

**MEASUREMENT AND EVALUATION
STUDY OF SAN FRANCISCO
PEAK ENERGY PROGRAM (SFPEP)
PROGRAM YEAR 2003-2004
FINAL REPORT APPENDICES**

CALMAC STUDY ID: PGE0246.02

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APPENDICES

Appendix A: Bibliography / Datalog

Appendix B: Process Data Collection Instruments

**Appendix C: Impact Data Collection Instruments and Additional Analysis
Materials**

APPENDIX A:
BIBLIOGRAPHY / DATALOG

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
FINAL REPORTS									
Final Report	Evaluation	Impact and Process Evaluation of the San Francisco Power Savers Small Commercial Lighting Program		web	ICF Consulting	12-Nov-03	E		
Final Report	Process Evaluation and Market Assessment Report	2002 Statewide Nonresidential Standard Performance Contract Program Measurement and Evaluation Study		web	Quantum Consulting	25-Mar-04	E		
Final Report	Statewide Evaluation	2002 Statewide Express Efficiency Program Measurement and Evaluation Study		web	Quantum Consulting	28-Jan-04	E		
Final Report	Statewide Evaluation	Measurement and Evaluation Study of the 2002 SCG Diverse Market Outreach Program		Jeanne Clinton	RLW Analytics	8-Dec-03	E		
Final Report		An Energy Resource Investment Strategy (ERIS) for the City and County of San Francisco	1-Aug-04	Joel Swisher	Rocky Mountain Institute	Dec-03	H		
Final Report		Measurement and Evaluation of the 2003 Small Nonresidential Hard-to-Reach Programs	2-Dec-04	Website	Quantec	10/22/2004	E	PDF	
MARKETING									
Marketing	Media Advisory	San Francisco Residents Earn Extra Rebate for Recycling Refrigerators	22-Nov-04	Joanne Cromosini	PG&E		E	Word	15
Marketing	New Technology Alert	Auto Closers Add Up to Real Energy Savings	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing	New Technology Alert	Halogen Infrared Offers the Best Option in Incandescent Lighting	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing	New Technology Alert	High-Efficiency Refrigerator Display Cases Save Cold Cash	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing	New Technology Alert	Optimize Your Air Compressor for Energy Efficiency	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing	New Technology Alert	Stairwell Lighting Fixtures with Built-In Occupancy Sensors	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing	New Technology Alert	Strip Curtains Are Still Saving Energy After All These Years	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing	Press Release	San Francisco Residents Receive Additional Incentive to Recycle Energy Guzzling Refrigerator	22-Nov-04	Joanne Cromosini	PG&E		E	Word	15
Marketing		Appliance Recycling Program Letter	22-Nov-04	Joanne Cromosini	PG&E		E	PPT	15
Marketing		BOMA Members Save Energy and Money	22-Nov-04	Joanne Cromosini	PG&E		E	Word	15

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
Marketing		Cash and Savings for San Francisco Grocery Store Owners	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Cash Rebates Card	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Energy-Efficient Technologies for the Hotel Industry Workshop	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Free Energy Clinic	22-Nov-04	Joanne Cromosini	PG&E		E	Word	15
Marketing		Holiday Light Exchange	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Hotel Technology Seminar Itinerary	22-Nov-04	Joanne Cromosini	PG&E		E	Word	15
Marketing		Hotel Technology Seminar Speakers	22-Nov-04	Joanne Cromosini	PG&E		E	Word	15
Marketing		Light Up the Holidays and Save	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Rebates for San Francisco Hotels	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Replace Walk-In Refrigerator Gaskets	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		San Francisco Businesses	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		San Francisco Hotels	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Shining the Light on Energy Efficiency in Grocery Stores	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Shining the Light on Energy Efficiency in Office Buildings	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Shining the Light on Energy Efficiency in Retail Stores	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Shining the Light on Energy Efficiency in the Hospitality Industry	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
Marketing		Torchiere Light Exchange	22-Nov-04	Joanne Cromosini	PG&E		E	PDF	15
PRESENTATIONS									
Presentation	ACEEE	Who Says Small Commercial Customers Can't Be Reached?	1-Aug-04	Proceedings	Marissa Myers	23-Aug-04	H	PPT	
Presentation	ACEEE proceedings	San Francisco Peak Energy Program	1-Aug-04	web	Ann Kelly, SFE		E	PDF	

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
Presentation	AESP Brown Bag	California Evaluation Framework					H	PPT	
Presentation	CALMAC September 2004 Meeting	Lessons Learned from the Master Evaluation Contractor Services		Web	Nick Hall, TecMarket Works	Sep-04			
Presentation	Prepared for ACEEE Conference on Energy Efficiency as a Resource	The California Energy Commission's Peak Load Reduction Program			Monica Rudman, California Energy Commission	9-Jun-03	H		
PROGRAM INFORMATION									
Program Information	Contract	Pacific Gas & Electric Specific Conditions: San Francisco Peak Energy Pilot - Single Family Direct Install Program for the City and County of San Francisco	1-Dec-04	Joanne Cromosini	PG&E		E	Word	12
Program Information	Contract	Partnership Agreement between City and County of San Francisco and PG&E			PG&E	9/16/2003	H		3
Program Information	Excel Workbook	Final Program Participation Data Draw		Craig Tyler	PG&E		E	Excel	
Program Information	Excel Workbook	Final Program PIP		Dionne Adams			E	Excel	
Program Information	Excel Workbook	Torchiere and Holiday Lights Inventory		Ann Kelly			E	Excel	
Program Information	Excel Workbook	Torchiere, Holiday Lights, and Open Signs Records		Ann Kelly			E	Excel	
Program Information	Organizational Chart	Rates and Account Services Organizational Chart			PG&E	Nov-04	H		6
Program Information	Savings Calculation Method	Updated Workpaper Calculation on Refrigeration Measures		Craig Tyler			E	Word	
Program Information	Savings Calculations	Air Conditioning Savings Calculations	30-Nov-04	Mary Kay Gobris	PG&E	Dec-03	E	Word	8
Program Information	Savings Calculations	Express Efficiency Refrigeration Savings Calculations	30-Nov-04	Mary Kay Gobris	PG&E	Dec-03	E	Word	8
Program Information	Savings Calculations	Express LEDs Savings Calculations	30-Nov-04	Mary Kay Gobris	PG&E		E	Word	8
Program Information	Savings Calculations	Food Service Savings Calculations	30-Nov-04	Mary Kay Gobris	PG&E		E	Word	8
Program Information	Savings Calculations	Lighting Savings Calculations	30-Nov-04	Mary Kay Gobris	PG&E	Dec-03	E	Word	8

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
Program Information	Spreadsheet	Organization and Community Meeting List and Activities Report	22-Nov-04	Joanne Cromosini	Ann Kelly, SFE		E	Excel	11
Program Information		2003 Quarterly Reports		CD-ROM	PG&E		E	Word, Excel	4
Program Information		2004 Direct Install Multi-Family Checklist	17-Dec-04	Joanne Cromosini	PG&E		E	Word	
Program Information		2004 Monthly Reports		CD-ROM	PG&E		E	Word, Excel	4
Program Information		2004 Multifamily Energy Efficiency Rebate Program Flow Chart	1-Dec-04	Joanne Cromosini			E	Word	2
Program Information		2004 Single Family Direct Install Checklist	17-Dec-04	Joanne Cromosini	PG&E		E	Word	
Program Information		2004-2005 LGP Single and Multifamily Direct Install Program Measure Installation Report and Invoice Process Flow Chart	3-Dec-04	Joanne Cromosini			E	Word	2
Program Information		CCSF Contract Pilot Program Deliverables - Revised Work Schedule	14-Dec-04	Ann Kelly	PG&E	Oct-04	E	Excel	
Program Information		CCSF Contract Pilot Program Deliverables October 2004				Oct-04			
Program Information		Commercial Turnkey Status Report October 2004	14-Dec-04	Ann Kelly	PG&E	Oct-04	E	Excel	
Program Information		Company Notification of Change in Incentive Levelx			PG&E		H		
Program Information		CPUC Energy Efficiency Groupware Application Program Report Workbook		CD-ROM			E	Excel	
Program Information		Data Template for Vendors to Submit Invoices	3-Dec-04	Joanne Cromosini			E	Excel	12
Program Information		Monthly Marketing and Outreach Report October 2004	14-Dec-04	Ann Kelly	PG&E	Oct-04	E	Word	
Program Information		Monthly Marketing and Outreach Report September 2004			PG&E	Sep-04			
Program Information		Monthly Outreach Report - Part Four - Task 4c1-b4: Commercial Turnkey Direct Marketing	14-Dec-04	Ann Kelly	PG&E	4-Nov	E	Excel	
Program Information		Monthly Turnkey Activities Report October 2004	14-Dec-04	Ann Kelly	PG&E	Oct-04	E	Word	
Program Information		Monthly Report Task 4C1-b3 Turnkey Implementation Activities October 2004			PG&E	Oct-04			
Program Information		Participation Applications Received	4-Nov-04	Mary Kay Gobris			E	Excel	n/a

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
Program Information		Program Invoice Sample	1-Dec-04	Joanne Cromosini		Sep-04	E	Excel	2
Program Information		San Francisco Peak Energy Program PIP Workbook		CD-ROM	PG&E				
Program Information		SFPEP Participant Survey Customer Classifications	4-Nov-04	Mary Kay Gobris			E		n/a
Program Information		Specific Conditions San Francisco Peak Energy Pilot – Single Family Direct Install Program					E	Word	
PROGRAM REPORTS									
Program Report	SFPEP	Cash Rebates Applications Customer Classification	4-Nov-04	Mary Kay Gobris		28-Oct-04			n/a
Program Report	SFPEP	September 2004 Monthly Report Narrative	1-Nov-04	Mary Kay Gobris	PG&E	Oct-04	E		n/a
Program Report		Evaluation, Measurement and Verification (EM&V) Plan for UC/CSU/IOU Statewide Energy Efficiency Partnership		web	SBW Consulting	21-Jul-04	E		
REGULATORY FILINGS									
Regulatory Filing	CPUC Filing	Administrative Law Judge's Ruling Approving the Program Implementation Plan of the City of San Francisco and Pacific Gas and Electric Company		CD-ROM		8/23/2001	E	Word	
Regulatory Filing	CPUC Filing	Interim Opinion on 2003 Statewide/Utility Local Energy Efficiency Programs and Other Studies		CD-ROM		4/17/2003	E	Word	
Regulatory Filing	CPUC Filing	Joint Motion of the City and County of San Francisco and Pacific Gas and Electric Company Requesting and Extension of the San Francisco Peak Energy Program	20-Sep-04	Jeanne Clinton		17-Sep-04	H		
Regulatory Filing	CPUC Filing	Reply of the Center for Small Business and the Environment, and the San Francisco Based Small Business Network to the Joint Motion of the City and County of San Francisco and Pacific Gas and Electric Company Requesting an Extension of the San Francisco Peak Energy Program	4-Oct-04	Jeanne Clinton		4-Oct-04	E		
Regulatory Filing	CPUC Filing	Women's Energy Matters Response to the Joint Motion of the City and County of San Francisco and Pacific Gas and Electric Co. Requesting an Extension of the San Francisco Peak Energy Program	6-Oct-04	Jeanne Clinton		6-Oct-04	E		
Regulatory Filing	Comments	Intervenor Comments Filed with the CPUC by SFE		Craig Tyler			E	PDF	
RELATED EE PROGRAM REPORTS									
Related EE Program Reports	Conference paper	Who Says Small Commercial Customers Can't Be Reached? A Few Program Concepts for Attracting Small Customers to Energy Efficiency Programs			Quantum Consulting	1-Mar-05	E	PDF	

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
Related EE Program Reports	Secondary source	CFL Metering Study Final Report			KEMA Inc.	2/25/2005	H		
Related EE Program Reports		2002 Statewide Nonresidential Cross-Program Evaluation Final Report			Robert D. Bordner, Robert M. Wiftshafer, Mary Wold		H		
Related EE Program Reports		2002 Statewide Residential Retrofit Single-Family Home Energy Efficiency Rebate Program Evaluation Final Report			David Hewitt, Jeff Pratt, Gary Smith, Blair Hamilton, Chris Neme, David Hill, Scott Bernstein, Jen McGraw, Paul Berkowitz	1-Jun-05	H		
Related EE Program Reports		2003 Statewide Nonresidential Audit Program Evaluation	5-Apr-05		Marissa Myers, Beatrice Mayo, Rafael Friedman		H		
Related EE Program Reports		Determinants of Success in Interorganizational Collaboration for Natural Resource Management			Aysin Dedekorkut	Apr-04			
Related EE Program Reports		Evaluation, Measurement and Verification of the Davis Energy Efficiency Program Final Report			ECONorthwest	Nov-04			
Related EE Program Reports		Measurement and Evaluation Study of the 2003 SCG Diverse Market Outreach Program Final Report			Quantum Consulting	Sep-04			
Related EE Program Reports		Measurement and Evaluation Study of the 2003 SDG&E Residential Hard-to-Reach Lighting Program Final Report			Quantum Consulting	Dec-04			
Related EE Program Reports		Measurement and Evaluation Study of the 2003 SDG&E Residential In-Home Audits Program Final Report			Heschong Mahone Group	Sep-04			
Related EE Program Reports		Measurement and Verification of Seven Local Partnership Programs Final EM&V Plan			RLW Analytics	Nov-04			

Category	Subcategory	Document Name	Date Received	From Where	Author(s)	Date of Report	Hard Copy or Electronic	File Type	Data Request #
Related EE Program Reports		Multifamily Markets: Hard-to-Reach and Hard-to-Serve			Quantum Consulting and KEMA-Xenergy	Dec-03			
Related EE Program Reports		National Energy Efficiency Best Practices Study, Volume S - Crosscutting Best Practices an Project Summary			RLW Analytics	Aug-04			
Related EE Program Reports		Recommendations for Community-based Energy Program Strategies Final Report developed for the Energy Trust of Oregon			RLW Analytics	Dec-04			
REPORTS									
Report	Secondary source	Cultivating Satisfaction Among Small and Midsize Businesses			E Source	Sep-05	H		
Report		The Electricity Resource Plan: Choosing San Francisco's Energy Future			San Francisco Public Utilities Commission, San Francisco Dept. of Environment	2-Dec	H		
RFP DOCUMENTS									
RFP		RFP - A Measurement and Evaluation Study of San Francisco Peak Energy Program	1-Aug-04		Pacific Gas and Electric		E		
RFP	Attachment	San Francisco Peak Energy Pilot Program 2003-2004 Energy Efficiency Programs R. 01-08-028 Implementation Plan - Attachment B	1-Aug-04		PG&E	12-Jun-03	E		
RFP	Attachment	Revised San Francisco Peak Energy Program: Evaluation, Measurement and Verification Plan	1-Aug-04		Pacific Gas and Electric		E		
RFP	Attachment	San Francisco Peak Energy Pilot Program Tables and Element Descriptions -Attachment A	1-Aug-04		PG&E	Jun-03	H		
	Workbook	SF Peak Energy Program Workbook, 4th Quarter, 2003	1-Aug-04	web	PG&E	1-Jan-04	E		

APPENDIX B:

PROCESS DATA COLLECTION INSTRUMENTS

1. PG&E program management and senior staff interview guide	B-1
2. SFE program management and senior staff interview guide	B-17
3. PG&E/SFE other program staff interview guide	B-33
4. Community/City Agency/Business Organization interview guide	B-46
5. Delivery Contractor interview guide	B-57
6. List of Interviewees.....	B-69
7. Participant Business Surveys	B-70
8. Participant Single Family Surveys.....	B-102
9. Participant Multi Family Surveys	B-127
10. Field Services Report (Table of Contents).....	B-154
11. Expanded Process Findings by Issue Area	B-169

1. PG&E Management and Senior Staff Guide

Begins on next page.

SFPEP – Partnership Interviews

Interview Guide: PG&E Staff – ROUND 1 Version: Program Manager and Senior Staff

3/1/05: Fixed a typo in A.5 on how scale question is worded. Also removed reference to IT and other staff not considered to be candidates for interviews

Interview Guide Structure: This guide is derived from the revised interview framework document dated 2/10/05, incorporating comments on the 2/11 version from Mary Kay Gobris and the research team. It also incorporates selected collaboration success factors from a recent doctoral thesis study on organizational collaboration for natural resource management. It focuses on the partnership effectiveness and program implementation effectiveness for various program functions performed by PG&E. The interview is structured by program function because it provides a consistent structure for comparing the interview results across different partnership actors, as well as a consistent approach to the interviews themselves. Also, this approach encourages interviewees to focus on functional issues because personnel performance issues, both positive and negative, also may be in play. While personnel issues may have to be identified if significant enough, if encountered those will be treated as diplomatically as possible. Resolution of individual performance matters should be through individual performance reviews, not this evaluation.¹

Adapting the Guide to Interviewees and Their Program Functions Within the Organization: The guide is to be further adapted to the functional responsibilities of each staff person being interviewed. The adaptation will be done by the interviewer focusing most closely on functions the interviewee and their department perform. To facilitate this adaptation, two rounds of interviews are planned, the first with core program management staff and the second round with other staff. The management staff interview results will be used to focus the functional topics and strategic issues to be covered in the round two interviews.

Functional Overview to Direct Interview Topics: The round one interviews will begin by examining the strategic underpinnings of PEP including why the partnership approach was pursued, how the partnership was developed and the regulatory environment and process associated with program planning. The round-one interviews then move on to review the functional processes performed by the interviewees and their departments, noting those in the interview guide. (Round-two interviews are expected to begin at the functional level, though there may be strategic considerations that arise from the function focus of those interviews.) Other functions that interact with the interviewee’s function, either internal to PG&E or externally with other partners, would also be noted and then discussed in terms of cross-functional insights the interviewee might help bring to light. The interview guide is then adapted accordingly.

Functions in which the interviewee is not involved will be so noted.

The italicized information in each section is to be read to the interviewee to help define the functions being covered in that part of the interview.

¹ This approach follows the performance management philosophy of focusing on structural problems first, then the people who run the process. This approach helps separate functional from personal performance matters, whether they be positive or negative: great people can overcome dysfunctional business processes as much as poor performers can bring down a great business process. Finally, the intent of this process evaluation is not to seek out heroes or villains as such, but to suggest insights that the program’s managers and advisor can consider for future discussion in individual performance reviews.

Basic script to begin the interview:

Hi, I'm _____ and per our appointment as coordinated with Mary Kay Gobris (or Joanne Cromosini or whomever arranged the contact) I'm here [calling, if done by telephone] to discuss your experience with the Peak Energy Program. In particular, the purpose of the interview is twofold, reflecting two of the evaluation's primary goals.

First, I'm looking for your feedback to **assess the effectiveness of the program's partnership with various entities**, including SFE and other city agencies involved with PEP, community organizations and associations, and program delivery contractors. This feedback concerns whatever interaction you may have had with other partners (and their staff) in carrying out your functional responsibilities, or where your function either affects or is affected by the nature of the partnership between PG&E and other partners.

Second, I seek your **thoughts and insights on the implementation effectiveness** for PEP's various program elements. Again, this would be from your functional perspective as a member of the _____ Department and any functional responsibilities your department has had in supporting PEP development and operations.

To ensure confidentiality we will not identify any of your comments individually. Any references ascribing interview findings will be done at the organizational level.

As we work through the interview, keep in mind the following overarching questions:

1. What were PG&E's and your own initial expectations of the role you and your department would be to develop and run PEP, relative to other partners and other PG&E staff – and how did your partnership role actually play out?
2. How were objectives and metrics established for the program functions in which you were involved?
3. To what extent were these expectations met or not, and why do you conclude that?
4. What insights or lessons were learned that would improve specific partnership functions in future program efforts?

The interview covers four significant program function areas and their processes that PG&E has used to plan, develop and operate its responsibilities for the Peak Energy Program: 1) Program Planning and Development, 2) Marketing and Outreach, 3) Administration and Information Management and 4) Program Management and Other Functions. We will focus on those functions with which you and your department are most involved. Because there may be other functions with which you interact, however – either within PG&E or with one of the PEP partners – we also will touch across all the major program functions in case you have any thoughts about interactions with those functions. We'll cover each topic by asking a few generalized questions about that topic, to see if you have anything you consider important to discuss about the topic. Where you have something to discuss, we'll probe the issues and your thoughts through more detailed questions. If you have no significant thoughts about a particular program function, we'll go on to the next area.

Date of Interview: _____

Interviewee Name and Title: _____

Interviewee's PG&E Department: _____

Primary Function or Process Performed for PEP (primary interview focus):

Other Functions or Processes Interacted With (secondary focus – cross-functional issues):

Script: OK, with this information we can focus our discussion around your function and those with which it interacts. We'll start with Program Planning and the program's genesis.

A. Program Planning and Development: *Program conceptualization, strategy development, coordination with statewide programs per changes and enhancements for PEP including underlying resource strategies and various program functions including marketing/outreach, administration, etc., establish program operating structures, develop operating tactics.* **Staff/Department Focus:** Marketing management staff, program manager staff. Others at PG&E affected or involved: Communications Dept., CEEPC, Customer Service (phone center), IT Dept., **inquire about OTHERS?** Others outside PG&E affected or involved: SFE, program delivery contractors, **inquire about OTHERS?**

Script: Our planning and development discussion covers the program's conceptualization, strategy development, coordination with statewide programs, and specific planning efforts to structure the program and its operating functions. The **purpose of discussing PEP planning is to identify if important issues were successfully anticipated or not, and whether appropriate contingency planning was done – and proved valuable.**

A. Briefly, how were you involved in planning and developing PEP? (NOTE: scope is for the overall program for the first round manager interviewees, and for specific elements with which other staff may have been involved.)

1. Program Planning - Resource Needs, Strategy and Major Planning Issues: *Resource need foundations of the program, translation of resource need into basic program strategy, major planning issues.*

Introductory Questions: [Middle/Upper Managers, Program Managers]

1. Overall on a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful) how successful was PEP program planning? What are your main reasons for your rating?
2. What were the most significant planning concerns or issues going into the program?

3. Was there a good common ground or vision regarding what resources and programmatic services San Francisco needs among the partner entities so as to foster a successful partnership – what was common and where was there divergence of motives and ideas?
4. In retrospect, was the timing of PEP and its partnership good not only in terms of the program need but also the use of a partnership approach – why or why not?
5. (If not noted in response to #3, ask) How well did the SFPEP planning effort and resulting program design reflect differences between SF and statewide resource needs? (If difficulties noted, probe with questions b-d below, as they are important for baseline understanding.)
6. What criteria governed the selection of products and services offered in the partnership? Did they result in logical selections, in hindsight, and were there other criteria that should have been applied (or different specification of those used)?
7. How did the regulatory process affect the final program plan – were there aspects of program filings, timing of regulatory processes, intervenor comments, etc. that either helped or hindered the final program plan (including coordination with statewide programs)?

Probe Questions:

- a. How were you involved in developing the overall resource strategy for PEP – do you feel you affected the substance of the partnership plan and associated PEP program elements – how so?
- b. What is YOUR definition of San Francisco’s energy resources needs and how these might be different from statewide energy resource needs? (Answers might touch upon end use focus, outreach style, or (local) management style or management imprint needs, as well as electric capacity and energy needs.)
- c. Were there other reasons than energy resource needs for developing PEP?
- d. In planning PEP, what difficulties were faced in to address the unique summer and winter peak demand needs of SF? That is, were there problems selecting appropriate technologies, setting incentive levels consistent with the PEP peak needs or other technical, economic or policy issues?
- e. How were decisions made regarding products and services to be offered and the delivery mechanisms to be used?
- f. Were the program elements not being directly evaluated in this evaluation (Residential Case Studies, Energy Audits, Codes and Standards, and Emerging Technologies) a meaningful complement to the major program elements (Single Family Direct Install, Multifamily Rebates, Cash Rebates for Business, Standard Performance Contracting and Commercial Turnkey Services for Small Business) – why or why not?

2. Program Planning Roles: *Departmental and individual role played in planning PEP.*

Introductory Question: [All]

1. What thoughts do you have about the role you and your department played in planning PEP? (If no particular thoughts, skip to A.3)

Probe questions:

- a. What was your department's planning role?
- b. With what part of PEP planning were you yourself directly involved?
- c. What challenges did your department face in planning PEP, and how were those addressed? For example, was your department's ability to fulfill its role limited by inadequate budget, too few staff or insufficient time?
- d. What was the outcome and what lessons were learned from addressing these challenges - would you say you and your department's role in planning PEP was effective? Why or why not?
- e. Were there affected stakeholders who were not involved in planning or operating PEP who should have been involved, or any who were who perhaps were not critical to the program, and why so?
- f. Were the motives or incentives for stakeholders to be involved sufficiently strong to ensure good commitment to the partnership?
- g. Was there sufficient commitment by each partner to the partnership and its processes, in your mind – why or why not?

3. Statewide Coordination: *Coordination of PEP program element plans with statewide programs being modified and enhanced for San Francisco dual-peak resource purposes, including program structure and measures, marketing and administration.*

Introductory Questions: [All]

1. Were there significant issues with coordinating PEP development with existing statewide programs and, if so, what was your experience with those (discuss by program element)?
2. [Departments having significant coordination planning involvement] What specific planning efforts did your department undertake to ensure the PEP program elements and their enhancements would be effectively coordinated with statewide programs (in particular: marketing and outreach tactics, participation fulfillment processes – paperwork, etc. – incentive structures and payment processes, and information management.)
3. In retrospect, did the partnership and program plan successfully anticipate potential problems with differences between PEP and statewide programs, including how to overcome such problems? (NOTE: Consider this *planning* question separately from the associated *operational* questions asked about marketing/outreach, administration and information management. Operational issues are to be discussed in sections B and C below.)

Probe questions:

- a. [All] How were you and your department involved with coordinating PEP's design with related statewide programs? What was the general nature of the coordination involvement your department had?

- b. Why was the decision made to piggyback on the statewide programs, where that was done?
- c. Did you encounter major difficulties coordinating PEP’s functional requirements with those of existing statewide programs being adapted for PEP? How were those problems solved?

4. Partnership Agreements: *Issues, successes and failures of various formal and informal agreements to assist with program marketing and operations. Focus is on whatever agreements were put in place and the expectations these established for subsequent operations – actual operational issues will be discussed later in the interview. (Important to stress to interviewee the distinction here between 2 bolded phrases.)*

Introductory Questions: [All]

1. What significant issues come to mind when you think about the partnerships formed for PEP and associated partnership agreements, including not only PG&E and SFE but other city agencies, community organizations and associations, and program delivery contractors?
2. Why was the PEP partnership formed – were there other reasons than the basic energy resource needs, and how did those influence the PEP planning effort and the partnerships formed?
3. How were the respective roles in SF PEP decided?
4. What were the partners’ *expectations* of the roles to be played, as you understand them, as to how the partnership would work, including the scope of the partnership? Were there difficulties incorporating those expectations into the program implementation plans?
5. In your opinion, did the allocation of responsibilities play to each stakeholder’s strengths? Why or why not?
6. For each partner, please rate the partnership agreement (not the partnership operation, or partner relations, which are covered later in the interview) as it concerns the expectations PG&E/your department had of it, on a scale of 1 to 5 with 1=“Exceeded Expectations” and 5=“Completely Failed to Meet Expectations.” If rating <3, ask: Specifically, which expectations were exceeded and do you have any idea why? If rating >3, ask: Specifically, which expectations were not met and do you have any idea why?

Probe questions:

- a. [All] What was you and your department’s role in developing and supporting the various partner relationships established for PEP?
- b. [Those involved with developing partnership agreements] Are you satisfied with your role in developing partnership agreements, or would a different role have been more optimal (either more or less involvement, functional issues that were unaddressed, etc)? Please discuss significant concerns that you may have had.
- c. What role, expertise or other contributions did each partner plan to bring to the table – internal resources each would use to meet the partnership’s needs?
- d. Thinking about those partner activities that you could observe and the respective partnership agreements made, do you think that each partner fully understood the agreements’ ground rules and the roles for each partner?” How successful would you say the agreement was with

each partner as it concerned your department's program function? (Known agreements: the central PG&E-SFE agreement, informal agreements between SFE or PG&E and community organizations/associations, contracts between PG&E and Program Delivery Contractors, inquire about OTHERS?)

(Further Probe: Those for which we do not already have documentation: Could you briefly describe the nature of these agreements? Can we obtain any documentation you might have regarding these agreements?)

- e. [e-g: Middle/upper management interviewees: address at PG&E corporate level; department staff interviewees: address at departmental level] In the partnership agreements were PG&E's/your department's program functions specified so that both PG&E and the associated partners clearly understood what those functions would be and how they would be used?
- f. Did the partnership agreements as executed reveal functional gaps or reveal other problems relative to the agreements' intent? If so, why?
- g. In what ways might future partner agreements be improved?

5. Quality Assurance Planning: Program controls to ensure tight operations, accurate information, timely incentive payments, etc.

Introductory Questions: [Middle/upper management interviewees]

- 1. On a scale of 1 to 5 (1=Perfectly addressed and 5=Not at all addressed), how well do you think the program design and execution addressed quality assurance?
- 2. (If other than perfect:) What were some key areas where quality assurance needed more attention? (If no major issues, skip to A.6)

Probe questions:

- a. In what ways did the program implementation plan ensure that implementation would be effectively coordinated with the existing statewide programs being adapted and enhanced for PEP?
- b. Were other program process quality assurance or contingency plans considered and, where developed, did they achieve their intended purpose? (NOTE: probe by general function: Marketing, Administration, Information Management, Other.)

6. Overall Planning Effectiveness and Lessons Learned:

Introductory Questions: [All] (None – close section:) Let's summarize with a few closing questions on planning:

- a. Looking back, in what ways was the *planning* effort most successful or fell most short of expectations?

- b. What aspects – marketing, administration, information management or other program functions – were most difficult to plan for? Why was that?
- c. What lessons were learned about the planning effort that should be applied in future partnership efforts?

B. Marketing and Outreach: *Program communications strategies and tactics, communications channels used, collateral produced and its usage, ways to improve.*

Script: The second area of discussion covers the program’s marketing and outreach, including underlying marketing strategy, marketing collateral developed (such as brochures), communications tactics and channels (means used) to communicate the program to prospective participants, and marketing collateral.

B. Briefly, how were you or your department involved in marketing and outreach?

1. Marketing and Outreach Strategy & Tactics: *Overall approach to program communications, channel and collateral tactics.*

Introductory Question: [Program Managers, Communications Dept. staff]

- 1. How would you characterize the effectiveness of PEP’s marketing strategies and tactics – were they as effective as anticipated in the program plan, and why so?
- 2. Given the program implementation plan and verbal/written partner agreements that were established, please indicate the extent to which you agree with the following statement, where a 1=“Strongly Agree” and a 5=“Strongly Disagree”:
 - a) Marketing and outreach were well-aligned with the PEP partnership strategy so that the target audience was widely reached through effective partner efforts (e.g., effectively used each partner’s organizational strengths to carry out the tactics chosen)
 - b) The strategy and tactics resulted in information that was disseminated was noticed, understood and believed by the intended audience
 - c) Marketing and outreach caused prospective participants to gain awareness and choose to participate – especially so with the partnerships in place to facilitate participation.
 - d) The strategy and tactics were cost-efficient (i.e., contributed to the program being cost-effective, done within budget).
- 3. Which tactics worked best, which were least effective, and why was that?

Probe questions:

- a. What was the overall marketing strategy, as you saw it, for each partner engaged for PEP?
- b. What were the actual tactics chosen for marketing and outreach, by each partner engaged? These include all aspects of marketing including collateral and communications channels (i.e., tactics integrate various program functions to create awareness and guide participation).
- c. What were the main reason(s) for your rating of each of the success factors above?
- d. Were there other factors you think should be pointed out and, if so, what were they and why were they significant?
- e. Were either the marketing strategy or any tactics changed during the course of program implementation? If so, why was that done, what changes were made and did such changes improve marketing effectiveness?

2. Marketing Collateral Development and Dissemination: *Brochures, news releases, sell sheets, media ads, on-site handouts including tip sheets and other materials – development and dissemination issues.*

Introductory Question: [Program Managers, Communications Dept. staff]

1. On a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the development or dissemination of program marketing collateral, such as brochures, news releases, sell sheets, etc?
2. What are the main reasons for your rating – what problems arose, or particular successes achieved?

Probe questions:

- a. Was the form and appearance of marketing collateral appropriate to and understood by the various target audiences? Upon what do you base this opinion? If not, what would you say was not appropriate or understood? How might that be overcome?
- b. Was dissemination implemented according to planned marketing and outreach tactics? Were adaptations or revisions needed and, if so, why?
- c. In general, were marketing materials (brochures, flyers, bill stuffers, sell sheets, news releases, other media content, etc.) produced on time and within budget? Were there any significant exceptions?
- d. Which marketing materials seemed to work best, which was least effective, and why?

3. Program Marketing Communications Channel Usage and Support: *Use of local organizational networks, media, word-of-mouth and other means to reach prospective participants, establish program awareness and guide participation.*

Introductory Question: [Program Managers, Communications Dept. staff]

1. On a scale of 1-5 (1="Very Successful" and 5="Very Unsuccessful") did the marketing channels used work as successfully, overall, as the partnership had expected to achieve the desired outreach and build awareness? Why do you feel that way?

Probe questions:

- a. What marketing and outreach communications channels were used to raise awareness and facilitate participation (probe with list: media, community organizations, city agencies, word-of-mouth, etc.)?
- b. How were the chosen marketing communications channels supported by each partner (\$, staffing, etc. – discuss by partner)?
- c. Was the type and level of marketing communications support by PG&E and each partner adequate to accomplish the planned goals for outreach and marketing? Discuss by partner and for PG&E itself. (*Further Probe:* Did the partnership strategy of using each partner's organizational strengths to maximize the effectiveness of program communications work effectively in your opinion? Why or why not?)

4. Overall Marketing and Outreach Effectiveness:

Introductory Question: [Program Managers] *None – summarize with the probe questions:*

1. Were there any other aspects of marketing and outreach not discussed so far that were successful or not, and why was that so? (This could include aspects of marketing and outreach related to individual partners that seemed to affect the success of the program positively or negatively.) If so, how did this affect the performance of any program elements? (*Further Probe:* Did each of the partners carry out their marketing and outreach responsibilities? If not, how you think this affected the delivery and performance of PEP?)
2. Overall, on a scale of 1 to 5 (1="Very Successful" and 5="Very Unsuccessful") was the overall marketing effort successful relative to initial expectations?
3. What lessons were learned about marketing and outreach that should be applied in future programs?
4. In what ways do you think various program marketing communications channels and marketing information and materials can be most effectively used in the future to reach key market segments important to the partnership?

C. Administration and Information Management: *Program participant intake processing, applications processing, back-office and on-site fulfillment, measure installation processes, program data management.*

Script: The third area of discussion covers the program's administrative and information management operations. These include handling prospective participants' inquiries, participant intake and applications processing, incentive processing, program tracking and tracking systems, etc.

C. How were you or your department involved in PEP administration and information management?

1. Fulfillment and Other Administrative Operations: *Processing prospective participants' information inquiries, process to provide and take in program applications to prospective participants, incentive and program tracking forms processing, follow-up customer service request processing.*

Introductory Question: [Program Managers, CEEPC staff]

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the fulfillment and other administration functions?
2. Were there significant fulfillment process (application processing and other "paperwork") issues that had to be addressed, or other administrative operational issues?

Probe questions:

- a. For applicable partners, was program intake processing (applications forms primarily but also interaction upstream of application forms and downstream scheduling of requested work) done according to plan and agreements?
- b. [Program Managers (also proxy for Smarter Energy Line/Call Center staff)] What level and type of PEP-related customer service call volume (or other form of inquiry) occurred? Was that as expected, or different, and how so?
- c. [Program Managers] Was field work scheduled and accomplished according to agreed performance requirements? What was successful and what work did not meet expectations? Why so?
- d. [Program Managers (also proxy for CEEPC)] Were incentives and other programmatic follow-up (including referrals to other available/applicable programs) fulfilled on time and within budget?
- e. [Program Managers] What fulfillment process issues arose that were unexpected, how were these handled?
- f. [Program Managers] For applicable other administrative functions, discuss the relative success of each partnership arrangement in facilitating those functions. What successes were achieved and where did the partnership not achieve the effectiveness initially anticipated in the program implementation plan?
- g. [Program Managers] What improvements might be recommended to improve fulfillment or other program administration processes?

2. **Information Management:** *Data processing for program applications, program participant tracking, program performance reporting, miscellaneous data queries to compile information for management and regulatory needs.*

Introductory Question: [Program Managers, IT staff]

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate information management for PEP?
2. Were there significant data processing and other information management issues for program operations?

Probe questions:

- a. What was your department's role with each of the different partners involved with PEP concerning information management?
- b. Were program data requirements adequately specified ahead of time so that significant changes in such requirements were not necessary? What data requirements concerns arose and how were they addressed?
- c. Were there information systems deficiencies discovered once program elements were launched – which could have been avoided had information requirements been better specified up front? How were such problems handled, and were they resolved in a workable manner that did not significantly impact fulfillment and other information management functions?
- d. Were statewide program information systems adequate for use with the PEP program enhancements undertaken? (*Further Probe:* Were potential problems with the data, databases and electronic extracts/reports anticipated and addressed in time to handle PEP program peculiarities?)
- e. Were there any information management concerns that arose during PEP, and how were those issues addressed (successfully resolved or not, and why)? (Discuss each identified entity in turn.)
- f. Have information needs of various partners been met in accordance with the respective parties' expectations for turnaround time and completeness?
- g. What lessons were learned from PEP regarding information management?

3. Overall Administrative and Information Management Effectiveness:

Introductory Question: [Program Managers] *None – summarize with the probe questions:*

- a. What lessons were learned about that should be applied in future programs – in what ways do you think administration or information management could be improved in future such programs?

D. Program Management and Other Program Functions; General Conclusions: *Management communications and oversight, miscellaneous program functions not covered already, overarching conclusions and lessons learned.*

Script: The last area of discussion covers the program's management oversight and communications, miscellaneous other program functions that may be of interest, and your overall conclusions and lessons learned from PEP.

D. How were you and your department involved in overall PEP program management and other PEP program functions not already discussed that are notable?

1. Other Program Functions: *Any functions and associated issues not elsewhere addressed.*

Introductory Question: [Managers, Staff]

1. Are there other program functions we've not yet discussed that you consider notable for any successes or problems? What were those and how were any problems resolved?

Probe questions:

- a. [Program Managers] Was the technical content of services and information delivered to customers perceived by customers to be believable and relevant to their energy needs?
- b. [All] Were there other functions which were either particularly well-coordinated and operated by the partnership, or which were problematic? What were those and why were they successfully "partnered" or not?

2. Program Management Oversight and Communications: *Communications among partnership entities to coordinate program tactical operations and address strategy and policy issues.*

Introductory Questions: [Program Managers]

1. Did program management go as planned, or were there significant issues concerning oversight and management communications (within your organization or among the partnership's organizations)? (If no major issues, go to #2)
2. Did PEP realize its partnership goals – summarize why or why not?
3. Did the partnership enhance relations among those involved in the partnership – in what ways?
4. Did the partnership efficiently use partner resources and time – how so?
5. Was there effective leadership of the partnership, including the partnership organization and decision making structure set up – why or why not?
6. Were funding and political support adequate or not – how so?

7. Did the partners' respective professional and technical capacities get used as planned – why or why not?
8. What was the nature of the relations among the partnership entities with which you were involved – describe the relationship and whether you think it was good, indifferent or poor, and why so?
9. Overall, on a scale of 1 to 5 (1="Very Satisfied" and 5="Very Unsatisfied") are you satisfied with the partnership formed for PEP?

Probe questions:

- a. **[a-f: Program Managers]** From a program management perspective, were the partnership roles planned for PEP clearly set forth at the outset? Which roles seemed to fulfill the expectations set for them, and why so? Which roles fell short of expectations, and why was that? (This may revisit planning issues addressed in section A. – focus here on the operational outcome vis-à-vis the partnership roles.)
- b. Were open lines of communication established and maintained?
- c. **[Program Managers]** Did you find it difficult to coordinate with any partners? If so, why and what attempts did you and they make to improve the coordination?
 - Did you feel you kept the various partners informed sufficiently and in a timely way? Did they keep you informed sufficiently and in a timely way? What might have been improved, and how so?
 - Did you feel you responded to questions from partners in a timely, sufficient way? Did they respond to your questions sufficiently and in a timely way? What might have been improved, and in what way?
- d. **[Program Managers]** For issues that arose during the course of the program, were the negotiations of those issues conducted in good faith?
- e. **[Program Managers]** Were there situations or issues other than partner coordination, such as personnel/budget management, leadership, adequacy of funding, etc., where program management oversight and communications were problematic, either internally at PG&E or between PG&E and any partners (e.g., not timely, not as effectively handled as could have been)? If so, how might they be improved?
- f. **[All]** Were there situations where program management oversight and communications were particularly well-managed in addressing PG&E's, your department's or partners' needs and concerns?
- g. **[All]** What lessons were learned regarding program communications within PG&E and among partners that should be kept in mind for future programs?

