	1	.	1	4%
I don't have the details; they are located in the corporate office.	1	.	.	.	.	.	.	1	4%
Engineering	.	.	1	.	.	.	.	1	4%
Some college and a Master's degree.	1	.	.	.	.	.	.	1	4%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
That would be me, I have a bachelors degree in science, also in project management, and industrial engineering, and have a certified energy management designation.	.	.	.	.	.	.	1	1	4%
High school and college degrees.	.	.	.	.	.	.	1	1	4%
I don't know.	.	.	.	.	.	.	1	1	4%
Twenty years of experience and a four year college degree.	.	.	1	.	.	.	.	1	4%
Post graduate.	1	.	.	.	.	.	.	1	4%
Chemist and engineer.	.	.	1	.	.	.	.	1	4%
Very educated.	.	.	.	.	.	1	.	1	4%
Electrical engineer and food process engineer.	1	.	.	.	.	.	.	1	4%
He is an accountant.	.	.	1	.	.	.	.	1	4%
Masters level in engineering.	.	.	1	.	.	.	.	1	4%
College degree I think a bachelors.	.	.	1	.	.	.	.	1	4%
We have five or six individuals that are relatively analytical people that look at cost.	1	.	.	.	.	.	.	1	4%
	7	.	8	1	.	3	5	24	100%

**Table 76 - EE3. Do you have sufficient technical resources in house to address the management of energy and gas costs?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	18	2	17	3	1	5	5	51	57%
No	11	.	6	3	2	7	4	33	37%
Don't Know	2	.	2	.	.	.	2	6	7%
	31	2	25	6	3	12	11	90	100%

**Table 77 - EE3OTA - [If EE3 = No] What type of technical resources are you lacking?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I know some produce grower monitor their usage per archer everyday. But in our place it's pretty constant.	1	.	.	.	.	.	.	1	3%
Hire some one to watch it for us.	.	.	.	.	.	1	.	1	3%
I don't know.	1	.	.	.	.	.	.	1	3%
Maintenance manager.	.	.	.	.	.	1	.	1	3%
All of them.	1	.	.	.	.	.	.	1	3%
I don't think we lack in anything.	.	.	.	.	.	.	1	1	3%
I pay the bill.	1	.	.	.	.	.	.	1	3%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We have out side house to negotiate that.	.	.	.	.	.	1	.	1	3%
Audintin	.	.	.	.	.	.	1	1	3%
None	1	.	.	.	.	.	.	1	3%
Not so much technical resources. But we are lacking more man power.	.	.	.	.	.	.	1	1	3%
That I wouldn't know I have done this for years.	.	.	.	1	.	.	.	1	3%
Time was more than anything.	1	.	.	.	.	.	.	1	3%
I would say the ability to find reasonable priced alternatives.	.	.	.	.	.	1	.	1	3%
Monitoring equipment.	.	.	1	.	.	.	.	1	3%
I would say yes being able to utilize the energy in a better way.	.	.	.	.	1	.	.	1	3%
Like defensive measurement of savings.	.	.	.	1	.	.	.	1	3%
Digital meters.	1	.	.	.	.	.	.	1	3%
Analysis and data, analysis software that is easy to use, software of energy management, what it cost and how it's used, both.	1	.	.	.	.	.	.	1	3%
I don't know.	1	.	.	.	.	.	.	1	3%
I don't understand the question.	.	.	.	.	.	1	.	1	3%
We need the position.	.	.	.	.	.	.	1	1	3%
Engineering	.	.	1	.	.	.	.	1	3%
Being able to isolate energy efficient.	1	.	.	.	.	.	.	1	3%
The communication between others.	.	.	.	.	.	1	.	1	3%
Just enough staff times to do it. Some one that knows a lot about it would be helpful.	.	.	.	.	1	.	.	1	3%
Efficient monitoring and process controls.	.	.	1	.	.	.	.	1	3%
Not sure.	1	.	.	.	.	.	.	1	3%
	11	.	3	2	2	6	4	28	100%

**Table 78 - EE30TB. [If EE3 = No] Was PG&E able to provide you with the needed technical assistance?**

[illegible]



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	1	.	.	.	.	.	.	1	3%
Yes	.	.	.	.	.	.	1	1	3%
Yes the provided it.	.	.	.	1	.	.	.	1	3%
Yes they did.	1	.	.	.	.	.	.	1	3%
Some what.	.	.	.	.	.	1	.	1	3%
Yes	.	.	1	.	.	.	.	1	3%
Yes	.	.	.	.	1	.	.	1	3%
Yes	.	.	.	1	.	.	.	1	3%
No	1	.	.	.	.	.	.	1	3%
Yes, to an extent, as much as they could.	1	.	.	.	.	.	.	1	3%
Yes they were.	1	.	.	.	.	.	.	1	3%
Yes	.	.	.	.	.	1	.	1	3%
Marginally	.	.	.	.	.	.	1	1	3%
They were, yes.	.	.	1	.	.	.	.	1	3%
Yes	1	.	.	.	.	.	.	1	3%
Yes	.	.	.	.	.	1	.	1	3%
I don't remember.	.	.	.	.	1	.	.	1	3%
That would be great.	.	.	1	.	.	.	.	1	3%
Yes	1	.	.	.	.	.	.	1	3%
	11	.	3	2	2	6	4	28	100%

**Table 79 - I1. How many Program staff members did you work with throughout your participation in the program?**

*No Data*

**Table 80 - I2. In what capacity did they work with you? [IF NECESSARY, PROBE: Project Managers, Account Reps, Third Party Staff, Contractors MULTIPLE RESPONSES]**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Account Representatives	20	2	19	3	2	8	6	60	45%
Project Managers	10	.	6	.	1	3	5	25	19%
Third Party staff	4	.	6	1	2	3	3	19	14%
Contractors	4	.	3	1	1	2	2	13	10%
Other	4	.	5	1	.	2	4	16	12%
	42	2	39	6	6	18	20	133	100%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
There was not communication between project manager and rep.	1	.	.	.	.	.	.	1	20%
Too many people involved.	.	.	.	.	.	.	1	1	20%
	2	.	1	.	.	.	1	5	100%

**Table 84 - I4. Did you have a clear idea of who you could go to for help?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	13	1	15	2	1	5	7	44	96%
No	1	.	.	.	.	1	.	2	4%
	14	1	15	2	1	6	7	46	100%

**Table 85 - I4A. Who could you go to for help?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The man who tested the well output us to work for PG&E.	1	.	.	.	.	.	.	1	3%
To my representative.	.	.	1	.	.	.	.	1	3%
It was a large accounts customer rep.	1	.	.	.	.	.	.	1	3%
Project manager.	.	.	.	.	.	.	1	1	3%
Customer service rep.	.	.	.	.	.	1	.	1	3%
Local rep.	.	.	.	.	.	1	.	1	3%
Jim Sallimone or Larry White.	.	.	.	.	.	.	1	1	3%
Allen Goto.	.	.	1	.	.	.	.	1	3%
The account representative.	1	.	.	.	.	.	.	1	3%
Account representative.	.	.	.	.	.	.	1	1	3%
The representative.	1	.	.	.	.	.	.	1	3%
Representative	.	.	.	.	.	.	1	1	3%
The account representative.	1	.	.	.	.	.	.	1	3%
Rachel Christine.	.	.	1	.	.	.	.	1	3%
3rd party vendor.	.	.	.	.	.	1	.	1	3%
At that time the PG&E representative/.	1	.	.	.	.	.	.	1	3%
Anyone of the people that helped us.	.	.	1	.	.	.	.	1	3%
The operations manager.	1	.	.	.	.	.	.	1	3%
Representative	.	.	1	.	.	.	.	1	3%
The local representative.	.	.	.	.	.	1	.	1	3%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
The project coordinator.	.	.	1	.	.	.	.	1	3%
Area manager.	1	.	.	.	.	.	.	1	3%
Usually the PG&E representative.	.	.	1	.	.	.	.	1	3%
Account manager.	.	.	.	.	.	.	1	1	3%
Right now the application and john Weddington.	.	.	.	.	1	.	.	1	3%
Clyde Schaffer.	1	.	.	.	.	.	.	1	3%
My account representative.	.	.	1	.	.	.	.	1	3%
The vendor.	.	.	1	.	.	.	.	1	3%
Account rep.	.	.	1	.	.	.	.	1	3%
That would be the account representative.	1	.	.	.	.	.	.	1	3%
Mike Roberts at Mecore.	1	.	.	.	.	.	.	1	3%
Account representative.	1	.	.	.	.	.	.	1	3%
	12	.	10	.	1	4	5	32	100%

**Table 86 - 15. Who was your primary contact throughout the process? [ASK FOR TITLE OF CONTACT, I.E. ACCOUNT REPRESENTATIVE, PROJECT MANAGER, ETC.]**

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
The owners of the pump company.	1	.	.	.	.	.	.	1	3%
Kim Ferman the representative.	.	.	1	.	.	.	.	1	3%
The intial contact was Joe McKennan.	1	.	.	.	.	.	.	1	3%
Larry Waits. Project Manager.	.	.	.	.	.	.	1	1	3%
Denisse Newton.	.	.	.	.	.	1	.	1	3%
The guy who installed the pump and third party tester.	1	.	.	.	.	.	.	1	3%
Dons fans account rep.	.	.	.	.	.	1	.	1	3%
Jim is the account representative, Larry white was a engineer.	.	.	.	.	.	.	1	1	3%
Allen Goto	.	.	1	.	.	.	.	1	3%
You than.	1	.	.	.	.	.	.	1	3%
Account rep.	.	.	.	.	.	.	1	1	3%
Isaac Frank.	1	.	.	.	.	.	.	1	3%
Jeremy Howard.	.	.	.	.	.	.	1	1	3%
Account representative.	1	.	.	.	.	.	.	1	3%
Main person in Albany account representative and engineer.	.	.	1	.	.	.	.	1	3%
3rd party vendor.	.	.	.	.	.	1	.	1	3%
Bob Carlson.	1	.	.	.	.	.	.	1	3%
Mark Cunningham of PG&E.	.	.	1	.	.	.	.	1	3%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Whoever was handling the rebate.	1	.	.	.	.	.	.	1	3%
Reo	.	.	1	.	.	.	.	1	3%
The representative	.	.	.	.	.	1	.	1	3%
The account representative	.	.	1	.	.	.	.	1	3%
Representative	1	.	.	.	.	.	.	1	3%
Frank	.	.	1	.	.	.	.	1	3%
Account	.	.	.	.	.	.	1	1	3%
John Weddington.	.	.	.	.	1	.	.	1	3%
The account representative.	1	.	.	.	.	.	.	1	3%
Ken ousted.	.	.	1	.	.	.	.	1	3%
Na	.	.	1	.	.	.	.	1	3%
Sara	.	.	1	.	.	.	.	1	3%
The account representative.	1	.	.	.	.	.	.	1	3%
Jose Rause PG&E account representative.	1	.	.	.	.	.	.	1	3%
Harold Harris.	1	.	.	.	.	.	.	1	3%
	13	.	10	.	1	4	5	33	100%

**Table 87 - 16. How frequently were you in contact with program staff throughout your participation in the program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Once a week or more frequently	8	.	7	2	2	4	.	23	25%
Every 1 to 2 weeks	7	1	7	.	.	3	3	21	23%
Every 3 to 4 weeks	8	1	9	1	.	3	8	30	33%
Other	8	.	2	3	.	2	.	15	16%
Don't Know	.	1	.	.	1	.	.	2	2%
	31	3	25	6	3	12	11	91	100%

**Table 88 - 16. How frequently were you in contact with program staff throughout your participation in the program? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Not at all.	1	.	.	.	.	.	.	1	8%
Whenever he calls me up and the paperwork was done.	.	.	.	.	.	1	.	1	8%
At the systems pavilion and when they put the systems in.	1	.	.	.	.	.	.	1	8%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't remember. I think two to three times through the whole thing.	1	.	.	.	.	.	.	1	8%
Never	1	.	.	.	.	.	.	1	8%
Once a month.	.	.	.	.	.	1	.	1	8%
Not at all the contractor did it all.	1	.	.	.	.	.	.	1	8%
Every two months.	.	.	.	1	.	.	.	1	8%
Just a couple of times through out the season.	.	.	.	1	.	.	.	1	8%
Once every 3 months.	1	.	.	.	.	.	.	1	8%
Less than five times throughout the whole project.	.	.	1	.	.	.	.	1	8%
Just while I was filling out the paper work.	.	.	.	1	.	.	.	1	8%
2 or 3 times total.	1	.	.	.	.	.	.	1	8%
	4	.	3	1	.	2	3	13	100%

**Table 89 - I7. Was the frequency of contact with program staff appropriate while you participated in the program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	29	3	25	4	3	12	10	86	95%
No	2	.	.	.	.	.	1	3	3%
Don't Know	.	.	.	2	.	.	.	2	2%
	31	3	25	6	3	12	11	91	100%

**Table 90 - I7OT. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I didn't have any contact with PG&E. I recall that I did do a project with PG&E. It was a meter that needed to be fixed.	1	.	.	.	.	.	.	1	33%
It took way too long. I know that this is kind of a new thing. There needs....	.	.	.	.	.	.	1	1	33%
I would like to talk to at least one person.	1	.	.	.	.	.	.	1	33%
	2	.	.	.	.	.	1	3	100%

**Table 91 - I8. Were your questions and inquiries answered promptly and sufficiently by Program staff?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	29	3	24	4	3	11	10	84	92%
No	2	.	.	1	.	1	1	5	5%
Don't Know	.	.	1	1	.	.	.	2	2%
	31	3	25	6	3	12	11	91	100%

**Table 92 - I9. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Not at all.	1	.	.	.	.	.	.	1	25%
It just took a long time.	.	.	.	1	.	.	.	1	25%
There was time when we needed more information.	1	.	.	.	.	.	.	1	25%
They often had to go to other people to get answers.	.	.	.	.	.	.	1	1	25%
	2	.	.	1	.	.	1	4	100%

**Table 93 - I10. How satisfied were you with your interactions with the program staff?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Extremely dissatisfied	1	.	.	.	.	1	.	2	2%
Dissatisfied	1	.	.	.	.	.	.	1	1%
Neither satisfied nor dissatisfied	2	.	.	2	.	.	1	5	5%
Satisfied	11	1	5	2	1	1	6	27	30%
Extremely satisfied	16	2	20	2	2	10	4	56	62%
	31	3	25	6	3	12	11	91	100%

**Table 94 - I11. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Never talked to any one.	1	.	.	.	.	.	.	1	100%
	1	.	.	.	.	.	.	1	100%

**Table 95 - I12. How satisfied were you with program staff's technical understanding of the measures?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Extremely dissatisfied	.	.	.	.	.	1	.	1	1%
Dissatisfied	1	.	.	.	.	.	1	2	2%
Neither satisfied nor dissatisfied	4	.	2	3	.	.	.	9	10%
Satisfied	10	2	9	1	1	2	5	30	33%
Extremely satisfied	15	1	14	2	2	9	5	48	53%
Don't Know	1	.	.	.	.	.	.	1	1%
	31	3	25	6	3	12	11	91	100%

**Table 96 - I13. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
They didn't do anything.	1	.	.	.	.	.	.	1	50%
Seamed like there was a lot of confusion there were multiple levels of re-approval.	.	.	.	.	.	.	1	1	50%
	1	.	.	.	.	.	1	2	100%

**Table 97 - I14. Approximately how long did it take for the program incentive to arrive?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Two weeks or less	2	.	1	.	.	.	1	4	4%
Two to four weeks	6	1	9	.	1	2	1	20	22%
30 to 60 days	8	1	2	2	1	3	2	19	21%
61 to 90 days	3	.	3	1	.	1	1	9	10%
More than 90 days	7	.	7	2	1	5	3	25	27%
Don't Know	5	1	3	1	.	1	2	13	14%
Refused	.	.	.	.	.	.	1	1	1%
	31	3	25	6	3	12	11	91	100%

**Table 98 - I15. How satisfied were you with the length of time it took for the incentive to arrive?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Extremely dissatisfied	1	.	1	2	1	1	1	7	8%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Dissatisfied	2	.	.	.	.	.	.	2	2%
Neither satisfied nor dissatisfied	4	1	2	1	1	3	3	15	16%
Satisfied	12	1	8	2	.	4	3	30	33%
Extremely satisfied	11	1	11	.	1	3	1	28	31%
Don't Know	1	.	3	1	.	.	2	7	8%
Refused	.	.	.	.	.	1	1	2	2%
	31	3	25	6	3	12	11	91	100%

**Table 99 - I16. Would you participate in the program again?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	29	3	26	5	3	11	11	88	96%
No	2	.	.	1	.	1	.	4	4%
	31	3	26	6	3	12	11	92	100%

**Table 100 - I16OT. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't think the cost of the upgrade versus the savings and energy it is a long pay back period.	1	.	.	.	.	.	.	1	50%
It just doesn't seem worth it.	.	.	.	1	.	.	.	1	50%
	1	.	.	1	.	.	.	2	100%

**Table 101 - I17. If you could change anything about the program, what would you change?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't know.	1	.	.	.	.	.	.	1	1%
Really other than the delay than nothing, it was a personal change whatever the whole deal was that didn't get transferred over.	.	.	1	.	.	.	.	1	1%
Get the money a little bit quicker.	.	.	1	.	.	.	.	1	1%
Can't think of anything.	.	.	1	.	.	.	.	1	1%
The questioners at the end of the program.	.	.	.	.	.	1	.	1	1%
To work the way it is supposed to.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't know.	1	.	.	.	.	.	.	1	1%
The tech person, he didn't have the basic understanding of what the facilities is doing. The perimeter of the operation. What we are doing is not a common thing and is unique here.	1	.	.	.	.	.	.	1	1%
The length of time to get the rebate.	.	.	.	.	.	1	.	1	1%
The incentive. Make it more money.	1	.	.	.	.	.	.	1	1%
For people to be more helpful. More upfront with their answers.	.	.	.	.	.	.	1	1	1%
It might be helpful to have a better idea of what the total rebate will be. I know it is a moving target but at the end of it, I usually have a range to see where it might fall.	.	.	.	.	.	1	.	1	1%
The incentive, make rebate higher.	.	.	.	.	.	1	.	1	1%
I think it is a good program. I don't have anything to suggest.	1	.	.	.	.	.	.	1	1%
Increase the rebate.	1	.	.	.	.	.	.	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
Nice if you could manage problems online.	.	.	.	.	.	.	1	1	1%
Nothing	.	.	1	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
No	1	.	.	.	.	.	.	1	1%
Na	1	.	.	.	.	.	.	1	1%
Make it simpler and faster and have less categorized.	.	.	.	.	.	.	1	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
Make the incentive clear and do things faster.	.	.	.	1	.	.	.	1	1%
I don't think of any thing that could be changed.	.	.	.	1	.	.	.	1	1%
Just make the applications easier to understand.	1	.	.	.	.	.	.	1	1%
Nothing it seems to work well.	.	.	.	.	.	.	1	1	1%
Nothing I was every satisfied.	1	.	.	.	.	.	.	1	1%
I don't know extend the program, one thing we have large projects that we are discussing with. Looking at the incentives the program is saying to be over at the end of the year and we can't jump into a large project. Not with the budget that we have.	.	.	1	.	.	.	.	1	1%
Nothing	.	.	.	.	.	1	.	1	1%
Na	.	.	.	.	.	1	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
Nothing	.	.	1	.	.	.	.	1	1%
Don't know.	.	.	.	1	.	.	.	1	1%
Make some more money.	.	.	.	.	1	.	.	1	1%
Nothing	.	.	.	1	.	.	.	1	1%
Don't know.	1	.	.	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
Cut back on programs and cutback on questionnaires and cost of electricity and the whole line of issues.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The only suggestion is to apply it to other aspects of energy efficiency. We just don't have anything to do right now that's the only reason we haven't.	1	.	.	.	.	.	.	1	1%
It was fine, I wouldn't change.	.	.	.	.	.	.	1	1	1%
Just the amount of time it takes for the rebate.	1	.	.	.	.	.	.	1	1%
More electronic.	.	.	.	.	.	.	1	1	1%
Just the time it takes for the rebate to get back its money to pay the bills with.	.	.	.	.	.	1	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
Just more money back. Ha.	.	.	.	.	.	.	1	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
More accurate predictions of the savings and the rebate.	.	.	1	.	.	.	.	1	1%
The borecole.	1	.	.	.	.	.	.	1	1%
Nothing	.	.	1	.	.	.	.	1	1%
Project planning funding to meet business timeframe.	.	.	.	.	.	.	1	1	1%
Explain the technical jargon.	1	.	.	.	.	.	.	1	1%
The new programs is far easier the only thing I would change, is the fact that if you are going to do some thing that is unique or non-confirmative, your programs are set up for every one doing the same thing. For unique opportunities it is a little more difficult we proved that it will work with you, I would say it is not unusual or typical. It is not just PG&E it is also the air board or water board they have a difficult time understand what we are doing.	.	.	1	.	.	.	.	1	1%
Just the "do it online"	.	.	.	.	1	.	.	1	1%
Clarity on the energy audit.	1	.	.	.	.	.	.	1	1%
Maybe the paper work a little is easier.	1	.	.	.	.	.	.	1	1%
Online work.	.	.	.	.	.	1	.	1	1%
That they get the money faster. That maybe there is a better understanding on my part for calculations and how much money we were going to get back the amount they calculated was a lot less then what we got.	.	.	.	.	1	.	.	1	1%
Higher incentive.	1	.	.	.	.	.	.	1	1%
I don't know.	.	.	1	.	.	.	.	1	1%
I didn't have any thing I wanted to change I thought it was fine.	.	.	1	.	.	.	.	1	1%
The time for the rebate.	.	.	1	.	.	.	.	1	1%
No	.	.	1	.	.	.	.	1	1%
Other then being able to have better verbage, in layman's terms.	.	.	1	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
The amount of the incentive.	.	.	1	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
	28	.	16	4	3	9	8	68	100%

**Table 102 - I18. How satisfied are you with your overall experience with the program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Dissatisfied	2	.	.	.	.	1	.	3	3%
Neither satisfied nor dissatisfied	3	.	1	2	1	.	1	8	9%
Satisfied	12	2	9	2	1	1	6	33	36%
Extremely satisfied	14	1	16	2	1	10	3	47	51%
Refused	.	.	.	.	.	.	1	1	1%
	31	3	26	6	3	12	11	92	100%

**Table 103 - I19. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The length of time it takes to get anything done that's it.	1	.	.	.	.	.	.	1	100%
	1	.	.	.	.	.	.	2	100%

**Table 104 - OD1. Would you consider your business or organization operated by a family or a company?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Family.	18	2	5	2	.	8	4	39	43%
Company	10	1	18	4	1	4	5	43	47%
Other [SPECIFY: _____]	3	.	1	.	2	.	1	7	8%
Refused	.	.	1	.	.	.	1	2	2%
	31	3	25	6	3	12	11	91	100%

**Table 105 - OD1OT. Would you consider your business or organization operated by a family or a company?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It is government implemented.	.	.	.	.	1	.	.	1	14%
Corporation	1	.	.	.	.	.	.	1	14%
A privately owned company.	.	.	.	.	.	.	1	1	14%
City municipality corporation.	.	.	.	.	1	.	.	1	14%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Family owned company.	1	.	1	.	.	.	.	2	28%
Partnership	1	.	.	.	.	.	.	1	14%
	3	.	1	.	2	.	1	7	100%

**Table 106 - OD2. Compared to other businesses or organizations similar to yours, would you categorize this business or organization as small, medium or large?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Small	8	.	4	3	.	4	.	19	21%
Medium	15	2	9	1	2	4	1	34	37%
Large	8	1	10	2	1	4	9	35	38%
Don't Know	.	.	1	.	.	.	.	1	1%
Refused	.	.	1	.	.	.	1	2	2%
	31	3	25	6	3	12	11	91	100%

**Table 107 – OD3. Approximately, what percentage of your total annual operating costs is spent in electricity bills?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
a. 0 to 5 percent	8	.	5	2	.	3	5	23	25%
b. 6 to 10 percent	8	.	3	4	.	2	2	19	21%
c. 11-15 percent	.	.	2	.	.	2	.	4	4%
d. 16-20 percent	2	.	.	.	1	1	.	4	4%
e. 21-30 percent	3	.	2	.	1	1	1	8	9%
f. 31-40 percent	1	.	.	.	1	.	1	3	3%
g. More than 40 percent	1	.	2	.	.	3	.	6	7%
h. Don't Know	8	1	7	.	.	.	2	18	20%
	31	1	21	6	3	12	11	85	100%

**Table 108 – OD4. Approximately, what percentage of your total annual operating costs is spent in natural gas bills?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
a. 0 to 5 percent	14	.	5	2	.	11	6	38	41%
b. 6 to 10 percent	3	.	3	4	.	.	.	10	11%
c. 11-15 percent	1	.	.	.	.	.	.	1	1%
d. 16-20 percent	2	.	.	.	.	.	.	2	2%
e. 21-30 percent	.	.	3	.	.	.	1	4	4%
f. 31-40 percent	1	.	1	.	.	.	.	2	2%
g. More than 40 percent	.	.	1	.	.	.	1	2	2%
h. Don't Know	10	1	8	.	3	1	3	26	0%
	<i>31</i>	<i>1</i>	<i>21</i>	<i>6</i>	<i>3</i>	<i>12</i>	<i>11</i>	<i>85</i>	<i>100%</i>

## **Appendix J. Nonparticipant Data**

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**Table 1 - S1. Prior to this call, were you aware of PG&E's Agricultural and Food Processing program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	42	14	1	6	7	7	7	84	19%
No	142	29	43	32	32	46	24	348	77%
Don't Know	4	2	.	.	.	.	.	6	1%
Refused	10	1	2	2	.	.	1	16	4%
	198	46	46	40	39	53	32	454	100%

**Table 2 - INT1. Our records indicate that you are have not participated in a PG&E's Agricultural and Food Processing program in 2006, 2007, or 2008. Is that correct?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	42	14	.	6	5	7	7	81	96%
No	.	.	1	.	2	.	.	3	4%
	42	14	1	6	7	7	7	84	100%

**Table 3 - INT2. How did you participate in the Program? Did you:**

	Subsector			
	FP	IR	Frequency	Percent
Review Program materials	1	2	3	100%
	1	2	3	100%

**Table 4 - P1. How did you hear about the PG&E Agricultural and Food Processing Program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Contacted by the Program	3	3	1	2	.	.	.	9	10%
Trade Publication	.	1	.	.	.	.	.	1	1%
Firm approached trade ally, vendor or contractor	1	1	.	.	.	.	.	2	2%
From another grower/food processor/dairy/winery; word of mouth	.	.	.	1	.	1	1	3	3%
Through an agricultural organization or professional organization/association	2	.	.	.	.	.	.	2	2%
Through printed material sent by the Program; through outreach materials sent by the Program	9	1	.	.	3	1	.	14	16%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Through family, friend, or neighbor	5	.	.	.	.	2	.	7	8%
Participation in other PG&E programs	3	.	.	.	1	.	.	4	5%
Program workshop or seminar	1	1	.	.	1	1	1	5	6%
Program advertising	1	1	.	1	.	1	.	4	5%
Program technology demonstrations	1	.	.	.	.	.	.	1	1%
Program integrated audits	.	.	.	1	.	.	.	1	1%
Other [SPECIFY: _____]	12	4	.	.	1	.	3	20	23%
Don't Know	6	2	.	1	1	1	2	13	15%
	44	14	1	6	7	7	7	86	100%

**Table 5 - P10T. How did you hear about the PG&E Agricultural and Food Processing Program?  
(PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
In the bill.	1	.	.	.	.	.	.	1	7%
Radio	1	.	.	.	.	.	.	1	7%
I really hadn't heard about it.	1	.	.	.	.	.	.	1	7%
At the website.	1	.	.	.	.	.	.	1	7%
We have several pumps that are on agr1a.	1	.	.	.	.	.	.	1	7%
I called the number years an ago.	1	.	.	.	.	.	.	1	7%
I work for PG&E.	1	.	.	.	.	.	.	1	7%
From PG&E.	1	.	.	.	.	.	.	1	7%
Through the mail.	.	1	.	.	.	.	.	1	7%
They send out fliers in the bills.	1	.	.	.	.	.	.	1	7%
I called in to try to lower rates.	.	1	.	.	.	.	.	1	7%
Through the mail.	.	.	.	.	.	.	1	1	7%
Flier in the mail.	.	1	.	.	.	.	.	1	7%
Just know about the program. Don't recall where.	.	1	.	.	.	.	.	1	7%
	9	4	.	.	.	.	1	14	100%

**Table 6 - P2A\_1. Outreach from PG&E Account Reps**

	Subsector							
	AG	DA	GH	IR	RW	WI	Frequency	Percent
Yes	6	2	.	2	1	2	13	17%
No	33	8	4	4	5	5	59	79%

	Subsector							
	AG	DA	GH	IR	RW	WI	Frequency	Percent
Don't Know	.	1	.	1	1	.	3	4%
	39	11	4	7	7	7	75	100%

**Table 7 - P2A\_2. Learned about program from outreach materials and mailers such as brochures**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	15	9	.	4	.	3	3	34	49%
No	17	2	1	2	4	3	3	32	46%
Don't Know	1	2	.	.	.	.	1	4	6%
	33	13	1	6	4	6	7	70	100%

**Table 8 - P2A\_3. Learned about program from workshops or seminars**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	4	3	.	.	1	1	1	10	13%
No	37	9	1	6	4	5	5	67	85%
Don't Know	.	1	.	.	1	.	.	2	3%
	41	13	1	6	6	6	6	79	100%

**Table 9 - P2A\_4. Learned about program from advertising**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	14	5	.	1	3	1	1	25	31%
No	26	8	1	4	4	5	6	54	68%
Don't Know	1	.	.	.	.	.	.	1	1%
	41	13	1	5	7	6	7	80	100%

**Table 10 - P2A\_5. Learned about program from technology demonstrations**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	.	.	.	.	1	.	2	3	4%
No	41	14	1	6	6	7	5	80	96%
	41	14	1	6	7	7	7	83	100%

**Table 11- P2B. On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the workshop?**

	Subsector						
	AG	DA	IR	RW	WI	Frequency	Percent
0	1	.	.	.	.	1	7%
2	.	.	1	.	.	1	7%
5	1	.	.	.	.	1	7%
6	1	.	.	1	.	2	13%
7	.	2	1	.	1	4	27%
8	1	.	.	1	.	2	13%
9	.	1	.	.	.	1	7%
Don't Know	.	1	.	.	1	2	13%
Refused	1	.	.	.	.	1	7%
	5	4	2	2	2	15	100%

**Table 12 - P2BOT. Why do you say that? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I have not par.	1	.	.	.	.	.	.	1	50%
It was useful to know. My clients are operated by the family. I found it not be useful for them. I don't remember if cost or the inconvenience of setting the program, setting for the period of time.	.	.	.	.	1	.	.	1	50%
	1	.	.	.	1	.	.	2	100%

**Table 13 - P2C. You said you learned about the program through Program technology demonstrations. On a scale from 0 to 10, with 0 being not at all useful and 10 being extremely useful, how would you rate the technology workshop?**

	Subsector			Frequency		Percent
	AG	IR	WI			
1	.	1	.	1		25%
7	.	.	1	1		25%
Don't Know	1	.	1	2		50%
	1	1	2	4		100%

**Table 14 - P2COT. Why do you say that? (PLEASE SPECIFY)**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
It doesn't apply to most of my clients. In fact, I think it doesn't apply to most of their size. It wouldn't be cost effective even for their size.	.	.	.	.	1	.	.	1	100%
	.	.	.	.	1	.	.	1	100%

**Table 15 - P3. Why did you decide not to participate in the program?**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
Not aware of the program	6	1	.	1	.	2	2	12	14%
Not interested in the program	3	.	.	1	2	.	.	6	7%
Application process is too complicated	1	1	.	.	.	.	.	2	2%
Takes too long to get program approval	.	.	.	1	.	.	.	1	1%
No money	2	1	.	.	.	.	.	3	3%
No need; already efficient	6	3	.	.	.	.	.	9	10%
Peak season; only have time during the off-season	1	.	.	.	.	.	.	1	1%
No time [ever]	4	1	.	.	.	.	1	6	7%
Do not trust program claims of energy savings; do not trust program information	1	.	.	.	.	.	.	1	1%
Do not trust Program to make payment on rebate	1	.	.	.	.	.	.	1	1%
Cost; Equipment is too expensive to install	1	.	.	.	1	.	.	2	2%
Equipment is too expensive to maintain	1	.	.	.	.	.	.	1	1%
Do not have technical skills to manage and maintain equipment	1	.	.	.	.	.	.	1	1%
Cannot get approval to purchase equipment from management	1	.	.	.	.	.	.	1	1%
Didn't buy any equipment that qualified for the program	2	.	.	.	.	.	.	2	2%
Other [SPECIFY: _____]	14	7	1	2	3	5	4	36	41%
Don't Know	1	.	.	1	1	.	.	3	3%
	46	14	1	6	7	7	7	88	100%

**Table 16 - P3OT. Why did you decide not to participate in the program? (PLEASE SPECIFY)**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
Won't do any good because of the nature we are doing. The problem is lack of water.	1	.	.	.	.	.	.	1	3%
We need to be able to turn our water on at all times.	1	.	.	.	.	.	.	1	3%
Not applicable. We're a pump company, and we install energy-efficient pumps.	1	.	.	.	.	.	.	1	3%
There is not one for energy efficient pumps.	1	.	.	.	.	.	.	1	3%
It doesn't fit.	1	.	.	.	.	.	.	1	3%
Don't know that much about it.	1	.	.	.	.	.	.	1	3%
There are too few of us, and we haven't had the money to go ahead, but, we would be interested.	1	.	.	.	.	.	.	1	3%
In the process of getting an energy efficient audit within the next couple weeks.	.	.	.	1	.	.	.	1	3%
Our company is too small.	1	.	.	.	.	.	.	1	3%
On the same day the air quality management came out and we had to drop every thing to make them happy.	1	.	.	.	.	.	.	1	3%
I don't know what there offering.	1	.	.	.	.	.	.	1	3%
We don't have any equipment to run that is a high energy use.	1	.	.	.	.	.	.	1	3%
Doesn't make sense to me. u.	1	.	.	.	.	.	.	1	3%
Did not apply to me. I just didn't see where it was going to apply I can't remember the reason for it.	1	.	.	.	.	.	.	1	3%
The only thing we've done is the time of use program.	1	.	.	.	.	.	.	1	3%
I was in a program called EnSave, so I actually put in the equipment and EnSave ran out of money, so I didn't get any rebate it all came out of my pocket.	.	1	.	.	.	.	.	1	3%
Waiting for PG&E to connect our solar system.	.	.	.	.	.	.	1	1	3%
We didn't know if we were eligible.	.	.	.	.	1	.	.	1	3%
I just acquired the pumps and I had to start looking to see why they were so high.	.	1	.	.	.	.	.	1	3%
I just got sick on the day of the workshop.	.	1	.	.	.	.	.	1	3%
The business is too small. I don't see us wasting energy. I don't feel getting any bigger/efficient than we already are.	.	.	.	.	.	.	1	1	3%
Did it with the other company she worked with.	.	.	.	.	.	.	1	1	3%
Too busy.	.	1	.	.	.	.	.	1	3%
We are participating.	.	.	1	.	.	.	.	1	3%
Didn't know it was out there for agriculture and food processing, but I have participated in the industrial programs before.	.	.	.	.	1	.	.	1	3%
Did not qualify because of size of business.	.	.	.	1	.	.	.	1	3%
Attended a workshop and they mentioned PG&E. It was not particularly, not a PG&E.	.	.	.	.	1	.	.	1	3%
Just acquired the business.	.	1	.	.	.	.	.	1	3%
Husband decided. I don't know why.	.	1	.	.	.	.	.	1	3%
No time.	.	1	.	.	.	.	.	1	3%
We did, but it went through our landlord.	.	.	.	.	.	.	1	1	3%
Already participated in a PG&E program for offices.	.	.	.	.	.	1	.	1	3%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We did not have enough money to drill a new well. The environmental people cut the water for the canals, the water from the delta, because of the fish. We get 35% less water now.	.	.	.	.	.	1	.	1	3%
Other stuff.	.	.	.	.	.	1	.	1	3%
No time and only have a well.	.	.	.	.	.	1	.	1	3%
I don't have too much equipment in my company to make a difference at my work.	.	.	.	.	.	1	.	1	3%
	14	7	1	2	3	5	4	36	100%

**Table 17 - P3AOT. Why did you decide not to participate in the program? (PLEASE SPECIFY)**

*No Data*

**Table 18 - P3B\_1. The final cost of the equipment, including the program rebate.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	5	2	.	.	1	.	1	9	11%
1	2	.	.	.	.	.	.	2	2%
2	1	.	.	.	2	.	.	3	4%
3	2	.	.	.	.	.	.	2	2%
4	2	.	.	1	.	.	.	3	4%
5	6	1	.	1	1	2	.	11	13%
6	1	1	.	.	.	.	.	2	2%
7	3	.	.	.	.	.	3	6	7%
8	3	5	.	.	.	2	1	11	13%
9	2	1	1	1	.	.	.	5	6%
10	5	2	.	1	1	1	1	11	13%
Don't Know	9	2	.	2	1	2	1	17	20%
Refused	1	.	.	.	1	.	.	2	2%
	42	14	1	6	7	7	7	84	100%

**Table 19 - P3B\_2. Length of time it takes to get program approval**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	9	1	.	.	1	1	1	13	15%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
1	1	.	.	.	1	.	.	2	2%
2	.	2	.	.	.	.	.	2	2%
3	2	.	.	.	.	.	.	2	2%
4	4	.	.	.	.	.	.	4	5%
5	3	4	.	2	2	.	.	11	13%
6	3	.	.	.	.	.	1	4	5%
7	3	1	.	.	.	2	1	7	8%
8	1	1	1	1	.	.	1	5	6%
9	2	1	.	.	.	.	1	4	5%
10	4	2	.	1	.	1	1	9	11%
Don't Know	10	2	.	2	2	3	.	19	23%
Refused	.	.	.	.	1	.	1	2	2%
	42	14	1	6	7	7	7	84	100%

**Table 20 - P3B\_3. The estimated energy savings from the program approved equipment**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	5	.	.	.	.	.	1	6	7%
1	3	.	.	.	.	.	.	3	4%
2	2	.	.	.	1	.	.	3	4%
3	1	.	.	.	.	.	.	1	1%
4	1	2	.	.	.	.	.	3	4%
5	4	.	.	2	.	.	2	8	10%
6	2	.	.	1	.	2	.	5	6%
7	4	2	.	.	2	.	.	8	10%
8	5	2	.	1	1	1	2	12	14%
9	1	3	1	1	1	.	.	7	8%
10	6	3	.	.	.	1	1	11	13%
Don't Know	8	2	.	1	1	3	1	16	19%
Refused	.	.	.	.	1	.	.	1	1%
	42	14	1	6	7	7	7	84	100%

**Table 21 - P3B\_4. Getting approval from ownership or management to participate in the program**



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	14	4	.	2	1	1	2	24	29%
1	6	1	.	.	1	.	.	8	10%
2	.	.	.	.	.	1	1	2	2%
3	1	.	.	.	.	.	.	1	1%
5	3	3	.	.	.	1	.	7	8%
6	1	.	.	.	1	.	.	2	2%
7	3	.	.	2	1	.	1	7	8%
8	1	.	1	.	1	.	2	5	6%
9	1	3	.	.	.	1	1	6	7%
10	6	2	.	1	.	2	.	11	13%
Don't Know	5	1	.	1	1	1	.	9	11%
Refused	1	.	.	.	1	.	.	2	2%
	42	14	1	6	7	7	7	84	100%

**Table 22 - P3B\_5. Staff time and resources required to participate in the program**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	12	1	.	.	1	.	2	16	19%
1	2	.	.	.	.	.	.	2	2%
2	3	2	.	1	.	1	.	7	8%
3	2	.	.	.	.	.	.	2	2%
4	2	.	.	.	.	.	.	2	2%
5	4	3	.	1	.	4	2	14	17%
6	4	.	.	.	.	.	1	5	6%
7	3	1	.	2	1	.	.	7	8%
8	1	4	1	.	2	.	1	9	11%
9	3	.	.	.	1	.	.	4	5%
10	3	1	.	1	.	.	1	6	7%
Don't Know	3	2	.	1	1	2	.	9	11%
Refused	.	.	.	.	1	.	.	1	1%
	42	14	1	6	7	7	7	84	100%

**Table 23 - P3B\_6. Other factor**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	9	4	.	2	2	1	2	20	24%
1	1	.	.	.	.	.	.	1	1%
2	.	1	.	.	.	.	.	1	1%
3	1	.	.	.	.	.	.	1	1%
5	1	2	.	.	.	1	.	4	5%
7	1	.	.	.	.	.	.	1	1%
8	.	.	.	1	.	.	.	1	1%
9	2	.	.	.	1	.	.	3	4%
10	4	1	.	.	.	1	1	7	8%
Don't Know	20	6	1	3	4	3	3	40	48%
Refused	3	.	.	.	.	1	1	5	6%
	42	14	1	6	7	7	7	84	100%

