



2006 - 2008 STATEWIDE MARKETING AND OUTREACH PROCESS EVALUATION

STUDY ID: SCE0256.01

**FINAL REPORT
VOLUME 1 OF 1**

Prepared for:
CALIFORNIA PUBLIC UTILITIES COMMISSION

Prepared by:
OPINION DYNAMICS CORPORATION
1999 Harrison Street, Suite 650
Oakland, CA 94612
(510) 444-5050
www.opiniondynamics.com

October 2008

Funded with California Public Goods Charge Energy Efficiency Funds

TABLE OF CONTENTS

1. Executive Summary	1
1.1 Demonstrated Increases in Coordination in 2006-2008.....	1
1.2 Link to Action (and to DSM Programs) is Unclear	2
1.3 The Need for Documented Goals and Direction.....	3
1.4 Coordinated Campaign is an Awareness-Raising Campaign, But Value in This Marketplace Lies in Linking to Action.....	4
1.5 The FYP Website and Events can be More Effectively Used to Provide Depth.....	5
1.6 The SWM&O Programs Need a More Strategic Market Segmentation Approach.....	6
1.7 The SWM&O Programs Need to Expand Spanish Efforts and Enhance Coordination and Sophistication.....	7
1.8 Through Multiple Methods, the SWM&O Efforts Are Covering the State.....	7
1.9 Recommendations.....	8
2. Introduction and Purpose of the Process Evaluation	14
2.1 Overview of the Evaluation Effort.....	14
2.2 Process Evaluation Researchable Issues	16
2.3 Structure of the Report.....	21
3. Introduction to the SWM&O Programs.....	22
3.1 Program Descriptions.....	22
3.2 SWM&O Program Evolution	28
3.3 SWM&O Integrated Campaign Model.....	32
4. Study Methodology.....	35
4.1 Secondary Data Review.....	35
4.2 In-depth Interviews with key SWM&O Program Players and IOU DSM Program Managers.....	38
4.3 Observations	39
4.4 Dissemination Analysis	41
4.5 Los Angeles Case Study	41
4.6 Web Statistics.....	45
4.7 Content Analysis Internet Survey	46
4.8 Social Network Analysis Survey	49
4.9 Focus Groups	50
5. Programs Goals and the Role of the Flex Your Power Program	52
5.1 Program Goals and Objectives.....	52
5.2 Role of the SWM&O Programs in the Current Marketplace.....	55
5.3 The SWM&O Campaign as Part of the Overall Public Goods Charge Effort.....	58
5.4 Recommendations.....	62
6. Statewide Marketing and Outreach Program Organizational Structure and Leadership	65

6.1	Roles of the Key Players in the Statewide Marketing and Outreach Campaign	65
6.2	Statewide Marketing and Outreach Meetings and Coordination	71
6.3	Social Network Analysis.....	73
6.4	Recommendations.....	81
7.	Research Conducted In Support of SWM&O Programs	84
7.1	Recommendations.....	91
8.	Reach and Frequency Analysis of SWM&O Mass Market Efforts	93
8.1	SWM&O English-Language Reach and Frequency Goals.....	93
8.2	SWM&O Mass Market Target Audience	96
8.3	SWM&O Mass Media Campaign Strategies	97
8.4	Analysis of the SWM&O Media Buys by Outlet	100
8.5	SWM&O Mass Market Marketing Efforts are Meeting Their Goals	119
8.6	Recommendations.....	121
9.	Analysis of SWM&O Mass Market Creative	125
9.1	Description of 2007 SWM&O English-language Advertisements	125
9.2	Associations with the Flex Your Power Brand.....	130
9.3	Reactions to SWM&O Advertising	133
9.4	Change in Awareness.....	135
9.5	Likelihood to Take Action after Viewing Advertising	137
9.6	Channeling to Flex Your Power Website or Toll Free Number	141
9.7	Recommendations.....	142
10.	SWM&O Spanish-Language Efforts	146
10.1	Brief Description of the SWM&O Spanish-Language Efforts	146
10.2	Target Audience.....	150
10.3	Media Strategies and Reach.....	152
10.4	Analysis of the Message Content.....	157
10.5	Messaging Styles within SWM&O Spanish-language Efforts	159
10.6	Overall Resonance and Cohesiveness.....	160
10.7	Evaluation of Advertisements' Efficacy in Promoting Energy Efficiency.....	164
10.8	Actionability of Messages.....	166
10.9	Program Channeling Effects	168
10.10	Recommendations.....	169
11.	Analysis of the Flex Your Power Website.....	172
11.1	Website Content.....	172
11.2	Website Statistics.....	176
11.3	Website Reach	179
11.4	How Visitors Reach the Website	183
11.5	Where Visitors Spend Time on the Website.....	188
11.6	Recommendations.....	194

12. Statewide Marketing & Outreach Events	196
12.1 Overview of SWM&O Events	196
12.2 How Outreach Events Might Change Behavior.....	210
12.3 Overview of the Community Based Organization Training	211
12.4 Recommendations.....	215
Appendix A. Summary of SWM&O Advertisement Mass Media Indexing	219
Appendix B. Flex Your Power Interview Guide	231
Appendix C. SWM&O Universal IOU In-Depth Interview Guide	235
Appendix D. Demand Side Management In-depth Interview Guide.....	239
Appendix E. Marketing Education and Outreach Meeting Log	241
Appendix F. Flex Your Power Rural Community Based Organization’s Training Event	244
Appendix G. IMMI Questionnaire.....	252
Appendix H. Statewide Marketing and Outreach Residential Content Analysis Questionnaire	254
Message Recall	258
Appendix I. Statewide Marketing and Outreach Residential Content Analysis Questionnaire- Spanish Language	268
Appendix J. Focus Group Screeners.....	280
Appendix K. Individual Program Logic Models	303
Appendix L. Social Network Analysis Questionnaires	306
L1. Social Network Analysis Individual Questionnaire	306
L2. Social Network Analysis Organizational Questionnaire	313
Appendix M. Sample Information and Demographics	319
M1. Reactions to Individual Advertisements.....	324
Appendix N. Spanish to English Translation of Two Print Advertisements	326
Appendix O. Top 25 Search Words Leading to FYP Referrals by Search Engine	327
Appendix P. Summary of SWM&O Meetings and Presentations.	328

TABLE OF CONTENTS: DATA TABLES

Table 1. Process Evaluation Activities by Program.....	15
Table 2: Source of Findings by Researchable Issues.....	17
Table 3: IOU Allocation of Resources.....	22
Table 4: Summary of SWM&O.....	25
Table 5: Summary of SWM&O Ethnic Efforts:	26
Table 6: Summary of SWM&O.....	27
Table 7: Number of Advertisements for the SWM&O Programs	36
Table 8: Summary of Mass Media Messaging Catalog.....	37
Table 9. FYPG Impressions.....	42
Table 10: Content Analysis Sample.....	47
Table 11: English-language Media Tested by Sub-Panel.....	48
Table 12: Spanish-language Media Tested by Sub-Panel.....	48
Table 13: Social Network Analysis Sample	49
Table 14: SWM&O Program Goals as Outlined in their Program Implementation Plans and Methods Used to Meet Their Goals.....	53
Table 15: SWM&O Program Goals by Source of Information	55
Table 16: Sample of National Energy Efficiency and/or Global Warming Media Campaign	57
Table 17: Matrix of Conservation and Energy Efficiency Message Coverage by Program.....	61
Table 18. Description of Key Actors in the SWM&O Effort.....	67
Table 19. Degree Centralities	78
Table 20. Closeness Centralities.....	79
Table 21. Betweenness Centralities	80
Table 22: All Measures of Centrality by Organization.....	81
Table 23: Flex Your Power-General Research Efforts.....	87
Table 24: Flex Your Power-Rural Research Efforts.....	88
Table 25: Flex Your Power-Spanish TV Research Efforts.....	89
Table 26: Southern California Edison Research Efforts.....	90
Table 27: 2006 and 2007 SWM&O English-Language Reach and Frequency Goals.....	95
Table 28: SWM&O 2007 Mass Market Campaign Flight Schedule	103
Table 29: SWM&O Television Impressions by Designated Media Area (DMA).....	106
Table 30: Los Angeles Case Study of Media Buys and IMMI Data by Radio and TV.....	108
Table 31: Los Angeles Case Study of Media Buys and IMMI Data TV by Cable and Broadcast	108
Table 32: Los Angeles Case Study of Media Buys and IMMI TV Data by Cable Channel	109
Table 33: Los Angeles Case Study of Media Buys and IMMI TV Data by Prime Time.....	110
Table 34: SWM&O English Language Radio Impressions.....	111
Table 35: Flex Your Power-General Radio Station Buys by Preferred Format	112
Table 36: English-Language Marketing and Outreach Primary Measures 2005-2007	126
Table 37: Associations with the Flex Your Power Name.....	130
Table 38: Associations with the Flex Your Power Logo.....	131
Table 39: FYP Name and Logo Associations based on Awareness of Program, Statewide Sample	132
Table 40: Top 2 Box and Mean Responses for Positive Attributes.....	134

Table 41: Bottom 2 Boxes and Means for Negative Attributes.....	135
Table 42: New Information Based on Review of the Advertisements	136
Table 43: Actions That Respondents Are Most Likely to Take After Seeing Ads (multiple response)	139
Table 44: Short-term Recall of Message ^{ab} (Respondents who recalled the message soon after being shown the Ad).....	140
Table 45: Recall of FYP Website and Toll Free Number (Respondents who recalled the message soon after being shown the Ad ^a).....	142
Table 46: SWM&O Programs’ Spanish-Language Targets	150
Table 47: Key Taglines for each FYP Program.....	157
Table 48: Audience Links by Program and Media Type.....	158
Table 49: Mean and Top/Bottom 2 Boxes for Positive Attributes,	160
Table 50: Reactions to Advertisements: Mean Level of Agreement.....	163
Table 51: Inventory of Practices Shown in Media (excluding Fact Cards).....	164
Table 52: Associations with the Flex Your Power Name.....	165
Table 53: Associations with the Flex Your Power Logo.....	165
Table 54: Actions That Respondents Are Most Likely to Take After Seeing Ads (multiple response)	168
Table 55: Recall of FYP Website and toll free Number (Respondents who recalled the message soon after being shown the Ad ^a).....	169
Table 56: Example of Program Information on the Flex Your Power Website	176
Table 57: Total Visits to the Website	179
Table 58: Average (mean) Time Spent by Page Type.....	191
Table 59: Number of Click-thrus by Category	194
Table 60: SWM&O Events.....	197
Table 61: FYPR 06-08 Community Based Organizations.....	200
Table 62: 2006 FYP Rural Program – CBO Event Types.....	203
Table 63: 2007 FYP Rural Program – CBO Event Types.....	204
Table 64: Estimated Reach of 2006 FYPR Events.....	205
Table 65: Estimated Reach of 2007 FYPR Events	205
Table 66: Collateral Distributed by Program Type.....	208
Table 67: Tip Card Distribution at Events.....	209
Table 68: Education Methods Used.....	214
Table 69: Trainer Best Practices Evaluation.....	214
Table 70: Training Best Practices Evaluation.....	215

TABLE OF CONTENTS: FIGURES

Figure 1: Allocation of Resources	22
Figure 2: Key Changes in the SWM&O Program from 2005-2007	31
Figure 3: SWM&O Bowtie Model	33
Figure 4: Flex Your Power Program Logic Model.....	34
Figure 5: Los Angeles Designated Media Area Map.....	42
Figure 6. Statewide Marketing and Outreach Organization Chart	66
Figure 7. Frequency of Contact Network for Organizations in the Statewide Marketing and Outreach Effort ^a	75
Figure 8. Network of Organizations in Contact on At Least a Monthly Basis ^a	76
Figure 9: FYPG 2007 Media Spend	Figure 10: FYPR 2007 Media Spend.....
Figure 11: 2007 SWM&O English-Language Geographic Coverage by Number of Media Outlets by Zip Code.....	104
Figure 12: SWM&O 2007 TV Reach by County	107
Figure 13: 2007 FYPG Radio Impressions Per Capita by County	114
Figure 14: 2007 FYPR Radio Impressions by Zip Code Per Capita	115
Figure 15: Flex Your Power-Rural Print Impressions per Capita by Zip Code.....	117
Figure 16: Flex Your Power-General Outdoor Impressions per Capita by County	118
Figure 17: Statewide Campaign: Self-Reported Exposure to Flex Your Power or Similar Advertisements ^a n=321 ^b	120
Figure 18: Rural Campaign: Self-Reported Exposure to Flex Your Power or Similar Advertisements ^a n=203	121
Figure 19: Frame from 2007 Flex Your Power-General TV Advertisement.....	128
Figure 20: Flex Your Power-General 2007 Measure Promotion Frame.....	128
Figure 21 & Figure 22: Flex Your Power-Rural 2007 Print Advertisements.....	129
Figure 23: Percent of Respondents who Self-Report.....	136
Figure 24: Actions Respondents Are “Highly Likely” To Take After Viewing Advertisements	138
Figure 25: Respondents’ Recall of Message to “Install CFLs” and Whether Would Take This Action, Statewide.....	141
Figure 26: Flex Your Power Spanish TV Spanish-Language TV Advertisement Screenshot ...	147
Figure 27: Flex Your Power-General Spanish-Language Print Advertisement	148
Figure 28: Flex Your Power-Rural Spanish-Language CFL Print Advertisement.....	149
Figure 29: Structure of SWM&O Campaign and Spanish Efforts	150
Figure 30: SWM&O Spanish-Language Coverage by Number of Media Outlets	153
Figure 31: Flex Your Power-Spanish TV Statewide Reach Per Capita.....	154
Figure 32: Flex Your Power-General Radio Advertisements Per Capita	155
Figure 33: Flex Your Power-Rural Spanish-language Radio Coverage per Capita	156
Figure 34: <i>Approximate</i> Share of Time/Text Focused on Message.....	159
Figure 35: Percent of Respondents who Self-Report.....	166
Figure 36: Actions Respondents Are “Highly Likely” To Take After Viewing Advertisements (note that the actions were unspecified).....	167
Figure 37: FYP Homepage as of February 22, 2008	174
Figure 38: Example of Interactive Rebate, Incentive and Service Finder	175

Figure 39: Flex Your Power Website Flow Chart of Key Findings	178
Figure 40: Monthly Website Visits.....	180
Figure 41: Average Daily Visits During Campaign and Non-Campaign Seasons	181
Figure 42: Visits by Weekday.....	182
Figure 43: Visits by Time of Day	182
Figure 44: Direct and Referred Traffic	183
Figure 45: Top 200 Referrers by Site Type	184
Figure 46: Visits from Top 22 Paid Referrers	186
Figure 47: Search Engine Referrals	186
Figure 48: Top Search Words from Search Engines	187
Figure 49: Pathways through the website	189
Figure 50: Top Viewed Pages.....	190
Figure 51: Visits to FYP Rebate, Service and Incentive Pages	192
Figure 52: Average Page Views per Visit.....	193
Figure 53: Number of FYPR Events by County Rural Population.....	206
Figure 54: FYPR Events and Rural Population	207

This study was conducted at the request of the California Public Utilities Commission. The study was managed by Opinion Dynamics Corp. It was funded through the public goods charge (PCG) for energy efficiency and (will be) available for download on www.calmac.org. We wish to thank the CPUC Energy Division Lead Pamela Wellner and the Master Evaluation Contractor Team Lead Nick Hall for providing the direction and support needed for the realization of this study. We also wish to thank the IOUs and SWM&O program administrators. Without their cooperation, this study would not have been possible.

Programs Evaluated in this Report

Utility	Program ID	Program Name
SCE	SCE2554	Flex Your Power
SCE	SCE2556	Flex Your Power-Rural
SCE	SCE2555	Flex Your Power-Spanish TV (i.e., Univision Television Energy Efficiency Marketing)
SCG	SCG3508	Statewide Marketing and Outreach (reflects funding of above efforts)
SDG&E	SDGE3013	Statewide Marketing and Outreach (reflects funding of above efforts)
PG&E	PGE2013	Statewide Marketing and Outreach (reflects funding of above efforts)

1. EXECUTIVE SUMMARY

This report provides a process evaluation of California's 2006-2008 Statewide Marketing and Outreach (SWM&O) program. The SWM&O efforts consist of three programs: 1. Flex Your Power-General; 2. Flex Your Power-Rural; and 3. Flex Your Power-Spanish. These programs are tasked with providing "statewide messages on simple things individual consumers can do to reduce energy consumption and their bills," increasing "consumer awareness of and participation in the statewide programs available to them," and "persuad[ing] consumers to make permanent changes to their homes and businesses so that energy savings are not dependent on behavior once the energy efficiency measures are installed." (Decision, D03-01-038, January 16th 2003). For the 2006-2008 program cycle, the total budget for the SWM&O programs was \$61.5 million.

The Opinion Dynamics Corporation (ODC) evaluation team was hired by the California Public Utilities Commission (CPUC) to conduct a process evaluation of the SWM&O efforts. In this report, we document the current programs and provide recommendations for future marketing and outreach efforts. We understand that many of these recommendations require substantive organizational and structural changes that may not be feasible for the 2009 campaign year. We also recognize that 2009 may serve as a transitional year for the SWM&O programs as the CPUC and IOUs determine structural and organizational changes that should be made to the SWM&O programs. However, there are a number of recommendations that are applicable to the 2009 campaign year.

1.1 Demonstrated Increases in Coordination in 2006-2008

As part of our evaluation effort, the ODC team found that the SWM&O program implementers' level of coordination and communication increased greatly since the 2004-2005 campaign. Overall, this coordination appears to be mutually beneficial, allowing the SWM&O program implementers to benefit from the efforts, research, and momentum of one another's campaigns. The increased coordination resulted in a more unified campaign, specifically:

- The Rural and Spanish TV programs adopted the Flex Your Power brand so that all three programs used the Flex Your Power name;
- The SWM&O programs aligned their messaging content and themes to a general, agreed-upon theme (economic savings in 2006 and global warming and its relationship to household energy use in 2007 and 2008);

In addition, our research also documents that the programs made three major changes during the 2006-2008 cycle:

- The three SWM&O program implementers increased their coordination so that they are all in contact with each other on at least a monthly basis;

- The SWM&O implementers worked more closely with the Investor-owned Utility (IOU) demand side management program¹ (DSM) Marketing Teams' efforts (delineating the roles of the SWM&O efforts versus other IOU program efforts) to increase campaign timing and promoted measures; and
- The SWM&O efforts discontinued the promotion of specific IOUs' DSM programs, such as rebate programs, in favor of a more generalized message to raise overall awareness (or "increase customers' propensity to act").

In early 2006, the IOUs and SWM&O programs outlined a model, (i.e., the "bowtie model"), that aimed to define the role that the SWM&O programs and IOUs play in moving consumers from awareness to action. This model outlines the role of the SWM&O programs and the IOUs by charging the SWM&O marketing and outreach efforts with increasing "propensity" for residents to act, while the IOU marketing efforts are charged with moving residents from "propensity" to action. (This "bowtie" model is depicted in [Chapter 2](#), Introduction to the SWM&O Programs.) While the model aims to indicate consumers progression from the SWM&O programs to the IOUs, it model fails to produce substantive and mutually beneficial integration between the IOU DSM programs and the SWM&O programs. In addition, the model assumes a number of links between the IOU and SWM&O programs without clearly defined and actively promoted mechanisms to move consumers along its stated continuum. (See [Figure 3](#): bowtie model.)

1.2 Link to Action (and to DSM Programs) is Unclear

While the SWM&O program implementers have worked to greatly improve the integration of their efforts, there are a number of key findings that highlight the absence of a clear mechanism to link the SWM&O efforts to the IOU side of the model.

- While the IOUs and SWM&O implementers define the "action" role as the role of the utility programs, the mechanism for moving consumers from general awareness and/or "propensity" to act to take action is unclear. It is difficult to ascertain *how* the consumer moves from general awareness to other steps such as where they can go to acquire energy efficiency knowledge, which units are the most energy efficient, and what they need to do for their home (i.e., how to take action).
- There is little to no co-branding or shared messaging that would indicate to a consumer that the SWM&O efforts are linked in any way to the IOU DSM programs.²
- Through a series of depth interviews, we found that some IOU DSM implementers felt that the SWM&O programs were entirely separate from their efforts and/or had a nominal impact on participation in their programs, thus indicating that the model does not provide a clear and integrated link between its' beginning (the SWM&O programs) and its end (participation in the IOU DSM programs).

