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2013–2015 California Statewide Marketing, Education, and Outreach Program: Verification and Integrated Effectiveness Study

Volume II Appendices

California Public Utilities Commission, Energy Division
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Appendix A. – Program Theory and Logic Model

1. Introduction

This document presents a program theory and logic model (PTLM) for the Energy Upgrade California® 2014-15 Statewide (SW) Marketing, Education and Outreach (ME&O) program coordinated by the Center for Sustainable Energy (CSE). The evaluation team developed the PTLM as part of the Statewide ME&O Process Study outlined in the ME&O Roadmap, and specifically as an early activity to help scope the broader process study. The PTLM serves as an important tool in evaluation by documenting the goals of SW ME&O, the barriers to achieving them, and the activities that the program implementer, CSE, plans to employ to overcome them.

1.1 Background

The 2014-15 SW ME&O program represents a change in direction and emphasis from earlier SW ME&O approaches, beginning with the Flex Your Power program and later the Engage 360 campaign. Originally developed to promote home performance, or “deep retrofit” projects for programs funded by the American Recovery and Reinvestment Act and ratepayers in 2010, the Energy Upgrade California® brand was selected by the CPUC in May 2012 in D.12-05-015 to transition to an umbrella brand for a broad array of energy management concepts and actions for residential and small business Californians. CSE has been directed to transition the brand as part of its administration of the SW ME&O program in 2014-2015. As directed by the CPUC in D12-05-015, CSE started transitioning the brand in 2013 with limited revision of the brand guidelines and the brand website. In December 2013, the CPUC issued D.13-12-038 outlining the direction and budget for the 2014-2015 SW ME&O implementation and brand transition period.

SW ME&O has a number of specific objectives involving brand awareness, brand associations, and actions promoted by an integrated social marketing campaign intended to motivate three of the state’s five identified residential segments (Leading Achievers, Striving Believers and the Disconnected) and research an ME&O pilot for small business customers. The evaluation team developed the PTLM to explicate the program theory by articulating the objectives, barriers and activities, and the rationale for how the program can achieve its objectives. Notably, we designed the PTLM to reflect the goals and metrics specified in D13-12-038, as well as the drafted though not yet approved Program Performance Metrics (PPMs). Prior to presenting the logic model, we provide a description of the program, its objectives, challenges and activities, outputs and outcomes incorporating information from multiple sources, including the Decision, the marketing plan, the roadmap, and the updated PPMs.

2. Program Description

The overarching objective of the SW ME&O program is to educate, motivate and activate consumers to better manage their energy use and to provide them with a path for doing so. To that end, the program begins with raising awareness and understanding the value of energy efficiency, demand response and distributed generation, and connecting energy management to the Energy Upgrade California brand as well as to enhance energy literacy. The program aims to increase awareness of and educate consumers about the value of energy management solutions to drive consumers to Energy Upgrade California resources and tools, and to Investor Owned Utility (IOU) programs, as well as to take no- and low-cost actions outside of programs.

Energy Upgrade California is a multi-faceted, statewide marketing, education, and outreach program using social marketing techniques to influence human behavior for a social good. The program uses paid, earned, digital and social media to establish the brand in consumers’ minds across the state, and to make it the go-to

resource for all energy management information as well as person-to-person outreach and education through community-based organizations, retail engagement, mobile education and experiential events. CSE is focusing attention on revamping the Energy Upgrade California website, EnergyUpgradeCA.org to be a more comprehensive resource that is interactive and easy to use and available in five languages—English, Spanish, Chinese, Korean and Vietnamese. In addition to efforts aimed at California residents, CSE is conducting segmentation research for the small business market similar to that conducted for the SW ME&O program in 2009 for the residential sector. CSE plans to target small businesses with a pilot campaign based on this research to begin in 2015. To augment its direct efforts, CSE is also engaging in partnerships and sponsorships that reach the targeted audiences and their influencers and working with SW ME&O stakeholders including Commission staff, Energy Commission staff, designated marketing leads at the investor-owned utilities (IOUs) and regional energy networks (RENs) and parties to the SW ME&O proceeding.

As directed in D.13-12-038, CSE develops integrated communications plans in phased approaches to provide an opportunity for stakeholders to give input and for more ongoing CPUC staff oversight. These plans describe integrated campaigns for three six-month periods with two three-month periods of ramp-up and transition book ending those. The campaigns focus on primary and secondary topics as designated by Commission staff. In addition to these plans in this 2014-2015 period, CSE provides creative briefs and creative material review for each campaign for IOU and REN marketing stakeholder feedback and approval by Commission staff.

Finally, CPUC Decision 13-12-038 directs CSE, the IOUs and the RENs to coordinate local, regional, and statewide marketing efforts, messaging, and tactics and holds all three accountable for achieving program objectives. The Decision also calls for the development of an EM&V roadmap, and specifies that Commission staff should lead this effort.

2.1 Program Objectives

The long-term goal of SW ME&O is to contribute to reaching California’s ambitious energy and climate goals by helping Californians understand the value of energy efficiency, demand response, and distributed generation, which leads to demand for products, services and rates for their homes and businesses. As described in D13-12-038, Statewide ME&O, as a stand-alone program, is charged in 2014-2015 with providing “California residents and small business owners with information about energy concepts, programs, services, rates and benefits of taking action so that Californians (1) begin to understand their energy use, the opportunities available for them to act, and the benefits of their action, and (2) begin to take well informed action to better manage energy.” In particular, the SW ME&O program targets California residential customers and small businesses, who we refer to as ‘consumers’ throughout this document. Below we outline the nine objectives of the SW ME&O based on Ordering Paragraph 2 in Decision 13-12-038.

- 1. Use the Energy Upgrade California brand to educate consumers about the Home Upgrade programs, why energy use matters, how California homes and businesses use energy, as well as energy efficiency, demand response, distributed generation, and energy management actions available to them.¹**

¹ Decision 13-12-038 includes two versions of this objective. The Ordering Paragraph version was not updated from the proposed decision to the final, though the one in the dicta was. The one in the dicta explicitly lists financing in addition to Home Upgrade as a program for special feature. In Resolution E4663, the Commission directed CSE to coordinate ME&O for the statewide financing pilots as an extension of its work with the Energy Upgrade California brand and the SW ME&O program. The financing scope of work and budget were added to CSE’s contract with PG&E for this program.

One goal of the SW ME&O program is to increase the importance that consumers place on energy use, energy efficiency, and energy management. Energy management is not often at the top of the list of consumers' concerns. Many are indifferent, especially if they are able to afford their energy bills relatively easily. Further, some do not make a connection between energy use and the environment or their California community and economy, while others do not believe that there is a connection. Many do not understand how making energy improvements can affect the comfort of their homes or businesses, or their safety.

2. Consumers do not necessarily understand the larger benefits of either Demand Response or Distributed Generation.

1. Many are aware of solar energy, and some of the personal and financial benefits of this form of generation, but are less aware of other types of generation available to them, and less may be aware of the larger societal benefits of these types of energy generation. Many of the messages and events being planned and executed by CSE are intended to make these benefits clearer to customers. Additionally, demand response as a behavior may be familiar to many consumers because they have often been asked to “give your appliances the afternoon off” or to reduce energy use during peak hours of hot days. They may not, however, connect those behaviors and requests with the concept of, and societal benefits, of Demand Response.

3. Encourage consumers to engage with resources and tools to learn more about their energy use.

2. A key program goal in engaging consumers in energy management and other energy-related concepts and behaviors is to funnel them to the Energy Upgrade California web site where they will encounter a wide variety of information and motivators to take action in their energy use. The website includes finder tools for rebates, programs and contractors and a planning aid, and will launch an engagement tool by mid-2015 that leverages smart meter data to help users better understand their energy use. Other tools and resources may be made available over the course of the program, and Energy Upgrade California will guide Californians to make use of them.

4. Inform consumers about the benefits of participating in local program opportunities, seasonal opportunities, or no/low cost actions.

3. The Energy Upgrade California brand is a registered trademark of the State of California promoting and featuring programs in the ratepayer-funded portfolios and seasonal and low/no cost actions in context of being a Californian and not specifically an IOU customer. The SW ME&O program highlights personal and community benefits for participation and connects action to the state's energy and climate policy goals. The IOUs and local and regional program implementers continue to provide program-specific ME&O locally and regionally during this 2014-2015 period as well. CSE shares creative content with the IOUs for input on messaging about local programs, and all creative content is approved by Commission staff directly.

5. Provide direction about how consumers can learn more about and enroll in local program opportunities and time sensitive opportunities, or how to take no/low cost actions.

This Decision objective directs CSE to ensure the campaign messages give a call to action for consumers to learn more about and enroll in the programs and opportunities featured. In addition, it specifies that SW ME&O should educate consumers on how to take no- and low-cost actions whether in or outside of programs. CSE directs consumers to the Energy Upgrade California website where it

provides zip code level targeting to help consumers find the right programs for them. The IOUs, RENs and other program implementers are expected to keep their program information up to date on the website as part of their coordination responsibility. CSE and the IOUs often conduct joint earned media to direct consumers to either the SW ME&O website or the IOU website directly.

6. Identify and pilot messaging and message delivery for partners that complements existing utility partnerships, including, local governments, CBOs, retailers, and realtors.

This objective is a recognition that there are many messages coming to consumers from many different sources and that the IOUs have many existing channels by which they are already communicating to their customers. It also recognizes that these communications may benefit from new approaches and pilots and directs CSE to test messages and delivery methods for partners that add to rather than replace what is already in market at the local and regional level. This objective specifically recognizes that the SW ME&O program is not just marketing, but also includes education and outreach channels that involve these types of partners. This brand puts energy management in civic context in addition to its commercial context. CSE conducted message testing in 2013 in coordination with the IOUs and RENs to inform its agency partners in development of the campaign.

7. Identify and pilot methods to provide information to small business owners.

The ME&O plan that CSE drafted at the Commission's direction in early 2013 noted that it was too big of a lift to transition the existing brand and launch it to residential and small business consumers at the same time, especially since the same level of research was not available to inform the small business effort as existed for residential, and CSE proposed conducting research and then piloting a small business campaign based on learnings from this research. The information referred to in this objective is essentially the same as that specified in objective three.

8. Work with a marketing firm, and use behavior research to develop a social marketing campaign.

This objective directs CSE to hire a marketing firm and work with that firm to develop a social marketing campaign based on research. This objective reflects emphasis in CSE's ME&O plan completed in March 2013 on using social marketing techniques as the basis for the SW ME&O program. Social marketing is the use of marketing to effect behavior change for a social good, such as recycling, tobacco cessation, anti-littering, or in this case, energy management. As CSE noted in its ME&O plan, social marketing generally involves partnerships and outreach in addition to paid, earned and social media.

9. Coordinate local, regional, and statewide marketing efforts, messaging, and tactics.

In order to avoid confusion in the market and a duplication of efforts, this objective recognizes the importance of coordination across local, regional and SW ME&O. The local program administrators, RENs, and CSE have joint responsibility for achieving this objective.

10. Develop an EM&V roadmap for utility local marketing, and statewide marketing to understand the impacts of local, utility-led marketing, and how local and statewide efforts can best be coordinated and complementary.²

² Note that while this objective was included as part of the list of objectives for Statewide ME&O, per D. 13-12-038, the development of this roadmap is the responsibility of Commission staff, not the Statewide ME&O implementer.

2.2 Barriers and Challenges

SW ME&O seeks to address the barriers preventing consumers from gaining knowledge about and engaging in energy management actions. Below is a list of the barriers identified by various stakeholders. Notably, different customer segments may face different barriers. Where feasible, we link the barriers with the residential customer segments targeted in the initial phases of the SW ME&O campaign. These are the “striving believers,” “leading achievers,” and “disconnected.”

- **Information Barriers.** It is difficult to change consumers’ energy-related behaviors if they do not have the information needed to act, or even to form a specific intent to act. This barrier applies to all segments, but especially to the disconnected segment. This type of consumer cares about saving money and the environment, but lacks the information to act on those concerns. In addition, one of their distinguishing characteristics is that they do not know what a carbon footprint is. This barrier applies to all segments.
- **Indifference Barrier.** Energy use is not usually top of mind for most consumers’ on a day-to-day basis. When consumers purchase energy-using products, such as refrigerators, the features of the product are likely more important to the consumer than its energy use. In general, people can view energy management issues as abstract and irrelevant to everyday life. This barrier is likely to affect all segments.
- **Energy Management Self-Efficacy Barrier.** Self-efficacy³, and its cousin, perceived behavioral control, are common barriers to taking energy savings, shifting time of use, or self-generation actions across many segments. In particular, while many people care about energy use and would like to save both money and the environment, they do not know how to do it or have confidence that their actions will result in meaningful results. The SW ME&O program is designed to help consumers understand how they can act to save energy and participate in programs that help them do that. Both Disconnected and Striving Believers are particularly affected by the self-efficacy barrier.
- **Inconvenience Barriers.** Inconvenience is likely to be a barrier to any behavior change, and there are multiple points where inconvenience can act as a barrier. Existing research indicates that individuals often think it is inconvenient to hang laundry out to dry, or to wait for full loads to run dishwashers and clothes washers and dryers. This barrier particularly applies to the Striving Believers segment.

2.3 Program Activities

A logic model, which summarizes the program theory, contains several basic elements. Specifically, it should always show program Activities, Outputs, and Outcomes. Outcomes are generally divided into short-term, intermediate-term and long-term Outcomes. Often, as in this case, program evaluators study only the short-term Outcomes. The Activities show what the program designers/implementers plan to do in order to cause the program goals or objectives to be met. The goals or objectives are represented in the model as Outcomes. The Outputs are the direct work product that results from the Activities such as the record of campaign creative and messaging created and deployed, the key performance indicators of activity in market, a list of partners

³ Self-efficacy is a concept coming from the social sciences that refers to a person’s sense of their own ability to make something happen effectively. We use the term in the energy context to refer to how effective people feel they can be in completing a variety of energy management tasks. Perceived behavioral control is another, related, concept that describes whether a person has control of the behavior of interest. For instance, parents may feel they have little control over whether lights are turned out when not in use because their teenaged kids do not cooperate.

with whom the program has agreements, etc. The central function of a PTLM, especially the logic model portion of it, is to make explicit the causal connections expected between program Activities and its Outputs, and especially, Outcomes. A brief encapsulation of this would be: Activity→Output→Outcome.

The Decision Objectives contain some of the anticipated program Outcomes, but some do not fall into that category. Rather they are more like Activities or Outputs. In this PTLM, we have systematically related each part of each Objective to an Activity, an Output, or an Outcome. We systematically document this relationship in the various lists (as below) and tables that show the crosswalk between Decision language and PTLM language.

As presented in this PTLM, CSE designed and is implementing six main SW ME&O Activities to achieve the Objectives laid out in the Decision. We describe these six activities below and cite the Decision objective to which they relate.

- **Activity A: Create an Integrated, Campaign to Reposition the Energy Upgrade California Brand and to Engage Consumers and Help Them Learn about the Concepts and Benefits of Energy Management, Demand Response, and Distributed Generation, and about related programs, opportunities, products and low/no cost actions** (Objectives 1 and 3). Featured programs are directed by Commission staff and messaging, is created on an ongoing basis, subject to stakeholder review and Commission staff approval. Campaigns provide consumers with information about local programs, low and no cost actions, seasonal opportunities, and concepts such as energy management, demand response, and distributed generation. Some of the messaging will also help to educate customers about why energy use matters and how they can manage it.
- **Activity B: Create Tools and Resources for Consumers to Use as well as Messaging to Encourage their Use** (Objectives 2 and 4). This activity will involve raising awareness of the Energy Upgrade California website, as well as other tools such as an interactive mobile display designed for community events. In addition to serving as an overall resource for information, the EUC website will also include links to the IOUs' web pages for rebate programs, and provide an opportunity for consumers to make an energy action plan.
- **Activity C: Create Messaging for Education & Outreach Using Multiple Channels that Complements Existing Messages from Partners** (Objective 5). EUC messaging should be coordinated with that of the IOUs, RENs, and other local entities where appropriate. This coordination and complementarity will avoid competing messages and confusion. Another aspect of this activity is taking account of partners such as CBOs, retailers, and realtors. Different consumers hold different people and organizations in high esteem and/or relate to them. Coordination with those organizations can and will help spread energy management messages.
- **Activity D: Develop and Implement Methods to Reach Small Businesses** (Objective 6). Specific tactics and messages are needed to reach small business owners and explain the benefits of energy management and participation in local programs. A critical part of this activity is CSE's planned Small and Medium Business Segmentation Study, which will enable them to identify the needs of customers in this sector and determine the best way to reach them.
- **Activity E: Develop a Social Marketing Campaign Using Multiple Channels** (Objective 7). In addition to creating and coordinating integrated communications campaigns, CSE will use multiple channels to get the message across in general and to various targeted audiences. This will involve in-language channels, paid (TV, radio, OOH, limited print, digital), earned media, social media as well as retail engagement, mobile and experiential education, community based organization and youth outreach

and partnerships. The messages going through these channels will include tips for actions that consumers and businesses can take outside of programs.

- **Activity F: Collaborate with Local and Regional Entities Involved in ME&O to Ensure the Coordination of Messaging and Tactics** (Objective 8). This program activity specifically speaks to working with IOUs and RENs with the aim of creating and delivering messaging that is consistent and/or complementary (where appropriate) in order to avoid confusing consumers. The IOUs, RENs and CSE are responsible for achieving this metric.⁴

In addition to the activities highlighted above, the CPUC Decision specified the development of an EM&V Roadmap for Local, Regional and Statewide ME&O (Objective 9). While this objective was included as part of the list of objectives for Statewide ME&O, per D. 12-05-015, the development of this roadmap is the responsibility of Commission staff, not the Statewide ME&O implementer. As a result, it is not included in the PTLM. We provide a table that maps Decision Objectives to Logic Model Activities in O.

2.4 Program Outputs and Outcomes

The PTLM contains a number of expected outcomes based on the design of the SW ME&O program. These outcomes are likely to be achieved over different timeframes and as such, the PTLM includes short term, intermediate and long-term outcomes. In general, we place the Activities, the Outputs and the Outcomes in a logic model because a logic model represents the “logic” of the program.

While program objectives are often translated into outcomes in a logic model, the nine Objectives listed in the Decision do not all equate to Outcomes. A number of the Objectives from the Decision are process objectives that are better captured as Activities, or in some cases, Outputs. Table 1 shows the links between Decision Objectives and logic model Outcomes and Outputs.

Table 1: Decision Objectives and Associated Logic Model Outcomes & Outputs

#	Objective	Outputs & Outcomes
1	Use the Energy Upgrade California brand to educate consumers about why energy use matters and how California homes and businesses use energy, as well as energy efficiency, demand response, distributed generation, and energy management actions available	<ul style="list-style-type: none"> ● Outcome J: Consumers understand benefits of local programs selected by the Commission staff for special feature, and know how to participate, especially home upgrade and finance programs. ● Outcome K: Consumers understand energy use. ● Outcome L: Consumers are aware of the brand, understand energy management concepts, products and services, and connect them to the brand.
2	Encourage consumers to engage with resources and tools to learn more about their energy use	<ul style="list-style-type: none"> ● Outcome N: Consumers use resources and tools (specifically the Energy Upgrade California website and its embedded tools).
3	Inform consumers about the benefits of participating in local program opportunities, seasonal opportunities, or no/low cost actions	<ul style="list-style-type: none"> ● Outcome J: Consumers understand the benefits of local programs selected by the Commission staff for special feature and know how to participate. ● Outcome M: Consumers understand the benefits of specific actions they can take outside of programs, especially no- and low-cost actions.

⁴ As part of the ME&O evaluation, Opinion Dynamics will assess IOU/REN efforts that will incorporate a review of coordination efforts.

#	Objective	Outputs & Outcomes
4	Provide direction about how consumers can learn more about and enroll in local program opportunities and time sensitive opportunities, or how to take no/low cost actions	<ul style="list-style-type: none"> • Outcome J: Consumers understand the benefits of local programs selected by the Commission staff for special feature and know how to participate • Outcome M: Consumers understand the benefits of specific actions they can take outside of programs, especially no and low-cost actions.
5	Identify and pilot messaging and message delivery for partners that complements existing utility partnerships, including, local governments, CBOs, retailers, and realtors	<ul style="list-style-type: none"> • Output I: This output is primarily a process-oriented objective rather than an outcome objective, but the SW ME&O program is piloting message delivery in these channels with the channel strategy and implementation plans, and piloting messaging by using the integrated campaigns in these channels.
6	Identify and pilot methods to provide information to small business owners	<ul style="list-style-type: none"> • Output G: This objective is a process-oriented objective rather than an outcome objective. Therefore, it is represented in Output G, which contributes to all short-term outcomes and results from Activity D—develop and implement methods to reach small businesses.
7	Work with a marketing firm, and use behavior research to develop a social marketing campaign	<ul style="list-style-type: none"> • Output H: This objective is a process-oriented objective rather than an outcome objective. Therefore, it is represented in Output H, which contributes to all short-term outcomes and results from Activity E— Hire and Manage firms to develop the SW Campaign using Social Marketing theory and concepts
8	Coordinate local, regional, and statewide marketing efforts, messaging, and tactics	<ul style="list-style-type: none"> • Output I: This objective is a process-oriented objective rather than an outcome objective. Therefore, it is represented in Output I, which contributes to all short-term outcomes, and results from Activity C-- Create Complementary Messaging for Partners and Activity F-- Collaborate with local and regional entities involved in ME&O to ensure the coordination of messaging and tactics.
9	Develop an EM&V roadmap for utility local marketing, and statewide marketing to understand the impacts of local, utility- led marketing, and how local and statewide efforts can best be coordinated and complementary	This is an EM&V objective, with responsibility assigned to CPUC staff. This objective is completed; however, the roadmap will be revisited in January 2015.

3. Logic Model

Below we provide a visual representation of the program activities, outputs, and outcomes, reflecting their causal association. Following the figure, we provide a Link Theory Table that describes each causal link in the logic model, including the indicators that could be used to measure the results of the program activities. These metrics come from multiple sources including the Decision, PPMs, and additional potential metrics suggested by the program evaluators. The subsequent tables connect metrics to specific concept groups, separating out the various metrics shown in Table 2. Not all of the metrics that go beyond the PPMs need necessarily be measured, but evaluators usually expect to identify potential metrics for assessing both the process and the outcomes of the program.

Figure 1. 2013-14 Statewide ME&O Program Theory Logic Model

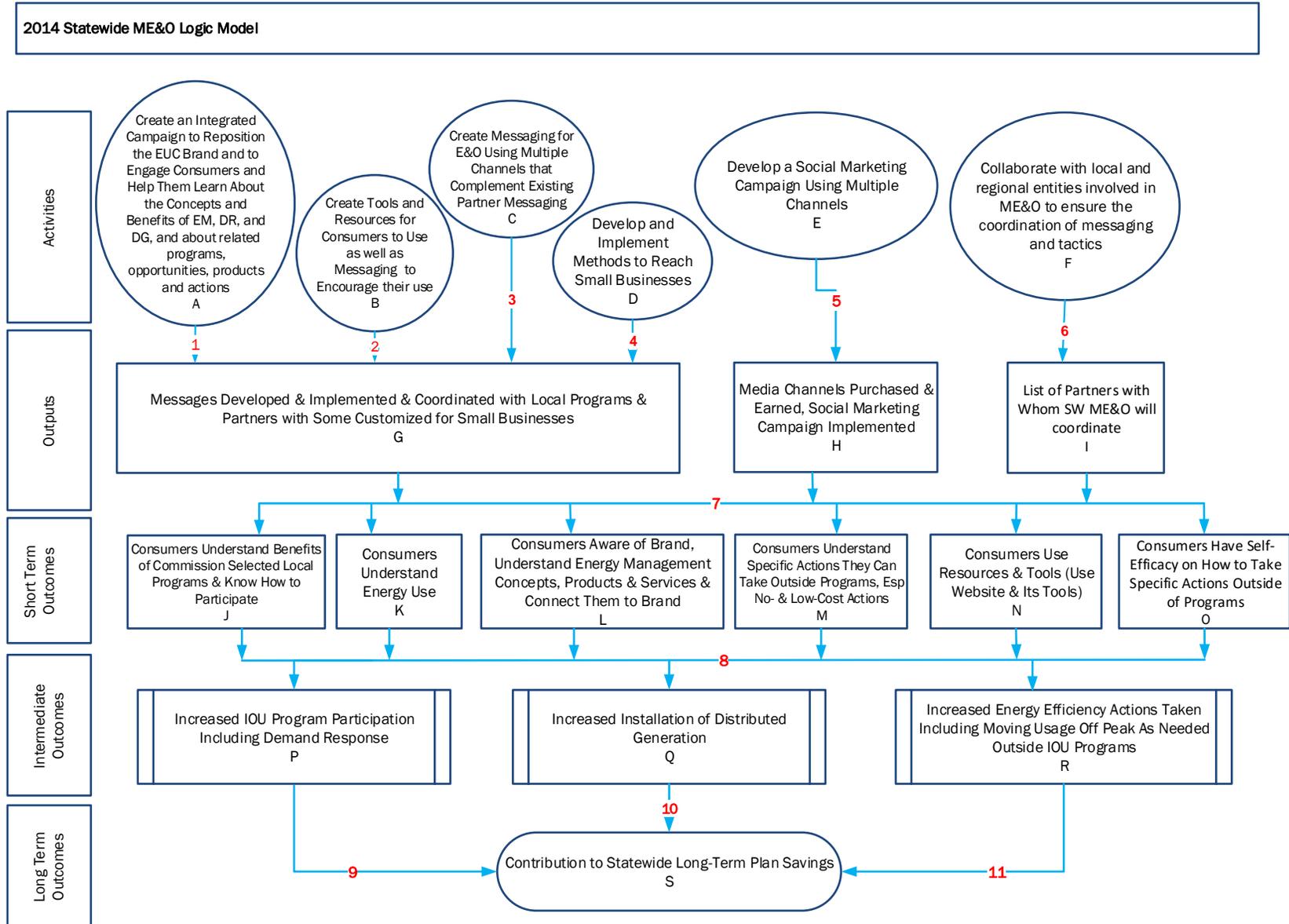


Table 2. Link Theory - Explanation of Logic Model Links

Link	Segment Theory	Potential Indicators
1	Create messaging to help consumers learn about EM, DR & DG & their benefits and local programs, products, services designated in the phase plans for special feature	# of messages developed focusing on local programs, products, services, EM, DR, & DG and their benefits. # of these messages deployed/implemented
2	Create messaging encouraging use of tools and resources	# of messages developed that tie energy management concepts to Energy Upgrade California # of these messages deployed
3	Create & coordinate messaging & tactics complementing local & partner messaging	# of messages developed focusing on local programs, products, services, EM, DR, & DG and their benefits. # of these messages deployed # of messages that were coordinated with local programs and partners
4	Develop & implement methods focused on getting information to small businesses	<i>Report of methods developed to target small businesses with program messaging</i> Methods and work processes have been identified to communicate with small business owners that can be utilized in the next program cycle to reach them. (Yes/No metric). # of messages customized for small businesses
5	Purchase & use multiple channels, social media & events providing tips on actions consumers can take outside of programs, including no- and low-cost actions	# of purchased media channels employed # of consumers who encounter brand by channel Compare message delivery by channel with IOU channel strategies Increase in in-person conversations, flyers distributed, & events attended # of social media links/followers; # of featured stories and significant mentions in news media; and advertising exposure and related cost-benefit analysis

Link	Segment Theory	Potential Indicators
		<p><i>Internet based tracking analytics and data collection from community outreach activities</i></p> <ul style="list-style-type: none"> # of earned media channels successfully employed # of social media channels employed # of spots appearing in purchased media # of stories appearing in earned media # of messages deployed for each purchase media channel # of messages deployed for each earned media outlet # of messages deployed for each social media channel # of messages deployed that were customized for small businesses for each media outlet or channel
6	<p>Developing partnerships & sponsorships that use the IOU partners and sponsored groups and build on them will help align SW efforts with IOUs' efforts, thus assuring a multiplier effect and avoid contradictory and duplicative efforts.</p>	<ul style="list-style-type: none"> # & quality partnership agreements achieved # of sponsorship agreements achieved <p>Analysis of overlap in CSE and IOU partners Record of partnerships and sponsorships created, including with IOU partners</p> <p>Record of messages & tactics coordinated with local governments, IOUs, CBOs, retailers, realtors and partners</p> <p>Number and quality of key strategic partners (EM&V Roadmap for marketing)</p> <p><i>Participation in and engagement with Energy Upgrade California of CBOs, local governments, retailers, and realtors (PPM#4) tracked by CSE.</i></p>
7J	<p>The messaging content & targeting to specific audiences, the use of multiple channels, the constancy of the brand messaging through multiple channels, the use of partnerships & sponsorships, and coordination of efforts involved in Activities A-F are expected to result in consumer knowledge of how to participate in local programs, especially home upgrade and finance.</p>	<p><i>Increase in the number of Californians that: know actions they can take to save energy and reduce their demand, including programs, products, services, and behavioral change (PPM#2a)</i></p> <p>Quantitative survey of residential consumers about:</p> <ul style="list-style-type: none"> a. their knowledge of and b. attitudes toward the value of local energy management programs (E.E., DR, DG, & energy management actions available to them— including products & services)

Link	Segment Theory	Potential Indicators
		<p>c. knowledge of how to participate in the programs, especially</p> <ul style="list-style-type: none"> a. home upgrade, and b. finance programs <p>Quantitative survey of business consumers about the same topics</p>
7K	<p>The messaging content & targeting to specific audiences, the use of multiple channels, and the constancy of the brand messaging through multiple channels, the use of partnerships & sponsorships, and coordination of efforts involved in Activities A-F are expected to increase understanding of energy use.</p>	<p>Survey measures of gen pop understanding of energy management concepts and their ability to associate them with the brand (PPM#2a)—tied to 2012 brand assessment questions & D13-12-038</p> <p>Quantitative survey of residential consumers about their knowledge of how energy is used in homes Quantitative survey of business consumers about their knowledge of how energy is used in their businesses</p>
7L	<p>The messaging content & targeting to specific audiences, the use of multiple channels, the constancy of the brand messaging through multiple channels, the use of partnerships & sponsorships, and coordination of efforts involved in Activities A-F are expected to result in consumer awareness of the brand, and to understand energy management concepts, products and services and to connect these to the brand.</p>	<p>Survey measures of brand awareness in the general population (PPM#1)—tied to 2012 brand assessment questions & D13-12-038</p> <p>Survey of consumer perceived barriers, benefits, and sense of efficacy</p> <p><i>Survey of (residential & small business) consumers about what they know about how to learn more about energy and energy management options.</i></p>
7M	<p>The messaging content & targeting to specific audiences, the use of multiple channels, the constancy of the brand messaging through multiple channels, the use of partnerships & sponsorships, and coordination of efforts involved in Activities A-F are expected to increase the consumer’s ability to take specific energy management actions and shift energy use to off-peak hours, as needed outside of programs.</p>	<p>Quantitative survey of measures of consumer knowledge of energy management actions they can take, including no- and low-cost actions</p> <p>Survey measures of consumers’ perceived ability to take energy management actions and shift energy use to off-peak hours.</p>
7N	<p>The messaging content & targeting to specific audiences, the use of multiple channels, the constancy of the brand messaging through multiple channels, the use of partnerships & sponsorships, and coordination of efforts involved in Activities A-F are expected to result in increased use of the Energy Upgrade California website and its tools.</p>	<p>Website activity: Sources of traffic to the website Length of time, number of pages visited, bounce rate, number of hits</p> <p>Increase in number of leads generated from website, contractors, local governments, CBOs</p>

Link	Segment Theory	Potential Indicators
70	<p>The messaging content & targeting to specific audiences, the use of multiple channels, the constancy of the brand messaging through multiple channels, the use of partnerships & sponsorships, and coordination of efforts involved in Activities A-F are expected to result in increase the value consumers place on energy management, and to increase their self-efficacy about energy-related actions they can take.</p>	<p># of hits on website tools</p> <p><i>Survey measures of gen pop acceptance of the importance of energy management (PPM#2a)—tied to 2012 brand assessment questions, to the extent possible & D13-12-038</i></p> <p><i>Survey measures of consumer consideration of the value of energy services in his or her life (PPM#2b,c)</i></p> <p><i>Survey measures of consumer knowledge about actions they can take to manage their energy use (PPM#2e)</i></p> <p>Survey measures of gen pop perceived value and importance of distributed generation and demand response</p> <p>Quantitative survey of measures of the: value consumers put on energy management and self-efficacy</p>
8P	<p>Increased consumer understanding of the benefits of local programs and their knowledge of how to participate in them, their increased understanding of energy use, their awareness of the brand and its related energy management concepts, products, and services, the increase in the value placed on energy management by consumers, and their increase in self-efficacy, as well as their use of the website and its tools, and increased consumer understanding of the actions they can take outside of programs, especially no- and low-cost actions involved in Outcomes L-Q, will increase consumer participation in IOU programs, including demand response programs. As a precursor to this participation, there should be an increase in consumer intention to do so.</p>	<p>Survey measures of increased brand awareness, and all other short-term outcomes in L-P, and demonstrated correlations between those outcomes and participation in IOU programs.</p> <p>Survey questions that ask participants about the motivations targeted in Outcomes L-P.</p>
8Q	<p>Increased consumer understanding of the benefits of local programs and their knowledge of how to participate in them, their increased understanding of energy use, their awareness of the brand and its related energy management concepts, products, and services, the increase in the value placed on energy management by consumers, and their increase in self-efficacy, as well as their use of the website and its tools, and increased consumer understanding of the actions they can take outside of programs, especially no- and low-cost actions involved in Outcomes L-Q, will increase installation of distributed generation.</p>	<p>Increased installation of distributed generation & energy management measures outside IOU programs, and connections of that outcome to short-term outcomes in L-P, especially P.</p> <p>Increases in number and types of consumers installing energy management measures & distributed generation.</p> <p>Survey questions about the motivations of distributed generation installers targeted in Outcomes L-P, especially P.</p>

Link	Segment Theory	Potential Indicators
8R	Increased consumer understanding of the benefits of local programs and their knowledge of how to participate in them, their increased understanding of energy use, their awareness of the brand and its related energy management concepts, products, and services, the increase in the value placed on energy management by consumers, and their increase in self-efficacy, as well as their use of the website and its tools, and increased consumer understanding of the actions they can take outside of programs, especially no- and low-cost actions involved in Outcomes L-Q, will increase the number and type of energy management actions taken, including moving usage to off-peak hours	<p>Survey measures of non-purchase energy management actions taken and efforts to move energy use to off peak hours, and correlation of those actions to the short-term Outcomes L-P.</p> <p>Survey questions about the motivation behind the reported actions</p>
9-11	Increases in IOU program participation, including demand response, increased installation of distributed generation, and increased energy management actions taken will contribute to meeting California’s long-term plan savings	Beyond the scope of this program cycle.

Note: Metrics in **bold** come from D13-12-038. Metrics in *Italics* come from PPMs.

Appendix A1. Objectives and Associated Logic Model Activities

Table 3 summarizes the Activities associated with each of the SW ME&O objectives. We have assigned each Activity a letter in the logic model presented in Section 3.

Table 3: Decision Objectives and Associated Logic Model Activities

#	Objective	Associated Program Activity
1	Use the Energy Upgrade California brand to educate consumers about the Home Upgrade programs, why energy use matters, how California homes and businesses use energy, as well as energy efficiency, demand response, distributed generation, and energy management actions available.	Activity A: Create an Integrated Campaign to Reposition the EUC Brand and to Engage Consumers and Help Them Learn About the Concepts and Benefits of EM, DR, and DG, and about related programs, opportunities, products and actions
2	Encourage consumers to engage with resources and tools to learn more about their energy use.	Activity B: Create Tools and Resources for Consumers to Use as well as Messaging to Encourage their use
3	Inform consumers about the benefits of participating in local program opportunities, seasonal opportunities, or no/low cost actions.	Activity A: Create an Integrated Campaign to Reposition the EUC Brand and to Engage Consumers and Help Them Learn About the Concepts and Benefits of EM, DR, and DG, and about related programs, opportunities, products and actions
4	Provide direction about how consumers can learn more about and enroll in local program opportunities and time sensitive opportunities, or how to take no/low cost actions.	Activity B: Create Tools and Resources for Consumers to Use as well as Messaging to Encourage their use
5	Identify and pilot messaging and message delivery for partners that complements existing utility partnerships, including, local governments, CBOs, retailers, and realtors.	Activity C: Create Messaging for Education & Outreach Using Multiple Channels that Complements Existing Messages from Partners
6	Identify and pilot methods to provide information to small business owners.	Activity D: Develop and Implement Methods to Reach Small Businesses
7	Work with a marketing firm, and use behavior research to develop a social marketing campaign.	Activity E: Develop a Social Marketing Campaign Using Multiple Channels
8	Coordinate local, regional, and statewide marketing efforts, messaging, and tactics.	Activity F: Collaborate with local and regional entities involved in ME&O to ensure the coordination of messaging and tactics
9	Develop an EM&V roadmap for utility local marketing, and statewide marketing to understand the impacts of local, utility- led marketing, and how local and statewide efforts can best be coordinated and complementary.	Develop an EM&V Roadmap for Local, Regional and Statewide ME&O (not in model)

Appendix A2. SW ME&O Metrics

We provide a crosswalk between the SW ME&O Objectives and the PPMs in

Table 4.

Table 4 Program Performance Metrics by Objective

#	Objective	Associated PPM
1	Use the Energy Upgrade California brand to educate consumers about the Home Upgrade programs, why energy use matters, how California homes and businesses use energy, as well as energy efficiency, demand response, distributed generation, and energy management actions available.	<p>PPM#1 Awareness of Energy Upgrade California.</p> <p>PPM#2 Increase in the number of Californians that:</p> <ul style="list-style-type: none"> (a) associate EUC with the Home Upgrade program; know why energy use matters; know how California homes and businesses use energy; and know actions they can take to save energy and reduce their demand, including programs, products, services, and behavioral change (b) understand that energy has societal trade-offs and needs to be managed (c) understand the benefits of modifying their energy use (d) know where to go to learn more about energy and energy managements options (e) know that there are actions they can take to manage their energy use
2	Encourage consumers to engage with resources and tools to learn more about their energy use.	PPM#3 Engagement with the Energy Upgrade California website, digital media, social media, and community outreach.
3	Inform consumers about the benefits of participating in local program opportunities, seasonal opportunities, or no/low cost actions.	<p>PPM#2 Increase in the number of Californians that:</p> <ul style="list-style-type: none"> (a) associate EUC with the Home Upgrade program; know why energy use matters; know how California homes and businesses use energy; and know actions they can take to save energy and reduce their demand, including programs, products, services, and behavioral change (b) understand that energy has societal trade-offs and needs to be managed (c) understand the benefits of modifying their energy use (d) know where to go to learn more about energy and energy managements options (e) know that there are actions they can take to manage their energy use
4	Provide direction about how consumers can learn more about and enroll in local program opportunities and time sensitive opportunities, or how to take no/low cost actions.	
5	Identify and pilot messaging and message delivery for partners that complements existing utility partnerships, including, local governments, CBOs, retailers, and realtors.	PPM#4 Participation in and engagement with Energy Upgrade California of CBOs, local governments, retailers, and realtors.
6	Identify and pilot methods to provide information to small business owners.	PPM#5 Small business messaging is researched and piloted.
7	Work with a marketing firm, and use behavior research to develop a social marketing campaign.	No PPM directly aligns with this objective.
8	Coordinate local, regional, and statewide marketing efforts, messaging, and tactics.	PPM#6 relates generally to this objective: RENs and IOUs provide information to CSE and Marketing firm in a timely manner (#6).
9	Develop an EM&V roadmap for utility local marketing, and statewide marketing to understand the impacts of local, utility- led marketing, and how local and statewide efforts can best be coordinated and complementary.	PPM#7 EM&V roadmap for marketing (completed).

Appendix B. – Data Collection Instruments

1. Energy Upgrade California Pre Climate Credit Baseline Survey

Energy Upgrade California
Pre Climate Credit Baseline Survey

Internet Panel Survey Final
March 13, 2014

Reviewer Note: This is an Internet survey for adult California residents. The goal of the survey is to gather information on EUC awareness, perceptions of the EUC logo, and the brand in general. This survey is designed to be approximately 10 minutes in length.

Introduction

Thank you for agreeing to participate in this online survey. The State of California values your time and feedback.

Please click NEXT to start the survey.

Screener

To start, we have a few questions about your home.

- S2. In your household, are you involved in reviewing or paying your monthly electric or natural gas bill?
1. Yes
 2. No

[IF S1=2 THANK AND TERMINATE]

- S6b. Do you rent or own your home?
1. Rent
 2. Own
 00. Other, Specify

SD1. What is your zip code? [ENTER 5 DIGIT NUMBER UP TO 99999]

[ASK IF DO NOT ANSWER SD1 OR ANSWER NOT CALIFORNIA]

- SD2. Do you live in the state of California?
1. Yes
 2. No [THANK AND TERMINATE])

- S7. In what year were you born?
[NUMERIC OPEN END, 1910 – 1999,] [TERMINATE IF LESS THAN 21 (1994 and up)]

Climate Policy Awareness

[ASK ONE-HALF OF THE SAMPLE CP1a and ONE-HALF OF THE SAMPLE CP1b]

CP1a. To the best of your knowledge, does the state of California have any policies in place to fight climate change by reducing the amount of greenhouse gases put into the atmosphere each year?

- 1. Yes
- 2. No

CP1b. To the best of your knowledge, does the state of California have any policies in place to to fight climate change?

- 1. Yes
- 2. No

[ASK IF CP1=1, ELSE SKIP TO A1]

CP1c. Can you describe any of these policies? [OPEN END]

[OPEN END]

96. No, can't describe

EUC Awareness – Top of Mind & Semi-Unaided

Now we have a few questions about your awareness of some initiatives taking place in California.

A1. What brands, campaigns or initiatives have you heard of in the last year that encourage people to save energy in California? Please list up to 3 if you can.

00. Enter response in box below

A3. Please indicate whether you have heard of each of the following brands, campaigns or initiatives.

[RANDOMIZE ORDER]

	Yes 1	No 2
• A. Go Solar California	<input type="checkbox"/>	<input type="checkbox"/>
B. Energy Star	<input type="checkbox"/>	<input type="checkbox"/>
C. Energy Upgrade California	<input type="checkbox"/>	<input type="checkbox"/>
D. Step up and Save Energy	<input type="checkbox"/>	<input type="checkbox"/>
E. Flex Your Power	<input type="checkbox"/>	<input type="checkbox"/>
F. Click it or Ticket	<input type="checkbox"/>	<input type="checkbox"/>

[ASK IF A3c=1]

A4. How familiar are you with the Energy Upgrade California initiative?

Appendix B. – Data Collection Instruments

I have only heard
the name

1

2

3

4

5

6

I know a lot
about it

7

[ASK IF IF A3C=1 ELSE SKIP TO K1]

- E1. How did you first hear about Energy Upgrade California?
1. print advertisement
 2. television
 3. radio
 4. word of mouth
 5. internet
 6. other [SPECIFY]

EUC Knowledge & Associations

- K1. What do you think of when you hear the phrase “Energy Upgrade California”?
00. Enter response in box below

[ASK IF A3c=1]

- K6a. Which of the following do you MOST associate with Energy Upgrade California? [ROTATE OPTIONS 1-3]
1. A program that encourages California residents to make energy efficient improvements to their home
 2. A utility rebate program
 3. A statewide resource that provides information about managing energy use in California homes and businesses
00. Or something else [Specify]
98. (Don't know)
99. (Refused)

[ASK IF (A3c =2, 8, OR 9)]

- K6b. While you may not have heard the phrase, which of the following would you MOST associate with Energy Upgrade California? [ROTATE OPTIONS 1-3]
1. A program that encourages customers to make energy efficient improvements to their home
 2. A utility rebate program
 3. A statewide resource that provides information about managing energy use in California homes and businesses
00. Or something else [Specify]
98. (Don't know)
99. (Refused)

Awareness of Logo and Brand Images

- K2. Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California”, and has an image of a house and a leaf.
1. Yes
 2. No

Appendix B. – Data Collection Instruments

A5. [IF K2=1 “Specifically have you seen this logo?”] [IF K2>1, “Have you seen this logo?”] [DISPLAY EUCLOGO.png]

1. Yes
2. No



Climate Credit Awareness

CC1. Have you heard about a program in California that gives residents a credit on their electric bill twice a year?

1. Yes
2. No

[ASK IF CC1=1, ELSE SKIP TO CC2]

CC1a. Do you recall the name of this program?

00. Enter response in box below
01. No, can't recall

CC2. As you may know, the California Climate Credit is a credit that will appear on the electricity bills of millions of households in California twice a year, in April and October. Now that you have heard a little bit more about it, have you heard about the Climate Credit before today?

1. Yes
2. No

[ASK IF CC2=1, ELSE SKIP TO NEXT SECTION]

CC3. To the best of your knowledge, who provides the California Climate Credit?

00. Enter response in box below
01. Don't know

CC4. How much do you agree with the following: The California Climate Credit is part of the state's effort to... [ROTATE a-d]

- a. fight climate change
- b. reduce pollution
- c. reduce the amount of money California residents pay for energy
- d. help address drought concerns

Appendix B. – Data Collection Instruments

Very much disagree

1

2

3

4

5

6

Very much agree

7

Bear Awareness

[ASK HALF SAMPLE K7, ELSE SKIP TO K3]

K7. Did you know that there is a bear on the California state flag?

1. Yes
2. No

3. Don't know/Not sure

K3. Have you ever seen or heard an advertisement where the bear from the California state flag talks with Californians about energy use?

1. Yes
2. No
3. Don't know/Not sure

[ASK IF K3 = 1 ELSE SKIP TO E1]

K3a. When did you see this ad? Was it within the past week, between 1 week and a month ago, or over a month ago?

1. Within the past week
2. Between 1 week and a month
3. Over a month ago
8. Don't know/Not sure

K4. To the best of your knowledge, what was the bear asking Californians to do?

00. Enter response in box below

E1. Specifically, have you seen an advertisement similar to this one before? [SHOW IMAGE #1]

1. Yes
2. No

E2. This is another example of what one of those advertisements looks like. [SHOW IMAGE #2] Have you seen an advertisement similar to this one before?

1. Yes
2. No

Interaction with EUC

[SKIP IF A3C>1]

E6. Have you ever heard of a website called EnergyUpgradeCA.org?

1. Yes
2. No

[ASK IF E6=1]

E7. Have you visited this website...?

1. Yes

2. No

Demographics

D1. What is your electric company?

- 1. (Pacific Gas & Electric/PG&E)
- 2. (Southern California Edison/Edison/SCE)
- 3. (San Diego Gas & Electric/SDG&E)
- 4. (Sacramento Municipal Utility District/SMUD)
- 5. (Los Angeles Department of Water and Power/LADWP)
- 00. (Other, specify)
- 98. (Don't know)
- 99. (Refused)
-

D2. What is your gas company?

- 1. (Pacific Gas & Electric/PG&E)
- 2. (Southern California Gas/SoCalGas/SCG)
- 3. (San Diego Gas & Electric/SDG&E)
- 00. (Other, specify)
- 96. (none / don't have gas)
- 98. (Don't know)
- 99. (Refused)

S2. Are you, or is anyone in your household, an employee of an electric or gas utility, the CA Public Utilities Commission, the CA Energy Commission or the CA Center for Sustainable Energy?

1. Yes
2. No

[ALLOW TO REFUSE ALL DEMOS BY CLICKING NEXT]

QSD4. What is your gender?

1. Female
2. Male

QSD5. Which of the following best describes your race?

1. White or Caucasian
2. Black or African American
3. American Indian or Alaskan Native
4. Chinese
5. Korean
6. Vietnamese
7. Japanese
8. Filipino
9. Native Hawaiian
10. Guamanian or Chamorro
11. Samoan
12. Other Asian

Appendix B. – Data Collection Instruments

- 13. Other Pacific islander
- 00. Other. Specify

QSD6. What is the highest level of education you have completed?

- 1. No schooling completed
- 2. 8th grade or less
- 3. Some high school, no diploma
- 4. High school diploma
- 5. GED or alternative credential
- 6. Some college, less than 1 year, no degree
- 7. Some college, 1 or more years, no degree
- 8. Associate's degree
- 9. Bachelor's degree
- 10. Master's degree
- 11. Professional school degree
- 12. Doctorate degree

QSD7. What was your annual household income from all sources in 2013, before taxes?

This information is confidential and will only be used for the purpose of characterizing study respondents.

- 1. Less than \$20,000 per year
- 2. 20 to less than \$30,000
- 3. 30 to less than \$40,000
- 4. 40 to less than \$50,000
- 5. 50 to less than \$60,000
- 6. 60 to less than \$75,000
- 7. 75 to less than \$100,000
- 8. 100 to less than \$150,000
- 9. 150 to less than \$200,000
- 10. \$200,000 or more

[ASK IF QSD7=1]

- QSD7a. Is it...
- 1. Less than \$10,000, or
 - 2. \$10,000 to less than \$15,000, or
 - 3. \$15,000 to less than \$20,000?

[CREATE DROP VARIABLE IF ANY S2=1]

Those are all of the questions we have. Thank you again for participating in this survey.

2. Energy Upgrade California Post Climate Credit Baseline Survey

Energy Upgrade California Climate Credit Post-Campaign Survey

Internet Panel Survey Final
April 22, 2014

Reviewer Note: This is an Internet survey for California residents who are 21+ and IOU electric customers. The goal of the survey is to gather information on awareness of the Climate Credit campaign. In addition, the survey measures EUC awareness, perceptions of the EUC logo, and the brand in general. This survey is designed to be approximately 10 minutes in length.

Screener

S1. Do you live in the state of California?

1. Yes
2. No [THANK AND TERMINATE]

S2. In what year were you born?

[NUMERIC OPEN END, 1910 – 1999] [TERMINATE IF LESS THAN 21 1994 and up]

S3. Do you receive an electric bill from any of the following service providers? (Please select your provider).

- 1. Pacific Gas & Electric/PG&E
- 2. Southern California Edison/Edison/SCE
- 3. San Diego Gas & Electric/SDG&E
- 4. Pacific Power
- 5. Liberty Utilities
- 00. Another provider (please specify)
- 98. Don't know
- 99. Refused
-

S4. Who provides gas service to your home?

- 1. Pacific Gas & Electric/PG&E
- 2. Southern California Gas/SoCalGas/SCG
- 3. San Diego Gas & Electric/SDG&E
- 4. Southwest Gas/SWGas
- 5. Alpine Gas
- 6. West Coast Gas
- 7. Southern California Edison/Edison Catalina
- 00. Other, specify
- 96. None / don't have gas
- 98. Don't know
- 99. Refused

Appendix B. – Data Collection Instruments

- S5. In your household, are you involved in reviewing or paying your monthly electric bill?
 1. Yes
 2. No

[IF S3=00, 98 or 99 OR S5=2, THANK AND TERMINATE]

- S6. Are you, or is anyone in your household, an employee of an electric or gas utility, the California Public Utilities Commission, the California Energy Commission or the California Center for Sustainable Energy?
 1. Yes [THANK AND TERMINATE]
 2. No

Climate Policy Awareness

- CP1a. To the best of your knowledge, does the state of California have any policies in place to fight climate change?
 1. Yes
 2. No

[ASK IF CP1a=1, ELSE SKIP TO A1]

- CP1b. Can you describe any of these policies?
 00. [OPEN END]

EUC Awareness – Top of Mind & Semi-Unaided

Now we have a few questions about your awareness of some initiatives taking place in California.

- A1. What brands, campaigns or initiatives have you heard of in the last year that encourage people to save energy in California? Please list up to 3 if you can.
 00. Enter response in box below
- A2. Please indicate whether you have heard of each of the following brands, campaigns or initiatives.
 [RANDOMIZE ORDER]

	Yes 1	No 2
• A. Go Solar California	<input type="checkbox"/>	<input type="checkbox"/>
B. Energy Star	<input type="checkbox"/>	<input type="checkbox"/>
C. Energy Upgrade California	<input type="checkbox"/>	<input type="checkbox"/>
D. Step up and Save Energy	<input type="checkbox"/>	<input type="checkbox"/>
E. Flex Your Power	<input type="checkbox"/>	<input type="checkbox"/>
F. Click it or Ticket	<input type="checkbox"/>	<input type="checkbox"/>

[ASK IF A2c=1]

- A3. How familiar are you with the Energy Upgrade California initiative?

Appendix B. – Data Collection Instruments

I have only heard
the name

1

2

3

4

5

6

I know a lot
about it

7

[ASK IF IF A2C=1, ELSE SKIP TO K1]

A4. Where have you heard about Energy Upgrade California? Select all that apply.

1. Print advertisement
2. Television
3. Radio
4. Word of mouth
5. Internet
6. Utility bill
7. Other [SPECIFY]

EUC Knowledge & Associations

K1. What do you think of when you hear the phrase “Energy Upgrade California”?

00. Enter response in box below

[ASK IF A2c=1]

K2a. Which of the following do you MOST associate with Energy Upgrade California? [ROTATE OPTIONS 1-3]

4. A program that encourages California residents to make energy efficient improvements to their home
5. A utility rebate program
6. A statewide resource that provides information about managing energy use in California homes and businesses
00. Or something else [Specify]

[ASK IF A2c =2, 8, OR 9]

K2b. While you may not have heard the phrase, which of the following would you MOST associate with Energy Upgrade California? [ROTATE OPTIONS 1-3]

1. A program that encourages customers to make energy efficient improvements to their home
2. A utility rebate program
3. A statewide resource that provides information about managing energy use in California homes and businesses
00. Or something else [Specify]

Awareness of Logo and Brand Images

- L1. Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California”, and has an image of a house and a leaf.
1. Yes
 2. No
- L2. [IF L1=1 “Specifically have you seen this logo?”] [IF L1=2, “Have you seen this logo?”] [DISPLAY EUCLOGO.png]
1. Yes
 2. No



Climate Credit Awareness

Next, we have some questions about the electricity bill that you received in April.

- CC0. Was your April electricity bill lower than you expected?
1. Yes
 2. No
- CC1. Did you receive a credit on your April electricity bill?
1. Yes
 2. No

[ASK IF CC1=1 ELSE SKIP TO CC5]

- CC2. How do you know that you received the credit? Please select all that apply.
1. I saw the credit on my paper bill.
 2. I read an insert that came with my paper bill.
 3. I saw the credit on my electronic bill.
 4. I read an attachment that came with my electronic bill.
 5. I received an email telling me about the credit.
 4. Someone else in my household saw the credit and told me about it.
 5. Other [SPECIFY]
- CC3. Approximately how much was the credit? Your best estimate is fine. Please round to the nearest dollar.
1. [RECORD DOLLAR AMOUNT 1-500]
 2. Don't know

Appendix B. – Data Collection Instruments

CC4. Do you know why you received the credit?
00. Enter response in box below

CC5. As you may have heard, millions of households in California are receiving the California Climate Credit on their electricity bills twice a year, in April and October. Have you heard about the Climate Credit before today?
1. Yes
2. No

[ASK IF CC1=2 or 8 AND CC5=1]

CC6. Now that you know a bit more about the California Climate Credit, do you recall receiving this credit on your April electricity bill?
1. Yes
2. No

[ASK IF CC1=1 OR CC5=1, ELSE SKIP TO NEXT SECTION]

CC7. To the best of your knowledge, who provides the California Climate Credit?
00. Enter response in box below

CC8. Why are California residents receiving this credit on their electric bills?
00. Enter response in box below

CC9. Where have you heard about the Climate Credit? Select all that apply.
1. Newspaper
2. TV
3. Radio
4. From friends and family
5. The internet
6. Through the mail
7. Through an email
8. Through a utility bill
9. Other [SPECIFY]

CC10a. After learning about the California Climate Credit, did you attempt to get more information about it?
1. Yes
2. No

[ASK IF CC10A=1]

CC10b. Where did you go to get more information about the California Climate Credit?
1. Conducted an internet search
2. Went to a specific website named in a Climate Credit advertisement or news story
3. Went to the website provided in my bill
4. Asked friends and family about it
5. other [SPECIFY]

[ASK IF CC1 = 1 OR CC6 = 1]

CC11a. Did learning about the credit motivate you to take actions to save energy in your home?
1. Yes
2. No

Demographics

- D1. Do you rent or own your home?
1. Rent
 2. Own
 00. Other, Specify
- D2. What is your gender?
1. Female
 2. Male
- D3. Including yourself, how many people live in this household year round?
[NUMERIC OPEN END 0-20, 99=Refused]
- D4. Are you of Hispanic, Latino or Spanish descent?
1. Yes
 2. No
- D5. What is the primary language spoken in your home?
1. English
 2. Spanish
 3. Mandarin
 4. Cantonese
 5. Tagalog
 6. Korean
 7. Vietnamese
 8. Russian
 9. Japanese
 00. Other, please specify _____

[ASK IF D5>1 or 00]

- D6. How well do you speak English?
1. very well
 2. well
 3. not well
 4. not at all

[ASK IF D4>1]

- D7. Which of the following best describes your race? Please stop me when I reach the right one.
14. White or Caucasian
 15. Black or African American
 16. American Indian or Alaskan Native
 17. Chinese
 18. Korean
 19. Vietnamese
 20. Japanese
 21. Filipino
 22. Native Hawaiian
 23. Guamanian or Chamorro

Appendix B. – Data Collection Instruments

- 24. Samoan
- 25. Other Asian
- 26. Other Pacific islander
- 00. Other. Specify

D8. What is the highest level of education you have completed?

- 13. No schooling completed
- 14. 8th grade or less
- 15. Some high school, no diploma
- 16. High school diploma
- 17. GED or alternative credential
- 18. Some college, less than 1 year, no degree
- 19. Some college, 1 or more years, no degree
- 20. Associate's degree
- 21. Bachelor's degree
- 22. Master's degree
- 23. Professional school degree
- 24. Doctorate degree

D9a. What was your annual household income from all sources in 2013, before taxes?

- 1. Less than \$20,000 per year
- 2. 20 to less than \$30,000
- 3. 30 to less than \$40,000
- 4. 40 to less than \$50,000
- 5. 50 to less than \$60,000
- 6. 60 to less than \$75,000
- 7. 75 to less than \$100,000
- 8. 100 to less than \$150,000
- 9. 150 to less than \$200,000
- 10. \$200,000 or more

[ASK IF D9a=1]

D9B. Is it...

- 1. Less than \$10,000, or
- 2. \$10,000 to less than \$15,000, or
- 3. \$15,000 to less than \$20,000?

D10. What is your zip code? [ENTER 5 DIGIT NUMBER UP TO 99999]

Those are all of the questions we have. Thank you again for participating in this survey.

3. ME&O Verification and Integrated Effectiveness Residential Tracker Survey for Program Performance Metrics



ME&O Verification and Integrated Effectiveness Residential Tracker Survey for Program Performance Metrics

Internet Panel Survey Wave 1 FINAL
March 2014

Questionnaire

SCREENERS

S1. Do you live in the state of California?

1. Yes
2. No [THANK AND TERMINATE]

S2. In what year were you born?

00. [NUMERIC OPEN END, 1910 – 1999] [TERMINATE IF LESS THAN 21 1994 and up]

S3. Do you receive an electric bill from any of the following service providers? (Select provider).

01. Pacific Gas & Electric/PG&E
02. Southern California Edison/Edison/SCE
03. San Diego Gas & Electric/SDG&E
00. Another provider (please specify)
98. Don't Know

S4. Who provides gas service to your home?

01. Pacific Gas & Electric/PG&E
02. Southern California Gas/SoCalGas/SCG
03. San Diego Gas & Electric/SDG&E
04. Southern California Edison/Edison Catalina
00. Other, specify
96. None / don't have gas
98. Don't know

S5. Do you rent or own your home?

01. Rent

Appendix B. – Data Collection Instruments

- 02. Own
- 00. Other, Specify

S6. In your household, are you involved in reviewing or paying your monthly electric bill?

- 1. Yes
- 2. No

S7. Are you, or is anyone in your household, an employee of an electric or gas utility, the California Public Utilities Commission, the California Energy Commission or the Center for Sustainable Energy?

- 1. Yes [THANK AND TERMINATE]
- 2. No

Sources of Information (unaided – open ended)

IN1. What group(s), organization(s), or company(ies) would you consult if you wanted information about how to save energy? Please select up to three. [OPEN END, UP TO 3 RESPONSES, PLEASE PROVIDE THREE TEXT BOXES]

IN2. What websites, if any, would you visit to find information on energy saving tips or practices? Please select up to three.

[OPEN END, UP TO 3 RESPONSES, PLEASE PROVIDE THREE TEXT BOXES]

IN3. In the past 6 months, have you looked for information on how to save energy?

[01=YES; 02=NO]

[ASK IF IN3=1]

IN3a. Where did you go to look for information?

[OPEN END]

General Energy Management Awareness

EM1. Can you please tell us briefly what the phrase energy management means to you? [OPEN END]

- EM2. Have you heard of a carbon footprint?
 -
 - 1. Yes
 - 2. No

EM3. There are a number of reasons why people might try to better manage their energy use. Using a scale from 0 to 10, where 0 means “not at all motivating” and 10 means “extremely motivating,” how motivating are these reasons to better manage your energy use? [RANDOMIZE ORDER EM3a-g]

Not at all
motivating

Extremely
motivating

Appendix B. – Data Collection Instruments

0 1 2 3 4 5 6 7 8 9 10

How much does this motivate you to manage your energy use?

- a. To save money
- b. To protect the environment
- c. To prevent the building of more power plants
- d. To avoid being wasteful
- e. To prevent future energy shortages
- f. To fairly share resources with my fellow Californians
- g. To make my home more comfortable

EM4. Now, we're going to list a few statements. Using a scale of 0 to 10 where 0 means "Not at all agree" and 10 means "Completely agree", please tell me how much you agree with each statement. [RANDOMIZE ORDER OF EM4a-e] [Code DK = 98]

Not at all						Completely					
Agree						agree					
0	1	2	3	4	5	6	7	8	9	10	

- a. I often worry that the cost of energy for my home will increase.
- b. I am very concerned about how energy use affects the environment.
- c. If my utility bill goes up, I feel like I must do something to reduce it
- d. If others in my household can't or won't change their behavior to lower our utility bills, I feel I should do even more to control our energy costs.
- e. I am willing to pay higher prices in order to address global climate change.

EM5. The following is a list of 6 reasons why people might **change their daily actions** to **save energy**. Please indicate which of these reasons would motivate you the MOST? [ROTATE RESPONSE OPTIONS]

- - 1. For the benefit of future generations
 - 2. Improving or maintaining my health
 - 3. Protecting the environment
 - 4. Saving money
 - 5. Reducing our dependence on foreign oil
 - 6. Helping California lead the way on saving energy

Energy Self-Efficacy Scale [RANDOMIZE ORDER EF1 – EF8]

Appendix B. – Data Collection Instruments

For the next set of questions, please answer whether you agree or disagree with the following statements about your energy use.

EF1. It is possible for individual citizens to help address climate change by reducing their energy use.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF2. People like me don't have an influence on California's energy policies.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF3. I feel a responsibility to manage my energy use.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF4. I do not feel responsible for conserving energy because my personal contribution is small.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF5. I am more informed about ways I can save energy than most people in California.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree

Appendix B. – Data Collection Instruments

4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF6. I have a good understanding of the important energy issues facing California.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF7. Compared to most people in California, I do a better job of saving energy.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF8. I feel guilty if I use too much energy.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

Knowledge of energy management resources and actions (Unaided)

For the following questions, we are interested in how you learn about ways to save energy.

K1. How knowledgeable would you say you are about saving energy in your home?

1. Not at all knowledgeable
2. Slightly knowledgeable
3. Somewhat knowledgeable
4. Moderately knowledgeable
5. Extremely knowledgeable

Appendix B. – Data Collection Instruments

K2. To the best of your knowledge, does the state of California have any policies in place to fight climate change?

1. Yes
2. No

[ASK IF K2=1, ELSE SKIP TO A1]

K3. Can you describe any of these policies? **[OPEN END]**

Brand awareness (Unaided and Aided)

A1. What brands, campaigns, or initiatives have you heard of in the last year that encourage people to save energy in California? Please list up to three if you can.

00. **[OPEN END, PLEASE INCLUDE THREE TEXT BOXES]**

A2. Below you will see a list of several brands, organizations, or campaigns. Please click on the ones that you have heard of before today: **[1=YES; 2=NO]**

- a. Go Solar California
- b. ENERGY STAR
- c. Energy Upgrade California
- d. WaterSense
- e. Flex Your Power
- f. Step Up and Save Energy [Red Herring]

[ASK FOR EACH A2a-f=1, ELSE SKIP TO A3]

A2x. How do you generally feel about **<READ IN A2a-f=1>**?

1. I dislike it a lot
2. I dislike it a little
3. I neither like nor dislike it
4. I like it a little
5. I like it a lot
8. Don't know

A3. Have you ever seen or heard the slogan “Stay Golden, California”?

1. Yes
2. No

[ASK IF A3=1]

A3a. Can you tell me which these uses the “Stay Golden, California” slogan?

1. Go Solar California
2. ENERGY STAR
3. Energy Upgrade California
4. WaterSense

Appendix B. – Data Collection Instruments

5. Flex Your Power
6. Step Up and Save Energy
7. None of the above
8. Don't know

A3b. Have you ever seen or heard the slogan "Play Your Part"?

1. Yes
2. No

[ASK IF A3b=1]

A3c. Can you tell me which of the brands below uses the "Play Your Part" slogan?

1. Go Solar California
2. ENERGY STAR
3. Energy Upgrade California
4. WaterSense
5. Flex Your Power
6. Step Up and Save Energy
7. None of the above
8. Don't know

[FOR A4-A5 ASK IF A2c = 1, ELSE SKIP TO A6]

A4. On a scale from 1 to 7, where "1" means "I have only heard the name" and "7" means "I know a lot about it", how familiar are you with **Energy Upgrade California**?

1. I have only heard the name
2. 2
3. 3
4. 4
5. 5
6. 6
7. I know a lot about it

A5. Where did you see or hear something about "Energy Upgrade California": **[PLEASE MARK ALL THAT APPLY]**

01. From a website
02. From an email
03. From an advertisement on television
05. From your energy bill
06. From advertisements on the radio
07. From friends or family
08. From local events such as a festival or community fair or parade
09. From a community group or non-profit agency in your community
10. From articles in the newspaper
11. From advertisements in the newspaper
12. From your utility through the mail, such as in a newsletter
13. From a retail store

Appendix B. – Data Collection Instruments

00. Other, specify:

A6. What do you think of when you hear the phrase “Energy Upgrade California”? [OPEN END]

A7. Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California,” and has an image of a house and a leaf.

1. Yes
2. No

A8. [IF A7=1 “Specifically have you seen this logo?”] [IF A7=2, “Have you seen this logo?”] [DISPLAY EUCLOGO.jpg]



1. Yes
2. No

A9. Have you ever heard of a website called energyupgradeca.org?

1. Yes
2. No

[ASK IF A9=1]

A9a. In the past six months, how many times have you visited the Energy Upgrade California website?

1. None
- 2. Once
- 3. 2-5 times
- 4. 6-10
- 5. 11 or more
-

[ASK A9a >1]

A9b. Why did you visit the Energy Upgrade California website? [PLEASE MARK ALL THAT APPLY]

01. Find rebates or incentives
02. Find or verify a contractor
03. Find policy information
04. Find information about energy management
05. Other, please specify:

Appendix B. – Data Collection Instruments

[ASK IF A9b < 98]

A9c. Were you able to find the information that you were looking for?

1. Yes
2. No

[ASK IF A9a > 1]

A9d. Did you learn about any programs that help you manage your energy from the Energy Upgrade California website? Many of these programs are sponsored by your local utility.

1. Yes
2. No

[ASK IF A9a > 1]

A9e. Can you describe one thing you remember learning from the Energy Upgrade California website? **[OPEN END]**

A10. Which of the following do you MOST associate with Energy Upgrade California? **[ROTATE OPTIONS 1–3]**

01. A program to encourage the use of electric cars
02. A program that provides rebates to people who purchase energy efficient products
03. An information source to learn more about ways to save energy
00. Other, Specify:
98. Don't Know

A11. Have you heard of utility payment plans that allow you to pay a lower rate for electricity during early mornings and evening hours, and a higher rate during the day?

1. Yes
2. No

A12. Have you heard of alerts that ask you to reduce electricity use at critical times, like on the hottest summer afternoons?

1. Yes
2. No

Energy management actions taken

MA1. If someone wanted to save energy in their home, what are three energy efficient home improvements that they could make? Please tell us up to three. **[OPEN END, PLEASE PROVIDE THREE TEXT BOXES]**

MA2. The list below contains some actions you may have taken to save energy in your home. Please indicate which actions you have already taken. **[ROTATE MA2a-m]**

Yes	No	Came with residence	Don't Know
1	2	3	8

Appendix B. – Data Collection Instruments

[One-time or infrequent actions]

- a. Purchased ENERGY STAR certified products
- b. Installed a programmable thermostat
- c. Weatherized my home to save energy during colder weather periods (e.g. installed insulation, weather stripping, sealed windows, etc.) (ASK IF S5=2)
- d. Installed solar panels (ASK IF S5=2)
- e. Conducted an energy audit of my home’s energy use and ways to save energy
- f. Installed motion sensor on lights
- g. Installed ceiling fans
- h. Installed a vent in your attic area to keep attic cooler (ASK IF S5=2)
- i. Purchased and installed CFL or LED light bulbs
- j. Taken steps to better manage my household’s water use
- k. Recycled old appliances
- l. Used a rebate to purchase an energy efficiency product
- m. Installed low-flow showerheads

MA3. This list contains actions you could take more frequently to save energy in your home. Please indicate how frequently you do each of the following. [ROTATE MA3a-e]

	Never	Almost never	Occasionally/Sometimes	Almost every time	Every time	Not Applicable	Turn
a.	1	2	3	4	5	6	
off							
lights when not in the room							
b. Unplug appliances and electronic equipment when not using them							
c. Use full loads for laundry							
d. Wash laundry using cold water							
e. Set my thermostats to ensure that my heating/cooling system is used only when necessary							

Marketing awareness

M1. You probably have heard of Smokey Bear, a well-known mascot who teaches people about the dangers of wild fires. Other advertisements also use bears to talk about important issues. Have you heard or seen an advertisement where the bear from the California state flag talks with Californians about energy use?

- 1. Yes
- 2. No

[ASK IF M1 = 1 ELSE SKIP TO T1]

M1b. To the best of your knowledge, what was the bear asking Californians to do?

[OPEN END]

Trust in Brand

Using a scale of 0 to 10 where 0 means “Not at all agree” and 10 means “Completely agree”, please tell me how much you agree with the following statement.