**Table 24 - P3B\_6OT. Using a 0 to 10 scale, where 0 means not at all important and 10 means extremely important, please rate the importance of each of the following in your decision to NOT participate in the program. P3B\_6. Other factor(s) (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
No	1	.	.	.	.	.	.	1	2%
Don't	1	.	.	.	.	.	.	1	2%
It all comes to one thing climate and water.	1	.	.	.	.	.	.	1	2%
Being able to make the investment if your going to participate you need the investment.	1	.	.	.	.	.	.	1	2%
No others.	1	.	.	.	.	.	.	1	2%
Our operation does not consume a lot of energy.	1	.	.	.	.	.	.	1	2%
Lack of knowledge of how much money would get back.	1	.	.	.	.	.	.	1	2%
Didn't know any information on this program.	1	.	.	.	.	.	.	1	2%
None	.	1	.	.	.	.	.	1	2%
No other factors.	1	.	.	.	.	.	.	1	2%
It doesn't apply they don't have one for energy efficient pumps.	1	.	.	.	.	.	.	1	2%
The length of time required to get the service hooked up.	1	.	.	.	.	.	.	1	2%
Just un aware of all the benefits.	1	.	.	.	.	.	.	1	2%
There is not enough manpower and because were elderly were particular about what we do.	1	.	.	.	.	.	.	1	2%
0	1	.	.	.	.	.	.	1	2%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Still looking at overall cost compared to the amount saved.	.	.	.	1	.	.	.	1	2%
Because we are too small, we only have only 3 acres in pistachios.	1	.	.	.	.	.	.	1	2%
None	.	.	.	1	.	.	.	1	2%
Basically it has nothing to do with what we do.	1	.	.	.	.	.	.	1	2%
None	.	1	.	.	.	.	.	1	2%
I don't understand every thing that was offered.	1	.	.	.	.	.	.	1	2%
None	.	.	.	1	.	.	.	1	2%
Other than solar power.	1	.	.	.	.	.	.	1	2%
The way EnSave program was done, they kept advertising in our magazine even after they had ran out of money.	.	1	.	.	.	.	.	1	2%
The shut down time. If it takes time to install the equipment. Installation down time/costing money--that is important.	.	.	.	.	1	.	.	1	2%
If it is not a saving, that is significant. It would not be worth my time.	.	1	.	.	.	.	.	1	2%
Nothing	.	1	.	.	.	.	.	1	2%
I don't see our participation bring value to the company. Years ago I contacted PG&E for a rebate. They just gave me the run around. Nobody had any answers.	.	.	.	.	.	.	1	1	2%
That we just heard about it.	.	.	.	.	.	.	1	1	2%
The time and attention from core business.	.	.	.	.	.	.	1	1	2%
I don't know. It's hard to answer that. There is nothing much you can do to save in electricity.	.	1	.	.	.	.	.	1	2%
No	.	.	.	.	1	.	.	1	2%
Well pretty much the efficiency that I already have there.	.	1	.	.	.	.	.	1	2%
Outages/ electricity to diesel.	1	.	.	.	.	.	.	1	2%
None	.	1	.	.	.	.	.	1	2%
None	.	.	.	.	1	.	.	1	2%
No others.	.	.	.	.	.	1	.	1	2%
Getting the money to drill the new well. There's not enough water. Please send me the information paper to: 21009 19th AVE. Stratford, CA 93266	.	.	.	.	.	1	.	1	2%
The things not working out in the way of time frame that we need it to be.	.	.	.	.	.	1	.	1	2%
	19	8	.	3	3	3	3	39	100%

**Table 25 - P4. Were there any aspects of the program that interested you?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	13	8	1	1	4	2	3	32	38%
No	19	5	.	2	2	3	3	34	40%
Not aware of program	7	1	.	1	1	2	.	12	14%
Don't Know	3	.	.	2	.	.	1	6	7%
	42	14	1	6	7	7	7	84	100%

**Table 26 - P5. What interested you?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Safety	1	.	.	.	.	.	.	1	3%
Solar or wind power.	1	.	.	.	.	.	.	1	3%
If I can save money, that would interest me.	1	.	.	.	.	.	.	1	3%
Energy saving, money saving, and cost savings.	.	1	.	.	.	.	.	1	3%
The new thermostat.	1	.	.	.	.	.	.	1	3%
Insulation in the attic and the walls.	1	.	.	.	.	.	.	1	3%
Rebate and financial energy savings.	1	.	.	.	.	.	.	1	3%
The rates per kilowatt hours.	1	.	.	.	.	.	.	1	3%
Cost savings.	1	.	.	.	.	.	.	1	3%
If we could get help we would like it also if we could get some help financially someone that would be interested that would be nice if that could happen.	1	.	.	.	.	.	.	1	3%
Energy efficiency.	1	.	.	.	.	.	.	1	3%
Saving power cost.	1	.	.	.	.	.	.	1	3%
The savings part.	.	1	.	.	.	.	.	1	3%
What ever I can do to save money, is important.	1	.	.	.	.	.	.	1	3%
Solar	1	.	.	.	.	.	.	1	3%
The rebates and energy savings.	.	1	.	.	.	.	.	1	3%
Reduce energy costs, save money.	.	.	.	.	1	.	.	1	3%
We're interested in anything that's energy efficient, whatever benefits us. We're not only interested in the solar aspect, but also the pr aspect. We want our customers to see the solar panels on our roof when they drive up to the winery.	.	.	.	.	.	.	1	1	3%
If I recall their was a UBR system. Ultraviolet light. I may not be thinking of the right program. The is the only thing that I recall. (Close to the program, but don't recall exactly).	.	.	.	.	1	.	.	1	3%
Cost, savings.	.	.	.	.	1	.	.	1	3%
Energy savings and rebates.	.	1	.	.	.	.	.	1	3%
Anything that is more energy efficient.	.	1	.	.	.	.	.	1	3%
The time it takes is terrible, I've heard horror stories of it taking up to 16 months to get any help. By the time you're done applying the year is over.	.	1	.	.	.	.	.	1	3%
Going green and energy efficiency is always a good thing.	.	.	.	.	.	.	1	1	3%
The energy savings aspect.	.	.	.	1	.	.	.	1	3%
Time of use program.	.	.	.	.	1	.	.	1	3%
The rebate, and using less energy saving money.	.	1	.	.	.	.	.	1	3%
Getting money back and saving energy.	.	.	1	.	.	.	.	1	3%
The fact that it's a program to save energy.	.	1	.	.	.	.	.	1	3%
The saving of energy, reduction of energy costs.	.	.	.	.	.	.	1	1	3%
For the water, the irrigation well.	.	.	.	.	.	1	.	1	3%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Savings	.	.	.	.	.	1	.	1	3%
	13	8	1	1	4	2	3	32	100%

**Table 27 - P6. How likely are you to participate in the Program within the next 3 years? Please use a scale of 0 to 10, with 0 being not at all likely and 10 being extremely likely.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	13	1	.	1	2	1	1	19	23%
1	2	.	.	.	.	.	.	2	2%
2	3	1	.	.	.	.	.	4	5%
3	3	.	.	1	.	.	.	4	5%
4	.	1	.	1	.	1	.	3	4%
5	9	3	.	1	2	2	1	18	21%
7	3	2	.	1	.	.	.	6	7%
8	1	2	1	.	1	1	2	8	10%
9	2	.	.	1	.	1	.	4	5%
10	4	3	.	.	2	1	3	13	15%
Don't Know	2	1	.	.	.	.	.	3	4%
	42	14	1	6	7	7	7	84	100%

**Table 28 - P7. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It would have to be applicable to us and none of this is.	1	.	.	.	.	.	.	1	1%
I do.	1	.	.	.	.	.	.	1	1%
I have a manager who tells me whether to consider things.	1	.	.	.	.	.	.	1	1%
Because anything that has to do with savings I'm all for it and energy is a good thing.	1	.	.	.	.	.	.	1	1%
Don't know about the program.	1	.	.	.	.	.	.	1	1%
I don't know if bothered by it; it will take a lot of thinking.	1	.	.	.	.	.	.	1	1%
Because we need to be able to turn our water on when we need it.	1	.	.	.	.	.	.	1	1%
We are using the most efficiency we can.	1	.	.	.	.	.	.	1	1%
Of the cost I'm a small time farmer.	1	.	.	.	.	.	.	1	1%
I don't know anything about it I've been in the game for 50 yrs and pg and e has never given me anything that doesn't cost a lot of money they have only hung it to me.	1	.	.	.	.	.	.	1	1%
The nature of the business does not consume energy.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Don't know what's going to happen in the next few years.	1	.	.	.	.	.	.	1	1%
Reduces energy.	1	.	.	.	.	.	.	1	1%
Lack of knowledge.	1	.	.	.	.	.	.	1	1%
If it's going to save me money, I'll use it.	1	.	.	.	.	.	.	1	1%
Because I don't know anything about the program.	1	.	.	.	.	.	.	1	1%
There is always a chance the more information that comes makes it more of a possibility.	.	1	.	.	.	.	.	1	1%
May or may not apply to us.	1	.	.	.	.	.	.	1	1%
To save money.	1	.	.	.	.	.	.	1	1%
Because I might participate in it.	1	.	.	.	.	.	.	1	1%
Because I've already done the job and it's past 90 days, so I've missed my opportunity to apply.	1	.	.	.	.	.	.	1	1%
Just to become more energy conscious.	1	.	.	.	.	.	.	1	1%
It doesn't fit.	1	.	.	.	.	.	.	1	1%
I'm just waiting on service to be hooked at my new site, but I haven't received any info on it yet.	1	.	.	.	.	.	.	1	1%
Well if I have more knowledge I'm likely to sign up for it.	1	.	.	.	.	.	.	1	1%
To help us save money also to be self sufficient if anything happens like earthquake, I'd like to be self sufficient.	1	.	.	.	.	.	.	1	1%
It wouldn't be in our interest economically.	1	.	.	.	.	.	.	1	1%
Because I didn't know before and now I know.	1	.	.	.	.	.	.	1	1%
Because it will be useful.	1	.	.	.	.	.	.	1	1%
Due to the pumps I have to keep them on 24 hours and can't shut them off at a certain time.	1	.	.	.	.	.	.	1	1%
The cost of energy and efficiency is very important.	.	.	.	1	.	.	.	1	1%
Unless they come with a better program it's not that interesting right now to me.	1	.	.	.	.	.	.	1	1%
Because we are not big enough.	1	.	.	.	.	.	.	1	1%
New technology.	1	.	.	.	.	.	.	1	1%
Until I see them I'll just give them a 5.	1	.	.	.	.	.	.	1	1%
We just don't have a need.	1	.	.	.	.	.	.	1	1%
Time factor small company can't have people dedicated to that.	.	.	.	1	.	.	.	1	1%
I am guessing, because I have not been doing it so I don't know how many it will be.	1	.	.	.	.	.	.	1	1%
Not aware of program, never went to seminars.	.	1	.	.	.	.	.	1	1%
Because it doesn't apply to us.	1	.	.	.	.	.	.	1	1%
Change gets new equipment.	.	1	.	.	.	.	.	1	1%
I've got the place up for sale.	1	.	.	.	.	.	.	1	1%
I don't think it's well suited to my situation I got the motor from the Moyer state program it's a Cummins diesel.	1	.	.	.	.	.	.	1	1%
I need more information and I want to find out more about it.	1	.	.	.	.	.	.	1	1%
Because I was reminded that it exists.	.	.	.	1	.	.	.	1	1%
Because there are some places that solar power is not as efficient as regular power.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I think the cost of solar will come down enough so the incentives program will be worthwhile.	1	.	.	.	.	.	.	1	1%
Just really don't have a need to improve equipment at this time.	.	1	.	.	.	.	.	1	1%
I don't know, depends on what we have to do, how the program works.	.	.	.	.	1	.	.	1	1%
As soon as we get our solar panels hooked up.	.	.	.	.	.	.	1	1	1%
It doesn't apply to me. I don't have food preparation and I don't have agriculture preparation.	.	.	.	.	1	.	.	1	1%
If we were eligible.	.	.	.	.	1	.	.	1	1%
If there is a savings, not just nickels or dimes, only if there is a definite.	.	1	.	.	.	.	.	1	1%
There's been a change in the whole program, it's not even the same program. The legwork is all done by you guys, the amount of the rebates. I can make a sale, the amount makes it doable in dairy, making it a big difference. Also it's quick, you guys are right on it.	.	1	.	.	.	.	.	1	1%
It becomes more affordable.	.	1	.	.	.	.	.	1	1%
We are very tiny. I don't see us changing our equipment or anything of that nature. The changing of light equipment is not going to increase the electrical, at this time.	.	.	.	.	.	.	1	1	1%
Interested in saving energy.	.	.	.	.	.	.	1	1	1%
Lag time and cost, you have to buy the shit.	.	1	.	.	.	.	.	1	1%
I'm very interested and I haven't talked to the owners yet.	.	.	.	.	.	.	1	1	1%
Based on what I know so far.	.	.	.	.	.	.	1	1	1%
I'm 84 years old.	.	.	.	1	.	.	.	1	1%
I couldn't tell you. It's hard to explain. You buy, to use as less, to use electricity.	.	1	.	.	.	.	.	1	1%
If I were to see details, that would make me have an interest to participate in the program.	.	1	.	.	.	.	.	1	1%
Like any corporate business, we are interested in energy cost.	.	.	.	1	.	.	.	1	1%
We have been in the program for years.	.	.	.	.	1	.	.	1	1%
It depends on the economy and everything else around us.	.	1	.	.	.	.	.	1	1%
We will probably do it again.	.	.	1	.	.	.	.	1	1%
It's just part of our sustainability emphasis right now. We are striving to be better stewards of all of our resources.	.	.	.	.	1	.	.	1	1%
I am not big enough to participate in the program.	.	.	.	1	.	.	.	1	1%
To don't use enough energy to participate in the program.	.	.	.	.	1	.	.	1	1%
I like the fact that we are able to save on energy usage on the farm.	.	1	.	.	.	.	.	1	1%
It's too time consuming. Having employee's to do all the stuff.	.	1	.	.	.	.	.	1	1%
As soon as I can.	.	.	.	.	.	.	1	1	1%
We can't have outages with the/this system, with the operation.	1	.	.	.	.	.	.	1	1%
Have a dairy and have to go with the flow.	.	1	.	.	.	.	.	1	1%
I am on energy saving projects now.	.	.	.	.	.	.	1	1	1%
Just because of how the district has been operated for years, it doesn't allow us to participate.	.	.	.	.	1	.	.	1	1%
It sounds like an interesting program and I need to learn more about it.	.	.	.	.	.	1	.	1	1%
Because it is covered by the office program that we are in.	.	.	.	.	.	1	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Because I'm not familiar with the program.	.	.	.	.	.	1	.	1	1%
How much will the well and pump cost.	.	.	.	.	.	1	.	1	1%
If something might change.	.	.	.	.	.	1	.	1	1%
No reason, just want to find out more.	.	.	.	.	.	1	.	1	1%
If something comes up, or if we have some type of expansion that will make it worth while to check out the program.	.	.	.	.	.	1	.	1	1%
	42	14	1	6	7	7	7	84	100%

**Table 29 - II. Have you participated in any previous PG&E energy efficiency programs?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	15	2	1	3	4	4	1	30	36%
No	26	12	.	3	3	3	6	53	63%
Don't Know	1	.	.	.	.	.	.	1	1%
	42	14	1	6	7	7	7	84	100%

**Table 30 - IIOT. What was your interaction with PG&E previously? PROBE: WHAT MEASURES DID YOU INSTALL? DID YOU HAVE AN AUDIT?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Air conditioning.	1	.	.	.	.	.	.	1	3%
They offered a rebate.	1	.	.	.	.	.	.	1	3%
My heater in house and air conditioner and I put new ones for energy efficiency.	1	.	.	.	.	.	.	1	3%
They had to approve the box that was put on for the solar panels.	1	.	.	.	.	.	.	1	3%
Home appliances.	1	.	.	.	.	.	.	1	3%
We were with the well-testing program.	1	.	.	.	.	.	.	1	3%
With the thermostat.	1	.	.	.	.	.	.	1	3%
Energy efficiency pumps or motors.	1	.	.	.	.	.	.	1	3%
Very good, it was a conversion from diesel to electric the program was called the cool program I think they need to do more of that.	1	.	.	.	.	.	.	1	3%
Rebate for doing weather striping on the house.	1	.	.	.	.	.	.	1	3%
Very good. Energy audit and PG&E came out to test the well for energy efficiency.	1	.	.	.	.	.	.	1	3%
Only three days a week are we allowed running our pumps.	1	.	.	.	.	.	.	1	3%
Twenty years of participating.	1	.	.	.	.	.	.	1	3%
We are installing a new rating program called an AG Ice program for agriculture electric rating from diesel to electric pumps.	1	.	.	.	.	.	.	1	3%
Years ago we had a couple irrigation wells.	1	.	.	.	.	.	.	1	3%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
When buy new units participate in the rebates.	.	.	.	1	.	.	.	1	3%
Mostly with green house insulation.	.	.	.	1	.	.	.	1	3%
Install rebate. Residential. It was our residence. They had a 10 for 20. 10/20 I think it is. I'm getting the discount for it still.	.	.	.	.	1	.	.	1	3%
Pumps and motors are energy efficient.	.	1	.	.	.	.	.	1	3%
We have always been involved.	.	.	.	.	1	.	.	1	3%
There was not much there. It was more that I heard my dairy information from magazines and stuff.	.	1	.	.	.	.	.	1	3%
They came out and did an energy audit.	.	.	1	.	.	.	.	1	3%
Mostly the savings by design and the load reduction programs by PG&E.	.	.	.	.	1	.	.	1	3%
Had the audit, but did not qualify.	.	.	.	1	.	.	.	1	3%
We had tanks inflated to save energy.	.	.	.	.	.	.	1	1	3%
Changing lights.	.	.	.	.	1	.	.	1	3%
Solar panel demonstrations.	.	.	.	.	.	1	.	1	3%
We took a survey that made suggestions and we implemented some.	.	.	.	.	.	1	.	1	3%
Seven years ago, we put in new equipment, pumps, variable speed pumps for the dairy.	.	.	.	.	.	1	.	1	3%
Lighting	.	.	.	.	.	1	.	1	3%
	15	2	1	3	4	4	1	30	100%

**Table 31 - I2. Have you spoken to your PG&E account rep about the Ag&FP program over the past 2 years?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	9	4	1	.	3	1	2	20	24%
No	29	10	.	6	4	6	4	59	70%
Don't have a PG&E account rep	3	.	.	.	.	.	.	3	4%
Don't Know	1	.	.	.	.	.	1	2	2%
	42	14	1	6	7	7	7	84	100%

**Table 32 - I3A. How knowledgeable was he/she about the program and its offerings? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable.**

	Subsector							
	AG	DA	FP	IR	RW	WI	Frequency	Percent
5	1	1	.	1	.	.	3	15%
8	1	.	1	1	1	1	5	25%

	Subsector							
	AG	DA	FP	IR	RW	WI	Frequency	Percent
9	3	2	.	1	.	1	7	35%
10	2	1	.	.	.	.	3	15%
Don't Know	2	.	.	.	.	.	2	10%
	9	4	1	3	1	2	20	100%

**Table 33 - I3B. On a scale from 0 to 10, with 0 being not at all effective and 10 being extremely effective, how would you rate your account reps ability to articulate how program participation would benefit your facility?**

	Subsector							
	AG	DA	FP	IR	RW	WI	Frequency	Percent
5	1	1	.	1	.	.	3	15%
6	3	.	.	.	.	.	3	15%
8	1	1	1	2	1	2	8	40%
9	2	.	.	.	.	.	2	10%
10	2	2	.	.	.	.	4	20%
	9	4	1	3	1	2	20	100%

**Table 34 - I4. Have you interacted with any other PG&E staff regarding the Ag&FP over the past 2 years?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	3	1	1	.	1	.	1	7	8%
No	38	13	.	6	6	7	6	76	90%
Don't Know	1	.	.	.	.	.	.	1	1%
	42	14	1	6	7	7	7	84	100%

**Table 35 - I10T. What was your interaction with PG&E previously? PROBE: WHAT MEASURES DID YOU INSTALL? DID YOU HAVE AN AUDIT?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We talk to the cit, Dennis, and the energy-efficient planner.	1	.	.	.	.	.	.	1	6%
An agricultural representative.	1	.	.	.	.	.	.	1	6%
In safe.	1	.	.	.	.	.	.	1	6%
Just a representative trying to explain the situation about them running out of money, I was president of our farm bureau and we sponsored it until I found out how hard it was to get them to work.	.	1	.	.	.	.	.	1	6%
My PG&E rep.	.	.	.	.	1	.	.	1	6%
An engineer came out.	.	.	1	.	.	.	.	1	6%
The rebate reps.	.	.	.	.	.	.	1	1	6%
	3	1	1	.	1	.	1	7	100%

**Table 36- 15. How knowledgeable would you say they were they about the AG&FP program and its offerings? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable.**

	Subsector						
	AG	DA	FP	IR	WI	Frequency	Percent
5	1	.	.	1	.	2	29%
6	1	.	.	.	.	1	14%
8	1	1	.	.	.	2	29%
9	.	.	1	.	1	2	29%
	3	1	1	1	1	7	100%

**Table 37 - 16. Have you spoken to any contractors about the AG&FP Program over the past 2 years?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	3	4	.	.	.	1	2	10	12%
No	39	10	1	6	7	6	5	74	88%
	42	14	1	6	7	7	7	84	100%

**Table 38- 16A. Did you contact the contractor or did they contact you about the AG&FP Program?**

	Subsector					
	AG	DA	RW	WI	Frequency	Percent
I contacted the contractor	1	1	1	2	5	50%
Contractor contacted me	1	3	.	.	4	40%
Don't Know	1	.	.	.	1	10%
	3	4	1	2	10	100%

**Table 39- I6B. How knowledgeable would you say they were they about the AG&FP program? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable.**

	Subsector					
	AG	DA	RW	WI	Frequency	Percent
1	.	.	.	1	1	20%
7	.	.	1	.	1	20%
9	.	.	.	1	1	20%
10	1	1	.	.	2	40%
	1	1	1	2	5	100%

**Table 40 - I7. Have you spoken to any equipment vendors about the AG&FP Program over the past 2 years?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	6	5	1	1	.	.	2	15	18%
No	35	9	.	5	7	7	5	68	81%
Don't Know	1	.	.	.	.	.	.	1	1%
	42	14	1	6	7	7	7	84	100%

**Table 41 - I7A. Did you contact the equipment vendor or did they contact you about the AG&FP Program?**

	Subsector						
	AG	DA	FP	GH	WI	Frequency	Percent
I contacted the equipment vendor	4	5	1	.	1	11	73%
Equipment vendor contacted me	2	.	.	1	.	3	20%

	Subsector						
	AG	DA	FP	GH	WI	Frequency	Percent
Don't Know	.	.	.	.	1	1	7%
	6	5	1	1	2	15	100%

**Table 42 - I7B. How knowledgeable would you say they were they about the AG&FP program? Please use a scale from 0 to 10, with 0 being not at all knowledgeable and 10 being extremely knowledgeable.**

	Subsector					
	AG	DA	FP	WI	Frequency	Percent
2	2	.	1	.	3	27%
6	.	1	.	.	1	9%
7	1	1	.	.	2	18%
8	.	2	.	1	3	27%
9	.	1	.	.	1	9%
Don't Know	1	.	.	.	1	9%
	4	5	1	1	11	100%

**Table 43 - EE1. EE1. How difficult is it to get information about ways of reducing energy use? Please use a scale from 0 to 10, with 0 being very difficult and 10 being very easy.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	16	2	3	3	.	3	2	29	6%
1	4	1	1	1	.	.	.	7	2%
2	8	2	1	2	.	2	3	18	4%
3	3	1	1	1	2	.	.	8	2%
4	5	.	2	1	1	2	1	12	3%
5	45	12	10	9	12	10	7	105	23%
6	4	2	3	1	1	2	1	14	3%
7	10	3	4	3	1	4	4	29	6%
8	32	7	5	9	5	8	4	70	15%
9	9	.	1	1	4	3	.	18	4%
10	19	3	7	1	8	10	3	51	11%
Don't Know	31	11	6	4	5	8	5	70	15%
Refused	12	2	2	4	.	1	2	23	5%
	198	46	46	40	39	53	32	454	100%