¹ Here, we refer to demand side management programs (DSM) as those programs implemented by the four California IOUs that aim to reduce continued load on the grid (e.g. kWh). This term does not include demand response programs, which aim to immediately reduce load on the grid (kW).

² We understand that SCE has launched a marketing campaign that may use the FYP logo, however we have been unable to verify this prior to the release of this report.

The ODC evaluation team recognizes that DSM programs are not the only path to action. When examining potential paths to action outside of the IOU DSM programs, we find that the SWM&O programs do not actively provide California residents with specific information and knowledge necessary to take action. This, coupled with a weak link to the IOUs, diminishes the impact of the SWM&O programs overall and the potential of the SWM&O programs to promote the larger PGC energy efficiency portfolio.

1.3 The Need for Documented Goals and Direction

Based on our research, we found a fundamental shift in program scope since the development of the Program Implementation Plans (or PIPs, specifically by FYPR and FYPS), and an inconsistency between the goals currently stated by the SWM&O programs and the CPUC. We found that Efficiency Partnership is the most central organization in the network. Based on our analysis of this network, Efficiency Partnership has a high level of activity compared with others in the network, and serves as a central point of contact with most organizations in the network. While SCE is responsible for the day to day oversight, Efficiency Partnership is the source of program direction and overall guidance (SCE is the next most central organization).

As with all other energy efficiency program implementation, the CPUC only plays a limited role and there is a great deal of confusion on the role, expectations, and oversight of the CPUC in the upfront planning and implementation process of the SWM&O programs. There is also an absence of direction and no regulatory mechanism in place to ensure that the CPUC decisions are incorporated into concrete and measurable goals for the SWM&O programs. Specifically, we found that (1) there is no clear approval or vetting process, other than the initial approval of the Program Implementation Plan (PIP), by which the CPUC sets program goals and subsequently ensures that program efforts meet these goals; (2) current mechanisms for feedback, (such as the marketing PAGette), while useful, are not sufficiently timed or appropriately structured to provide actionable feedback to the program implementers; and (3) although there is a designated energy division staff member within the CPUC that is charged with the task of providing guidance to the program, this staff member currently does not have regulatory authority to mandate changes to the programs. This limited role is due to the overall limited regulatory role that the CPUC Energy Division has in all IOU energy efficiency program implementation. This limited role is expected to be reviewed for change beginning in the 2009-011 program cycle.

As it is currently designed, the review of the PIPs, the marketing PAGette and subsequent evaluations are the only mechanisms that aim to monitor and assess the SWM&O programs' alignment with their stated goals. However, these program checks occur once prior to and following a program cycle, and are not sufficient or timely venues to ensure the programs remain aligned with CPUC directives year over year. This lack of periodic oversight and on-going guidance combined with the ambiguous leadership position of the CPUC has created a program oversight climate that fails to provide necessary guidance to the SWM&O programs. Without clear leadership and periodic assessments of program goals and objectives, the SWM&O programs are ultimately limited in their ability to achieve the goals set out by the CPUC.

1.4 Coordinated Campaign is an Awareness-Raising Campaign, But Value in This Marketplace Lies in Linking to Action

Overall, the implementers have done a good job synthesizing their messaging to ensure consistency of feel across all SWM&O program efforts. Based on our professional assessment, the SWM&O programs' use of similar executional elements in all messages across all media has resulted in a true "statewide" campaign. Furthermore, these synergistic benefits work to strengthen the impact of each message. Specific findings on the FYP brand and messaging include:

- Respondents broadly associate the Flex Your Power *name* with energy conservation and efficiency; however, our findings indicate that while "Flex Your Power" is associated with energy-related issues, it is not necessarily associated with specific ways that individual consumers can reduce their bills and energy consumption. It is most commonly associated with a very broad message of "saving energy" (36% of Statewide respondents).
- Unlike the name, the *logo* did have a more direct association: the depiction of a hand flipping a switch clearly conveys a message of "turn off lights" to the majority (52%) of respondents. Unfortunately, the program's focus is to increase awareness and encourage the purchase of energy efficient equipment—turning off the lights is a behavioral issue that, although important for the Flex Alert campaign, is not the focus of the FYP General campaign. The SWM&O program logo used in isolation does not effectively communicate the programs' energy efficiency objectives.
- Overall, individuals who have viewed the advertisements believe that they raise awareness and provide education; however, these same individuals are generally unable to specify what actions they would take after viewing the advertisements.
- Our research shows that the Flex Your Power-Rural messages led to additional increases in awareness. Through our careful review of all program messaging, the ODC team has found that the FYPR messaging generally provides more detailed and specific energy efficiency information in a more educational tone than does the FYPG messaging.

Overall, this research indicates that the messages serve as a reminder for many, and that the messages were generally perceived to raise awareness. While the majority of respondents believe that the messages are "clear;" our findings however indicate that the messages are not actionable due to participants' inability to cite the target measures or actions. Namely, many respondents were unable to recall the specific measure promoted, even immediately after the advertisements were shown to them. This finding is supported by data indicating that 49% of Statewide survey respondents state they were likely to change behavior or seek out information due to the campaign messages, but when asked for the energy efficiency behaviors promoted by the advertisements, they were less clear on what they would do. This disconnect between awareness and action may be due, in part, to the programs' shift in goals to run an awareness raising

campaign and an increased focus on general, motivational messages rather than specific and actionable information.³

Additionally, while the SWM&O implementers were ahead of the curve in launching a global warming legacy campaign to raise awareness, substantial changes in the marketplace have occurred that could minimize the effects of the programs' theme. The current media marketplace is now saturated with similar global warming ads that appeal to Californians, thus rendering the SWM&O campaign as one voice among many. With so many mass media campaigns providing the same message to Californians (from Al Gore to T. Boone Pickens), it is difficult to establish the value of the SWM&O programs as an *awareness raising campaign* without clear and specific information for consumers to act on. Ultimately, by moving to a general awareness raising campaign in 2006 through the adoption of the bowtie model, the SWM&O programs appear to have moved from a position of leadership to one of many actors in the marketplace. To move back to a place of leadership, the SWM&O programs need to provide customers with concrete and actionable information to better balance their emotional appeals and to provide consumers with concrete information on *how* to change their behaviors, not simply addressing *why* they should. As alluded to earlier, the SWM&O programs' strength and uniqueness lies in its ability to promote and support the overall PGC energy efficiency portfolio—a relationship that is not currently being utilized to full advantage.

1.5 The FYP Website and Events can be More Effectively Used to Provide Depth

The FYP website (www.fypower.org) and community outreach events are two outreach mechanisms in the SWM&O portfolio that could be used more effectively to provide depth and move individuals to action.

Although the FYP website is not currently a point of emphasis for the SWM&O programs, the FYP website can serve as a deliberate channeling mechanism to the IOUs demand side management programs and can be a valuable resource for energy efficiency information. The program implementers have done a good job at building the www.fypower.org into a valuable resource; however, in the 2006-2008 campaign, FYPG's reliance of the logo to promote the website URL does not effectively communicate the site as a source for additional information. In addition, the Statewide advertisements do not promote the 800 number, which serves as an additional source for information for the IOU programs. As a result, recall of the SWM&O program website (and toll free number) are low. Not a single respondent spontaneously recalled visiting or calling the website or the 800 number as something they would do after viewing the advertisements.

While channeling to the website and the toll free number to customers is not a primary objective of the SWM&O program implementer, the IOUs and program implementers appear to be missing out on an opportunity to provide more depth of information through these mechanisms.

³ Note that the ODC evaluation team is in the process of conducting a comprehensive indirect impact evaluation of the Flex Your Power program to determine its' effects over time through a pre/post analysis combined with a series of other research tasks outlined in our evaluation plan.

The ODC team found that the FYP website has obtained a sizable reach through their web traffic and that this reach is growing. The website received almost 3 million visits (not unique) between 2006 and 2007, and traffic to the website increased by 63% over this same period with spikes occurring during the 2006 and 2007 Summer Campaigns (May-September) and during the 2007 Winter Campaign (November-December). On average, overall website traffic increased 33% during the campaign seasons.

Thus, while the messaging did drive some customers to the website, more could be done to actively define the website as one possible next step in the continuum from awareness to action, and actively work to drive people to the site through better promotion of the website in program messaging. More emphasis on the website can help to differentiate the FYP message from other similar messages, and allows for more time with the consumer to educate them on energy efficiency overall and on specific IOU programs that provide incentives for consumers taking energy actions.

Outreach events are another tool utilized by the SWM&O that can provide depth and help move individuals to action. Currently FYPR uses community based organizations (CBOs) to couple collateral distribution with other educational methods at events, which has the potential to increase awareness and ultimately provoke behavior change.

The FYPR implementer has established an extensive CBO network that enables them to reach rural communities on a grassroots level. Although the CBOs touch a wide variety of audiences, CBOs currently only reach out to rural communities in California. These events are one of the few tools that provide in-depth information and engagement in communities. As such, the FYPR program's CBO outreach should be aggressively expanded statewide to provide a grassroots base to the SWM&O efforts.

1.6 The SWM&O Programs Need a More Strategic Market Segmentation Approach

The SWM&O practice of targeting rural and Spanish-speaking consumers is a step in the right direction. However, the SWM&O programs define their target audience very broadly, aiming to target all Californians between the ages of 25-64 Statewide and 18-64 in Rural areas and Spanish-Speaking Californians between the ages of 18-54. While the Statewide program does loosely segment its audience to tailor its TV and radio media buys, this logic assumes the same marketing and outreach tools are appropriate for all Californians. While this demonstrates awareness of targeting strategies, it only scratches the surface on the potential of strategic marketing and outreach based on a research-driven segmentation scheme. The programs' current approach fails to recognize the state's diversity among the mass market segments and misses the opportunity to generate a sophisticated and substantially more strategic marketing and outreach campaign. As widely discussed in social marketing literature, effective campaigns must speak to the unique attitudes, beliefs, and knowledge of its audience(s) and aim to engage them in energy efficiency actions. The marketing and outreach tools should be tailored to a segment's preexisting conditions while accounting for their unique media habits. The SWM&O programs need to develop a sophisticated segmentation approach grounded in market research that really allows the programs to speak to its audience.

1.7 The SWM&O Programs Need to Expand Spanish Efforts and Enhance Coordination and Sophistication

While overall the three campaigns have tried to coordinate their efforts to be a more cohesive effort, when we look at the organization of the Spanish media efforts, the efforts are spread across the three programs and work almost completely independently of one another. This organizational shortcoming becomes evident when examining the Spanish-language target audience definitions (which vary among program implementer), and when examining their creative techniques and approaches to this demographic in particular. Stylistic differences between the three programs' Spanish messaging clearly emerge when examining program efforts specifically designed to cater to this demographic. While the SWM&O programs have done a good job with budgets and tasks to target Spanish-speaking Californians, the SWM&O programs are inconsistent in their use of creative formats and educational approaches used to target this market.

In addition, the SWM&O programs Spanish-language efforts lack the funding to strategically segment this audience, which now comprises approximately 30% of Californians (and this figure is growing). Our research has shown that treating the Hispanic audience as a homogenous ethnic group fails to truly reach this diverse group. As such, the SWM&O programs need to consider revising their current outreach approach to Hispanics and the CPUC should carefully consider increasing the programs' funding to ensure that this outreach effort has the dollars necessary to really reach California's Hispanic population.

1.8 Through Multiple Methods, the SWM&O Efforts Are Covering the State

Overall, our research demonstrates that the FYPR and FYPG programs have effectively covered the state by employing multiple media outlets in most zip codes, with most of the state covered by a minimum of two and up to four different media outlets during the campaign season. In addition, the FYPS program (with radio and print support from FYPG and FYPR), has placed TV ads and online advertisements statewide to target Spanish-speakers. Based on our analysis of media buy reports in the LA DMA and planning documents, the SWM&O programs have succeeded in meeting their reach and frequency goals, which are stated in terms of media buy placements.⁴

The SWM&O programs' media strategy is decidedly more strategic and targeted than was the case for the 2004-2005 program years, and the programs have generated many efficiencies in targeting the urban and rural marketplace by counter flighting and coordinating their media buys. In particular, the FYPR programs' effort to re-appropriate radio funds to online outreach demonstrates strategic and thoughtful use of the funds to minimize duplication of efforts. Thus, through increased communication and synergistic media strategies, the FYPG and FYPR programs work in tandem to better and more efficiently target California's English-speaking

⁴ We note, however, that reach and frequency information was not available for all campaigns, and the information provided by the programs is not uniform across each media type.

population. These improvements have occurred while the SWM&O programs' budgets have remained static (even decreased when factoring in inflation) while the cost of media buys has steadily increased, up 5% since 2006 alone.

Specific findings on the reach and frequency include:

- The FYPG and the FYPR programs are using best practices in placing their media buys. They are also successfully negotiating added value in their media buys (such as additional spot ad placements) and developing media partnerships to ensure that their spend is maximized within growing financial constraints.
- Within LA, our research shows that FYPG has effectively used its TV purchase to reach 72% of the LA panel.
- The FYPG programs' reach and frequency goals incorporate the Flex Alert Campaign, and thus evaluators and regulators cannot determine the reach and frequency goals for the FYP energy efficiency program independent of the Flex Alert Demand Response Campaign. Combining the reach and frequency goals for Flex Alert and FYPG is problematic as each campaign has different energy savings goals. Thus, it is difficult to discern exactly how the program aims to meet its energy efficient goals through reach and frequency when they are not differentiated in their goals.

Overall, the direction of SWM&O programs messaging and media buy tactics are supported by research, and through the use of six different methods (i.e., television, radio, print, billboard, events, website and web-based mediums) the SWM&O efforts are providing a cohesive general awareness raising campaign. However, the current emphasis on mass media is not only expensive but also an inflexible strategy because the programs are expected to purchase media in 18 month or longer blocks, thus "locking in" the programs' media expenditures well in advance of the campaign season. While this is an important practice to ensure that the programs employ cost effective strategies in their media buys, such advance commitments limits their ability to allocate funds to unforeseen opportunities.⁵

1.9 Recommendations⁶

To improve these efforts in the future, the ODC evaluation team recommends the following overarching recommendations, described in more detail in [Chapter 5](#), Program Goals and the Role of the Flex Your Power Program:

⁵ It is important to note that the Flex Your Power program and its sister program, Flex Alert, share the same media strategy and buys to generate efficiencies in media placement. Namely, the FYPG program purchases media flights in two week time periods throughout peak cooling seasons in the summer to "swap out" FYPG energy efficiency advertisements with Flex Alerts when they are called. While this synergy with Flex Alert may generate efficiencies in spend, the SWM&O programs should consider how the Flex Your Power energy efficiency campaign may be negatively affected.

⁶ The CPUC is currently conducting a branding study to determine how and whether to build on the current campaign.

Recommendation 1: To better direct the programs, the SWM&O implementers, the IOUs, and the CPUC need to agree on specific and actionable goals and objectives of the program, and need to determine a process by which the SWM&O program goals and objectives are explicitly reviewed and approved. (Additional recommendations about the process are provided in [Chapter 5](#), Program Goals and the Role of the Flex Your Power Program.)

Recommendation 2: To ensure that the SWM&O efforts ultimately lead customers to action, the SWM&O implementers and IOUs need to define a clear path to action to move those exposed to messaging to the intended outcome, adoption of energy efficient measures, such as clearly stating the role that the website, 800 number, or other tools that will lead consumers to more actionable information and/or to IOU DSM programs.

Recommendation 3: To better link the SWM&O efforts to the existing portfolio, the SWM&O program implementers and IOU DSM program's creative needs to share themes, messaging and taglines, including the Flex Your Power name.

Recommendation 4: To distinguish themselves from a marketplace flooded with "green," and global warming messaging in particular, the SWM&O program implementers need to determine their role in the current marketplace and identify a unique element that assists in achieving the anticipated outcomes. A blanket message, with little direction on *how* to take action, is not enough.

Recommendation 5: To more clearly understand the role of Flex Your Power compared to Flex Alerts, the CPUC needs to clearly state whether education about conservation behaviors at non-peak times should be part of the SWM&O efforts.⁷

ODC provides the following recommendations about the coordination of effort, [Chapter 6](#), Statewide Marketing and Outreach Program Organizational Structure and Leadership.

Recommendation 6: To ensure that the CPUC's direction is incorporated into the campaign, the CPUC should:

- be more involved in vetting the upfront planning process and project implementations plans (PIP) in a way that allows for program implementers to effectively adapt to changing demands on the program, and to ensure that CPUC-stated campaign goals are clearly outlined in the PIP.
- determine a clear process for providing feedback and making changes during the 2009-2011 program cycles and beyond. This feedback process should include a mechanism for on-going review and approval of key changes so that the all changes to the program plans not set forth in the PIP are tracked and approved by the CPUC.

⁷ If not, then the branding of FYP versus Flex Alerts needs to be non-overlapping so as not to confuse residents.

- thoroughly review, provide feedback and explicitly approve the program implementation plans (PIPs), outside of the normal review process.
- clearly define a single decision maker within the CPUC; and
- recognize the central role of Efficiency Partnership, and be in direct communication with this Efficiency Partnership.

ODC provides the following recommendations about the restructuring of SWM&O implementer roles:

Recommendation 7: To enhance the effectiveness of the program and ensure more even coverage, the IOUs and the CPUC should redefine FYPG's and FYPR's roles in terms of outreach effort rather than target markets. Namely, the CPUC and IOUs need to consider expanding FYPR's CBO and Print outreach into urban markets and FYPG's outdoor efforts into rural markets, thus ensuring that each region of the state is evenly targeted by the SWM&O programs. The following recommendations may be found in [Chapter 8](#), Reach and Frequency Analysis of the SWM&O Mass Market Efforts.

Recommendation 8: To effectively align the Spanish efforts to create a more consistent educational approach, the CPUC and IOUs needs to align all Spanish-language efforts under the same program implementer. [Chapter 10](#), SWM&O Spanish-language Efforts.

Recommendation 9: To enhance the sophistication of the programs, the SWM&O programs should develop distinct marketing and outreach tools and strategies that mirror the media habits of its segments rather than relying on the same marketing and outreach tools for all Californians.

The ODC evaluation team advises the following recommendations related to the current targets and research efforts, which are described in more detail in [Chapter 7](#), Research Conducted in Support of the SWM&O Programs:

Recommendation 10: To better determine the segments and sub-segments that should be targeted for this effort, and the needs of each segment, the research budget for the SWM&O efforts should be consolidated into one, centralized research and development budget that may be shared among all SWM&O program implementers.

Recommendation 11: To better understand the existing segments in the market, the IOUs should share their customer segmentation research with the SWM&O efforts, wherever possible. This process will enhance the sophistication of the current campaign. (Alternatively, all three program implementers need to be provided adequate research budgets to conduct quantitative and qualitative formative research to better segment their target audiences.)

Recommendation 12: To stay abreast of market trends and changes in attitudes, beliefs, and behaviors, the CPUC needs to consider funding an on-going statewide tracking survey to inform the marketing and outreach efforts of its programs.

The ODC evaluation team recommends the following recommendations related to the overall reach of the campaigns, which are described in more detail in [Chapter 8](#), Reach and Frequency Analysis of the SWM&O Mass Market Efforts.

Recommendation 13: To ensure a more consistent effort, the SWM&O programs need to develop a more unified strategy that clearly details the programs' Statewide measurable objectives, using the specific, measurable, agreed-upon, realistic, and time-framed goals⁸ in a single strategy summary or report (such as one Program Implementation Plan).

Recommendation 14: To enhance the transparency and verifiability of the SWM&O program goals and efforts, the three programs need to develop clear and unified reach and frequency goals with uniform language use (such as consistency in using the term impressions), impressions goals by demography, geography, and media outlets.

Recommendation 15: To enhance the sophistication of the campaign and ensure that the programs' outreach methods are strategically aligned with the lifestyle and media habits of their targets, the SWM&O programs should better segment their audience, develop strategic outreach approaches tailored to these segments, and document the most appropriate tools for each audience or segment. (See also Spanish recommendations in [Chapter 10](#), SWM&O Spanish-Language Efforts.)

Recommendation 16: To better understand the accomplishments of the SWM&O program (compared to Flex Alerts), the IOUs and the CPUC needs to develop minimum reach and frequency goals for the FYP energy efficiency campaign which must be met independent of the Flex Alert lighting.