Appendix B. – Data Collection Instruments

Not at all
Agree

0 1 2 3 4 5 6 7 8 9 10

Completely
agree

T1. I trust the information provided by Energy Upgrade California.

T2. I view Energy Upgrade California as a “go-to” source for information related to energy usage and energy management.

T3. I use the information provided by Energy Upgrade California to better manage my energy use.

Climate Change Attitudes

•
• CC1. Turning now to the environment, is the issue of global warming a crisis, a major problem that will become a crisis if it is not adequately addressed, a problem but not likely to become a crisis, or not a real problem?

- - 1. A crisis
 - 2. A major problem
 - 3. A problem
 - 4. Not a problem

Demographics

D1. What is your gender?

- 1. Female
- 2. Male

D2. Including yourself, how many people live in this household year round?

[NUMERIC OPEN END 0-20, 99=Refused]

[Ask if D2>1]

D2a. How many children live in your household year round?

[NUMERIC OPEN END 0-20, 99=Refused]

D3. Are you of Hispanic, Latino or Spanish descent?

- 1. Yes
- 2. No
- 9. Refused

S0. What is the primary language spoken in your home?

- 01. English

Appendix B. – Data Collection Instruments

- 02. Spanish
- 03. Mandarin
- 04. Cantonese
- 05. Tagalog
- 06. Korean
- 07. Vietnamese
- 08. Russian
- 09. Japanese
- 00. Other, please specify _____
- 99. Refused

[ASK IF D3>1]

D5. Which of the following best describes your race?

- 01. White or Caucasian
- 02. Black or African American
- 03. American Indian or Alaskan Native
- 04. Chinese
- 05. Korean
- 06. Vietnamese
- 07. Japanese
- 08. Filipino
- 09. Native Hawaiian
- 10. Guamanian or Chamorro
- 11. Samoan
- 12. Other Asian
- 13. Other Pacific islander
- 00. Other. Specify
- 99. Refused

D6. What is the highest level of education you have completed?

- 01. No schooling completed
- 02. 8th grade or less
- 03. Some high school, no diploma
- 04. High school diploma
- 05. GED or alternative credential
- 06. Some college, less than 1 year, no degree
- 07. Some college, 1 or more years, no degree
- 08. Associate's degree
- 09. Bachelor's degree
- 10. Master's degree
- 11. Professional school degree
- 12. Doctorate degree
- 99. Refused

D7a. What was your annual household income from all sources in 2014, before taxes?

- 01. Less than \$20,000 per year

Appendix B. – Data Collection Instruments

02. 20 to less than \$30,000
03. 30 to less than \$40,000
04. 40 to less than \$50,000
05. 50 to less than \$60,000
06. 60 to less than \$75,000
07. 75 to less than \$100,000
08. 100 to less than \$150,000
09. 150 to less than \$200,000
10. \$200,000 or more
99. Refused

[ASK IF D7a=1]

D7b. Is it...

1. Less than \$10,000, or
2. \$10,000 to less than \$15,000, or
3. \$15,000 to less than \$20,000?

D8. What is your zip code? **[ENTER 5 DIGIT NUMBER UP TO 99999]**

D9. What is approximate square footage of your home?

1. Less than 1000
2. 1000 - 1499
3. 1500 - 1999
4. 2000 - 2499
5. 2500 - 2999
6. 3000 +

4. ME&O Verification and Integrated Effectiveness Residential Tracking Survey Internet Panel Survey Wave 2



ME&O Verification and Integrated Effectiveness

Residential Tracking Survey
Internet Panel Survey Wave 2

October 9, 2015 - FINAL

Screeners

S1. Do you live in the state of California?

1. Yes
2. No **[THANK AND TERMINATE]**

S2. In what year were you born? [RESPONSE REQUIRED]

00. [NUMERIC OPEN END, 1910 – 1999] **[TERMINATE IF LESS THAN 21 (1994 and up)]**

S3. Do you receive an electric bill from any of the following service providers? (Select provider).

01. Pacific Gas & Electric/PG&E
02. Southern California Edison/Edison/SCE
03. San Diego Gas & Electric/SDG&E
00. Another provider (please specify)
98. Don't Know

S4. Who provides gas service to your home?

01. Pacific Gas & Electric/PG&E
02. Southern California Gas/SoCalGas/SCG
03. San Diego Gas & Electric/SDG&E
04. Southern California Edison/Edison Catalina
00. Other: **[SPECIFY]**
96. None / don't have gas
98. Don't know

S5. Do you rent or own your home?

1. Rent
2. Own
0. Other: **[SPECIFY]**

Appendix B. – Data Collection Instruments

S6. In your household, are you involved in reviewing or paying your monthly electric bill?

1. Yes
2. No

S7. Are you, or is anyone in your household, an employee of an electric or gas utility, the California Public Utilities Commission, the California Energy Commission or the Center for Sustainable Energy?

1. Yes [THANK AND TERMINATE]
2. No

Sources of Information (unaided – open ended)

IN1. What group(s), organization(s), or company(ies) would you consult if you wanted information about how to save energy? Please state up to three.

[OPEN END, UP TO 3 RESPONSES, PLEASE PROVIDE THREE TEXT BOXES]

IN2. What websites, if any, would you visit to find information on energy saving tips or practices? Please state up to three.

[OPEN END, UP TO 3 RESPONSES, PLEASE PROVIDE THREE TEXT BOXES]

IN3. In the past 6 months, have you looked for information on how to save energy?

1. Yes
2. No

[ASK IF IN3=1]

IN3a. Where did you go to look for information?

00. [OPEN END]

General Energy Management Awareness

EM1. Can you please tell us briefly what the phrase energy management means to you?

00. [OPEN END]

• EM2. Have you heard of a carbon footprint?

•

- 1. Yes
- 2. No

EM3. There are a number of reasons why people might try to better manage their energy use. Using a scale from 0 to 10, where 0 means “not at all motivating” and 10 means “extremely motivating,” how motivating are these reasons to better manage your energy use? [RANDOMIZE ORDER EM3a-g]

Not at all
motivating

Extremely
motivating

Appendix B. – Data Collection Instruments

0 1 2 3 4 5 6 7 8 9 10

How much does this motivate you to manage your energy use?

- a. To save money
- b. To protect the environment
- c. To prevent the building of more power plants
- d. To avoid being wasteful
- e. To prevent future energy shortages
- f. To fairly share resources with my fellow Californians
- g. To make my home more comfortable

EM4. Now, we're going to list a few statements. Using a scale of 0 to 10 where 0 means "Not at all agree" and 10 means "Completely agree", please tell me how much you agree with each statement.

[RANDOMIZE ORDER OF EM4a-e]

Not at all Agree						Completely Agree					
0	1	2	3	4	5	6	7	8	9	10	

- a. I often worry that the cost of energy for my home will increase.
- b. I am very concerned about how energy use affects the environment.
- c. If my utility bill goes up, I feel like I must do something to reduce it.
- d. If others in my household can't or won't change their behavior to lower our utility bills, I feel I should do even more to control our energy costs.
- e. I am willing to pay higher prices in order to address global climate change.

EM5. The following is a list of 6 reasons why people might **change their daily actions to save energy**. Please indicate which of these reasons would motivate you the MOST?

[ROTATE RESPONSE OPTIONS]

- - 1. For the benefit of future generations
 - 2. Improving or maintaining my health
 - 3. Protecting the environment
 - 4. Saving money
 - 5. Reducing our dependence on foreign oil
 - 6. Helping California lead the way on saving energy

•
Energy Self-Efficacy Scale

[RANDOMIZE ORDER EF1 – EF9]

For the next set of questions, please answer whether you agree or disagree with the following statements about your energy use.

EF1. It is possible for individual citizens to help address climate change by reducing their energy use.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF2. People like me don't have an influence on California's energy policies.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF3. I feel a responsibility to manage my energy use.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF4. I do not feel responsible for conserving energy because my personal contribution is small.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

Appendix B. – Data Collection Instruments

EF5. I am more informed about ways I can save energy than most people in California.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF6. I have a good understanding of the important energy issues facing California.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF7. Compared to most people in California, I do a better job of saving energy.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF8. I feel guilty if I use too much energy.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree
7. Strongly Agree

EF9. I compare prices of at least a few brands before I choose one.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Neither Agree nor Disagree
5. Somewhat Agree
6. Agree

7. Strongly Agree

Knowledge of Energy Management Resources and Actions (Unaided)

K1. How knowledgeable would you say you are about saving energy in your home?

1. Not at all knowledgeable
2. Slightly knowledgeable
3. Somewhat knowledgeable
4. Moderately knowledgeable
5. Extremely knowledgeable

K2. To the best of your knowledge, does the state of California have any policies in place to fight climate change?

1. Yes
2. No

[ASK IF K2=1, ELSE SKIP TO A1]

K3. Can you describe any of these policies?

00. [OPEN END]

Brand Awareness (Unaided and Aided)

A1. What brands, campaigns, or initiatives have you heard of in the last year that encourage people to save energy in California? Please list up to three if you can.

00. [OPEN END, PLEASE INCLUDE THREE TEXT BOXES]

A2. Below you will see a list of several brands, organizations, or campaigns. Please click on the ones that you have heard of before today: [1=YES; 2=NO]

- a. Go Solar California
- b. ENERGY STAR
- c. Energy Upgrade California
- d. WaterSense
- e. Flex Your Power
- f. Green Power California [Red Herring]
- g. Save our Water

[ASK FOR EACH A2a-f=1, ELSE SKIP TO A3]

A2x. How do you generally feel about <READ IN A2a-f=1>?

1. I dislike it a lot
2. I dislike it a little
3. I neither like nor dislike it
4. I like it a little

Appendix B. – Data Collection Instruments

- 5. I like it a lot
- 8. Don't know

A3. Have you ever seen or heard the slogan "Stay Golden, California"?

- 1. Yes
- 2. No

[ASK IF A3=1]

A3a. Can you tell me which of these uses the "Stay Golden, California" slogan?

- 1. Go Solar California
- 2. ENERGY STAR
- 3. Energy Upgrade California
- 4. WaterSense
- 5. Flex Your Power
- 6. Green Power California
- 7. None of the above
- 8. Don't know

[FOR A4-A5 ASK IF A2c = 1, ELSE SKIP TO A6]

A4. On a scale from 1 to 7, where "1" means "I have only heard the name" and "7" means "I know a lot about it", how familiar are you with **Energy Upgrade California**?

- 1. I have only heard the name
- 2. 2
- 3. 3
- 4. 4
- 5. 5
- 6. 6
- 7. I know a lot about it

A5. Where did you see or hear something about "Energy Upgrade California":

[PLEASE MARK ALL THAT APPLY]

- 01. From a website
- 02. From an email
- 03. From an advertisement on television
- 05. From your energy bill
- 06. From advertisements on the radio
- 07. From friends or family
- 08. From local events such as a festival or community fair or parade
- 09. From a community group or non-profit agency in your community
- 10. From articles in the newspaper
- 11. From advertisements in the newspaper
- 12. From your utility through the mail, such as in a newsletter
- 13. From a retail store
- 00. Other, specify: [OPEN END]

Appendix B. – Data Collection Instruments

A6. What do you think of when you hear the phrase “Energy Upgrade California”?
00. [OPEN END]

A7. Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California,” and has an image of a house and a leaf.

1. Yes
2. No

A8. [IF A7=1 “Specifically have you seen this logo?”] [IF A7=2, “Have you seen this logo?”] [DISPLAY EUCLOGO.jpg]



1. Yes
2. No

A9. Have you ever heard of a website called energyupgradeca.org or energyupgradecalifornia.org?

1. Yes
2. No

[ASK IF A9=1]

A9a. In the past six months, how many times have you visited the Energy Upgrade California website?

1. None
 - 2. Once
 - 3. 2-5 times
 - 4. 6-10
 - 5. 11 or more
 -

[ASK A9a >1]

A9b. Why did you visit the Energy Upgrade California website? [PLEASE MARK ALL THAT APPLY]

01. Find rebates or incentives
02. Find or verify a contractor
03. Find policy information
04. Find information about energy management
05. Other, please specify: [OPEN END]

[ASK IF A9b < 98]

A9c. Were you able to find the information that you were looking for, on the website?

Appendix B. – Data Collection Instruments

1. Yes
2. No

[ASK IF A9a > 1]

A9d. Did you learn about any programs that help you manage your energy from the Energy Upgrade California website? Many of these programs are sponsored by your local utility.

1. Yes
2. No

[ASK IF A9a > 1]

A9e. Can you describe one thing you remember learning from the Energy Upgrade California website?
00. [OPEN END]

A10. Which of the following do you MOST associate with Energy Upgrade California?
[ROTATE OPTIONS 1–4]

01. A program to encourage the use of electric cars
02. A program that provides rebates to people who purchase energy efficient products
03. An information source to learn more about ways to save energy
04. A program that helps people upgrade their homes to save energy
00. Other, Specify:
98. Don't Know

Awareness of Promoted Topics and Programs

- A11. Have you heard of utility rate plans that allow you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day?
 1. Yes
 2. No
-
- A11a. Do you recall where you heard about this payment plan first? **[ROTATE RESPONSE OPTIONS]**
 - **[PLEASE SELECT ALL THAT APPLY]**
 - 01. Energy Upgrade California
 - 02. My utility
 - 03. A friend or family member told me
 04. From a community group or non-profit agency in my community
 05. From articles in the newspaper
 06. From a contractor
 07. From social media such as Facebook, Twitter, or Instagram
 00. Other, specify: [OPEN END]
 - 98. Don't Know
- A13. Have you heard of Home Automation, or a “Smart Home”, or a Connected Home that wirelessly connects appliances and other devices together?
 -

Appendix B. – Data Collection Instruments

- - 1. Yes
 - 2. No

[ASK IF A13=1]

- A13a. Do you recall where you heard about Home Automation first? **[ROTATE] [PLEASE SELECT ALL THAT APPLY]**
 - 01. Energy Upgrade California
 - 02. My utility
 - 03. A friend or family member told me.
 - 04. From a community group or non-profit agency in my community
 - 05. From articles in the newspaper
 - 06. From a contractor
 - 07. From social media such as Facebook, Twitter, or Instagram
 - 00. Other, specify: [OPEN END]
 - 98. Don't Know
 -
- A14. Have you heard of the Energy Upgrade California Home Upgrade program, which provides assistance and incentives for home improvement projects that address your home's energy needs as a complete system?
 -
 - - 1. Yes
 - 2. No

[ASK IF A14= 1]

- A14a. Do you recall where you heard about this program first? **[ROTATE] [PLEASE SELECT ALL THAT APPLY]**
 - 01. Energy Upgrade California
 - 02. My utility
 - 03. A friend or family member told me.
 - 04. From a community group or non-profit agency in my community
 - 05. From articles in the newspaper
 - 06. From a contractor
 - 07. From social media such as Facebook, Twitter, or Instagram
 - 00. Other, specify: [OPEN END]
 - 98. Don't Know
 -
- A15. California requires large industrial facilities to pay for permits when they put carbon pollution into the air. Some of that money is used by the state to fight climate change, and some goes to households and small businesses as the California Climate Credit. This climate credit is distributed equally to each electricity provider's residential customers as a credit on their bill. Before today, have you heard of the climate credit?
 -
 - - 1. Yes
 - 2. No

[ASK IF A15=1]

Appendix B. – Data Collection Instruments

- A15a. Do you recall where you heard about this program first? [ROTATE] [PLEASE SELECT ALL THAT APPLY]
 - 01. Energy Upgrade California
 - 02. My utility
 - 03. A friend or family member told me.
 - 04. From a community group or non-profit agency in my community
 - 05. From articles in the newspaper
 - 06. From a contractor
 - 07. From social media such as Facebook, Twitter, or Instagram
 - 00. Other, specify: [OPEN END]
 - 98. Don't Know

- A16. Does the amount of water you use in your home affect the amount of energy you use?
 - 1. Yes
 - 2. No

Energy Management Actions Taken

MA1. If someone wanted to save energy in their home, what are three energy efficient home improvements that they could make? Please tell us up to three.

00. [OPEN END, PLEASE PROVIDE THREE TEXT BOXES]

MA2. The list below contains some actions you may have taken to save energy in your home. Please indicate which actions you have already taken. [ROTATE MA2a-m]

Yes	No	Came with residence	Don't Know
1	2	3	8

[One-time or infrequent actions]

- a. Purchased ENERGY STAR certified products
- b. Installed a programmable thermostat
- c. Weatherized my home to save energy during colder weather periods (e.g. installed insulation, weather stripping, sealed windows, etc.) (ASK IF S5=2)
- d. Installed solar panels (ASK IF S5=2)
- e. Conducted an energy audit of my home's energy use and ways to save energy
- f. Installed motion sensor on lights
- g. Installed ceiling fans
- h. Installed a vent in your attic area to keep attic cooler (ASK IF S5=2)
- i. Purchased and installed CFL or LED light bulbs
- j. Taken steps to better manage my household's water use
- k. Recycled old appliances
- l. Used a rebate to purchase an energy efficiency product
- m. Installed low-flow showerheads
- n. Installed artificial or drought-tolerant landscaping
- o. Installed low-flow toilets (ASK IF S5=2)

Appendix B. – Data Collection Instruments

T3. I use the information provided by Energy Upgrade California to better manage my energy use.

Climate Change Attitudes

- CC1. Turning now to the environment, is the issue of global warming a crisis, a major problem that will become a crisis if it is not adequately addressed, a problem but not likely to become a crisis, or not a real problem?
 -
 - 1. A crisis
 - 2. A major problem
 - 3. A problem
 - 4. Not a problem

Demographics

D1. What is your gender? [RESPONSE REQUIRED]

- 1. Female
- 2. Male
- 9. Refuse

D2. Including yourself, how many people live in this household year round?
[NUMERIC OPEN END 0-20, 99=Refused]

[Ask if D2>1]

D2a. How many children live in your household year round?
[NUMERIC OPEN END 0-20, 99=Refused]

D3. Are you of Hispanic, Latino or Spanish descent?

- 1. Yes
- 2. No
- 9. Refuse

S0. What is the primary language spoken in your home?

- 01. English
- 02. Spanish
- 03. Mandarin
- 04. Cantonese
- 05. Tagalog
- 06. Korean
- 07. Vietnamese
- 08. Russian
- 09. Japanese
- 00. Other, please specify _____
- 99. Refuse

Appendix B. – Data Collection Instruments

[ASK IF D3>1]

D5. Which of the following best describes your race?

01. White or Caucasian
02. Black or African American
03. American Indian or Alaskan Native
04. Chinese
05. Korean
06. Vietnamese
07. Japanese
08. Filipino
09. Native Hawaiian
10. Guamanian or Chamorro
11. Samoan
12. Other Asian
13. Other Pacific islander
00. Other. Specify

D6. What is the highest level of education you have completed?

01. No schooling completed
02. 8th grade or less
03. Some high school, no diploma
04. High school diploma
05. GED or alternative credential
06. Some college, less than 1 year, no degree
07. Some college, 1 or more years, no degree
08. Associate's degree
09. Bachelor's degree
10. Master's degree
11. Professional school degree
12. Doctorate degree

D7a. What was your annual household income from all sources in 2014, before taxes?

01. Less than \$20,000 per year
02. 20 to less than \$30,000
03. 30 to less than \$40,000
04. 40 to less than \$50,000
05. 50 to less than \$60,000
06. 60 to less than \$75,000
07. 75 to less than \$100,000
08. 100 to less than \$150,000
09. 150 to less than \$200,000
10. \$200,000 or more

[ASK IF D7a=1]

D7b. Is it...

Appendix B. – Data Collection Instruments

1. Less than \$10,000, or
2. \$10,000 to less than \$15,000, or
3. \$15,000 to less than \$20,000?

D8. What is your zip code?

00. [NUMERIC OPEN END] [ENTER 5 DIGIT NUMBER UP TO 99999]

D9. What is approximate square footage of your home?

1. Less than 1000
2. 1000 - 1499
3. 1500 - 1999
4. 2000 - 2499
5. 2500 - 2999
6. 3000 +

▪

▪

5. ME&O Verification and Integrated Effectiveness Micro-Study 2: Energy Upgrade California Attribution Survey



ME&O Verification and Integrated Effectiveness

Micro-Study 2: Energy Upgrade California Attribution Survey

September 21, 2015 – FINAL

Survey Overview and Introduction

As outlined in the Part II ME&O Verification and Effectiveness Research Plan, the evaluation team will conduct an Internet survey with Californians who have signed up to receive Energy Upgrade California email updates (approximately 1,500 email addresses). Customers have the opportunity to provide their email address to Energy Upgrade California through a number of different marketing channels, including retail events, community outreach events, and by visiting the Energy Upgrade California website.

The goal of this survey is to measure Energy Upgrade California’s influence on any self-reported changes in energy management awareness, knowledge, and/or actions among those customers that were exposed to Energy Upgrade California marketing efforts. In order to achieve this goal, the evaluation team will leverage information collected by CSE about the channel through which email addresses were provided to tailor the survey to a particular respondent’s experience. This will allow the evaluation team to focus on identifying the causal mechanisms linking Energy Upgrade California marketing exposure to changes in energy management awareness, knowledge and action.

Table 5 summarizes the topics covered in the survey by channel. The evaluation team based this list on key topics identified in the ICPs, as well as in collateral and campaign timelines reviewed by the team. We welcome feedback on whether there are any topics that are missing or others that should not be included given their limited promotion.

Table 5. Campaign Topics Covered in the Attribution Survey by Channel

Channel that Email Address Was Provided	Campaign Content
Website	<ul style="list-style-type: none"> • Energy & Water • Home Upgrade • Time Varying Rates • Home Area Networks
Retail CBO Experiential	<ul style="list-style-type: none"> • Energy Efficiency Improvements and Home Upgrade • Energy Savings Assistance • Energy and Water (limited – June through August)

Appendix B. – Data Collection Instruments

The evaluation team will field the attribution survey to consumers who provided their email address to CSE between the start of campaign activities and July 2015 when various implementation partners generally began conducting surveys with consumers. Those consumers who provided their email addresses to implementation partners after taking a survey will be asked to complete the evaluation team’s Event Follow-Up survey, which has already been reviewed and finalized.

Survey Structure

The following table outlines the structure of the survey, including the key sections, respondents that will receive them and the key desired outcome from those questions. The team designed the survey to balance data needs and respondent burden.

Table 6. Attribution Survey Design

Survey Section	Target Audience	Primary Goal
Respondent Segmentation	All respondents	Gather data needed to determine respondent segments
Brand Awareness	All respondents	Establish brand awareness and familiarity
Verification of Participation	All respondents	Verify that people recall engaging with the website or representatives at events
Recall of Exposure	All respondents (detail below)	Assess whether information provided was new and useful, as well as whether they heard about the brand through other channels
<i>Energy Upgrade CA website</i>	<i>Email provided via website</i>	<i>Assess whether information was new and useful</i>
<i>Events</i>	<i>Email provided at events</i>	<i>Assess whether information was new and useful</i>
Awareness of Promoted Topics/Programs	All respondents	Assess awareness of topics promoted through website and events (as appropriate)
Awareness/Knowledge Attributable to Energy Upgrade CA	Verified participants ^a	Assess knowledge of the topic, as well as attribution of knowledge to Energy Upgrade CA (structured as topic specific batteries tailored to respondent’s exposure).
Attribution of Energy Management Actions	Verified participants	Determine actions taken in the last six months and the influence of their Energy Upgrade CA experience on those actions; Also includes influence on plans over the next 12 months.
Demographics	All respondents	Gather key demographic data on respondents for use in analysis

^a Note that those who are aware of the brand, but do not verify use of the website or engagement with a representative/display are asked a knowledge question in this section.

SAMPLE VARIABLES

The team lists and defines sample variables below.

<EMAIL> Email address

<CONTACT> Contact name

<TYPE> How contact signed up to receive EUC email updates; 1=Retail, 2=CBO, 3=Mobile, 4=Web, 5=Experiential



ME&O Verification and Integrated Effectiveness

Micro-Study 2: Energy Upgrade California Attribution Survey Instrument

[PROGRAMMING NOTES: Please include a “Process Bar” at the top of each page. Include Opinion Dynamics logo on each page]

INTRODUCTION

Thank you for agreeing to participate in this online survey. The State of California values your time and feedback.

Please click NEXT to start the survey.

RESPONDENT SEGMENTATION⁵

- G1 How knowledgeable would you say you are about saving energy in your home?
1. Not at all knowledgeable
 2. Slightly knowledgeable
 3. Somewhat knowledgeable
 4. Moderately knowledgeable
 5. Extremely knowledgeable
- *G2. Have you heard of a carbon footprint?
- 1 Yes
 - 2 No
 - 8 Don't Know
- *G3. For the next set of questions, please answer whether you agree or disagree with the following statements about your energy use. [1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Neither Agree nor Disagree, 5=Somewhat Agree, 6=Agree, 7=Strongly Agree]
- a. I do NOT feel responsible for conserving energy because my personal contribution is very small.
 - b. I compare prices of at least a few brands before I choose one.
- *G4. The following is a list of 6 reasons why people might **change their daily actions to save energy**. Please indicate which of these would motivate you the MOST?
1. Saving money
 2. Improving or maintaining my health
 3. Protecting the environment
 4. For the benefit of future generations

⁵ * Indicates the question is included in the market segment algorithm

Appendix B. – Data Collection Instruments

5. Reducing our dependence on foreign oil
6. Helping California lead the way on saving energy
8. Don't know

BRAND AWARENESS (UNAIDED AND AIDED)

- A1. What brands, campaigns, or initiatives have you heard of in the last year that encourage people to save energy in California? Please list up to three if you can. **[OPEN END, PLEASE INCLUDE THREE TEXT BOXES]**
- A2. Below you will see a list of several brands, organizations, or campaigns. Please click on the ones that you have heard of before today: **[1=YES; 2=NO]**
- a. Go Solar California
 - b. ENERGY STAR
 - c. Energy Upgrade California
 - d. WaterSense
 - e. Flex Your Power
 - f. Green Power California [Red Herring]
- A6. Have you ever seen or heard the slogan “Stay Golden, California”?
1. Yes
 2. No
- A3. Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California,” and has an image of a house and a leaf.
1. Yes
 2. No
- A3a. **[IF A3=1 “Specifically have you seen this logo?”] [IF A3=2, “Have you seen this logo?”] [DISPLAY EUCLOGO.jpg] [1=YES; 2=NO]**



[ASK FOR EACH A2a-f=1, ELSE SKIP TO A4]

- A7. How do you generally feel about <READ IN A2a-f=1>?
1. I dislike it a lot
 2. I dislike it a little
 3. I neither like nor dislike it
 4. I like it a little
 5. I like it a lot
 8. Don't know

Appendix B. – Data Collection Instruments

[ASK IF A2c = 1, ELSE SKIP TO NEXT SECTION]

- A4. On a scale from 1 to 7, where “1” means “I have only heard the name” and “7” means “I know a lot about it”, how familiar are you with Energy Upgrade California?
1. I have only heard the name
 2. 2
 3. 3
 4. 4
 5. 5
 6. 6
 7. I know a lot about it
- A5. Where did you see or hear something about Energy Upgrade California? [PLEASE MARK ALL THAT APPLY]
1. From a website
 2. From an email
 3. From an advertisement on television
 5. From your energy bill
 6. From advertisements on the radio
 7. From friends or family
 8. From local events such as a festival or community fair or parade
 9. From a community group or non-profit agency in your community
 10. From articles in the newspaper
 11. From advertisements in the newspaper
 12. From your utility through the mail, such as in a newsletter
 13. From a retail store
 00. Other, specify:

[ASK IF TYPE<>”WEB”, ELSE SKIP TO V1b]

- V1a. Have you ever heard of a website called energyupgradeca.org?
1. Yes
 2. No

VERIFICATION OF PARTICIPATION/ENGAGEMENT

[ASK IF TYPE=”WEB”, ELSE SKIP TO V2]

- V1b. Do you recall visiting the Energy Upgrade California website – energyupgradeca.org?
1. Yes
 2. No

[ASK IF TYPE<>”WEB”, ELSE SKIP TO NEXT SECTION]

Throughout 2014 and 2015, Energy Upgrade California set up temporary information booths in retail stores like Home Depot and Lowes and at community events such as fairs, festivals, and sports games. These tables featured displays with informational material and representatives who were available to discuss energy management and ways to save energy in your home.

Appendix B. – Data Collection Instruments

[ASK IF TYPE= “RETAIL”]

V2. Do you recall visiting an Energy Upgrade California information table at a retail store, like the one shown in the pictures below?



1. Yes
2. No

[ASK IF TYPE=“CBO” OR “EXPERIENTIAL”]

V3. Do you recall interacting with an Energy Upgrade California representative at an information table at a community event, or attending a presentation about Energy Upgrade California in your community as shown in the pictures below?

- 1 Yes
- 2 No



Appendix B. – Data Collection Instruments



[GENERATE VERIFIED FLAGS:

V_AWARE=1 IF A2c=1

V_PART= V1b=1 OR V2=1 OR V3=1]

RECALL OF EXPOSURE

[ASK IF V1b=1, ELSE SKIP TO NEXT SECTION]

[ENERGY UPGRADE CALIFORNIA WEBSITE](#)

The next few questions are about your experience with the Energy Upgrade California website.

- W1. Overall, how many times have you visited the Energy Upgrade California website?
1. None
 2. Once
 3. 2-5 times
 4. 6-10
 5. 11 or more

[ASK W1>1, ELSE SKIP TO W6]

- W2. Why did you visit the Energy Upgrade California website? Please mark all that apply. [ROTATE]
1. To find rebates or incentives for energy efficient upgrades to my home
 2. To find a contractor to make energy efficient upgrades to my home
 3. To find financing options available to fund energy efficient upgrades to my home
 4. To find information about how to manage my energy use
 5. To find an energy efficiency program that is a good fit for my household
 0. Some other reason, please specify:

Appendix B. – Data Collection Instruments

- W3. Thinking about when you first visited the Energy Upgrade California website, how much of the information was new to you?
1. None
 2. Very Little
 3. Some
 4. Most
 5. All
- W4. How useful was the information provided on the Energy Upgrade California website? [SCALE: 1= “Not at all useful” to 7=“Very Useful”]
- W6. In general, have you seen or heard anything about Energy Upgrade California outside of the website?
1. Yes
 2. No
 8. Don’t Know

[ASK IF W6=1]

- W7. Where else did you see or hear something about Energy Upgrade California? [PLEASE MARK ALL THAT APPLY]
2. An email
 3. An advertisement on television
 4. Your energy bill
 5. Advertisements on the radio
 6. Friends or family
 7. Local events such as a festival, fair, or parade
 8. A community group or non-profit agency in your community
 9. Articles in the newspaper
 10. Advertisements in the newspaper
 11. Your utility
 12. At a retail store
 00. Somewhere else, please specify:

[ASK IF V2 OR V3 =1, ELSE SKIP TO NEXT SECTION]

EVENTS/INTERACTION WITH ENERGY UPGRADE CA

For this next set of questions, we want to learn more about your experience interacting with the Energy Upgrade California representative and informational display.

- R1. How much of the information provided by the Energy Upgrade California representative and display was new to you?
1. None
 2. Very Little
 3. Some
 4. Most
 5. All
- R2. How useful was the information provided by the Energy Upgrade California representative and display? [SCALE: 1=“Not at all useful” to 7=“Very Useful”]

Appendix B. – Data Collection Instruments

- R4. Since your interaction with the Energy Upgrade California representative and display, have you seen or heard anything about Energy Upgrade California elsewhere?
- 1 Yes
 - 2 No
 - 8 Don't Know

[ASK IF R4=1]

- R5. Where did you see or hear something about Energy Upgrade California since your interaction with the Energy Upgrade California representative and display? **[PLEASE MARK ALL THAT APPLY]**
- 1. A website
 - 2. An email
 - 3. An advertisement on television
 - 4. Your energy bill
 - 5. Advertisements on the radio
 - 6. Friends or family
 - 7. Local events such as a festival, community fair or parade
 - 8. A community group or non-profit agency in your community
 - 9. Articles in the newspaper
 - 10. Advertisements in the newspaper
 - 11. Your utility through the mail, such as in a newsletter
 - 12. A retail store
 - 00. Other, specify:

AWARENESS OF PROMOTED TOPICS AND PROGRAMS

The next few questions are about topics related to energy management in your home.

- K1. Have you heard of any of the following offers from your utility designed to help you save energy in your home. **[1=Yes; 2=No]**
- a. The Energy Upgrade California Home Upgrade Program
 - b. **[ASK IF TYPE=CBO OR WEB]** The Energy Savings Assistance Program
- K2. Have you heard of...? **[1=Yes; 2=No]**
- a. **[ASK IF TYPE= WEB]** Utility rate plans that allow you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day?
 - b. **[ASK IF TYPE= WEB]** A Home Area Network, or “Smart Home” that wirelessly connects appliances and other devices together with your home’s smart meter.
 - c. California Climate Credit
- K3. Does the amount of water you use in your home affect the amount of energy you use? **[1=Yes; 2=No]**

[ASK IF ANY K1-K3=1, ELSE SKIP TO ATTRIBUTION OF ENERGY MANAGEMENT ACTIONS]

AWARENESS AND KNOWLEDGE ATTRIBUTABLE TO ENERGY UPGRADE CA

[ASK IF K1a=1, ELSE SKIP TO ENERGY SAVINGS ASSISTANCE]

Home Upgrade

The next few questions are about the Energy Upgrade California Home Upgrade Program.

Appendix B. – Data Collection Instruments

HU1. Can you please tell us which of the following best describes the Energy Upgrade California Home Upgrade Program? **[ROTATE]**

1. A program that provides assistance and incentives for home improvement projects that address your home's energy needs as a complete system
2. A program that specifically incentivizes solar panels and solar hot water heaters
3. A program that provides homeowners and renters with a free kit containing energy efficient light bulbs, faucet aerators and low flow showerheads to install in their home
4. None of the above
8. Don't know

[ASK IF V_PART=1, ELSE SKIP TO ENERGY SAVINGS ASSISTANCE]

HU2. Do you recall seeing or hearing anything about the Home Upgrade Program **[READ IF TYPE=RETAIL OR CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]**?

1. Yes
2. No
8. Don't know

[ASK IF HU2=1, ELSE SKIP TO ENERGY SAVINGS ASSISTANCE]

HU4. Based on what you learned about the Home Upgrade Program **[READ IF TYPE=RETAIL OR CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]** did you take any of the following actions? **[ROTATE] [MULTIPLE RESPONSE]**

1. Looked for more information on the Home Upgrade Program
2. Applied for the Home Upgrade Program
3. Contacted my utility company about the Home Upgrade Program
4. Discussed the Home Upgrade Program with a friend or neighbor
5. Contacted a contractor to learn more about the Home Upgrade Program
6. Other, specify:
7. I did not take any of these actions

[ASK IF K1b=1, ELSE SKIP TO TIME VARIED RATES]

Energy Savings Assistance

The next few questions are about the Energy Savings Assistance Program.

ES1. Which of the following best describes the Energy Savings Assistance Program **[ROTATE]**?

1. A program that provides no-cost energy efficiency solutions and appliance upgrades to income-qualified customers.
2. A monthly energy bill discount for income-qualified customers.
3. A program that provides on-bill financing to help fund energy efficiency projects for your home.

[ASK IF V_PART=1, ELSE SKIP TO TIME VARIED RATES]

ES2. Do you recall seeing or hearing anything about the Energy Savings Assistance Program **[READ IF TYPE=CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]**?

1. Yes
2. No
8. Don't know

[ASK IF ES2=1, ELSE SKIP TO TIME VARIED RATES]

ES4. Based on what you learned about the Energy Savings Assistance Program **[READ IF TYPE= CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]** did you take any of the following actions?

[ROTATE] [MULTIPLE RESPONSE]

1. Looked for more information on the Energy Savings Assistance Program
2. Applied for the Energy Savings Assistance Program
3. **[ASK IF V1a=1]** Visited energyupgradeca.org for more information on the Energy Savings Assistance Program
0. Other, specify:
6. I did not take any of these actions

[ASK IF K2A=1, ELSE SKIP TO CLIMATE CREDIT]

Time Varied Rates

The next few questions are about utility rate plans that allow you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.

TV1. Which of the following can happen if people change the timing of when they use energy? **[MULTIPLE RESPONSE]**

1. Consumers can save money
3. California can relieve strain on the electricity grid during high use times like hot summer days
4. Consumers can help protect the environment
5. California can improve its use of clean solar energy.

[ASK IF V_PART=1, ELSE SKIP TO CLIMATE CREDIT]

TV2. Did you hear about time varied rate plans during your visit to the Energy Upgrade California website?

- 1 Yes
- 2 No
- 8 Don't Know

[ASK IF TV2=1]

TV3. Based on what you learned about time varied rate plans during your visit to the Energy Upgrade California website, did you take any of the following actions? **[ROTATE]**

1. Looked for more information on time varied rate plans
2. Applied to participate in a time varied rate plan
3. Contacted my utility company about time varied rate plans
4. Discussed time varied rate plans with a friend or neighbor
5. Other, specify:
6. I did not take any of these actions

[ASK IF K2c=1, ELSE SKIP TO HOME AREA NETWORKS]

Climate Credit

The next few questions are about the California Climate Credit.

CC1. Which of the following statements describe California Climate Credit? **[GRID] [ROTATE] [1=Yes; 2=No; 8=Don't Know]**

- a. A credit that eligible households and small business in California will see automatically on their electricity bills two times a year

Appendix B. – Data Collection Instruments

- b. Part of California’s efforts to fight climate change
- c. Is directly linked to the amount of energy you use in your home

[ASK IF V_PART=1, ELSE SKIP TO HOME AREA NETWORKS]

- CC3. Did you hear about the California Climate Credit **[READ IF TYPE=RETAIL OR CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]**?
- 1. Yes
 - 2. No
 - 8. Don’t know

[ASK IF CC3=1]

- CC5. Based on what you learned about the California Climate Credit **[READ IF TYPE=RETAIL OR CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]**, did you take any of the following actions?
- 1. Looked for more information on climate credit
 - 2. **[ASK IF V1a=1]** Visited energyupgradeca.org for more information on climate credit
 - 3. Contacted my utility company about climate credit
 - 4. Discussed climate credit with a friend or neighbor
 - 5. **[ASK IF TYPE=CBO]** Used climate credit to purchase energy efficient products for my home
 - 0. Other, specify:
 - 6. I did not take any of these actions

[ASK IF K2b=1, ELSE SKIP TO WATER AND ENERGY]

Home Area Networks

The next few questions are about Home Area Networks or “Smart Homes.”

- HA1. Having devices communicate on a Home Area Network provides which of the following benefits?
- a. Real-time energy usage information
 - b. The ability to track your home’s energy use throughout the day
 - c. Access to daily cost and billing information
 - d. The ability to turn your appliances on and off while not at home

[ASK IF V_PART=1, ELSE SKIP TO WATER AND ENERGY]

- HA2. Did you hear about Home Area Networks during your visit to the Energy Upgrade California website?
- 1. Yes
 - 2. No
 - 8. Don’t Know

[ASK IF HA2=1]

- HA4. Based on what you learned about Home Area Networks during visit to the Energy Upgrade California website, did you take any of the following actions? **[ROTATE] [MULTIPLE RESPONSE]**
- 1. Looked for more information on Home Area Networks
 - 3. Contacted my utility company about Home Area Networks
 - 4. Discussed Home Area Networks with a friend or neighbor
 - 5. Other, specify:
 - 6. I did not take any of these actions

[ASK IF K3=1, ELSE SKIP TO ATTRIBUTION OF ENERGY MANAGEMENT ACTIONS]

Water and Energy

The next few questions are about water use.

WE1. What is one thing you could do in your home that would save both energy and water? [OPEN END]

[ASK IF V_PART=1, ELSE SKIP TO ATTRIBUTION OF ENERGY MANAGEMENT ACTIONS]

WE3. Did you hear about ways to save water [READ IF TYPE=RETAIL OR CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website]?

1. Yes
2. No
8. Don't Know

[ASK IF WE3=1]

WE5. Based on what you learned about the ways to save water [READ IF TYPE=RETAIL OR CBO: during your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: during your visit to the Energy Upgrade California website], did you take any of the following actions? [ROTATE]

[MULTIPLE RESPONSE]

1. Looked for more information on ways to save water
2. Applied for rebates through your utility for water saving appliances
3. Discussed strategies for saving water with a friend or neighbor
4. Other, specify:
6. I did not take any of these actions

ATTRIBUTION OF ENERGY MANAGEMENT ACTIONS

The next series of questions is about actions you may have taken in your home.

*S5 First, do you rent or own your home?

- 1 Rent
- 2 Own
- 0 Other, Specify

MA1 In the past six months, have you taken any actions to save energy in your home?

1. Yes
2. No
8. Don't know

[ASK IF MA1 = 1 OR 8, ELSE SKIP TO MA5]

MA2. The list below contains some actions you may have taken to save energy in your home. For each action below, please indicate whether you have taken it in the past six months or not, whether you took the action but more than six months ago, or whether it was something that came with your residence. [ROTATE MA2a-o]

Appendix B. – Data Collection Instruments

	Action taken within last 6 months 1	Action taken since purchasing/moving in, but more than 6 months ago 2	Came with Residence 3	Action not taken, did not come with residence 4
a. Purchased ENERGY STAR certified appliances				
*b. Installed a programmable thermostat				
c. [ASK IF S5=2] Installed solar panels				
d. Conducted an energy audit of your home’s energy use and ways to save energy				
*e Installed motion sensors on lights				
*f. [ASK IF S5=2] Installed ceiling fans				
*g. [ASK IF S5=2] Installed a vent in your attic area to keep attic cooler				
h. Installed CFL or LED light bulbs				
i. Recycled an old refrigerator or freezer				
j. Installed low-flow showerheads				
k. [ASK IF S5=2] Installed low-flow toilets				
l. [ASK IF K2a=1] Enrolled in a plan from your utility that allows you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.				
m. Signed up for a rebate or other offer through your utility associated with encouraging energy efficiency				
n. [ASK IF K2c=1] Purchased energy saving products using climate credit				
o. Took steps to better manage your household’s water use				
p. Other, please specify:				

[IF V_PART=1 ELSE SKIP TO MA5]

[ASK FOR EACH MA2a-p=1 [GRID]

MA3a-p. How influential was [READ IF TYPE=RETAIL OR CBO: your interaction with the Energy Upgrade California representative and display; READ IF TYPE=WEB: your visit to the Energy Upgrade California website] on your decision to <ACTION FROM MA2>? [0=“not at all influential”; 10=“very influential”, 98=DK, 99=REF]

[ASK IF ANY MA3A-P > 4] [GRID]

MA4a-p. If you had not [READ IF TYPE=RETAIL OR CBO: interacted with the Energy Upgrade California representative and display; READ IF TYPE=WEB: visited the Energy Upgrade California website] how likely is it that you would still have <ACTION FROM MA3>? [0=“definitely WOULD NOT have taken the actions”; 10= “definitely WOULD have taken the actions”, 98=DK, 99=REF]

MA5. In the next 12 months, how likely is it that you will take any of the following actions in your home? [ROTATE] [GRID][SCALE 0-10, 0=“Not at all likely”, 10=“Extremely likely”]

- a. Purchase ENERGY STAR certified products

Appendix B. – Data Collection Instruments

- b. [ASK IF MA2b=4] Install a programmable thermostat
- c. [ASK IF MA2c=4] Install solar panels
- d. [ASK IF MA2d=4] Conduct an energy audit of your home's energy use and ways to save energy
- e. Install motion sensors on lights
- f. [ASK IF MA2f=4] Install ceiling fans
- g. [ASK IF MA2g=4] Install a vent in your attic area to keep the attic cooler
- h. Install CFL or LED light bulbs
- i. Recycle an old refrigerator or freezer
- j. [ASK IF MA2j=4] Install low-flow showerheads
- k. [ASK IF MA2k=4] Install low-flow toilets
- l. [ASK IF MA2l=4] Enroll in a plan from your utility that allows you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.
- m. [ASK IF MA2m=4] Sign up for a rebate or other offer through your utility associated with encouraging energy efficiency
- n. Purchase energy saving products using climate credit
- o. [ASK IF MA2o=4] Take steps to better manage your household's water use
- p. Other, please specify:

[ASK IF V_PART =1, ELSE SKIP TO DEMOGRAPHICS]

- MA6. How influential is information you received from Energy Upgrade California in your plans to...? [SETUP AS A GRID; SCALE 0="Not at all influential" and 10="Very influential"]
- a. [ASK IF MA5a>4] Purchase an ENERGY STAR certified products
 - b. [ASK IF MA5b>4] Install a programmable thermostat
 - c. [ASK IF MA5c>4] Install solar panels
 - d. [ASK IF MA5d>4] Conduct an energy audit of your home's energy use and ways to save energy
 - e. [ASK IF MA5e>4] Install motion sensor on lights
 - f. [ASK IF MA5f>4] Install ceiling fans
 - g. [ASK IF MA5g>4] Install a vent in your attic area to keep attic cooler
 - h. [ASK IF MA5h>4] Install CFL or LED light bulbs
 - i. [ASK IF MA5i>4] Recycle old refrigerator or freezer
 - j. [ASK IF MA5j>4] Install low-flow showerheads
 - k. [ASK IF MA5k>4] Install low-flow toilets
 - l. [ASK IF MA5l>4] Enroll in a plan from your utility that allows you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.
 - m. [ASK IF MA5m>4] Sign up for a rebate or other offer through your utility associated with encouraging energy efficiency
 - n. [ASK IF MA5n>4] Purchase energy saving products using climate credit
 - o. [ASK IF MA5o>4] Take steps to better manage your household's water use
 - p. [ASK IF MA5p>4] Other response from MA5P

DEMOGRAPHICS

You are almost done. The following information will help in our analysis and will remain strictly confidential.

- D1. What is your gender?
- 1. Female
 - 2. Male
- D2. Including yourself, how many people live in this household year round?

Appendix B. – Data Collection Instruments

[NUMERIC OPEN END 0-20, 99=Refused]

[Ask if D2>1]

D2a. How many children live in your household year round? [NUMERIC OPEN END 0-20, 99=Refused]

D3. Are you of Hispanic, Latino or Spanish descent?

- 1 Yes
- 2 No
- 9 Refused

S0. What is the primary language spoken in your home?

- 01 English
- 02 Spanish
- 03 Mandarin
- 04 Cantonese
- 05 Tagalog
- 06 Korean
- 07 Vietnamese
- 08 Russian
- 09 Japanese
- 00 Other, please specify _____
- 99 Refused

[ASK IF D3>1]

D5. Which of the following best describes your race?

- 01 White or Caucasian
- 02 Black or African American
- 03 American Indian or Alaskan Native
- 04 Chinese
- 05 Korean
- 06 Vietnamese
- 07 Japanese
- 08 Filipino
- 09 Native Hawaiian
- 10 Guamanian or Chamorro
- 11 Samoan
- 12 Other Asian
- 13 Other Pacific islander
- 00 Other, please specify _____
- 99 Refused

D6. What is the highest level of education you have completed?

- 01 No schooling completed
- 02 8th grade or less
- 03 Some high school, no diploma
- 04 High school diploma
- 05 GED or alternative credential
- 06 Some college, less than 1 year, no degree
- 07 Some college, 1 or more years, no degree

Appendix B. – Data Collection Instruments

- 08 Associate's degree
- 09 Bachelor's degree
- 10 Master's degree
- 11 Professional school degree
- 12 Doctorate degree
- 99 Refused

D7a. What was your annual household income from all sources in 2014, before taxes?

- 01 Less than \$20,000 per year
- 02 20 to less than \$30,000
- 03 30 to less than \$40,000
- 04 40 to less than \$50,000
- 05 50 to less than \$60,000
- 06 60 to less than \$75,000
- 07 75 to less than \$100,000
- 08 100 to less than \$150,000
- 09 150 to less than \$200,000
- 10 \$200,000 or more
- 99 Refused

[ASK IF D7a=1]

D7b. Is it...

- 1 Less than \$10,000, or
- 2 \$10,000 to less than \$15,000, or
- 3 \$15,000 to less than \$20,000?
- 9 Refused

D8. What is your zip code? **[NUMERIC OPEN END, FIVE DIGITS REQUIRED UP TO 99999, 99=REFUSED]**

D9. What is approximate square footage of your home?

- 1 Less than 1000
- 2 1000 - 1499
- 3 1500 - 1999
- 4 2000 - 2499
- 5 2500 - 2999
- 6 3000 +
- 9 Refused

Thank you very much for completing this survey!

6. ME&O Verification and Integrated Effectiveness Micro-Study 1: Event Marketing Follow-Up Survey



ME&O Verification and Integrated Effectiveness

Micro-Study 1: Event Marketing Follow-Up Survey

September 10th, 2015 – FINAL

*Per the Part II ME&O Verification and Effectiveness Research Plan, the evaluation team will conduct multi-wave intercept surveys at Energy Upgrade California marketing events to assess the influence of such events on customers' energy management awareness, knowledge, and actions. As part of Energy Upgrade California's normal marketing activities, CSE's marketing partners (BDS, Momentum Worldwide, Community Energy Ambassadors, etc.) are conducting intercept surveys at all retail and community outreach events. Opinion Dynamics is working with CSE's marketing partners to leverage these already planned intercept survey efforts to collect initial customer data and offer intercept survey respondents the opportunity to participate in a follow-up **web** survey conducted by Opinion Dynamics. Specifically, the evaluation team will conduct a follow up survey with these customers on a rolling basis approximately one month after their marketing event interaction.*

The goal of the follow up survey is to gauge the impact of Energy Upgrade California event marketing on energy management awareness, knowledge, and actions. To estimate these effects, the evaluation team will analyze the data in numerous ways. We will compare the results from this follow up survey to the data collected from the event intercept surveys administered by CSE's marketing partners. This will allow us to assess self-reported change over time in energy management awareness and behaviors. In addition, the evaluation team has also included in this survey instrument numerous questions that directly assess changes in energy management awareness, attitudes, and actions since customers' exposure to Energy Upgrade California's event marketing.

In what follows below, we provide a mock-up of the email invitation the evaluation team will send to customers as well as the survey instrument for the wave 2 (or follow-up) survey.

SAMPLE VARIABLES

Appendix B. – Data Collection Instruments

<email > Email address

<name> Contact name

<attend> Indicates whether or not the respondent was an event attendee (1) or non-attendee (0)

<region> Region where survey respondent completed wave 1 survey.

<type> 1=Retail, 2=CBO

<date> Event Date 1=JUL15,2= AUG15, 3=ESEPT15, 4=LSEPT15

<event> Name of retail store or event

E-MAIL INVITATION FOR FOLLOW UP SURVEY

From: Opinion Dynamics Research Team (californiaenergy.survey@opiniondynamics.com)

Subject:⁶ **Version 1:** Complete your Follow-up Energy Survey – Claim your \$10!

Version 2: Complete your Follow-up Energy Survey

Dear [Name],

Opinion Dynamics is working with the state of California to conduct a study on the topic of energy management. You recently completed a survey at [EVENT DESCRIPTION (STORE, MALL OR EVENT NAME)] and signed-up to participate in a follow-up survey. We would like to invite you to complete this follow-up survey by [DATE REQUIRED (specific date, 10 days of email)] by clicking on the link below:

[INSERT UNIQUE URL TO SURVEY]

We greatly appreciate your participation in this study and as a thank you, we will send you a \$10 check upon completion of the survey. Your responses will be kept strictly confidential.

Please note that you do not have to complete the entire survey at once. If you close your browser and then go back into the survey at a later time, the survey will pick up from where you left off. If you have any questions about this study, please contact californiaenergy.survey@opiniondynamics.com.

Thank you for your time and feedback!

Jenny Nelson
Opinion Dynamics

⁶ In the first round of email invitations, the evaluation team will randomly assign one of two email subject lines to see whether including information about the incentive increases the response rate.

SURVEY INSTRUMENT

[PROGRAMMING NOTES: Please include a “Process Bar” at the top of each page. Include Opinion Dynamics logo on each page]

GENERAL ENERGY MANAGEMENT AWARENESS

- **7G1** How knowledgeable would you say you are about saving energy in your home?
- 1 Not at all knowledgeable
 - 2 Slightly knowledgeable
 - 3 Somewhat knowledgeable
 - 4 Moderately knowledgeable
 - 5 Extremely knowledgeable
- *G2.** Have you heard of a carbon footprint?
- 1 Yes
 - 2 No
 - 8 Don't Know
- *G3.** For the next set of questions, please answer whether you agree or disagree with the following statements about your energy use. [**1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Neither Agree nor Disagree, 5=Somewhat Agree, 6=Agree, 7=Strongly Agree**]
- a I do NOT feel responsible for conserving energy because my personal contribution is very small.
 - b I compare prices of at least a few brands before I choose one.
- *G4.** The following is a list of 6 reasons why people might **change their daily actions to save energy**. Please indicate which of these would motivate you the MOST? [**ROTATE**]
- 1 Saving money
 - 2 Improving or maintaining my health
 - 3 Protecting the environment
 - 4 For the benefit of future generations
 - 5 Reducing our dependence on foreign oil
 - 6 Helping California lead the way on saving energy

⁷ * Indicates the question was asked is a comparable to a question that was asked in the Wave 1 Survey

* Indicates the question was asked in the tracking survey

* Indicates the question is included in the market segment algorithm

BRAND AWARENESS (UNAIDED AND AIDED)

*A1 What brands, campaigns, or initiatives have you heard of in the last year that educate and encourage people to save energy in California? Please list up to three if you can. **[OPEN END, PLEASE INCLUDE THREE TEXT BOXES]**

*A2 Below you will see a list of several brands, organizations, or campaigns. Please indicate whether or not you have heard of each before today: **[ROTATE] [1=YES; 2=NO]**

- a Go Solar California
- b ENERGY STAR
- c Energy Upgrade California
- d WaterSense
- e Flex Your Power
- f Green Power California [Red Herring]

A4. Have you ever seen or heard the slogan “Stay Golden, California”?

- 1 Yes
- 2 No

*A6 Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California,” and has an image of a house and a leaf.

- 1 Yes
- 2 No

*A6a. **[IF A6=1 “Specifically have you seen this logo?”] [IF A6=2, “Have you seen this logo?”] [DISPLAY EUCLOGO.jpg] [1=YES; 2=NO]**



[ASK FOR EACH A2a-f=1, ELSE SKIP TO A9]

*A7. How do you generally feel about <READ IN A2a-f=1>?

- 1 I dislike it a lot
- 2 I dislike it a little
- 3 I neither like nor dislike it

Appendix B. – Data Collection Instruments

- 4 I like it a little
- 5 I like it a lot
- 8 Don't know

[ASK IF A2c=1, ELSE SKIP TO A9]

- *A8. To the best of your knowledge, what does Energy Upgrade California offer to consumers like you?
- 1. A program to encourage the use of electric cars
 - 2. A program that provides rebates to people who purchase energy efficient products
 - 3. An information source to learn more about ways to save energy
 - 00. Other, Specify:
 - 98. Don't Know
- A9. You have probably heard of Smokey Bear, a well-known mascot who teaches people about the dangers of wild fires. Other advertisements also use bears to talk about important issues. Have you heard or seen an advertisement where the bear from the California state flag talks with Californians about energy use?
- 1 Yes
 - 2 No

[ASK IF A2c = 1, ELSE SKIP TO R1]

- *A10 How familiar are you with Energy Upgrade California? [SCALE: 1-7; 1="I have only heard the name"; 7="I know a lot about it"]

ENERGY UPGRADE CALIFORNIA EVENT RECALL

- R1 In July and August, Energy Upgrade California set up temporary information tables in retail stores like Home Depot and Lowe's and at community events such as fairs and festivals. These tables featured displays with informational material and representatives who were available to discuss energy management and ways to save energy in your home.

Do you recall visiting an Energy Upgrade California information table at a **[READ IN NAME OF RETAIL STORE OR COMMUNITY EVENT]** within the last 60 days?

- 1 Yes
- 2 No
- 8 Don't Know

[ASK IF R1 > 1 & TYPE=RETAIL, ELSE SKIP TO R1b]

- R1a Just to be sure, Energy Upgrade California had information tables like the one shown below in retail stores throughout <REGION>, which included a display and Energy Upgrade California representatives that provided information on how to save energy in your home.

Appendix B. – Data Collection Instruments



Do you recall visiting an Energy Upgrade California information table at a retail store like the ones pictured above within the last 60 days?

- 1 Yes
- 2 No
- 8 Don't know

[ASK IF R1>1 & TYPE=CBO]

R1b Just to be sure, Energy Upgrade California had these information tables at community events throughout <REGION> and included a display and Energy Upgrade California representatives that provided information on how to save energy in your home. Representative also gave presentations to various community organizations. Below is are photos of recent information table setups and presentations.

Appendix B. – Data Collection Instruments



Do you recall interacting with someone at an Energy Upgrade California information table at a community event or attending a community presentation like the ones illustrated in the pictures above within the last 60 days?

- 1 Yes
- 2 No
- 8 Don't know

[GEN REVENT=1 IF R1=1, R1a=1 OR R1b=1 ELSE 0]

[GEN AWARE=1 IF A2c=1 or A6=1 or REVENT=1]

ENERGY UPGRADE CALIFORNIA EVENT INTERACTIONS

[ASK if REVENT=1, ELSE SKIP TO I8]

For this next set of questions, we want to learn more about your experience interacting with the Energy Upgrade California representative and display.

- I1. Can you please briefly explain why you decided to stop at the Energy Upgrade California information table? [OPEN END]
 - 1 I was interested in learning more about energy savings and energy management

Appendix B. – Data Collection Instruments

- 2 I happened to walk by and it looked interesting
- 3 I was waiting for someone/something and I needed to pass the time
- 4 Other, please specify
- 8 Don't know

12. How much of the information provided by the Energy Upgrade California representative and display was new to you?

- 1 None
- 2 Very Little
- 3 Some
- 4 Most
- 5 All

14. Since your interaction with the Energy Upgrade California representative and display, have you seen or heard anything about Energy Upgrade California elsewhere?

- 1 Yes
- 2 No
- 8 Don't Know

[ASK IF I4=1] 2

15. Where did you see or hear something about Energy Upgrade California since your interaction with the Energy Upgrade California representative and display? **[ROTATE] [PLEASE MARK ALL THAT APPLY]**

- 1 A website
- 2 An email
- 3 An advertisement on television
- 4 Your energy bill
- 5 Advertisements on the radio
- 6 Friends or family
- 8 Articles in the newspaper
- 9 Advertisements in the newspaper
- 10 Your utility
- 11 At a retail event
- 12 At a mall or sporting event
- 00 Other, specify:

16. Since your interaction with the Energy Upgrade California representative and display, have you discussed or shared ideas about energy management with... **[GRID] [1=Yes; 2=No]**

- a Other people in your household?
- b Your friends, neighbors or colleagues?
- c Your social media networks (e.g. Facebook, Twitter, Instagram, etc.)

17. Since your interaction with the Energy Upgrade California representative and display, have you searched for any information related to energy management or ways to save energy in your home?

- 1 Yes

Appendix B. – Data Collection Instruments

2 No

[ASK IF I7=1, ELSE SKIP TO I8]

I7a. What was the main reason you searched for information? [OPEN END]

I7c. Where did you search for this information? [ROTATE]

- 1 Energy Upgrade California website
- 2 Search Engine (i.e. Google, Bing, yahoo)
- 3 Energy Star Website
- 4 Home improvement retailer website (i.e., Home Depot or Lowe's)
- 5 Utility Website (PG&E, SCE, SDG&E, SoCalGas, SCG, SMUD, LADWP)
- 6 Talking to a friend or neighbor
- 7 Retail store representative
- 0 Other, please specify:

[ASK IF REVENT=1, ELSE SKIP TO I8]

I7d. How influential was your interaction with the Energy Upgrade representative and display in your decision to search for more information about energy management? [SCALE: 0-10, 98=DK, 99=REF]

[ASK IF I7c <>1]

*I8. Have you ever heard of a website called energyupgradeca.org?

- 1 Yes
- 2 No

[ASK IF I8=1 or I7c=1]

*I8a. Overall, how many times have you visited the Energy Upgrade California website?

- 1 None
- 2 Once
- 3 2-5 times
- 4 6-10 times
- 5 11 or more

ENERGY MANAGEMENT KNOWLEDGE

The next few questions are about topics related to energy management in your home.

K2. Have you heard of... [ROTATE] [1=Yes; 2=No]

- a [ASK IF DATE=AUG15 OR ESEPT15] Utility payment plans that allow you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day?

- c. **[ASK IF DATE=LSEPT15]** A Home Area Network, or “Smart Home” that wirelessly connects appliances and other devices together with your home’s smart meter.

[ASK IF DATE=JULY15, AUG15, ESEPT]

K4. Does the amount of water you use in your home affect the amount of energy you use? **[1=Yes; 2=No]**

[ASK IF ANY K2-K4=1, ELSE SKIP TO ENERGY ACTIONS TAKEN]

ENERGY MANAGEMENT AWARENESS AND KNOWLEDGE ATTRIBUTABLE TO ENERGY UPGRADE CA

[ASK IF K2a=1, ELSE SKIP TO HOME AUTOMATION]

Time Varied Rates

The next few questions are about utility payment plans that allow you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day .

TV1. Which of the following can happen if people change the timing of when they use energy? **[MULTIPLE RESPONSE]**

1. Consumers can save money.
2. Consumers can lower their energy costs.
3. California can relieve strain on the electricity grid during high use times like hot summer days
4. Consumers can help protect the environment.
5. California can improve its use of clean solar energy.

[ASK IF REVENT=1, ELSE SKIP TO HOME AUTOMATION] 4

TV3. Did you hear about this type of plan during your interaction with the Energy Upgrade California representative and display?

- 1 Yes
- 2 No
- 8 (Don't Know)

[ASK IF TV3 >1]

TV4. Where did you hear about this type of plan? **[ROTATE] [PLEASE SELECT ALL THAT APPLY]**

- 01 A website
- 02 An email
- 03 An advertisement on television
- 04 Your energy bill
- 05 Advertisements on the radio
- 06 Friends or family
- 07 Local events such as a festival or community fair or parade
- 08 A community group or non-profit agency in your community
- 09 Articles in the newspaper
- 10 Advertisements in the newspaper
- 11 Your utility
- 12 A retail store
- 00 Other, specify:

[ASK IF TV3=1]

Appendix B. – Data Collection Instruments

TV5. Based on what you learned about this type of plan during your interaction with the Energy Upgrade California representative and display, did you take any of the following actions? **[ROTATE]**

- 1 Looked for more information on time varied rate plans
- 2 Applied to participate in a time varied rate plan
- 3 Contacted my utility company about time varied rate plans
- 4 Discussed time varied rate plans with a friend or neighbor
- 5 Other, specify:

- 6 I did not take any of these actions

[ASK IF K2c=1, ELSE SKIP TO WATER AND ENERGY]

[Home Automation](#)

The next few questions are about Home Area Networks or “Smart Homes.”

HA1. Having devices communicate on a Home Area Network provides which of the following benefits? **[MULTIPLE CHOICE]**

1. Real-time energy usage information
2. The ability to track your home’s energy use throughout the day
3. Access to daily cost and billing information
4. The ability to turn your appliances on and off while not at home

[ASK IF REVENT=1, ELSE SKIP TO WATER AND ENERGY]

HA2. Did you hear about Home Area Networks during your interaction with the Energy Upgrade California representative and display?

- 1 Yes
- 2 No
- 8 (Don’t Know)

[ASK IF HA2>1]

HA3. Where did you hear about Home Area Networks or “Smart Homes”? **[ROTATE] [PLEASE SELECT ALL THAT APPLY]**

- 01 A website
- 02 An email
- 03 An advertisement on television
- 04 Your energy bill
- 05 Advertisements on the radio
- 06 Friends or family
- 07 Local events such as a festival or community fair or parade
- 08 A community group or non-profit agency in your community
- 09 Articles in the newspaper
- 10 Advertisements in the newspaper
- 11 Your utility
- 12 At a retail store
- 13 Contractor
- 00 Other, specify:
- 98 Not Sure

[ASK IF HA2=1]

Appendix B. – Data Collection Instruments

HA4. Based on what you learned about Home Area Networks during your interaction with the Energy Upgrade California representative and display, did you take any of the following actions? **[ROTATE]**

[MULTIPLE RESPONSE]

- 1 Looked for more information on Home Area Networks
- 3 Contacted my utility company to learn more about Home Area Networks
- 4 Discussed Home Area Networks with a friend or neighbor
- 5 Other, specify:
- 6 I did not take any of these actions

[ASK IF K4=1 ELSE SKIP TO EUC EVENTS AND ENERGY ACTIONS TAKEN]

Water and Energy

The next few questions are about water use.

WE1. What is one thing you could do in your home that would save both energy and water? **[OPEN END]**

[ASK IF REVENT=1, ELSE SKIP TO EUC EVENTS AND ENERGY ACTIONS TAKEN]

WE3. Did you hear about ways to save water during your interaction with the Energy Upgrade California representative and display?

- 1 Yes
- 2 No
- 8 (Don't Know)

[ASK IF WE3>1]

WE4. Where did you hear about ways to save water? **[ROTATE]** **[PLEASE SELECT ALL THAT APPLY]**

- 01 A website
- 02 An email
- 03 An advertisement on television
- 04 Your energy bill
- 05 Advertisements on the radio
- 06 Friends or family
- 07 Local events such as a festival or community fair or parade
- 08 Community group or non-profit agency in your community
- 09 Articles in the newspaper
- 10 Advertisements in the newspaper
- 11 Your utility
- 12 At a retail store
- 13 Contractor
- 00 Other, specify:
- 98 Not Sure

[ASK IF WE3=1]

WE5. Based on what you learned about the ways to save water during your interaction with the Energy Upgrade California representative and display, did you take any of the following actions? **[ROTATE]**

[MULTIPLE RESPONSE]

- 1 Looked for more information on ways to save water
- 2 Applied for rebates through your utility for water saving appliances
- 4 Discussed strategies for saving water with a friend or neighbor
- 5 Other, specify:

6 I did not take any of these actions

ENERGY SAVING ACTIONS TAKEN

The next series of questions is about actions you may have taken in your home.

*S5 First, do you rent or own your home?

- 1 Rent
- 2 Own
- 0 Other, Specify

[ASK IF REVENT=1, ELSE SKIP TO MA2]

MA1. Which of the following actions have you taken as a result of your interaction with the Energy Upgrade California representative and display? **[PLEASE SELECT ALL THAT APPLY] [ROTATE]**

- 1 Visited energyupgradeca.org
- 2 Visited my utility's website
- 3 Visited an Energy Upgrade California social media page (Facebook, Twitter, Instagram, etc.)
- 4 Made changes to my daily routine
- 5 Made energy improvements to my home
- 6 Visited a store to learn about or purchase energy efficient products
- 7 Talked with a friend or neighbor about energy management
- 8 Other, please specify
- 9 I have not taken any actions

Appendix B. – Data Collection Instruments

MA2 The list below contains some actions you may have taken in your home. For each action below, please indicate whether you have taken it in the past 60 days or not, whether you took the action but more than 60 days ago, or whether it was something that came with your residence. **[ROTATE MA2a-n]

Appendix B. – Data Collection Instruments

	Action taken within last 60 days 1	Action taken since purchasing/moving in, but more than 60 days ago ²	Came with Residence 3	Action not taken, did not come with residence 4
a. Purchased ENERGY STAR certified appliances				
*b. Installed a programmable thermostat				
c. [ASK IF S5=2] Installed solar panels				
d. Conducted an energy audit of your home's energy use and ways to save energy				
*e Installed motion sensors on lights				
*f. [ASK IF S5=2] Installed ceiling fans				
*g. [ASK IF S5=2] Installed a vent in your attic area to keep attic cooler				
h. Installed CFL or LED light bulbs				
i. Recycled old refrigerator or freezer				
j. Installed low-flow showerheads				
k. [ASK IF S5=2] Installed low-flow toilets				
l. [ASK IF K2a=1] Enrolled in a plan from my utility that allows me to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.				
m. Signed up for a rebate or other offer through my utility associated with encouraging energy efficiency				
n. Other, please specify:				

[ASK IF REVENT=1 FOR EACH MA2a-n=1, ELSE SKIP TO MA4]

MA3. How influential was your interaction with the Energy Upgrade California representative and display at <INSERT RETAIL STORE NAME OR COMMUNITY EVENT> on your decision to... [0="Not at all influential"-10="Very influential", 98=DK, 99=REF]

- a.[ASK IF MA2a=1] Purchase ENERGY STAR certified appliances
- b.[ASK IF MA2b=1] Install a programmable thermostat
- c.[ASK IF MA2c=1] Install solar panels
- d.[ASK IF MA2d=1] Conduct an energy audit of your home's energy use and ways to save energy
- e [ASK IF MA2e=1] Install motion sensors on lights
- f. [ASK IF MA2f=1] Install ceiling fans
- g.[ASK IF MA2g=1] Install a vent in your attic area to keep attic cooler
- h.[ASK IF MA2h=1] Install CFL or LED light bulbs
- i. [ASK IF MA2i=1] Recycle old refrigerator or freezer
- j. [ASK IF MA2j=1] Install low-flow showerheads
- k.[ASK IF MA2k=1] Install low-flow toilets
- l. [ASK IF MA2l=1] Enroll in a plan from my utility that allows me to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.
- m.[ASK IF MA2m=1] Sign up for a rebate or other offer through my utility associated with encouraging energy efficiency
- n.[ASK IF MA2n=1] Other

[ASK IF MA3 > 4]

MA3a. If you had not interacted with the Energy Upgrade California representative and display how likely is it that you would still have taken these energy saving actions? [SCALE: 0-10, 0="Definitely WOULD NOT have taken action"; 10="Definitely WOULD have taken action"]

- a.[ASK IF MA3a>4] Purchase ENERGY STAR certified appliances
- b.[ASK IF MA3b>4] Install a programmable thermostat
- c.[ASK IF MA3c>4] Install solar panels
- d.[ASK IF MA3d>4] Conduct an energy audit of your home's energy use and ways to save energy
- e [ASK IF MA3e>4] Install motion sensors on lights
- f. [ASK IF MA3f>4] Install ceiling fans

Appendix B. – Data Collection Instruments

g.[ASK IF MA3g>4] Install a vent in your attic area to keep attic cooler

h.[ASK IF MA3h>4] Install CFL or LED light bulbs

i. [ASK IF MA3i>4] Recycle old refrigerator or freezer

j. [ASK IF MA3j>4] Install low-flow showerheads

k.[ASK IF MA3k>4] Install low-flow toilets

l. [ASK IF MA3l>4] Enroll in a plan from my utility that allows me to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.

m.[ASK IF MA3m>4] Sign up for a rebate or other offer through my utility associated with encouraging energy efficiency

n.[ASK IF MA3n>4] Other

*MA4. In the next 12 months, how likely is it that you will take any of the following actions in your home?
[ROTATE] [GRID] [SCALE 0-10, 0="Not at all likely", 10="Extremely likely"]

a Purchase ENERGY STAR certified products

b [ASK IF MA2b=4] Install a programmable thermostat

c [ASK IF MA2c=4] Install solar panels

d [ASK IF MA2d=4] Conduct an energy audit of your home's energy use and ways to save energy

e Install motion sensor on lights

f [ASK IF MA2f=4] Install ceiling fans

g [ASK IF MA2g=4] Install a vent in your attic area to keep attic cooler

h Install CFL or LED light bulbs

i Recycle old appliances

j Install low-flow showerheads

k [ASK IF MA2k=4] Install low-flow toilets

l [ASK IF MA2l=4] Enroll in a plan from your utility that allows you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.

m Sign up for a utility provided offer or rebate associated with encouraging energy efficiency

n Other, please specify:

DEMOGRAPHICS

You are almost done. The following information will help in our analysis and will remain strictly confidential.