**Table 44 – EE1OT. Why do you say that?**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
Its there if we want to ask.	1	.	.	.	.	.	.	1	0%
I've never received any information on how to reduce my cost.	1	.	.	.	.	.	.	1	0%
If the rate is cut down then it's easy.	1	.	.	.	.	.	.	1	0%
They don't want to give you savings.	1	.	.	.	.	.	.	1	0%
Because the problem is being placed on hold on the phone.	1	.	.	.	.	.	.	1	0%
Because I've never gotten information before.	.	.	.	.	.	.	1	1	0%
It's also that I initiate it about the PG&E and I was not aware about the farm.	1	.	.	.	.	.	.	1	0%
Accessing the internet is the easiest way to get information.	.	.	.	1	.	.	.	1	0%
The cost is so high it's been so high for so long we just need to be shown how to save energy.	1	.	.	.	.	.	.	1	0%
Information is available.	1	.	.	.	.	.	.	1	0%
Because I never looked at it.	1	.	.	.	.	.	.	1	0%
Well the computer and in my ad magazines and I see a lot of saving energy.	1	.	.	.	.	.	.	1	0%
I get information on internet.	1	.	.	.	.	.	.	1	0%
If you go to the Merced office.	1	.	.	.	.	.	.	1	0%
I think there are all kinds of resources out there.	1	.	.	.	.	.	.	1	0%
I hear about the rebate programs.	1	.	.	.	.	.	.	1	0%
You can get pretty much anything off the internet these days.	1	.	.	.	.	.	.	1	0%
We already use the most efficient irrigation system possible.	1	.	.	.	.	.	.	1	0%
You never tried.	1	.	.	.	.	.	.	1	0%
Not really hard, went into sites I would be able.	.	.	.	1	.	.	.	1	0%
Well if our talk to someone I just call in.	1	.	.	.	.	.	.	1	0%
It two acres you need to talk to someone who has more.	1	.	.	.	.	.	.	1	0%
In the past we had them calibrate our funds. Them is PG&E.	1	.	.	.	.	.	.	1	0%
You have never looked into it.	1	.	.	.	.	.	.	1	0%
Most of our pumps are metered.	.	1	.	.	.	.	.	1	0%
I don't what it was about.	1	.	.	.	.	.	.	1	0%
With my neighbors and discount age and local farmers it's pretty easy.	1	.	.	.	.	.	.	1	0%
We don't really have much that we can cut back on.	.	.	1	.	.	.	.	1	0%
Because I haven't gotten to much info on anything or they have not sent me anything.	1	.	.	.	.	.	.	1	0%
Just call PG&E.	1	.	.	.	.	.	.	1	0%
They're I a lot of information available.	.	.	.	.	.	.	1	1	0%
It depend on how much money I am going to spend if it's not worth it what am I going to spend money.	.	1	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
It's to me pretty apparent if I want to stop using the energy just turn it off and that's quite effective.	1	.	.	.	.	.	.	1	0%
Because we don't want to pay a lot of money so we find the best option.	1	.	.	.	.	.	.	1	0%
Because no one would come out to help us. It took a couple of days to return calls.	1	.	.	.	.	.	.	1	0%
Because if your smart enough you can go on the internet.	.	.	.	.	.	.	1	1	0%
I know there is information on line that I could ready. But they are throughout information to reach.	1	.	.	.	.	.	.	1	0%
Don't use much energy.	.	.	.	1	.	.	.	1	0%
Never has tried to get information.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Sometimes it's hard to understand their information.	1	.	.	.	.	.	.	1	0%
We wouldn't even know where to look.	1	.	.	.	.	.	.	1	0%
Just have to say it that way.	.	.	.	.	1	.	.	1	0%
I never asked.	1	.	.	.	.	.	.	1	0%
Because it is advertise then it comes in the mail with my bill it talks about different programs.	1	.	.	.	.	.	.	1	0%
Because we get things with the farm bureau.	1	.	.	.	.	.	.	1	0%
It's not easy to reduce energy use, so there's no way.	1	.	.	.	.	.	.	1	0%
So many diff things around and not interested in that specific item.	1	.	.	.	.	.	.	1	0%
No way for us to get information.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Due to the meter that they installed.	1	.	.	.	.	.	.	1	0%
On the internet.	1	.	.	.	.	.	.	1	0%
Because when I hear about a program I call to find about it there are so many strings to be in it, it's not worth it.	1	.	.	.	.	.	.	1	0%
Wouldn't even know where to start.	1	.	.	.	.	.	.	1	0%
There's nothing that's rally promoted highly.	1	.	.	.	.	.	.	1	0%
Just the availability of the knowledge.	1	.	.	.	.	.	.	1	0%
Well years ago I contacted PG&E about rates and have not had trouble.	1	.	.	.	.	.	.	1	0%
Its out but a lot of it doesn't pertain to us.	1	.	.	.	.	.	.	1	0%
Doesn't know but thinks he should irrigate at night.	1	.	.	.	.	.	.	1	0%
I have a good contact at PG&E.	.	.	.	.	1	.	.	1	0%
I don't know where we would look.	.	1	.	.	.	.	.	1	0%
I haven't seen anything about it.	1	.	.	.	.	.	.	1	0%
Because I think it is fairly easy.	1	.	.	.	.	.	.	1	0%
Because PG&E had a program where they used to test the well but they don't do that anymore.	1	.	.	.	.	.	.	1	0%
Because it takes a little work but you can get it.	.	1	.	.	.	.	.	1	0%
Never tried.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Never tried to go energy efficient. When my equipment breaks down, I get new equipment.	.	.	1	.	.	.	.	1	0%
You never get any information and they don't get back to you when you call.	1	.	.	.	.	.	.	1	0%
It's not made readily available.	1	.	.	.	.	.	.	1	0%
Because you can go on the internet to get the info, also PG&E sends out brochures, and the manufacturers of the equipment also provide information.	.	.	1	.	.	.	.	1	0%
Never looked in it.	.	.	.	.	1	.	.	1	0%
We have a contractor through PG&E who has been auditing our energy use. He's going to give a quote on converting to solar-powered pumps.	1	.	.	.	.	.	.	1	0%
Their 800 number sucks. They always say that they are experiencing a high demand of calls an then my phone dies after twenty minuets.	1	.	.	.	.	.	.	1	0%
I haven't tried to get information.	1	.	.	.	.	.	.	1	0%
Well because I have not got a hold of a lot of energy and there is probably an easy way out there, I just have not done it yet.	.	1	.	.	.	.	.	1	0%
Just haven't found a lot of info.	.	.	.	1	.	.	.	1	0%
Because they never send out different rates or a rate plan or something of the different programs they never give you a list you usually have to call and find out they never show you the different programs they have you get online and your on it and see if you can change it but they don't call you or anything on that stuff.	1	.	.	.	.	.	.	1	0%
I'm not sure.	.	.	1	.	.	.	.	1	0%
They're always stopping by, dropping off brochures, and answering any questions.	1	.	.	.	.	.	.	1	0%
They get what you use on all the stuff; I am not really to sure.	1	.	.	.	.	.	.	1	0%
I've called once or twice but it seems there's not much I can do.	1	.	.	.	.	.	.	1	0%
Because that is the way I evaluated it.	1	.	.	.	.	.	.	1	0%
I could read or look on line.	1	.	.	.	.	.	.	1	0%
Have to make the effort to look it up yourself.	1	.	.	.	.	.	.	1	0%
We have had surges and they have been very helpful.	.	.	1	.	.	.	.	1	0%
Because it varies from year to year.	1	.	.	.	.	.	.	1	0%
We request things and never get them.	1	.	.	.	.	.	.	1	0%
I think that the internet and everything around makes it easier to find things now.	.	.	.	1	.	.	.	1	0%
A lot times when you call these places, you have to wait for a response for a long time.	1	.	.	.	.	.	.	1	0%
We do cut energy as much as possible.	1	.	.	.	.	.	.	1	0%
We're a farm so we have to use energy.	1	.	.	.	.	.	.	1	0%
It's very easy for me to get information period.	1	.	.	.	.	.	.	1	0%
The ability through on line services.	1	.	.	.	.	.	.	1	0%
Because every time I've talked to PG&E, they are like Johnny on the spot. They are very helpful.	1	.	.	.	.	.	.	1	0%
It's not that difficult.	1	.	.	.	.	.	.	1	0%
I can go out of business and quit entirely I am already losing money, my money goes to the water and water is being thrown out on wells and PG&E is costing me the biggest portion of my bills.	1	.	.	.	.	.	.	1	0%
Because I would have to replace my pumps and I don't want to do that.	1	.	.	.	.	.	.	1	0%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Because it's easy to just pick up the phone and call someone.	1	.	.	.	.	.	.	1	0%
There is not a whole lot of info in this industry.	1	.	.	.	.	.	.	1	0%
I think a lot of information is available on line.	.	.	1	.	.	.	.	1	0%
Haven't tried.	1	.	.	.	.	.	.	1	0%
Not too hard.	1	.	.	.	.	.	.	1	0%
I'm not aware of anything right now.	1	.	.	.	.	.	.	1	0%
I had to call to get time chart of when to water and it didn't take long.	1	.	.	.	.	.	.	1	0%
I have always had good responses when I call PG&E.	1	.	.	.	.	.	.	1	0%
I haven't tried.	1	.	.	.	.	.	.	1	0%
It depends on the weather because when it's hot you got to use a lot of water and there are other factors.	1	.	.	.	.	.	.	1	0%
I can't get a hold of anybody at PG&E.	1	.	.	.	.	.	.	1	0%
It's not something that is readily available to us at this time.	.	.	1	.	.	.	.	1	0%
Because I haven't seen anything.	1	.	.	.	.	.	.	1	0%
That everything is assessable thorough online.	1	.	.	.	.	.	.	1	0%
I haven't really tried.	1	.	.	.	.	.	.	1	0%
It seems like there should be some other options, and I don't know were to call.	1	.	.	.	.	.	.	1	0%
Because we are very agriculturally efficient.	1	.	.	.	.	.	.	1	0%
We use the telephone to chat with folks and it's difficult to reach someone.	1	.	.	.	.	.	.	1	0%
It would be tough; I want special lights special pumps, something that is tailored specifically to your industry.	1	.	.	.	.	.	.	1	0%
I haven't had to try.	.	.	.	.	1	.	.	1	0%
Because its out there everywhere, even the pump companies have info.	1	.	.	.	.	.	.	1	0%
I said 5 because I don't know where else to get information.	1	.	.	.	.	.	.	1	0%
Because there is not a lot of things for the public so the people can't get it unless you are a bigger organization.	1	.	.	.	.	.	.	1	0%
No reason.	1	.	.	.	.	.	.	1	0%
I just haven't seen anything just a couple of mailers.	1	.	.	.	.	.	.	1	0%
Never tried.	1	.	.	.	.	.	.	1	0%
I never looked but they did provide the collar for my pasture pump.	1	.	.	.	.	.	.	1	0%
If we had money, I'd go on the internet, but, if I don't have the money, I can't follow through. We are living mostly on social security but we would love to plant again.	1	.	.	.	.	.	.	1	0%
I don't think it applies and our operation doesn't involve PG&E.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Because of the internet.	1	.	.	.	.	.	.	1	0%
Doesn't pay attention to it does what I need.	1	.	.	.	.	.	.	1	0%
It's not difficult at all.	1	.	.	.	.	.	.	1	0%
If I want the information I know where to get it.	1	.	.	.	.	.	.	1	0%
I can go on line and find it.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I don't know.	1	.	.	.	.	.	.	1	0%
Just because that is what came to mind.	1	.	.	.	.	.	.	1	0%
I do contract work and I don't have a big use for it.	1	.	.	.	.	.	.	1	0%
I'm very respectful of power.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
We pay more than \$30.00 and don't even use the pump much.	1	.	.	.	.	.	.	1	0%
It is not that hard.	1	.	.	.	.	.	.	1	0%
Has never thought about it.	1	.	.	.	.	.	.	1	0%
There are a lot of companies out there that provide information on the subject, it's a hot topic.	.	.	.	1	.	.	.	1	0%
There usually fairly decent about that.	1	.	.	.	.	.	.	1	0%
Because it's in the news all the time.	1	.	.	.	.	.	.	1	0%
Don't pressure it but doesn't.	1	.	.	.	.	.	.	1	0%
I guess I'd say that I really don't know where to look.	1	.	.	.	.	.	.	1	0%
Normally on the internet.	1	.	.	.	.	.	.	1	0%
I haven't looked.	1	.	.	.	.	.	.	1	0%
I would call and get stuff in the mail.	1	.	.	.	.	.	.	1	0%
I don't have an opinion.	1	.	.	.	.	.	.	1	0%
There is a lot of information to tap into.	1	.	.	.	.	.	.	1	0%
When you call, you get somebody in Timbuktu, when I wish I could just speak to someone in person but I'm too old to go to the office, and PG&E has the worst push button feature and I could never get someone to speak too.	1	.	.	.	.	.	.	1	0%
We always have been able to get the pumps tested at PG&E to show if it is efficient or not, but I am not aware of to many other programs. They will go over whether or not you should have time of use or with agricultural rates.	1	.	.	.	.	.	.	1	0%
If wanted it could get it.	1	.	.	.	.	.	.	1	0%
I do research.	.	.	.	.	1	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
There available if we want them but them they don't come to me.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Because, if I wanted to find out, I could find out online.	.	.	1	.	.	.	.	1	0%
Mostly you can find anything on the internet.	1	.	.	.	.	.	.	1	0%
I guess I could check around.	.	.	.	.	1	.	.	1	0%
Because PG&E is always advertising about energy savings. This is the first year we put ourselves on a drip irrigation system. We also converted everything on a drip system and timers too so that all the wells are not on all the time.	1	.	.	.	.	.	.	1	0%
Because PG&E promotes programs but don't give you information such as final cost and all that like demand charges that are not part of your savings, you don't end up saving as much as they promote to be.	1	.	.	.	.	.	.	1	0%
I know the info is out there.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I have my reasons.	.	.	.	1	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
Cause I can use the phone.	1	.	.	.	.	.	.	1	0%
From PG&E, it's very easy, every time we ask for help we get it. We have a great representative at PG&E.	.	.	.	.	1	.	.	1	0%
I just don't understand how they are putting it. It just seems to be more trouble than it really is.	1	.	.	.	.	.	.	1	0%
PG&E is very difficult to get information from.	1	.	.	.	.	.	.	1	0%
Only because I have ideas as far as were I would go to look like the internet or the pump people at PG&E.	1	.	.	.	.	.	.	1	0%
Because of the time it takes, I am busy and don't get to it.	1	.	.	.	.	.	.	1	0%
It is every where you turn.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
There is not much access.	1	.	.	.	.	.	.	1	0%
Our inability to get new meters.	.	1	.	.	.	.	.	1	0%
Because I never hear any energy offered to me.	1	.	.	.	.	.	.	1	0%
Because energy cost are so high.	1	.	.	.	.	.	.	1	0%
Refused	.	1	.	.	.	.	.	1	0%
I don't know. You not to sure who to talk to when you call. Besides you might as well plan on staying on the phone for a while just to reach someone.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I can get stuff off the internet, I don't need PG&E.	1	.	.	.	.	.	.	1	0%
Because sometimes they don't have the proper info provided the customer service doesn't.	1	.	.	.	.	.	.	1	0%
I just don't see very much information.	.	.	1	.	.	.	.	1	0%
It really isn't very difficult; you just have to pick up the phone and call.	1	.	.	.	.	.	.	1	0%
Don't know what it's just what I think.	.	.	1	.	.	.	.	1	0%
We just do see much information about it.	1	.	.	.	.	.	.	1	0%
Because you can get so much stuff online through PG&E.	.	.	1	.	.	.	.	1	0%
No reason.	.	.	.	1	.	.	.	1	0%
I have not been doing it so I don't know.	1	.	.	.	.	.	.	1	0%
We have large motors and the only way we can see is in the bill at the end of the month.	.	.	1	.	.	.	.	1	0%
PG&E is difficult to work with.	.	1	.	.	.	.	.	1	0%
I've never really used it before but I have heard that if I wanted they would come out and look at our equipment.	.	.	1	.	.	.	.	1	0%
PG&E comes out and helps.	.	.	.	.	.	.	1	1	0%
Because it's pretty easy to find.	.	1	.	.	.	.	.	1	0%
Just can get on the phone.	.	.	1	.	.	.	.	1	0%
Because there is lots of information out there.	1	.	.	.	.	.	.	1	0%
The person you have to talk to isn't clear.	.	1	.	.	.	.	.	1	0%
It is a very old dairy.	.	1	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Refused	1	.	.	.	.	.	.	1	0%
Because I have never tried, never need to.	.	.	.	1	.	.	.	1	0%
I've never tried it.	1	.	.	.	.	.	.	1	0%
Because I got it from word of mouth.	1	.	.	.	.	.	.	1	0%
I have never tried to find out.	.	1	.	.	.	.	.	1	0%
Never tried.	1	.	.	.	.	.	.	1	0%
Because of all the information that's being given out in forms of magazines, the media, radio.	1	.	.	.	.	.	.	1	0%
I can call PG&E; I see ads all over the place.	.	.	.	1	.	.	.	1	0%
Because it's very hard to talk to PG&E. Because all you get is answering machines. I wanted to go solar, but their people wouldn't return my calls. I've been trying to get a hold of PG&E.	1	.	.	.	.	.	.	1	0%
I haven't done any.	1	.	.	.	.	.	.	1	0%
I just picked a number in between one and ten.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I could go to internet.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Because when I think of something. I don't have a source to reference it.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I just don't see it for agriculture.	.	.	.	1	.	.	.	1	0%
I haven't really looked into it.	.	.	1	.	.	.	.	1	0%
I don't know how other than putting a wind machine on the hill.	1	.	.	.	.	.	.	1	0%
Because we've never tried.	1	.	.	.	.	.	.	1	0%
I haven't looked at it, closer I look for what fits my needs.	1	.	.	.	.	.	.	1	0%
The info is there especially with the internet. Companies are always trying to publicize use of energy information.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
We have a lot to do.	1	.	.	.	.	.	.	1	0%
Because they don't offer any energy saving tips of services.	1	.	.	.	.	.	.	1	0%
Well we have a local office; we personally know all the staff.	1	.	.	.	.	.	.	1	0%
Just because on my part if I make an incentive to do it I will do it.	1	.	.	.	.	.	.	1	0%
I just don't think it's too difficult.	.	.	.	1	.	.	.	1	0%
If you look for the information, it's there but it's not right in front of you.	1	.	.	.	.	.	.	1	0%
Because I don't know a lot about it.	1	.	.	.	.	.	.	1	0%
Doesn't happen to be hard or easy to find things.	.	.	.	1	.	.	.	1	0%
I generally understand this stuff.	1	.	.	.	.	.	.	1	0%
With the internet and everything, it should be pretty easy to find information.	1	.	.	.	.	.	.	1	0%
Because every operation is different and it's hard to have something that applies to everyone.	1	.	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Never looked into it, but it probably is easy to find.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I'm open to suggestions.	1	.	.	.	.	.	.	1	0%
We don't think of anyone helping us, we do it the most efficient way we can, we do it on our own were a small operation.	1	.	.	.	.	.	.	1	0%
The information is readily available the problem is the cost of savings is more than the cost of the energy.	1	.	.	.	.	.	.	1	0%
It just seems that you need to do some research. But it would be nice to have a flyer on energy efficiency with the bill.	1	.	.	.	.	.	.	1	0%
Just because you have to dig around for things.	1	.	.	.	.	.	.	1	0%
No where of knowing where to go to get that.	.	.	.	1	.	.	.	1	0%
Haven't tried.	.	1	.	.	.	.	.	1	0%
I feel it would be hard to get the right person.	1	.	.	.	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
Never tried.	.	.	.	.	1	.	.	1	0%
The internet can search anything.	.	.	1	.	.	.	.	1	0%
I'm not always known what rebates are available at what time.	.	.	.	1	.	.	.	1	0%
Read the paper.	.	.	.	.	1	.	.	1	0%
Just because of the time frame, we have to run all the time so we have to run through the high times.	.	1	.	.	.	.	.	1	0%
We do studies here and I am familiar with materials.	.	.	.	.	.	.	1	1	0%
Time	.	.	.	.	1	.	.	1	0%
If wanted to pay attention would.	.	.	.	.	1	.	.	1	0%
We are in the process of switching to solar power.	.	.	.	1	.	.	.	1	0%
Because of the equipment.	.	.	1	.	.	.	.	1	0%
Because there is so much information out there.	.	.	1	.	.	.	.	1	0%
I don't know were to apply.	.	.	1	.	.	.	.	1	0%
It's not very difficult, but it's not as available as we'd like.	.	.	.	.	.	.	1	1	0%
I don't know who to call to investigate the opportunities.	.	.	.	.	.	.	1	1	0%
I haven't used the system. It was very easy when I did it.	.	.	.	.	1	.	.	1	0%
It depends if we monitor our use.	.	.	.	.	.	.	1	1	0%
Time	.	.	.	.	1	.	.	1	0%
Haven't really looked into it. All my motors are energy efficient being variable speed drives, my milk barn is very efficient. The problems are with.	.	1	.	.	.	.	.	1	0%
It is easy to access that kind of information.	.	.	.	.	1	.	.	1	0%
You can look it up on the internet.	.	.	1	.	.	.	.	1	0%
It's just that you call me all the time and also on the internet.	.	.	.	.	1	.	.	1	0%
All we have are two pumps.	.	.	.	.	1	.	.	1	0%
Too many factors to consider.	.	.	1	.	.	.	.	1	0%
PG&E representative with EnSave reps are hands on more nowadays, they are in the field more.	.	1	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
There wasn't anybody that has told me. If I didn't know about it, how could I get the information.	.	.	.	.	1	.	.	1	0%
It is not that difficult, but is expensive to replace the equipment.	.	1	.	.	.	.	.	1	0%
I've never done any research to find out.	.	.	1	.	.	.	.	1	0%
We are a bakery and my brothers do research on energy efficiency.	.	.	1	.	.	.	.	1	0%
Because it is.	.	1	.	.	.	.	.	1	0%
When I called in the past. No one with PG&E could help me..	.	.	.	.	.	.	1	1	0%
Haven't looked into it, don't know where to start.	.	.	.	.	.	.	1	1	0%
You're talking to the bookkeeper.	.	1	.	.	.	.	.	1	0%
Online stuff.	.	.	1	.	.	.	.	1	0%
It is not totally easy to get information.	.	.	1	.	.	.	.	1	0%
I don't. It's too easy.	.	.	.	.	.	.	1	1	0%
We haven't talked about it yet.	.	.	.	.	.	.	1	1	0%
I was not aware of the program at all. I received things in the bill, but that's about it.	.	1	.	.	.	.	.	1	0%
It's better for everybody.	.	.	1	.	.	.	.	1	0%
We know where to look.	.	.	.	1	.	.	.	1	0%
We have meters that you read.	.	.	.	1	.	.	.	1	0%
PG&E has a monopoly.	.	.	1	.	.	.	.	1	0%
Reps usually let him know.	.	.	1	.	.	.	.	1	0%
I don't know if I've been given any information, we're just using our common sense.	.	.	1	.	.	.	.	1	0%
In my portion of the work, which is catering the events, the only thing I have is refrigeration.	.	1	.	.	.	.	.	1	0%
It's difficult to find information.	.	.	1	.	.	.	.	1	0%
I have not heard so much about it.	.	1	.	.	.	.	.	1	0%
I have never asked.	.	.	1	.	.	.	.	1	0%
I never heard of anything we could do. But I did hear that PG&E was going around putting plastic strips on the bottoms of the cooler/freezer doors in the area, but somehow, they missed us.	.	.	1	.	.	.	.	1	0%
It is really hard. When you call PG&E, sometimes you have to hold for 20 to 30 minutes, waiting for someone to become available. I don't have much time.	.	.	.	.	.	.	1	1	0%
When they call PG&E they never get received when you call them, there is never any response. Get things in the mail saying to call for info, but when you do a call nothing happens.	.	.	.	1	.	.	.	1	0%
I know there are some things out there, but they never seem to be what I'm looking for.	.	.	.	.	1	.	.	1	0%
We can get information. It's just we have not had ways that are easy to implement.	.	.	.	.	.	.	1	1	0%
We're a very small business, don't have much time to spend.	.	.	.	.	.	.	1	1	0%
I hear advertising and about calling to an 800 number. I am assuming it is not too hard or ease.	.	.	.	.	.	.	1	1	0%
Refused	.	1	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I tried to figure out how to reduce energy. I have 5 meters on my ranch, I pay a lot of money. I had a lady draw up a proposal to go solar with my ranch. It's just crazy. I've got to reduce the cost. We only water the farm at night, the nursery has to be watered all the time. But my costs keep going up: raw materials, diesel, gas, electricity. So I just have to reduce costs.	.	.	.	1	.	.	.	1	0%
We have pretty good data.	.	.	.	.	.	.	1	1	0%
We have a dairy had a problem PG&E came out and was never resolved. It took a disaster to get it to be fixed and in their office is a run around.	.	1	.	.	.	.	.	1	0%
I have never done it.	.	1	.	.	.	.	.	1	0%
I have requested information regarding saving electricity.	.	.	.	1	.	.	.	1	0%
We have always had a good response from whom we have talked to.	.	.	.	1	.	.	.	1	0%
Online	.	1	.	.	.	.	.	1	0%
The maintenance guy knows.	.	.	.	.	.	.	1	1	0%
Never have contacted, not a future provider.	.	1	.	.	.	.	.	1	0%
I've been working with PG&E for 35 years. I know everything.	.	.	.	.	1	.	.	1	0%
It's readily available on the internet and also the mailers that you guys send out.	.	.	.	.	1	.	.	1	0%
I think if you spend time and effort on it, you can get the info you want.	.	.	.	.	1	.	.	1	0%
We have to arrogate at a certain time. We have to do it all at one time and then cut at one time.	.	1	.	.	.	.	.	1	0%
I haven't had the need.	.	1	.	.	.	.	.	1	0%
Don't have time.	.	.	1	.	.	.	.	1	0%
Most of the things I can get easily.	.	1	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
Know of stuff, but almost need a consultant to get stuff done.	.	.	.	1	.	.	.	1	0%
I can go to the internet or I can just call and ask.	.	.	1	.	.	.	.	1	0%
I heard only so much from the dealer. The rest I don't know. The dealer only handles certain things and the rest he doesn't.	.	1	.	.	.	.	.	1	0%
I don't know too many things to do differently.	.	1	.	.	.	.	.	1	0%
We haven't got any information regarding anything that shows us how to be energy efficient.	.	.	1	.	.	.	.	1	0%
We are certainly going to look at it.	.	.	.	1	.	.	.	1	0%
It's easy to call and they're also sending us information all the time. I also read the AG Alert and all that.	.	.	.	.	.	.	1	1	0%
No reason.	.	.	.	.	1	.	.	1	0%
If you are willing to go out and look for information you can find it.	.	.	.	.	1	.	.	1	0%
I've haven't done it here, but with another agency I did pump testing.	.	.	.	.	1	.	.	1	0%
I have never tried to, except for going to a dealer.	.	.	.	.	1	.	.	1	0%
I'm under a under rate for the wells. The more I use the more it is for the energy.	.	.	.	1	.	.	.	1	0%
The interacting.	.	.	.	.	.	.	1	1	0%
I think there are a lot of resources for finding out ways most are online.	.	.	.	.	1	.	.	1	0%
We're a small private water company and we've never really inquired about it.	.	.	.	.	1	.	.	1	0%
It's hard to find some, I don't know where to look.	.	.	.	.	1	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We are locked in with what we have to do.	.	1	.	.	.	.	.	1	0%
I have no one from PG&E for years. They used to have a field rep.	.	1	.	.	.	.	.	1	0%
It is everywhere, in the magazines, fliers, mail, and everything else.	.	1	.	.	.	.	.	1	0%
We are working with a company that is helping us.	.	.	.	.	.	.	1	1	0%
There is a lot information available and hard to find something that matches us.	.	.	1	.	.	.	.	1	0%
I don't manage the day to day.	.	.	.	.	.	.	1	1	0%
It's pretty easy for me to find and get information on these issues.	.	1	.	.	.	.	.	1	0%
I never think about it.	.	1	.	.	.	.	.	1	0%
I don't know.	.	.	.	1	.	.	.	1	0%
We haven't tried yet.	.	.	.	.	1	.	.	1	0%
We don't get that much except the basic stuff, like what comes in the mail.	.	.	1	.	.	.	.	1	0%
This is the first I've heard of this program.	.	.	.	1	.	.	.	1	0%
I'd have to see it in a newspaper or have it mailed directly to me.	.	.	.	1	.	.	.	1	0%
Well because.	.	.	.	.	.	.	1	1	0%
Pumps cannot wait for off-peak time, because we are draining reclaimed land.	.	.	.	.	1	.	.	1	0%
I don't have access to it.	.	1	.	.	.	.	.	1	0%
You've got to really search for the information. It's not really readily available.	.	.	.	.	.	.	1	1	0%
I haven't, I am not aware of any of the programs.	.	.	.	1	.	.	.	1	0%
I don't hear anything about it.	.	.	.	1	.	.	.	1	0%
Refused	.	.	.	.	.	.	1	1	0%
Refused	.	.	1	.	.	.	.	1	0%
Besides PG&E, there are a lot of contractors that are tuned in on PG&E programs.	.	.	.	.	1	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
I called the representative and they never returned my call.	.	.	.	1	.	.	.	1	0%
It's easy to find out about our program. It's all on the site. Piece of cake! It's all there.	.	.	.	.	1	.	.	1	0%
it was fairly easy for us.	.	1	.	.	.	.	.	1	0%
Refused	.	.	.	.	.	.	1	1	0%
I haven't even tried that.	.	.	.	.	.	.	1	1	0%
you can use the internet to find information about these things.	.	.	1	.	.	.	.	1	0%
I think I just have to load it up in the internet.	.	1	.	.	.	.	.	1	0%
It's fairly easy.	.	.	.	.	1	.	.	1	0%
There is a lot of things that are logical.	.	.	.	.	.	.	1	1	0%
In my bill, I get information about how to contact PG&E.	1	.	.	.	.	.	.	1	0%
I never tried.	1	.	.	.	.	.	.	1	0%
PG&E can't follow there, you are going be charged from Friday to Monday 24 hrs to 36 hrs.	1	.	.	.	.	.	.	1	0%
We get paper work once in awhile.	1	.	.	.	.	.	.	1	0%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
You know there is not any information out and PG&E comes out and checks your meters and tells you if it's efficient and lets you know how to save.	1	.	.	.	.	.	.	1	0%
If you wanted to, you could get it.	.	.	.	.	.	.	1	1	0%
I have never used anything, but sometimes there are more hoops than is necessary.	.	.	.	1	.	.	.	1	0%
We hear things like on the news that can be used for us.	1	.	.	.	.	.	.	1	0%
We are a small irrigation pasture, we use PG&E for pump water.	1	.	.	.	.	.	.	1	0%
All you get is the answering machine.	1	.	.	.	.	.	.	1	0%
I just get info out of the farm magazines.	1	.	.	.	.	.	.	1	0%
All advertised everywhere.	.	1	.	.	.	.	.	1	0%
I am very busy.	.	.	1	.	.	.	.	1	0%
I mean PG&E is pretty good, but when you call, you get the run around, but I have not really tried.	.	1	.	.	.	.	.	1	0%
I've never asked.	.	1	.	.	.	.	.	1	0%
I have never tried to worry about any. We don't use anymore energy then we have to.	.	1	.	.	.	.	.	1	0%
I'm the supervisor engineer. I'm registered engineer, so I don't know a little more energy.	.	.	.	.	1	.	.	1	0%
I do get magazines and such.	.	1	.	.	.	.	.	1	0%
There is a lot of information out there.	.	.	.	.	.	.	1	1	0%
I don't know, if I look for it I can find it.	.	.	1	.	.	.	.	1	0%
I don't see it readily available.	.	.	1	.	.	.	.	1	0%
I don't know how to find the information.	.	.	.	1	.	.	.	1	0%
PG&E comes and checks out our equipment.	.	.	1	.	.	.	.	1	0%
There is a lot of information there and you have to read on your own. A lot doesn't apply and it's not cost effective.	.	.	1	.	.	.	.	1	0%
Haven't really looked.	.	.	.	.	.	.	1	1	0%
I have tried, it is miserable.	.	1	.	.	.	.	.	1	0%
Because you could look it up the internet.	.	.	.	.	1	.	.	1	0%
I have not attended get information. To reduce energy use. Have not done that.	.	.	.	.	1	.	.	1	0%
Because there's all kinds of advertisements on television, the radio, fliers and mail.	.	.	.	.	.	.	1	1	0%
Because I know I can find information the internet.	.	.	.	1	.	.	.	1	0%
Because I haven't looked but it wouldn't be that difficult.	.	.	.	.	1	.	.	1	0%
Because I don't know where to look.	.	.	.	1	.	.	.	1	0%
Because you can go on line and get info.	.	.	.	.	1	.	.	1	0%
I don't try. Because I'm not trying not find out any programs exit out there. Low priority.	.	.	1	.	.	.	.	1	0%
We'd never try that.	.	.	.	.	.	1	.	1	0%
I don't know anybody to ask on how we can reduce things.	.	.	.	.	.	1	.	1	0%
Just because on a weekly basis I am approached on how to reduce energy also through the web site.	.	.	.	.	.	1	.	1	0%
I haven't tried to look for info because I don't have a big operation so I see there is no need too.	.	.	.	.	.	1	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We don't seek ways to reduce energy. We already had a PG&E audit, and we haven't yet (followed up) on it.	.	.	.	.	.	1	.	1	0%
PG&E does a pretty good job at that.	.	.	.	.	.	1	.	1	0%
Because it is on the web and you can call PG&E and ask.	.	.	.	.	.	1	.	1	0%
I'm pretty resourceful and know the energy business somewhat, been around it for quiet a while if I need something or had a question I would be able to find someone. But PG&E should have what they used to have they used to have a number where we can reach any PG&E representative but they cut down on that over the past 15 years.	.	.	.	.	.	1	.	1	0%
Anybody can do it.	.	.	.	.	.	1	.	1	0%
I've just say, "8" I don't know why/what.	.	.	.	.	.	1	.	1	0%
I really don't know.	.	.	.	.	.	1	.	1	0%
I could find it, if I really needed it.	.	.	.	.	1	.	.	1	0%
When you get started with the project, you usually get mad when you start it, it takes too long.	.	.	.	.	.	1	.	1	0%
There are not enough.	.	.	.	.	.	1	.	1	0%
We get info from the internet.	.	.	.	.	.	1	.	1	0%
It's like your phone call now, I don't understand when we deal with PG&E we have no person to contact so we have to jump through hoops and hurdles.	.	.	.	.	.	1	.	1	0%
We worked with PG&E and they provided me with a lot of information that I needed.	.	.	.	.	.	1	.	1	0%
The energy use is really on our bill and you really are not told how much you are going to save.	.	.	.	.	.	1	.	1	0%
I can find anything I need to know if I search long enough.	.	.	.	.	.	1	.	1	0%
PG&E always sends me information on everything.	.	.	.	.	.	1	.	1	0%
Haven't looked into it at all.	.	.	.	.	.	1	.	1	0%
We have the internet, but the equipment is not something that the providers give us. We have to search for it ourselves.	.	.	.	.	.	1	.	1	0%
I can call PG&E if I am looking for information.	.	.	.	.	.	1	.	1	0%
We are always getting energy, our area is for green.	.	.	.	.	.	1	.	1	0%
I've asked for someone to come out and evaluate my organization. I was told that there wasn't much that could be done.	.	.	.	.	.	1	.	1	0%
I have not received anything in the mail.	.	.	.	.	.	1	.	1	0%
It's just a matter of getting information, I just don't have the time.	.	.	.	.	.	1	.	1	0%
It's not actively looking for them, but information is out there.	.	.	.	.	.	1	.	1	0%
We are surrounded by an agriculture area. The principal here stays up on everything, we also have an excellent major college. Everything. A major college as well,	.	.	.	.	.	1	.	1	0%
I don't have a lot of information on that and I didn't know there was anything available.	.	.	.	.	.	1	.	1	0%
We have every means available to us.	.	.	.	.	.	1	.	1	0%
The variety of the things we do and the cycle that we go through.	.	.	.	.	.	1	.	1	0%
We're energy conscience.	.	.	.	.	.	1	.	1	0%
You can find everything on the internet these days.	.	.	.	.	.	1	.	1	0%
It's not very hard.	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Just a phone call away.	.	.	.	.	.	1	.	1	0%
I don't know. I have not looked for information about energy.	.	.	.	.	.	1	.	1	0%
I did research, it could be easy.	.	.	.	.	.	1	.	1	0%
You guys bring things to our attention, I haven't remembered yet.	.	.	.	.	.	1	.	1	0%
If we really want to get it, we can find it.	.	.	.	.	.	1	.	1	0%
We have an older plant and it's older equipment.	.	.	.	.	.	1	.	1	0%
It's not difficult at all. I'm in the business. I know how they work. I know the people.	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
It's just hard to get somebody to call back and lead us to the right person.	.	.	.	.	.	1	.	1	0%
I don't know what else to tell you.	.	.	.	.	.	1	.	1	0%
I wouldn't know where to get the information.	.	.	.	.	.	1	.	1	0%
I get a flyer.	.	.	.	.	.	1	.	1	0%
PG&E gives out a lot of information.	.	.	.	.	.	1	.	1	0%
I've never tried.	.	.	.	.	.	1	.	1	0%
The internet. You can find things out for just about everything and we talk to the manufacturer.	.	.	.	.	.	1	.	1	0%
It's not something that I do, but I'm sure I could go to the PG&E web site.	.	.	.	.	.	1	.	1	0%
Usually I get information from the newspapers, the internet and brochures, it's very easy I would say.	.	.	.	.	.	1	.	1	0%
Because it is not too hard or easy.	.	.	.	.	.	1	.	1	0%
	198	46	46	40	39	52	32	453	100%

**Table 45 - EE2. If you were to look for information on ways to reduce energy use, where would you look?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
PG&E	67	13	16	13	18	17	10	154	25%
Trade Publication	8	4	3	2	1	3	2	23	4%
Vendor or contactor	15	5	4	2	.	4	3	33	5%
From another grower/food processor/dairy/winery; word of mouth	11	4	1	2	.	4	2	24	4%
Through an agricultural organization or professional organization/association	14	4	2	2	2	3	2	29	5%
Through printed material sent by the Program; through outreach materials sent by the Program	9	6	4	.	3	5	1	28	4%
At a trade show	7	.	2	2	1	3	1	16	3%
Through family, friend, or neighbor	12	3	2	1	.	5	.	23	4%
the internet	68	15	21	16	15	29	11	175	28%
Other [SPECIFY: _____]	25	9	1	3	6	4	4	52	8%
Don't Know	19	4	6	6	3	5	2	45	7%
Refused	12	1	2	3	.	2	2	22	4%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	2	.	1	.	.	.	.	3	0%
	269	68	65	52	49	84	40	627	100%

**Table 46 - EE2OT. If you were to look for information on ways to reduce energy use, where would you look?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The equipment.	1	.	.	.	.	.	.	1	2%
The magazines we get for farming.	1	.	.	.	.	.	.	1	2%
Solar materials.	1	.	.	.	.	.	.	1	2%
Mail	.	1	.	.	.	.	.	1	2%
On the news and in the newspaper.	1	.	.	.	.	.	.	1	2%
Farm magazines.	1	.	.	.	.	.	.	1	2%
Water pumps.	1	.	.	.	.	.	.	1	2%
In my phone book.	1	.	.	.	.	.	.	1	2%
Call representative.	1	.	.	.	.	.	.	1	2%
Pump efficiency test runs.	1	.	.	.	.	.	.	1	2%
Farm bureau keeps us up to speed on all that.	1	.	.	.	.	.	.	1	2%
Phone	.	.	.	.	1	.	.	1	2%
An outside consultant.	1	.	.	.	.	.	.	1	2%
Pump manufacturers.	1	.	.	.	.	.	.	1	2%
Garry equipment.	1	.	.	.	.	.	.	1	2%
Own records.	1	.	.	.	.	.	.	1	2%
My back pocket.	.	1	.	.	.	.	.	1	2%
Radio and a PG&E website.	1	.	.	.	.	.	.	1	2%
Tid.	1	.	.	.	.	.	.	1	2%
Producer groups.	.	1	.	.	.	.	.	1	2%
Newspapers	1	.	.	.	.	.	.	1	2%
Just turn everything off.	1	.	.	.	.	.	.	1	2%
The utilities companies.	1	.	.	.	.	.	.	1	2%
What ever you send to me.	1	.	.	.	.	.	.	1	2%
The information in the billing envelopes.	1	.	.	.	.	.	.	1	2%
CCOS as well as PG&E.	1	.	.	.	.	.	.	1	2%
Water wells and return pumps, and other pumps.	1	.	.	.	.	.	.	1	2%
Call a 1-800 number.	.	1	.	.	.	.	.	1	2%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Call a representative.	.	.	.	1	.	.	.	1	2%
Newspaper	.	.	.	.	1	.	.	1	2%
In magazines.	.	1	.	.	.	.	.	1	2%
Phone book.	.	.	.	.	1	.	.	1	2%
We go to the pieces of equipment we use.	.	.	.	.	.	.	1	1	2%
In the phone book, it also depends on what I'm looking for.	.	.	.	.	1	.	.	1	2%
Just in the business first.	.	.	.	.	.	.	1	1	2%
Refrigeration company.	.	1	.	.	.	.	.	1	2%
In the paper.	.	.	.	1	.	.	.	1	2%
I really don't know. I've tried to get as energy efficient as possible already.	.	.	.	1	.	.	.	1	2%
Pump seminar in regard to air resource, air quality control, diesel engines as compared to electric tiered program.	.	1	.	.	.	.	.	1	2%
Magazines and newspaper.	.	.	1	.	.	.	.	1	2%
AG Alert.	.	.	.	.	.	.	1	1	2%
Everywhere possible, like the internet and PG&E.	.	.	.	.	.	.	1	1	2%
Our waste water system and our community at large. They're always looking for new ways.	.	.	.	.	1	.	.	1	2%
Dairy magazine.	.	1	.	.	.	.	.	1	2%
The mail.	.	1	.	.	.	.	.	1	2%
Farm Bureau.	1	.	.	.	.	.	.	1	2%
The news.	1	.	.	.	.	.	.	1	2%
A power production facility. (Self sustained)	.	.	.	.	1	.	.	1	2%
Common sense is first. But also the paper and the television.	.	.	.	.	.	1	.	1	2%
I would look to my suppliers.	.	.	.	.	.	1	.	1	2%
Google	.	.	.	.	.	1	.	1	2%
Newspaper	.	.	.	.	.	1	.	1	2%
	24	9	1	3	6	4	4	52	100%

**Table 47 - EE2A. Regarding the trade publications you mentioned, can you name three publications you consult regularly when looking to for information on ways to reduce energy use?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Farm bureau magazine, AG Land Newspaper.	1	.	.	.	.	.	.	1	4%
I haven't really looked into it, but read articles on solar. In the California farmer.	1	.	.	.	.	.	.	1	4%
Lie business monthly, line and vineyard management, and our trade organization.	.	.	.	.	.	.	1	1	4%
Off the top of my head, can't think of any.	1	.	.	.	.	.	.	1	4%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Wine business monthly, wines and vines, and well I can not think of another.	1	.	.	.	.	.	.	1	4%
Catering source magazine.	.	.	1	.	.	.	.	1	4%
Dairy business, dairy today, and egg alert.	.	1	.	.	.	.	.	1	4%
Pacific nut growers, diamond walnut news.	1	.	.	.	.	.	.	1	4%
American vineyard, pacific net word.	1	.	.	.	.	.	.	1	4%
Capital press, Shasco County Farm bureau.	1	.	.	.	.	.	.	1	4%
Just greenhouse grower.	.	.	.	1	.	.	.	1	4%
Growers talk green house growers and GNB.	.	.	.	1	.	.	.	1	4%
No, I will check on those, and newspaper.	.	.	1	.	.	.	.	1	4%
I read a few, can't remember all their names.	.	1	.	.	.	.	.	1	4%
I can't right now.	.	.	.	.	1	.	.	1	4%
Progressive Farmer, Horse Dairyman, Western Dairyman.	.	1	.	.	.	.	.	1	4%
Western Dairy Business, California Farmer, Horse Dairyman.	.	1	.	.	.	.	.	1	4%
Industry magazines.	.	.	.	.	.	.	1	1	4%
AG Alert, Farm Journal.	1	.	.	.	.	.	.	1	4%
Building products, builder's magazines, Perfection Remodeling.	.	.	1	.	.	.	.	1	4%
Building operating management, Today's Facility Manager, Business Week Magazine.	.	.	.	.	.	1	.	1	4%
Can't remember.	.	.	.	.	.	1	.	1	4%
Greenhouse grower, grower talks, California Farm Bureau magazine.	.	.	.	.	.	1	.	1	4%
	8	4	3	2	1	3	2	23	100%

**Table 48 - EE2B. Regarding the vendor or contractors you mentioned, who are some of the contractors or vendors you frequently work with and/or consult?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Pump sales.	1	.	.	.	.	.	.	1	3%
All electric, that's it.	1	.	.	.	.	.	.	1	3%
None	.	.	.	.	.	.	1	1	3%
Valley control.	1	.	.	.	.	.	.	1	3%
Venders would be at PG&E, and let's say cal coast refrigeration.	1	.	.	.	.	.	.	1	3%
Souza,	.	.	1	.	.	.	.	1	3%
PG&E has sent a contractor out to audit our use, and he's the guy who is giving us a quote on the solar pumps.	1	.	.	.	.	.	.	1	3%
Beyer pump.	1	.	.	.	.	.	.	1	3%
Hp water.	1	.	.	.	.	.	.	1	3%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We have definitely looked into alternative energy and I don't remember the company, we have check into some solar options.	1	.	.	.	.	.	.	1	3%
PG&E internet vendor and talking to friends farm bureau publications.	1	.	.	.	.	.	.	1	3%
No one at the moment.	1	.	.	.	.	.	.	1	3%
Madera pump.	1	.	.	.	.	.	.	1	3%
Electrician	1	.	.	.	.	.	.	1	3%
Fan companies.	1	.	.	.	.	.	.	1	3%
Pump vendors.	1	.	.	.	.	.	.	1	3%
Not doing any at present.	1	.	.	.	.	.	.	1	3%
We don't do it that way.	.	.	.	.	.	.	1	1	3%
Dairy supply.	.	1	.	.	.	.	.	1	3%
Harrington plastics.	.	.	.	1	.	.	.	1	3%
N/A	.	.	1	.	.	.	.	1	3%
Electric contractor. General contractors/for an electrician.	.	.	.	1	.	.	.	1	3%
Dairy is our business and our vendor is North Bay Mechanical.	.	1	.	.	.	.	.	1	3%
Spring Mount, Reynolds Enterprises.	.	1	.	.	.	.	.	1	3%
Doug's refrigeration.	.	1	.	.	.	.	.	1	3%
They call me, I can't remember their name right now.	.	.	1	.	.	.	.	1	3%
TDR Turlock, Dairy, and Refrigeration.	.	1	.	.	.	.	.	1	3%
Mechanical engineering, the lighting company.	.	.	.	.	.	.	1	1	3%
Electrical contractor.	.	.	1	.	.	.	.	1	3%
Johnson controls.	.	.	.	.	.	1	.	1	3%
Can't remember.	.	.	.	.	.	1	.	1	3%
Barnacle	.	.	.	.	.	1	.	1	3%
American Horticultural Supply	.	.	.	.	.	1	.	1	3%
	15	5	4	2	.	4	3	33	100%

**Table 49 - EE2C. Regarding the trade shows you mentioned, what trade shows do you or other facility staff attend?**

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Home and garden show in Sacramento.	1	.	.	.	.	.	.	1	6%
I attend nursery trade shows, and they give out information on energy efficiency.	.	.	.	1	.	.	.	1	6%
The Wine Symposium.	1	.	.	.	.	.	.	1	6%
The organic trade show.	.	.	1	.	.	.	.	1	6%
Colusa farm show.	1	.	.	.	.	.	.	1	6%
The Big One, Enchalery Farm Show.	1	.	.	.	.	.	.	1	6%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
World Egg Expo.	1	.	.	.	.	.	.	1	6%
Don't attend any.	1	.	.	.	.	.	.	1	6%
Tolar World Agriculture Trade Show.	1	.	.	.	.	.	.	1	6%
The principal ones are the American Society of Enology and Badculture, the Central Valley Plant and Maintenance and Engineering Show Modesto.	.	.	.	.	1	.	.	1	6%
The people from the vineyard, it was a joint trade show for all the people from the wineries. And also my plant manager went to one in Modesto.	.	.	.	.	.	.	1	1	6%
The national development convention every year. Latest products and the greats.	.	.	1	.	.	.	.	1	6%
Far west trade show.	.	.	.	1	.	.	.	1	6%
TFM show.	.	.	.	.	.	1	.	1	6%
Don't know.	.	.	.	.	.	1	.	1	6%
California League of food processors, Northern California IFT.	.	.	.	.	.	1	.	1	6%
	7	.	2	2	1	3	1	16	100%

**Table 50 – EE3. What is your most important source of information for energy efficiency upgrades and technologies?**

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Getting in contact with PG&E.	1	.	.	.	.	.	.	1	0%
I would say e-mail or mail.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Usually in the newspaper in the financial pages.	1	.	.	.	.	.	.	1	0%
Printed material.	.	.	.	.	.	.	1	1	0%
It would have to be the magazines that I get with agriculture.	1	.	.	.	.	.	.	1	0%
The news.	.	.	.	1	.	.	.	1	0%
Government programs university.	1	.	.	.	.	.	.	1	0%
Probably PG&E bill insert.	1	.	.	.	.	.	.	1	0%
When something breaks.	1	.	.	.	.	.	.	1	0%
The magazines and my computer.	1	.	.	.	.	.	.	1	0%
Parade on internet.	1	.	.	.	.	.	.	1	0%
Newspapers TV.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Suppliers	1	.	.	.	.	.	.	1	0%
Reading I usually read the information from online.	1	.	.	.	.	.	.	1	0%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We don't look into making changes because we're just hanging in there. Even if long term benefits were good we can't afford it.	1	.	.	.	.	.	.	1	0%
Supplier, they supplier power.	1	.	.	.	.	.	.	1	0%
The information that I get through the mail.	.	.	.	1	.	.	.	1	0%
Television.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
The PG&E.	1	.	.	.	.	.	.	1	0%
I don't particular have any.	1	.	.	.	.	.	.	1	0%
PG&E	.	1	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
I guess when I get stuff in the mail or ask my sons who work for PG&E.	1	.	.	.	.	.	.	1	0%
The internet.	.	.	1	.	.	.	.	1	0%
Probably the television Discovery Channel.	1	.	.	.	.	.	.	1	0%
Publications	1	.	.	.	.	.	.	1	0%
I used to work as energy commission.	.	.	.	.	.	.	1	1	0%
PG&E	.	1	.	.	.	.	.	1	0%
Equip supplies as good as any.	1	.	.	.	.	.	.	1	0%
I just read the paper.	1	.	.	.	.	.	.	1	0%
Besides the internet, the people my husband deals with.	1	.	.	.	.	.	.	1	0%
The internet.	.	.	.	.	.	.	1	1	0%
The internet. Publication that come in the mail.	1	.	.	.	.	.	.	1	0%
Don't have one.	.	.	.	1	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
News media.	1	.	.	.	.	.	.	1	0%
Paperwork	1	.	.	.	.	.	.	1	0%
Trade publications.	1	.	.	.	.	.	.	1	0%
The internet.	.	.	.	.	1	.	.	1	0%
Other wineries.	1	.	.	.	.	.	.	1	0%
That would be advertisements and fliers that come in the mail to me.	1	.	.	.	.	.	.	1	0%
The farm bureau.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Literature ad weekly papers and people in the neighborhood.	1	.	.	.	.	.	.	1	0%
Contractor	1	.	.	.	.	.	.	1	0%
Just general knowledge.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%
Internet and mailings.	1	.	.	.	.	.	.	1	0%
Doesn't have any.	1	.	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Manufactures	1	.	.	.	.	.	.	1	0%
A combination PG&E and electrical contractor.	1	.	.	.	.	.	.	1	0%
I go directly to PG&E.	1	.	.	.	.	.	.	1	0%
Printed information like magazines.	1	.	.	.	.	.	.	1	0%
Wouldn't need it so doesn't care.	1	.	.	.	.	.	.	1	0%
The internet.	.	.	.	.	1	.	.	1	0%
TV	.	1	.	.	.	.	.	1	0%
Agricultural magazines.	1	.	.	.	.	.	.	1	0%
Word of mouth.	1	.	.	.	.	.	.	1	0%
Professional organizations.	1	.	.	.	.	.	.	1	0%
From magazines.	.	1	.	.	.	.	.	1	0%
News	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
The internet.	.	.	1	.	.	.	.	1	0%
My solar guide.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
The manufacturer's sales materials.	.	.	1	.	.	.	.	1	0%
Never looked into it.	.	.	.	.	1	.	.	1	0%
The contractor from PG&E who is going to give us quotes on pumps.	1	.	.	.	.	.	.	1	0%
Our local PG&E office.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Probably PG&E or contractors and vendors.	.	1	.	.	.	.	.	1	0%
Industry journals and magazine and the web.	.	.	.	1	.	.	.	1	0%
Mail and phone.	1	.	.	.	.	.	.	1	0%
I don't know.	.	.	1	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
From the advertising.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
The PG&E website.	1	.	.	.	.	.	.	1	0%
We look at our competitors.	.	.	1	.	.	.	.	1	0%
Probably a rep.	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%
Other people in the industry.	.	.	.	1	.	.	.	1	0%
Probably PG&E and news letters.	1	.	.	.	.	.	.	1	0%
One of the partners.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
PG&E	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
The website.	1	.	.	.	.	.	.	1	0%
Don't know just no it isn't PG&E.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Mailers from energy sources.	1	.	.	.	.	.	.	1	0%
News and on line.	.	.	1	.	.	.	.	1	0%
Radio	1	.	.	.	.	.	.	1	0%
Online	1	.	.	.	.	.	.	1	0%
Through printed information like magazines, other people in the business and online I think.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Well it would be the office of PG&E.	1	.	.	.	.	.	.	1	0%
Through word of mouth through other growers.	1	.	.	.	.	.	.	1	0%
I take everything into consideration, but the most important would be other brewers.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Online	.	.	1	.	.	.	.	1	0%
In the mail.	1	.	.	.	.	.	.	1	0%
PG&E keeps very well informed.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Word of mouth.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
I have not seen much, just manly magazines.	1	.	.	.	.	.	.	1	0%
Local water company.	.	.	.	.	1	.	.	1	0%
The service people that service the pump.	1	.	.	.	.	.	.	1	0%
Publications and vendors.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
News and media.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
I don't have one.	1	.	.	.	.	.	.	1	0%
The internet and word of mouth.	1	.	.	.	.	.	.	1	0%
I don't how to answer that.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Can't say.	1	.	.	.	.	.	.	1	0%
My engineering background and previous knowledge of working for electric companies.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
On the internet.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
I have not looked at any.	1	.	.	.	.	.	.	1	0%
Well right now I am just trying to stay alive with all of these high prices of fuel.	1	.	.	.	.	.	.	1	0%
Reading and talking to people.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Any poll utilities website but most likely the PG&E website.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Oil vs. natural gas.	.	.	.	1	.	.	.	1	0%
Word of mouth and or dealing with the person that's around here telling us about it like different farm bureau.	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%
No sources.	1	.	.	.	.	.	.	1	0%
That would be trade publications.	1	.	.	.	.	.	.	1	0%
Pg&e.com	1	.	.	.	.	.	.	1	0%
Ii have no idea. Online?	1	.	.	.	.	.	.	1	0%
Installers	1	.	.	.	.	.	.	1	0%
I get a lot of magazines from the farming.	1	.	.	.	.	.	.	1	0%
The supplier of the energy.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Either on the internet or maybe in my bill, sometimes they send me useful information in that.	1	.	.	.	.	.	.	1	0%
Pg e.	1	.	.	.	.	.	.	1	0%
Newsletter that comes in the PG&E bill.	.	.	.	.	1	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Fortune magazine.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
The internet.	.	.	1	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Don't have one.	.	.	.	.	1	.	.	1	0%
A trade magazine.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Media	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
The internet.	.	.	.	1	.	.	.	1	0%
Would look on Google.	1	.	.	.	.	.	.	1	0%
Make it cheaper.	1	.	.	.	.	.	.	1	0%
Dave Henshaw, he's the PG&E rep.	.	.	.	.	1	.	.	1	0%
The vendor or the mailing publication that they send out.	1	.	.	.	.	.	.	1	0%
Our electrician or the source we have at PG&E.	1	.	.	.	.	.	.	1	0%
Pump manufacturer.	1	.	.	.	.	.	.	1	0%
The internet.	1	.	.	.	.	.	.	1	0%
Website	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
The trade magazines.	1	.	.	.	.	.	.	1	0%
Trade magazines.	.	1	.	.	.	.	.	1	0%
Kings river water district.	1	.	.	.	.	.	.	1	0%
What we get in the PG&E bill every month.	1	.	.	.	.	.	.	1	0%
Your wasting my time, go to hell.	.	1	.	.	.	.	.	1	0%
Through the farm bureau, and through PG&E.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%
Internet	1	.	.	.	.	.	.	1	0%
PG&E	.	.	1	.	.	.	.	1	0%
The PG&E personnel.	1	.	.	.	.	.	.	1	0%
Don't know.	.	.	1	.	.	.	.	1	0%
Mailings and radio advertisements.	1	.	.	.	.	.	.	1	0%
Not really sure.	.	.	1	.	.	.	.	1	0%
Equip suppliers.	.	.	.	1	.	.	.	1	0%
Pump companies have a good background.	1	.	.	.	.	.	.	1	0%
Don't have one.	.	.	1	.	.	.	.	1	0%
Farm magazine.	.	1	.	.	.	.	.	1	0%
I would call the PG&E office directly.	.	.	1	.	.	.	.	1	0%
PG&E	.	.	.	.	.	.	1	1	0%
Producer groups.	.	1	.	.	.	.	.	1	0%
PG&E	.	.	1	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Dealer	.	1	.	.	.	.	.	1	0%
Word of mouth.	.	1	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I go to the county farm advisor.	.	.	.	1	.	.	.	1	0%
Well, the information they send out.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
The suppliers.	1	.	.	.	.	.	.	1	0%
Don't know.	.	1	.	.	.	.	.	1	0%
News	1	.	.	.	.	.	.	1	0%
Television media, maybe radio to.	1	.	.	.	.	.	.	1	0%
On the internet.	.	.	.	1	.	.	.	1	0%
Smud. Because we communicate better and send information that is useful.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Other growers.	1	.	.	.	.	.	.	1	0%
Don't have one.	1	.	.	.	.	.	.	1	0%
Probably, trade magazine.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
The internet.	.	.	.	1	.	.	.	1	0%
I really don't know. I don't know where to look.	.	.	1	.	.	.	.	1	0%
None	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
It would have to be something sent to me from PG&E.	1	.	.	.	.	.	.	1	0%
PG&E, I look at those little information sheets that are included in the bills.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
From you guys.	1	.	.	.	.	.	.	1	0%
The news.	1	.	.	.	.	.	.	1	0%
Different state and federal departments.	1	.	.	.	.	.	.	1	0%
Online and through my farmer.	1	.	.	.	.	.	.	1	0%
I have no idea.	.	.	.	1	.	.	.	1	0%
Just from what I hear on the streets, just hearsay.	1	.	.	.	.	.	.	1	0%
Seminars, leaflets.	1	.	.	.	.	.	.	1	0%
The internet.	.	.	.	1	.	.	.	1	0%
Equipment seminars.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
A liaison for farm bureau meetings.	1	.	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
Internet, TV, radio. I'm a trustee on the irrigation district, and I'm in charge of the pumps.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
The local news.	1	.	.	.	.	.	.	1	0%
In the paper a farm bureau paper that I get.	1	.	.	.	.	.	.	1	0%
Magazines but in general individuals have different levels of believability.	1	.	.	.	.	.	.	1	0%

[illegible]