Recommendation 17: To allow the SWM&O programs to better take advantage of unforeseen and non-traditional marketing tools, the SWM&O programs need to allocate a flexible, ad hoc budget which will allow the implementers greater flexibility and responsiveness to last minute opportunities for efforts such as using New Media (social networking, widgets, text messaging, viral flash), guerilla marketing, and other non-traditional marketing tactics.

The ODC evaluation team recommends the following message-related recommendations, described in more detail in [Chapter 9](#), Analysis of SWM&O Creative:

Recommendation 18: To move the brand to the next step, the SWM&O program implementers and the IOUs need to determine ways to build the Flex Your Power name's meaning so consumers associate the brand with either direct actions or a source where they can go to get more information, rather than just a general sense of energy-related issues. One alternative is adding a tag line to move consumers in this direction.

⁸ In ODC's 2004-2005 process evaluation, we recommended that the program implementers utilize specific, agreed-upon, realistic, and time-framed (SMART) goals. Based on our analysis of the PIPs, these recommendations were not incorporated and the SMART approach should be used in the 2009-2011 program cycle.

Recommendation 19: To effectively communicate program objectives, the SWM&O programs need to consider whether to modify or enhance the FYP logo to better support program goals since the logo is primarily associated with turning off lights. (We note that this will be explored further through additional research and assessment being conducted by the CPUC and IOUs.)

Recommendation 20: To ensure action, the SWM&O program implementers need to direct more of their advertisements to educating the public on energy efficiency measures and outline a clear “call to action,” specifically:

- The SWM&O programs need to explicitly and clearly promote the program website and toll free number as a source for further energy efficiency information on all marketing materials. All SWM&O implementers need to emphasize the website more in their mass media efforts to provide consumers with the tools to act. The toll free-number also can be used by those who do not have internet access.

The ODC evaluation team recommends the following message-related recommendations specifically targeted at the Spanish efforts, described in more detail in [Chapter 10](#), SWM&O Spanish-language efforts:

Recommendation 21: Because of the rapidly Spanish-speaking population, the SWM&O program implementers need to maintain distinct marketing and outreach efforts for Spanish-speaking and English-speaking audiences.

Recommendation 22: To ensure consistency across Spanish efforts, the SWM&O program implementers and the IOUs need to develop a cohesive marketing and outreach strategy aimed at targeting Hispanics.

To better target this highly stratified demographic, the SWM&O programs, IOUs, and the CPUC need to be cognizant of complex demographics within the Hispanic target audience. Implementers need to conduct market research and develop approaches that work for the various sub-segments.

Recommendation 23: To ensure that the most effective outreach tools are used to communicate with the target Hispanic target audiences, the SWM&O programs need to design outreach methods suited for its various and diverse audiences.

Recommendation 24: To ensure that program implementers receive the funds necessary to better target this growing population, all SWM&O program implementers need to provide more transparency in their budgets.

The ODC evaluation team recommends the following recommendations specifically related to the website, which are described in more detail in [Chapter 11](#), Analysis of the Flex Your Power Website.

Recommendation 25: The FYP.org website is a valuable resource and Efficiency Partners needs to continue to build and develop the website (and other online efforts) as an educational and engagement tool as well as a channeling mechanism.

Recommendation 26: To increase website traffic, FYP should continue to allocate budget dollars to the website and referral sources (e.g. a search engine or an online ad that directs browsers to the FYP site).

Recommendation 27: To increase visitor involvement in the site, FYP needs to consider additional web analytic tools to examine the information in order to understand the function, design and capacity of the website. (Specific recommendations about possible tools are provided in [Chapter 11](#), Analysis of Flex Your Power Website.)

The ODC evaluation team proposes the following recommendation specifically related to the outreach events, which is described in more detail in [Chapter 12](#), SWM&O Events:

Recommendation 28: To provide more depth to the full campaign, the CPUC and IOUs need to consider expanding events into urban areas (as well as to Hispanic targets in both rural and urban areas) to ensure that all three programs benefit from the depth of coverage and public engagement gained through these efforts. (Note that ODC will be conducting research to understand the effectiveness of these efforts, which can assist with this decision.) Additional recommendations for the outreach events are provided in [Chapter 12](#), SWM&O Events.

2. INTRODUCTION AND PURPOSE OF THE PROCESS EVALUATION

The primary purpose of this evaluation is to help improve statewide marketing and outreach (SWM&O) efforts in the future. Our research is intended to provide the California Public Utilities Commission (CPUC), Investor Owned Utilities (IOUs), and SWM&O program implementers with process evaluation information that allows for a better understanding of where program improvements can be made to increase the value of mass media and non-mass media efforts.

Our initial evaluation plan (dated February 27, 2008) included several researchable issues. In this section, we give an overview of the process evaluation effort followed by the researchable issues.

2.1 Overview of the Evaluation Effort

Our process evaluation encompasses the statewide marketing, information and outreach activities under the Flex Your Power (FYP) name and includes following three programs:

- Flex Your Power – General (FYPG), implemented by Efficiency Partnership,
- Flex Your Power – Rural (FYPR) , implemented by Runyon, Saltzman and Einhorn (RS&E), and
- Flex Your Power – Spanish TV (FYPS), implemented by Staples Marketing.

Because the SWM&O activities are varied, our research efforts are multi-faceted and draw on qualitative and quantitative data collection and analytical efforts. Through these tasks, the ODC evaluation team conducted a systematic assessment of the three SWM&O programs for the purpose of: (1) documenting program operations (through March 2008); and (2) identifying improvements that can be made to increase the program's effectiveness.

The ODC team conducted multiple data collection efforts to support our evaluation. Table 1 outlines the different activities used for the process evaluation.

Table 1. Process Evaluation Activities by Program

Program / Area Assessed	Secondary Data Review	Depth Interviews	Observations	Dissemination Analysis	Los Angeles Case Study	Web Statistics	Content Analysis	Social Network Analysis	Structural Equations Modelling
<i>Flex Your Power General</i>									
Mass Media									
Interactions between stakeholders	X	X	X					X	
Media	X			X	X		X		X
Non-mass Media									
Website						X			
eNewswire							X		
<i>Flex Your Power Rural</i>									
Interactions between stakeholders	X	X						X	
Media	X			X			X		X
Community Based Organizations			X						
<i>Flex Your Power Spanish</i>									
Interactions between stakeholders	X	X						X	
Media	X			X			X		X

2.2 Process Evaluation Researchable Issues

The process evaluation had multiple research issues. Because this is a large document, we provided each issue in Table 2 with corresponding chapter(s) where our findings are provided. There were 18 original researchable issues in the request for proposal (RFP) that were included in our original research plan. Subsequent to the RFP and plan, several more issues arose. Each of these issues is addressed in our process evaluation in Table 2. When the issue overlaps with the original research issue, we have provided that number from the plan in parentheses after the issue. If there is no number, the issue arose after the plan was filed.

The only issue we did not address from the plan was number 16. This issue was stated “Are communications systems and approaches in place and ready to work with the CPUC’s evaluation contractors to keep them up-to-date on developing efforts so that the evaluation team can respond with pre-campaign evaluation baseline efforts?” The ODC evaluation team did not address this researchable issue in the report because the ODC evaluation team had few to no places for improvement and these findings did not merit a unique chapter.

Table 2: Source of Findings by Researchable Issues

ID	Topic	Researchable Issue (# of Original Research Issue from RFP)	Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8	Chapter 9	Chapter 10	Chapter 11	Chapter 12
1	Coordination, Overall Messages	Identify all key players involved in program development, planning, implementation, coordination, and evaluation.			X						
2		Determine the roles, responsibilities, and level of involvement of each key player.			X						
3		Assess the scope, and efficacy of SWM&O Contractor and IOU coordination and the infrastructure that supports these efforts.			X						
4		Evaluate the strategic messaging development, timing, and placement and its ability to maximize its impact on the target audience(s). (12)			X						
5	IOU Coordination	What are the SWM&O program goals and how do these goals align with CPUC decisions on energy efficiency marketing and outreach campaigns?		X							
6		What value do the SWM&O program efforts provide to the IOUs in the current media marketplace? (1)		X							
7		Do the IOUs adequately participate in the program planning and delivery functions to assure that the efforts focus on the PGC objectives for increasing energy efficiency in the market? (11)		X	X						
8		How do the SWM&O programs work with and support the efforts of the IOUs? (2)		X	X						
9	Campaign Research	Was there sufficient up-front market research conducted on the various targets and sub-targets to develop an effective campaign? (4)				X					
10		Are the program’s pre-tests adequate for testing the, message delivery and various delivery approaches, and testing the probable impact on the targets? Do their tests use unbiased approaches? (9)				X					
11		Was there sufficient lead time to conduct market research, develop messages, creative briefs, produce materials for pre-testing, as well as the media plan, collateral material design, point of purchase design, production, and media buys? (10)			X	X					
12		Are the marketing and research efforts sufficient to track market trends? (3)		X		X					

Table 2: Source of Findings by Researchable Issues (cont.)

ID	Topic	Researchable Issue (# of Original Research Issue from RFP)	Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8	Chapter 9	Chapter 10	Chapter 11	Chapter 12
13	Reach & Frequency	What are the SWM&O programs' reach and frequency goals?					X				
14		What is the scope of the SWM&O programs' marketing and outreach activities?					X				
15		How are these marketing and outreach activities employed to meet the SWM&O program goals?					X				
16		Are there activities that will generate earned media, including events, news conferences, press releases, and story pitching? (18)					X				X
17		What is the estimated reach of the SWM&O programs?					X				
18		Are the SWM&O target audiences exposed to the SWM&O program messaging?					X				
19		Are those exposed to the SWM&O messaging likely to change their behaviors?					X				
20	English-language Messaging	What creative approach is employed in the SWM&O messaging to urge Californian's to adopt energy efficiency measures?						X			
21		Are the messages understandable to the target market? (7)						X			
22		Does the messaging provide discernable and actionable information that can directly lead to the desired behavior change or participation in resource acquisition programs/events? (7)						X			
23		Does the messaging resonate? In other words, does the messaging appeal to respondents and do they have a strong emotional reaction to the advertisements? (7)						X			
24		Are the SWM&O programs utilizing social marketing principles in their advertisements to better motivate California residents to take action?						X			

Table 2: Source of Findings by Researchable Issues (cont.)

ID	Topic	Researchable Issue (# of Original Research Issue from RFP)	Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8	Chapter 9	Chapter 10	Chapter 11	Chapter 12
25	Spanish-language Messaging	What is the Spanish-language target audience?							X		
26		How do the SWM&O programs work together to ensure that Spanish-speakers are “reached” through the efforts of each program?							X		
27		What methods of education do the SWM&O programs use to communicate the energy efficiency message to the target population?								X	
28		How effective are the Spanish-language program efforts in promoting energy efficiency and where do opportunities for improvement exist?								X	
29	FYP Website	What is the quantity of web traffic?								X	
30		How do people come to the Flex Your Power website?								X	
31		Where are people referred to from the Flex Your Power website?								X	
32		What are the most visited pages on the FYPsite, and where do people spend the most time?								X	
33	Outreach	What is the scope of the three SWM&O program’s outreach events and do they differ? (14)									X
34		What is the role and value of the CBOs in the FYPR program and what is the nature of their interactions with program implementers?									X
35		What is the estimated reach of the FYPR outreach events?									X
36		What type of marketing collateral were disseminated at outreach events?									X
37		How might the outreach events change behavior?									X
38		How are the CBOs trained for FYPR program efforts and how does the training align with best practices?									

Table 2: Source of Findings by Researchable Issues (cont.)

ID	Topic	Researchable Issue (# of Original Research Issue from RFP)	Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8	Chapter 9	Chapter 10	Chapter 11	Chapter 12
39	Program Implementation	Is the program theory(s) reasonable, well-grounded and based on reliable market information and behavior change theory? (5)		X							
40		Have the managers developed and documented their underlying behavioral change model and the behavior models that support their assumptions? (6)		X							
41		Do managers have a comprehensive market feedback system that is capable of informing the program efforts and identifying results so that timely changes can be effectively structured? Is it adequate for the scope of the work undertaken? (8)		X	X						
42		Can the management and implementation efforts react quickly to emerging or time-sensitive opportunities to gain synergistic benefits? (13)		X	X		X				
43		Are the program activities and events tracking and monitoring efforts structured to allow documentation of when key events occur and is it structured to interface with the evaluation efforts to act as an evaluation coordination tool? (15)				X					X
44		Is there an in-house quality control and verification mechanism and how does it work? (17)				X	X				

2.3 Structure of the Report

The process evaluation includes 12 chapters as well as 16 appendices. Chapters 3 and 4 discuss the programs and our study methodology. Chapters 5 through 12 contain the results of our analyses and recommendations for that specific section. Appendices include detailed indexing of the mass media, data collection instruments, sampling information and demographics, and top 25 search words for the FYP website.

3. INTRODUCTION TO THE SWM&O PROGRAMS

3.1 Program Descriptions

The ODC evaluation team was charged with evaluating three Statewide Marketing and Outreach Programs (SWM&O): Flex Your Power-General; Flex Your Power-Rural; and Flex Your Power-Spanish TV. For the 2006-2008 program cycle, the total award for the SWM&O programs was \$61.5 million.⁹ Figure 1 indicates the percentage of the budget for each SWM&O program for the entire 2006 – 2008 program cycle. Table 3 shows the IOU pay-in to the three SWM&O programs for the entire 2006 – 2008 program cycle.

Figure 1: Allocation of Resources

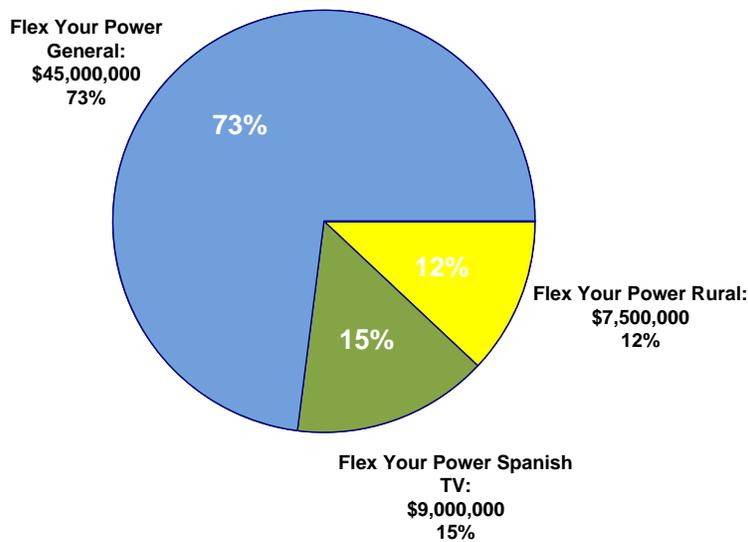


Table 3: IOU Allocation of Resources¹⁰

	Percentage of Overall Budget	Amount Allocated for FYP
PG&E	46.4%	\$28,517,288
SCE	31.3%	\$19,248,142
SDGE	13.0%	\$7,982,277
SCG	9.3%	\$5,752,293
TOTAL	100.0%	\$61,500,000

⁹ The SWM&O (SWM&O) programs are one prong in a three-pronged energy efficiency marketing, outreach, and education (ME&O) non-resource portfolio funded with public goods charge (PGC) dollars. SWM&O makes up approximately 35% of the total ME&O budget, with Education and Training, and IOU and 3rd Party Partnerships accounting for the remaining dollars.

¹⁰ Note Figure 1 and Table 3 indicate the IOU pay-in to the SWM&O program implementers. These figures do not include the dollars allocated to the IOUs for administrative costs.

Below is a brief description of each program implementer for the 2006-2008 program cycle:

Flex Your Power-General Program (FYPG)

The Flex Your Power-General campaign is the primary umbrella campaign for the SWM&O effort. The implementer for the program is Efficiency Partnership, who is assisted by three subcontractors: Brainchild Creative (Mass Market creative); The Kobayashi Maru Group (ethnic and in-language creative); and Fraser Communications (research and ad placement). The Flex Your Power-General program's target audience is homeowners and renters between 35 and 64 years of age. The program also targets homeowners and renters ages 25-34 as a sub-target of the program. The program's origins started during the 2001 energy crisis as a demand response campaign and grew to encompass the energy efficiency campaign. As such, the FYPG program is the longest standing of the three. The program targets these age groups statewide, with the majority of targeted impressions (TRPs) gained in the following densely populated designated market areas (DMAs): Los Angeles; San Francisco/Bay Area; Sacramento/Stockton; and San Diego.¹¹ Most advertisements produced for FYPG are in English, but the campaign also has in-language ads in Spanish, Cantonese, Mandarin, Korean, and Vietnamese. In addition, the program targets a few ethnic groups including Filipino, Japanese, and African-American Californians with culturally appropriate English-language advertisements. The FYPG program uses a media mix including TV, radio, online, and outdoor advertisements. The program also used outreach events and collateral distribution in 2006 and 2007, but has discontinued its events for the 2008 program year.

Flex Your Power-Rural Program (FYPR)

The Flex Your Power-Rural campaign targets California residents in rural designated zip codes throughout the state. The Flex Your Power-Rural program is implemented by Runyon, Saltzman and Einhorn (RS&E): a full-service ad agency based in Sacramento. The target audience for the Flex Your Power-Rural campaign is homeowners between 35-64 years of age, with an age sub-target comprise of 18-34 year olds. To reach this audience, the FYPR program supplements the FYPG media efforts by utilizing two primary forms of media: radio and print in both English and Spanish. In addition to advertising, RS&E also recruits and selects community-based organizations (CBOs) through a bidding process in rural areas throughout the state to place print ads in regional publications, to conduct grassroots outreach events, to distribute collateral materials, and to give presentations to local leaders in rural areas of the state.

Flex Your Power-Spanish TV Program (FYPS)

The Flex Your Power-Spanish TV (FYPS) program is responsible for targeting California residents who speak Spanish as their primary language. The program implementer for this effort is Staples Marketing. Staples Marketing works with Univision and Azteca Television to develop creative for and air FYPS's advertisements. The target audience for the FYPS campaign is Spanish-speaking homeowners and renters in the state of California between 18 and 54 years of age who have an annual household income of \$50,000 or more. In addition to the television ads aired on these two stations, Staples Marketing also coordinates with Univision and Azteca to

¹¹ Flex Your Power-General "2007FYPFLOWchart"

distribute collateral materials and build awareness at the grassroots level through local events. Azteca also provides FYPS with online advertisements on the station's website.

These three programs currently serve as a three-pronged marketing and outreach campaign housed under the Flex Your Power brand. Throughout our report, the ODC evaluation team refers to the combined efforts of the three aforementioned programs as Statewide Marketing and Outreach (SWM&O) programs. The program implementers' stated goals (e.g. those goals that they have identified for their programs) are to raise awareness about energy efficiency and increase an individual's "propensity" to adopt energy efficient measures if and when the opportunity to purchase such measures arises. The SWM&O programs aim to provide this overarching, education and information on energy efficiency throughout the territories of California's four Investor Owned Utilities (IOUs): Pacific Gas and Electric (PG&E); Southern California Edison (SCE); San Diego Gas and Electric (SDG&E); and Southern California Gas (SoCal Gas).

The primary goal of this integrated effort is to work synergistically with the four IOUs, third party market actors, and the public and private sectors around common energy efficiency target measures and to develop a multi-faceted yet consistent statewide messaging strategy.¹² The programs work together to create a comprehensive education and information campaign disseminated primarily through various types of mass media advertising efforts. The mass media mix for SWM&O includes: television, radio, online, outdoor, and print advertisements. In addition, the programs also make use of other outreach strategies, including an interactive website, a toll-free telephone number, and community outreach activities and events.

The following tables summarize the campaign's channels, targets, themes, and measures between 2005 and 2008.

¹² This goals statement is summarized from the Flex Your Power SW/IOU Marketing Workshop Presentation, December 4, 2007.