D1 What is your gender?

1. Female

2. Male

D2 Including yourself, how many people live in this household year round?

[NUMERIC OPEN END 0-20, 99=Refused]

Appendix B. – Data Collection Instruments

[Ask if D2>1]

D2a How many children live in your household year round? [NUMERIC OPEN END 0-20, 99=Refused]

D3 Are you of Hispanic, Latino or Spanish descent?

- 1 Yes
- 2 No
- 9 Refused

D4 What is the primary language spoken in your home?

- 01 English
- 02 Spanish
- 03 Mandarin
- 04 Cantonese
- 05 Tagalog
- 06 Korean
- 07 Vietnamese
- 08 Russian
- 09 Japanese
- 00 Other, please specify _____
- 99 Refused

[ASK IF D3>1]

D5 Which of the following best describes your race?

- 01 White or Caucasian
- 02 Black or African American
- 03 American Indian or Alaskan Native
- 04 Chinese
- 05 Korean
- 06 Vietnamese
- 07 Japanese
- 08 Filipino
- 09 Native Hawaiian
- 10 Guamanian or Chamorro
- 11 Samoan
- 12 Other Asian
- 13 Other Pacific islander
- 00 Other, please specify _____
- 99 Refused

D6 What is the highest level of education you have completed?

- 01 No schooling completed
- 02 8th grade or less
- 03 Some high school, no diploma
- 04 High school diploma
- 05 GED or alternative credential

Appendix B. – Data Collection Instruments

- 06 Some college, less than 1 year, no degree
- 07 Some college, 1 or more years, no degree
- 08 Associate's degree
- 09 Bachelor's degree
- 10 Master's degree
- 11 Professional school degree
- 12 Doctorate degree
- 99 Refused

D7a What was your annual household income from all sources in 2014, before taxes?

- 01 Less than \$20,000 per year
- 02 20 to less than \$30,000
- 03 30 to less than \$40,000
- 04 40 to less than \$50,000
- 05 50 to less than \$60,000
- 06 60 to less than \$75,000
- 07 75 to less than \$100,000
- 08 100 to less than \$150,000
- 09 150 to less than \$200,000
- 10 \$200,000 or more
- 99 Refused

[ASK IF D7a=1]

D7b Is it...

- 1 Less than \$10,000, or
- 2 \$10,000 to less than \$15,000, or
- 3 \$15,000 to less than \$20,000?
- 9 Refused

D8 What is your zip code? **[NUMERIC OPEN END, FIVE DIGITS REQUIRED UP TO 99999, 99=REFUSED]**

D9 What is approximate square footage of your home?

- 1 Less than 1000
- 2 1000 - 1499
- 3 1500 - 1999
- 4 2000 - 2499
- 5 2500 - 2999
- 6 3000 +
- 9 Refused

Those are all of the questions we have for you today. Thank you very much for completing this survey!

7. ME&O Verification and Integrated Effectiveness Micro-Studies 1 & 2: Mobile Events Survey



ME&O Verification and Integrated Effectiveness

Micro-Studies 1 & 2: Mobile Events Survey

October 27, 2015 –FINAL

The goal of the Mobile Events Survey is to gather information about the consumer experience at the Center for Sustainable Energy’s mobile outreach displays, as well as to assess the impact of these marketing events on consumer’s awareness, attitudes, knowledge and actions. To assess these impacts, the evaluation team has included numerous questions that directly assess changes in energy management awareness, attitudes, and actions since customers’ exposure to Energy Upgrade California’s mobile marketing. The survey questions are tailored to the mobile experience.

The evaluation team will field this survey in two ways. First, the team will field the survey to those consumers who visited a mobile display before September 2015. Second, the team will field the survey to those who first completed a survey with the implementer at the time of participation, a data collection effort that began in September 2015. Consistent with the Event Follow-Up Survey, Opinion Dynamics is working with Momentum to leverage these intercept survey efforts to collect initial customer data and offer intercept survey respondents the opportunity to participate in a follow-up web survey conducted by Opinion Dynamics.

Survey Structure

The following table outlines the structure of the survey, including the key sections, respondents that will receive them and the key desired outcome from those questions. The team designed the survey to balance data needs and respondent burden.

Table 7. Mobile Event Survey Design

Survey Section	Target Audience	Primary Goal
Respondent Segmentation	All respondents	Gather data needed to determine respondent segments
Brand Awareness	All respondents	Establish brand awareness and familiarity
Event Recall	All respondents	Verify that people recall engaging with the Energy Upgrade California display
Event Interactions	All respondents	Assess reasons for stopping at the display, activities completed while at display, whether information provided

Appendix B. – Data Collection Instruments

Survey Section	Target Audience	Primary Goal
		was new, surprising or thought provoking, as well as information received through EUC or other sources since visiting the display.
Attribution of Energy Management Actions	Verified participants	Determine actions taken in the last six months and the influence of their Energy Upgrade CA experience on those actions; Also includes influence on plans over the next 12 months.
Demographics	All respondents	Gather key demographic data on respondents for use in analysis

^a Note only those who verify receiving information from Energy Upgrade California on a given topic are asked these questions.

SAMPLE VARIABLES

<email > Email address

<name> Contact name

<event> Store, mall or event name

<sample_src> Indicates the source of the sample: 1=Momentum 2=CSE⁸

⁸ This variable is used to determine the timeframe that respondents are asked about throughout the survey. Email addresses from Momentum were gathered more recently when the implementer conducted an intercept survey. Those emails from CSE were gathered over the course of the year.

SURVEY INSTRUMENT

[PROGRAMMING NOTES: Please include a “Process Bar” at the top of each page. Include Opinion Dynamics logo on each page]

GENERAL ENERGY MANAGEMENT AWARENESS

- *⁹G1 How knowledgeable would you say you are about saving energy in your home?
1. Not at all knowledgeable
 2. Slightly knowledgeable
 3. Somewhat knowledgeable
 4. Moderately knowledgeable
 5. Extremely knowledgeable
- *G2. Have you heard of a carbon footprint?
1. Yes
 2. No
 8. Don't Know
- *G3. For the next set of questions, please answer whether you agree or disagree with the following statements about your energy use. [1=Strongly Disagree, 2=Disagree, 3=Somewhat Disagree, 4=Neither Agree nor Disagree, 5=Somewhat Agree, 6=Agree, 7=Strongly Agree]
- a. I do NOT feel responsible for conserving energy because my personal contribution is very small.
 - b. I compare prices of at least a few brands before I choose one.
- *G4. The following is a list of 6 reasons why people might **change their daily actions to save energy**. Please indicate which of these would motivate you the MOST? [ROTATE]
1. Saving money
 2. Improving or maintaining my health
 3. Protecting the environment
 4. For the benefit of future generations
 5. Reducing our dependence on foreign oil
 6. Helping California lead the way on saving energy

⁹ * Indicates the question was asked is a comparable to a question that was asked in the Wave 1 Survey

* Indicates the question was asked in the tracking survey

* Indicates the question is included in the market segment algorithm

BRAND AWARENESS (UNAIDED AND AIDED)

- *A1. What brands, campaigns, or initiatives have you heard of in the last year that educate and encourage people to save energy in California? Please list up to three if you can. **[OPEN END, PLEASE INCLUDE THREE TEXT BOXES]**
- *A2. Below you will see a list of several brands, organizations, or campaigns. Please indicate whether or not you have heard of each before today: **[ROTATE] [1=YES; 2=NO]**
- a. Go Solar California
 - b. ENERGY STAR
 - c. Energy Upgrade California
 - d. WaterSense
 - e. Flex Your Power
 - f. Green Power California [Red Herring]
- A4. Have you ever seen or heard the slogan “Stay Golden, California”?
- 1. Yes
 - 2. No
- *A6. Have you ever seen the Energy Upgrade California logo? It displays the words “Energy Upgrade California,” and has an image of a house and a leaf.
- 1. Yes
 - 2. No
- *A6a. **[IF A6=1 “Specifically have you seen this logo?”] [IF A6=2, “Have you seen this logo?”] [DISPLAY EUCLOGO.jpg] [1=YES; 2=NO]**



[ASK FOR EACH A2a-f=1, ELSE SKIP TO A8]

- *A7. How do you generally feel about <READ IN A2a-f=1>?
- 1. I dislike it a lot
 - 2. I dislike it a little
 - 3. I neither like nor dislike it
 - 4. I like it a little

Appendix B. – Data Collection Instruments

- 5. I like it a lot
- 8. Don't know

[ASK IF A2c=1, ELSE SKIP TO A9]

- *A8. To the best of your knowledge, what does Energy Upgrade California offer to consumers like you?
- 1. A program to encourage the use of electric cars
 - 2. A program that provides rebates to people who purchase energy efficient products
 - 3. An information source to learn more about ways to save energy
 - 00. Other, Specify:
 - 98. Don't Know
- A9. You have probably heard of Smokey Bear, a well-known mascot who teaches people about the dangers of wild fires. Other advertisements also use bears to talk about important issues. Have you heard or seen an advertisement where the bear from the California state flag talks with Californians about energy use?
- 1. Yes
 - 2. No

[ASK IF A2c = 1, ELSE SKIP TO R1]

- *A10. How familiar are you with Energy Upgrade California? [SCALE: 1-7; 1="I have only heard the name"; 7="I know a lot about it"]

ENERGY UPGRADE CALIFORNIA EVENT RECALL

- R1. In <MONTH>, Energy Upgrade California set up temporary interactive displays in malls throughout California. Do you recall visiting an Energy Upgrade California display at <EVENT> within <if sample_src=1 read: "the last 60 days", if sample_src=2 read "the past six months">?
- 1 Yes
 - 2 No
 - 8 Don't Know

[ASK IF R1 > 1]

- R1a. Just to be sure, Energy Upgrade California had these interactive displays in malls throughout California, which included a video and kiosks containing touchscreens. Below is an image of one of these displays.



Do you recall visiting an Energy Upgrade California display at **<EVENT>** like the one illustrated in the picture above within <if sample_src=1 read: “the last 60 days”, if sample_src=2 read “the past six months”>?

- 1 Yes
- 2 No
- 8 Don't know

[GEN REVENT=1 IF R1=1, R1a=1, ELSE 0]

[GEN AWARE=1 IF A2c=1 or REVENT=1]

ENERGY UPGRADE CALIFORNIA EVENT INTERACTIONS

[ASK if REVENT=1, ELSE SKIP TO I14]

For this next set of questions, we want to learn more about your experience visiting the Energy Upgrade California display.

- I1. Can you please explain why you decided to stop at the Energy Upgrade California display? [MULTIPLE RESPONSE] [PLEASE MARK ALL THAT APPLY] [ROTATE]
 - 1. I was interested in learning more about energy savings and energy management
 - 2. I happened to walk by and it looked interesting
 - 3. I was waiting for someone/something and I needed to pass the time
 - 4. A representative from the display approached me
 - 0. Other, please specify
 - 8. Don't know

Appendix B. – Data Collection Instruments

12. Which of the following activities did you take part in when visiting the display? [**1=Yes, 2=No, 8=Can't Recall**] **[ROTATE]**
- a. Spoke with an Energy Upgrade California representative
 - b. Watched an introductory video
 - c. Made a pledge to take action to save energy
 - d. Took a quiz
 - e. Signed-up to receive more information
 - f. Used an iPad to learn fun facts about energy use

13. How much of the information presented through the Energy Upgrade California display was new to you?
1. None
 2. Very little
 3. Some
 4. Most
 5. All

[ASK IF I3<>1]

- 14a. What information was new to you? [OPEN END]

- 14b. How much do you agree or disagree with the following statements? [ROTATE]
- a. Since visiting the display, I think more often about how I use energy in my everyday life
 - b. Since visiting the display, I find myself thinking more often about the impact of my energy use
 - c. The display made me feel like I can play a part in making sure that California can dramatically reduce energy use in the future.
1. Disagree
 2. Somewhat disagree
 3. Somewhat agree
 4. Agree

17. Since visiting the display, have you seen or heard anything about Energy Upgrade California elsewhere?
1. Yes
 2. No
 8. Don't Know

[ASK IF I7=1]

18. Where did you see or hear something about Energy Upgrade California since visiting the Energy Upgrade California display? **[ROTATE] [PLEASE MARK ALL THAT APPLY]**
1. A website
 2. An email
 3. An advertisement on television
 4. Your energy bill
 5. Advertisements on the radio

Appendix B. – Data Collection Instruments

6. Friends or family
8. Articles in the newspaper
9. Advertisements in the newspaper
10. Your utility
11. At a retail event
12. At a mall or sporting event
13. Social media (e.g. Facebook, Twitter, Instagram)
00. Other, specify:

- I9. Since visiting the Energy Upgrade California display, have you discussed or shared ideas about energy in general or how energy affects your everyday life with... [GRID] [1=Yes; 2=No]
- a. Other people in your household?
 - b. Your friends, neighbors or colleagues?
 - c. Your social media networks (e.g. Facebook, Twitter, Instagram, etc.)

[ASK IF any I9a-c=1]

- I10. How likely is it that you would have discussed or shared ideas with these groups if you had not visited the display? [SCALE: 0-10, 0="Not at all likely", 10="Extremely Likely"]
- I13. Since visiting the Energy Upgrade California display, have you searched for any information related to energy in general or ways to save energy in your home?
1. Yes
 2. No

[ASK IF I13=1, ELSE SKIP TO I14]

- I13a. Where did you search for this information? [ROTATE] [PLEASE MARK ALL THAT APPLY]
1. Energy Upgrade California website
 2. Search Engine (i.e. Google, Bing, yahoo)
 3. Energy Star Website
 4. Home improvement retailer website (i.e., Home Depot or Lowe's)
 5. Utility Website (PG&E, SCE, SDG&E, SoCalGas, SCG, SMUD, LADWP)
 6. Talking to a friend or neighbor
 7. Retail store representative
 0. Other, please specify:
- I13b. How influential was your visit to the Energy Upgrade California display in your decision to search for more information about energy? [SCALE: 0-10, 0="Not at all Influential", 10="Extremely Influential"]

Appendix B. – Data Collection Instruments

[ASK IF I13a <>1]

- *I14. Have you ever heard of a website called energyupgradeca.org?
- 1 Yes
 - 2 No

[ASK IF REVENT=1 & (I14=1 OR I13a=1)]

- I14a. Did you learn about energyupgradeca.org during your visit to the display?
- 1 Yes
 - 2 No
 - 8 Don't know

[ASK IF I14=1 or I13a=1]

- *I14b. Overall, how many times have you visited the Energy Upgrade California website?
- 1 None
 - 2 Once
 - 3 2-5 times
 - 4 6-10 times
 - 5 11 or more

ENERGY SAVING ACTIONS TAKEN

The next series of questions is about actions you may have taken in your home [READ IF REVENT=1: "since visiting the display"].

- *S5 First, do you rent or own your home?
- 1 Rent
 - 2 Own
 - 0 Other, Specify

[ASK IF REVENT=1, ELSE SKIP TO MA2]

- MA1. Which of the following actions have you taken as a result of visiting the Energy Upgrade California display? [PLEASE SELECT ALL THAT APPLY] [ROTATE]
1. Visited energyupgradeca.org
 2. Visited my utility's website
 3. Visited an Energy Upgrade California social media page (Facebook, Twitter, Instagram, etc.)
 4. Made changes to my daily routine
 5. Made energy improvements to my home
 6. Visited a store to learn about or purchase energy efficient products
 7. Talked with a friend or neighbor about energy management
 0. Other, please specify
 9. I have not taken any actions

Appendix B. – Data Collection Instruments

[ASK IF MA1=4, ELSE SKIP TO MA2]

MA5. Did you make any of the following changes to your daily routine? [1=Yes; 2=No] [ROTATE]

- a. Turn off lights when not in the room
- b. Unplug appliances and electronic equipment when not using them
- c. Use full loads for laundry
- d. Wash laundry using cold water
- e. Set my thermostats to ensure that my heating/cooling system is used only when necessary

**MA2 The list below contains some actions you may have taken in your home. For each action below, please indicate whether you have taken it in the past <if sample_src=1 & revent=1 read: “60 days”, else read “six months”>? or not, whether you took the action but more than <if sample_src=1 & revent=1 read: “60 days”, else read “six months”> ago, or whether it was something that came with your residence. [ROTATE MA2a-n]

	Action taken within last <if sample_src=1 & revent=1 read: “60 days”, else read “six months”>	Action taken since purchasing/moving in, but more than <if sample_src=1 & revent=1 read: “60 days”, else read “six months”> ago	Came with Residence 3	Action not taken, did not come with residence 4
	1	2		
a. Purchased ENERGY STAR certified appliances				
*b. Installed a programmable thermostat				
c. [ASK IF S5=2] Installed solar panels				
d. Conducted an energy audit of your home’s energy use and ways to save energy				
*e. Installed motion sensors on lights				
*f. [ASK IF S5=2] Installed ceiling fans				

Appendix B. – Data Collection Instruments

	Action taken within last <if sample_src=1 & revent=1 read: “60 days”, else read “six months”> 1	Action taken since purchasing/moving in, but more than <if sample_src=1 & revent=1 read: “60 days”, else read “six months”> ago 2	Came with Residence 3	Action not taken, did not come with residence 4
*g. [ASK IF S5=2] Installed a vent in your attic area to keep attic cooler				
h. Installed CFL or LED light bulbs				
i. Recycled old refrigerator or freezer				
j. Installed low-flow showerheads				
k. [ASK IF S5=2] Installed low-flow toilets				
l. [ASK IF I5c=1] Enrolled in a plan from my utility that allows me to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.				
m. Signed up for a rebate or other offer through my utility associated with encouraging energy efficiency				
n. Other, please specify:				

[ASK IF REVENT=1 FOR EACH MA2a-n=1, ELSE SKIP TO MA4]

MA3. How influential was your visit to the Energy Upgrade California display on your decision to... [0=“Not at all influential”-10=“Very influential”, 98=DK, 99=REF]

a. [ASK IF MA2a=1] Purchase ENERGY STAR certified appliances

Appendix B. – Data Collection Instruments

- b. [ASK IF MA2b=1] Install a programmable thermostat
- c. [ASK IF MA2c=1] Install solar panels
- d. [ASK IF MA2d=1] Conduct an energy audit of your home's energy use and ways to save energy
- e. [ASK IF MA2e=1] Install motion sensors on lights
- f. [ASK IF MA2f=1] Install ceiling fans
- g. [ASK IF MA2g=1] Install a vent in your attic area to keep attic cooler
- h. [ASK IF MA2h=1] Install CFL or LED light bulbs
- i. [ASK IF MA2i=1] Recycle old refrigerator or freezer
- j. [ASK IF MA2j=1] Install low-flow showerheads
- k. [ASK IF MA2k=1] Install low-flow toilets
- l. [ASK IF MA2l=1] Enroll in a plan from my utility that allows me to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.
- m. [ASK IF MA2m=1] Sign up for a rebate or other offer through my utility associated with encouraging energy efficiency
- n. [ASK IF MA2n=1] Other

[ASK IF MA3 > 4]

MA3a. If you had not visited the Energy Upgrade California display how likely is it that you would still have taken these energy saving actions? **[SCALE: 0-10, 0="Definitely WOULD NOT have taken action"; 10="Definitely WOULD have taken action"]**

- a. [ASK IF MA3a>4] Purchase ENERGY STAR certified appliances
- b. [ASK IF MA3b>4] Install a programmable thermostat
- c. [ASK IF MA3c>4] Install solar panels
- d. [ASK IF MA3d>4] Conduct an energy audit of your home's energy use and ways to save energy
- e. [ASK IF MA3e>4] Install motion sensors on lights
- f. [ASK IF MA3f>4] Install ceiling fans
- g. [ASK IF MA3g>4] Install a vent in your attic area to keep attic cooler
- h. [ASK IF MA3h>4] Install CFL or LED light bulbs
- i. [ASK IF MA3i>4] Recycle old refrigerator or freezer

Appendix B. – Data Collection Instruments

- j. [ASK IF MA3j>4] Install low-flow showerheads
- k. [ASK IF MA3k>4] Install low-flow toilets
- l. [ASK IF MA3l>4] Enroll in a plan from my utility that allows me to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.
- m. [ASK IF MA3m>4] Sign up for a rebate or other offer through my utility associated with encouraging energy efficiency
- n. [ASK IF MA3n>4] Other

*MA4. In the next 12 months, how likely is it that you will take any of the following actions in your home? [ROTATE] [GRID] [SCALE 0-10, 0="Not at all likely", 10="Extremely likely"]

- a Purchase ENERGY STAR certified appliances
- b [ASK IF MA2b=4] Install a programmable thermostat
- c [ASK IF MA2c=4] Install solar panels
- d [ASK IF MA2d=4] Conduct an energy audit of your home's energy use and ways to save energy
- e Install motion sensor on lights
- f [ASK IF MA2f=4] Install ceiling fans
- g [ASK IF MA2g=4] Install a vent in your attic area to keep attic cooler
- h Install CFL or LED light bulbs
- i Recycle old appliances
- j Install low-flow showerheads
- k [ASK IF MA2k=4] Install low-flow toilets
- l [ASK IF MA2l=4] Enroll in a plan from your utility that allows you to pay a lower rate for electricity during early morning and evening hours, and a higher rate during the day.
- m Sign up for a utility provided offer or rebate associated with encouraging energy efficiency
- n Other, please specify:

DEMOGRAPHICS

You are almost done. The following information will help in our analysis and will remain strictly confidential.

- D1 What is your gender?
- 1. Female
 - 2. Male

Appendix B. – Data Collection Instruments

D2 Including yourself, how many people live in this household year round?

[NUMERIC OPEN END 0-20, 99=Refused]

[Ask if D2>1]

D2a How many children live in your household year round? [NUMERIC OPEN END 0-20, 99=Refused]

D3 Are you of Hispanic, Latino or Spanish descent?

- 1 Yes
- 2 No
- 9 Refused

D4 What is the primary language spoken in your home?

- 01 English
- 02 Spanish
- 03 Mandarin
- 04 Cantonese
- 05 Tagalog
- 06 Korean
- 07 Vietnamese
- 08 Russian
- 09 Japanese
- 00 Other, please specify _____
- 99 Refused

[ASK IF D3>1]

D5 Which of the following best describes your race?

- 01 White or Caucasian
- 02 Black or African American
- 03 American Indian or Alaskan Native
- 04 Chinese
- 05 Korean
- 06 Vietnamese
- 07 Japanese
- 08 Filipino
- 09 Native Hawaiian
- 10 Guamanian or Chamorro
- 11 Samoan
- 12 Other Asian
- 13 Other Pacific islander
- 00 Other, please specify _____
- 99 Refused

D6 What is the highest level of education you have completed?

- 01 No schooling completed
- 02 8th grade or less

Appendix B. – Data Collection Instruments

- 03 Some high school, no diploma
- 04 High school diploma
- 05 GED or alternative credential
- 06 Some college, less than 1 year, no degree
- 07 Some college, 1 or more years, no degree
- 08 Associate's degree
- 09 Bachelor's degree
- 10 Master's degree
- 11 Professional school degree
- 12 Doctorate degree
- 99 Refused

D7a What was your annual household income from all sources in 2014, before taxes?

- 01 Less than \$20,000 per year
- 02 20 to less than \$30,000
- 03 30 to less than \$40,000
- 04 40 to less than \$50,000
- 05 50 to less than \$60,000
- 06 60 to less than \$75,000
- 07 75 to less than \$100,000
- 08 100 to less than \$150,000
- 09 150 to less than \$200,000
- 10 \$200,000 or more
- 99 Refused

[ASK IF D7a=1]

D7b Is it...

- 1 Less than \$10,000, or
- 2 \$10,000 to less than \$15,000, or
- 3 \$15,000 to less than \$20,000?
- 9 Refused

D8 What is your zip code? **[NUMERIC OPEN END, FIVE DIGITS REQUIRED UP TO 99999, 99=REFUSED]**

D9 What is approximate square footage of your home?

- 1 Less than 1000
- 2 1000 - 1499
- 3 1500 - 1999
- 4 2000 - 2499
- 5 2500 - 2999
- 6 3000 +
- 9 Refused

Those are all of the questions we have for you today. Thank you very much for completing this survey!

Appendix C. – Additional CBO and Retail Infographics

Figure 2. CBO Campaign Topics and Themes

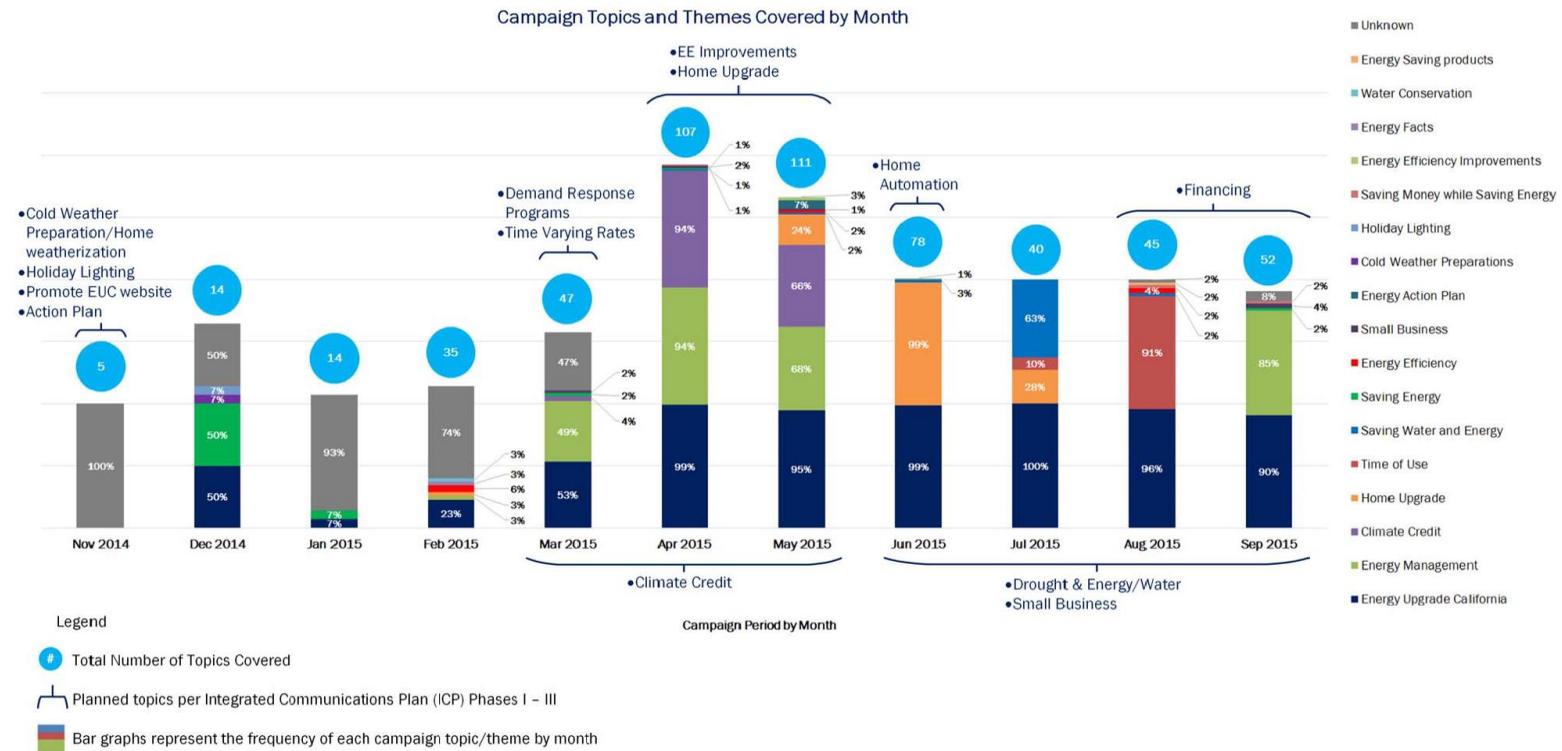
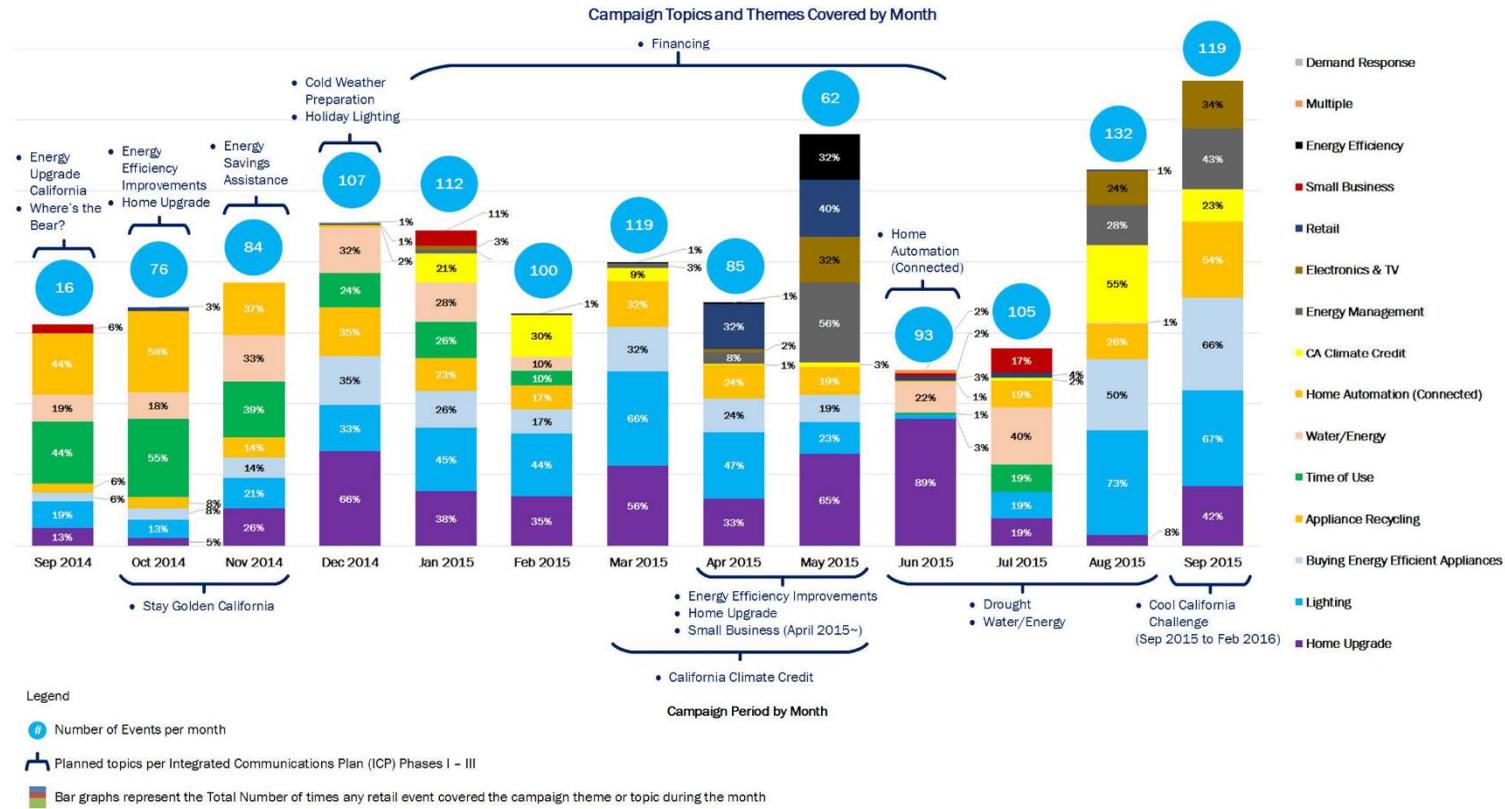


Figure 3. Retail Campaign Topics and Themes



Appendix D. – Survey Dispositions

In this Appendix, we provide details on the survey dispositions and response rates for the general population surveys.¹⁰ The survey response rate is the number of completed interviews divided by the total number of potentially eligible respondents in the sample. We calculated the response rate using the standards and formulas set forth by the American Association for Public Opinion Research (AAPOR).¹¹ For various reasons, we were unable to determine the eligibility of all sample units through the survey process and chose to use AAPOR Response Rate 3 (RR3). RR3 includes an estimate of eligibility for these unknown sample units. The formulas used to calculate RR3 are presented below. The definitions of the letters used in the formulas are displayed in the Survey Disposition tables below.

$$E = (I + R + NC) / (I + R + NC + e)$$

$$RR3 = I / ((I + P) + (R + NC) + (E*UH))$$

We also calculated a cooperation rate, which is the number of completed interviews divided by the total number of eligible sample units actually contacted. In essence, the cooperation rate gives the percentage of participants who completed an interview out of all of the participants with whom we actually communicated. We used AAPOR Cooperation Rate 3 (COOP3), which is calculated as:

$$COOP3 = I / (I + P + R)$$

¹⁰ The Brand Assessment survey was a telephone survey whereas the other three surveys were internet panel surveys. Therefore, the number of sampled units is quite different for the Brand Assessment survey as is some of the rules for the assignment of survey dispositions.

¹¹ *Standard Definitions: Final Dispositions of Case Codes and Outcome Rates for Surveys*, AAPOR, 2015. http://www.aapor.org/AAPOR_Main/media/publications/Standard-Definitions2015_8theditionwithchanges_April2015_logo.pdf

Table 8. AAPOR Survey Response Dispositions and Response Rates

Result	Brand Assessment	Climate Credit	Wave 1 Tracking	Wave 2 Tracking
Sample Frame	142,869	3,859	2,660	3,198
I=Complete Interviews	2,000	971	1,007	1,111
P=Partial Interviews	92	92	113	24
R=Refusal and break off	18,848	0	0	0
NC=Non Contact	38,424	0	0	0
O=Other	4,888	0	0	0
e=estimated proportion of cases of unknown eligibility that are eligible Estimate of e is based on proportion of eligible households among all numbers for which a definitive determination of status was obtained (a very conservative estimate).	0.498	0.620	0.722	0.807
UH=Unknown household	42,809	2,144	1,109	1,791
Response Rate	4.7%	40.6%	52.4%	43.1%
Cooperation Rate	10.0%	91.3%	89.9%	97.9%

Appendix E. – Additional Tracking Survey Tables

In this Appendix, we provide the results for all respondents who completed the full Wave 1 and Wave 2 tracking surveys. As discussed in the methods section of the report, the Wave 1 survey was a dual frame survey in which we interviewed English-speaking respondents using the YouGov internet panel and Spanish and Chinese language-speaking respondents via telephone. For Wave 2, we completed just the English internet interviews. For strict comparison purposes, we report only the results of the Wave 1 English internet interviews in the body of the report. We provide the results of the full Wave 1 sample in this Appendix compared to the internet only respondents. Both samples are weighted to represent the overall California adult population using gender, age, ethnicity, and education. In most cases, the differences between the full Wave 1 sample and the internet only sample are slight and not statistically significant.

For Wave 2, we included a panel component in the sample design in which a portion of the sample had completed the Wave 1 survey and a portion were fresh respondents. As discussed in more detail in the methods section of the report, we reported only the results of the fresh respondents in the body of the report due to the possibility of a panel effect biasing the results of the combined sample. We provide the results from the full Wave 2 sample in this Appendix as compared to the fresh respondents only. Both samples are weighted to represent the overall California adult population using gender, age, ethnicity, and education. In most cases, the differences between the full Wave 2 sample and only the fresh respondents are slight and not statistically significant.

The abbreviations in the table columns below have the following definitions:

Wave 1:

- **Int + Tele** = Full Wave 1 Sample, English and non-English interviews
- **Int. Only** = English internet interviews only

Wave 2:

- **Fresh Resp. + Panel** = Full Wave 2 Sample, panel and fresh respondents
- **Fresh Resp. Only** = Fresh respondents only

The bolded columns in the tables below indicate the results that we present in the report.

Table 9. Awareness of Energy Upgrade California: Aided (Error! Reference source not found.)

	Wave 1		Wave 2	
	Int. + Tele	Int. Only	Fresh Resp. + Panel	Fresh Resp. Only
	(A)	(B)	(C)	(D)
Unweighted N	1001	836	1052	522
Aware	16%	15%	22%	20%
			A	b
Not Aware	84%	85%	78%	80%
	C	d		

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 10. Awareness of Energy Upgrade California Compared to Other Energy Brands: Aided (Error! Reference source not found.)

	Wave 1		Wave 2	
	Int. + Tele	Int. Only	Fresh Resp. Panel	Fresh Resp. Only
	(A)	(B)	(C)	(D)
Unweighted N	1001	836	1052	522
Familiarity with brand: ENERGY STAR	73%	80%	83%	78%
		A	AD	
Familiarity with brand: Flex Your Power	53%	55%	60%	56%
		A	Ad	
Familiarity with brand: Save our Water	0%	0%	48%	50%
Familiarity with brand: Go Solar California	37%	36%	46%	44%
			A	B
Familiarity with brand: WaterSense	20%	21%	27%	27%
			A	B
Familiarity with brand: Green Power California	13%	11%	23%	24%
	B		A	B
Familiarity with brand: Energy Upgrade California	16%	15%	22%	20%
			A	b

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 11. Awareness of Energy Upgrade California Marketing Tools (Error! Reference source not found.)

	Wave 1		Wave 2	
	Int. + Tele	Int. Only	Fresh Resp. + Panel	Fresh Resp. Only
	(A)	(B)	(C)	(D)
Unweighted N	1001	836	1052	522
Aware of Any Brand Item	44%	43%	55%	57%
			A	B
Commercials Featuring "Bear"	24%	23%	33%	35%
			A	B
"Stay Golden, California" Slogan	21%	20%	30%	30%
			A	B
Energy Upgrade California (Aided)	16%	15%	22%	20%
			A	b
Logo	9%	11%	15%	15%
			A	b
Energy Upgrade California (Unaided)	1%	1%	2%	3%

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 12. Awareness of Brands or Campaigns that Encourage Energy Saving: Unaided (Error! Reference source not found.)

	Wave 1		Wave 2	
	Int. + Tele	Int. Only	Fresh Resp. + Panel	Fresh Resp. Only
	(A)	(B)	(E)	(F)
Unweighted N	1001	836	1052	522
Energy topic (not brand/campaign related)	12%	10%	9%	12%
	cB			
Other energy brands/campaigns/programs - general	7%	8%	10%	9%
Utility	5%	5%	7%	8%
Non-Energy brand/campaigns	5%	6%	5%	4%
Save Water (action, not brand)	2%	2%	3%	4%
ENERGY STAR	2%	3%	3%	2%
		A	D	
Flex Your Power	1%	2%	1%	0%
			D	
Energy Upgrade California	1%	1%	1%	2%
CA Solar Initiative	0.1%	0.1%	0.3%	0.3%
Other	3%	2%	4%	3%
Don't Know/Nothing	71%	73%	70%	68%
		A		

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

**Table 13. Familiarity with Energy Upgrade California (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 1		Wave 2	
	Int. + Tele, Aware	Int. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	139	111	196	79
1- I have only heard the name	34%	31%	21%	17%
	C			
2	10%	10%	12%	3%
			D	
3	11%	9%	5%	5%
4	15%	15%	23%	30%
				d
5	17%	17%	21%	22%
6	9%	12%	10%	16%
		a		
7- I know a lot about it	4%	6%	7%	7%
		A		
MEAN	3.13	3.38	3.70	4.11
		A	A	A

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

**Table 14. Associations with Energy Upgrade California: Unaided (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 1		Wave 2	
	Int. + Tele, Aware*	Int. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	111	111	196	79
Alternative / Improved Energy Sources	10%	9%	11%	7%
Negative - General	11%	11%	8%	8%
Upgrade to Energy-Efficient Appliances/EE Home Improvements	19%	20%	21%	16%
Save Energy/Save Money Generally	15%	15%	18%	22%
Positive - General	3%	3%	5%	3%
Energy Infrastructure Improvements	2%	1%	1%	2%
Campaign / Program Encourages Saving Energy	2%	2%	6%	7%
Rebates / Incentives / Tax credits	0%	0%	1%	1%
Other	8%	7%	8%	9%
Nothing	32%	36%	22%	23%

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

*telephone respondents were not asked this question: shown with original Wave 1 weight

**Table 15. Awareness of Campaign Topics: Aided (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 2		Heard about Topic from Energy Upgrade California	
	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	196	79	196	79
Climate Credit	40%	40%	8%	0%
Home Upgrade	47%	48%	26%	21%
Home Automation	66%	60%	7%	22%
Time Varied Rates	62%	54%	27%	39%
				a

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

**Table 16. Awareness of Energy Saving Actions: Unaided (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 1		Wave 2	
	Int. + Tele, Aware	Int. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	146	111	196	79
Weatherize Home	30%	32%	30%	21%
			d	
Upgrade Appliances	25%	33%	29%	25%
		A		
Upgrade Lighting	17%	17%	18%	12%
Turn Off Lights	20%	15%	12%	11%
	B			
Solar	16%	16%	13%	8%
Program / Adjust Thermostat	17%	18%	9%	12%
Conserve Water	19%	19%	27%	31%
Turn Off Appliances / Use Less	13%	6%	9%	9%
	B			
Conserve Energy(Generic)	2%	1%	0%	0%
Use Less During Peak Hours	2%	1%	2%	2%
Recycle	0%	0%	0%	0%
Utility Program	1%	1%	1%	1%
Other	10%	10%	1%	1%
	C	D		
No/None	16%	18%	31%	33%
			A	b

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 17. Awareness of Internet Resources for Energy Saving Information: Unaided (Error! Reference source not found.)

	Wave 1		Wave 2	
	Int. + Tele, Aware	Int. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	146	111	196	79
Utility Website	30%	33%	35%	32%
Search Engine/Internet (General)	7%	7%	9%	7%
Other Government Agency	2%	2%	3%	0%
State Government / Utility Commission	6%	8%	6%	3%
Environmental Website	3%	3%	3%	4%
Other Non-Energy Website	2%	3%	5%	9%
Energy.gov (U.S. Dept of Energy)	6%	7%	3%	2%
ENERGY STAR	1%	1%	3%	3%
Other Energy Website	1%	2%	5%	9%
Solar Company (Solar City, etc.)	0	0	1%	2%
Energy Upgrade California	1%	1%	1%	1%
Flex Alert	0	0	1%	0
News / News Website	0	0	>1%	0
Don't Know/None	58%	53%	51%	52%

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

**Table 18. Awareness of Energy Upgrade California Website: Aided (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 1		Wave 2	
	Int. + Tele, Aware	Int. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	146	111	196	79
Yes	25%	19%	37%	43%
	B		a	B
No	75%	81%	63%	57%
	c	D		

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 19. Energy Self-Efficacy (Error! Reference source not found.)

	Wave 1		Wave 2	
	Int. + Tele, Aware	Int. Only, Aware	Fresh Resp. + Panel, Aware	Fresh Resp. Only, Aware
	(A)	(B)	(C)	(D)
Unweighted N	144	111	190	76
Mean	5.07	4.98	5.04	4.94
	b			
	Int. + Tele, Not-Aware	Int. Only, Not-Aware	Fresh Resp. + Panel, Not-Aware	Fresh Resp. Only, Not-Aware
	(A)	(B)	(C)	(D)
Unweighted N	820	706	833	428
Mean	4.78	4.68	4.63	4.68

Comparison Groups: ABCD/AC/BD

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Appendix F. – Tracking Survey Results and Demographics by Segment

In 2009, the CPUC commissioned a residential customer segmentation study that grouped California residents into five segments based on their likelihood to take energy saving actions and motivations for doing so.¹² As we noted in Section **Error! Reference source not found.**, CSE developed, implemented and coordinated messaging for three key target audiences drawn from this segmentation study. The target audiences for the Energy Upgrade California campaign focused on three segments: leading achievers, striving believers, and disconnected. **Table 20** contains a description for all five segments.

Table 20. California Residential Customer Segments

Segment	General Profile
Leading Achievers	The Leading Achievers have the means and will to take energy saving actions. The Leading Achievers are generally willing to reduce their energy use and are resource-minded, recycle regularly, and index highly compared to other segments on energy-related altruism.
Practical Spenders	Practical Spenders are the most likely of all segments to make energy efficiency purchases. However, the Practical Spenders are most likely of all segments to feel they use more energy than their neighbors. This is likely because the Practical Spenders are motivated by the here and now. Members of this segment are convenience and comfort-driven, and are generally more concerned with the quality of their daily lives than concern for the future or resources.
Striving Believers	Overall, Striving Believers are on board with the energy saving movement, but relative to all other segments, this group has adopted fewer energy efficiency measures given their high sense of personal responsibility to take action, strong sense of altruism, and high concern for resources.
Thrifty Conservers	Thrifty Conservers are less likely to take energy saving actions, but if they do, it is out of a concern for climate change and natural resources. However, Thrifty Conservers feel that their household energy use is small and that their actions will have little to no impact on energy supplies.
Disconnected	The Disconnected are the most limited financially in their ability to take action and have the greatest barriers overall to action. This group tends to perceive their energy use as normal (same usage as others), and are likely unaware of the breadth of energy saving options available to them.

In this Appendix, we provide results to the survey questions reported in the body of the report broken down by the five customer segments. We see consistent differences in awareness and understanding of Energy Upgrade California and knowledge of campaign topics across the five segments. In most cases, the differences as expected with the segments that are more likely to act having greater awareness and knowledge. However, we do not see a differential campaign impact for the segments that were targeted as part of the Energy Upgrade California campaign. That is, we do not see larger differences between Waves 1 and 2 for the targeted segments than the non-targeted segments.

¹² Opinion Dynamics. *California Residential Customer Market Segmentation Study* (2009).

Table 21. Awareness of Energy Upgrade California: Aided (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Aware	13%	20%	16%	14%	10%	22%	26%	18%	16%	19%
		M								
Not Aware	87%	80%	84%	86%	90%	78%	74%	82%	84%	81%
					J					

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP
 T-Test for Means, Z-Test for Percentages
 Uppercase letters indicate significance at the 95% level.
 Lowercase letters indicate significance at the 90% level.

Table 22. Awareness of Energy Upgrade California Compared to Other Energy Brands: Aided (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Familiarity with brand: ENERGY STAR	91%	81%	86%	81%	54%	84%	82%	86%	79%	57%
	JLM	M	M	M		R	R	R	R	
Familiarity with brand: Flex Your Power	62%	59%	61%	52%	40%	65%	55%	61%	55%	44%
	M	M	M	m		r		r		
Familiarity with brand: Save our Water	-	-	-	-	-	55%	52%	47%	43%	56%
Familiarity with brand: Go Solar California	46%	47%	31%	27%	37%	48%	53%	36%	35%	52%
	KL	KL					PQ			pq
Familiarity with brand: WaterSense	30%	28%	17%	23%	7%	29%	25%	27%	23%	35%
	KM	kM	M	M				k		M
Familiarity with brand: Green Power California	9%	17%	7%	8%	14%	27%	27%	22%	14%	31%
		KI				lq	q	LK		MQ
Familiarity with brand: Energy Upgrade California	13%	20%	16%	14%	10%	22%	26%	18%	16%	19%
		M								

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP
 T-Test for Means, Z-Test for Percentages
 Uppercase letters indicate significance at the 95% level.
 Lowercase letters indicate significance at the 90% level.

Table 23. Awareness of Energy Upgrade California Marketing Tools (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Aware of Any Brand Item	38%	49%	40%	40%	45%	60%	65%	57%	47%	57%
Commercials Featuring "Bear"	27%	27%	20%	18%	29%	28%	48%	33%	31%	32%
"Stay Golden, California" Slogan	19%	20%	21%	21%	15%	42%	39%	29%	22%	20%
Energy Upgrade California (Aided)	13%	20%	16%	14%	10%	22%	26%	18%	16%	19%
Logo	18%	16%	8%	6%	11%	19%	18%	17%	8%	16%
Energy Upgrade California (Unaided)	0%	0%	3%	1%	0%	1%	3%	7%	0%	1%

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 24. Awareness of Brands or Campaigns that Encourage Energy Saving: Unaided (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Energy topic (not brand/campaign related)	12%	15%	8%	7%	7%	20%	19%	6%	13%	4%
		l				PR	PR		pr	
Other energy brands/campaigns/programs - general	15%	10%	7%	5%	2%	18%	4%	13%	8%	2%
	kLM	m				OqR		loR		
Utility	6%	4%	8%	4%	3%	7%	5%	12%	4%	14%
								lq		m
Non-Energy brand/campaigns	8%	7%	8%	4%	0%	11%	1%	9%	1%	0%
	M	oM	M	m		OQ		OQ		
Save Water (action, not brand)	2%	1%	2%	3%	2%	3%	10%	4%	2%	1%
ENERGY STAR	2%	1%	3%	3%	5%	1%	2%	2%	1%	1%
					j					
Flex Your Power	1%	3%	2%	1%	0%	1%	1%	0%	1%	0%
		ol								
Energy Upgrade California	0%	0%	3%	1%	0%	1%	3%	4%	0%	1%
								l		
CA Solar Initiative	0%	1%	0%	0%	0%	0%	0%	2%	0%	0%
Other	1%	3%	2%	3%	3%	0%	6%	2%	7%	1%
									NPR	
Don't Know/Nothing	69%	66%	72%	76%	83%	58%	68%	67%	67%	82%
					IJK					Npq

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

**Table 25. Familiarity with Energy Upgrade California (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	21	29	28	24	9	13	21	21	17	7
1- I have only heard the name	18%	30%	44%	29%	17%	6%	11%	23%	14%	37%
2	17%	2%	6%	19%	9%	3%	2%	7%	4%	0%
3	6%	9%	12%	13%	0%	0%	3%	10%	10%	0%
4	26%	19%	1%	24%	4%	28%	11%	28%	43%	52%
5	12%	20%	18%	15%	20%	36%	34%	4%	22%	11%
6	14%	1%	19%	0%	49%	3%	39%	25%	0%	0%
7- I know a lot about it	8%	19%	0%	0%	0%	24%	0%	4%	6%	0%
MEAN	3.69	3.74	3.01	2.79	4.49	4.89	4.72	3.72	3.80	3.02

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

**Table 26. Associations with Energy Upgrade California: Unaided (Error! Reference source not found.)
(Among Those Aware of Energy Upgrade California)**

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Alternative / Improved Energy Sources	22%	7%	17%	12%	7%	21%	5%	22%	11%	9%
	JLM		JM			O		LOQr		
Negative - General	10%	24%	7%	18%	4%	6%	29%	7%	21%	5%
		IKM		PiKM			NPR		NPR	
Upgrade to Energy-Efficient Appliances/EE Home Improvements	15%	11%	11%	5%	5%	13%	7%	10%	9%	1%
	LM	Im	Im			R		r	r	
Save Energy/Save Money Generally	6%	10%	10%	4%	16%	18%	14%	14%	4%	23%
					IL	IQ	Q	LQ		Q
Positive - General	3%	2%	3%	1%	8%	3%	1%	1%	3%	3%
			I		L					
Energy Infrastructure Improvements	1%	3%	5%	3%	0	2%	0	3%	5%	0
			i							
Campaign / Program Encourages Saving Energy	4%	1%	1%	3%	1%	1%	2%	2%	1%	6%
Rebates / Incentives / Tax credits	-	-	-	-	-	-	-	-	-	-
Other	4%	5%	7%	4%	7%	9%	10%	5%	8%	14%
Nothing	34%	38%	40%	51%	56%	32%	33%	37%	39%	38%
				PqIJk	rIJK					

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 27. Awareness of Campaign Topics: Aided (Error! Reference source not found.)

	Wave 2					Heard about Topic from Energy Upgrade California				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(N)	(O)	(P)	(Q)	(R)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	99	104	125	132	62	99	104	125	132	62
Climate Credit	33%	43%	33%	31%	12%	2%	7%	0%	0%	0%
	R	R	R	R						
Home Upgrade	26%	31%	19%	16%	10%	45%	4%	22%	0%	15%
	r	pQR				O				
Home Automation	73%	56%	66%	66%	16%	0%	7%	16%	6%	0%
	oR	R	R	R				p		
Time Varied Rates	60%	67%	55%	45%	35%	19%	14%	0%	2%	5%
	qR	jQR	R			Qr	Q			

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 28. Awareness of Energy Saving Actions: Unaided (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Weatherize Home	49%	47%	40%	35%	10%	34%	21%	33%	28%	6%
	nLM	OIM	M	M		R	r	R	R	
Upgrade Appliances	33%	24%	37%	32%	12%	32%	18%	40%	24%	11%
	M	M	JM	M		R		OQR		
Upgrade Lighting	23%	16%	27%	15%	6%	20%	19%	26%	19%	13%
	M	M	JLM	m				lr		
Turn Off Lights	13%	7%	12%	16%	14%	8%	13%	16%	17%	6%
				j						
Solar	36%	14%	20%	20%	11%	19%	8%	25%	14%	6%
	NJKLM		m	m				OqR		
Program / Adjust Thermostat	24%	19%	18%	20%	5%	6%	13%	16%	12%	2%
	NM	M	M	M			R	nR	R	
Conserve Water	12%	12%	14%	15%	7%	29%	22%	20%	14%	8%
				m		IQR	r			
Turn Off Appliances / Use Less	3%	1%	5%	6%	8%	7%	11%	10%	5%	15%
			j	j	ij		J			q
Conserve Energy(Generic)	1%	1%	1%	0%	2%	4%	0%	0%	2%	0%
						I				
Use Less During Peak Hours	3%	2%	1%	1%	0%	0%	1%	1%	1%	1%
Recycle	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%
Utility Program	0%	0%	1%	0%	0%	0%	1%	1%	0%	0%
Other	4%	9%	5%	6%	16%	0%	1%	1%	0%	2%
No/None	12%	20%	17%	26%	50%	18%	34%	23%	34%	59%
				lk	IJKL		jN		Np	NO PQ

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP
T-Test for Means, Z-Test for Percentages
Uppercase letters indicate significance at the 95% level.
Lowercase letters indicate significance at the 90% level.

Table 29. Awareness of Internet Resources for Energy Saving Information: Unaided (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Utility Website	33%	36%	33%	32%	21%	38%	31%	34%	26%	26%
	m	M	m	m						
Search Engine/Internet (General)	15%	8%	15%	10%	9%	8%	5%	11%	16%	8%
									O	
Other Government Agency	7%	0%	2%	5%	3%	3%	3%	8%	1%	1%
	k			Q				KQR		
State Government / Utility Commission	4%	4%	2%	2%	1%	1%	5%	5%	1%	1%
Environmental Website	2%	2%	3%	2%	1%	1%	0%	4%	3%	0%
Other Non-Energy Website	4%	1%	2%	2%	2%	2%	2%	3%	5%	9%
										Mno
Energy.gov (U.S. Dept of Energy)	2%	3%	1%	3%	0%	4%	0%	4%	2%	0%
		o								
ENERGY STAR	1%	7%	1%	0%	0%	2%	0%	3%	1%	0%
		IK						q		
Other Energy Website	3%	0%	1%	1%	0%	7%	1%	2%	0%	1%
	jl					oQ				
Solar Company (Solar City, etc.)	0%	2%	1%	1%	0%	1%	0%	3%	4%	0%
Renewable/Alternative Energy (No specific Website)	2%	0%	1%	0%	0%	0%	0%	0%	2%	0%
Energy Upgrade California	0%	0%	1%	0%	0%	0%	0%	0%	0%	1%
Flex Alert	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
News / News Website	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%
None (Would not search)	46%	53%	53%	55%	69%	54%	60%	45%	56%	63%
					IJKL		p			p

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP

T-Test for Means, Z-Test for Percentages

Uppercase letters indicate significance at the 95% level.

Lowercase letters indicate significance at the 90% level.

Table 30. Awareness of Energy Upgrade California Website: Aided (Error! Reference source not found.)

	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	141	178	197	200	120	99	104	125	132	62
Yes	4%	4%	4%	1%	1%	12%	14%	5%	5%	9%
		Lm				IPq	JPQ	I	I	M
No	96%	96%	96%	99%	99%	88%	86%	95%	95%	91%
	N	O		pqJ	Rj			NO	nO	

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP
 T-Test for Means, Z-Test for Percentages
 Uppercase letters indicate significance at the 95% level.
 Lowercase letters indicate significance at the 90% level.

Table 31. Energy Self-Efficacy (Error! Reference source not found.)

Self-Efficacy Score	Wave 1					Wave 2				
	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con	Lead. Ach.	Prac. Spend	Strive Bel.	Thrift Cons.	Dis-Con
	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)
Unweighted N	139	175	194	195	114	95	102	121	127	58
Mean	5.39	4.37	5.15	4.34	4.55	5.48	4.41	5.33	3.98	4.55
		JKLM		JLM	Q		OQR	Q	LkOQR	

Comparison Groups: IJKLM/NOPQR/IN/JO/KP/LQ/MR/LP
 T-Test for Means, Z-Test for Percentages
 Uppercase letters indicate significance at the 95% level.
 Lowercase letters indicate significance at the 90% level.

Appendix G. – Integrated Communications Plans 1-4



PHASE 1
ENERGY UPGRADE CALIFORNIA
INTEGRATED COMMUNICATIONS PLAN

MAY - SEPTEMBER 2014



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I. EXECUTIVE SUMMARY

Energy Upgrade California is the state of California's energy management brand and statewide marketing, education and outreach energy focused campaign, co-owned by the California Public Commission (CPUC) and the California Energy Commission and administered by the California Center for Sustainability (CCSE). As directed by the CPUC, this Phase I Integrated Communications Plan details the objectives, strategies, budgets and high level implementation plans for the launch of the Energy Upgrade California brand and campaign from April 1 through September 30, 2014 for the purpose of sharing the details of the plan with partners, stakeholders and other interested parties.

II. BACKGROUND

On December 27, 2013, the California Public Utilities Commission (CPUC) issued D.13-12-038 ("Decision"), adopting a statewide marketing, education, and outreach (SW ME&O) program for residential and small business demand side management (DSM) programs and activities.

The Decision establishes the California Center for Sustainable Energy (CCSE) as the administrator and implementer of the SW ME&O program and determined the two-year timeframe for the program to be 2014-2015. The Decision provides direction to CCSE, Pacific Gas and Electric Company, Southern California Edison, San Diego Gas and Electric, and SoCal Gas Company (IOUs) and the Regional Energy Networks (RENs) regarding governance, roles and responsibilities and other implementation details.

D.13-12-038 adopts "a governance structure that, while leaving the details of running the statewide marketing campaign to CCSE, also provides for strong oversight by the Commission and the CEC, while also allowing the utilities and others to provide collaborative input and advice." Specifically, ordering paragraph 4 states:

The California Center for Sustainable Energy (CCSE) shall file and serve semi-annual plans, one quarter ahead of time, that identify the concepts that it will share with identified target audiences, as well as the tactics and channels it will use to reach each target audiences during the upcoming sixth-month period. The plan should also include any metrics and target values, KPIs, or tracking statistics that are relevant to each campaign. CCSE shall request input from the utilities and Regional Energy Networks (RENs) prior to developing its plans and the utilities shall provide the requested input. CCSE shall share the plans prior to submittal, so that utilities, RENs and the California Energy Commission may raise any concerns with Commission staff. Commission staff may direct modifications based on feedback from these reviewers. The first plan should be submitted and reviewed in a condensed time frame to provide plans for the first half of 2014. This first plan is being submitted as soon as possible following the December decision and the February contract start. The Phase II plan will be circulated the quarter before implementation as directed by the Commission.

SW ME&O Program Schedule

CCSE will administer and implement the two-year SW ME&O program on the following schedule to include three six-month implementation phases bookended by two three-month planning and transition phases.

Period	Focus
Jan - Mar 2014	Ramp Up
April - Sept 2014	Phase 1
Oct 2014 - Mar 2015	Phase 2
April - Sept 2015	Phase 3
Oct - Dec 2015	Transition

III. PHASE 1 INTEGRATED COMMUNICATIONS PLAN

PURPOSE

The purpose of the Energy Upgrade California Phase 1 Plan is to:

1. Inform the CPUC and stakeholders about the launch of Energy Upgrade California SW ME&O.
2. Provide transparency for stakeholders regarding SW ME&O to be performed during Phase 1.
3. Outline the activities underway to support the Energy Upgrade California brand transition.
4. Provide stakeholders with an opportunity to respond to proposed Phase 1 activities.

SW ME&O PHASE 1 ADMINISTRATION & IMPLEMENTATION

In addition to the tactics outlined in this plan for SW ME&O launch and campaign support, CCSE will complete the following deliverables during April - September 2014.

Program Administration

1. Continue competitive selection processes and contract with selected agencies for mobile education and retail engagement.
2. Develop and hire staff to successfully implement the approved 2013-14 Energy Upgrade California Marketing Plan.
3. Coordinate with CPUC staff and EM&V consultant to develop proposed performance metrics for the SW ME&O program.
4. Develop an online dashboard for KPI tracking and reporting.
5. Develop an integrated promotional ME&O calendar for use by all partners and stakeholders.
6. Work with CPUC staff to develop a template to detail all SW ME&O activities.



Research

1. Develop and issue solicitation for small business segmentation analysis.

Energy Upgrade California Website

1. Manage Extractable to continue development of the new website.
2. License necessary software to support new website.
3. Continue development for launch of expanded new website by July 2014.
4. Manage Renewable Funding to support transition of the website.

Education and Outreach

1. Develop process for launch of CBO grant program for SWME&O.
2. Develop strategic partnerships and sponsorships to support brand launch starting with the CoolCalifornia City Challenge partnership with the Air Resources Board and University of California, Berkeley. CoolCalifornia City Challenge launches April 2014.
3. Develop mobile, youth and retail outreach to reach goals and objectives outlined in the SWME&O decision (D.13-12-038).

Phase Two Integrated Communications Planning

1. CCSE will work with Lowe Campbell Ewald and partner firms to develop an Integrated Communications Plan (ICP) for October 2014 – March 2015. ICPs will form the basis of the semi-annual plans required by D.13-12-038.
2. CCSE will solicit input from stakeholders on the Phase 2 ICP in July.

SW ME&O PHASE 1 OBJECTIVES & METRICS

The 2014-15 Program Performance Metrics (“PPMs”) and Key Performance Indicators (“KPIs”) are not yet finalized. See Appendix for the most current draft. The phase 1 goal is to re-introduce the Energy Upgrade California brand to Californians as a resource for energy management information with the following related objectives.

Objective 1: Increase awareness of Energy Upgrade California as a resource for energy management information

Metric 1.1: Percent of IOU ratepayers aware of Energy Upgrade California

Metric 1.2: Percent of those who are aware of Energy Upgrade California that associate the brand with energy management concepts featured in Phase 1 marketing materials

Metric 1.3: Engagement and interaction of IOU ratepayers with Energy Upgrade California resources

Objective 2: Increase understanding among IOU ratepayers about specific actions they can take during the summer months to manage their energy use more effectively

Metric 2.1: Understanding among IOU ratepayers of the connection between water use and energy

Metric 2.2: Understanding among IOU ratepayers of ways to improve the energy performance of their homes

Metric 2.3: Understanding among IOU ratepayers of the benefits of energy efficient appliances and that they can recycle old appliances

Metric 2.4: Understanding among IOU ratepayers of specific actions they can take to shift their energy away from periods of system peak

Metric 2.5: Understanding among IOU ratepayers of energy efficient choices related to purchasing electronics and reducing energy use from plug loads

SW ME&O PHASE 1 FEATURED CONCEPTS & TOPICS

Phase will focus on the following energy management topics and initiatives:

- “Where’s the Bear?” pre-campaign introducing Energy Upgrade California
- Energy Management and Energy Upgrade California as a resource
- Saving Water & Energy together
- Buying Energy Efficient Appliances and Recycling Appliances
- Demand Response/Flex Alerts
- Consumer Electronics/Plug Load “Unplugged”
- Home Upgrade (space heating/cooling, envelope, and home upgrade bundles)
- Lighting (emphasis on LEDs and lumens education)
- Cool California City Challenge (supported by earned and social but not paid media)

We plan to feature Energy Management and Saving Energy and Water together in broadcast with digital and maybe radio support for the other topics. Additional topics may be supported with digital or print placement if consumer response rates or reactive opportunities warrant that development. The CPUC is reviewing creative currently and these topics are subject to modification based on their feedback. To see when these topics will be featured, please see the calendar in the appendix.

SW ME&O PHASE 1 STRATEGY & TACTICS

Target Audience

To be effective, the Energy Upgrade California brand must both build awareness about the importance of energy to Californians and provide pathways for them to take energy management steps that are appropriate for their situation. During Phase 1, Energy Upgrade California will focus primarily on the residential consumers along with complementary strategic partners and support organizations, and will start research on small business segmentation. We will focus messaging to reach are the following segments as defined in the Opinion Dynamics Corporation (ODC) 2009 Segmentation Study:

- **Leading Achievers**
- **Striving Believers**
- **Disconnected**

Two of the three segments, leading achievers and striving believers, have been chosen for their high awareness, likelihood to interact online, propensity to engage in both low- and high-cost energy management actions and desire to feel connected to goals larger than those of their own households. They are related segments and likely to be receptive to messaging from California about goals and community-based achievement of energy objectives. The third, the disconnected, was chosen to further California’s goals of inclusivity in getting the message out about the benefits of energy management and to better support the states income-qualified programs. Also, the disconnected have a higher awareness of Energy Upgrade California than other segments according to the 2012 Brand Assessment and ranked helping the state lead the nation in meeting its energy efficiency goals as a motivator for energy action. They are also community minded and will likely respond to community-based outreach. In addition, the statewide ME&O campaign is in the public interest and potentially can move the disconnected into another category where they will be more likely to respond to IOU marketing.

Brand Positioning

In order to implement both the statewide ME&O brand development for demand-side management activities and the education and outreach campaign, the Energy Upgrade California brand must be “reframed” for consumer and small businesses. To support this reframing, we have analyzed the current marketplace and consumer mindset and considered how to best position the brand for success over the long term. Energy Upgrade California has an important, long-term vision, but as a consumer-facing brand it is relatively new to the category and possesses little brand equity. We need to position EUC as the North Star for Energy Management in California – a guiding light to all things energy, providing motivation and solutions to help achieve the goals that have been set by the state.



The state of California has long stood as a beacon for possibility and reinvention, the Wild West where dreams are fulfilled, and a global powerhouse. The people of California embody these state ideals with a hardy, sometimes defiant 'can-do' attitude that helps them reach and then surpass any goals they set. They are leaders, proud of what they can accomplish when they put their minds to it.



They believe things can be better and, in fact, things are better in California because they make it that way. We need to help them find the “me in we.”

EMOTIONAL INSIGHT

“Give me something to strive for”

People want to do their part. But they need a finish line, something to strive for. At the moment their tangible success is not clear when it comes to energy – sure a few dollars might be saved, but how do we really succeed in energy management and what does it mean? People are faced with a daunting and sometimes confusing task lacking relevance and importance in their day-to-day lives. For those who have made energy changes, a plateau is reached as they wonder: “What more can I do?” This creates apathy and ‘acceptance and comfort’ in whatever they already do – but no motivation to make any ‘deep change’ or to take next steps because there is clear no end in sight. In paradox to the ‘purpose driven’ mentality, when it comes to energy, Californians accept ‘good’, when they are capable of ‘great’.

BRAND CRED

Energy Coach

Energy Upgrade California needs to provide a clear beacon for Californians to take action on their energy use: to be a leader, providing a clear roadmap for success. We need to be a motivator, inspiring Californians to take that first, second and third step. And we need to be an educator – able to simply explain the playbook and the exact role each Californian can play.

ENERGIZING IDEA

“Play your part”

It’s time to get serious in how we talk about energy. The time for fragmented messages and goals has past. We need to create salience and relevance in how people treat and feel about energy consumption. We need to create a social cause to motivate action in a broad range of people. We need to give people the license and the vehicle to play their part in helping California reach our aggressive goals.

TONE

Positive Trust, a little Playful

The tone of the advertising will help position the EUC brand as inspirational, positive, and warm. We want the brand to be seen as a trusted resource that also makes energy management accessible and maybe even fun, supporting and encouraging Californians to play their part.

RECOMMENDED CONCEPTS AND MESSAGING

The advertising campaign uses the California Bear as its spokesperson. This connects the campaign to

the state flag visually and uses a neutral figure around which all Californians can relate. The campaign tagline is “Stay Golden” bringing in positive association with continued action to maintain high quality of life in the golden state. Messaging is leveraging testing completed in summer 2013, and ad concepts have been tested and have been well received. Proposed concepts are included here in the Appendix and are subject to modification and approval by CPUC staff.

ADVERTISING

Target: Californian residents A21+

- Emphasis on Leading Achievers, Striving Believers and Disconnected segments (per Energy Upgrade California Marketing Plan)

Timing: See calendar in Appendix

Media Strategies and Tactics

- Blanket California via mass-reach media (e.g., television, out-of-home, print, digital and radio)
 - Hone-in on target segments via daypart/format selection and geo targeting
 - Take advantage of peak movie-going weekends with in-theater advertising
- Supplement general market media with in-language support for Hispanic and Asian communities
- Position the brand as a part of the community
 - Leverage local centers of influence (particularly important for Hispanic and Asian segments) such as local athletes, radio DJs, etc.
 - Target local content on-air and online (e.g., news, sports, events)
 - Seek out media opportunities that allow for customized messages by region
- Break through clutter with high-impact placements and/or integrations
- Select media that provides consumers with the easiest path to engagement with Energy Upgrade California and the programs/initiatives it promotes
 - Use search marketing to capture hand raisers
 - Employ digital rich media to allow for immediate engagement/interaction
 - Schedule a combination of direct-to-publisher and ad network (e.g., contextually and behaviorally targeted) digital buys in order to efficiently extend reach
- Strategically stagger media to maximize presence in the marketplace
 - Maintain an “always on” presence with the Disconnected audience (i.e., Hispanic and hard-to-reach Asians)

General Market Television

- | | | |
|---------------|---------------------|-----------------|
| • Bakersfield | • Monterey-Salinas- | • San Francisco |
| • Chico | • Santa Cruz | • Santa Barbara |
| • Fresno | • Sacramento | |
| • Los Angeles | • San Diego | |

General Market Radio

- Bakersfield
- Chico
- Eureka
- Fresno
- Lancaster/Palmdale
- Los Angeles
- Merced
- Modesto
- Monterey-Salinas-Santa Cruz
- Oxnard-Ventura
- Palm Springs
- Redding
- Riverside-San Bernardino
- Sacramento
- San Diego
- San Francisco
- San Jose
- San Luis Obispo
- Santa Barbara
- Santa Maria-Lompoc
- Santa Rosa
- Stockton
- Victor Valley
- Visalia-Tulare-Hanford

General Market Out-of-Home

- Fresno
- Los Angeles
- Sacramento
- San Francisco
- San Diego

Hispanic Market Radio

- Fresno
- Los Angeles
- Sacramento
- San Francisco
- San Diego

Print & Digital Media

Markets will be determined by region based on publication/digital outlet content, geo-targeting and behavior targeting.