3. General Conclusions: *Summary thoughts about the program and its partnerships.*

- a. [All] Were there **specific constituents you would have liked to reach** that you were not able to? Why are they an important group to reach and why do you think you were unable to reach them ?
- b. [All] What are the two or three aspects of the partnership(s), and PEP generally, which you would most want to improve in the future? Why are these the most important aspects for improvement?
- c. [All] What were the most successful aspect of the partnership(s), and PEP generally, and what was it that made those aspects successful?
- d. [Middle/upper Managers, Program Managers] What is your sense of the efficiency and cost-effectiveness of the partnership approach? For example, were there redundant program elements that could be better integrated, or any streamlining that could be done?
- e. [Middle/upper Managers, Program Managers] What is your conclusion about which types of partners are best at certain program functions? Would you recommend different roles (larger or smaller role, different role responsibilities) for particular partners? Would you suggest involving different or additional other partners?
- f. [Middle/upper Managers, Program Managers] How might the program efforts inform other communities/cities and their local electric providers in developing successful partnerships to reduce power demand?

Thanks for your time and helpful insights!

48 questions on planning

23 questions on marketing & outreach

20 questions on Administration & info management

26 questions on other functions & program management

117 total questions possible

2. SFE Management and Senior Staff Guide

Begins on next page.

SFPEP – Partnership Interviews

Interview Guide: SFE Staff – ROUND 1 Version

3/3/05

Interview Guide Structure: This guide is derived from the revised interview framework document dated 3/1/05 and the PG&E 2/15/05 round one version, and per comments from the research team through 3/3/05. It focuses on the partnership effectiveness and program implementation effectiveness for various program functions performed by SFE. The interview is structured by program function because it provides a consistent structure for comparing the interview results across different partnership actors, as well as a consistent approach to the interviews themselves. Also, this approach encourages interviewees to focus on functional issues because personnel performance issues, both positive and negative, also may be in play. While personnel issues may have to be identified if significant enough, if encountered those will be treated as diplomatically as possible. Resolution of individual performance matters should be through individual performance reviews, not this evaluation.²

Adapting the Guide to Interviewees and Their Program Functions Within the Organization: The guide is to be further adapted to the functional responsibilities of each staff person being interviewed. The adaptation will be done by the interviewer focusing most closely on functions the interviewee and their department perform. To facilitate this adaptation, two rounds of interviews are planned, the first with core program management staff and the second round with other staff. The management staff interview results will be used to focus the functional topics and strategic issues to be covered in the round two interviews.

Functional Overview to Direct Interview Topics: The round one interviews will begin by examining the strategic underpinnings of PEP including why the partnership approach was pursued, how the partnership was developed and the regulatory environment and process associated with program planning. The round-one interviews then move on to review the functional processes performed by the interviewees and their departments, noting those in the interview guide. (Round-two interviews are expected to begin at the functional level, though there may be strategic considerations that arise from the function focus of those interviews.) Other functions that interact with the interviewee's function, either internal to SFE and CCSF or externally with other partners, would also be noted and then discussed in terms of cross-functional insights the interviewee might help bring to light. The interview guide is then adapted accordingly.

Functions in which the interviewee is not involved will be so noted.

The italicized information in each section is to be read to the interviewee to help define the functions being covered in that part of the interview.

² This approach follows the performance management philosophy of focusing on structural problems first, then the people who run the process. This approach helps separate functional from personal performance matters, whether they be positive or negative: great people can overcome dysfunctional business processes as much as poor performers can bring down a great business process. Finally, the intent of this process evaluation is not to seek out heroes or villains as such, but to suggest insights that the program's managers and advisor can consider for future discussion in individual performance reviews.

Basic script to begin the interview:

Hi, per our appointment. I'm here to discuss your experience with the Peak Energy Program. In particular, the purpose of the interview is twofold, reflecting two of the evaluation's primary goals. **First**, I'm looking for your feedback to **assess the effectiveness of the program's partnership with various entities**, including PG&E, other city agencies, community organizations and associations, and program delivery contractors involved with PEP. This feedback concerns whatever interaction you may have had with other partners (and their staff) in carrying out your functional responsibilities, or where your function either affects or is affected by the nature of the partnership between SFE and other partners.

Second, I seek your **thoughts and insights on the implementation effectiveness** for PEP's various program elements. Again, this would be from your management and program functional perspective any functional responsibilities you had in supporting PEP development and operations.

To ensure confidentiality we will not identify any of your comments individually. Any references ascribing interview findings will be done at the organizational level.

As we work through the interview, keep in mind the following overarching questions:

1. What were SFE's and your own initial expectations of the role you and your department would be to develop and run PEP, relative to other partners and staff – and how did your partnership role actually play out?
2. How were objectives and metrics established for the program functions in which you were involved?
3. To what extent were these expectations met or not, and why do you conclude that?
4. What insights or lessons were learned that would improve specific partnership functions in future program efforts?

The interview covers four significant program function areas and their processes in which SFE has been involved to plan, develop and operate its responsibilities for the Peak Energy Program. These include: 1) Program Planning and Development, 2) Marketing and Outreach, 3) Administration and Information Management and 4) Program Management and Other Functions. We will focus on those functions with which you and SFE are most involved. Because there may be other functions with which you interact, however – either within SFE, other CCSF departments or with one of the PEP partners – we also will touch across all the major program functions in case you have any thoughts about interactions with those functions. We'll cover each topic by asking a few generalized questions about that topic, to see if you have anything you consider important to discuss about the topic. Where you have something to discuss, we'll probe the issues and your thoughts through more detailed questions. If you have no significant thoughts about a particular program function, we'll go on to the next area.

Date of Interview: _____

Interviewee Name and Title: _____

Primary Function or Process Performed for PEP (primary interview focus):

Other Functions or Processes Interacted With (secondary focus – cross-functional issues):

Script: OK, with this information we can focus our discussion around your function and those with which it interacts. We'll start with Program Planning and the program's genesis.

A. Program Planning and Development: *Program conceptualization, strategy development, coordination with statewide programs per changes and enhancements for PEP including underlying resource strategies and various program functions including marketing/outreach, administration, etc., establish program operating structures, develop operating tactics.* **Staff Focus:** SFE management and program staff, **inquire about OTHERS?** Others outside SFE affected or involved: PG&E, other CCSF departments, community organizations and associations, program delivery contractors, **inquire about OTHERS?**

Script: Our planning and development discussion covers the program's conceptualization, strategy development, coordination with statewide programs, and specific planning efforts to structure the program and its operating functions. The **purpose of discussing PEP planning is to identify if important issues were successfully anticipated or not, and whether appropriate contingency planning was done – and proved valuable.**

A. Briefly, how were you involved in planning and developing PEP? (NOTE: scope is for the overall program for the first round manager interviewees, and for specific elements with which other staff may have been involved.)

1. Program Planning - Resource Needs, Strategy and Major Planning Issues: *Resource need foundations of the program, translation of resource need into basic program strategy, major planning issues.*

Introductory Questions:

1. Overall on a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful) how successful was PEP program planning? What are your main reasons for your rating?
2. What were the most significant planning concerns or issues going into the program?

3. Was there a good common ground or vision regarding what resources and programmatic services San Francisco needs among the partner entities so as to foster a successful partnership – what was common and where was there divergence of motives and ideas?
4. In retrospect, was the timing of PEP and its partnership good not only in terms of the program need but also the use of a partnership approach – why or why not?
5. (If not noted in response to #3, ask) How well did the SFPEP planning effort and resulting program design reflect differences between SF and statewide resource needs? (If difficulties noted, probe with questions b-d below, as they are important for baseline understanding.)
6. What criteria governed the selection of products and services offered in the partnership? Did they result in logical selections, in hindsight, and were there other criteria that should have been applied (or different specification of those used)?
7. How did the regulatory process affect the final program plan – were there aspects of program filings, timing of regulatory processes, intervenor comments, etc. that either helped or hindered the final program plan (including coordination with statewide programs)?

Probe Questions:

- a. How were you involved in developing the overall resource strategy for PEP – do you feel you affected the substance of the partnership plan and associated PEP program elements – how so?
- b. What is YOUR definition of San Francisco’s energy resources needs and how these might be different from statewide energy resource needs? (Answers might touch upon end use focus, outreach style, or (local) management style or management imprint needs, as well as electric capacity and energy needs.)
- c. Were there other reasons than energy resource needs for developing PEP?
- d. In planning PEP, what difficulties were faced in addressing the unique summer and winter peak demand needs of SF? That is, were there problems selecting appropriate technologies, setting incentive levels consistent with the PEP peak needs or other technical, economic or policy issues?
- e. How were decisions made regarding products and services to be offered and the delivery mechanisms to be used?
- f. Were the program elements not being directly evaluated in this evaluation (Residential Case Studies, Energy Audits, Codes and Standards, and Emerging Technologies) a meaningful complement to the major program elements (Single Family Direct Install, Multifamily Rebates, Cash Rebates for Business, Standard Performance Contracting and Commercial Turnkey Services for Small Business) – why or why not?

2. Program Planning Roles: *Departmental and individual role played in planning PEP.*

Introductory Question:

1. What thoughts do you have about the role you and your department played in planning PEP? (If no particular thoughts, skip to A.3)

Probe questions:

- a. What was SFE's planning role?
- b. With what part of PEP planning were you yourself directly involved?
- c. What challenges did SFE face in planning PEP, and how were those addressed? For example, was SFE's ability to fulfill its role limited by inadequate budget, too few staff or insufficient time?
- d. What was the outcome and what lessons were learned from addressing these challenges - would you say you and your department's role in planning PEP was effective? Why or why not?
- e. Were there affected stakeholders who were not involved in planning or operating PEP who should have been involved, or any who were who perhaps were not critical to the program, and why so?
- f. Were the motives or incentives for stakeholders to be involved sufficiently strong to ensure good commitment to the partnership?
- g. Was there sufficient commitment by each partner to the partnership and its processes, in your mind – why or why not?

3. Statewide Coordination: *Coordination of PEP program element plans with statewide programs being modified and enhanced for San Francisco dual-peak resource purposes, including program structure and measures, marketing and administration.*

Introductory Questions:

1. Were there significant issues with coordinating PEP development with existing statewide programs and, if so, what was your experience with those (discuss by program element)?
2. What specific planning efforts did SFE undertake to ensure the PEP program elements and their enhancements would be effectively coordinated with statewide programs (in particular: marketing and outreach tactics, participation fulfillment processes – paperwork, etc. – incentive structures and payment processes, and information management.)
3. In retrospect, did the partnership and program plan successfully anticipate potential problems with differences between PEP and statewide programs, including how to overcome such problems? (NOTE: Consider this *planning* question separately from the associated *operational* questions asked about marketing/outreach, administration and information management. Operational issues are to be discussed in sections B and C below.)

Probe questions:

- a. How was SFE involved with coordinating PEP's design with related statewide programs? What was the general nature of the coordination involvement your department had?
- b. Why was the decision made to piggyback on the statewide programs, where that was done?

- c. Did you encounter major difficulties coordinating PEP's functional requirements with those of existing statewide programs being adapted for PEP? How were those problems solved?
4. **Partnership Agreements: Issues, successes and failures of various formal and informal agreements to assist with program marketing and operations. Focus is on whatever agreements were put in place and the expectations these established for subsequent operations – actual operational issues will be discussed later in the interview. (Important to stress to interviewee the distinction here between 2 bolded phrases.)**

Introductory Questions:

1. What significant issues come to mind when you think about the partnerships formed for PEP and associated partnership agreements, including not only PG&E but other city agencies, community organizations and associations, and program delivery contractors?
2. Why was the PEP partnership formed – were there other reasons than the basic energy resource needs, and how did those influence the PEP planning effort and the partnerships formed?
3. How were the respective roles in SF PEP decided?
4. What were the partners' *expectations* of the roles to be played, as you understand them, as to how the partnership would work, including the scope of the partnership? Were there difficulties incorporating those expectations into the program implementation plans?
5. In your opinion, did the allocation of responsibilities play to each stakeholder's strengths? Why or why not?
6. For each partner, please rate the partnership agreement (not the partnership operation or partner relations, which are covered later in the interview) as it concerns the expectations you had of it, on a scale of 1 to 5 with 1="Exceeded Expectations" and 5="Completely Failed to Meet Expectations." If rating <3, ask: Specifically, which expectations were exceeded and do you have any idea why? If rating >3, ask: Specifically, which expectations were not met and do you have any idea why?

Probe questions:

- a. What was SFE's role in developing and supporting the various partner relationships established for PEP?
- b. **[Those involved with developing partnership agreements]** Are you satisfied with your own and SFE's role in developing partnership agreements, or would a different role have been more optimal (either more or less involvement, functional issues that were unaddressed, etc)? Please discuss significant concerns that you may have had.
- c. What role, expertise or other contributions did each partner plan to bring to the table – internal resources each would use to meet the partnership's needs?
- d. Thinking about those partner activities that you could observe and the respective partnership agreements made, do you think that each partner fully understood the agreements' ground rules and the roles for each partner?" How successful would you say the agreement was with each partner as it concerned your department's program function? (Known agreements: the central PG&E-SFE agreement, informal agreements between SFE or PG&E and community organizations/associations, agreements between SFE and other PEP partners, inquire about OTHERS?

(*Further Probe*: Those for which we do not already have documentation: Could you briefly describe the nature of these agreements? Can we obtain any documentation you might have regarding these agreements?)

- e. [e-g: Management interviewees: address at organizational level; other staff interviewees: address at functional level] In the partnership agreements were your program functions specified so that SFE and associated partners clearly understood what those functions would be and how they would be used?
- f. Did the partnership agreements as executed reveal functional gaps or reveal other problems relative to the agreements' intent? If so, why?
- g. In what ways might future partner agreements be improved?

5. Quality Assurance Planning: Program controls to ensure tight operations, accurate information, timely incentive payments, etc.

Introductory Questions:

- 1. On a scale of 1 to 5 (1=Perfectly addressed and 5=Not at all addressed) , how well do you think the program design and execution addressed quality assurance in the various program functions?
- 2. (If other than perfect:) What were some key areas where quality assurance needed more attention?

Probe questions:

- a. In what ways did the program implementation plan ensure that implementation would be effectively coordinated with the existing statewide programs being adapted and enhanced for PEP?
- b. Were other program process quality assurance or contingency plans considered and, where developed, did they achieve their intended purpose? (NOTE: probe by general function: Marketing, Administration, Information Management, Other.)

6. Overall Planning Effectiveness and Lessons Learned:

Introductory Question: (None – close section:) Let's summarize with a few closing questions on planning:

- a. Looking back, in what ways was the *planning* effort most successful or fell most short of expectations?
- b. What aspects – marketing, administration, information management or other program functions – were most difficult to plan for? Why was that?
- c. What lessons were learned about the planning effort that should be applied in future partnership efforts?

B. Marketing and Outreach: *Program communications strategies and tactics, communications channels used, collateral produced and its usage, ways to improve.*

Script: The second area of discussion covers the program's marketing and outreach, including underlying marketing strategy, marketing collateral developed (such as brochures), communications tactics and channels (means used) to communicate the program to prospective participants, and marketing collateral.

B. Briefly, how were you or your department involved in marketing and outreach?

1. Marketing and Outreach Strategy & Tactics: *Overall approach to program communications, channel and collateral tactics.*

Introductory Question:

1. How would you characterize the effectiveness of PEP's marketing strategies and tactics – were they as effective as anticipated in the program plan, and why so?
2. Given the program implementation plan and verbal/written partner agreements that were established, please indicate the extent to which you agree with the following statement, where a 1="Strongly Agree" and a 5="Strongly Disagree":
 - a) Marketing and outreach were well-aligned with the PEP partnership strategy so that the target audience was widely reached through effective partner efforts (e.g., effectively used each partner's organizational strengths to carry out the tactics chosen)
 - b) The strategy and tactics resulted in information that was disseminated was noticed, understood and believed by the intended audience
 - c) Marketing and outreach caused prospective participants to gain awareness and choose to participate – especially so with the partnerships in place to facilitate participation.
 - d) The strategy and tactics were cost-efficient (i.e., contributed to the program being cost-effective, done within budget).
3. Which tactics worked best, which were least effective, and why was that?

Probe questions:

- a. What was the overall marketing strategy, as you saw it, for each partner engaged for PEP?
- b. What were the actual tactics chosen for marketing and outreach, by each partner engaged? These include all aspects of marketing including collateral and communications channels (i.e., tactics integrate various program functions to create awareness and guide participation).
- c. What were the main reason(s) for your rating of each of the success factors above?

- d. Were there other factors you think should be pointed out and, if so, what were they and why were they significant?
- e. Were either the marketing strategy or any tactics changed during the course of program implementation? If so, why was that done, what changes were made and did such changes improve marketing effectiveness?

2. Marketing Collateral Development and Dissemination: *Brochures, news releases, sell sheets, media ads, on-site handouts including tip sheets and other materials – development and dissemination issues.*

Introductory Question:

1. On a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the development or dissemination of program marketing collateral, such as brochures, news releases, sell sheets, etc?
2. What are the main reasons for your rating – what problems arose, or particular successes achieved?

Probe questions:

- a. Was the form and appearance of marketing collateral appropriate to and understood by the various target audiences? Upon what do you base this opinion? If not, what would you say was not appropriate or understood? How might that be overcome?
- b. Was dissemination implemented according to planned marketing and outreach tactics? Were adaptations or revisions needed and, if so, why?
- c. In general, were marketing materials (brochures, flyers, bill stuffers, sell sheets, new releases, other media content, etc.) produced on time and within budget? Were there any significant exceptions?
- d. Which marketing materials seemed to work best, which was least effective, and why?

3. Program Marketing Communications Channel Usage and Support: *Use of local organizational networks, media, word-of-mouth and other means to reach prospective participants, establish program awareness and guide participation.*

Introductory Question:

1. On a scale of 1-5 (1="Very Successful" and 5="Very Unsuccessful") did the marketing channels used work as successfully, overall, as the partnership had expected to achieve the desired outreach and build awareness? Why do you feel that way?

Probe questions:

- a. What marketing and outreach communications channels were used to raise awareness and facilitate participation (probe with list: media, community organizations, city agencies, word-of-mouth, etc.)?

- b. How were the chosen marketing communications channels supported by each partner (\$, staffing, etc. – discuss by partner)?
- c. Was the type and level of marketing communications support by each partner adequate to accomplish the planned goals for outreach and marketing? Discuss by partner and for SFE itself. (*Further Probe*: Did the partnership strategy of using each partner’s organizational strengths to maximize the effectiveness of program communications work effectively in your opinion? Why or why not?)

4. Overall Marketing and Outreach Effectiveness:

Introductory Question: *None – summarize with the probe questions:*

- a. Were there any other aspects of marketing and outreach not discussed so far that were successful or not, and why was that so? (This could include aspects of marketing and outreach related to individual partners that seemed to affect the success of the program positively or negatively.) If so, how did this affect the performance of any program elements? (*Further Probe*: Did each of the partners carry out their marketing and outreach responsibilities? If not, how you think this affected the delivery and performance of PEP?)
- b. Overall, on a scale of 1 to 5 (1=“Very Successful” and 5=“Very Unsuccessful”) was the overall marketing effort successful relative to initial expectations?
- c. What lessons were learned about marketing and outreach that should be applied in future programs?
- d. In what ways do you think various program marketing communications channels and marketing information and materials can be most effectively used in the future to reach key market segments important to the partnership?

C. Administration and Information Management: *Program participant intake processing, applications processing, back-office and on-site fulfillment, measure installation processes, program data management.*

Script: The third area of discussion covers the program’s administrative and information management operations. These include handling prospective participants’ inquiries, participant intake and applications processing, incentive processing, program tracking and tracking systems, etc.

C. How were you or your department involved in PEP administration and information management?

1. Fulfillment and Other Administrative Operations: *Processing prospective participants' information inquiries, process to provide and take in program applications to prospective participants, incentive and program tracking forms processing, follow-up customer service request processing.*

Introductory Question:

3. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the overall fulfillment and other administration functions?
4. Were there significant fulfillment process (application processing and other "paperwork") issues that had to be addressed, or other administrative operational issues?

Probe questions:

- a. For applicable partners, was program intake processing (applications forms primarily but also interaction upstream of application forms and downstream scheduling of requested work) done according to plan and agreements?
- b. In your opinion, did SFE receive an appropriate level and type of customer service calls or program inquiries, compared to what you expected PG&E (or other stakeholders) to handle? Was that as expected, or more or less than expected, and why so?
- c. Was field work scheduled and accomplished according to agreed performance requirements? What was successful and what work did not meet expectations? Why so? (Discuss Commercial Turnkey Services separately, as it was handled out of SFE's offices not PG&E's, including program logistics relative to statewide audit program if concerns or successes there.)
- d. Were incentives and other programmatic follow-up (including referrals to other available/applicable programs) fulfilled on time and within budget?
- e. What fulfillment process issues arose that were unexpected, how were these handled? (Again, discuss CTS fulfillment separately from PG&E fulfillment.)
- f. For applicable other administrative functions, discuss the relative success of each partnership arrangement in facilitating those functions. What successes were achieved and where did the partnership not achieve the effectiveness initially anticipated in the program implementation plan?
- g. What improvements might be recommended to improve fulfillment or other program administration processes?

2. Information Management: *Data processing for program applications, program participant tracking, program performance reporting, miscellaneous data queries to compile information for management and regulatory needs.*

Introductory Question:

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate information management for PEP?

2. Were there significant data processing or other information management issues for program operations?

Probe questions:

- a. What was your department's role with each of the different partners involved with PEP concerning information management?
- b. Were program data requirements adequately specified ahead of time so that significant changes in such requirements were not necessary? What data requirements concerns arose and how were they addressed?
- c. Were there information systems deficiencies discovered once program elements were launched – which could have been avoided had information requirements been better specified up front? How were such problems handled, and were they resolved in a workable manner that did not significantly impact fulfillment and other information management functions?
- d. Were statewide program information systems adequate for use with the PEP program enhancements undertaken? (*Further Probe:* Were potential problems with the data, databases and electronic extracts/reports anticipated and addressed in time to handle PEP program peculiarities?)
- e. Were there any information management concerns that arose during PEP, and how were those issues addressed (successfully resolved or not, and why)? (Discuss each identified entity in turn.)
- f. Have information needs of various partners been met in accordance with the respective parties' expectations for turnaround time and completeness?
- g. What lessons were learned from PEP regarding information management?

3. Overall Administrative and Information Management Effectiveness:

Introductory Question: *None – summarize with the probe questions:*

- a. What lessons were learned about that should be applied in future programs – in what ways do you think administration or information management could be improved in future such programs?

D. Other Program Functions and Program Management; General Conclusions: *Miscellaneous program functions not covered already, management communications and oversight, overarching conclusions and lessons learned.*

Script: The last area of discussion covers the program's management oversight and communications, miscellaneous other program functions that may be of interest, and your overall conclusions and lessons learned from PEP.

D. How were you and your department involved in overall PEP program management and other PEP program functions not already discussed that are notable?

1. Other Program Functions: Any functions and associated issues not elsewhere addressed.

Introductory Question:

1. Are there other program functions we've not yet discussed that you consider notable for any successes or problems? What were those and how were any problems resolved?
 - a. Please identify and discuss any significant issues (positive or negative) associated with SFE's operating the Commercial Turnkey Services for Small Business program element. (NOTE: Issues may include any of the functions covered previously, but also CTS field operations not otherwise associated with previously discussed functions.)

- b. Other than for CTS, was the technical content of services and information delivered to customers perceived by customers to be believable and relevant to their energy needs?
 - c. Were there other functions which were either particularly well-coordinated and operated by the partnership, or which were problematic? What were those and why were they successfully "partnered" or not?

2. Program Management Oversight and Communications: Communications among partnership entities to coordinate program tactical operations and address strategy and policy issues.

Introductory Questions:

1. Did program management go as planned, or were there significant issues concerning oversight and management communications (within your organization or among the partnership's organizations)?
2. Did PEP realize its partnership goals – summarize why or why not?
3. Did the partnership enhance relations among those involved in the partnership – in what ways?
4. Did the partnership efficiently use partner resources and time – how so?
5. Was there effective leadership of the partnership, including the partnership organization and decision making structure set up – why or why not?
6. Were funding and political support adequate or not – how so?

7. Did the partners' respective professional and technical capacities get used as planned – why or why not?
8. What was the nature of the relations among the partnership entities with which you were involved – describe the relationship and whether you think it was good, indifferent or poor, and why so?
9. Overall, on a scale of 1 to 5 (1="Very Satisfied" and 5="Very Unsatisfied") are you satisfied with the partnership formed for PEP?

Probe questions:

- a. From a program management perspective, were the partnership roles planned for PEP clearly set forth at the outset? Which roles seemed to fulfill the expectations set for them, and why so? Which roles fell short of expectations, and why was that? (This may revisit planning issues addressed in section A. – focus here on the operational outcome vis-à-vis the partnership roles.)
- b. Were open lines of communication established and maintained?
- c. Did you find it difficult to coordinate with any partners? If so, why and what attempts did you and they make to improve the coordination?
 - Did you feel you kept the various partners informed sufficiently and in a timely way? Did they keep you informed sufficiently and in a timely way? What might have been improved, and how so?
 - Did you feel you responded to questions from partners in a timely, sufficient way? Did they respond to your questions sufficiently and in a timely way? What might have been improved, and in what way?
- d. For issues that arose during the course of the program, were the negotiations of those issues conducted in good faith?
- e. Were there situations or issues other than partner coordination, such as personnel/budget management, leadership, adequacy of funding, etc., where program management oversight and communications were problematic, either internally at SFE and CCSF or between SFE and any partners (e.g., not timely, not as effectively handled as could have been)? If so, how might they be improved?
- f. Were there situations where program management oversight and communications were particularly well-managed in addressing your or partners' needs and concerns?
- g. What lessons were learned regarding program communications within SFE and among partners that should be kept in mind for future programs?

3. General Conclusions: *Summary thoughts about the program and its partnerships.*

- a. Were there specific constituents you would have liked to reach that you were not able to? Why are they an important group to reach and why do you think you were unable to reach them?

- b. What are the two or three aspects of the partnership(s), and PEP generally, which you would most want to improve in the future? Why are these the most important aspects for improvement?
- c. What were the most successful aspect of the partnership(s), and PEP generally, and what was it that made those aspects successful?
- d. What is your sense of the efficiency and cost-effectiveness of the partnership approach? For example, were there redundant program elements that could be better integrated, or any streamlining that could be done?
- e. What is your conclusion about which types of partners are best at certain program functions? Would you recommend different roles (larger or smaller role, different role responsibilities) for particular partners? Would you suggest involving different or additional other partners?
- f. How might the program efforts inform other communities/cities and their local electric providers in developing successful partnerships to reduce power demand?

Thanks for your time and helpful insights!

48 questions on planning

23 questions on marketing & outreach

20 questions on Administration & info management

27 questions on other functions & program management

118 total questions possible

3. PG&E/SFE Other Staff Guide

Begins on next page.

SFPEP – Partnership Interviews

Interview Guide: PG&E/SFE Staff – ROUND 2 Version

3/15/05

Interview Guide Structure: This guide is derived from the revised interview framework document dated 3/1/05, the PG&E and SFE round one program manager guides and relevant refinements from the Community and Contractor interview guides. It focuses on the partnership effectiveness and program implementation effectiveness for various program functions performed by program staff. The interview is structured by program function because it provides a consistent structure for comparing the interview results across different partnership actors, as well as a consistent approach to the interviews themselves.

Adapting the Guide to Interviewees and Their Program Functions: The guide is to be further adapted to the functional responsibilities of each staff person being interviewed. The adaptation will be done by the interviewer focusing most closely on program functions the interviewee performs for the program elements with which each interviewee is involved. Round-two interviews begin at the functional level, though there may be strategic considerations that arise from the function focus of those interviews. Other functions that interact with the interviewee's function, either internal to PG&E and CCSF/SFE or externally with other partners, also may be noted and then discussed in terms of cross-functional insights the interviewee might help bring to light. The interview guide is then adapted accordingly.

Functions in which the interviewee is not involved will be so noted.

The italicized information in each section may be noted to the interviewee to help define for them the functions being covered in that part of the interview.

Basic script to begin the interview:

Hi, per our appointment. I'm here to discuss your experience with the Peak Energy Program. In particular, the purpose of the interview is twofold, reflecting two of the evaluation's primary goals. **First**, I'm looking for your feedback to **assess the effectiveness of the program's partnership with various entities**, including PG&E, other city agencies, community organizations and associations, and program delivery contractors involved with PEP. This feedback concerns whatever interaction you may have had with other partners (and their staff) in carrying out your functional responsibilities, or where your function either affects or is affected by the nature of the partnership between SFE and other partners.

Second, I seek your **thoughts and insights on the implementation effectiveness** for PEP's various program elements. Again, this would be from your program functional perspective – the functional responsibilities you have had in PEP development and operations.

To ensure confidentiality we will not identify any of your comments individually. Any references ascribing interview findings will be done at the organizational level.

As we work through the interview, keep in mind the following overarching questions:

1. What were your own initial expectations of the role you and your department would be to develop and run PEP, relative to other partners and staff – and how did your own role in the partnership actually play out?
2. How were objectives and metrics established for the program functions in which you were involved?
3. To what extent were these expectations met or not, and why do you conclude that?
4. What insights or lessons were learned that would improve specific partnership functions in future program efforts?

The interview covers four significant program function areas and their processes in which SFE has been involved to plan, develop and operate its responsibilities for the Peak Energy Program. These include: 1) Program Planning and Development, 2) Marketing and Outreach, 3) Administration and Information Management and 4) Program Management and Other Functions. We will focus on those functions with which you and SFE are most involved. Because there may be other functions with which you interact, however – either within your department, other departments or with one of the PEP partners – we also will touch across all the major program functions in case you have any thoughts about those functions. We'll cover each topic by asking a few generalized questions about that topic, to see if you have anything you consider important to discuss about the topic. We then can probe the issues through more detailed questions. If you have no significant thoughts about a particular program function, we'll go on to the next area.

Date of Interview: _____

Interviewee Name and Title: _____

(If PG&E, Department: _____)

Primary Function or Process Performed for PEP (primary interview focus):

Script: OK, with this information we can focus our discussion around your function and those with which it interacts. We'll start with Program Planning.

A. Program Planning and Development: *Program conceptualization, strategy development, coordination with statewide programs per changes and enhancements for PEP including underlying resource strategies and various program functions including marketing/outreach, administration, etc., establish program operating structures, develop operating tactics.*

Script: Our planning and development discussion covers the program's conceptualization, strategy development, coordination with statewide programs, and specific planning efforts to structure the program and its operating functions. The **purpose of discussing PEP planning is to identify if important issues were successfully anticipated or not.**

A. Briefly, how were you involved in planning and developing PEP? (If not involved, skip to Section B.)

1. & 2. Program Planning - General Content and Interviewee's Role in Planning: *Major planning issues.*

Introductory Questions:

1. Overall on a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful) how successful was PEP program planning, from your own perspective? What are your main reasons for your rating?
2. What were the most significant planning concerns or issues going into the program that you had?
3. From your staff perspective, was the selection of products and services offered in the program logical, in hindsight, or were there other products or services that should have been included in program plans for you to deliver?
4. What challenges did you face in helping to plan PEP, and how were those addressed? For example, was your ability to fulfill your responsibilities limited by inadequate budget, too few staff or insufficient time? What was successfully planned in that regard and what might have been improved?
5. What thoughts do you have about the role you and your department played in planning PEP? (If no particular thoughts, skip to A.3)

Probe Questions:

- a. Were there problems selecting appropriate technologies, setting incentive levels consistent with the PEP peak needs or other technical, economic or policy issues?
- b. From your perspective, how well were decisions made regarding products and services to be offered and the delivery mechanisms to be used?
- c. Were the program elements not being directly evaluated in this evaluation (Residential Case Studies, Energy Audits, Codes and Standards, and Emerging Technologies) a meaningful complement to the major program elements (Single Family Direct Install, Multifamily Rebates, Cash Rebates for Business, Standard Performance Contracting and Commercial Turnkey Services for Small Business) – why or why not?

3. Statewide Coordination: *Coordination of PEP program element plans with statewide programs being modified and enhanced for San Francisco dual-peak resource purposes, including program structure and measures, marketing and administration.*

Introductory Questions:

1. For program elements with which you were involved, what specific planning efforts were undertaken to ensure the PEP program elements and their enhancements would be effectively coordinated with statewide programs? (In particular: marketing and outreach tactics, participation fulfillment processes – paperwork, etc. – incentive structures and payment processes, and information management.)
2. Were there significant problems with coordinating PEP development with existing statewide programs and, if so, what was your experience with those? (Discuss for program elements with which the interviewee was involved.)

Probe question:

- a. Were there any elements of direct conflict between statewide and SF objectives – where it just was not possible to make both SF and statewide program features compatible?

*4 Partnership Agreements: Issues, successes and failures of various formal and informal agreements to assist with program marketing and operations related to the interviewee's program role. Focus is on the expectations these agreements established for subsequent operations – **actual operational issues will be discussed later in the interview.** (Important to stress to interviewee the distinction here between 2 bolded phrases.)*

Introductory Questions:

1. What successes or difficulties come to mind when you think about the PEP partnership agreements, including not only PG&E and SFE's agreement but those other city agencies, community organizations and associations, and program delivery contractors? (Whether agreements were formal or informal) Please discuss from your program perspective.
2. From your perspective, did the partnership agreements and associated responsibilities play to each partner's strengths? Why or why not?

Probe questions:

- a. What was your role in developing and supporting the various partner relationships established for PEP?
- b. From your perspective, did the partnership agreements as executed reveal functional gaps or reveal other problems relative to the agreements' intent? If so, why?
- c. Were there any situations where the partnership agreement did not anticipate or assign some function, yet one or more partners stepped up to meet that need (regardless of whether specified in agreement, or what the reason was for such gap – e.g. oversight, market not responding as easily as anticipated, or under-performance by another partner)? Please describe.

5. Quality Assurance: Program controls to ensure tight operations, accurate information, timely incentive payments, etc.

Introductory Question:

1. Were there any key functions of the program you were involved with where quality assurance needed more attention, either in planning or in operations, or where Quality Assurance was notably well-done?

Probe question:

- a. What program process quality assurance or contingency plans were considered and, where developed, did they achieve their intended purpose? (Probe by general function: Marketing, Administration, Information Management, Other.)

6. Overall Planning Effectiveness and Lessons Learned:

Introductory Question: (None – close section:) Let's summarize with a few closing questions on planning:

- a. Looking back, in what ways was the planning effort most successful? In what ways did this fall most short of expectations?
- b. What lessons were learned about the program planning effort that should be applied in future partnership efforts?

B. Marketing and Outreach:

Script: The second area of discussion covers the program's marketing and outreach, including underlying marketing strategy, marketing collateral developed (such as brochures), communications tactics and channels (means used) to communicate the program to prospective participants, and marketing collateral.

B. Briefly, how were you involved in marketing and outreach?

1. **Marketing and Outreach Strategy & Tactics:** *Overall approach to program communications, the ways program information was sent (the "channels" used) and related brochures, workshops and other program information produced for promoting PEP (collateral tactics).*

Introductory Questions:

1. How would you characterize the effectiveness of PEP's marketing strategies and tactics for the program elements with which you were involved – were they as effective as anticipated in the program plan, and why so?
2. For the program element(s) with which you were involved, please indicate the extent to which you agree with the following statements, where a 1="Strongly Agree" and a 5="Strongly Disagree":
 - a) Marketing and outreach were well-aligned with the PEP partnership strategy so that the target audience was widely reached through effective partner efforts (e.g., effectively used each partner's organizational strengths to carry out the tactics chosen)
 - b) The strategy and tactics resulted in information that was noticed (created awareness), was understood and believed by the intended audience
 - c) Marketing and outreach caused prospective participants to choose to participate because of the partnership strategy.
 - d) The strategy and tactics were cost-efficient (i.e., contributed to the program being cost-effective, done within budget).
3. Which tactics worked best, which were least effective, and why was that?

Probe questions:

- a. What were the main reason(s) for your rating of each of the success factors above?
- b. Were there other factors you think should be pointed out and, if so, what were they and why were they significant?
- c. Were either the marketing strategy or any tactics changed during the course of program implementation? If so, why was that done, what changes were made and did such changes improve marketing effectiveness?

2. Marketing Collateral Development: Brochures, news releases, sell sheets, media ads, on-site handouts including tip sheets and other materials – development.

Introductory Question:

1. On a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the adequacy of program marketing collateral, such as brochures, news releases, sell sheets, etc?
2. What are the main reasons for your rating – what problems arose, or particular successes achieved?

Probe questions:

- a. Was the form and appearance of marketing collateral appropriate to and understood by the various target audiences? Upon what do you base this opinion? If not, what would you say was not appropriate or understood? How might that be overcome?

- b. In general, were marketing materials (brochures, flyers, bill stuffers, sell sheets, new releases, other media content, etc.) produced on time and within budget? Were there any significant exceptions?
- c. Which marketing materials seemed to work best, which was least effective, and why?

3. Program Marketing Communications and Information Dissemination: *Use of local organizational networks, media, word-of-mouth and other means to reach prospective participants, establish program awareness and guide participation.*

Introductory Question:

1. On a scale of 1-5 (1="Very Successful" and 5="Very Unsuccessful") did the marketing outreach or channels used and associated program information dissemination work as successfully, overall, as the partnership had expected to achieve the desired outreach and build awareness? Why do you feel that way?
2. Was program information dissemination implemented according to planned marketing and outreach tactics? Were adaptations or revisions needed and, if so, why?

Probe questions:

- a. What marketing and outreach communications channels were used to raise awareness and facilitate participation (probe with list: media, community organizations, city agencies, word-of-mouth, etc.)?
- b. For program elements with which you were involved, was the type and level of marketing communications support by various partners adequate to accomplish the intended outreach and marketing effort? (*Further Probe:* Did the partnership strategy of using each partner's organizational strengths to maximize the effectiveness of program communications work effectively in your opinion? Why or why not?)

4. Overall Marketing and Outreach Effectiveness:

Introductory Question: *Summarize with the following questions:*

- a. Were there any other aspects of marketing and outreach not discussed so far that were successful or not, and why was that so? (This could include aspects of marketing and outreach related to individual partners that seemed to affect the success of the program positively or negatively.) If so, how did this affect the performance of any program elements? (*Further Probe:* Did each of the partners carry out their marketing and outreach responsibilities? If not, how you think this affected the delivery and performance of PEP?)
- b. Overall, on a scale of 1 to 5 (1="Very Successful" and 5="Very Unsuccessful") was the overall marketing effort successful relative to initial expectations?
- c. What lessons were learned about marketing and outreach that should be applied in future programs?

- d. In what ways do you think various program marketing communications channels and marketing information and materials could be improved in the future to more effectively reach key market segments important to the partnership?

C. Administration and Information Management: *Program participant intake processing, applications processing, back-office and on-site fulfillment, measure installation processes, program data management.*

Script: The third area of discussion covers the program’s administrative and information management operations. These include handling prospective participants’ inquiries, participant intake and applications processing, incentive processing, program tracking and tracking systems, etc.

C. How were you involved in PEP administration and information management?

1. Program Administration: *Processing prospective participants’ information inquiries, process to provide and take in program applications to prospective participants, incentive and program tracking forms processing, follow-up customer service request processing.*

Introductory Questions:

- 1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the administration functions of PEP in relation to your organization’s involvement with those functions? (If no direct involvement, probe with #2 and if still no information, go to C.2)
- 2. Were there difficulties with participant application processing and other “paperwork” problems that had to be addressed, or other program administration difficulties? Were there particular *successes* to note?

Probe questions:

- a. Was program intake processing (applications forms primarily but also interaction upstream of application forms and downstream scheduling of requested work) done according to plan and agreements?
- b. In your opinion, did PG&E and SFE receive the volume of customer service calls or program inquiries expected to handle, or more or less? Why was that, in your opinion?
- c. For program elements with which you were involved, was field work scheduled and accomplished according to agreed performance requirements? What was successful and what work did not meet expectations? Why so?
- d. Were incentives and other programmatic follow-up (including referrals to other available/applicable programs) fulfilled on time and within budget?