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Solar power, guys not active looking.	.	.	.	.	.	.	1	1	0%
Vendors and PG&E.	.	1	.	.	.	.	.	1	0%
Don't know.	.	.	1	.	.	.	.	1	0%
Through the vendors or PG&E.	.	.	1	.	.	.	.	1	0%
I don't think we have any upgrades.	.	.	.	.	.	.	1	1	0%
The Wine and Bricks Symposium.	.	.	.	.	.	.	1	1	0%
Online and the trade magazines.	.	1	.	.	.	.	.	1	0%
Whatever I notice, consumer magazine....	.	.	1	.	.	.	.	1	0%
PG&E	.	.	.	1	.	.	.	1	0%
Myself	.	.	.	1	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
Internet PG&E	.	.	1	.	.	.	.	1	0%
I don't know if I have any.	.	.	1	.	.	.	.	1	0%
What I would look for is what comes attached with the appliances, as far as looking for how much energy it would use.	.	1	.	.	.	.	.	1	0%
I don't know.	.	.	1	.	.	.	.	1	0%
PG&E	.	1	.	.	.	.	.	1	0%
Online.	.	.	1	.	.	.	.	1	0%
No source.	.	.	1	.	.	.	.	1	0%
To tell you the truth besides PG&E, I don't have anyone else that I go to.	.	.	.	.	.	.	1	1	0%
Scientific American and Discover Magazine and bought books.	.	.	.	1	.	.	.	1	0%
Things I find on the web.	.	.	.	.	1	.	.	1	0%
Internet	.	.	.	.	.	.	1	1	0%
I attended a PG&E seminar on EE Wineries. It dealt with solar and other issues.	.	.	.	.	.	.	1	1	0%
PG&E	.	.	.	.	.	.	1	1	0%
Refused	.	1	.	.	.	.	.	1	0%
I would like to know if there's a better way, technology or equipment that can reduce my costs. Going solar, wind or combination of the two, with an outlay that could pay for itself within ten years.	.	.	.	1	.	.	.	1	0%
Trade publication.	.	.	.	.	.	.	1	1	0%
Through rebate programs through PG&E.	.	1	.	.	.	.	.	1	0%
Cannot think of one.	.	1	.	.	.	.	.	1	0%
PG&E. I'll go to the web site. I don't need service to do that. To save energy.	.	.	.	1	.	.	.	1	0%
Don't have any.	.	.	.	1	.	.	.	1	0%
Mailing PG&E or online.	.	1	.	.	.	.	.	1	0%
Word of mouth.	.	.	.	.	.	.	1	1	0%
Dairy Today as well as Dairy Agriculture Business.	.	1	.	.	.	.	.	1	0%
Listen to the radio. Different talk shows talk about it and they explain it.	.	.	.	.	1	.	.	1	0%
The internet in general.	.	.	.	.	1	.	.	1	0%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
PG&E	.	.	.	.	1	.	.	1	0%
Probably from the PG&E newsletter.	.	1	.	.	.	.	.	1	0%
I don't know.	.	1	.	.	.	.	.	1	0%
Chamber of Commerce.	.	.	1	.	.	.	.	1	0%
Business trade magazines.	.	1	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
Newspaper	.	.	.	1	.	.	.	1	0%
It will be the internet and the TV.	.	.	1	.	.	.	.	1	0%
A lot of it would be magazines. That is where you get most of the dairy, the dairy magazine's.	.	1	.	.	.	.	.	1	0%
The trade magazine.	.	1	.	.	.	.	.	1	0%
The internet.	.	.	1	.	.	.	.	1	0%
The internet.	.	.	.	1	.	.	.	1	0%
Business Week.	.	.	.	.	.	.	1	1	0%
PG&E	.	.	.	.	1	.	.	1	0%
PG&E	.	.	.	.	1	.	.	1	0%
PG&E	.	.	.	.	1	.	.	1	0%
Don't know.	.	.	.	.	1	.	.	1	0%
Solar power websites.	.	.	.	1	.	.	.	1	0%
The internet.	.	.	.	.	.	.	1	1	0%
Online.	.	.	.	.	1	.	.	1	0%
We just go and buy whatever we need.	.	.	.	.	1	.	.	1	0%
Our manufacturers.	.	.	.	.	1	.	.	1	0%
With the people who do business with the venders.	.	1	.	.	.	.	.	1	0%
We get it through the dairy magazines. We don't know, hope it is accurate. We don't know how it is.	.	1	.	.	.	.	.	1	0%
That would be the dairy magazine.	.	1	.	.	.	.	.	1	0%
Google everything word search.	.	.	.	.	.	.	1	1	0%
My rep.	.	.	1	.	.	.	.	1	0%
Both the web site and the bill.	.	.	.	.	.	.	1	1	0%
I'm not sure, I just pull information from all sources, I can't just say there's an important one or a primary one.	.	1	.	.	.	.	.	1	0%
Word of mouth.	.	1	.	.	.	.	.	1	0%
You guys.	.	.	.	1	.	.	.	1	0%
PG&E	.	.	.	.	1	.	.	1	0%
Our refrigeration people.	.	.	1	.	.	.	.	1	0%
I would say the internet.	.	.	.	1	.	.	.	1	0%
I really don't have one.	.	.	.	1	.	.	.	1	0%
The internet.	.	.	.	.	.	.	1	1	0%
Computers, internet, PG&E people.	.	.	.	.	1	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Through magazines.	.	1	.	.	.	.	.	1	0%
We don't have a source.	.	.	.	.	.	.	1	1	0%
The internet.	.	.	.	1	.	.	.	1	0%
None	.	.	.	1	.	.	.	1	0%
Refused	.	.	.	.	.	.	1	1	0%
Refused	.	.	1	.	.	.	.	1	0%
The PG&E representative.	.	.	.	.	1	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
There is not one.	.	.	.	1	.	.	.	1	0%
The internet. It's the only place I look.	.	.	.	.	1	.	.	1	0%
A program through PG&E called EnSave.	.	1	.	.	.	.	.	1	0%
Refused	.	.	.	.	.	.	1	1	0%
Wine magazines.	.	.	.	.	.	.	1	1	0%
I would find other companies that have information or have similar situations.	.	.	1	.	.	.	.	1	0%
I probably, just call PG&E.	.	1	.	.	.	.	.	1	0%
Utility company.	.	.	.	.	1	.	.	1	0%
None	.	.	.	.	.	.	1	1	0%
From the dealer or contractor.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
I have no idea. I have a computer, but don't know how to use it.	1	.	.	.	.	.	.	1	0%
PG&E	1	.	.	.	.	.	.	1	0%
Proudly a dealer.	1	.	.	.	.	.	.	1	0%
Internet	.	.	.	.	.	.	1	1	0%
The sales people.	.	.	.	1	.	.	.	1	0%
The news on television.	1	.	.	.	.	.	.	1	0%
Agricultural papers, publication.	1	.	.	.	.	.	.	1	0%
I'm not seeking any, so, no.	1	.	.	.	.	.	.	1	0%
Farm magazines.	1	.	.	.	.	.	.	1	0%
Online	.	1	.	.	.	.	.	1	0%
PG&E	.	.	1	.	.	.	.	1	0%
I don't know.	.	1	.	.	.	.	.	1	0%
I don't know.	.	1	.	.	.	.	.	1	0%
Steve, he is my nephew, he has a computer.	.	1	.	.	.	.	.	1	0%
The studies that we perform in our power plant.	.	.	.	.	1	.	.	1	0%
Magazines	.	1	.	.	.	.	.	1	0%
The vendor's knowledge.	.	.	.	.	.	.	1	1	0%
The PG&E website.	.	.	1	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Google	.	.	1	.	.	.	.	1	0%
The magazines that I normally read.	.	.	.	1	.	.	.	1	0%
PG&E	.	.	1	.	.	.	.	1	0%
Our electrical contractor.	.	.	1	.	.	.	.	1	0%
The internet.	.	.	.	.	.	.	1	1	0%
EnSave rebate company.	.	1	.	.	.	.	.	1	0%
The internet because you could look up everything in the internet. At least that is what I do.	.	.	.	.	1	.	.	1	0%
Internet that we look to look for anything. If they were any to send out. I wouldn't hang out to it. I send it to the department.	.	.	.	.	1	.	.	1	0%
PG&E	.	.	.	.	.	.	1	1	0%
Through advertising.	.	.	.	1	.	.	.	1	0%
In house record keeping.	.	.	.	.	1	.	.	1	0%
I don't know where to look, just what comes my way.	.	.	.	1	.	.	.	1	0%
The internet.	.	.	.	.	1	.	.	1	0%
I guess just common sense. Brochure.	.	.	1	.	.	.	.	1	0%
Our own industry, dairy, the internet.	.	.	.	.	.	1	.	1	0%
I don't have one.	.	.	.	.	.	1	.	1	0%
At this time I don't have a specific source.	.	.	.	.	.	1	.	1	0%
Just what I read in the papers and what comes in the bills.	.	.	.	.	.	1	.	1	0%
I don't know.	.	.	.	.	.	1	.	1	0%
Websites	.	.	.	.	.	1	.	1	0%
Don't know.	.	.	.	.	.	1	.	1	0%
PG&E	.	.	.	.	.	1	.	1	0%
The newspaper and the television.	.	.	.	.	.	1	.	1	0%
I have no idea. I think it's PG&E. Because it just energy right, we have to look under that PG&E.	.	.	.	.	.	1	.	1	0%
They have a program for wells.	.	.	.	.	.	1	.	1	0%
The internet.	.	.	.	.	1	.	.	1	0%
Through magazines.	.	.	.	.	.	1	.	1	0%
It depends on where I would start.	.	.	.	.	.	1	.	1	0%
PG&E	.	.	.	.	.	1	.	1	0%
I have no idea, I don't have one.	.	.	.	.	.	1	.	1	0%
Also on the internet.	.	.	.	.	.	1	.	1	0%
We don't really have one.	.	.	.	.	.	1	.	1	0%
Internet	.	.	.	.	.	1	.	1	0%
The web.	.	.	.	.	.	1	.	1	0%
Check PG&E website.	.	.	.	.	.	1	.	1	0%
The internet.	.	.	.	.	.	1	.	1	0%
When my bill comes in, it comes with information.	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Google	.	.	.	.	.	1	.	1	0%
The internet.	.	.	.	.	.	1	.	1	0%
PG&E	.	.	.	.	.	1	.	1	0%
Not sure.	.	.	.	.	.	1	.	1	0%
Internet	.	.	.	.	.	1	.	1	0%
The documents and info from PG&E.	.	.	.	.	.	1	.	1	0%
Farm magazines.	.	.	.	.	.	1	.	1	0%
I don't get involved.	.	.	.	.	.	1	.	1	0%
Calling PG&E.	.	.	.	.	.	1	.	1	0%
Science fiction	.	.	.	.	.	1	.	1	0%
Internet	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
Ads in the magazines.	.	.	.	.	.	1	.	1	0%
I don't know which would be important, the mail or the internet.	.	.	.	.	.	1	.	1	0%
Internet	.	.	.	.	.	1	.	1	0%
The PG&E representative.	.	.	.	.	.	1	.	1	0%
PG&E	.	.	.	.	.	1	.	1	0%
Internet	.	.	.	.	.	1	.	1	0%
I really don't know, profession trade journals/magazines.	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
Internet	.	.	.	.	.	1	.	1	0%
I don't have a source at this time.	.	.	.	.	.	1	.	1	0%
Sales people.	.	.	.	.	.	1	.	1	0%
I get it off the internet.	.	.	.	.	.	1	.	1	0%
PG&E	.	.	.	.	.	1	.	1	0%
DWP	.	.	.	.	.	1	.	1	0%
Google and the PG&E website.	.	.	.	.	.	1	.	1	0%
I never looked. No. I haven't ever looked into it.	.	.	.	.	.	1	.	1	0%
Magazines or newspapers.	.	.	.	.	.	1	.	1	0%
PG&E	.	.	.	.	.	1	.	1	0%
	198	46	46	40	39	52	32	453	100%

**Table 51 - EE4. Do you consider PG&E to be a trustworthy source of information on ways to reduce energy use?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	157	38	41	29	34	37	25	361	80%
No	14	3	2	5	2	9	2	37	8%
Don't Know	13	3	.	3	3	5	3	30	7%
Refused	14	2	3	3	.	2	2	26	6%
	198	46	46	40	39	53	32	454	100%

**Table 52 – EE4OT. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Nobody else around.	1	.	.	.	.	.	.	1	0%
They have never worked with me on any programs.	1	.	.	.	.	.	.	1	0%
Haven't gotten any info.	1	.	.	.	.	.	.	1	0%
That's there business.	1	.	.	.	.	.	.	1	0%
They are in business and it's to their advantage to be reliable.	1	.	.	.	.	.	.	1	0%
Just because.	.	.	.	.	.	.	1	1	0%
Because I see the effort that they always the other factor is having the price and that they are struggling and about the amount of usage and the price has to do with the customer wanting to reduce the cost.	1	.	.	.	.	.	.	1	0%
Well I don't have any reason not to.	.	.	.	1	.	.	.	1	0%
Your selling energy shows us how to produce more energy.	1	.	.	.	.	.	.	1	0%
Past experience.	1	.	.	.	.	.	.	1	0%
There the only ones around.	1	.	.	.	.	.	.	1	0%
We had help with our solar system and PG&E are part of it.	1	.	.	.	.	.	.	1	0%
I just do.	1	.	.	.	.	.	.	1	0%
There the only source we have.	1	.	.	.	.	.	.	1	0%
I think they have a lot of programs and ads.	1	.	.	.	.	.	.	1	0%
Who else do I have?	1	.	.	.	.	.	.	1	0%
They have always been fair to me and if I have a question or problem they have always managed to solve it.	1	.	.	.	.	.	.	1	0%
We pay two utilities here, gas and electricity. We need to get water out of the ground for the orchard to irrigate. I've never received anything from PG&E that says we have a new innovative well that would eliminate 50 % of the cost.	1	.	.	.	.	.	.	1	0%
Because no to rust.	1	.	.	.	.	.	.	1	0%
Because I don't think everything they say is true.	.	.	.	1	.	.	.	1	0%
I like said it you want something you unset call in.	1	.	.	.	.	.	.	1	0%
I have always trusted PG&E.	1	.	.	.	.	.	.	1	0%
From our experience from dealing with them in the past.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
They have been reliable this far.	1	.	.	.	.	.	.	1	0%
Just from dealings we've had before the information has been fair.	.	1	.	.	.	.	.	1	0%
Because I usually if you have a problem you call them and they send you something.	1	.	.	.	.	.	.	1	0%
I guess from past experience.	1	.	.	.	.	.	.	1	0%
I don't think they will libel they have been serving us for a long time.	.	.	1	.	.	.	.	1	0%
I am not very fond of PG&E.	1	.	.	.	.	.	.	1	0%
They've been around awhile.	1	.	.	.	.	.	.	1	0%
I've read there stuff and worked with them in the past and they have the numbers.	.	.	.	.	.	.	1	1	0%
Because I got some and there are other companies around here who are just as competitive as any one else.	.	1	.	.	.	.	.	1	0%
I would like a scale on this question but I would not lean very much to the yes side.	1	.	.	.	.	.	.	1	0%
People use a lot of kilowatts so you make money.	1	.	.	.	.	.	.	1	0%
Because their service stinks.	1	.	.	.	.	.	.	1	0%
Why would the not be.	.	.	.	.	.	.	1	1	0%
I guess because they use a lot of research and a lot of energy efficiency.	1	.	.	.	.	.	.	1	0%
Because they send information every month with their bill.	.	.	.	1	.	.	.	1	0%
Because on TV they are always promoting energy savings.	1	.	.	.	.	.	.	1	0%
They are in the energy business.	1	.	.	.	.	.	.	1	0%
Been with them all my life.	1	.	.	.	.	.	.	1	0%
We get our energy from them.	1	.	.	.	.	.	.	1	0%
Just because of them being around so long and do try to help.	.	.	.	.	1	.	.	1	0%
It's in their best interest.	1	.	.	.	.	.	.	1	0%
Because they offer siderite programs and talk about rebate and thing when you upgrade and change program.	1	.	.	.	.	.	.	1	0%
Because they know that they are doing.	1	.	.	.	.	.	.	1	0%
Because they have never ever given me a way to reduce energy use ever.	1	.	.	.	.	.	.	1	0%
Misleading need solar or wind and should pay you for what your giving them free not banking them and has plenty in the bank and they get it for and would like a off peak hour rate and is not getting that from pg and e and making it seem that you are going to get benefits but u are not so they are getting the benefits and you are not making many of the people in the area not want to use it because are not getting anything out of it...if want to save the environment they need to start paying the people who are putting the solar and wind products even if it was for credit for next year or a check at the end of the year.	1	.	.	.	.	.	.	1	0%
Because PG&E is the one that is billing me.	1	.	.	.	.	.	.	1	0%
Well PG&E are a big company.	1	.	.	.	.	.	.	1	0%
They have been in this area since I was born and they are very honest.	1	.	.	.	.	.	.	1	0%
Reputable company.	1	.	.	.	.	.	.	1	0%
I mean, it's their business and they ought to know, however, I think they area misleading in their promotions in programs.	1	.	.	.	.	.	.	1	0%
Because she thinks the best of people; and thinks there trying.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We deal a lot with them.	1	.	.	.	.	.	.	1	0%
Because they demonstrated to be honest and straight followed.	1	.	.	.	.	.	.	1	0%
Well I have been using them forever, and I have dealt with them for 60 or 70 years.	1	.	.	.	.	.	.	1	0%
Because they have been around a long time and we have been customers for a long time.	1	.	.	.	.	.	.	1	0%
Never thought of it that way.	1	.	.	.	.	.	.	1	0%
From past experience.	.	.	.	.	1	.	.	1	0%
They always have different things out.	.	1	.	.	.	.	.	1	0%
They are not too helpful.	1	.	.	.	.	.	.	1	0%
Because I have seen there material.	1	.	.	.	.	.	.	1	0%
Because they don't apply to me.	1	.	.	.	.	.	.	1	0%
Because they are very knowledgeable.	.	1	.	.	.	.	.	1	0%
No reason.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
They send brochures in the mail with the bill.	.	.	1	.	.	.	.	1	0%
Because every time I try to talk to them they don't get back to me. The people in the office are nice people.	1	.	.	.	.	.	.	1	0%
They don't make it readily available when you call they say that "it is what it is." then when you ask questions they get offended.	1	.	.	.	.	.	.	1	0%
Because they send information that makes sense.	.	.	1	.	.	.	.	1	0%
That's what their business is.	.	.	.	.	1	.	.	1	0%
They communicate via the net, and e-mail.	1	.	.	.	.	.	.	1	0%
That's the only option besides diesel power.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Because they are probably concerned about energy savings.	.	1	.	.	.	.	.	1	0%
Never had bad info from them.	.	.	.	1	.	.	.	1	0%
Well I never see any rate plans; they just don't send anything to look at to see if it works for you.	1	.	.	.	.	.	.	1	0%
I never really thought about it before.	.	.	1	.	.	.	.	1	0%
We used to deal with them a lot.	1	.	.	.	.	.	.	1	0%
Because they know better, because they work for PG&E and they should know how to save.	1	.	.	.	.	.	.	1	0%
I would think since your in the energy business you would know.	1	.	.	.	.	.	.	1	0%
I have no reason to think otherwise.	1	.	.	.	.	.	.	1	0%
Because they provide my electric.	1	.	.	.	.	.	.	1	0%
I just don't think they would lie.	1	.	.	.	.	.	.	1	0%
They are always around.	.	.	1	.	.	.	.	1	0%
They're in the energy business.	1	.	.	.	.	.	.	1	0%
Because they are in business for a long time.	1	.	.	.	.	.	.	1	0%
We had actually applied and got a big credit from PG&E.	.	.	.	1	.	.	.	1	0%
Because I know they offer programs to help and they offer rebates.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Just from what I read in the pamphlets that come in the bills.	1	.	.	.	.	.	.	1	0%
I trust them.	1	.	.	.	.	.	.	1	0%
I have gotten good results with PG&E.	1	.	.	.	.	.	.	1	0%
They are the ones selling the power.	1	.	.	.	.	.	.	1	0%
They always come out with an energy head on what to do. They do advise you and are very helpful on energy.	1	.	.	.	.	.	.	1	0%
Either that or no, there are not that many options so pick one.	1	.	.	.	.	.	.	1	0%
There biased up the hill and in bed with every congressman. PG&E is going along with all this crap Schwarzenegger has adopted for California.	1	.	.	.	.	.	.	1	0%
To their advantage I guess just like the oil companies.	1	.	.	.	.	.	.	1	0%
It's their business.	1	.	.	.	.	.	.	1	0%
There one of the leaders in the industry.	1	.	.	.	.	.	.	1	0%
Good question, the information I have gotten has been reasonable and truthful.	.	.	1	.	.	.	.	1	0%
I think they are bias source of information.	1	.	.	.	.	.	.	1	0%
Just been very satisfied.	1	.	.	.	.	.	.	1	0%
They're in the business, and they also want to conserve energy.	1	.	.	.	.	.	.	1	0%
They have always been very helpful.	1	.	.	.	.	.	.	1	0%
I have good responses and they give you a number to call on the bill that's helpful.	1	.	.	.	.	.	.	1	0%
Well, it's the only game in town.	1	.	.	.	.	.	.	1	0%
Some of them may not apply to what my energy uses.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
PG&E came out here and gave us an energy visit and told us what we could do.	.	.	1	.	.	.	.	1	0%
Because. Just because.	1	.	.	.	.	.	.	1	0%
Always had a very good history with them and has a lot of confidence with them and serve the people very well.	1	.	.	.	.	.	.	1	0%
I'm 70 years old and have found them to be forth right.	1	.	.	.	.	.	.	1	0%
If you find someone up on agricultural needs, it helps that someone is an agricultural specialist.	1	.	.	.	.	.	.	1	0%
They are in the business to sell it.	1	.	.	.	.	.	.	1	0%
Because they have come up with rates for age customers that help us.	1	.	.	.	.	.	.	1	0%
Well they should know what there doing, that's their business.	1	.	.	.	.	.	.	1	0%
You're in the business.	.	.	.	.	1	.	.	1	0%
They are always putting info on the billing and on their website.	1	.	.	.	.	.	.	1	0%
They haven't lied to me.	1	.	.	.	.	.	.	1	0%
Because the business they do.	1	.	.	.	.	.	.	1	0%
Somewhat past experience with them.	1	.	.	.	.	.	.	1	0%
Because of past experience.	1	.	.	.	.	.	.	1	0%
You got the power.	1	.	.	.	.	.	.	1	0%
They are professional and there's nobody but them to contact around her.	1	.	.	.	.	.	.	1	0%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I just thought they had to save electricity. I didn't feel they were the source for information on wind power or solar.	1	.	.	.	.	.	.	1	0%
I have no reason not to believe it.	1	.	.	.	.	.	.	1	0%
I have no reason to believe any different.	1	.	.	.	.	.	.	1	0%
Because I work for PG&E.	1	.	.	.	.	.	.	1	0%
Well been on the farm and been alright with pg e.	1	.	.	.	.	.	.	1	0%
Their knowledgeable, believable.	1	.	.	.	.	.	.	1	0%
Because they are one of the three places I got to.	1	.	.	.	.	.	.	1	0%
They are looking out to save money to.	1	.	.	.	.	.	.	1	0%
I have gotten a few good answers.	1	.	.	.	.	.	.	1	0%
They sell me the power I have no other choice.	1	.	.	.	.	.	.	1	0%
I just never had any trouble with them and you have to trust somebody.	1	.	.	.	.	.	.	1	0%
I think they know what their doing.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
PG&E will gouge you every chance they get and there's only one of those companies here.	1	.	.	.	.	.	.	1	0%
I mean if we can save energy, demand and prices will go down.	1	.	.	.	.	.	.	1	0%
No reason.	1	.	.	.	.	.	.	1	0%
I have no reason not to believe that they wouldn't be.	.	.	.	1	.	.	.	1	0%
We have never seen any problems getting information out of them on different rebates or stuff like that.	1	.	.	.	.	.	.	1	0%
Because it's always been very difficult to get info from them, I could never find the right person to talk to.	1	.	.	.	.	.	.	1	0%
There the only alternative out there.	1	.	.	.	.	.	.	1	0%
They have been around for a long time and I feel comfortable with them.	1	.	.	.	.	.	.	1	0%
There just is.	1	.	.	.	.	.	.	1	0%
Because they usually send info at the end of the year.	1	.	.	.	.	.	.	1	0%
I get a report every year.	1	.	.	.	.	.	.	1	0%
You are the originator of energy.	1	.	.	.	.	.	.	1	0%
Were stock holders and we working personally with PG&E employees.	1	.	.	.	.	.	.	1	0%
Because I don't know where else to go.	1	.	.	.	.	.	.	1	0%
Because they are only around here, they are pretty much providing electricity they are not giving out information on alternative ways on getting power.	1	.	.	.	.	.	.	1	0%
History with the company.	1	.	.	.	.	.	.	1	0%
PG&E had to sell energy for less then what it cost.	.	.	.	.	1	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
They have never misrepresented themselves to us.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I've never had any problem with them on any other questions so I have no reason not to trust them.	.	.	1	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Because they are in the business of it.	1	.	.	.	.	.	.	1	0%
Because the people I've called and talked to I've got good information from them.	.	.	.	.	1	.	.	1	0%
I think they are very reliable.	1	.	.	.	.	.	.	1	0%
Again they don't give you full information when they promote a program.	1	.	.	.	.	.	.	1	0%
I read the newsletters that come in the mail.	1	.	.	.	.	.	.	1	0%
Haven't really thought about it.	.	.	.	1	.	.	.	1	0%
Been right before.	1	.	.	.	.	.	.	1	0%
I had a problem and PG&E straitened it out for me.	1	.	.	.	.	.	.	1	0%
We've experienced a savings of up to 300,000 dollars per year participating in the programs.	.	.	.	.	1	.	.	1	0%
If it could be more understandable.	1	.	.	.	.	.	.	1	0%
They don't volunteer a lot of info but what they give is accurate just not very forthcoming with the information.	1	.	.	.	.	.	.	1	0%
I have no reason not to trust them.	1	.	.	.	.	.	.	1	0%
Because they are always making an effort to help.	1	.	.	.	.	.	.	1	0%
Nobody else.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
They come up with programs and information all the time that's very useful.	1	.	.	.	.	.	.	1	0%
Doing a pretty darn good job and I like their ads and I especially like the one about how you turn off the power strip to reduce your electricity consumption power strip to turn off your electricity.	.	1	.	.	.	.	.	1	0%
Just the way I feel.	1	.	.	.	.	.	.	1	0%
PG&E have never been proven differently.	1	.	.	.	.	.	.	1	0%
Refused	.	1	.	.	.	.	.	1	0%
I just think that they don't present information that they can't present as true.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
No reason not to.	1	.	.	.	.	.	.	1	0%
Because it's the only source of energy here we have another company but it's private.	1	.	.	.	.	.	.	1	0%
Just from past experience, just from what they have told me over the years, always trusted what they said and it turned out to be true.	.	.	1	.	.	.	.	1	0%
Because they have always been there to help and they gave us assistance with our pump.	1	.	.	.	.	.	.	1	0%
PG&E has been around for a long time.	.	.	1	.	.	.	.	1	0%
Well I think with their advertisings and mailings I'd say it's worthwhile or trustworthy.	1	.	.	.	.	.	.	1	0%
They seem to be very capable and high informative through all there programs.	.	.	1	.	.	.	.	1	0%
Don't know nicer questioned it.	.	.	.	1	.	.	.	1	0%
With my experience over a period of time.	1	.	.	.	.	.	.	1	0%
It a good organization.	.	.	1	.	.	.	.	1	0%
I don't trust PG&E they filed bankruptcy on my money.	.	1	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I don't know why I've gotten a little in the mail from them and it makes me feel like their looking out for everybody, just for ways to reduce energy cost.	.	.	1	.	.	.	.	1	0%
I trust them.	.	.	.	.	.	.	1	1	0%
No prior experience.	.	1	.	.	.	.	.	1	0%
There the only ball game in town and have been helpful so far.	.	.	1	.	.	.	.	1	0%
Because we believe they have our best interest at heart and also believe in global warming.	1	.	.	.	.	.	.	1	0%
Always assist him.	.	1	.	.	.	.	.	1	0%
It's a well respected company.	.	1	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I don't use much electricity.	.	.	.	1	.	.	.	1	0%
I think it's kind of proven with the other ways of helping out before with the house insulation.	1	.	.	.	.	.	.	1	0%
They usually give you the options.	1	.	.	.	.	.	.	1	0%
My life depends on PG&E.	.	1	.	.	.	.	.	1	0%
I trust them.	1	.	.	.	.	.	.	1	0%
Every time I've called them, I've gotten answers, have no reasons not to trust them.	1	.	.	.	.	.	.	1	0%
I don't trust any organization that sells a plan to reduce their own business.	.	.	.	1	.	.	.	1	0%
Because they don't communicate.	1	.	.	.	.	.	.	1	0%
I wouldn't know where else to go.	1	.	.	.	.	.	.	1	0%
Because what they tell me is true and I know if I turn everything off then they won't charge me.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Things I've read over the years.	1	.	.	.	.	.	.	1	0%
They usually have recommendations and old farms have some of their things.	1	.	.	.	.	.	.	1	0%
Because they have a profit interest.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Just perceptions.	.	.	.	1	.	.	.	1	0%
Because they are the ones getting the money, they are not concerned with us.	.	.	1	.	.	.	.	1	0%
Just refused to answer.	1	.	.	.	.	.	.	1	0%
Because it's in their best interest also.	1	.	.	.	.	.	.	1	0%
I just go by the rate.	1	.	.	.	.	.	.	1	0%
I assume they would tell me the truth.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Probably the only source.	1	.	.	.	.	.	.	1	0%
Because they are in the business.	1	.	.	.	.	.	.	1	0%
Just working with them through everything in our business.	1	.	.	.	.	.	.	1	0%
They were honest on every thing with the rates. By the way, we have a cabin on b meadows, we had a power outage and we got a rebate.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Just feel that they are a legitimate company.	.	.	.	1	.	.	.	1	0%
I think they're trustworthy; they're not looking to cheat anybody.	1	.	.	.	.	.	.	1	0%
I imagine that their information would be accurate.	1	.	.	.	.	.	.	1	0%
Because I have no reason to doubt them.	.	.	.	1	.	.	.	1	0%
I have deals with them in the past.	1	.	.	.	.	.	.	1	0%
Because they're a reputable firm.	1	.	.	.	.	.	.	1	0%
A less amount that everybody uses so there is more to go around.	1	.	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
Absolutely, I know a lot of people who work there, and it's easy to talk to them. I've known some of their trouble shooters for 30 years.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
PG&E is always good and that I got a 7,000 dollar bill and told them about it and they fixed it because it was just a 7 dollar bill it was just that someone read the meter wrong.	1	.	.	.	.	.	.	1	0%
I don't know I just assume they are we haven't had any experience with them I feel there a good company and would have good information.	1	.	.	.	.	.	.	1	0%
They're reasonably trustworthy.	1	.	.	.	.	.	.	1	0%
If it's not them, who could it be?	1	.	.	.	.	.	.	1	0%
Some of their stuff is good.	1	.	.	.	.	.	.	1	0%
When they do have it I'll check in to it.	.	.	.	1	.	.	.	1	0%
Don't know.	.	1	.	.	.	.	.	1	0%
The information I've been getting is good.	1	.	.	.	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
Don't know who pg e is.	.	.	.	.	1	.	.	1	0%
Always had a good relationship with them.	.	.	1	.	.	.	.	1	0%
Because they have always come through.	.	.	.	1	.	.	.	1	0%
No reason she just trust them.	.	.	.	.	1	.	.	1	0%
Just from attending one of the seminars was pretty informative.	.	1	.	.	.	.	.	1	0%
We have had good experience with them in the past.	.	.	.	.	.	.	1	1	0%
They are the ones who provide it.	.	.	.	.	1	.	.	1	0%
No particular reason.	.	.	.	.	1	.	.	1	0%
None	.	.	.	1	.	.	.	1	0%
Because that is the only company I can use.	.	.	1	.	.	.	.	1	0%
They are in for conservation.	.	.	1	.	.	.	.	1	0%
Because I trust them.	.	.	1	.	.	.	.	1	0%
Just have no reason to feel otherwise. I get the genuine feeling that they want to help their customers.	.	.	.	.	.	.	1	1	0%
I think I have problems. I am a winery in the country, we have had consistent problems with power outages they don't know the source of the problem. How can I trust them, if I can't trust them with supply issues?	.	.	.	.	.	.	1	1	0%
They are leading/opportunity is there. They may not be doing it, but they know about it. They'll know about it. They are in the leading edge of technology, if they don't do it, they know who does.	.	.	.	.	1	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
You have the access and the knowledge about these things.	.	.	.	.	.	.	1	1	0%
I have found them to be very reliable, except in one area: global warming. They previously didn't have any political pressure to hop on the bandwagon. Somebody in upper management has become politically correct and they're following the crowd now. There's a lot of pseudo science out there about the causes of global warming.	.	.	.	.	1	.	.	1	0%
There is if you get the right person or technologies.	.	1	.	.	.	.	.	1	0%
They have to be.	.	.	.	.	1	.	.	1	0%
They always have articles that you can print.	.	.	1	.	.	.	.	1	0%
They have been helpful with many things.	.	.	.	.	1	.	.	1	0%
They are a public utility.	.	.	.	.	1	.	.	1	0%
Everybody uses them.	.	.	1	.	.	.	.	1	0%
Why would they lie?	.	1	.	.	.	.	.	1	0%
I mean, I don't I think they could lie about things. Why wouldn't I trust them?	.	.	.	.	1	.	.	1	0%
They a large company, so I have to trust them.	.	1	.	.	.	.	.	1	0%
I don't know.	.	.	1	.	.	.	.	1	0%
We just do trust them.	.	.	1	.	.	.	.	1	0%
I have no reason to.	.	1	.	.	.	.	.	1	0%
From information I have seen with PG&E.	.	.	.	.	.	.	1	1	0%
Don't have reasons to lie.	.	.	.	.	.	.	1	1	0%
I just feel that way, my gut feeling, they have nothing to hide.	.	1	.	.	.	.	.	1	0%
No reason haven't looked into it.	.	.	1	.	.	.	.	1	0%
They have a lot of resources from which to give you information. It would not be good for them not to give out right information.	.	.	1	.	.	.	.	1	0%
I don't think so.	.	.	.	.	.	.	1	1	0%
I believe in PG&E and how they are working.	.	.	.	.	.	.	1	1	0%
Even though they are selling the product, they seem to know a lot about the black outs and brown outs we use to have were not good. We don't seem to have them much anymore.	.	1	.	.	.	.	.	1	0%
They produce, they should have information on saving the energy.	.	.	1	.	.	.	.	1	0%
You give good information.	.	.	.	1	.	.	.	1	0%
They supply our electricity.	.	.	.	1	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
They're pretty good.	.	.	1	.	.	.	.	1	0%
I guess so, I don't think it would be good for them to be dishonest.	.	.	1	.	.	.	.	1	0%
We probably dealt with them in the past and we did replace some lighting fixtures.	.	1	.	.	.	.	.	1	0%
They don't share any information.	.	.	1	.	.	.	.	1	0%
They have been in the past.	.	1	.	.	.	.	.	1	0%
I don't have any reason to not trust them.	.	.	1	.	.	.	.	1	0%
I suppose that's their business.	.	.	1	.	.	.	.	1	0%

[illegible]

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
By experience.	.	.	.	.	1	.	.	1	0%
It is a huge company\.	.	.	.	.	1	.	.	1	0%
I've had dealings with them before and they were helpful.	.	.	.	.	1	.	.	1	0%
They have been here a long time, they must be do something right.	.	.	.	.	1	.	.	1	0%
Political reasons.	.	.	.	1	.	.	.	1	0%
Advertising and marketing and also the rebates being offered.	.	.	.	.	.	.	1	1	0%
I think it is in their best interest to help people consider alternative resources.	.	.	.	.	1	.	.	1	0%
Their information is not dependable on blackouts. It's almost always unreliable on blackouts. Different callers get different answers. We get blackouts during storms. Wind, rain and snow can affect power, and PG&E's information about when the power is coming back on is very unreliable. That's important for us because if there's no electricity, there's no water.	.	.	.	.	1	.	.	1	0%
I just trust PG&E.	.	.	.	.	1	.	.	1	0%
I would hope so. I have to pay the bill. PG&E doesn't give me a break. They have a monopoly. I can't go to another company. PG&E is my only option.	.	1	.	.	.	.	.	1	0%
They have always been decent to us, a very friendly company. We have had problems, they sent their trouble shooters out. It has always been a good relationship.	.	1	.	.	.	.	.	1	0%
They have their on demand and off demand rates, and plus the rebates.	.	1	.	.	.	.	.	1	0%
I been proved wrong. Whenever PG&E helped us, it's other references have been better.	.	.	.	.	.	.	1	1	0%
They have been very effective on info that's correct.	.	.	1	.	.	.	.	1	0%
I have been a customer for 20 some odd years.	.	.	.	.	.	.	1	1	0%
They do a pretty good job on that. Giving us information on energy efficiency. I attended a seminar of PG&E's and it was awesomely done.	.	1	.	.	.	.	.	1	0%
They have been there a long time.	.	1	.	.	.	.	.	1	0%
I trust PG&E.	.	.	.	1	.	.	.	1	0%
I have dealt with them before. Cost is outrageous. My bills are expensive, don't trust them.	.	.	.	.	1	.	.	1	0%
In the past reviews on some of their projects. We had heat exchangers for heating tested and reviewed.	.	.	1	.	.	.	.	1	0%
I think it's important for everyone.	.	.	.	1	.	.	.	1	0%
I'm a stockholder. But in addition to selling energy, they're also in the business of conserving energy.	.	.	.	1	.	.	.	1	0%
It is PG&E's best interest.	.	.	.	.	.	.	1	1	0%
We got some rebates when we replaced pumps.	.	.	.	.	1	.	.	1	0%
Some of the programs.	.	1	.	.	.	.	.	1	0%
I would think that is your area of expertise.	.	.	.	.	.	.	1	1	0%
They are out there, and everyone uses them, I am pretty sure.	.	.	.	1	.	.	.	1	0%
They are in the business.	.	.	.	1	.	.	.	1	0%
Refused	.	.	.	.	.	.	1	1	0%
Refused	.	.	1	.	.	.	.	1	0%
Through past experience.	.	.	.	.	1	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Refused	.	.	.	1	.	.	.	1	0%
They don't do anything for me, only send me bills.	.	.	.	1	.	.	.	1	0%
They have their own plan they have to explain.	.	.	.	.	1	.	.	1	0%
I able to save money through program.	.	1	.	.	.	.	.	1	0%
Refused	.	.	.	.	.	.	1	1	0%
I have no other choice.	.	.	.	.	.	.	1	1	0%
No reason.	.	.	1	.	.	.	.	1	0%
They seem to be reputable company. We never have any problems with them in the past or wrong information.	.	1	.	.	.	.	.	1	0%
Just checks energy bill, doesn't know a lot, just very little and internet searches are better.	.	.	.	.	1	.	.	1	0%
It's just confusing.	.	.	.	.	.	.	1	1	0%
I have a pretty positive opinion of PG&E.	1	.	.	.	.	.	.	1	0%
I think they have been around forever.	1	.	.	.	.	.	.	1	0%
I have never got any contact with PG&E .	1	.	.	.	.	.	.	1	0%
They have been okay in the past.	1	.	.	.	.	.	.	1	0%
They put enough effort into it.	1	.	.	.	.	.	.	1	0%
Read their info.	.	.	.	.	.	.	1	1	0%
The little bit that we have used them, from past experiences.	.	.	.	1	.	.	.	1	0%
They are hard to get hold of.	1	.	.	.	.	.	.	1	0%
I believe it, it's the only ball game in town.	1	.	.	.	.	.	.	1	0%
I guess because PG&E is the only electrical outlet that I have.	1	.	.	.	.	.	.	1	0%
They send out literature every now and then.	1	.	.	.	.	.	.	1	0%
All you have do is call them.	.	1	.	.	.	.	.	1	0%
PG&E is looking to make money.	.	.	1	.	.	.	.	1	0%
They just put a digester in and they have a big ad on TV on how they work the dairy, and they spent a lot of money and now PG&E says they don't make enough to keep working with that.	.	1	.	.	.	.	.	1	0%
As long as you pay your bill, they will help.	.	1	.	.	.	.	.	1	0%
We don't have any one else. I can't complain. On what we have. We have always had good luck with them over the years.	.	1	.	.	.	.	.	1	0%
They have no reason to lie to us.	.	.	.	.	1	.	.	1	0%
They try to save energy.	.	1	.	.	.	.	.	1	0%
It is math driven.	.	.	.	.	.	.	1	1	0%
I don't know, they haven't steered me wrong yet, except in bills.	.	.	1	.	.	.	.	1	0%
They are in that type of business of energy efficiency.	.	.	1	.	.	.	.	1	0%
I trust PG&E in every possible way. I can't visualize how our project can continue without PG&E.	.	.	.	1	.	.	.	1	0%
The cost is top high and we are hoping to save money.	.	.	1	.	.	.	.	1	0%
We'd research it. They are a ways coming out, some more information, publication.	.	.	1	.	.	.	.	1	0%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Haven't used PG&E recently for energy analysis. Had one done a few years ago, it wasn't germane. Most of the things I was doing were practical because my buildings are old. Insulation, changing the color of my roof.	.	.	.	.	.	.	1	1	0%
It is in their best interest to save energy.	.	1	.	.	.	.	.	1	0%
Because they are do with electricity. You could look up use the website.	.	.	.	.	1	.	.	1	0%
Just because I think they are very concerned about it. They have enough to go around. They have interest convert energy and not to get every mad. To serve everybody.	.	.	.	.	1	.	.	1	0%
I've never heard anything negative said about PG&E.	.	.	.	.	.	.	1	1	0%
Because I think PG&E operates to help you manage your cost. They are a monopoly to help save and be energy efficient thinks it's very beneficial.	.	.	.	1	.	.	.	1	0%
Because I believe they are actively promoting their efficiency.	.	.	.	.	1	.	.	1	0%
Because it serves us and they have a high level of expertise.	.	.	.	1	.	.	.	1	0%
Because we have always been able to work well with PG&E. they answer our questions.	.	.	.	.	1	.	.	1	0%
It's their interest. They know. If they lose their contractor. They have to tighten their belt.	.	.	1	.	.	.	.	1	0%
I guess because they're about energy that everyone else. The shortages/outages on the east cost. They run all this ads/all they can. They want to be more sufficient based on the ads.	.	.	.	.	.	1	.	1	0%
I've done stuff like that for my house through PG&E, also I have a very close friend that works for PG&E.	.	.	.	.	.	1	.	1	0%
Because of the size of their corporation also, we have been dealing with.	.	.	.	.	.	1	.	1	0%
They offer incentives like on appliances.	.	.	.	.	.	1	.	1	0%
I don't know.	.	.	.	.	.	1	.	1	0%
My experience with them over the years.	.	.	.	.	.	1	.	1	0%
Because they have lots of information.	.	.	.	.	.	1	.	1	0%
Because that's what there business is.	.	.	.	.	.	1	.	1	0%
I have never had to.	.	.	.	.	.	1	.	1	0%
Because it's on of energy that we have.	.	.	.	.	.	1	.	1	0%
Kings county takes months to do anything. It's a slow process, very slow, to get anything done.	.	.	.	.	.	1	.	1	0%
They are trying to save energy.	.	.	.	.	1	.	.	1	0%
They are always preaching to use less energy.	.	.	.	.	.	1	.	1	0%
PG&E is our utility provider.	.	.	.	.	.	1	.	1	0%
That is the only one we know, also from their advertising.	.	.	.	.	.	1	.	1	0%
It's to hard to get information on that.	.	.	.	.	.	1	.	1	0%
A lot of the equipment we have to manage and run for 24hrs. We try to save some energy, but actually it is not trusting them. They tried to help us, but there is not much they can do.	.	.	.	.	.	1	.	1	0%
I think their reputation, with them being sentimental is good. But as for their prices, that is another story.	.	.	.	.	.	1	.	1	0%
I've had no reason not to trust them.	.	.	.	.	.	1	.	1	0%
There are all kinds of programs.	.	.	.	.	.	1	.	1	0%
Limited information and passed the dates for tax rebates.	.	.	.	.	.	1	.	1	0%
I just never thought they were a resource.	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
They supply the power and if they're looking on ways to cut the wattage they would want to save.	.	.	.	.	.	1	.	1	0%
They could do more. I don't see incoming mail.	.	.	.	.	.	1	.	1	0%
I called up to ask for someone to come out, all they did was call but did not come out. The guy said there wasn't much they could do.	.	.	.	.	.	1	.	1	0%
They are always pushing on ways to save energy.	.	.	.	.	.	1	.	1	0%
Your web site is comprehensive.	.	.	.	.	.	1	.	1	0%
They haven't given any reason to doubt.	.	.	.	.	.	1	.	1	0%
They contact us on numerous times and the PG&E people keep us informed.	.	.	.	.	.	1	.	1	0%
My experiences, I have a rice dryer that I use 6 weeks out of the year, it's not very energy efficient.	.	.	.	.	.	1	.	1	0%
You guys are in the business.	.	.	.	.	.	1	.	1	0%
We have to.	.	.	.	.	.	1	.	1	0%
They are a public service company.	.	.	.	.	.	1	.	1	0%
It's PG&E's job and it is what you're supposed to do.	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
Been in business for a long time.	.	.	.	.	.	1	.	1	0%
I don't know, never addressed it.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
They haven't steered me wrong yet.	.	.	.	.	.	1	.	1	0%
I had a few guys walk in from their program and I am not sure if it is legit.	.	.	.	.	.	1	.	1	0%
I don't think they would lie to me.	.	.	.	.	.	1	.	1	0%
They have their agenda. I'd rather go to some other independent business.	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
I have no idea. They're in for their own financial gain. How do I know they want to sell less energy?	.	.	.	.	.	1	.	1	0%
They're interested in conserving kilowatts, so they can sell them to someone else.	.	.	.	.	.	1	.	1	0%
We built the new house and there were supposed to be rebates. We couldn't get the rebates because we used them after 90 days. I think they do that so that they don't have to pay back for the rebate, get the rebates until after 90 days.	.	.	.	.	.	1	.	1	0%
Probably	.	.	.	.	.	1	.	1	0%
At my home, they came to show us how to check out meters for energy usage.	.	.	.	.	.	1	.	1	0%
They're a utility company, they should know.	.	.	.	.	.	1	.	1	0%
I figure they know what they are talking about when it comes to energy.	.	.	.	.	.	1	.	1	0%
All of the literature at home and their advertising on TV. They seemed to be concerned about it. (Get mail at home).	.	.	.	.	.	1	.	1	0%
I think you are professional, so you can provide this type of information for us.	.	.	.	.	.	1	.	1	0%
Because its experience over the years.	.	.	.	.	.	1	.	1	0%
	198	46	46	40	39	52	32	453	100%