Note about marketing selection

A few of the markets are served only natural gas by IOU. Care will be taken to emphasize natural gas messaging in those service areas. However, the campaign is about energy management as a whole and its relationship to energy and climate goals of the State of California. Some messaging will be quite broad and related to energy literacy overall and this will run in all territories.

Digital Marketing and Paid Search

Digital marketing will be managed in coordination with paid media by Lowe Campbell Ewald. A solicitation is being issued during the Phase 1 period and digital marketing will supplement paid media.



EARNED AND SOCIAL MEDIA

Timing of Campaign

- Pre-launch efforts, May 5 - 19
- Event and campaign launch efforts May 20
- Ongoing event activations May to September

Objective

Earned and social media efforts will provide a drumbeat of awareness and motivating, culturally relevant messages to general and multicultural audiences throughout the six-month ICP period. Earned and social media activities will support and amplify Energy Upgrade California's activities, programs and initiatives featured in paid media. Additionally, earned and social media will support the CoolCalifornia City Challenge partnership, the community based organization outreach and will leverage reactive opportunities for timely news. The Energy Upgrade California campaign has selected Ogilvy Public Relations.

Tactics/Activities

The "drumbeat" activities of earned and social media work will reflect the day-to-day efforts of Energy Upgrade California to position the initiative as a lasting resource for energy and water education and engaging consumers to take action to efficiently manage their energy use. The tactics described below are aimed at first explaining the facts and problems with current energy use and then promoting action aimed at the benefits consumers will enjoy if they take action.

Multicultural Outreach

California's ethnically diverse populations require specific and targeted outreach, which is both language-appropriate and culturally sensitive to the specific needs of these communities. Language barriers, cultural differences, literacy and socio-economic circumstances are all items to consider when developing statewide outreach and education campaigns geared toward multicultural audiences.

Multicultural outreach is not a "niche" or add-on part of this plan, in fact, it part of both the paid media and earned media planning and in outlining key considerations for the following multicultural audiences: Latino, African American, and Asian and Pacific Islanders. All earned media efforts will be undertaken across California's diverse multicultural channels and outlets. Major events like campaign and initiative "launch" efforts would use materials in multiple languages and content that is culturally relevant and motivating.

We understand the nuances that can be lost in translation and work to deliver stories that resonate with each ethnic community, emphasizing in-language message delivery in a culturally competent way. Ogilvy will create media interview opportunities, facilitate media roundtables, gather press clips, pitch media stories and provide translation services to further media relations efforts.

Spanish-Language Media Partnerships



The campaign will make additional investments in Spanish-language media – beyond the paid media investment. Ogilvy, working with Lowe Campbell Ewald, will develop a partnership with Univision and/or Telemundo which can provide a fully integrated media marketing campaign centered on helping educate and inform individuals and families about Energy Upgrade California’s initiatives. The partnership, to be funded as part of an overall buy, will include TV, radio, online, events, and potential phone banks and community outreach opportunities.

Influencer Tours

Studies have shown that California’s emerging and established ethnic communities still have a close and respected relationship with key community leaders, influencers and elected officials. The campaign will leverage this by creating influencer tours with trusted community leaders and elected officials who will visit community hubs (e.g. community centers, events, churches, etc.) to tout the programs of Energy Upgrade California and urge adoption of simple energy efficient actions. This tour will be complimented by visits to the localized ethnic media. We will draft Op-Eds to be authored by these influencers to place as part of the tours. Social media engagement (tweets, emails to supporters, etc.) will also support the tour. Tour will be planned for:

- The Central Valley
- San Diego and surrounding areas
- Rural Northern California
- The Central Coast

Elected Official Outreach

Elected officials of all parties at the state and local levels have important networks through which we can reach our target audiences. We will help them communicate accurate information to their constituents by providing educational material and earned media opportunities to make sure they have the tools and information they need to effectively communicate with their constituencies about Energy Upgrade California’s campaigns and initiatives. We are developing the following tools to support the campaign efforts:

- Legislator Webpages: Use elected officials’ websites to promote Energy Upgrade California to their constituents – post badge link to page.
- Legislator Toolkit: Develop and distribute an elected official tool kit to help promote the Energy Upgrade to their constituents. Tool kit components can include:
 - Newsletter articles (for electronic or hard copy distribution)
 - Website content (for their websites)
 - Social media content (for their Facebook and Twitter, etc. platforms)
 - Op-eds (for placement in local print press)
 - Templates for press releases
 - Fact sheets, statistics, etc.
 - Public Service Announcements (PSAs) scripts for TV and radio

Ogilvy will ensure that material provided to legislators will have specific geographic area information for their legislative districts and will also tailor material with issues that pertain to certain areas. In



addition, we will partner with key Legislative Caucuses including: the California Latino Legislative Caucus, the California Legislative Black Caucus, the California Asian Pacific Islander Legislative Caucus and the Legislative LGBT Caucus.

Earned/Social Media Campaigns Support

The following activities are mini-campaigns that support and will be coordinated with paid media timing.

Appliance Upgrade

- Activity/Initiative Supported: Appliance Education
- Segment Supported: Leading Achievers, Striving Believers and Disconnected
- Timing: June to July

In the near future, Californians will more readily recognize the value of purchasing energy-efficient appliances. Energy efficiency won't be someone else's problem, with individual purchases of updated appliances disregarded as too expensive and making little or no difference. Instead, Californians will perceive energy efficiency, achieved, in part, by replacing outdated appliances, as an appealing, logical and savvy strategy based on environmental stewardship and economic self-interest.

This perceptual shift will start by creating awareness of the need to upgrade household appliances — motivated by a statewide turn-in/purchase campaign launching in the summer of 2014. Successful earned and social media outreach and event engagement will hinge on finding the right mixture of entertainment and educational value. To even consider turning in an outdated appliance — and by extension purchasing an energy efficient replacement — people will need a way to instantly appreciate how the age of a given appliance, translates into the opportunity to upgrade, help the environment and save on utility bills.

This strategy combines entertainment, nostalgia and compare-contrast appeals to put the option of turning in an old appliance and purchasing a new, energy-efficient appliance directly in front of multicultural news and social media audiences. For this to work, tactics will span contests, visual demonstrations and events, along with the repackaging of energy efficiency facts, to satisfy media's "news you can use" sensibilities. A few of these tactics have already proven effective with one of the more ubiquitous opportunities for greater household energy efficiency — the refrigerator. These can be repurposed to feature a variety of household appliances as well.

Unplugged and Campus Competitions

- Activity/Initiative Supported: Consumer Electronics
- Segment Supported: Leading Achievers, Striving Believers and Disconnected
- Timing: August - September

Stay Golden, For Generations to Come

A big part of what keeps California golden is our world famous colleges. From the UC system, to CSUs, and world-renowned private institutions, our higher education system is the envy of the world, feeding our state with class after class of educated, ambitious, idealistic, purpose-driven college



grads. College is not only a time where young adults begin to shape their world-view, but also where they begin to make major lifestyle choices on their own. This is also a strategic time to begin to help educate and influence students to live an energy efficient, environmentally responsible life. The following strategies will be implemented to help amplify the campaigns energy management messages.

A for Efficiency

Numerous UC and CSU college campuses already pride themselves on being leaders in creating a culture of environmental aptitude. As such, many college campuses encourage students to make sustainability an everyday practice and often inform students of simple practices that they can use while living on campus to save energy on a daily basis. Encouraging students to purchase energy efficient products now, and instilling energy efficiency practices in the minds of this particular audience, will change the long-term behavior of individuals for long-term energy efficiency behavior throughout the state.

Upon entering on-campus housing and dormitories, students will be provided with an Energy Efficient Buyers Guide shopping list for purchasing dorm room products that have been ENERGY STAR certified. These recommended energy efficient products could also include coupons for students to purchase select items at a discounted rate. Recommended products could include, but are not limited to; ENERGY STAR lighting such as CFLs and LEDs; timer switches; ENERGY STAR certified audio and visual appliances such as MP3 speaker docs and DVD players; ENERGY STAR battery charging systems used to recharge a wide variety of cordless products, including small household appliances and personal care products like electric shavers; certified office supplies including computers and displays; and other ENERGY STAR appliances including dormitory refrigerators and microwaves.

Campus Unplugged

An important part of energy efficiency is learning when to ‘unplug.’ While young students tend to be the most ‘plugged-in’ members of society, it’s also important that they understand the wasteful base-load of their electronics and appliances. A statewide call to action will designate one day for all participating campuses to ‘unplug’ and enjoy being in the company of classmates, friends, and family, outside and away from technology.

Whether through residence hall associations, or other on-campus organizations, events will be hosted to encourage students to completely unplug their dorms and apartments and to gather on campus. The potential impact of entire campuses unplugged makes for great story telling, visual assets, and through social media we will ask students capture examples on Instagram and tag us – with the possibility of having a weekly winner for takeout dinner for a week to encourage collegiate participation.

A State Unplugged

In conjunction with the Campus Unplugged, Ogilvy will promote a statewide unplugged event. In today’s increasingly plugged in world, we all need a friendly reminder to unplug. We also need to remember *why* we unplug. By issuing a statewide call to action for everyone to unplug for just one evening will help raise awareness around electricity wasted by keeping unused electronics and appliances plugged in while encouraging some good old-fashioned fun.



To amplify people's commitments and to help enlist others, a declaration or image will be developed that participants can post on Twitter, Instagram, or Facebook to let their networks know they are unplugging for a better California. Ogilvy will further visualize the unplugged impact through shared infographics to media and social networks.

Demand Response/Flex Alerts

- Activity/Initiative Supported: Demand Response/Flex Alerts
- Segment Supported: Leading Achievers, Striving Believers and Disconnected
- Timing: July - September

Partnering with the IOUs Demand Response efforts and the Flex Alert campaign is an opportunity to educate and inform consumers about different actions that they can take at home and at work to save energy as well as work with Flex Alert to collectively keep the drumbeat message of Californians doing their part to help California "Stay Golden." Activities around Flex Alert will be to help amplify and not duplicate messages during a Flex Alert event. In addition, Ogilvy will promote general participation in IOU demand response initiatives/programs via social media to assist IOUs in increasing participation in these programs.

With the key time frame for typical demand response / Flex Alert notice incidences being around the warmer Summer time period, we will pitch some ideas for editorial content such as:

- *Spring Cleaning*: why not extend spring-cleaning to clearing out those old, energy-sucking appliances. Also, while sprucing up that house why not incorporate easy-to-do tips provided by both Energy Upgrade California and the Flex Alert campaign to make your home more energy efficient in preparation for summer's heat.
- *Summer Holidays*: Memorial Day, Fourth of July, and Labor Day – all very popular travel weekends of the year, which will leave a lot of homes empty. Coupled with vacation season throughout the summer, let's make sure to remind Californians of easy tips to leave their homes as energy efficient as possible (unplugging appliances, lights and electronics off, A/Cs off, blinds closed, etc.)
- *Air Conditioning Blues*: With thermostats all chilling California, this is a good time to remind folks that even 3 degrees warmer will still keep the house cool without as much power - can provide tips like shutting windows, keeping blinds and drapes drawn, etc.

Ogilvy will use the above content in traditional media settings by preparing articles, blogs, and pitching morning news segments. Specific efforts will be targeted to reaching out to Spanish-language and Asian-language media outlets such as broadcast and local print outlets to help prepare multicultural consumers for the summer months. Ogilvy will also create sharable graphics and videos with tips and education to be shared via social media channels by both the Energy Upgrade California campaign and partner entities.

Experiential Marketing and Ongoing Event Activations



The Stay Golden campaign will travel across California from May to August to a diverse range of events, extending campaign engagement through interactive elements and expanded messaging in English, Spanish and Chinese.

The space will be highly flexible and transportable, allowing the Stay Golden campaign to be adaptable to many types of events and locations. It will encourage sharing through social media engagement and use of hashtags, and will encourage Californians to continue to learn more at EnergyUpgradeCA.org.

The event footprint will include:

- Photo opps with the Stay Golden grizzly bear where Californians can post the picture to their social channels.
- Information on steps Californians can take to manage their energy and water use.
- Promotional items to spread and retain the campaign message.
- The opportunity to record a short video where Californians can share what they plan to do to help keep California Golden, also post-able to social channels.

COMMUNITY OUTREACH (including CBO)

Many CBOs are already focused on the same energy management topics served by the EUC initiative or are focused on providing lifestyle resources to their constituents, many of whom are underserved communities. CBOs often understand the critical importance of energy issues but they are not always equipped to provide the solutions or resources to their members and local community. Energy Upgrade California's community outreach and grants program can provide CBOs with resources to enhance their existing outreach, as well as improve their efficacy as they become part of a larger coordinated and resourced efforts. We will provide resources including financial, training and tangible assets to facilitate participation in campaign activities and to amplify their existing outreach capabilities.

Community outreach will include engaging community based organizations (CBO), local governments, nonprofit organizations, businesses and associations. For CBOs, CPUC D.13-12-038 directed that 25% (\$2,246,224) of the \$8,984,899 outreach budget be allocated to community based organizations through a grant process that provides selected CBOs with the resources and funding to conduct outreach activities that furthers the Energy Upgrade California mission.

During Phase 1, we will setup the CBO grant process and issue the first grants for a network of Energy Upgrade California Community Ambassadors who will generate awareness and effect energy management behavior change among local residents and small businesses.

The Energy Upgrade California Community Outreach internal staff resources will be enhanced by the assistance of Runyon Saltzman Einhorn (RSE), a public relations agency which has extensive statewide social marketing experience and success in the energy management area using multiple communications channels, especially community-based outreach to reach diverse target audiences. RSE is part of the Gilvy Earned and Social Media team.

CBO Strategies and Tactics

- Statewide recruitment of CBOs grantees to be trained as Energy Upgrade California Community Ambassadors (Ambassadors) to conduct outreach activities for their constituents and local community on behalf of the brand, serve as an integral outreach channel within the wider marketing campaign educate local communities on energy management topics.
 - Develop customer relationship management (CRM) database populated with CBOs working in energy, community development, environment, utility bill assistance, and housing as whose members or constituents include rural and ethnic communities.
 - Use the (CRM) database for ongoing communications and engagement with CBOs, as well as tracking progress and key performance indicators (KPIs).
 - Implementation of grant-making administration to select CBOs to be trained as Energy Upgrade Community Ambassadors and includes processes and criteria for selection, due diligence and fiscal responsibility, grantee reporting structure, RFPs, timelines, materials, screening and selection process.
 - Development of criteria for CBO selection such as constituents served, CBO mission and capabilities experience working with hard to reach communities including ethnic and low-income communities, geographic diversity, fiscal responsibility, non-profit status, administrative resources, staffing and program management, familiarity with energy management topics and outreach channels.
- Selection, training and implementation and integration of selected CBOs to serve as Energy Upgrade California Community Ambassadors.
 - Create program for training selected CBOs in two parallel tracks: 1) IDSM energy management; 2) Outreach marketing, and media techniques.
- Development of training materials, resources and an online toolkit to house resources
- CBOs will start implementation of their approved outreach plans that include suggested outreach tactics and plug-in to wider campaign.

Planned timeline for selection of CBOs:

- May-June: Develop process and solicit CBOs
- July: Award Grants
- July-August: Train CBOs
- August - September: CBOs SOW implemented

MOBILE OUTREACH & EDUCATION

It is important to meet Californians “where they are” and interject the Energy Upgrade California messages into unique situations, events and environments to engage with Californians in a deeper way that allows for face-to-face interactions. Mobile outreach is designed to engage Californians in discovering how they use energy, how to manage their energy, and how they can participate in sustainable, clean energy options. The Mobile Outreach units will provide an interactive experience



to educate: show how energy is used in homes, ways for Californians can manage energy, inform Californians on sustainable, clean energy options.

Strategies and Tactics:

- Hire a mobile outreach/experiential marketing agency to develop, deploy and staff mobile outreach.
 - Issue RFP for qualified agencies to submit proposals, review proposals and select agency to create and deploy mobile units
 - Development of units that provide interactive experience that educates and engages Californians.
 - Coordination with other Energy Upgrade California channels including Energy Upgrade California Community Ambassadors, local governments, youth groups and marketing and retail events.
 - Follow up with mobile outreach visitors, as well as a calendar of events and mobile unit schedule to maintain relationships and engagement with event participants.

RETAIL ENGAGEMENT

Engaging customers with a disruptive message in the retail environment will be an important tactic to ensure the Energy Upgrade California brand message is resonating with residents at their point of interest and at point of sale. By disruptive, we mean an interactive, engaging and impactful concept that will move people to stop and motivate them to want to learn more and talk with the trained Energy Upgrade California Retail Representative standing in a high traffic at retail/parking lot events. This engagement will leverage the brand awareness being built in market through the campaign's paid, earned and social media through temporary signage/portable displays to support the retail representatives.

Leveraging in-store subject matter experts gives Energy Upgrade California an opportunity to interact with residents and small business owners face-to-face and provide information about a variety of energy concepts and actions. A Request for Proposal for a retail engagement firm to develop a comprehensive plan for a turn-key retail engagement strategy has been distributed and we anticipate the retail program to be in market by July.

The plan will be provided to CPUC staff as an amendment to this Phase 1 plan when it is completed. The plan will create a wide variety of opportunities for both big box and small retailers to participate with a cost-effective turnkey platform and may include collaboration with the mobile education and outreach initiative.

The engagement with customers will utilize an interactive, real-time platform to capture customer information for the local program administrators, retailers and Energy Upgrade California to use in



developing an ongoing engagement strategy. The insight from the conversations with customers will be captured by the representatives to build a reservoir of valuable qualitative data to further serve the planning of future retail strategies and plans. This will help us further understand customer's information needs and concerns.

Our vision is the Energy Upgrade California Retail Representative will ultimately become a valuable resource for information on all California energy initiatives, which will further provide opportunities for in-store marketing activities. While the representatives will not be an “expert” on everything energy, they will be a knowledgeable resource for retailers on where to get the information, access tools and obtain specific direction to address their questions.

In addition, the program will activate the “Bear” campaign in retail and will also use Momentum, the campaign's experiential marketing firm and Ogilvy the campaigns earned/social media firm, to activate the retail space with engaging events to ensure customers are activated and motivated while in-store to learn more and take action to manage their energy use.

STRATEGIC SPONSORSHIP/PARTNERSHIP

During Phase 1, Energy Upgrade California will seek to lay the groundwork for long-term strategic partnerships with organizations in diverse sectors including government, business, non-profit, and business associations that share common attributes and goals with Energy Upgrade California's mission and which can maximize the effectiveness of the Energy Upgrade California campaign efforts and help achieve its mission.

Strategic Partnership Strategies and Tactics

- Prospect and build strategic partnerships with organizations in diverse sectors including local and state government, business, non-profit organizations, associations and notable public figures that share common attributes and goals with Energy Upgrade California and which will appeal to the campaign's residential and small business target audiences.
 - Creation of a database and using customer relationship management (CRM) system for the selection of and ongoing management and maintenance of partnership relationships and engagement.
 - Development of strategic partnership engagement toolkit and online partnership resource page. Including educational materials, outreach channels, activities, digital tactics, and calendar of events.
 - Coordination and integration with other campaign channels including earned/social media, marketing, CBO, youth education to ensure maximum exposure and preventing duplicative efforts and tactics.
 - Development and implementation of tactics with strategic partnerships

- Provide sponsorship opportunities that will amplify Energy Upgrade California’s recognition as a statewide resource for energy management information, programs and services, and assists in public engagement with the brand as a trusted and comprehensive resource on energy management.
- Development and implementation of potential sponsorship opportunities, and integration with other campaign channels including CBO, youth education earned and social media and marketing.
- Sponsorship and Engagement with the CoolCalifornia City Challenge

COOLCALIFORNIA CITY CHALLENGE

In 2013, UC Berkeley and the California Air Resources Board (CARB) launched the first CoolCalifornia City Challenge as a pilot to enlist cities throughout the state to engage their citizens in an effort to reduce greenhouse gas emissions. Participating cities enroll households to take part in the competition. Households that sign up earn points by taking many different actions, including benchmarking their energy usage and vehicle-miles and then take actions to reduce their greenhouse gas emissions. Cities compete with each other to earn the most points and be crowned “Coolest California City”.

In its first year, 8 cities and 2,670 Californians participated in the Challenge, resulting in a reduction of more than 225 metric tons CO₂e. The 1,000 most engaged households used 50 percent less energy than similar households. Participants bought weather stripping, insulation and bicycles; invested in new air conditioning and heating systems; and purchased more efficient appliances, and even electric cars. The Challenge attracted significant media coverage from this annual statewide program, and the awards ceremony was webcast and available on the Internet both nationally and internationally.

Participants begin earning points by tracking and reducing their GHG emissions activity on April 1, with the Challenge ending on August 31. Prize money will then be allocated to participating cities based on the number of points earned by their participating households.

Strategies and Tactics:

- Sponsor Round 2 of the CoolCalifornia City Challenge
 - Provide sponsorship funds (\$150,000) for the following items:
 - Administration of the Challenge by UC Berkeley
 - Seed funding to cities (distributed based on number of participants signed up as of April 30) for program implementation
 - Prize money for participating cities (distributed based on total points accrued by each)
 - Awards/recognition for 1st, 2nd, and 3rd place winners
- Provide staff and earned media support to promote challenge partnership

- 
- Utilize participating cities as channels for Energy Upgrade California outreach
 - Provide turnkey outreach materials and toolkits to participating cities to be used at local events, including Earth Day events, local street fairs, annual celebrations, etc.
 - Integrate other channels including CBOs, youth groups, strategic partners located in participating cities, earned and social media.
 - Leverage events and venues associated with the Challenge for Energy Upgrade California outreach and education to customers (e.g., mobile outreach units at events)
 - Distribute information to participants about actions they can take to reduce their energy use and simultaneously earn points for the Challenge
 - Coordinate with IOU LGP staff to leverage existing partnerships and resources

YOUTH EDUCATION

Youth education will not be an in-market initiative in Phase 1. We will be working with stakeholders to develop youth education and outreach for launch in Phase 2.

WEBSITE

Scheduled to launch in July, the full featured website will leverage a robust content management system powered by Sitecore software, which will allow the site to be easily managed and updated with timely and relevant content to promote the site as the one stop shop for energy management solutions. We will be working with stakeholders on development and launch of the site in Phase 1. The site will provide a place for Californians to express interest in energy topics and program sand for lead generation to statewide and local programs and services to stimulate action and increase program participation and enrollment.

BUDGET

The budget proposed for Phase 1 is designed to support the launch of the Energy Upgrade California brand transition for SW ME&O. It includes several areas of “startup” cost that will be leveraged across subsequent phases, including production of paid media, development of the website and staff time to set up processes.

PROPOSED PHASE 1 SWME&O BUDGET	
Market Research	\$300,000
Paid Media	\$7,665,000
General Market	\$5,000,000
Hispanic	\$620,000
Asian	\$345,000
Production	\$1,700,000
Agency Fees	\$TBD per plan approval
Digital Media	\$1,500,000
Earned/Social Media	\$664,760
Experiential Marketing	\$1,164,760
Strategic Partnerships (inc. Cool California)	\$662,200
Community Outreach (including CBOs)	\$750,000
Youth Education	\$473,000
Mobile Outreach	\$850,000
Retail Engagement	\$1,200,000
Website	\$2,800,000
Administration	\$748,742.00
Administrative Holdback	-\$74,874.00
TOTAL	\$18,703,588

CALENDAR

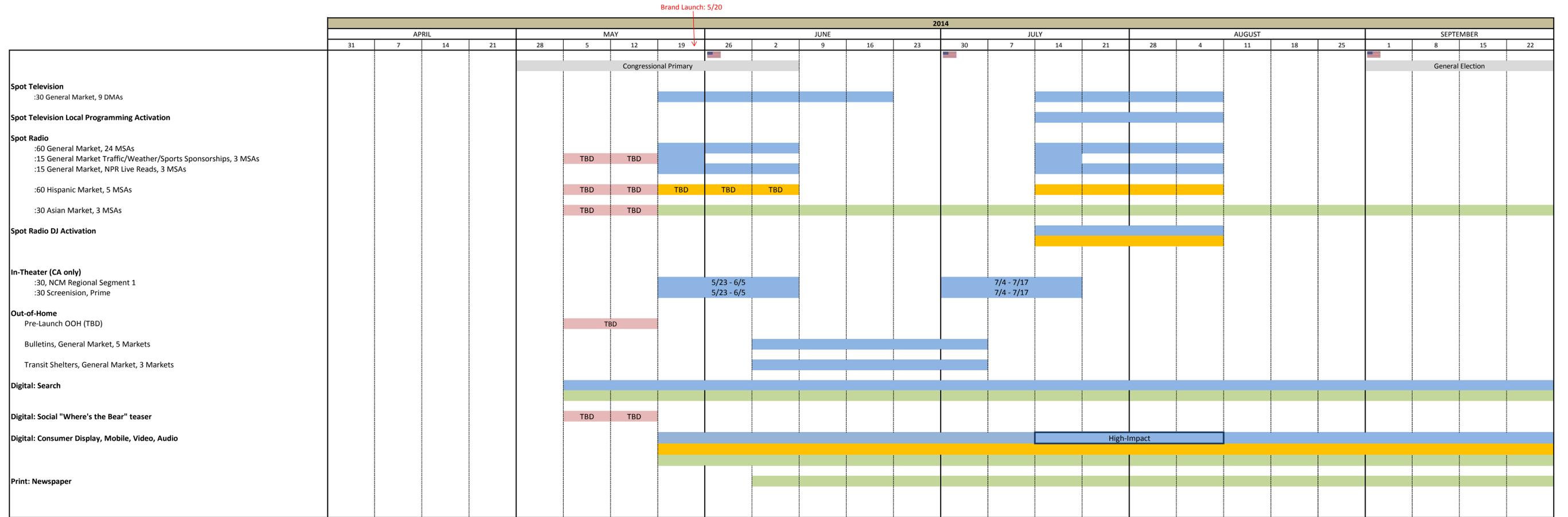
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Elected Engagement																									
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DR/Flex Alerts																									
Univision/Telemundo																									
Home Upgrade																									
Unplug Campaign																									
Mobile Outreach																									
Mobile Outreach																									
Retail Engagement																									
Retail Activity																									



APPENDIX

- I. Media Plan
- II. Creative
- III. PPMs

Appendix 2: EUC 2014 Brand Pre-Launch and Phase 1 Media



■ General Market (A25-54)
■ Hispanic Market (HA 25-54)
■ Asian Market

:30 TV “Intro”

The California state flag is blowing in the wind, but its iconic bear is missing. The camera tilts down to reveal Bear standing at the base of the pole, he’s been waiting for this moment

BEAR: What? You expect me to stay up there all day?

Bear starts to walk toward a hybrid-electric car parked nearby. He fumbles inside his fur for his key, which he eventually finds and uses it to remotely unlock the car.

BEAR: Just like you, I love everything the Golden State of California has to offer.

Cut to Bear in his “den” at home with his hybrid-electric parked out front. He’s screwing a new LED bulb into a light above a picture frame. He flips it on, revealing a photo of himself proudly holding a huge salmon.

BEAR: So I Stay Golden by managing my energy use.

Now Bear is using his laptop. He mashes the keys with his paws. Somehow “EnergyUpgradeCA.org” appears flawlessly in the window.

BEAR: Energy Upgrade California showed me how easy it is to play my part.

Cut to bear in his living room. He’s adjusting a programmable thermostat.

BEAR: Like this programmable thermostat. It takes care of the temp while I’m “napping.”

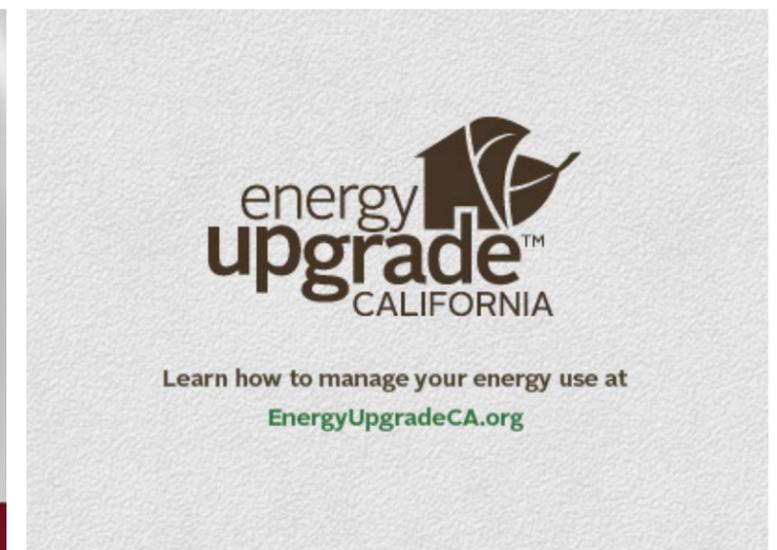
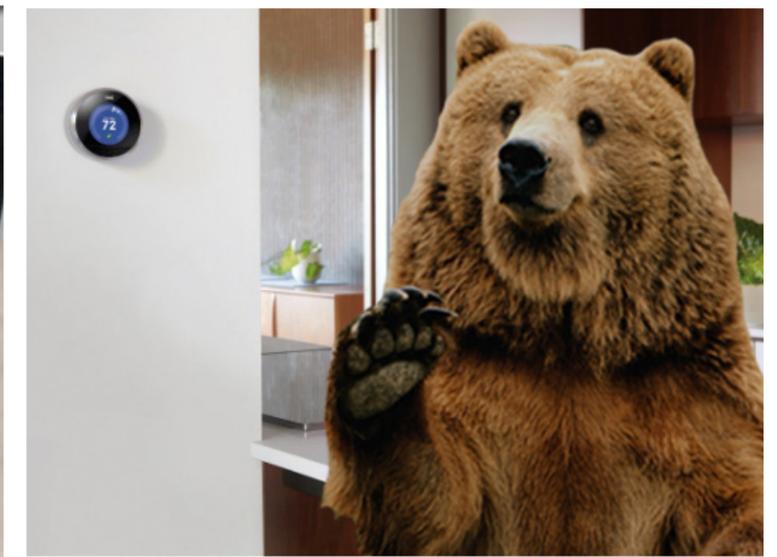
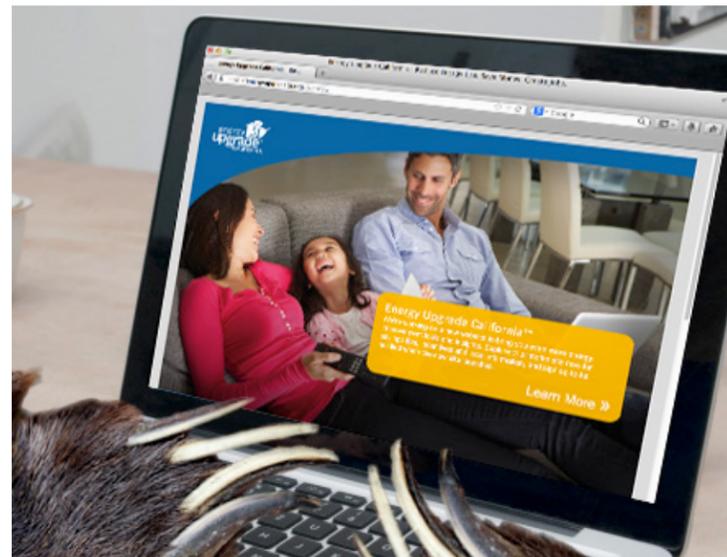
Cut to Bear back in his “den.” He opens a globe-shaped bar. In it are decanters – of honey. Bear starts pouring himself a glass honey-on-the-rocks into a low-ball glass with one ice cube.

BEAR: So join me, and help California Stay Golden.

ART CARD: Stay Golden, California.

VO: Learn how to manage your energy use at EnergyUpgradeCA.org

ART CARD: Energy Upgrade California logo. Learn how to manage your energy use at EnergyUpgradeCA.org



:30 TV “Drought”

The California state flag is blowing in the wind, but its iconic bear is missing. Reveal Bear sliding to the bottom like a firefighter. His landing isn't perfect and he looks around to see if anyone saw him and then realizes the camera's rolling.

BEAR: Hey there fellow Californians.

Cut to Bear getting mail out of the mouth of a salmon shaped mailbox in front of his home.

BEAR: I know you're Staying Golden by managing your energy use...

A man commuting to work on a bike rides by and waves to Bear. He waves back.

BEAR: which means managing water too, especially during a drought.

Cut to Bear wearing a towel standing next to the shower in his bathroom -- which is covered in forest wallpaper.

BEAR: It's easy. Install low-flow shower heads and faucet aerators.

Bear drops his towel and climbs into shower.

Cut to bear in his garage. He's tossing a pair of bear-print pajamas into an Energy Star washing machine.

BEAR: Or visit EnergyUpgradeCA.org to find rebates on energy efficient and water saving appliances.

Bear walks out into the driveway and notices a neighbor about to hose down his driveway. Seeing Bear, the guy suddenly changes his mind. Bear cheerfully looks back at camera.

BEAR: There are lots of ways to save water.

Now cut to Bear driving a small forklift at a big box store.

BEAR: In fact, I'm picking up my latest upgrade right now.

He honks (SFX: beep beep) at a few people and passes by them carrying an energy-efficient water heater.

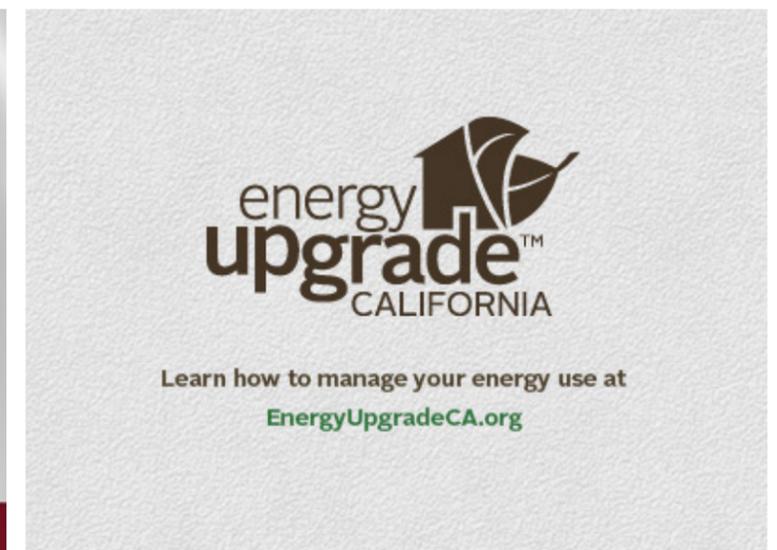
BEAR: Bear driving a forklift, coming through.

ART CARD: Stay Golden, California.

VO: Help California Stay Golden.

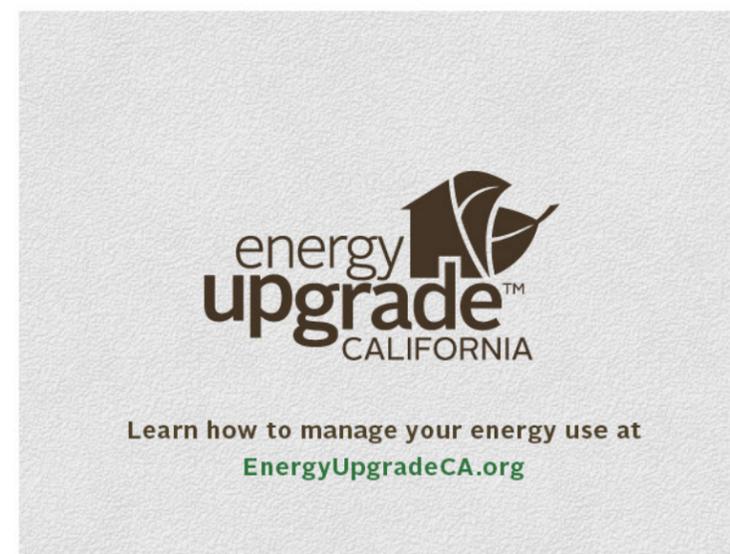
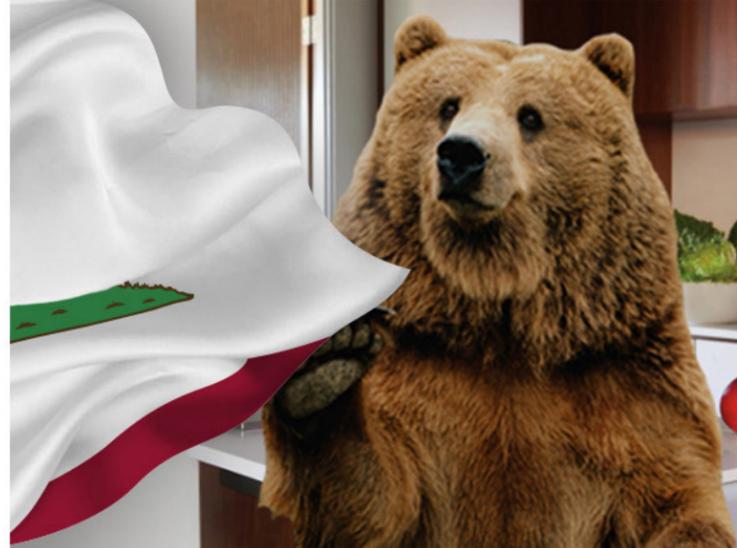
ART CARD: Energy Upgrade California logo. Learn how to manage your energy use at EnergyUpgradeCA.org

VO: Learn how to manage your energy use at EnergyUpgradeCA.org



TV End Tag

The California flag (no Bear) blows onto frame and falls into place while still waving. Immediately, Bear begins to walk into frame, sits down on the grass, and waves to the camera. Directly after, the flag continues to blow off the frame to the right revealing the call to action and logo sign off.



Click [here](#) for example 1 - nice blowing flag movement with not too much wind.

Click [here](#) for example 2 - interesting visual to spark how flag might roll onto frame, not as chaotic and organic as this though.

:15 Video “Recycling Appliances”

We’re in Bear’s empty driveway. We see a profile shot of his open garage.

SFX: Loud scraping noise.

A beat.

SFX: Loud scraping noise.

Suddenly an old refrigerator slides part-way out of the garage.

BEAR: Getting new, energy-efficient appliances is a great way to Stay Golden, California.

The fridge slides all the way out of the garage, with Bear pushing it from behind.

SFX: Loud scraping noise.

BEAR: So is recycling your old ones – your local utility could give you up to 50 bucks.

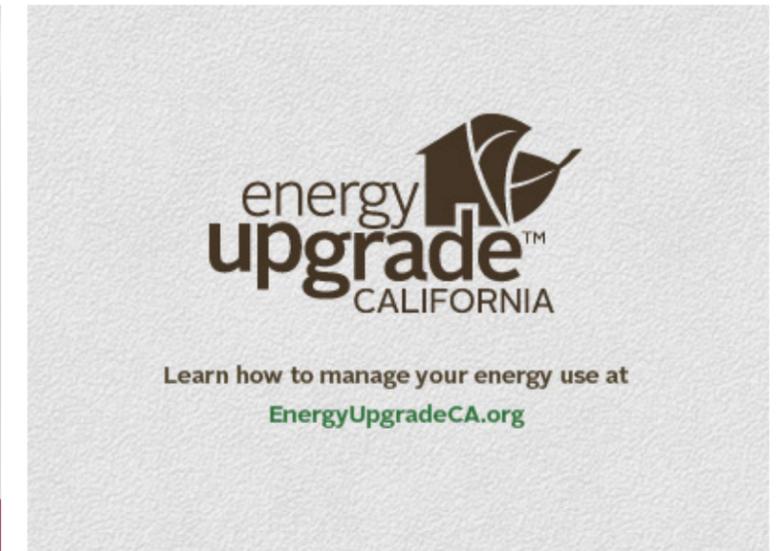
Bear gives another push on the old fridge.

SFX: Loud scraping noise.

ART CARD: Stay Golden, California.

Energy Upgrade California logo. Learn how to manage your energy use at EnergyUpgradeCA.org

VO: Learn how to manage your energy use at EnergyUpgradeCA.org



:15 Video “Peak Energy Management”

It's afternoon. Bear is in his den near an open window, relaxing and fanning himself with a maple branch.

BEAR: When there's a Flex Alert, Stay Golden by turning off the air conditioning and not doing laundry, vacuuming or washing dishes between 12 and 6 p.m. Which buys you a little time for...

Bear stretches.

BEAR: An afternoon... [yawns]

Bear's head begins to nod.

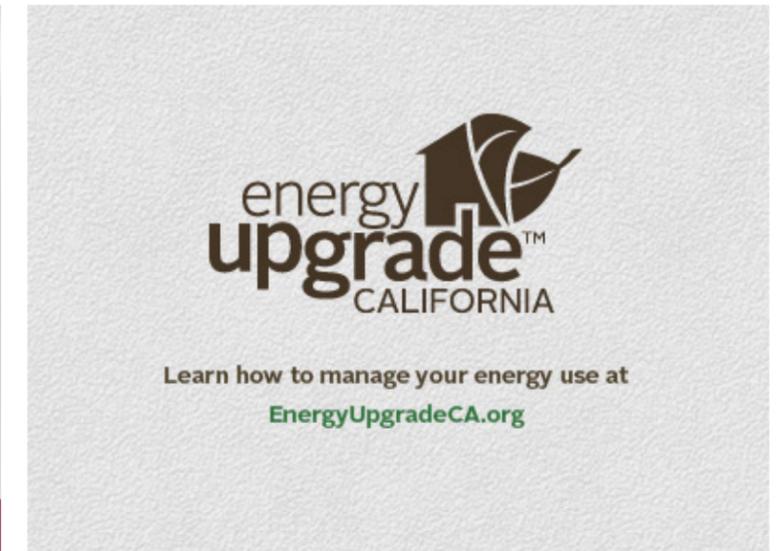
BEAR: An aftern--- [yawns]

Bear nods off.

ART CARD: Stay Golden, California.

Energy Upgrade California logo. Learn how to manage your energy use at EnergyUpgradeCA.org

VO: Learn how to manage your energy use at EnergyUpgradeCA.org



:15 Video “Consumer Electronics”

Bear is in his den. It’s filled with a big screen HDTV and hi-fi gear, but it’s all turned off. Bear’s wearing glasses, sipping honey and reading a leather-bound copy of “Interview with a Vampire Bear.”

BEAR: Wanna hear something scary? All these electronics draw energy, even when they’re turned off.

He reaches down toward the floor and comes up with an advanced power strip.

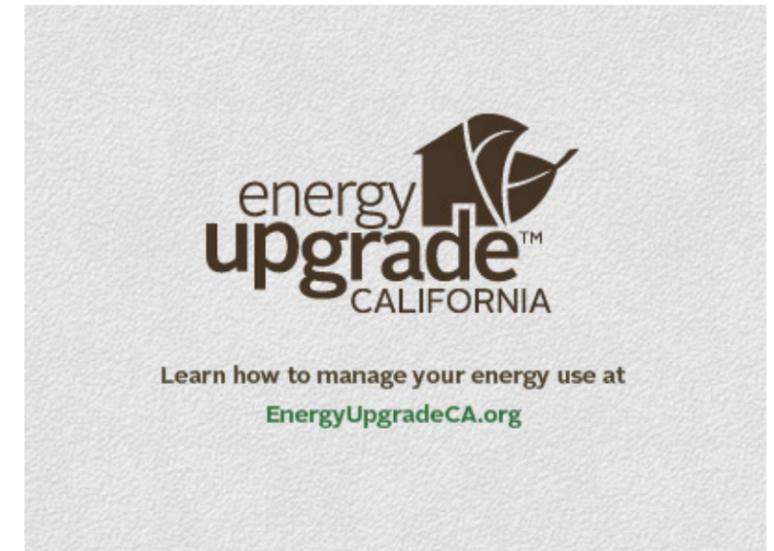
BEAR: An advanced power strip kills the vampire load. Which is good ‘cause I’m really creeped out right now.

Bear goes back to reading.

ART CARD: Stay Golden, California.

Energy Upgrade California logo. Learn how to manage your energy use at EnergyUpgradeCA.org

VO: Learn how to manage your energy use at EnergyUpgradeCA.org



:15 Video “Home Upgrade”

Bear is doing some remodeling... by tearing down sheets of drywall with an easy swipe of his paw.

BEAR: I got a home energy audit and found out I can get rebates for upgrading to stuff like energy-efficient insulation, windows and cooling systems.

Bear rips down another sheet.

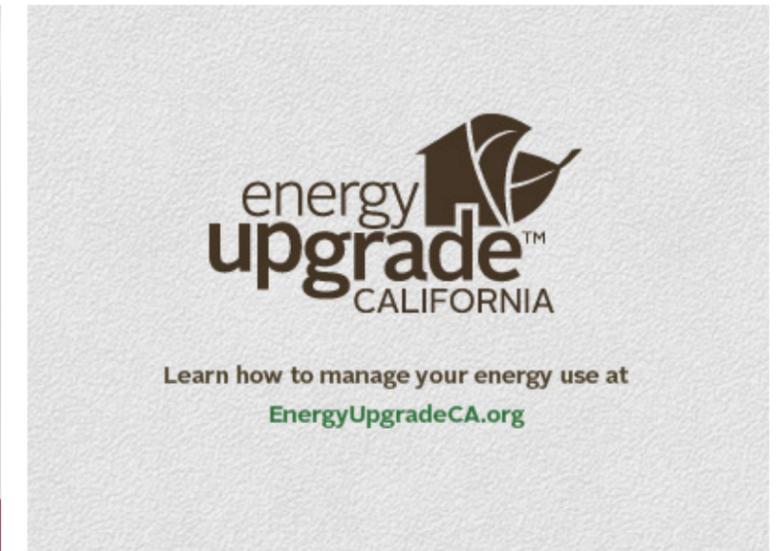
BEAR: Also, I found out upgrading is kinda fun.

He takes another easy but destructive swipe.

ART CARD: Stay Golden, California.

Energy Upgrade California logo. Learn how to manage your energy use at EnergyUpgradeCA.org

VO: Learn how to manage your energy use at EnergyUpgradeCA.org



“Skip” :15 Pre-Roll (Digital)

Open on a wide shot of Bear, he’s standing in front of a giant California State Flag (on which, of course, Bear is missing). EUC logo and Stay Golden, California are written in frame. Bear starts walking toward camera as he talks.

BEAR: Californians waste a lot of energy watching the ads before videos. So skip this one, and Stay Golden.

Bear walks right up to the fourth wall and starts pointing to the “skip ad” button.

BEAR: No, seriously...skip it. I’m not gonna do anything funny, I swear.

Bear crosses his arms and taps a foot. After a beat, he finally gives up mashes the skip button from his side of the screen.

BEAR: Ugh...

The spot instantly goes black.

The screenshot shows a YouTube interface. At the top, the YouTube logo and a search bar containing 'hgtv energy efficient home upgrades' are visible. The main video player displays a pre-roll advertisement. The ad features a brown bear standing in front of a large California State Flag. The text 'STAY GOLDEN, CALIFORNIA.' is prominently displayed in the upper right, with the 'energy upgrade CALIFORNIA' logo below it. A 'Skip Ad' button is overlaid on the bottom right of the ad. The video player shows the video is at 0:31 / 2:25. Below the video player, the video title 'Energy Efficient Window-HGTV' is shown, along with the channel name 'HGTV' and a 'Subscribe' button with 35,593 subscribers. The video has 64 views. The description below the video reads: 'Uploaded on Apr 7, 2010. An energy-efficient window adds style to a home and saves on energy costs. This video is part of Get Green show hosted by Joshua Foss. SHOW DESCRIPTION :Even small upgrades can'. To the right of the video player, a list of recommended videos is shown, including 'Michael and treehouse DV', 'House Hunter Barcelona Sp', 'Tiny home p: lofts, tub in 1', 'Learn to inst: AD', 'Grey Water R', 'Glass Backs', 'Updating a S', and 'Recycling Ce'.

“Light Bulb” Web Site Overlay (Digital)

When the user loads the page, they notice a 728x90 unit at the top of the page that contains an incandescent light bulb in its “ceiling” along with messaging about replacing old bulbs.

Immediately, the bulb begins to flicker, and as it does so the entire web page begins to dim. Bear enters the web page frame from the left, and walks across the user’s screen toward the bulb. He arrives just as it burns out and the page goes dark.

SFX: Bulb being unscrewed.

Suddenly the entire web page lights back up as bear screws in an LED bulb in place of the incandescent. Bear waves to the user as he walks back out of frame right. Text populates the ad unit as bear walks away.

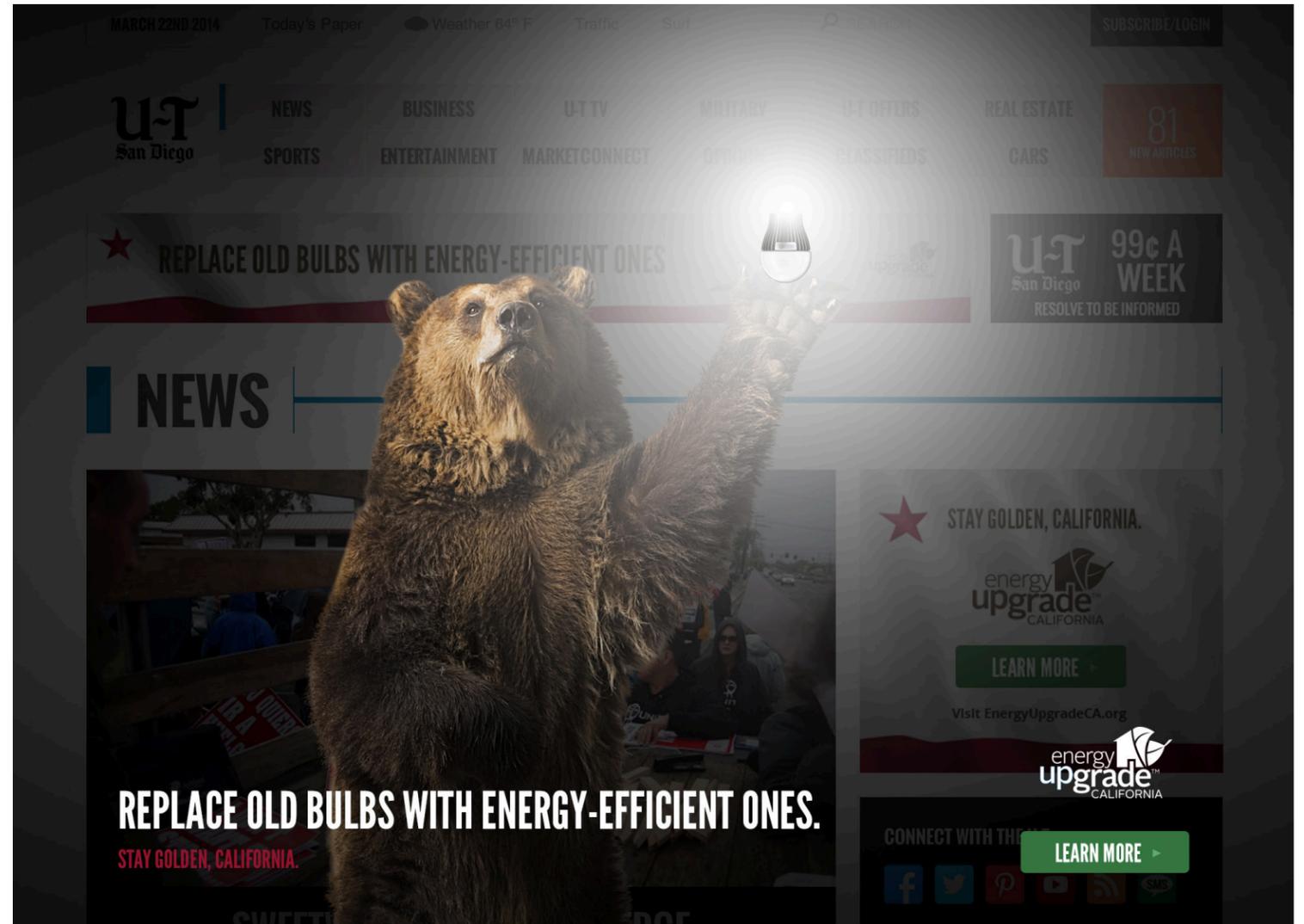
Replace old bulbs with energy-efficient ones.

Stay Golden, California.

EUC Logo.

[Learn More >](#)

Note: Following this takeover the ad units on the page will extend the messaging beyond LED’s and will speak to other things you can do that are low cost and/or no cost to manage your energy use.



Proposed Performance Metrics for 2014-15 SW ME&O Program

#	Metric	Target	Measurement	Indicators
Objective: Educate IOU ratepayers about energy management concepts communicated by the statewide ME&O program				
1	Awareness among IOU ratepayers of the specific actions communicated by the statewide ME&O program that they can take to better manage their energy use	Increase from Baseline	Quantitative Surveys	% Ratepayers aware of specific energy efficiency measures, programs, concepts % Ratepayers aware of specific actions they can take related to distributed generation % Ratepayers aware of specific actions they can take to shift their usage away from periods of system peak
2	Understanding among IOU ratepayers of the benefits of managing their energy use (e.g. reduce pollution, grid stability, save money, increase comfort, etc.)	Increase from Baseline	Quantitative Surveys	% Ratepayers who understand the connection between energy use and climate change % Ratepayers who understand the connection between water use and energy % Ratepayers aware of ways to make their homes more comfortable while reducing their energy use % Ratepayers that understand other benefits of energy management communicated by EUC
Objective: Encourage IOU ratepayers to engage with resources and tools provided under the Energy Upgrade California brand, as well as those provided by IOUs, RENs and CCAs				
3	Engagement with the Energy Upgrade California website, digital media, and social media, and leads referred to IOU and/or REN tools (e.g. online energy audits, green button connect, energy bill analyzers, etc.)	Increase over time; no baseline can be established for websites or social and digital media that does not exist currently	Internet based tracking analytics	Website Indicators, including: <ul style="list-style-type: none"> - Unique visitors - Conversions (e.g. Home Energy Assessment) - Length of time on site - # pages viewed - # registered users Social Media Indicators, including: <ul style="list-style-type: none"> - Facebook “likes” and mentions - Twitter subscribers and mentions Digital Media Indicators, including: <ul style="list-style-type: none"> - Conversions - Click Through Rate - Clicks

				<ul style="list-style-type: none"> - Conversions - # IOU Ratepayers directed to IOU/REN online resources
Objective: Increase awareness of the Energy Upgrade California brand as a resource for energy management information				
4	Awareness level of Energy Upgrade California and brand association with energy management among those who are aware with energy management topics/concepts	Increase from Baseline	Quantitative surveys and media tracking tools	<ul style="list-style-type: none"> % IOU Ratepayers aware of Energy Upgrade California % of aware who associate Energy Upgrade California with energy management topics communicated by the campaign in 2014-2015 % of IOU ratepayers exposed to EUC marketing Average # exposures to EUC marketing # featured stories and significant mentions in media
Objective: Identify and pilot messaging and message delivery for partners that complements existing utility partnerships, including local governments, CBOs, retailers, and realtors				
5	Participation in and engagement with Energy Upgrade California of CBOs, local governments, retailers, and realtors	N/A	Tracked by CCSE and contractors	<ul style="list-style-type: none"> # CBOs solicited to partner with EUC # CBOs that agree to partner with EUC Person-to-person interactions related to EUC # events with EUC participation Other indicators to be included in dashboard
Objective: Coordinate local, regional, and statewide marketing efforts, messaging and tactics				
6	RENs and IOUs provide information to CCSE and contractors (e.g. vendors) in a timely manner	Yes/No	N/A	<ul style="list-style-type: none"> IOUs and RENs provide information requested for development of 6-month plans and program implementation in general in the allotted timeframe, inclusive of extensions requested and granted by CCSE and/or Energy Division staff Information provided by IOUs and RENs is thorough and detailed enough to be useful in implementing the SW ME&O program in 2014-2015 (as determined by Energy Division staff)
Objective: Develop an EM&V roadmap for utility local marketing and statewide marketing to understand the impacts of local, utility-led marketing, and how local and statewide efforts can best be coordinated and complimentary				
7	EM&V roadmap for marketing is completed	Yes/No	N/A	



REVISED DRAFT PHASE II ENERGY UPGRADE CALIFORNIA INTEGRATED COMMUNICATIONS PLAN

OCTOBER 2014 - MARCH 2015

This Phase II ME&O Integrated Communications Plan was originally submitted on July 11 by CSE for review and comment by stakeholders and the CPUC. The CPUC provided CSE compiled comments on August 27 with direction to submit the revised plan by September 20.

September 19, 2014

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I. SUMMARY AND BACKGROUND

Energy Upgrade California® is the State of California's energy management brand co-owned by the California Public Commission (CPUC) and the California Energy Commission and managed by the Center for Sustainable Energy (CSE).

CSE is managing the brand's transition from a brand initially developed to promote whole house energy efficiency improvements to the state's brand for integrated demand side management including energy efficiency, demand response and distributed generation via administration of the statewide marketing, education, and outreach program (SWME&O) as directed in D.12-05-015 and D.13-12-038.¹

The long term goal for Energy Upgrade California and statewide marketing, education and outreach is "that Californians understand the value of energy efficiency, demand response, and distributed generation which leads to demand for products, services and rates for their homes and businesses. This demand leads Californians to take actions that save money, increase the installation of customer-owned renewable energy technologies, use energy more efficiently, and shift energy use away from peak hours as needed."

The goal for the 2014-2015 implementation period is "that Energy Upgrade California is re-launched as an integrated, umbrella Statewide Marketing, Education and Outreach effort that provides California residents and small business owners with information about energy concepts, programs, services, rates and benefits of taking action so that Californians (1) begin to understand their energy use, the opportunities available for them to act, and the benefits of their action, and (2) begin to take well informed action to better manage energy."²

This Phase II Integrated Communications Plan supports these two goals and details the objectives, strategies, budgets and high level implementation plans for the progression of the Energy Upgrade California brand transition and statewide ME&O program from October 1, 2014 through March 31, 2015 for the purpose of sharing the details of the plan with partners, stakeholders and other interested parties.

SW ME&O PROGRAM SCHEDULE

CCSE is administering and implementing the two-year SWME&O program on the following schedule to include three six-month implementation phases bookended by two three-month planning and transition phases. This plan outlines Phase II

¹ Additional programs administered by other entities leverage the Energy Upgrade California brand including the California Climate Credit, the statewide financing pilots and the Home Upgrade programs.

² D.13-12-038 pg. 62

as highlighted below.

Period	Focus
Jan - Mar 2014	Ramp Up
April - Sept 2014	Phase I
Oct 2014 - Mar 2015	Phase II
April - Sept 2015	Phase III
Oct - Dec 2015	Transition

II. PHASE II STATEWIDE ME&O STRATEGY

Strategy

During Phase I, CSE and its agency partners reintroduced the Energy Upgrade California brand with the “Stay Golden” marketing campaign connecting it to a California identity and the state’s energy and climate leadership and with personal action. Phase I focused heavily on paid, earned and social media to increase awareness of the brand, while education and outreach channels were developed. Prior to Phase I, the brand assets were also used in service to Climate Credit education and outreach.

For Phase II, Energy Upgrade California will pursue deeper engagement and education across all marketing, education and outreach channels through continued refinement of an integrated communications approach that features clear, consistent messaging and quality data gathering and analysis across all marketing, education and outreach channels.

Objectives

- **Educate** Californians on why energy use matters, how California homes and businesses use energy, and energy efficiency, demand response, distributed generation, and energy management actions available to them through programs, products, services and no/low cost actions.
- **Motivate** Californians to learn more about their energy use and the benefits of managing their use by connecting energy management actions to California energy and climate leadership and the identity of being a Californian as well as personal benefits such as savings and comfort
- **Activate** Californians to make better choices in their behavior and decision-making around energy use and take action to manage their use

Target Audiences

Phase II will continue the brand’s positioning to the targeted audiences outlined in the Statewide Marketing, Education and Outreach 2013-2014 plan adopted by the CPUC in D.13-12-038 and characterized briefly below. All SWME&O channels will use an the integrated communications approach designed to support the Phase

II *Educate, Motivate and Activate* objectives with each target audience for each campaign as specified in this plan.

Leading achievers have a high level of energy management adoption and high levels of personal concern and interest in saving energy. This group tends to have higher levels of education and income and is viewed as willing influencers.

Strategy/Tactics:

The campaign will be calling on leading achievers to become energy ambassadors and engage them to volunteer to help lead through community-based outreach, social media and other activities within their sphere of influence. The campaign will use radio, TV, targeted digital marketing, experiential marketing activities, retail intercepts, mobile outreach and education and online interaction and tools to engage leading achievers to develop a plan to track energy management behavior and action.

Striving believers are onboard with the energy management movement and index low on all barriers to action, yet they are less likely to take action. They are a motivated, but relatively inactive, group. They are highly educated, more liberal and more driven to reduce energy due to a concern for the environment, specifically climate change and preserving the environment. They tend to believe, that other people are not saving energy. They are motivationally primed to take action, yet feel too busy to do so.

Strategy/Tactics:

For this group, the campaign will strive to show how managing energy use can be simpler to adopt and easier than other environmentally friendly actions. The campaign will use radio, TV, targeted digital marketing, experiential marketing activities, retail intercepts, mobile outreach and education, youth outreach and will track engagement and behavior change with online interaction and tools.

Disconnected are the most limited financially in their ability to take action and have the greatest barriers overall to action. However, they are more likely than other segments to be influenced by others to take action if they believe that others are doing their part. Since a large proportion of the disconnected segment rents, this group is not likely to invest in comprehensive upgrades or large purchases. However, this group should be interested in low- or no-cost products, such as CFL/LED bulbs, weather stripping and advanced smart strips to help them save energy and money.

Strategy/Tactics:

For this segment, the campaign will focus on targeted digital and print marketing, earned with ethnic and community outlets, experiential marketing activities, retail intercepts, community-based organizations, mobile outreach education and youth organization outreach.

Positioning of Brand

Phase I positioned Energy Upgrade California as the one-stop resource for Energy Management in California – a trusted advisor for all things energy, providing motivation and solutions to help achieve the goals that have been set by the state.

This Phase II plan puts greater emphasis on the brand’s energizing idea - “Play Your Part.” During Phase II, Energy Upgrade California will call on all of the target audiences to determine what they can do to manage their energy based on their lifestyle, demographics, sociographics, and financial ability and where they are on the energy management journey.

Current Perspective

Another voice telling
me to save power

New Perspective

Upgrading California now
and for the future

Target Mindset

Purpose Driven Californians

Emotional Insight

Give me something to strive for

Brand Cred

Energy Coach

Energizing Idea

Play your part

Tone

The tone will continue to position the brand as inspirational, positive, and human/warm. We want the brand to be seen as a trusted resource.

III. PHASE II CAMPAIGNS

CALIFORNIA CLIMATE CREDIT

Message Development: Using messaging previously created
Campaign Timing: October 2014

Strategy: Make residents and small businesses aware of the Climate Credit and connect it to California's leading climate policies and comprehensive approach to GHG reduction and to opportunities for personal action. Engage Climate Credit recipients with Energy Upgrade California to learn about their energy use and its impacts and about programs, services and behavior that can help them save energy and reduce their demand on the grid; thereby playing their part to reduce carbon pollution in California.

Objectives

- **Educate** Californians about the Climate Credit initiative and the role it plays in California's energy policy and goals.
- **Motivate** ratepayers who receive the credit to take action to save energy
- **Activate** recipients to use the credit to purchase low-cost items that can lead to more energy savings, i.e. advanced power strips, timers, LEDs, motion detectors, weather stripping, etc.

Target Audiences

- CA 21+ Residents & Small businesses – see specifics below
- Leading Achievers
- Striving Believers
- Disconnected
- *All residential households to whom the Investor Owned Utilities (IOUs) distribute electricity.* These customers may buy their energy generation from the IOU directly or another provider including Community Choice Aggregators (CCAs) and Direct Access providers (DAs).
- *All small business customers to whom the Investor Owned Utilities (IOUs) distribute electricity.* These also may include customers who buy their generation services from CCA or DA providers.

Earned Media Support

Strategy: Use news media to promote the Climate Credit initiative statewide to gain

credibility and create a positive message around California's energy and climate policies.

Target Audience: Leading Achievers, Striving Believers and Disconnected Residential; Small Businesses

Tactics/Activities

- Development and distribution of a press release to media statewide
- Media phone conference to answer questions about the initiative
- Multicultural Media Relations: Conducting comprehensive outreach to ethnic media statewide, including desk side briefings with top Spanish-language print press, hosting media roundtables with members of the ethnic press, and ensuring Spanish language newswire releases for major events and milestones.
- Speakers Bureau: Develop influential thought leaders, elected officials, journalists, and community based organization leaders to use as supportive third-party speakers. Identify prominent community members in key Latino, Asian-American, and African-American communities and Spanish and Asian language spokespersons where available.

Social Media Support

Strategy: Use Social Media to have a conversation with followers about the credit and how they can use it to purchase low cost energy products that can help them save energy and money.

Target Audience: Leading Achievers, Striving Believers and Disconnected Residential; Small Businesses

Tactics/Activities

- Social posts will be reminders on what the credit is, why it is being distributed, the best ways to use the credit to manage energy use, and reminders of the importance of energy and water conservation.
- A value exchange will be developed to drive sharing and content development using several giveaway packages for engaged followers with light bulbs, power strips and gift cards.
- Targeted paid social advertising to increase awareness
- Promoted Tweets and Facebook posts (geo-targeted to the areas in California that will receive the credit) to reach our full fan base as well as extend the reach to targeted interests like environmental enthusiasts

Community Based Outreach Support

Strategy: Use the Energy Upgrade California Community Ambassadors to promote the Climate Credit initiative within their organizations and to their communities

Target Audience: Leading Achievers, Striving Believers and Disconnected Residential

Tactics/Activities:

Participating CBOs partners will be provided materials to:

- Inform staff, members and constituents about the Climate Credit
- Include Climate Credit information in their organization's communications channels including newsletters, website and blogs
- Send an email about the Climate Credit to their constituents
- Distribute information about the Climate Credit at events
- Participate in social media activities: carrying the Climate Credit messages through their social media channels.

Mobile Education & Outreach

Strategy: Utilize the Stay Golden event footprint to promote the Climate Credit initiative at the October Energy Upgrade California Home Upgrade Roadshow events to encourage event attendees to use their credit to purchase energy efficient products for their homes and to put toward a home energy assessment

Target Audience: Leading Achievers, Striving Believers and Disconnected Residential

Tactics/Activities:

- Use interactive displays that show products that can be purchased with the Climate Credit
- Promote using social media at the event to tell how the Climate Credit can be used to save energy

Retail Support

Strategy: Use retail partnerships to engage customers to consider purchasing energy saving products with their credit

Target Audience: Leading Achievers, Striving Believers and Disconnected Residential

Tactics/Activities:

- Energy Ambassadors in retail stores will educate customers on the climate credit and encourage them to purchase energy saving devices
- Low cost devices will be promoted to customers throughout the store
- Retail partners will be asked to provide discount pricing or incentives for energy saving devices during October/November
- Retail partners will be asked to promote the credit to their California customers via email and other customer loyalty programs

Website Support

Strategy: Educate Californians about the Climate Credit initiative with a comprehensive section on the website.

Target Audience: Leading Achievers, Striving Believers and Disconnected Residential; Small Business

Tactics/Activities:

- Promote Climate Credit during October in the marquee on the homepage
- Use the existing FAQ, Product Factsheet, and additional links to provide more information about the credit and California's climate action

ENERGY EFFICIENCY IMPROVEMENTS AND ENERGY UPGRADE CALIFORNIA® HOME UPGRADE

Message Development: September 2014

Campaign Timing: Mid-October - December 2014

Strategy: Promote the concept of making several home improvements at once to substantially lower energy use, conserve water and natural resources, and make the home more comfortable. Promote the availability of incentives and financing for energy efficient home improvements. Promote making energy efficiency improvements during October as part of Energy Awareness Month.

Objectives

- **Educate** about how a home uses energy using the “building as a system” methodology, about the existence of incentives for making several improvements at once and about how a qualified contractor can help
- **Motivate** consumers to find out how their home uses energy and if their home is wasting energy and could be improved
- **Activate** homeowners to consider a multi-measure home upgrade with information about how to find a qualified Home Upgrade contractor and about incentives and financing.

Target Audiences

- CA A21+ Home Owners
- Leading Achievers
- Residents located in HVAC reliant climate zones, i.e. Central Valley, Coachella Valley, Inland Empire, East Bay, East of I15 in San Diego, etc.³

³ The focus on these markets is in response to the direction by the CPUC in the *CPUC Guidance for Statewide Marketing, Education & Outreach Implementation* provided to CSE via email on 8/27/14. At the quarterly meeting on 9/16 stakeholders raised the issue of contractor availability in some of these market areas and concerns about contractor responsiveness to email. Home Upgrade program marketing teams are to provide a process map of the customer Home Upgrade journey and feedback to CSE regarding contractor availability in planned media markets. Markets may be adjusted accordingly.

Paid Media Support

Strategy: Paid media will be used to engage consumers to discover the benefits of getting a multi-measure home upgrade – comfort, health, safety, managing energy and saving money on energy bills.

Tactics:

- Behavioral targeting - e.g., home remodelers, new home owners, home owners, real-estate/mortgage, young families, empty nesters,
- Contextual targeting - e.g., home upgrades, family, DIY, home décor
- Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
- Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org
- Print: in-language Asian, Hispanic
- Radio: General Market and in-language Asian and Hispanic

Earned Media Support

Strategy: Use earned media to educate homeowners on how their home uses energy and promote making multi-measure home upgrades to maximize their investment in their home. Identify story-worthy contractors and projects and promote benefit of working with a qualified contractor.