- e. What application processing, measure installation or other fulfillment issues arose, how were these handled?
 - f. For applicable other administrative functions, discuss the relative success of the partnership in facilitating those functions. What successes were achieved and where did the partnership not achieve the effectiveness initially anticipated in the program implementation plan?
 - g. What improvements might be recommended to improve fulfillment or other program administration processes?
2. **Information Management:** *Data processing for program applications, program participant tracking, program performance reporting, miscellaneous data queries to compile information for management and regulatory needs.*

Introductory Question:

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate information management for PEP, as it concerns program elements with which you were involved?
2. Were there significant data processing or other information management problems for program operations, or successes, and how were these addressed?

Probe questions:

- a. Were program data requirements adequately specified ahead of time so that significant changes in such requirements were not necessary? What data requirements concerns arose and how were they addressed?
- b. Again from your perspective, were there information systems deficiencies discovered once program elements were launched – which could have been avoided had information requirements been better specified up front? Can you cite any specific examples of data formats that were incompatible, for example, or where extensive programming was necessary to produce reports? How were such problems handled, and were they resolved in a workable manner that did not significantly impact fulfillment and other information management functions?
- c. Was there too much emphasis placed on the breadth or depth of data recording? i.e. Was more time and expense devoted to some aspects of information management at the expense of having sufficient staff or budget resources to conduct other program activities?
- d. Were statewide program information systems adequate for use with the PEP program enhancements undertaken? (*Further Probe:* Were potential problems with the data, databases and electronic extracts/reports anticipated and addressed in time to handle PEP program peculiarities?)
- e. Have information needs of various partners been met in accordance with the respective parties' expectations for having the type of information desired, turnaround time and data completeness?

3. Overall Administrative and Information Management Effectiveness:

Introductory Question: *None – summarize with the probe questions:*

- a. What lessons were learned that should be applied in future programs? In what ways do you think administration or information management could be improved in future such programs?
- b. What thoughts do you have regarding setting data specifications for future partnerships – how might that be done to save time and effort going forward?

D. Other Program Functions and Program Management; General Conclusions: *Miscellaneous program functions not covered already, management communications and oversight, overarching conclusions and lessons learned.*

Script: The last area of discussion covers the program’s management oversight and communications, miscellaneous other program functions that may be of interest, and your overall conclusions and lessons learned from PEP.

- D. How were you involved in **overall** PEP program management and other PEP program functions not already discussed that are notable?

1. Other Program Functions: *Any functions and associated issues not elsewhere addressed.*

Introductory Question:

- 2. Are there other program functions we’ve not yet discussed that you consider notable for any successes or problems? What were those and how were any problems resolved?

Probe questions:

- a. Was the technical content of services and information delivered to customers perceived by customers to be believable and relevant to their energy needs?
- b. Were there other program functions that were either particularly well-coordinated and operated by the partnership, or which were problematic? What were those and why were they successfully “partnered” or not?

2. Program Management Oversight and Communications: *Communications among partnership entities to coordinate program tactical operations and address strategy and policy issues. Discuss from the interviewee’s staff-level perspective*

Introductory Questions:

- 1. From your staff level perspective, did program management go as planned, or were there significant issues concerning oversight and management communications (within your organization or among the partnership’s organizations)?

2. Did PEP realize its partnership goals – summarize why or why not?
3. Did the partnership deliver more effective participation and better services to participants than if either PG&E or CCSF/SFE had run the program on their own – and why do you think this?
4. Did the partnership enhance relations among those involved in the partnership as related to your program responsibilities – in what ways?
5. Did the program efficiently use partner resources and time – how so?
6. Was there effective leadership of the partnership from your perspective, including the partnership organization and decision making structure set up – why or why not?
7. Were funding and political support adequate or not for the work you needed to do – how so?
8. What was the nature of the relations among the partnership entities with which you were involved – describe the relationship and whether you think it was good, indifferent or poor, and why so?
9. Overall, on a scale of 1 to 5 (1=“Very Satisfied” and 5=“Very Unsatisfied”) are you satisfied with the partnership formed for PEP as related to program elements with which you were involved?

Probe questions:

- a. From a program management perspective, were the partnership roles planned for PEP clearly set forth at the outset? Which roles seemed to fulfill the expectations set for them, and why so? Which roles fell short of expectations, and why was that? (This may revisit planning issues addressed in section A. – focus here on the operational outcome vis-à-vis the partnership roles.)
- b. Did the partners’ respective professional and technical capacities get used as planned – why or why not?
- c. Were open lines of communication established and maintained?
- d. Did you find it difficult to coordinate with any partners? If so, why and what attempts did you and they make to improve the coordination?
 - Did you feel you kept the various partners informed sufficiently and in a timely way? Did they keep you informed sufficiently and in a timely way? What might have been improved, and how so?
 - Did you feel you responded to questions from partners in a timely, sufficient way? Did they respond to your questions sufficiently and in a timely way? What might have been improved, and in what way?
- e. For issues that arose during the course of the program, were the negotiations of those issues conducted successfully?
- f. Were there situations or issues other than partner coordination, such as personnel/budget management, leadership, adequacy of funding, etc., where program management oversight and communications were problematic, either internally at CCSF/SFE or PG&E, or with any partners (e.g., not timely, not as effectively handled as could have been)? If so, how might they be improved?

- g. Were there situations where program management oversight and communications were particularly well-managed in addressing your or partners' needs and concerns?
- h. What lessons were learned regarding program management that should be kept in mind for future partnership programs like PEP?

3. General Conclusions: *Summary thoughts about the program and its partnerships.*

- a. Were there specific additional constituents or market segments you would have liked to reach that you were not able to? Why are they an important group to reach and why do you think you were unable to reach them ?
- b. In retrospect, do you think there could have been changes in the services offered, e.g. (greater or fewer), (simpler or more customized), etc.?
- c. What are the two or three aspects of the partnership(s), and PEP generally, which you would most want to improve in the future? Why are these the most important aspects for improvement?
- d. What were the most successful aspect of the partnership(s), and PEP generally, and what was it that made those aspects successful?
- e. What is your sense of the efficiency and cost-effectiveness of the partnership approach? For example, were there redundant program elements that could be better integrated, or any streamlining that could be done?
- f. Would you recommend different roles (larger or smaller role, different role responsibilities) for particular partners? Would you suggest involving different or additional other partners? If so, which ones would you add or subtract, and why?
- g. How might the program efforts inform other communities/cities and their local electric providers in developing successful partnerships to reduce power demand?

Thanks for your time and helpful insights!

21 questions on planning

20 questions on marketing & outreach

18 questions on Administration & info management

28 questions on other functions & program management

87 total questions possible

4. Community/City Agency/Business Organization Guide

Begins on next page.

SFPEP – Partnership Interviews

Interview Guide: Community/Agency/Association Version

3/14/05

Interview Guide Structure: This guide is derived from the revised interview framework document dated 3/14/05 and the PG&E and SFE round one guides. It focuses on the partnership effectiveness and program implementation effectiveness for various program functions performed by community organizations and key other (than SFE) CCSF departments. The interview is structured by program function because it provides a consistent structure for comparing the interview results across different partnership actors, as well as a consistent approach to the interviews themselves. Also, this approach encourages interviewees to focus on functional issues because personnel performance issues, both positive and negative, also may be in play. Such issues may have to be identified if significant enough, but addressing them is outside the scope of this evaluation.

Adapting the Guide to Interviewees and Their Organization: The guide is to be further adapted to the functional responsibilities of each person being interviewed. The adaptation will be done by the interviewer focusing most closely on functions the interviewee and their organization perform. This interview begins at the functional level for the program elements with which the organization is involved, though there may be strategic considerations that arise from the function focus of those interviews. Other functions and various partners that interact with the interviewee's function would also be noted and then discussed in terms of cross-functional insights the interviewee might help bring to light. The interview guide is then adapted accordingly.

Functions and program elements in which the interviewee is not involved will be so noted.

The italicized information in each section may be noted to the interviewee to help define for them the functions being covered in that part of the interview.

Basic script to begin the interview:

Hi, per our appointment, I'm here to discuss your experience with the Peak Energy Program. The purpose of the interview is twofold, reflecting two of the evaluation's primary goals. **First**, I'm looking for your feedback to **assess the effectiveness of the program's partnership with various entities**, including PG&E, SFE and other city agencies, community organizations and associations, and program delivery contractors involved with PEP. This feedback concerns the interaction you and your organization had with various of these partners in the course of your helping the Peak Energy Program.

Second, I seek your **thoughts and insights on the implementation effectiveness** for PEP's various program elements. Again, this would be from your perspective and the role you had in supporting PEP's development and operations.

To ensure confidentiality we will not identify any of your comments individually. Any references ascribing interview findings will be done at the organizational level.

As we work through the interview, keep in mind the following overarching questions:

1. What were your own initial expectations of the role you and your organization (department) would be to develop and run PEP, relative to other partners and staff – and how did your role in the partnership actually play out?
2. How were objectives and metrics established for the program functions in which you were involved – how was success measured?
3. To what extent were these role expectations and program objectives met or not, and why do you conclude that?
4. What insights or lessons were learned that would improve future partnership efforts for programs like PEP?

The interview covers four significant program function areas and their processes, including: 1) Program Planning and Development, 2) Marketing and Outreach, 3) Administration and Information Management and 4) Program Management and Other Functions. We will focus on those functions with which you and your organization were most involved. Because there may be other functions with which you interact, however, we also will touch briefly on all the major program functions in case you have any thoughts about those functions from your perspective and experience helping PEP. We'll cover each topic by asking a few generalized questions about that topic, to see if you have anything you consider important to discuss about the topic. Where you have something to discuss, we'll probe the issues and your thoughts through more detailed questions. If you have no significant thoughts about a particular program function, we'll go on to the next area.

Date of Interview: _____

Interviewee Name and Title: _____

PEP Program Element with which the organization was involved:

Primary Program Function or Process Performed for PEP (primary interview focus):

Script: OK, with this information we can focus our discussion around your function and those with which it interacts. We'll start with Program Planning

A. Program Planning and Development: *Program conceptualization, strategy development, coordination with statewide programs per changes and enhancements for PEP, establish program operating structures, develop operating tactics.* **Focus:** Other CCSF departments, community organizations and associations.

Script: The purpose of discussing PEP planning is to identify if important issues were successfully anticipated or not.

A. Briefly, how were you involved in planning and developing PEP relative to your involvement with the program? (If not involved, note and go to section B, Marketing and Outreach)

1. Program Planning – General Content

1. Overall on a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful) how successful was the PEP program planning effort as related to the program involvement your organization had? What are your main reasons for your rating?
2. What thoughts do you have about the plan for how your organization was to be involved with PEP? What did you like or dislike about the plan? (Probe for community organizations:) From your organization’s perspective, did PEP provide products and services appropriate to your constituents, or were there other products or services that should have been included in program plans for you to deliver?
3. If there were any problems in planning your organization’s involvement, how were those resolved? were those and how were any such planning issues resolved?
4. (For community organizations) In retrospect, was it an opportune time for your organization to get involved with a program like PEP and its partnership approach – why or why not?

2. Program Planning Roles: *The role the organization played in planning PEP – not their program implementation role, which will be addressed later .*

Introductory Question:

1. Was the role you and your organization played in planning PEP adequate in your mind, or not? (If no role and no particular thoughts, skip to A.3)

Probe questions:

- a. What challenges did you face in planning your organization’s contribution to PEP, and how were those addressed? For example, was your organization’s ability to fulfill its role limited by inadequate budget, too few staff or insufficient time?
- b. What was the outcome and what lessons were learned from addressing these challenges - would you say you and your organization’s role in planning PEP was effective? Why or why not?
- c. For your organization in relation to other partners (SFE and PG&E in particular, but others as well with whom your organization was involved for PEP), was there sufficient commitment by each partner, in your mind – why or why not?

3. Statewide Coordination: *Coordination of PEP program element plans with statewide programs being modified and enhanced for San Francisco dual-peak resource purposes, including program structure and measures, marketing and administration.*

Introductory Questions:

1. (All **EXCEPT** CCSF staff) During the time that SFPEP has operated, have you or your organization been involved with any PG&E or other energy conservation programs in SF OTHER than PEP? (If not, go to A.4.If yes, go to 2.)
 2. Were there any major difficulties or confusion between PEP and those other programs and, if so, what was your experience dealing with the variety of programs?
5. **Partnership Agreements:** *Issues, successes and failures of various **formal and informal agreements** to assist with program marketing and operations. Focus is on whatever agreements were put in place and the expectations these established for subsequent operations – **actual operational issues will be discussed later in the interview.** (Important to stress to interviewee the distinction here between 2 bolded phrases. Also, since you ask about roles below, important to distinguish what you want to address here in “roles”, versus in section 2 above on “planning roles”).*

Introductory Questions:

1. What thoughts come to mind when you think about the partnership **agreement itself** that your organization formed with SFE and PG&E to help promote PEP? (Emphasis on just the agreement itself. If none, go to #5 below and ask the rating question.)
2. Why was the PEP partnership formed between your organization and SFE/PG&E – were there other reasons than the basic energy resource needs, and how did those influence the PEP planning effort and the partnership with your organization?
3. What were expectations of the program implementation role your organization as a supporting partner was to play, as you understand it?
4. In your opinion, did the agreement’s allocation of responsibilities play to each stakeholder’s strengths? Why or why not?
5. For each organization that had a partnership agreement of some kind, whether formal or informal, could you please rate your satisfaction with the partnership agreement itself (**NOTE:** emphasis of this rating is just the partner agreement that was made, not the overall planning effort satisfaction that is already covered above, or the partnership operation or partner relations, which are to be rated later in the interview) as it concerns the expectations you had of it, on a scale of 1 to 5 with 1=“Very Satisfied” and 5=“Very Unsatisfied.” If rating >3, ask: Specifically, what dissatisfied you? If rating <3, ask: Specifically, what satisfied you?

Probe questions:

- a. Do you think that each partner fully understood the partnership agreements’ ground rules and the roles for each partner? How successful would you say the agreement was with each partner as it concerned your organization’s role in PEP?

(Further Probe: Those for which we do not already have documentation: Could you briefly describe the nature of these agreements? Can we obtain any documentation you might have regarding these agreements?)

- b. In what ways might future partner agreements with organizations like yours be improved?

5. Quality Assurance: Program controls to ensure tight operations, accurate information, timely incentive payments, etc.

Introductory Questions:

1. On a scale of 1 to 5 (1=Perfectly addressed and 5=Not at all addressed), how well do you think the program addressed quality assurance in the various program functions as related to your organization's involvement with PEP? [NOTE: Question asks if QA was considered in planning and was it utilized, where planned?]
2. (If other than perfect:) What were some key areas where quality assurance needed more attention?

6. Overall Planning Effectiveness and Lessons Learned:

Introductory Questions: Let's summarize with a few closing questions on planning:

- a. Looking back, in what ways was the planning effort for PEP most successful or fell most short of expectations as related to your organization's involvement?
- b. What aspects of the program – marketing, administration, information management or other program functions – were most difficult for your organization to plan for relative to its role in PEP? Why was that?
- c. What lessons were learned about the planning effort that should be applied in future partnership efforts with organizations like yours?

B. Marketing and Outreach:

Script: The second area of discussion covers the program's marketing and outreach, including underlying marketing strategy and tactics, brochures, ads or other marketing collateral developed, and the methods or channels used to communicate the program to prospective participants.

B. Briefly, how was your organization involved in PEP marketing and outreach?

1. Marketing and Outreach Strategy & Tactics: Overall approach to program communications, the ways program information was sent (the "channels" used) and related brochures, workshops and other program information produced for promoting PEP (collateral tactics).

Introductory Questions:

1. How would you characterize the effectiveness of PEP's marketing strategies and tactics in relation to your organization's involvement – were they as effective as anticipated by the program plan, and why so?
2. Which marketing and outreach tactics that your organization was involved with worked best, which were least effective, and why was that?

Probe questions:

- a. Were there other factors you think should be pointed out about marketing strategy and tactics as related to your organization's involvement and, if so, what were they and why were they significant?
- b. Was either the marketing strategy or any tactics changed during the course of program implementation that affected how your organization supported PEP? If so, why was that done, what changes were made and did such changes improve PEP's marketing effectiveness?

2. Marketing Collateral Development: Brochures, news releases, sell sheets, media ads, on-site handouts including tip sheets and other materials – development issues.

Introductory Questions:

1. On a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the development of program marketing collateral, such as brochures, news releases, sell sheets, etc. that your organization utilized?
2. What are the main reasons for your rating – what problems arose, or particular successes achieved?

Probe questions:

- a. Was the form and appearance of marketing collateral appropriate to and understood by the various target audiences? Upon what do you base this opinion? If not, what would you say was not appropriate or understood? How might that be overcome?
- b. Which marketing materials seemed to work best, which were least effective, and why?

3. Program Marketing Communications and Information Dissemination: Use of local organizational networks, media, word-of-mouth and other means to reach prospective participants, establish program awareness and guide participation.

Introductory Question:

1. On a scale of 1-5 (1="Very Successful" and 5="Very Unsuccessful") and thinking about your organization's needs for promoting PEP, did the marketing channels or approaches used and associated program information dissemination work as successfully as the partnership had expected to achieve the desired outreach and build awareness? Why do you feel that way?

Probe questions:

- a. How did your organization help promote PEP? What marketing and outreach approaches did you use (mailings, bill inserts, community organization meetings, word-of-mouth, etc.)?
- b. Did program information get disseminated as planned, relative to your organization's involvement with PEP? Were adaptations or revisions needed and, if so, why?
- c. Was the type and level of marketing communications support by SFE and PG&E adequate to accomplish the intended outreach and marketing your organization undertook? (*Further Probe: Did the partnership strategy of using each partner's organizational strengths to maximize the effectiveness of program communications work effectively in your opinion? Why or why not?*)

4. Overall Marketing and Outreach Effectiveness:

Introductory Question: *Summarize with the probe questions:*

- a. Were there any other aspects of marketing and outreach not discussed so far that were successful or not from your organization's perspective, and why was that so? If so, how did this affect your performance in helping promote PEP?
- b. Overall, on a scale of 1 to 5 (1="Very Successful" and 5="Very Unsuccessful") was the overall marketing effort successful relative to initial expectations?
- c. What lessons were learned about marketing and outreach that should be applied in future programs with respect to how organizations like yours can best help?
- d. In what ways do you think various program marketing communications channels and marketing information and materials can be most effectively used in the future to reach key market segments important to your organization as a partner?

C. Administration and Information Management: *Program participant intake and applications processing, on-site service fulfillment (energy audits, measure installation etc.) and program data management.*

Script: The third area of discussion covers the program's administrative and information management operations. These include handling prospective participants' inquiries, participant intake and applications processing, incentive processing, program tracking and tracking systems, etc. We are looking for your thoughts about the program's administrative, operational and information management processes as they affected your organization's work supporting PEP.

C. How were you or your organization involved in PEP administration and information management?

1. **Program Administration:** *Processing program information inquiries, processing participant application forms, incentive processing, handling follow-up customer information and service requests.*

Introductory Question:

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the administration functions of PEP in relation to your organization's involvement with those functions? (If no direct involvement, probe with #2 and if still no information, go to C.2)
2. Were there difficulties with participant application processing and other "paperwork" problems that had to be addressed, or other program administration difficulties? Were there particular *successes* to note?

Probe questions:

- a. Was program intake processing, for program participants with which your organization helped, done according to plan and agreements (application forms primarily, but also interaction upstream of application forms and downstream scheduling of requested work)? Were there any difficulties with program administration from your perspective, and if so, how were those difficulties resolved? Were there any aspects of administration that you feel were exemplary? If so, which?
 - b. Were various programmatic follow-up needs, such as processing program applications, referrals to other available/applicable programs, etc., fulfilled satisfactorily?
 - c. What fulfillment process problems arose and how were these handled? (Again, discuss Commercial Turnkey Services fulfillment separately from PG&E fulfillment.)
 - d. What program administration improvements if any would you recommend that would make it easier for your organization to support PEP or other such programs in the future?
2. **Information Management:** *Data processing for program applications, program participant tracking, program performance reporting, miscellaneous data queries to compile information for management and regulatory needs.*

Introductory Question:

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate information management for PEP as related to your organization's information needs?
2. Were there significant data processing or other information management problems for program operations that affected your organization's effectiveness in supporting PEP? Successes?

Probe questions:

- a. For your organization did any information management concerns arise during PEP, and how were those issues addressed (successfully resolved or not, and why)?
- b. Related to your organization's role supporting PEP, what lessons were learned regarding information management?

3. Overall Administrative and Information Management Effectiveness:

Introductory Question: *None – summarize with the probe questions:*

- a. Do you have any final thoughts on how administration or information management could be improved in future such programs?

D. Other Program Functions and Program Management; General Conclusions: *Miscellaneous program functions not covered already, management communications and oversight, overarching conclusions and lessons learned.*

Script: The last area of discussion covers the program’s management oversight and communications, miscellaneous other program functions that may be of interest, and your overall conclusions and lessons learned from PEP.

- D. How were you and your organization involved in important overall PEP program management and other functions that have not already been discussed?

1. Other Program Functions: *Any functions and associated issues not elsewhere addressed.*

Introductory Question:

1. Are there other program functions we’ve not yet discussed that you consider notable for any successes or problems? What were those and how were any problems resolved?

2. Program Management Oversight and Communications: *Communications among partnership entities to coordinate program tactical operations and address strategy and policy issues.*

Introductory Questions:

1. Did program management go as planned in relation to your organization’s involvement, or were there significant issues concerning management oversight, including management communications?
2. As your organization sees it, did the PEP partnership enhance or detract from relations among those involved in the partnership, and if so in what ways?
3. Did the partnership efficiently use your organization’s resources and time – how so?
4. Were funding and political support adequate or not for your organization’s involvement – how so? [NOTE: question is only about adequacy to THEIR organization, not overall]
5. Overall, on a scale of 1 to 5 (1=“Very Satisfied” and 5=“Very Unsatisfied”) are you satisfied with your organization’s role in the SF PEP partnership?

Probe questions:

- a. Looking back, did the role your organization actually play in PEP reflect the plan you had for being involved? What worked about that role and what didn’t, and why was that? (This may

revisit planning issues addressed in section A. – focus here on the operational outcome vis-à-vis the partnership roles.)

- b. Were open lines of communication established and maintained?
- c. Was there effective leadership of the partnership, including the partnership organization and decision making structure set up – why or why not?
- d. Did you find it particularly easy or difficult to coordinate with any other entities involved in the program? If there was any difficulty, why and what attempts did you and they make to improve the coordination?
- e. Were there situations or other than partner coordination, such as personnel/budget management, leadership, adequacy of funding, etc., where program management was problematic (e.g., not timely, not as effectively handled as could have been)? If so, how might they be improved?
- f. Were there situations where program management was particularly effective in addressing your organization’s needs and concerns?
- g. What lessons were learned regarding program communications among partners that should be kept in mind for future programs?

3. General Conclusions: *Summary thoughts about the program and its partnerships.*

- a. (For Community organizations) Were there specific additional constituents of your organization whom you would have liked the program to reach? Why are they an important group to reach and why do you think you were unable to reach them ?
- b. What are the two or three aspects of the partnership(s), and PEP generally, which you would most want to improve in future program situations involving organizations like yours? Why are these the most important aspects for improvement?
- c. What were the most successful aspect of the partnership(s), and PEP generally, and what was it that made those aspects successful?
- d. Would you recommend different roles (larger or smaller role, different role responsibilities) for your organization, if PEP or similar programs are offered in the future? Would you recommend different roles for any of the other SF PEP partners?, Would you suggest involving different or additional other partners? If so, which ones would you add or subtract, and why?

Thanks for your time and helpful insights!

23 questions on planning
17 questions on marketing & outreach
12 questions on Administration & info management
18 questions on other functions & program management
60 total questions possible

5. Delivery Contractor Guide

Begins on next page.

SFPEP – Partnership Interviews

Interview Guide: Delivery Contractors

3/14/05

Interview Guide Structure: This guide is derived from the revised general framework document dated 3/1/05, the round one interview guides and the results of the round one interviews, and research team review through 3/14/05. It focuses on the partnership effectiveness and program implementation effectiveness for various program functions performed by delivery contractors involved with PEP. The interview is structured by program function because it provides a consistent structure for comparing the interview results across different partnership actors, as well as a consistent approach to the interviews themselves. Also, this approach encourages interviewees to focus on functional issues because personnel performance issues, both positive and negative, also may be in play. Such issues may have to be identified if significant enough, but addressing them is outside the scope of this evaluation.

Adapting the Guide to Delivery Contractor Interviewees: The guide is to be further adapted to the program element and associated program functional responsibilities of each person being interviewed. The adaptation will be done by the interviewer focusing most closely on functions the interviewee and their organization perform. This round-two interview begins at the functional level for the program elements serviced by the contractor, though there may be strategic considerations that arise from the function focus of those interviews. Other functions and various partners that interact with the interviewee's function would also be noted and then discussed in terms of cross-functional insights the interviewee might help bring to light. The interview guide is then adapted accordingly.

Functions and program elements in which the interviewee is not involved will be so noted.

The italicized information in each section is to be read to the interviewee to help define the functions being covered in that part of the interview.

Basic script to begin the interview:

Hi, per our appointment, I'm here to discuss your experience with the Peak Energy Program as a delivery contractor. In particular, the purpose of the interview is twofold, reflecting two of the evaluation's primary goals. **First**, I'm looking for your feedback to **assess the effectiveness of the program's partnership with various entities**, including PG&E, SFE, community organizations and associations, and you as a program delivery contractor involved with PEP. This feedback concerns whatever interaction you may have had with other partners (and their staff) in carrying out your program responsibilities, or where your program function either affects or is affected by the nature of the partnership situation.

Second, I seek your **thoughts and insights on the implementation effectiveness** for PEP's various program elements as related to services you provided to PEP.

To ensure confidentiality we will not identify any of your comments individually. Any references ascribing interview findings will be done at the organizational level.

As we work through the interview, keep in mind the following overarching questions:

1. Considering that delivery contractors are in effect partners in program delivery, what were your own and your organization's initial expectations of the role you would play in PEP operations, relative to other partners like PG&E, SFE, community organizations involved with PEP, etc. – and how did your partnership role actually play out?
2. How were objectives and metrics established for the program field services functions in which you were involved?
3. To what extent were these expectations met or not, and why do you conclude that?
4. What insights or lessons were learned that would improve specific partnership functions in future program efforts?

The interview covers four broad program function areas and their processes associated with planning, developing and operating the Peak Energy Program. These include: 1) Program Planning and Development, 2) Marketing and Outreach, 3) Administration and Information Management and 4) Program Management and Other Functions. We will focus on the program functions with which you and your organization have been most involved, emphasizing program service delivery functions you performed. Because there may be other functions with which you interact, however, we also will briefly touch across all the major program functions in case you have any thoughts about interactions with those functions. We'll cover each topic by asking a few generalized questions about that topic, to see if you have anything you consider important to discuss about the topic. Where you have something to discuss, we'll probe the issues and your thoughts through more detailed questions. If you have no significant thoughts about a particular program function, we'll go on to the next area.

Date of Interview: _____

Interviewee Name, Organization and Title: _____

PEP Program Element Serviced by the Contractor: _____

Primary Program Function or Process Performed for PEP (primary interview focus -):

Script: OK, with this information we can focus our discussion around your function and those with which it interacts. We'll start with Program Planning.

A. Program Planning and Development: *Program conceptualization, strategy development, coordination with statewide programs per changes and enhancements for PEP including underlying resource strategies and various program functions including marketing/outreach, administration, etc., establish program operating structures, develop operating tactics.*

Script: The purpose of discussing PEP planning is to identify if important issues were successfully anticipated or not as related to the services you provided to PEP.

A. Briefly, how were you involved in planning and developing PEP relative to the delivery services you provided and relative to similar statewide programs (or, for SFE delivery staff, also relative to SFE's PEP planning efforts)? (If not involved, note and go to section B, Marketing and Outreach)

1. Program Planning - Major Planning Issues

1. Overall on a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful) how successful was PEP program planning as it concerns the services you provide? What are your main reasons for your rating?
2. What were the most significant planning concerns or issues you had going into the program in relation to the services you provide?
3. From your delivery contracting perspective, was the selection of products and services offered in the partnership logical, in hindsight, or were there other products or services that should have been included in program plans for you to deliver?
4. Did you see any positive or negative effects from the regulatory process as it concerns your services – (i.e. program filings, timing of regulatory processes, intervenor comments, etc.) that either helped or hindered the final program plan for the services you provide?
5. From your delivery contractor perspective, did the various PEP program elements complement one another? (List: Residential Case Studies, Energy Audits, Codes and Standards, and Emerging Technologies, Single Family Direct Install, Multifamily Rebates, Cash Rebates for Business, Standard Performance Contracting and Commercial Turnkey Services for Small Business) Why or why not?

2. Program Planning Roles: Role played by the contractor in planning PEP.

Introductory Question:

1. What thoughts do you have about the role you and your organization played in planning PEP? (If no particular thoughts, skip to A.3)

Probe questions:

- a. With what part of PEP planning were you yourself directly involved?
- b. What challenges did your organization face in planning the PEP element(s) which you service, and how were those addressed? For example, were there challenges with budget, staff or time?
- c. What was the outcome and what lessons were learned from addressing these challenges - would you say your role in planning PEP was effective? Why or why not?

3. **Statewide Coordination:** *Coordination of PEP program element plans with statewide programs being modified and enhanced for San Francisco dual-peak resource purposes, including program structure and measures, marketing and administration. Address from the delivery contractor perspective.*

Introductory Questions:

1. Were you involved in BOTH the delivery of SFPEP efficiency program services AS WELL AS statewide efficiency program services?
2. Were there significant problems in coordinating PEP with existing statewide programs and, if so, what was your experience with those (discuss by program element the contractor is involved with)?
3. What specific planning efforts that you know of were undertaken to ensure the service delivery aspects of PEP program element(s) that you were involved with would be effectively coordinated with the statewide programs (in particular: marketing and outreach tactics, participation fulfillment processes – paperwork, etc. – incentive structures and payment processes, and information management.)
4. In retrospect, did the partnership and program plan successfully anticipate potential delivery services problems with differences between PEP and statewide programs, including how to overcome such problems? (**NOTE:** Consider this *planning* question separately from the associated *operational* questions asked about marketing/outreach, administration and information management. Operational issues are to be discussed in sections B and C below.)

Probe questions:

- a. How were you and your organization involved with coordinating PEP’s design with related statewide programs? What was the general nature of the coordination involvement you had?
 - b. From a delivery contractor perspective, why was the decision made to piggyback on the statewide programs, where that was done? (**NOTE:** Skip for the Commercial Turnkey Services program element for which SFE was delivery “contractor”– was not piggybacked)
 - c. Did you encounter major difficulties coordinating PEP’s functional requirements with those of existing statewide programs being adapted for PEP, where you provide services to both? How were those problems solved?
6. **Partnership Agreements:** *Issues, successes and failures of various **formal and informal agreements** to assist with program marketing and operations. Focus is on whatever agreements were put in place and the expectations these established for subsequent operations – **actual operational issues will be discussed later in the interview.** (Important to stress to interviewee the distinction here between 2 bolded phrases.)*

Introductory Questions:

1. As a delivery contractor, what significant problems and successes come to mind when you think about the partnerships formed for PEP and the associated partnership agreements, including not only PG&E but other city agencies, community organizations and associations?
2. How was your role in SF PEP decided?
3. Please rate your delivery services contract or partnership agreement (not the partnership operation or partner relations, which are covered later in the interview) as it concerns the

expectations you had of it and as it applies to PEP, on a scale of 1 to 5 with 1="Very Satisfied" and 5="Very Dissatisfied." If rating <3, ask: Specifically, which areas you were satisfied with? If rating >3, ask: Specifically, which areas were you dissatisfied with?

Probe questions:

- a. In your delivery services contract or partnership agreements, were your program functions specified so that various program partners clearly understood what those functions would be and how they would be used?
- b. As they concern your services, did the contract or partnership agreements as executed reveal functional gaps or reveal other problems relative to the agreements' intent? If so, why?
- c. In what ways might future delivery services agreements be improved?

5. Quality Assurance: Program controls to ensure tight operations, accurate information, timely incentive payments, etc.

Introductory Questions:

1. On a scale of 1 to 5 (1=Perfectly addressed and 5=Not at all addressed), how well do you think the program design and execution addressed quality assurance in the various program functions with which you involved or interacted?
2. (If other than perfect:) What were some key areas where quality assurance needed more attention?

Probe question:

- a. Were other program process quality assurance or contingency plans considered and, where developed, did they achieve their intended purpose? (NOTE: probe by general function: Marketing, Administration, Information Management, Other.)

6. Overall Planning Effectiveness and Lessons Learned:

Introductory Questions: (None – close section:) Let's summarize with a few closing questions on planning:

- a. Looking back, from your perspective in what ways was the planning effort most successful or fell most short of expectations?
- b. What lessons concerning program delivery services such as those you provided were learned about the planning effort and should be applied in future partnership efforts?

B. Marketing and Outreach: *Program communications strategies and tactics.*

Script: The second area of discussion covers the program's marketing and outreach, including underlying marketing strategy and tactics, brochures, ads and other marketing collateral developed, and the methods or channels used to communicate the program to

prospective participants. We're looking for your thoughts about how marketing and outreach affected your ability to perform your services successfully, including meeting any goals that may have been set for the program and your organization.

B. Briefly, how were you involved in marketing and outreach? (**NOTE:** If not at all, briefly review interviewee's thoughts on how marketing and outreach affected their ability to provide services to meet program goals – especially sections B.2 and B.4.)

1. Marketing and Outreach Strategy & Tactics: *Overall approach to program communications, the ways program information was sent (the “ channels” used) and related brochures, workshops and other program information produced for promoting PEP (collateral tactics).*

Introductory Question:

1. How would you characterize the effectiveness of PEP's marketing strategies and tactics as they affected the services you provided to PEP – were they as effective as anticipated in the program plan, and why so?
2. What is your opinion about which tactics worked best, which were least effective, and why so?

Probe questions:

- a. How well-founded were the marketing strategies and tactics given the target audience and the kinds of energy efficiency actions the program was trying to stimulate?
- b. Were there other factors you think should be pointed out concerning aspects of marketing strategy and tactics that you think were particularly noteworthy (good or bad)? If so, what were they and why were they significant?
- c. Were either the marketing strategy or any tactics changed during the course of program implementation such that your service delivery was significantly affected?

2. Marketing Collateral Development: *Brochures, news releases, sell sheets, media ads, on-site handouts including tip sheets and other materials – development issues.*

Introductory Question:

1. On a scale of 1 to 5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the development of program marketing collateral, such as brochures, news releases, sell sheets, etc, relative to the services you provided to PEP?
2. What are the main reasons for your rating – what problems arose, or particular successes achieved?

Probe question:

- a. In terms of the services you provided, which marketing materials seemed to work best, which were least effective, and why?
- b. Did customers understand whatever educational or promotional program materials produced by PEP for you to provide to them?

3. Program Marketing Communications and Information Dissemination: *Use of local organizational networks, media, word-of-mouth and other means to reach prospective participants, establish program awareness and guide participation.*

Introductory Question:

1. On a scale of 1-5 (1="Very Successful" and 5="Very Unsuccessful") did the marketing methods used and associated program information dissemination work as successfully, overall, as had been expected to achieve the desired outreach and build awareness for your services? Why do you feel that way?

Probe questions:

- a. Did your organization help promote PEP in any way? (**NOTE:** don't ask of SFE staff – already know the answer.) What marketing and outreach communications approaches or channels did you use to raise awareness and facilitate participation (probe with list: media, community organizations, city agencies, word-of-mouth, etc.)?
- b. Was the type and level of marketing communications support by each partner adequate to accomplish the intended outreach and marketing, such that you were able to generate enough business for your services? Why or why not?

4. Overall Marketing and Outreach Effectiveness:

Introductory Question: *None – summarize with the probe questions:*

- a. Were there any other aspects of marketing and outreach not discussed so far that were successful or not from your perspective, and why was that so? If so, how did this affect your performance delivering services for any program elements?
- b. Overall, on a scale of 1 to 5 (1="Very Successful" and 5="Very Unsuccessful") was the overall marketing effort successful relative to initial expectations?
- c. What lessons were learned about marketing and outreach that should be applied in future programs, relative to the services you provide?

C. Administration and Information Management: *Program participant intake processing, applications processing, back-office and on-site fulfillment, measure installation processes, program data management.*

Script: The third area of discussion covers the program’s administrative and information management operations. These include handling prospective participants’ inquiries, participant intake and applications processing, incentive processing, program tracking and tracking systems, etc. We are looking for your thoughts about the program’s administrative, operational and information management processes as they affected your service delivery work.

C. How were you involved in PEP administration, speaking as a delivery contractor fulfilling customers’ applications to install measures or other services you provided?

1. Program Intake Processing and Other Administrative Operations: Processing prospective participants’ information inquiries, process to provide and take in program applications to prospective participants, incentive and program tracking forms processing, follow-up customer service request processing.

Introductory Question:

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate the administration functions of PEP in relation to your organization’s involvement with those functions? (If no direct involvement, probe with #2 and if still no information, go to C.2)
2. As a delivery service provider, were there difficulties with participant application processing and other “paperwork” processes that had to be addressed, or other program administration difficulties? Were there particular *successes* to note?

Probe questions:

- a. Did you receive program service orders according to plan and agreements?
- b. Was field work that you performed scheduled and accomplished according to agreed performance requirements? What was successful and what work did not meet expectations? Why so? (Discuss Commercial Turnkey Services relative to it being handled out of SFE’s offices, including program logistics relative to statewide audit program if concerns or successes there.)
- c. Did you need to perform significant customer service follow-up (including quality assurance inspections, referrals to other available/applicable programs, etc.) for the services you provided? Were there any problems associated with doing that, and how were they handled?
- d. What other service fulfillment problems arose, and how were these handled? (**NOTE:** For SFE, discuss CTS fulfillment separately from other contractors’ fulfillment.)
- e. What improvements might be recommended to improve fulfillment or other program administration processes relative to your services to the program?

2. **Information Management:** *Data processing for program applications, program participant tracking, program performance reporting, miscellaneous data queries to compile information for management and regulatory needs.*

Introductory Questions:

1. On a scale of 1-5 (1=Very Successful, 5=Very Unsuccessful), how would you rate information management for PEP as it concerned the data you needed to deliver your services?
2. Could you also rate information management regarding any data you were to provide to PEP?
3. Were there significant data processing or other information management problems for program operations, from your perspective as a delivery contractor? Successes?

Probe questions:

- a. Were program data requirements (either what you needed to deliver your services or what PEP needed from you) adequately specified ahead of time so that significant changes in such requirements were not necessary? What data requirements concerns arose and how were they addressed?
- b. Were there any information systems deficiencies discovered once program elements were launched? Could these have been avoided had information requirements been better specified up front or were they something that was unforeseeable? How were such problems handled, and were they resolved in a workable manner that did not significantly impact fulfillment and other information management functions?
- c. (For those also providing statewide program services) Were statewide program information systems adequate for use with the PEP program enhancements undertaken, as applicable to your services? (*Further Probe: Were potential problems with the data, databases and electronic extracts/reports anticipated and addressed in time to handle PEP program peculiarities?*)
- d. What lessons are there from PEP regarding information management for service delivery contractors like you?

3. **Overall Administrative and Information Management Effectiveness:**

Introductory Question: *None – summarize with the probe questions:*

- a. What lessons from the PEP experience should be applied in future programs? (only ask if person not responding: In what ways do you think administration or information management could be improved in future such programs, so that delivery contractors like you can do your job most effectively?)

D. Other Program Functions and Program Management; General Conclusions: *Miscellaneous program functions not covered already, management communications and oversight, overarching conclusions and lessons learned.*

Script: The last area of discussion covers your views about the program’s management oversight and communications, miscellaneous other program functions that may be of interest, and your overall conclusions and lessons learned from PEP.

- D. How were you and your organization involved in overall PEP program management and other PEP program functions not already discussed that are notable? (**NOTE:** SFE staff ask only about the individual’s involvement – we know the organizational level answer.)

1. Other Program Functions: *Any functions and associated issues not elsewhere addressed.*

Introductory Question:

1. Are there other program functions we’ve not yet discussed that you consider notable for any successes or problems? What were those and how were any problems resolved?