Table 4: Summary of SWM&O Channels, Target Audiences and Campaign Themes 2005-2008

English	Efficiency Partnership				Runyon, Saltzman, and Einhorn			
	Flex Your Power General				Flex Your Power Rural			
	2005	2006	2007	2008	2005	2006	2007	2008
Channels	<ul style="list-style-type: none"> • TV • Radio • Print • Outdoor • Online • Collateral 	<ul style="list-style-type: none"> • TV • Radio • Outdoor • Online • Collateral 	<ul style="list-style-type: none"> • TV • Radio • Outdoor • Online • Collateral 	<ul style="list-style-type: none"> • TV • Radio • Outdoor • Online • Collateral 	<ul style="list-style-type: none"> • Radio • Print • Outreach Events and Collateral 	<ul style="list-style-type: none"> • Radio • Print • Outreach Events and Collateral 	<ul style="list-style-type: none"> • Radio • Print • Outreach Events and Collateral • Online 	<ul style="list-style-type: none"> • Radio • Print • Outreach Events and Collateral • Online
Target Audience	<ul style="list-style-type: none"> • Ages 35-64 • Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Secondary 25-34 • Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Secondary 25-34 • Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Secondary 18-34 • IOU Defined Rural Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Secondary 18-34 • IOU Defined Rural Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Secondary 18-34 • IOU Defined Rural Homeowners 	<ul style="list-style-type: none"> • Ages 35-64 • Secondary 18-34 • IOU Defined Rural Homeowners
Campaign Themes	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Global Warming • Positive Legacy 	<ul style="list-style-type: none"> • Global Warming • Legacy 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Global Warming 	<ul style="list-style-type: none"> • Global Warming

**Table 5: Summary of SWM&O Ethnic Efforts:
Channels, Target Audiences and Campaign Themes 2005-2008**

Ethnic	Efficiency Partnership				Runyon, Saltzman, and Einhorn				Staples Marketing			
	Flex Your Power General				Flex Your Power Rural				Flex Your Power Spanish TV			
	2005	2006	2007	2008	2005	2006	2007	2008	2005	2006	2007	2008
Channels	<ul style="list-style-type: none"> • TV (all except Spanish Language) • Print • Collateral • Radio 	<ul style="list-style-type: none"> • TV (all except Spanish Language) • Print • Collateral • Radio 	<ul style="list-style-type: none"> • TV (all except Spanish Language) • Print • Collateral • Radio 	<ul style="list-style-type: none"> • TV (all except Spanish Language) • Print • Collateral • Radio 	<ul style="list-style-type: none"> • Spanish Language Print • Media Partnerships • PR and Added Value • Radio 	<ul style="list-style-type: none"> • Spanish Language Print • Media Partnerships • PR and Added Value • Radio 	<ul style="list-style-type: none"> • Spanish Language Print • Media Partnerships • PR and Added Value • Radio 	<ul style="list-style-type: none"> • Spanish Language Print • Media Partnerships • PR and Added Value • Radio 	<ul style="list-style-type: none"> • Univision TV 	<ul style="list-style-type: none"> • Univision TV 	<ul style="list-style-type: none"> • Univision TV 	<ul style="list-style-type: none"> • Univision TV
Target Audience	<ul style="list-style-type: none"> • Ages 35-64 (In Language) • Cantonese • Mandarin • Vietnamese • Korean • Spanish (in English) • Japanese • Filipino • African-American 	<ul style="list-style-type: none"> • Ages 35-64 (In Language) • Cantonese • Mandarin • Vietnamese • Korean • Spanish (in English) • Japanese • Filipino • African-American 	<ul style="list-style-type: none"> • Ages 35-64 (In Language) • Cantonese • Mandarin • Vietnamese • Korean • Spanish (in English) • Japanese • Filipino • African-American 	<ul style="list-style-type: none"> • Ages 35-64 (In Language) • Cantonese • Mandarin • Vietnamese • Korean • Spanish (in English) • Japanese • Filipino • African-American 	<ul style="list-style-type: none"> • Ages 18-64 • Spanish Language Rural Residents 	<ul style="list-style-type: none"> • Ages 18-64 • Spanish Language Rural Residents 	<ul style="list-style-type: none"> • Ages 18-64 • Spanish Language Rural Residents 	<ul style="list-style-type: none"> • Ages 18-64 • Spanish Language Rural Residents 	<ul style="list-style-type: none"> • Ages 18-54 • Hispanic Spanish Speaking Adults 	<ul style="list-style-type: none"> • Ages 18-54 • Spanish Language • Household Income \$50k+ 	<ul style="list-style-type: none"> • Ages 18-54 • Spanish Language • Household Income \$50k+ 	<ul style="list-style-type: none"> • Ages 18-54 • Spanish Language • Household Income \$50k+
Campaign Themes	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Global Warming • Legacy Campaign 	<ul style="list-style-type: none"> • Global Warming • Legacy Campaign 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Global Warming 	<ul style="list-style-type: none"> • Global Warming 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Save Energy • Save Money • Save the Environment 	<ul style="list-style-type: none"> • Global Warming 	<ul style="list-style-type: none"> • Global Warming

Table 6: Summary of SWM&O Promoted Measures 2005-2008

Target Measures	Efficiency Partnership				Runyon, Saltzman, and Einhorn				Staples Marketing			
	Flex Your Power General				Flex Your Power Rural				Flex Your Power Spanish TV			
	2005	2006	2007	2008	2005	2006	2007	2008	2005	2006	2007	2008
Summer	<ul style="list-style-type: none"> • CFLs • EE Appliances • Ceiling Fans • Washing Machines 	<ul style="list-style-type: none"> • CFLs • Ceiling Fans • EE Air Conditioners 	<ul style="list-style-type: none"> • CFLs • EE Air Conditioners • Water Heaters 	<ul style="list-style-type: none"> • CFLs • EE Air Conditioners • Appliances 	<ul style="list-style-type: none"> • Appliance Replacement • EE Cooling 	<ul style="list-style-type: none"> • Install CFLs • Adjust Thermostats • Install and Use Ceiling Fans 	<ul style="list-style-type: none"> • Install dimmers • CFLs • EE/Energy Star AC Units 	<ul style="list-style-type: none"> • CFLs • EE Air Conditioners • Appliances 	<ul style="list-style-type: none"> • Rebates • CFLs • Evap. Coolers • Whole House Fans • Appliance Recycling 	<ul style="list-style-type: none"> • Evap. Coolers • Adjust Thermostat • Whole House Fans • CFLs • EE Appliances 	<ul style="list-style-type: none"> • Evap. Coolers • Adjust Thermostat • Whole House Fans • CFLs 	<ul style="list-style-type: none"> • Evap. Coolers • Adjust Thermostat • Whole House Fans • CFLs • EE Appliances
Winter	<ul style="list-style-type: none"> • EE (General) 	<ul style="list-style-type: none"> • EE Furnaces • Adjust Thermostats 	<ul style="list-style-type: none"> • EE Furnaces • EE Water Heaters 	<ul style="list-style-type: none"> • EE Furnaces • EE Water Heaters 	<ul style="list-style-type: none"> • CFLs • Heating and Insulation 	<ul style="list-style-type: none"> • EE Furnaces • Adjust Thermostats • Insulate Home 	<ul style="list-style-type: none"> • EE Furnaces • Adjust Thermostats • Insulate Home • EE Heat Pumps 	<ul style="list-style-type: none"> • CFLs • EE Air Conditioners • Appliances 	<ul style="list-style-type: none"> • Rebates • CFLs • Insulation • Programmable Thermostats • Water Heaters 	<ul style="list-style-type: none"> • Seal Leaky Ducts • Natural Gas Furnaces • Insulate Home • Programmable Thermostats 	<ul style="list-style-type: none"> • Seal Leaky Ducts • Natural Gas furnaces • Insulate Home • Programmable Thermostats 	<ul style="list-style-type: none"> • Seal Leaky Ducts • Natural Gas Furnaces • Insulate Home • Programmable Thermostats

3.2 SWM&O Program Evolution

In 2003, these program implementers launched the SWM&O Programs under three distinct program (or brand) names, each with different program goals and approaches. The programs were as follows:

- Flex Your Power (currently Flex Your Power-General)
- Reach for the Stars (currently Flex Your Power-Rural)
- UTEEM (currently Flex Your Power Spanish-TV)

In 2004-2005, the SWM&O Programs worked independently of one another, utilizing distinct program messaging to target their respective residential segments. This administrative approach may be linked to the initial bidding process, wherein program implementers bid in response to the California Public Utilities Commission's (CPUC) request for proposals based on their particular industry expertise. As such, the division of the SWM&O programs' audiences and goals were more indicative of the implementers' strengths rather than a pre-meditated delineation of roles and responsibilities set forth by the CPUC.

Throughout the 2004-2005 campaign cycles, the three programs were not required by the programs contract administrator, SCE, or by the CPUC, to communicate or align their program efforts. While the programs shared an emphasis on saving money through IOU demand side management (DSM) rebates, they did so through decidedly distinct approaches and under distinct brand names:¹³

- **Flex Your Power** utilized its mass media expertise to target California's general population through TV, radio, and print advertisements. These messages aimed to appeal to mass markets through general messaging, determined by the program implementer to be the most appropriate outreach methods for a statewide marketing campaign.
- **Reach for the Stars** utilized a targeted, measure-specific, and education-focused campaign specifically attuned to the needs and media consumption of rural Californians. Their mass media efforts (radio and print) combined with local CBO approaches to touch this hard-to-reach population.
- **UTEEM** targeted California's growing Hispanic population using viewer-preferred formats on Univision Television. These formats, such as commercials and talk shows, sought to educate California's Spanish-speaking population by using culturally appropriate heuristics. The Messaging often used Univision Television celebrities to discuss relevant energy efficiency issues facing California's Spanish-speaking population

While much of the 2004 - 2005 mass media mix and overall program approach remain in place to date, the SWM&O Programs have evolved into substantially more integrated and cohesive campaigns since the last CPUC process evaluation was conducted by the ODC evaluation team

¹³ Note that the Flex Your Power-General program never directly promoted DSM programs in their messaging and outreach efforts.

for the program years 2004-2005. The three statewide programs had three distinct program incarnations since the 2004-2005 evaluation:

- **2004-05:** Characterized by economics-driven campaigns employed to promote specific energy efficient measures and the corresponding demand side management programs of the IOUs.
- **2006:** Characterized by a shift to more generalized, education-oriented campaigns utilizing the same economic-driven theme to raise consumer awareness of energy efficient measures.
- **2007-2008:** Characterized by environmentally-driven campaigns utilizing global warming themes to educate residential consumers on the impacts of their household energy use on the environment with the ultimate aim of motivating consumers to seek out information on IOU program efforts.

Below, we outline three aforementioned periods of the SWM&O Programs to detail the campaign evolution and shift in goals over time.

2006 Program Integration and Adoption of the Flex Your Power Brand

In early 2006, and in preparation for the 2006-2008 program years, the SWM&O programs aligned under the Integrated SWM&O Campaign.¹⁴ This alignment affected the three SWM&O programs in the following ways:

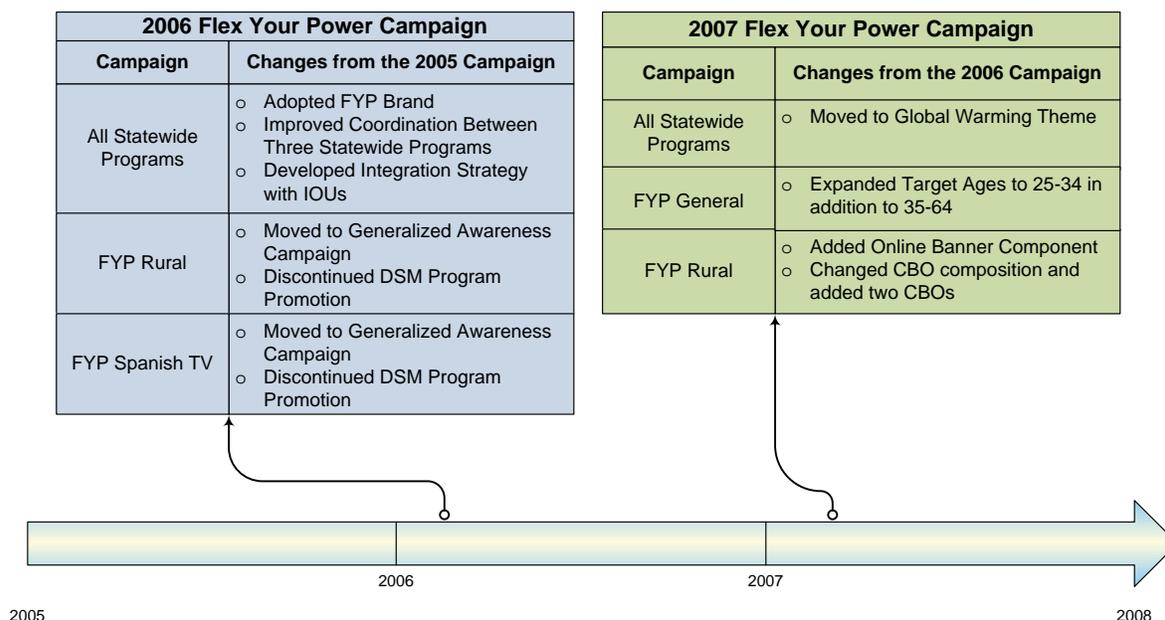
- (1) **Increased Coordination between Program Implementers:** The SWM&O program implementers began coordinating more closely through on-going planning meetings. These meetings were scheduled in advance and occur approximately once a month and more frequently at the beginning of every messaging season. Note program implementers also began to coordinate on an on-going basis through informal calls and meetings.
- (2) **Adoption of the Flex Your Power Brand:** In support of a more coordinated effort, UTEEM (now FYPS) and Reach for the Stars (now FYPR) decided to adopt the Flex Your Power brand name to create a visibly unified marketing and outreach campaign.
- (3) **Integration with IOUs in Program Implementation and Planning:** The SWM&O programs aimed to delineate their roles with respect to the four California IOUs. This coordination with the IOUs began with the formation of the *Integrated SWM&O Campaign*.
- (4) **Promotion of FYP Website and Toll-Free Number on all Messaging:** In lieu of directly promoting the IOU demand side management programs, the Statewide Programs actively began incorporating the FYP website and toll free number at the end of most messaging. The FYP website and toll free number now serve as the primary channeling

¹⁴ The Integrated SWM&O Campaign is outlined in greater detail in Chapter 3.

mechanism to demand side management program information for the Statewide programs.¹⁵

- (5) **Discontinuation of Mass Media Advertisement of Specific IOU Demand Side Management Programs:** In the 2004-2005 campaign, two program implementers (FYPS and FYPR) directly advertised IOU DSM rebates. This practice of targeting measures and rebates statewide caused many complications. Namely, consumers were confused as to which IOUs were offering which rebates, and the SWM&O efforts inadvertently over-subscribed rebates to the program implementers. As a result, the programs discontinued this practice¹⁶. Given the difficulties generated in this practice, the steering committee agreed that the SWM&O were not the most appropriate, nor the most responsive, venue to for this effort. As such, the SWM&O programs were directed by SCE and the other three IOUs to discontinue the practice of directly promoting programs.
- (6) **Movement towards a Generalized, Awareness-Raising Message:** In 2004-2005, the FYPG program was the sole, generalized awareness-raising campaign. In contrast, FYPR and FYPS actively promoted the DSM programs of the IOUs. For the 2006-2008 campaign, all three program implementers agreed to move away from directly promoting DSM programs in order to launch a generalized, awareness raising campaigns with shared messaging and target measures. In doing so, the programs ceased to explicitly promote specific DSM programs or rebate offers in order to raise general awareness around common measures. To do this, the program implementers aligned their target measures and reframed their messaging to “raise awareness” serving as an umbrella campaign for IOU vertical messaging efforts. This alignment allowed the IOUs to strategically focus their advertising budgets on specific DSM programs.

¹⁵ Note the Flex Your Power General program does not promote the toll free number in its messaging.

Figure 2: Key Changes in the SWM&O Program from 2005-2007

2007 Social Marketing Focus and the Adoption of the Global Warming Theme

While the 2006 campaign year was marked by numerous administrative changes, the 2007 campaign was marked by a thematic transformation. Moving towards social marketing principles, the SWM&O programs adopted a global warming theme. Through market research efforts conducted for Efficiency Partnership,¹⁷ the SWM&O programs identified global warming as a central motivating message for residential consumers. Results from the global warming study conducted by Efficiency Partnership, found that the global warming theme compelled residents to adopt energy efficient measures by showing the link between greenhouse gases and household energy use.¹⁸

These findings were taken to key players in the Integrated SWM&O Campaign.¹⁹ Using Efficiency Partnership's research efforts as the rationale for its mandate, leaders at the IOUs determined that all three SWM&O programs should align around the global warming theme. Through our in-depth interviews, the FYPS and the FYPR program implementers communicated reservations about the adoption of the global warming theme. In particular, FYPS noted that Hispanic Californians are motivated primarily through economic savings and educationally driven messaging.²⁰ Moreover, there was skepticism around whether Hispanic target audiences, in particular, (1) understood global warming as a concept; (2) believed in global warming; and (3) felt that global warming is of urgent concern. While initially unsure of the rural response,

¹⁷ These findings can be found in the "Flex Your Power Research Overview Global warming (2006)" conducted by Fraser Communications

¹⁸ Flex Your Power Research Overview Global Warming (2006). This research is explained in greater detail in Chapter 7.

¹⁹ This group includes all three SWM&O program implementers and the IOUs and is described in greater detail Chapter 3.

²⁰ Note that we discuss FYPS messaging and research detailing Hispanic attitude towards the environment in Chapter 10.

RS&E conducted its own global warming research at a later date and concluded that the rural audience was receptive to global warming. Thus, the program subsequently provided their support for the theme change.²¹

All three SWM&O Programs were asked through a creative planning meeting to devote 80% of each mass media message to global warming and 20% of the messaging to the target measures that indicate to the viewer *how* he or she can take action to help reduce green house gas emissions through small household changes such as installing CFLs or energy efficient HVAC equipment. This messaging approach was developed to operationalize the findings of Efficiency Partnership's global warming research and ensuring consistency of messaging across all three SWM&O programs.

By making the link between global warming and household energy use, the SWM&O programs attempt to not only raise awareness, but also to generate enough concern on climate change to move consumers from awareness to action. Namely, the 2007 campaign effort is marked by a departure from the economics-driven campaign strategy of 2004-2005 and 2006, to an environmentally-driven 2007 campaign. The program implementers continue to use the global warming theme for the 2008 SWM&O campaign.

3.3 SWM&O Integrated Campaign Model

In early 2006, and in preparation for the 2006-2008 program years, the SWM&O programs and the IOUs aligned under the *Integrated SWM&O Campaign* and subsequently outlined their own behavior change theory or model, (i.e., the "bowtie model"). The bowtie model aims to delineate the respective roles of the SWM&O programs and the IOUs to move consumers from awareness to action. The bowtie model is depicted in Figure 3 SWM&O Program and IOU Roles Based on the "bowtie" Model.

The bowtie model above outlines a continuum that customers move through, beginning with initial exposure (Awareness) to active energy saver (Repeat (Customer)) /Brand Evangelist. Through this bowtie model, the program implementers and IOUs aimed to better articulate their program goals and the "paths to action" outlined therein. The bowtie model divides the "path to action" into distinct roles and goal statements and indicates where the SWM&O efforts leave off and where the IOU efforts pick up with in this continuum.

It is important to note here that while this model is the SWM&O programs' and the IOU's attempt to outline a program theory, but does not conform to the requirements of a program theory because it does not clearly indicate how each outreach activity will move the customers from awareness to action through a specific series of awareness, attitudinal, and behavioral changes. This is important to call out here, namely because there is no clearly defined or actively promoted mechanism through which the SWM&O campaigns move the public to the efforts of the IOUs. This model assumes that the public will move from the SWM&O program to the IOU efforts and programs, but does not clearly outline how this exchange of responsibilities occurs.

²¹ Please refer to the April 2007 RS&E-sponsored study presentation "Results of California Survey on Global Warming and Energy Conservation"

We discuss this in greater detail in Chapter 5. Program Goals and Role of the Flex Your Power Program.

The ODC evaluation team developed a logic model for the Integrated SWM&O Campaign (Figure 4). Note that the intermediate and long-term outcomes shown in the program logic model are the responsibility of the IOUs (under the bowtie model’s logic). We discuss these roles further in Chapter 5, Program Goals and the Role of the Flex Your Power Program.