Tactics/Activities:

- Long-lead stories featuring real homeowners, contractors, and others with compelling stories on the effectiveness of home upgrades. Include specific articles in multicultural publications
- Work with Home Upgrade program implementers to get information on most participating and/or highly rated contractors to feature in pitches
- Placements with bloggers influential with target audiences; development of co-authored articles/blogs and placement of Energy Upgrade California articles, materials and messaging in contractor/builder, interior design, architectural and other relevant trade and professional association communications
- Promotion of Energy Upgrade California participation at events
- Partner with local TV stations that have home improvement programs or news specials and incorporate “Bear” into content that includes morning news segments, on-site visits to retailers of efficient appliances, visits to new, efficient subdivisions and in-studio “30 under \$30” demonstrations
- Develop broadcast and radio PSA featuring Bear and Energy Upgrade California spokespersons providing efficiency and home upgrade tips
- Promote Energy Upgrade California Home Upgrade as part of Energy Awareness month (October) in all earned media outlets

Social Media Support

Strategy: Use social media outlets to educate homeowners on the benefits of participating in Energy Upgrade California Home Upgrade and share stories of

how the program has helped homeowners improve their quality of life, manage their energy use, save money and improve the value of their home.

Tactics/Activities:

- Post stories and photos of people who have participated in the Home Upgrade program on Facebook, Twitter, Instagram and other relevant social media sites
- Use paid advertising on social media sites to send people to the Home Upgrade section of the website.
- Post stories in social media to promote doing a Home Upgrade in October as part of Energy Awareness month.

Community Outreach Support

Strategy: Educate residents and neighborhoods on the value of doing multi-measure home upgrades for the resident's homes and also the community

Tactics / Activities:

- Disseminate information on energy efficiency improvements/Home Upgrade at community events
- Deliver presentations about the benefits of getting a home upgrade at neighborhood and homeowners associations, community associations, chambers of commerce, realtor groups or other organizations
- Distribute Home Upgrade collateral materials to libraries and community centers
- Promote Home Upgrade as part of Energy Awareness month at all events in October

Retail Support

Strategy: Educate consumers who are looking to make structural or aesthetic improvements to their homes about the benefits of participating in the Home Upgrade program to manage their energy, increase their comfort, take advantage of rebates, and save money on their utility bills.

Tactics / Activities:

- Hold an Energy Upgrade California Home Upgrade workshop/event in targeted home improvement stores
- Energy Ambassadors will table in store to promote Home Upgrade in targeted home improvement stores
- Feature Home Upgrade collateral and point of sale materials in home improvement stores
- Promote doing a Home Upgrade in October as part of Energy Awareness month

Mobile Education Support

Strategy: Educate residents on how their home uses energy through the use of interactive and hands-on displays, videos, games and infographics.

Tactics / Activities:

- Utilize the Energy Upgrade California Home Upgrade Roadshow⁴ at community events throughout the state.
- Partner with local program implementers to use the Energy Upgrade California Home Upgrade Roadshow to promote the local program
- Highlight educational content on the Home Upgrade program to attendees at the Mobile Education & Outreach tour and collect email addresses for follow-up information
- Leads that are gathered at events will be distributed to the appropriate IOU and REN program implementers
- Coordinate with the IOUs/RENs to invite local contractors to participate in Home Upgrade events throughout the state
- Coordinate with IOUs to invite customers who have completed their online assessment to Home Upgrade events to get more information
- BayREN, The Energy Network, IOUs and their program implementers will be invited to participate in events
- Promote doing a Home Upgrade in October as part of Energy Awareness month

Website Support

Strategy: Direct visitors to the Home Upgrade section of the website

Tactics / Activities:

- Utilize the Home Upgrade marquee on the home page to lead visitors to the Home Upgrade section of the website.
- Feature the “find a contractor” function and communicate incentives and financing is available
- Post testimonials of residents who have participated in Home Upgrade
- Offer a quiz to test visitors knowledge of “how my home uses energy”

ENERGY SAVINGS ASSISTANCE

Message Development: October 2014

Campaign Timing: November-December 2014

Strategy: Promote the availability and benefits of low income qualified programs with special focus on the Energy Savings Assistance program (ESAP) to help residents make energy efficiency improvements to the home to increase comfort, better manage energy and save money on energy bills.

⁴ The Roadshow was developed by CSE during the ARRA Better Buildings Neighborhood program to educate people about the benefits of home upgrades. It features interactive displays that educate about how a home uses energy and the value of doing multiple measures at once.

Objectives

- **Educate** residents about the benefits of making energy efficiency improvements to their home – health, comfort, saving energy and money
- **Motivate** residents to learn if they qualify for ESAP
- **Activate** residents to visit the EUC website and sign up to get more information from their utility

Target Audiences

- CA A35 - 64 Single Family/Multi-family homeowners/renters
- Disconnected
- Additional target segments to be determined after ESAP research is reviewed by CSE and agency partners and will be coordinated with IOUs

Paid Media Support

Paid media will be used to educate consumers about the benefits of participating in the Energy Savings Assistance program. Those benefits include health, safety and comfort, as well as saving energy and money on their utility bills after the replacement of appliances with more efficient models and doing weatherization to homes.

Strategy: Choose media that has the easiest path to engagement with relevant content that will lead to the Energy Savings Assistance section of the Energy Upgrade California website for information. Select media that can be optimized quickly to minimize wasted impressions.

Tactics:

- Digital: All segments
 - Behavioral targeting - e.g., social assistance, budgeting, home care, family planning
 - Contextual targeting - e.g., energy saving, DIY, home repairs
 - Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
 - Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on ww.energyupgradeca.org
- Print: In-language Hispanic and in-language Asian
- Radio: General Market, In language Hispanic and in-language Asian

Earned Media Support

Strategy: Use earned media to reach the “hard to reach” disconnected population via news stories to promote the Energy Assistance Program

Tactics / Activities:

- Develop press materials in multiple languages on the benefits of weatherization and the “how and why” of ESAP, localized for service areas

- Partner with in-language broadcast outlets (such as Univision) for appearances, specials and other outreach programs that would inform target audiences on the benefits of weatherization, eligibility for ESAP and details on how to apply
- Incorporation of Bear into broadcast placements, including in-language spokespersons supporting Bear appearances
- Hyper-targeting of press releases and materials ESAP in ethnic and local publications
- Continue Influencer Tour Program as outlined in Phase I plan to seed information about ESAP in months leading up to November; use Tour influencers as spokespersons and potential op-ed authors
- Provide ESAP materials in sharable form (electronic and written) to targeted legislative offices to use in constituent outreach and education
- Coordination with CBO program; providing outreach materials, articles and other supporting materials

Social Media Support

Strategy: Use social media as a way to show how residents are benefitting from participating in the Energy Savings Assistance Program.

Tactics / Activities:

- Develop social media posts in language to promote ESAP participation
- Coordinate with IOUs to post testimonials of ESAP participants
- Post ESAP information to encourage family members or friends to tell qualified participants

Community Outreach Support

Strategy: Use CBOs to reach residents who may be eligible to participate in the Energy Savings Assistance program

Tactics / Activities:

- Use events CBOs will be participating in to disseminate information on Energy Savings Assistance
- Coordinate with local utilities to have sign-up opportunities at events or other outreach opportunities
- Include faith based organizations as outreach partners

Website Support

Strategy: Use the Energy Upgrade California website as a resource to share information about how to participate in the Energy Savings Assistance program.

Tactics/Activities:

- Promote low income qualified programs with a special focus on the Energy Savings Assistance program on the home page
- Develop and feature robust information about all low income qualified programs on the website

- Based on input from the IOUs, the website will do one of the following:
 - Provide a simple form on the website for users to fill out to determine if they qualify for ESA. These forms will be collected and forwarded to their utility.
 - Link directly to the utilities ESA application form.

COLD WEATHER PREPARATION / HOLIDAY LIGHTING

Message Development: November 2014

Campaign Timing: December 2014

Strategy: Promote the benefits of preparing your home for the winter and holiday season to improve your home's comfort and save money on your energy (gas and electric) bill.

Objectives

- **Educate** residents how the colder weather and holiday lighting can increase their energy bill
- **Motivate** residents to look at areas in their home they may need to address before winter and to consider efficient LED holiday lights
- **Activate** residents to visit www.energyupgradeca.org to commit to an action plan and find programs that can assist them in winterizing their home or exchanging their holiday lights for more efficient ones

Target Audiences

- CA A21+ Home Owners in colder weather climate zones
- Leading Achievers
- Striving Believers
- Disconnected

Paid Media Support

Strategy: Use paid media to educate residents on the importance of making sure their home is ready for colder weather and to use energy efficient holiday lighting to avoid higher energy bills in December.

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics:

- Digital: All segments
 - Behavioral targeting - e.g., home renters, home owners, green, outdoor lifestyle
 - Contextual targeting - e.g., home improvement, gardening, local news, lifestyle, finance, sports, holiday/entertaining, travel
 - Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org

- Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org
- Print: in-language Asian, Hispanic
- Radio: General Market, in-language Asian and Hispanic

Earned Media Support

Strategy: Use earned media to encourage and celebrate energy-efficient holiday displays give tips on how to “prep for winter” inside and outside the home.

Target Audience: Leading Achievers, Striving Believers

Tactics / Activities:

- Pitch earned media and bloggers on articles that “rank” the best holiday lights based on efficiency
- Develop supportive materials on efficient holiday lighting, tip sheets, etc., to be used for press and social outreach.
- Emphasize in articles and outreach the best types of outdoor lighting
- Develop supportive press materials on best practices for weatherizing, release and pitch to regional and lifestyle press

Social Media Support

Strategy: Use social media to showcase ways residents have prepared their homes and businesses for the winter season using energy efficient products.

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics/Activities:

- Connect the importance of prepping homes for the winter when at the same time as putting holiday lights up each year (same thought as changing batteries in smoke detectors when the clocks change)
- Support the more visible effort, with earned and social media efforts to promote the essentials of weatherization and nighttime lighting
- Ask followers and fans for examples that celebrate exemplary and efficient holiday lighting – can be homes or businesses
- Develop social media-based contest in key languages and partner with celebrity/influential DIY spokesperson to celebrate the “best” energy efficient display – light display must be paired with effective cold weather preparation inside the home. Use earned media, especially broadcast outreach, to promote

Community Outreach Support

Strategy: Partner with CBOs to promote winter weatherization and tips to decorating your home with efficient holiday lighting

Target Audience: Disconnected

Tactics / Activities:

- Host a workshop with CBOs on winterizing your home
- Promote/host IOU holiday lighting events, if available, with local CBOs

Retail Support

Strategy: Partner with targeted home improvement and general merchandise retailers to promote ways to prepare homes for winter and save money on holiday outdoor lighting

Target Audience: Leading Achievers, Striving Believers

Tactics/Activities

- Consumer
 - Engagement via in store intercept focused on primary retail partners
 - Execute a consumer sweepstakes that ties into the overarching theme (California Pride) and build on the Holiday spirit with an efficient lighting challenge that encourages and rewards consumers to post images of their energy efficient Holiday lighting to social media.
 - Host in-store clinics to share tips on weatherizing homes / efficient holiday lighting leveraging contractors from local businesses

Mobile Education Support

Strategy: Promote cold weather preparation and holiday lighting tips to event attendees at Northern and Southern California mall events during the holiday shopping season

Target Audience: Leading Achievers, Striving Believers

Tactics/Activities:

- Highlight cold-weather preparation and holiday lighting tips to attendees via digital screen content
- Direct event attendees to social platforms for tips and information throughout the season

Website Support

Strategy: Educate visitors on how to celebrate the holidays using efficient lighting and what it means to prepare their homes for cold weather on www.energyupgradeca.org

Target Audience: Leading Achiever, Striving Believer, Disconnected

Tactics/Activities:

- Promote winter prep and holiday lighting tips on the homepage
- Use an online quiz to educate residents about weatherization and lighting
- Promote the use of the interactive engagement tool to determine what may need to be done in the home to prepare for winter and holiday lighting

HELP CALIFORNIA STAY GOLDEN – PLAY YOUR PART

Message Development – December 2014

Campaign Timing – January – March 2015

Strategy

The campaign will focus on “Bear” educating Californians on why their energy use matters and call on them to play their part by committing to an Energy Upgrade California Action Plan.

To help Californians understand why energy use matters, it will be discussed in context of state goals for GHG reduction and climate preparedness and in relation to management of other resources such as water and to infrastructure such as the grid. It will also be discussed in terms of personal and community meaningfulness—energy makes entertainment and work possible and that matters to individuals and also the state and local economy and quality of life. For example, the Los Angeles economy is powered by the movie and television industry and the Bay Area’s major employers are technology companies. We love our television shows and our smart phones as consumers and for many Californians our jobs depend on them too. More people are moving to the inland parts of our state where heating and cooling is ever more important and more expensive. People have more information and options now than they used to so they have more opportunities to play a part. They can use their smart meter data to better help them understand their energy use, they can get solar with no money down, they can buy cars that plug in and they can get batteries more affordably than ever before to store energy they create on site.

This campaign will convey a sense of control and opportunity in energy management and will have a call to action to commit to an Action Plan. When participants commit to an Action Plan, they will be entered into the “Play Your Part Sweepstakes” to win a prize package specifically designed to help them make progress with their Action Plan. Items may include a Home Energy Assessment, efficient appliances and electronics, a Programmable Thermostat, LED lighting retrofit, Advanced Smart Strips, Home Area Network and/or other energy related products. A winner from each target audience segment will be selected, with the prize package to be developed to assist the resident in meeting their Action Plan goals.

Objectives

- **Educate** Californians about why their energy use matters and what they can do to manage it: inform them about the state’s energy use and energy and climate goals and connect those to life in the state; inform them about the benefits of taking action to manage their energy use from low/no cost actions to purchasing decisions including appliances, electronics, solar and plug-in vehicles to participation in IOU/REN program opportunities

- (i.e. Energy Savings Assistance Program, Home Upgrade, Recycling Appliances,); inform them that Financing is available
- **Motivate** Californians to think about how they use energy and to make a meaningful connection to the impact energy makes in their lives
 - **Activate** Californians to do their part and give them a call to action to go to the Energy Upgrade California website, learn about actions and commit to an Energy Action Plan.

Target Audiences

- CA 21+
- Leading Achievers
- Striving Believers
- Disconnected

Paid Media

Target Audience: Leading Achievers/Striving Believers

Tactics/Activities

- Digital Marketing
 - Behavioral targeting – websites that focus on home remodelers, new home owners, home owners, real-estate/mortgage, young families, empty nesters, environment, news, politics
 - Contextual targeting - e.g., home upgrades, family, DIY, home décor
 - Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
 - Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org
 - Hispanic/Asian - targeted impressions to coincide with peak home-improvement planning periods for that segment
- Radio
 - General Market - 60 radio spots and 15 drive/weather; live reads
- Out of Home
 - Airport displays, mall displays, outdoor displays in sporting venues

Target Audience: Disconnected

Tactics/Activities

- Digital

- Behavioral targeting –websites that focus on renting, lifestyle, entertainment, budgeting, health, environment
 - Contextual targeting - e.g., home décor, family, electronics
 - Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
 - Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org
 - Hispanic/Asian - targeted impressions to coincide with culturally relevant events
- Print: in-language Asian
 - Radio: in-language Asian and Hispanic

Earned Media Support

Strategy: Use earned media to educate Californians that California has energy goals and that they have a part to play to help California reach the goals and that they can benefit from doing their part too, and that there is a range of things to do including low cost/no cost actions, multi-measure home efficiency, solar etc.

Target Audiences: Leading Achievers, Striving Believers

Tactics/Activities:

- Promote the “Play Your Part” Sweepstakes through news stories
- Pitch and place op-eds with influential authors emphasizing the greater good in California’s leadership in energy management and the role it plays in ensuring California’s future
- Place key messages and messengers in multicultural press – broadcast, radio and print
- Promote the Energy Upgrade California website as the place to find out about California energy goals and to make a commitment to take action to manage energy use

Social Media Support

Strategy: Use social media to encourage residents to talk about why energy matters to them and to California and how they can help California reach its goals by taking action to manage their energy use.

Target Audiences: Leading Achievers, Striving Believers, Disconnected

Tactics / Activities:

- Promote the “Play Your Part Sweepstakes” through social media
- Social media will ask “why does energy matter to you?” and encourage followers to share the importance of energy in their lives

- Posts will encourage Californians to take action to manage their energy use to help the state meet its goals and ensure a better future in California
- Continual, daily tips on managing energy and why it is important to California's economy, quality of life and future
- Posts will communicate the variety of no cost/low cost actions and the benefits of participating in IOU/REN local programs and seasonal opportunities
- "Play Your Part" sweepstakes will be promoted via social media to encourage residents to go to the Energy Upgrade California website and commit to an action plan
- Paid advertising on Twitter, Facebook, Instagram and other social media sites will be used to promote the sweepstakes

Community Outreach Support

Strategy: Partner with CBOs to educate residents about why energy use matters, the state's energy goals and how they can take action to help reach those goals.

Target Audience: Striving Believers/Disconnected

Tactics / Activities:

- CBOs to do presentations to local organizations about why energy use matters and California's energy and climate goals
- CBOs to table at community events to promote doing low cost/no cost actions as well as participating in ESAP and Home Upgrade as well as other IOU/REN and local program opportunities to save and manage energy to improve their lifestyle, save money and meet California's energy and climate goals

Retail Support

Strategy: Partner with retailers to educate consumers on why energy use matters, California's energy goals and the impact it will have "if everyone does their part" to manage their energy.

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics / Activities:

- Energy Ambassadors will table in stores and show consumers how easy it is to create an action plan on the Energy Upgrade California website that shows a commitment to take action to "play their part."
- Drive consumer participation and activation of their commitment with retail partner incentives towards the purchase of energy efficient products.
- Promote the "Play Your Part" sweepstakes and action plan commitments
- Point of sale materials to promote how to "Play Your Part" to manage your energy and help meet California's energy goals

Mobile Education & Outreach Support

Strategy: Intercept and engage Californians in conversations on California's energy goals and how everyone can "play their part" by developing an Action Plan.

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics / Activities:

- The tour will attend multicultural community fairs, cultural and sporting events, malls and museums that have a diverse audience of attendees
- Interactive displays will show visitors why energy use matters and how they can help California meet its goals by signing up for their Action Plan
- Promote the "Play Your Part Sweepstakes"

Website Support

Strategy: Support the campaign through promotion on the website of how everyone can play their part in supporting California's energy goals

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics/Activities:

- Promote the "Play Your Part" sweepstakes in a homepage marquee
- Direct users to the California Energy Goals section of the site
- Test users' knowledge of California energy and climate policy, goals, initiatives, etc. in the quiz section
- Promote the Action Plan as the best way to get started to play their part

Youth Education

Strategy: Use youth organizations such as Boys & Girls Clubs, Girl Scouts, Boy Scouts, Faith-based groups and other civic/cultural youth groups to educate youth on why energy use matters and how they can help encourage their parents and their families to manage their energy use by committing to an Action Plan.

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics/Activities:

- Educate troop leaders or other student leaders on why energy use matters and how they can manage their energy use to help California meet its energy goals
- Develop a "Stay Golden CA" badge program for members to earn if they do certain actions to help Energy Upgrade California promote the campaign within their community
- Promote the "Play Your Part" sweepstakes to the groups to encourage them to get their parents/families to commit to an Action Plan

Strategic Partnership Support

Strategy: Use strategic partnerships with key California based companies, organizations, sports teams, local governments, non-profits, etc. to reach their Californians to educate them about California's energy goals and how they can play their part to manage their energy use.

Target Audience: Leading Achievers, Striving Believers, Disconnected

Tactics/Activities:

- Promote the "Play Your Part" sweepstakes on company/organization websites, in sports arenas and other venues
- Take over the home page of partner websites with the interactive, online quiz from www.energyupgradeca.org
- Participate in sporting, arts and community events with strategic partners
- Promote the campaign in company newsletters and employee websites

SMALL BUSINESS CAMPAIGN

Small Business Research: The Request for Proposal for a research firm to perform in-depth segmented research on small businesses to determine the best way to engage with this segment will be distributed in late September 2014. The proposals will be received by mid-October. The selection of the firm will be done in early November and the research will be performed January to February.

Campaign Timing: Research to be completed by March. The small business pilot campaign will be developed in April and launched by June 2015 and will be part of the Phase III Integrated Communications Plan.

Advisory Panel: In early September, CSE began the process of organizing a Small Business Advisory Panel to be made up of small business subject matter experts from the CPUC, Energy Commission, IOUs, RENs, Small Business Majority and other organizations to review both the RFP as well as the research proposals to ensure the research is properly aligned with the needs of the campaign. This panel will also review the completed research and give input on how the research should be used in the development of the small business marketing, education and outreach campaign.

IV. PHASE II BUDGET

The budget proposed for Phase II is designed to sustain the position of the EUC brand and continue the SWME&O marketing, education and outreach campaign.

PROPOSED PHASE II SW ME&O BUDGET	
Market Research	\$300,000
Paid Media	\$2,850,000
Gen Market – Radio/OOH - \$1,250,000	
Spanish – Radio/OOH - \$350,000	
Asian – Radio/OOH - \$350,000	
All Languages - Digital - \$750,000	
Production - \$150,000	
Agency Fee - \$TBD per plan approval	
Earned / Social Media	\$250,000
Experiential Marketing	\$200,000
Strategic Partnerships	\$350,000
Community Outreach (including youth outreach)	\$950,000
Mobile Outreach	\$400,000
Retail Engagement	\$300,000
Website	\$300,000
Administration	\$748,742
Administrative Holdback	-\$74,874.00
TOTAL	\$6,573,868

V. APPENDIX

CAMPAIGN FLOW CHART

	October	November	December	January	February	March
Paid Media	Home Upgrade	Home Upgrade	Climate Credit	Energy Savings Assistance		
Earned Media	Climate Credit	Home Upgrade	Energy Savings Assistance			
Social Media	Climate Credit	Home Upgrade	Energy Savings Assistance			
Community/Youth Outreach	Climate Credit	Home Upgrade	Energy Savings Assistance			
Retail	Climate Credit	Home Upgrade	Energy Savings Assistance			
Experiential Event Marketing	Strategic Partnership					
Mobile Education	Climate Credit	Home Upgrade	Energy Savings Assistance			
Website	Climate Credit	Home Upgrade	Energy Savings Assistance			
Strategic Partnership	Strategic Partnership					

Home Upgrade	Climate Credit	Energy Savings Assistance	Cold Weather Prep/Holiday Lighting	Help Keep California Golden
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CREATIVE SAMPLES

Where's the Bear Digital (multilingual)



Stay Golden TV:

- Intro - <http://www.youtube.com/watch?v=oPx1m1sSpCM>



- Drought - <http://www.youtube.com/watch?v=mg4QKglTQ1w>

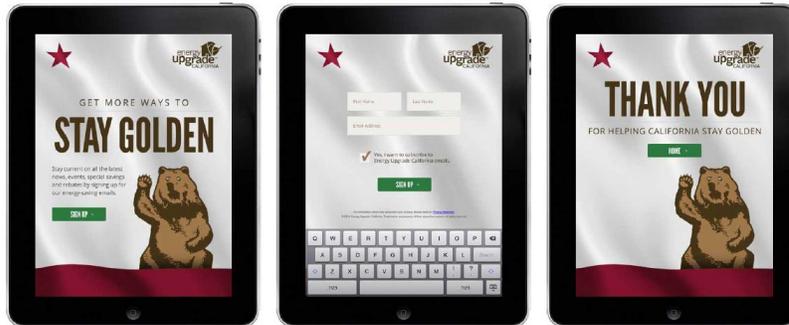
OOH – Billboards & Transit Shelters (multilingual):



Hispanic World Cup Posters:



Event iPad Activation:



Earned Media Clips:



MEDIA MARKETS

General Market Television

- Bakersfield
- Chico
- Fresno
- Los Angeles
- Monterey-Salinas-Santa Cruz
- Sacramento
- San Diego
- San Francisco
- Santa Barbara

General Market Radio

- Bakersfield
- Chico
- Eureka
- Fresno
- Lancaster/Palmdale
- Los Angeles
- Merced
- Modesto
- Monterey-Salinas-Santa Cruz
- Oxnard-Ventura
- Palm Springs
- Redding
- Riverside-San Bernardino
- Sacramento
- San Diego
- San Francisco
- San Jose
- San Luis Obispo
- Santa Barbara
- Santa Maria-Lompoc
- Santa Rosa
- Stockton
- Victor Valley
- Visalia-Tulare-Hanford

General Market Out-of-Home

- Fresno
- Los Angeles
- Sacramento
- San Francisco
- San Diego

Hispanic Market Radio

- Fresno
- Los Angeles
- Sacramento
- San Francisco
- San Diego

Print & Digital Media

Markets will be determined by region based on publication/digital outlet content, geo-targeting and behavior targeting.

Note about marketing selection

A few of the markets are served only natural gas by an IOU. Care will be taken to emphasize natural gas messaging in those service areas. However, the campaign is about energy management as a whole and its relationship to energy and climate goals of the State of California. Some messaging will be quite broad and related to energy literacy overall and this will run in all territories.



PHASE III
ENERGY UPGRADE CALIFORNIA
INTEGRATED COMMUNICATIONS PLAN

APRIL – SEPTEMBER 2015

Revised 1/30/15

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I. PHASE III STATEWIDE ME&O STRATEGY

Strategy

During Phase II, CSE and its agency partners continued with the Stay Golden campaign in support of the following topics:

- Home Upgrade
- Energy Savings Assistance Program
- Cold Weather Preparation and Holiday Lighting
- California Climate Credit (October)
- Stay Golden “Play Your Part”
- Small Business Research

For Phase III, we will continue to focus on key energy management topics with support from all marketing channels. As the campaign evolves in 2015, CSE and its partner agencies are focused on moving people to take personal responsibility for their actions pertaining to their energy use.

Objectives

- **Educate** Californians on why energy use matters, how California homes and businesses use energy, and energy efficiency, demand response, distributed generation, and energy management actions available to them through programs, products, services and no/low cost actions.
- **Motivate** Californians to learn more about their energy use and the benefits of managing their use by connecting energy management actions to California energy and climate leadership and the identity of being a Californian as well as personal benefits such as savings and comfort
- **Activate** Californians to make better choices in their behavior and decision-making around energy use and take action to manage their use

Target Audiences

Phase III will continue the brand’s positioning to the targeted audiences outlined in the Statewide Marketing, Education and Outreach marketing plan adopted by the CPUC in D.13-12-038 and characterized briefly below. All SWME&O channels will use the integrated communications approach designed to support the Phase III *Educate, Motivate and Activate* objectives with each target audience for each campaign as specified in this plan.

Leading achievers have a high level of energy management adoption and high levels of personal concern and interest in saving energy. This group tends to have higher levels of education and income and is viewed as willing influencers.

Strategy/Tactics:

The campaign will be calling on leading achievers to become energy ambassadors and engage them to volunteer to help lead through community-

based outreach, social media and other activities within their sphere of influence. The campaign will use a combination of radio, TV, out-of-home, targeted digital marketing, experiential marketing activities, retail intercepts, mobile outreach and education and online interaction and tools to engage leading achievers to develop a plan to track energy management behavior and action.

Striving believers are onboard with the energy management movement and index low on all barriers to action, yet they are less likely to take action. They are a motivated, but relatively inactive, group. They are highly educated, more liberal and more driven to reduce energy due to a concern for the environment, specifically climate change and preserving the environment. They tend to believe, that other people are not saving energy. They are motivationally primed to take action, yet feel too busy to do so.

Strategy/Tactics:

For this group, the campaign will strive to show how managing energy use can be simpler to adopt and easier than other environmentally friendly actions. The campaign will use a combination of radio, out-of-home, targeted digital marketing, experiential marketing activities, retail intercepts, mobile outreach and education, youth outreach and will track engagement and behavior change with online interaction and tools.

Disconnected are the most limited financially in their ability to take action and have the greatest barriers overall to action. However, they are more likely than other segments to be influenced by others to take action if they believe that others are doing their part. Since a large proportion of the disconnected segment rents, this group is not likely to invest in comprehensive upgrades or large purchases. However, this group should be interested in low- or no-cost products, such as CFL/LED bulbs, weather stripping and advanced smart strips to help them save energy and money.

Strategy/Tactics:

For this segment, the campaign will focus on a combination of radio, targeted digital and print marketing, out-of-home, earned with ethnic and community outlets, experiential marketing activities, retail intercepts, community-based organizations, mobile outreach education and youth organization outreach.

CAMPAIGN FLOW CHART

Climate Credit	Financing
EE Improvements/Home Upgrade	Home Automation
Demand Response/Time Varying Rates*	Drought – Energy/Water
Small Business	CoolCalifornia Challenge

*Timing for campaign TBD until workshops held.

	April	May	June	July	Aug.	Sept.
Paid Media	Green	Green				
	Red	Red				
	Diagonal Hatching	Diagonal Hatching				
	Diagonal Hatching	Diagonal Hatching	Purple	Purple	Purple	Purple
	Diagonal Hatching	Diagonal Hatching	Blue	Blue	Black	Black
	Diagonal Hatching	Diagonal Hatching	Light Brown	Light Brown	Light Brown	Light Brown
	Diagonal Hatching	Diagonal Hatching	Diagonal Hatching	Diagonal Hatching	Messaging Development	Yellow
Earned Media	Green	Green				
	Red	Red				
	Diagonal Hatching	Diagonal Hatching				
	Diagonal Hatching	Diagonal Hatching	Purple	Purple	Purple	Purple
	Diagonal Hatching	Diagonal Hatching	Blue	Blue	Black	Black
	Diagonal Hatching	Diagonal Hatching	Light Brown	Light Brown	Light Brown	Light Brown
	Diagonal Hatching	Yellow				
Social Media	Green	Green				
	Red	Red				
	Diagonal Hatching	Diagonal Hatching				
	Diagonal Hatching	Diagonal Hatching	Purple	Purple	Purple	Purple
	Diagonal Hatching	Diagonal Hatching	Blue	Blue	Black	Black
	Diagonal Hatching	Diagonal Hatching	Light Brown	Light Brown	Light Brown	Light Brown
	Diagonal Hatching	Yellow				
Community Based Outreach	Green	Green				
	Red	Red				
	Diagonal Hatching	Diagonal Hatching				
	Diagonal Hatching	Diagonal Hatching	Purple	Purple	Purple	Purple
	Diagonal Hatching	Diagonal Hatching	Blue	Blue	Black	Black
	Diagonal Hatching	Diagonal Hatching	Light Brown	Light Brown	Light Brown	Light Brown
	Diagonal Hatching	Yellow				

	April	May	June	July	Aug.	Sept.
Youth Outreach	Green	Green	Hatched	Hatched	Hatched	Hatched
	Red	Red	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Blue	Hatched	Hatched	Hatched
	Hatched	Hatched	Gold	Gold	Gold	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Yellow
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
Retail	Green	Green	Hatched	Hatched	Hatched	Hatched
	Red	Red	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Purple	Purple	Purple	Purple
	Hatched	Hatched	Blue	Hatched	Black	Black
	Hatched	Hatched	Gold	Gold	Gold	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Yellow
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
Experiential Event Marketing	Green	Green	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Purple	Purple	Purple	Purple
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
Mobile Education	Green	Green	Hatched	Hatched	Hatched	Hatched
	Red	Red	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Black	Black
	Hatched	Hatched	Gold	Gold	Gold	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
Website	Green	Green	Hatched	Hatched	Hatched	Hatched
	Red	Red	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Purple	Purple	Purple	Purple
	Hatched	Hatched	Blue	Hatched	Black	Black
	Hatched	Hatched	Gold	Gold	Gold	Hatched
	Yellow	Program Infrastructure	Yellow	Yellow	Hatched	Yellow
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
Strategic Partnership	Green	Green	Hatched	Hatched	Hatched	Hatched
	Red	Red	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched
	Hatched	Hatched	Blue	Hatched	Hatched	Hatched
	Hatched	Hatched	Gold	Gold	Gold	Hatched
	Hatched	Hatched	Hatched	Hatched	Hatched	Yellow
	Hatched	Hatched	Hatched	Hatched	Hatched	Hatched

II. PHASE III PRIMARY TOPICS

CALIFORNIA CLIMATE CREDIT

Message Development: Using messaging previously created

Campaign Timing: March - May

Budget: \$1,300,000

KPIs: Engaged visitors to EUC website

of Visits to Climate Credit section of EUC website

Time spent on Climate Credit section of EUC website

Registrations on EUC website Wiser tool

Email address sign-ups at retail, CBO and mobile education events

Social media likes/shares

Earned media placements

Strategy: Make residents and small businesses aware of the Climate Credit and connect it to California's leading climate policies and comprehensive approach to GHG reduction and to opportunities for personal action. Engage Climate Credit recipients with Energy Upgrade California to learn about their energy use and its impacts and about programs, services and behavior that can help them save energy and reduce their demand on the grid; thereby playing their part to reduce carbon pollution in California.

Objectives

- **Educate** Californians about the Climate Credit initiative and the role it plays in Californian's overall energy policy and goals.
- **Motivate** ratepayers who receive the credit to take action to save energy
- **Activate** recipients of the credit to use the credit to purchase low-cost items that can lead to more energy savings, i.e. advanced power strips, timers, LEDs, motion detectors, weather stripping, etc.

Target Audiences

- CA 21+ Residents & Small businesses – see specifics below
- Leading Achievers
- Striving Believers
- Disconnected
- All residential households to whom the IOUs distribute electricity. These customers may buy their energy generation from the IOU directly or another provider including Community Choice Aggregators (CCAs) and Direct Access providers (DAs).
- All small business customers to whom the IOUs distribute electricity. These also may include customers who buy their generation services from CCA or DA providers.

Earned Media Support

Strategy: Use news media to promote the Climate Credit initiative statewide to gain credibility and create a positive message around California's energy policy.

Tactics/Activities

- Develop a feature story about how climate policy and the Climate Credit has impacted how residents and small businesses manage their energy and think about the state's climate goals
- Continue outreach to ethnic media statewide, including desk side briefings with top Spanish-language print press, seek in-language broadcast placements (Multicultural Media Relations)

Social Media Support

Strategy: Use social media to have a conversation with followers about the credit and how they can use it to purchase low cost energy products that can help them save energy and money. As seen in the October Climate Credit contest participation, social users are willing to engage around this topic.

Tactics/Activities

- Develop social posts as reminders on what the credit is, why it is being distributed, the best ways to use it to manage energy use, and reminders of the importance of energy management.
- Continue the use of the value exchange to drive sharing and content development using several giveaway packages for engaged followers with light bulbs, power strips and gift cards.
- Target paid social advertising to increase awareness
- Leverage promoted Tweets and Facebook posts (geo-targeted to the areas in California that will receive the credit) to ensure we reach our full fan base as well as extend the reach to targeted interests like environmental enthusiasts

Community Based Outreach Support

Strategy: Use the Energy Upgrade California Community Ambassadors to promote the Climate Credit initiative within their organizations and to their communities

Tactics/Activities:

- Inform staff, members and constituents about the Climate Credit
- Include Climate Credit information in their organization's communications channels including newsletters, website and blogs
- Send an email about the Climate Credit to their constituents
- Distribute information about Climate Credit at events
- Participate in social media activities: carrying the Climate Credit messages through their social media channels.

Mobile Education & Outreach

Strategy: Utilize the Mobile Education & Outreach asset to educate, motivate and activate Californians about why energy use matters, how they can better manage their energy use and encourage them to make a pledge to help California stay golden by taking action to manage their energy use.

Tactics/Activities:

- Provide information about the Climate Credit
- Showcase products that can be purchased with the Climate Credit
- Promote using social media to tell how the Climate Credit can be used to save energy
- Collect emails to provide ongoing information about energy management

Retail Support

Strategy: Use retail partnerships to engage customers and small businesses to consider purchasing energy saving products with their credit

Tactics/Activities:

- Leverage Energy Ambassadors in retail stores to educate customers on the climate credit and encourage them to use the credit to purchase energy saving devices i.e. advanced power strips, timers, LEDs, motion detectors, weather stripping, etc.
- Work with retail partners to promote the credit to their California customers on endcaps in store, via email and other customer loyalty programs

Experiential Event Marketing

Strategy: Use the experiential event footprint to promote Climate Credit and how it can be used to purchase products that can help save and manage energy

Tactics/Activities:

- Attend sporting events, community fairs/events, art shows, home and garden shows, etc.
- Use interactive displays to educate attendees on energy management
- Promote “30 under \$30” – energy efficient products that can be purchased with the Climate Credit
- Collect email addresses to provide ongoing information about energy management

Youth Education & Outreach

Strategy: Use partnerships with statewide youth based organizations to educate members about California’s climate policy, the Climate Credit and how they can encourage their families to use the credit to purchase products that can help manage energy use.

Tactics/Activities:

- Train organization leaders on California climate policy and the Climate Credit
- Prepare age appropriate materials for distribution to the groups
- Provide social media posts to organizations for member use
- Solicit blog posts or articles to be written by members and feature on EUC website
- Provide infographics and links for organization websites
- Sponsor a challenge between groups to promote using the credit to purchase energy management products

Strategic Partnerships

Strategy: Use partnerships with sports teams, businesses, Chambers of Commerce, local governments and other groups to promote California climate policy and the Climate Credit to encourage employees, customers, fans and constituents to use the credit to purchase energy efficient products/services.

Tactics/Activities:

- Provide infographics, links, materials to partners for use on companies internal websites
- Exhibit at sporting events, community events, employee events to share information about the Climate Credit
- Provide articles/blog posts to partners for use in internal/external newsletters
- Provide social media posts to partners

Website Support

Strategy: Educate Californians about the Climate Credit initiative with a comprehensive section on the website.

Tactics/Activities:

- Utilize the Hero section¹ of the website to promote the Climate Credit during April
- Use the existing FAQ, Product Factsheet, and additional links to provide more education /information about the credit and California's energy policy
- Update the Climate Credit website section with relevant external content on climate change and climate policy
- Feature blogs that support CA climate policy and the Climate Credit

¹ The Hero section is the large box on the homepage that rotates among three topics.

ENERGY EFFICIENCY IMPROVEMENTS AND ENERGY UPGRADE CALIFORNIA® HOME UPGRADE

Message Development: Using messaging previously created

Campaign Timing: April/May

Budget: \$1,750,000

KPIs: Paid digital advertising click through rates
of Visits to the Home Upgrade pages on the EUC website
Time spent on Home Upgrade pages on the EUC website
Click-throughs to the IOU/REN Home Upgrade pages on their websites
Registrations on EUC website Wiser tool
Email address sign-ups at retail, CBO and mobile education events
Social media likes/shares
Earned media placements
Increase in leads to contractors in HVAC-reliant climate zones

Strategy: Promote the concept of making several home improvements at once to substantially lower energy use, conserve water and natural resources, and make the home more comfortable. Promote the availability of incentives and financing for energy efficient home improvements.

Objectives

- **Educate** about how a home uses energy using the “building as a whole system” methodology and about how a trained contractor can help
- **Motivate** consumers to find out how their home uses energy and if their home is wasting energy and could be improved
- **Activate** homeowners to consider a Home Upgrade with information about how to find a qualified Home Upgrade contractor and about incentives and financing.

Target Audiences

- CA A21+ Single & Multifamily Home Owners
- Leading Achievers
- Residents located in HVAC reliant climate zones, i.e. Central Valley, Coachella Valley, Inland Empire, East Bay, East of I15 in San Diego, etc.

Paid Media Support

Strategy: Paid media will be used to engage consumers to discover the benefits of getting a whole home upgrade – comfort, health, safety, managing energy and saving money on energy bills.

Tactics:

- Digital Marketing
 - Behavioral targeting - e.g., home remodelers, new home owners, home owners, real-estate/mortgage, young families, empty nesters,

- Contextual targeting - e.g., home upgrades, family, DIY, home décor
- Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
- Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org
- Paid search
- o Cable Television: General Market (HVAC climate zones)
- o Print: in-language Asian, Hispanic
- o Radio: General Market and in-language Asian and Hispanic

Earned Media Support

Strategy: Use earned media to educate homeowners on how their home uses energy and promote making whole house energy upgrades to maximize their investment in their home.

Tactics/Activities:

- o Leverage long-lead stories featuring real homeowners, contractors, and others with compelling stories on the effectiveness of home upgrades, insert messaging around financing options. Include specific articles in multicultural publications
- o Partner with local TV stations that have home improvement programs or news specials and incorporate “Bear” into content that includes morning news segments, visits to home upgrade homes and in-studio Q & A with Energy Upgrade California spokespersons and/or contractors

Social Media Support

Strategy: Use social media outlets to educate homeowners on the benefits of participating in Energy Upgrade California Home Upgrade and share stories of how the program has helped homeowners improve their quality of life, manage their energy use, save money and improve the value of their home.

Tactics/Activities:

- o Extend the reach of blogger outreach using the Energy Upgrade California social properties. Feature links to any blog posts, and readily share or re-tweet any posts from bloggers. This added exposure helps increase value for the blogger.
- o Post stories and photos of people who have participated in the Home Upgrade program on Facebook, Twitter, Instagram and other relevant social media sites
- o Use paid advertising on social media sites to send people to the Home Upgrade section of the website.

Community Based Outreach Support

Strategy: Educate residents and neighborhoods on the value of doing whole home upgrades for the residents and also the community

Tactics / Activities:

- Disseminate information on energy efficiency improvements/Home Upgrade at community events
- Deliver presentations about the benefits of getting a home upgrade at neighborhood and homeowners associations, community associations, Chambers of Commerce, realtor groups or other organizations
- Distribute Home Upgrade collateral materials to libraries and community centers

Retail Support

Strategy: Educate consumers who are looking to make structural, system, equipment or aesthetic improvements to their homes about the benefits of participating in the Home Upgrade Program to manage their energy, increase their comfort, take advantage of rebates or financing options, and save money on their utility bills.

Tactics / Activities:

- Participate in a Home Upgrade workshop/event in targeted home improvement stores
- Activate Energy Ambassadors in-store to promote Home Upgrade in targeted home improvement stores
- Feature Home Upgrade collateral and point of sale materials in home improvement stores
- Promote the contractor, rebate and financing finder tools available on www.EnergyUpgradeCA.org

Mobile Education & Outreach

Strategy: Utilize the Mobile Education & Outreach asset to educate, motivate and activate Californians about why energy use matters, how they can better manage their energy use and encourage them to make a pledge to help California stay golden by taking action to manage their energy use.

Tactics / Activities:

- Partner with local program implementers to use the Mobile Education & Outreach footprint to promote the local Home Upgrade Program
- Partner with malls and museums and other community event venues to leverage their communication channels to provide information on energy efficiency improvements and Home Upgrade
- Highlight educational content on the Home Upgrade Program to attendees
- Leads that are gathered at events will receive ongoing email communication from Energy Upgrade California
- Bay Area REN, The Energy Network, IOUs and their program implementers will be invited to participate in events

Youth Education & Outreach

Strategy: Use partnerships with statewide youth based organizations to educate youth on why energy matters, the concept of the “whole house as a system,” how they and their families use energy, and actions they can take to better manage their energy use.

Tactics/Activities:

- Train organization leaders on the whole house as a system and the Home Upgrade Program
- Prepare age appropriate materials for distribution to the groups
- Develop an age appropriate home assessment tool for members to use with their families to learn how their home/family uses energy
- Provide social media posts to organizations for member use
- Solicit blog posts or articles to be written by members and feature on Energy Upgrade California website
- Provide infographics and links for organization websites

Strategic Partnerships

Strategy: Use partnerships with sports teams, businesses, Chambers of Commerce, local governments and other groups to promote the importance of looking at the whole home as a system and to promote Home Upgrade to encourage employees, customers, fans and constituents to participate in the program.

Tactics/Activities:

- Provide infographics, links, materials to partners for use on companies internal websites
- Exhibit at sporting events, community events, employee events to share information about Home Upgrade
- Provide articles/blog posts to partners for use in internal/external newsletters
- Provide social media posts to partners

Website Support

Strategy: Direct visitors to the Home Upgrade section of the website

Tactics / Activities:

- Utilize the Home Upgrade Hero on the website homepage to lead visitors to the Home Upgrade section of the website.
- Feature the “find a contractor” function and communicate incentives and financing is available
- Post testimonials of residents who have participated in the Home Upgrade Program
- Offer a quiz to test visitors knowledge of “how my home uses energy”
- Use blog posts to promote the benefits of doing a whole home upgrade

- Use the interactive engagement tool to provide an action plan to show users how to approach a whole house upgrade

DEMAND RESPONSE PROGRAMS / TIME VARYING RATES

Message Development: March

Campaign Timing: TBD pending IOU workshop results

Budget: \$750,000

KPIs: Paid digital advertising click through rates

Visits to the Demand Response/TOU rate pages on the EUC website

Time spent on these pages on the EUC website

Click-throughs to the IOU/REN DR/TOU pages on their websites

Registrations on EUC website Wiser tool

Email address sign-ups at retail, CBO and mobile education events

Social media likes/shares

Earned media placements

Other KPIs to be determined at IOU workshop

Strategy: Educate residents and small businesses on how energy use is calculated/charged showing them the importance of when you use energy, how it can impact their energy costs and improve the reliability of the energy grid. Promote how they can manage their energy use and help California meet its energy needs by participating in time varying rates and demand response programs

Objectives

- **Educate** residents and business owners about how electricity is calculated/charged, and how they can reduce their costs by managing when they use energy
- **Motivate** residents and business owners to visit the Energy Upgrade California website to learn more about how they can manage their energy use to lower their costs and help promote grid reliability by participating in response programs and time varying rates
- **Activate** residents and small business owners to sign up for varying rates and demand response programs

Target Audiences

- CA A21+
- Leading Achievers
- Striving Believers
- Disconnected
- Small Business Owners

Paid Media Support

Strategy: Use paid media to educate Californians on why and when you use energy matters, and how to manage your energy use and help California stay golden by participating in demand response programs or time varying rates.

Tactics:

- Radio: General Market, in-language Hispanic, in-language Asian
- Outdoor: General Market (digital bulletins), in-language Hispanic (digital Posters tied to weather)
- Print: in-language Asian
- Digital Marketing
 - Search: General Market, in-language Hispanic and in-language Asian
 - Behavioral targeting - e.g., news, environment, family, budgets, etc.
 - Contextual targeting - e.g., finance, news, entertainment, lifestyle, environment, etc.
 - Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
 - Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org

Earned Media Support

Strategy: Use earned media to educate news media and consumers about energy calculation and cost, and promote the benefits of demand response and time varying rate programs to residents and small businesses, including rate incentives for those lowering or managing their energy use during peak hours.

Tactics / Activities:

- Develop a feature story on how energy use is calculated and charged to educate residents and small businesses on how they can manage their energy use by participating in demand response programs, time varying rates or energy efficiency programs
- Develop supportive materials on how energy use is calculated and charged as well as time varying rates and demand response programs - tip sheets, infographics, etc., to be used for press and social outreach

Social Media Support

Strategy: Use social media to inform consumers in a fun and engaging way about how energy use is calculated and charged, and how they can use demand response programs and time varying rates to better manage their utility costs.

Tactics/Activities:

- Leverage infographics and tip sheets to populate social content calendars
- Use paid social media to ensure target audiences are seeing and engaging with educational and promotional content

Community Outreach Support

Strategy: Use one-on-one interaction at community events to educate residents about how energy use is calculated, the cost of energy and about how they can manage their energy use by participating in demand response and time varying rate programs.

Tactics / Activities:

- Educate constituents by disseminating information about energy rates and demand response programs
- Include information about energy rates/calculations, demand response tactics in their organization's communications channels including newsletters, websites and blogs
- Use social media posts to inform constituents about benefits associated with demand response programs and time varying rates

Retail Support

Strategy: Use in-store engagement to educate customers on how energy use is calculated and how they can use demand response and varying rate programs to manage their energy use and save money.

Tactics/Activities

- Use digital tablets to demonstrate how energy is calculated
- Engage shoppers with a "pay less at off-peak hours" message and educate them as to their energy management choices
- Feature demand response and time varying rate collateral and point of sale materials during tabling events
- Use At-Home-With-Bear to showcase the choice consumers can make that both save energy and save money

Mobile Education Support

Strategy: Educate visitors on how energy use is calculated and provide information on demand response and rate plan options

Tactics / Activities:

- Provide materials on local utility rate plan offerings at the Mobile Education & Outreach footprint
- Encourage attendees to learn more about demand response and rate plans on the Energy Upgrade California website

Youth Education & Outreach

Strategy: Use partnerships with statewide youth based organizations to educate members about how energy use is calculated, the importance of the grid in California and how they can manage their energy use and impact the environment by participating in demand response programs and time varying rates.

Tactics/Activities:

- Train organization leaders on the basics of energy, including how energy use is calculated, time varying rates, demand response and the grid in California
- Prepare age appropriate materials for distribution to the groups
- Provide social media posts to organizations for member use
- Solicit blog posts or articles to be written by members and feature on Energy Upgrade California website
- Provide infographics and links for organization websites
- Sponsor a challenge between groups to promote signing up for demand response programs

Strategic Partnerships

Strategy: Use partnerships with sports teams, businesses, Chambers of Commerce, local governments and other groups to educate employees, customers and fans about energy basics, how energy is calculated, the impact of energy use on the grid, and how they can manage their energy through participating in demand response programs and time varying rates.

Tactics/Activities:

- Provide infographics, links, materials to partners for use on companies internal websites
- Exhibit at sporting events, community events, employee events to share information about energy rates, demand response and time varying rates
- Provide articles/blog posts to partners for use in internal/external newsletters
- Provide social media posts to partners
- Sponsor a challenge to encourage employees to sign up for demand response programs

Website Support

Strategy: Use the Energy Upgrade California website to educate residents and small businesses about how energy use is calculated, time varying rates and demand response programs they can participate in to better manage their energy costs.

Tactics / Activities:

- Update energy basics section with information on how energy use is calculated
- Utilize Hero on website to point users to demand response and time of use sections
- Post quizzes about how energy use is calculated, time varying rates and demand response programs
- Post blogs about how to use time varying rates and demand response to manage energy use

- Use testimonials from residents and small businesses to promote the benefits of time varying rates and demand response programs

SMALL BUSINESS

Messaging: April - TBD (after Small Business Research is complete)

Campaign Timing: June-September- TBD

Budget: \$1,500,000

KPIs: Paid digital advertising click through rates

Visits to the Small Business sections on the EUC website

Time spent on these pages on the EUC website

Click-throughs to the IOU/REN DR/TOU pages on their websites

Registrations on EUC website Wiser tool

Email address sign-ups at retail, CBO and mobile education events

Social media likes/shares

Earned media placements

Strategy: Educate small business owners about the benefits of managing their energy use. Those benefits include health, safety and comfort, as well as saving energy and money on their utility bills after the monitoring their energy use during peak times, and replacing outdated machinery. Promote the benefits for small businesses to manage their energy to include cost savings, increased profitability, community leadership and reducing their impact on the environment.

Objectives

- **Educate** small business owners on why energy use matters and the benefits of taking actions to manage their energy use
- **Motivate** small businesses to find out their building and employees use energy and if they can improve the way their business uses energy
- **Activate** small business owners to participate in energy efficiency improvements, demand response or rate programs available from their utilities, local governments or the state.

Target Audiences The small business target is currently defined using the State of California definition, which is 100 employees or less or annual average gross receipts of \$12 million or less over the previous three tax years, however the definition varies by utility. The small business research being performed in Jan./Feb. may result in a different definition for small business.

Paid Media Support

Strategy: Educate and motivate small business owners when they are most likely to be in a “work” mindset and looking for information on how to better manage the costs of running their business.

Paid Media Support

Tactics:

- Radio: General market, In-language Asian & Hispanic
- Print: General Market, In-language Hispanic and Asian
- Search: General Market, In-language Hispanic and in-language Asian
- Digital Display: General Market, In-language Asian & Hispanic
- Behavioral targeting - e.g., entrepreneurs, business, industry specific
- Contextual targeting - e.g., finance, news, entertainment, lifestyle, environment, etc.
- Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
- Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org

Earned Media Support

Strategy: Use earned media to educate small business owners about the benefits of managing their energy use through making efficiency upgrades, participating in rate and demand response programs, and using technology and smart meter data.

Tactics / Activities:

- Develop fact sheets and articles for industry publications (Business Journals, Comstock, local Chambers of Commerce sites/newsletters, etc.)
- Work with trade associations/groups to provide newsletter content, pre-packaged email blasts (associations/industry lists) and other collateral materials that they can deliver to their membership
- Seek out speaking engagements at meetings, identify trade shows and seminars/events put on by building to speak or disseminate materials
- Produce testimonial videos using Bear or an Energy Upgrade California spokesperson as a small business “educator” to showcase how small businesses can manage their energy use

Social Media Support

Strategy: Use social media to inform small business owners about the benefits of managing their energy use through making efficiency upgrades, participating in rate and demand response programs, and using technology and smart meter data

Tactics/Activities

- Develop fact sheets for use in social-specific content (copy/images) to reach the business audience
- Drive traffic to website with links and calls to action in social content
- Social posts will be boosted with targeted paid social media support to ensure the appropriate audience is seeing and engaging with the content
- Provide social media posts to trade associations/groups to help them extend messaging via social channels

Retail Support

Strategy: Use retail partnerships in office supply stores to educate business owners about low-cost, no-cost actions, behaviors and programs available to assist them in managing their energy use and utility costs.

Tactics/Activities:

- Use Energy Ambassadors to educate small business owners about ways they can manage their energy use
- Host an in-store workshop for small business owners to learn firsthand about the various programs, technologies, products, etc. available to assist them in managing their energy use
- Co-promotions with office supply retailers to promote products and energy efficient office equipment
- Co-host and promote office equipment trade-in events

Community Outreach Support

Strategy: Use Energy Upgrade California Community Ambassadors to promote energy efficiency measures, demand response and rate incentives to small business owners through community outreach events and presentations.

Tactics / Activities:

- Use events that CBOs will be participating in to disseminate information about energy efficiency, demand response and rate incentives for small businesses
- Target small business owners via presentations to be given to Chamber of Commerce members, local governments and service clubs
- Include faith-based organizations as outreach partners to target small business owners
- Promote and attend small business retail events through CBO channels
- Post small business testimonial videos and/or webinars on CBO websites

Experiential Event Marketing

Strategy: Educate small businesses about the benefits of managing your energy use at industry events, tradeshows, Chamber of Commerce events, etc.

Tactics/Activities

- Use interactive displays and tools to share information about ways small businesses can manage their energy use
- Collect email addresses to have ongoing dialogue with small business owners on topics of interest

Website Support

Strategy: Provide a one-stop source of information about energy and energy management to small business owners.

Tactics / Activities:

- Enhance the information available in the small businesses section of the website
- Provide infographics and other fact sheets for download
- Use blog posts to promote the benefits of managing energy for small businesses
- Use testimonial videos from small business owners to share how they manage their energy use
- Encourage small business use of the website tool to understand their energy use in more depth using smart meter data

FINANCING

Message Development: January-June

Campaign Timing: August/September

Budget: \$975,126

KPIs: Paid digital advertising click through rates
Visits to the Finance section of the EUC website
Time spent on these pages on the EUC website
Click-throughs from the IOU/REN websites that feature efficiency measure pages that can be financed
Registrations on EUC website Wiser tool
Views of finance videos
Number of leads received by participating financial institutions
Email address sign-ups at retail, CBO and mobile education events
Social media likes/shares
Earned media placements

Strategy: Promote the availability of financing products for energy improvements to encourage property owners who have already sought out information about home or business energy upgrades to learn how they can find affordable financing by using the enhanced financing finder and for further information. Financing will be leveraged as an incentive to address any financial obstacles that may remain between residential or commercial property owners and participating in a statewide energy efficiency or upgrade program. Messaging will be developed for testing. Campaign timing is based on the launch of the residential programs and when they have critical mass participation by financial institutions. Non-residential and multi-family messaging and strategic partner education & outreach will be developed as described in the Finance ME&O plan.

Objectives

- **Educate** residential and non-residential property owners who have shown an interest in making energy efficient improvements on the availability of financing options for energy efficiency upgrades and measures.

- **Motivate** these property owners to visit the website to review financing options related to their particular energy efficiency upgrade
- **Activate** those visiting the website to engage with the decision making tool and link to lending options

Target Audiences

- CA 21+ Residents & Small Businesses – see specifics below
- Leading Achievers
- Striving Believers
- Strategic partners with influence over non-residential and low income multi-family decision makers

Small businesses and residential single family homeowners in California who have shown interest in making home or building improvements, participating in a relevant program, or obtaining secured financing, such as customers in a relevant program pipeline, customers at home improvement stores, customers who have recently purchased homes, customers who have obtained secured loans, and customers identified by utilities as likely to participate in a relevant program.

Paid Media Support

Strategy: Paid media will specifically target people already interested in making energy efficiency improvements.

Tactics:

- Search: General Market, in-language Hispanic and in-language Asian
 - Capture hand-raisers by enhancing the “always on” search campaign with relevant ad copy and specified locations
- Digital Display: General Market
 - Focus on retargeting people who have engaged with relevant content on EnergyUpgradeCA.org or who have searched for relevant content
- Email marketing – utilizing email databases collected on Energy Upgrade California website, mobile education, event, CBO and retail

Earned Media Support

Strategy: Use earned media to educate consumers on the importance of making energy improvements and promote the availability of affordable financing products as a way to address the costs.

Tactics/Activities

- Distribute press release to promote the availability of financing and tools to find the best financing for each home or business
- Host a webinar for news media to announce the financing and demonstrate the financing finder tools

Social Media Support

Strategy: Use social media to promote financing as a tool for residents and small businesses that are already interested in doing energy efficient improvements.

Tactics/Activities

- Develop social-specific content (graphics/posts) to educate consumers about financing options.
- Feature financing in social posts
- Extend reach of posts through paid social media support

Community Based Outreach Support

Strategy: Use the Energy Upgrade California Community Ambassadors to promote the financing options within their organizations and to their communities

Tactics/Activities:

Participating CBOs partners will be provided materials to:

- Inform staff, members and constituents about financing options
- Include information about financing options in their organization's communications channels including newsletters, website and blogs
- Participate in social media activities: carrying information about financing options through their social media channels.
- Pair CBO grantees with participating financial institutions for joint events

Mobile Education & Outreach

Strategy: Utilize the Mobile Education & Outreach asset to educate, motivate and activate Californians about why energy use matters, how they can better manage their energy use and encourage them to make a pledge to help California stay golden by taking action to manage their energy use.

Tactics / Activities:

- Distribute information at Mobile Education & Outreach venues about financing products

Retail Support

Strategy: Use financing as an introduction point in customer conversations to drive interest in Home Upgrade options and large purchases

Tactics/Activities:

- Leverage Energy Ambassadors to promote financing options in targeted retail locations
- Leverage Energy Ambassadors to help shoppers search for their specific options on the financing page of EnergyUpgradeCA.org and brainstorm what they could do to enhance their home or business

Website Support

Strategy: Use the Energy Upgrade California website as the one-stop resource for finding information about financing products available for energy efficiency improvements.

Tactics/Activities:

- Further develop the financing section on the Energy Upgrade California site
- Integration of financing information in the interactive tool and development of featured financing tools
- Develop a quiz featuring information about finance products
- Blog posts that tout the benefits of financing energy efficiency improvements

III. PHASE III SECONDARY TOPICS

HOME AUTOMATION

Message Development: May

Campaign Timing: June

Budget: \$750,000

KPIs: Paid digital advertising click through rates

Visits to the Home Automation section of the EUC website

Time spent on these pages on the EUC website

Registrations on EUC website Wiser tool

Email address sign-ups at retail, CBO and mobile education events

Social media likes/shares

Earned media placements

Strategy: Educate residents on the benefits of having a “connected home” and how technology and products can help them manage their energy use.

Objectives

- **Educate** residents on what a “connected home” is and promote the financial, quality of life and energy saving benefits of an automated home
- **Motivate** Californians to find out ways to automate their house by giving them specific examples and send them to the Energy Upgrade California website to find out more about Home Automated Networks
- **Activate** Californians to participate in IOU Home Automation pilot programs and other retail/manufacturer based programs focused on Home Automation

Target Audiences

- CA 21+ Residents
- Leading Achievers (primary audience for this campaign)
- Striving Believers
- Disconnected

Paid Media Support

Strategy: Focus on digital media as it has the best capability to specifically target Leading Achiever homeowners.

Tactics:

- Search: General Market, in-language Hispanic and in-language Asian
 - Capture hand-raisers by enhancing the “always on” search campaign with relevant ad copy and specified locations
- Digital Display: General Market
 - Focus on behavioral targeting in order to zero-in on homeowners fitting the Leading Achiever profile

Earned Media Support

Strategy: Use news media to promote the benefits of a “connected home” to homeowners. Highlight the financial and comfort benefits associated with measures like smart lighting, programmable thermostats, automated irrigation, advanced power strips, wireless on/off switches, and/or Home Automation Networks.

Tactics/Activities

- Develop and distribute supportive materials for earned, social, CBO, Retail partners.
- Reach out to traditional media contacts – TV morning shows, weekend TV shows and radio community affairs radio shows.

Social Media Support

Strategy: Use the “cool” factor of a connected home to reach social media followers. Social content will educate consumers about the benefit of a connected home and encourage them to visit the Energy Upgrade California website to get more information.

Tactics/Activities

- Populate content calendar with content that will educate consumers about connected homes
- Curate and share connected home content from assorted digital publications like “Lifehacker” as a way to boost interest and credibility for this type of messaging
- Social contests will boost engagement around this topic will be developed: working with retail partners to provide connected devices as prizes in exchange for social followers’ participation.

- Drive consumers to the Energy Upgrade California website for more information

Community Based Outreach Support

Strategy: Use the Energy Upgrade California Community Ambassadors to promote the benefits of an automated home within their organizations and to their communities

Tactics/Activities

- Educate community members about how to achieve a more automated home and why it matters
- Tailor presentations that CBOs participate in to focus on benefits and examples of an automated home
- Provide CBOs with suggestions about how to engage community members about home automation by demonstrating items such as programmable thermostats, automated irrigation, advanced power strips, wireless on/off switches, and/or Home Area Networks
- Encourage CBOs to participate in social media activities to educate and promote benefits of home automation.

Retail Support

Strategy: Target retailers that sell products/services that support the "connected home" educate customers about what Home Automation is, describe new technologies, and how they can help homeowners manage their energy use.

Tactics/Activities:

- Feature Energy Ambassadors in store to promote Home Automation and products that support a "connected home"
- Engage shoppers with messaging focused on energy efficiency gains of automating their homes through new technologies available
- Feature Home Automation collateral and point of sale materials during tabling events
- Educate shoppers as to both their entry point options as well as advanced solutions

Youth Education & Outreach

Strategy: Use partnerships with statewide youth based organizations to educate members about Home Automation technologies, products and services that can help their families better manage their energy use.

Tactics/Activities:

- Train organization leaders on Home Automation technologies, products/services
- Prepare age appropriate materials for distribution to the groups
- Provide social media posts to organizations for member use

- Solicit blog posts or articles to be written by members and feature on Energy Upgrade California website
- Provide infographics and links for organization websites

Strategic Partnerships

Strategy: Use partnerships with sports teams, businesses, Chambers of Commerce, local governments and other groups to promote Home Automation technologies/products/services to encourage employees, customers, fans and constituents to use the credit to purchase energy efficient products/services.

Tactics/Activities:

- Provide infographics, links, materials to partners for use on companies internal websites
- Provide articles/blog posts to partners for use in internal/external newsletters
- Provide social media posts to partners

Website Support

Strategy: Use the website to educate residents on what a “connected home” means and to showcase the features & benefits of Home Automation

Tactics / Activities:

- Use the Hero on the website to feature Home Automation and link to the appropriate section on the website
- Develop a descriptive infographic depicting a “connected home”
- Feature Home Automation technologies/products/services

DROUGHT & ENERGY/WATER

Message Development: Use existing messaging

Campaign Timing: June – August

Budget: \$1,000,000

KPIs: Paid digital advertising click through rates

Visits to the Saving Water/Energy section of the EUC website

Time spent on these pages on the EUC website

Registrations on EUC website Wiser tool

Email address sign-ups at retail, CBO and mobile education events

Social media likes/shares

Earned media placements

Strategy: Educate residents about how water and energy use are connected and inform them of no-cost, low-cost actions, behavior changes as well as utility, state and local water agency programs they can take advantage of to help them save water/energy.

Objectives

- **Educate** residents about the connection between water and energy use in their home.
- **Motivate** residents to take personal responsibility for their actions when it comes to water/energy use and to learn more at the Energy Upgrade California website
- **Activate** residents to change behavior, purchase water/energy saving products and/or participate in programs that will help them save both energy and water.

Target Audiences

- CA 21+ Residents
- Leading Achievers
- Striving Believers
- Disconnected

Paid Media Support

Strategy: Use paid media to educate residents about the importance of saving water and energy, how they are connected, and provide ways to save both – from no-cost, low-cost actions to opportunities to participate in programs

Tactics:

- Digital Marketing – General Market, in-language Asian & Hispanic
 - Behavioral targeting - e.g., family lifestyle, news, entertainment, etc.
 - Contextual targeting - e.g., gardening, remodeling, appliances, etc.
 - Retargeting - Continue conversation with users who have taken relevant actions on www.energyupgradeca.org
 - Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.energyupgradeca.org
 - Paid Search
- TV: General Market
- Radio: General Market, in-language Hispanic, in-language Asian
- Print: in-language Asian

Earned Media Support

Strategy: Use earned media to continue to educate residents about the nexus of water and energy use, and motivate them to reduce usage of both water and energy to save money and conserve natural resources.

Tactics/Activities

- Leverage print outlets for Bear to have his own column and answer energy-related questions from readers
- Reach out to traditional media relations – TV morning shows or weekend TV shows for in-studio interviews, consider op-eds
- Reach out to community affairs radio shows with longer interview segment discussions with Energy Upgrade California spokesperson
- Multicultural Media Relations – reach out to broadcast outlets for interviews and print outlets for contributed articles and op-eds

Social Media Support

Strategy: Social content will help educate residents about the connection between water and energy use. Additionally, content will motivate people to take responsibility and activate them by driving the Energy Upgrade California website.

Tactics/Activities

- Use social media to show residents how water and energy use in the home are related.
- Use infographics, data, links to state and external resource websites
- Use paid social advertising to ensure that messaging reaches the target audience
- Cross promote social media posts from Save Our Water and other energy/water focused websites
- Use testimonials from followers to showcase ways that residents are saving water/energy
- Use contests to reward followers to share their energy/water saving tips

Community Based Outreach Support

Strategy: Use the Energy Upgrade California Community Ambassadors to promote messages about drought/water/energy initiatives within their organizations and to their communities

Tactics/Activities

- Promote the importance of managing water use and educate CBOs about the connection between energy management and water conservation.
- Tailor presentations that CBOs participate in to focus on the benefits of conserving water and examples of how to do so
- Provide CBOs with suggestions about how to engage community members about saving water and making the connection between energy savings and water conservation by showing examples from Energy Upgrade California website
- Encourage CBOs to participate in social media activities to educate about how energy management relates to saving water and encourage constituents to take steps to conserve both

Mobile Education & Outreach

Strategy: Utilize the Mobile Education & Outreach asset to educate, motivate and activate Californians about why energy and water use matters, how they can better manage their energy and water use and encourage them to make a pledge to help California stay golden by taking action to manage their energy and water use.

Tactics / Activities:

- Incorporate water messaging development throughout the experience

- Partner with event venues to leverage their communication channels to provide information on energy and water management
- Leverage public awareness and concern of water issues to encourage email sign-up for ongoing information about energy and water management
- Encourage attendees to learn more about energy and water management actions on the Energy Upgrade California website

Retail Support

Strategy: Use retail home improvement partnerships to educate residents on the connection in the home between water/energy and showcase products that can be used to manage energy and water use.

Tactics/Activities:

- Drive awareness of high impact energy consumption points which are at the intersection where both water and energy are used
- Leverage key categories: tankless water heaters, low use toilets and low flow shower heads, outdoor irrigation
- Promote social media contests, community based challenges, etc. in-store

Youth Education & Outreach

Strategy: Use partnerships with statewide youth based organizations to educate members about the connection between water/energy use, the importance of using natural resources wisely and how they can help their families better manage their water/energy use.

Tactics/Activities:

- Train organization leaders on the water/energy connection, the impact of water/energy use and how to better manage these resources
- Prepare age appropriate materials for distribution to the groups
- Provide social media posts to organizations for member use
- Solicit blog posts or articles to be written by members and feature on Energy Upgrade California website
- Provide infographics and links for organization websites
- Sponsor a challenge between groups that shows how they are managing their water/energy use

Strategic Partnerships

Strategy: Use partnerships with sports teams, businesses, Chambers of Commerce, local governments and other groups to educate employees, customers, fans and constituents about the water/energy connection and how they can better manage their water/energy use.

Tactics/Activities:

- Provide infographics, links, materials to partners for use on companies internal websites

- Exhibit at sporting events, community events, employee events to share information on how to better manage water/energy use.
- Provide articles/blog posts to partners for use in internal/external newsletters
- Provide social media posts to partners

Website Support

Strategy: Use the Energy Upgrade California website as an educational platform to show the connection between water/energy use in the home and how to save water/energy

Tactics / Activities:

- Enhance the water/energy section of the website
- Develop a quiz that focuses on water/energy use in the home
- Blog articles on the impact of the drought on water and energy use
- Infographics that show how water is treated and distributed to homes and how homes use water/energy
- Feature how website users can learn more about their water consumption and how to save water and energy together.

COOL CALIFORNIA CHALLENGE

Program Revisions/Development: February – July 2015

Message Development: August

Campaign Timing: September 2015 – February 2016

Budget: \$500,000

KPIs: Number of participants in Challenge

Total number of kWh and GHG saved by participants

Paid digital advertising click through rates

Visits to the Cool California section of the EUC website

Time spent on these pages on the EUC website

Social media likes/shares

Earned media placements

Other KPIs TBD on development of pilot

Strategy: Make the Cool California Challenge a central engagement platform for Energy Upgrade California in 2015-16 through the launch of a pilot designed to reach the Leading Achiever target audience. In order to increase participation and better align the Challenge to the goals of Energy Upgrade California and a call to action for California Climate Credit education and outreach, it will be organized primarily at the household level rather than the city level.

Households can participate individually in household-to-household competition and can also be part of multiple different teams. Several categories of competition can run concurrently with category appropriate prizes—schools, companies, cities, communities (with defined criteria led by CBOs), counties, etc.

Layering these additional categories will increase the number of ways that Californians can be engaged and participation celebrated, and will enable Energy Upgrade California to use its multiple channels to engage more people to compete.

For 2015 Energy Upgrade California is placing more emphasis on education and motivating action. The Challenge provides a central campaign, in which action can include and is not limited to IOU program participation, and the use of the challenge infrastructure enables the Energy Upgrade California team to track participation and estimate energy management behaviors adopted, and energy and greenhouse gas reductions achieved. This program has been designed using sound behavioral theory under academic supervision and has two years of implementation from which to learn. Its connection to California Air Resource Board (ARB) and broader focus on greenhouse gas reduction makes it a particularly compelling collaboration to support the goals of both Statewide ME&O and Climate Credit E&O.