Probe questions:

- a. (For SFE staff) Please identify and discuss significant problems and successes in operating the Commercial Turnkey Services for Small Business program element. (**NOTE:** Topics may include any of the functions covered previously, but also CTS field operations not otherwise associated with previously discussed functions.)
- b. From your perspective, was the technical content of services and information delivered to customers perceived by customers to be believable and relevant to their energy needs? What might be improved, and how so?
- c. Were there other areas in which you interacted with Program partners, or with customers, that were either particularly well-coordinated and operated by the partnership, or which were problematic? What were those and why were they successfully “partnered” or not?

2. Program Management Oversight and Communications: *Communications among partnership entities to coordinate program tactical operations and address strategy and policy issues.*

Introductory Questions:

1. As a delivery service contractor, did program management go as planned, or were there significant problems or notable successes concerning oversight and management communications (within your organization or among the partnership’s organizations)?
2. As a service provider, did the partnership appear to enhance or detract from relations among those involved in the partnership – in what ways?
3. Were funding and political support for the entire program, and specifically for your services, adequate or not – how so?
4. Did your professional and technical capacities get used as planned – why or why not?
5. Overall, on a scale of 1 to 5 (1=“Very Satisfied” and 5=“Very Unsatisfied”) are you satisfied with the partnership formed for PEP as it relates to the services you provide?

Probe questions:

- a. Were open lines of communication established and maintained?
- b. Did you find it difficult to coordinate with any program entities? If so, why and what attempts did you and they make to improve the coordination?
- c. Were service delivery problems that arose during the course of the program negotiated and resolved successfully?
- d. Were there situations where program management was particularly effective in addressing your needs and concerns?
- e. What management and communications lessons concerning delivery services for partnership programs like PEP should be kept in mind for future programs?

3. General Conclusions: *Summary thoughts about the program and its partnerships, particularly as they apply to delivery service contractors.*

- a. What are the two or three service delivery-related aspects of PEP that you would most want to improve in the future? Why are these the most important aspects for improvement?
- b. As a delivery service contractor, what were the most successful aspect of the partnership, and PEP generally, and what was it that made those aspects successful?
- c. How might the program efforts inform other communities/cities and their local electric providers in developing successful delivery services partnerships?

Thanks for your time and helpful insights!

A. List of interviewees

For the partnership interviews, the following organizations and their staff representatives were interviewed.

1. PG&E: Joanne Cromosini, PEP Program Manager for PG&E
2. PG&E: David Hickman, Manager of Partnership Programs
3. PG&E: Helen Fiscaro, Senior Program Manager, Multifamily Programs
4. PG&E: Albert Chiu, Program Manager (residential)
5. PG&E: Kathy Burney, Project Manager, Express Efficiency
6. SFE: Cal Broomhead, Energy Programs Manager
7. SFE: Ann Kelly, Senior Energy Specialist
8. SFE: Alena Gilchrist, Environmental Specialist
9. SFE: Renee Fernandez, Senior Environmental Specialist
10. Building Owners & Managers Association (BOMA): Ken Cleaveland, Director of Governmental Affairs
11. Charity Cultural Services Center: Ivy Wan
12. City/County of San Francisco (CCSF): Laurence Kornfield, Chief Building Inspector
13. San Francisco Public Utilities Commission: Dana Haasz, Water
14. Alfred Williams Consultancy: Al Williams, consultant (workshops facilitator)
15. Pier 39: Kathy Paver, Marketing, and Joe Smith, Maintenance
16. One Stop: Cedric Johnson, Coordinator
17. Network for Elders: Betty Williams, Coordinator
18. American Synergy (direct install contractor): Jim Amos, General Manager
19. EMCOR (SPC delivery contractor quality control): Curtiss Schmitt

B. Participant Surveys

1. Business Survey

Begins on next page.

Survey Materials

Questionnaire

Summit Blue / San Francisco Peak Energy Program

SFPEP – Participant Surveys

Business Telephone Survey Instrument: Cash Rebates for Business, Standard Performance Contracting and Commercial Turnkey Services

SEA 04-180-3

Interviewer Instructions

Sample unit is a facility at a given service address – NOT an entity or individual. Thus, survey cases are to be drawn on a facility/service address basis. There may be more than one facility per customer entity and also one prospective interviewee may be identified as the contact for more than one facility. To avoid respondent alienation, if the sample draw picks two or more facilities at different service addresses of the same entity or individual contact person, use the FIRST instance drawn and replace the remaining draw(s) with other facilities (and associated entities and individuals).

Call is to be placed to end customer contact people – not contractors or other “proxy” respondents. Ask to speak to the individual named in the customer contact information obtained from program records. If that individual no longer works at that facility, terminate and substitute a replacement case. If the respondent is a contractor or other proxy, per the screening questions terminate and substitute a replacement case.

Make at least 6 attempts to each sample element.

The purpose of the introductory script and associated introductory questions is to identify primary program participant customers who ALSO can speak to questions about equipment usage that require knowledge about the facility and the usage of the equipment involved with the energy efficiency improvement. As noted above, contractors who may have submitted the program application and/or installed the equipment on behalf of the business customer, but who may not know how the equipment is being used or certain program satisfaction issues because they are not resident, are to be excluded.

Thus, ideally, we are looking for the person who made the program participation decision AND submitted the program application AND is familiar with the facility’s operation of the equipment associated with the efficiency measures being surveyed. Most of the contacts listed in the contact information listing should fit these criteria, but there will be some number that do not, particularly contractors, requiring the stated respondent qualification screening.

CMDI:

Participant Name (“<CUSTOMER NAME>”) from program contact lists and their file-specific parameters as follows:

- Cash Rebates for Business: <CUSTOMER NAME> (Column B in CashRebates spreadsheet)
- Standard Performance Contracting: <CONTACT NAME> (Column B in SPC spreadsheet)
- Commercial Turnkey Services: <CONTACT FIRST NAME> and <CONTACT LAST NAME> (Columns B and C in CTS spreadsheet)

Entity Name (“<ENTITY>”) from program contact lists and their file-specific parameters as follows:

- Cash Rebates for Business: <ENTITY NAME> (Column A in CashRebates spreadsheet)
- Standard Performance Contracting: <ENTITY NAME> (Column A in SPC spreadsheet)
- Commercial Turnkey Services: <BUILDING NAME> (Column A in CTS spreadsheet)

Element (“<ELEMENT>”) of Peak Energy Program in which “<ENTITY>” participated:

- Cash Rebates for Business: If listed in CashRebates spreadsheet [CR = 1]
- Standard Performance Contracting: If listed in SPC spreadsheet [SPC = 1]
- Commercial Turnkey Services: If listed in CTS spreadsheet [CTS = 1]

Service Address (“<SERVICE ADDRESS>”) from program contact lists and their file-specific parameters as follows:

- Cash Rebates for Business: <SERVICE ADDRESS> (Column G in CashRebates spreadsheet)
- Standard Performance Contracting: <SERVICE ADDRESS1>, Column H in SPC spreadsheet
- Commercial Turnkey Services: <BUILDING NAME> (Column A in CTS spreadsheet)

Telephone Number(s) from program contact lists and their file-specific parameters as follows:

- Cash Rebates for Business: <PHONE BUSN>, <PHONE BUSN2> (if listed), <PHONE CELL> (if listed). (Columns M, N, O in CashRebates spreadsheet) NOTE: use in order of list: try BUSN first, then BUSN2 and CELL last.
- Standard Performance Contracting (in priority order of use): <CONTACT PHONE>, <BUSN>, <BUSN2> (if listed). (Columns C, L, M, respectively in SPC spreadsheet) NOTE: use in order of list.

- Commercial Turnkey Services: <CONTACT PHONE> (Column E in CTS spreadsheet)

Measure Types from Program Contact Lists (Note that some Parameters listed below have had their descriptions expanded compared to how they are stated in the respective spreadsheets, to make the terms more self-explanatory.):

Cash Rebates (<CRA> through <CRM>)

1. <CRA> Efficient PACKAGE or TERMINAL type air conditioning unit (Col. U in CashRebates spreadsheet)
2. <CRB> Ceramic Metal Halide Fixture (Col. W in CashRebates spreadsheet)
3. <CRC> COMPACT FLUORESCENT REFLECTOR: SCREW-IN, MODULAR BALLAST, 14-26 WATTS (Col. Z in CashRebates spreadsheet)
4. <CRD> COMPACT FLUORESCENT: SCREW-IN, MODULAR BLST, >= 27 WATTS (Col. AE in CashRebates spreadsheet)
5. <CRE> COMPACT FLUORESCENT: SCREW-IN, MODULAR BLST, 14-26 WATTS (Col. AF in CashRebates spreadsheet)
6. <CRF> EXIT SIGN-HIGH EFFICIENCY LED (Light Emitting Diode) (Col. AG in CashRebates spreadsheet)
7. <CRG> OCCUPANCY SENSOR for WALL- OR CEILING-MOUNTED LIGHTING (Col. AR in CashRebates spreadsheet)
8. <CRH> OCCUPANCY SENSOR for WALLBOX LIGHTING (Col. AS in CashRebates spreadsheet)
9. <CRI> Lighting: PREMIUM T-8/T-5 Lamp&Electronic Ballast - New Fix-Replace T-12 lamp&Ballast-(4 ft) (Col. AU in CashRebates spreadsheet)
10. <CRJ> Lighting: PREMIUM T-8/T-5 Lamp&Electronic Ballast - New Fix-Replace T-12 lamp&Ballast-(8 ft) (Col. AV in CashRebates spreadsheet)
11. <CRK> REFLECTORS WITH DELAMPING, 4 FT LAMP REMOVED (Col. AY in CashRebates spreadsheet)
12. <CRL> REFLECTORS WITH DELAMPING, 8 FT LAMP REMOVED(Col. AZ in CashRebates spreadsheet)
13. <CRM> Install solid-type COOLER/FREEZER REFRIGERATION DOOR GASKETS: (Col. BC in CashRebates spreadsheet)

SPC (<SPCA> through <SPCI>)

1. <SPCA> ADD HIGH EFFICIENCY CHILLER (Col. T in SPC spreadsheet)
2. <SPCB> Change or modify AIR COMPRESSER SYSTEM (Col. U in SPC spreadsheet)
3. < SPCC> CHANGE or ADD HEAT PUMP (Col. V in SPC spreadsheet)
4. < SPCD > CHANGE or ADD OTHER Efficient EQUIPMENT (Col. W in SPC spreadsheet)
5. < SPCE > Install ADJUSTABLE SPEED DRIVE (ASD) on Heating, Ventilation & Air Conditioning (HVAC) System (Col. Y in SPC spreadsheet)
6. < SPCF > Install HVAC Energy Management CONTROLS (Col. Z in SPC spreadsheet)
7. < SPCG > INSULATE BUILDING SHELL (CEILING, WALLS) (Col. AA in SPC spreadsheet)
8. < SPCH > Other LIGHTING efficiency improvement (Col. AB in SPC spreadsheet)
9. < SPCI > Install ADJUSTABLE SPEED DRIVE (ASD) on PROCESS Equipment (Col. AC in SPC spreadsheet)

Commercial Turnkey Services (<CTSA> through <CTSL>) (NOTE: These measures are the 12 most commonly recommended measures, of a total of 39 potential measures to recommend. Column listed corresponds to columns showing Recommended equipment . Survey is to focus on recommended equipment. Installed equipment data are for internal reference ONLY and columns have been hidden – not to be used in the phone survey.)

1. <CTSA> Install Cooler Glass Door Gaskets (linear ft.) (Col. BE in CTS spreadsheet)
2. <CTSB> Install Cooler/Freezer Solid Door Gaskets (linear ft.) (Col. BF in CTS spreadsheet)
3. <CTSC> Delamping – Removal of 4 foot lamp and ballast (Col. BH in CTS spreadsheet)
4. <CTSD> Install LED-High Efficiency Exit Sign(Col. BL in CTS spreadsheet)
5. <CTSE> Install Occupancy Sensor-Wallbox Lighting Sensor (Col. CC in CTS spreadsheet)
6. <CTSF> Install PREMIUM T-8; 2 foot lamp & electronic ballast (Col. CE in CTS spreadsheet)
7. <CTSG> Install PREMIUM T-8; 4 foot lamp & electronic ballast (Col. CF in CTS spreadsheet)
8. <CTSH> Install PREMIUM T-8; 8 foot lamp & electronic ballast (Col. CG in CTS spreadsheet)

9. <CTSI> Install Screw-in Compact Fluorescent Lamps - ≥ 27 watts - hardwire (Col. CH in CTS spreadsheet)
10. <CTSJ> Install Screw-in Compact Fluorescent Lamps - 14-26 watts - hardwire (Col. CI in CTS spreadsheet)
11. <CTSK> Install Screw-in Compact Fluorescent Lamps - 14-26 watts - hardwire with reflector (Col. CJ in CTS spreadsheet)
12. <CTSL> Install Strip Curtains for Walk-ins (linear ft.) (Col. CK in CTS spreadsheet)

INTRODUCTION

INTRO1 Hello, my name is _____ and I'm calling on behalf of PG&E and the City of San Francisco to ask your help in evaluating the San Francisco Peak Energy Program. This is not a sales call.

As part of the program evaluation, we are conducting a short survey about customers' experience with the program. The survey will help us understand if the program has been successful or not, and will guide future energy efficiency programs in San Francisco. The survey will take about 15 minutes and your individual answers will be kept private.

May I speak with <CUSTOMER NAME>, who from the program records is shown as the person who signed the program participation application form?

1 CONTINUE WITH CUSTOMER ONCE THEY ARE ON THE PHONE

[REREAD INTRO1 IF RESPONDENT IS NOT PERSON ANSWERING CALL]

[GOTO SCR6]

2 CUSTOMER NOT AVAILABLE [SCHEDULE CALLBACK]

3 NOT A GOOD TIME TO CONDUCT SURVEY [SCHEDULE CALLBACK]

4 <CUSTOMER NAME> NO LONGER WORKS THERE [SKIPTO SCR6]

9 REFUSED [TERMINATE]

SCREENING QUESTIONS

SCR6 To help me qualify respondents for our survey, ideally we are looking for the person who made the program participation decision AND submitted the program application AND is familiar with the facility's operation of the equipment associated with the efficiency measures being surveyed. Do you believe you fit these criteria well enough to answer the survey questions on behalf of <ENTITY> for the facility located at <SERVICE ADDRESS>?

1 YES [GOTO SCR1]

- 2 NO [GOTO SCR5]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK8]

SCR5 Is there someone there who recalls the San Francisco Peak Energy program and could talk about <ENTITY>'s experience with the program and the energy efficiency measures that were recommended or installed under the program? (This would have been in the last year or so.)

- 1 YES [ASK TO SPEAK WITH PERSON WHO RECALLS PROGRAM & CONTINUE WITH THAT PERSON] [SKIPTO INTRO1]
- 2 NO [SKIPTO THANK3]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK8]

SCR1 Are you employed by <ENTITY>?

- 1 YES [GOTO SCR2]
- 2 NO [SKIPTO SCR3]
- 3 USED TO WORK THERE [GOTO SCR2]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK8]

SCR2 What is your position with <ENTITY>? [IF SCR1 = 3, "What was your position with <ENTITY>?"]

[DO NOT READ LIST]

[SELECT BEST-FIT RESPONSE]

- 1 SENIOR MANAGEMENT: PRESIDENT, CHIEF EXECUTIVE OFFICER, CHIEF OPERATING OFFICER, OTHER SENIOR MANAGER
- 2 FACILITY MANAGER
- 3 BUILDING MAINTENANCE (OTHER THAN FACILITY MANAGER)
- 4 CHIEF ENGINEER OR OTHER LEAD TECHNICAL STAFF
- 5 OTHER [SPECIFY]
- 6 OTHER [SPECIFY]

- 7 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

[SKIPTO TO SCR7]

SCR3 What is your relationship to <ENTITY> with respect to energy efficiency improvements they might have made in the last year or so?

[DO NOT READ LIST]

[SELECT BEST-FIT RESPONSE]

- 1 FACILITY MANAGER, INTERNAL ENGINEERING STAFF, MANAGEMENT OR OTHER EMPLOYEE POSITION
- 2 EQUIPMENT INSTALLATION CONTRACTOR
- 3 CONSULTING ENGINEER
- 4 ENERGY SERVICES COMPANY REPRESENTATIVE
- 5 ARCHITECT
- 6 OTHER [SPECIFY]
- 7 OTHER [SPECIFY]
- 8 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

SCR7 Just to verify what we'll be talking about, the San Francisco Peak Energy Program offered three types of energy efficiency services to businesses. Our records indicate <ENTITY> participated in the <ELEMENT>. Do you recall <ENTITY> participating in that part of the program in the last year or so?

- 1 YES [SKIPTO INTRO2]
- 2 NO [GOTO SCR8]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK3]

SCR8 I'll read a brief description of the service our records show <ENTITY> having participated in.

[IF CTS = 1, SHOW: The Commercial Turnkey Services for Small Business identified, recommended and installed various energy efficiency measures for small businesses]

[IF CR = 1, SHOW: Cash Rebates for Businesses provided rebates to customers who installed certain kinds of energy efficiency measures]

[IF SPC = 1, SHOW: Standard Performance Contracting did turnkey installations of certain energy efficiency measures.]

Do you recall this activity happening in the last year such that you can provide feedback on it for us?

- 1 YES [GOTO INTRO2]
- 2 NO [GOTO THANK3]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK8]

[QUALIFIED RESPONDENT – QAL STATEMENT]

INTRO2 Just to clarify our focus for this interview, the survey questions will focus on the facility at <SERVICE ADDRESS> and the Peak Energy Program activities and your experience with the program at that facility.

A. PROGRAM PARTICIPATION DECISION

Q1 How did <ENTITY> find out about the Peak Energy Program?

[PROBE FOR ADDITIONAL SOURCES – SELECT ALL THAT APPLY]

- 1 PG&E BILL INSERT
- 2 THROUGH OTHER PG&E ENERGY PROGRAMS
- 2 CITY / COUNTY OF SAN FRANCISCO WATER BILL INSERT OR TAX NOTICE INSERT
- 3 BUSINESS ORGANIZATION (EXAMPLES: PIER 39, FISHERMANS WHARF MERCHANTS ASSOCIATION, BUILDING OWNERS AND MANAGERS ASSOCIATION - BOMA)
- 4 COMMUNITY ORGANIZATION (EXAMPLES: CHARITY CULTURAL SERVICES CENTER, ONE STOP, BAY VIEW NETWORK FOR ELDER)

5 COMMUNITY WORKSHOP PUT ON BY THE SAN FRANCISCO DEPT OF ENVIRONMENT (SFE)?

6 EQUIPMENT CONTRACTOR OR VENDOR

7 WORD OF MOUTH FROM BUSINESS OR PERSONAL ACQUAINTANCE

8 OTHER [SPECIFY]

9 OTHER [SPECIFY]

10 DON'T KNOW / REFUSED

11 PG&E Representative

Q2 Did you receive enough appropriate information about the program?

1 YES [SKIPTO Q2B]

2 NO [GOTO Q2A]

9 DON'T KNOW / REFUSED [SKIPTO Q3]

Q2A What was lacking or not appropriate about the program information you saw?

1 DIDN'T GET ANY INFORMATION

2 DIDN'T GET ENOUGH INFORMATION ON EQUIPMENT OR ACTIONS TO TAKE

3 COULDN'T UNDERSTAND INFORMATION – NOT CLEAR, TOO TECHNICAL, ETC.

4 DIDN'T THINK THE INFORMATION WAS RELEVANT OR USEFUL TO MY SITUATION

5 NOTHING PARTICULARLY UNUSEFUL – JUST DIDN'T SEEM USEFUL ENOUGH

6 OTHER [SPECIFY]

7 OTHER [SPECIFY]

8 OTHER [SPECIFY]

9 DON'T KNOW / REFUSED

Q2B What was most useful about the program information that you saw or heard?

[DO NOT READ LIST] [SELECT ALL THAT APPLY]

- 1 HELPED ME DECIDE TO PARTICIPATE (NOTHING SPECIFIC BUT OVERALL HELPFUL)
- 2 HELPED UNDERSTAND ENERGY USAGE
- 3 HOW TO SAVE MONEY ON ENERGY BILLS
- 4 ENVIRONMENTAL BENEFITS
- 5 TOLD ABOUT CITY’S NEED FOR ENERGY RESOURCES
- 6 SHOWED HOW OR WHERE TO GET HELP WITH ENERGY PROBLEMS
- 7 INFORMATION ON EQUIPMENT, INSULATION OR ACTIONS TO TAKE
- 8 DIDN’T GET ANY PROGRAM INFORMATION
- 9 OTHER [SPECIFY]
- 10 OTHER [SPECIFY]
- 11 DON’T KNOW / REFUSED

Q3 Organizations participate in energy conservation programs for many reasons. I’m going to read you a list of reasons we’ve heard why organizations participate in these programs. For each reason, please say “yes” or “no” if that was an important reason for your organization’s decision to participate in the Peak Energy Program. [PRESS ANY KEY TO CONTINUE]

[ROTATE Q3A – Q3G]

Q3A Did you participate in the Peak Energy Program in order to...

Protect the environment

- 1 YES
- 2 NO
- 3 DON’T KNOW/UNSURE
- 9 REFUSED

Q3B help the City?

Q3C have energy for future generations?

Q3D save money?

Q3E improve the reliability of your electric system?

Q3F get free equipment such as new light bulbs, fixtures or thermostat?

Q3G increase comfort and productivity?

Q4 Are there any other reasons that influenced your decision to participate in the Peak Energy Program? (What are they?)

[OPEN-END] [RECORD VERBATIM RESPONSE]

[PROBE FOR ADDITIONAL RESPONSES]

[CLARIFY AS NECESSARY]

- 1 Cost saving / efficiency
- 2 Better working environment/Better quality of lighting
- 3 Protect environment, energy conservation
- 4 None
- 5 Other
- 88 Don't Know
- 99 Refused

Q5 Did anything make you hesitate before deciding to participate? (What was that?)

[DO NOT READ LIST] [SELECT ALL THAT APPLY] [PROBE FOR ADDITIONAL RESPONSES]

- 1 DIDN'T HESITATE
- 2 UNSURE IF PERSON REPRESENTING PROGRAM WAS LEGITIMATE
- 3 TOO MUCH TROUBLE OR HASSLE
- 4 DIDN'T THINK WOULD SAVE ANY MONEY
- 5 ALREADY HAVE ENERGY EFFICIENT EQUIPMENT
- 6 DON'T BELIEVE THE ENERGY SAVING CLAIMS
- 7 DON'T WANT TO CHANGE BUSINESS PRACTICES

- 8 NO BUDGET
- 9 OWNER WOULDN'T AUTHORIZE
- 10 OTHER BUSINESS INVESTMENT / CAPITAL PRIORITIES
- 11 OTHER [SPECIFY]
- 12 OTHER [SPECIFY]
- 13 OTHER [SPECIFY]
- 14 DON'T KNOW / REFUSED

Q6 In the last 2 years have you participated in energy efficiency programs other than the Peak Energy Program?

- 1 YES [GOTO Q7]
- 2 NO [SKIPTO Q8]
- 9 DON'T KNOW / REFUSED [SKIPTO Q8]

Q7 [ASK IF Q6 = 1] Which other programs do you recall participating in?
[DO NOT READ LIST] [SELECT ALL THAT APPLY] [PROBE FOR ADDITIONAL RESPONSES]

- 1 PG&E BUSINESS PROGRAM (DON'T RECALL THE SPECIFIC NAME)
- 2 EXPRESS EFFICIENCY PROGRAM (PG&E PROGRAM)
- 3 [SHOW ONLY IF <ELEMENT> IS NOT CASH REBATES FOR BUSINESS] CASH REBATES FOR BUSINESS
- 4 [SHOW ONLY IF <ELEMENT> IS NOT STANDARD PERFORMANCE CONTRACTING] STANDARD PERFORMANCE CONTRACTING PROGRAM (PG&E PROGRAM AND ALSO PEAK ENERGY PROGRAM ELEMENT)
- 5 [SHOW ONLY IF <ELEMENT> IS NOT COMMERCIAL TURNKEY SERVICES] COMMERCIAL TURNKEY SERVICES (ELEMENT OF PEAK ENERGY PROGRAM)
- 6 500 PLUS PEAK PROGRAM(PG&E PROGRAM)
- 7 SMARTER ENERGY LINE (PG&E HELP LINE)
- 8 SAVINGS BY DESIGN – NEW CONSTRUCTION PROGRAM (PG&E PROGRAM)

- 9 PG&E ENERGY AUDIT – ON-SITE, BY PHONE OR DO-IT-YOURSELF
- 10 SAN FRANCISCO POWER SAVERS PROGRAM
- 11 OTHER [SPECIFY]
- 12 OTHER [SPECIFY]
- 13 DON'T KNOW / REFUSED

Q7A Were you either influenced to participate in any of the programs because of your participation in the Peak Energy Program, or influenced by the other program to participate in the Peak Energy Program?

- 1 YES
- 2 NO
- 3 NOT SURE
- 9 REFUSED

Q8 [SKIP IF <ELEMENT> = Commercial Turnkey Services; ASK IF <ELEMENT> = Cash Rebates for Business OR <ELEMENT> = Standard Performance Contracting]

Did you know there was a state-wide energy efficiency program for the measures you had installed?

- 1 YES [CONTINUE]
- 2 NO [SKIPTO CR OR SPC SECTION DEPENDING ON <ELEMENT>]
- 9 DON'T KNOW / REFUSED [SKIPTO CR OR SPC SECTION DEPENDING ON <ELEMENT >]

Q8A [SKIP IF <ELEMENT> = Commercial Turnkey Services] Was it confusing to know that both San Francisco and statewide programs were available to you?

- 1 YES
- 2 NO [SKIPTO Q8C]

9 DON'T KNOW / REFUSED [SKIPTO Q8C]

Q8B [SKIP IF <ELEMENT> = Commercial Turnkey Services] [ASK IF Q8A = 1] What was confusing to you?

[DO NOT READ LIST] [SELECT ALL THAT APPLY] [PROBE FOR ADDITIONAL RESPONSES]

- 1 REBATE LEVELS
- 2 PROGRAM ELIGIBILITY
- 3 ENERGY EFFICIENCY MEASURES
- 4 WHO SPONSORED PROGRAM
- 5 OTHER [SPECIFY]
- 6 OTHER [SPECIFY]
- 7 OTHER [SPECIFY]
- 8 NOTHING IN PARTICULAR, JUST CONFUSED
- 9 DON'T KNOW / REFUSED

Q8C [SKIP IF <ELEMENT> = Commercial Turnkey Services] Was there anything that made you hesitate to participate in the <ELEMENT> instead of or in addition to the statewide program?

- 1 NOTHING MADE ME HESITATE
- 2 EFFECT OF FIRST-COME, FIRST-SERVED FUNDING POLICY
- 3 LIMIT ON PERCENT OF EQUIPMENT COST ALLOWED
- 4 INSTALLATION DEADLINES
- 5 OTHER [SPECIFY]
- 6 OTHER [SPECIFY]
- 7 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

EQUIPMENT RECOMMENDED AND USAGE OF EQUIPMENT INSTALLED:

COMMERCIAL TURNKEY SERVICES BATTERIES

CTS BATTERIES [ASK IF CTS = 1]

CTSINT Our records show that you received Commercial Turnkey Services from the Peak Energy Program in the last year or so at <SERVICE ADDRESS> – it involved a visit to your facility to identify various energy efficiency measures to take. I’m going to ask about your recollection of various measures that were recommended, whether you have actually installed any of the measures and, for those measures you have installed, what the equipment usage pattern is and your satisfaction with the measure’s performance so far.

[PRESS ANY KEY TO CONTINUE]

- CTSA THROUGH CTSL BATTERIES ARE ASKED OF EACH RESPONDENT WHERE THE SAMPLE INDICATES THAT MEASURE WAS RECOMMENDED (VALUE OF ‘1’)
- ASK BATTERY FOR UP TO FIVE CTS MEASURES, IN ORDER LISTED IN CASE RECORD. IF MORE THAN 5 MEASURES WERE RECOMMENDED, DO NOT ASK ABOUT THE ADDITIONAL RECOMMENDED MEASURES. INSTEAD, SKIPTO SECTION C/Q9 SERIES.

BATTERY DEFINITIONS AND QUESTION NUMBERING:

CTS Battery Question Numbering	CTS Measure Variable	CTS Recommended Measure Name
CTSA1-CTSA7	CTSA	[INSTALLATION] Glass Door Cooler Gaskets
CTSB1 – CTSB7	CTSB	[INSTALLATION] Solid Door Cooler or Freezer Gaskets
CTSC1 – CTSC7	CTSC	[REMOVAL] a 4 foot fluorescent lamp and ballast
CTSD1 – CTSD7	CTSD	[INSTALLATION] an LED High Efficiency Exit Sign
CTSE1 – CTSE7	CTSE	[INSTALLATION] Occupancy sensor (wall-box lighting sensor)
CTSF1 – CTSF7 lamp & ballast	CTSF	[INSTALLATION] 2 foot t-8 lamp and electronic ballast to replace t-12
CTSG1 – CTSG7 lamp & ballast	CTSG	[INSTALLATION] 4 foot t-8 lamp and electronic ballast to replace t-12
CTSH1 – CTSH7 lamp & ballast	CTSH	[INSTALLATION] 8 foot t-8 lamp and electronic ballast to replace t-12
CTSI1 – CTSI7	CTSI	[INSTALLATION] Hardwired, screw-in compact fluorescent light bulbs of 27 watts or more
CTSJ1 – CTSJ7	CTSJ	[INSTALLATION] Hardwired, screw-in compact fluorescent light bulbs of 14 to 26 watts

CTSK1 – CTSK7 CTSK [INSTALLATION] Hardwired, screw-in compact fluorescent light bulbs with reflector, 14 to 26 watts

CTSL1 – CTSL7 CTSL [INSTALLATION] Strip curtains for walk-in coolers or freezers

[PROGRAMMER: ONLY BATTERY CTSA1 TO CTSA7 IS SHOWN. BATTERIES FOR CTSA THROUGH CTSL WILL FOLLOW THE SAME PATTERN AS THE CTSA BATTERY.]

BATTERY CTSA1 TO CTSA7

[INSTALL GLASS COOLER DOOR GASKETS – ASK CTSA1-CTSA7 IF CTSA = 1]

CTSA1 The Commercial Turnkey Services report recommended installation of
<SHOW RESPECTIVE CTS MEASURE, I.E, IF CTSA = 1, SHOW “glass cooler door gaskets.”

Do you recall that energy efficiency measure being recommended?

- 1 YES [CONTINUE TO CTSA2]
- 2 NO [GO TO NEXT CTS BATTERY]
- 9 DON'T KNOW / REFUSED [GO TO NEXT CTS BATTERY]

[PROGRAMMER, FOR CTSC BATTERY ASK: The Commercial Turnkey Services report recommended removal of a 4 foot fluorescent lamp and ballast. Do you recall that energy efficiency measure being recommended?]

CTSA2 [Were/was] the <CTSA> installed?

- 1 YES [SKIPTO CTSA4]
- 2 NO [CONTINUE TO CTSA3]
- 9 DON'T KNOW / REFUSED [SKIPTO CTSA3]

[PROGRAMMER, FOR CTSC BATTERY ASK: Was the 4 foot fluorescent lamp and ballast removed?]

CTSA3 Which of the following statements best describes the status of your decision to not take action on this particular energy efficiency measure at this time?

[READ ALL OPTIONS 1-3.]

[SELECT ONE RESPONSE.]

1 We definitely plan to [install / IF CTSC, SHOW: remove] the measure within the next year [GOTO CTSA4]

2 We are still considering [installation of / IF CTSC, SHOW: removal of] the measure but have made no decision at this time [GOTO CTSA4]

3 We do not plan to [install / IF CTSC, SHOW: remove] the measure in the foreseeable future [GOTO CTSA4]

9 DON'T KNOW / REFUSED [GO TO NEXT CTS BATTERY]

CTSA4 [ASK IF CTSA3 = 1, 2 OR 3] What is the main reason you decided not to install the <CTSA> at this time?

[DO NOT READ.]

[SELECT BEST RESPONSE.]

1 NO BUDGET

2 EXISTING EQUIPMENT STILL WORKS OK

3 NO PAYBACK / NOT COST-EFFECTIVE

4 RECOMMENDED EQUIPMENT CAN'T REPLACE / DOESN'T DO THE JOB LIKE OLD EQUIPMENT

5 PLAN TO INSTALL NEXT YEAR

6 OTHER [SPECIFY]

9 DON'T KNOW / REFUSED

[PROGRAMMER, for CTSC7: Why have you decided not to remove the <CTSC> at this time?]

CTSA5 What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the [IF CTSC, SHOW: removal of the] <CTSA>, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[IF RESPONDENT SAYS ALL THE REFRIGERATOR OR FREEZER DOORS, OR ALL THE LIGHTING FIXTURES, CLARIFY: Are those located in a particular area or do you mean throughout the entire facility?]

- 1 OFFICE
- 2 CONFERENCE ROOM
- 3 HALLWAY / LOBBY / COMMON USE AREA
- 4 RESTROOM
- 5 RETAIL SALES AREA – NON-FOOD
- 6 FOOD DISPLAY / SALES AREA (COOLERS, FREEZERS, DISPLAY CASES)
- 7 DINING
- 8 KITCHEN / FOOD PREPARATION
- 9 PRODUCTION / MANUFACTURING
- 10 WAREHOUSE / STORAGE
- 11 WHOLE FACILITY
- 12 OTHER [SPECIFY]
- 13 DON'T KNOW / REFUSED

CTSA6 What hours of a typical weekday do you use the equipment affected by the <CTSA>? That is, when do you usually turn on the equipment and then when do you turn off the equipment?

[READ ALL OPTIONS.]

[SELECT BEST-FIT RESPONSE.]

- 1 ON / USED ALL THE TIME
- 2 DAYTIME (EXAMPLE: 8 AM – 5 PM)
- 3 DAYTIME AND EVENINGS (EXAMPLE: 8 AM – MIDNIGHT)

4 EVENINGS (EXAMPLE: AFTER DARK UNTIL CLOSING)

5 OTHER [SPECIFY START AND STOP TIMES]

9 DON'T KNOW / REFUSED

CTSA7 Are you generally satisfied or unsatisfied with the performance or outcome of the
<CTSA>?

1 GENERALLY SATISFIED

2 GENERALLY UNSATISFIED

3 UNSURE

9 REFUSED

[END BATTERY]

EQUIPMENT RECOMMENDED AND USAGE OF EQUIPMENT INSTALLED:

CASH REBATES FOR BUSINESS

CR BATTERIES [ASK IF CR = 1]

CRINT Our records show that you received one or more rebates in the last year or so from the Peak Energy Program for installing energy-efficient equipment at <SERVICE ADDRESS>. You may recall this was the Cash Rebates for Business element of the Peak Energy Program, where you installed qualifying equipment and applied for a rebate from the Peak Energy Program. I'm going to ask about your recollection of each measure that was rebated by the program, what the associated equipment usage pattern is and your satisfaction with the measure's performance so far.

[PRESS ANY KEY TO CONTINUE]

- CRA THROUGH CRM BATTERIES ARE ASKED OF EACH RESPONDENT WHERE THE SAMPLE INDICATES A REBATE WAS RECEIVED FOR THAT MEASURE (VALUE OF '1')
- ASK BATTERY FOR UP TO FIVE CR MEASURES:
- ONCE CR BATTERY HAS BEEN ASKED FOR UP TO 5 MEASURES, SKIPTO SECTION C/Q9 SERIES

BATTERY DEFINITIONS AND QUESTION NUMBERING:

CR Battery Question Numbering CR Measure Variable CR Measure Name

CRA1 – CRA4	CRA	Efficient package or terminal type air conditioning unit
CRB1 – CRB4	CRB	Ceramic metal halide fixtures
CRC1 – CRC4	CRC	Screw-in Compact Florescent Light bulbs with reflector – 14 to 26 watts
CRD1 – CRD4	CRD	Screw-in Compact Florescent Light bulbs with reflector – 27 watts or more
CRE1 – CRE4	CRE	Screw-in Compact Florescent Light bulbs – NO reflector - 14 to 26 watts
CRF1 – CRF4	CRF	High Efficiency LED Exit Sign
CRG1 – CRG4	CRG	Occupancy sensor for wall or ceiling-mounted lighting
CRH1 – CRH4	CRH	Occupancy sensor for wallbox lighting
CRI1 – CRI4	CRI	4 foot T-8 Lamps & Electronic Ballasts - New or replacement of T-12 lamps & ballasts
CRJ1 – CRJ4	CRJ	8 foot T-8 Lamps & Electronic Ballasts - New or replacement of T-12 lamps & ballasts
CRK1 – CRK4	CRK	Removal of 4 foot lamps & installed reflectors
CRL1 – CRL4	CRL	Removal of 8 foot lamps & installed reflectors
CRM1 – CRM4	CRM	Installation of Cooler or Freezer Solid Door Gaskets (i.e., not glass doors)

[PROGRAMMER: ONLY BATTERY CRA1 TO CRA4 IS SHOWN. BATTERIES FOR CRB THROUGH CRM WILL FOLLOW THE SAME PATTERN AS THE CRA BATTERY.]

BATTERY CRA1 TO CRA4

[EFFICIENT PACKAGE OR TERMINAL TYPE AIR CONDITIONING UNIT – ASK CRA1-CRA4 IF CRA = 1]

CRA1 The Cash Rebates for Business provided a rebate for the <CRA>?

Do you recall receiving a rebate for that energy efficiency measure?

- 1 YES [CONTINUE TO CRA2]
- 2 NO [GO TO NEXT CR BATTERY]
- 9 DON'T KNOW / REFUSED [GO TO NEXT CR BATTERY]

CRA2 What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the <CRA>, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[IF RESPONDENT SAYS ALL THE REFRIGERATOR OR FREEZER DOORS, OR ALL THE LIGHTING FIXTURES, CLARIFY: Are those located in a particular area or do you mean throughout the entire facility?]

- 1 OFFICE
- 2 CONFERENCE ROOM
- 3 HALLWAY / LOBBY / COMMON USE AREA
- 4 RESTROOM
- 5 RETAIL SALES AREA – NON-FOOD
- 6 FOOD DISPLAY / SALES AREA (COOLERS, FREEZERS, DISPLAY CASES)
- 7 DINING
- 8 KITCHEN / FOOD PREPARATION
- 9 PRODUCTION / MANUFACTURING
- 10 WAREHOUSE / STORAGE
- 11 WHOLE FACILITY
- 12 OTHER [SPECIFY]
- 13 DON'T KNOW / REFUSED

CRA3 What hours of a typical weekday do you use the equipment affected by the <CRA>? That is, when do you usually turn on the equipment and then when do you turn off the equipment?

[READ ALL OPTIONS.]

[SELECT BEST-FIT RESPONSE.]

- 1 ON / USED ALL THE TIME
- 2 DAYTIME (EXAMPLE: 8 AM – 5 PM)
- 3 DAYTIME AND EVENINGS (EXAMPLE: 8 AM – MIDNIGHT)

4 EVENINGS (EXAMPLE: AFTER DARK UNTIL CLOSING)

5 OTHER [SPECIFY TYPICAL START AND STOP TIMES]

9 DON'T KNOW / REFUSED

CRA4 Are you generally satisfied or unsatisfied with the performance or outcome of the <CRA>?

1 GENERALLY SATISFIED

2 GENERALLY UNSATISFIED

3 UNSURE

9 REFUSED

[END BATTERY]

EQUIPMENT RECOMMENDED AND USAGE OF EQUIPMENT INSTALLED:

STANDARD PERFORMANCE CONTRACTING

SPC BATTERIES [ASK IF SPC = 1]

SPCINT Our records show that you had one or more energy efficiency measures installed by the Standard Performance Contracting element of the Peak Energy Program in the last year or so at <SERVICE ADDRESS>. You may recall it involved a visit to your facility by a participating contractor working under the program auspices to identify various energy efficiency opportunities, install selected measures and obtain an incentive for doing so. I'm going to ask about your recollection of each measure that was installed, what the equipment usage pattern is and your satisfaction with the measure's performance so far.