Figure 3: SWM&O Bowtie Model

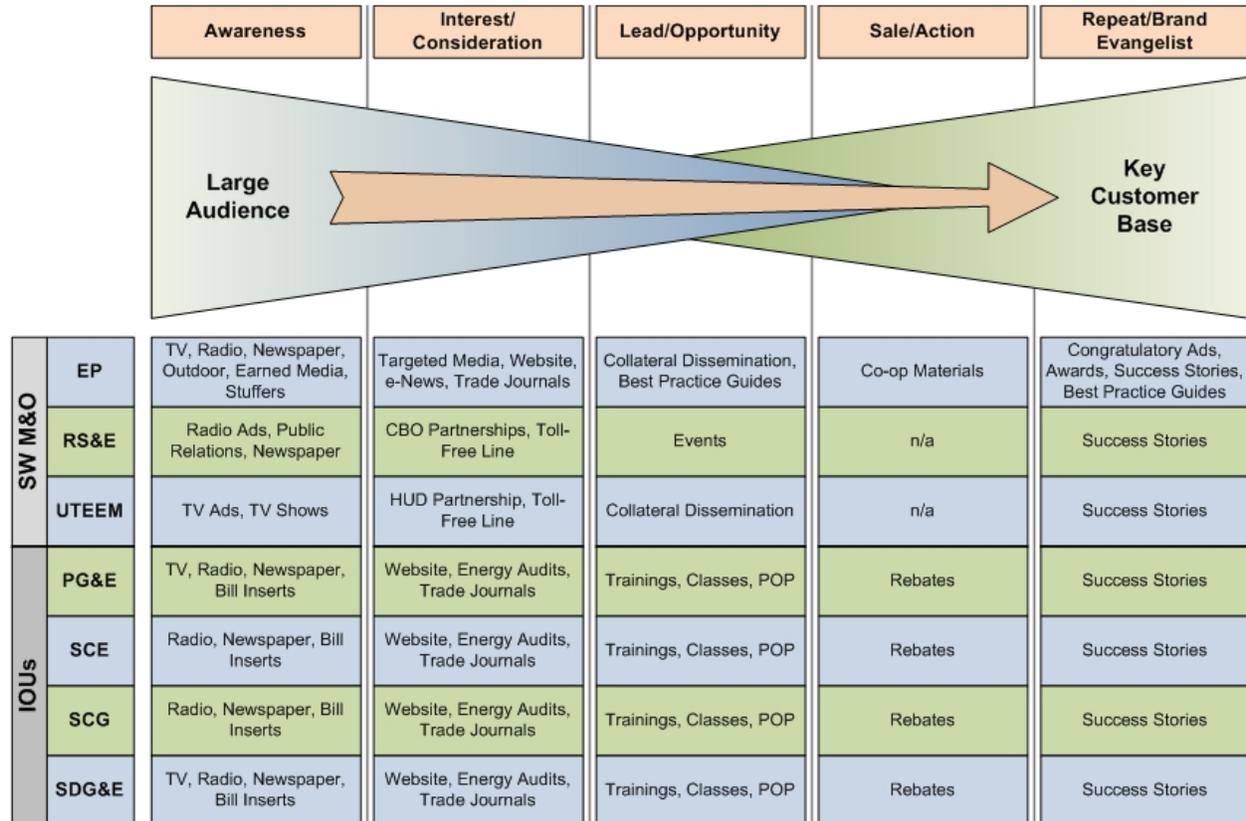
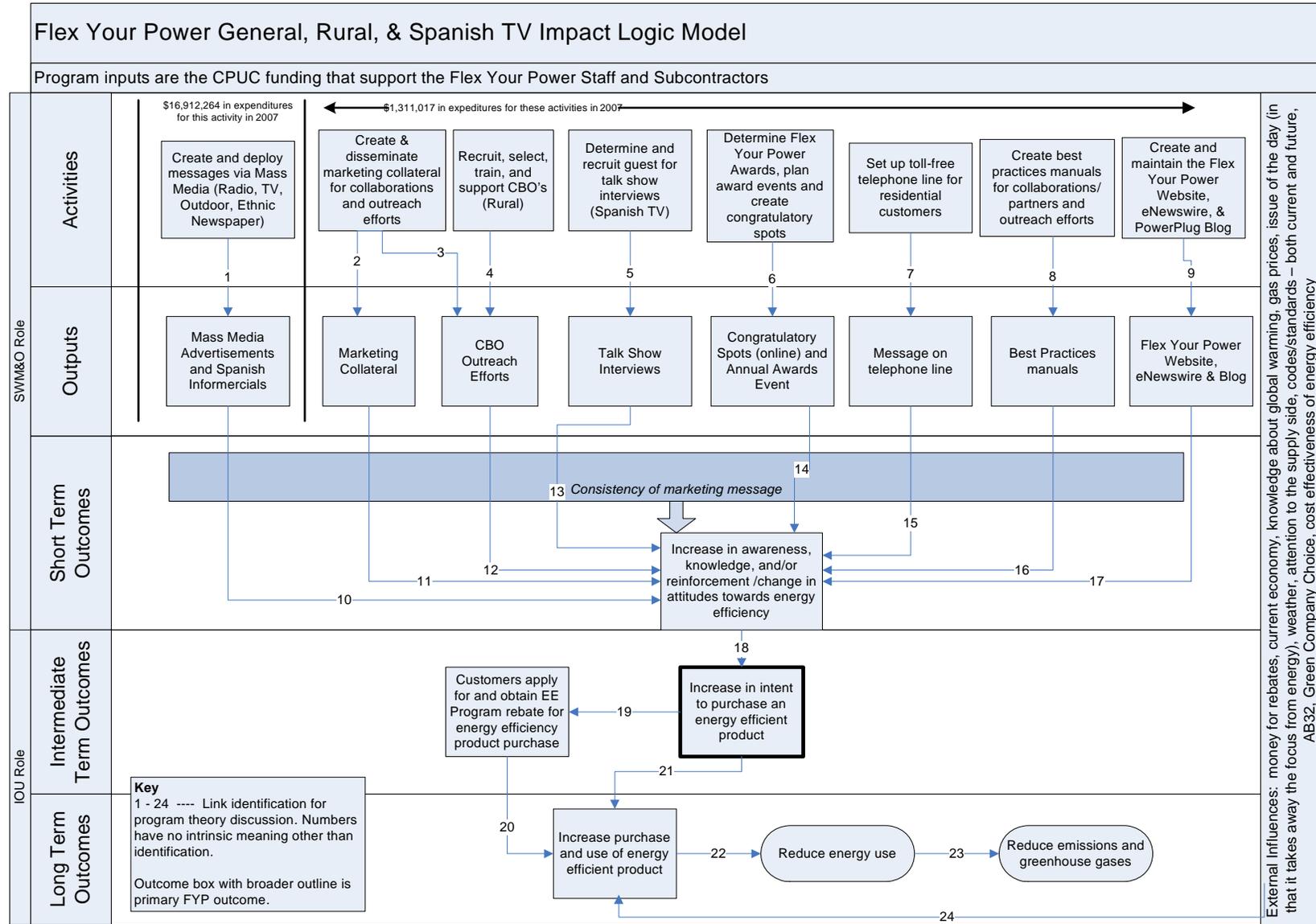


Figure 4: Flex Your Power Program Logic Model



4. STUDY METHODOLOGY

The ODC evaluation team developed this process evaluation to answer a series of researchable issues set forth by the California Public Utilities Commission (CPUC). The research efforts outlined throughout this section assess the Statewide Marketing and Outreach (SWM&O) programs as a unified campaign under the Flex Your Power name as well as individual programs contracted with the CPUC.

This section is structured to provide the readers with a clear picture of the sample and methodology for each of the following research tasks:

- 3.1 [Secondary Data Review](#)
 - 3.1.1 Indexing of Advertising and Collateral
 - 3.1.2 Review of Media Buys, Reach and Frequency
- 3.2 [In-depth Interviews](#)
- 3.3 [Observations](#)
- 3.4 [Dissemination Analysis](#)
- 3.5 [Los Angeles Case Study](#)
 - 3.5.1 Detailed Analysis of FYPG Media Buy Reports
 - 3.5.2 Integrated Media Measurement, Inc. (IMMI)
- 3.6 [Web Statistics](#)
- 3.7 [Content Analysis Internet Survey](#)
- 3.8 [Social Network Analysis](#)
- 3.9 [Focus Groups](#)

4.1 Secondary Data Review

The ODC evaluation team conducted reviewed all secondary data provided to our evaluation team for the 2006-2008 campaign cycles. The ODC team reviewed SWM&O and IOU campaign planning documents, formative and tracking research efforts conducted by both program implementers and the IOUs, media buys tables, flighting, and verification reports. These documents were provided to the ODC team in two waves: October 2007 and March 2008. All documents were reviewed by the ODC team when received. For the first wave, the ODC evaluation team reviewed all documents by January 1, 2008. We confirmed the lessons gained through the review of this data in our in-depth interviews. Dually, our team obtained any missing data through in-depth interviews or through our second data request in March 2008.

This data served as the foundation for all of our research tasks. The ODC evaluation team used this data to conduct two discrete tasks: (1) indexing of advertising and collateral; (2) review of media buys, reach, and frequency.

Catalog of English and Spanish-Language Program Messaging and Analysis

The ODC Team examined all mass media materials and generated a catalog of this messaging to serve as the basis of our findings in Chapter 9, Analysis of the SWM&O Mass Market creative. The aim of this effort was to (1) assess the content of the mass media messaging to determine what measures were targeted; (2) evaluate the methods of outreach and assess how the messaging communicated energy efficiency-related issues to its audience; (3) qualitatively detail and assess the clarity of the messaging, its actionability, and its potential efficacy in reaching out to its target audience; and (4) determine if these messages serve the needs of FYP as a social marketing campaign.

Sample

The ODC team collected and cataloged all program messaging for all program years. The following table details the sample per program per year:

Table 7: Number of Advertisements for the SWM&O Programs

Ad Count			
	2006	2007	2008
FYPG			
TV	5	11	9
Radio	2	11	17
Print	0	2	3
Online	0	4	13
Total FYPG	7	28	42
FYPR			
Radio	5	7	2
Print	7	6	2
Collateral	0	0	6
Online	0	6	2
Total FYPR	12	19	12
FYPS			
TV	12	5	6
Online	0	0	0
Total FYPS	12	5	6

Methodology

In order to ensure standardized analysis across all messages, the ODC Team developed a matrix of each message and detailed the specific characteristics of that message. We use the following criteria outlined in Table 6 as the basis for this matrix. Summary tables of the cataloged messaging may be found in Appendix A.

The ODC evaluation team then used the catalog to analyze the messaging outlined in Chapter 9, Analysis of the SWM&O Mass Market Creative. This process also served as the basis for our Content Analysis Survey effort described later in this chapter.

Table 8: Summary of Mass Media Messaging Catalog

Index	Description
Description of Images	Brief outline: Who, what, how, where, perceived target
Description of Messaging	Verbatim, perceived intended message
Mention of Program (FYP/FYP Rural/UTEEM)	Yes or No, describe
Mention of IOU	Yes or No, describe
Mention of website	Is there a website referral, Yes or No, describe
Mention of toll free number	Is there an toll free number referral, Yes or No, describe
General Message Intent	A concise description of the intent behind the Ads
Targeted Practice or Measure	Turning off the lights, CFLs, etc
Language	English, Spanish, Cantonese etc.
Perceived Target Audience	General Population, Home Owners, Ethnicity, etc.
Clarity of Message	Does the message have a clear target behavior or message
Actionable	Does the message have a clear communication of an actionable behavior/activity
Themes	Does program messaging maximize its potential to save energy by utilizing the most motivating themes

Review of Media Buys, Reach and Frequency

Sample

The ODC evaluation team obtained and used media buy information provided by SWM&O program implementers for the program years 2006 and 2007. We received information from third-party sources (e.g., Nielsen) via the SWM&O campaigns for all television and radio areas covered by the SWM&O program efforts. Additionally, we gathered information from all the implementers' project implementation plans and through our in-depth interviews which are outlined later in this chapter.

Methodology

Statewide Media Strategy and Reach and Frequency Analysis

The ODC evaluation team summarized key media terms, outlets, and indicators, to establish a basis for understanding and evaluating the campaign media strategies. Our team also summarized target audiences, media strategies, and reach and frequency goals for each program based primarily on planning documents, media buy reports, and in-depth interviews with program implementers. We summarized the geographic reach of the campaigns, as understood from campaign planning documents and media buy reports, in both table and map format (located in Chapter 8, Reach and Frequency Analysis of SWM&O Mass Market efforts). These tables depict the impressions bought or delivered by Nielsen-defined designated market area (DMA) and radio metropolitan statistical areas (MSA), as used by Arbitron.

Analysis of Geographic Reach

We developed a series of maps using the software package Environmental Systems Research Institute (ESRI) ArcView. Each SWM&O program and media format (e.g. radio, TV, and print) had uniquely structured data and contained varying levels of detail. Therefore, creating meaningful maps required careful reorganization of the data and some simplifying assumptions. For instance, some campaigns reported ad coverage at the county level, whereas others provided reported data for DMA or MSA. Sometimes a precise number of impressions bought or delivered were provided and other times program documents only indicated whether or not any ads had been purchased.

The ODC team focused our efforts on creating consistent spatial references. To do this, all data was regrouped at the county level in order to consistently display the data on the map. For instance, if 6,000,000 general campaign radio impressions were reported for the Fresno-Visalia DMA, then these impressions were divided among the six constituent counties of the Fresno-Visalia DMA so that each would have the same per-capita impressions. Information for DMA and radio metro county coverage was acquired from Arbitron documents. Our team crosschecked the DMA information spatial files published by ESRI. We acquired approximately half the information for the county coverage of the FYPS stations from documents published by Univision station. For the remainder, the information was acquired from maps supplied in the Federal Communications Commission (FCC) TV station database.

In order to correct for large county-to-county variations in population density, we normalized all maps displaying impressions to display impressions per capita with the exception of those maps depicting media outlets by zip code. Population data and data on linguistically isolated households (featured on the maps of the Spanish-language efforts) came from the U.S. Census. These findings may be found in Chapter 10, SWM&O Spanish-Language Efforts.

4.2 In-depth Interviews with key SWM&O Program Players and IOU DSM Program Managers

An in-depth interview process produced two outputs for our process evaluation: (1) a detailed network analysis diagram and report on the SWM&O network structure (Chapter 5, SWM&O Program Organization and Leadership); and (2) a sample for the Social Network Analysis survey detailed later in this methods section.

Sample

The ODC team conducted 74 in-depth interviews between October 15th, 2007-May 19th, 2008. To gather this data, the ODC evaluation team used a tiered snowball sampling approach to define the SWM&O network. Our ODC team conducted a series of in-depth interviews with a core sample of 6-10 key players comprised of IOU, Marketing and Outreach implementers, and subcontractors. Next, we used these initial in-depth interviews to ask each respondent to identify 4-5 additional points of contact that comprised the subsequent second tier of interviews. The ODC team used this sampling approach to identify and develop intra- and inter-program organization superstructures using the self-reported interactions of program implementers. In

most instances, the ODC team was able to conduct in-depth interviews with all key players identified, with the exception of three IOU administrative contacts and eight IOU DSM contacts. Our team was able to derive all necessary program information from those individuals who were interviewed and were able to gain information from others in comparable positions to those we could not reach. Thus, we believe the missing interviews had little to no impact on our findings.

Methodology

In advance of the interviews, the ODC evaluation team developed a unique in-depth interview guide for the following people: (1) SWM&O program implementers and subcontractors; (2) IOU marketing managers and administrators; and (3) IOU DSM program managers; and (3) community based organizations (CBO). The ODC evaluation team conducted interviews in-person when and where possible. When in-person interviews were not possible, we conducted the interviews over the phone to better accommodate the schedules of the respondents. Each interview took approximately 45 minutes. Our team completed 29 of these interviews in-person and the remaining 44 over the phone.

The in-depth interview findings serve as the basis for multiple recommendations, but namely those outlined in Chapter 5, Program Goals and the Role of the Flex Your Power Program and Chapter 6, SWM&O Program Organization and Leadership. These guides are provided in the Appendix B, C, and D. Transcripts and tapes of the interviews were used to qualitatively pull out themes and answer the research questions.

4.3 Observations

As part of our overall efforts, the ODC evaluation team conducted a series of observations that fall into two categories: (1) observations of SWM&O planning and coordination meetings; and (2) observations of 2008 CBO training.

Observations of SWM&O Planning and Coordination Meetings

Researchable Issues

As part of our overall process evaluation efforts, the ODC team embedded an evaluation team member into SWM&O coordination and planning efforts (as an observer, not a contributor). ODC's Sharyn Barata attended meetings as necessary, and was joined by others as appropriate throughout the project.

Sample

The ODC team attended all key SWM&O program meetings between October 15th, 2007-May 19th, 2008. To conduct this effort, the ODC team developed a meetings sample by tracking all on-going planning and coordination meetings within and between the SWM&O program implementers and IOUs. To track these meetings, our team was included in all emails related to planning meetings and coordination to track these meetings and we choose to attend all meetings that appeared to be key coordination meetings based on the agendas.

The ODC team attended and observed three meetings in-person and four of meetings via teleconference.

Methodology

While attending the meetings, ODC evaluators neutrally observed to assess the following: (1) the overall function and structural support of the planning and coordination meetings. (Namely, are all stakeholders being effectively incorporated into the planning process); (2) the value of these events in facilitating the goals of the SWM&O implementers and the IOUs; and (3) areas for improved communication, coordination, and planning. The ODC team used a detailed observation form that our evaluators filled out throughout the planning process and at all meetings (both in-person and teleconference) to ensure that our observations are consistent across all meetings. Primary points of observation include:

- General meeting operations (timing, agenda, participation)
- Obtainment of meeting objectives and goals
- Meeting moderation and incorporation of all key program players (implementers, planners, managers, etc.)
- Sharing of information and insights
- Development of clear action items, follow-up meetings, and related notes

These meeting observations and our subsequent findings and observations are provided in Chapter 5, Program Goals and the Role of the Flex Your Power Program and Chapter 6, SWM&O Program Organization and Leadership. The observation guide may be found in Appendix F.

CBO Training Observation

The ODC team attended the Community Based Organization (CBO) trainings to better understand who the CBOs are, how they are trained and what instructions they are given. The research goals of attending this training were to: (1) characterize the CBOs chosen for 2008; (2) document the content of the training; (3) understand the CBO planning process for 2008 events; (4) Document how the CBOs are trained for the 2008 FYP Rural Campaign; and (5) explore how the training aligns with Best Practices.

Sample

ODC observed the 2008 CBO training session. For 2008, the CBO training occurred in Sacramento on Thursday, April 10th (from 8:30 AM to 4 PM) and Friday, April 11th (from 8:30 AM to noon). ODC sent two observers to the Thursday training. Because the ½ day training on Friday was duplicative of what was seen on Thursday (just with a different group of CBOs), ODC did not attend the Friday training session.

Methods

An observation tool was created in advance and completed by both observers (See Appendix G for the observation tool). The observation tool was designed to detail the content and quality of the training.

4.4 Dissemination Analysis

The ODC evaluation team conducted a dissemination analysis to determine what collateral was disseminated at events statewide through the program efforts determine what information was provided to event attendants.

Sample

The ODC evaluation team mapped all events for 2006 and 2007 for each of the three SWM&O programs: FYPG, FYPR, and FYPS. In sum, our team mapped a total of 398 events.

Methodology

We developed maps of the events and the collateral distributed or handed out at reach event. In addition, our team conducted an assessment of the materials distributed to the public at these events to further analyze the value of the information distributed at each event. We also leveraged records of events, event descriptions and locations, and records of marketing material type and distribution data from each program implementer as it was available. We also drew on our SWM&O program implementer and CBO in-depth interviews for this assessment.

We mapped all 2006 and 2007 events for FYPR and FYPS and compared these data points to 2000 Census data, rural customer data from the California IOUs, and Spanish-speaking households to discern the events' reach relative to these populations. The maps were drawn using the ESRI ArcView program. The dissemination analysis findings are in Chapter 12, SWM&O Events.

4.5 Los Angeles Case Study

The ODC evaluation team set out to develop an in-depth look at reach and frequency coverage in the Los Angeles DMA. To begin, we conducted a detailed analysis of the TV and radio ads purchased in the LA market to gain further insight into the FYPG campaign's efforts in the Los Angeles market in 2006 and 2007.