In addition, the Challenge will be tied to the Climate Credit issued in October and related Education & Outreach can be used as a direct way to inform people of the challenge and give them a very clear call to action to engage in greenhouse gas reduction. The engagement tool that will deploy on the website in early 2015 includes much of same functionality as the tool developed by the Challenge team and can be leveraged and built upon to support the Challenge. This integration of tools and resources as well as program rules revision will be conducted February-July to be able to re-launch the challenge in the fall. CSE will work with CPUC staff and ARB staff as well as the challenge designer at University of California, Berkeley to develop the pilot parameters and goals and to design an iterative plan for the Challenge to support its annual growth.

Objectives

- **Educate** residents and small businesses on AB 32, the state's climate goals, the importance of managing energy use and GHG emissions to the state's air quality, environment, economy and leadership in the national climate change landscape.
- **Motivate** residents and small businesses to learn more about California's climate policy and goals
- **Activate** residents and small businesses to commit to reducing their energy usage and GHG emissions by participating in the CoolCalifornia Challenge.

Target Audiences

- CA 21+ Residents
- Leading Achievers

Paid Media Support

Strategy: Use paid media to drive excitement to use their Climate Credit as a springboard for participation in the CoolCalifornia Challenge.

Tactics:

- Radio: General Market, in-language Hispanic, in-language Asian
- Print: in-language Asian
- Digital Display: General Market, in-language Hispanic & Asian
 - Behavioral targeting - e.g., family lifestyle, news, entertainment, etc.
 - Contextual targeting - e.g., gardening, remodeling, appliances, etc.
 - Retargeting - Continue conversation with users who have taken relevant actions on www.EnergyUpgradeCA.org
 - Lookalike targeting - Build audience groups modeled after people who have taken relevant actions on www.EnergyUpgradeCA.org
 - Search: General Market, in-language Hispanic and in-language Asian
 - Capture hand-raisers by enhancing the “always on” search campaign with relevant ad copy and specified locations

Earned Media Support

Strategy: Use news media to promote the CoolCalifornia Challenge statewide to gain credibility and create a positive message around California’s energy and climate policy.

Tactics/Activities

- Development and distribution of a press release to media statewide
- Conduct comprehensive outreach to ethnic media statewide, including desk side briefings with top Spanish-language print press, hosting media roundtables with members of the ethnic press, and ensuring Spanish language newswire releases for major events and milestones.
- Develop influential thought leaders, elected officials, journalists, and community based organization leaders to use as supportive third-party speakers. Identify prominent community members in key Latino, Asian-American, and African-American communities and Spanish and Asian language spokespersons where available.

Social Media Support

Strategy: Use social media to promote the initiative by keeping the CoolCalifornia Challenge top of mind in social media assets

Tactics/Activities:

- Paid social media ads to promote participating in the Cool California Challenge
- Testimonials from participants to be posted to social media
- Post videos of ways that participants are saving energy and reducing GHG emissions
- Encourage social media followers to form groups within cities, social organizations, etc. to foster competition

Community Based Outreach Support

Strategy: Encourage CBOs to educate constituents about the Challenge by informing them about resources that can be found on EnergyUpgradeCA.org.

Tactics/Activities:

- Inform staff, members and constituents about the CoolCalifornia
- Include CoolCalifornia information in their organization's communications channels including newsletters, website and blogs
- Send an email about CoolCalifornia to their constituents
- Distribute information about CoolCalifornia at events
- Participate in social media activities: carrying the CoolCalifornia messages through their social media channels

Retail Support

Strategy: Use retail partnerships to promote awareness of the CoolCalifornia Challenge

Tactics/Activities:

- Promote the "CoolCalifornia Challenge" in retail stores and encourage them to participate in the promotion
- Host workshops in stores to showcase ways residents and small businesses can reduce energy use and GHG emissions.

Youth Education & Outreach

Strategy: Use partnerships with statewide youth based organizations to engage them to participate in the CoolCalifornia Challenge.

Tactics/Activities:

- Train organization leaders on the CoolCalifornia Challenge
- Prepare age appropriate materials for distribution to the groups
- Provide social media posts to organizations for member use
- Solicit blog posts or articles to be written by members and feature on Energy Upgrade California website
- Provide infographics and links for organization websites

Strategic Partnerships

Strategy: Use partnerships with sports teams, businesses, Chambers of Commerce, local governments and other groups to encourage employees, customers, fans and constituents to participate in the CoolCalifornia Challenge

Tactics/Activities:

- Provide infographics, links, materials to partners for use on companies internal websites
- Exhibit at sporting events, community events, employee events to share information about the CoolCalifornia Challenge
- Provide articles/blog posts to partners for use in internal/external newsletters
- Provide social media posts to partners

Website Support

Strategy: Use the Energy Upgrade California website as the platform for the CoolCalifornia Challenge

Tactics/Activities:

- Incorporate the CoolCalifornia Challenge website platform on the Energy Upgrade California website
- Improve the software used by the initiative to be able to be used at scale integrating with the new www.EnergyUpgradeCA.org engagement tool
- Use the Hero section of the site to promote the Challenge during the promotion period.
- Blog posts to promote participation in the Challenge
- Testimonial videos to showcase how participants are reducing their energy and GHG emissions

IV. PHASE III BUDGET

The budget proposed for Phase III is designed to sustain the position of the Energy Upgrade California brand and continue the statewide marketing, education and outreach campaign.

PROPOSED PHASE III SW ME&O BUDGET	
Market Research – (\$75,000 from Finance ME&O budget)	\$425,000
Paid Media	\$3,525,000
Gen Market – TV/Radio/OOH - \$1,650,000	
Spanish – Radio/OOH/Print - \$450,000	
Asian – Radio/Print - \$450,000	
All Languages - Digital - \$700,000	
Production - \$275,000	
(\$275,000 from Finance ME&O budget)	
Agency Fee - \$TBD per plan approval	
Earned / Social Media	\$250,000
Experiential Marketing	\$350,000
Strategic Partnerships	\$750,000
Community Outreach (includes Youth Outreach) (\$50,000 from Finance M&EO budget)	\$1,000,000
Mobile Outreach	\$725,126
Retail Engagement (\$50,000 from Finance ME&O budget)	\$750,000
Website (\$150,000 from Finance ME&O budget)	\$750,000
Sub Total External Expenses	\$8,525,126
Administration	\$748,742
Sub Total Expenses & Admin	\$9,273,868
Administrative Holdback	-74,874
TOTAL	\$9,198,994

V. APPENDIX –

PAID MEDIA MARKET LIST

MEDIA MARKETS – MAY VARY BY TOPIC

General Market Television

- Bakersfield
- Chico
- Fresno
- Los Angeles
- Monterey-Salinas-Santa Cruz
- San Diego
- San Francisco
- Santa Barbara

General Market Radio

- Bakersfield
- Chico
- Eureka
- Fresno
- Lancaster/Palmdale
- Los Angeles
- Merced
- Modesto
- Monterey-Salinas-Santa Cruz
- Oxnard-Ventura
- Palm Springs
- Redding
- Riverside-San Bernardino
- San Diego
- San Francisco
- San Jose
- San Luis Obispo
- Santa Barbara
- Santa Maria-Lompoc
- Santa Rosa
- Stockton
- Victor Valley
- Visalia-Tulare-Hanford

General Market Out-of-Home

- Fresno
- Los Angeles
- Sacramento
- San Francisco
- San Diego

Hispanic Market Radio

- Fresno
- Los Angeles
- San Francisco
- San Diego

Print & Digital Media

Markets will be determined by region based on publication/digital outlet content, geo-targeting and behavior targeting.

Note about marketing selection

A few of the markets are served only natural gas by IOU. Care will be taken to emphasize natural gas messaging in those service areas. However, the campaign is about energy management as a whole and its relationship to energy and climate goals of the State of California. Some messaging will be quite broad and related to energy literacy overall and this will run in all territories.

Energy Upgrade California

2013–2014 Marketing Plan



Energy Upgrade California™ is a program of the California Public Utilities Commission in collaboration with the California Energy Commission, California counties, cities, nonprofit organizations, and the state's investor-owned utilities. Funding comes from the utilities' ratepayers under the auspices of the California Public Utilities Commission in addition to incremental funding from the Department of Energy.

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SECTION ONE: INTRODUCTION AND BACKGROUND

Introduction

Per direction from the California Public Utilities Commission (CPUC or the Commission),¹ the California Center for Sustainable Energy (CCSE) presents this plan for transitioning the Energy Upgrade California™ brand to become California's statewide marketing, education and outreach (ME&O) brand and campaign for residential and small business energy management in 2013–2014. This plan was requested by the Commission to provide more detailed information about how the brand will transition and what the Energy Upgrade California statewide ME&O campaign will do in 2013–2014, so the Commission and parties to the proceeding could better assess the reasonableness of the proposed expenditures as outlined in the investor-owned utilities' (IOUs') applications for statewide ME&O filed August 3, 2012.

Section One of this plan has been prepared to provide background and context. Section Two is the core deliverable requested by the Commission: a plan that outlines the proposed brand and marketing strategies for establishing Energy Upgrade California as the statewide marketing, education and outreach brand and campaign in 2013–2014. It includes recommended goals, strategies, tactics, metrics, budget and target audiences, including strategies for incorporating accessible information and reaching the underserved. We have included Section Three to address operational aspects of the Energy Upgrade California brand transition and potential challenges to its successful implementation.

As directed by the Commission, a draft of this plan was prepared for a public workshop on February 26, 2013. CCSE presented an overview of the plan and Commission staff facilitated a discussion of several elements of the plan including the goals and objectives, brand and marketing strategy, target audiences, tactics, budget, and metrics. From this robust discussion and written notes from

several participants following the workshop, CCSE collected a great deal of feedback and has revised the plan extensively to reflect related suggestions and concerns. In addition to the presentation of the plan on February 26, a workshop was also held on February 25, 2013 to present results of two assessments conducted to provide input for this plan, a brand assessment completed by Opinion Dynamics Corporation and a websites assessment completed by Extractable.

Executive Summary

This plan outlines a brand and marketing strategy aimed at a singular goal: *To establish Energy Upgrade California as California's central energy management brand and motivate residential and small business energy consumers to take continued action over time to better manage their energy use through the brand's related comprehensive statewide marketing, education and outreach (ME&O) campaigns.*



¹ Scoping Memo and Ruling of Assigned Commissioner and Administrative Law Judge Application 12-08-007 January 18, 2013



8921

Cafe
ON MAIN STREET

OPEN

BUSINESS HOURS		
	MON	TUE
MONDAY	8:00	8:00
TUESDAY	8:00	8:00
WEDNESDAY	8:00	8:00
THURSDAY	8:00	8:00
FRIDAY	8:00	8:00
SATURDAY	8:00	8:30
SUNDAY	CLOSED	CLOSED

Cafe

Espresso!

Today's
Special
2 for 1
Lattes



SOUPS
Wild Rice
Veggie

Buy LOCAL

Achieving this goal necessarily involves two shifts of mind, the first near term and for a small group of us, and the second long term and for all of us.

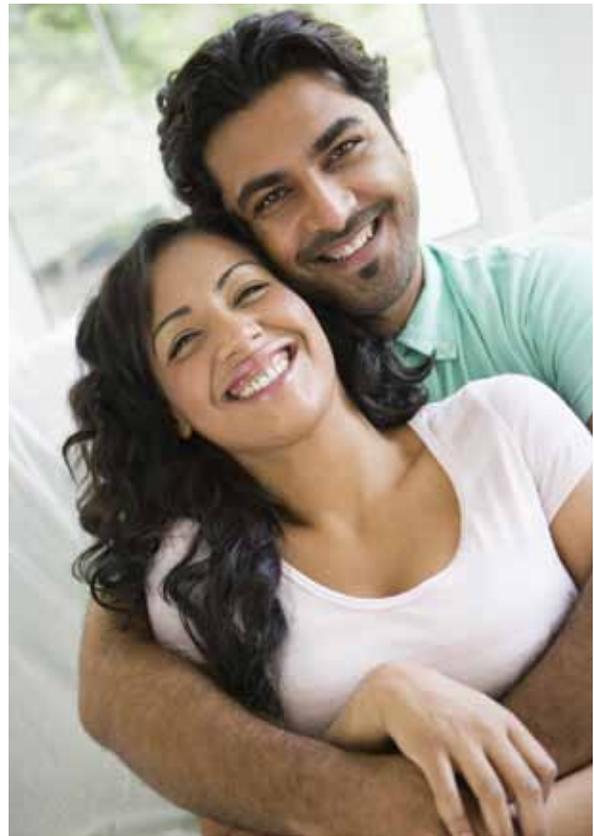
- ① The first is for those of us reading the plan: we must expand our associations with the three words “Energy Upgrade California” to think beyond the residential retrofit program that currently carries the name.
- ② The second we share with all of California’s residential and small business consumers: We must come to associate Energy Upgrade California with a broad suite of concepts, programs and services that all of us can use to better understand our energy use and take well-informed action to improve how we use energy, also referred to as energy management.²

Through the successful implementation of Energy Upgrade California as the state’s ME&O brand and central campaign, we will come to understand that energy management is actually many smaller actions taken and sustained over a period of time, and we will take these actions for our own benefit such as saving money and improving our comfort *and* to do our part to help California achieve its ambitious short- and long-term energy and climate goals. By doing so, we are co-creating a future in which we in California reliably, safely and cost-effectively use less and cleaner energy and resources per capita and live in resilient communities with clean air, comfortable, healthy homes, and strong local economies that offer an abundance of well-paying, non-polluting jobs.

Like energy management, building a brand and using related comprehensive marketing, education and outreach to change mindsets and behavior is a big goal with a long timeline that must be tackled one task at a time. To that end, CCSE aims to achieve the following four objectives in 2013–2014.

- ① Establish Energy Upgrade California as California’s statewide marketing, education

² Following Commission guidance, CCSE will talk throughout the plan about energy management as a sort of shorthand to describe this process of understanding and improving our energy use. We are using the second Merriam-Webster definition of management, the judicious use of means to accomplish an end, and we mean it to say we are seeking to use energy and its related resources judiciously to bring about a bright and prosperous future for California and all of us who live here.



and outreach brand for residential energy management with a comprehensive social marketing campaign.

- ② Conduct research to continually inform the campaign and focus especially on the needs, motivations and barriers for small business consumers. Launch small business pilots in 2014 to inform small business inclusion more fully in the brand and campaign in 2015.
- ③ Launch a new and improved Energy Upgrade California website in 2013 that provides a central, interactive resource of information, concepts, tools, programs, services and advice for California consumers to take action in order to manage their energy use better.
- ④ Work with the investor-owned utilities (IOUs), regional energy networks (RENs), the California Energy Commission (CEC), the California Public Utilities Commission (CPUC or the Commission) and other partners to coordinate the promotion of programs and increase coordination opportunities over the long term as the Energy Upgrade California brand builds equity.



In this plan, we outline the historical and policy context in which this transition of the Energy Upgrade California brand and launch of the new statewide ME&O campaign takes place, and we discuss many of its related challenges and opportunities. We outline the information-deficit strategy the IOUs proposed in their applications and also the more behavior-change oriented, social marketing approach CCSE prefers, and we ask the Commission to decide which strategy should be used. We also discuss how the brand relates to that of California and why having a civic brand for energy is so important. We provide an overview of our marketing, education, and outreach strategies and tactics and recommend co-branding approaches for working with the IOUs and RENS³ and their

programs in the near term, including a discussion of issues and opportunities related to how the brand should interact with the residential retrofit program going forward. We outline a staged approach to reaching California's large and diverse population, focusing first on three target audiences, and we discuss the IOUs-proposed performance metrics and recommend key performance indicators we will track throughout the campaign. With this plan, CCSE has outlined our vision for the Energy Upgrade California statewide ME&O campaign. This vision differs substantively in critical areas from that put forth by the IOUs in their applications. We therefore seek the Commission's guidance through its decision on key topics, including strategy, target audiences, tactics, metrics, budget and governance.

³ Following the Commission's lead we use RENS to refer to both RENS and community choice aggregators or CCAs

Situational Analysis

The California Energy Landscape and Energy Upgrade California

With an estimated population of more than 38 million people,⁴ California is the country's most populous state by a wide margin and yet, having halted its growth of per capita electricity use even as both the size of homes and number of consumer electronics increased significantly, it ranks just 48th in per capita energy use.⁵ California has led the nation in energy efficiency and conservation since the 1970s with ambitious policy goals, progressively stringent building and appliance standards, and ratepayer-funded efficiency programs authorized and overseen by the California Public Utilities Commission (CPUC). In 2010–2011 alone, energy efficiency programs authorized by the CPUC provided the equivalent energy services of two new power plants.⁶ Looking forward, California has set highly ambitious energy targets, including Governor Jerry Brown's goal to reach 12,000 megawatts (MW) of distributed renewable generation by 2020,⁷ as well as those articulated in the California Long-term Energy Efficiency Strategic Plan (CEESP).

The CEESP calls for all new homes to be zero net energy (ZNE) by 2020, for all existing homes to use 40% less energy than they did in 2008 and for all existing commercial buildings to use 30% less energy with new commercial buildings to be ZNE by 2030.⁸ These energy goals are important to reduce ratepayer costs, lessen environmental impacts and decrease demand on the grid, as well as being crucial in supporting California's overarching objective to reduce greenhouse gas emissions to 1990 levels by 2020, as mandated by AB 32

⁴ California Department of Finance Press Release, 5/1/2012: http://www.dof.ca.gov/research/demographic/reports/estimates/e-1/documents/E-1_2012_Press_Release.pdf

⁵ U.S. Energy Information Administration <http://www.eia.gov/beta/state/?sid=CA>

⁶ 2010–2011 Energy Efficiency Annual Progress Evaluation Report, September 2012

⁷ Office of the Governor Press Release, 4/12/2011: <http://gov.ca.gov/news.php?id=16974>

⁸ California Energy Efficiency Strategic Plan (CEESP), p.6, January 2011.

(2006).⁹ Getting to these goals will not be easy and will require concerted public commitment and participation.

Several recent reports have highlighted a lack of coordination among California's myriad clean energy programs and objectives. These include the Little Hoover Commission's "Rewiring California: Integrating Agendas for Energy Reform" and the Legislative Analyst's Office's "Energy Efficiency and Alternative Energy Programs," both released in December 2012. While each report differs in its focus, the broad message is consistent: California has many programs and goals related to energy and climate change impacts, and it is not clear how all the various programs work together to form a coherent state energy policy. Moreover, the reports encourage the state to do a better job of engaging ordinary citizens in its extraordinary energy ambitions. The statewide marketing, education and outreach campaign is the right vehicle to help Californians connect their current energy actions to their desired future and, importantly, to their desired high quality of life.



⁹ California Air Resources Board: <http://www.arb.ca.gov/cc/ab32/ab32.htm>





Looking forward, California has committed to integrated demand-side management (IDSM) as the preferred means of engaging residential and small business consumers in energy management—moving the market beyond single-widget solutions such as replacing light bulbs and seeking to engage people in multiple ways to improve their energy use and save energy at the right time and with the right tools.¹⁰ The CPUC is currently developing a roadmap to achieve ZNE in residential and commercial new construction, and the CEC is busy developing a comprehensive energy efficiency program for existing residential and commercial buildings as mandated by AB 758 in 2009.¹¹

Energy Upgrade California has the potential to contextualize energy management for residential and small business consumers, connecting energy and climate policies to utility and local government energy programs and encompassing a wide array of related topics that currently confront the consumer, including utility rates, demand response, energy

efficiency, distributed generation and enabling technologies such as electric vehicles and home area networks as well as low-income assistance and other incentive programs.¹²

Statewide Marketing, Education & Outreach—A Brief History

California's state agencies recognize that they must engage Californians as “partners in the state's energy efficiency, demand-side management and clean energy efforts.”¹³ This idea has its roots in the electricity crisis of 2000–2001, when regulators turned to consumers in order to reduce demand on the grid through the Flex Your Power (FYP) campaign. Later, FYP was extended to also include energy efficiency, though some industry professionals were concerned about the association of the word “power” to electricity and related inability of the name to adequately address natural gas savings.

¹⁰ CEESP–Section 8, pg 69

¹¹ <http://www.energy.ca.gov/ab758/>

¹² Decision 12-05-015, pg 300

¹³ CEESP–Section 10, pg 79

After the evaluation of the 2006-2008 portfolio, including an in-depth examination of FYP, the CPUC determined that a new campaign was needed—one that would more holistically encompass the various demand-side management program offerings now available to Californians. This marked the end of FYP as the statewide marketing campaign, although Flex Alerts currently remain the state’s platform for broadcasting urgent calls for demand response when system peak nears maximum capacity.

In October 2010, Engage 360 was launched as the state’s comprehensive demand-side management brand. Engage 360 was designed to create a movement around energy management as a lifestyle, and the brand employed a slow-build strategy, aiming to attract influencers and develop a grassroots feel before ramping up media exposure in its second year.

Just a few months later in March 2011, California launched the nation’s largest home performance program, funded in part by the American Recovery and Reinvestment Act (ARRA) and in part by ratepayers, and carrying the brand Energy

Upgrade California, which was developed under CEC leadership to address both residential and commercial comprehensive energy improvements.

Energy Upgrade California programs were designed to leverage property assessed clean energy (PACE) financing, however, federal challenges from housing finance regulators put nearly all PACE programs indefinitely on hold throughout the state. This lack of an effective financing mechanism, paired with the sluggish economy, greatly suppressed consumer uptake of Energy Upgrade California programs, largely comprised of offerings that required a significant up-front investment.

The CEC authorized about \$22 million in ARRA funds on statewide marketing, education and outreach to support Energy Upgrade California in 2011 and 2012. The IOUs, local governments, municipal utilities and other market participants supplemented this effort with related program funds, including funding from the Department of Energy’s Better Buildings Neighborhood program under the leadership of Los Angeles County.



Marketing activities related to Energy Upgrade California were highly decentralized, with local governments, utilities and community-based organizations executing local Energy Upgrade California marketing campaigns, each with a somewhat different residential retrofit program “product” that varied by region. The CEC provided a statewide radio campaign, earned and social media, and advertising in the state’s two largest media markets, while local program implementers placed ads in local papers, online and through radio stations and, in a few markets, even on television. Local government teams also provided comprehensive outreach comprised of workshops, mobile displays, neighborhood events and door-to-door canvassing.

The momentum of local government and community support for Energy Upgrade California and their related contributions to the program marketing eclipsed Engage 360, which spent about \$12 million before being suspended by an Assigned Commissioner Ruling. In October 2011,¹⁴ the CPUC directed that Engage 360 activities be halted and subsequently determined that **statewide marketing, education and outreach for all residential and small business demand-side program offerings would continue under one umbrella brand, Energy Upgrade California.**

CPUC Decision (D. 12-05-015) directs that during the 2013–2014 portfolio, Energy Upgrade California will transition to serve as the primary statewide campaign to educate residential and small business customers about energy management concepts and programs that can help them better manage their energy use. This expanded mandate for the brand enables the state to be more comprehensive in its engagement of residential and small business consumers and to communicate a wider range of interrelated actions available to them that will both reduce their utility bills and help the state meet its short- and long-term energy goals.

This new direction places Energy Upgrade California in a position to help lead market transformation efforts across the spectrum of demand-side



management programs. The CPUC has stated that the brand “must also continue to build its usefulness in prompting home and building owners to take immediate steps to achieve deep energy retrofits”¹⁵ and also directs that “the messages that come under the Energy Upgrade California umbrella should not be limited to energy efficiency and should also include generalized energy education and awareness, such as information related to demand response, dynamic rate options, enabling technologies, climate change impacts, the Energy Savings Assistance Program (low-income energy efficiency program), distributed generation investment, smart grid upgrades and any other general impacts of energy use for individuals or for the state as a whole.”¹⁶

With this direction, Energy Upgrade California will now become the brand enabling Californians to discover the important role energy plays in their lives and giving them reasons and opportunities to make meaningful, lasting changes in their energy use through simple every day decisions.

¹⁴ October 13, 2011. Assigned Commissioner’s Ruling Regarding Statewide Marketing and Outreach Program

¹⁵ Decision 12-05-015, pg 301

¹⁶ Decision 12-05-015, pg 300

Energy Upgrade California Transition SWOT Analysis¹⁷

Strengths	Weaknesses
Brand associated with energy savings, managing energy and making home energy improvement	17% of respondents aware of Energy Upgrade California name
High perception by target audiences that energy management saves energy and money	Most people who have heard the name have low familiarity with it
Positive connections with the word “upgrade” to energy efficiency, home improvements, upgrading appliances and upgrading energy sources	Only 5% of respondents aware of the Energy Upgrade California website—only 1% have visited it
Logo represents positive attributes around energy and saving money	10% of respondents who saw the logo think it represents high cost/expensive
The majority of both those aware of Energy Upgrade California and unaware associate the brand with energy savings	Awareness and knowledge of energy management opportunities is limited
People’s understanding of energy management encompasses saving and monitoring energy and is viewed positively	A small percentage of small businesses associated the brand with expensive upgrades
62% of respondents in brand assessment survey interested in a statewide resource for energy management	
The vast majority of small businesses think the brand is about saving energy, upgrading appliances and upgrading to renewable energy	
More than 70% of small business respondents think Energy Upgrade California offers solutions for both business and home	
72% of contractors think Energy Upgrade California is about more than just whole house retrofits and associate it with providing information on energy management, energy efficient appliances and renewable energy	
The majority of contractors think expanding the scope of the Energy Upgrade California brand to energy management will be beneficial to their customers and their business	

¹⁷ Data cited from Energy Upgrade California Brand Assessment Study, Opinion Dynamics Corporation, February 2013.

Opportunities	Threats
Current brand perceptions are limited—lots of opportunity for change	Unmanaged use of the brand could damage the brand's reputation, produce consumer confusion and dilute its effectiveness
Most people who have heard the name do not know much about it, providing an opportunity to redefine the brand and expand its role, and indicates its elasticity	The regulatory process is slow and delaying launch of the transitioned brand, reducing opportunity for success and prolonging confusion in 2013
There is no one dominant website that people are visiting to get information on energy management—Energy Upgrade California website could fill that role	California's down economy with continued high unemployment and a depressed housing market provides less incentive for energy investment
Thirty-eight new legislators took office in January and provide a fresh opportunity for talking about Energy Upgrade California	Influencers such as California legislature and media have a negative view of the ARRA/AB 758 pilot/IOU whole house program and thus negative associations with the brand
Few of the respondents associated the brand as a statewide energy information resource—lots of opportunity for brand positioning	Most people assume they are not using more energy than they did in the past, but do not really know if they are
Brand should be able to increase the percentage of those looking for information and make it easier to find relevant information of energy management options	Cheaper and more abundant sources of energy may mitigate the perceived need to save energy
High association with making improvements to save energy in the home allows flexibility in educating people about the different energy-saving opportunities and energy management	After doing a limited amount of energy efficient actions, people do not see their bills lowered and get discouraged
Positive association with energy management provides receptivity to expanding people's knowledge of energy management options	Nationally, only 37% of people are likely to look for ways to manage energy
Small business is very likely to be receptive to the brand's focus on energy savings, upgrading to energy-efficient appliances and renewable energy	
Contractors remain a good marketing channel to drive people to the Energy Upgrade California website for energy management and promotion Energy Upgrade California as a source of information on energy management	



SECTION TWO: MARKETING PLAN

Achieving the State's Energy and Climate Goals

California is serious about meeting the demands of the future and renewing and preserving its famous quality of life today, as demonstrated by several major goals state leaders have set in the last few years, such as

- The landmark Global Warming Solutions Act of 2006, also known as AB 32, which calls for California to reduce greenhouse gas emissions to 1990 levels by 2020 — a task the Air Resources Board has described as “On a per-capita basis . . . reducing annual emissions of 14 tons of carbon dioxide for every man, woman and child in California down to about 10 tons per person by 2020.”¹
- Governor Brown’s challenge calling for 12,000 MW of local renewable energy² and executive order setting a goal of 1.5 million zero-emission vehicles on California’s roads by 2025.³
- The market transformation strategies for energy efficiency outlined in the California Energy Efficiency Strategic Plan (CEESP) in 2008 and also reflected in the California Clean Energy Future Implementation Plan.⁴

The CEESP outlines in great detail the state’s plan to transform over the next seven years to increasingly develop and depend on clean and efficient energy solutions that reduce its carbon intensity. It also recognizes that its emphasis on market transformation puts a related emphasis on long-term outcomes and integrated approaches that both push and pull the market forward. This long-term view necessitates new approaches and a broader array of stakeholders saying “the Plan recognizes

¹ http://www.arb.ca.gov/cc/cleanenergy/clean_fs2.htm

² http://gov.ca.gov/s_energyconference.php

³ Executive Order B-16-2012 <http://gov.ca.gov/news.php?id=17472>

⁴ <http://www.cacleanenergyfuture.org/>



that the process of market transformation cannot and should not be driven by ratepayer-funded utility programs alone. While utilities will play a continued role in stimulating market transformation across sectors, each of the crosscutting areas described in this Plan represents an avenue where non-utility actors may well be better positioned to drive the ‘push’ of new technologies to market, or the ‘pull’ for residential and business customers and business to adopt available efficiency technologies or practices.”⁵ Statewide ME&O is one such crosscutting area, reflecting the plan’s emphasis on education and information as one of five tools that push and pull the market. Customer incentives, codes and standards, technical assistance and emerging technologies are the other tools listed.

The CEESP outlines a vision for statewide

⁵ California Energy Efficiency Strategic Plan, January 2011 Update pg 5

Select CEESP Goals and Strategies	Select 2020 Intended Outcome (based on 2008 levels)
Promote effective decision-making to create widespread demand for energy efficiency measures (2-2)	25% of existing homes have a 70% decrease in purchased energy 75% of existing homes have a 30% decrease in purchased energy
Drive continual advances in residential energy usage, including plug loads, home energy management systems and appliances (3-1)	100% of existing multifamily homes have a 40% decrease in purchased energy Continuously improve campaigns to raise demand for lower energy homes
Develop public awareness of and demand for highly efficient products (3-2)	25% reduction in plug loads
All new residential construction in California will be zero net energy by 2020	By 2015, 90% of new homes will surpass 2005 Title 24 standards by 35%—by 2020, all new homes are ZNE
Strengthen LIEE (now ESAP) outreach using segmentation analysis and social marketing tools (1-1)	By 2020, 100% of eligible and willing customers will have received all cost-effective Low Income Energy Efficiency measures
New construction will increasingly embrace zero net energy performance (including clean, distributed generation), reaching 100% penetration of new starts in 2030	120 million square feet per year of new commercial construction will be progressively more efficient and all new construction will be zero net energy by 2030
50% of existing buildings will be equivalent to zero net energy buildings by 2030 through achievement of deep levels of energy efficiency and clean distributed generation	250 million square feet (1/20th of existing space) per year through 2030 reach deep levels of energy efficiency improvements and clean, distributed generation through whole building approaches
Heating, ventilation and air conditioning (HVAC) will be transformed to ensure that its energy performance is optimal for California's climate	At least 15% of equipment shipments are optimized for California's climate by 2015 and 70% by 2020

ME&O in which “Californians will be engaged as partners in the state’s energy efficiency, demand-side management and clean energy efforts by becoming fully informed of the importance of energy efficiency and their opportunities to act,”⁶

⁶ California Energy Efficiency Strategic Plan, January 2011 Update Section 10, pg 75

thus reflecting an emphasis on both knowledge and action. It also enumerates five strategies for statewide ME&O and an implementation timeline spanning 2009–2020:

1. Establish a recognizable and trustworthy brand for California’s energy efficiency and other DSM



consumer products and service.

2. Develop an integrated marketing plan for all Californians.
3. Use social marketing techniques to build awareness and change consumer attitudes and perceptions.
4. Develop a California energy efficiency web portal with statewide Information on GHG reductions, efficiency and DSM awareness and options.
5. Conduct public communications campaigns, alongside longer-term supporting school education initiatives to deliver the efficiency message.

Due to the false start for Engage 360, implementation of the statewide ME&O brand is significantly behind schedule and time is of the essence in moving this transition forward in 2013. As the state's energy brand, Energy Upgrade California will play a unique role in engaging and educating the state's millions of residential and small business consumers over time. As one of

many tools California's policy-makers are using to drive transformative change, statewide ME&O must have a clearly defined role to ensure its impact is measured and valuable.

The Role of Statewide Marketing, Education and Outreach

This plan outlines a somewhat different approach to the role of statewide ME&O than that outlined by the IOUs in their applications and attempts to articulate the various aspects of those differences and the theories underpinning them to help parties and the Commission assess the merits of each.

In their statewide ME&O applications, the IOUs defined a three-tiered marketing funnel that placed Energy Upgrade California in tier one, working in concert with regional and local marketing to engage consumers at various readiness stages in a phased approach. PG&E thus described the role of the statewide ME&O program as "to drive broadscale awareness and persuade customers to embrace smart energy use by (1) identifying the most important behaviors, (2) identifying the barriers that prevent adoption, (3) educating and addressing the



barriers in the SW ME&O campaign, (4) partnering with utilities and market actors to dispense energy management concepts and messaging and (5) being the vehicle to educate customers about state policies and initiatives that impact the way they use energy.”⁷

This characterization of the brand’s role as one that addresses consumer behaviors and barriers, complements local marketing and connects regional campaigns with each other and with the long-term goals of the state is the appropriate starting point for the brand’s transition in 2013–2014; and CCSE has developed a brand and marketing strategy that builds upon this approach. However, as CCSE noted in our response to the IOU applications, other aspects of the tiered approach may limit the potential role for and value of Energy Upgrade California.⁸

The IOU use of the traditional awareness-interest-desire-action (AIDA) sales funnel showcases how they would like the statewide brand to work with their local and regional marketing, and it appears from the way the funnel is illustrated and described that the IOUs have assigned each tier to statewide, regional and local marketing respectively, and thereby envision the campaigns layering on top of each other. In describing the role of statewide ME&O, SCE calls it “the first step in a customer’s journey toward participation in IOU DSM programs” and states its goal as “to create broad awareness, education and engagement and seeks to funnel ratepayers to utility programs to take action.”⁹ The IOUs compare their approach to the way automobile companies market their cars with national mass advertisements, regional dealer association marketing and local dealers. This approach could make sense for an umbrella brand but would require, as the automobile companies do, that the umbrella brand be carried through each tier of the funnel. The brand name Toyota, for example, is on the advertisement,

the dealer association, the dealership and the car, therefore reinforcing the connection among the tiers and carrying through a clear call to action that is also quite focused and singular: buy this car.

By contrast, Energy Upgrade California is trying to stimulate awareness of and personal relevance for energy use for consumers to inspire them to use



less energy and to use it differently through a variety of actions. Considering the automobile example, Energy Upgrade California could be compared to an umbrella campaign for transportation that addressed the barriers and benefits of driving, flying, taking mass transit, cycling and walking. Thus, the idea of Energy Upgrade California as a concept brand also expressed in the IOU applications is a more accurate depiction for this establishing phase of statewide ME&O, evoking its description in the CEESP as a social marketing brand. Often confused with social media nowadays, social marketing was defined in the 1950s and dates back to the 1970s for wide use. It is traditionally defined as “the application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their society”¹⁰

⁷ Pacific Gas and Electric Company 2013-2014 Statewide Marketing, Education and Outreach Program and Budget Prepared Testimony. Pg 2-16

⁸ Protest of the California Center for Sustainable Energy to the Applications for Approval of 2013-14 Statewide Marketing, Education and Outreach (ME&O) Program and Budgets

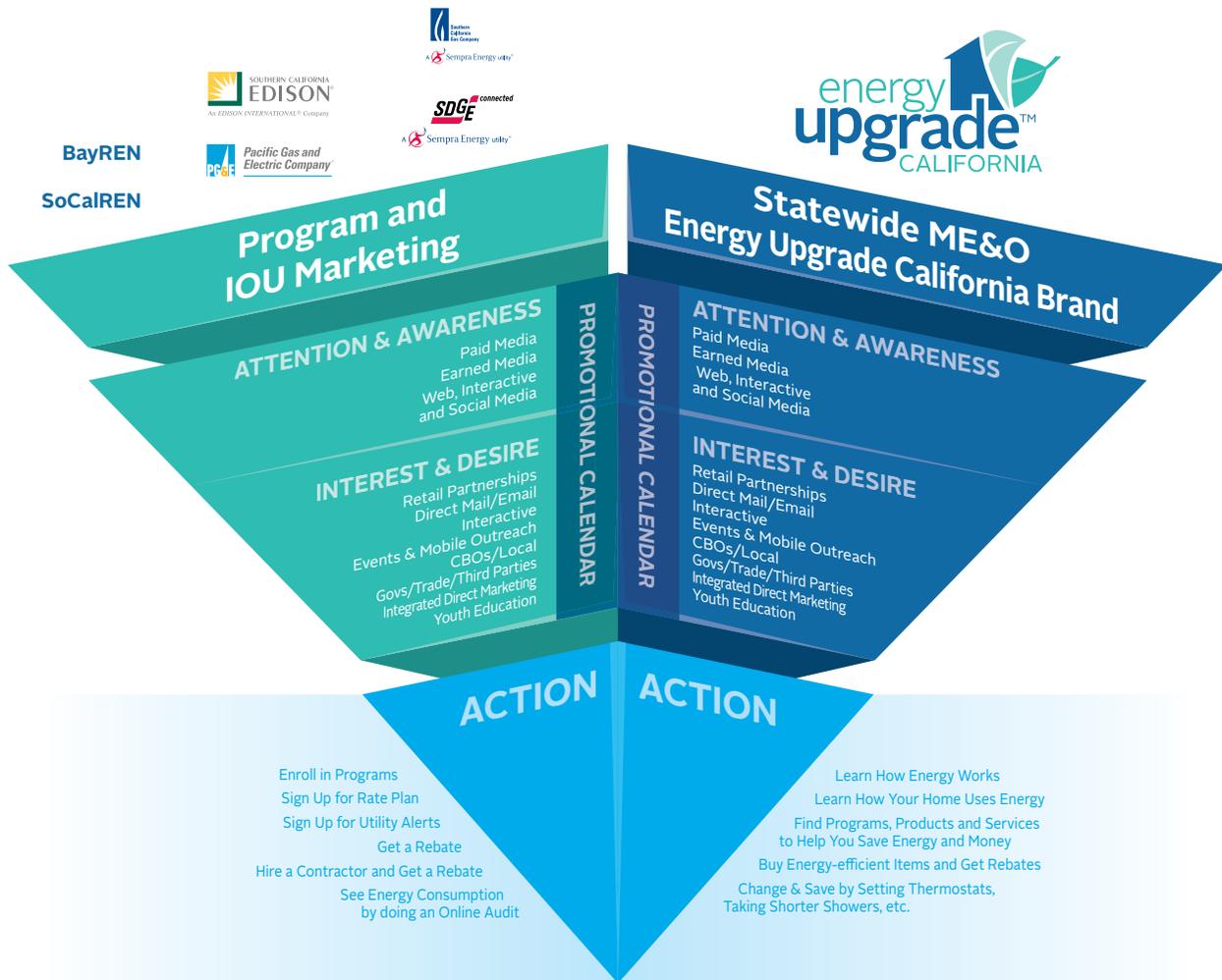
⁹ Testimony of Southern California Edison Company in Support of its Application for Approval of its Statewide Marketing, Education & Outreach Activities and Budget for 2013-2014 pg 23

¹⁰ Andreasen, A (2005). *Marketing Social Change*. San Francisco: Jossey-Bass

and has been widely used in public health efforts such as tobacco cessation and environmental behavior campaigns such as those for anti-littering or recycling. Social marketing “focuses on benefits that accrue to the consumer-citizen to whom the behavior is marketed, rather than on the benefits to the producer of any product or services”¹¹ and draws heavily from the social sciences, making research, monitoring and agile adaptation of campaign efforts to changing consumer attitudes and behaviors central components of campaign design.

characterize statewide ME&O, but if using AIDA, we would view Energy Upgrade California and IOU marketing as working side by side in both the awareness and interest/desire tiers with their respective brands and campaigns and somewhat different but complementary calls to action. We have illustrated how we would view the AIDA model to work in this instance. Please note that rather than marketing tactics listed in the action tier, as they are in the IOU version, we have cited potential actions that consumers would take in response to both IOU and statewide ME&O tactics.

CCSE does not view the AIDA model proposed by the PG&E application as the best way to



¹¹ Kurani and Turrentine. (2002). Marketing Clean and Efficient Vehicles: A Review of Social Marketing and Social Science Approaches. Institute of Transportation Studies. University of California, Davis



In their applications, the IOUs associated a limited set of marketing tactics with the tier one task of raising “attention and awareness” of energy management, namely traditional advertising, earned and social media and a website. CCSE has included these tactics along with several others designed to connect the campaign more clearly with local communities and with steps to action. These additional tactics do not require additional budget and will provide greater authenticity for the brand, critical to laying its strong foundation in 2013–14. These include mobile and community outreach, community and retail partnerships and youth education. Local governments and community organizations have embraced Energy Upgrade California previously and the brand is well positioned to effectively leverage local outreach, increasing its chance for success. In their landmark article on social marketing, Philip Kotler and Gerald Zaltman state, “Whereas a social advertising approach contrives only the event of mass media communication and leaves the response to natural social processes, social marketing

arranges for a step-down communication process. The message is passed on and discussed in more familiar surroundings to increase its memorability, penetration and action consequences.”¹² They note this diffusion of the message is critical to social marketing success, and we have included tactics to facilitate this communication process.

CCSE recognizes that the IOUs have strong relationships with community-based organizations and local governments and looks forward to coordinating with the IOU teams to ensure outreach strategies and plans are synergistic, but notes that the IOU applications seem to designate those local relationships as under IOU purview rather than shared channels. Energy Upgrade California needs to have direct community connections to reinforce its position as the state’s energy management brand to be credible and trusted and to achieve this step-down communication process required for effective

¹² Kotler P and Zaltman G. *Social marketing: An approach to planned social change*. Journal of Marketing, 1971; 35:3-12.



social marketing. A public brand without authentic person-to-person communication in communities could easily take on the negative attributes of propaganda and could be ignored or worse, if considered co-opted by commercial interests, the brand could even be considered coercive and distrusted.

Connecting Information to Action

The February 26 workshop discussion focused heavily on goals of the Energy Upgrade California brand and campaign, with opinions varying widely as to what those should be. Some participants wanted more direct alignment with the CEESP goals, and some wanted more direct connection to participation in programs. Opinions differed as to whether the focus should be limited to raising awareness by providing generalized information or if the campaign should also try to change behaviors. Several people noted the need to support market transformation goals and thereby take a long view at engaging with consumers repeatedly over time to change their assumptions, attitudes and understanding of energy. Others noted that such activities would be hard to track and characterized

them as “soft.” All seemed generally open to the value of a state-sponsored energy brand to complement IOU marketing efforts, but opinions varied as to what “complement” actually constituted and how best the brand and campaign could engage consumers and contribute meaningfully to California’s ambitious goals and work effectively alongside IOU marketing. Thus we have elaborated on these choices in this new section of the plan, first looking at the actions the campaign will seek to motivate, then focusing on the two different options for the brand campaign’s purpose and philosophy.

What Do We Want People To Do?

We are aware that consumers can take many actions related to their energy use. These can be described and categorized in several ways and need to be prioritized for the campaign related to the energy concepts Energy Upgrade California is expected to cover. We’ve adapted a simple list of categories:¹³

1. Adoption of energy-saving, load-shifting or generating technologies or products
2. Changing the choices made in everyday living that affect energy consumption
3. Participation in IOU programs

In considering household behavior, Karen Ehrhardt-Martinez and Skip Laitner have developed a helpful three-part categorization according to frequency of action and economic cost that elaborates on the first two categories in the list above. Drawing upon research done for the development of Engage 360, this table can be further correlated to the three categories used in the development of that campaign, termed colloquially as “do the right thing” to describe frequent daily habits and lifestyle choices and behaviors; “fix the leaks” to describe the infrequent, low- or no-cost maintenance Laitner calls energy stocktaking behavior; and “get the right stuff” for infrequent, higher cost consumer investments in energy-efficient products and services. According to research by Ehrhardt-Martinez and Laitner, these types of actions can amount to 22% savings of

¹³ Randazzo, Peters. Reconsidering What We Measure: A White Paper, August 2011 pg 1

household energy, and of these, the low- and no-cost actions can drive well over half (up to 57%) of household savings.¹⁴ Energy Upgrade California, as the statewide ME&O brand and campaign, will address many of these actions as calls to action in its various promotions. We will examine the language of “do the right thing, fix the leaks and get the right stuff” with the marketing firm who will develop the messaging creative and test these and other messages with consumers to develop a comprehensive categorization of calls to action that will be used at multiple levels of the campaign.

Focused on Information and Knowledge

In their applications, the IOUs positioned the statewide ME&O campaign as a conduit and umbrella focused on raising awareness that primed consumers for their program-focused marketing, which would in turn prompt the action of participating in IOU programs. In describing its approach and objectives, SCE said statewide ME&O is “based on two principles: 1) an informed customer base is more likely to embrace energy management program solicitations, and 2) a trusted statewide brand will penetrate competing energy messages and capture customers’ attention. Using a phased approach, customers will receive high-level information

Household Behaviors Associated with Energy Consumption, Efficiency and Conservation

Cost	Infrequent	Frequent
Low Cost or No Cost	Energy Stocktaking Behavior and Lifestyle Choices Install CFLs Pull Fridge Away from Wall Install Weather Stripping Choose a Smaller Living Space	Habitual Behaviors and Lifestyle Choices Wash in Cold Water Take Shorter Showers Air Dry Laundry Turn Off Computers and Other Devices
Higher Cost/Investment	Consumer Behavior and Technology Choices New EE Windows New EE Appliances Additional Insulation New EE Car New EE AC or Furnace	

Potential Impact of Behavior on U.S. Household Energy Use

Category of Actions	Potential Savings (EJ)	Percent of Total
Low-cost or No cost	5.2	57%
Smart Investment Decision	3.9	43%
Total Energy Savings	9.1 ± 2.6	22% of household energy

Source: Adapted from Laitner et al. (2009a)

¹⁴ Ehrhardt-Martinez and Laitner (2010). *Rebound, Technology, and People: Mitigating the Rebound Effect with Energy-Resource Management and People-Centered Initiatives* In People-Centered Initiatives for Increasing Energy Savings November 2010 American Council for an Energy-Efficient Economy



about the personal importance and value of energy management that will enable those customers to take action. Brand messaging will also attempt to inspire customers to go to the Energy Upgrade California website and/or to their local utility for more information.”¹⁵ PG&E said, “Essentially, once information is planted in customers’ minds about energy, they become more receptive to receive local marketing messages from their utilities and third parties and are motivated to reap the benefits of energy management solutions.”¹⁶

This emphasis on awareness raising for statewide ME&O and a hand-off of the consumer from statewide to local marketing efforts seems similar to the bowtie model outlined in the 2006–2008 Flex Your Power (FYP) process evaluation. According to the evaluation, earlier iterations of FYP had focused more specifically on programs and specific actions, but in 2006–2008 FYP changed to a more generalized message to raise overall awareness

¹⁵ Testimony of Southern California Edison Company in Support of its Application for Approval of its Statewide Marketing, Education & Outreach Activities and Budget for 2013–2014, pg 32

¹⁶ Pacific Gas and Electric Company 2013–2014 Statewide Marketing, Education and Outreach Program and Budget Prepared Testimony. Pg, 1–12

designed to “increase customers’ propensity to act” while IOU marketing was intended to “move them from propensity to action.” The evaluators say this approach failed to provide “substantive and mutually beneficial integration” between the IOUs and statewide ME&O and assumed links between the two that were not clearly defined and therefore failed to move consumers along the intended continuum. It also notes that this transition moved statewide ME&O “from a position of leadership to one of many actors in the marketplace.” The evaluators point out that the strength of statewide ME&O is found in its unique ability to promote the overall energy portfolio and recommended that statewide ME&O must “provide consumers with concrete information on how to change their behaviors, not simply addressing *why* they should.”¹⁷

According to K.H. Tiedemann in *Behavioral Change Strategies That Work: A Review and Analysis of Field Experiments Targeting Residential Energy Use Behavior*, information is a tool of choice in program design that emphasizes rational actor theory and is a necessary component for consumers to make

¹⁷ “2006–2008 Statewide Marketing and Outreach Process Evaluation” October 2008, pg 5

informed decisions. Tiedemann notes, as the IOU applications reflect, that information “increases consumers’ awareness . . . enhances consumers’ interest . . . and . . . provides consumers with knowledge . . . thus helping them to make rational decisions.”¹⁸ Other key findings include:

- The effectiveness of information tends to be driven by how specific and relevant the information is for a particular consumer or other energy user. General information tends to be less effective than tailored or customized information (Geller [1981], Winett [1985], Vollick [1999]).
- Mass media campaigns are useful in changing customers’ attitudes toward and knowledge of energy use and energy-using technologies, but there is little evidence that they are effective in reducing household energy consumption (Statts [1986]).
- Personalized information, including home energy audits and tailored energy advice, appear to be relatively effective in encouraging conservation-related behaviors and thus in reducing energy consumption (Winett [1982–1983], McDougall [1982–1983], McMakin [2002]).¹⁹

As this research and the assessment of the bowtie model indicates, an information-focused statewide ME&O strategy as outlined in the IOU applications is not likely to connect statewide ME&O directly to changed consumer behavior or action around energy use. If the Commission chooses to approve this approach as presented by the IOUs, the campaign could still provide long-term value in educating consumers and changing their assumptions about energy use. However, it would not be the statewide ME&O campaign that engages Californians as partners as envisioned by the CEESP. In addition, the IOUs do not want to co-brand across the program portfolio at this stage, and measuring the priming

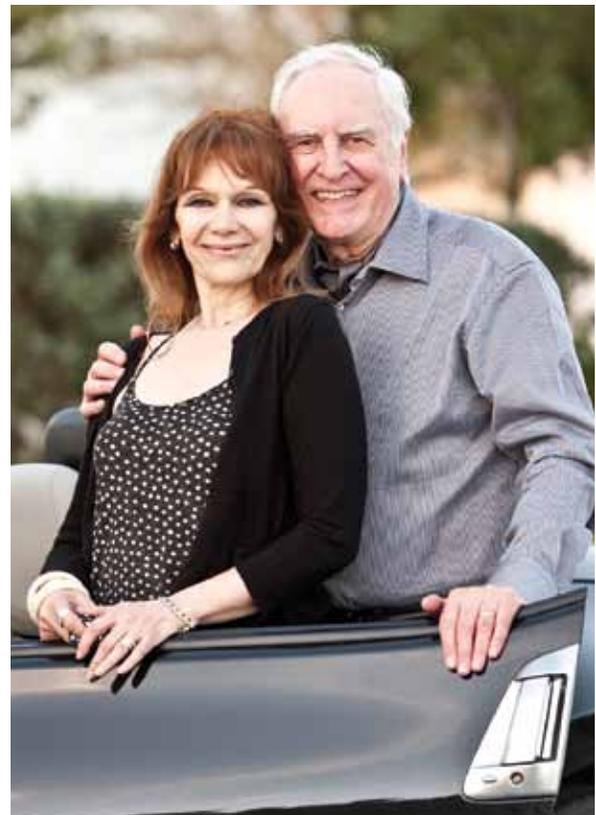
¹⁸ Tiedemann, K. *Behavioral Change Strategies That Work: A Review and Analysis of Field Experiments Targeting Residential Energy Use Behavior in People-Centered Initiatives for Increasing Energy Savings* Ed. Ehrhardt-Martinez and Laitner. November 2010

¹⁹ Ibid.

effect on program participation without a clear and consistent brand correlation between the Energy Upgrade California Brand and IOU programs would be very difficult. If the Commission chooses this route, CCSE recommends it be considered solely an educational program and measured only on increased awareness of the brand and consumer knowledge of energy concepts. CCSE does not recommend this approach that emphasizes information, relies on the rational consumer and makes the statewide campaign only an outer layer, or “air cover,” for local IOU program marketing.

Engaging Consumers as Partners to Get from AKA to B

As the IOUs point out in their applications, awareness of energy management concepts and of the campaign itself is an important starting point for the marketing campaign. As such, providing information is an important element of the campaign. Also, in this establishing phase, advertising is critical for making people aware of the campaign. However, the expectation should not



be that providing information will help consumers develop attitudes that will lead to behavior change, nor that advertising will inspire consumers to develop new behaviors,²⁰ especially since research indicates that many consumers feel that they are either doing enough already to conserve energy or don't believe that their individual actions will make a difference.²¹ To actually move people to action, CCSE proposes a more comprehensive campaign that raises awareness as the IOUs outline and also encompasses the classic social marketing step-down communications strategy and behavioral and learning models to engage with and educate consumers and move them to action directly and in concert with program marketing through coordination with the promotional calendar.

PG&E describes the approach outlined in their applications as a transitional process from awareness to attitudinal change, and ultimately to action.²² This reflects a commitment to the awareness, knowledge, attitude and behavior (AKA-B) model as a theory of change and indicates consideration of the growing understanding that people generally don't make rational consumption decisions.²³ CCSE appreciates the IOU commitment to the AKA model. However, as noted in "Reconsidering What We Measure," a white paper prepared by Opinion Dynamics and Research into Action for PG&E and SCE in 2011, while the AKA model is often cited, it is less often used. Current program design tends to use theories of change primarily dependent on rational actors and technology assuming as Lutzenhiser says that, "... consumer choices are instrumental, purposeful, rational and secondary to the devices, machines and appliances that are seen as the actual users

²⁰ As summarized in Reconsidering What We Measure by Randazzo and Peters, several leading researchers have confirmed that information is not sufficient to change behavior including Costanzo et al. (1986) Geller et al. (1982) and McKenzie-Mohr (2000)

²¹ Dougherty, Mitchell-Jackson, Wellner (2010) Ethnographic Inquiry in Energy: Exploring Meaning-Making and Sociality in Language Use, Program Participation, and Behavioral Choice; ACEEE Summer Study on Energy Efficiency in Buildings

²² Pacific Gas and Electric Company 2013-2014 Statewide Marketing, Education and Outreach Program and Budget Prepared Testimony, pg 2-13

²³ Randazzo, Peters. Reconsidering What We Measure: A White Paper, August 2011, pg 1

of energy."²⁴ This emphasis on the applied uses of energy makes sense for IOU programs striving to count durable energy savings in the short term to meet energy efficiency portfolio targets, but it tends to beget programs that are policy, technology or economically focused and not designed first for the customer. CCSE supports the work PG&E and SCE have been doing with Opinion Dynamics and Research into Action to refine the AKA-B model and per the recommendations from the 2012 general population study, we propose further testing and refinement of the model correlated to statewide ME&O and would like to discuss this further with the IOUs and behavioral science advisors to determine the best approach.

In describing statewide ME&O in the CEESP, the Commission has already laid forth a vision for a social marketing campaign that focuses on long-term market transformation and engages participants as partners in changing their energy behavior. Thus, statewide ME&O presents a unique opportunity to take a different approach to engaging consumers on energy concepts and actions. Rather than working from a narrower unit outward such as one program, one action or one IOU, statewide ME&O affords the opportunity to take a people-centered rather than policy- or program-centered approach that works inward from a broad view, meeting consumers where they are on energy, connecting them to where the state wants to go and



²⁴ Lutzenhiser as quoted in Randazzo, Peters. Reconsidering What We Measure: A White Paper, August 2011, pg 2

working with them as partners to learn more, take specific actions and realize personal benefits.

As energy and behavior experts Karen Ehrhardt-Martinez and Skip Laitner state, “Addressing the human dimensions of energy consumption requires a people-oriented approach; one that attempts to understand energy consumption in the context of individual and organizational needs, abilities, resources and motivations as well as the social and cultural constraints and opportunities that impede behavior change and result in specific energy service demands.”²⁵ Developing a comprehensive social marketing campaign that draws upon continual research and measures the effectiveness of a variety of applicable behavioral models to take an integrated view of people as the source of energy savings and encourages them to take action across the entire demand-side management spectrum of behaviors is at the heart of the magnificent opportunity California has in developing a successful statewide ME&O campaign with Energy Upgrade California. As a separate brand and campaign, statewide ME&O can develop consumer-focused pilots that test and discover new opportunities for consumer engagement without compromising the IOUs’ ability to meet their program goals. In taking this approach, it is important for Energy Upgrade California to have a broad unifying campaign and also to pilot and scale more community-based social marketing initiatives as well.

CCSE therefore recommends this more consumer-centric approach and outlines an overall strategy for such a campaign in this plan. If the Commission approves this social marketing approach, with a people-centered emphasis and a stronger connection to consumer action, CCSE will work with the statewide ME&O team, an advisory board to be assembled of leading academic experts on energy and consumer behavior and the firm or firms selected by competitive solicitation to provide marketing and research services to refine the campaign’s approach and ensure validity of its

²⁵ Ehrhardt-Martinez and Laitner (2010). Rebound, Technology, and People: Mitigating the Rebound Effect with Energy-Resource Management and People-Centered Initiatives In People-Centered Initiatives for Increasing Energy Savings November 2010 American Council for an Energy-Efficient Economy



research findings. This process will take to heart the National Centre for Social Marketing definition of social marketing as a process for delivering behavior change for the public good characterized by understanding audiences and interventions through ongoing research and combining multiple, audience appropriate instruments in its intervention or marketing mix, also known as the campaign’s channels and tactics.²⁶

Important Considerations Related to Money, Community and Environmental Motivators

During the workshop a few parties noted the de-emphasized placement given to “save money”

²⁶ <http://www.nsmcentre.org.uk/>

messaging in CCSE's marketing plan and stated their preference to see more money-saving messaging and positioning in the campaign. CCSE addresses that to some extent in this revision, but also notes several reasons why the money message remains somewhat de-emphasized in the planning.

This plan does not focus a great deal on the specifics of the brand and campaign messages, as those will be developed based on the approved strategy. Those messages and related calls to action will include money savings, as that is a strong motivator for all audiences, and it is a natural attention getter. The success of those messages will be monitored, and if they are driving the most consumer action, they will be used with more frequency for the actions for which they are appropriate.

Energy Upgrade California is not seeking to position as a discount brand and this money-savings message will be used carefully and usually not as the lead message. This is in contrast and complement to program marketing, which will often focus on rebates, savings or other monetary incentives. This choice to not position on money savings as a main pillar but use it as a support message is also intended to drive the long-term value of the Energy Upgrade California brand associated with personal



benefit through improved quality of life, comfort, health and safety.

Brands were developed initially to disassociate products from price consciousness for the consumer, and generally, products for which the consumer is price sensitive do not have strong brands. In addition, research indicates that saving money and saving the environment are weak motivators to action, despite how frequently they are cited by residential consumers. Most people consider energy costs a small portion of their overall spending and are willing to pay. They also don't generally understand how they use energy or how their utility charges them for their use, and they don't think of themselves as using energy as much as getting services that require energy and having appliances and products that use energy so unless a bill is very abnormal, they don't see their energy use as an area to actively manage money savings.²⁷ Energy Upgrade California will generally not focus on simple bill savings messaging. Instead, for example, it will help people better understand the savings of smart consumer choices such as advanced lighting options or highly efficient appliances that may cost more in store but will save over time, or the value of swapping out the energy hog pool pump or getting a retrofit or other consumer actions that may be hard for consumers to gauge for their long-term benefit.

Energy Upgrade California will focus on increasing consumers' feelings of action efficacy defined as the sense that a specific action will deliver the expected effect.²⁸ Recent research from the Shelton Group presented with the Energy Upgrade California brand assessment indicates that consumers generally do not recognize confirmation their individual actions are having an effect unless they do five or more things. Therefore, the campaign will focus on multiple actions, helping consumers understand which actions have the most impact and the right ways to bundle them to maximize savings, reduce hassles and see tangible benefits. This will address a bigger issue

²⁷ Mitchell-Jackson (2009). Welcome Home: Using Ethnographic Research to Understand Residential Energy Practices Opinion Dynamics Corp (presentation)

²⁸ Dougherty, Mitchell-Jackson, Wellner (2010) Ethnographic Inquiry in Energy: Exploring Meaning-Making and Sociality in Language Use, Program Participation, and Behavioral Choice; ACEEE Summer Study on Energy Efficiency in Buildings, pg 7-58



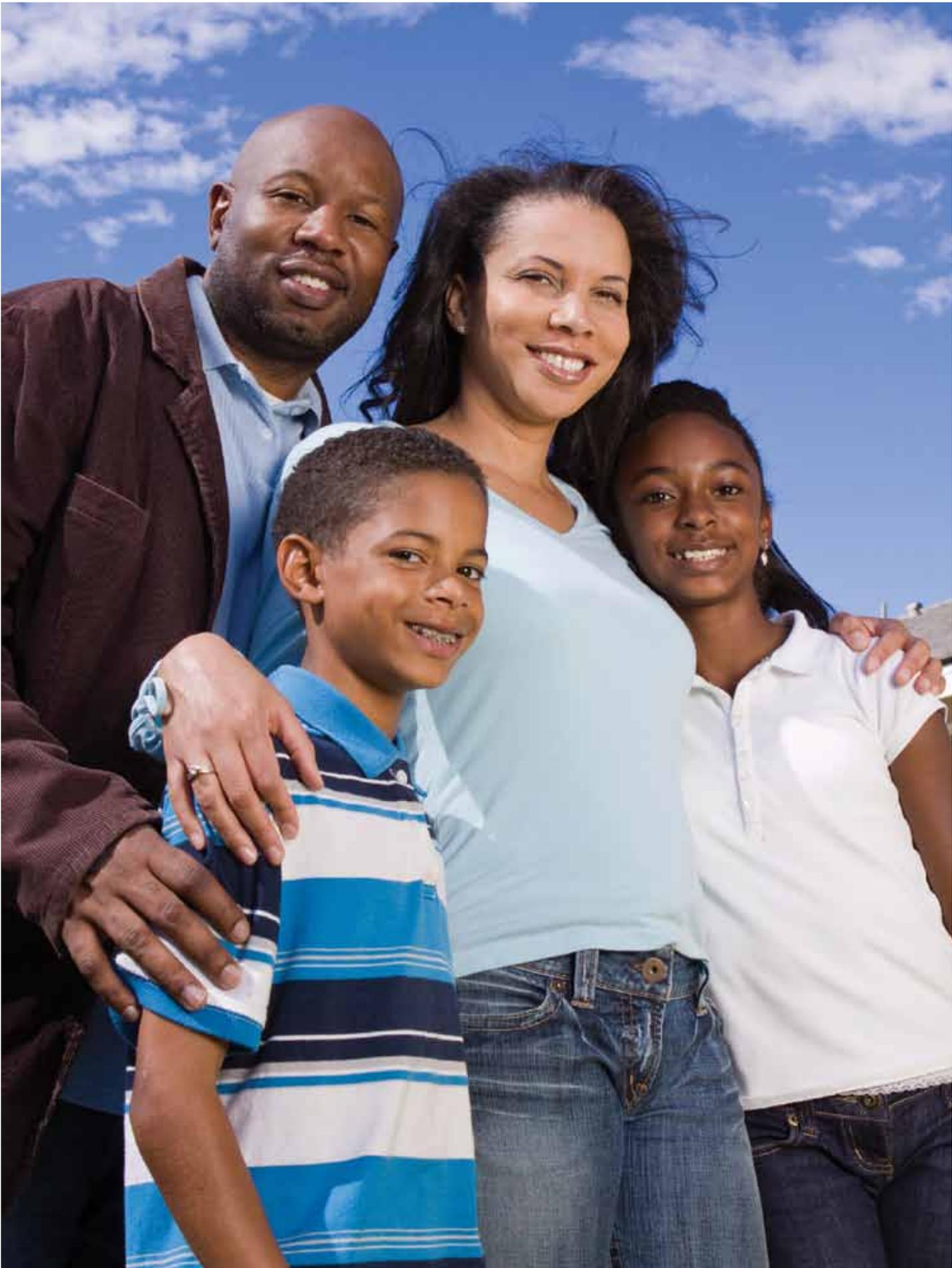
than money savings for most consumers, which is the perceived cost of the exchange for taking action on energy. This speaks to the major barriers that hinder most residential action on energy management including perceived lack of information, myths and misunderstanding about energy use, inconvenience, concerns about aesthetics, indifference (a sense that the action benefit exchange rate is too high), household dynamics, skepticism and concerns for safety and comfort.²⁹

We recommend launching this campaign with a focus on three target audiences, all of which are said to be motivated to save energy by environmental concerns. One of these segments is concerned about climate change, while another is motivated by a draw to the natural world. A third segment already lists “helping the state lead on energy issues” as a tertiary motivator. Based on our current strategy and research, we will be taking a somewhat similar approach to environmental messaging as we are to

money savings. We are making this choice because “the environment” is an abstraction that has been politicized and could be polarizing for segments we are not targeting directly but we do not want to alienate. Instead of strong environmental messaging alongside personal benefits messaging, we plan to focus more on community and economic development and the impacts of climate change and environmental degradation on our community and economy. We will, of course, test this strategy and adjust as the research indicates. We are intrigued to test the more community resiliency-oriented messaging in comparison to the more traditional environment messaging. We think the community component will reinforce the brand’s connection to California and consumer identity and, according to some research, also may compel more participation as some people are compelled to action by the belief that their contribution will improve the common good.³⁰

²⁹ Mitchell-Jackson (2009). Welcome Home: Using Ethnographic Research to Understand Residential Energy Practices Opinion Dynamics Corp (presentation)

³⁰ Brucks and van Lange (2007) in Randazzo, Peters. Reconsidering What We Measure: A White Paper, August 2011, pg 14



Building on Brand California

The brand Energy Upgrade California belongs to the State of California and is essentially civic engagement in action for energy management at the state, community, business, household and individual level.

Energy Upgrade California draws from and extends the brand of the state itself, recently described at length in Governor Brown's State of the State address, which the Christian Science Monitor described as "unapologetically ambitious."³¹ In it, Governor Brown expounded on California, in essence though not directly, describing the reason why Apple, a California company and one of the world's most successful brands, evokes California and not the USA on all of its products shipped around the world. He said:

California is still the land of dreams—as well as the Dream Act. It is the place where Apple, Intel, Hewlett-Packard, Oracle, Qualcomm, Twitter, Facebook and countless other creative companies all began. It is home to more Nobel laureates and venture capital investment than any other state. In 2010, California received 48% of U.S. venture capital investments. In the first three months of last year, it rose even higher—to 52%. That is more than four times greater than the next recipient, Massachusetts. As for new patents, California inventors were awarded almost four times as many as inventors from the next state, New York.³²

Later he referenced the state's commitment to ambitious energy and climate goals, saying:

Already California is leading the nation in creating jobs in renewable energy and the design and construction of more efficient buildings and new technologies. Our state keeps demanding more efficient structures, cars, machines and electric devices. We do that because we understand that fossil fuels,

particularly foreign oil, create ever-rising costs to our economy and to our health. It is true that the renewable energy sector is small relative to the overall economy but it pays good wages and will only grow bigger as oil prices increase and the effects of climate change become more obvious and expensive.

I have set a goal of 20,000 megawatts of renewable energy by 2020. You have laid the foundation by adopting the requirement that one-third of our electricity come from renewable sources by that date. This morning I can tell you we are on track to meet that goal and substantially exceed it. In the last two years alone, California has permitted over 16,000 megawatts of solar, wind and geothermal energy projects.

In the beginning of the computer industry, jobs were numbered in the thousands. Now they are in the millions. The same thing will happen with green jobs. And California is positioned perfectly to reap the economic benefits that will inevitably flow.³³

Representing the state, Energy Upgrade California can complement and work alongside its partners to provide a shared platform for engagement with the



³¹ Wood, D. Jerry Brown's defiant State of the State: California is still golden. *Christian Science Monitor*. January 18, 2013

³² Text of Gov. Jerry Brown's State of the State Address. *Los Angeles Times*. January 18, 2013

³³ Text of Gov. Jerry Brown's State of the State Address. *Los Angeles Times*. January 18, 2013



state's energy consumers on a wide range of energy matters and opportunities for many years to come.

From One Program to an Umbrella Connecting Consumers

Under ARRA, many states embarked on efforts to bolster the building performance industry in their regions, both to meet their energy savings and greenhouse gas reductions goals by dramatically reducing energy use in existing buildings and to create skilled, local jobs. This approach also is being used in other parts of the world, including the United Kingdom with their recently launched Green Deal. Building demand for deep energy retrofits is a daunting venture, especially coming on the heels of the resounding burst of the housing bubble. Uptake for these programs has been slow around the world.

Here in California, ARRA programs focused on home and building performance were largely led by the Energy Commission and served as pilot

programs for implementation of AB 758, California's Comprehensive Energy Efficiency Program for Existing Buildings,³⁴ which the Energy Commission is currently scoping for a two-phase implementation in 2013–2014 and 2015 and beyond. Those ARRA pilots largely funded the development of the Energy Upgrade California brand and the AB 758 program will continue to be associated with the brand, ensuring its relevancy for California energy programs as a whole over time and not just those funded by ratepayers and available in IOU service territories.

Including the AB 758 pilots, the IOU residential retrofit programs, DOE Better Buildings Neighborhood programs in California and local ARRA-funded programs that marketed under the Energy Upgrade California brand, the state has completed or is in progress on about 15,000 projects as of January 2013.³⁵ Uptake has been

³⁴ <http://www.energy.ca.gov/ab758/>

³⁵ CCSE compiled a January IOU report, CEC reported numbers, BBNP

challenged by many factors including the absence of PACE financing, an initial one-size-fits all program design, lack of consumer understanding about deep energy home improvement projects, lack of market-perceived value for energy-efficient homes, etc.

Per Commission direction, the IOU and REN program administrators and various implementers are currently working together to improve the consumer offering for whole house home performance while also maintaining rigorous commitment to the intended “deep savings” goals. While the goal remains to retrofit millions of existing homes and buildings, the slowly recovering economy combined with the lingering hangover from massive home improvement spending during the housing bubble and the fact that residential retrofit improvements require homeowner investment of several thousand dollars means this approach of getting multiple measures done at once will likely remain a niche offering for some time, advancing slowly but consistently along the adoption curve. Meanwhile, energy management is not a zero-sum proposition. Residential consumers, homeowners and building

owners have many opportunities to reduce their energy use and shift their demand to times when the grid is not at peak load. With continuing reductions in the price of solar and advances in technology, they also have increasing opportunities to generate their own power and provide their surplus electricity to the grid as well.

In 2013, the Energy Upgrade California brand will transition from its former role as the brand for the state’s whole house programs to become a more comprehensive energy brand for residential consumers. In 2014, it will pilot some research-based marketing approaches for small businesses as well. During this foundational period, it is not possible to transition the brand to be a true umbrella brand for all the energy programs, products and services available to Californians, but the brand can act as an umbrella for residential energy concepts and serve as a social marketing brand for energy management. After the brand is established, its acceptance by consumers and research can inform how it should expand in 2015 and beyond.