[PRESS ANY KEY TO CONTINUE]

- SPCA THROUGH SPCI BATTERIES ARE ASKED OF EACH RESPONDENT WHERE THE SAMPLE INDICATES THAT MEASURE WAS INSTALLED (VALUE OF '1')
- ASK BATTERY FOR UP TO FIVE SPC MEASURES:
- ONCE SPC BATTERY HAS BEEN ASKED FOR UP TO 5 MEASURES, SKIPTO SECTION C/Q9 SERIES

BATTERY DEFINITIONS AND QUESTION NUMBERING:

SPC Battery Question Numbering SPC Measure Variable SPC Measure Name

SPCA – SPCA SPCA A High Efficiency Chiller

SPCB – SPCB SPCB Change or modification to the air compressor system

SPCC – SPCC SPCC Addition of or a change to the heat pump

SPCD – SPCD SPCD Addition of or a change to other energy efficient equipment

SPCE – SPCE SPCE Installation of an adjustable speed drive (ASD) to the (heating, ventilation & air conditioning system

SPCF – SPCF SPCF Installation of heating, ventilation & air conditioning energy management controls

SPCG – SPCG SPCG Adding insulation to ceiling and walls

SPCH – SPCH SPCH Installation of other lighting –

SPCI – SPCI SPCI Addition of an adjustable speed drive (ASD) to Process Equipment

[PROGRAMMER: ONLY BATTERY SPCA1 TO SPCA4 IS SHOWN. BATTERIES FOR SPCB THROUGH SPCI WILL FOLLOW THE SAME PATTERN AS THE SPCA BATTERY.]

BATTERY SPCA1 TO SPCA4

[HIGH EFFICIENCY CHILLER – ASK SPCA1-SPCA4 IF SPCA = 1]

SPCA1 The Standard Performance Contracting element of the Peak Energy Program:

IF SPCA SHOW:Installed a High Efficiency Chiller

IF SPCB SHOW:Changed or modified the air compressor system

IF SPCC SHOW:Made an addition or change to the heat pump

IF SPCD SHOW:Made an addition or change to other energy efficient equipment

IF SPCE SHOW:Installed an adjustable speed drive (ASD) to the (heating, ventilation & air conditioning system

IF SPCF SHOW:Installed heating, ventilation & air conditioning energy management controls

IF SPCG SHOW:Added insulation to ceiling and walls

IF SPCH SHOW:Installed other lighting –

IF SPCI SHOW:Added an adjustable speed drive (ASD) to Process Equipment

Do you recall that energy efficiency measure being taken?

- 1 YES [CONTINUE TO SPCA2]
- 2 NO [GO TO NEXT SPC BATTERY]
- 9 DON'T KNOW / REFUSED [GO TO NEXT SPC BATTERY]

SPCA2 What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the:

- IF SPCA SHOW Installation of a High Efficiency Chiller
- IF SPCB SHOW Change or modification to the air compressor system
- IF SPCC SHOW Addition or change to the heat pump
- IF SPCD SHOW Addition or change to other energy efficient equipment
- IF SPCE SHOW Installation of an adjustable speed drive (ASD) to the (heating, ventilation & air conditioning system
- IF SPCF SHOW Installation of heating, ventilation & air conditioning energy management controls
- IF SPCG SHOW Addition to insulation to ceiling and walls
- IF SPCH SHOW Installation of other lighting –
- IF SPCI SHOW Addition of an adjustable speed drive (ASD) to Process Equipment

please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[IF RESPONDENT SAYS ALL THE REFRIGERATOR OR FREEZER DOORS, OR ALL THE LIGHTING FIXTURES, CLARIFY: Are those located in a particular area or do you mean throughout the entire facility?]

- 1 OFFICE
- 2 CONFERENCE ROOM
- 3 HALLWAY / LOBBY / COMMON USE AREA
- 4 RESTROOM
- 5 RETAIL SALES AREA – NON-FOOD
- 6 FOOD DISPLAY / SALES AREA (COOLERS, FREEZERS, DISPLAY CASES)

- 7 DINING
- 8 KITCHEN / FOOD PREPARATION
- 9 PRODUCTION / MANUFACTURING
- 10 WAREHOUSE / STORAGE
- 11 WHOLE FACILITY
- 12 OTHER [SPECIFY]
- 13 DON'T KNOW / REFUSED

SPCA3 What hours of a typical weekday do you use the equipment affected by the <SPCA>?

- IF SPCA SHOW Installation of a High Efficiency Chiller
- IF SPCB SHOW Change or modification to the air compressor system
- IF SPCC SHOW Addition or change to the heat pump
- IF SPCD SHOW Addition or change to other energy efficient equipment
- IF SPCE SHOW Installation of an adjustable speed drive (ASD) to the (heating, ventilation & air conditioning system
- IF SPCF SHOW Installation of heating, ventilation & air conditioning energy management controls
- IF SPCG SHOW Add insulation to ceiling and walls
- IF SPCH SHOW Installation of other lighting –
- IF SPCI SHOW Addition of an adjustable speed drive (ASD) to Process Equipment

That is, when do you usually turn on the equipment and then when do you turn off the equipment? Is it...

[READ ALL OPTIONS.]

[SELECT BEST-FIT RESPONSE.]

- 1 on or used all the time,
- 2 on just during the daytime – 8 AM to 5 PM or so,
- 3 on both daytime and evenings – 8 AM to midnight, for example,
- 4 evenings only – after dark until closing, for example, or

5 some other schedule? [SPECIFY TYPICAL START AND STOP TIMES]

9 DON'T KNOW / REFUSED

[PROGRAMMER, for SPCG: What hours of a typical weekday is the building operated in which the added insulation was installed?]

SPCA4 Are you generally satisfied or unsatisfied with the performance or outcome of the <SPCA>?

1 GENERALLY SATISFIED

2 GENERALLY UNSATISFIED

3 UNSURE

9 REFUSED

[END BATTERY]

C. BUSINESS ENERGY USAGE CHANGES

Q9INT Have you been influenced by the Peak Energy Program to take any of the following energy efficiency actions?

[PRESS ANY KEY TO CONTINUE]

[READ EACH OPTION AND WAIT FOR YES OR NO RESPONSE – CHECK IF YES]

[SELECT ALL THAT APPLY]

[ROTATE Q9A – Q9H]

Q9A (Have you...)

[ASK Q9A ONLY IF <ELEMENT> = CTS] installed one or more energy efficiency measures that were recommended by the Commercial Turnkey Services staff, but not installed when the service visit was made? (because of the Commercial Turnkey Services?)

1 YES

2 NO

3 NOT APPLICABLE / DON'T HAVE AIR CONDITIONER

9 DON'T KNOW / REFUSED

Q9B increased your equipment maintenance efforts, such as tuning up the heating or air conditioning system?

Q9C turned off lights more?

Q9D lowered heating temperature more often?

Q9E raised the air conditioner temperature more often, or used the air conditioning less altogether?

Q9F installed building insulation, weather stripping or new energy efficient windows?

Q9G bought other major equipment that also is high-efficiency, beyond what was recommended or installed by the program?

Q9H installed more of the same kind of energy efficient equipment for other areas of the facility?

D. PROGRAM PROCESS & OVERALL SATISFACTION

Q10 We'd like to get a sense of your satisfaction with the Peak Energy Program. For each of the following aspects of the program, please indicate whether you are generally satisfied or unsatisfied with that aspect of the program. For parts of the program that you think are not applicable to you, just say "not applicable" or "NA."

[READ IN ORDER – QUESTIONS ARE ORDERED CHRONOLOGY]

Q10A Are you generally satisfied or unsatisfied ...

With the Program information you received before signing up for the program?

- 1 GENERALLY SATISFIED
- 2 GENERALLY UNSATISFIED
- 3 UNSURE / DON'T KNOW
- 8 NOT APPLICABLE / NA
- 9 REFUSED

Q10B With the application process to participate in the program?

Q10C With customer service contacts you had with the Peak Energy Program, either when inquiring about the program or for any follow-up actions that may have been taken?

Q10D [ASK ONLY IF <ELEMENT> = COMMERCIAL TURNKEY SERVICES OR STANDARD PERFORMANCE CONTRACTING] With scheduling to visit your facility to assess energy efficiency opportunities?

Q10E [ASK ONLY IF <ELEMENT> = COMMERCIAL TURNKEY SERVICES OR STANDARD PERFORMANCE CONTRACTING] With the expertise of the person who performed the service?

Q10F [ASK ONLY IF <ELEMENT> = COMMERCIAL TURNKEY SERVICES OR STANDARD PERFORMANCE CONTRACTING] That the program's recommendations seemed practical and useful?

Q10G [ASK IF <ELEMENT> = STANDARD PERFORMANCE CONTRACTING] With scheduling the actual equipment installation?

Q10H With the contractor who installed the energy efficient equipment – either the program's contractor or your own chosen contractor?

Q10I Did you hire your own contractor to do the installation, was the equipment installed by a contractor associated with the program, or did you have your own in-house staff install the equipment?

- 1 HIRED OUR OWN CONTRACTOR
- 2 PROGRAM-ASSOCIATED CONTRACTOR
- 3 IN-HOUSE ENGINEERING STAFF INSTALLED
- 4 MIX OF OWN STAFF, OWN CONTRACTOR AND/OR PROGRAM CONTRACTOR
- 5 DON'T KNOW
- 6 REFUSED

Q11 On a scale of 1 to 5, where 1 is very satisfied and 5 is very unsatisfied, how satisfied are you overall, with the Peak Energy Program?

- 1 VERY SATISFIED
- 2
- 3
- 4
- 5 VERY UNSATISFIED
- 9 DON'T KNOW / REFUSED

Q12 What is the most important comment you have that can help us understand why you feel that way?

[OPEN-END]

[RECORD VERBATIM RESPONSE]

- 1 Save money / more efficiency

- 2 Good program / PG&E doing a good job
- 3 Liking free equipment
- 4 Protecting environment / Energy conservation
- 5 Good customer service (prompt service, answering questions, follow-ups, professionalism)
- 6 Lived up to its promise
- 7 Lack of information regarding bulbs lifetime and/or replacement
- 8 No positive effects / No difference before participating the program
- 9 Other positive comments
- 10 Other negative comments
- 66 Other
- 77 Nothing
- 88 Don't Know
- 99 Refused

E. QUESTIONS ON DEMOGRAPHICS

Q13 I have just a few questions left that I'd like to ask for classification purposes. First, do you own or rent your facility?

- 1 OWN
- 2 RENT
- 3 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

Q14 About what year was this facility built, or if the facility has been extensively remodeled since it was built, what year was that?

[PLEASE USE YOUR BEST ESTIMATE]

____ ENTER YEAR BUILT / EXTENSIVELY REMODELLED

9999 DON'T KNOW / REFUSED

Q15 What is the primary use of the facility – is it an office, a manufacturing facility, a restaurant or something else?

[DO NOT READ LIST]

[SELECT BEST-FIT RESPONSE]

- 1 OFFICE
- 2 PRODUCTION / MANUFACTURING
- 3 RETAIL SALES
- 4 RESTAURANT
- 5 HOTEL / LODGING
- 6 GROCERY / SUPERMARKET
- 7 APARTMENT BUILDING
- 8 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED
- 10 Wholesale/Distribution/Warehouse
- 11 Service Shop
- 12 School/Education

Q16 How many people work full-time in this facility?

___ ENTER NUMBER OF PEOPLE

99 DON'T KNOW / REFUSED

[THANK AND TERMINATE]

THANK Thank you for taking time to help with our survey and the helpful information you provided. Have a great day/evening!

THKPRXY Thank you for taking time to help with our survey. However, for this survey we are only interviewing end customers who participated in the San Francisco Peak Energy Program. Have a great day/evening!

IF SCR1 = 5, DISP = 26

THANK3 We need to speak with a person who is knowledgeable about the program and <ENTITY>'s participation, so will have to select another customer. Thank you for your time. Have a great day/evening!

THANK8 We cannot continue without that information. Thank you for your time. Have a great day/evening!

Single Family Survey

Begins on next page.

Survey Materials

Questionnaire

Summit Blue / San Francisco Peak Energy Program

SFPEP – SINGLE-FAMILY Participant Survey

Single-Family Direct Install Telephone Survey Instrument

SEA 04-180_1

Interviewer Instructions

Call is to be placed asking to speak to the individual named in the customer contact information obtained from program records. If that individual no longer resides at that residence, thank and terminate.

Make at least 6 attempts to each sample element.

The purpose of the introductory script and associated introductory questions is to identify the primary program participation decision maker who ALSO can speak to questions about equipment usage that require a knowledgeable resident, not a person who may not know about how the equipment is being used because they live elsewhere.

Initial questions are to qualify the respondent and exclude “proxy participants” – a person who does not live at the service address being surveyed but who signed up for the program on behalf of another person who does live at the target service address.

CMDI:

SAMPLE_NO CFLS

CUST_NAME (NAME) THERM

SERVICE_ADDRESS FIXTURE

HOME_PHONE AUDIT

SECONDARY_PHONE TORCH (FOR FINAL DATA SET ONLY – DOES NOT DRIVE ANY SKIP PATTERNS)

INTRODUCTION

INTRO1 Hello, my name is _____ and I’m calling on behalf of PG&E and the City of San Francisco to ask your help in evaluating the San Francisco Peak Energy Program. This is not a sales call.

We are helping evaluate the program and would to like talk briefly with you about your experience with it. Your comments will help us understand if the program has been successful or not, and will

guide future energy efficiency programs like the Peak Energy Program. The survey will only take about 10 minutes and your individual answers will be kept private.

May I speak with <CUST NAME>?

- 1 CONTINUE WITH CUSTOMER ONCE THEY ARE ON THE PHONE
- 2 CUSTOMER NOT AVAILABLE [SCHEDULE CALLBACK]
- 3 NOT A GOOD TIME TO CONDUCT SURVEY [SCHEDULE CALLBACK]

SCREENING QUESTION

SCR1 Do you live at <SERVICE_ADDRESS>?

- 1 YES [SKIPTO Q1]
- 2 NO
- 9 DON'T KNOW REFUSED [SKIPTO THANK8]

SCR1A Did you live at <SERVICE_ADDRESS> in 2003 or 2004?

- 1 YES [SKIPTO Q1]
- 2 NO
- 9 DON'T KNOW REFUSED [SKIPTO THANK8]

SCR1A Did you sign up for the Peak Energy Program on behalf of someone who lives at <SERVICE_ADDRESS>?

- 1 YES [SKIPTO THKPRXY]
- 2 NO [SKIPTO THANK2]
- 9 DON'T KNOW REFUSED [SKIPTO THANK8]

Q1 The San Francisco Peak Energy Program offered a home energy audit, installation of various energy efficiency measures which included a special programmable thermostat, 2 screw-in type compact fluorescent light bulbs and installation of 2 fluorescent lighting fixtures. Do you remember the program?

- 1 YES [SKIPTO Q2]

- 2 NO [SKIPTO Q1a]
- 9 DON'T KNOW / REFUSED

Q1A Is there someone in the household at <SERVICE_ADDRESS>

who recalls the program and could talk about your household's experience with the program and the energy efficiency measures that were installed?

- 1 YES [ASK TO SPEAK WITH PERSON WHO RECALLS PROGRAM & CONTINUE WITH THAT PERSON] [SKIPTO INTRO1]
 - 2 NO [SKIPTO THANK8]
 - 9 DON'T KNOW / REFUSED [SKIPTO THANK8]
- [QUALIFIED RESPONDENT – QAL STATEMENT]

A. PROGRAM PARTICIPATION DECISION

Q2 How did you find out about the Peak Energy Program?

[RANDOMIZE ITEMS 1-6]

[READ IF NECESSARY]

[SELECT ALL THAT APPLY]

- 1 (A PG&E bill insert or through other PG&E energy programs?)
- 2 (The City and County of San Francisco Water bill insert or property tax notice insert?)
- 3 (A Community Organization (examples: Cultural Charity Center, Bay View Network for Elders, One Stop)?)
- 4 (A Business Association (such as BOMA, Fishermen's Wharf, Pier 39)?)
- 5 (A Community Workshop put on by San Francisco Department of Environment (SFE)?)
- 6 (Word of mouth?)
- 7 (Were there any other ways you heard about the program?) [SPECIFY]
- 9 Personal Visit by PG&E / Door to door
- 10 Phone call from PG&E
- 11 Mailer / flyer

99 DON'T KNOW / REFUSED

Q3A [ASK IF Q2 = 3] How important was the community organization in your decision to participate? Was it...

- 1 Very Important,
- 2 Important,
- 3 Unimportant,
- 4 Very Unimportant, or
- 5 It Didn't Matter To You?
- 9 DON'T KNOW / REFUSED

Q3B [ASK IF Q2 = 4] How important was the business organization in your decision to participate? Was it...

- 1 Very Important,
- 2 Important,
- 3 Unimportant,
- 4 Very Unimportant, or
- 5 It Didn't Matter To You?
- 9 DON'T KNOW / REFUSED

Q3C [ASK IF Q2 = 5] How important was the community workshop in your decision to participate? Was it...

- 1 Very Important,
- 2 Important,
- 3 Unimportant,
- 4 Very Unimportant, or
- 5 It Didn't Matter To You?
- 9 DON'T KNOW / REFUSED

Q3D [ASK IF Q2 = 7] How important was the <INSERT OTHER RESPONSE FROM Q2> in your decision to participate? Was it...

- 1 Very Important,
- 2 Important,
- 3 Unimportant,
- 4 Very Unimportant, or
- 5 It Didn't Matter To You?
- 9 DON'T KNOW / REFUSED

Q3E [ASK IF Q2 = 9] How important was the Personal Visit by PG&E in your decision to participate? Was it...

- 1 Very Important,
- 2 Important,
- 3 Unimportant,
- 4 Very Unimportant, or
- 5 It Didn't Matter To You?
- 9 DON'T KNOW / REFUSED

Q4 Did you receive enough information about the program?

- 1 YES
- 2 NO
- 3 UNSURE
- 9 REFUSED

Q5 What do you recall that was lacking about the information you saw or heard about the program?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 NOTHING – INFORMATION WAS USEFUL
- 2 DIDN'T GET ANY INFORMATION
- 3 DIDN'T GET ENOUGH INFORMATION OR FOLLOW-UP (INCLUDING NO INSPECTION)
- 4 COULDN'T UNDERSTAND INFORMATION – NOT CLEAR, TOO TECHNICAL, ETC.
- 5 DIDN'T THINK THE INFORMATION WAS RELEVANT TO MY SITUATION
- 6 DIDN'T BELIEVE THE INFORMATION
- 7 INFORMATION ON EQUIPMENT, THERMOSTAT, INSULATION, ETC. WAS NOT SUFFICIENT
- 77 OTHER [SPECIFY]
- 99 DON'T KNOW / REFUSED

Q7 People participate in energy conservation programs for many reasons. I'm going to read you a list of reasons we've heard why people participate in these programs. Please tell me if you agree or disagree with each reason as it applies to your decision to participate in the Peak Energy Program.

[PRESS ANY KEY TO CONTINUE] [ROTATE Q7A – Q7G] [RE-READ SCALE FOR AT LEAST EVERY THREE ITEMS]

Q7A (Do you agree or disagree that you participated in the Peak Energy Program in order to...?)

Protect the environment

- 1 AGREE
- 2 DISAGREE
- 8 DON'T KNOW/UNSURE
- 9 REFUSED

Q7B Help the City

Q7C Learn how to save energy

Q7D Save money

Q7E Improve the reliability of your electric system

Q7F Get free equipment such as new light bulbs, fixtures or thermostat

Q7G Increase comfort

Q8A Are there any other reasons that influenced your decision to participate in the Peak Energy Program?

- 1 YES
- 2 NO
- 9 DON'T KNOW / REFUSED

Q8B [ASK IF Q8A = 1] What are those reasons? (that influenced your decision to participate in the Peak Energy Program?)

[OPEN-END] [RECORD VERBATIM RESPONSE]

[CLARIFY AS NECESSARY]

- 1 Health issues
- 2 Save money / Free
- 3 Save energy
- 4 Upgrade / update system
- 5 Old age
- 77 Other
- 99 Don't Know / Refused

Q9 Did anything make you hesitate before deciding to participate?

[IF NECESSARY: What was that? / What made you hesitate?]

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 NO – DID NOT HESITATE
- 2 TOO MUCH TROUBLE OR HASSLE

- 3 DIDN'T THINK WOULD SAVE ANY MONEY
- 4 ALREADY HAVE ENERGY EFFICIENT EQUIPMENT
- 5 DON'T BELIEVE THE ENERGY SAVING CLAIMS
- 6 DON'T WANT TO CHANGE LIFESTYLE
- 7 UNSURE IF PERSON WHO INSTALLED MEASURES WAS LEGITIMATE
- 8 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

B. EQUIPMENT INSTALLED AND ITS USAGE

IF CFLS = 0 AND FIXTURE = 0 AND THERM = 0, SKIPTO Q21 / SECTION C

Q10INT Our records show that the Peak Energy Program installed energy-efficient equipment or fixtures in your home in late 2003 or in 2004. Just to verify...

[PRESS ANY KEY TO CONTINUE]

Q10A [ASK IF CFLS > 0] Did you have any Compact Fluorescent Light Bulbs installed by the program?

(Compact fluorescent light bulbs, also known as CFLs, usually have a twisted or spiral shape and are used instead of traditional screw-in incandescent light bulbs.)

- 1 YES
- 2 NO
- 9 DON'T KNOW / REFUSED

Q10B [ASK IF FIXTURE > 0] Did you have any fluorescent lighting fixtures installed by the program? (These would be like the permanent, hard-wired fixtures seen in stores and offices.)

- 1 YES
- 2 NO
- 9 DON'T KNOW / REFUSED

Q10C [ASK IF THERM > 0] Did you have a programmable thermostat installed by the program? (Programmable thermostats are different than traditional manual thermostats because they can be programmed to automatically raise or lower the home's temperature.)

- 1 YES
- 2 NO
- 9 DON'T KNOW / REFUSED

[IF Q10A AND Q10B AND Q10C = NO OR DK/REF, SKIPTO Q21 / SECTION C]

FLUORESCENT LIGHTING FIXTURES

Q11A [ASK IF Q10B = 1] Up to two fluorescent lighting fixtures would have been installed by the Peak Energy Program. Where in your home were the Fluorescent Lighting Fixtures installed by the Peak Energy Program located (not other fixtures you may have also installed)?

[IF ONLY 1 ROOM MENTIONED, CONFIRM BOTH FIXTURES WERE INSTALLED IN THAT ROOM AND ENTER 2]

[IF ONLY 1 OF 2 FIXTURES INSTALLED, ENTER 1 IN "NOT INSTALLED" SO THAT TOTAL ADDS TO 2]

[IF 2 ROOMS MENTIONED, ENTER A 1 FOR EACH ROOM]

- 1___ (Bedroom)
- 2___ (Kitchen/Dining Room)
- 3___ (Living Room)
- 4___ (Hallway)
- 5___ (Garage)
- 6___ (Other)
- 7___ (Not installed)

___ TOTAL MUST ADD TO 2

99 DON'T KNOW / REFUSED

[IF "NOT INSTALLED" = 2, SKIP OUT OF SECTION]

[IF "DK/REF" SKIPTO Q13A]

Q12A1 [ASK IF Q10B = 1 AND TWO (2) FIXTURES WERE INSTALLED (Q11A)]

Are both of the Fluorescent Lighting Fixture(s) still being used?

- 1 YES [SKIPTO Q13A]
- 2 NO – NEITHER IS BEING USED [SKIPTO Q12A3]
- 3 NO – ONLY ONE IS BEING USED [SKIPTO Q12A3]
- 9 DON'T KNOW / REFUSED [SKIPTO Q14]

Q12A2 [ASK IF Q10B = 1 AND ONE (1) FIXTURE WAS INSTALLED (Q11A)]

Is the Fluorescent Lighting Fixture still being used?

- 1 YES [SKIPTO Q13A]
- 2 NO [CONTINUE TO Q12A3]
- 9 DON'T KNOW / REFUSED [SKIPTO Q14]

Q12A3 [ASK IF Q12A1 = 2 OR 3, OR IF Q12A2 = 2] Why is one or both of the fixtures not being used?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 DON'T LIKE THE COLOR - TOO HARSH / TOO BRIGHT
- 2 BROKEN
- 3 BULB(S) IN THE FIXTURE(S) BURNED OUT
- 4 MOVED THE FIXTURE(S) TO ANOTHER DWELLING
- 7 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

Q13A [ASK IF Q12A1 = 1 OR 3, OR IF Q12A2 = 1, OR Q11A=99]

About how many hours on a typical weekday morning do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. If the fixtures are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

Q13B [ASK IF Q12A1 = 1 OR 3, OR IF Q12A2 = 1, OR Q11A = 99]

About how many hours on a typical weekday afternoon do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. If the fixtures are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

Q13C [ASK IF Q12A1 = 1 OR 3, OR IF Q12A2 = 1, OR Q11A = 99]

About how many hours on a typical weekday evening do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. If the fixtures are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

Q14 [ASK IF Q10B = 1] On a scale of 1 to 5, how satisfied are you with the fluorescent lighting fixture(s) installed by the program, 1 being very satisfied and 5 being very unsatisfied?

1 VERY SATISFIED

- 2
- 3
- 4
- 5 VERY UNSATISFIED
- 9 DON'T KNOW / REFUSED

COMPACT FLUORESCENT LIGHT BULBS

Q15A [ASK IF Q10A = 1] Up to two compact fluorescent light bulbs would have been installed by the Peak Energy Program. Where in your home were the Compact Fluorescent Light Bulbs installed by the Peak Energy Program located (not other bulbs you may have also installed)?

[IF ONLY 1 ROOM MENTIONED, CONFIRM BOTH BULBS WERE INSTALLED IN THAT ROOM AND ENTER 2]

[IF ONLY 1 OF 2 BULBS INSTALLED, ENTER 1 IN "NOT INSTALLED" SO THAT TOTAL ADDS TO 2]

[IF 2 ROOMS MENTIONED, ENTER A 1 FOR EACH ROOM]

- 1___ (Bedroom)
- 2___ (Kitchen/Dining Room)
- 3___ (Living Room)
- 4___ (Hallway)
- 5___ (Garage)
- 6___ (Other)
- 7___ (Not installed)

___ TOTAL MUST ADD TO 2

99 DON'T KNOW / REFUSED

[IF "NOT INSTALLED" = 2, SKIP OUT OF SECTION]

[IF "DK/REF" SKIPTO Q17A]

Q16A1 [ASK IF Q10A = 1 AND TWO (2) BULBS WERE INSTALLED (Q15A)]

Are both of the Compact Fluorescent Light Bulb(s) still being used?

- 1 YES [SKIPTO Q17A]
- 2 NO – NEITHER IS BEING USED [SKIPTO Q16A3]
- 3 NO – ONLY ONE IS BEING USED [SKIPTO Q16A3]
- 9 DON'T KNOW / REFUSED [SKIPTO Q17D]

Q16A2 [ASK IF Q10A = 1 AND ONE (1) BULB WAS INSTALLED (Q15A)]

Is the Compact Fluorescent Light Bulb still being used?

- 1 YES [SKIPTO Q17A]
- 2 NO [CONTINUE TO Q16A3]
- 9 DON'T KNOW / REFUSED [SKIPTO Q17D]

Q16A3 [ASK IF Q16A1 = 2 OR 3, OR IF Q16A2 = 2] Why is one or both of the Compact Fluorescent Light Bulbs not being used?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 DON'T LIKE THE COLOR - TOO HARSH / TOO BRIGHT
- 2 BROKEN
- 3 BULB(S) BURNED OUT
- 4 MOVED THE FIXTURE(S) TO ANOTHER DWELLING
- 5 Not bright enough
- 7 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

Q17A [ASK IF Q16A1 = 1 OR 3, OR IF Q16A2 = 1, OR Q15A = 99]

About how many hours on a typical weekday morning do you use the fluorescent light bulb(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. If the bulbs are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

Q17B [ASK IF Q16A1 = 1 OR 3, OR IF Q16A2 = 1, OR Q15A = 99]

About how many hours on a typical weekday afternoon do you use the fluorescent light bulb(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. If the bulbs are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

Q17C [ASK IF Q16A1 = 1 OR 3, OR IF Q16A2 = 1, OR Q15A = 99]

About how many hours on a typical weekday evening do you use the fluorescent light bulb(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. If the bulbs are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

Q17D [ASK IF Q10A = 1] On a scale of 1 to 5, how satisfied are you with the fluorescent light bulbs installed by the program, 1 being very satisfied and 5 being very unsatisfied?

1 VERY SATISFIED

2

3

4

5 VERY UNSATISFIED

9 DON'T KNOW / REFUSED

Q17E [ASK IF Q10A = 1] How many fluorescent light bulbs in total are installed in your home - including the fluorescent light bulbs you got from the program and also any other fluorescent light bulbs you may have installed in various fixtures?

___ ENTER NUMBER OF BULBS

99 DON'T KNOW REFUSED

PROGRAMMABLE THERMOSTAT

Q18A1 [ASK IF Q10C = 1] Do you use the Programmable Thermostat that was installed by the program?

[IF NECESSARY: Why is the programmable thermostat not being used?]

- 1 YES – BEING USED
- 2 NO - TOO MUCH HASSLE / TOO COMPLICATED
- 3 NO - BROKEN
- 4 REMOVED OR MOVED THE THERMOSTAT TO ANOTHER DWELLING
- 5 DON'T NEED ALL THE FEATURES
- 6 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

Q19 [ASK Q18A1 = 1 OR 9] How do you usually use the programmable thermostat – do you usually set the temperature manually and leave it there, or do you usually use the programming feature to automatically adjust the temperature setting for you?

- 1 SET MANUALLY TO ADJUST TEMPERATURE [SKIPTO Q20]
- 2 USE PROGRAMMING TO AUTOMATICALLY ADJUST TEMPERATURE
- 9 DON'T KNOW / REFUSED

Q19A [ASK IF Q18A1 = 1 OR 9 AND Q19=2 OR 9] When you set the thermostat to automatically adjust the temperature, by how many degrees do you usually raise or lower the temperature for when you are away, at night or other times when you don't need your usual comfort level?

__ ENTER NUMBER DEGREES RAISED OR LOWERED

99 DON'T KNOW REFUSED

Q20 [ASK IF Q10C = 1] On a scale of 1 to 5, how satisfied are you with the programmable thermostat installed by the program, 1 being very satisfied and 5 being very unsatisfied?

1 VERY SATISFIED

2

3

4

5 VERY UNSATISFIED

9 DON'T KNOW / REFUSED

C. ENERGY LIFESTYLE CHANGES

Q21 [ASK IF AUDIT = 1 / IF AUDIT = 0, SKIPTO Q21c] Our records show that you had an energy audit of your home done by the Peak Energy Program in late 2003 or in 2004, is that correct?

1 YES [SKIPTO Q21C]

2 NO

9 DON'T KNOW / REFUSED

Q21A Do you recall ever having an energy audit of your home in the last 2 or 3 years?

1 YES

2 NO

9 DON'T KNOW / REFUSED

- Q21C Do you use air conditioning in your home?
- 1 YES [ASK ALL OF Q22 SERIES]
 - 2 NO [ASK ALL OF Q22 SERIES, EXCEPT Q22D AND Q22G]
 - 9 DON'T KNOW / REFUSED [ASK ALL OF Q22 SERIES, EXCEPT Q22D AND Q22G]

Q22INT Have you taken any of the following energy efficiency actions because of the Peak Energy Program?

[PRESS ANY KEY TO CONTINUE]

[ROTATE Q22A – Q22I]

Q22A (Have you...)

Turned off lights more?

(because of the Peak Energy Program?)

- 1 YES
- 2 NO
- 9 DON'T KNOW / REFUSED

Q22B Used fans more?

Q22C Lowered the heating temperature more often?

Q22D Raised the air conditioner temperature more often, or used the air conditioner less often?

Q22E Spent more time in the rooms with the most comfortable temperature?

Q22F Installed insulation, new windows or weather stripping?

Q22G Had the heating or air conditioning system tuned up?

Q22H Bought more compact fluorescent light bulbs or fixtures?

Q22I Bought a major appliance that was high-efficiency?

Q23 In the last 2 years have you participated in energy efficiency programs other than the Peak Energy Program?

- 1 YES
- 2 NO [SKIPTO Q24]
- 9 DON'T KNOW / REFUSED [SKIPTO Q24]

Q23A [ASK IF Q23 = 1] Which other programs do you recall participating in?
[READ IF NECESSARY; PROBE TO CLARIFY AS NECESSARY]
[SELECT ALL THAT APPLY]

- 1 (New Home Construction program (PG&E program)?)
- 2 (Single Family Home Energy Efficiency Rebate Program (PG&E program)?)
- 3 (Home Energy Analyzer or Savings Calculator (PG&E information service)?)
- 4 (Smarter Energy Line (PG&E help line)?)
- 5 (Energy Partners (weatherization for low income customers)?)
- 6 (Bought an Energy Star appliance?)
- 7 (Did you participate in anything else?) [SPECIFY]
- 8 Solar system
- 9 DON'T KNOW / REFUSED

Q24 Did you know there was a state-wide energy efficiency program for the measures you had installed?

- 1 YES
- 2 NO [SKIPTO Q25]
- 9 DON'T KNOW / REFUSED [SKIPTO Q25]

Q24A Was it confusing to know that both San Francisco and statewide programs were available to you?

- 1 YES
- 2 NO [SKIPTO Q24C]

9 DON'T KNOW / REFUSED [SKIPTO Q24C]

Q24B [ASK IF Q24A = 1] What was confusing to you?

[OPEN-END]

[RECORD VERBATIM RESPONSE]

- 1 Difference between the two programs
- 2 Wondering why they are not working together
- 3 Other

99 Don't Know / Refused

Q24C Why did you choose to participate in the San Francisco Peak Energy Program instead of (or in addition to) the statewide program?

[OPEN-END]

[RECORD VERBATIM RESPONSE]

- 1 Because I live in San Francisco / PG&E is in my area
- 2 Save money
- 3 I have more information about San Francisco Peak Energy Program / I don't know about the statewide program
- 4 Other

99 Don't Know / Refused

D. PROGRAM PROCESS & OVERALL SATISFACTION

Q25 We'd like to get a sense of your satisfaction with the Peak Energy Program. On a scale of 1 to 5, where 1 is very satisfied and 5 is very unsatisfied, how would you rate the following parts of the program? For parts of the program that are not applicable to you, just say "not applicable" or "na."

[DO NOT ROTATE – QUESTIONS FLOW IN CHRONOLOGICAL ORDER]

Q25A How satisfied are you ...

With the Program information you received before signing up for the program?

(On a scale of 1 to 5, where 1 is very satisfied and 5 is very unsatisfied)

1 VERY SATISFIED

2

3

4

5 VERY UNSATISFIED

8 NOT APPLICABLE / NA

9 DON'T KNOW / REFUSED

Q25B With the application process to participate in the program?

Q25C [ASK IF AUDIT = 1] With the expertise of the person who performed the energy audit (if one was performed)?

[FOR Q25C –ADD OPTION 7 – NO AUDIT PERFORMED]

Q25D [ASK IF AUDIT = 1] That the information in the energy audit report was clear and understandable?

[FOR Q25C –ADD OPTION 7 – NO AUDIT PERFORMED]

Q25E [ASK IF AUDIT = 1] That the energy audit's recommendations seemed practical and useful?

[FOR Q25C –ADD OPTION 7 – NO AUDIT PERFORMED]

Q25F With the process for scheduling the equipment installation?

Q25G With the contractor who installed the energy efficient equipment?

Q25H With the customer service contacts you had with the Peak Energy Program, either when inquiring about the program or for any follow-up actions that may have been taken.

Q25I How satisfied are you overall, with the Peak Energy Program?

(On a scale of 1 to 5, where 1 is very satisfied and 5 is very unsatisfied)

- 1 VERY SATISFIED
- 2
- 3
- 4
- 5 VERY UNSATISFIED
- 9 DON'T KNOW / REFUSED

E. QUESTIONS ON DEMOGRAPHICS

Q26 I have just a few questions left that I'd like to ask for classification purposes. First, do you own or rent [IF SCR1A = 1, SHOW "did you own or rent"] or rent the home at <SERVICE_ADDRESS>?

- 1 OWN
- 2 RENT
- 3 OTHER [SPECIFY]
- 9 DON'T KNOW / REFUSED

Q27 [IF SCR1 = 1, SHOW: How long have you lived at this address?

[IF SCR1A = 1, SHOW: How many years did you live at <SERVICE_ADDRESS>?

__ ENTER NUMBER OF YEARS

99 DON'T KNOW / REFUSED

Q28 [IF SCR1 = 1, SHOW: What type of home do you live in? Is it a...

[IF SCR1A = 1, SHOW: What type of home did you live in at <SERVICE_ADDRESS>? Was it a...?

- 1 Single Family detached,
- 2 Single Family attached (duplex, town home, etc.)
- 3 OTHER
- 9 DON'T KNOW / REFUSED

Q29 [IF SCR1 = 1, SHOW: About when was your home built? (In what year was your home built?)

[IF SCR1A = 1, SHOW: When was the house located at <SERVICE_ADDRESS> built? (In what year was the home built?)

[PLEASE USE YOUR BEST ESTIMATE]

_____ ENTER YEAR BUILT

9999 DON'T KNOW / REFUSED

Q31 How many people currently live full-time in your home, including yourself?

__ ENTER NUMBER OF PEOPLE

99 DON'T KNOW / REFUSED

CPL STATEMENT – COUNT AS COMPLETE INTERVIEW IF RESPONDENT TERMINATES INTERVIEW AFTER THIS POINT

Q32 Which of the following includes the age of the head of your household?

1 Under 18 years,

2 19-34,

3 35-59, or

4 60 or older?

8 DON'T KNOW

9 REFUSED

Q35 What is the primary language spoken in your household?

[SELECT ONE OPTION]

1 (English)

2 (Spanish)

- 3 (Mandarin)
- 4 (Cantonese)
- 5 (Tagalog)
- 6 (Korean)
- 7 (Vietnamese)
- 8 (Russian)
- 9 (Japanese)
- 77 OTHER
- 99 DON'T KNOW / REFUSED

Q36 Which of the following best represents your annual household income in 2004, before taxes? Is it...

- 1 Less than \$20,000 per year,
- 2 \$20,000-49,999,
- 3 \$50,000-74,999,
- 4 \$75,000-99,999, or
- 5 \$100,000 or more?
- 8 DON'T KNOW
- 9 REFUSED

THANK Thank you for taking time to help with our survey and the helpful information you provided. Have a great day/evening!

[DISPOS = 40]

THKPRXY Thank you for taking time to help with our survey. However, for this survey we are only interviewing those who, themselves, participated in the San Francisco Peak Energy Program. Have a great day/evening!

[DISPOS = 24]

THANK2 Thank you for taking time to help with our survey. However, for this survey we are only interviewing those who have participated in the San Francisco Peak Energy Program. Have a great day/evening!

[DISPOS = 25]

THANK8 We cannot continue without that information. Thank you for your time. Have a great day/evening!

[DISPOS = 24]

Multi-Family Survey

Begins on next page.

Survey Materials

Questionnaire

Summit Blue / San Francisco Peak Energy Program

SFPEP – MULTI-FAMILY Participant Survey

Multi-Family Rebate Telephone Survey Instrument

SEA 04-180_2

Final Questionnaire with Post Codes

Interviewer Instructions

Call is to be placed asking to speak to the individual named in the customer contact information obtained from program records. For property managers/owners sampled, if that individual no longer works/owns the building at <SERVICE ADDRESS>, terminate and substitute a replacement case. For tenants sampled, if that individual no longer lives in the unit in the building at <SERVICE ADDRESS>, terminate and substitute a replacement case.

The survey unit is the facility at <SERVICE ADDRESS>, although for property managers/owners there may be more than one service address facility for a given customer entity and also for a given <MDSS_CUSTOMER_CONTACT_NAME>. Thus, select on <SERVICE ADDRESS> but only select a given individual once, in cases where the same person is identified more than once in the sample as a result of that person being associated with more than one <SERVICE ADDRESS> (again, service address being the sampling unit, but we are to avoid surveying the same person more than once). This will affect the property owners/managers group only. It has a small population and sub-sample, so chances are that multiple sampling of one or two people will happen, but it shouldn't be a large problem. The multiple sampling situation is not an issue for the tenant group.

Make at least 6 attempts to each sample element.

The purpose of the introductory script and associated introductory questions is to identify and qualify two respondent prospect sub-samples. The first sub-sample is property owners/managers who can answer questions about the building, energy-efficient equipment installed in common areas (lighting and programmable thermostats), satisfaction with the equipment and programmatic interaction and satisfaction with contractors who initiated contact with property managers/owners. The second sub-sample is apartment unit tenants who have had new energy-efficient lighting equipment in their apartments, to ask about their satisfaction with the equipment and how it is being used.

Contractors, care givers or other people, who may have submitted the program application and/or installed the equipment on behalf of property managers/owners in either common building areas or individual tenant units – but may not know how the equipment is being used or certain program satisfaction issues because they are not resident – are to be excluded. The initial questions are to qualify the respondent and exclude secondary and “proxy participants.”

Thus, among property managers/owners we are looking for those who made the program participation decision AND submitted the program application AND are familiar with the facility's operation of the efficiency measures being surveyed.