**Table 53 - EE6. How willing are you to spend time looking for information on ways to reduce energy use?  
Please use a scale from 0 to 10, with 0 being not at all willing and 10 being very willing.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	15	3	4	2	2	1	.	27	6%
1	7	1	1	.	.	1	.	10	2%
2	3	3	.	.	3	2	.	11	3%
3	11	2	2	5	3	3	.	26	6%
4	7	1	1	4	6	1	2	22	5%
5	36	13	8	3	6	5	9	80	19%
6	9	2	1	5	3	5	2	27	6%
7	24	8	6	2	.	5	3	48	11%
8	30	6	5	3	5	6	6	61	14%
9	7	2	1	1	4	3	.	18	4%
10	33	3	14	11	6	14	8	89	21%
Don't Know	3	.	.	1	1	5	.	10	2%
Refused	1	1	1	.	.	.	.	3	1%
	186	45	44	37	39	51	30	432	100%

**Table 54 – EE6OT. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I only work part time.	1	.	.	.	.	.	.	1	0%
Because my PG&E cost have raised a lot. I would be very interested in reducing my cost.	1	.	.	.	.	.	.	1	0%
Don't have time.	1	.	.	.	.	.	.	1	0%
Got other priority.	1	.	.	.	.	.	.	1	0%
Because if we need to replace the pumps, we will look for them and that takes time.	1	.	.	.	.	.	.	1	0%
Press for time.	.	.	.	.	.	.	1	1	0%
Because I'm interested in saving and I'm not going to break a leg to look for everything so I gave you an 8 because I'm very interested.	1	.	.	.	.	.	.	1	0%
Because I only have a limited amount of time.	.	.	.	1	.	.	.	1	0%
Were just trying to stay alive were not in the research business.	1	.	.	.	.	.	.	1	0%
Time	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
If you send me money I'll save money.	1	.	.	.	.	.	.	1	0%
We have pretty much everything we need and right now we are not spending any money.	1	.	.	.	.	.	.	1	0%
It's time consuming.	1	.	.	.	.	.	.	1	0%
I'm in a wheel chair.	1	.	.	.	.	.	.	1	0%
I have a lot of other things going on.	1	.	.	.	.	.	.	1	0%
I want but saving sometimes is not worth the time.	1	.	.	.	.	.	.	1	0%
Because I am always reading and it's convenient.	1	.	.	.	.	.	.	1	0%
We care about the planet/the world/brownouts. You get a cheaper rate if you water at a certain time because we're running into a water shortage.	1	.	.	.	.	.	.	1	0%
I guess time consuming slowing for ways.	1	.	.	.	.	.	.	1	0%
Because it is providing us the information on how to save energy.	.	.	.	1	.	.	.	1	0%
Because I'm not the interested right now.	1	.	.	.	.	.	.	1	0%
Because when it was time to do the solar I was willing to spend time then so good about spending time if I think it's needed.	1	.	.	.	.	.	.	1	0%
That's a major source of our cost.	1	.	.	.	.	.	.	1	0%
Because I don't have the resources. Disposal income to look for more information on energy efficiency.	1	.	.	.	.	.	.	1	0%
Because were busy.	.	1	.	.	.	.	.	1	0%
Sometime you have energy product and want to know more about it.	1	.	.	.	.	.	.	1	0%
If there's a need I would look.	1	.	.	.	.	.	.	1	0%
I don't have the time.	.	.	1	.	.	.	.	1	0%
How expensive it is to look up information.	1	.	.	.	.	.	.	1	0%
I have no idea.	1	.	.	.	.	.	.	1	0%
I'm familiar with the easy ways.	.	.	.	.	.	.	1	1	0%
I don't have time usually they have programs and they call me and if I am interested I will check it out.	.	1	.	.	.	.	.	1	0%
Really cost of energy to me is diesel guess if I could take care of oil & diesel cost then I could take care of the PG&E bill.	1	.	.	.	.	.	.	1	0%
We don't use a lot.	1	.	.	.	.	.	.	1	0%
Because as a farmer, if we can reduce our energy source that would be good.	1	.	.	.	.	.	.	1	0%
Don't have the time.	.	.	.	.	.	.	1	1	0%
Because I am always interested in it. It just to find time.	1	.	.	.	.	.	.	1	0%
Don't use much here.	.	.	.	1	.	.	.	1	0%
Due to the time of year we are busy.	1	.	.	.	.	.	.	1	0%
Don't use much energy.	1	.	.	.	.	.	.	1	0%
Because I don't have time to do it all time.	1	.	.	.	.	.	.	1	0%
Saving energy is very important to us.	1	.	.	.	.	.	.	1	0%
Just the amount of time he has to do that.	.	.	.	.	1	.	.	1	0%
It's in the order of costs.	1	.	.	.	.	.	.	1	0%
When I am real busy I don't have time but then when I am not so busy I appetite talk to PG&E to see what there program are going.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We can go looking if we wanted to know what we needed.	1	.	.	.	.	.	.	1	0%
I would love to get the bill down; I'm finding it tough to make ends meet.	1	.	.	.	.	.	.	1	0%
Very willing made investments in machinery and solar which he uses and believes in using these for the saving of energy use.	1	.	.	.	.	.	.	1	0%
Because my bill is very high.	1	.	.	.	.	.	.	1	0%
Just because you know what you can do financially.	1	.	.	.	.	.	.	1	0%
I think that we have a big influx and more people are coming and we don't have the resources for the people.	1	.	.	.	.	.	.	1	0%
My time has to permit it.	1	.	.	.	.	.	.	1	0%
I would love to save money.	1	.	.	.	.	.	.	1	0%
Like real people and not searching online and not finding what applies to you.	1	.	.	.	.	.	.	1	0%
The upcoming future. The more energy we save, the better it is for everybody.	1	.	.	.	.	.	.	1	0%
Again, I only rely on PG&E electrical contractor.	1	.	.	.	.	.	.	1	0%
I don't pay attention I have to use my energy if needed I can not nit pick around.	1	.	.	.	.	.	.	1	0%
Because I don't have much time.	1	.	.	.	.	.	.	1	0%
Not going spend time so that's why he does his own thing using water at night.	1	.	.	.	.	.	.	1	0%
Already been down that path, I've done most of the work already.	.	.	.	.	1	.	.	1	0%
I've got a busy schedule.	.	1	.	.	.	.	.	1	0%
With the farming time that I spend in the fields.	1	.	.	.	.	.	.	1	0%
Because I don't have a lot of time to spend on it.	1	.	.	.	.	.	.	1	0%
Because electricity is a big expense to me.	1	.	.	.	.	.	.	1	0%
I am always watching to save money.	.	1	.	.	.	.	.	1	0%
Doesn't have time.	1	.	.	.	.	.	.	1	0%
My workload.	.	.	1	.	.	.	.	1	0%
Because I pay staff to spend the time.	1	.	.	.	.	.	.	1	0%
That's my answer, that's why I said it.	1	.	.	.	.	.	.	1	0%
Because my electric bill is \$1200 per month.	.	.	1	.	.	.	.	1	0%
I don't use it.	.	.	.	.	1	.	.	1	0%
Just to compare projected costs.	1	.	.	.	.	.	.	1	0%
If I can sit at home and save 1000 dollars than ill do that.	1	.	.	.	.	.	.	1	0%
I never tried to rate myself.	1	.	.	.	.	.	.	1	0%
Because I am willing to do it, willing to look for it because I think there is money to be saved.	.	1	.	.	.	.	.	1	0%
Need to save money.	.	.	.	1	.	.	.	1	0%
Because I would like to save money and save energy.	1	.	.	.	.	.	.	1	0%
I don't have that much time.	.	.	1	.	.	.	.	1	0%
We have enough to keep us busy right now.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I'd be interested in reducing cost and use.	1	.	.	.	.	.	.	1	0%
Because that is the way I evaluated it.	1	.	.	.	.	.	.	1	0%
I like to save money.	1	.	.	.	.	.	.	1	0%
Well, it's expensive and I want to save money.	1	.	.	.	.	.	.	1	0%
We are a small mill and I pretty much do everything.	.	.	1	.	.	.	.	1	0%
Time	1	.	.	.	.	.	.	1	0%
It is to my own benefit.	1	.	.	.	.	.	.	1	0%
The cost of everything.	.	.	.	1	.	.	.	1	0%
Because I think our operation, there not a lot of ways of being energy efficient to help.	1	.	.	.	.	.	.	1	0%
Time permitting.	1	.	.	.	.	.	.	1	0%
We are always looking at ways that energy.	1	.	.	.	.	.	.	1	0%
Because I want to reduce power dollars.	1	.	.	.	.	.	.	1	0%
It's part of my job.	1	.	.	.	.	.	.	1	0%
I think about energy, but there is nothing I don't know already.	1	.	.	.	.	.	.	1	0%
Because that's it.	1	.	.	.	.	.	.	1	0%
The only things I found is solar I'm just not willing to look for information.	1	.	.	.	.	.	.	1	0%
I'm not willing at all.	1	.	.	.	.	.	.	1	0%
Because for our purposes it's really not necessary.	1	.	.	.	.	.	.	1	0%
Too busy.	1	.	.	.	.	.	.	1	0%
Because I have tried to reduce energy use as well as gas use.	.	.	1	.	.	.	.	1	0%
Energy is one of the great issues of our time.	1	.	.	.	.	.	.	1	0%
No just not a high priority.	1	.	.	.	.	.	.	1	0%
Were extremely busy our cost is way thought the roof and we have very little time.	1	.	.	.	.	.	.	1	0%
It depends on the problem.	1	.	.	.	.	.	.	1	0%
Because I consider myself very busy.	1	.	.	.	.	.	.	1	0%
If it fit I'd be willing to look into it, see, they want you to turn the wells of and on at certain times but we don't care because if we do it that way the ground dries ant the plants die so it doesn't fit.	1	.	.	.	.	.	.	1	0%
Just because if it was something worth while, them word of mouth would spread that.	1	.	.	.	.	.	.	1	0%
If I can save money.	1	.	.	.	.	.	.	1	0%
We need to look for better ways to use of our energy.	.	.	1	.	.	.	.	1	0%
Just because.	1	.	.	.	.	.	.	1	0%
Not enough time or need for it.	1	.	.	.	.	.	.	1	0%
Because I don't have the need for it.	1	.	.	.	.	.	.	1	0%
If there was something worth perusing I would do it, but it seems most of the time not worth while.	1	.	.	.	.	.	.	1	0%
I don't have time.	1	.	.	.	.	.	.	1	0%
We're ranchers and very busy with our animals.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
If there was ways to reduce the cost I would be glade to figure out ways to implement the payback.	1	.	.	.	.	.	.	1	0%
It not a priority.	.	.	.	.	1	.	.	1	0%
Because we are under contract and if the company comes together to put solar panels it will really help.	1	.	.	.	.	.	.	1	0%
Because I am interested in the bottom line money saving.	1	.	.	.	.	.	.	1	0%
Any money saved is good for the business.	1	.	.	.	.	.	.	1	0%
Money economics.	1	.	.	.	.	.	.	1	0%
Because it is average I guess.	1	.	.	.	.	.	.	1	0%
We don't use that much.	1	.	.	.	.	.	.	1	0%
Based on how much time I have.	1	.	.	.	.	.	.	1	0%
If it would profit me, yes.	1	.	.	.	.	.	.	1	0%
Because I don't think I will find anything that will work with the company.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Cause the info is easy to get.	1	.	.	.	.	.	.	1	0%
Has friends and neighbors knows how much to use.	1	.	.	.	.	.	.	1	0%
Because it I want to find out something I usually have to go looking for the info.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
To try to save money.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
It is very important.	1	.	.	.	.	.	.	1	0%
My operation does not require pumping water, when I am in my shop I just use the air compressor.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Worked all my life and want to relax and enjoy the rest of my life.	1	.	.	.	.	.	.	1	0%
It is a busy time of year.	1	.	.	.	.	.	.	1	0%
Don't have time.	1	.	.	.	.	.	.	1	0%
Cost, the cost of business, we need to save wherever we can.	.	.	.	1	.	.	.	1	0%
I full time farm so there's things I got to be doing as well and have no time.	1	.	.	.	.	.	.	1	0%
Cause the only thing I have running is an irrigation system and there is not a whole lot going on there.	1	.	.	.	.	.	.	1	0%
Don't know other ways other than what they are currently doing.	1	.	.	.	.	.	.	1	0%
Well to save money.	1	.	.	.	.	.	.	1	0%
Because we use very little energy.	1	.	.	.	.	.	.	1	0%
Because I guess I don't have time.	1	.	.	.	.	.	.	1	0%
No time.	1	.	.	.	.	.	.	1	0%
I am interested but I am not going to go out of my way.	1	.	.	.	.	.	.	1	0%
There are certain things that people have to do and energy use is one.	1	.	.	.	.	.	.	1	0%
Because I'm not that interested in the sense that the pumps we run have to run so how can we save energy if we can't turn them off.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We are differently interested in being energy efficient; we are aware of what recourses we are using. But on the other hand I have a whole lot of things to do. If it is not easy I will not spend hours and hours looking.	1	.	.	.	.	.	.	1	0%
He doesn't have a need for it right now.	1	.	.	.	.	.	.	1	0%
Depend on the situation.	.	.	.	.	1	.	.	1	0%
Because I'm very willing.	.	.	.	1	.	.	.	1	0%
I'm trying to do the best I can to keep cost down and save energy.	.	.	1	.	.	.	.	1	0%
Not going to be in the business much longer, I believe this is my last season.	1	.	.	.	.	.	.	1	0%
I don't know how much is out there.	.	.	.	.	1	.	.	1	0%
It's kind of like any magazine I pick up there is something in the magazine about energy savings.	1	.	.	.	.	.	.	1	0%
Because currently I'm busy doing other things.	1	.	.	.	.	.	.	1	0%
To save money.	1	.	.	.	.	.	.	1	0%
Kind of midway.	.	.	.	1	.	.	.	1	0%
No reason.	1	.	.	.	.	.	.	1	0%
Resources	1	.	.	.	.	.	.	1	0%
It's just that so much is going on; it's not at the forefront of my operation but its close.	.	.	.	.	1	.	.	1	0%
I just don't care to take the time. And besides I eventually end up getting lost.	1	.	.	.	.	.	.	1	0%
Again goes back to what kind of impact it has on our operation.	1	.	.	.	.	.	.	1	0%
I am just comfortable were I am right now.	1	.	.	.	.	.	.	1	0%
Because I am busy.	1	.	.	.	.	.	.	1	0%
We are all taking care of already.	1	.	.	.	.	.	.	1	0%
Because of cost savings.	1	.	.	.	.	.	.	1	0%
So rural we have dial up and its time consuming.	.	1	.	.	.	.	.	1	0%
Because that is the entire time I'd spend on it.	1	.	.	.	.	.	.	1	0%
It's just not something I would peruse.	1	.	.	.	.	.	.	1	0%
Refused	.	1	.	.	.	.	.	1	0%
Because it's becoming more expensive everyday.	1	.	.	.	.	.	.	1	0%
It's a high cost issue on our budget.	1	.	.	.	.	.	.	1	0%
Because when I look I have it there.	1	.	.	.	.	.	.	1	0%
Always wanting to save money.	.	.	1	.	.	.	.	1	0%
Because I'm interested in getting irrigation to my crops. The farmers need the water for irrigation and they are the only company so we are forced to go to them. Water we forced to go to them.	1	.	.	.	.	.	.	1	0%
To busy.	.	.	1	.	.	.	.	1	0%
With the amount of energy we use it's very little, it's the lack of energy use.	1	.	.	.	.	.	.	1	0%
Do to the lack of time.	.	.	1	.	.	.	.	1	0%
Time is the biggest factor.	.	.	.	1	.	.	.	1	0%
Just a good service to my customers.	1	.	.	.	.	.	.	1	0%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Can't afford new motors and it is a waste of my time and we also do as much as we can.	.	.	1	.	.	.	.	1	0%
I'm interested in saving money.	.	1	.	.	.	.	.	1	0%
I want to save money; my PG&E bills can be kind of high.	.	.	1	.	.	.	.	1	0%
I don't know.	.	.	.	.	.	.	1	1	0%
Always looking.	.	1	.	.	.	.	.	1	0%
No reason.	.	.	1	.	.	.	.	1	0%
Because they give us ways of saving money.	1	.	.	.	.	.	.	1	0%
None	.	1	.	.	.	.	.	1	0%
Because I'm very busy.	.	1	.	.	.	.	.	1	0%
I have never had to, always try to use as little as possible.	.	.	.	1	.	.	.	1	0%
I really don't because of my age, I don't need much help.	1	.	.	.	.	.	.	1	0%
Because I don't actively pursue it, is something that is not urgent.	1	.	.	.	.	.	.	1	0%
Because I spend too much money on energy.	.	1	.	.	.	.	.	1	0%
I'm willing.	1	.	.	.	.	.	.	1	0%
We decided at our residence to go with solar. Energy is being exhausted I think.	1	.	.	.	.	.	.	1	0%
We didn't use much energy we use electricity running a water pump for our business.	.	.	.	1	.	.	.	1	0%
Because I like to reduce my energy cost and more environmentally friendly.	1	.	.	.	.	.	.	1	0%
I don't look around that much I don't have time.	1	.	.	.	.	.	.	1	0%
Because I'm getting out.	1	.	.	.	.	.	.	1	0%
Energy is getting costly and if you can manage your resources better.	1	.	.	.	.	.	.	1	0%
I don't have a lot of time.	1	.	.	.	.	.	.	1	0%
Because I've just busy with everything, else. Not of hand.	.	.	.	1	.	.	.	1	0%
I already tried to do that myself/ it is just a matter of trying to reduce my usage by my cultural practice.	.	.	.	1	.	.	.	1	0%
We're not running our processing plant right now. It has not been running for 2 or 3 years now.	.	.	1	.	.	.	.	1	0%
Because we are to busy we work seven days a week.	1	.	.	.	.	.	.	1	0%
Saving energy would save money.	1	.	.	.	.	.	.	1	0%
I just haven't spent any time looking at it.	1	.	.	.	.	.	.	1	0%
I don't contemplate any changes, I don't know of anything major that could be done that hasn't been.	1	.	.	.	.	.	.	1	0%
I don't have enough time.	1	.	.	.	.	.	.	1	0%
Its money costs energy savings is money savings.	1	.	.	.	.	.	.	1	0%
We are always are interested in saving cost and energy.	1	.	.	.	.	.	.	1	0%
I try to do it.	1	.	.	.	.	.	.	1	0%
Because I don't like to spend the extra money.	.	.	.	1	.	.	.	1	0%
All PG&E is honest, but they really don't give a crap they're just a bureaucracy.	1	.	.	.	.	.	.	1	0%
I'm always looking for ways to cut costs.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Save me a boat load of money.	.	.	.	1	.	.	.	1	0%
I like to save money like everybody else.	1	.	.	.	.	.	.	1	0%
To Dave the company money.	1	.	.	.	.	.	.	1	0%
If I hear of something that is the only time I will look into it.	1	.	.	.	.	.	.	1	0%
During our off time, in the winter, there'd be time.	1	.	.	.	.	.	.	1	0%
Because I know that there are alternative ways.	1	.	.	.	.	.	.	1	0%
I don't have time to do a lot of research.	1	.	.	.	.	.	.	1	0%
Energy not just with PG&E but also 4 other providers of energy.	1	.	.	.	.	.	.	1	0%
Just because I think it will work. It's information that will save money.	1	.	.	.	.	.	.	1	0%
Always doing it.	1	.	.	.	.	.	.	1	0%
Just not a lot of time.	.	.	.	1	.	.	.	1	0%
Because the energy cost are getting expensive.	.	1	.	.	.	.	.	1	0%
Who doesn't want to reduce cost?	1	.	.	.	.	.	.	1	0%
Think the cost of energy is ridiculous and they should give u money for making houses and business solar.	.	.	.	.	1	.	.	1	0%
Two less fuel burned and money saved conservation is a win .	.	.	1	.	.	.	.	1	0%
I don't have a lot of time.	.	.	.	1	.	.	.	1	0%
Already doing all they can do with pg and e.	.	.	.	.	1	.	.	1	0%
We've looked into solar power and also methane digesters to reduce energy.	.	1	.	.	.	.	.	1	0%
We don't have a lot of time to do it were a small staff and we do a lot of energy saving for our business already.	.	.	.	.	.	.	1	1	0%
I guess time is the reason.	.	.	.	.	1	.	.	1	0%
Because of the way they operate no ways to do it.	.	.	.	.	1	.	.	1	0%
Because we are currently in that process.	.	.	.	1	.	.	.	1	0%
Because if I can save money on electricity then I would.	.	.	1	.	.	.	.	1	0%
I'm always looking to cut cost.	.	.	1	.	.	.	.	1	0%
If it's going to save me money why not.	.	.	1	.	.	.	.	1	0%
There is a limit on my time.	.	.	.	.	.	.	1	1	0%
If I can reduce my operational cost, it is very important to me. For the most part I can reduce the operational cost, but it costs an arm and a leg and I am not in that position.	.	.	.	.	.	.	1	1	0%
I have little interest in the program.	.	.	.	.	1	.	.	1	0%
It depends on what specific things we are trying to do.	.	.	.	.	.	.	1	1	0%
Cost	.	.	.	.	1	.	.	1	0%
If they show me a lot of savings it would be worth it, not just for nickels and dimes.	.	1	.	.	.	.	.	1	0%
Usually the benefits out weigh the expediter to spend the time to find the information.	.	.	.	.	1	.	.	1	0%
I don't have the time to look.	.	.	1	.	.	.	.	1	0%
I'm not required.	.	.	.	.	1	.	.	1	0%
I work as a volunteer.	.	.	.	.	1	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
To prevent the high bills.	.	.	1	.	.	.	.	1	0%
I've got plenty of stuff to do, so it works out when you guys take care of it.	.	1	.	.	.	.	.	1	0%
I don't just don't have the time. It's busy. Doing this (the study) now, it's keeping me from doing what I need to do.	.	.	.	.	1	.	.	1	0%
I have lots of stuff to do.	.	1	.	.	.	.	.	1	0%
It would be good to reduce energy cost.	.	.	1	.	.	.	.	1	0%
We're always trying to be more energy efficient.	.	.	1	.	.	.	.	1	0%
All of us want to save money.	.	1	.	.	.	.	.	1	0%
I don't see a winery being more efficient.	.	.	.	.	.	.	1	1	0%
Swamped	.	.	.	.	.	.	1	1	0%
All of us want to save a buck.	.	1	.	.	.	.	.	1	0%
Not willing right now.	.	.	1	.	.	.	.	1	0%
It is important.	.	.	1	.	.	.	.	1	0%
We are willing to look, but not so much participate yet.	.	.	.	.	.	.	1	1	0%
I'm willing to listen. If there is someone that would be willing to come out here and talk to us.	.	.	.	.	.	.	1	1	0%
It would be important.	.	1	.	.	.	.	.	1	0%
It saves money for me, and it benefits everybody.	.	.	1	.	.	.	.	1	0%
We are busy.	.	.	.	1	.	.	.	1	0%
I don't have the money to upgrade.	.	.	.	1	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
We help save energy, helps save cost and everyone else.	.	.	1	.	.	.	.	1	0%
Our electric and gas bills are absolutely atrocious because we have very large ovens.	.	.	1	.	.	.	.	1	0%
My time is limited, in the winter months I have more time to move around.	.	1	.	.	.	.	.	1	0%
Economy is very difficult for small businesses.	.	.	1	.	.	.	.	1	0%
A	.	1	.	.	.	.	.	1	0%
I am interested in that, but I am a small business.	.	.	1	.	.	.	.	1	0%
To get the bills down, the electric bills in the summer are really high, particularly since the summer of Enron.	.	.	1	.	.	.	.	1	0%
I am always pretty busy unless I have a problem, but if everything is running okay, I do not worry about it.	.	.	.	.	.	.	1	1	0%
Everyone wants to reduce costs, can't afford bills.	.	.	.	1	.	.	.	1	0%
It's important to reduce energy use and energy cost.	.	.	.	.	1	.	.	1	0%
Trying to save money.	.	.	.	.	.	.	1	1	0%
Time factor.	.	.	.	.	.	.	1	1	0%
I think they make a great effort trying to get the word out.	.	.	.	.	.	.	1	1	0%
I'll take as much time as needed. I just have to reduce energy costs.	.	.	.	1	.	.	.	1	0%
I am confident in them.	.	.	.	.	.	.	1	1	0%
The day in age we need all possible ways of saving money.	.	1	.	.	.	.	.	1	0%
Right now I don't think there is any way we can.	.	1	.	.	.	.	.	1	0%

[illegible]

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We don't want to keep along time looking for information, but want to keep it in mind. Just there's higher priorities then energy efficiency I'm not a big energy user.	.	1	.	.	.	.	.	1	0%
It is a priority, but not my highest priority.	.	1	.	.	.	.	.	1	0%
I say so.	.	.	.	1	.	.	.	1	0%
You deal with the board of directors. I do everything.	.	.	.	.	1	.	.	1	0%
We did a lot of studies on our production, and the way we're doing it, is the most efficient at the moment.	.	.	1	.	.	.	.	1	0%
Not enough time to do it.	.	.	.	1	.	.	.	1	0%
I'm looking at solar panels.	.	.	.	1	.	.	.	1	0%
I say that because it's true.	.	.	.	.	.	.	1	1	0%
To make everybody happy, save money for the reclamation district.	.	.	.	.	1	.	.	1	0%
in some ways we can save, in others we cannot save money.	.	1	.	.	.	.	.	1	0%
It's that I've got a lot going on, so that is not high on my priority list.	.	.	.	.	.	.	1	1	0%
I want to see what else is available out there.	.	.	.	1	.	.	.	1	0%
I don't know.	.	.	.	1	.	.	.	1	0%
Time	.	.	.	.	1	.	.	1	0%
The machines we use, have no way to make them more efficient.	.	.	.	1	.	.	.	1	0%
I get letter form PG&E. I don't have spend time look.	.	.	.	.	1	.	.	1	0%
Not	.	1	.	.	.	.	.	1	0%
I am just to busy.	.	.	.	.	.	.	1	1	0%
Energy costs are going up and we want to save money.	.	.	1	.	.	.	.	1	0%
(had and interference accidentally skipped the question.)	.	1	.	.	.	.	.	1	0%
Have too many things going on.	.	.	.	.	1	.	.	1	0%
It is in my interest.	.	.	.	.	.	.	1	1	0%
I am just lazy.	1	.	.	.	.	.	.	1	0%
I only have two pumps.	1	.	.	.	.	.	.	1	0%
I don't have all the time in the world. They want to work 9-5 I am too busy those hours do not work for me.	1	.	.	.	.	.	.	1	0%
I want to save money.	1	.	.	.	.	.	.	1	0%
it will save me money, at least that's the goal.	.	.	.	.	.	.	1	1	0%
No reason.	.	.	.	1	.	.	.	1	0%
I am to busy.	1	.	.	.	.	.	.	1	0%
To lower the cost.	1	.	.	.	.	.	.	1	0%
I am open to suggestions.	1	.	.	.	.	.	.	1	0%
I can't see that PG&E can't do anything for their outages, so they don't look in to it.	1	.	.	.	.	.	.	1	0%
I'm not too interested in that. I feel I have covered all the bases.	1	.	.	.	.	.	.	1	0%
Nosy	.	1	.	.	.	.	.	1	0%
I am willing but I have not done much.	.	.	1	.	.	.	.	1	0%
We are pretty small and everything is so expensive.	.	1	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I basically do not know where to look.	.	1	.	.	.	.	.	1	0%
I wouldn't even worry about it.	.	1	.	.	.	.	.	1	0%
It's not our primary focus.	.	.	.	.	1	.	.	1	0%
If somebody came to me then I would consider doing that.	.	1	.	.	.	.	.	1	0%
It has to make economic sense.	.	.	.	.	.	.	1	1	0%
It takes time up. I mean I am always trying to be energy efficient as far as looking for other ways.	.	.	1	.	.	.	.	1	0%
I don't have the time.	.	.	1	.	.	.	.	1	0%
Some where in between, I don't know where to do when I know what I need to do.	.	.	.	1	.	.	.	1	0%
PG&E is coming.	.	.	1	.	.	.	.	1	0%
it depends on the reception, I'm getting for. I don't want to spend time if they are not going to listen or the funding not available/cash loan.	.	.	1	.	.	.	.	1	0%
I'm busy, not a high priority.	.	.	.	.	.	.	1	1	0%
Most of the equipment we buy is already energy efficient.	.	1	.	.	.	.	.	1	0%
Don't really look up stuff unless they tell me. We do government, we look it up all the time, and it's not like home.	.	.	.	.	1	.	.	1	0%
Because it's not really available. I don't know how much I heard if not really going well. If something like the store to save energy that is something I would look. If it is something remember more. I would look if someone drops your attention to it."	.	.	.	.	1	.	.	1	0%
Because of the dollars we spend, we are always looking for ways to save.	.	.	.	.	.	.	1	1	0%
The power goes up every year so we have to budget.	.	.	.	1	.	.	.	1	0%
I don't have the time or the energy to research the background.	.	.	.	.	1	.	.	1	0%
Because I believe it is important.	.	.	.	1	.	.	.	1	0%
Because my dad is impatient, we both run the business.	.	.	.	.	1	.	.	1	0%
There are other ways save. Find other place. I don't have worry about PG&E.	.	.	1	.	.	.	.	1	0%
Because we are interested in saving money and energy..	.	.	.	.	.	1	.	1	0%
When I'm at work I'm very busy.	.	.	.	.	.	1	.	1	0%
Because I'm a very, very busy person and that is not on my priority list.	.	.	.	.	.	1	.	1	0%
To lower the bills.	.	.	.	.	.	1	.	1	0%
Because even right now spending this much time answering these questions isn't productive.	.	.	.	.	.	1	.	1	0%
Because energy use is climbing.	.	.	.	.	.	1	.	1	0%
The boss wants you to save money.	.	.	.	.	.	1	.	1	0%
Just because you asked me, don't have a response whatsoever to that.	.	.	.	.	.	1	.	1	0%
Actually it takes less.	.	.	.	.	.	1	.	1	0%
Because I'm so busy I don't have time to look for that.	.	.	.	.	.	1	.	1	0%
I really don't know.	.	.	.	.	.	1	.	1	0%
The economy and everything is going up.	.	.	.	.	1	.	.	1	0%
We are all trying to reduce energy.	.	.	.	.	.	1	.	1	0%
It's obsolete.	.	.	.	.	.	1	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Other staff members look for it.	.	.	.	.	.	1	.	1	0%
I need to give you an answer, nothing else.	.	.	.	.	.	1	.	1	0%
A lot of the equipment we can not stop, so we spend a lot of time on them.	.	.	.	.	.	1	.	1	0%
I'm not totally turned off to reducing energy, but not too enthusiastic about it either.	.	.	.	.	.	1	.	1	0%
No matter how hard I look, the business owner may not go along with it.	.	.	.	.	.	1	.	1	0%
It will save money and help the environment.	.	.	.	.	.	1	.	1	0%
If it will cut his cost, he's more than willing.	.	.	.	.	.	1	.	1	0%
I'm interested in the environment, and it is a selling point for the company.	.	.	.	.	.	1	.	1	0%
I don't have the extra money to invest in something new to bring energy efficiency down.	.	.	.	.	.	1	.	1	0%
We get a newsletter and we try find ways of saving energy.	.	.	.	.	.	1	.	1	0%
I would like to reduce my bill.	.	.	.	.	.	1	.	1	0%
We need to save money and energy.	.	.	.	.	.	1	.	1	0%
I have no time.	.	.	.	.	.	1	.	1	0%
We don't really use that much energy here. Even if it was 10% savings, it's not much dollars.	.	.	.	.	.	1	.	1	0%
Wasting energy is a waste of money and power.	.	.	.	.	.	1	.	1	0%
I like to reduce the cost that I have.	.	.	.	.	.	1	.	1	0%
Doesn't pertain to.	.	.	.	.	.	1	.	1	0%
It's better.	.	.	.	.	.	1	.	1	0%
It's true.	.	.	.	.	.	1	.	1	0%
I believe in helping the environment.	.	.	.	.	.	1	.	1	0%
Always looking.	.	.	.	.	.	1	.	1	0%
I don't have time. It's just me, one light, one computer. I don't see myself with enough time. When we don't have excessive use.	.	.	.	.	.	1	.	1	0%
Willing to look.	.	.	.	.	.	1	.	1	0%
Things are getting tight, as far as bills and cost.	.	.	.	.	.	1	.	1	0%
If it's not broken, I will not fix it.	.	.	.	.	.	1	.	1	0%
I have already looked.	.	.	.	.	.	1	.	1	0%
I think I'm up there. I think, I spent this time. I don't need to spend anymore time.	.	.	.	.	.	1	.	1	0%
Financially, the investment, the money required for energy efficient equipment.	.	.	.	.	.	1	.	1	0%
I don't know what to change at this point.	.	.	.	.	.	1	.	1	0%
After that last experience I wouldn't trust them.	.	.	.	.	.	1	.	1	0%
We are doing all we can.	.	.	.	.	.	1	.	1	0%
Number one, we need to conserve our environmental waste. Having a business, it is always important to conserve energy.	.	.	.	.	.	1	.	1	0%
Save money.	.	.	.	.	.	1	.	1	0%
I don't believe in not wasting energy.	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
At this point, I already do that at home. Since we are not paying the bill, I'm too concerned. Only at home. I'm not concerned, but it's not one of my properties.	.	.	.	.	.	1	.	1	0%
I think for our earth's sustainability. We have a responsibility to save energy.	.	.	.	.	.	1	.	1	0%
Don't have as much time as I would like.	.	.	.	.	.	1	.	1	0%
	186	45	44	37	39	50	30	431	100%

**Table 55 - EE7. How important is energy efficiency to the operations and management of your company?**  
Please use a scale from 0 to 10, where 0 means not at all important and 10 means extremely important.