In this transition, the brand will continue to provide information about deep energy savings retrofits including why they are a central part of California's energy strategy. Going forward, it will also show Californians many ways to manage their energy use and provide information for them to take action, in essence expanding around the residential retrofit program to encompass many more aspects of residential energy management. In Decision 12-11-015, the Commission directed that the residential retrofit program continue to be called the Energy Upgrade California program pending any recommendations that may come from this statewide ME&O proceeding, noting that the Commission chose the Energy Upgrade California name to "more closely associate the statewide messaging with residential and small commercial whole building energy efficiency actions."³⁶ This association of the statewide ME&O brand with permanent energy efficiency upgrades to homes has been a Commission goal as far back as the Flex Your Power campaign, but was not shared or carried forth by the program's implementers.³⁷ Later in this plan, CCSE outlines several recommendations and options regarding the whole house residential retrofit program and the Energy Upgrade California brand going forward.

By showcasing a spectrum of solutions that meet the needs of Californians in different regions and life stages and working with the CPUC, the IOUs, the RENs, the Energy Commission and other program partners to smartly segment the marketplace and target the right offerings to the right audience, Energy Upgrade California can play an integral role in synthesizing various components of the state's energy policies and connect them to programs and products that can reduce consumer confusion and take action to participate in a broad spectrum of energy management solutions.

Energy Upgrade California is a brand and a marketing campaign and, importantly, an investment in a future in which Californians save energy because they understand why it is valuable to do so and how

³⁶ Decision 12-11-015, pg 60

³⁷ 2006 -2008 Statewide Marketing and Outreach Process Evaluation" October 2008, pg 55

it benefits them and their families—an investment in energy management becoming a way of life such that the state can reduce its reliance on incentive and rebate programs to motivate action. Certainly subsidies will not disappear overnight, but along with advances in feedback opportunities and data-driven marketing provided by smart meters and increased emphasis on customer relationship management by the IOUs, Energy Upgrade California can play a significant role in giving people more reason to take action to save over a lifetime of energy use, working with the IOUs and other partners to help people see the vital role energy plays in their lives and in the economy and how their use of it makes a difference.

Building on Assumptions and Associations

In today's marketplace, consumers are inundated with a glut of information and choices,³⁸ even about a low-engagement topic like their energy use.³⁹ Sometimes these choices offer conflicting



³⁸ Schwartz, B (2004). *The Paradox of Choice: Why More Is Less*. New York. Harper Perennial

³⁹ Testimony of Southern California Edison Company in Support of its Application for Approval of its Statewide Marketing, Education & Outreach Activities and Budget for 2013-2014, pg 11 and 32



approaches. Sometimes they are commercially motivated messages. And, sometimes even the well-intentioned add confusion, which can have the effect of discouraging action. *Californians need a trusted source to make sense of all the various programs, products and services available from local governments, IOUs, municipal utilities, retailers and other energy-focused companies.*

At the direction of the CPUC, the California Center for Sustainable Energy (CCSE) commissioned an assessment of the Energy Upgrade California brand at the end of 2012 by Opinion Dynamics Corporation (ODC). The objective of the research was to understand baseline levels of brand awareness, brand associations, knowledge of energy management topics and intent to participate in an energy management action among residential and small business customers. The brand assessment provided key insights to understanding the brand's ability to transition from its known emphasis on deep energy retrofits to more broadly encompass a wide array of energy topics. The findings of this research have been integrated into this marketing plan for 2013–14 and will be an integral part of the communications plan and strategy used to craft the creative concepts and messaging for the brand's advertising and marketing campaign.

Overall, the brand assessment findings bode well for the Energy Upgrade California brand transition, demonstrating that consumers are open to Energy Upgrade California providing a wide array of energy management information. In the final report ODC states, "The findings in this study also indicate that given the associations with Energy Upgrade California, the brand is able to expand beyond the whole house program and even beyond energy efficiency into solar, climate change and other related topics. In fact, for many (given that their level of knowledge is limited) the name already covers many of the energy management areas that Energy Upgrade California wants to promote in the future."⁴⁰

Key Brand Assessment Findings

Residential—2,000 Surveyed

- What brands, campaigns and initiatives have you heard of in the last year that encourage people to save energy? < 1% answered Energy Upgrade California. 74% answered nothing.
- Please tell me if you have heard of Energy Upgrade California. 17% said yes.

⁴⁰ ENERGY UPGRADE CALIFORNIA BRAND ASSESSMENT STUDY
Opinion Dynamics February 2013



- Among the aware, 14% are very knowledgeable about it, 37% are somewhat knowledgeable about it and 47% are not very knowledgeable about it.
- When you hear the phrase Energy Upgrade California, what do you think is meant by the phrase “upgrade?” 33% improvement/enhancement, 22% upgrading appliances, 16% saving energy or money, greater efficiency, 14% upgrading energy sources/infrastructure, 13% renewable energy.
- 62% are interested in a statewide resource for energy management information.

Contractors—137 Surveyed

- 95% of contractors are aware of Energy Upgrade California.
- Among the aware, 99% associate the brand with energy efficiency upgrades in the home, 72% with providing information on energy management.
- 70% believe that their customers typically view the brand as a rebated program for the residential retrofits.

Small Business—632 Surveyed

- What brands, campaigns and initiatives have you heard of in the last year that encourage people to save energy? 1% answered Energy Upgrade California.

- Please tell me if you have heard of Energy Upgrade California. 15% said yes.
- Do you think that Energy Upgrade California offered solutions for both home and business? 71% said yes.

Overall Conclusions

The brand assessment provided several insights that inform the brand strategy. They are

- Overall low brand awareness
- The name is not heavily associated with the residential retrofit program
- Brand associations are generally consistent between the brand aware and unaware
- Website awareness and usage is low
- Awareness and knowledge of energy management opportunities is limited
- **There is an open door to change and expand the brand**
- **Current program perceptions are so limited—the opportunity for change is wide open**

Brand Identity

In Decision 12-05-015, the CPUC directed the prudent use of “all prior work that supported Engage 360 such as the market and demographic

research and market segmentation analysis to help tailor future marketing and education messages to relevant audiences, particularly within the residential and small commercial market segments.”⁴¹ The CPUC and IOUs invested significant time and funding in the strategic development of the Engage 360 brand with one of the world’s foremost branding firms, Interbrand. Moreover, the initial brand identity for the Energy Upgrade California brand was developed in alignment with Engage 360.

In keeping with the CPUC direction to make use of work already completed and paid for by ratepayers, CCSE has synthesized the brand strategy used to develop the Engage 360 and Energy Upgrade California brands and presents below a recommended brand identity that builds on Energy Upgrade California’s heritage and transitions the brand for the future. If approved by the Commission, this will serve as a foundation for Energy Upgrade California, and CCSE will work with the selected marketing firm to build upon this foundation to

sustain the brand over the long term.

The brand will come to be known by Californians as a trustworthy and useful resource, a place to connect with the right information about energy concepts and energy policy, to take control of our energy use and to be inspired by our past energy achievements and the audacity of our vision for the future. Energy Upgrade California will strive to embody a sense of community and civic engagement around energy as a shared resource that is precious to our future.

Connect with the brand and you are buying into a community of like-minded people who recognize California’s uniqueness and want to have an **impact**. Consumers who engage with the brand will feel a sense of mutual commitment to a responsible, clean and prosperous energy future and a sense of **control** over their energy choices and use.



⁴¹ Decision 12-05-015, pg. 301

Vision	Energy Upgrade California invites Californians to take action on their energy use for their own benefit and that of their community. Its ambition is energy literacy for all Californians, full achievement of the state’s long-range energy and climate policy goals, a thriving low-carbon economy and high quality of life in healthy, vibrant communities.
The brand exists to...	<ul style="list-style-type: none"> • Make energy management matter to Californians. • Dispel the myth that people are doing enough already about energy. • Help people understand that using energy better can help them by saving money and making their living and working spaces more comfortable and potentially healthier and safer—encourage energy-smart lifestyles. • Connect energy management to a brighter future and empower those motivated by community benefit and future gains to take action today. • Encourage innovative policy discussions and stand out on the national stage by inspiring other states to pursue a similar vision and path.
Positioning	For Californians who want to live better today and have a bright, healthy and prosperous future, we inspire progressively smarter energy use with practical information, innovative solutions and inspiring stories—we make it simple.
Core Values	Connection – Impact – Control – Trusted Source – Forward-Looking
Personality	Empowering – Savvy – Optimistic – Pragmatically Can-Do
Self-Reflection	<p>My energy use matters.</p> <p>I don’t waste energy.</p> <p>It’s easier to save energy than I thought.</p> <p>I already “do good” with my smart energy use and there is more I can do.</p>

Visual Brand Assets

The brand assessment did not indicate any strong associations with the Energy Upgrade California logo. As of right now, we are planning to move forward using the logo and related visual brand identity as it currently exists, including the brand assets and the brand color palate. However, we plan to discuss the brand visuals with the marketing firm or firms hired to execute the creative components of the campaign and may have further

recommendations on those visuals after those discussions. We will bring those forward through the proper governance channels, and we just want to note for the Commission that the commitment to the current logo may be adjusted pending further analysis.

Communications Recommendations

In 2009, Opinion Dynamics Corporation (ODC) conducted an ethnographic study of 136 homes in

California related to energy. This study informed the residential audience segmentation they completed and also was intended to help inform a marketing, education and outreach (ME&O) strategy for California. Thus, CCSE includes high-level recommendations from the study as they related to how we will approach communications and message development with the marketing firm that develops the creative. ODC recommends the following considerations.⁴²

There is complexity in behaviors and actions:

- Understand the variety of actions taken by individuals
- Decide what you want to explore (i.e., make sure you are asking the right questions, or educating in the right areas)

Language is important:

- Understand the language people use
- Speak the same language, use language your target understands
- Avoid complex or loaded terms like “efficient” that connote different meanings to different people

Frame of reference provides context:

- Understand perceptions that individuals are doing what they can

- Determine correct way to ask questions and/or best ways to provide information
- Seek to enhance the social value of energy conservation and energy efficiency in order to ensure that it ranks among other altruistic behavioral considerations
- Consider the cultural context in which messages will be disseminated, and aim to generate regionally, culturally and socially specific media as much as possible
- New media techniques, such as user-driven or one-to-one marketing have the potential to more effectively “speak” to the target audiences

Interplay between motivators and barriers can be critical:

- Understand that barriers are more strongly linked to action, and they can be complex
- Don’t just stop at exploring motivators, barriers are critical
- Acknowledge the challenge of living responsibly every day, and present energy efficiency as a no-brainer alternative to other, more inconvenient options



⁴² Mitchell-Jackson (2009). Welcome Home: Using Ethnographic Research to Understand Residential Energy Practices Opinion Dynamics Corp (presentation)



Concepts the Campaign Will Communicate

The Commission has directed that Energy Upgrade California will encompass a wide variety of energy management concepts to provide energy literacy education for consumers that address their barriers to action and communicate the benefits of energy management.

During the 2013-14 marketing campaign, Energy Upgrade California will communicate the directed energy concepts through a variety of tactics and channels, and CCSE will refine messaging with the firm or firms contracted to develop the advertising and marketing creative concepts. We have outlined a selection of concepts and a schedule by which they will be addressed in a list below. The figure Energy Upgrade California Brand Transition visually depicts the brand transition, showing the previous period for the brand during which it focused only on residential retrofits, the current period of transition to residential management and a future period in which the brand expands to encompass small business and develops a more coordinated relationship with programs. CCSE may add other concepts to the campaign over time or topics may be rolled out somewhat differently than the schedule indicates based on need.

The Energy Upgrade California website will be designed to be a comprehensive source of information about management concepts. It will not include all information at launch and will add more information over time, featuring new content as it is added. This source will include the concepts outlined and may also include things that could seem more tangential but are important to consumers understanding energy management, such as the value of building codes and why it is good for consumers and for California contractors to pull permits.

The campaign will address big picture, California policy topics and consumer-focused benefits including cost savings and improve quality of life and will seek to make a connection between these to engage people in California's energy ambitions and show them why and how their actions can make a difference. At the same time, the campaign also will seek to connect with consumers through emotion, values and identity and make energy management a socially normative activity in California, demonstrating its worth to consumers for non-price-related reasons.⁴³ Its messages will seek to help consumers see that while they don't necessarily think of energy very often, they use it all the time, and it is a crucial component of their lives that quite literally powers their work and leisure. It will seek to communicate the benefits of managing energy use and making smart energy-related choices, such as saving money, avoiding waste and being more comfortable and possibly healthier and safer at home, while also contributing to cleaner air, local jobs and California's transition to a cleaner, low-carbon economy. It will also seek to overcome barriers that consumers have to engaging with energy and considering how better to manage it, such as apathy, lack of knowledge or time and lack of connection between energy use and what matters to them in their lives.

Upon a Decision in this proceeding, CCSE will work with a marketing firm on a 2013-14 Energy Upgrade California marketing campaign that conveys energy management benefits to consumers. The campaign will focus first on residential consumers, conducting

⁴³ Many recent studies show that consumer decision-making is not based on rational economic choices, and in fact, branding and marketing was developed as a strategy for companies to overcome commodity markets and differentiate their products based on more than price. Energy Upgrade California is a channel by which we can explore how to motivate consumers beyond economic drivers.

- ▶ How the grid works and why time matters with regard to home energy use
- ▶ How people can generate energy on their own buildings—benefits of distributed generation
- ▶ How smart meter data can help you better understand energy use
 - ◊ Products and services available to help use this data
- ▶ Benefits and fun of electric cars and how IOUs offer TOU charging rates
- Energy action education featuring information about energy decisions
 - ▶ Importance of doing several measures to notice results
 - ▶ Value of doing right things in right order over time
 - ◊ Efficiency first; no stranded savings
 - ▶ Value of going for a performance-based residential retrofit project at once
 - ◊ How and why hiring qualified contractors is important
 - ◊ Financing, incentives and rebates available
 - ◊ Information for homeowners, landlords and renters
 - ▶ The use of smart meter data to better understand energy use and plan better
 - ▶ Steps to take to get the most return—efficiency > conservation
 - ▶ Behavior matters—how conservation and behavior tools add up
- Broad messaging about ways to save and help available such as financing, incentives, rebates and technical assistance
- California's energy goals and policies such as loading order and why they are important
- Climate dividend education and how California's climate and energy goals benefit consumers now and in the future

To be added in 2014

- ▶ The connection between water and energy and how saving both can work together
- ▶ Dynamic rates and why it pays to pay attention to energy use
- ▶ Introduction of small business messaging on a pilot basis

2015 & beyond

- Expansion of small business messaging
- Smart grid upgrades and benefits of smart grid
- More advanced tools to monitor and manage energy use such as home area networks
- Additional topics added in 2013–14

Coordinating and Co-branding with Partners and Programs

Coordinated use of the brand for the whole house program and the multifamily rebate program in this foundational period is important to the success of the brand transition long term. We recommend the following programs carry the Energy Upgrade California brand:

- Energy Upgrade California Whole House Program
- Energy Upgrade California Multifamily Rebate Program

We have chosen the multifamily program because it is currently being marketed as an Energy Upgrade California whole building program. In addition, the RENs have filed the multifamily program as part of their Energy Upgrade California offering.

Ideally, plug load and appliance programs would be included to bring non-envelope/non-mechanical programs under the Energy Upgrade California umbrella, but due to the nature of how the IOUs market those programs and their preference for the brand to be more established before truly integrated co-branding and co-marketing, we have stopped short of calling for that full integration for this period. The Energy Upgrade California brand will speak to a large variety of concepts related to

Type	Program Name or Category	Brand Relationship	Year	Administrators
Residential	California Statewide Program for Residential Energy Efficiency (CALSPREE) including: <ul style="list-style-type: none"> Residential Energy Advisor Plug Load and Appliances Multifamily Energy Efficiency Rebate Whole House Residential HVAC Residential New Construction 	Concepts/ Actions	2013	IOU/REN/CCA
		Concepts/ Actions	2013	
		Co-brand	2013	
		Co-brand	2013	
		Concepts/ Actions	2014	
		Concepts/ Actions	2015	
Residential	Energy Savings Assistance	Concepts/ Actions	2013	IOU
Residential	Middle Income Direct Install	Concepts/ Actions	2013	IOU/REN/CCA
Business	Commercial Direct Install	Concepts only	2014	IOU/CCA
Crosscutting	California Solar Initiative (PV and Thermal)	Cooperative	2014	IOU/CCSE/GA
Crosscutting	Climate Dividend Education	EUC brand	2013	IOU
Crosscutting	Comprehensive Energy Efficiency Program for Existing Buildings	Co-brand TBD	2014	Energy Commission
Crosscutting	Financing	Cooperative	2013	IOU/REN
Crosscutting	Flex Alerts	Cooperative	2013	TBD
Crosscutting	Statewide Lighting	Concepts only	2014	IOU
Crosscutting	Statewide Workforce, Education & Training	Cooperative	2013	IOU

residential energy management including plug load, appliances and lighting and will develop messaging with clear calls about such topics. However, the IOUs will continue to market those programs as they do now through the 2013–14 period and statewide ME&O will not co-brand with those programs or co-market with the IOUs.

Co-brand Marketing Pilot: Whole House

The success of the brand transition is heavily reliant on demonstrating how the whole house retrofit program that has borne the brand's name and reputation since 2011 can be migrated to become a successful sub-brand of the statewide ME&O. The



whole house retrofit program is also integral to the state meeting its overall energy efficiency goals as outlined in the CEESP, and the statewide ME&O campaign will play an integral role in promoting the whole house retrofit concept and messaging to Californians through the tactics outlined in this plan.

CCSE recommends the first demonstration of how the brand's elasticity can be applied across all statewide programs be accomplished through the launch of a marketing pilot with the whole house residential retrofit program. This pilot will be designed in collaboration with the whole house program marketing managers from the IOUs, RENs and other local government partners delivering the program to their residents. It is recommended that the pilot will be rolled out statewide as the first audience-targeted promotional campaign focused on the leading achievers.

As part of the statewide ME&O activities for launch in 2013, CCSE will develop a comprehensive marketing, advertising and outreach pilot that will promote the benefits of whole house projects and position them as a higher order action for residential energy management in relationship to many other energy management actions that can be taken in and around the home. The statewide ME&O campaign will launch the new brand with this pilot and will integrate messaging, media and statewide education and outreach initiatives with the IOUs and RENs through the promotional calendar to ensure the campaign is in alignment with regional efforts. The focus of the campaign will be to communicate the benefits of home performance, stimulate consumer demand and provide qualified "prospects" to contractors for the program's home/building energy efficiency assessment and will provide comprehensive messaging that showcases the benefits of whole house projects and reduces

funding barriers with clearly correlated messaging about financing and incentives. One of the actions that the pilot campaign will use to promote the program will be to send customers to the IOUs' Home Energy Advisor program web pages to take an online home energy assessment. The IOUs have spent a substantial amount of ratepayer funds on creating integrated demand-side management audit tools to assist customers in learning how their homes use energy. Since doing an online energy audit is a quantifiable action a homeowner can do in determining the need for a whole house assessment and retrofit, we request that the IOUs co-brand their Home Energy Advisor program's online and mail-in survey audit tools and Home Energy Reports with Energy Upgrade California to maintain consistency with the whole house residential retrofit pilot marketing campaign. CCSE will confer with the selected advertising/marketing firm to determine the appropriate goals and metrics for the pilot campaign based on selected tactics, media channels and budget constraints.

We have held monthly meetings with the whole house program marketing teams from both the IOUs and the RENs to coordinate brand activities in this interim period and we will continue to meet monthly. CCSE has recommended to the program teams that they consider consumer names for the two paths on offer in the single-family program, what has been known as the Advanced and what is being developed as the revised Basic. The precursor to the revised Basic, known as the Flex Path or Flex Package, is in the marketplace in Los Angeles and the Bay Area with the name flex associated. We recommend this change due to the established Flex Alerts brand, which addresses another action. Going forward the program should be correlated with Energy Upgrade California but must have its own sub-brand name or consumer path names to differentiate it. CCSE and

the statewide ME&O team will work with the whole house program-brand coordinating committee to facilitate a naming discussion once the program design has been agreed upon. Based on that discussion, CCSE will also coordinate a discussion with the multifamily program teams as well.

The coordinating committee has convened two working groups—one for marketing coordination related to financing and the other for coordination related to the website as it transitions from dedication only to whole house programs to encompass more aspects of residential energy management. These groups will meet regularly in 2013 and advise on these two areas. Other working groups may be formed as needed on an ad hoc basis.

Analysis of home performance programs nationwide suggests that because consumers are not familiar with the concepts of home performance, marketing messages should emphasize the benefits upgrades provide more than rebates or financing to stimulate demand and communicate the value proposition and that rebates and financing should be used as sales tools to secure the action.⁴⁴ The whole house program is under continued development as of this writing, but once again, the goals will be high. The statewide ME&O campaign will continue to support consumer understanding of the benefits of whole house upgrades through marketing messages and cooperative marketing with the program teams, contractors and other partners. CCSE looks forward to working closely with the whole house retrofit program marketing managers to design and deliver a comprehensive marketing, education and outreach campaign to encourage the target segment to perform whole house retrofits in late Q3 and Q4 2013.

Coordinating with Climate Dividend Education

In 2013, Californians will be receiving education material related to California's Cap-and-Trade Program and the greenhouse gas allowance revenue returns known as climate dividends from the IOUs and from the Commission. This is potentially a large channel of communication that includes a benefit

⁴⁴ Preliminary Process and Market Evaluation: Better Buildings Neighborhood Program. Research into Action. December 28, 2012, pg 95

from a California climate policy and an opportunity to engage about climate and energy. In 2014, CCSE recommends that Energy Upgrade California be prominently featured as a primary resource on these materials. The 2013 notifications will be sent before the campaign launches, but if it's possible to include a small "coming soon" message with a call to action to sign up for notifications about the new campaign through email and social media it could be a very cost-effective channel to support the brand transition among leading achievers and striving believers. The Energy Upgrade California website will include information about the climate dividend.

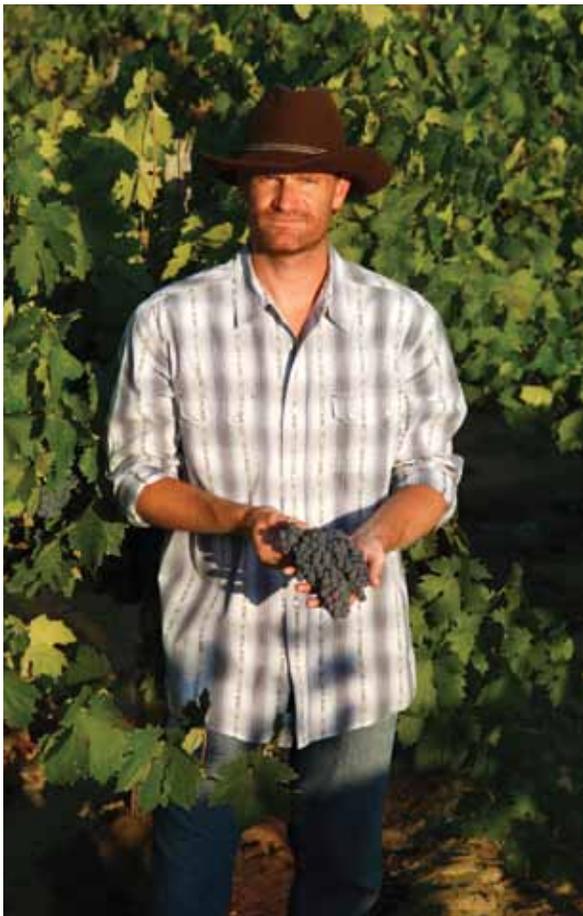
Coordinating with Flex Alerts, Energy Savings Assistance Program and Go Solar, California!

Several statewide initiatives have already developed marketing campaigns with statewide visual identity and brand assets such as shared collateral and websites. Notably the California Solar Initiative has developed the consumer brand Go Solar, California! and its related solar thermal program has promoted an integrated statewide campaign known as Water Heated by the Sun. The Energy Savings Assistance Program (ESAP) shares a common word treatment and all the IOUs market the program under the same



name. In addition, Flex Alerts is currently a stand-alone campaign for emergency demand response.

These initiatives should continue to use and promote their brands in all of their marketing and should be considered cooperative partners with the Energy Upgrade California brand in 2013–14. As opportunities arise to showcase each other at appropriate times, CCSE proposes working with the various teams to take advantage of those opportunities when possible. We specifically recommend a working group with the ESAP team to discuss coordination with the cooperative budget that team set aside and ways that Energy Upgrade California can support the CEESP ESAP goal. In instances where Energy Upgrade California chooses to promote topics covered by these programs, the campaign may use their program logo as well. Program teams can choose to feature Energy Upgrade California with their statewide logo at their discretion. Such a relationship could also apply



to other agencies' statewide energy, climate and water programs as well. If statewide ME&O funds are being used in partnership with these brands, co-branding will be required.

In instances where the IOUs are working collaboratively and have created co-funding arrangements to create marketing materials or advertising for statewide programs, CCSE would request that the Energy Upgrade California logo be added to these materials to promote the brand's position as the statewide marketing, education and outreach initiative.

Coordinating but not Co-branding with Programs

For those programs in the coordination list not named for co-branding, Energy Upgrade California will speak to concepts promoted by those programs and may direct consumers to those programs with specific campaigns. It is not necessary for marketing materials or advertising promoting those programs to have the Energy Upgrade California logo or other branding on those materials, but program marketing teams can choose to use the brand if they like with permission from and in coordination with CCSE. One area listed is an important channel for brand building and coordination is outlined as follows:

Statewide Workforce, Education and Training: The brand assessment survey shows that contractors are the most attached to Energy Upgrade California as a residential retrofit-focused brand. As important influencers and market partners, they must understand the brand transition and embrace the broader scope for the brand. Reaching contractors and other market actors through the IOU and REN energy centers is an important channel for communicating the brand's position as California's energy management campaign. CCSE requests that the Energy Upgrade California brand and campaign be included in curriculum and educational materials and be prominently featured at the centers and looks forward to working with the IOUs and RENs to maximize this opportunity to showcase the brand to center visitors.

After the brand has concluded its comprehensive marketing and advertising campaign in 2014, the

brand equity should be sufficient to allow for full co-branding on statewide programs in a manner more acceptable for an umbrella brand.

Marketing Strategy

Upon Commission approval of the statewide ME&O program and this plan, CCSE will hire a creative marketing firm to develop communications materials and work with the firm, the statewide ME&O team and program marketing teams to develop a more detailed seasonal mix of marketing tactics outlined in this plan to first establish the brand and then to educate about energy concepts and behavior change and promote specific statewide programs and innovative tools for energy management. The outline of some guiding principles and goals of the marketing strategy are as follows

Best Practices from Other States

In Q4 2012, CCSE conducted research on statewide ME&O in seven states that have unified statewide marketing campaigns and brands: NYSEERDA (N.Y.), Energy Trust of Oregon, New Jersey Clean Energy, Better Buildings Michigan, Efficiency Maine, Efficiency Vermont, Focus on Energy (Wis.) and Mass Save (Mass.). Research consisted of in-depth interviews with marketing and/or administration leadership and a review of program websites, reports and other materials available online. CCSE was interested in learning best practices in statewide ME&O and lessons learned in other states.

On a tactical level, each organization is employing marketing tactics that they believe best meet their needs. Some common best practice statewide ME&O themes emerged and have been integrated into the





2013–14 Energy Upgrade California marketing plan.

1. The goal of marketing and advertising should be to **meet customers where they are in their energy knowledge and bring them along the path** to better energy management over time.
2. Reducing the use of many program names and **aligning under an umbrella brand builds stronger associations with the benefits** offered by programs under the umbrella brand and supports all levels of marketing by all partners.
3. **Frequent, nimble research is necessary** to understand unmet customer needs and barriers to action and insights needed to inform program design and marketing communications in a virtuous cycle to optimize customer participation.
4. **A brand needs leadership and management** and must have a consistent leader shepherding it forward. Just as important, brand leadership must foster stakeholder buy-in and ensure the recognition of benefits.
5. **A website is not a brand, but no marketing effort is successful without a great website** and other accessible tools.
6. **Satisfaction with the brand is important** to ensure a long-term and ongoing relationship.
7. **Cooperative marketing with contractors, retailers and other market actors** broadens the brand's reach and reinforces its value as an umbrella brand. Brand alignment for these partners is critical.
8. **Regular, ongoing communication with all brand partners and stakeholders** ensures all parties involved in using the brand will know the messaging platform and can plug into the campaign.

Statewide M&EO Campaign Goals

The following four principles were included in the IOU statewide ME&O applications as overarching guidance and stated to be campaign objectives for 2013–2014 by PG&E.⁴⁵

1. Provide customers with information to increase their awareness of and interest in energy and energy management.
2. To outline strategies that lead to desire for and the adoption of energy management solutions for residential and small business customers.
3. Move customers through an energy engagement journey by utilizing a phased approach from awareness to action.
4. Bundle relevant messages about options, tools, programs and services.

In discussing these PG&E also said, “The strategies above uphold the proposed program’s mission that

the SWME&O program will elevate the importance and benefits of energy use and management concepts and create a bridge to local, program-specific outreach and education efforts that are in place across local DSM programs.”⁴⁶ CCSE has considered these objectives carefully, and generally agrees that they are good principles for ME&O overall including both statewide and local, especially as they particularly reflect an emphasis on marketing for integrated demand-side management. Though we generally support them, we do not think they should be the goals or objectives of this statewide ME&O brand and its related ME&O campaigns specifically.

In determining goals and the bridging nature of statewide ME&O, early social marketing insight from Kotler and Zaltman is useful in its consideration that “marketing techniques are the bridging mechanisms between the simple possession of knowledge and the socially useful implementation of what knowledge allows.”⁴⁷ As we state in the executive summary, the goal of Energy Upgrade California statewide ME&O over the long term is to



⁴⁵ Pacific Gas and Electric Company 2013-2014 Statewide Marketing, Education and Outreach Program and Budget Prepared Testimony, pg 2-12

⁴⁶ Id.

⁴⁷ Kotler P and Zaltman G. Social marketing: An approach to planned social change. *Journal of Marketing*, 1971; 35:3-12.



... motivate residential and small business energy consumers to take continued action over time to better manage their energy use through the brand's related comprehensive statewide marketing, education and outreach (ME&O) campaigns

Thus, in the context of the IOUs principles, action on energy management is the goal and awareness and interest are our strategies to achieve that. Like the bold energy and climate goals this effort is intended to support, this is a big endeavor and to succeed we must set smaller, interim goals to propel forward.

The 2013–14 period is foundational, focused on the first part of the goal statement: *To establish Energy Upgrade California as California's central energy management brand.* We also want to conduct research and test messages and channels to inform long-term goal setting, and we must explore how a statewide campaign will work collaboratively with IOU and REN local marketing. We will develop a comprehensive messaging strategy with calls to action that speak to the core target audiences and are inclusive of multicultural communities, seeking to drive and track measurable response and especially striving to motivate consumers who are not already participating in IOU programs. This will be a period of development and we will be working to increase awareness of the brand and understanding of energy concepts. We recommend key performance indicators in the metrics section as well as provide thoughts on the IOU proposed program performance metrics.

CCSE proposes the following objectives for 2013–2014:

Marketing Objectives: 2013–2014

1. Establish Energy Upgrade California as California's statewide marketing, education and outreach brand for residential energy management with a comprehensive social marketing campaign in 2013. This will
 - a. include reference to California's goals and IOU programs and services
 - b. be consumer-centric and focused on motivating action and reducing barriers

- c. educate about the concepts outlined in this plan and provide related benefits and calls to action
 - d. expand the brand focus from whole house to comprehensive energy management in residential buildings and set the stage for targeted expansion to small business in 2014
 - e. include pilots for the residential retrofit and multifamily rebate programs
 - f. include several tactics including strategic partnerships and sponsorship, retail, community-based social marketing, cooperative marketing, mobile outreach and youth education in addition to advertising, digital marketing and earned and social media
2. Conduct research to continually inform the campaign and establish a strong foundation. This will
 - a. focus especially on the needs, motivations and barriers for small business consumers, including conducting a small business segmentation study and launching small business pilots in 2014 to inform small business launch in 2015
 - b. Conduct analysis of energy-related marketing and messaging to drill down on consumer barriers and motivations and inform campaign creative development
3. Launch a new and improved Energy Upgrade California website in 2013 that provides a central, interactive resource of information, concepts, tools, programs, services and advice for California consumers to take action in order to manage their energy use better. The site will
 - a. include information about the house as a system in a broader context of energy actions
 - b. strike the appropriate balance between the “push” of proactive promotion of energy management concepts and the “pull” of reactive information search and deliver
 - c. include the rebate finder and other interactive tools such as online assessments
 - d. link to local resources, retail partners and other tools

- e. include development of mobile apps and other digital tools in 2014
4. Work with the investor-owned utilities (IOUs), regional energy networks (RENs), the California Energy Commission (CEC), the California Public Utilities Commission (CPUC or the Commission) and other partners to coordinate the promotion of programs and increase coordination opportunities over the long term as the Energy Upgrade California brand builds equity.
 - Execute annual promotional campaigns that draw clear connection between Energy Upgrade California and immediate opportunities to act and demonstrate increased awareness of energy concepts and programs
 - Expand marketing to other target audiences and track increased understanding of energy management concepts and increased action taken among the initial target audience
 - Establish brand and build brand equity through increased consumer interaction and motivation over time; brand assessment should be done in Q2 2015

Marketing Objectives: 2015 and Beyond

These objectives will be better defined based on learning over this transition period and the five-quarter, 15-month launch campaign. A few known today are:

- Increase residential and small business consumer understanding of energy concepts and energy management benefits and compel a full spectrum of measurable action from no- and low-cost repeated conservation behaviors to infrequent higher cost energy efficiency, load-shifting and distributed generation investments

Target Audiences

To be effective, the Energy Upgrade California brand must both build awareness about the importance of energy to Californians and provide pathways for consumers to take energy management steps that are appropriate for their situation. In their applications, the IOUs define the target audience for statewide ME&O as inclusive of all residential and small commercial segments. CCSE concurs that over time the brand will develop a relationship



with the broadest array of Californians, in support of the CEESP vision and of the directives given by the CPUC, however, CCSE submits the following target audience categories for statewide ME&O. For the five-quarter campaign that will establish Energy Upgrade California as the statewide energy management brand and campaign, we will focus primarily on three of the state's five residential segments and strategic partners and support organizations. We will conduct research and pilots with small business but do not propose full-scale ME&O to them until 2015.

- **Residential consumers**
 - ▶ With propensity to participate in programs and manage their energy use
 - ▶ Who need energy management education and are disconnected from California's energy ambition, including representatives of California's diverse and hard-to-reach audiences
 - ▶ Who have a variety of barriers, including but not limited to cultural, housing stock, income and apathy toward energy conservation
- **Small business owners and managers** many of whom have not been marketed to in the past with targeted brand messaging

- **Support organizations that can reinforce the brand message in person**, including
 - ▶ Local governments, CBOs and other community organizations who are already actively influencing people on energy use and educating about energy
 - ▶ Market actors who participate in programs and connect residential and small business consumers to energy solutions

Residential

CCSE's selection of target audiences on which to focus statewide ME&O in the 2013–14 launch period draws from seminal consumer segmentation research conducted by Opinion Dynamics Corporation in 2009.

Whereas Engage 360 and marketing for the Energy Upgrade California residential retrofit program chose to focus its initial messaging primarily on the two home-owning segments of the five identified in this research (leading achievers and practical spenders), we recommend focus on three of the five California consumer segments identified in the study.

Two of the three segments, leading achievers and striving believers, have been chosen for their high awareness, likelihood to interact online,



Final Five Statewide Segments

SEGMENT	E.E. IMPORTANCE	MOTIVATION RANK	BEHAVIORAL MOVEMENT POTENTIAL	OUTREACH RECOMMENDATIONS
LEADING ACHIEVERS		1 Money 2 Environment 3 Foreign oil 4 Future gen. 5 Health → 1 Climate chg. 2 Healthy env. 3 Future gen.		APPEAL ▶ Engage as peers and leaders in movement OUTREACH APPROACH ▶ Sophisticated, info-driven, available online
PRACTICAL SPENDERS		1 Money 2 Foreign oil 3 Future gen. 4 Health 5 Environment → 1 Energy independence 2 Nat'l security 3 Help economy		APPEAL ▶ Straightforward, no-nonsense messaging OUTREACH APPROACH ▶ IOU programs, traditional media
STRIVING BELIEVERS		1 Money 2 Environment 3 Future gen. 4 Foreign oil 5 Health → 1 Climate chg. 2 Resources 3 Animal and plant life		APPEAL ▶ Social capital-driven media with "us" appeal OUTREACH APPROACH ▶ Web-based formats with clear information
THRIFTY CONSERVERS		1 Money 2 Environment 3 Foreign oil 4 Health 5 Future gen. → 1 Climate chg 2 Healthy env. 3 Resources		APPEAL ▶ Efficiency barrier-reduction messaging OUTREACH APPROACH ▶ IOU programs, point-of-purchase messaging
DISCONNECTED		1 Money 2 Environment 3 Help state lead 4 Health 5 Foreign oil → 1 Animal and plant life 2 Healthy env. 3 Climate chg.		APPEAL ▶ Community health and well-being messaging OUTREACH APPROACH ▶ Community or faith-based local outreach

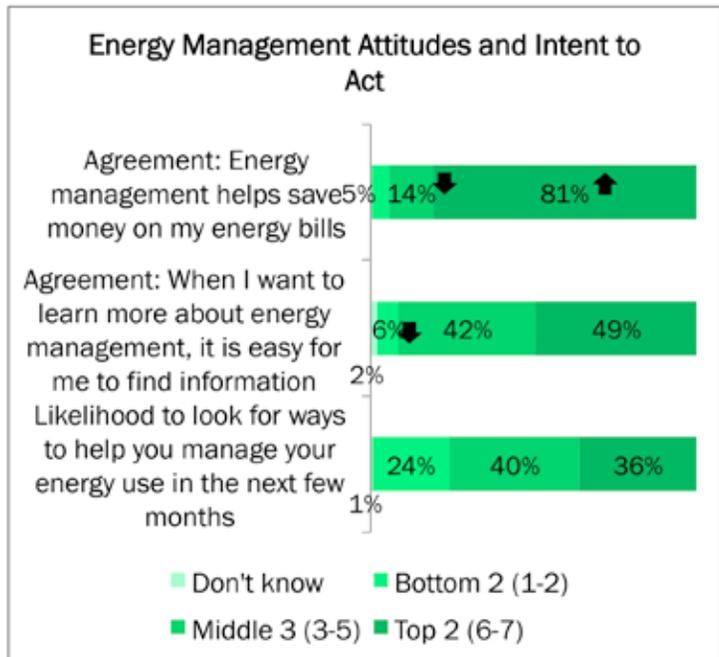
propensity to engage in both low- and high-cost energy management actions and desire to feel connected to goals larger than those of their own households. They are related segments and likely to be receptive to messaging from California about goals and community-based achievement of energy objectives. The third, the disconnected, was chosen to further California's goals of inclusivity in getting the message out about the benefits of energy management and to better support the states income-qualified programs. Also, the disconnected have a higher awareness of Energy Upgrade California than other segments and ranked helping the state lead the nation in meeting its energy efficiency goals as a motivator for energy action. They are also community minded and will likely respond to community-based outreach. In addition,

the statewide ME&O campaign is in the public interest and potentially can move the disconnected into another category where they will be more likely to respond to IOU marketing. Practical spenders are an excellent home-owning target likely to participate in programs and take action to manage their energy, but they are also likely to be already participating in IOU programs and responsive to IOU marketing. Also, they are less likely to respond to a community-oriented message, so we are leaving them and their aspiring segment, the thrifty conservers, for inclusion in later stages of the campaign. We may incorporate them as early as 2014, but likely will start targeting practical spenders in 2015.

Together, the leading achievers, striving believers and the disconnected represent 62% of California's

Leading Achievers (n=475, 24% of survey pop.)

EUC Awareness	
Overall EUC Awareness	16%
Aware of EUC name only	11%
Knowledgeable about EUC	5%
Aware of CA energy savings goals	46%↑
Energy Management Awareness	
Time of use rates	57%↑
Demand response alerts	85%↑
Smart meters	67%↑
Utility rebate programs	87%↑
Distributed generation/solar	96%↑
Home Energy Assessments	68%↑
Energy Management Actions	
Received an in-home audit	26%↑
Participated in EUC program	4%



population living in IOU service territories. The leading achievers are primed to act now and the striving believers are not yet in a position to act but want to. The disconnected segment has more reason and ability to act on energy than it realizes and is a very good target for awareness messaging designed to move more people from the disconnected segment to other segments and thereby better able to receive local marketing.

For 2013-2014, we do not include the practical spenders, a significant home-owning segment that likely will be a major target for many of the residential statewide programs. Research has indicated that this audience is the most responsive segment to IOU marketing. CCSE is not suggesting that practical spenders should not receive robust marketing on these statewide programs, but only that this marketing be more IOU driven through direct-to-customer channels, like direct mail, email and website prompts, rather than through the statewide campaign. For this segment, co-branding with the IOUs' local marketing of statewide programs is very important.

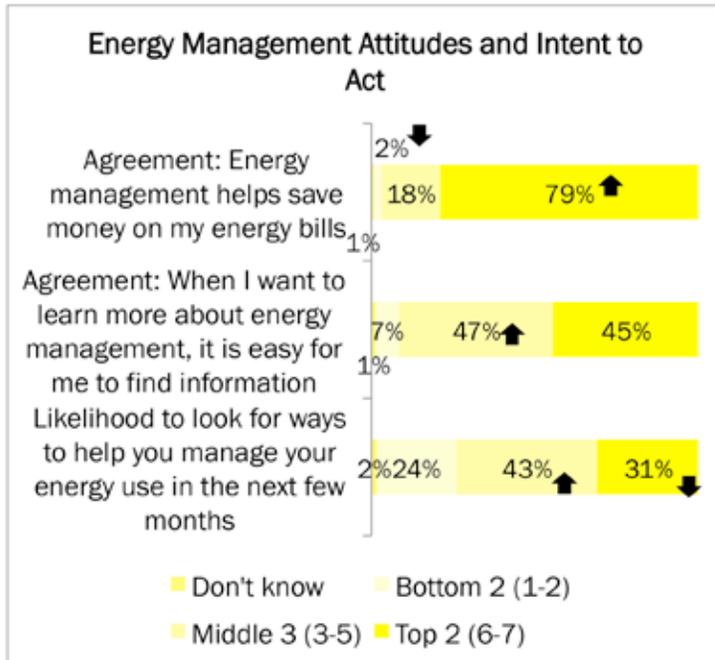
The target audiences for Energy Upgrade California are defined as follows.

- Leading achievers** have a high level of energy efficiency adoption and high levels of personal concern and interest in saving energy. This group tends to have higher levels of education and income and is viewed as willing influencers. They are onboard with energy efficiency purchases, but could do more in the way of conservation actions, especially non-lighting energy conservation practices. Leading achievers represent some 22% of the 2009 study sample. They should be marketed to as peers and allies with the state's net zero energy household goals and engaged to volunteer to help lead through community-based social marketing (CBSM) and other activities. They are interested in emerging energy efficiency technologies. Politically, as a group, they are more liberal than other groups. 38% are extremely willing to reduce energy use during demand response times. While they've taken many energy efficiency steps, one behavioral target with room for improvement with this group is unplugging household appliances and computers.

In the Opinion Dynamics Corporation (ODC) Brand Assessment, the leading achievers reflected their characterization from the 2009

Striving Believers (n=393, 20% of survey pop.)

EUC Awareness	
Overall EUC Awareness	13% ↓
Aware of EUC name only	9%
Knowledgeable about EUC	4% ↓
Aware of CA energy savings goals	41% ↑
Energy Management Awareness	
Time of use rates	49%
Demand response alerts	77%
Smart meters	56%
Utility rebate programs	72%
Distributed generation/solar	82%
Home Energy Assessments	55%
Energy Management Actions	
Received an in-home audit	13% ↓
Participated in EUC program	3%



study. This group had a 16% awareness of the name Energy Upgrade California, and 5% had knowledge about the Energy Upgrade California residential retrofit program. 46% of this group said they had knowledge of California's energy goals, 85% were aware of demand response alerts, 87% were aware of rebate programs, 96% were aware of distributed generation and 57% of this group were aware of time-of-use rates. 81% of this group believes that energy management helps them save energy and money.

The leading achievers segment will play an important role in acting as energy efficiency ambassadors within their sphere of influence. Since this group is already engaged, they will be relatively easy to reach through various channels. Their level of engagement and behavior change will be tracked through retail intercepts, mobile outreach and education and online audit tools to track energy efficiency behavior and action.

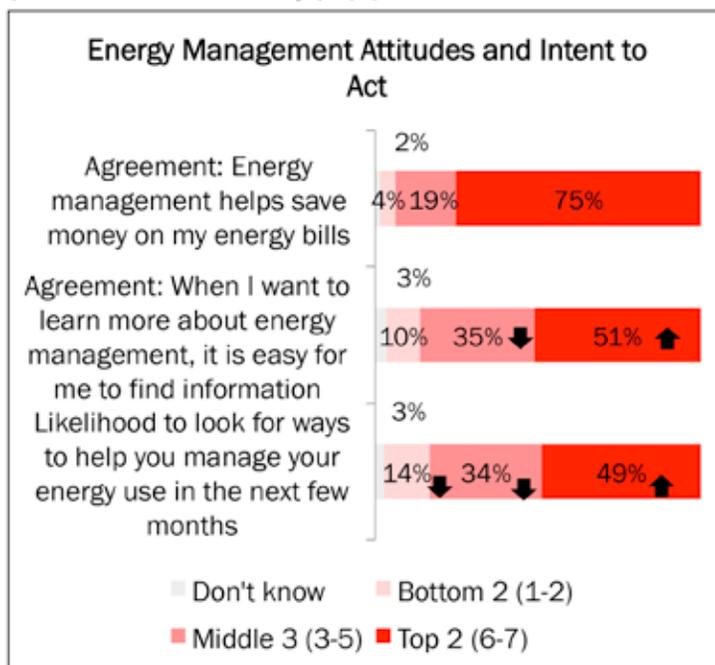
- **Striving believers** are onboard with the energy efficiency movement and index low on all barriers to action, yet paradoxically they are less likely to take action. They are a motivated, but relatively inactive, group. They

are highly educated, more liberal and more driven to reduce energy due to a concern for the environment, specifically climate change and preserving the environment. They tend to believe, again paradoxically, that other people are not saving energy. They are motivationally primed to take action, yet feel too busy to do so. For this group, making energy management more convenient, simpler to adopt and of greater concern than other environmentally friendly actions should inspire them to move. Striving believers represent some 25% of the 2009 study sample.

The 2012 ODC brand assessment study revealed that this group is still onboard with energy efficiency, but not taking a lot of action. 14% had general awareness of Energy Upgrade California, but only 4% had knowledge of the residential retrofit program. 41% was aware of California's energy efficiency goals, and 49% of them were aware of time-of-use rates. 72% of people in this group were aware of utility rebate programs, 77% were aware of demand response alerts and 82% were familiar with distributed generation. 79% believe that energy management helps them save energy and money.

Disconnected (n=556, 28% of survey pop.)

EUC Awareness	
Overall EUC Awareness	23% ↑
Aware of EUC name only	13% ↑
Knowledgeable about EUC	10% ↑
Aware of CA energy savings goals	25% ↓
Energy Management Awareness	
Time of use rates	42% ↓
Demand response alerts	71% ↓
Smart meters	36% ↓
Utility rebate programs	57% ↓
Distributed generation/solar	60% ↓
Home Energy Assessments	42% ↓
Energy Management Actions	
Received an in-home audit	13% ↓
Participated in EUC program	3%



The striving believers are a unique segment that has great potential to show a substantial increase in engagement and action. Because this group is interested in energy efficiency concepts, the statewide ME&O campaign will need to show them how easy and convenient it can be to move their interest into action. Behavior change and action within this group will be more often tracked through retail intercepts, mobile outreach and education and interaction with their children through youth-based education.

- **Disconnected** are the most limited financially in their ability to take action and have the greatest barriers overall to action. This segment of consumers also scores the lowest out of all five segments on each behavioral index measured in the 2009 study, including no-cost practices. They are more likely to feel that saving energy is not their job. However, they are more likely than other segments to be influenced by others to take action if they believe that others are doing their part, and thus may be responsive to the statewide brand approach. The disconnected have the largest number of low-income individuals (62% in the 2009 study, compared

to all other segments combined at 33%), are more than twice as likely to rent vs. own a home, have a greater proportion of Latino/Hispanic and African American households (50% to all others at 23%, and 14% to all others at 5%, respectively) and are more politically diverse. The disconnected represent 15% of the 2009 sample.

In the ODC brand assessment, 23% of this group had general awareness of Energy Upgrade California, and 10% were knowledgeable about the residential retrofit program. Among this group, 25% were aware that California had energy savings goals, 71% were aware of demand response alerts, 57% were aware of utility rebate programs, 60% were aware of distributed generation and 42% were aware of time-of-use rates. 75% of this group believes that energy management helps them save energy and money.

Since a large proportion of the disconnected segment rents, this group will be less likely to perform a residential retrofit program. However, this group should be interested in low- or no-cost products, such as CFL bulbs, weather stripping and advanced smart strips to

help them save energy and money. Tracking of behavior change and action within this segment will be tied to retail intercepts, community-based organizations, mobile outreach education and youth organization outreach.

The brand assessment indicates that the first two of these three segments have the highest expectations that energy management can help save money on their energy bills and are the most inclined to look for ways to manage their energy use in the next few months. The disconnected group has a great need to save money on their utility bills, and we believe they can be a strong segment for growth in participation in statewide utility programs such as Energy Assistance Savings and CARE as well as plug load and appliance programs, multifamily energy efficiency rebates and, perhaps, even the Single-family Affordable Solar Homes Program.

CCSE understands the challenges associated with reaching these target audiences through relevant advertising and marketing channels. In addition, given the limitations placed upon the campaign by the budget and the reduced timeframe, CCSE will utilize the ODC statewide segmentation analysis

primarily as a basis for creative concepts and messaging to these target audiences and not the selection of media.

Small Business

CCSE included research with small business owners as part of the 2012 Energy Upgrade California brand assessment and would like to conduct more research on this segment in 2013 to prepare for pilot launch of Energy Upgrade California to small business in 2014 and leading to full launch in 2015.

We can make some assumptions that small business owners will share some of the same motivations and barriers as residential consumers when it comes to energy management behaviors, especially those that run very small businesses or work from home offices. However, we also know from previous research that small businesses are more apt to make rational energy choices than residential consumers are, and for them the barriers of time, information and interest are often of greater importance.

In the brand assessment, 15% of this group was aware of the Energy Upgrade California brand, with Los



Angeles County at 17%, the Bay Area at 15% and San Diego at 8%. This group also had very little knowledge of energy management topics, with only 37% having knowledge of smart meters, 43% having knowledge of time-of-use pricing and 36% aware of small business energy assessments. This lack of knowledge presents an opportunity for the statewide ME&O campaign, especially since 71% of brand assessment respondents already believe that Energy Upgrade California offers upgrades for both home and business.

In addition, the diversity of small businesses makes it critical to provide energy management information that is specific to the type of business, e.g., retail, restaurant, manufacturing and healthcare. This group will be one of the most difficult to reach with the Energy Upgrade California message, and this audience notoriously suffers the split incentive problem in which they are responsible for their energy costs but often rent their space and are without the resources or authority to make energy efficiency improvements.

During 2013, CCSE plans to focus campaign development for small business on further research of the segment to inform brand development and marketing creative content. CCSE will also start limited outreach, leveraging resources previously developed by the State of California for small businesses, such as the Air Resources Board's Cool California small business toolkit and the Department of Toxic Substances' Green Business Program. Designed to assist small businesses make voluntary greenhouse gas emission reductions in cost-effective ways, these tools have helped small business owners take smart no-cost, low-cost and long-term energy management actions to save money and reduce their environmental impact. In addition, in late 2013 CCSE will convene an advisory group for small business drawing on a mix of organizations including the Green Business Program, IOU program leads for small business programs and small business representatives. Topics of discussion for that group will include the value of a promotional calendar, targeted awareness-building efforts and sector-specific action plans.

In 2014, depending on the results of the research, CCSE will work with the IOUs, RENs and other

stakeholders to develop specific marketing messages for high-value target segments and will launch a research-based marketing mix to engage with small business. Tactics will include exhibiting at targeted industry trade shows where the Energy Upgrade California outreach team can interact face-to-face with small business owners and managers to share information about energy management services and solutions and partnering with chambers of commerce across the state to develop relationships with small businesses and celebrate small business energy achievement.

In several large cities across the Northeast and Northwest, utilities and other energy third-party administrators have successfully aggregated small businesses to implement major energy efficiency improvements and distributed generation projects. In addition, they have successfully encouraged participation in demand response programs by creating small business blocks in neighborhoods and cities. These small business blocks are spearheaded by a committee of business people who are ambassadors for energy efficiency and sustainability and act as energy advisors to the other businesses in the area. In some cases, a larger business provides





financing opportunities for the small business owners and provides construction management expertise and assistance. CCSE will look to pilot a similar outreach approach in California and examine its usefulness in promoting energy management concepts and programs.

Local Governments and Community-based Organizations (CBOs)

Recognizing that Energy Upgrade California will benefit from as much support across the state as possible and that community support and outreach for the brand provides authenticity and fosters long-term commitment, CCSE plans to make it easy for local governments and CBOs to plug into the brand platform and support the state's energy management goals. CCSE intends to provide opt-in, turnkey packages for these partners so it can closely

monitor their effectiveness and adjust the formula over time to find the right mix of outreach tactics that works best with the overall statewide ME&O marketing mix and in concert with local program administrators and implementers. Though currently funded primarily by IOU ratepayers, Energy Upgrade California is owned by the State of California with the potential to define and improve the state's relationship to energy, both for itself and for others who look to California for leadership on energy, the environment and climate-related issues.

Market Partners

Several statewide programs under the Energy Upgrade California brand umbrella require the expertise and professionalism of contractors, retailers and program implementers to realize success. Often these market partners are trained in

technical skills and energy management concepts by the program for which they provide service. Currently, while they may get technical advice or training through Workforce, Education and Training (WE&T) programs, they do not generally get much information or training about the program brands or marketing to help them better align with the overall goals of the program and the State of California regarding energy. Energy Upgrade California brand management will include working with the WE&T programs and the energy resource centers to provide education and outreach to partners and enlisting their help in influencing residential and small business consumers to understand the benefits of brand management and get on a path toward better stewardship of their money and energy resources. CCSE will also offer direct partnership and cooperative marketing opportunities to various market partners including real estate professionals, manufacturers, retailers and contractors as outlined in the marketing tactics section of this plan.

Importance of Diversity and Inclusivity

The state of California is the most populous and diverse in the nation and a comprehensive



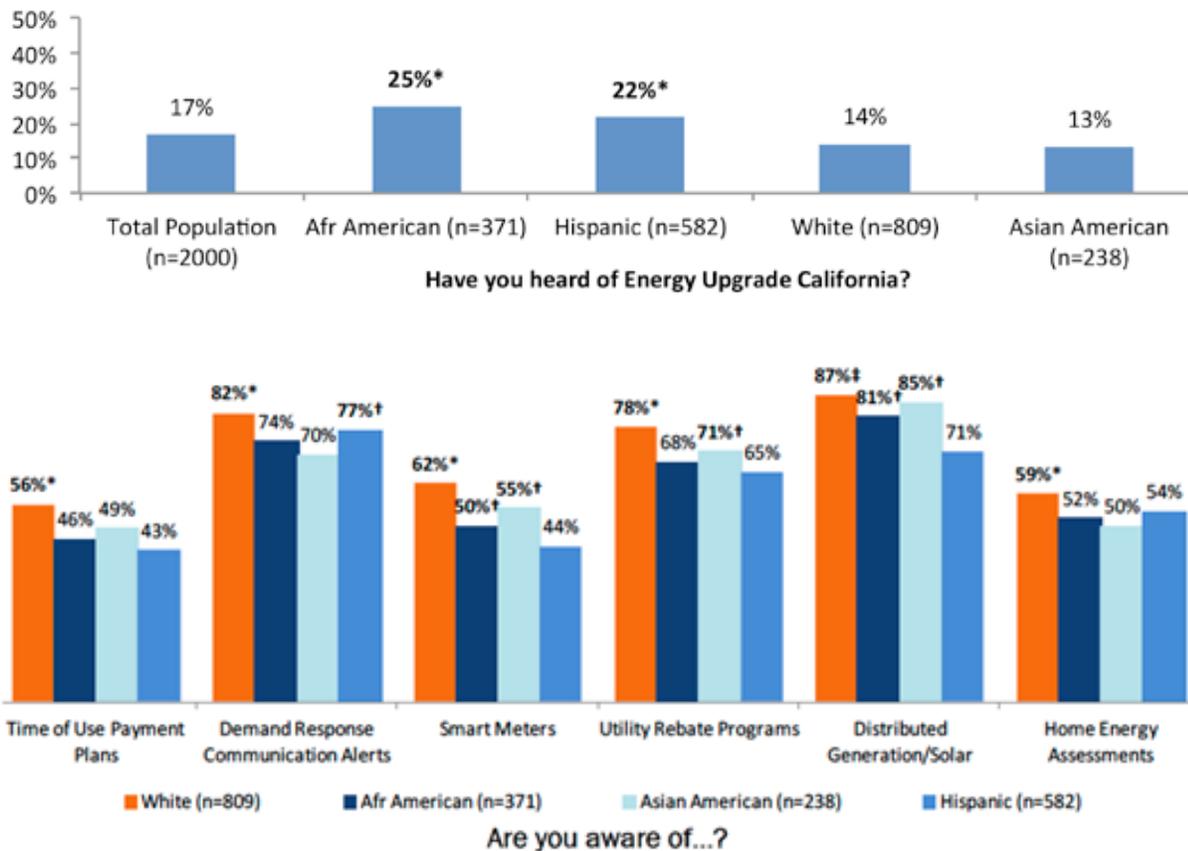
multicultural communications strategy is essential for any consumer brand to succeed in California. CCSE will include a solicitation for multicultural marketing support in its request for marketing services proposals that can be bundled with the full suite of services by one lead firm or selected as a stand-alone firm. We will look for companies that have particularly strong experience in the California market and understand the breadth complexities of California's major ethnic communities. This firm will help counsel and augment the brand launch campaign and will provide targeted expertise and support. We will work with community and faith-based organizations and ethnic media to foster influencers in a variety of communities who can speak firsthand to their experiences using energy more wisely and the benefits they enjoyed, and we will seek the input of those organizations and influencers in designing materials and events. We will seek to create appropriate targeted materials from a strategic perspective and not just translate existing materials. The website will be developed in English and Spanish and other languages will be considered and likely added based on need over time. In the interest of scaling the campaign carefully, we have chosen to start with three segments.

In the brand assessment, both African Americans and Hispanics reported higher aided awareness than other groups, and Asian Americans, African Americans and Hispanics reported lower awareness of various energy management topics than Caucasians. The campaign will use this and other research to develop materials and focus on certain important targets. For example, we may develop a targeted Spanish language message that focuses on time-of-use pricing and understanding smart meter data.

Together, African American, Asian American and Hispanic owners hold about a third of the businesses in California while women also own about a third.⁴⁸ In our small business research, we will look specifically at cultural attitudes, understanding and barriers related to energy to better inform campaign development over time.

⁴⁸ U.S. Census

Brand and Energy Concept Awareness by Population



*indicates percentage is significantly higher than the African American, Asian American and Hispanic percentage at the 90% confidence interval.

†indicates percentage is significantly higher than the Hispanic percentage at the 90% confidence interval.

‡indicates percentage is significantly higher than the African American and Hispanic percentage at the 90% confidence interval.

Overall, the brand will strive to increase levels of awareness and action among all populations and will track its impact on motivating members of diverse communities specifically. We will document what works with our diversity efforts and will share our best practices with partners and build upon them to increase participation over time.

Lastly, CCSE will prioritize women-, minority- or service disabled veteran-owned business enterprises and small businesses when selecting service providers through competitive solicitation.

Metrics for Success

Given the short time frame for the 2013–2014 campaign, CCSE suggests that the program performance for this period be assessed based on completion of the 2013–2014 objectives listed in the goals and objectives section. These are SMART goals (specific, measurable, achievable, realistic and time-bound). We also suggest that several data points be tracked that are not attached to specific goals in 2013–2014 in order to establish trends that can be used to set baseline and goals over time. These include the following key program

performance indicators and could include the IOU-suggested program performance metrics. For example, it is important to measure awareness of the brand itself to know if the marketing strategy and tactics are working and also to assess consumer level of knowledge on promoted topics.

We are hesitant to recommend a specific target for the increase for this short period and would like to aim only for increasing awareness and deepening awareness for the brand, which is to say more people recognizing the brand and more people saying they are knowledgeable or very knowledgeable about it. If the Commission wants to set percentage targets for this period, we would like to do so with the marketing firm or firms and an evaluation, measurement and verification contractor to ensure we are setting realistic yet appropriately ambitious goals.

The brand assessment set a good baseline from which to start. In addition, in the brand assessment, we asked about awareness of several topic areas that will be covered in the campaign. We do not want to set percentage targets yet, but we do want to strive to increase knowledge across these topics, with a focus on home energy assessment both online and in-home and getting data from smart meters.

Setting awareness and knowledge targets over time also should be carefully considered as it could cause the campaign to focus more on awareness of

the brand rather than moving consumer behavior toward better energy management.

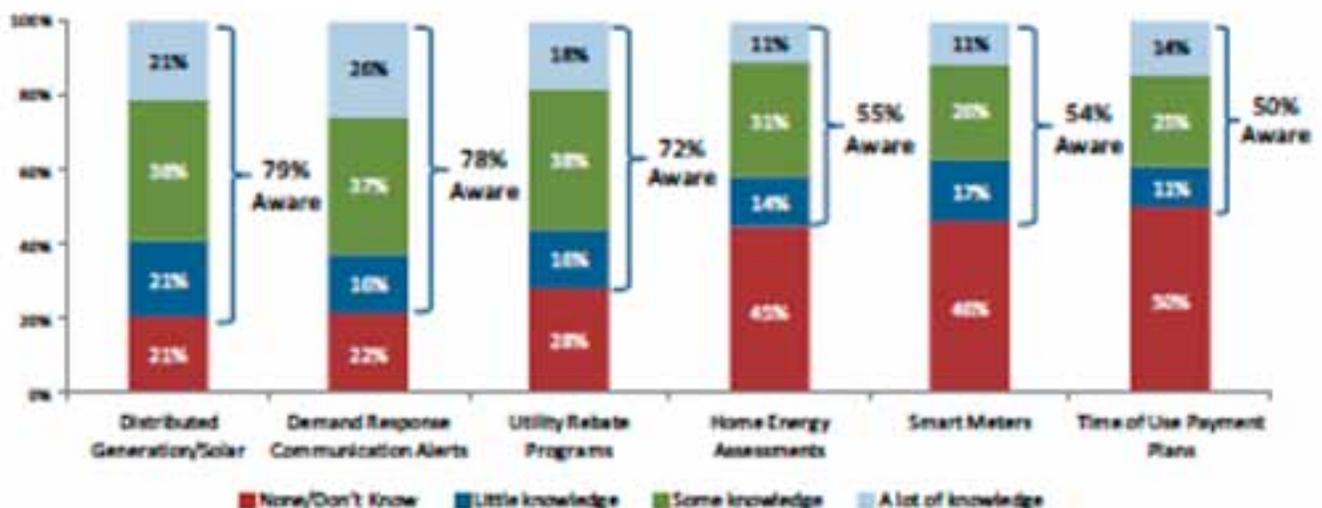
Program Performance Metrics

In their statewide ME&O applications, the IOUs proposed three program performance metrics (PPMs) based on metrics that were approved for Engage 360 and modified to reflect their emphasis for this new statewide ME&O campaign. They are

1. Customer awareness and knowledge of key elements of the Energy Upgrade California brand among customers targeted by statewide ME&O program activities
2. Customer awareness and knowledge of specific energy management concepts and/or actions promoted by the statewide ME&O program among customer groups targeted by program activities
3. Customer intent among customer groups targeted by statewide ME&O program activities to participate or engage in DSM programs

CCSE agrees with the IOUs that these key performance indicators will measure success of both the brand and its related marketing over time and should be tracked. We are hesitant to set specific numerical targets for all of these metrics for the 2013–2014 period, but can see value in tracking them and evaluating what change has occurred in

Awareness of Energy Management Opportunities





2015, looking for increases on all three measures. In addition to brand awareness, we will strive to measurably increase awareness and knowledge on all topics in the brand assessment with a focus on home energy assessments and using smart meter data.

In addition to the PPMs for awareness, association and intent, we recommend three additional performance metrics be tracked over time, as qualitative measures of the educational effort.

1. Consumer consideration of the value of energy in his or her life and business
2. Consumer understanding that energy is not infinite/has trade-offs/needs to be managed
3. Consumer perceived barriers and benefits and sense of action efficacy

Near-term Metrics 2013–2014

While the IOU PPMs have been established to measure the overall program performance from an evaluation measurement and verification (EM&V) perspective, CCSE will be tracking quarterly key performance indicators (KPIs) to inform the brand transition and success of individual marketing tactics and ensure the statewide ME&O is responsive to its marketplace. These KPIs measure both marketing and operational performance and will include the following.

- Number of visits; unique, new and repeat visitors; and sources of traffic to the website
- Length of time, number of pages visited and bounce rate on the website
- Number of registered users to the website and related target segment
- Number of social media links/followers and dialogue on social media channels
- Number of featured stories and significant mentions in news media
- Advertising exposure and related cost-benefit analysis
- Number and quality of key strategic partners
- Number of leads generated to statewide programs and their associated tactics

- Specific KPIs related to each tactic deployed
- Specific KPIs related to measuring the impact of statewide ME&O merchandising

While these are outputs and not outcomes, they will give us a good sense of how the brand and campaign are landing in the marketplace. We will use this information and its related trend lines to set outcome goals for 2015 and beyond. We will track the tactics of this plan through a robust marketing analytics infrastructure that includes but is not limited to the following.

- Website tracking and analytics designed to track customer interaction from point of entry to EUC site to click through to other site pages
- Unique website URLs for specific advertising and marketing campaigns
- Designated phone numbers for customer interaction on specific advertising and marketing campaigns
- Real-time data collection at events, retail intercepts and other face-to-face strategies
- Internet and phone surveys

Monthly, quarterly and annual evaluation of efforts is built into the fabric of activities for both years, including regular surveys with those who engage with the brand, and are intended to measure satisfaction with the brand and ensure the brand is reaching out to diverse communities and exploring the energy topics that matter most to Californians.

Long-term Metrics 2015 and beyond

Over time the brand health and equity should be benchmarked and monitored in order to better steward the brand to be a long-term asset for the state, potentially even with monetary valuation. The 2013–2014 transition will yield valuable learning about how statewide ME&O and statewide program marketing and local marketing can best coordinate and over time that coordination needs to be measured. In addition, as the brand is more established, earning consumer trust and building stronger consumer relationships, the IOUs and the statewide ME&O team could consider using it to

scale behavior-based approaches and to pilot other non-incentive-based ways to secure energy savings and load shifting.

Marketing Tactics and Channels

CCSE has developed the marketing tactics and channels section of this plan to be compliant with the direction given by Scoping Memo and Ruling of the Assigned Commissioner and Administrative Law Judge on January 18 requesting this plan, and stating it should include the following.

Information about any appropriate strategies that will be used, potentially including but not necessarily limited to

- Mass media, social media and earned media
- Use of community-based organizations, local government partners, manufacturers, retailers, contractors and realtors
- Strategies for incorporating accessible information and technologies for Californians with disabilities
- Strategies and opportunities for reaching under-served, minority and non-English-speaking communities
- A proposed budget allocation based on the utilities' total proposed budget, subtracting utility administrative costs, and address how the rest of the budget would be utilized
- Proposed metrics for the activities proposed

With this guidance in mind and based on experience with various statewide ME&O efforts in which we have been involved, including Energy Upgrade California, Go Solar, California! and the California Clean Vehicle Rebate Project as well as those we have observed including Flex Your Power and Engage 360, CCSE recommends the following tactics for use in this 2013–2014 launch phase and in 2015 and beyond.



Based on timing and opportunities in the marketplace, CCSE will seek to implement a varying mix of these tactics during the transition period. CCSE will strive to be nimble and responsive to market conditions and collaborative with the statewide ME&O team and program marketing teams. We will work with a variety of partners and vendors to establish an effective marketing campaign and strong brand foundation for Energy Upgrade California. These tactics will accomplish the following items.

1. Address important behaviors and barriers related to better energy management
2. Influence consumer awareness and energy-related purchasing decisions
3. Partner with a broad array of stakeholders to provide education, outreach and messaging on a variety of energy management concepts
4. Educate Californians about state energy policies and initiatives
5. Educate residents and small businesses on ways to participate in a variety of actions—from behavior change to program participation that will lead to them being able to better manage their energy use.

All Energy Upgrade California brand communications will be designed to address motivations and barriers through an application of research-based, contemporary behavioral models that take into account factors that have been found to more accurately influence behavioral change, such as values, beliefs and norms. In addition, all brand communications will include a clear call to action and will be designed with specific, measurable behavioral targets in mind.

The ideal energy efficiency consumer does not exist, nor does an effective one-size-fits-all messaging approach. Energy Upgrade California's brand messaging must speak to the specific needs and wants of its target audiences and must be receptive and responsive to feedback from those audiences as well provided through direct communication channels and demonstrated through responsiveness to the tactics as tracked and measured by the campaign in real time. Behavioral change leads consumers to take action at their point of interest. Ideally, the Energy Upgrade California brand will be found easily whenever the customer reaches out and wherever the customer is likely to be thinking about their energy management options. On a practical level, introduction of the brand to customers in 2013–14 will be based on a realistic phasing of targeted activities and tactics.

All marketing tactics will include the implementation of recognized best practices to facilitate effective communication of benefits to minorities, various ethnic groups and disabled Californians. We will hire consultants and agencies who are subject matter experts in communication, graphic design and website technologies for persons with disabilities as well as marketing and advertising to diverse audiences.

As a state-owned brand and campaign, Energy Upgrade California will strive to engage all Californians and will work closely with marketing experts who specialize in advertising to non-English-speaking audiences, cultural experts who specialize in community engagement with ethnic communities and disabled communications experts who specialize in ensuring that all communications materials, websites, ads, displays and face-to-face

engagement strategies are developed to meet the needs of people with disabilities.