Among tenants we are looking for a household decision maker who knows about the lighting equipment that was installed and how the equipment is used. About half those contacted will have had energy-efficient lighting installed; those are to be surveyed. Whether they have more than passing awareness of the program is not as important as it is for property managers/owners who sponsored the program to their facilities' tenants. Note that the tenants had no significant program interaction until the measures were installed, which is why they have less program exposure about which to inquire from a marketing effectiveness or process satisfaction point of view, and so no program process or satisfaction questions are asked of tenants.

CMDI:

Participant Name (“<CUST NAME>”) from program contact lists and their file-specific parameters as follows:

- Property Manager/Owners: <MDSS_CUSTOMER_CONTACT_NAME> (Column B in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab) MGR = 1
- Tenants: SFHA tenant list (Column 1 in hard copy list table) TENANT = 1

Service Address (“<SERVICE ADDRESS>”) from program contact lists and their file-specific parameters as follows:

- Property Manager/Owners: <SERVICE ADDRESS> (Column H in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
- Tenants: Not applicable. (Column 2 in hard copy list table)

Telephone Number(s) from program contact lists:

- Property Manager/Owners: Primary phone is <MDSS-CUSTOMER_PHONE> (Column C in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab); secondary phone is <HOME_PHONE> (Column L in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab); tertiary phone, if listed, is <SECONDARY PHONE> (Column M in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
- Tenants: SFHA tenant list (Column 3 in hard copy list table)

Measure Types from CCSF - MF(EJ042205)-MTedits-042805.xls spreadsheet, “final table” tab [PROPERTY MANAGERS/OWNERS ONLY – TENANTS WILL HAVE NO SPECIFIC EQUIPMENT RECORD TO REFER TO]:

1. <MF1> Energy Star Programmable Thermostat (Column N in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
2. <MF2> Energy Star-rated Exterior Hardwired Fluorescent Fixtures (13 Watts) 8.2 hrs average use (Column O in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
3. <MF3> Energy Star-rated Exterior Hardwired Fluorescent Fixtures (27 Watts) 8.2 hrs average use (Column P in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
4. <MF4> Energy Star-rated Interior Hardwired Fluorescent Fixtures (16 Watts) 3.5 hrs average use (Column Q in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
5. <MF5> Energy Star-rated Interior Hardwired Fluorescent Fixtures (30 Watts) 3.5 hrs average use (Column R in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
6. <MF6> Energy Star-rated Interior Hardwired Fluorescent Fixtures (30 Watts) for Common Areas - 24 hrs average use (Column S in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)
7. <MF7> T-5 or T-8 Interior Fixtures for garage areas (Column T in CCSF - MF(EJ042205)MTedits-041105.xls spreadsheet, “final table” tab)

INTERVIEW INITIATION LOGIC:

[IF <CUST NAME> IS FROM <CCSF - SPC(EJ050305)-MT final table format edits-050305.xls> SPREADSHEET, RESPONDENT IS A PROPERTY MANAGER/OWNER. GO TO SECTION A1 AND INITIATE INTERVIEW VIA INTRO1A.]

[IF <CUST NAME> IS FROM HARD COPY TENANT LIST, RESPONDENT IS A TENANT. GO TO SECTION B1 AND INITIATE INTERVIEW VIA INTRO2A.]

A1. PROPERTY MANAGER/OWNER INTRODUCTION

IF MGR = 1 (FROM SAMPLE)

INTRO1A Hello, my name is _____ and I’m calling on behalf of PG&E and the City of San Francisco regarding the San Francisco Peak Energy Program which we are helping to evaluate. This is not a sales call.

May I speak with <CUST NAME>?

- 1 CONTINUE WITH CUSTOMER ONCE THEY ARE ON THE PHONE [GOTO SCRA1]
- 2 CUSTOMER NOT AVAILABLE [SCHEDULE CALLBACK]
- 3 NOT A GOOD TIME TO CONDUCT SURVEY [SCHEDULE CALLBACK]
- 9 NO/REFUSED [SKIPTO THANK8]

[IF <CUST NAME> IS NOT PERSON WHO ANSWERED PHONE, REPEAT INTRO1A:] Hello, my name is _____ and I'm calling on behalf of PG&E and the City of San Francisco to ask your help in evaluating the San Francisco Peak Energy Program. This is not a sales call.

[TO <CUST NAME> OR TO EXPLAIN FURTHER TO PERSON ANSWERING PHONE:] We are helping evaluate the program and would like talk briefly with you about your experience with it. Your comments will help us understand if the program has been successful or not, and will guide future energy efficiency programs like the Peak Energy Program. The survey will only take about 10 minutes and your individual answers will be kept private.

A2. PROPERTY MANAGER/OWNER SCREENING QUESTIONS

IF MGR = 1 (FROM SAMPLE)

SCRA1 In 2003 or 2004 were you the owner, the property manager or what was your responsibility for the building at <SERVICE ADDRESS> with respect to the energy efficient lighting or programmable thermostats installed there?

[DO NOT READ LIST]

[SELECT BEST-FIT RESPONSE; SELECT ONE RESPONSE ONLY]

- 1 OWNER [GOTO TO SCRA2]
- 2 PROPERTY MANAGER [GOTO TO SCRA2]
- 3 BUILDING MAINTENANCE (OTHER THAN PROPERTY MANAGER) [GOTO TO SCRA2]
- 4 TENANT [GOTO TO SCRA2]
- 5 CONTRACTOR WHO INSTALLED ENERGY EFFICIENT EQUIPMENT [SKIPTOTHANKPRXY]
- 6 ENERGY SERVICE COMPANY [SKIPTO THANKPRXY]
- 7 OTHER [SPECIFY] [SKIPTO THANKPRXY]
- 8 OTHER [SPECIFY] [SKIPTO THANKPRXY]
- 9 NO – SOMEONE ELSE WAS OWNER/MANAGER AT THAT TIME [SKIPTO SCRA3]
- 10 DON'T KNOW / REFUSED [SKIPTO THANK8]

SCRA2 The San Francisco Peak Energy Program's Multi-family Rebates offered energy efficient fluorescent lighting and thermostat equipment installed by participating contractors. Do you remember the program?

- 1 YES [SKIPTO SECTION C/Q1]
- 2 NO [SKIPTO THANK2]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK8]

SCRA3 The San Francisco Peak Energy Program's Multi-family Rebates offered energy efficient fluorescent lighting and thermostat equipment installed by participating contractors. Do you remember the program and also feel knowledgeable enough about the equipment that was installed to answer our survey questions about the equipment that was installed and how it is typically used?

- 1 YES [SKIPTO SECTION C/Q1]
- 2 NO [SKIPTO THANK2]
- 9 DON'T KNOW / REFUSED [SKIPTO THANK8]

[QUALIFIED RESPONDENT – QAL STATEMENT]

B1. TENANT INTRODUCTION

IF TENANT = 1 (FROM SAMPLE)

INTRO2A Hello, my name is _____ and I'm calling on behalf of PG&E and the City of San Francisco regarding the San Francisco Peak Energy Program that we are helping to evaluate. This is not a sales call.

May I speak with <CUST NAME>?

- 1 CONTINUE WITH CUSTOMER ONCE THEY ARE ON THE PHONE [GOTO SCRB1]
- 2 CUSTOMER NOT AVAILABLE [SCHEDULE CALLBACK]
- 3 NOT A GOOD TIME TO CONDUCT SURVEY [SCHEDULE CALLBACK]
- 9 NO/REFUSED [SKIPTO THANK8]

B2. TENANT SCREENING QUESTIONS

IF TENANT = 1 (FROM SAMPLE)

SCRB1 Did the (San Francisco) Housing Authority have someone install energy-efficient fluorescent light fixtures in your apartment about a year ago? (These would be circular type fluorescent fixtures.)

- 1 YES [SKIPTO INTRO2B]
- 2 NO [SKIPTO THANK3]
- 3 DON'T KNOW [GOTO SCRB2]
- 9 REFUSED [SKIPTO THANK8]

SCRB2 Is there an adult member of the household there who might be able to tell me if there were any such light fixtures installed in your apartment at this time last year?

- 1 YES [GOTO SCRB3]
- 2 NO [SKIPTO THANK4]
- 9 DON'T KNOW/REFUSED [SKIPTO THANK8]

SCRB3 May I please speak with him/her?

- 1 CONTINUE WITH OTHER PERSON ONCE THEY ARE ON THE PHONE [GOTO SCRB1]
- 2 OTHER PERSON NOT AVAILABLE [SCHEDULE CALLBACK; START WITH INTRO2A]
- 3 OTHER PERSON AVAILABLE BUT NOT A GOOD TIME TO CONDUCT SURVEY [SCHEDULE CALLBACK; START WITH INTRO2A]
- 9 NO/REFUSED [SKIPTO THANK8]

INTRO2B [TO <CUST NAME> OR TO EXPLAIN FURTHER TO PERSON ANSWERING PHONE:] We are helping evaluate the program and would like to talk briefly with you about your experience with it. Your comments will help us understand if the program has been successful or not, and will guide future energy efficiency programs like the Peak Energy Program. The survey will take less than 10 minutes and your individual answers will be kept private.

[GOTO SECTION D2/EQINT2]

[QUALIFIED RESPONDENT – QAL STATEMENT]

C. PROGRAM PARTICIPATION DECISION [PROPERTY MANAGERS/OWNERS ONLY]

IF MGR = 1 (FROM SAMPLE)

Q1 How did you find out about the Peak Energy Program?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 EQUIPMENT CONTRACTOR OR VENDOR CONTACTED ME
- 2 PG&E BILL INSERT
- 3 OTHER PG&E ENERGY PROGRAM REFERRAL
- 4 PG&E REPRESENTATIVE
- 5 CITY/COUNTY OF SAN FRANCISCO WATER BILL OR PROPERTY TAX NOTICE INSERT
- 6 COMMUNITY ORGANIZATION (EXAMPLES: CULTURAL CHARITY CENTER, BAY VIEW NETWORK FOR ELDERLY, ONE STOP)
- 7 BUSINESS ASSOCIATION (SUCH AS BOMA, FISHERMEN'S WHARF, PIER 39)?
- 8 COMMUNITY WORKSHOP
- 9 OTHER [SPECIFY]
- 10 OTHER [SPECIFY]
- 11 OTHER [SPECIFY]
- 12 DON'T KNOW / REFUSED

Q2 Did you receive enough appropriate information about the program?

- 1 YES [SKIPTO Q2A]
- 2 NO [GOTO Q2B]
- 9 DON'T KNOW / REFUSED [SKIPTO Q3]

Q2A What was most useful about the program information that you saw or heard?

[DO NOT READ LIST] [SELECT ALL THAT APPLY]

- 1 HELPED ME DECIDE TO PARTICIPATE (NOTHING SPECIFIC BUT OVERALL HELPFUL)
- 2 HELPED UNDERSTAND ENERGY USAGE
- 3 HOW TO SAVE MONEY ON ENERGY BILLS
- 4 ENVIRONMENTAL BENEFITS
- 5 TOLD ABOUT CITY'S NEED FOR ENERGY RESOURCES
- 6 SHOWED HOW OR WHERE TO GET HELP WITH ENERGY PROBLEMS
INFORMATION ON EQUIPMENT, INSULATION OR ACTIONS TO TAKE
- 8 DIDN'T GET ANY PROGRAM INFORMATION
- 9 OTHER [SPECIFY]
- 10 OTHER [SPECIFY]
- 11 DON'T KNOW / REFUSED

Q2B Was there anything lacking or not appropriate about the program information you saw?
[DO NOT READ LIST] [SELECT ALL THAT APPLY]

- 1 NOTHING LACKING OR INAPPROPRIATE
- 2 DIDN'T GET ANY INFORMATION
- 3 DIDN'T GET ENOUGH INFORMATION ON EQUIPMENT OR ACTIONS TO TAKE
- 4 COULDN'T UNDERSTAND INFORMATION – NOT CLEAR, TOO TECHNICAL, ETC.
- 5 DIDN'T THINK THE INFORMATION WAS RELEVANT OR USEFUL TO MY SITUATION
- 6 NOTHING PARTICULARLY UNUSEFUL – JUST DIDN'T SEEM USEFUL ENOUGH
- 7 OTHER [SPECIFY]
- 8 OTHER [SPECIFY]
- 9 OTHER [SPECIFY]
- 10 DON'T KNOW / REFUSED

Q3 Organizations participate in energy conservation programs for many reasons. I'm going to read you a list of reasons we've heard why organizations participate in these programs. For each reason, please say "yes" or "no" if that was an important reason for your organization's decision to participate in the Peak Energy Program.

[PRESS ANY KEY TO CONTINUE]

[ROTATE Q3A – Q3G]

Q3A Did you participate in the Peak Energy Program in order to...

Protect the environment

- 1 YES
- 2 NO
- 3 UNSURE
- 9 REFUSED

Q3B help the City?

Q3C have energy for future generations?

Q3D save money?

Q3E improve the reliability of your electric system?

Q3F get free equipment such as new light bulbs, fixtures or thermostat?

Q3G increase comfort and productivity?

Q4 Are there any other reasons that influenced your decision to participate in the Peak Energy Program? (What are they?)

[OPEN-END] [RECORD VERBATIM RESPONSE]

[PROBE FOR ADDITIONAL RESPONSES]

[CLARIFY AS NECESSARY]

- 1 Save energy
- 2 Save money

- 3 Other
- 4 No other reasons
- 88 Don't Know
- 99 Refused

Q5 Did anything make you hesitate before deciding to participate? (What was that?)

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[PROBE FOR ADDITIONAL RESPONSES]

- 1 DIDN'T HESITATE
- 2 UNSURE IF PERSON REPRESENTING PROGRAM WAS LEGITIMATE
- 3 TOO MUCH TROUBLE OR HASSLE
- 4 DIDN'T THINK WOULD SAVE ANY MONEY
- 5 ALREADY HAVE ENERGY EFFICIENT EQUIPMENT
- 6 DON'T BELIEVE THE ENERGY SAVING CLAIMS
- 7 DON'T WANT TO CHANGE BUSINESS PRACTICES
- 8 NO BUDGET
- 9 OWNER WOULDN'T AUTHORIZE
- 10 OTHER BUSINESS INVESTMENT / CAPITAL PRIORITIES
- 11 OTHER [SPECIFY]
- 12 OTHER [SPECIFY]
- 13 OTHER [SPECIFY]
- 14 DON'T KNOW / REFUSED

Q6 In the last 2 years have you participated in energy efficiency programs other than the Peak Energy Program?

- 1 YES [GOTO Q7]

- 2 NO [SKIPTO Q8]
- 9 DON'T KNOW / REFUSED [SKIPTO Q8]

Q7 [ASK IF Q6 = 1] Which other programs do you recall participating in?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[PROBE FOR ADDITIONAL RESPONSES]

- 1 PG&E BUSINESS PROGRAM (DON'T RECALL THE SPECIFIC NAME)
- 2 EXPRESS EFFICIENCY PROGRAM (PG&E PROGRAM)
- 3 CASH REBATES FOR BUSINESS
- 4 STANDARD PERFORMANCE CONTRACTING PROGRAM (PG&E PROGRAM AND ALSO PEAK ENERGY PROGRAM ELEMENT)
- 5 COMMERCIAL TURNKEY SERVICES (ELEMENT OF PEAK ENERGY PROGRAM)
- 6 500 PLUS PEAK PROGRAM(PG&E PROGRAM)
- 7 SMARTER ENERGY LINE (PG&E HELP LINE)
- 8 SAVINGS BY DESIGN – NEW CONSTRUCTION PROGRAM (PG&E PROGRAM)
- 9 PG&E ENERGY AUDIT – ON-SITE, BY PHONE OR DO-IT-YOURSELF
- 10 SAN FRANCISCO POWER SAVERS PROGRAM
- 11 OTHER [SPECIFY]
- 12 OTHER [SPECIFY]
- 13 OTHER [SPECIFY]
- 14 DON'T KNOW / REFUSED

Q7A Were you either influenced to participate in any of the programs because of your participation in the Peak Energy Program, or influenced by the other program to participate in the Peak Energy Program?

- 1 YES
- 2 NO

3 NOT SURE

9 REFUSED

Q8 Did you know there was a state-wide energy efficiency program for the measures you had installed?

1 YES [CONTINUE]

2 NO [SKIPTO SECTION D1]

9 DON'T KNOW / REFUSED [SKIPTO SECTION D1]

Q8A Was it confusing to know that both San Francisco and statewide programs were available to you?

1 YES

2 NO [SKIPTO Q8C]

9 DON'T KNOW / REFUSED [SKIPTO Q8C]

Q8B [ASK IF Q8A = 1] What was confusing to you?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[PROBE FOR ADDITIONAL RESPONSES]

1 REBATE LEVELS

2 PROGRAM ELIGIBILITY

3 ENERGY EFFICIENCY MEASURES

4 WHO SPONSORED PROGRAM

5 OTHER [SPECIFY]

6 OTHER [SPECIFY]

7 OTHER [SPECIFY]

8 NOTHING IN PARTICULAR, JUST CONFUSED

9 DON'T KNOW / REFUSED

Q8C Was there anything that made you hesitate to participate in the San Francisco Peak Energy Program instead of or in addition to the statewide program?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

[PROBE FOR ADDITIONAL RESPONSES]

- 1 EFFECT OF FIRST-COME, FIRST-SERVED FUNDING POLICY
- 2 LIMIT ON PERCENT OF EQUIPMENT COST ALLOWED
- 3 INSTALLATION DEADLINES
- 4 OTHER [SPECIFY]
- 5 OTHER [SPECIFY]
- 6 OTHER [SPECIFY]
- 7 DON'T KNOW / REFUSED

D1. EQUIPMENT INSTALLED AND ITS USAGE – PROPERTY MANAGERS/OWNERS

IF MGR = 1 (FROM SAMPLE)

EIQNT1 Our records show that you had equipment installed in the last year or so from the Peak Energy Program at <SERVICE ADDRESS>. You may recall this was where you had a contractor install equipment qualified the Peak Energy Program. I'm going to ask about your recollection of each measure that was installed by the program contractor, what the associated equipment usage pattern is and your satisfaction with the measure's performance so far.

[PRESS ANY KEY TO CONTINUE]

- <MFA> THROUGH <MFG> BATTERIES ARE ASKED OF EACH RESPONDENT WHERE THE SAMPLE INDICATES A MEASURE WAS INSTALLED (VALUE OF '1')
- ASK BATTERY FOR ALL LISTED MF MEASURES:
- ONCE MF BATTERY HAS BEEN ASKED FOR ALL LISTED MEASURES, SKIPTO SECTION E/Q9INT

BATTERY DEFINITIONS AND QUESTION NUMBERING:

CR Battery Question Numbering CR Measure Variable CR Measure Name

- MFA1 – MFA4 MFA Energy Star Programmable Thermostat
- MFB1 – MFB4 MFB Energy Star-rated Exterior Hardwired Fluorescent Fixtures (13 Watts) - 8.2 hrs average use
- MFC1 – MFC4 MFC Energy Star-rated Exterior Hardwired Fluorescent Fixtures (27 Watts) - 8.2 hrs average use
- MFD1 – MFD4 MFD Energy Star-rated Interior Hardwired CFL Fixtures (16 Watts) - 3.5 hrs average use
- MFE1 – MFE4 MFE Energy Star-rated Interior Hardwired CFL Fixtures (30 Watts) - 3.5 hrs average use
- MFF1 – MFF4 MFF Energy Star-rated Interior Hardwired Fluorescent Fixtures (30 Watts) for Common Areas - 24 hrs average use
- MFG1 – MFG4 MFG T-5 or T-8 Interior Fluorescent Light Fixtures for garage areas

[PROGRAMMER: ONLY BATTERY MFA1 TO MFA4 FOR MEASURE <MFA> IS SHOWN. BATTERIES FOR <MFB> THROUGH <MFG> WILL FOLLOW THE SAME PATTERN AS THE <MFA> BATTERY.]

BATTERY MFA1 TO MFA4

[ENERGY STAR PROGRAMMABLE THERMOSTAT – ASK MFA1-MFA4 IF MFA = 1]

MFA1 The Peak Energy Program records indicate you had a/an <MFA> at <SERVICE ADDRESS>

Do you recall having that energy efficiency measure installed by the program in the last year or so?

- 1 YES [CONTINUE TO MFA2]
- 2 NO [GO TO NEXT MF BATTERY]
- 9 DON'T KNOW / REFUSED [GO TO NEXT MF BATTERY]

MFA2 What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the <MFA>, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 HALLWAY / LOBBY / COMMON USE AREA
- 2 LAUNDRY ROOM
- 3 GARAGE

- 4 APARTMENT UNITS
- 5 EXTERIOR SECURITY LIGHTS
- 6 WHOLE FACILITY
- 7 OTHER [SPECIFY]
- 8 OTHER [SPECIFY]
- 9 OTHER [SPECIFY]
- 10 DON'T KNOW / REFUSED
- 11 Office

MFA3 What hours of a typical weekday is the equipment affected by the <MFA> used? That is, when do you or your tenants usually turn on the equipment and then when is the equipment turned?

[DO NOT READ LIST]

[SELECT BEST-FIT RESPONSE; SELECT ONE RESPONSE ONLY]

[PROBE TO CLARIFY PER LIST]

- 1 ON / USED ALL THE TIME
- 2 DAYTIME (EXAMPLE: 8 AM – 5 PM)
- 3 DAYTIME AND EVENINGS (EXAMPLE: 8 AM – MIDNIGHT)
- 4 EVENINGS (EXAMPLE: AFTER DARK UNTIL CLOSING)
- 5 ALL NIGHT
- 6 SPORADIC – NO PARTICULAR PATTERN
- 7 OTHER [SPECIFY TYPICAL START AND STOP TIMES]
- 8 DON'T KNOW / REFUSED

MFA4 Are you generally satisfied or generally unsatisfied with the performance of the <MFA>?

- 1 GENERALLY SATISFIED
- 2 GENERALLY UNSATISFIED
- 3 UNSURE
- 9 REFUSED

[END BATTERY]

D2. EQUIPMENT INSTALLED AND ITS USAGE – TENANTS

IF TENANT = 1 (FROM SAMPLE)

EQINT2 Our records show that the Peak Energy Program installed energy-efficient lighting fixtures in your unit about a year ago.

[PRESS ANY KEY TO CONTINUE]

TE1 Do you recall having any fluorescent lighting fixtures installed by the program about a year ago? (These would be circular-type fluorescent fixtures.)

- 1 YES
- 2 NO
- 3 DON'T KNOW
- 9 REFUSED

[IF TE1 = NO OR DK/REF, SKIPTO THANK2]

TE2 [ASK IF TE1 = 1] One or more fluorescent lighting fixtures would have been installed by the Peak Energy Program for the Housing Authority. Where in your unit are those located (not other fixtures you may have also installed), and how many fixtures got installed in that room?

[IF 2+ ROOMS MENTIONED, ENTER A 1 FOR EACH ROOM MENTIONED WHERE ONE FIXTURE INSTALLED, 2 WHERE 2+ FIXTURES INSTALLED]

[IF NECESSARY: "I understand, however we are an independent market research company calling on behalf of the San Francisco Peak Energy Program and unfortunately, that information is not available. We would like to verify the number of fixtures to ensure our survey data is accurate."]

___ (Bedrooms) [ASK IF FIXTURES INSTALLED IN MORE THAN ONE BEDROOM AND, IF SO, RECORD NUMBER OF FIXTURES IN ALL BEDROOMS]

___ (Kitchen)

___ (Dining Room)

___ (Living Room)

___ (Hallways)

___ (Other)

99 DON'T KNOW / REFUSED [SKIPTO THANK2]

TE3 Are all of the Fluorescent Lighting Fixtures installed by the program being used?

[SELECT BEST RESPONSE OPTION]

- 1 YES – ALL ARE BEING USED [GOTO TE5]
- 2 NO – ONE OR MORE ARE NOT BEING USED [SKIPTO TE4]
- 9 DON'T KNOW / REFUSED [SKIPTO TE14]

TE4 [ASK IF TE3 = 2] Why is one or more fixtures not being used?

[DO NOT READ LIST]

[SELECT ALL THAT APPLY]

- 1 DON'T LIKE THE COLOR - TOO HARSH / TOO BRIGHT
- 2 BROKEN/ Stop working
- 3 BULB(S) IN THE FIXTURE(S) BURNED OUT
- 4 MOVED THE FIXTURE(S) TO ANOTHER DWELLING
- 5 OTHER [SPECIFY]
- 6 OTHER [SPECIFY]
- 7 OTHER [SPECIFY]
- 8 DON'T KNOW / REFUSED

TE5 Think about all the rooms where fixtures were installed by the program. In which room are the fixtures typically turned on for the most hours each day?

[DO NOT READ LIST]

[SELECT ONE RESPONSE ONLY]

- 1 BEDROOMS
- 2 KITCHEN
- 3 DINING ROOM
- 4 LIVING ROOM
- 5 HALLWAYS

6 OTHER

7 Bathroom

9 DON'T KNOW / REFUSED [SKIPTO TE13]

TE6 For the fixtures in the [TE5 RESPONSE], about how many hours on a typical weekday morning, 6 AM to Noon, do you use them?

[IF NECESSARY: Please use your best estimate. If there is more than one fixture in the room and the fixtures are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

TE7 For the fixtures in the [TE5 RESPONSE], about how many hours on a typical weekday afternoon, Noon to 6 PM, do you use them?

[IF NECESSARY: Please use your best estimate. Again, if there is more than one fixture in the room and the fixtures are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

TE8 For the fixtures in the [TE5 RESPONSE], about how many hours on a typical weekday evening , after 6 PM, do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. Again, if there is more than one fixture in the room and the fixtures are used very differently, please tell me the hours use for the fixture that is used the most.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

TE9 Now I'd like to ask about the lighting fixtures the program installed that are least used. In which room are the fixtures typically turned on the fewest hours each day?

[DO NOT READ LIST]

[SELECT ONE RESPONSE ONLY]

- 1 BEDROOMS
- 2 KITCHEN
- 3 DINING ROOM
- 4 LIVING ROOM
- 5 HALLWAYS
- 6 OTHER
- 7 Bathroom
- 9 DON'T KNOW / REFUSED [SKIPTO TE13]

TE10 For the fixtures in the [TE9 RESPONSE], about how many hours on a typical weekday morning, 6 AM to noon, do you use them?

[IF NECESSARY: Please use your best estimate. If there is more than one fixture in the room and the fixtures are used very differently, please tell me the hours use for the fixture that is used the least.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

TE11 For the fixtures in the [TE9 RESPONSE], about how many hours on a typical weekday afternoon, noon to 6 PM, do you use them?

[IF NECESSARY: Please use your best estimate. Again, if there is more than one fixture in the room and the fixtures are used very differently, please tell me the hours use for the fixture that is used the least.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

TE12 For the fixtures in the [TE9 RESPONSE], about how many hours on a typical weekday evening, after 6 PM, do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program?

[IF NECESSARY: Please use your best estimate. Again, if there is more than one fixture in the room and the fixtures are used very differently, please tell me the hours use for the fixture that is used the least.]

__ ENTER NUMBER OF HOURS

99 DON'T KNOW REFUSED

TE13 Are you basically satisfied with the fluorescent lighting fixtures installed by the program, or are you basically unsatisfied with the fixtures?

- 1 SATISFIED
- 2 UNSATISFIED
- 3 UNSURE
- 9 REFUSED

TE14 How many fluorescent light fixtures in total are installed in your unit - including both the fluorescent light fixtures you got from the program and also any other fluorescent light fixtures you may have installed?

- __ ENTER TOTAL NUMBER OF FIXTURES
- 99 DON'T KNOW / REFUSED

E. OTHER ENERGY UTILIZATION CHANGES [PROPERTY MANAGERS/OWNERS ONLY]

IF MGR = 1 (FROM SAMPLE)

Q9INT Have you been influenced by the Peak Energy Program to take any of the following energy efficiency actions?

[PRESS ANY KEY TO CONTINUE]

[ROTATE Q9A – Q9H]

Q9A (Have you...)

installed other energy efficiency measures? (because of the Peak Energy Program?)

- 1 YES

- 2 NO
- 8 NA/NO AIR CONDITIONING
- 9 DON'T KNOW / REFUSED

Q9B increased your equipment maintenance efforts, such as tuning up the heating or air conditioning system?

Q9C turned off lights more or added occupancy sensors to minimize lighting costs?

Q9D lowered heating temperature more often?

Q9E raised the air conditioner temperature more often, or use the air conditioning less altogether?

Q9F installed building insulation, weather stripping or new energy efficient windows?

Q9G bought other major equipment that also is high-efficiency?

Q9H installed more of the same kind of energy efficient equipment for other areas of the facility?

F. PROGRAM PROCESS & OVERALL SATISFACTION [PROPERTY MANAGERS/OWNERS ONLY]

IF MGR = 1 (FROM SAMPLE)

Q10 We'd like to get a sense of your satisfaction with the Peak Energy Program. For each of the following aspects of the program, please indicate whether you are generally satisfied or unsatisfied with that aspect of the program For parts of the program that you think are not applicable to you, just say "not applicable" or "NA."

Q10A Are you generally satisfied or unsatisfied ...

With the Program information you received before signing up for the program?

- 1 GENERALLY SATISFIED
- 2 GENERALLY UNSATISFIED
- 3 UNSURE / DON'T KNOW

8 NOT APPLICABLE / NA

9 REFUSED

Q10B With the application process to participate in the program?

Q10C With customer service contacts you had with the Peak Energy Program, either when inquiring about the program or for any follow-up actions that may have been taken?

Q10D With scheduling the contractor to visit your facility to assess energy efficiency opportunities?

Q10E With scheduling the equipment installation?

Q10F With the expertise of the person who recommended the energy efficiency measures?

Q10G That the program's recommendations seemed practical and useful?

Q10H With the contractor who installed the energy efficient equipment, for measures that were installed?

Q11 On a scale of 1 to 5, where 1 is very satisfied and 5 is very unsatisfied, how satisfied are you overall, with the Peak Energy Program?

1 VERY SATISFIED

2

3

4

5 VERY UNSATISFIED

9 DON'T KNOW / REFUSED

Q12 [ASK IF Q11 < 9] What is the most important comment you have that can help us understand why you feel that way?

[OPEN-END]

[RECORD VERBATIM RESPONSE]

1 Repair/Fixture did not last long enough

2 Difficult to replace / Don't know where to find the replacement

- 3 Useful/Energy saver
- 4 Other negative comments
- 5 Other
- 6 Save money
- 88 Don't Know
- 99 Refused

G1. QUESTIONS ON TENANT DEMOGRAPHICS

IF TENANT = 1 (FROM SAMPLE)

Q13 I have just a few questions left that I'd like to ask for classification purposes. First, how long have you lived at this address?

__ ENTER NUMBER OF YEARS

99 DON'T KNOW / REFUSED

Q14 How many people currently live full-time in your home?

__ ENTER NUMBER OF PEOPLE

99 DON'T KNOW / REFUSED

CPL STATEMENT – COUNT AS COMPLETE INTERVIEW IF RESPONDENT TERMINATES INTERVIEW AFTER THIS POINT

Q15 Which of the following includes the age of the head of your household?

- 1 Under 18 years,
- 2 19-34,
- 3 35-59, or
- 4 60 or older?

8 DON'T KNOW

9 REFUSED

Q16 What is the primary language spoken in your household?

[SELECT ONE OPTION]

1 ENGLISH

2 SPANISH

3 MANDARIN

4 CANTONESE

5 TABALOG

6 KOREAN

7 VIETNAMESE

8 RUSSIAN

9 JAPANESE

10 OTHER

11 DON'T KNOW / REFUSED

G2. QUESTIONS ON PROPERTY MANAGER/OWNER DEMOGRAPHICS

IF MGR = 1 (FROM SAMPLE)

Q17 I have just a few questions left about your building that I'd like to ask for classification purposes. First, how long have you managed or owned the building at <SERVICE ADDRESS>?

__ ENTER NUMBER OF YEARS

99 DON'T KNOW / REFUSED

Q18 About when was that building built? (In what year was the building built?)

[IF NECESSARY: Please use your best estimate]

__ ENTER YEAR BUILT

99 DON'T KNOW / REFUSED

Q19 Has the building undergone major renovation or remodeling since it was built?

1 YES

2 NO [SKIPTO Q21]

3 DON'T KNOW [SKIPTO Q21]

9 REFUSED [SKIPTO Q21]

Q20 About when was that – what year?

__ ENTER YEAR RENOVATED OR REMODELED

99 DON'T KNOW / REFUSED

Q21 How many units are in the building at <SERVICE ADDRESS>?

__ ENTER NUMBER OF UNITS

999 DON'T KNOW / REFUSED

THANK Thank you for taking time to help with our survey and the helpful information you provided. Have a great day/evening!

[IF TENANT = 1, DISPOS = 39]

[IF MGR = 1, DISPOS = 40]

THKPRXY Thank you for taking time to help with our survey. However, for this survey we are only interviewing property managers or owners, and tenants. Have a great day/evening!

[DISPOS = 24]

THANK2 Thank you for taking time to help with our survey. However, for this survey we are only interviewing those who are knowledgeable about the installed equipment. Have a great day/evening!

[DISPOS = 25]

THANK3 Thank you for taking time to help with our survey. However, for this survey we are only interviewing households where energy efficiency measures were installed. Have a great day/evening!

[DISPOS = 26]

THANK4 Thank you for taking time to help with our survey. However, for this survey we are only interviewing those who are knowledgeable about the installed equipment. Have a great day/evening!

[DISPOS = 27]

THANK8 We cannot continue without that information. Thank you for your time. Have a great day/evening!

[DISPOS = 8]

6. Survey Field Services Reports

These documents provide complete documentation of the participant surveys conducted by Northwest Research Group. The reports include complete survey setup and data specifications and operations methodology, copies of the final surveys, survey contact and response disposition reports, and verbatim responses to open-ended questions. These reports are relatively large and so are contained in separate volumes. Their title pages and tables of contents are provided here for reference.

1. Business Participant Survey Field Services Report

Title page and Table of Contents begin on next page.

Summit Blue / PG&E

**Measurement and Evaluation Study of San Francisco Peak
Energy Program
BUSINESS Participant Survey**

June 2005

Field Services Report



Research Group, Inc.

1. TABLE OF CONTENTS

TABLE OF CONTENTS

METHODOLOGY

 Background and Objectives

 Data Collection.....

 Method of Contact and Sample Management.....

 Sampling Period.....

 Questionnaire

 Content.....

 Sampling

 Sampling Frame

 Sample Disposition

 Sample Maintenance

SURVEY MATERIALS.....

 Questionnaire.....

VERBATIM RESPONSES.....

 Open Ended - Verbatim Responses

Q4 Are there any other reasons that influenced your decision to participate in the Peak Energy Program?

Q12 – What is the most important comment that can help us understand why you feel that way?.....

 Other – Verbatim Responses.....

SCR2 – What is your position with <ENTITY>?.....

SCR3 – What is your relationship to <ENTITY> with respect to energy efficiency improvements they might have made in the last year or so?

Q1 – How did <ENTITY> find out about the Peak Energy Program?

Q2A – What was lacking or not appropriate about the program information you saw?

Q2B – What was most useful about the program information that you saw or heard?

- Q5 – *Did anything make you hesitate before deciding to participate?*
- Q7 – *Which other programs do you recall participating in?*
- Q8B – *What was confusing to you?*
- Q8C – *Was there anything that made you hesitate in the <ELEMENT> instead of or in addition to the statewide program?*
- CTSB4 – *What is the main reason you decided not to install the solid door cooler or freezer gaskets at this time?*
- CTSB5 – *What are of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the solid door cooler or freezer gaskets, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....*
- CTSB6 – *What hours of a typical weekday do you use the equipment affected by the solid door cooler or freezer gaskets? That is, when do you usually turn on the equipment and then when do you turn off the equipment?*
- CTSC4 - *What is the main reason you decided not to install the 4-foot fluorescent lamp and ballast at this time?.....*
- CTSC5 – *What are of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the 4-foot fluorescent lamp and ballast, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....*
- CTSD4 - *What is the main reason you decided not to install the LED high efficiency exit sign at this time?*
- CTSD5 – *What are of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the LED high efficiency exit sign, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.*
- CTSE4 - *What is the main reason you decided not to install the occupancy sensor at this time?.....*
- CTSE5 – *What are of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the occupancy sensor, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.*
- CTSF5 – *What are of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the 2 foot t-8 lamp and electronic ballast to replace t-12 lamp and ballast, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....*

CTSG4 - What is the main reason you decided not to install the 4 foot t-8 lamp and electronic ballast to replace t-12 lamp and ballast at this time?

CTSG5 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the 4 foot t-8 lamp and electronic ballast to replace t-12 lamp and ballast, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CTSH5 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the 8 foot t-8 lamp and electronic ballast to replace t-12 lamp and ballast, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CTSI5 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the hardwired, screw-in compact florescent light bulbs of 27 watts or more, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CTSJ4 - What is the main reason you decided not to install the hardwired, screw-in compact florescent light bulbs of 14 to 26 watts or more at this time?

CTSJ5 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the hardwired, screw-in compact florescent light bulbs of 14 to 26 watts, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CRA2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the efficient package of terminal type air conditioning unit, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CRA3 - What hours of a typical weekday do you use the equipment affected by the efficient package of terminal type air conditioning unit? That is, when do you usually turn on the equipment and then when do you turn off the equipment?

CRC2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the screw-in compact florescent light bulbs with reflector – 14 to 26 watts, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CRF2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the high efficiency LED exit sign, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

CRG2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the occupancy sensor for wall or ceiling-mounted lighting, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable

CRJ2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the 4 foot t-8 lamps and electronic ballasts – new or replacement of t-12 lamps and ballasts, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

CRJ2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the 8 foot t-8 lamps and electronic ballasts – new or replacement of t-12 lamps and ballasts, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

CRK2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the removal of 4 foot lamps and installed reflectors, please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.

SPCC2 – What areas of the facility are served by this efficiency measure and the equipment associated with it?

SPCC3 – What hours of a typical weekday do you use the equipment affected by the addition or change to the heat pump?

SPCD3 – What hours of a typical weekday do you use the equipment affected by the addition or change to other energy efficient equipment?.....

SPCF3 – What hours of a typical weekday do you use the equipment affected by the installation of heating, ventilation and air conditioning energy management controls?.....

SPCI3 – What hours of a typical weekday do you use the equipment affected by the addition of an adjustable speed drive (ASD) to process equipment?.....

Q13 – First, do you own or rent your facility?.....

Q15 – What is the primary use of the facility – is it an office, a manufacturing facility, a restaurant or something else?

DATA FILES.....

Data Layout.....

Data Names and Labels.....

2. Single Family Participant Survey Field Services Report

Title page and Table of Contents begins on next page.

Summit Blue / PG&E

**Measurement and Evaluation Study of San Francisco Peak
Energy Program
SINGLE - FAMILY Participant Survey**

June 2005

Field Services Report



Research Group, Inc.

2. TABLE OF CONTENTS

TABLE OF CONTENTS

METHODOLOGY

Background and Objectives

Data Collection.....

Method of Contact and Sample Management.....

Sampling Period.....

Questionnaire

Content.....

Sampling

Sampling Frame

Sample Disposition

Sample Maintenance

SURVEY MATERIALS.....

Questionnaire.....

VERBATIM RESPONSES.....

Verbatim Responses.....

Question Q2: “How did you find out about the Peak Energy Program?”

Question Q5: “What do you recall that was lacking about the information you saw or heard about the program?” **Error! Bookmark not defined.**

Question Q8B: “What are those reasons? (that influenced your decision to participate in the Peak Energy Program?)”

Question Q9: “Did anything make you hesitate before deciding to participate?”

Question Q12A3: “Why is one or both of the fixtures not being used?”

Question Q16A3: “Why is one or both of the fixtures not being used?”

Question Q18A1: “Do you use the Programmable Thermostat that was installed by the program?”

Question Q23A: “Which other programs do you recall participating in?”

Question Q24B: “What was confusing to you?”

Question Q24C: “Why did you choose to participate in the San Francisco Peak Energy Program instead of (or in addition to) the statewide program?”

Question Q26: “First, do you own or rent the home?”

Question Q28: “What type of home do you live in?”

Question Q35: “What is the primary language spoken in your household?”

DATA FILES.....

Data Layout.....

Data Names and Labels.....

3. Multi-Family Participant Survey Field Services Report

Title page and Table of Contents begins on next page.

Summit Blue / PG&E

**Measurement and Evaluation Study of San Francisco Peak
Energy Program
Multi-family Participant Survey**

June 2005

Field Services Report



Research Group, Inc.