Detailed Analysis of FYPG Los Angeles Media Buy Reports

Sample

The ODC evaluation team chose Los Angeles because it is the largest market in the state of California, both in terms of population and number of impressions purchased. The table below depicts Los Angeles media buy weight relative to the FYPG Statewide TV and radio impressions. Notably, it constitutes approximately 50% of the entire statewide impression.

Table 9. FYPG Impressions

	TV	Radio	Total
Statewide	293,826,000	381,702,000	675,528,000
Los Angeles	147,041,000	149,609,000	296,650,000

Los Angeles is also ethnically diverse and has a warm climate, which presumably makes the energy efficiency messages related to air conditioning (the focus of the summer campaigns) more salient. In addition, Los Angeles is the location of the evaluation's IMMI research, which was integrated with the media buy analysis. The Los Angeles DMA, which includes San Bernardino, Los Angeles, Ventura, Inyo, and Orange counties, is depicted in Figure 5.

Figure 5: Los Angeles Designated Media Area Map

Methodology

Our team utilized data provided by the SWM&O program implementer analysis of Los Angeles TV and radio buys for 2006 and 2007. All data provided by the program implementers was combined in MS Excel. Our team conducted two rounds of quality assurance (QA) checks to ensure it matched the source data. The genre of radio station was added based on information found in the buy reports and on station websites. Similarly, the type of station (cable or broadcast) was added for each TV ad. TV programs were added and grouped based on consultations with team media experts and research on TV station and/or program websites. Our team then calculated targeted impressions (TRP) and gross impressions (GIMP) for each ad. To do this, we multiplied the TRP or GIMP respectively by the number of times that ad aired. We then checked TRP and GIMP calculations against summaries in the buy reports.

When organizing the Los Angeles media buy data, all ads were assumed to be spot ads unless otherwise specified in the buy reports. We assumed that advertisements labeled as “traffic” ads²² in the buy report were traffic sponsorships unless otherwise specified. Also, we retained day parts as reported by stations in the buy reports despite inconsistent definitions across stations.

Our team used MS Excel to sort the LA media buy data and develop output tables organizing the breakdown of the buys by different categories (e.g., day part, type of program, type of ad, etc.). The output tables included a calculated percentage of TRP and GIMP attributed to each type of ad and an “average impression/ad” calculation. TRP and GIMP was not consistently reported in the buy reports; if no TRP or GIMP was reported, we denoted this with “n/a” in the summary table. The summary tables underwent two rounds of QA checks to ensure that all the data had been accurately sorted. The Los Angeles case study findings are located in Chapter 8 of this report.

Integrated Media Measurement Inc. (IMMI)

The ODC team utilized IMMI’s innovative and non-invasive cell phone monitoring technology to track the awareness and exposure of messaging among 400 panelists in the Los Angeles DMA. Note that the ODC team received the IMMI data immediately prior to submitting this report and some figures may be subject to change.

Sample

IMMI actively recruits and maintains panels in six DMAs nationwide: Los Angeles, Denver, Houston, Chicago, and New York. Panelists are recruited to comprise a locally representative sample based on US Census figures unique to that particular DMA. Sample demographics are targeted within 3% of US Census Figures on Race/Ethnicity, Age, and Gender.

This method is very different from traditional media monitoring companies such as Nielsen and Arbitron since the participant uses a cell phone monitoring device which is carried by the participant at all times. It records all media the participant was exposed to, whether they were exposed to the media at home, in the car, at work, or in a public area and does not rely on participant self report (as is the case with Nielsen and Arbitron). Compared to Nielsen and Arbitron, IMMI’s methods measures an individual’s exposure to advertisements since the monitoring device records all media the participant is exposed to. Note IMMI impressions estimates differ from Nielsen and Arbitron data, as they monitor actual *advertisement exposure*, where both Nielsen and Arbitron determine exposure based on household programming viewership which tends to over estimate an individual viewers’ exposure to advertising.

To develop its panel, IMMI selects its participants using a random sampling methodology called List Assisted Random Digit Dialing to establish a custom panel of participants between the ages

²² **Spot ads** are the “traditional” TV and radio advertisements and are typically 30 or 60 seconds long, although the length can vary. Spot ads are paid advertisements and are often used to build awareness. **Traffic ads** can be purchased or provided as added value. They are typically short (e.g., 10 or 15 seconds). When the outlet offers sponsorships as part of an added value package, they may often produce the spots in-house using the station’s own talent – this is particularly common in radio.

of 13 – 54 for the study. For the purposes of our analysis, we removed those individuals who were 17 years of age or younger from the data. Once the panel is selected, IMMI gives the participants a cell phone equipped with their proprietary software that replaces the participants' existing cell phone. IMMI pays for the participants' cell phone service throughout the survey period. In exchange, the participants agree to carry the phone with them everywhere they go. The free cell phone service works as a great incentive for participants as evidenced by IMMI's 96% participant retention rate. IMMI's panel is able to record all radio and TV spot advertisements an individual panelist is exposed by developing a sound "signature" of this data. The data collected by the cell phones provides an unbiased and detailed finding of what advertising the person was actually exposed.

ODC subcontracted with IMMI to better understand reach and frequency of the Flex Your Power General (FYP) messaging within the Los Angeles DMA.

The following sample demographics and behaviors for the Los Angeles DMA were provided to ODC for analysis:

- Income
- Children under 18 in the household
- Age ranges of children under 18 in the household
- Education
- Predominant language(s) spoken in the household²³
- Predominant language(s) spoken growing up
- Entertainment habits (movie going, TV watching, etc)
- Homeownership
- Political Affiliation
- Likelihood to invest in ecologically-friendly goods and services

ODC provided IMMI with all available television and radio advertisements for FYPG, to total 15 number of TV and 13 number of radio advertisements. IMMI examined the total number of times that the advertisements were run within the Los Angeles area, as well as the panelists' exposure to these advertisements during a 14 month time period: October 2006 through December 2007. We provided IMMI with energy-efficiency radio and TV spot ads only, and did not reflect the traffic, vignette, and Flex Alert general education advertisements that are included in the programs media buy and reach and frequency goals.

Methodology

Because the IMMI effort identifies specific media messages that the individual hears, ODC utilized IMMI's mass media message tracking system to determine the percentage of panelists actually 'exposed' to program messaging. Second, ODC added a FYP-specific module on to IMMI's twice-yearly survey of the panelists to determine their awareness of program messaging (compared to actually being exposed to the messaging).

²³ All panelists speak English fluently and English is the predominant language spoken in the household.

For this effort, the ODC team has conducted two discrete tasks with IMMI: (1) Review of past Marketing and Outreach messaging exposure; and (2) The first of two bi-annual survey of IMMI Panelists that took place in February and April of 2008.

The final panel surveyed was comprised of 334 individuals and the interviews took place from April 18th, 2008 – May 13th, 2008.

Review of Past Marketing and Outreach Messaging Exposure

The CPUC requires that evaluators assess the reach and frequency of all Marketing and Outreach mass media messaging. To add depth to our reach and frequency analysis, the ODC team supplied IMMI with MP3 files of all SWM&O radio and TV spot advertisements aired in the Los Angeles DMA between October of 2006 and December of 2007. IMMI created a “digital signature” of key parts of this messaging and then compared these “digital signatures” with an internal database of audio files to identify the reach and frequency of all past Marketing and Outreach messaging and the rate of exposure to these messages among the panel for this time period of October 2006 to December of 2007.

This data was aggregated into a report in Excel, detailing the number of messages aired since 2006 in the Los Angeles DMA. The campaign build among panelists month over month (e.g. reach over the course of 2007), the frequency build among panelists month over month, and the discrete reach and frequency exposure figures for each individual month.

Bi-Annual Panelist Survey: The ODC team worked with IMMI to administer the first of two bi-annual surveys to include a FYP-specific battery of 5-6 carefully crafted questions. These questions were fielded to Los Angeles panelists to ascertain the relative efficacy of Marketing and Outreach messaging. Through this survey effort, the ODC team attempted to determine the following: (1) How aware are panelist of specific Marketing and Outreach mass media messaging accounting for their relative exposure; (2) How does this awareness change with increased exposure to messaging over time; and (3) Are consumers associating the FYP brand with its messaging and do they understand the target behavioral changes?

Results from this survey effort were analyzed in SPSS and then compared to the media measurement and exposure data detailed above. The final survey instrument may be found in Appendix H.

4.6 Web Statistics

The ODC team utilized FYPG web-statistics to better evaluate the unique role the FYPG programs’ website plays in the overall SWM&O program campaign.

Sample

The ODC evaluation team analyzed website data, and online ads either purchased directly by FYP or indirectly as part of media buys and partnerships with television and radio stations using descriptive statistics.

Website Data

The ODC team received website data in the form of web logs and aggregate data. Web logs provide thousands of pieces of information that can be used to examine user access and navigation through a website. Web log data from January 2006 through December 2007 was provided by Efficiency Partners. Aggregate data in the form of NetTracker (the web analytics tool currently used by Efficiency Partners) reports, documenting website activity from January 2006 through December 2007, were provided by Efficiency Partners and included data on page visits, views, click-thrus to programs and referrers.²⁴

Online Advertisements

Efficiency Partners provided ODC details on all online ads purchased for the 2007 FYPG campaign including the Online Awards Campaign (May 14-June 10, 2007), Summer Campaign (June 11-August 22, 2007) and Winter Campaign (November 1 – December 31, 2007). ODC drew from the Third quarter 2006 (e-mail blasts and banner ads) and Fourth quarter 2006 (email blasts and website presence).

Methods

Our team aggregated the web log data using Urchin 6 and WebLog Tracker, both web analytic tools. We used information from the online ads in conjunction with the web log data to create tables and charts to better facilitate our understanding of how the SWM&O mass media campaigns affected web site visits.

4.7 Content Analysis Internet Survey

The ODC evaluation team developed a Content Analysis survey to test the overall impact and resonance of the SWM&O advertisements using the mass media messaging catalog described above as our basis for analysis. We utilized an online survey to interview consumers on their subjective, qualitative assessments of program messaging and the resonance of the Flex Your Power logo.

Sample

The ODC team utilized an online survey format to evaluate program messaging. Due to our need to show participants the SWM&O messaging to gain insights on their opinions of the messaging, our team elected to use an internet survey approach because it is the most appropriate method for this effort. The ODC team reviewed all options for this type of analysis and found that the internet survey approach has a distinct advantage over standard qualitative methods such as focus groups by adding a quantitative element to the analysis. Another added benefit of this approach is that our team was able to test respondents' perceptions of the ads without worry of socially-driven response biases typically produced in focus groups. This approach also allowed the ODC team to ensure that the questions are consistently administered across DMAs and demographics to clearly quantify any differential responses which is virtually impossible in standard qualitative approaches.

²⁴ A detailed description of these terms and our findings may be found in Chapter 11. Analysis of the Flex Your Power Website.

We structured our sample to obtain a total of 600 completed interviews, seeking to complete 400 interviews with English speaking panelists, and 200 completed interviews with Spanish speaking panelists. Due to difficulties targeting Spanish-speaking Californians through online research, that survey was in the field longer than expected. Our English language data collection took place from 4/1/08 to 4/18/08 while the Spanish language data collection took place from 4/1/08 to 6/15/08.

Table 10: Content Analysis Sample

Survey	Planned Completes	Actual Completes
Statewide Survey (FYPG)	200	320
Rural Survey (FYPR)	200	214
Spanish Language	200	172
Total	600	706

The ODC evaluation team developed five sub-panels of 100 to test the English-language messaging. We formed the sub-panels to limit the length of the survey, while ensuring that each panel was exposed to content that is representative of the full campaign. Table 11 indicates exactly which media each panelist was exposed to. In developing the content for each panel we considered the following criteria: (1) the length of the ads; (2) the ad content; and (3) the division between FYPG, FYPR, and FYPS content.

Respondents were recruited using internet survey subcontractors from a list of opt-in participants. In the English-language effort, the first three groups were representative of the entire state (excluding only those DMAs where the FYP campaigns are not aired). The latter two groups (IV & V) are FYP-Rural specific and were tested on a rural-only sample. We ensured that each subpanel mirrored California State census demographics on the following criteria:

1. Age
2. Income

The Spanish-language sample was drawn by screening for California residents who speak Spanish at least 50% of the time in their homes. Due to the selectivity of this criterion, we did not set additional quotas for this particular sample. In this survey effort, each panel was exposed to at least one advertisement from each of the three SWM&O programs.

Methodology

English Language Content Analysis Internet Survey Methodology

This Content Analysis survey effort tested the 2007 messages from FYPG and FYPR. Internet panelists were exposed to Radio and TV advertisements for the FYPG program and radio and print advertisements for the FYPR program. The following table details the advertisements show to each subpanel.

Table 11: English-language Media Tested by Sub-Panel

Sub-panel Groupings by Advertisements Viewed	General			Rural	
	Group I	Group II	Group III	Group IV	Group V
FYP 2007 Ads					
a. California :30 (6026) (Lighting TV)	√				
b. Drought :30 (6028) (Lighting TV)		√			
c. Lighting :10 (6035) (Lighting TV)			√		
d. Climate :30 (6027) (Cooling TV)			√		
e. Floods :30 (6029) (Cooling TV)		√			
f. Cooling :10 (6034) (Cooling TV)	√				
g. Positive Legacy (6030 & 6031) (Cooling Radio)		√			
h. Future Imperfect (6032 & 6033) (Cooling Radio)			√		
i. Winter Legacy (6059 & 6061) (Heating Radio)	√				
FYP-Rural					
j. SOUT2834 Changing Dimmers 60 (Lighting Radio)				√	
k. SOUT2833 Changing Lights (Lighting Radio)					√
l. SOUT2832 Small Change Lights 30 (Lighting Radio)				√	
m. lighting_dimmers_print (Lighting Print)					√
n. MIX_14375_LittleChange_30R (Cooling Radio)				√	
o. MIX_14375_CanChanging_60R (Cooling Radio)					√
p. cooling_temp_print (Cooling Print)				√	
q. cooling_ac_print (Cooling Print)					√
r. MIX_14560_RSE_CPU (60s & 30s) (Heating Radio)				√	
s. heating_comp_3 (Heating Print)					√
t. heating_thermostat_7.5x9.5 (Heating Print)				√	

Spanish Language Content Analysis Internet Survey Methodology

Spanish-speaking panelists were exposed to TV advertisements for the FYPS program, print and radio ads for the FYPG ethnic in-language efforts, and print ads for the FYPR Spanish-language efforts. The ODC team divided the Spanish-language panelists into two groups as shown in Table 12.

Table 12: Spanish-language Media Tested by Sub-Panel

Sub-panel Groupings by Advertisements Viewed	FYP Spanish Efforts	
	Group I	Group II
FYP -Spanish TV		
a. AIR CONDITIONING_040701_Large	√	
b. CLIMATE CHANGE_040702_Large		√
c. EVAP_COOLER_040703_Large	√	
d. Uteem Gas 1107.Copy.01_Large		√
e. UTEEM SHINE 0705_Large	√	
f. WHOLE_HOUSE_FAN_040704_Large		√
FYP-General Radio and Print		
g. Latino_GW_Radio_60 (Radio)	√	√
h. ElLatino(SD)_10.3x6c (Print)	√	√
i. ElLatino(SD)_10.3x6f (Print)	√	√
FYP-Rural Print		
j. Lighting_glacier_7x10 – Spanish	√	

The ODC evaluation team coded all open ends and summarized our findings from this sample in SPSS. Wincross tables were also utilized to report out on basic frequencies and crosstabs. The survey instrument for these efforts may be found in Appendix I and J.

4.8 Social Network Analysis Survey

Researchable Issues

The ODC evaluation team used social network analysis to examine the structure of the communication networks of players involved in the implementation of the SWM&O Effort. The primary aim of this effort is to: (1) identify the important actors in the networks; (2) assess whether the stated interactions map out onto the stated organizational chart developed from our in-depth interview findings; and (3) determine the general levels of linkage of the networks; and The findings from this analysis may be found in Chapter 6, SWM&O Program Organization and Leadership.

Sample

In order to define the network, The ODC team first identified the individuals involved in the implementation of the effort based on our in-depth interviews. ODC identified 64 individuals from 29 organizations and completed an internet survey with 54 individuals and 19 organizations from May 19th 2008-June 13th 2008.

Table 13: Social Network Analysis Sample

Survey Effort	Planned Completes	Actual Completes
Organizations	29	19
Individuals	64	54

Methodology

ODC asked the 64 individuals to complete a 10-15 minute Internet survey to assess their interactions with the other individuals in the network. We provided respondents with a list of all the other players in the network and asked questions about their interactions. Specifically, we asked whether the respondent was in contact with each of the others for Flex Your Power in 2007; the frequency of contact (daily, weekly, monthly, or less than monthly, but on occasion); the nature of contact (day to day activities related to FYP, creative development, research efforts, events, in-language marketing and outreach); and whether the respondent provided or received advice from each individual. To ensure that our network was adequately defined, respondents were given the chance to indicate whether they communicated with any others not already specified, and indicate the frequency and nature of interaction with these other individuals.

The information was collected at two levels: (1) that of the individual and (2) that of the organization as a whole. In order to collect data at the organization level, the ODC evaluation team identified a primary contact at each organization who reported on ties for the organization as a whole. The organization contact answered questions for both their personal ties and the ties of the organization as a whole. We developed two separate survey instruments (one for the

primary organizational contact and one for the non-primary organizational contact) to ensure efficiencies when surveying the organization representatives.

We used the information collected in the survey to construct matrices for each network. For the undirected networks, we symmetrized the data using appropriate approaches. For missing data, the response of the corresponding individual was used to characterize the missing individual's involvement in the network. Where missing data could not be populated, the field was left blank. Using UCINET, a program to analyze social network data, we mapped the networks and calculated the network measures (centrality and density) corresponding to our research goals.

4.9 Focus Groups

The ODC evaluation team conducted six focus groups to assess California residents' awareness of, attitudes towards, and actions taken regarding energy efficiency and global warming.

Sample

The ODC team independently recruited 8-10 participants for each of six focus groups. Four of these groups (two each) were held in two primary MSAs: Northern California (Oakland, CA) and Southern California (Irvine, CA). The remaining two were rural focus groups held in Jackson, CA. The groups were held in the evenings during the first two weeks of February 2008: Jackson (February 4), Oakland (February 7), and Irvine (February 12). The six focus groups were recruited by a contracting company according to zip code in order to ensure their residence in the designated area. A brief summary of the focus group composition follows:

- **Jackson 6 pm.** HVAC focus. Homeowners, 30s-60s, rural lifestyles (horses, service businesses, manufactured homes, propane and wood, Coleman lamps); mostly with some college but not four-year degrees, all with some air conditioning.
- **Jackson 8 pm.** CFL focus. Small group (four participants), 30s-50s, all with some college. Two quite educated about energy use in their home, another with very low bills (\$40 month) and little interest.
- **Oakland 6 pm.** HVAC focus. Homeowners, 20s-60s, mixed educations and incomes.
- **Oakland 8 pm.** CFL focus. Renters and homeowners, 20s-60s, mixed education, mostly middle income.
- **Irvine 6 pm.** CFL focus. Homeowners, mostly with graduate degrees, more than half have incomes over \$100K/year.
- **Irvine 8 pm.** HVAC focus. Renters and homeowners, two years of college or above, mostly mid- to high-income.

Methodology

The focus group sessions were designed with four objectives in mind: (1) to address measure-specific barriers and drivers for two technologies, CFLs and HVAC; (2) to assess sentiments and language used to discuss global warming, sense of immediacy for conserving energy and global warming, and the sense that personal actions will make a difference; (3) to make an initial assessment of recall and reaction to Flex Your Power and other energy efficiency-related advertisements; and (4) to test survey questions as to understandability and how well they appear to capture participant sentiments. The ODC team developed a CFL and HVAC-focused moderators guide which can be found in Appendix K. The groups were transcribed and analyzed. Our findings were reported to the CPUC via an interim memo on March 10th, 2008.

5. PROGRAMS GOALS AND THE ROLE OF THE FLEX YOUR POWER PROGRAM

This chapter describes the differing SWM&O goals and objectives as stated by the CPUC and the program implementers. We also discuss how the program fits into the overall energy efficiency marketplace and the larger Public Goods Charge (PGC) portfolio of energy efficiency programs. Throughout this chapter, we provide insights gained in our on-going in-depth interviews with Statewide Marketing and Outreach (SWM&O) program implementers and the four California Investor Owned Utilities (IOUs), our focus groups, and our review of secondary materials provided to the ODC evaluation team.