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	4	1	2	.	1	.	.	8	2%
1	4	.	.	.	1	1	.	6	1%
2	1	2	.	1	1	1	1	7	2%
3	7	2	1	1	2	1	.	14	3%
4	2	.	.	.	.	1	3	6	1%
5	16	3	5	5	1	7	5	42	9%
6	7	3	2	1	.	.	1	14	3%
7	12	6	2	5	2	3	1	31	7%
8	29	9	7	7	11	6	6	75	17%
9	19	.	5	1	2	5	7	39	9%
10	78	18	19	15	16	25	6	177	39%
Don't Know	7	.	.	1	2	1	.	11	2%
Refused	12	2	3	3	.	2	2	24	5%
	198	46	46	40	39	53	32	454	100%

**Table 56 - EE7OT. What are the key operational and management issues?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Getting money making.	1	.	.	.	.	.	.	1	3%
Electricity on the wells.	1	.	.	.	.	.	.	1	3%
I really don't think there are any.	.	.	1	.	.	.	.	1	3%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
None	1	.	.	.	.	.	.	1	3%
I guess we have to use all of our energy in the fall and we cant do anything about it.	.	.	.	.	.	.	1	1	3%
Expenses, because if it is too high I cant pay it.	.	1	.	.	.	.	.	1	3%
Labor	.	.	.	1	.	.	.	1	3%
Can compete with others because they are not efficient and he is.	1	.	.	.	.	.	.	1	3%
Never worried about it obvious what he should do.	1	.	.	.	.	.	.	1	3%
Doesn't use any energy stuff.	1	.	.	.	.	.	.	1	3%
We're a small company, not much time for research.	.	.	1	.	.	.	.	1	3%
Don't have any.	.	.	.	.	1	.	.	1	3%
Vineyards	1	.	.	.	.	.	.	1	3%
Don't have any.	1	.	.	.	.	.	.	1	3%
Don't know.	1	.	.	.	.	.	.	1	3%
I really don't know what they would be.	1	.	.	.	.	.	.	1	3%
Don't have any.	1	.	.	.	.	.	.	1	3%
It is hard to say because I run equipment and you can't be anymore efficient then the equipment you but.	1	.	.	.	.	.	.	1	3%
Getting enough money to run it.	1	.	.	.	.	.	.	1	3%
Nothing	1	.	.	.	.	.	.	1	3%
Paying for the company.	.	.	.	.	1	.	.	1	3%
Cost of energy.	1	.	.	.	.	.	.	1	3%
My brother and I are the owners/operators; we just try to buy diesel in the winter when the cost of it is down.	1	.	.	.	.	.	.	1	3%
Providing water.	.	.	.	.	1	.	.	1	3%
Irrigation	.	1	.	.	.	.	.	1	3%
Insurance	.	1	.	.	.	.	.	1	3%
The cost of feed which has nothing to do with PG&E.	.	1	.	.	.	.	.	1	3%
I am not answering.	.	.	.	.	1	.	.	1	3%
Well, being operating power plant: safety, reliability, availability and making the machine work.	.	.	.	.	1	.	.	1	3%
We don't use much energy.	.	1	.	.	.	.	.	1	3%
Choices	.	.	.	1	.	.	.	1	3%
There aren't any.	.	.	1	.	.	.	.	1	3%
Energy costs, and possibly marketing.	.	.	.	.	.	1	.	1	3%
Customers and venders.	.	.	.	.	.	1	.	1	3%
I'm not really using much. Electricity is expensive.	.	.	.	.	.	1	.	1	3%
	16	5	3	2	5.	3	1	35	100%

**Table 57 - EE8. Does your organization have someone who manages day-to-day energy related issues?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	59	8	10	8	10	11	7	113	25%
No	139	38	36	32	29	42	25	341	75%
	198	46	46	40	39	53	32	454	100%

**Table 58 – EE8A. Who makes the final decision with regards to purchasing and installing energy efficient equipment? IF NECESSARY, PROBE: TITLE/POSITION IN ORGANIZATION**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The Owners.	1	.	.	.	.	.	.	1	0%
Thomas Obata, Owner.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
Mr. Bailey, the Manager and Ms. Weiss, the Owner.	1	.	.	.	.	.	.	1	0%
Owner	.	.	.	.	.	.	1	1	0%
I do.	1	.	.	.	.	.	.	1	0%
We all have input because its a partnership.	.	.	.	1	.	.	.	1	0%
Owner/Partner.	1	.	.	.	.	.	.	1	0%
Both my husband and me.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Joann and Glen Tomlinson, Owners.	1	.	.	.	.	.	.	1	0%
Owners	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Owners	1	.	.	.	.	.	.	1	0%
Upper management Owner.	1	.	.	.	.	.	.	1	0%
Manager my husband and I who own the business and my ranch Manager.	1	.	.	.	.	.	.	1	0%
My husband Jim Larson.	1	.	.	.	.	.	.	1	0%
You Owner.	1	.	.	.	.	.	.	1	0%
The Owner.	.	.	.	1	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
My husband and I do.	1	.	.	.	.	.	.	1	0%
Me which is the sole provider, Betty Schumacher.	1	.	.	.	.	.	.	1	0%
I make the final decision.	1	.	.	.	.	.	.	1	0%
Owners	.	1	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I do.	1	.	.	.	.	.	.	1	0%
It's a joint effort in the family.	1	.	.	.	.	.	.	1	0%
Owner	.	.	1	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
I do.	.	.	.	.	.	.	1	1	0%
Me, I am the Owner.	.	1	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
My son he is a partner in the business.	1	.	.	.	.	.	.	1	0%
Ben Nydam, Owner.	1	.	.	.	.	.	.	1	0%
Our C.E.O..	.	.	.	.	.	.	1	1	0%
Owner mgr.	1	.	.	.	.	.	.	1	0%
Mrs. Jones.	.	.	.	1	.	.	.	1	0%
Gail Tyson, Owner.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Ronald snow, Owner/operator.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Several people have the responsibility for deflectors.	.	.	.	.	1	.	.	1	0%
Me, Bob Bressler.	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
My husband.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Himself and his wife.	1	.	.	.	.	.	.	1	0%
Controller	1	.	.	.	.	.	.	1	0%
The Owners, person would not give name.	1	.	.	.	.	.	.	1	0%
My brother and I.	1	.	.	.	.	.	.	1	0%
Project Manager.	1	.	.	.	.	.	.	1	0%
My husband and I.	1	.	.	.	.	.	.	1	0%
She doesn't.	1	.	.	.	.	.	.	1	0%
I do. Gill baker.	1	.	.	.	.	.	.	1	0%
Our president. President of the corporation.	1	.	.	.	.	.	.	1	0%
I am the guy.	1	.	.	.	.	.	.	1	0%
The Owner, Kelly.	1	.	.	.	.	.	.	1	0%
Himself	1	.	.	.	.	.	.	1	0%
A Board of Directors.	.	.	.	.	1	.	.	1	0%
Owner	.	1	.	.	.	.	.	1	0%
Myself	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Owner	1	.	.	.	.	.	.	1	0%
Mr. Dmmett, the Owner.	.	1	.	.	.	.	.	1	0%
Himself	1	.	.	.	.	.	.	1	0%
Refused to say.	1	.	.	.	.	.	.	1	0%
I am.	.	.	1	.	.	.	.	1	0%
Barbara Newell, Owner.	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
Ms. Tina Thompson.	.	.	1	.	.	.	.	1	0%
Kip Chadhorn, Owner.	.	.	.	.	1	.	.	1	0%
The boss, tom.	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Me, myself.	.	1	.	.	.	.	.	1	0%
Himself	.	.	.	1	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
I do.	.	.	1	.	.	.	.	1	0%
My customers would make those decisions.	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Clyde Burt, Owner.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
My board.	.	.	1	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Our vice president of production.	.	.	.	1	.	.	.	1	0%
Rodolfo, Manager	1	.	.	.	.	.	.	1	0%
Partner	1	.	.	.	.	.	.	1	0%
Mgr	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
John Kooyman, Owner.	1	.	.	.	.	.	.	1	0%
I do, I'm the Owner.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Bill Dobbs, Owner.	1	.	.	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%
Dr Revana, Owner.	.	.	1	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Owner	1	.	.	.	.	.	.	1	0%
Bob	1	.	.	.	.	.	.	1	0%
It is a committee decision with a number of people like 2 or 3 that make the final decisions.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Helen Ryan, Owner.	1	.	.	.	.	.	.	1	0%
I do, I'm the Owner.	1	.	.	.	.	.	.	1	0%
Me the Owner.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Through corporate.	.	.	1	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
My husband and I, the family really.	1	.	.	.	.	.	.	1	0%
Barbara, Owner	1	.	.	.	.	.	.	1	0%
Me, myself.	1	.	.	.	.	.	.	1	0%
Mark or John.	1	.	.	.	.	.	.	1	0%
Ranch Owner.	1	.	.	.	.	.	.	1	0%
Manager	1	.	.	.	.	.	.	1	0%
Operations Manager.	.	.	.	.	1	.	.	1	0%
Me the orchard Owner.	1	.	.	.	.	.	.	1	0%
My husband the boss president of organization.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Himself	1	.	.	.	.	.	.	1	0%
Myself	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Marlene Schultz, Owner.	1	.	.	.	.	.	.	1	0%
I'm not able to do it financially, if we can't work it in financially' we can't go forward.	1	.	.	.	.	.	.	1	0%
Family decisions my husband my self and our son.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Me the Owner.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Wayne, Owner.	1	.	.	.	.	.	.	1	0%
Me and my partner.	1	.	.	.	.	.	.	1	0%
Myself	1	.	.	.	.	.	.	1	0%
I would have to make the decision, I pay the bills.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Refused	1	.	.	.	.	.	.	1	0%
David, Farms	1	.	.	.	.	.	.	1	0%
Just me and two other partners.	1	.	.	.	.	.	.	1	0%
Himself	1	.	.	.	.	.	.	1	0%
I do, I'm the Owner.	.	.	.	1	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Me the Owner.	1	.	.	.	.	.	.	1	0%
Husband	1	.	.	.	.	.	.	1	0%
Henry, Owner.	1	.	.	.	.	.	.	1	0%
Myself	1	.	.	.	.	.	.	1	0%
My husband.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
My wife Owners.	1	.	.	.	.	.	.	1	0%
I do	1	.	.	.	.	.	.	1	0%
Owner, my husband.	1	.	.	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%
Himself	1	.	.	.	.	.	.	1	0%
Co-Owners	.	.	.	.	1	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I do president of company.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Myself	.	.	1	.	.	.	.	1	0%
I do, I am the only one that runs the farm.	1	.	.	.	.	.	.	1	0%
I do.	.	.	.	.	1	.	.	1	0%
My husband and I, we are the Owners.	1	.	.	.	.	.	.	1	0%
Vice president of operations.	1	.	.	.	.	.	.	1	0%
Owners	1	.	.	.	.	.	.	1	0%
I do.	.	.	.	1	.	.	.	1	0%
Himself	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
A conglomeration of our engineers.	.	.	.	.	1	.	.	1	0%
Me, I'm the Owner.	1	.	.	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
Husband and wife together.	1	.	.	.	.	.	.	1	0%
Owner partner myself.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Charlie Mathews, Owner.	1	.	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I do.	.	1	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Jerry, Owner	1	.	.	.	.	.	.	1	0%
Refused	.	1	.	.	.	.	.	1	0%
Me, I am one of the Owners.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Sup contractor.	1	.	.	.	.	.	.	1	0%
I do, Owner.	.	.	1	.	.	.	.	1	0%
Daniel my son, Manager.	1	.	.	.	.	.	.	1	0%
I do.	.	.	1	.	.	.	.	1	0%
My brother and I.	1	.	.	.	.	.	.	1	0%
Owner	.	.	1	.	.	.	.	1	0%
The Owners.	.	.	.	1	.	.	.	1	0%
Me, Owner.	1	.	.	.	.	.	.	1	0%
I do.	.	.	1	.	.	.	.	1	0%
Owner	.	1	.	.	.	.	.	1	0%
The Owner, me.	.	.	1	.	.	.	.	1	0%
Owner	.	.	.	.	.	.	1	1	0%
I do, depending on the cost. Might have to talk to the bank.	.	1	.	.	.	.	.	1	0%
She doesn't.	.	.	1	.	.	.	.	1	0%
Carol and Fred, Owners.	1	.	.	.	.	.	.	1	0%
The Manager.	.	1	.	.	.	.	.	1	0%
The Owner, Mr. Salveria.	.	1	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
My son.	.	.	.	1	.	.	.	1	0%
Myself	1	.	.	.	.	.	.	1	0%
The controller/Manager.	1	.	.	.	.	.	.	1	0%
Anselmo, Owner	.	1	.	.	.	.	.	1	0%
Manager	1	.	.	.	.	.	.	1	0%
Gail Ackard, Owner.	1	.	.	.	.	.	.	1	0%
Me	.	.	.	1	.	.	.	1	0%
I do. Green and Hemly.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Partner	1	.	.	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I do. Karl Asbell. Owner.	.	.	.	1	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
Myself.	.	.	.	1	.	.	.	1	0%
The Board of Directors.	.	.	1	.	.	.	.	1	0%
My husband and I.	1	.	.	.	.	.	.	1	0%
President	1	.	.	.	.	.	.	1	0%
Myself/Owner	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Steve and Kathy, Owners.	1	.	.	.	.	.	.	1	0%
It is a joint decision/Farmer and my self/Owner.	1	.	.	.	.	.	.	1	0%
I do.	.	.	.	1	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
I do.	.	.	.	1	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Me or the Owners.	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
I manage the irrigation district. But my bookkeeper would know how much we're spending in term of energy costs.	1	.	.	.	.	.	.	1	0%
Refused	1	.	.	.	.	.	.	1	0%
I do.	1	.	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Me	1	.	.	.	.	.	.	1	0%
The Owner.	1	.	.	.	.	.	.	1	0%
My son and I.	1	.	.	.	.	.	.	1	0%
Himself	.	.	.	1	.	.	.	1	0%
I do.	.	1	.	.	.	.	.	1	0%
Owner	1	.	.	.	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
She does.	.	.	.	.	1	.	.	1	0%
He does.	.	.	1	.	.	.	.	1	0%
The Owner of the company.	.	.	.	1	.	.	.	1	0%
The five families.	.	.	.	.	1	.	.	1	0%
Myself, the Owner.	.	1	.	.	.	.	.	1	0%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Owner	.	.	.	.	.	.	1	1	0%
Board of Directors.	.	.	.	.	1	.	.	1	0%
Board of Directors.	.	.	.	.	1	.	.	1	0%
I do.	.	.	.	1	.	.	.	1	0%
The Owners.	.	.	1	.	.	.	.	1	0%
The 3 partners.	.	.	1	.	.	.	.	1	0%
Jerry Hanser/President.	.	.	1	.	.	.	.	1	0%
The Owners.	.	.	.	.	.	.	1	1	0%
I do, Owner.	.	.	.	.	.	.	1	1	0%
I do. Owner. (Tenant to the building, but does not own the building).	.	.	.	.	1	.	.	1	0%
Eric Stern or Mike Calhoun, Owner.	.	.	.	.	.	.	1	1	0%
I do.	.	.	.	.	1	.	.	1	0%
I do.	.	1	.	.	.	.	.	1	0%
Our Board of Directors.	.	.	.	.	1	.	.	1	0%
I do, I'm the Owner.	.	.	1	.	.	.	.	1	0%
City Manager.	.	.	.	.	1	.	.	1	0%
David Eby, Water Operations Manager and part Owner.	.	.	.	.	1	.	.	1	0%
The President, Mr. Kobayashi.	.	.	1	.	.	.	.	1	0%
The dairymen, they are the customer.	.	1	.	.	.	.	.	1	0%
We have the Board of Directors.	.	.	.	.	1	.	.	1	0%
Myself and my father.	.	1	.	.	.	.	.	1	0%
The Owner.	.	.	1	.	.	.	.	1	0%
George	.	.	1	.	.	.	.	1	0%
Me and my husband.	.	1	.	.	.	.	.	1	0%
Chuck Mulligan/Owner.	.	.	.	.	.	.	1	1	0%
The Owners.	.	.	.	.	.	.	1	1	0%
The electrician and I.	.	1	.	.	.	.	.	1	0%
Roger	.	.	1	.	.	.	.	1	0%
Myself	.	.	1	.	.	.	.	1	0%
Myself and/or my wife.	.	.	.	.	.	.	1	1	0%
The Owner.	.	.	.	.	.	.	1	1	0%
HD, Owner and operator.	.	1	.	.	.	.	.	1	0%
Myself	.	.	1	.	.	.	.	1	0%
Myself	.	.	.	1	.	.	.	1	0%
Owner	.	.	.	1	.	.	.	1	0%
Refused	.	.	1	.	.	.	.	1	0%
Plant Manager, Super Impendent Engineer.	.	.	1	.	.	.	.	1	0%
My husband and I.	.	.	1	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Tony, Owner.	.	1	.	.	.	.	.	1	0%
The Owner.	.	.	1	.	.	.	.	1	0%
My husband.	.	1	.	.	.	.	.	1	0%
I do.	.	.	1	.	.	.	.	1	0%
I would. I'm the Owner.	.	.	1	.	.	.	.	1	0%
My boss, Patrick O'Dell.	.	.	.	.	.	.	1	1	0%
Her husband, head of company.	.	.	.	1	.	.	.	1	0%
The Manager.	.	.	.	.	1	.	.	1	0%
I do, I am the wine maker.	.	.	.	.	.	.	1	1	0%
I would.	.	.	.	.	.	.	1	1	0%
The Owner.	.	.	.	.	.	.	1	1	0%
Refused	.	1	.	.	.	.	.	1	0%
I do.	.	.	.	1	.	.	.	1	0%
General Mgr.	.	.	.	.	.	.	1	1	0%
Family decision.	.	1	.	.	.	.	.	1	0%
My son and I.	.	1	.	.	.	.	.	1	0%
My self or my partner. Co-Owner/partner is Owner.	.	.	.	1	.	.	.	1	0%
Me, Owner.	.	.	.	1	.	.	.	1	0%
He does, partner.	.	1	.	.	.	.	.	1	0%
Owner	.	.	.	.	.	.	1	1	0%
Self I am President of company.	.	1	.	.	.	.	.	1	0%
Chairman of the Board. James Burgin.	.	.	.	.	1	.	.	1	0%
I would.	.	.	.	.	1	.	.	1	0%
Me	.	.	.	.	1	.	.	1	0%
The Owner.	.	1	.	.	.	.	.	1	0%
Me	.	1	.	.	.	.	.	1	0%
Owner	.	.	1	.	.	.	.	1	0%
Gene, Owner	.	1	.	.	.	.	.	1	0%
Refused	.	.	.	1	.	.	.	1	0%
He does, General Manager.	.	.	.	1	.	.	.	1	0%
I do, member Manager.	.	.	1	.	.	.	.	1	0%
I and other bother. Owner. One of them.	.	1	.	.	.	.	.	1	0%
George, Owner.	.	1	.	.	.	.	.	1	0%
Mario - C.E.O.	.	.	1	.	.	.	.	1	0%
On site, also our site Manager Al Tobar.	.	.	.	1	.	.	.	1	0%
Owners of the ranch.	.	.	.	.	.	.	1	1	0%
The Board of Directors.	.	.	.	.	1	.	.	1	0%
General Manager.	.	.	.	.	1	.	.	1	0%

[illegible]

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Scott Springer, Plant Manager.	.	.	1	.	.	.	.	1	0%
Husband. His is the Owner. I'm the assistant.	.	1	.	.	.	.	.	1	0%
Himself and Finance Director.	.	.	.	.	1	.	.	1	0%
Myself	.	.	.	.	.	.	1	1	0%
Me	1	.	.	.	.	.	.	1	0%
Myself, Owner.	1	.	.	.	.	.	.	1	0%
Myself Owner and operator.	1	.	.	.	.	.	.	1	0%
My husband and I.	1	.	.	.	.	.	.	1	0%
I do, Owner.	1	.	.	.	.	.	.	1	0%
A group of people who evaluate.	.	.	.	.	.	.	1	1	0%
Myself/Owner	.	.	.	1	.	.	.	1	0%
Myself/Owner	1	.	.	.	.	.	.	1	0%
I do, Owner/Operator.	1	.	.	.	.	.	.	1	0%
My son. Well, he's Part Owner. She was the Owner.	1	.	.	.	.	.	.	1	0%
Me the Owner.	1	.	.	.	.	.	.	1	0%
Her husband.	.	1	.	.	.	.	.	1	0%
I do.	.	.	1	.	.	.	.	1	0%
I would, Owner.	.	1	.	.	.	.	.	1	0%
Jim Martin, Owner.	.	1	.	.	.	.	.	1	0%
Myself, Owner.	.	1	.	.	.	.	.	1	0%
My boss/Chief of the Field Division. Self-Supervising Engineer.	.	.	.	.	1	.	.	1	0%
Me, the Owner.	.	1	.	.	.	.	.	1	0%
The Owner.	.	.	.	.	.	.	1	1	0%
Myself/Owner	.	.	1	.	.	.	.	1	0%
Me the Owner.	.	.	1	.	.	.	.	1	0%
I do/Owner.	.	.	.	1	.	.	.	1	0%
Lisa Lee.	.	.	1	.	.	.	.	1	0%
Owner-Committee of Owners, more than one.	.	.	1	.	.	.	.	1	0%
I would.	.	.	.	.	.	.	1	1	0%
I do.	.	1	.	.	.	.	.	1	0%
We have department manager. I'm count payable.	.	.	.	.	1	.	.	1	0%
The board of directors. Starts building maintenance. Counts payable.	.	.	.	.	1	.	.	1	0%
Dink company Owner.	.	.	.	.	.	.	1	1	0%
Karen, CEO	.	.	.	1	.	.	.	1	0%
General manager.	.	.	.	.	1	.	.	1	0%
Me, the Owner.	.	.	.	1	.	.	.	1	0%
Mr. Pedersen.	.	.	.	.	1	.	.	1	0%
Allen-Owner	.	.	1	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
General Manager, Operating Manager.	.	.	.	.	.	1	.	1	0%
I do.	.	.	.	.	.	1	.	1	0%
The Owners of the company would be involved this is Del Monte Meat co.	.	.	.	.	.	1	.	1	0%
Me the Owner/operate.	.	.	.	.	.	1	.	1	0%
(refused to give a name)	.	.	.	.	.	1	.	1	0%
Me and my father, I am president, and my father is chairman of the board.	.	.	.	.	.	1	.	1	0%
The senior partner.	.	.	.	.	.	1	.	1	0%
Plant manager/mechanical engineer.	.	.	.	.	.	1	.	1	0%
Owner.	.	.	.	.	.	1	.	1	0%
Operation mgr.	.	.	.	.	.	1	.	1	0%
We do ourselves. It's a family operation.	.	.	.	.	.	1	.	1	0%
Jay, Maintenance Manager.	.	.	.	.	1	.	.	1	0%
I do, I'm the Owner.	.	.	.	.	.	1	.	1	0%
The City Management.	.	.	.	.	.	1	.	1	0%
The President.	.	.	.	.	.	1	.	1	0%
Owner	.	.	.	.	.	1	.	1	0%
My boss, or the CEO.	.	.	.	.	.	1	.	1	0%
That would be me, I'm the Owner.	.	.	.	.	.	1	.	1	0%
Owner	.	.	.	.	.	1	.	1	0%
Bruce, Owner.	.	.	.	.	.	1	.	1	0%
Himself, Operations Manager.	.	.	.	.	.	1	.	1	0%
Me the Owner.	.	.	.	.	.	1	.	1	0%
Owner	.	.	.	.	.	1	.	1	0%
Tina Stillwell, General Manager.	.	.	.	.	.	1	.	1	0%
I do.	.	.	.	.	.	1	.	1	0%
The boss.	.	.	.	.	.	1	.	1	0%
Leechin, Manager	.	.	.	.	.	1	.	1	0%
Myself-Controller/Accounting and Owner.	.	.	.	.	.	1	.	1	0%
Carry, own and operates.	.	.	.	.	.	1	.	1	0%
Me the Owner.	.	.	.	.	.	1	.	1	0%
Don't know.	.	.	.	.	.	1	.	1	0%
Ben's the Owner.	.	.	.	.	.	1	.	1	0%
Owner	.	.	.	.	.	1	.	1	0%
Me, Vice President.	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
Son and himself, Owners.	.	.	.	.	.	1	.	1	0%
Office Mgr/Owner.	.	.	.	.	.	1	.	1	0%
Himself, Owner.	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It is a group, the owners share it.	.	.	.	.	.	1	.	1	0%
I do, no title.	.	.	.	.	.	1	.	1	0%
Vice President of Operations.	.	.	.	.	.	1	.	1	0%
General Mgr.	.	.	.	.	.	1	.	1	0%
Refused	.	.	.	.	.	1	.	1	0%
Group decision.	.	.	.	.	.	1	.	1	0%
I do.	.	.	.	.	.	1	.	1	0%
I do.	.	.	.	.	.	1	.	1	0%
I do, Owner.	.	.	.	.	.	1	.	1	0%
Owners	.	.	.	.	.	1	.	1	0%
Me	.	.	.	.	.	1	.	1	0%
Consciences of the board.	.	.	.	.	.	1	.	1	0%
We lease the building. The building owner. He doesn't pay the electric bill. He wouldn't be interested in upgrading . It's paid by use, the one who pays the building.	.	.	.	.	.	1	.	1	0%
My boss.	.	.	.	.	.	1	.	1	0%
Me	.	.	.	.	.	1	.	1	0%
	198	46	46	40	39	52	32	453	100%

**Table 59 - EE8b. [IF EE8 = YES] What are the educational or professional backgrounds of this person/these persons?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Have a degree in age business and graduated and 32 years of farming business.	1	.	.	.	.	.	.	1	1%
Mr. Bailey is a farmer; his specialty is citrus and went to college.	1	.	.	.	.	.	.	1	1%
Masters degree for both of us.	1	.	.	.	.	.	.	1	1%
High school grad.	1	.	.	.	.	.	.	1	1%
Graduated from high school my husband and I have studied animal science and we are taking courses here and there, like classes on conserving energy how to prevent mortality for baby chicks.	1	.	.	.	.	.	.	1	1%
Master energy good business sense.	1	.	.	.	.	.	.	1	1%
A master's degree.	1	.	.	.	.	.	.	1	1%
Junior college and college grad.	1	.	.	.	.	.	.	1	1%
Retire cop and college degree.	1	.	.	.	.	.	.	1	1%
College degree.	1	.	.	.	.	.	.	1	1%
4 years college.	.	.	.	1	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
College degree.	1	.	.	.	.	.	.	1	1%
I manage property, with some other people beside y own and I have gone to a lot of classes on agricultural.	1	.	.	.	.	.	.	1	1%
I graduated from Fresno state and my brother graduated from Fresno city college.	1	.	.	.	.	.	.	1	1%
Business manager, went to college for truck driving, pretty much do everything.	1	.	.	.	.	.	.	1	1%
Degree in science and masters in science.	1	.	.	.	.	.	.	1	1%
Various backgrounds, it's a group of people.	.	.	.	.	1	.	.	1	1%
College graduate.	1	.	.	.	.	.	.	1	1%
I have a degree/certificate in baking.	.	.	1	.	.	.	.	1	1%
BA and 2 years of grad school;	.	.	1	.	.	.	.	1	1%
I have had 2 years of college in business.	1	.	.	.	.	.	.	1	1%
Bs	1	.	.	.	.	.	.	1	1%
College grad.	1	.	.	.	.	.	.	1	1%
They all have college educations.	.	.	1	.	.	.	.	1	1%
Master degree in science.	1	.	.	.	.	.	.	1	1%
College degree.	1	.	.	.	.	.	.	1	1%
He's a doctor.	.	.	1	.	.	.	.	1	1%
All of us have at least a bachelor's degree.	1	.	.	.	.	.	.	1	1%
Hands on experience.	1	.	.	.	.	.	.	1	1%
Grad degree.	1	.	.	.	.	.	.	1	1%
High school grad and life time rancher.	1	.	.	.	.	.	.	1	1%
Mechanical engineer.	.	.	.	.	1	.	.	1	1%
I have a college degree, have permits from the county. We have to have so many hours a year to maintain our orchard. We have to keep up to date.	1	.	.	.	.	.	.	1	1%
He is a college graduate.	1	.	.	.	.	.	.	1	1%
As much as anyone can offer.	1	.	.	.	.	.	.	1	1%
College graduate.	1	.	.	.	.	.	.	1	1%
Husband and I have bachelor of science and my son is a graduate of a junior college.	1	.	.	.	.	.	.	1	1%
Not sure.	1	.	.	.	.	.	.	1	1%
Na	1	.	.	.	.	.	.	1	1%
High school graduate.	1	.	.	.	.	.	.	1	1%
None	1	.	.	.	.	.	.	1	1%
30 years of business experience and Master's.	1	.	.	.	.	.	.	1	1%
College degree, in business management.	1	.	.	.	.	.	.	1	1%
Criminal justice.	1	.	.	.	.	.	.	1	1%
I am a retired senior building inspector. My husband is a retired building inspector. We both have bachelor's degrees too.	1	.	.	.	.	.	.	1	1%
All have engineering degrees.	.	.	.	.	1	.	.	1	1%
I have been farming for over 20yrs.	1	.	.	.	.	.	.	1	1%





	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I have a degree in electrical. I've been in agriculture for 25 years, and for 22 of 25 years I also managed both the farm and the ranch.	.	.	.	1	.	.	.	1	1%
Graduate degree.	.	.	.	.	.	.	1	1	1%
Some college.	.	1	.	.	.	.	.	1	1%
16 years of schooling.	.	.	.	1	.	.	.	1	1%
Don't know.	.	.	.	.	.	.	1	1	1%
Again through experience.	.	.	.	.	1	.	.	1	1%
It is a council so it varies.	.	1	.	.	.	.	.	1	1%
College 4 years, not a graduate. I have been in the dairy business for over 50 years.	.	1	.	.	.	.	.	1	1%
Jr. college classes, certificate program writing and maintenance.	.	.	.	.	.	.	1	1	1%
He has an Undergraduate Degree.	.	.	.	.	.	.	1	1	1%
College. I've been in the nursery business: flowers, plants.	.	.	.	1	.	.	.	1	1%
Just common knowledge.	.	.	.	.	.	.	1	1	1%
Cheese maker college in South America.	.	1	.	.	.	.	.	1	1%
Graduate school.	.	.	1	.	.	.	.	1	1%
I have a Master's Degree. He has some college.	.	1	.	.	.	.	.	1	1%
None	1	.	.	.	.	.	.	1	1%
College degree.	.	.	1	.	.	.	.	1	1%
Some college course work, not degreed, Chief of Field Division. Self-Professional Engineer registration.	.	.	.	.	1	.	.	1	1%
Attorneys, developers, doctors/professionals.	.	.	1	.	.	.	.	1	1%
Bachelors degree in horticulture.	.	.	.	1	.	.	.	1	1%
They all should have their bachelors degrees.	.	.	.	.	.	1	.	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
Associate Degree, Executive.	.	.	.	.	.	1	.	1	1%
Nothing in energy, but I do have a Master's Degree in Management.	.	.	.	.	.	1	.	1	1%
Works for the government and has BS degree.	.	.	.	.	.	1	.	1	1%
High school.	.	.	.	.	.	1	.	1	1%
Grew up in it.	.	.	.	.	.	1	.	1	1%
A degree, electrician for 20 yrs.	.	.	.	.	.	1	.	1	1%
College, Bachelors.	.	.	.	.	.	1	.	1	1%
Not sure, what do you mean by that.	.	.	.	.	.	1	.	1	1%
B.A.	.	.	.	.	.	1	.	1	1%
	59	9	10	8	9	11	7	113	100%

**Table 60 - EE9. Do you have access to sufficient technical resources either in house or through contractors to address the management of electric and natural gas costs?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	107	20	20	20	27	32	20	246	54%
No	61	21	17	15	9	12	7	142	31%
Don't Know	17	3	6	2	3	7	3	41	9%
Refused	13	2	3	3	.	2	2	25	6%
	198	46	46	40	39	53	32	454	100%

**Table 61 - EE90T. What type of technical resources are you lacking?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We don't really qualify because we don't really have.	1	.	.	.	.	.	.	1	1%
All of them. We have no resources at all. We would like to know some.	1	.	.	.	.	.	.	1	1%
Knowledge	1	.	.	.	.	.	.	1	1%
Lower rates.	1	.	.	.	.	.	.	1	1%
None	.	.	.	1	.	.	.	1	1%
Money to obtain more resources from different providers.	1	.	.	.	.	.	.	1	1%
When we need information we have to go looking.	.	1	.	.	.	.	.	1	1%
Don't know.	1	.	.	.	.	.	.	1	1%
I don't They send me information then I decide what I am going to do.	.	1	.	.	.	.	.	1	1%
I don't see us lacking any.	1	.	.	.	.	.	.	1	1%
Nothing, we have pump in shop waiting to be put in.	1	.	.	.	.	.	.	1	1%
Information mainly.	1	.	.	.	.	.	.	1	1%
No if he calls gets a good answer.	.	.	.	.	1	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
I don't know I have no idea.	1	.	.	.	.	.	.	1	1%
Live in an area where u can't use cell phones and can't use t1 lines doesn't have the equipment in the technical area.	1	.	.	.	.	.	.	1	1%
Going toward our solar deal more. More information on that.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
None that he knows of.	1	.	.	.	.	.	.	1	1%
Not looking now for any additional resources.	1	.	.	.	.	.	.	1	1%
Knowledgeable people in the electric industry that I can speak with.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
The internet.	.	.	1	.	.	.	.	1	1%
High speed internet.	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't check.	1	.	.	.	.	.	.	1	1%
Nothing	1	.	.	.	.	.	.	1	1%
I wouldn't know what I would need to start off with.	1	.	.	.	.	.	.	1	1%
None	1	.	.	.	.	.	.	1	1%
All kinds.	1	.	.	.	.	.	.	1	1%
Information online mode efficient and analysis on whatever we could save.	1	.	.	.	.	.	.	1	1%
If they can change the rates, that's the only thing you can do.	1	.	.	.	.	.	.	1	1%
None	1	.	.	.	.	.	.	1	1%
Well on a ranch, all of them.	1	.	.	.	.	.	.	1	1%
We don't have resources, none.	1	.	.	.	.	.	.	1	1%
Not sure.	1	.	.	.	.	.	.	1	1%
General knowledge.	1	.	.	.	.	.	.	1	1%
Several months ago, I lost power to my barn and everyone I called was either expensive or didn't have time.	1	.	.	.	.	.	.	1	1%
Back to the financial aspect, it we were able to do it we would.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
We just don't get into that because we would have to hire someone and that is a lot of money.	1	.	.	.	.	.	.	1	1%
I would just use the internet.	1	.	.	.	.	.	.	1	1%
None, because it does not pertain to my operation.	1	.	.	.	.	.	.	1	1%
I have no idea.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
I don't know, we don't have anybody that's closely monitoring that kind of stuff.	1	.	.	.	.	.	.	1	1%
I can't think of anybody that will call up and say how are we saving energy. We have to find out our selves. Only talking to the venders for all of these products is limited.	1	.	.	.	.	.	.	1	1%
All	1	.	.	.	.	.	.	1	1%
Any and all that is related to energy efficient equipment.	.	.	.	.	1	.	.	1	1%
Basic knowledge and ideas.	1	.	.	.	.	.	.	1	1%
Don't know.	1	.	.	.	.	.	.	1	1%
Just information.	.	.	1	.	.	.	.	1	1%
[C	1	.	.	.	.	.	.	1	1%
Not sure.	.	.	.	1	.	.	.	1	1%
None	1	.	.	.	.	.	.	1	1%
More energy efficient motors.	.	.	1	.	.	.	.	1	1%
PG&E don't tell me nothing.	.	1	.	.	.	.	.	1	1%
I don't know.	.	1	.	.	.	.	.	1	1%
None small business.	.	.	1	.	.	.	.	1	1%
None	.	.	.	1	.	.	.	1	1%
I don't know.	.	1	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Not lacking any.	1	.	.	.	.	.	.	1	1%
I don't have internet.	1	.	.	.	.	.	.	1	1%
I have no idea. Really, no idea.	.	.	.	1	.	.	.	1	1%
Instruments to test the equipment.	1	.	.	.	.	.	.	1	1%
Like I say if it is some kind of publication that said it was better I would do it. I don't go looking for it.	1	.	.	.	.	.	.	1	1%
Trying to get things changed from diesel to electric right now but PG&E is very inefficient.	1	.	.	.	.	.	.	1	1%
Nobody with that expertise that works here.	1	.	.	.	.	.	.	1	1%
Publication that PG&E would need to put out to show us what is available.	1	.	.	.	.	.	.	1	1%
I really don't know. Just basic information, I guess.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
A consulting service. Somebody who could guide us and open our eyes. Work with our budget, guide us on energy, the environment and open our eyes.	1	.	.	.	.	.	.	1	1%
New equipment that comes on board.	.	.	.	1	.	.	.	1	1%
Anyone getting someone to come over and tell you.	.	.	.	.	1	.	.	1	1%
None	.	.	.	.	1	.	.	1	1%
Don't know.	.	.	.	.	1	.	.	1	1%
Don't know.	.	.	1	.	.	.	.	1	1%
Everything I'm lacking.	.	.	1	.	.	.	.	1	1%
Information on how to change, how to use.	.	.	1	.	.	.	.	1	1%
Don't know.	.	.	1	.	.	.	.	1	1%
Don't know.	.	.	.	.	.	.	1	1	1%
Some kind of consultant.	.	.	1	.	.	.	.	1	1%
I don't know how to answer that one.	.	.	1	.	.	.	.	1	1%
I don't know, not really sure.	.	1	.	.	.	.	.	1	1%
I don't know what is out there as far as that goes.	.	.	1	.	.	.	.	1	1%
I Don't know.	.	1	.	.	.	.	.	1	1%
I don't know.	.	.	1	.	.	.	.	1	1%
I don't know, not to sure.	.	.	.	.	.	.	1	1	1%
To get help from PG&E is impossible and they are the ones who have everything and with out them there is no help from anyone else because of PG&E. they are forced to give to low income or seniors and not giving anything to the AG customers.	.	.	.	1	.	.	.	1	1%
Personal knowledge and no time.	.	.	.	.	.	.	1	1	1%
None	.	1	.	.	.	.	.	1	1%
Don't know.	.	1	.	.	.	.	.	1	1%
I don't think, I'm lacking any. I am able to find out. No, not technical. We are talking about internet, media, telephone, so I have that, so no. Technical. I don't think I'm lacking any. I am able to find out. Not technical, not. We are talking about internet, media, telephone, so I have that, so not.	.	.	.	1	.	.	.	1	1%
Don't know.	.	.	.	1	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Don't know.	.	1	.	.	.	.	.	1	1%
Can't get accurate information.	.	.	.	.	.	.	1	1	1%
Everything/none in particular.	.	1	.	.	.	.	.	1	1%
Supervised management of electricity.	.	.	1	.	.	.	.	1	1%
I don't have computers.	.	1	.	.	.	.	.	1	1%
Don't know.	.	1	.	.	.	.	.	1	1%
Having time, considering we don't have time or someone dedicated to just that.	.	.	1	.	.	.	.	1	1%
No, we don't have anything. What you see is what we use.	.	.	.	.	1	.	.	1	1%
I Don't know.	.	.	.	.	1	.	.	1	1%
I have no idea.	.	1	.	.	.	.	.	1	1%
We have not due to resources of solar and wind we are not aware of the efficiency of these resources. We have not seen any clear cut studies on that.	.	1	.	.	.	.	.	1	1%
I'm not.	.	.	.	.	.	.	1	1	1%
Resources in maintaining resources.	.	.	.	.	1	.	.	1	1%
Time I guess.	.	.	.	1	.	.	.	1	1%
I'm computer challenged.	.	.	.	1	.	.	.	1	1%
Ways to calculate how much energy we are using.	.	1	.	.	.	.	.	1	1%
I'm not exactly sure.	.	.	.	1	.	.	.	1	1%
I don't know.	.	.	.	1	.	.	.	1	1%
I would say most of the vendors don't put more information for options.	.	.	.	.	.	.	1	1	1%
Natural gas.	1	.	.	.	.	.	.	1	1%
I have no idea.	1	.	.	.	.	.	.	1	1%
I don't know.	1	.	.	.	.	.	.	1	1%
We are just a small operation, and we get our information from the pump company.	1	.	.	.	.	.	.	1	1%
Just on what's really going on.	.	1	.	.	.	.	.	1	1%
None	.	1	.	.	.	.	.	1	1%
I believe I have everything.	.	1	.	.	.	.	.	1	1%
If I need something I would find it, like for plumbing. When we used to have to dairy, it was electricity, but we also had propane, we had to use a lot of hot water. I still run a cold room and that facility probably isn't too efficient today, but it does the job.	.	1	.	.	.	.	.	1	1%
I Don't know off the bat.	.	1	.	.	.	.	.	1	1%
I Don't know.	.	.	1	.	.	.	.	1	1%
Like a study that I can read what is, I have considered and thought about solar energy and it is a very tempting idea. The times that I have asked I read about it. The varieties there is seem to be very expensive, and I can't afford it. The point is I have read often in direct publications, that PG&E participates in the energy efficient programs. I wish I could talk to some one about that. I have a study that says (this has nothing to do with my project) if there is a solar panel system that is 100 square miles by ten miles, which would be a perfect place in the Mojabi Desert. It would be enough to produce enough electricity for the entire country.	.	.	.	1	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I don't know.	.	.	1	.	.	.	.	1	1%
I'm too small for that.	.	.	.	.	.	.	1	1	1%
I Don't know, until I find out.	.	1	.	.	.	.	.	1	1%
I really don't know.	.	.	.	.	1	.	.	1	1%
References	.	.	.	1	.	.	.	1	1%
I am not sure how to answer it.	.	.	.	1	.	.	.	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
I have to find what they have to offer. I have no idea what's out there.	.	.	.	.	.	1	.	1	1%
All of them, I guess.	.	.	.	.	.	1	.	1	1%
None	.	.	.	.	.	1	.	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
Don't know.	.	.	.	.	.	1	.	1	1%
I don't know.	.	.	.	.	.	1	.	1	1%
We are a new business.	.	.	.	.	.	1	.	1	1%
All of them.	.	.	.	.	.	1	.	1	1%
Maybe solar panels.	.	.	.	.	.	1	.	1	1%
No, don't know.	.	.	.	.	.	1	.	1	1%
	61	22	16	15	9	12	7	142	100%

**Table 62 - EE10. If you had access to more technical resources through the AG&FP program, how likely is it that you would participate in the AG&FP program?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
0	6	2	3	.	1	1	.	13	9%
1	1	.	.	.	.	.	.	1	1%
2	3	1	1	.	1	.	.	6	4%
3	3	2	.	1	.	1	.	7	5%
4	1	1	.	1	.	.	.	3	2%
5	9	5	1	2	3	2	3	25	18%
6	2	.	1	2	.	1	1	7	5%
7	4	1	1	2	.	.	.	8	6%
8	8	2	4	1	.	1	1	17	12%
9	6	1	.	.	.	.	1	8	6%
10	11	4	4	5	3	4	1	32	23%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Don't Know	7	2	2	1	1	2	.	15	11%
	61	21	17	15	9	12	7	142	100%

**Table 63 - EE11. Are you aware that PG&E offers a variety of technical support to assist in the participation process?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	90	22	19	19	25	27	19	221	49%
No	93	22	23	18	14	23	11	204	45%
Don't Know	2	.	1	.	.	1	.	4	1%
Refused	13	2	3	3	.	2	2	25	6%
	198	46	46	40	39	53	32	454	100%

**Table 64 - EM1. Over the past 2 years, have you installed, or are you currently installing, any equipment that you would consider energy efficient?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes, have installed energy efficient equipment over past 2 years	50	21	17	9	16	20	12	145	32%
Yes, currently installing energy efficient equipment	12	4	2	1	.	2	3	24	5%
Yes, both installed energy efficient equipment over past 2 years AND currently installing	10	.	1	1	5	4	1	22	5%
No	108	19	22	25	16	19	13	222	49%
Don't Know	5	.	1	1	2	6	1	16	4%
Refused	13	2	3	3	.	2	2	25	6%
	198	46	46	40	39	53	32	454	100%