3. TABLE OF CONTENTS

TABLE OF CONTENTS

METHODOLOGY

 Background and Objectives

 Data Collection.....

 Method of Contact and Sample Management.....

 Sampling Period.....

 Questionnaire

 Content.....

 Sampling

 Sampling Frame

 Sample Disposition

 Final Sample Disposition Report.....

 Sample Maintenance

SURVEY MATERIALS.....

 Questionnaire.....

VERBATIM RESPONSES.....

 Q1 – How did you find out about the energy Peak Program?

 Q2A – What was most useful about the program information that you saw or heard?

 Q4 – Are there any other reasons that influenced your decision to participate in the Peak Energy Program? (What are they?).....

 Q5 – Did anything make you hesitate before deciding to participate?

 Q7 – Which other programs do you recall participating in?

 Q8B – What was confusing to you?

 Q8C - Was there anything that made you hesitate to participate in the San Francisco Peak Energy Program instead of or in addition to the statewide program?

 MFA2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the Energy

Star Programmable Thermostat please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

MFB3 – What hours of a typical weekday is the equipment affected by the Energy Star-rated Exterior Hardware Fluorescent Fixtures (13 watts) used? That is, when do you or your tenants usually turn on the equipment and then when is the equipment turned?

MFC2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the Energy Star-rated Exterior Hardware Fluorescent Fixtures (27 watts), please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

MFD2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the Energy Star-rated Interior Hardwired CFL Fixtures (16 Watts), please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

MFE2 – What areas of the facility are served by this efficiency measure and the equipment associated with it? If more than one area is served by the Energy Star-rated Interior Hardwired CFL Fixtures (30 Watts), please name each major area, such as offices, hallways, etc. – or the entire facility if applicable.....

QTE4 – Why is one or more fixtures not being used?

QTE5 – Think about all the rooms where fixtures were installed by the program. In which room are the fixtures typically turned on for the most hours each day?

QTE9 – Now I'd like to ask about the lighting fixtures the program installed that are least used. In which room are the fixtures typically turned on the fewest hours each day?.....

Q12 – What is the most important comment you have that can help us understand why you feel that way?

Q16 – What is the primary language spoken in your household?.....

DATA FILES.....

Data Layout.....

Data Names and Labels.....

Table 3-1. Partnership Key Findings Summary, by Issue Area

Partnership Research Issues	Key Findings
<p>SFE/PG&E Partnership effectiveness: Key expectations, clarity and understanding of respective roles and responsibilities, communications and various functional performance relative to partnership agreement</p>	<ul style="list-style-type: none"> ○ PG&E’s and SFE’s partnership expectations were largely met given the context of the partnership agreement and its interpretation as the program was planned and implemented; i.e., with PG&E the predominant actor in terms of the program budget, planning process, and program structure basis including administration, and with SFE in more of a marketing and outreach role except for their leadership on running the CTS element and in promoting the Cash Rebates element to small business customers. ○ The program from SFE’s perspective was not a real partnership, however, although there was a lot of hard work together to make the program succeed. ○ PG&E considered the program to be a partnership, though PG&E’s staff stated that a greater commitment could have been made to it on their part to more closely coordinate and jointly implement various aspects of the program such as planning and marketing. ○ Parties believe their respective roles and responsibilities were fairly clearly identified, though the contract did not (and could not) specify all details, and so various relational aspects of each party’s role took time to settle in. ○ Communications between the partners became more effective over the course of the program, but relationships and mutual understanding of needs and concerns took a long time to develop. ○ The partnership was greatly challenged by three significant issues: 1) the time the regulatory process took and the consequential shorter time frame the program had to achieve its impact objectives; 2) the additional social objectives the program took on that did not receive additional funding to staff and operate – thus straining the partners’ resources; and 3) program measure incentive and eligibility coordination difficulties encountered due to PEP’s relationship to statewide programs. To their credit, the program staff at both PG&E and SFE worked diligently, and for the most part successfully, to overcome those difficulties. ○ Parties believe the program played well to each organization’s strengths: SFE’s community relations and PG&E’s administrative support capabilities, for example. ○ Individuals’ commitments and efforts were critical to the program’s success, and in working the partnership as structured to greatest effectiveness.
<p>SFE/PG&E/Community Organization Partnership effectiveness: Key expectations, understanding of roles and responsibilities, perceived performance per formal or informal agreements</p>	<ul style="list-style-type: none"> ○ Community organization partnering was informal – no contracts or written agreements were established with organizations such as the Cultural Charity Services Center or Pier 39. Some formality to codify roles and expectations probably would have helped. ○ Roles and responsibilities of most community organizations involved with PEP were primarily to assist PEP’s marketing and outreach: event planning and facilitation, implementation support for lighting exchanges, etc. ○ Some community organizations/individuals felt the partnership was not as proactive or effective in its outreach and activities to provide program services of the types or in the ways they wanted it to: community job development and associated training, extent of outreach, and installation of measures. ○ PEP attempted to meet these expectations in a variety of ways that involved significant work efforts for relatively small energy impacts, even though PEP’s primary objective was achieving large impacts cost-effectively and

Partnership Research Issues	Key Findings
	<p>program budgets were not commensurately increased. For example, despite PG&E's using existing contractors to install measures, the company supported the youth outreach efforts undertaken by the Charity Cultural Services Center, and trained 10 individuals at the company's training center to perform audits, with potential follow-on employment possibilities being explored. A significant, if perhaps under funded, effort to install high-efficiency lighting in moderate-income homes in the Bay View/Hunters Point neighborhood was mounted, as was a major torchiere exchange effort for seniors and ethnic neighborhoods.</p> <ul style="list-style-type: none"> ○ Other CCSF agencies' roles as complementary agents having their own missions and efficiency objectives was not successful (Building Inspections re: codes and standards, and providing a forum for PEP information dissemination; SFPUC re: joint marketing with SFPUC's water efficiency effort). Time limitations and competition for information "space" hampered the joint efforts. The Building Inspections Dept. felt they could have played a larger role had there been a better understanding of PEP's target audiences, what PEP was trying to achieve, etc. ○ As a pattern, the community-based organizations and individuals interviewed for the evaluation interacted mostly with SFE. This observation reflects how SFE's strengths in community outreach were utilized in PEP.
<p>SFE/PG&E/Contractor Partnership effectiveness: expectations, roles and responsibilities, performance per program service contract</p>	<ul style="list-style-type: none"> ○ PEP piggybacked off PG&E's contractor and low-income weatherization program for the SFDI element. From PG&E's perspective this was the most efficient way to quickly deliver the SFDI services. The approach caused concern among some community organizations/individuals, however, that local job creation opportunities were lost (and so local credibility). PG&E subsequently supported an effort to train interested community individuals to help with energy audit work in the future. ○ Similarly, the Multifamily Rebate element piggybacked on a statewide initiative, using existing contractor and program outreach channels established in the statewide program. ○ SFE undertook a significant effort to work with selected contractors to promote refrigeration measures such as gaskets and strip curtains. Contractor expectations of using such PEP measures to cross-market maintenance contracts and other equipment sales did not materialize, however, causing some alienation among the contractors – one left SF to pursue statewide program opportunities they considered easier to go after, limiting PEP's marketing success for those measures and requiring program staff to recruit and train a replacement contractor. ○ SFE's mini-audit services to support contractors and customers were useful in providing a neutral perspective on measures contractors were recommending to customers. ○ CTS energy audit and follow-up services provided by SFE staff to small businesses (effectively an in-house energy auditing and facilitation contractor role) filled a gap in PG&E's business program portfolio, though lack of database integration prevented a full understanding of how much the CTS recommendations got installed through other PEP programs or PG&E's statewide programs. ○ SPC inspections were conducted by the same contractor PG&E used for its statewide SPC program, with no major difficulties reported. Indeed, the SPC contractor stated that PEP's SPC element worked more smoothly than the statewide program at the time.

Partnership Research Issues	Key Findings
	<ul style="list-style-type: none"> ○ Similarly, the MF Rebate element in PEP was reported to have gone more smoothly than the statewide program, perhaps because of the focus PEP brought to the element and with the experience of the statewide program to help.
<p>Efficiency of the partnership implementation – combined costs to SF and PG&E to get impacts, by 5 key program elements and overall.</p>	<ul style="list-style-type: none"> ○ SFE staff believe their original independent program concept could have been developed and implemented as cost-effectively and in less time than actually occurred in the partnership. ○ PG&E staff believe that using PG&E’s existing planning process and information was more time- and cost-efficient than starting from scratch. ○ In the end, the program got implemented at about the same time SFE staff had originally projected they would have launched their originally planned program. How much different the program effectiveness might have been with SFE’s original program concept can only be speculated. ○ The regulatory process added significant burdens to PEP to pursue community energy objectives that probably reduced the program’s cost effectiveness by targeting markets that are costly to reach and provide relatively small energy savings impacts. ○ No retrospective benefit-cost analysis has been conducted to date.
<p>How SFPEP services, eligibility, or rebates differ from Statewide programs, to assess how critical differences have helped or hindered either PEP or statewide programs. PG&E, SFE, and stakeholder views on merits of these changes in SF.</p>	<ul style="list-style-type: none"> ○ PEP’s program elements had many similarities – structurally, promotionally and administratively – with PG&E’s statewide program portfolio because that portfolio was used as the planning basis for the SFDI, MF Rebate, SPC, and Cash Rebates for Business elements. ○ Statewide program developments by PG&E subsequent to the PEP planning process exhibited some coordination weaknesses that caused confusion over eligibility and incentives in PEP relative to the statewide programs. ○ Incentives and customer eligibility became significant concerns for the SPC and Cash Rebates elements vis-à-vis the statewide SPC and Express Efficiency programs. Customers were confused about eligibility, were able to – and did – game the situation, causing confusion and delays as program marketing materials had to be reprinted and customers redirected. When the analogous statewide program incentives for some measures were increased to be equal to PEP levels (even though there was greater resource value for the summer/winter needs of San Francisco) and eligibility rules were not clear that if a given measure was covered by PEP that PEP took eligibility precedence, many measures originally in PEP were discontinued and customers referred to the statewide program instead. This affected the amount of impact that PEP was able to count toward the resource goal, as contractors left to pursue now-easier opportunities in the statewide program, and as incentives and eligibility adjustments took time and effort away from achieving the program’s impact goals. ○ PEP’s CTS element, not found in statewide programs, appears to have been a worthwhile effort to address the small business market that traditionally has been extremely difficult to serve. Its cost-effectiveness is uncertain, however, in part because of a data integration gap with the PEP Cash Rebates and SPC elements, and statewide programs that prevented a cross-impact analysis of CTS recommendations with other programs’ participation. ○ Program vendors who participate in statewide programs had to sign new program participation agreements to assure they would abide by the program rules in promoting PEP to customers. The exception was the SFDI vendor

Partnership Research Issues	Key Findings
	<p>whose existing contract with PG&E was extended to PEP with only minor changes.</p>
<p>Lessons learned Aspects improved by partnership Aspects burdened by partnership</p>	<ul style="list-style-type: none"> ○ Program planning was an aspect both helped and hindered by the partnership. PG&E had an existing process it could bring to bear quickly, and felt it was straightforward and done effectively, feeling that “after that, things went downhill” with program difficulties that developed after the program’s launch. ○ SFE was frustrated by the planning process, though they felt they had an effective role in it that required significant efforts to provide meaningful input. In SFE’s view PG&E inflexibly applied its existing planning process and planning data, where SFE saw aspects of the process and planning data that were not appropriate to San Francisco’s peculiar resource needs and market segments. SFE staff made efforts to try and adapt the planning process and assumptions it used, with some success. But differences of opinion remained between the two organizations on how effective the planning effort was. ○ The CPUC’s regulatory approval process provided a forum for the community to influence PEP’s development, but the program’s effectiveness was diluted and efforts had to be compressed because of additional objectives the program took on as determined by regulatory oversight, and the time lost to address the city’s resource needs. ○ Marketing effectiveness was improved by the partnership, and had the program continued over a longer period that effectiveness probably would have further grown. ○ Producing marketing collateral, and developing the program plan initially, were delayed as SFE’s input and desires were addressed and because numerous PG&E departments were involved in reviewing and approving both the program implementation plan for marketing (with the CPUC approval process also involved) and subsequent program marketing collateral production. ○ However, the marketing collateral produced by PG&E was felt to be effective: disseminated broadly and understood by the intended audiences. ○ SFE was able to quickly produce selected flyers and other low/no-cost marketing materials and promotional efforts, that complemented the materials produced by PG&E. ○ Community outreach was improved by the partnership, particularly in residential and small business segments that utilized SFE’s relationship strengths for such efforts as the torchiere exchanges and the CTS effort. One community organization stated they were able to work more closely with SFE because of the strength of a long-established relationship with SFE. The organization felt it to be more difficult to partner with PG&E because of the utility’s organizational structure that, in some people’s view, makes effective, timely communications and coordination inherently difficult. ○ The Charity Cultural Services Center was an example of good program/community organization relations and joint outreach efforts. The staff at CCSC, with SFE staff providing technical and marketing support including multilingual flyers, were proactive in their outreach efforts by: <ul style="list-style-type: none"> ▪ Training and utilizing 16-24 year-old youth to promote and conduct energy audits ▪ Placing public service radio announcements aimed at the Chinese

Partnership Research Issues	Key Findings
	<p>community to advertise PEP</p> <ul style="list-style-type: none"> ▪ Conducting community awareness events (and in the process found that for certain ethnic segments a simple gift for attending the event brought higher participation) ▪ Providing promotional and event facilitation for torchiere exchanges, and even identifying and correcting tracking data gaps that subsequently enabled a torchiere exchange participant survey – which CCSC staff themselves conducted with the guidance of the program evaluation staff. <p>These efforts produced good results for residential program participation (the Torchiere Exchange event in Chinatown was so heavily attended that people were lined up around the block and product ran out) and participation from ethnic restaurants. However, one promotional event for retail stores in Chinatown was inexplicably unsuccessful despite targeted multi-lingual flyers and other outreach efforts.</p>
<p>Recommendations for changes to partnership arrangement in future how & under what circumstances to use partnerships to best advantage</p>	<ul style="list-style-type: none"> ○ Focus on one key program objective: either focus on achieving cost-effective energy savings or focus on community development, but not both as doing so may mean neither objective is fully met. ○ Be as clear as possible up front about each partner’s roles and responsibilities, but also be willing to adapt those roles and responsibilities as the program situation develops. ○ Allow significant time for planning and approval because multiple bureaucracies and processes will be involved: assume various delays while those processes are made to work, plans are modified and processes are reiterated. ○ Recognize that regulatory oversight likely will add both significant time to the planning cycle and require additional program objectives for which significant added program resources will be required to effectively meet. ○ Program marketing collateral may be the most difficult functional aspect to plan for, as each partner’s needs, viewpoints, and bureaucratic review requirements need to be negotiated and translated into mutually agreeable materials. ○ Community outreach, to the extent various social objectives are included in the program, is also critical to address proactively and with sufficient time to consider community needs and constructive ways to address them. ○ Partnerships are most likely to be successful if good relationships already exist between the organizations and by assigning dedicated staff having a personal commitment to work through inevitable coordination issues. Cultivate good relationships over time with potential program partners or associates, including implementation contractors who may need to be asked to flex their approach and target markets to address program contingencies.

Table 3-2. Program Element Partnership Interview Key Findings Summary, by Issue Area

Issues Related to Program Element Implementation Effectiveness	Key Findings
<p>Did the element reach its <i>efficiency goals</i> and “Hard-to-reach” <i>market segment targets</i> [a) ethnic customers and businesses, b) leased space, c) low-income households, d) geographic concentrations]</p>	<ul style="list-style-type: none"> ○ Cash Rebates had significant difficulty meeting its efficiency goals, due to a variety of factors ranging from program resource limitations that constrained its ability to focus fully on the most cost-effective market segments, to coordination difficulties with the statewide Express Efficiency program, to erroneous planning data that resulted in lower impacts being recorded than were thought – and having to make up for the error. ○ The SPC element achieved a disproportionate fraction of the state’s overall SPC efforts. Discussions with various stakeholders failed to gain an understanding of exactly why that occurred, though important factors likely include greater measure incentives in the PEP SPC element and PG&E’s account rep efforts in directing customers from the statewide program to PEP’s SPC element when the measures originally in the Cash Rebates element were taken out. ○ It is unclear, due to data management gaps, whether the CTS element drove participation in the Cash Rebates and SPC elements, though anecdotal evidence suggests some cross-element effects. ○ Hard-to-reach markets were served through all the PEP program elements: ethnic, low-income, important geographic, and small business markets all were served. ○ Extending the program’s core goal of achieving significant, cost-effective impacts came at the expense of both the impact objective and the hard-to-reach markets themselves. ○ The program’s staff and material resources were strained to reach both peak energy and community service objectives. Equipment got exchanged, installed, and used, though the impacts appear to have been disproportionately low for the effort. People who were served by the program said they were satisfied with the program, though some stakeholders who were involved were satisfied only to the extent the program was better than nothing being available to these markets. ○ Focused community energy efficiency economic development and retrofit efforts likely would have been more effective than attempting to piggyback on resource acquisition programs.
<p><i>Customer satisfaction</i> with services and products received and experience (Program design, technical assistance, paperwork/application process, payment process, complaints, inspections, & bill savings)</p>	<ul style="list-style-type: none"> ○ Program staff and other stakeholders had mixed perceptions of whether the products and services offered were satisfactory, but overall felt the selection of products and services for PEP was appropriate. There was some concern expressed about the quality of the equipment used in the SFDI element, for example, especially the programmable thermostats. Some stakeholders felt there was an insufficient number of lighting fixtures installed in moderate-income neighborhoods. ○ The technical nature of the program offerings was difficult for customers to understand, and may not ever be easy. The program staff made a concerted effort to simplify the terminology and make the collateral easier to understand, but felt there likely will always be difficulties for customers in understanding the program concepts and offerings. ○ Technology constraints that affected customers: Restricting the CFL technology to modular ballasted type units was felt by program staff (both SFE and PG&E) to have constrained the impact from CFL measures because of lower market acceptance compared to self-ballasted units.

Issues Related to Program Element Implementation Effectiveness	Key Findings
	<ul style="list-style-type: none"> ○ The programmable thermostats involved with the MF Rebate and SFDI elements proved to be problematic due to their being of lower quality (result of budget constraints) and customers not understanding how to utilize the equipment. This was confirmed by the SFDI installation contractor, who noted that the severely limited budget required using lower-quality units and that in general their services were hampered by budget constraints. ○ PEP-statewide program technology coordination difficulty that affected customers: Refrigeration measures that were initially in the program, such as gaskets and strip curtains, and that provided year-round peak impact, were affected as the statewide program matched the PEP offering and efforts were redirected to SPC, and as one of the contractors abandoned PEP for other geographic areas they felt are easier to work in than San Francisco. ○ Eligibility coordination that affected customers: Initially it was unclear whether San Francisco-located customer facilities would be eligible <u>only</u> for PEP or <u>also</u> eligible for the statewide program for measures offered in both programs. Until the eligibility was clarified (that required customers in San Francisco to use PEP where a given measure was offered in both PEP and statewide programs), customers gamed the situation by applying to the program with the higher incentives. The SPC element gained greater participation as a result, and some measures that were presumed to be counted in PEP toward the resource impact goal instead got counted in the statewide program, meaning that the impacts from those measures did not get counted toward the San Francisco resource impact goal. ○ Service innovation and limitations that affected customers: Commercial Turnkey Services served small businesses that traditionally have been neglected in utility efficiency programs. Program resource limitations prevented a greater volume of CTS participation, however. ○ An online application form would not have had much additional usefulness for the SPC element, according to the SPC inspections contractor, perhaps because there already is good familiarity with the application process and it works well enough as presently administered. ○ An electronic application form was developed for the MF Rebate element, which helped simplify the application process for participating contractors.
<p>Reasons for <i>participation</i> (e.g. saving money, energy, environment, due to PG&E or City roles)</p>	<ul style="list-style-type: none"> ○ Stakeholder interviews indicated customers in the business program elements (CRB and SPC) participated to save money but also to help the city avoid an energy shortage. Stakeholders felt residential customers participated because they were getting free equipment and would save money.
<p><i>Barriers</i> to participation: economic, cultural, physical, etc. and ways to overcome noted barriers.</p>	<ul style="list-style-type: none"> ○ A major barrier to participation was the limited time the program had to operate, largely because of the long time involved with planning and gaining full approval of the program. ○ The program’s structure was a participation barrier for some segments. For example, the funds to install lighting equipment in the Multifamily Rebate element limited the number of units that were installed. Some residents in the neighborhoods where lighting equipment was installed, but who did not themselves have equipment installed in their residences, were disgruntled as a result. ○ Another structural barrier was the relationship between PEP and analogous

Issues Related to Program Element Implementation Effectiveness	Key Findings
	<p>statewide program offerings, where eligibility and incentives confusion slowed the program’s progress.</p> <ul style="list-style-type: none"> ○ Market barriers included customers’ risk perceptions: many restaurant measures were not well accepted, for example, perhaps because of the perceived risk to concerns about comfort and impact on restaurant operations. Strip curtains for walk-in coolers were problematic because of health concerns. ○ Market barriers included basic economic concerns over payback as well, and this included both customers and contractors. For example, some contractors installed refrigeration measures as “loss leaders” that the contractors hoped to use as a lever to establish maintenance and service relationships with customers, but the relationship never developed and because of customers’ cost concerns for the added services and products being promoted, leading to one contractor abandoning the market. ○ Cultural barriers appear to have affected the torchiere exchange effort, where one or two residential market segments had few participants because a smaller fraction of the segments own torchiere lamps than other residential segments. The program changed its approach to promoting torchieres to this segment, but with little success as the program was reaching the end of its life and because the effort was spread across smaller marketing targets.
<p>Effectiveness of <i>marketing</i>. Address following by program element. What marketing & communication materials did customers experience? How did they hear/see these? How useful were they? Which were most effective/most persuasive? How or who delivered the effective methods? Address types of media or contact, frequency applied, frequency observed, degree noticed, impact.</p>	<ul style="list-style-type: none"> ○ LED “OPEN” signs were a popular piece of collateral for small businesses and a foot-in-the-door tactic to generate CTS leads. ○ Cash Rebates and SPC were promoted in a variety of ways: directly by contractors, through the program’s various promotional materials and events, and through the CTS element’s activities and measure recommendations. The mix of approaches was needed to achieve the program’s goals and were believed by program staff to have been successful. ○ SFDI and MF Rebates elements were operated pro-actively, with contractors recruiting participants by canvassing target neighborhoods. Community meetings, publicity events, and program promotional materials including website information helped to broaden interaction with customers. ○ Promotional flyers did not work well alone for SFDI promotion, but were helpful when canvassing door-to-door. ○ CTS services were promoted by SFE directly to targeted segments, particularly food service-related customers such as restaurants and institutional kitchens. CTS services identified a broad range of measures including those in statewide programs that were not part of PEP. ○ A comprehensive set of marketing sell sheets and application forms was produced by PG&E, with SFE’s input. PG&E felt the materials were appropriate to the program’s marketing needs. While SFE generally agreed that the materials were appropriate, they had some concerns about the technical nature of the information being conveyed and that customers did not readily understand it without explanation. ○ Overall, these marketing efforts were hampered by the limited time the program had in which to achieve its impacts. Given that constraint, PG&E rated the marketing and outreach effort highly, as did SFE. ○ Program staff all agreed that producing multi-lingual versions of selected

Issues Related to Program Element Implementation Effectiveness	Key Findings
	<p>marketing flyers was very helpful in recruiting participants of differing ethnic backgrounds.</p> <ul style="list-style-type: none"> ○ Business organization stakeholders who were interviewed and who helped co-market PEP felt that the information provided by the program was useful. ○ Word-of-mouth in both business and residential markets was an important and effective way to disseminate program awareness and interest. ○ Publicity events were seen as a cost-effective way to build awareness, especially for lighting technologies. LED holiday lights, while not eligible to be counted for program impacts because of their temporary nature, were a useful promotional tool for building overall awareness of energy-efficient lighting.
<p>Effectiveness of program <i>delivery</i>: Timely execution of processes including service delivery and incentive payments, thoroughness of information and interaction with customers, convenience to customers, timely, sufficient follow-up support, etc.</p>	<ul style="list-style-type: none"> ○ PG&E’s program administration processes were used to fulfill fund reservations (to manage budget limitations) and process installation applications. ○ Few problems were encountered in processing customers’ applications for incentives for the SPC and Cash Rebates elements, as the fulfillment process was based on PG&E’s existing process already in operation. With electronic application forms, the MF Rebate element saw improved efficiency in the application process. Some concern was expressed about the length of time it took to process program applications and pay out incentives, but that seemed a minor issue. ○ Toward the end of the program there was a lag between funds that had been reserved for measures to be installed, and completing those installations, such that the peak energy impact timing was somewhat delayed. Program staff worked to expedite the installations so that the impacts would be achieved in time to meet the 2005 resource needs.
<p>Recommendations for <i>changes</i> to program design or implementation steps</p>	<ul style="list-style-type: none"> ○ Plan as far ahead as practicable, but do not expect that to translate into timely program approval and launch, nor that all contingencies will be covered. Far-sighted planning efforts will improve the program’s quality by being able to consider more contingencies. ○ Do not over-plan to the point of inflexibility or so that ad hoc opportunities that arise cannot be taken advantage of. ○ Avoid arbitrary contract terms and conditions and make program reporting requirements as simple as possible without sacrificing accountability, for example, to minimize administrative time spent away from achieving results in the field. ○ Do not assume that existing planning process, data, marketing tactics, or administrative processes should be used without considering whether they are appropriate to the program situation. As a corollary, take advantage of existing processes and information where they can be modified as needed, to avoid re-inventing things. However, do not assume that using existing processes will necessarily result in faster, more cost-effective development and implementation. ○ Engage staff individually with one another in a joint planning process. ○ Make all analyses as transparent as possible. ○ Consider that different planning assumptions may be necessary to adapt program concepts to the local situation. ○ Plan for lengthy regulatory processes and expect politically influenced

Issues Related to Program Element Implementation Effectiveness	Key Findings
	<p>outcomes.</p> <ul style="list-style-type: none"> ○ Take constructive advantage of potential community relationship development opportunities with the program, but be assertive about core objectives needing focused resources to achieve those objectives. ○ Community organizations and individuals should continue to bring ideas to the regulatory process, but should recognize the need to focus limited resources on core program objectives. Understand that such a focus likely will mean community needs cannot be entirely satisfied, nor all ideas undertaken. ○ Partnership programs that go through a public review and input process likely will end up having a broader scope, including both technical and social objectives. They are likely to both be more costly and take longer to achieve all their goals as a result. ○ Integrate databases as much as possible to enable cross-marketing effects to be tracked, and enable better performance analyses for the program in relation to other programs in the portfolio. ○ On-the-scene program promotions and canvassing are more effective than remotely advertised programs in some markets. Community events may not work for some program offerings or market segments.
<p>Marketing – Effectiveness of outreach via water and waste bills, tax notices, and City Building and other data bases and communication methods</p>	<ul style="list-style-type: none"> ○ SFE approached the CCSF Buildings Inspection Dept. and the SFPUC to conduct selected co-marketing efforts. SFE was given space in Inspections’ information displays and participated in the Department’s meetings with builders. The information had to compete with a lot of other information, so its visibility was limited. With the SFPUC, a co-marketing effort with the PUC’s water efficiency promotion was developed. The short time available for the joint effort before PEP ended resulted in less activity than had been anticipated. ○ Outreach via community organizations had mixed results. Outreach to some ethnic groups worked well, such as torchiere exchange in the Chinese community, but was less successful among the black community – perhaps because of the low saturation of torchieres in that community. Outreach to senior citizens was slow and energy clinics held for seniors did not pull in as many attendees as expected. Outreach to Pier 39 was very successful due to the efforts of both PEP staff and Pier 39 Merchants Association staff. ○ One organization trained and used 16- to 24-year-olds to canvass neighborhoods and conduct energy audits, with some success, and the community would like to see this approach expanded. Another stakeholder expressed interest in this approach as well. The concept may have merit if properly developed and managed to include appropriate training and close field supervision.
<p>Program design Effectiveness of higher incentives than statewide programs (varying from 1x to 3x statewide rebates) (Cash Rebates and SPC) Impact of “first come, first-served until \$ run out” (Cash</p>	<ul style="list-style-type: none"> ○ Higher incentive levels attracted contractors to PEP, with SPC in particular seeing disproportionately large participation (about half the statewide SPC participants in 2004 were through PEP). ○ A reservation system was needed as program incentives were limited. Overall, the limited incentive funds constrained the program’s ability to reach its goals. ○ There was not enough budget for lighting equipment to enable full coverage of the target markets for residential lighting retrofits.

Issues Related to Program Element Implementation Effectiveness	Key Findings
<p>Rebates)</p> <p>Impact of 50% max incentive, up to \$400K in limiting participation or measures taken (SPC)</p> <p>Impact of allowing large customers > 500 kW to participate (Cash Rebate)</p> <p>Attractiveness of the additional EE items not eligible statewide (Cash Rebates)</p> <p>Impact on participation levels of installation deadlines (i.e., by 12/03 for winter MW items and by 5/04 for Summer MW items) (SPC)</p> <p>Effect of paying incentives based on incremental cost at time of natural replacement relative to marketing techniques used? (Cash Rebates)</p>	<ul style="list-style-type: none"> ○ The limited budget forced use of lower quality equipment for some measures than was desired. ○ SFE was unsure how effective marketing to large customers, over 500 kW, was because little interaction with PG&E occurred in that market – PG&E’s account representatives were the primary conduit for promotion to those customers. ○ Energy efficiency measure items not available statewide did see market penetration, especially refrigeration measures – though subsequent statewide program developments created some confusion when statewide programs began to offer the same measures, and at the same incentive levels. ○ There was difficulty meeting the program’s deadlines. The short time frame in which the program had to operate was a major factor in this, as was having a broader program scope to serve selected residential segments. The program had to apply for an extension as a result. ○ The effect of paying incentives on incremental cost at natural replacement was not clearly understood relative to marketing techniques used for Cash Rebates. ○ In the MF Rebate element, T-8 fixtures were counted on in the program plan as a key measure having high impact and cost-effectiveness. Yet in practice, fewer T-8 fixtures were installed while more of other, less cost-effective measures (i.e., less impact for a given dollar of incentive) got installed and so the goals for the MF Rebate element became much more difficult to achieve. ○ SFE believes that, had they had more of the program’s funding provided directly to SFE for program operations, instead of being funneled through the PG&E-based program elements, more MW of impact could have been achieved. One observation SFE staff made along this line was the 6 MW refrigeration measure effort that used less than \$1 million of the program’s \$16 million budget.
<p>Cross-impacts: Does use of Commercial Turnkey assistance increase participation in other program elements and/or increase measure savings? (Cash Rebates, SPC) Have CTS participants installed other measures outside of program rebates? What is awareness of other programs (statewide or PEP)?</p>	<ul style="list-style-type: none"> ○ There was a data integration gap that prevented a direct analysis of the effects of CTS on participation in other program elements or to increase measure savings. One contractor stated that there did not seem to be many SPC applications for recommendations made by the CTS element, but that SPC had seen some referrals from other programs statewide. ○ It is probably too early to know whether CTS participants installed other measures outside of program rebates, given the short time since the program ended.
<p>Commercial Turnkey Services element focuses on: a) extent to which Commercial Turnkey Services were conducted or offered, and b) perception of their adequacy and usefulness</p>	<ul style="list-style-type: none"> ○ CTS services were hampered by the need to direct program staff to other program activities such as Torchiere exchanges. Thus, not as much volume was achieved for CTS as was planned. ○ Follow-up services have not been conducted with the program ending. ○ Participants were very satisfied with CTS services’ adequacy and usefulness, though it may be too early to understand the full effects of the effort.

APPENDIX C:
IMPACT DATA COLLECTION INSTRUMENTS
AND ADDITIONAL ANALYSIS MATERIALS

1. Torchiere Phone Survey.....	C-1
2. Lighting Verification Worksheet.....	C-4
3. Single Family Measure Installation Verification Worksheet.....	C-7
4. Additional Load Shapes on End-Use Measures.....	C-10
5. On-Site Hobo Procedures.....	C-15
6. DEER Database Run-Time Hours for CFLs.....	C-16
7. Planned vs. Actual Energy, Demand, and Units for Key Measures.....	C-17

San Francisco Peak Energy Program (SFPEP)
Torchiere
Phone Survey - 3/3/05

Participant name	Address:
Phone number:	Contact date:

Hello, my name is _____ and I'm calling on behalf of Charity Cultural Services Center. Last year you participated in a Torchiere lamp exchange program we helped coordinate for the San Francisco Department of the Environment (SFE). The exchange program gave you an energy efficient lamp in exchange for your old Torchiere lamp. The exchange program was part of an electricity conservation program conducted by the City and Pacific Gas & Electric (PG&E).

An independent program evaluator (Summit Blue Consulting) is in the process of measuring the energy savings resulting from the program lamp usage and satisfaction. Could I take a couple of minutes of your time to ask a few questions? This should only take 5 minutes, and would greatly help the City and PG&E assess how well this program has served customers.

No End call.

YES - > **Then ask the following questions.**

1. Our records indicate you participated in the torchiere lamp exchange program, is that correct?

YES / NO / Don't Recall (circle one).

If YES, go to 1.a below.

If NO, ask, "Did you do the exchange for someone else, so our records may not have the correct contact name, or can you help us identify someone who may have known about the exchange?"

_____ Exchanged for someone else (ask for contact phone number and if it would be ok to call the other person to ask about how the lamps have been used and satisfaction with the exchange)

_____ Other person who knows about exchange (ask for contact phone number and if it would be ok to call the other person to ask about how the lamps have been used and satisfaction with the exchange)

OTHER PERSON'S NAME: _____

OTHER PERSON'S PHONE: _____

If Don't Recall, ask, "Would you be able to answer a few questions about how the torchiere lamps have been used, and satisfaction with the torchiere exchange program?"

If YES, go to 1.a below

If NO, thank the respondent and end survey.

- a. Our records show ____ lamps were exchanged – is that correct (just checking to make sure our records are accurate)?

____ Correct or Don't Recall

____ Recall a Different Number (record number stated: _____)

- b. Are these torchieres all still in use in your home? YES ____ NO ____

- c. If YES, which rooms are they in? [fill in number of lamps in each room]

____ Living Room ____ Dining Room ____ Kitchen ____ Bedroom ____ Other

- d. If NO, what happened to the torchiere lamps? (Check all mentions)

____ Broken ____ Gave away to family or friend (____ in SF ____ Outside of City)

____ Other: _____

2. How many hours per day do you estimate you use each lamp?

____ Living Room ____ Dining Room ____ Kitchen ____ Bedroom ____ Other

3. How satisfied are you with how the torchiere lamp works, with 1 being 'totally satisfied and 5 being 'totally unsatisfied'? [circle response]

1 2 3 4 5

- a. If question #3 scored as 4 or 5 ask; Why were you dissatisfied with how the lamp works?

4. Why did you decide to participate in the program? Summarize:

5. What did you like or not like about the torchiere exchange program? Summarize:

6. Would you like to see more programs like this in the future? Why or why not?

7. If you were to participate in a program like this again, what would you recommend to improve it

8. Would you recommend the program to others, and why? (or not participate/recommend or don't know if would participate/recommend – per answer to #6 & 7)

9. Do you have any other comments about the Torchiere Exchange program?

Thank you for helping with this survey!

Lighting Verification Worksheet

SITE INFORMATION

Date: _____

Customer Name: _____ Application Code: _____

Contact Name: _____ Phone: _____

Street Address: _____

City / Town: _____ State: _____ Zip: _____

Market Sector (check one):

Grocery

Retail

Restaurant

Office

Process Industrial

Single Family

Multi-Family

Other:

Building Description:

LIGHT FIXTURE DATA

Measure Code	Database Fixture	Dbase Qty	Space Code	Verified Fixture	Verified Qty	Verified Watts	Runtime	
							On	Off

Space Type Codes: C = Cubicle Office; E = Enclosed Office; N = Conf Rm; H = Hallway; S = Retail Sales Area; R = Restroom;

W = Warehouse/Storage; T = Storage Closet; L = Lobby/Common Use Area; F = Food Display/Sales;

P = Production/Mfg; D = Dining; K = Kitchen/Food Prep; X = Exhibit/Display; O = Other

1. Is the equipment in working condition? (Y / N)

2. Does the equipment appear to be properly installed? (Y / N)

3. Has any of the equipment been removed or replaced since installation? (Y / N)

a. Why were they removed or replaced?

b. When were they removed or replaced?

4. How many hours per day do you **estimate** you use the lighting measures noted above?

[NOTE TIME OCCUPANT INDICATES THE LIGHTS ARE TURNED ON AND OFF EACH DAY IN COLUMN TO THE RIGHT IN THE TABLE ABOVE – ALSO ASK WHETHER IT DIFFERS ON THE WEEKEND]

5. Have you purchased or installed any **ADDITIONAL** CFLs other than the fixtures installed as part of this program?

FIELD NOTES

Other Measure Data

Measure Code	Database Fixture	Dbase Qty	Space Code	Verified Measure	Verified Qty	Verified Watts	Runtime	
							On	Off

Space Type Codes: C = Cubicle Office; E = Enclosed Office; N = Conf Rm; H = Hallway; S = Retail Sales Area; R = Restroom;

W = Warehouse/Storage; T = Storage Closet; L = Lobby/Common Use Area; F = Food Display/Sales;

P = Production/Mfg; D = Dining; K = Kitchen/Food Prep; X = Exhibit/Display; O = Other

1. Is the equipment in working condition? (Y / N)

2. Does the equipment appear to be properly installed? (Y / N)

3. Has any of the equipment been removed or replaced since installation? (Y / N)

a. Why were they removed or replaced?

b. When were they removed or replaced?

4. How many hours per day do you **estimate** you use the measures noted above?

[NOTE TIME OCCUPANT INDICATES THE MEASURE IS OPERATED EACH DAY IN COLUMN TO THE RIGHT IN THE TABLE ABOVE – ALSO ASK WHETHER IT DIFFERS ON THE WEEKEND]

PLEASE ASK THE ONSITE CONTACT PERSON THE FOLLOWING QUESTIONS:

5. Were you satisfied with the contractor who did the measure installation, and with the SFPEP program process?

(Y / N) If no, why not?

1. Would you participate in another program like this in the future, or recommend it to people you know?

YES / NO / DON'T KNOW (circle one)

PLEASE INDICATE THE FOLLOWING TO PERSON ON-SITE, TOO: “You may be randomly selected from a list of all SFPEP multi-family participants to participate in a telephone survey to be conducted later this spring to ask a few questions related to your satisfaction with the program offering. Can we confirm you as the contact person, and the telephone number at the top of this page as the best way for you to be reached?”

FIELD NOTES

Single Family Measure Installation Verification Worksheet

SITE INFORMATION

Date: _____

Customer Name: _____ Application Code: _____
 Phone: _____
 Contact Name: _____ : _____
 Street Address: _____
 City / Town: _____ State: _____ Zip: _____

LIGHT FIXTURE DATA

Measure Code	Database Fixture	Dbase Qty	Space Code	Verified Fixture	Verified Qty	Verified Watts	Runtime	
							On	Off

Space Type Codes: **BR** = Bedroom; **K** = Kitchen/Dining Room; **L** = Living Room; **H** = Hallway; **G** = Garage; **O** = Other

1. Has any of the equipment been removed or replaced since installation? (Y / N)

a. Why were they removed or replaced?

b. When were they removed or replaced?