5.1 Program Goals and Objectives

In decision D03-01-038, issued on January 16, 2003, the CPUC stated that the SWM&O programs should “continue statewide messages on simple things individual consumers can do to reduce their bills and energy consumption,” “increase consumer awareness of and participation in the statewide programs available to them,” and “persuade consumers to make permanent changes to their homes and businesses so that energy savings are not dependent on behavior once the energy efficiency measures are installed.” This decision outlines the broad, overarching goals of the programs and indicates the areas that the SWM&O programs need to focus on.

In a later decision, D.05-04-051 (April 21, 2005), the CPUC determined that advertising and marketing programs’ performance basis should be on: (1) any direct energy savings impacts attributable to the activity; (2) the intention to act, if no direct impacts are possible to measure; and (3) the reach of the advertising/marketing activity, the frequency of the activity and the leveraging of ancillary resources that comes from the activity. This second decision sets broad parameters outlining a range of criterion on which the programs may be evaluated.

The SWM&O programs provide goal statements in their project implementation plans (PIPs) that are loosely aligned with these decisions. Based on a number of findings, the ODC evaluation team has determined that the SWM&O programs are meeting the majority of their goals *as the program implementers have outlined them*. The table below details the program goals as articulated in the program implementation plans.

Table 14: SWM&O Program Goals as Outlined in their Program Implementation Plans and Methods Used to Meet Their Goals

Flex Your Power-General Overarching Goals as articulated in the PIPs:	Marketing and/or Outreach Method(s) Employed to Meet Stated Goals
To educate its target audience on the economic, environmental and system reliability benefits of energy efficiency.	Mass media messaging focused on economic benefits in 2006, and on environmental benefits in 2007 and 2008 and aims to raise general awareness on energy efficiency. “Education” occurs through web site and tip cards.
Support the energy efficiency programs of the IOUs, third-party program providers and other organizations.	Support is limited but occurs through coordination on targeted measures, and providing links to the IOU and third party program providers on FYP.org
Maximizing targeted reach and frequency of general energy efficiency communication through paid advertising.	FYPG seeks to maximize reach and frequency through their mass media buys and placements.
Continue to drive traffic to the FYP website and to build new and expand existing cooperative marketing and outreach programs	FYPG continues to drive traffic to the website with online partnerships and banner advertisements as well as promotion through SWM&O advertisements.
Flex Your Power-Rural Overarching Goals as articulated in the PIPs:	Marketing and/or Outreach Method(s) Employed to Meet Stated Goals
To encourage residential energy users in rural areas to make permanent upgrades to their homes.	FYPR mass media messaging focused on permanent upgrades and small behavior changes that will assist residents to reduce energy use in their homes.
Provide information about IOU and third party energy-efficiency programs and to encourage participation in statewide gas and electric energy efficiency activities.	Support occurs through coordination on targeted measures, and promoting FYP website and toll free number in program messaging.
Produce advertising and outreach messages with energy efficiency information that is relevant to all rural customers to place in newspaper and radio commercials in rural markets throughout California.	FYPR generates and produces energy efficiency print, radio, and collateral to be disseminated by RS&E and CBO partnerships in rural zip codes statewide.
Expand the activities of the CBO network to facilitate direct access to rural customers by coordinating more closely with other SWM&O programs, in particular recruit between 16 – 18 CBOs in rural IOU territories to disseminate information and garner public relations locally.	RS&E actively recruits CBOs to build working partnerships in rural areas
Provide rural customers with a 24-hour toll-free number that provides information on energy efficiency programs.	Toll free number is provided through online, print, and radio advertisements in both FYPR and FYPS ads.
Flex Your Power-Spanish TV Overarching Goals as articulated in the PIPs:	Marketing and/or Outreach Method(s) Employed to Meet Stated Goals
To increase the number of Hispanics who are aware of and participate in energy efficiency programs provided by the IOUs.	Support to the IOUs occurs through coordination on targeted measures, and promoting FYP website and toll free number in program messaging.
To achieve 161,418,000 gross ad impressions per year in the Hispanic market.	Places TV advertisements on prominent Univision Television shows
To accomplish at least 14 talk show/public affairs shows with IOUs, the CPUC, local government partnerships or CBOs.	Coordinates with Univision Television to host local IOU, CPUC and CBOs speakers to educate on energy efficiency
To put on at least 2 special events per year, per station, during which the public is provided with information and materials	Events are coordinated with Univision Television to ensure the dissemination of energy efficiency collateral at booths statewide. Events occur around major holidays and are hosted by local Univision stations.

The SWM&O programs elaborated on their goals in greater detail during in-depth interviews conducted by ODC. Our team found that the goal statements drawn from the PIPs vary from the stated goals in our in-depth interviews. While it is understood that the programs are dynamic and

shift over time, this inconsistency in goals (describe in greater detail below) indicates not only a lack of communication channels between the SWM&O programs and the CPUC, but a fundamental shift in program scope since the development of the PIPs (specifically by FYPR and FYPS).

When asked specifically to define the goals of the SWM&O programs, all three program implementers stated that the SWM&O program aim to change residents' "propensity" to act. In effect, the programs aim to raise awareness on energy efficiency and ultimately change attitudes about energy efficiency so consumers are more likely to install energy efficiency measures when the need arises.

Increasing "propensity" to act is described by program implementers as a precursor to "intention to act;" which is outlined as the goal of the IOU's demand side management program (DSM)²⁵ activities in the *Integrated SWM&O Program Campaign Model* outlined in Chapter 3, Introduction to the SWM&O programs. In effect, the SWM&O programs do not aim to move customers beyond general awareness of energy efficiency. Namely, the program implementers *do not include any actual behavioral changes in their stated goals – nor* do they include intermediate behavioral changes such as calling a toll free number, visiting a website or more direct behavioral changes such as installing the targeted measures.

In addition, the program implementers stated goals do *not* include supporting demand side management programs by directly channeling customers to the IOU's programs (as was outlined in the 2006-2008 PIPs). The SWM&O programs state that their program efforts assist by *changing attitudes overall*, not directing consumers to the IOU programs. The following quotes exemplify this position:

"You know, when you talk about purchasing, and the services and thereby support resource programs that has never been our primary — is really not even supposed to be a goal of ours. We don't do it to support the resource programs; the way this is written, we do it to change the propensity out there and I hope behavior in the process -- because if behavior changes and somebody happens to get a rebate or something like that – (it's an added benefit)."

Another key player at an IOU reiterated this by saying:

"From my perspective [the SWM&O effort] is to create awareness and drive general behavior towards energy efficiency. It is not intended to specifically discuss programs, that's done at the local level, so it is more of an attempt to change attitudes and behaviors and then we would capitalize on those changes by offering the programs that the customers can take advantage of."

These quotes make it clear that the stated program goals differ from those articulated in the PIPs. In addition, this demonstrates that the current goals differ from the ones articulated in decisions set forth by the CPUC. The following table outlines the discrepancies between the CPUC Decision, the stated goals of the program implementers, and the goals as outlined in the PIPs:

²⁵ Here we refer to DSM programs as those programs which aim to reduce energy use 24/7 through energy efficiency programs aimed at reducing kilowatt hours. We are not referring to *demand response* programs, which seek to reduce kilowatt load at peak times.

Table 15: SWM&O Program Goals by Source of Information

		Goals Articulated in D03-01-038				Other Goals	
		<i>Educate on EE Measures</i>	<i>Increase Awareness of DSM Programs</i>	<i>Increase Participation in DSM Programs</i>	<i>Make Permanent EE Upgrades to Home</i>	<i>Raise Awareness of EE</i>	<i>Increase Propensity to Adopt EE Measures</i>
California Public Utilities Commission	07/08 Interviews	✓	✓	✓	✓	✓	
Flex Your Power-General	07/08 Interviews					✓	✓
	06 PIP	✓	✓			✓	
	06/07 Yearly Plans ²⁶	✓				✓	
Flex Your Power-Rural	07/08 Interviews	✓	✓			✓	
	06 PIP	✓	✓			✓	
	06/07 Yearly Plans	✓				✓	
Flex Your Power-Spanish TV	07/08 Interviews	✓	✓			✓	
	06 PIP	✓	✓	✓		✓	
	06/07 Yearly Plans	✓				✓	
Southern California Edison	07/08 Interviews	✓				✓	✓

5.2 Role of the SWM&O Programs in the Current Marketplace

Currently, the SWM&O programs define their goals as “raising awareness” to ultimately increase individuals’ propensity to take action. However, these goals as defined by the programs, limit the value of the SWM&O programs when examined within the context of the current mass media marketplace.

SWM&O Programs Promote General Awareness

The SWM&O messaging provides a broad understanding that there is value in energy efficiency (for 2007 and 2008 the value is framed in terms of reduction of CO2 emissions and increases in the health of the environment). Based on our analysis of program efforts, the messages seem to meet the stated goals of raising awareness and increasing propensity; however, the campaign is promoting “general awareness” of its target measures and does not provide information or education that distinguishes its message from other messages in the current media marketplace.

If we consider the mass media campaign effort of the SWM&O programs, the “product” of the campaign message is “energy efficiency;” however energy efficiency is a concept that is broad and includes a variety of actions depending on the individual household. Mass media formats (such as TV or radio), must be carefully executed to talk about potential measures and to effectively educate consumers on specific measures (such as providing additional information that they might need to take action). Currently, the SWM&O messages are overarching and general, and fail to generate a substantive message on the specific, actionable measures that it aims to promote.

The Current Media Marketplace

In 2006, when the SWM&O programs decided to move to a global warming theme for the 2007 and 2008 campaigns, the program implementers acted as leaders in promoting this issue throughout the state. However, the current California marketplace is flooded with “green” messaging from the recent PR campaigns of BP “beyond petroleum” and Chevron’s “human energy” to more action driven, global warming awareness raising campaigns such as Al Gore’s “We Can Solve it” campaign and the Environmental Defense’s “Fight Global Warming” efforts. Retailers of home appliances and light bulbs also are actively promoting energy efficient products for sale at their stores, such as Wal-Mart’s recent CFL campaign and Home Depot’s “Eco Options” in-store merchandising. These promotions, among a series of “green” products in the marketplace, clearly indicate that “green” is the new color of choice for marketers. Several of these campaigns can be seen as having the same energy efficiency and global warming message - “increasing the propensity to take energy saving actions.” Thus, the SWM&O programs’ efforts are viewed as one of many messages in the marketplace, and don’t provide any distinguishing value to the ratepayer. The following table indicates a small fraction of the messages in the marketplace currently taking on issues of climate change.

Table 16: Sample of National Energy Efficiency and/or Global Warming Media Campaign

National Energy Efficiency and/or Global Warming Media Campaigns										
Name/Brand	Sponsor/Agency	Reach (by States)	TV	Radio	Print	Online	Events	Measures	Message Themes (Global Warming, Energy Efficiency)	Sources (website, etc) where info is found
We Can Solve It	Alliance for Climate Protection	National	X		X	X		EE Appliances; insulate home; install CFLs; use green power; wash clothes in cold water; turn off computers and monitors.	Global warming; energy efficiency; renewable energy; clean energy economy	http://www.wecansolveit.org/
Energy Hog	Alliance to Save Energy Ad Council	National	X			X		Install Energy Star appliances; insulate home; install CFLs; install EE HVAC system/s	Energy efficiency; environment	http://www.energyhog.org/
cleanpower.org	CEERT	Targeting Western US				X		Renewable energy; energy efficiency; demand reduction; self generation	Renewable energy; energy efficiency; environment; conservation	http://cleanpower.org/
Energy Star	EPA	National	X		X			Install Energy Star appliances; install CFLs	Save energy, save money, and protect the environment	http://www.energystar.gov/index.cfm?c=promotions.pt_psa
Alliance to Save Energy	Alliance to Save Energy	National				X	X	energy efficiency; insulation; install Energy Star appliances; install EE HVAC system/s; install CFLs;	Energy efficiency; conservation; environment	http://www.ase.org/
Critical Mass Energy Project	Public Citizen	National				X		Renewable energy; energy efficiency; demand reduction; self generation	Energy efficiency; conservation; environment	http://www.citizen.org/cmep/
Greenpeace	Greenpeace	National			X	X	X	energy efficient appliances; CFLs; renewable energy; green power	Environment; conservation; energy efficiency; renewable energy	http://www.greenpeace.org/usa/
Fight Global Warming	Environmental Defense	National	X	X		X		Insulate; install Energy Star appliances; turn down thermostat; install programmable thermostat; install CFLs; use green energy	Environment; conservation; energy efficiency	http://www.fightglobalwarming.com/
World Wildlife Fund	World Wildlife Fund	National	X	X	X	X		Use green energy; adjust thermostat; buy Energy Star appliances	Environment; conservation; energy efficiency	http://worldwildlife.org/globalwarming/
Wal-Mart	Wal-Mart	National				X		Install CFLs; recycle;	environment; energy efficiency	http://walmart.com/Sustainability.aspx
Will You Join Us? / Human Energy	Chevron	National	X	X	X	X		n/a	environment; renewable energy; global energy crisis; global warming	http://www.willyoujoinus.com/
Ecomagination	General Electric	National	X		X	X		n/a	environment; emerging technologies; global energy crisis; global warming	www.ecomagination.com/
Eco Options	Home Depot	National	X	X	X	X		buy energy efficient, recycled, and sustainably grown products	environment; conservation; energy efficiency; clean air	http://www.6.homedepot.com/ecoptions/

The aforementioned messages make for a complex and shifting energy efficiency marketplace. Our focus group findings²⁷ indicated that these messages have two primary, but polarized, effects on consumers: (1) feeling as through the “tide has changed” and energy efficiency and conservation is becoming standard practice and is socially desirable; or (2) that “green” claims are just corporate PR and raise questions about the authenticity of marketing efforts. This split in attitudes and the pervasiveness of green messaging raises two important questions: (1) what role should the SWM&O programs play in this emerging marketplace, and; (2) how do the SWM&O programs reestablish themselves as leaders in generating a relevant energy efficiency message?

Both traditional and social marketing principles recognize that while repeated messaging can help raise awareness; differentiation in the marketplace and perception of authenticity play a central role motivating consumers to act. Namely, consumers have to believe that the concern raised through the messaging merits the personal sacrifices required to adopt energy efficient measures. Moreover, it has to be clear to consumers that SWM&O program efforts are not part of the “green-washing” of the marketplace, but rather offer real, actionable information for consumers to act upon.

Unlike emerging brands and recent efforts in the marketplace to label themselves “green,” the Flex Your Power brand has already established a strong association with energy saving efforts including both conservation and efficiency associations (this is described in greater detail in Chapter 9, Analysis of SWM&O Creative). A brand name that has preceded the current upswing in green messaging may indicate that the programs’ brand equity could be capitalized on to bolster the programs and to gain lending authenticity to these claims to gain the public’s trust.

In 2007, implementers were ahead of the curve in launching their global warming legacy campaign, however substantial changes in the marketplace have occurred that obfuscate the programs’ message. When looking at the efforts in Table 3, it is harder to determine the value of the SWM&O programs as *awareness raising campaigns* with so many mass media campaigns providing the same message to SWM&O programs’ target audience. Ultimately, by continuing the 2006 general global warming legacy awareness raising campaign into 2008, the SWM&O programs appear to be just another voice among the “noise”. To differentiate their message in the current marketplace, the SWM&O programs need to provide customers with concrete and actionable information.

5.3 The SWM&O Campaign as Part of the Overall Public Goods Charge Effort

Due to the SWM&O programs’ redundancy in the current marketplace, the programs’ greatest strength and uniqueness lies in its ability to support and link to the overall PGC portfolio. In this section, we discuss the SWM&O campaign and the other PGC efforts including Flex Alert and other demand response programs as well as and the DSM programs.

²⁷ The ODC evaluation team conducted six statewide focus groups to assess the public’s attitudes and perceptions of energy efficiency and global warming. These findings are outlined in our memo “Structural Equation Models and Supporting Focus Group Finding” submitted to the CPUC on March 10, 2008.

SWM&O's Role in the Public Goods Charge Energy Efficiency Portfolio

As described earlier, the SWM&O programs work in conjunction with the IOUs to determine the most appropriate and timely measures to target throughout the campaign season through a series of meetings outlined and described in detail in the SWM&O Organization and Leadership chapter of this report. In addition, the ODC evaluation team has found that in 2006-2008 the program implementers moved towards a more cohesive campaign and worked synergistically with one another to ensure that their stated “awareness raising” goals were met through their portfolio of marketing outreach activities.

While the SWM&O programs have greatly improved the integration of their efforts by ensuring efficiencies between SWM&O programs, the integrated campaign does not have sufficient ties between the SWM&O efforts and the IOU side of the model (including their various DSM programs). The ODC evaluation team found that there is really no “true” integration between the IOUs and the SWM&O programs. The ODC evaluation team has sought to understand how this integrated campaign functioned on the IOU-side of the bowtie model.²⁸ Namely, we sought to identify the ways in which IOU DSM programs integrated SWM&O programs to their marketing and outreach efforts in two ways: (1) integration or use of a common message or theme; and (2) use of the Flex Your Power logo on program materials. Through five in-depth interviews and numerous attempts to arrange other interviews with DSM program implementers, the evaluation team found that the SWM&O program messaging or brand had an insignificant, if any, in the IOUs energy efficiency program portfolio.

Many of the IOU DSM implementers believe or stated that the SWM&O programs are entirely separate from their efforts or have a nominal impact, if any, on their program participation. In addition to these in-depth interviews, our team investigated IOU websites, program materials, and other mechanisms for outreach to IOU program participants. With the exception of SCE, the ODC team found little indication that the IOUs are working to integrate their messaging and outreach tools with the SWM&O implementers.

The IOUs do not typically co-brand with the FYP name and logo. In the 2004-05 efforts, the IOUs and the SWM&O programs used a common message “Save Energy, Save Money, Save the Environment,” but the SWM&O legacy campaign and the move to a global warming message marked a departure in the IOUs and SWM&O programs use of a common message. Our in-depth interviews indicated that this may be due in part to differences of opinion on the efficacy of a global warming theme in reaching consumers or simply a strong aversion the Flex Your Power logo. Irrespective of the reasons why, the SWM&O and the DSM programs do not integrate their marketing efforts in a way that presents a consistent, cohesive campaign to the public. As such, the integrated campaign has facilitated the integration of the SWM&O programs and clearly delineated the roles of the IOUs and the SWM&O programs, but the integration of marketing efforts and co-branding did not extend to the efforts of the IOU DSM programs. These gaps, coupled with a weak link in the program theory that connects the SWM&O programs and the IOUs’ DSM programs, demonstrate that the Integrated SWM&O Campaign model and program

²⁸ See Chapter 3 for greater detail on the bowtie model.

theory do not provide actionable information and channels for residents to better capitalize on other PGC funded programs, thus undermining the potential efficacy of the SWM&O programs.

Brand Cohesiveness and Path to Action

This integration also fails to create a substantive link between the SWM&O programs and the IOUs' DSM efforts. Namely, the mechanism for moving consumers from general awareness and/or propensity to act is unclear. It is difficult to ascertain *how* the consumer goes from general awareness to other steps such as additional knowledge of where they can go, which units are energy efficient, and what they need to do for their home (i.e., how to take action). While the IOUs have determined that they will play a role in providing rebates to consumers who need help overcoming the first cost barrier, the IOUs rely on the marketing, education and outreach programs to "increase awareness." The intermediate link of informing customers and moving them to the IOU resource programs, however, is not clearly delineated in the program theory outlined in Chapter 3, Introduction to the SWM&O Programs.

In 2004-2005, Flex Your Power-Rural (then Reach for the Stars) and Flex Your Power-Spanish TV actively and explicitly promoted IOU Demand side management programs through their marketing and outreach activities. After the 2004-2005 program cycle, implementers determined that mass media was not malleable enough to accommodate the shifting demands of demand side management programs and often over subscribed programs due to this direct promotion. As such, programs moved to more general education and awareness raising approaches.²⁹

The ODC evaluation team found that this shift away from directly promoting DSM programs is appropriate given the inflexibility of mass media outreach, however another "call to action" or mechanism to move consumers to action is necessary to ensure that consumers have the knowledge and resources to take action. Currently, the Flex Your Power website and toll free number serve as the primary channeling mechanism to the IOU DSM programs but they are under-promoted. While some of the ads do include a "call to action" that suggests visiting the website, the call to action is not prominent in most of the advertisements and our content analysis findings indicate that those exposed to these ads do not get the message to visit the website, (detailed at length in Chapter 11, Analysis of the Flex Your Power Website.) This lack of clear direction is unfortunate as the Flex Your Power website provides a clearing house of program information allowing residents to search for programs by zip code. In addition, the eNewswire and the PowerPlug Blogs also featured on the website provide more depth and education to consumers than the mass media efforts.