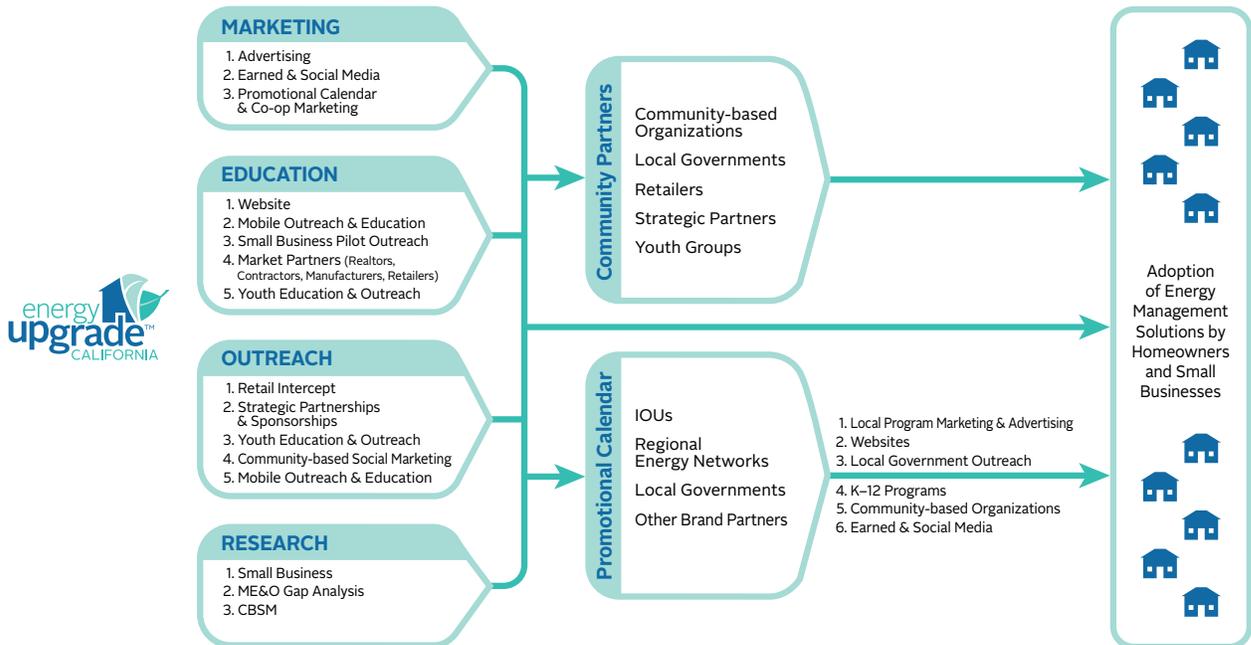
All marketing tactics and channels will be evaluated for their ability to provide optimum engagement opportunities with residents and small businesses. A robust analytics infrastructure will be developed and utilized by the CCSE SWMEO team to monitor success of channels and tactics. Goals will be established for each tactic prior to deployment and the marketing, public relations and website firms will be held accountable for reaching these goals within the allocated budget. Tactics/channels that are not performing at optimum levels will be discontinued and budget dollars will be reallocated to tactics that are performing successfully or new tactics/channels that are deemed to have the potential to provide better engagement opportunities.

CCSE recognizes that the IOUs are concerned about the potential redundancy of marketing efforts by the Energy Upgrade California campaign and their own local program marketing efforts. In an effort to address these concerns, CCSE proposes that an integrated marketing approach be utilized that will utilize social marketing theory that addresses how social marketing campaigns work with other market partners to reach a desired goal. The following diagram was drawn from the Kotler-Zaltman article referenced earlier in this document to illustrate how the brand will provide an integrated marketing strategy to reach customers directly with energy management concepts and messages, as well as work with stakeholders marketing efforts to ensure a cohesive approach.

CCSE proposes the following marketing tactics for the 2013/14 Energy Upgrade California campaign, with a limited number of tactics launching in 2013 and more launching in 2014 and 2015. In 2013 and 2014, the bulk of the tactics will be focused on residential consumers, but some small business pilots will be launched based on research completed in 2013.



Integrated Marketing Strategy



Research

As a social marketing campaign, Energy Upgrade California will consistently be engaged in research to both inform and assess its efforts. This research will be more active in 2013 as the campaign seeks to understand its target residential and small business consumers and refine its residential segments and start the process of segmenting small business consumers. CCSE proposes the following research for 2013 and plans to continually examine research needs for the campaign, working with the statewide ME&O team and an advisory research council to ensure all research is well considered.

2013 Research Topics

1. Conduct research to understand the barriers, benefits and motivations for energy management for small businesses and to segment the market appropriately. This will include
 - ▶ A segmentation study that includes attitudes and behaviors related to energy management and barriers and benefits to program participation.

This study will inform targeted pilots to be conducted in 2014 as the brand expands to include small commercial more fully in 2015 and beyond.

2. Examine what motivates residential and small business consumers to install energy measures separately and simultaneously including energy efficiency (EE), distributed generation (DG) and enabling technologies such as electric or plug-in hybrid vehicles (EVs). Research questions may include
 - ▶ What are the drivers for investment in EE, DG, EVs? What would help encourage customers to invest in two or three combinations?
 - ▶ What are the existing tools that help consumers pursue approaches that are more comprehensive? Are they being leveraged appropriately or do they create confusion?

This study will inform a 2014 campaign promoting integrated strategies and messaging.

3. Examine the consumer messages and materials consumers are currently getting related to energy management. This will include



an inventory of all IOU and REN customer programs marketing and advertising currently in market at the time of the survey and will examine how those efforts may or may not readily co-brand with Energy Upgrade California.

This study will inform campaign coordination planning for 2015 with recommendations on based on real marketing materials about how the state and local campaigns could be co-brand in 2015 and beyond.

2014 Research Topics

CCSE proposes to work with the statewide ME&O team and the research advisory council to develop research topics for 2014. We would also like to include a few select research-based pilots that will be chosen through competitive solicitation and will build upon local projects either to test them at a larger scale or bring them to additional communities. For example, the County of Santa Clara conducted a small-scaled, ARRA-funded, EE-Indoor Air Quality (IAQ) Pilot designed to retrofit single-family homes licensed by the state as family day care home providers (small businesses). Initial results indicate a

defined link between retrofits and improved indoor air quality. The county has subsequently correlated the data to human health metrics and designed a broader program structured for peer review. The statewide campaign could partner with a local government like Santa Clara to bring such a program to scale, making it available to all family day care home providers licensed by the state and building a valuable data set of health benefits by which to promote energy efficiency.

Marketing

Advertising

CCSE agrees with the IOU applications that advertising should be a key tactic in the campaign. We will utilize a multichannel advertising campaign to ensure that the brand's transition from the Energy Upgrade California whole house program to a broader platform is realized. This campaign will include radio, TV, print, outdoor, display and mobile platforms statewide as budget allows. This tactic will give the brand its mainstream reach to bolster the more strategic and targeted tactics in the plan. As we will not be able to launch the brand until late

Q3 or early Q4 2013, CCSE will focus its advertising efforts in the short term on major market areas that will give us the most reach and frequency possible. In 2014, CCSE will strive to broaden the advertising campaign to other regions throughout the state.

Once again, we will use the segmentation study to ensure that we are using the right media outlets to reach our target audiences with the appropriate messages at the right time to encourage maximum participation in integrated demand-side programs, distributed generation or utility pricing options. A firm or several firms that specialize in successful consumer-facing advertising will develop the advertising campaign. This firm will be responsible for the development of the integrated communications plan that will set the stage for the development of all the creative concepts, messaging and implementation of the advertising campaign.

Currently, CCSE is unable to hire a marketing firm until a Commission Decision is issued. We will need about four months from the date of contract to launch any advertising, as that time will be spent hiring a firm, getting them onboard and developing the creative. If it is at all possible for the Commission to authorize the hiring of a firm sooner than May/ June 2013, we seek that permission.

Digital Marketing

Since many of the members of our target audience segments are online users and technically savvy, we will use online advertising and marketing to engage residents and small businesses to learn more about energy-related topics and take specific actions that can help them save energy and money. Digital marketing will be an important tool to meet customers at their point of interest and will offer a cost-effective and measurable way to motivate and activate residents and small businesses to learn more about the energy concepts the brand embodies. This tactic will allow us to use a message-centric strategy to reach our target audiences with timely information designed to motivate them to action.

We will use our target audience segmentation profiles to promote the Energy Upgrade California brand on website and other applications that our

target groups will use on a regular basis. In addition, we will work with our Energy Upgrade California corporate technology partners to assist us in designing interactive platforms, games and other tools that can be cost-effective engagement tools to keep in touch with Californians and reach them where they are in their journey of energy education.

Direct Mail/Email

Message-specific and audience-segmented direct mail and email is a cost-effective tool to reach our target audiences. These tactics will be used to communicate seasonal messages and specific programs or topics that are relevant to the target audience throughout the year when they are predisposed to a positive response and potential action.

We will purchase target-specific direct mail lists and collaborate with our local government, REN and IOU partners to ensure specific program messaging and timing is appropriately aligned with their local program outreach and marketing campaigns.

Email campaign lists will be derived from an opt-in procedure on the Energy Upgrade California website to ensure that customers are receiving information that they have requested and the campaign complies with email regulation.

Promotions Calendar

CCSE plans to develop a promotions calendar that will facilitate collaborative marketing and knowledge sharing based on input for seasonal opportunities from the CEC, IOUs, RENs and



others. This affords several opportunities for the brand, such as the following.

1. It ensures that statewide ME&O is coordinating with statewide program marketing teams and connecting consumers to programs at the right times.
2. It enables the brand to partner with local government programs, CBOs, contractors and retailers to leverage their events and energy-related seasonal and offer-based merchandising.
3. It connects the brand with tangible, time-sensitive offers and local program and action opportunities with statewide ME&O for residential consumers and small businesses.

The brand will seek to partner with retailers and other companies to reach consumers across multiple IOU territories in large-scale, California-focused co-op efforts. Over time, the brand also will seek to partner with other state programs such as Cool California and the California Green Business Program.



Earned Media/Public Relations

Third-party endorsement and positive media coverage are critical components of the campaign's success. CCSE will hire a public relations firm and oversee the development of a comprehensive public relations strategy and plan that will establish a robust media calendar designed to promote the brand and its affiliated programs, products and services. The strategy will use press releases, feature stories, events, celebrity spokespeople, contests and promotions to engage the media to share information about Energy Upgrade California with their readers, listeners and viewers.

CCSE will work closely with the IOUs, RENs and other local government partners to coordinate the Energy Upgrade California public relations strategy, plan and calendar with their plans to ensure that the brand is offering media support where appropriate and needed.

An interactive calendar will be established for all media and PR activities so that CCSE can closely manage consistent message flow. A crisis communications strategy and plan will be part of this planning to ensure all negative press can be effectively mitigated before it can cause any brand degradation.

Marketing Metrics

All marketing tactics will be designed with the capability to track and measure success of their ability to engage consumers to take some type of action along their energy management journey. All messaging for print, broadcast and digital ads will be created with our target audiences in mind and will be tested using focus groups made up members of target audiences.

Energy Upgrade California's advertising campaign will utilize traditional advertising tracking methodology such as specific URLs and/or phone numbers to be used for ads and media outlets, specific website landing pages, promotional offers and website analytics that will track website traffic as well as click-thrus to web pages and other websites. All earned media and public relations will be developed with metrics in mind that will allow us to quantify the

inches given to a story or article based on the media outlet's retail advertising rate card.

An online dashboard will track performance of all marketing tactics and updated on a weekly basis. This dashboard will be available in real time to the SWMEO IOU/REN team as well as the CPUC and CEC staff. A quarterly report will be produced that provides a comprehensive summary of marketing tactics completed, budget dollars expended, leads produced to programs and other actions taken by consumers and small businesses.

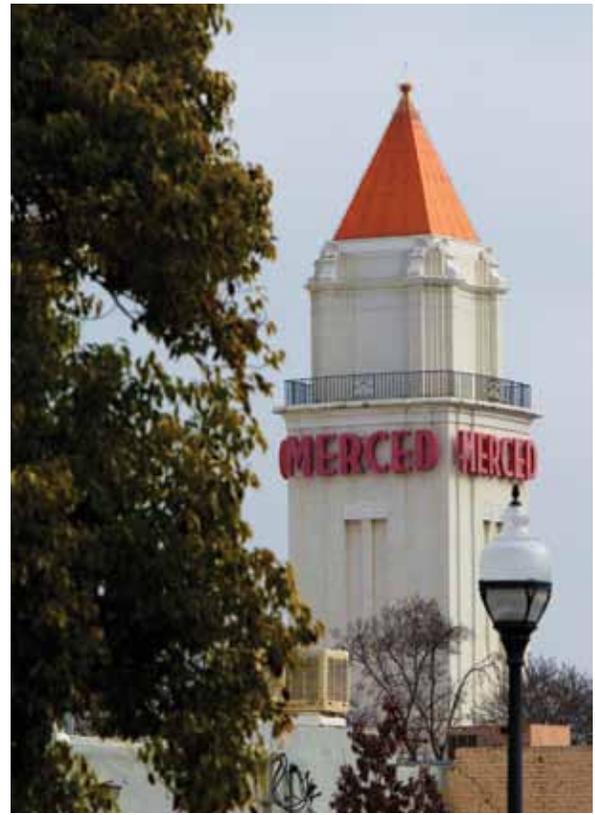
Education

Comprehensive Website

The Energy Upgrade California website will be one of the most important marketing resources for communicating the brand and its portfolio of products and services to California residents and small businesses. It will need to be developed using the most appropriate, cost-effective website technology available and will need regular, focused attention on content, tool creation and management. In addition, the website will need to be designed with WCAG 2.0AA Web Accessible Design Standards and available in different languages spoken in California. CCSE will hire an accessible communications consultant as part of the website and marketing team to ensure these design standards are achieved. The web development team will ensure the website is accessible in English and Spanish and will evaluate translations for other major languages over time.

The website assessment that was recently completed and high-level analysis and recommendations were shared in a presentation at the February 25 workshop. The final assessment report is being finished now, and CCSE will start the web development process based on the assessment report. The preliminary recommendations reviewed at the workshop included the following items.

- Make it easy for users to understand key concepts around energy-efficiency/clean energy.
- Make it simple for users to take action, track progress and complete tasks.



- Make it simple for program administrators to complete necessary tasks.
- Provide a consistent user experience from Energy Upgrade California to any externally linked website.
- Enable practitioners to communicate news, programs, incentives and other content.
- Connect influencers to the greater community.
- Live on a platform that is scalable, sustainable and cost effective for short- and long-term development and expansion needs.
- Be equipped with analytics tagging based on pre-defined KPIs to enable tracking, reporting and optimization.

In addition, CCSE has reviewed several website technologies that were developed under the AB 758 pilot funding and will be seeking to leverage the Green Button Initiative to provide consumers with data-driven tools that are useful to their energy management needs. Drawing on lessons learned from previous statewide campaign sites and analysis of

other energy-related sites, the website will need to strike the right balance between educational content, social media and effective “third-party testimonial” approaches to engage and educate residential and small business consumers while ensuring transactional usefulness, ease of finding information, the ability to merchandise to target audience segments and a quick pathway to statewide program information and partner websites.

The customer experience while on the website is critical to the campaign’s success. It is important

that the Energy Upgrade California website be the go-to resource for all things energy related in California. To that end, the website will contain links to the latest energy policy and program information and house the rebate finder and other useful databases. The customer will be guided to the information they are looking for and directed to the appropriate program or service provider based on their overall goals.

The objective of the website will be to establish the brand as the repository of all information on energy



management in the state. While the brand's website will be promoted as California's central resource for energy information, it will also act as a conduit to the websites of IOUs, RENs and other local brand partners where residents and small businesses can find out how to take advantage of local programs, rebates, products and services. The website will always be included in advertising and marketing and will be one of the most important ways to track awareness of various campaigns through the use of landing pages, micro-sites or specific URLs.

Development of a first-class website takes a minimum of four to six months and marketing campaigns generally cannot launch without them, so the campaign has a critical timing issue here and will need to kick off website development immediately following the Decision. To that end, CCSE is working with PG&E to issue an RFP on the basis of the Proposed Decision that will clearly state that contracting will not commence until a Decision is final and is subject to the regulatory process.

Currently the Energy Upgrade California website is home to the residential retrofit program and a great deal of time and money has been spent developing and updating the site. That program will continue to need a robust online home for consumers and contractors to continue to interact with the program, but it is not yet clear if the site as it stands today is the right vehicle, and there are questions about intellectual property ownership and costs of maintenance. The CEC has rights to the intellectual property on the site, but it is built on a proprietary platform. CCSE will facilitate more discussion about the website in March and April and will work with a variety of stakeholders to transition it effectively.

CCSE seeks clarity from the Commission in addressing the site's needs for the residential retrofit program in relationship to the statewide ME&O brand transition.

Mobile Outreach and Education

It is important that we meet Californians "where they are" and interject our message into unique situations and environments to get their attention. In a trial run statewide tour, the Energy Upgrade

California Roadshow proved to be a cost-effective engagement tactic that allows for face-to-face interactions with customers and meets them at their point of interest.

We plan to deploy one or more mobile outreach units throughout the state to participate in a variety of events on an annual basis. These outreach events will encourage visitors to share their contact information to create an Energy Upgrade California database. Visitors will have the option of opting in for information about local programs and we plan to share that information with IOUs, RENs and other local government partners. We will work closely with our IOU and REN partners to ensure that we support their outreach events with our mobile outreach unit. This includes the creation of an interactive event and outreach calendar that will allow all partners to submit their outreach events on a continual basis.

This mobile outreach effort will be designed to engage Californians in topics of energy relevance such as in discovering how they use energy, how to manage their energy, what it would be like if they lost their energy and how they can participate in sustainable, clean energy options.

Small Business Advisors

Small businesses are difficult to reach and engage on energy matters. To ensure that this target audience is engaged and motivated to take action, we plan to conduct research in 2013 to assess the best ways to help key small business sectors, examining their barriers and benefits and looking for opportunities for motivation. Also, rather than try to build a statewide network to reach small business only for Energy Upgrade California, we plan to align ourselves with existing initiatives that provide advisory models for small businesses. This model will allow us to target our communications by business segment, size and scope, making the messages relevant to the audience to ensure subject matter credibility.

CCSE will consult with the IOUs and RENs in developing its small business advisor strategy to ensure the plan integrates the small business marketing, education and outreach activities being managed by the commercial/industrial energy

efficiency program managers. The small business advisor strategy and plan will be offered as a resource to organizations that serve small businesses such as local governments, chambers of commerce, contractors, trade organizations and others. The plan will assist these partners in reaching the small businesses in their region with a consistent statewide energy management message. CCSE will work collaboratively with the small business program teams of IOUs and RENs to leverage lessons learned and best practices to shorten the launch timing and to alleviate any potential issues in working with small businesses across the state.

Market Partners

CCSE will work with a variety of market actors to reach consumers and employ face-to-face communication that serves to educate and motivate the consumer and also provides better understanding of what consumers need and want. We have outlined details on the major partner categories below.

Contractors

Residential contractors have been an integral part of the residential retrofit program actually delivering the retrofits, of course, but also selling the program and the benefits of home performance. They are a critical link to consumers and many are already familiar with the Energy Upgrade California brand. The brand assessment showed that contractors were the most knowledgeable of any group surveyed on the Energy Upgrade California brand as it relates to the residential retrofit program. They are invested in use of the brand and its related assets like the website, and it is critical that we coordinate with the program teams to work with contractors and ensure they understand how the brand and marketing campaign are shifting and how they can do more to educate their customers about comprehensive energy management and be a trusted resource for information.

Meanwhile, only a small fraction of contractors are already involved with the residential retrofit program and of those only a small fraction again is regularly selling consumers on home performance

retrofits. If it hasn't been done already by the time a Commission Decision is issued, CCSE will work with a stakeholder group of residential retrofit program staff, contractors and consumers to leverage lessons learned from the solar industry and other "big-ticket" purchases like cars or remodeling to help create and encourage the use of a standardized consumer assessment report that is easy to read and understand. Once this sales tool has been created, we will conduct consumer testing, providing valuable insight to the home performance market to improve their consumer communications. Working with the residential retrofit program more directly, we will also support contractors with cooperative marketing support and other channels to be determined.

Real Estate Professionals

The real estate community is an excellent conduit to both residents and small business owners. Many homeowners and renters rely on real estate



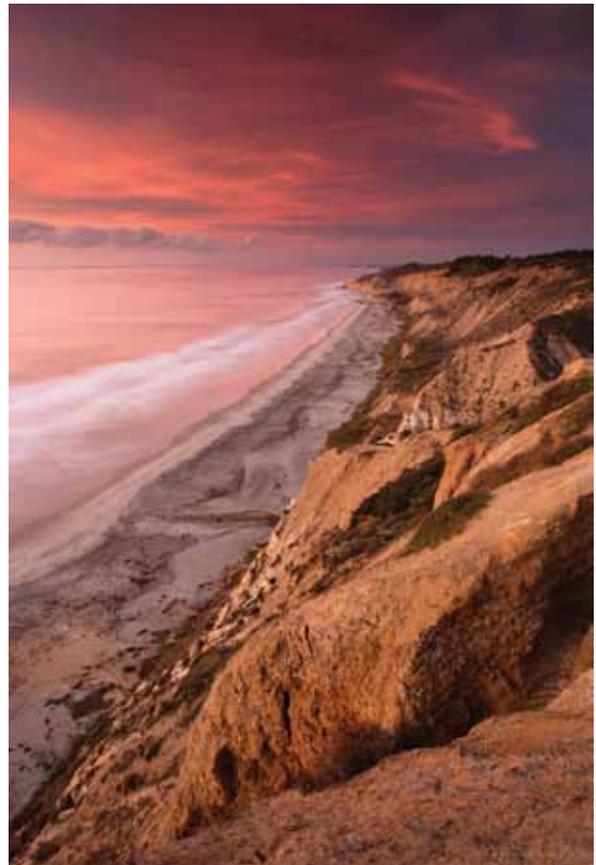
professionals to assist them in selecting a home and look to their realtor, appraiser or mortgage professional as a trusted source of information about a wide range of housing topics. Small business owners also rely on realtors to assist them in locating office, commercial or retail space and consider them an important part of their team of business advisors.

At the same time, consumers don't know what to look for with regard to energy features when purchasing a new home, and many don't know how to tell if a home is energy efficient. In addition, most consumers do not know what zero net energy (ZNE) means and are not necessarily looking for highly efficient ZNE homes because they do not know to value them.

Energy Upgrade California will develop an education module for real estate professionals and their associations to use to educate their members on the benefits of energy management and related tools and resources such as financing, HERs ratings and energy scores. This module will be offered statewide as an on-site workshop and as a webinar that realtors can access via the Energy Upgrade California website. We will look for opportunities to partner with realtor associations such as the California Association of Realtors and multiple listings services and regional associations to promote energy knowledge and energy actions ideal for home buyers and sellers. We will also look for opportunities to partner with other organizations doing realtor education or strategic realtor partnerships to extend the reach of Energy Upgrade California to this important channel.

Manufacturers

Like retailers, manufacturers play a vital role in communicating the benefits of energy management to consumers. Since Energy Upgrade California will be the statewide marketing, education and outreach campaign, we will develop relationships with manufacturers of business and consumer electronics, lighting products, smart thermostats, home area networks and other energy management devices to ensure that these manufacturers understand the state's overall goals and the Energy Upgrade California campaign.



In addition, we will target manufacturers who are located in California to partner with Energy Upgrade California to assist us in communicating the brand's message to residential and small business consumers, their employees and other associated organizations within the state.

Education Metrics

All channels used to educate residents and small businesses about energy management concepts and programs will use a robust tracking system to gain as much information about the participants to these channels as possible in order to facilitate an ongoing dialogue with the participants. The Energy Upgrade California website will utilize a variety of tactics to engage visitors to share their information with the site, as well as to gain permission to continue interacting with the visitor via email.

The mobile outreach channel will utilize a handheld technology device to gain information from visitors



and register them for future engagement via email. The small business advisors will act as personal energy advisors to the small business community and will hold workshops and face-to-face meetings with small business owners where they will collect information to develop a long-term relationship with their clients.

Ongoing communication with participants will ensure that any behavior change or actions taken after the education will be tracked and reported. The information gathered from the website and other education tactics will be reported on a regular basis on the Education Dashboard that will be made available to the CPU and CEC as well as statewide ME&O team and stakeholders.

Outreach

Retail Intercept

A consistent and cohesive statewide presence in the retail environment is imperative to the success of the campaign. The retail point of interception is crucial to engage customers in learning more about their energy management options while they are thinking about making improvements to their home, business or lifestyle. Engaging customers with a disruptive message in the retail environment will be an important tactic to ensure the message is resonating with residents at their point of interest and at point of sale.

Retailers are experts at introducing new concepts to their customers. Historically, retailers have played an integral role in moving customers through the “educate, activate and motivate” paradigm through

their ability to promote products and services in an easy, convenient platform. CCSE proposes that the Energy Upgrade California campaign work with sales associates, in stores across the state such as Home Depot, Lowe’s, Best Buy, Walmart and others. Leveraging in-store subject matter experts gives Energy Upgrade California an opportunity to interact with residents and small business owners face-to-face and provide information about a variety of energy concepts and actions including dynamic rates, demand response programs, appliance and other equipment rebates, energy efficiency programs and energy audit tools.

CCSE will develop a comprehensive retail partnership strategy and plan for execution by a third-party consultant. Recognizing that IOUs currently have robust and successful relationships with retailers in promoting their local programs, CCSE plans to coordinate to ensure alignment wherever possible. This plan will create a wide variety of opportunities for both big box and small retailers to participate with a cost-effective turnkey platform and may include collaboration with the mobile units and event outreach efforts as well. The program will be designed to provide face-to-face interaction with customers at their point of interest with education about products, services and programs available from IOUs, RENs and local government partners. The program will utilize an interactive, real-time platform to capture customer information for the local program administrators, retailers and Energy Upgrade California to use in developing an ongoing engagement strategy.

Social Media

Social media is an important and cost-effective tactic to reach Californians and engage them in conversations about energy and sustainability. We will launch a robust social media plan that will include Facebook, Twitter, blogs, e-newsletters and other social media outlets to reach our target audiences with relevant content on a regular basis.

A comprehensive social media strategy and plan will be developed by CCSE in conjunction with the campaigns marketing and/or public relations firm. This plan will take into consideration seasonal

energy messaging, current affairs, state and national energy policies, products and services as well as behavior modification techniques.

In addition, the social media plan will be coordinated with the social media plans of the IOUs and RENS to ensure consistent messaging and take into consideration seasonal program, product or services promotional opportunities.

Strategic Partnerships

As a nonprofit organization, CCSE will seek to create alliances and partnerships with California-based organizations and companies that are recognized as leaders in their respective business or field of interest to support the Energy Upgrade California brand over the long term. These partnerships will assist us in reaching Californians with the theme that “Californians lead” that will embody pride and resonate with residents and small businesses.

CCSE will lead the development of an Energy Upgrade California partnership strategy and plan that will outline the California-based companies, organizations and local governments that can best assist in promoting the Energy Upgrade California brand across the state. This strategy and plan will be developed with input from the statewide ME&O team, the RENS’ marketing and outreach teams as well as other stakeholders and influencers around the state. This plan will also include the development of a market advisory panel of leading business people throughout the state that can provide expertise. Strategic partners will include leading-edge, California-based companies, sports teams, educational institutions, foundations, local governments and programs. Examples include such companies as Google, Apple, Hewlett-Packard, Pixar, Patagonia and may include companies that are not based in California but do a lot of business in the state and have multiple touch points with California consumers.

The purpose of these partnerships will be to engage leading-edge California companies, inform them about the goals of the CEESP, educate them about how they can assist the state in reaching its goals, activate their employees to think of ways the

company can use their best practices to support the campaign and motivate the companies and their employees to become ambassadors for Energy Upgrade California in their respective industries.

In addition, CCSE believes that these partners may be able to provide in-kind support for items needed for the success of the campaign, creating public-private partnerships to support energy ME&O throughout the state.

Youth Outreach & Education

Many social behavior changes have been perpetuated by youth engaging their families to make long-lasting behavior change. Energy management is a topic that can see the same type of success as the campaign against smoking, the buckle-up campaign, recycling and other behavior movements that have motivated youth as a conduit to the family.

The CEESP directs the statewide ME&O campaign to “conduct public communications campaigns, alongside longer-term supporting school education initiatives to deliver the efficiency message.”⁴⁹ Based



⁴⁹ California Energy Efficiency Strategic Plan, January 2011 Update. Section 10, pg 78



on CCSE's experience with K-12 education for both middle school and high school students, we know this to be major channel of opportunity. CCSE would like to work with the Workforce, Education and Training (WE&T) program K-16 staff at the IOUs to coordinate communication to students about energy use and management and to encourage career development related to meeting California's energy and climate goals. In communicating energy literacy to students, WE&T program implementers should let them know about the Energy Upgrade California campaign and use tools and resources from the campaign such as the website. CCSE would also like to work with the statewide WE&T consultant the IOUs will be hiring in early May to coordinate efforts, especially related to developing an industry professional and career awareness website. CCSE would like to explore with the WE&T teams for that material to be on or closely linked to the Energy Upgrade California website.

In addition to this coordination with the IOU WE&T teams, CCSE will work directly with youth-oriented

organizations such as the Girl Scouts, Boy Scouts and Boys & Girls Clubs to educate, motivate and activate youth to take action in their homes to save energy and promote a more sustainable lifestyle. Energy Upgrade California youth group education and outreach will leverage existing curriculum correlated to California's STEM standards to ensure that the participants in the program are learning the latest information needed to succeed in the classroom. The program will offer participants a pathway to learn more about energy management and sustainability that will encourage an ongoing conversation with both the students and their families.

Sponsorships

Energy Upgrade California's image as a statewide brand representing the state's energy programs and initiatives can be effectively enhanced and solidified through sponsorship of strategically targeted community- and energy industry-focused events throughout the state. These events will give the brand recognition for being the state's resource for energy management information, products, programs and services. In addition, the alignment of the brand with high-profile events and other sponsors will lend third-party endorsement and credibility to the brand and assist in the acceptance of the brand as the one-stop resource for energy information by Californians.

Community-based Social Marketing

The limitations of information- and incentive-based marketing in behavioral change are relatively well known, and neither can be expected to generate perpetual behavioral change when it comes to energy management. Community-based social marketing (CBSM) is a technique leveraging the power of one-to-one, personal contact to gain commitments from residential consumers. CBSM is generally practiced as a series of carefully considered steps: selecting the target behavior, identifying barriers and beliefs about the behavior, developing strategies for deployment, testing small-scale and, finally, implementing broadly.

CCSE will work closely with the IOUs and RENS to design a CBSM strategy and plan that utilizes

the best practices for this tactic. CCSE recognizes that the IOUs and RENs have worked diligently to create positive relationships with a variety of target segments and will utilize the lessons learned from these customer experiences. Although CCSE understands the concerns of the IOUs that this tactic may be redundant in their local marketplace, CCSE is likewise concerned that emphasis on local marketing may preclude support and promotion of Energy Upgrade California in their local markets. As stated earlier in this document, CCSE's research of other successful statewide marketing, education and outreach campaigns showed that one strategy that led to these campaigns success was

Reducing the use of many program names and **aligning under an umbrella brand builds stronger associations with the benefits** offered by programs under the umbrella brand and supports all levels of marketing by all partners.

As discussed earlier in this plan in articulating the step-down communication strategy of social marketing,

CBSM is an integral tactic for success in moving consumers to action and it requires direct engagement with consumers, strategic influencers and other organizations that can assist in communicating the brand's messages to their members.

Outreach Metrics

All outreach channels will be evaluated prior to deployment for the propensity to provide high-quality interactions with residents and small businesses. After a channel is selected, an outreach strategy and plan will be developed with benchmarks established for evaluating the merits of the event or organization.

After each outreach event or program is completed, a comprehensive report detailing the pertinent details of the outreach will be submitted for inclusion into the Outreach Dashboard. Events and channels will be evaluated on a monthly and quarterly basis, with an annual report detailing the number of participants that were engaged per event/channel and the recommended actions.



Information gathered from the outreach tactics will be reported on a quarterly basis on the Outreach Dashboard and made available to the CPU and CEC as well as statewide ME&O team and stakeholders.

Advertising Agency

To ensure brand marketing, advertising and public relations will be as effective and efficient as possible, CCSE will conduct a competitive RFP process to select and contract with a highly qualified agency or agencies by Q2 2013 to provide these services as soon as possible. Currently if a Decision is reached in May, we estimate that this RFP will be sent out by early June and a firm hired in July. The sooner we can get a firm on board, the sooner we can launch the campaign.

As with the RFP for the 2012 brand assessment, CCSE will make a dedicated effort to distribute the RFP to women, minority and disabled veteran business enterprises (WMDVBES) and California-certified small businesses. CCSE will manage all aspects of the relationships with the agency or agencies and direct their work to ensure their efforts support objectives as outlined in this marketing plan, providing guidance and support. In general, the scope of work to be performed by the marketing, communications and advertising agencies will entail the development of a communications strategy and plan to inform targeted brand positioning, marketing and outreach efforts. The agency will also be required to develop all associated marketing collateral to support those efforts, from launch of Energy Upgrade California as a statewide brand in Q3/Q4 2013 through the end of December 2014. Further, the agency will be required to provide all brand advertising and media placement services to leverage their expertise in this area.

The marketing and advertising agency will provide a comprehensive budget, strategy and tactics to CCSE for all activities under their purview. All activities led by the agency will be designed to reach targeted audiences, including residential consumers throughout the state, diverse audiences and disabled populations, owners of small businesses and home upgrade

contractors. Components of the agency or agencies work will include, but not be limited to the following.

- Marketing messaging platforms for each target audience segment, based on this marketing plan and other key documents and research. Messaging will be tailored to address the motivations and barriers for each key audience segment and include a call to action linked with a desired behavioral target.
- A plan and budget detailing how advertising and other paid media opportunities will support annual brand goals and objectives to include a rationale, target audience and target behavior for each activity, the expected message reach and frequency among key audiences for each effort by channel, key performance metrics and flexible tactics to allow for fine-tuning of campaigns to improve their impact. The agency will also provide all media placement services and will provide related performance metrics to CCSE for further analysis.
- A direct mail and email campaign plan and budget detailing the messaging for each tactic, key performance metrics and other observations to maximize and improve the impact of future direct mail/email campaigns. The agency will also provide key outreach performance metrics to CCSE for further analysis.
- Design and production of all advertising materials for broadcast, outdoor, print, direct mail, email and online marketing. Materials will include, but not be limited to, produced spots and PSAs for radio and television, vehicle wraps, internal and external vehicle ads, bus shelter ads, bench ads, billboards, online ads, PPC and SEO.
- Design and creation of event and retail-related collateral, such as brochures, signage, booths, lawn signs, flyers, staff uniforms, branded giveaway items, end caps, shelf talkers, stickers for products, rebate forms and business-related materials for meetings, such as PowerPoint templates and meeting collateral.

Budget

The IOUs proposed a budget of \$58 million for Energy Upgrade California for 2013–2014 in their applications. However, that budget includes costs for Flex Alerts and did not include budget allocations for coordination with the Energy Savings Assistance Program. With information from the IOUs about what was needed for Flex Alerts based on their budget allocations, CCSE has estimated budget allocations in the attached Appendix. This budget was prepared per Commission direction to provide a “proposed budget allocation based on the utilities’ total proposed budget, subtracting utility administrative costs, and address how the rest of the budget would be utilized.”⁵⁰ It is intended for guidance and will be further refined as more information becomes available.

In their applications, the IOUs ask that marketplace activities strive to consistently place messaging in IOU service territories according to each IOUs percentage of the budget that each utility contributes to the program. While CCSE recognizes that this is standard practice for most co-funded programs, we ask the Commission consider this campaign a little differently as a truly statewide program and not a collection of local programs coordinating statewide and give some discretion in allocation of the funds to best address the needs of the campaign. Also, the Commission may notice that we have allocated less funding to the IOUs for administration of the program. This budget is based on this plan and in this plan we propose the IOUs take a less hands-on role in administering the program and that CCSE assume more responsibility. Our budget reflects that recommendation.



⁵⁰ Scoping Memo and Ruling of Assigned Commissioner and Administrative Law Judge Application 12-08-007 January 18, 2013



SECTION THREE: NEEDS FOR SUCCESS

Transition Challenges

During the last four years, the statewide marketing education and outreach program has been challenged by multiple factors. The challenges facing transition of the Energy Upgrade California brand from a residential retrofit program to the statewide marketing campaign mirror those that the Engage 360 and the Flex Your Power brands faced, as well as others that are unique to this situation. We are concerned about these challenges and list them for the Commission's consideration with brief notes in italics related to addressing these issues on how they're being addressed.

1. The timeline of the regulatory process and the needed ramp-up time for marketing firms is significantly delaying launch of the 2013-2014 marketing campaign showcasing the Energy Upgrade California brand. The likely launch on the current schedule is Q4 2013. This delay is prolonging uncertainty and confusion among key stakeholders about the brand's relationship to programs, about the transition of the brand itself, and about brand governance and the appropriate allocation of ratepayer-funded resources to managing the brand and statewide marketing, education and outreach coordination. CCSE is constrained from assuming a stronger role in leading the brand message until a Commission Decision determining governance, roles and responsibilities, and approval of the marketing plan is issued. *The Commission has demonstrated commitment in this process of review and discussion and will provide a Decision as soon as possible. If the Commission can provide other avenues for launching the brand sooner, those should be explored.*
2. A variety of important stakeholders, including the California Legislature and the media, appear to have a somewhat negative view of the Energy Upgrade California residential retrofit program. The Energy Upgrade California brand needs to transition in their minds in order to eliminate
3. Marketing activities for the Energy Upgrade California residential retrofit program will continue statewide throughout 2013 adding to the confusion around the transition of the brand to the umbrella brand. *We have attempted to address this in our approach to educating consumers about home performance and coordinating with the residential retrofit programs, but it is important that the Commission address roles and responsibilities related to the retrofit program development and marketing among the program marketing teams and the statewide ME&O team. We have started monthly program coordination meetings with the program marketing teams and will seek to coordinate with them going forward.*
4. The inability to distribute RFPs for advertising and marketing, public relations, and website development firms until the Decision is final will create delays in the ability to launch a campaign in a timely manner. In addition, it will cause concern among top-ranked firms that the campaign may suffer the same fate as Engage 360, which was a huge liability for the firms that were engaged in the marketing and outreach work on that campaign. *CCSE is considering issuing non-binding RFPs before the final Decision is published as the scope of*

the connection to what some perceive as an unsuccessful program. At the same time, the brand will continue to be associated with deep retrofits and can be used to help educate these leaders about the successes that have been achieved by the residential retrofit program and the challenges these types of efforts are facing around the world. Delay in launching the transition campaign will need to be mitigated by CCSE, CPUC and IOUs at the legislative level in order to avoid potential legislation that could nullify the brand transition. *CCSE has started this communication process and would like to discuss this issue further with the CPUC and CEC.*

work is broad and it will give agencies more time to respond and help speed time to market. However, the reputational issue of working on this type of effort combined with the uncertainty may preclude quality candidates from submitting proposals.

5. Because the IOUs have a two-year transition cycle there is now a new environment with the RENs administration of their own portfolios, there will be a desire on their part to exceed program participation goals. Therefore, they will most likely increase their marketing efforts in 2013 and the need for a statewide ME&O campaign to augment their activities will become less important if the campaign cannot launch until late Q3/Q4 2013. *We have no way of mitigating this and simply bring it to the Commission's attention. The IOUs have demonstrated a commitment to improve their marketing efforts and have taken best practices from previous statewide campaign attempts. All efforts to improve the way consumers are engaged on energy matters are welcome,*

but there is a clear role for a civically based statewide brand alongside IOU customer marketing and it must be launched soon.

6. The RENs do not have a robust marketing budget for their consumer-facing programs and are relying on the statewide ME&O to assist them in marketing the residential retrofits and other consumer programs to their constituents. With the delay of the campaign until late Q3/ Q4 2013, their participation in the residential retrofit program will be adversely affected. *We are attempting to address this in our residential retrofit program coordination.*
7. The success of the Energy Upgrade California brand transition also rests on the ability for local governments, contractors, partners and other market actors to buy into the long-range strategy for the brand. *CCSE will continue to share the overall plan with these stakeholders to ensure they will continue to support the campaign when it launches later this year.*



8. Discussion with the IOUs has revealed several challenges to the brand becoming a true umbrella brand in this transitional period. The IOUs' marketing approach is not currently conducive to working with a statewide umbrella brand and would require a lot of change. They would prefer to invest in this change once the statewide ME&O brand is fully established. Meanwhile, the brand may perform better as a corollary, civic-engagement brand that does not have such direct ties to the IOUs, therefore truly bringing a different voice to the energy conversation with consumers in California. Thus in the near term, CCSE recommends establishing Energy Upgrade California as a relatively independent social marketing brand for the state and asks for authority to move forward in a leadership role to implement the plan as the Commission approves.

9. The Energy Upgrade California brand is owned by the State of California and jointly led by the CPUC and CEC. The related social marketing campaign is intended to engage Californians as partners to learn about and take action on their energy use. As such, it is not like other energy portfolio programs and CCSE recommends its unique situation be considered. CCSE recommends that the Commission consider a contractual arrangement that holds the brand and its related marketing, education and outreach campaign accountable to the state, similarly to the fiscal-agent type contractual relationship that the IOUs and RENs have. In this contractual relationship, the RENs are responsible for the implementation of their programs and report directly to the Commission. This approach would require CCSE to be responsible for meeting the brand and campaign goals. The IOUs would continue to be on the statewide ME&O team. As the brand and marketing campaign coordinator CCSE would consult and coordinate with them regularly. Realizing the *full potential* of Energy Upgrade California as a brand and public education campaign *is reliant on its ability to extend reach to the entire state over time and on the state's commitment to it.*

Governance

In D.12-05-055, the Commission directed CCSE to serve as the statewide ME&O program implementer/coordinator⁵¹ and states, "CCSE's role will be more one of design, oversight and coordination."⁵² Regarding subcontracting and the implementation of the statewide ME&O campaign, it says, "These implementation details will be up to CCSE and we do not further specify them in this Decision."⁵³ This is a unique situation—a statewide brand and marketing campaign that promotes but is not directly related to programs; that is jointly managed on behalf of the state by the CPUC and the CEC; that must serve both ratepayer- and non-ratepayer-funded energy initiatives; and that has a history of investment by taxpayers dollars and significant investment by local governments. With the additional appointment of a not-for-profit program coordinator to lead the effort, governance requires the Commission's specific consideration of the brand campaign's circumstances and a decision that provides the right structure for success.

In their applications, the IOUs proposed a similar structure to what has been used for past efforts, with their standard arrangement of a lead IOU coordinating the IOU regional interests for statewide programs and managing the program implementer. They also proposed a program advisory group, or PAG, to advise the IOUs on the program strategy and implementation. Below we provide more detail about the governance structure CCSE recommends. We think this proposed structure would be most appropriate and effective for this particular effort, and we ask the Commission to consider this proposal in making its decision.

California's Own Brand

Energy Upgrade California is owned by the state of California, with management and ownership of the brand specifically designated to the California

⁵¹ May 10, 2012. Decision Providing Guidance on 2013-2014 Energy Efficiency Portfolios and 2012 Marketing, Education, and Outreach. Pg. 303 and O.P. 123

⁵² Id. pg 303

⁵³ Id. pg 305



Public Utility Commission and the California Energy Commission. In addition, with over \$22 million of American Recovery & Reinvestment Administration funds spent in 2010-2011 to develop and launch the brand on behalf of the state, the brand's continued successful transition represents the state's much larger mandate to educate consumers about their energy use and the state's energy goals. With the development and initial deployment of the brand funded jointly by both taxpayers and ratepayers, Energy Upgrade California truly is California's investment in communicating energy management to its residents and small businesses.

Taking these considerations into account, CCSE asserts that governance of the brand and its related ME&O campaign is directly under the authority of the state and must be stewarded by its agencies, the CEC and CPUC. Further, CCSE sees that, as representative agents for the brand's owner, both the CEC and CPUC are responsible for the brand's reputation and should exercise their authority to oversee and approve decisions regarding the marketing, education and outreach and advertising campaign using the brand. CCSE cites the recommendation from the Opinion Dynamics Corporation 2006-2008 Statewide Marketing and Outreach Process evaluation that the CPUC should be more involved in vetting the up-front planning process and implementation plans in a way that allows program implementers to effectively adapt to changing demands on the program.

Aligning on a clear governance structure for management of the Energy Upgrade California

brand is crucial to its success and the responsible stewardship of ratepayer dollars, as well as the taxpayer dollars that have already been expended to develop the brand.

CCSE recognizes that the CPUC has made the decision to transition the Energy Upgrade California brand from its primary focus on the residential retrofit program to become the umbrella brand of statewide marketing, education and outreach, and that the funding for the transition of the brand and launch of the new statewide ME&O campaign is paid for by ratepayer funds.

CCSE acknowledges that this funding mechanism is critical to the successful transition of the brand, but CCSE also recognizes the \$22 million dollars invested already by the CEC and believes that more sources of funding will contribute to the brand's success over the long term. Several of the IOUs note in their applications that one of the attributes of this brand is its ability to foster matching local state and federal funds. Certainly, the brand will need to launch other concurrent marketing efforts to support other major initiatives for residential consumers and small businesses, such as the launch of AB 758's action plan for reducing energy in existing buildings. Given its broad scope including and beyond ratepayer programs, Energy Upgrade California should be led directly by the state and not by the IOUs to allow for flexibility in responding to the future needs and goals of the brand by various stakeholders.

Managing the State's Own Brand

As a state-owned brand, Energy Upgrade California's long-term success is dependent on a governance structure that will allow the brand breadth, autonomy and agility. CCSE seeks a governance structure that prioritizes responsive brand and campaign management and provides clarity of roles and responsibilities to maximize collaboration and agility and minimize confusion. Specifically, CCSE appreciates the Commission's delegation of responsibility to manage the brand and provide appropriate leadership for stakeholders and support to the CPUC and CEC in stewarding this asset for the State of California.

In this regard, CCSE has reviewed several contractual and funding arrangements including its own administration of the California Solar Initiative and Self-Generation Incentive Program in San Diego Gas & Electric territory and that of the recently formed Regional Energy Networks (RENs) for guidance on how to structure a governance and contractual relationship that will provide for comprehensive brand management, ratepayer fund stewardship, fiscal responsibility, program accountability and flexibility to incorporate the needs of all stakeholders.

After review of the contractual arrangements of these programs, we have determined that the management structure of the Energy Upgrade California brand and the statewide marketing, education and outreach program should reflect a similar approach to that of the RENs' contractual arrangements. The structure we propose will provide for the following.

1. An IOU will act as a fiscal manager to disperse funds to CCSE and conduct general management and monitoring activities in compliance with Commission directives. The IOU role as contract manager shall encompass all of the usual fiscal and management functions as set forth in similar program agreements, including fiscal oversight and monitoring, and as otherwise determined by the CPUC and CEC. The IOU will be responsible for timely payments to CCSE for work authorized by the Commission, as set forth in a contract between the IOU and CCSE.
2. Under the final statewide marketing, education & outreach program decision, and within the confines of the approvals of this marketing plan and subsequent plans or subcontractor agreements needed to implement this plan as approved by the CPUC and CEC, CCSE has the independent authority to manage, deliver and oversee the statewide marketing, education and outreach program without IOU direction as it relates to design and delivery of the statewide marketing, education and outreach program. CCSE shall be independently accountable to the state as represented by the CPUC and the

Energy Commission for delivering the results outlined in the marketing plan.

Governance Model

To illustrate and guide the decision-making process in this governance structure, CCSE proposes to apply a popular project management model to the governance of Energy Upgrade California: RASCI, which stands for responsible, accountable, supportive, consulted and informed.

This governance structure, led by California state agencies as the joint owners of the brand, demonstrates the state's commitment to the success of its ME&O initiative. With CCSE in its designated role, one organization is responsible for the brand and accountable to the state for the many necessary decisions related to achieving that success. CCSE requests the Commission allow it to administer the statewide ME&O program in the same fashion as the organization currently shoulders responsibility for the ratepayer-funded California Solar Initiative and Self-Generation Incentive programs in SDG&E territory. Thus, CCSE will be responsible for brand and marketing strategy, management and execution, monitoring and enforcing the brand's legal rights, judiciously stewarding the budget and assuming fiscal responsibility and campaign-related liability. To perform these functions, CCSE must be delegated authority to lead and act on the brand and campaign's behalf on its own judgment and recognizance. Normally in IOU statewide campaigns, one IOU assumes this responsible role, coordinating with the other IOUs and assuming the authority delegated by the other IOUs to lead the campaign's strategy and decision-making. In this instance, CCSE has been designated to assume that role, bringing in a not-for-profit and community-based perspective and serving its mission to accelerate the adoption of clean and efficient energy throughout California. Of course, the IOUs are an important partner as the campaign must be coordinated with their marketing efforts to maximize its potential for it to be successful and therefore CCSE will consult with them and seek to collaborate. In addition, the IOUs are authorized to collect and manage ratepayer funds and must therefore be called upon



to act as the fiscal agent. The IOUs should be held responsible for coordinating and collaborating with the campaign and for providing support to execute on the plan and track its success in driving traffic and leads to their programs, but they should not be responsible for reaching statewide ME&O goals in this transitional period while the brand being established and its infrastructure developed.

In the responsible role, CCSE asks the Commission for its consideration that successful brands generally have committed responsible and regular owners. CCSE needs recognized authority and lead decision-

making power to be responsive to the market and opportunities to make decisions, and in this role, CCSE would coordinate with both the CPUC and CEC and be jointly accountable to them for brand development and marketing success over time.

In their applications, the IOUs provided an alternative vision in which they, instead of CCSE, are responsible for achieving the program performance metrics, and they in turn hold CCSE accountable only for implementation of their strategy under their direction. Given their emphasis on local marketing and reluctance to co-brand with the state at this



time, the IOUs should not be required to also extend their business leadership to oversee the design, strategy or execution of the statewide ME&O brand and campaign. Under auspice of their own corporate brands and in their important roles as the state's major utilities, they are among the Energy Upgrade California brand's most important partners, but they need not transcend their own local priorities to steward it for the state also.

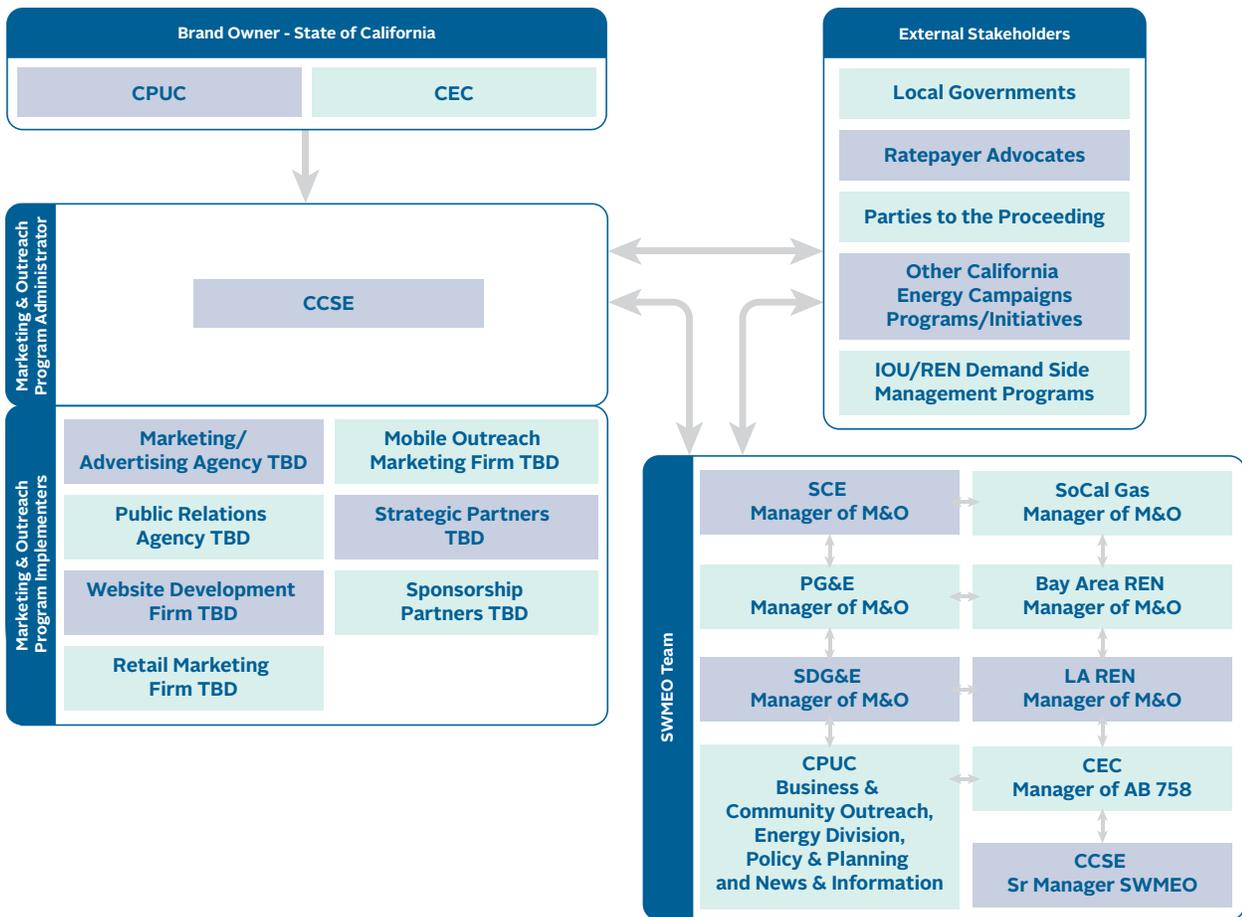
While it is important that the IOUs be accountable to brand success and support it, successful brand building requires that a brand have one clear owner that advocates for that brand, taking a broad view of its role in the marketplace and managing it over time. With primary commitments to their own brands and local customers, the IOUs are not well positioned to collectively own and advocate for a statewide brand, and this external brand stewardship runs counter to their current business practice of integrating ratepayer-funded programs into their customer offerings and marketing them as their own. In addition, since the brand is not solely under the auspices of the CPUC and requires accountability also to the CEC and the State of California, CCSE envisions a statewide ME&O team

structure going forward that mirrors the RASCI model, in which CCSE is primarily responsible for the strategy and implementation of the statewide ME&O campaign and leads the achievement of its related goals, accountable to the state via the CPUC and CEC and working in consultation with the IOUs, RENs and other partners. In the following paragraphs, we outline roles and responsibilities in more detail.

Roles and Responsibilities

Success for statewide ME&O requires all stakeholders involved to collaborate as much as possible with clear roles and responsibilities. This need for collaboration exists in all statewide programs we researched and is of particular importance for states like California and Massachusetts that are trying to realize the benefits of both a statewide brand and utility administration of programs.

We offer the following organizational structure to ensure a collaborative working environment for all the stakeholders involved.



Operational Structure

The success of the brand will be dependent on maintaining an open and consistent communication flow between all members of the SWMEO team, local governments and other stakeholders. CCSE reviewed the ODC 2006-2008 Statewide Marketing and Outreach Process Evaluation to glean recommendations on how best to approach the operational meeting structure for management of the brand and the campaign. We believe that many of the characteristics of the structure used for the statewide ME&O program during the 2006-08 portfolio cycle are relevant and useful for the program going forward.

CCSE proposes adopting the meeting structure outlined in the process evaluation, with changes to reflect the lead roles of the CPUC and CEC with three formal and semiformal venues for program communication:

- (1) The CCSE/IOU/REN/CPUC/CEC Springboard Annual Meeting
- (2) The SWME&O Team CCSE/IOU/REN Strategic Planning Quarterly Meetings
- (3) The Statewide CCSE/ IOU/REN/CPUC/CEC Marketing Monthly Meetings

As the program administrator and brand manager, CCSE will coordinate with all parties involved to set the agendas, determine locations, invite participants, lead the meetings and provide summary reports of all activities and decisions made at meetings.

The first three meetings act as the primary forums for program communication and/or planning. The Springboard Annual Meeting is the first meeting held at the onset of a campaign year to determine the tone, themes and target measures of the statewide programs.

The second venue, the Statewide/IOU Monthly Marketing Meetings, serves as the detail-oriented decision-making venue where program details and plans are finalized. Finally, the Strategic Planning Quarterly Meetings are a venue for reviewing and assessing the campaigns' results on a quarterly basis to determine if a change in strategy or tactics is needed. Details of each of the meetings follow.

Springboard Annual Meeting

The Springboard Annual Meeting serves as a semi-formal, yearly meeting in which the strategy for the year is reviewed and the messaging, target measures, themes and promotions are established. This meeting is comprised of the CCSE statewide ME&O team and senior management; director-level staff from each of the state's IOU Demand Side Management Marketing departments; director-level staff from each of the Regional Energy Networks marketing departments; staff from the CPUC Energy Division, Business and Community Outreach, News and Information and Policy and Planning Division; and lead marketing staff from the CEC. The parties meet to deliberate on the aforementioned topics and use a series of criteria to determine the most appropriate course of action for the statewide programs. It is important to note that a series of informal meetings occur in advance of the annual meeting with a few key players from each IOU and efficiency partnership to set the overall tone for these meetings.

Statewide Marketing and Outreach Strategic Planning Quarterly Meetings

The SWME&O Strategic Planning Team holds ongoing formal and semiformal meetings throughout the campaign year. These meetings allow for in-depth and collaborative program planning. Program plans, research and findings are shared among the team members and the operational and working details of each program's efforts are articulated. These meetings are often conference calls held on a monthly or ad hoc basis, with increasing frequency at the onset of a campaign season (such as the fielding of lighting, cooling and heating messaging). These meetings often include all of the aforementioned players in the SWM&O Strategic Planning Team.

Statewide Marketing Monthly Meeting

The monthly meeting serves as the administrative venue where the team will discuss details of the campaign and activities that are being done on behalf of the brand and the campaign. This meeting may be held via conference call or in person, based on the items on the agenda.

Requirements for Operational Success

- CCSE to lead all aspects of brand management and statewide marketing, education and outreach in support of the CPUC/CEC
- CCSE's contractual obligation should be to ensure the success of the Energy Upgrade California marketing, education and outreach campaign and it should have the ability to use its judgment to respond to opportunities in a similar fashion as the IOUs in their execution of marketing for other statewide programs
- The IOUs should provide administrative and advertising/marketing support to CCSE to ensure the success of the brand and the statewide ME&O campaign
- The IOUs should provide research and data on customer segmentation and best practices on customer experience and management and behavior modification programs as well as other information CCSE and the CPUC may determine can assist in the success of the statewide ME&O campaign
- The IOUs and RENs should provide transactional data to allow CCSE to define and analyze lead-tracking protocols for all marketing tactics/channels implemented for the purposes of driving IOU and REN customer engagement and intent to participate in statewide programs
- CCSE will maintain an activity calendar with deliverable dates for all parties involved in the management of the campaign updated on a weekly basis
- The contracting IOU will be responsible for communicating with other IOUs to ensure that all parties are represented fairly
- The IOUs, RENs and CCSE will be required to share their marketing and advertising plans and



promotional calendars to ensure collaboration with messaging, promotions and timing

- A comprehensive marketing, education and promotional calendar will be established for the campaign that will contain all marketing and advertising campaigns for the IOUs, RENs, local governments and state agencies

Funding Allocation

In implementing this marketing plan, consistent cash flow will be needed to pay advertising agencies, website developers, public relations firms and other vendors for their subcontracted services. As a nonprofit organization, CCSE does not possess sufficient reserves to make large, ongoing cash outlays to subcontractors. We propose a funding approach for the SWMEO program that is based on the model we have used with SDG&E for our program administration of the California Solar Initiative in the San Diego Gas & Electric territory for the past six years.

We request that CCSE be provided a portion of the total budget as an advance quarterly, based on a forecast of our projected expenditures for the quarter. Each month, actual costs will be reconciled

to the advance request, supported by invoices and other documentation of expenses incurred during the month.

Within 30 days following the end of each quarter, a detailed accounting will be provided by CCSE to calculate the net amount owed or unspent as measured against the advance. The net adjustment will be added to or subtracted from the next quarter's forecast.

Timing

Timing of the Energy Upgrade California marketing and advertising campaign launch is critical to its success. Upon the Commission's Decision on statewide ME&O, CCSE will contract as soon as possible with two vendors critical to establishing the brand website, developing the marketing and advertising materials and planning media placement. Thus, full launch of the consumer campaign is not likely before late Q3 into early Q4 2013, with the small business campaign ramping up pending further research in early 2014. In the meantime, the brand is already in place in the market attached to one of its programs, the residential retrofit program, thus the transition delays are causing confusion and

uncertainty among market actors. When starting this process mid-2012, CCSE had hoped to be in market by Q2 2013. Every day is precious in this short transition window, and CCSE will be seeking to expedite processes where possible, such as issuing non-binding RFPs. Again, we seek any solutions to this timing issue that will enable us to expedite this transition.

The proposed calendar for implementation of the plan can be found in the Appendix. This calendar is for informational purposes only to give a sense of the timing for executing each tactic. The advertising firm(s) will create a marketing/promotional calendar with a media calendar that will give further specific details on the timing of each tactic, what media will be used and when the various media outlets, events, websites, etc. will be launched in relation to the seasonal needs for communicating specific messages and/or our partners marketing plans.

It is our goal to integrate this calendar with IOU, REN, local government partners and other brand partners to ensure that we are synergizing our messaging appropriately. In addition, an interactive advertising and promotional calendar will be developed and made available to all brand partners for use in planning and execution of Energy Upgrade California-branded marketing campaigns.

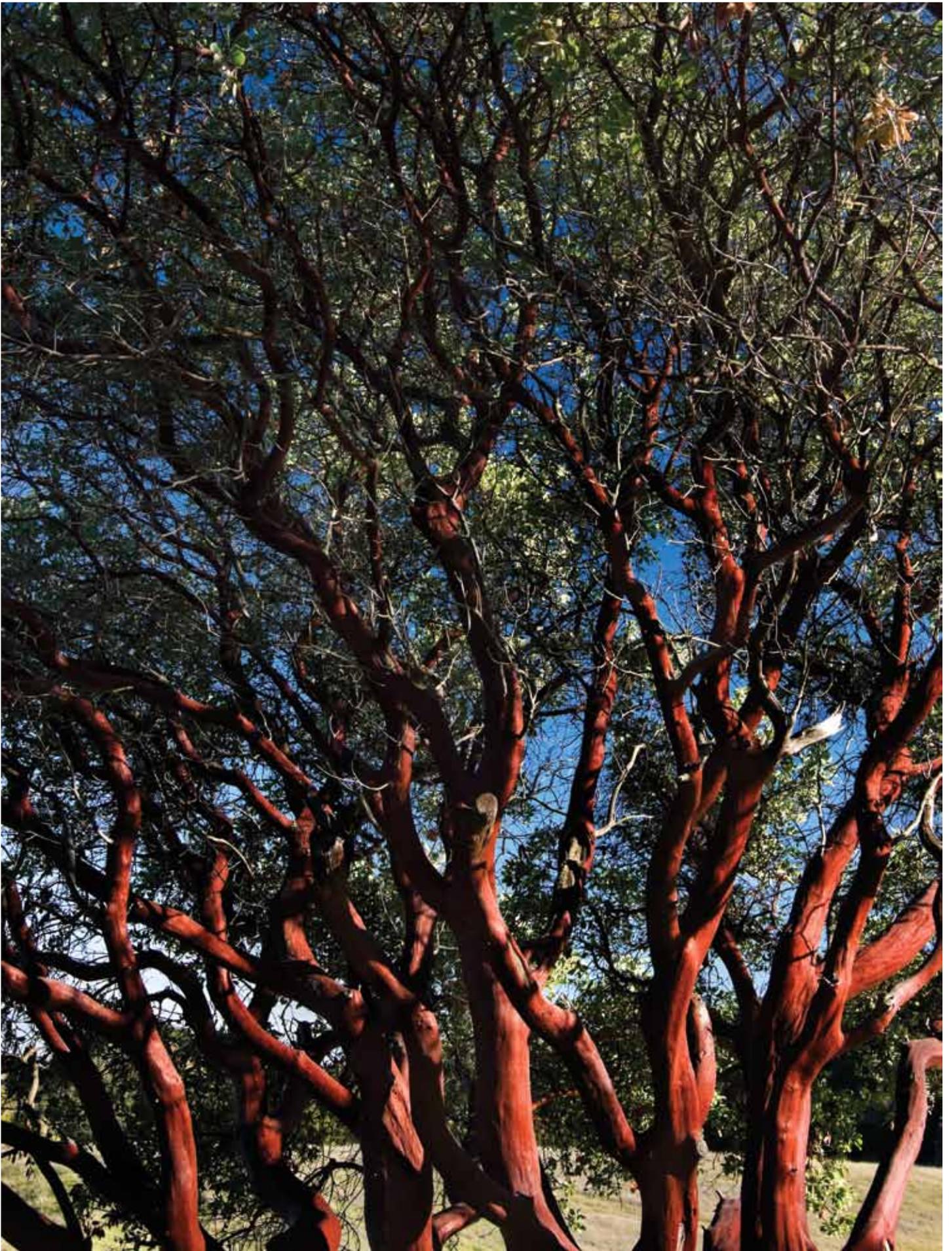
Data

Good marketing is data driven, research based and customer focused. CCSE understands that customer privacy is important and looks to work diligently with the IOUs and RENs to ensure that their customer privacy is respected while at the same time statewide ME&O is based on customer understanding. In order to be successful, the statewide ME&O effort will require some aggregate customer data and trend information. In addition, we understand that the IOUs apply their own segmentation to their customer base and do not use the ODC five segments that the statewide program will use. Understanding their segmentation approaches and correlating those to do better-integrated marketing would be helpful. Lastly, no matter which strategic approach the Commission

prefers, it is very important that statewide ME&O be able to track how consumers move from the statewide ME&O campaign to IOU and REN channels and vice versa.

We will need data from the IOUs and RENs about where customers go on their website and when and how program enrollment may be affected by statewide promotional campaigns. We will need regular updates as close to real time as possible about related program activity—for example, how many completed retrofits or appliance rebates issued during and after a certain promotional period with additional details about where those were completed or issued at the ZIP+four level. We do not need customer names or household-level data as a general rule, though we would also like the ability to work with the IOUs to profile certain customers who can provide case studies and serve as trusted resources on certain actions they have taken with other consumers. Understanding trends related to consumer interaction with the IOU audit tools and websites would also be very helpful and may provide more insight than surveys or other means of directly asking consumers about what topics are most confusing or interesting to them.

The statewide ME&O will make considerable use of the Green Button Data initiative and IOU coordination on Green Button Connect functionality, and similar ways of making smart meter data easily accessible to consumers will be very important. Lastly, both the CPUC and CEC are working on data tools that will make aggregate consumer data more accessible and available for analysis. Statewide ME&O is a stakeholder in those initiatives and looks forward to working with both agencies on those efforts. We ask the Commission to recognize the data needs of the statewide ME&O effort and to direct the IOUs to work with CCSE on a specific relationship of sharing and stewarding data for the success of this campaign.



Appendix

2013–2014 Statewide ME&O Budget Estimate for Energy Upgrade California™ Transition

Marketing Tactic	Total	2013 (q3–4)	2014 (q1–4)
Current IOU Budget Allocation for SWMEO	\$57,900,000		
Flex Alerts Allocation	\$10,600,000		
SWMEO Budget Less FA	\$47,300,000		
MARKETING			
Advertising [^]	\$16,555,000	\$6,622,000	\$9,933,000
Earned and Social Media	\$1,655,500	\$662,200	\$993,300
Promotional Calendar and Co-op Marketing	\$3,311,000	\$993,300	\$2,317,700
EDUCATION			
Website & Digital Marketing	\$3,784,000	\$2,270,400	\$1,513,600
Mobile Outreach and Education	\$3,311,000	\$993,300	\$2,317,700
Small Business Advisor Pilot	\$1,419,000	\$0	\$1,419,000
OUTREACH			
Retail Intercept Outreach and Education	\$3,311,000	\$1,324,400	\$1,986,600
Strategic Partnerships and Sponsorships	\$3,311,000	\$1,324,400	\$1,986,600
Youth Education & Outreach	\$1,655,500	\$496,650	\$1,158,850
Community-based Social Marketing	\$2,365,000	\$709,500	\$1,655,500
RESEARCH			
Research (small business, messaging, other tbd)	\$1,892,000	\$756,800	\$1,135,200
ADMINISTRATIVE EXPENSES			
CCSE administrative expenses*	\$4,020,500	\$1,326,765	\$2,693,735
IOU administrative expenses**	\$709,500	\$234,135	\$475,365
Total:	\$47,300,000	\$17,713,850	\$29,586,150
Low Income SWMEO Allocation (2012–2014)***	\$1,283,984	\$513,594	\$770,390
Total SWMEO Budget 2013–2014	\$48,583,984	\$18,227,444	\$30,356,540

This budget is based on estimated spending for Flex Alerts of \$10.6M for 2013–2014.

Unspent 2013 allocations roll over to 2014, and funds may need to be shifted.

[^] This budget includes creative development, advertising firm expenses, etc.

*CCSE budget accounts for administrative staffing and expenses related to planning, coordinating and implementing the SWMEO program in 2013–2014. These include but are not limited to program, policy/regulatory and administrative labor, travel, conference and meeting expenses. Direct implementation expenses will be tracked and accounted for in their related tactical budgets.

**IOU budget accounts for utility coordination and CCSE contract management.

***Low Income SWMEO budget estimated from IOU SWMEO applications; Assumes use of 2012 funds in 2013–2014

Promotional Calendar

	January	February	March	April	May	June	July	August	September	October	November	December
2013 Activities												
Earned & Social Media												
Research (small business, messaging, other tbd)												
Merchandising Calendar & Co-op Marketing												
Community Based Social Marketing												
Strategic Partnerships & Sponsorships												
Website & Digital Marketing												
Advertising & Direct Marketing												
Mobile Outreach & Education												
Youth Education & Outreach												
Retail Intercept Education												

	January	February	March	April	May	June	July	August	September	October	November	December
2014 Activities												
Earned & Social Media												
Research (small business, messaging, other tbd)												
Merchandising Calendar & Co-op Marketing												
Community Based Social Marketing												
Strategic Partnerships & Sponsorships												
Website & Digital Marketing												
Advertising & Direct Marketing												
Mobile Outreach & Education												
Small Business Pilot Outreach												
Youth Education & Outreach												
Retail Intercept Education												

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