2. Is the equipment in working condition? (Y / N)

3. About how many hours on a typical weekday morning (before noon) do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program? _____ ENTER NUMBER OF HOURS (NWRG Q13A)

4. About how many hours on a typical weekday afternoon (between noon and 6:00 P.M.) do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program? _____ ENTER NUMBER OF HOURS (NWRG Q13B)

5. About how many hours on a typical weekday evening (after 6:00 p.m.) do you use the fluorescent lighting fixture(s) installed by the Peak Energy Program? _____ ENTER NUMBER OF HOURS (NWRG Q13C)

6. Does the equipment appear to be properly installed? (Y / N)

7. Have you purchased or installed any ADDITIONAL CFLs other than the fixtures installed as part of this program?

FIELD NOTES

Other Measure Data

Measure Code	Database Fixture	Dbase Qty	Space Code	Verified Measure	Verified Qty	Verified Watts	Runtime	
							On	Off
	Programmable Thermostat							

Space Type Codes: **BR** = Bedroom; **K** = Kitchen/Dining Room; **L** = Living Room; **H** = Hallway; **G** = Garage; **O** = Other

1. Is the equipment in working condition? (Y / N)

2. [ASK IF there is a programmable thermostat] Is the Programmable Thermostat still being used? YES [SKIP TO Q4] / NO [SKIP TO Q3] DON'T KNOW / REFUSED [SKIP TO END] (NWRG Q18A1)

3. [ASK IF Q2 IS NO] Why is the programmable thermostat not being used? (NWRG Q18A)

[DO NOT READ LIST UNLESS RESPONDENT DOES NOT OFFER REASON] [SELECT ALL THAT APPLY] [SKIP TO END INTERVIEW AFTER COMPLETING]

1. TOO MUCH HASSLE / TOO COMPLICATED
 2. BROKEN
 3. REMOVED OR MOVED THE THERMOSTAT TO ANOTHER DWELLING
 4. DON'T NEED ALL THE FEATURES
 5. OTHER [SPECIFY]
 6. OTHER [SPECIFY]
 7. DON'T KNOW / REFUSED
4. [ASK IF Q2 IS YES] How do you usually use the programmable thermostat – do you usually set the temperature manually and leave it there, or do you usually use the programming feature to automatically adjust the temperature setting for you? (NWRG Q19)
1. Set manually to adjust temperature) [SKIP TO Q]
 2. Use programming to automatically adjust temperature)
 3. DON'T KNOW / REFUSED [SKIP TO Q20]
5. [ASK IF Q2 IS YES] When you set the thermostat to automatically adjust the temperature, by how many degrees do you usually raise or lower the temperature for when you are away, at night or other times when you don't need your usual comfort level? (NWRG Q19A)
1. _____ ENTER NUMBER DEGREES RAISED OR LOWERED
 2. DON'T KNOW REFUSED

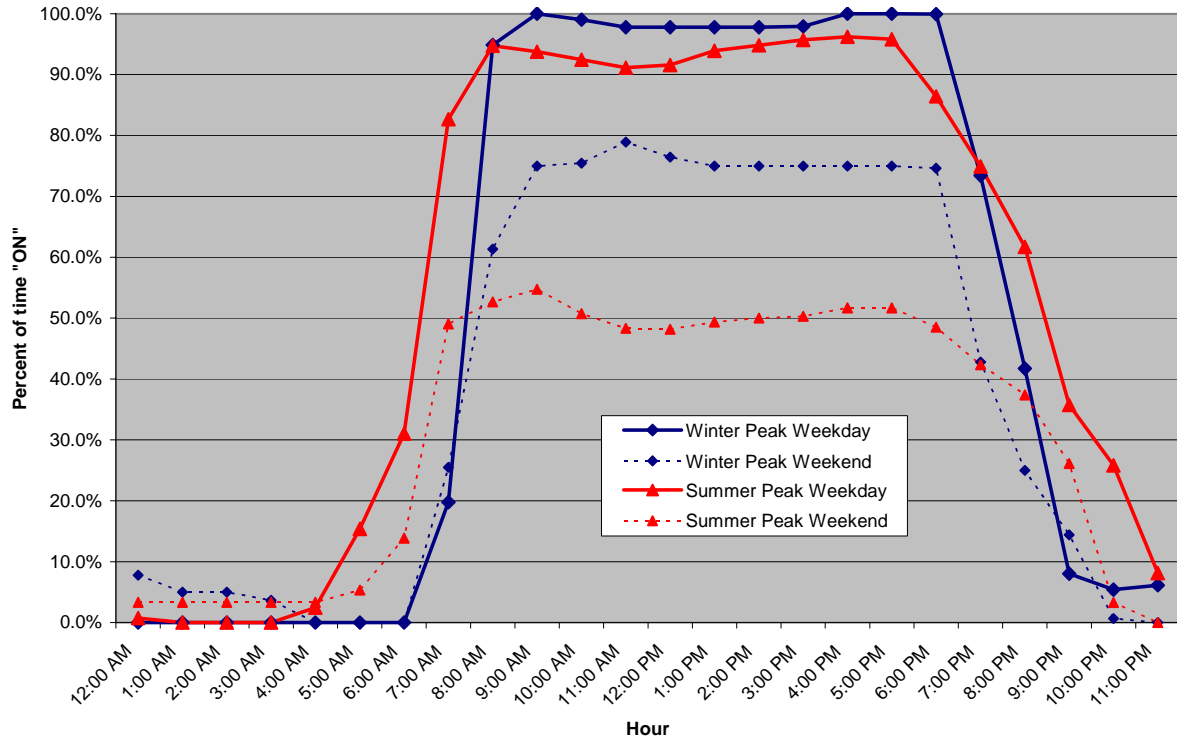
-
6. [ASK IF Q2 IS YES] On a scale of 1 to 5, how satisfied are you with the programmable thermostat installed by the program, 1 being very satisfied and 5 being very unsatisfied? (NWRG Q20)

1. VERY SATISFIED
2. 2
3. 3
4. 4
5. VERY UNSATISFIED
6. DON'T KNOW / REFUSED

Thank you for your time

ADDITIONAL IMPACT EVALUATION LOAD SHAPES

Grocery Load Profiles (Fluorescent Lighting Fixtures)



'Other' Market Sector Load Profiles (Fluorescent Lighting Fixtures)

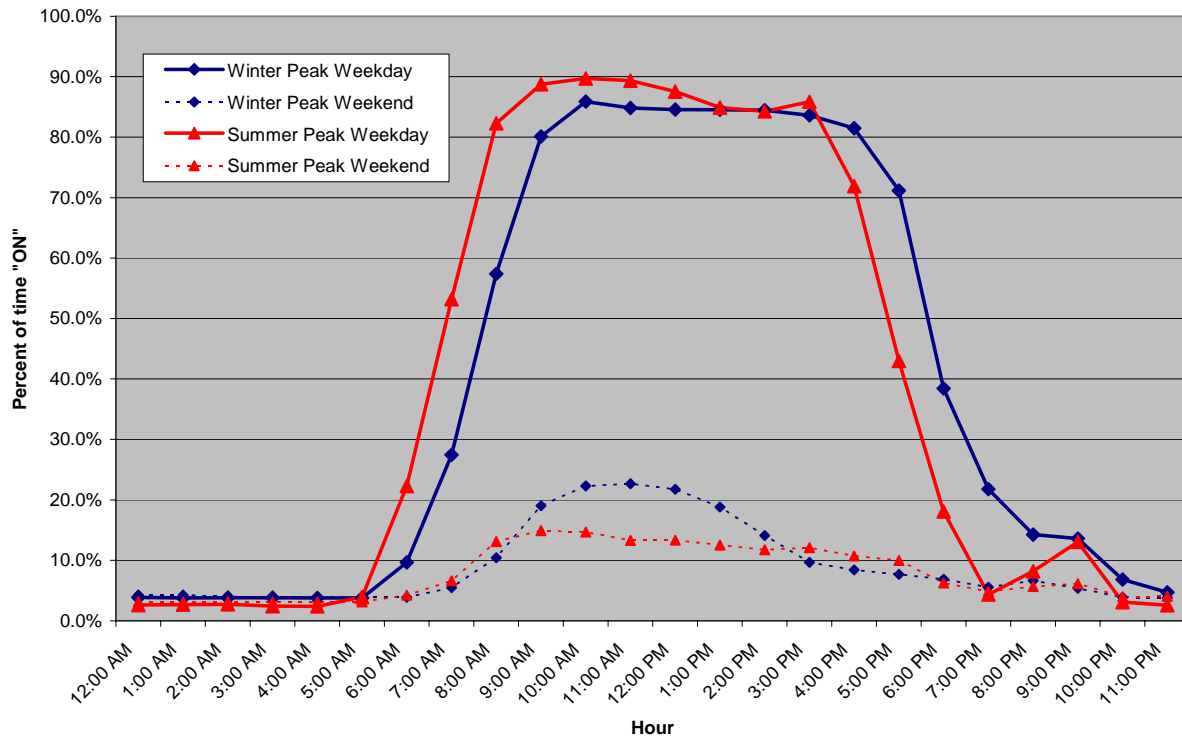
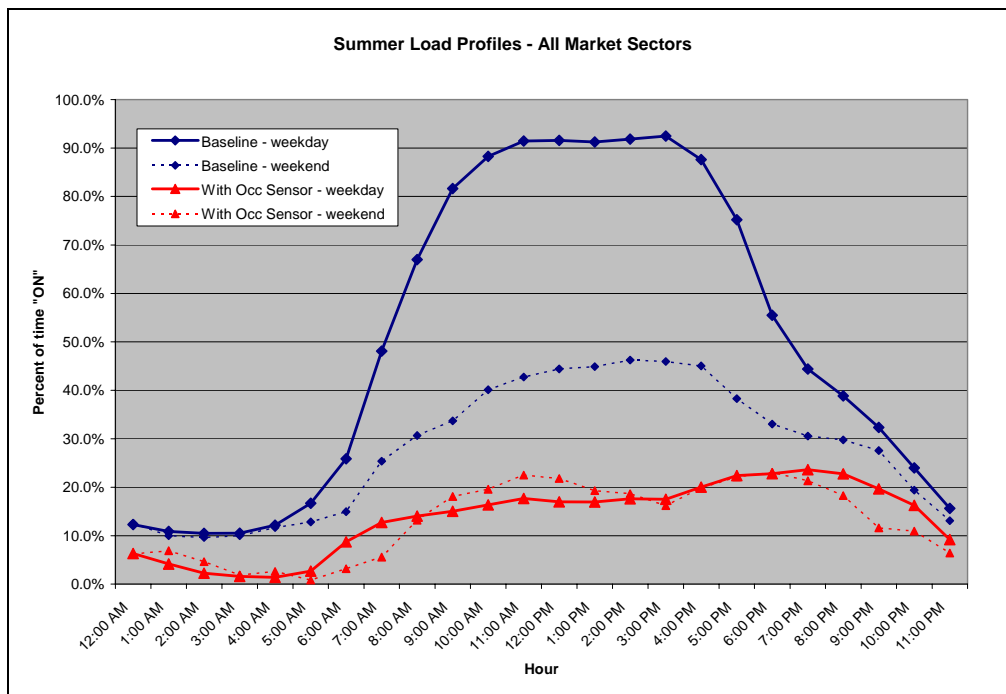
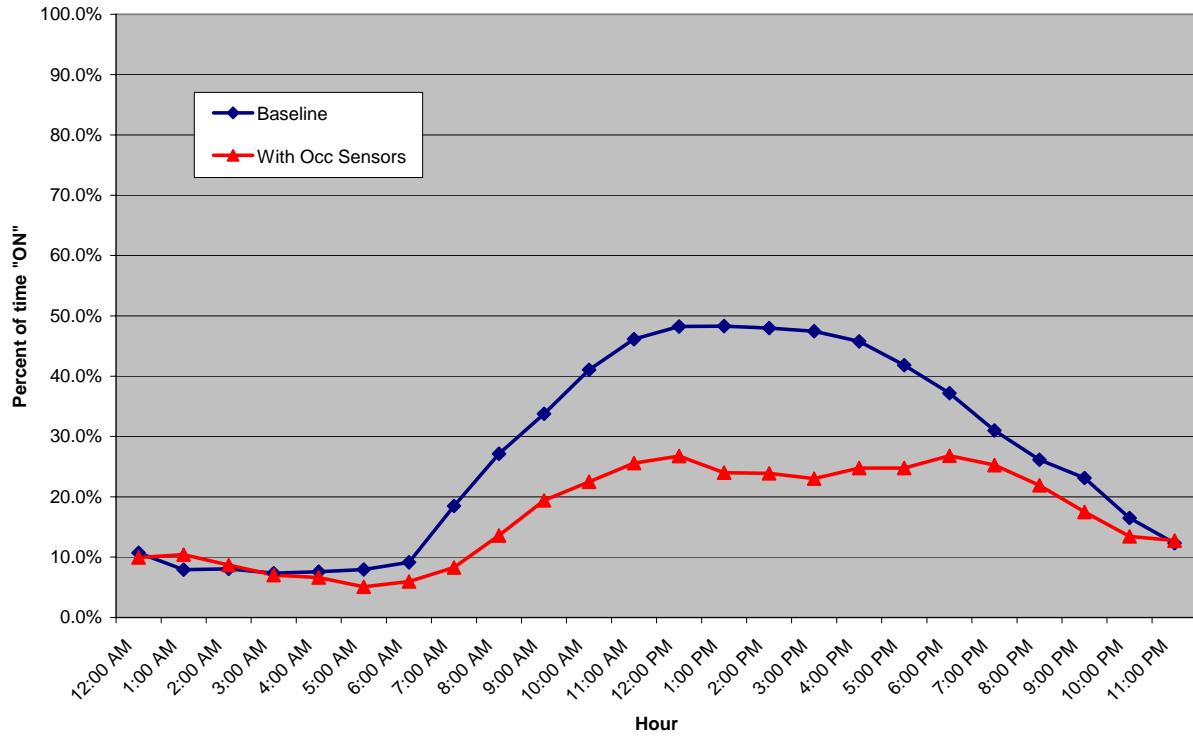


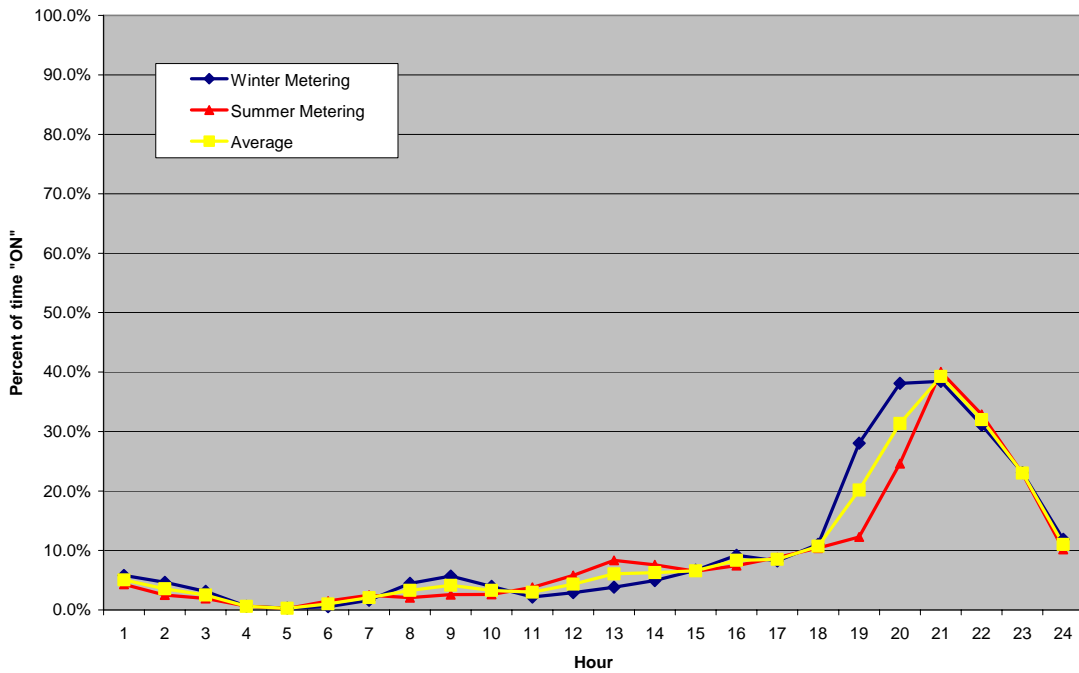
Figure 3-1



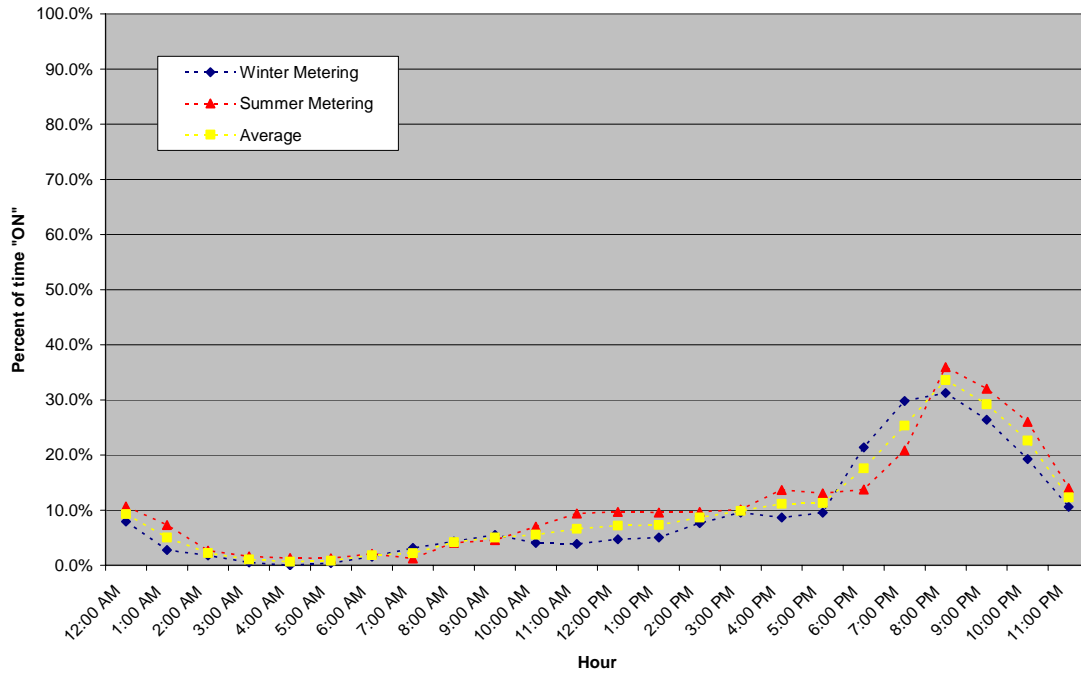
Weekend Load Profiles - All Market Sectors



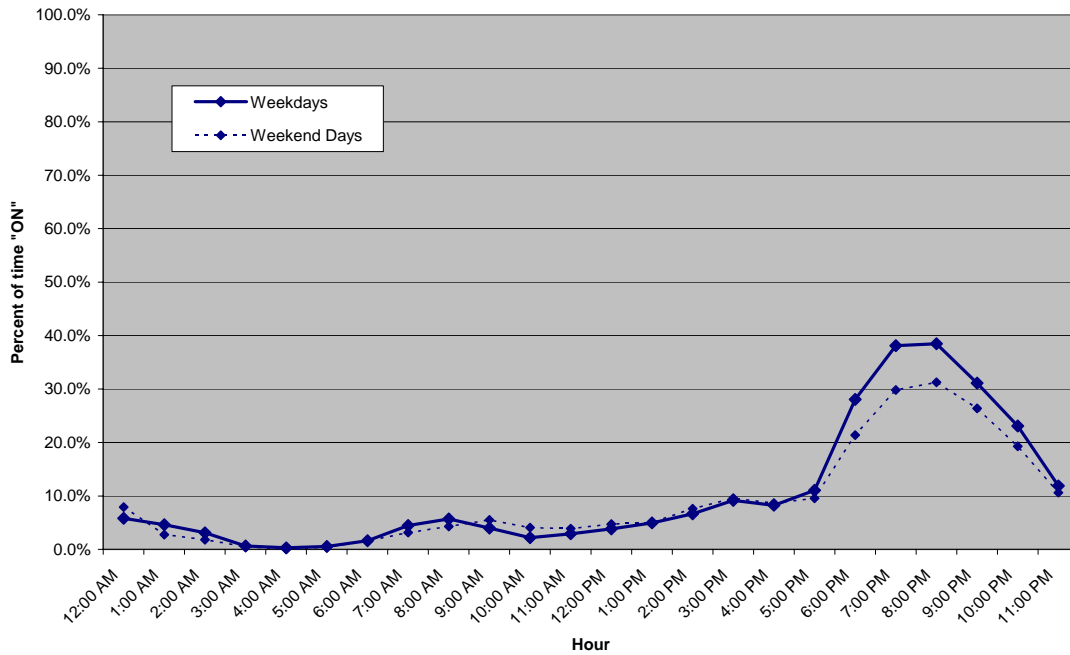
Weekday Metering (Torchieres)



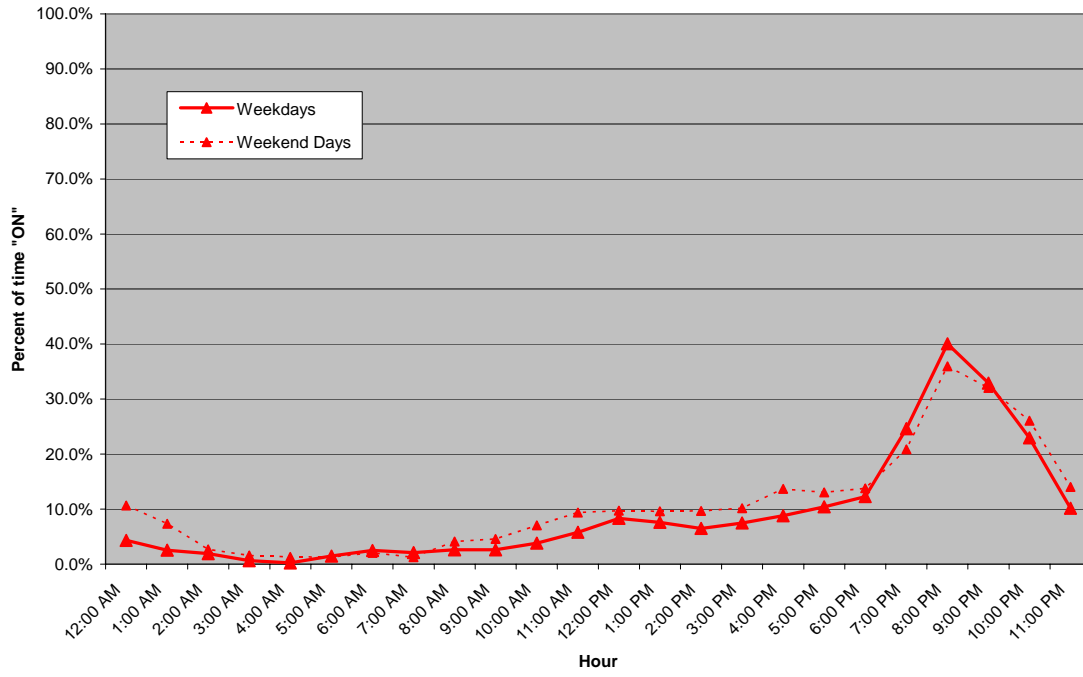
Weekend Metering (Torchieres)



Winter Metering Load Profiles (Torchieres)



Summer Metering Load Profiles (Torchieres)



ON-SITE HOBO PROCEDURES

The process for collecting the data using HOBO data loggers is as follows.

Installation and operational verification

Initialize the logger at the office or with the HOBO Data Shuttle before deployment

Perform initial logger installation – Set logger inside of fixture lens or attach using velcro fastener so that light sensor is facing a lamp.

Verify that the logger is recording light fixture operation. Switch lights on if necessary to check logger operation.

Fill out Logger Installation Record form with location, logger data, and fixture data.

Installation notes:

Make sure the logger is secure in the fixture.

If the space is occupied, inform the tenants that you are conducting an energy study on the building and ask them not to move, remove or tamper with the logger. Also, ask them to use the lights as usual, that is – not change their normal behavior during the study.

Make sure you accurately record where the data logger is in the building so it can be located again for data retrieval and removal. If necessary, take digital photos and attach to the logger form and make additional location notes (e.g., landmarks) on the logger form.

Data collection –

After 3-4 weeks, collect data from the logger. The data logger can be returned to the office and downloaded directly to the project computer.

If the logger is to be re-deployed that day, download the data to the HOBO Data Shuttle and download the data from the Shuttle when you return to the office.

Logger retrieval –

At the end of the monitoring period, retrieve the loggers and update the Logger Installation Record Form.

Metering Equipment

Lighting On/Off Data: Onset HOBO H6 Light On/Off Loggers; part number H06-002-02

DEER RUN HOURS

Annual Operating Hours used in 2005 DEER modeling for NR Non-CFL fluorescent lighting

Education - Primary School	1,440
Education - Secondary School	2,305
Education - Community College	3,792
Education - University	3,073
Health/Medical - Hospital	8,736
Health/Medical - Nursing Home	8,736
Lodging - Guest Rooms	1,145
Manufacturing - Light Industrial	2,860
Storage - Conditioned	2,860
Storage - Unconditioned	2,860
Warehouse - Refrigerated	2,600

Grocery	5,824
Office - Large	2,739
Office - Small	2,492
Restaurant - Sit-Down	3,444
Restaurant - Fast-Food	6,188
Retail - 3-Story Large	4,259
Retail - Single-Story Large	4,368
Retail - Small	3,724
Lodging - Hotel	8,736
Lodging - Motel	8,736

SFPEP PIP vs. Actual kW and Units

Measure Type / End Use Load	Measure / Activity Name	Planned Unit Goals	Planned Net Coincident Peak Demand Savings (kW)	Planned Annual Net kWh Savings	Units Installed	Recorded kW	Recorded kWh	Recorded Therms	% kW (and unit) savings goal achieved
Multifamily Rebate									
Lighting - Interior	ES Interior Hardwired CFL Fixtures (30 Watts) for Common Areas - 24 hrs	2,400	162.4	1309795	9	0.6	4,912	0	0.4%
Lighting - Interior	ES Interior Hardwired CFL Fixtures (16 Watts) for Common Areas - 24 hrs	2,400	102.1	823300	29	1.2	9,948	0	1.2%
Lighting - Exterior	ES Exterior Hardwired CFL Fixtures (27 Watts) 8.2 hrs	1,000	24.1	194455	395	9.5	76,807	0	39.5%
Lighting - Interior	T-5 or T-8 Interior lamps with electronic Ballasts - (3 feet)	2,000	18.1	145960	0	0	0	0	0.0%
Lighting - Interior	T-5 or T-8 Interior Fixtures for garage areas	2,000	16.6	134093	25	0.2	1,676	0	1.3%
Lighting - Interior	T-5 or T-8 Interior lamps with electronic Ballasts - (4 feet)	2,000	16.6	133500	76	0.6	5,073	0	3.8%
Lighting - Interior	ES Interior Hardwired CFL Fixtures (30 Watts) 3.5 hrs	1,600	15.8	127341	17,763	175.3	1,413,647	0	1110.2%
Appliances	ES Clothes Washers (coin-op) (Same Savings as in Regular MF Program)	1,600	12.5	56960	0	0	0	0	0.0%
Lighting - Exterior	ES Exterior Hardwired CFL Fixtures (13 Watts) 8.2 hrs	1,000	12.2	98559	319	3.9	31,440	0	31.9%
Lighting - Interior	T-5 or T-8 Interior lamps with electronic Ballasts - (2 feet)	1,600	12.2	98256	0	0	0	0	0.0%
Lighting - Interior	ES Interior Hardwired CFL Fixtures (16 Watts) 3.5 hrs	1,600	9.9	80043	1,623	10.1	81,194	0	101.4%
HVAC - Controls	ES Programmable Thermostats	132	0.9	587	1,242	8.6	5,527	28,740	940.9%
Single Family Direct Install									
Lighting - Interior	Energy Star Torchiere (70 watts) Turn-ins	2,540	82.4	664,221	3,400	111.6	671,852	0	133.9%
Lighting - Interior	ES Screw-in CFL (14 to 20 watts) for calc. use 20 Watts	4,000	31.0	250,135	6,873	53.3	429,778	0	171.8%
Lighting - Interior	ES Interior Hardwired CFL Fixtures (30 Watts) 3.5 hrs	2,000	19.7	159,177	8,773	86.6	698,189	0	438.7%
HVAC - Controls	ES Programmable Thermostats	1,800	12.4	8,010	2,081	14.4	9,260	48,154	115.6%
Lighting - Interior	ES Interior Hardwired CFL Fixtures (16 Watts) 3.5 hrs	2,000	12.4	100,054	0	0.0	0	0	0.0%

Measure Type / End Use Load	Measure / Activity Name	Planned Unit Goals	Planned Net Coincident Peak Demand Savings (kW)	Planned Annual Net kWh Savings	Units Installed	Recorded kW	Recorded kWh	Recorded Therms	% kW (and unit) savings goal achieved
Standard Performance Contract									
Lighting - Comprehensive Measures	SPC Lighting	NA	98.5	1,054,191	NA	596.1	3,623,829	0	605.2%
Nonresidential - Comprehensive Measures	SPC Commercial HVAC/Refrigeration	NA	1927.4	5,019,926	NA	810.1	6,747,417	0	42.0%
Nonresidential - Comprehensive Measures	SPC Commercial Process/Other	NA	75.0	450,772	NA	852.1	6,233,741	0	1136.3%
Cash Rebates for Business Customers									
Lighting - Exterior	High Performance 4 foot T8/T5 System (from T-12)	45,000	464.4	2,583,295	199,266	2203.5	11,158,510	0	474.5%
Lighting - Interior	Occupancy Sensor-Wall or Ceiling-Mounted Lighting Sensor	5,000	1830.0	3,785,465	3,456	1265.1	2,616,518	0	69.1%
Nonresidential - Refrigeration	6-ft High Display Case-Strip Curtains for Walk-ins	100	5.1	44,640	24,621	1256.5	11,003,050	0	24648.4%
Lighting - Interior	Screw-in Compact Fluorescent Lamps - 14-26 watts (Modular)	100,000	4901.6	27,268,116	10,310	473.1	3,117,069	0	9.7%
Lighting - Interior	Exit Sign-LED-High Efficiency	10,000	406.7	3,373,091	6,818	277.5	2,299,750	0	68.2%
Lighting - Interior	Delamping-Removal of Lamps, Lamp Holders, and Ballasts-4 foot lamp removed	5,000	184.9	1,028,534	6,356	261.8	1,238,009	0	141.6%
Lighting - Interior	Screw-in Compact Fluorescent Reflector Lamps - 14-26 watts (Modular)	20,000	980.3	5,453,623	4,839	235.9	1,375,940	0	24.1%
Lighting - Interior	Screw-in Compact Fluorescent Lamps - >=27 watts (Modular)	75,000	4450.2	24,756,579	3,672	215.8	1,296,107	0	4.8%
Nonresidential - Refrigeration	Food Service Refrigeration-Cooler/Freezer Solid Door Gaskets	100	22.9	200,736	14,407	170.4	1,490,484	0	742.5%
Lighting - Exterior	Occupancy Sensor-Wallbox Lighting Sensor	7,500	801.0	1,911,827	889	95.0	226,614	0	11.9%
Lighting - Interior	Ceramic Metal Halide Fixture	500	35.2	165,967	1,265	89.0	419,903	0	253.0%
Lighting - Interior	PREMIUM T8/T5 Lamp & Electronic Ballast/New Fixture-Replacement of T-12 Lamps & EnergySaver Ballast-8 foot	1,000	8.6	47,839	5,069	46.4	240,606	0	539.7%
Nonresidential - Refrigeration	Food Service Refrigeration-Cooler Glass Door Gaskets	200	45.9	401,472	3,646	41.9	366,420	0	91.3%

Measure Type / End Use Load	Measure / Activity Name	Planned Unit Goals	Planned Net Coincident Peak Demand Savings (kW)	Planned Annual Net kWh Savings	Units Installed	Recorded kW	Recorded kWh	Recorded Therms	% kW (and unit) savings goal achieved
Lighting - Interior	Delamping-Removal of Lamps, Lamp Holders, and Ballasts-8 foot lamp removed	5,000	339.7	1,889,633	604	41.3	215,285	0	12.2%
Lighting - Interior	PREMIUM T8/T5 Lamp & Electronic Ballast/New Fixture-Replacement of T-12 Lamps & EnergySaver Ballast-2 foot	291	2.8	15,334	1,481	15.1	75,039	0	546.5%
Nonresidential - Refrigeration	Food Service Refrigeration-Auto Closer for Main Freezer Door	15	8.2	50,904	23	12.6	78,053	0	153.3%
Nonresidential - Refrigeration	Food Service Refrigeration-Auto Closer for Main Cooler Door	15	8.2	50,904	19	10.4	64,478	0	126.7%
Lighting - Interior	Occupancy Sensor-Plug Load Sensor	3,000	356.4	833,976	80	9.5	22,240	0	2.7%
Nonresidential - Refrigeration	Glass Doors-Low Temperature Case	100	27.5	269,952	572	8.2	411,291	0	30.0%
Nonresidential - Refrigeration	High Efficiency Low Temperature Reach-in Display Case w/Special Doors	100	8.3	136,512	96	7.9	130,478	0	95.6%
HVAC - Air Conditioning Systems	Reflective Window Film	843,173	1821.3	10,069,514	3,516	7.8	41,989	0	0.4%
Lighting - Interior	Fluorescent Fixture Conversion frm Incandescent 66-90 watts	1,000	185.7	1,033,318	37	6.7	37,138	0	3.6%
Lighting - Exterior	Interior HID Fixtures (Pulse Start)-Conversion frm Mercury Vapor 251-400 watt lamp	200	77.1	428,636	11	4.1	22,992	0	5.3%
Lighting - Interior	Fluorescent Fixture 14-26 watts	1,500	95.5	531,011	37	2.4	11,845	0	2.5%
Lighting - Interior	Fluorescent Fixture 5-13 watts	1,500	58.0	322,912	42	1.8	8,643	0	3.1%
Nonresidential - Refrigeration	Food Service Refrigeration-Auto Closer for Glass Reach-In Cooler Door	15	0.5	3,499	16	0.5	3,732	0	106.7%
Lighting - Interior	Fluorescent Fixtures-Dimming Electronic Ballasts	2,750	34.3	158,136	40	0.5	2,300	0	1.5%
Nonresidential - Refrigeration	Efficient (Oversized) Condenser-Evaporator Cooled-CZ03	5	2.1	8,172	1	0.4	3,679	0	20.4%
Nonresidential - Refrigeration	Food Service Refrigeration-Auto Closer for Glass Reach-In Freezer Door	15	2.6	18,677	3	0.4	3,907	0	15.8%
Lighting - Interior	Fluorescent Fixture Conversion frm Incandescent >90 watts	2,000	660.4	3,674,020	1	0.3	2,311	0	0.0%
Lighting - Interior	LED Channel Signage Retrofit-Indoor Red >2 feet high	50	1.0	4,205	11	0.2	904	0	21.5%

Measure Type / End Use Load	Measure / Activity Name	Planned Unit Goals	Planned Net Coincident Peak Demand Savings (kW)	Planned Annual Net kWh Savings	Units Installed	Recorded kW	Recorded kWh	Recorded Therms	% kW (and unit) savings goal achieved
Lighting - Exterior	LED Channel Signage Retrofit-Outdoor Red >2 feet high	50	0.0	2,102	14	0.0	606	0	0.0%
Nonresidential - Food Service & Processing	Booster Water Heater Conversion, Electric to Gas	2,000	480.0	1,728,000	0	0.0	0	0	0.0%
Nonresidential - Motors	25 HP Energy Efficiency Motor	100	77.9	494,876	0	0.0	0	0	0.0%
Lighting - Exterior	Interior HID Fixtures (Pulse Start)-Conversion frm Incandescent 176-250 watt lamp	100	39.1	217,667	0	0.0	0	0	0.0%
Lighting - Exterior	Interior HID Fixtures (Pulse Start)-Conversion frm Mercury Vapor 176-250 watt lamp	200	27.3	152,127	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Insulated Holding Cabinet-Full Size <=0.5 kW (with Solid Doors)	20	19.2	105,600	0	0.0	0	0	0.0%
Nonresidential - Motors	20 HP Energy Efficiency Motor	100	18.8	119,318	0	0.0	0	0	0.0%
Nonresidential - Motors	15 HP Energy Efficiency Motor	100	14.1	89,488	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Insulated Holding Cabinet-Full Size <=0.8 kW (with Solid Doors)	20	13.4	74,880	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Insulated Holding Cabinet-Three-Quarter Size <=0.4 kW (with Solid Doors)	20	13.4	73,920	0	0.0	0	0	0.0%
Lighting - Exterior	Interior HID Fixtures (Pulse Start)-Conversion frm Mercury Vapor 101-175 watt lamp	200	12.9	71,758	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	Glass Doors-Medium Temperature Case	100	12.4	110,880	0	0.0	0	0	0.0%
Nonresidential - Motors	10 HP Energy Efficiency Motor	100	10.7	67,671	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	Anti-Sweat Heater Controls	500	10.6	164,640	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Insulated Holding Cabinet-Three-Quarter Size <=0.6 kW (with Solid Doors)	20	9.6	53,568	0	0.0	0	0	0.0%
Nonresidential - Motors	7.5 HP Energy Efficiency Motor	100	9.3	58,774	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Insulated Holding Cabinet-Half Size <=0.3 kW (with Solid Doors)	20	8.6	52,800	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Pressureless Steamer <=0.2 kW Idle (Connectionless/Boilerless)	20	7.7	149,376	0	0.0	0	0	0.0%

Measure Type / End Use Load	Measure / Activity Name	Planned Unit Goals	Planned Net Coincident Peak Demand Savings (kW)	Planned Annual Net kWh Savings	Units Installed	Recorded kW	Recorded kWh	Recorded Therms	% kW (and unit) savings goal achieved
Nonresidential - Food Service & Processing	Insulated Holding Cabinet-Half Size <=0.4 kW (with Solid Doors)	20	6.7	37,440	0	0.0	0	0	0.0%
Nonresidential - Motors	5 HP Energy Efficiency Motor	100	5.1	32,236	0	0.0	0	0	0.0%
Nonresidential - Motors	3 HP Energy Efficiency Motor	100	4.6	29,348	0	0.0	0	0	0.0%
Lighting - Exterior	Interior HID Fixtures (Pulse Start)-Conversion frm Incandescent 101-175 watt lamp	18	4.4	24,500	0	0.0	0	0	0.0%
Nonresidential - Food Service & Processing	Pressureless Steamer <=0.4 kW Idle (Connectionless/Boilerless)	20	3.8	127,104	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	High Efficiency Multiplex Compressor System w/Mechanical Sub-Cooling and Energy Efficient Condenser-Evaporative Cooled	5	2.8	19,689	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	Multiplex Compressor System-Evaporative Cooled-CZ03	5	2.8	19,689	0	0.0	0	0	0.0%
Nonresidential - Motors	2 HP Energy Efficiency Motor	100	2.7	17,372	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	Efficient (Oversized) Condenser-Air Cooled-CZ03	15	2.1	20,124	0	0.0	0	0	0.0%
Nonresidential - Motors	1 HP Energy Efficiency Motor	100	1.7	10,737	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	High Efficiency Multiplex Compressor System w/Mechanical Sub-Cooling and Energy Efficient Condenser-Air Cooled-CZ03	5	1.5	39,507	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	New Refrigeration Case w/Doors-Special doors with low/no ASH	100	1.4	71,904	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	Multiplex Compressor System-Air Cooled-CZ03	5	1.1	38,220	0	0.0	0	0	0.0%
Lighting - Interior	LED Channel Signage Replacement-Indoor Red >2 feet high	50	1.0	4,205	0	0.0	0	0	0.0%
Nonresidential - Refrigeration	High Efficiency Refrigeration Compressors for Low Temperature Applications	5	0.8	5,045	0	0.0	0	0	0.0%
Lighting - Interior	LED Channel Signage Retrofit-Indoor Red <=2 feet high	50	0.5	2,102	0	0.0	0	0	0.0%
Lighting - Interior	LED Channel Signage Replacement-Indoor Red <=2 feet high	50	0.5	2,102	0	0.0	0	0	0.0%

Measure Type / End Use Load	Measure / Activity Name	Planned Unit Goals	Planned Net Coincident Peak Demand Savings (kW)	Planned Annual Net kWh Savings	Units Installed	Recorded kW	Recorded kWh	Recorded Therms	% kW (and unit) savings goal achieved
Nonresidential - Refrigeration	Floating Head Pressure Controllers-Evap Cooled-CZ03	5	0.1	3,771	0	0.0	0	0	0.0%
Lighting - Exterior	LED Channel Signage Retrofit-Outdoor Red <=2 feet high	50	0.0	1,051	0	0.0	0	0	0.0%
Lighting - Exterior	LED Channel Signage Replacement-Outdoor Red <=2 feet high	50	0.0	1,051	0	0.0	0	0	0.0%
Lighting - Exterior	LED Channel Signage Replacement-Outdoor Red >2 feet high	50	0.0	2,102	0	0.0	0	0	0.0%
Lighting - Exterior	Exterior HID Fixtures-Conversion frm Incandescent 101-175 watts	100	0.0	129,888	0	0.0	0	0	0.0%
Lighting - Exterior	Exterior HID Fixtures-Conversion frm Incandescent >=176 watts	100	0.0	189,715	0	0.0	0	0	0.0%