**Table 65 - EM1A. What energy efficient equipment have you installed?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Drip irrigation systems.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Pumps motors.	1	.	.	.	.	.	.	1	1%
Refrigerators processing equip.	.	.	.	.	.	.	1	1	1%
Electric motors.	1	.	.	.	.	.	.	1	1%
A new water heater.	1	.	.	.	.	.	.	1	1%
Air conditioner.	1	.	.	.	.	.	.	1	1%
Those energy efficient light bulbs electric motors we run when necessary.	1	.	.	.	.	.	.	1	1%
Well pump.	1	.	.	.	.	.	.	1	1%
Solar panels.	1	.	.	.	.	.	.	1	1%
Deep wells were installed in the last two years.	1	.	.	.	.	.	.	1	1%
Water pumps.	1	.	.	.	.	.	.	1	1%
Furnace the entire kitchen.	1	.	.	.	.	.	.	1	1%
Micro sprinklers.	1	.	.	.	.	.	.	1	1%
I didn't know that we have. The light bulbs in the dairy milking product.	1	.	.	.	.	.	.	1	1%
Refrigeration unit and light bulbs.	1	.	.	.	.	.	.	1	1%
Grass wall heater.	1	.	.	.	.	.	.	1	1%
Florescent light bulbs and in ceilings.	.	.	.	.	1	.	.	1	1%
Solar panels.	1	.	.	.	.	.	.	1	1%
I am installing a 50 horse power pump, an irrigation pump, I would like to know about a rebate.	1	.	.	.	.	.	.	1	1%
Booster pumps.	1	.	.	.	.	.	.	1	1%
The meter.	1	.	.	.	.	.	.	1	1%
Heating and air conditioning units.	1	.	.	.	.	.	.	1	1%
Solar power and wind mill pumps.	1	.	.	.	.	.	.	1	1%
Water pump, appliances.	1	.	.	.	.	.	.	1	1%
Lighting and motors agricultural irrigation pumps and upgrades for higher efficiencies.	.	.	.	.	1	.	.	1	1%
Milk cooler refrigerator vacuum pumps and lighting.	.	1	.	.	.	.	.	1	1%
Refrigerated refer units.	1	.	.	.	.	.	.	1	1%
Electric irrigation pumps.	.	1	.	.	.	.	.	1	1%
Solar power.	1	.	.	.	.	.	.	1	1%
New refrigerators and pumps.	1	.	.	.	.	.	.	1	1%
A door-reach in refrigerator and a new hood for the stove.	.	.	1	.	.	.	.	1	1%
Milk pumps, and variable speed vacuum pumps, variable speed well motors for water pumps.	.	1	.	.	.	.	.	1	1%
New lights and a new refrigerator.	1	.	.	.	.	.	.	1	1%
Energy efficient pump.	1	.	.	.	.	.	.	1	1%
Water pump transformer.	1	.	.	.	.	.	.	1	1%
Energy efficient lights and motors.	1	.	.	.	.	.	.	1	1%
Steam generator.	.	.	1	.	.	.	.	1	1%
Lighting and we are going to in install lighting also through the program.	1	.	.	.	.	.	.	1	1%





	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Electric over diesel for pumps.	.	1	.	.	.	.	.	1	1%
Air compressor.	.	1	.	.	.	.	.	1	1%
Central ac and heating.	1	.	.	.	.	.	.	1	1%
Air conditioners and irrigation pump.	1	.	.	.	.	.	.	1	1%
Irrigation well.	.	1	.	.	.	.	.	1	1%
Energy efficient lighting and bulbs.	.	.	.	1	.	.	.	1	1%
Lights	1	.	.	.	.	.	.	1	1%
More extensive sprinkler.	1	.	.	.	.	.	.	1	1%
Air conditioning, refrigeration, and laundry.	1	.	.	.	.	.	.	1	1%
Permanent irrigation.	1	.	.	.	.	.	.	1	1%
Modern deep well motors.	1	.	.	.	.	.	.	1	1%
The steam trap and insulation.	.	.	.	1	.	.	.	1	1%
Five new air conditioning units.	1	.	.	.	.	.	.	1	1%
Motors that is more efficient.	1	.	.	.	.	.	.	1	1%
Pumps, through my contractors. But everything is related to costs.	1	.	.	.	.	.	.	1	1%
The time of use incentive scheduling also low flow toilets and new water heaters.	1	.	.	.	.	.	.	1	1%
We're starting with the appliances, the refrigerators and the microwaves. Then we want to take that to the upper level with our commercial appliances.	1	.	.	.	.	.	.	1	1%
Lighting	1	.	.	.	.	.	.	1	1%
New panels and new energy efficient motors.	.	.	.	1.	.	.	.	1	1%
A variable speed vacuum pump.	.	1	.	.	.	.	.	1	1%
Cooling and heating.	.	.	1	.	.	.	.	1	1%
Solar on roof.	.	.	.	.	.	.	1	1	1%
Light bulbs.	.	.	.	.	.	.	1	1	1%
Air conditioning units.	.	.	.	.	.	.	1	1	1%
New motors and new drives for irrigation season.	.	.	.	.	1	.	.	1	1%
Lighting	.	.	.	.	1	.	.	1	1%
2 new pumps star rated and compact florescent light bulbs.	.	.	.	.	1	.	.	1	1%
Variable drives on vacuum and dairy pumps, soft starts on the irrigation wells, high efficiency pumps also lighting.	.	1	.	.	.	.	.	1	1%
A generator.	.	.	1	.	.	.	.	1	1%
Machinery	.	.	1	.	.	.	.	1	1%
Fans	.	1	.	.	.	.	.	1	1%
Light bulbs	.	.	.	.	.	.	1	1	1%
Freezer	.	1	.	.	.	.	.	1	1%
Refrigeration, water heater, oven,	.	.	1	.	.	.	.	1	1%
Florescent light bulbs.	.	.	.	.	.	.	1	1	1%
I replaced a couple of motors.	.	1	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Motors pumps.	.	.	.	1	.	.	.	1	1%
Energy efficient lighting dieratore (pre heat water to boiler)	.	.	1	.	.	.	.	1	1%
I have installed some lighting.	.	1	.	.	.	.	.	1	1%
Refrigeration unit for strawberries out for bit.	.	.	.	1	.	.	.	1	1%
Variable speed drives.	.	.	.	.	1	.	.	1	1%
Fluorescent light bulbs replaced.	.	.	.	.	.	.	1	1	1%
Only stuff we have re-done for residential. Haven't done anything for the operation itself. I won't get started on that until I can understand energy efficient equipment and how I can use it.	.	.	.	1	.	.	.	1	1%
Pumps	.	.	.	.	.	.	1	1	1%
Installed vacuum pump is more efficient and saves energy.	.	1	.	.	.	.	.	1	1%
Lighting, air conditioning. Water heater.	.	.	.	1	.	.	.	1	1%
Energy efficient air conditioning equipment as well as heating.	.	1	.	.	.	.	.	1	1%
Air conditioning and heating.	.	.	.	.	1	.	.	1	1%
Submersible pumps.	.	.	.	.	1	.	.	1	1%
Vacuum pump at the dairy.	.	1	.	.	.	.	.	1	1%
Dishwasher	.	.	1	.	.	.	.	1	1%
Milking equipment.	.	1	.	.	.	.	.	1	1%
A/C system.	.	.	1	.	.	.	.	1	1%
A new fryer.	.	.	1	.	.	.	.	1	1%
Newer electric motors.	.	.	.	1	.	.	.	1	1%
Pumps	.	.	.	.	1	.	.	1	1%
Motors and loads.	.	.	.	.	1	.	.	1	1%
Light bulbs.	.	.	.	.	.	.	1	1	1%
CFI's	.	.	.	.	1	.	.	1	1%
Diesel engine.	.	1	.	.	.	.	.	1	1%
Vacuum pump, not sure how energy efficient it is.	.	1	.	.	.	.	.	1	1%
Mostly equipment changing light fixtures reducing water not using pump as much.	.	.	.	.	.	.	1	1	1%
A boiler.	.	.	1	.	.	.	.	1	1%
Lighting	.	1	.	.	.	.	.	1	1%
Variable speed pumps.	.	1	.	.	.	.	.	1	1%
Lighting.	.	.	1	.	.	.	.	1	1%
Light bulbs.	.	.	.	1	.	.	.	1	1%
I changed all my lighting and ballasts. I put curtains around the refrigerator.	.	.	.	1	.	.	.	1	1%
Time clocks on the refrigerators.	.	.	.	.	.	.	1	1	1%
We are looking at new pumps and new motors.	.	.	.	.	1	.	.	1	1%
Lighting	.	1	.	.	.	.	.	1	1%
Evaporative condensers for refrigeration was done in the past, and currently premium efficiency motors.	.	.	.	.	1	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Florescent lighting.	.	.	.	.	1	.	.	1	1%
Dairy pumps and refrigerators and milking machines.	.	1	.	.	.	.	.	1	1%
I guess that would be the water heater and lower voltage lighting.	.	.	.	.	.	.	1	1	1%
Air compressors and pumps and florescent lights.	.	.	1	.	.	.	.	1	1%
Doesn't remember.	.	.	.	.	1	.	.	1	1%
Air condition.	.	.	.	.	.	.	1	1	1%
Air conditioning and heating combination.	1	.	.	.	.	.	.	1	1%
Coolers	1	.	.	.	.	.	.	1	1%
Refrigeration and solar.	.	.	1	.	.	.	.	1	1%
A large water heater.	.	1	.	.	.	.	.	1	1%
Lighting, pumps, power generation equipment, refrigeration equipment.	.	.	.	.	1	.	.	1	1%
Cooling equipment, lighting, heating equipment.	.	.	.	.	.	.	1	1	1%
Lighting	.	.	1	.	.	.	.	1	1%
Motors, drives, lighting.	.	1	.	.	.	.	.	1	1%
It has to do with a pump. Energy efficient pump	.	.	.	.	1	.	.	1	1%
Window replacement.	.	.	.	.	.	.	1	1	1%
Water pumps.	.	.	.	.	1	.	.	1	1%
We put plastic flaps in our freezers through PG&E.	.	.	.	.	.	1	.	1	1%
Timers on refrigeration units so we can turn them off at peak usage hours to save money.	.	.	.	.	.	1	.	1	1%
12 air conditioners, 508 solar panels.	.	.	.	.	.	1	.	1	1%
Never freezer and new masher and dryer.	.	.	.	.	.	1	.	1	1%
Light bulbs and hot water heaters.	.	.	.	.	1	.	.	1	1%
Air condition and lighting.	.	.	.	.	.	1	.	1	1%
Refrigerator, dish washer.	.	.	.	.	.	1	.	1	1%
Electric engines, instead of diesel engines.	.	.	.	.	.	1	.	1	1%
New ovens.	.	.	.	.	.	1	.	1	1%
On demand hot water heaters.	.	.	.	.	.	1	.	1	1%
HVAC equipment.	.	.	.	.	.	1	.	1	1%
Washer dryer.	.	.	.	.	.	1	.	1	1%
Lighting and refrigeration.	.	.	.	.	.	1	.	1	1%
Air curtains for the refrigerators.	.	.	.	.	.	1	.	1	1%
It was a rice dryer.	.	.	.	.	.	1	.	1	1%
Changed light fixtures.	.	.	.	.	.	1	.	1	1%
Solar panels.	.	.	.	.	.	1	.	1	1%
Lighting	.	.	.	.	.	1	.	1	1%
Solar panels.	.	.	.	.	.	1	.	1	1%
Pumps, water irrigation pump.	.	.	.	.	.	1	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Solar panels for electrical business.	.	.	.	.	.	1	.	1	1%
Low energy use refrigeration.	.	.	.	.	.	1	.	1	1%
Just some lighting and the air conditioners on the wall.	.	.	.	.	.	1	.	1	1%
Water pump.	.	.	.	.	.	1	.	1	1%
Refrigerators	.	.	.	.	.	1	.	1	1%
Air condition for the new offices.	.	.	.	.	.	1	.	1	1%
	73	25	19	11	21	25	16	190	100%

**Table 66 - EM1B. How do you know that this equipment is energy efficient?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It's just a proven fact.	1	.	.	.	.	.	.	1	1%
Don't know.	1	.	.	.	.	.	.	1	1%
Because of the yellow tags at the time of purchase.	.	.	.	.	.	.	1	1	1%
By the usage per hour the kilo watt hour and you have the choice.	1	.	.	.	.	.	.	1	1%
Don't know.	1	.	.	.	.	.	.	1	1%
When I bought it they told me.	1	.	.	.	.	.	.	1	1%
When I do it my energy bill went down and PG&E helped, they have different programs saying we can have this kind of charge for different types of wattage.	1	.	.	.	.	.	.	1	1%
Maybe of the information the supplier told.	1	.	.	.	.	.	.	1	1%
That's a really stupid question.	1	.	.	.	.	.	.	1	1%
PG&E would not have put them in if they were not efficient.	1	.	.	.	.	.	.	1	1%
It has a tag on it.	1	.	.	.	.	.	.	1	1%
Five star tag on it and the refund from PG&E.	1	.	.	.	.	.	.	1	1%
I don't really but know its water efficient.	1	.	.	.	.	.	.	1	1%
That we were told by the manufacture and we were qualified for a rebate.	1	.	.	.	.	.	.	1	1%
Because it has an energy star thing.	1	.	.	.	.	.	.	1	1%
It doesn't leak gas.	1	.	.	.	.	.	.	1	1%
Cost savings through the bills and contractors who said so.	.	.	.	.	1	.	.	1	1%
If you look at the return investment on your dollar it's lower than just buying electricity.	1	.	.	.	.	.	.	1	1%
Because my pump man I asked hm and he told me he only gets that type now.	1	.	.	.	.	.	.	1	1%
Because the equipment that was installed is new.	1	.	.	.	.	.	.	1	1%
It would penalize us if we used in during the peak hours so we use less energy.	1	.	.	.	.	.	.	1	1%
My contractor said so and we got a PG&E rebate on it.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Its all natural.	1	.	.	.	.	.	.	1	1%
Energy star, did research on it, also bills went down.	1	.	.	.	.	.	.	1	1%
Through post installation testing.	.	.	.	.	1	.	.	1	1%
The electrician and it had the tags.	.	1	.	.	.	.	.	1	1%
I'm not hooked up to the grid.	1	.	.	.	.	.	.	1	1%
I just had to go by the numbers. It costs so much per unit of electricity and so much per unit for diesel.	.	1	.	.	.	.	.	1	1%
Because we don't have to burn any fuel.	1	.	.	.	.	.	.	1	1%
Well, I trust the manufacturers they can't lie to me anymore than anyone else can.	1	.	.	.	.	.	.	1	1%
It is brand new, the equipment dealer said it would use less energy than the old one, I researched it myself.	.	.	1	.	.	.	.	1	1%
Because it runs at lower RPMs then the previous ones and does the same work.	.	1	.	.	.	.	.	1	1%
Just by reading it.	1	.	.	.	.	.	.	1	1%
Because they say it is.	1	.	.	.	.	.	.	1	1%
That is my background.	1	.	.	.	.	.	.	1	1%
It was pointed out to me.	1	.	.	.	.	.	.	1	1%
Well it cuts down on water use and natural gas use.	.	.	1	.	.	.	.	1	1%
We went through the incentive program.	1	.	.	.	.	.	.	1	1%
I have cut down my sprinkler usage quite a bit.	1	.	.	.	.	.	.	1	1%
We just got on some program for PG&E.	1	.	.	.	.	.	.	1	1%
Because of the information that the companies had given us and we have gone through our maintenance department.	.	.	1	.	.	.	.	1	1%
Because it said so.	1	.	.	.	.	.	.	1	1%
Manufactures label.	1	.	.	.	.	.	.	1	1%
What ever it says on the box.	.	.	.	.	1	.	.	1	1%
Because it's what it says on it, and I have compared it to desktops.	1	.	.	.	.	.	.	1	1%
Because they had documentation to prove it.	1	.	.	.	.	.	.	1	1%
Because it's solar and can see the difference.	1	.	.	.	.	.	.	1	1%
Because PG&E tells me.	1	.	.	.	.	.	.	1	1%
I went to them and asked them and they looked it up and checked my bill to see.	1	.	.	.	.	.	.	1	1%
They advertised that they are.	1	.	.	.	.	.	.	1	1%
I was told that by a sales person.	1	.	.	.	.	.	.	1	1%
That's part of the program that it outlines that they will do this to make it more energy efficient.	1	.	.	.	.	.	.	1	1%
It said it was on the box.	1	.	.	.	.	.	.	1	1%
I don't know that.	1	.	.	.	.	.	.	1	1%
Because when we purchased them it said they were energy efficient.	1	.	.	.	.	.	.	1	1%
The alternative is using over head sprinklers or flood irrigation and we can run more blocks of the drip irrigation then we can with any other sprinkler.	1	.	.	.	.	.	.	1	1%
Pg e made a push to get it to electric.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Its listed by PG&E.	.	.	.	1	.	.	.	1	1%
Because of the classes that I have taken from when I was working.	1	.	.	.	.	.	.	1	1%
Because the people we buy it from have given us that information.	1	.	.	.	.	.	.	1	1%
They told him on package.	1	.	.	.	.	.	.	1	1%
Just know, they changed from a hard start to variables that have less draw.	.	.	.	.	1	.	.	1	1%
Contractor and its one of the criteria.	1	.	.	.	.	.	.	1	1%
That's what they told us sales rep.	1	.	.	.	.	.	.	1	1%
Because we called and asked about the equipment.	1	.	.	.	.	.	.	1	1%
Because I look at the bill.	1	.	.	.	.	.	.	1	1%
I'm just assuming so.	1	.	.	.	.	.	.	1	1%
Read it.	1	.	.	.	.	.	.	1	1%
My son knows about it and he also asked questions and did research.	1	.	.	.	.	.	.	1	1%
The equipment says how much you will save over the years.	.	.	1	.	.	.	.	1	1%
By the leveling on the outside of it.	.	.	1	.	.	.	.	1	1%
Because the manufacture tells me it is.	1	.	.	.	.	.	.	1	1%
It says so on it.	.	1	.	.	.	.	.	1	1%
It's newer and I'd just assume it has to be more energy efficient.	.	.	1	.	.	.	.	1	1%
It saved me money.	.	.	.	.	.	.	1	1	1%
Saves me money.	.	1	.	.	.	.	.	1	1%
The dealer told him.	.	1	.	.	.	.	.	1	1%
Well they told me when they replaced the old unit it was the most efficient and there was data to back that up.	1	.	.	.	.	.	.	1	1%
Because most of it has rating systems that tell us how efficient it runs.	1	.	.	.	.	.	.	1	1%
Pg& installed it and we discussed it.	.	1	.	.	.	.	.	1	1%
All the ads, the internet PG&E energy efficient bulbs.	.	.	.	1	.	.	.	1	1%
The ratings.	1	.	.	.	.	.	.	1	1%
The amount of water that puts out to the amount the needs to be irrigated.	1	.	.	.	.	.	.	1	1%
By the labeling on the equipment.	1	.	.	.	.	.	.	1	1%
Because we had a similar system and we did studies about everything.	1	.	.	.	.	.	.	1	1%
I know the energy is used more efficient.	1	.	.	.	.	.	.	1	1%
The steam traps were from a vendor and the insulation from past experience.	.	.	.	1	.	.	.	1	1%
The air conditioning equipment is the best on the market.	1	.	.	.	.	.	.	1	1%
The installers, the people that we worked with from the fruit growers supply.	1	.	.	.	.	.	.	1	1%
I really don't know. But I've been working with the pump guys for a long time.	1	.	.	.	.	.	.	1	1%
Water they tell how much water is being used and the water heaters give estimated use of energy.	1	.	.	.	.	.	.	1	1%
We're guided by the store where we buy it, by the vendor.	1	.	.	.	.	.	.	1	1%
Read the labels.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Because I order then that way.	.	.	.	1.	.	.	.	1	1%
It was part of a program.	.	1	.	.	.	.	.	1	1%
Because it's rated.	.	.	1	.	.	.	.	1	1%
Just from research. And the people who installed it.	.	.	.	.	.	.	1	1	1%
Based on the package.	.	.	.	.	.	.	1	1	1%
Through our vendors and manufacturers.	.	.	.	.	.	.	1	1	1%
From the manufacturer's information.	.	.	.	.	1	.	.	1	1%
It was on the PG&E's program thing.	.	.	.	.	1	.	.	1	1%
The bill went down.	.	.	.	.	1	.	.	1	1%
It says so.	.	1	.	.	.	.	.	1	1%
I just know it uses less gas and it is quieter and it doesn't break down.	.	.	1	.	.	.	.	1	1%
The other one was slower and this one is just more energy efficient.	.	.	1	.	.	.	.	1	1%
I think that they all are now a days.	.	1	.	.	.	.	.	1	1%
Construction guys.	.	.	.	.	.	.	1	1	1%
The salesman and the manufacturer told me so.	.	1	.	.	.	.	.	1	1%
Based on what the vendors have told me.	.	.	1	.	.	.	.	1	1%
Advertising	.	.	.	.	.	.	1	1	1%
I would say by the paperwork and it was all over the boxes.	.	1	.	.	.	.	.	1	1%
Variable speed motors are energy efficient.	.	.	.	1	.	.	.	1	1%
Cost went down.	.	.	1	.	.	.	.	1	1%
PG&E said it was.	.	1	.	.	.	.	.	1	1%
They check rating ask and have someone tell you.	.	.	.	1	.	.	.	1	1%
For the pumping applications, the reduction of friction by pushing the water more than it can flow.	.	.	.	.	1	.	.	1	1%
My electrician told me they were much higher efficiency and would last longer.	.	.	.	.	.	.	1	1	1%
My wife took care of the residential end, and we did get some rebates. She was in charge of that, so I don't know the details.	.	.	.	1	.	.	.	1	1%
It was certified by vendor.	.	.	.	.	.	.	1	1	1%
The incentives and the bill outcome and the saving made a difference.	.	1	.	.	.	.	.	1	1%
It's posted. We got someone to come install the lighting, that is energy efficient.	.	.	.	1	.	.	.	1	1%
Buy it, see rating.	.	1	.	.	.	.	.	1	1%
I shopped around before I bought it. The dealers say it was.	.	.	.	.	1	.	.	1	1%
Through some type of certification and being advertised that way.	.	.	.	.	1	.	.	1	1%
My dealer and everyone said it was.	.	1	.	.	.	.	.	1	1%
It said on the label water and electricity efficient.	.	.	1	.	.	.	.	1	1%
It reduced my bill.	.	1	.	.	.	.	.	1	1%
I was told that it was energy efficient. It is hard to tell for me I am not a technician.	.	.	1	.	.	.	.	1	1%
Talked to the manufacturers and I got a layout of it.	.	.	1	.	.	.	.	1	1%



	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
By our bill primarily.	.	.	.	1	.	.	.	1	1%
By experience.	.	.	.	.	1	.	.	1	1%
The electrician.	.	.	.	.	1	.	.	1	1%
That's what's been advertised.	.	.	.	.	.	.	1	1	1%
I would assume that the wattage was lower, in fact I am pretty positive.	.	.	.	.	1	.	.	1	1%
More productive.	.	1	.	.	.	.	.	1	1%
The manufacturer says it is. It is all private research, but we don't know.	.	1	.	.	.	.	.	1	1%
Basically information on the package and looking at the bill. We have a Excel sheet from last year to this year.	.	.	.	.	.	.	1	1	1%
I was given information from PG&E engineer and the people we bought it from.	.	.	1	.	.	.	.	1	1%
The CFI's and just common stuff, it's pretty common sense.	.	1	.	.	.	.	.	1	1%
I was told that, by the equipment dealers, we also had an interview.	.	1	.	.	.	.	.	1	1%
From the manufacturer and the studies and brochures they gave us.	.	.	1	.	.	.	.	1	1%
It says on the label.	.	.	.	1	.	.	.	1	1%
The city sold it to me. Oh, I should tell you. I'm in Berkley.	.	.	.	1	.	.	.	1	1%
It said that it was.	.	.	.	.	.	.	1	1	1%
If PG&E gives us some rebates, then it would have to be energy efficient.	.	.	.	.	1	.	.	1	1%
It uses less wattage. It is marked on the lighting.	.	1	.	.	.	.	.	1	1%
Through contractors who did analysis. An engineering analysis, by the contractors.	.	.	.	.	1	.	.	1	1%
The rating of the contractor and Edison representatives.	.	.	.	.	1	.	.	1	1%
They told me.	.	1	.	.	.	.	.	1	1%
We just have to believe in them.	.	.	.	.	.	.	1	1	1%
We had an electrical study done on it.	.	.	1	.	.	.	.	1	1%
N/A	.	.	.	.	1	.	.	1	1%
Because it.	.	.	.	.	.	.	1	1	1%
My trust in the Company Manager.	1	.	.	.	.	.	.	1	1%
The bills are lower.	1	.	.	.	.	.	.	1	1%
It is rated on the sticker as more efficient.	.	.	1	.	.	.	.	1	1%
Just from what they say on the ad, they say like 87 or 88% efficiency.	.	1	.	.	.	.	.	1	1%
We perform energy efficiency research and testing.	.	.	.	.	1	.	.	1	1%
Contractor and PG&E.	.	.	.	.	.	.	1	1	1%
We go over as much electricity, it used and lighting fixtures. How efficient it is. We are our own contractors.	.	.	1	.	.	.	.	1	1%
It is recommended by EnSave and word of mouth.	.	1	.	.	.	.	.	1	1%
Yes they told me. Our waste water supervisor/sewer plant.	.	.	.	.	1	.	.	1	1%
I guess through the guarantee from the company and the literature.	.	.	.	.	.	.	1	1	1%
Because that is the way we ordered it, that it would be the most energy efficient.	.	.	.	.	1	.	.	1	1%
It stops cold air from coming into my hot bakery.	.	.	.	.	.	1	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We are comparing usage from the past to current data.	.	.	.	.	.	1	.	1	1%
We talked to the contractor and a consultant.	.	.	.	.	.	1	.	1	1%
It has a sit.	.	.	.	.	.	1	.	1	1%
You don't use as much power unless you need it.	.	.	.	.	1	.	.	1	1%
By it's ratings.	.	.	.	.	.	1	.	1	1%
It has an energy star on it.	.	.	.	.	.	1	.	1	1%
Electricity is a lot more efficient than the diesel.	.	.	.	.	.	1	.	1	1%
It has the energy star.	.	.	.	.	.	1	.	1	1%
Brand new falls under new codes.	.	.	.	.	.	1	.	1	1%
The contractor told us it was when we had bought it.	.	.	.	.	.	1	.	1	1%
Logo of energy efficiency.	.	.	.	.	.	1	.	1	1%
We got it from the power source.	.	.	.	.	.	1	.	1	1%
Restaurants and the produce places use them.	.	.	.	.	.	1	.	1	1%
The way it was advertised.	.	.	.	.	.	1	.	1	1%
Was told by PG&E rep.	.	.	.	.	.	1	.	1	1%
Our bills have gotten lower.	.	.	.	.	.	1	.	1	1%
They have specifications on it.	.	.	.	.	.	1	.	1	1%
I pay a lot of money for it and that's what they told me.	.	.	.	.	.	1	.	1	1%
D	.	.	.	.	.	1	.	1	1%
Solar	.	.	.	.	.	1	.	1	1%
It came with the rating and the Energy Star.	.	.	.	.	.	1	.	1	1%
I put in Energy Star appliance and I am a licensed electrician.	.	.	.	.	.	1	.	1	1%
I have installed one before and it has a variable capacity.	.	.	.	.	.	1	.	1	1%
They have little tag on them.	.	.	.	.	.	1	.	1	1%
I don't. I know it's a new a conditioner. I know the other is 20 yrs old. I guess this is more efficient.	.	.	.	.	.	1	.	1	1%
	73	25	19	11	21	25	16	190	100%

**Table 67 - EM1C. Did you receive any financial incentives like rebates from PG&E for these measures?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	14	6	3	5	4	7	3	42	22%
No	55	19	17	6	15	16	13	141	74%
Don't Know	3	.	.	.	2	3	.	8	4%
	72	25	20	11	21	26	16	191	100%

**Table 68 - EM1D. Were there any financial incentives available from PG&E for the equipment?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	5	2	1	.	.	3	1	12	9%
No	34	9	11	3	8	7	8	80	57%
Don't Know	16	8	5	3	7	6	4	49	35%
	55	19	17	6	15	16	13	141	100%

**Table 69 - EM1E. Why did you choose to purchase and install the equipment without making use of the available incentives?**

	Subsector						
	AG	DA	FP	RW	WI	Frequency	Percent
Did not now the program was available	1	.	.	1	1	3	25%
The program was not available	2	.	.	.	.	2	17%
Too much paperwork	.	.	.	1	.	1	8%
Other	2	2	1	1	.	6	50%
	5	2	1	3	1	12	100%

**Table 70 - EM1EOTA. Why did you choose to purchase and install the equipment without making use of the available incentives? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
The equipment I bought was not on PG&E's list. I had to balance the cost with the rebate.	.	.	1	.	.	.	.	1	1%
My husband didn't like the contract that he had to sign to use the incentive so he denied it.	1	.	.	.	.	.	.	1	1%
Lazy	1	.	.	.	.	.	.	1	1%
It was in a program but they ran out of money so I didn't get paid for it, so I had to pay for it out of pocket myself.	.	1	.	.	.	.	.	1	1%
It would have been more expensive.	.	1	.	.	.	.	.	1	1%
They had expired.	.	.	.	.	.	1	.	1	1%
	2	2	1	.	.	1	.	6	1%

**Table 71 - EM1EOTB. Why did you choose to purchase and install the equipment without making use of the available incentives?) Why did the equipment not qualify?**

*No Data*

**Table 72 - EM1F. Why have you not installed any energy efficient equipment? (PLEASE SPECIFY)**

	Subsector							Frequency	Percent
	AG	DA	FP	GH	IR	RW	WI		
The equipment is not worn out.	1	.	.	.	.	.	.	1	1%
I need PG&E to hook up a wire.	1	.	.	.	.	.	.	1	1%
We really don't need anything but the basics.	1	.	.	.	.	.	.	1	1%
It was already done.	1	.	.	.	.	.	.	1	1%
Haven't needed to.	1	.	.	.	.	.	.	1	1%
We use very little energy.	1	.	.	.	.	.	.	1	1%
Don't need it.	1	.	.	.	.	.	.	1	1%
We don't need that right now.	1	.	.	.	.	.	.	1	1%
What we have is energy efficient.	.	1	.	.	.	.	.	1	1%
I haven't seen a need to do that.	1	.	.	.	.	.	.	1	1%
Nothings broke.	1	.	.	.	.	.	.	1	1%
Haven't seen the need.	1	.	.	.	.	.	.	1	1%
My energy is not too high right now if you don't run the pumps at peak time.	1	.	.	.	.	.	.	1	1%
We are a field flower grower.	1	.	.	.	.	.	.	1	1%
As it breaks, I'll fix it.	1	.	.	.	.	.	.	1	1%
Hasn't needed any new equipment.	1	.	.	.	.	.	.	1	1%
Nothing is broken yet.	1	.	.	.	.	.	.	1	1%
Others have not worn out yet. I will change them as needed.	1	.	.	.	.	.	.	1	1%
Doesn't need it doesn't feel its sufficient.	1	.	.	.	.	.	.	1	1%
No need, we have not required any new equipment because we have not needed any new equipment.	1	.	.	.	.	.	.	1	1%
No use for it.	1	.	.	.	.	.	.	1	1%
Don't use it.	.	.	.	.	1	.	.	1	1%
We're looking at the solar-powered pumps.	1	.	.	.	.	.	.	1	1%
Haven't found what he is looking for hasn't zeroed in on anything.	.	.	.	1	.	.	.	1	1%
We don't own the company.	.	.	1	.	.	.	.	1	1%
Still researching.	1	.	.	.	.	.	.	1	1%
Have all I need.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We are still an old mill.	.	.	1	.	.	.	.	1	1%
Our main thing is electricity so we didn't have to install anything.	.	.	.	1	.	.	.	1	1%
No need to install anything.	1	.	.	.	.	.	.	1	1%
Haven't had to replaced anything.	1	.	.	.	.	.	.	1	1%
We haven't had the need to replace anything.	1	.	.	.	.	.	.	1	1%
I haven't installed any equipment.	1	.	.	.	.	.	.	1	1%
Not any need for it.	1	.	.	.	.	.	.	1	1%
A pump is a pump is a pump.	1	.	.	.	.	.	.	1	1%
Wasn't necessary.	1	.	.	.	.	.	.	1	1%
No need.	1	.	.	.	.	.	.	1	1%
Nothing out there that will save me money at the moment, well that I am aware of.	1	.	.	.	.	.	.	1	1%
The old stuff isn't broke.	1	.	.	.	.	.	.	1	1%
Can't get electric turned back on from house to barn.	1	.	.	.	.	.	.	1	1%
Try not to get equip that absorbs too high of a cost.	1	.	.	.	.	.	.	1	1%
We bought a pump about 4 or 5 years ago and it is still efficient and we had PG&E evaluate it.	1	.	.	.	.	.	.	1	1%
Satisfied	1	.	.	.	.	.	.	1	1%
I keep up with it. That's why I haven't bought any.	1	.	.	.	.	.	.	1	1%
Don't need it.	1	.	.	.	.	.	.	1	1%
No need for it.	.	.	.	1	.	.	.	1	1%
I would want to know cost and what is expected first.	.	.	.	1	.	.	.	1	1%
Because I have no need for any equip.	1	.	.	.	.	.	.	1	1%
No need for it right now.	1	.	.	.	.	.	.	1	1%
Nothing has broken down to install anything. If and when it does I will.	1	.	.	.	.	.	.	1	1%
I don't need any.	1	.	.	.	.	.	.	1	1%
Just don't need it.	1	.	.	.	.	.	.	1	1%
I don't ever think about energy efficiency for the property.	.	.	.	.	1	.	.	1	1%
I haven't had the need to replace anything.	.	.	1	.	.	.	.	1	1%
I put some in more than two years ago. No need.	1	.	.	.	.	.	.	1	1%
It's just one pump.	1	.	.	.	.	.	.	1	1%
It was my husband's idea.	1	.	.	.	.	.	.	1	1%
Have not change anything out, have not had a need to.	1	.	.	.	.	.	.	1	1%
Because we are too small, too expensive for the size of our operation.	1	.	.	.	.	.	.	1	1%
Because it has not been proven that is will be cost affected.	.	.	1	.	.	.	.	1	1%
We just haven't had a need.	.	1	.	.	.	.	.	1	1%
Have not just yet.	.	1	.	.	.	.	.	1	1%
Don't have any except the pump.	.	.	.	1	.	.	.	1	1%
Don't need any equipment yet.	1	.	.	.	.	.	.	1	1%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Don't need it.	1	.	.	.	.	.	.	1	1%
They didn't call me back PG&E.	1	.	.	.	.	.	.	1	1%
Not that big of a deal.	1	.	.	.	.	.	.	1	1%
I have not gotten to it.	.	.	.	1	.	.	.	1	1%
I haven't seen any reason to.	.	.	.	1	.	.	.	1	1%
We have not been running our plant.	.	.	1	.	.	.	.	1	1%
I haven't installed any equipment at all.	1	.	.	.	.	.	.	1	1%
I've put out bids with a contractor, and he's getting back to me. We're switching back to electric pumps because of the price of diesel. Some of the PG&E programs don't have demand charges. Previously we had to pay \$600-800 a month for demand charges, and if we didn't use them, well, that was why we went to diesel. But with diesel prices going up, and the water situation up north, with the judge ruling that the salmon runs need 30% more water, we're going to have to rely on ground water, so we have to have more efficient pumps.	1	.	.	.	.	.	.	1	1%
Haven't seen anything that would pay out in a reasonable amount of time.	1	.	.	.	.	.	.	1	1%
No need for it.	1	.	.	.	.	.	.	1	1%
Built in 2000 hasn't had a need for anything yet.	.	.	.	1	.	.	.	1	1%
Hasn't had anything break.	.	1	.	.	.	.	.	1	1%
Didn't feel it was needed.	1	.	.	.	.	.	.	1	1%
Hasn't had a need hasn't had anything break yet and doesn't have the money to get new stuff.	.	.	.	.	1	.	.	1	1%
No need.	.	.	.	.	1	.	.	1	1%
We don't use our pumps all the time, and they still work well. So we have to figure the cost of replacing them in terms of savings through energy efficiency. Work well.	.	.	.	.	1	.	.	1	1%
I don't own the building. Tenant of the building.	.	.	.	.	1	.	.	1	1%
We only have so many motors that run and all are energy efficient.	.	1	.	.	.	.	.	1	1%
They mostly run on gas, not so much electricity.	.	.	1	.	.	.	.	1	1%
Don't need it.	.	1	.	.	.	.	.	1	1%
Don't need that, at the time.	.	.	.	.	.	.	1	1	1%
My equipment is new.	.	.	1	.	.	.	.	1	1%
Not sure if there's any energy efficient equipment out there for us, but the plastic strips on the bottom of cooler doors might help. Not including the cooler, we only have a compressor, one electric saw and a hot water heater.	.	.	1	.	.	.	.	1	1%
We only use the electricity for the pumps and wells, really we don't need that much energy savings, maybe at the winery.	.	.	.	.	.	.	1	1	1%
We have not installed any.	.	.	.	.	.	.	1	1	1%
We did not need it.	.	1	.	.	.	.	.	1	1%
No need.	.	1	.	.	.	.	.	1	1%
We are considering putting lighting.	.	.	.	.	.	.	1	1	1%
No need.	1	.	.	.	.	.	.	1	1%
We only have two pumps, and there is no need to replace them yet.	.	1	.	.	.	.	.	1	1%
Gotten new crops and don't use as much energy anymore.	.	.	.	1	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I mean if it's still working, I don't have to.	.	1	.	.	.	.	.	1	1%
I haven't found any.	.	1	.	.	.	.	.	1	1%
We're a small water district. We pump off peak, and if we have to, partial peak. We're looking at acquiring another well at a foreclosed housing development, and if we get that well, we'll want an energy-efficient pump. We should test our existing pumps.	.	.	.	.	1	.	.	1	1%
Straight water from the well.	.	.	.	1	.	.	.	1	1%
That would all depend on the return of the investment. Our pumps aren't broken, so spending over \$5000 on a new pump, we'd have to have a short return on our investment.	.	.	.	.	1	.	.	1	1%
I am pretty much where I would like to be as far as cost and efficiency.	.	1	.	.	.	.	.	1	1%
I don't think there is a need for it. It's all the same thing to me.	.	.	.	1	.	.	.	1	1%
I would say, just a lack of knowledge.	.	.	.	.	.	.	1	1	1%
What I have is sufficient enough.	1	.	.	.	.	.	.	1	1%
What I have is energy efficient supposedly.	1	.	.	.	.	.	.	1	1%
The equipment they offer it has repercussions against the animals, the cattle themselves. It just does not work well, the variable vacuum pumps, that does not work well.	1	.	.	.	.	.	.	1	1%
Haven't bought anything.	.	.	.	.	.	.	1	1	1%
I don't need the upgrade.	.	.	.	1	.	.	.	1	1%
We are very small, we looked into things before we got smaller when we were bigger.	1	.	.	.	.	.	.	1	1%
I just feel that there is not need too.	1	.	.	.	.	.	.	1	1%
Haven't bought any.	.	1	.	.	.	.	.	1	1%
I've been using my same equipment over the years. Everything is costly.	.	1	.	.	.	.	.	1	1%
Everything works so I don't bother with it. I probably should get a new refrigerator, but I haven't, it still takes care of everything.	.	.	1	.	.	.	.	1	1%
I haven't needed to replace anything lately.	.	.	1	.	.	.	.	1	1%
I don't need much in terms of equipment. Storage of wine is underground, don't use refrigeration.	.	.	.	.	.	.	1	1	1%
Doesn't fit our district.	.	.	.	.	1	.	.	1	1%
I don't know what is efficient and what is not efficient.	.	.	.	1	.	.	.	1	1%
Low priority.	.	.	1	.	.	.	.	1	1%
There is just no reason too.	.	.	.	.	.	1	.	1	1%
We haven't even purchased the equipment yet.	.	.	.	.	.	1	.	1	1%
We did it seven years ago. Pumps for the barn.	.	.	.	.	.	1	.	1	1%
Our facility is still pretty new. We bought everything 3 to 4 yrs ago so there is no need.	.	.	.	.	.	1	.	1	1%
Have not added, so we haven't changed any existing.	.	.	.	.	.	1	.	1	1%
Haven't found the need to.	.	.	.	.	.	1	.	1	1%
No need.	.	.	.	.	.	1	.	1	1%
It has not been an issue.	.	.	.	.	.	1	.	1	1%
If it is not broken, I don't need to fix it.	.	.	.	.	.	1	.	1	1%
When it comes to changes: changing the equipment. Need comes, we will look at options. Nothing on our mind.	.	.	.	.	.	1	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Not aware of energy-efficient equipment. It might have been installed, but I wouldn't know about it.	.	.	.	.	.	1	.	1	1%
Not sure. What it is going to cost?	.	.	.	.	.	1	.	1	1%
My boss is out of the country and she is too busy to use the information. We are in the tea business.	.	.	.	.	.	1	.	1	1%
Cannot really say.	.	.	.	.	.	1	.	1	1%
	64	14	11	13	9	14	7	132	100%

**Table 73 - EM2. Do you plan to install any energy efficient equipment in the future?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	92	24	20	14	23	28	19	220	48%
No	63	15	14	17	11	10	7	137	30%
Don't Know	31	5	9	6	5	13	4	73	16%
Refused	12	2	3	3	.	2	2	24	5%
	198	46	46	40	39	53	32	454	100%

**Table 74 - EM2A. What energy efficient equipment do you plan to install in the future?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
I have no idea; we need to be educated on that.	1	.	.	.	.	.	.	1	0%
Solar cells.	1	.	.	.	.	.	.	1	0%
A 5 horse power motor.	1	.	.	.	.	.	.	1	0%
Nothing in specific.	.	.	.	.	.	.	1	1	0%
It would be on a pump that we are trying to install it in the river and we don't know if it is a diesel or electric.	1	.	.	.	.	.	.	1	0%
Nothing we are aware of.	.	.	.	1	.	.	.	1	0%
Electric wells.	1	.	.	.	.	.	.	1	0%
I can't tell you yet.	1	.	.	.	.	.	.	1	0%
Diesel engines solar power.	1	.	.	.	.	.	.	1	0%
We have thought about solar.	1	.	.	.	.	.	.	1	0%
Solar panels on the egg pump.	1	.	.	.	.	.	.	1	0%
More efficient pumps.	1	.	.	.	.	.	.	1	0%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Don't know.	.	1	.	.	.	.	.	1	0%
A meter the other one is old.	1	.	.	.	.	.	.	1	0%
A new irrigation system.	1	.	.	.	.	.	.	1	0%
I'm not sure. As thing come up we consider them.	1	.	.	.	.	.	.	1	0%
A natural gas engine.	1	.	.	.	.	.	.	1	0%
Energy furnaces, weather heat hers, boilers.	.	.	.	.	1	.	.	1	0%
They would all be irrigation pumps I would up grade.	1	.	.	.	.	.	.	1	0%
Whatever breaks?	1	.	.	.	.	.	.	1	0%
Light for cold storage computers motors.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Heating and air conditioning units.	1	.	.	.	.	.	.	1	0%
Instant water heaters.	1	.	.	.	.	.	.	1	0%
Solar power pumping plants.	1	.	.	.	.	.	.	1	0%
Electric water pumps. That is it.	1	.	.	.	.	.	.	1	0%
I don't plan on any just what ever wares out first.	1	.	.	.	.	.	.	1	0%
Solar equipment.	1	.	.	.	.	.	.	1	0%
A new dishwasher.	1	.	.	.	.	.	.	1	0%
No plans at this time.	.	.	.	.	1	.	.	1	0%
Anything that breaks.	.	1	.	.	.	.	.	1	0%
Ag pumps.	1	.	.	.	.	.	.	1	0%
More irrigation pumps.	.	1	.	.	.	.	.	1	0%
Solar	1	.	.	.	.	.	.	1	0%
Remove three diesel gear head motors. And go back to electric.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Variable speed electric booster pumps.	.	1	.	.	.	.	.	1	0%
Heating equipment.	.	.	.	1	.	.	.	1	0%
Electric motors such as welding motors.	1	.	.	.	.	.	.	1	0%
An oven and a air and heating unit.	.	.	1	.	.	.	.	1	0%
Anything available.	1	.	.	.	.	.	.	1	0%
Solar panels.	1	.	.	.	.	.	.	1	0%
More efficient irrigation pump systems.	1	.	.	.	.	.	.	1	0%
Time clocks and energy efficient pump motors.	1	.	.	.	.	.	.	1	0%
Transformer	1	.	.	.	.	.	.	1	0%
Don't know	1	.	.	.	.	.	.	1	0%
Lights	1	.	.	.	.	.	.	1	0%
Refrigerators dishwashers.	1	.	.	.	.	.	.	1	0%
Whatever breaks down?	1	.	.	.	.	.	.	1	0%
Solar powers for irrigation pumps.	1	.	.	.	.	.	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Solar panels.	1	.	.	.	.	.	.	1	0%
Solar	1	.	.	.	.	.	.	1	0%
Motors most likely and irrigation systems.	1	.	.	.	.	.	.	1	0%
Pumps solar.	1	.	.	.	.	.	.	1	0%
A pump, 25 horse power age pump.	1	.	.	.	.	.	.	1	0%
Solar	1	.	.	.	.	.	.	1	0%
New irrigation system.	1	.	.	.	.	.	.	1	0%
Air conditioning.	1	.	.	.	.	.	.	1	0%
Agricultural well pump.	1	.	.	.	.	.	.	1	0%
Pumps	.	.	.	.	1	.	.	1	0%
Solar panels.	1	.	.	.	.	.	.	1	0%
Burner system.	1	.	.	.	.	.	.	1	0%
Not sure yet.	1	.	.	.	.	.	.	1	0%
Maybe electric motors.	1	.	.	.	.	.	.	1	0%
We are looking at solar also to make the building more efficient, wind also.	1	.	.	.	.	.	.	1	0%
More lighting.	1	.	.	.	.	.	.	1	0%
I don't have strong plan s if something gives up I will replace with energy saving equipment.	1	.	.	.	.	.	.	1	0%
Dryers and washers.	1	.	.	.	.	.	.	1	0%
When and wherever we need it.	1	.	.	.	.	.	.	1	0%
New motors.	1	.	.	.	.	.	.	1	0%
A new boiler, a heating system.	.	.	.	1	.	.	.	1	0%
Nothing that I can think of now, but any energy efficiency that comes will do.	1	.	.	.	.	.	.	1	0%
My solar home.	1	.	.	.	.	.	.	1	0%
Solar panels.	1	.	.	.	.	.	.	1	0%
Not sure.	1	.	.	.	.	.	.	1	0%
I don't know.	.	.	.	1	.	.	.	1	0%
I'm planning to replace the oven in the next year also the reproofing box.	.	.	1	.	.	.	.	1	0%
It's a pump for the cooler that is on the side of the building.	1	.	.	.	.	.	.	1	0%
Most likely electrical motors they are the bulk of our power.	1	.	.	.	.	.	.	1	0%
Not sure.	1	.	.	.	.	.	.	1	0%
Upsizing some pumps and variable drives and pumps.	.	.	.	.	1	.	.	1	0%
It depend what breaks.	1	.	.	.	.	.	.	1	0%
Upgrade current.	1	.	.	.	.	.	.	1	0%
The equipment is a newer style.	1	.	.	.	.	.	.	1	0%
Running diesel motor pumps. So now we are thinking of switching to electric.	1	.	.	.	.	.	.	1	0%
When available when it makes sense.	1	.	.	.	.	.	.	1	0%
Solar panels.	1	.	.	.	.	.	.	1	0%

[illegible]

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Light bulbs.	.	.	.	.	.	.	1	1	0%
That's kind of hard to say.	.	.	.	.	.	.	1	1	0%
Change to an energy efficient pump, if the one I have is bad.	.	1	.	.	.	.	.	1	0%
Motors	.	.	.	.	1	.	.	1	0%
Newer pumps if they come out.	.	.	.	.	1	.	.	1	0%
Not really now.	.	.	1	.	.	.	.	1	0%
More vacuum pumps, variable drives and more lighting.	.	1	.	.	.	.	.	1	0%
The electric motors, all you know. The air conditioning unit. That is all, I could think of the top of my head.	.	.	.	.	1	.	.	1	0%
Maybe a chiller.	.	1	.	.	.	.	.	1	0%
Probably a new refrigerator.	.	.	1	.	.	.	.	1	0%
What every becomes more needed.	.	1	.	.	.	.	.	1	0%
Hb&C. Heating and air conditioning unit.	.	.	.	.	.	.	1	1	0%
Pumps.	.	.	.	.	.	.	1	1	0%
Compressor motors and pump motors.	.	1	.	.	.	.	.	1	0%
I don't know.	.	.	1	.	.	.	.	1	0%
Solar energy panels.	.	.	.	.	.	.	1	1	0%
Refrigeration compressor and vacuum pump.	.	1	.	.	.	.	.	1	0%
Look at more lighting solar projects, variable frequency drives.	.	.	1	.	.	.	.	1	0%
I am not positive, but I do know we are looking more to becoming energy efficient.	.	1	.	.	.	.	.	1	0%
The way we stand right now we might be considering the closing of our business.	.	.	1	.	.	.	.	1	0%
Hot water heater.	.	.	1	.	.	.	.	1	0%
Solar panels.	.	.	.	1	.	.	.	1	0%
Variable speed drives and high speed motors.	.	.	.	.	1	.	.	1	0%
Well were looking at new lighting, and also solar.	.	.	.	.	.	.	1	1	0%
I need to figure out how to get a better source of energy and reduce costs. Depending on the cost of equipment, where and when it will pay for itself.	.	.	.	1	.	.	.	1	0%
Pumps and irrigation.	.	.	.	.	.	.	1	1	0%
Air conditioning. There is, but we will up grade.	.	.	.	1	.	.	.	1	0%
Lighting	.	.	.	.	.	.	1	1	0%
Energy efficient pumps.	.	1	.	.	.	.	.	1	0%
I don't really know at this time.	.	.	.	.	1	.	.	1	0%
Primarily pumps, lighting continuously changing out lighting.	.	.	.	.	1	.	.	1	0%
Solar heating for a large pool complex.	.	.	.	.	1	.	.	1	0%
Water heating related.	.	1	.	.	.	.	.	1	0%
To be honest I don't know but I am thinking about it.	.	.	1	.	.	.	.	1	0%
Steam machinery for cooking instead of flames.	.	.	1	.	.	.	.	1	0%
Motors	.	.	.	.	1	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
After consulting with our engineering firm, we'll get pumps for another well.	.	.	.	.	1	.	.	1	0%
This company is being sold and I hear they are going totally green, other than that, I have no idea.	.	.	.	.	.	.	1	1	0%
Well I would like some solar panels.	.	.	.	.	1	.	.	1	0%
Blowers, pumps, motors.	.	.	.	.	1	.	.	1	0%
I have no idea.	.	1	.	.	.	.	.	1	0%
I don't know.	.	1	.	.	.	.	.	1	0%
Don't know.	.	.	1	.	.	.	.	1	0%
I would love to look at things like solar.	.	.	.	.	.	.	1	1	0%
Different pumps.	.	1	.	.	.	.	.	1	0%
Reservoir lining.	.	.	.	.	1	.	.	1	0%
Solar panels.	.	.	.	1	.	.	.	1	0%
Lighting	.	.	.	.	.	.	1	1	0%
New pumps and motors for the district.	.	.	.	.	1	.	.	1	0%
More of the same plus lighting. We keep looking into solar, but can't quite make it yet, also variable frequency drives.	.	.	.	.	1	.	.	1	0%
More refrigeration stuff.	.	1	.	.	.	.	.	1	0%
Solar panels.	.	1	.	.	.	.	.	1	0%
More lights and a lot more stuff.	.	.	1	.	.	.	.	1	0%
Save on use bottom line.	.	.	.	.	1	.	.	1	0%
Air conditioning.	.	.	.	.	.	.	1	1	0%
We would get a pump, only if it needs replacing.	1	.	.	.	.	.	.	1	0%
Lighting	1	.	.	.	.	.	.	1	0%
Don't know.	.	.	.	.	.	.	1	1	0%
More refrigeration and solar.	.	.	1	.	.	.	.	1	0%
More lighting, another cooling system.	.	.	.	.	.	.	1	1	0%
Refrigeration	.	.	1	.	.	.	.	1	0%
Lighting, as we go. It's a general office, 3,500 ft. When a cc's unit goes out. We replace it every year, in and out going process. We are lighting and if the lighting goes out. We replace it with more efficient lighting.	.	.	1	.	.	.	.	1	0%
Motors, drives, lighting, hot water systems.	.	1	.	.	.	.	.	1	0%
I have no idea. I don't know.	.	.	.	.	1	.	.	1	0%
Washing machine.	.	.	.	.	.	.	1	1	0%
Solar	.	.	.	1	.	.	.	1	0%
Power generators.	.	.	.	.	1	.	.	1	0%
Within two years: Yes. I don't know.	.	.	1	.	.	.	.	1	0%
Better or more efficient refrigerators.	.	.	.	.	.	1	.	1	0%
I don't know at this point.	.	.	.	.	.	1	.	1	0%
I don't know.	.	.	.	.	.	1	.	1	0%
Things that will modify our irrigation system to a drip system.	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Installing solar panels.	.	.	.	.	.	1	.	1	0%
New refrigerator.	.	.	.	.	.	1	.	1	0%
I don't know which equipment we will install.	.	.	.	.	.	1	.	1	0%
More hot water heaters and light bulbs.	.	.	.	.	1	.	.	1	0%
Refrigeration	.	.	.	.	.	1	.	1	0%
I would say all of the above. Everything we do, we look at it through the eyes of recycling energy efficiency. Everything.	.	.	.	.	.	1	.	1	0%
I don't know, it could be anything.	.	.	.	.	.	1	.	1	0%
Solar panel.	.	.	.	.	.	1	.	1	0%
Ice machines.	.	.	.	.	.	1	.	1	0%
Not sure.	.	.	.	.	.	1	.	1	0%
Nothing that I can speak on right now.	.	.	.	.	.	1	.	1	0%
I don't know now.	.	.	.	.	.	1	.	1	0%
All basic lighting.	.	.	.	.	.	1	.	1	0%
Motors solar panels.	.	.	.	.	.	1	.	1	0%
I don't know. I haven't found anything good yet to install.	.	.	.	.	.	1	.	1	0%
More pumps, if they do need changed. Changed the lights in the front.	.	.	.	.	.	1	.	1	0%
Solar panels.	.	.	.	.	.	1	.	1	0%
I can't tell you. I think maybe some more refrigeration.	.	.	.	.	.	1	.	1	0%
Lighting	.	.	.	.	.	1	.	1	0%
Electric pumps, conveyor belts, anything that can be more energy efficient.	.	.	.	.	.	1	.	1	0%
Different lights, we would like ours new.	.	.	.	.	.	1	.	1	0%
Ovens and refrigerators.	.	.	.	.	.		.	1	0%
Solar	.	.	.	.	.	1.	.	1	0%
More efficient environmental controls.	.	.	.	.	.	1	.	1	0%
	93	25	19	14	23	26	18	218	100%

**Table 75 - EM2B. How do you know that this equipment is energy efficient?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
If I knew of any, I would be using it right now.	1	.	.	.	.	.	.	1	0%
It's going to save on cost.	1	.	.	.	.	.	.	1	0%
I think it's so old that it isn't.	1	.	.	.	.	.	.	1	0%
Don't	.	.	.	.	.	.	1	1	0%
Well we are going to investigate and go with the most energy efficient one and we need to get the more energy efficient one.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
We know it gets the job done at this point and time.	.	.	.	1	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
I will try to get energy efficiency equipment.	1	.	.	.	.	.	.	1	0%
We've done research.	1	.	.	.	.	.	.	1	0%
From different people that have suggested it to us.	1	.	.	.	.	.	.	1	0%
Because we have solar panels on the house and it has reduced our bill.	1	.	.	.	.	.	.	1	0%
It would be categorized for efficiency.	1	.	.	.	.	.	.	1	0%
Don't know.	.	1	.	.	.	.	.	1	0%
It for the shed and we use saws and things to make holes.	1	.	.	.	.	.	.	1	0%
I'll talk to the vendor first.	1	.	.	.	.	.	.	1	0%
Just more advertising from the manufacturer.	1	.	.	.	.	.	.	1	0%
The one I have on is a 1960 model.	1	.	.	.	.	.	.	1	0%
Just from the technology and info on the units itself.	.	.	.	.	1	.	.	1	0%
Well, on account of my pump man he is very knowledgeable about this.	1	.	.	.	.	.	.	1	0%
Just by the ratings of the cost compared to before.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
I will rely on the PG&E rating and my contractor.	1	.	.	.	.	.	.	1	0%
I don't but think it is.	1	.	.	.	.	.	.	1	0%
It doesn't cost anything to operate.	1	.	.	.	.	.	.	1	0%
Because the brand is new and more efficient the old electrical motor.	1	.	.	.	.	.	.	1	0%
Well it is suppose to be, the big sign will tell me.	1	.	.	.	.	.	.	1	0%
Have talked to solar contractors and we are in the business.	1	.	.	.	.	.	.	1	0%
Because there is a label saying so.	1	.	.	.	.	.	.	1	0%
Consumer information on the units and information given by consultants also PG&E.	.	.	.	.	1	.	.	1	0%
We don't know yet.	.	1	.	.	.	.	.	1	0%
It's what the pump company is telling us.	1	.	.	.	.	.	.	1	0%
They gave me the cost, both from PG&E and the pump company.	.	1	.	.	.	.	.	1	0%
Doesn't burn fuel.	1	.	.	.	.	.	.	1	0%
Because diesel is costing me \$4 a gallon.	1	.	.	.	.	.	.	1	0%
Don't know.	1	.	.	.	.	.	.	1	0%
Because they can run at a different rpm and do more or less work, while still doing the same work.	.	1	.	.	.	.	.	1	0%
Would have to look at the certification and wants to conserve energy.	.	.	.	1	.	.	.	1	0%
I don't.	1	.	.	.	.	.	.	1	0%
What I have now is not.	.	.	1	.	.	.	.	1	0%
Reading or hearing it on TV.	1	.	.	.	.	.	.	1	0%
It takes energy from the sun.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
Enough technical data.	1	.	.	.	.	.	.	1	0%
From past experience.	1	.	.	.	.	.	.	1	0%
I just know.	1	.	.	.	.	.	.	1	0%
Don't know	1	.	.	.	.	.	.	1	0%
It's also been pointed out to me.	1	.	.	.	.	.	.	1	0%
Look for the energy efficient star.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Solar power.	1	.	.	.	.	.	.	1	0%
It has the potential to lower my bills.	1	.	.	.	.	.	.	1	0%
We know that and its solar power.	1	.	.	.	.	.	.	1	0%
We will have to rely on the vendors and suppliers.	1	.	.	.	.	.	.	1	0%
Solar is free.	1	.	.	.	.	.	.	1	0%
By the rates it was advertised by.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Because I've seen info on it.	1	.	.	.	.	.	.	1	0%
Don't know that would look into it.	1	.	.	.	.	.	.	1	0%
I won't until I look into it.	1	.	.	.	.	.	.	1	0%
What it says on the box.	.	.	.	.	1	.	.	1	0%
I don't know yet, but they are energy efficient to the point they are taking energy from the sun and not from the grid.	1	.	.	.	.	.	.	1	0%
Because once again they had documentation to prove it.	1	.	.	.	.	.	.	1	0%
N/a	1	.	.	.	.	.	.	1	0%
I don't really. I would have to research it.	1	.	.	.	.	.	.	1	0%
We get advice through word of mouth we would start asking people like contractors and engineers.	1	.	.	.	.	.	.	1	0%
Cause my bills goes down.	1	.	.	.	.	.	.	1	0%
None	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
By reading labels and talking to people.	1	.	.	.	.	.	.	1	0%
Older stuff, new stuff has better efficiency.	1	.	.	.	.	.	.	1	0%
I will be switching to a new piece of equipment possibly switching fuel types.	.	.	.	1	.	.	.	1	0%
Outlined on brochure from a nice program.	1	.	.	.	.	.	.	1	0%
Because it's entirely solar powered.	1	.	.	.	.	.	.	1	0%
Just reading articles.	1	.	.	.	.	.	.	1	0%
Na	1	.	.	.	.	.	.	1	0%
I don't know.	.	.	.	1	.	.	.	1	0%
I would have to read up on it.	.	.	1	.	.	.	.	1	0%
Because of the classes that I have taken. Just because it says "energy star" on the side. It really doesn't mean anything. You really have to look at the package.	1	.	.	.	.	.	.	1	0%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
People we buy it from let us know.	1	.	.	.	.	.	.	1	0%
Na	1	.	.	.	.	.	.	1	0%
Our engineers do.	.	.	.	.	1	.	.	1	0%
Well that is just research I would have to do at the time of purchase.	1	.	.	.	.	.	.	1	0%
Na	1	.	.	.	.	.	.	1	0%
Because we asked the main company about it.	1	.	.	.	.	.	.	1	0%
Basically you check through my contractor.	1	.	.	.	.	.	.	1	0%
When I read the details about it.	1	.	.	.	.	.	.	1	0%
Because were going to use less energy with it save money.	1	.	.	.	.	.	.	1	0%
Manufacture recommendation, or PG&E.	.	.	1	.	.	.	.	1	0%
N/a	.	.	1	.	.	.	.	1	0%
The vendors would keep posted.	.	.	.	1	.	.	.	1	0%
Because the manufactures tell me it is.	1	.	.	.	.	.	.	1	0%
It will cool the milk in half the energy.	.	1	.	.	.	.	.	1	0%
Manufacturing stuff now more efficient I assume they will be also.	1	.	.	.	.	.	.	1	0%
I'm going to make sure it does.	.	.	.	.	.	.	1	1	0%
Save me money, I hope so.	.	1	.	.	.	.	.	1	0%
Checked out the farm shows.	.	1	.	.	.	.	.	1	0%
The energy sticker on whatever you buy.	.	1	.	.	.	.	.	1	0%
I'm only going on the data that is on my desk right now.	1	.	.	.	.	.	.	1	0%
Because it has ratings.	1	.	.	.	.	.	.	1	0%
Well I'm getting sunlight and converting it to energy that seems pretty efficient to me.	.	.	.	1	.	.	.	1	0%
Renewable energy.	1	.	.	.	.	.	.	1	0%
It's what it says in the paper.	1	.	.	.	.	.	.	1	0%
Na	.	.	.	1	.	.	.	1	0%
Comparing bills.	1	.	.	.	.	.	.	1	0%
By the information supplied by the manufacturer.	1	.	.	.	.	.	.	1	0%
Did studies.	1	.	.	.	.	.	.	1	0%
It has to be certified.	1	.	.	.	.	.	.	1	0%
I don't know I was just told they were, they are replacing 60 year old gas motors.	1	.	.	.	.	.	.	1	0%
With the price of diesel now, the new equipment has got to be more energy efficient. The contractor said that if I switch over, I'll have to use PG&E's energy efficient motors. To qualify for the program, you have to switch over. But there's a heat issue with those motors. They overheat, and you have to watch them closely.	1	.	.	.	.	.	.	1	0%
Prior experience.	.	.	.	1	.	.	.	1	0%
We have talked to the energy company and they said it was necessary.	1	.	.	.	.	.	.	1	0%
None	1	.	.	.	.	.	.	1	0%

[illegible]

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
I really don't know. But I have to cut costs.	.	.	.	1	.	.	.	1	0%
Depends on vender and dealers.	.	.	.	.	.	.	1	1	0%
It is posted on the equipment itself.	.	.	.	1	.	.	.	1	0%
The contractor and energy efficiency auditor.	.	.	.	.	.	.	1	1	0%
By article, I have read it in trade journals.	.	1	.	.	.	.	.	1	0%
I'll check it out and find out.	.	.	.	.	1	.	.	1	0%
By the advertisements and trusted vendors.	.	.	.	.	1	.	.	1	0%
I don't.	.	.	.	.	1	.	.	1	0%
I hope that it is.	.	1	.	.	.	.	.	1	0%
I would have to do some research before I buy it.	.	.	1	.	.	.	.	1	0%
It's steam compared to open flame.	.	.	1	.	.	.	.	1	0%
Dealers and vendors.	.	.	.	.	1	.	.	1	0%
Our engineering consultants would tell us what is energy efficient.	.	.	.	.	1	.	.	1	0%
I wouldn't know anything to compare it to.	.	.	.	.	.	.	1	1	0%
It's an alternative source of energy.	.	.	.	.	1	.	.	1	0%
I don't know. I have no idea. This is a stupid survey. We want to be energy efficient, everything will be upgraded sooner or later. We're going through an expansion, any thing they put in is going to be, I assume, energy efficient, being that everything we currently have is from the 70's or the 80's.	.	.	.	.	1	.	.	1	0%
I'm sure it'll be advertised that way.	.	1	.	.	.	.	.	1	0%
I have had pretty good luck so far.	.	1	.	.	.	.	.	1	0%
Don't know.	.	.	1	.	.	.	.	1	0%
Its' powered by the sun.	.	.	.	.	.	.	1	1	0%
I would assume they would tell me it is.	.	1	.	.	.	.	.	1	0%
Once you line something, it will work.	.	.	.	.	1	.	.	1	0%
I don't.	.	.	.	1	.	.	.	1	0%
Because	.	.	.	.	.	.	1	1	0%
I don't know.	.	.	.	.	1	.	.	1	0%
Through analysis.	.	.	.	.	1	.	.	1	0%
They told me.	.	1	.	.	.	.	.	1	0%
I have no idea.	.	1	.	.	.	.	.	1	0%
We had studies done.	.	.	1	.	.	.	.	1	0%
N/A	.	.	.	.	1	.	.	1	0%
I have.	.	.	.	.	.	.	1	1	0%
It says so on the box.	1	.	.	.	.	.	.	1	0%
The florescent lights/ I read the box.	1	.	.	.	.	.	.	1	0%
N/A	.	.	.	.	.	.	1	1	0%
Solar does not use gas, just the sun.	.	.	1	.	.	.	.	1	0%

[illegible]

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
It is solar.	.	.	.	.	.	1.	.	1	0%
Don't know.	.	.	.	.	.	1	.	1	0%
	93	25	19	14	23	26	18	218	100%

**Table 76 - EM2C. When do you expect to install the equipment?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Within the next 6 months	18	5	1	5	4	8	5	46	21%
Within 6 months to one year	12	3	6	2	3	3	2	31	14%
Within the next one to two years	17	7	5	4	5	9	4	51	23%
Two or more years from now	22	5	7	1	5	4	3	47	21%
Refused	23	4	1	2	6	4	5	45	20%
	92	24	20	14	23	28	19	220	100%

**Table 77 - EM3. Did the equipment installed replace existing equipment?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Yes	56	24	17	9	18	10	8	142	74%
No	15	1	3	1	2	16	7	45	24%
Don't Know	1	.	.	1	1	.	1	4	2%
	72	25	20	11	21	26	16	191	100%

**Table 78 - EM4. How satisfied are you with the performance of the [RANDOMLY SELECTED EFFICIENCY MEASURE]? Please use a scale from 1 to 5, with 1 being extremely dissatisfied and 5 being extremely satisfied.**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Extremely dissatisfied	2	1	.	.	.	.	.	3	2%
Dissatisfied	1	.	.	.	.	.	.	1	1%
Neither satisfied nor dissatisfied	4	2	1	2	2	2	.	13	7%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Satisfied	24	9	7	4	6	7	7	64	34%
Extremely satisfied	32	10	10	3	12	14	7	88	46%
Refused	9	3	2	2	1	3	2	22	12%
	72	25	20	11	21	26	16	191	100%

**Table 79 - EM5. Why do you say that?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Everything works nice, we just got going we will know a little more during winter time when we used the shop a little more because that's were the lighting is at.	1	.	.	.	.	.	.	1	25%
It didn't change the energy bill.	1	.	.	.	.	.	.	1	25%
I've worked many years with the pump contractors, 20 years of so.	1	.	.	.	.	.	.	1	25%
We were line searched by PG&E I had an 8,000 dollar loss of money PG&E line searched and burned up our variable drive which was 2 weeks out of the warranty period and they never reimbursed us for the variable drive.	.	1	.	.	.	.	.	1	25%
	3	1	.	.	.	.	.	4	100%

**Table 80 - EM6. We have just been asking you about many things that we think can help us understand how and why you may or may not choose to participate in an energy efficiency program offered by PG&E. Is there anything we didn't ask about that you think is relevant to whether your company would or would not participate in such a program? RECORD VERBATIM**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
No	1	.	.	.	.	.	.	1	0%
Just getting hold of PG&E and can't get a representative on the phone.	1	.	.	.	.	.	.	1	0%
No	.	.	.	.	.	.	1	1	0%
No I think your did pretty well you covered quite a bit.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
Cost	1	.	.	.	.	.	.	1	0%
I cant see any reason why we wouldn't.	1	.	.	.	.	.	.	1	0%
No I don't think so.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
I don't think so.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
No	1	.	.	.	.	.	.	1	0%
There was no question asking about how customer friendly the company was.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	.	.	.	.	1	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
None, I hope I do qualified and I would like to talk to someone about that.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
The main reason for not participation is it is so full of exceptions or they are so complicated a process, we will continue as we were.	1	.	.	.	.	.	.	1	0%
We deal a lot with the public. Cost is always an issue.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	.	.	.	.	1	.	.	1	0%
No	.	1	.	.	.	.	.	1	0%
Depends on who we have to talk to with PG&E. San Francisco is snooty and also another one in Sacramento.	1	.	.	.	.	.	.	1	0%
I don't think so.	.	1	.	.	.	.	.	1	0%
We have a number of companies and we are real busy.	1	.	.	.	.	.	.	1	0%
I don't know.	1	.	.	.	.	.	.	1	0%
Nothing	.	.	1	.	.	.	.	1	0%
Maybe like when the last time PG&E contacted me to educate or show me ways to install and purchase energy efficient equipment.	.	1	.	.	.	.	.	1	0%
Nothing right now.	1	.	.	.	.	.	.	1	0%
I wish they would have a energy efficiency pump rebate and a time clock rebate in the past but it is not available now.	1	.	.	.	.	.	.	1	0%
I don't want to cooperate with them.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	.	.	1	.	.	.	.	1	0%
No just need contact.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No I don't.	1	.	.	.	.	.	.	1	0%
No	.	.	1	.	.	.	.	1	0%
None	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	.	.	.	.	1	.	.	1	0%
The problem is that my company is so small there is not much we can do.	1	.	.	.	.	.	.	1	0%
It needs to show a payback in relatively short time.	1	.	.	.	.	.	.	1	0%
Can't think of any.	1	.	.	.	.	.	.	1	0%

	Subsector							Frequency Percent	
	AG	DA	FP	GH	IR	RW	WI		
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No I think that you have done fairly well with that.	1	.	.	.	.	.	.	1	0%
Nope	1	.	.	.	.	.	.	1	0%
I think the programs that come along that pay for them are the ones we want to participate in because we already pay our bill and its hard paying out of pocket for that kind of stuff.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
I think the information on whether or not PG&E has resources on electricity and natural gas, we are using propane as well as electric.	1	.	.	.	.	.	.	1	0%
Nope	1	.	.	.	.	.	.	1	0%
No	.	.	.	1	.	.	.	1	0%
No I think your doing a fine job.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No we enjoy our representative, our problem is that were driven by demand like you guys there at PG&E.	.	.	.	.	1	.	.	1	0%
Usually we don't get the info that the programs are available.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
The representatives need to talk to the farmers directly, I haven't received a call from them in years I think they took them off the program of if someone has replaced them, I don't know.	1	.	.	.	.	.	.	1	0%
About financing. How they can offer financing on the ranch.	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
No	.	.	1	.	.	.	.	1	0%
No	.	.	1	.	.	.	.	1	0%
I think that I am interested already and if I get in an efficiency situation I will get a hold of a PG&E rep.	1	.	.	.	.	.	.	1	0%
PG&E don't tell you much.	.	1	.	.	.	.	.	1	0%
No	.	.	1	.	.	.	.	1	0%
No	.	.	.	.	.	.	1	1	0%
No	.	1	.	.	.	.	.	1	0%
No	.	1	.	.	.	.	.	1	0%
No, not really.	1	.	.	.	.	.	.	1	0%
It is well covered.	1	.	.	.	.	.	.	1	0%
No	.	1	.	.	.	.	.	1	0%
No	.	.	.	1	.	.	.	1	0%
No can't think of anything.	1	.	.	.	.	.	.	1	0%



[illegible]

[illegible]

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
No	1	.	.	.	.	.	.	1	0%
No	1	.	.	.	.	.	.	1	0%
I would like to know if there are rebates.	.	.	1	.	.	.	.	1	0%
No, the only thing is that PG&E charged the heck out of us and I don't think they should charge that much, and depending on what your bill is, they may raise the prices. They want you to save electricity but they don't want you to quit using it.	.	1	.	.	.	.	.	1	0%
No, not aware of anything. We compete with PG&E. The state of California; the Department of Water Resources. We are also their larges customer.	.	.	.	.	1	.	.	1	0%
No	.	.	.	.	.	.	1	1	0%
It's not as quick. Takes a few seconds to heat up. The reason we don't qualify for PG&E rebates; we have to have all done. We can't change the whole building. We are doing as we go. We might need it now to year. The programs are designed for more whole amounts. We don't have that capability all right now.	.	.	1	.	.	.	.	1	0%
Need a PG&E contact who would help us.	.	1	.	.	.	.	.	1	0%
No, we don't have anything do with food processing. Government agency. We have like computer, parks sewer dept plant to save energy.	.	.	.	.	1	.	.	1	0%
No	.	.	.	.	.	.	1	1	0%
No	.	.	.	.	1	.	.	1	0%
No	.	.	.	.	.	1	.	1	0%
The overall cost of the upgrades might take to long of a time period to realize any gain.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
You know I'm smart enough to know right form wrong and I'm too old to start.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	1	.	.	1	0%
Too many hurdles. When we start looking into a program it's too time consuming. If PG&E could make it more customer friendly. Everything seems to be decentralized. It used to be local, but now you have to call somewhere else to get help. PG&E is mirroring our state government, not in a bad way, but it is becoming too bureaucratic.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
Can't think of reason he wouldn't.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
We had quite a large operation. And we have been deceived.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
All depends on what it is.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
No, I think you got it covered.	.	.	.	.	.	1	.	1	0%
No	.	.	.	.	.	1	.	1	0%
Nope	.	.	.	.	.	1	.	1	0%
None	.	.	.	.	.	1	.	1	0%
No. I think you asked everything.	.	.	.	.	.	1	.	1	0%
	72	25	20	11	21	25	16	190	100%

**Table 81 - OD1. Which of the following best describes your company's primary agricultural or food processing activities?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Agricultural/irrigation	148	10	1	19	19	9	4	210	46%
Greenhouse	1	.	.	16	.	1	.	18	4%
Dairy	3	31	2	.	.	2	.	38	8%
Winery	13	.	1	.	1	6	26	47	10%
Food Processing	3	.	33	.	.	10	.	46	10%
Refrigerated Warehouse	4	.	.	1	.	4	.	9	2%
Other	26	5	9	4	19	21	2	86	19%
	198	46	46	40	39	53	32	454	100%

**Table 82 - OD1OT. Which of the following best describes your company's primary agricultural or food processing activities? (PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Live stock.	1	.	.	.	.	.	.	1	1%
City government.	.	.	.	.	1	.	.	1	1%
Raise fruit.	1	.	.	.	.	.	.	1	1%
Fresh fruit packing.	1	.	.	.	.	.	.	1	1%
None	1	.	.	.	.	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Bakery	.	.	1	.	.	.	.	1	1%
Dry land farming.	.	.	.	.	1	.	.	1	1%
We're a pump company.	1	.	.	.	.	.	.	1	1%
Water distribution.	.	.	.	.	1	.	.	1	1%
Orchard	1	.	.	.	.	.	.	1	1%
Walnut and almond hauling company.	1	.	.	.	.	.	.	1	1%
Grazing	.	.	.	.	1	.	.	1	1%
Na	1	.	.	.	.	.	.	1	1%
Cattle	1	.	.	.	.	.	.	1	1%
A drinking water treatment plant.	.	.	.	.	1	.	.	1	1%
We are rice dryers.	1	.	.	.	.	.	.	1	1%
Refused	.	1	.	.	.	.	.	1	1%
Refused	1	.	.	.	.	.	.	1	1%
Feed manufacturer.	.	.	1	.	.	.	.	1	1%
Bakery	.	.	1	.	.	.	.	1	1%
Cherry growers.	1	.	.	.	.	.	.	1	1%
Refused	1	.	.	.	.	.	.	1	1%
It's a horse boarding stable.	1	.	.	.	.	.	.	1	1%
Dry farm walnuts.	1	.	.	.	.	.	.	1	1%
Refused	1	.	.	.	.	.	.	1	1%
Don't know.	.	.	.	.	1	.	.	1	1%
Private water company, with shareholders and a board of directors.	.	.	.	.	1	.	.	1	1%
We are an accounting firm.	.	.	.	.	1	.	.	1	1%
Small private water company.	.	.	.	.	1	.	.	1	1%
Municipality	.	.	.	.	1	.	.	1	1%
Bakery	.	.	1	.	.	.	.	1	1%
Water distribution.	.	.	.	.	1	.	.	1	1%
Aquaculture	.	.	1	.	.	.	.	1	1%
Bakery	.	.	1	.	.	.	.	1	1%
Refused	.	.	1	.	.	.	.	1	1%
We are a beef and hay operation.	.	1	.	.	.	.	.	1	1%
Pork producer.	.	.	1	.	.	.	.	1	1%
We are a replacement heifer farm.	.	1	.	.	.	.	.	1	1%
Public utility	.	.	.	.	1	.	.	1	1%
Tribal government community.	.	.	.	.	1	.	.	1	1%
Private water company.	.	.	.	.	1	.	.	1	1%
Reclamation District #3. We're between the Sacramento River and the (???) slough. I think it's the largest reclamation district in the area.	.	.	.	.	1	.	.	1	1%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
We have orchards, and olives, and pumps. We have used pumps in the past, and rice.	.	1	.	.	.	.	.	1	1%
Hydro electric power. Water converting to electricity generated type.	.	.	.	.	1	.	.	1	1%
Office building, general office building, office space building ("Murphy Square")	.	.	1	.	.	.	.	1	1%
City of Solvang.	.	.	.	.	1	.	.	1	1%
Office of parks & recreation.	.	.	.	.	1	.	.	1	1%
Manufacturing.	.	.	.	.	.	1	.	1	1%
Law firm.	.	.	.	.	.	1	.	1	1%
Manufacture agriculture fertilizer.	.	.	.	.	.	1	.	1	1%
City government.	.	.	.	.	.	1	.	1	1%
Semiconductor, electronic.	.	.	.	.	.	1	.	1	1%
We are baking.	.	.	.	.	.	1	.	1	1%
Retail electronics.	.	.	.	.	.	1	.	1	1%
Catering company.	.	.	.	.	.	1	.	1	1%
Manufacturing	.	.	.	.	.	1	.	1	1%
Wholesaler of foods, tobacco, etc.	.	.	.	.	.	1	.	1	1%
Timber company.	.	.	.	.	.	1	.	1	1%
We sell pipes to oil industry companies.	.	.	.	.	.	1	.	1	1%
Livestock.	.	.	.	.	.	1	.	1	1%
We make candy. A chocolate company.	.	.	.	.	.	1	.	1	1%
Warehouse	.	.	.	.	.	1	.	1	1%
Sales & Engineering Department.	.	.	.	.	.	1	.	1	1%
Refused	.	.	.	.	.	1	.	1	1%
Landscaping	.	.	.	.	.	1	.	1	1%
Oil service company/warehouse.	.	.	.	.	.	1	.	1	1%
	16	4	9	.	18	19	.	66	100%

**Table 83 - OD2. Would you consider your business or organization operated by a family or a company?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Family.	168	43	32	28	8	33	22	334	74%
Company	10	1	8	8	22	14	7	70	15%
Other	6	.	2	1	9	4	1	23	5%

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Refused	14	2	4	3	.	2	2	27	6%
	198	46	46	40	39	53	32	454	100%

**Table 84- OD2. Would you consider your business or organization operated by a family or a company?  
(PLEASE SPECIFY)**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Sole proprietorship.	1	.	.	.	.	.	.	1	4%
Individual which is me.	1	.	.	.	.	.	.	1	4%
Government	1	.	.	.	.	.	.	1	4%
Corporation	1	.	.	.	.	.	.	1	4%
Individual	1	.	.	.	.	.	.	1	4%
I'm in a partnership with my brother.	1	.	.	.	.	.	.	1	4%
Association with the five families in the area family.	.	.	.	.	1	.	.	1	4%
Public entity government agency.	.	.	.	.	1	.	.	1	4%
Non-profit organization. Public owner. Public district.	.	.	.	.	1	.	.	1	4%
Private owner.	.	.	1	.	.	.	.	1	4%
Corporation	.	.	1	.	.	.	.	1	4%
Water Districts.	.	.	.	.	1	.	.	1	4%
Run by a single individual.	.	.	.	1	.	.	.	1	4%
A tribe.	.	.	.	.	1	.	.	1	4%
It's a government agency.	.	.	.	.	1	.	.	1	4%
Government agency.	.	.	.	.	1	.	.	1	4%
Public	.	.	.	.	1	.	.	1	4%
Both family and company.	.	.	.	.	.	.	1	1	4%
Local government.	.	.	.	.	1	.	.	1	4%
Corporation, family owned.	.	.	.	.	.	1	.	1	4%
Corporation privately owned.	.	.	.	.	.	1	.	1	4%
Government	.	.	.	.	.	1	.	1	4%
We have two companies, they are family operated also.	.	.	.	.	.	1	.	1	4%
	6	.	2	1.	9	4	1	23	100%

**Table 85 - OD3. Compared to other businesses or organizations similar to yours, would you categorize this business or organization as small, medium or large?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
Small	134	26	36	25	29	33	23	306	67%
Medium	41	16	5	7	6	13	6	94	21%
Large	6	2	2	4	4	4	1	23	5%
Don't Know	2	.	.	.	.	.	.	2	0%
Refused	15	2	3	4	.	3	2	29	6%
	198	46	46	40	39	53	32	454	100%

**Table 86 - OD4. Approximately, what percentage of your total annual operating costs is spent in electricity bills?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
a. 0 to 5 percent	41	17	11	10	8	10	7	104	23%
b. 6 to 10 percent	23	6	10	5	3	5	5	57	13%
c. 11-15 percent	14	2	.	2	.	.	.	18	4%
d. 16-20 percent	11	.	2	3	2	1	1	20	4%
e. 21-30 percent	12	1	1	.	3	2	.	19	4%
f. 31-40 percent	4	.	1	.	1	2	.	8	2%
g. More than 40 percent	9	1	2	1	4	.	.	17	4%
h. Don't Know	70	16	16	15	18	30	16	181	40%
i. Refused	14	3	3	4	.	3	3	30	7%
	198	46	46	40	39	53	32	454	100%

**Table 87 - OD5. Approximately, what percentage of your total annual operating costs is spent in natural gas bills?**

	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
a. 0 to 5 percent	110	30	16	17	22	22	13	230	51%
b. 6 to 10 percent	.	2	3	1	.	2	.	8	2%
c. 11-15 percent	3	.	1	.	.	.	.	4	1%
d. 16-20 percent	2	.	3	2	.	.	.	7	2%



	Subsector								
	AG	DA	FP	GH	IR	RW	WI	Frequency	Percent
e. 21-30 percent	.	.	2	1	1	1	.	5	1%
f. 31-40 percent	.	.	.	.	.	1	.	1	0%
g. More than 40 percent	2	.	1	2	1	.	.	6	1%
h. Don't Know	64	11	16	14	15	23	16	159	35%
i. Refused	17	3	4	3	.	4	3	34	7%
	198	46	46	40	39	53	32	454	100%