Based on our market research experience and drawing on social marketing principles, we understand that consumers require messaging interventions that clearly focus on specific behavioral measures. Customers want to be explicitly told what to do and how to do it. Raising general awareness does not provide the necessary link to action. Specific, actionable, and measurable behaviors need to be promoted rather than focusing only on general messaging. Currently, the SWM&O programs' non-mass media efforts, if effectively promoted and widely administered, are the only components of the SWM&O programs that truly differentiate the

²⁹ Note that Flex Your Power-General has always sought to raise awareness and never directly promoted IOU DSM programs.

programs from others in the marketplace by providing in-depth detailed information and direct channels to IOU programs. Better promotion of and strategic use of these outreach tools, coupled with explicit direction provided in the mass media, can greatly increase the SWM&O programs' ability to raise awareness and move consumers to DSM programs able to provide cost-effective incentives and opportunities to the consumer. As the program *is currently designed*, it does not give California residents the knowledge necessary to take action or the means with which to take advantage of the state's PGC funded programs. By moving to a general awareness campaign and under-emphasizing the website and toll free number, the SWM&O programs and the IOUs have greatly limited the potential energy-saving impact of the programs by reducing the link to action.

Integrating Conservation Messaging

As outlined earlier, decision D03-01-038 calls for SWM&O programs to promote energy efficiency measures (that is, permanent equipment changes—not changes in practices). However, it is unclear whether this decision includes non-constrained time conservation behaviors as part of the “simple steps” towards energy savings. This goal is difficult to discern in part because the CPUC provides a bucket of funding (over \$19 million) specifically for targeting consumers during grid constrained times (under Flex Alert funds), which is viewed as the primary source for all behavioral and practice-related education and outreach. The following table indicates the role of energy efficiency and demand response programs in educating the public on energy use.

Note that there is no clear venue for educating consumers on conservation behaviors outside of constrained times. When asked about the promotion of energy conservation, both program implementers and IOUs cited that this was the primary role of Flex Alerts (the demand response campaign) and was not formally part of the energy efficiency campaign, Flex Your Power. Moreover, there appeared to be concern among implementers that they may be penalized by the state if the programs actively or prominently promoted conservation related behaviors. In addition, conservation practices are promoted only in the summer months for the Flex Alert program, thus limiting the potential to educate and engage residents in conservation practices year-round, an action that will be increasingly important with the implementation of the Advanced Metering Infrastructure (AMI) and smart meters.

Table 17: Matrix of Conservation and Energy Efficiency Message Coverage by Program

	Objective	Constrained	General
Installation of energy efficient measures through RA programs	Awareness raising	SWM&O	SWM&O
	Movement to action	DSM	DSM
Installation of energy efficient measures outside of RA programs	Awareness Raising	DSM	DSM
	Movement to action	FYP.org? other?	FYP.org? other?
Behaviors	Awareness raising	FYPN	?
	Movement to action	(FYPN)	FYP.org? other?

As it is currently executed, the Flex Your Power Program does not focus on promoting energy conservation. The Flex Alert campaign, which also is implemented by Efficiency Partnership, shares the same media buys and campaign schedule with the Flex Your Power program, and issues Flex Alerts throughout the summer months when the California ISO determines that energy usage may cause rolling blackouts and brownouts.

FYPR and FYPS promote energy conservation behaviors as supplementary or secondary actions that consumers may take year round if and when the promoted energy efficient measures cannot be adopted due to situational or fiscal constraints on the consumer. The ODC evaluation team has found that these secondary, behavioral targets provide consumers with a viable second choice to play their part in reducing energy use and to be engaged as part of the movement. That is, consumers who would be otherwise unengaged by program messaging are given simple actions they can take to reduce energy use.

Importantly, our research suggests that consumers do not differentiate between energy efficiency and energy conservation, nor do they fully understand the role that household practices play in reducing load on the grid. Practically speaking, end users unlike program implementers and administrators are not concerned with the division of demand response and energy efficiency roles. As IOUs move towards bundling and integrating their program offerings to consumers based on their specific needs irrespective of the source of program funding, the CPUC needs to determine if the SWM&O programs need to actively incorporate and promote year-round, energy conservation practices in their messaging. In addition, the CPUC must better delineate the line between demand response and energy efficiency outreach activities, if there is one, or decide to package energy efficiency and conservation messaging together to make its marketing and education messaging more applicable to a general audience.

5.4 Recommendations

All successful marketing and outreach programs require careful and systematic development of the program scope and goals. Energy marketing campaigns are no exception. In conjunction with the program implementers, key decision-makers such as the IOUs and the CPUC need to agree on two important factors when defining the scope of their program efforts:

(1) specific and actionable goal(s) *and* objectives of the program and; (2) a clear path to action and a program theory in place to move those who are exposed to the campaign's messaging to the intended outcome: adoption of energy efficient measures. These factors need to be agreed upon in advance of the program design and implementation efforts in order to serve as the foundation upon which the programs' infrastructure and outreach strategies and activities will be built.

Our process evaluation revealed that the goals and performance measures of program implementers and SCE as the contract administrator do not align with the goals and performance measures as defined by the CPUC. Namely, the goals as outlined by the program implementers are too sweeping and aim to only raise awareness. While the implementers appear to be meeting their goals *as they have defined them* (in part because the programs only aim to raise awareness), there was a fundamental shift in the program goals for the 2006-2008 campaign. Namely, that the SWM&O programs, under SCE's guidance, determined that they would no longer work to deliberately channel customers to the DSM programs of the IOUs. The IOUs and implementers

explicitly determined that their role was only to raise awareness and increase propensity to act with no articulated behavior or action-related goals. This strategy is supported through interviews with each of the program implementers.³⁰ This shift undermined the SWM&O programs ability to stand out in the current marketplace by removing the primary differentiating component of the SWM&O programs - a clearly defined path to action that benefits the customer and the PGC portfolio.

To improve the efficacy of program messaging, the ODC evaluation team provides the following recommendations for the 2009-2011 program cycle:

- The IOUs need to define and emphasize the mechanisms that move customers from propensity to act to intention to act. While the FYP website and toll free numbers do help with this action, they are under-emphasized and not fully utilized. The weakness in the link between the SWM&O efforts and the IOUs' programs is a failure to truly integrate efforts, therefore undermining the most substantive and actionable components of the both the non-resource and resource programs.
- If the campaign is to integrate effectively the efforts between the IOUs and the SWM&O programs, the IOUs need to identify specific mechanisms that will lead to consumer action. To date, if a customer does not elect to call the toll free number or view the website, the "exposed" customer may not move to action under this current model. In addition, the website is not promoted extremely well or clearly called out in current mass media messaging. Consequently, viewers are not specifically made aware of key features such as the FYP website's program finder, e-newsletter, or the educational materials provided on the site.
- The IOUs and the SWM&O program implementers need to integrate the SWM&O message and brand with IOU EE demand side management programs. Currently, there is little to no co-branding or sharing of messaging that would indicate that the SWM&O programs play a role in channeling consumers to the IOU EE DSM programs. As part of an integrated campaign, the IOUs and program implementers need to consider additional synergies and outreach tools that are visibly linked to one another – allowing consumers to better seek out additional energy efficiency information.
- The program implementers need to determine the role they play in the current marketplace and identify a unique message. As outlined above, the current marketplace is flooded with "green" messaging. Program implementers need to carefully consider ways to promote energy efficiency that truly leads to achieving their objectives.
 - The program implementers must go a step further and clearly provide viewers with next steps and information they can act on.
 - Namely, the CPUC and IOUs must reassess the strategic use of the SWM&O programs to support the overall PGC portfolio and develop messaging that supports these goals.

³⁰ We note that in prior program cycles, PY2004-2005, FYPR and FYPS specifically sought to increase participation in IOU programs. .

- The program implementers, IOUs, and the CPUC need to determine and promote a clear call to action in program messaging to make the SWM&O programs stand out in the marketplace. This call to action must move beyond raising general awareness and educating California residents by providing clear and actionable next steps. An effective call to action needs to include the following elements: (1) a clear indication of the problem behavior; (2) a clear indication of the desired behavior, and finally; (3) a clear indication of how to act on or adopt the desired behavior change. The SWM&O program implementers need to determine how to better use program messaging to educate consumers on *how* to take action. To do this, the ODC evaluation team suggests the following option:
 - Emphasize the FYP Website in program messaging. Through our research, the ODC team has found that the FYP website is a one-of-a-kind clearinghouse for information on IOU and non-IOU programs and energy efficiency in general to guide the consumer to adopt energy efficient measures and behavior. Efficiency Partnership must continue to build and develop the website (as well as other online efforts) as an in-depth educational tool and channeling mechanism to DSM programs. All implementers need to strongly emphasize the FYP website more in mass media efforts to provide customers with concrete tools to act on the energy efficiency appeal.
- The IOUs and the SWM&O program implementers need to consider co-branding Flex Your Power with demand side management programs. Currently, there is little to no co-branding or sharing of messaging that would indicate that the SWM&O programs play a role in channeling consumers to the DSM programs of the IOUs. As part of a truly integrated campaign, the IOUs and program implementers need to consider additional synergies and outreach tools on the IOU side of the bowtie model that may be well served in visibly linking to the SWM&O programs.
- The CPUC needs to determine whether conservation behaviors at non-peak times are to be a part of the SWM&O efforts. The SWM&O efforts actively promote the installation of energy efficiency measures. The demand response program, Flex Alert, promoted conservation behaviors at constrained times. As it stands, neither the SWM&O programs nor the Flex Alert program covers conservation behaviors year round during non-constrained times. As such, the CPUC needs to assess the value of promoting conservation behaviors as an explicit part of the SWM&O programs to better educate consumers on a wider array of actions they can take to reduce their energy usage.

6. STATEWIDE MARKETING AND OUTREACH PROGRAM ORGANIZATIONAL STRUCTURE AND LEADERSHIP

Throughout this chapter, the ODC evaluation team draws on insights gained through our in-depth interviews, observations of on-going meetings, and social network analysis to answer a series of researchable issues set forth by the CPUC and the ODC evaluation team. Specifically, in this section we aim to document the key players and interactions, and determine whether there have been improvements in coordination since 2004-2005. In addition, the team sought to understand if the current structure has generated efficiencies that allow for timely feedback from the CPUC and stakeholders.

Below we define the key actors in the SWM&O program efforts, their stated roles, and level of coordination. We then analyze this structure through the use of social network analysis, which provides quantitative data to help understand the complexities of the key roles and interactions. (A detailed description of our methodologies may be found in the Methods section of this report).

6.1 Roles of the Key Players in the Statewide Marketing and Outreach Campaign

In our 2004-2005 process evaluation of the SWM&O programs, the ODC evaluation team made the following organization recommendations to the SWM&O program implementers and the CPUC: (1) Develop an overarching framework and structure with clear distinctions and points of integration between the three program implementers and the IOUs; (2) Increase communication and develop a more defined operating structure among all participating organizations; and (3) Coordinate messages through a better aligned marketing plan across all programs and IOUs. To understand whether the interactions and coordination in 2006-2008 has improved, we first identified the key actors within each organization, differentiated their roles, and identified the channels of communication to determine the organizational structure of the campaign. The figure below (Figure 6) lays out the respective roles of key players in the SWM&O campaign based on our in-depth interviews. To better understand the roles of the key players in the organizational chart, see Table 18 for a description of the roles of some of the key actors.

Figure 6. Statewide Marketing and Outreach Organization Chart

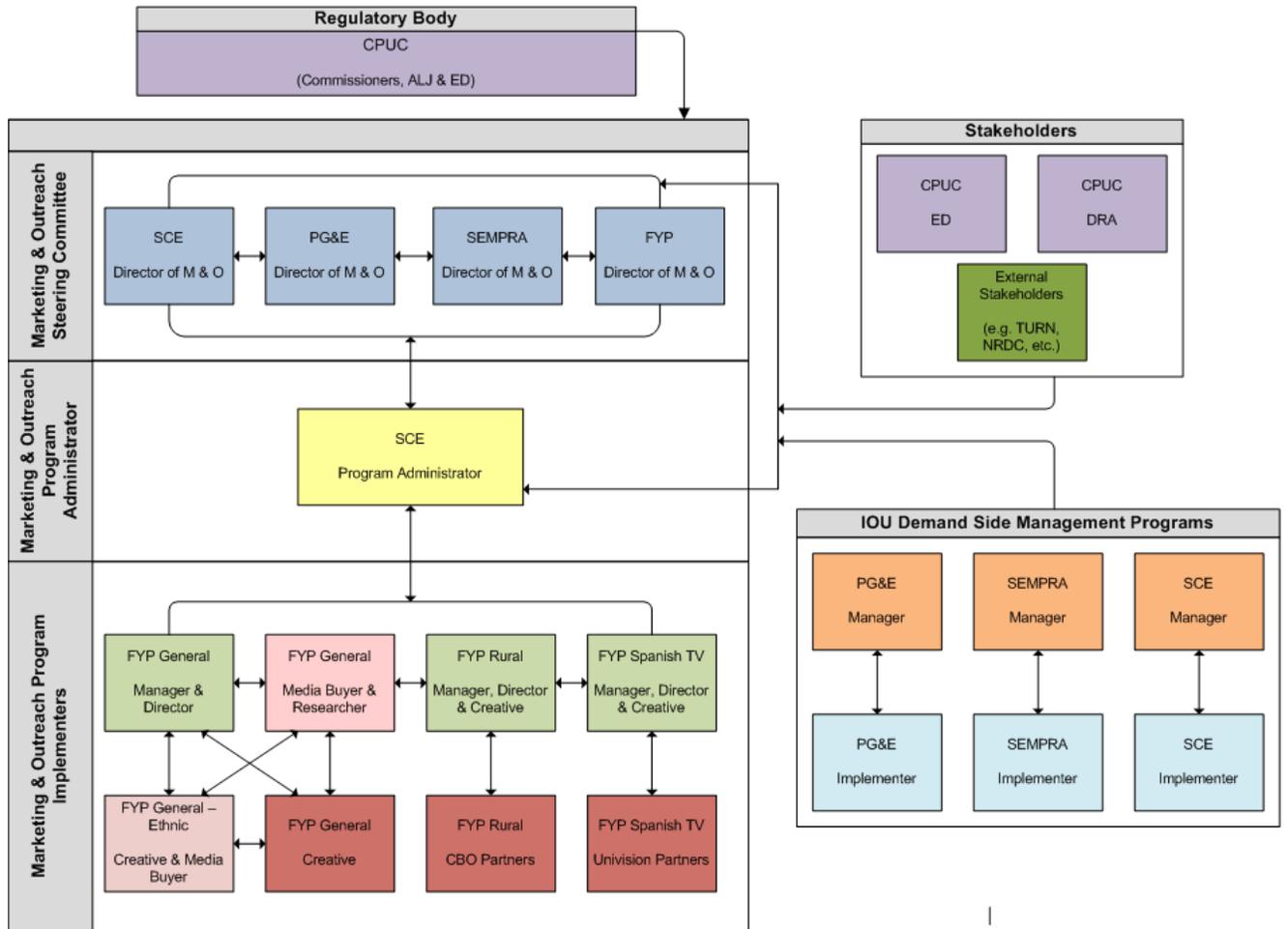


Table 18. Description of Key Actors in the SWM&O Effort

<p>Southern California Edison (SCE): SCE, the program administrator, serves as the managing utility for the Statewide Marketing and Outreach Campaign, and oversees administration of the CPUC's contract with the Statewide Marketing and Outreach program implementers. SCE also oversees the coordination between the IOUs and the statewide program implementers.</p>
<p>Investor Owned Utilities (IOUs): There are three additional IOUs involved in the Statewide Marketing and Outreach Campaign: (1) Pacific Gas and Electric (PG&E); and two SEMPPRA utilities: (2) Southern California Gas (SoCal Gas) and (3) San Diego Gas and Electric (SDG&E). These utilities guide the efforts of the Statewide Marketing and Outreach programs through their participation in the steering committee and the Statewide/IOU Marketing Team.</p>
<p>Efficiency Partnership (McGuire and Co.): Efficiency Partnership implements the Flex Your Power-General efforts, including oversight of the general mass media efforts, creation and maintenance of the FYP website, various online efforts, and awards events. Charged with launching a mass media-driven conservation campaign during the energy crisis, Efficiency Partnership gained unique insight into the challenges of running a call-to-action campaign in the California marketplace and currently runs the efficiency-driven, education and outreach program, Flex Your Power-General. Efficiency Partnership has held the Flex Your Power-General contract since 2001. As of 2008, Efficiency Partnership works with a number of subcontractors to implement the Flex Alert and Flex Your Power-General-campaigns. Efficiency Partnership implements the Flex Alert Demand Response Program as well.</p>
<p>Fraser Communications: Fraser Communications serves the media buyer and program researcher for the Flex Your Power-General program. Fraser conducts all of the program research, including market assessment, message pre-testing, and tracking research.</p>
<p>Brainchild Creative: Brainchild Creative is the lead creative team for the Flex Your Power General program. Brainchild is responsible for the creative development of all of Flex Your Power-General's television, radio, online, and collateral creative and design.</p>
<p>The Kobayashi Maru Group: The Kobayashi Maru Group is the lead on the Flex Your Power-General's ethnic media efforts. The Kobayashi Maru Group is responsible for all of the ethnic media buys, the translation and adaptation of all FYP messaging into in-language efforts, and the generation of creative copy and content for the FYP ethnic print advertisements. Kobayashi Maru's efforts include in-language work in Cantonese, Mandarin, Vietnamese, Spanish and Korean populations as well as English-language outreach to the African-American, Japanese, and Philippine populations.</p>
<p>Runyon, Saltzman, and Einhorn (RS&E): RS&E was awarded the Flex Your Power-Rural contract in 2003 (formerly known as Reach for the Stars). RS&E was awarded the Flex Your Power-Rural contract due to their expertise in targeting rural Californians. RS&E is a full service marketing and outreach firm, managing its own media buys, research, creative development and program implementation internally. As a prominent social marketing firm, RS&E has an acute understanding of social marketing principles and was best suited to target the rural marketplace. RS&E's use of Community Based Organizations throughout the state demonstrated their ability to network in local rural communities to better target the rural market. RS&E has held the Flex Your Power-Rural program contract since 2003.</p>
<p>Community Based Organizations (CBOs): RS&E recruits and trains CBOs to serve as partners in their education and outreach efforts. RS&E currently partners with 17 statewide CBOs to reach rural Californians, through grassroots outreach. The CBOs attend a 2-day training which includes interactive sessions on social marketing strategies. After the training, the CBOs hold outreach events at which Flex Your Power-Rural collateral is disseminated, conduct locally-specific outreach events, and work with the local media for PR efforts. Through these activities, the CBOs supplement the mass media efforts of RS&E (See Section 13).</p>
<p>Staples Marketing: Based on their extensive experience working in Hispanic mass media, Staples Marketing was awarded the Flex Your Power Spanish TV mass media program in 2003 (formerly UTEEM). Due to their ties with the leading Spanish language television channel, Univision, Staples marketing was best positioned to launch the Flex Your Power Spanish TV effort. Staples long-standing relationship with Univision also ensured that the Flex Your Power Spanish TV mass media dollars would stretch further through work with local Univision station events, spots on talk shows, and added-value opportunities. Staples Marketing feels that the Univision station, above all other bidders, provides the greatest value per dollar to the program. Univision also provides Staples with the use of popular Univision personalities in the creative as well as production assistance. Staples Marketing has held the Flex Your Power Spanish TV program contract since 2003.</p>
<p>Univision Television: Univision Television is the only Spanish language network with coverage in all eleven California markets. The station is the nation's fastest growing network, currently placed fifth after ABC, NBC, CBS, and Fox. Staples Marketing works with Univision in the production of its TV advertisements and frequently uses its TV personalities in the ads themselves. Staples also has a booth at Univision sponsored events statewide to disseminate collateral for the Flex Your Power Spanish-TV program.</p>

CPUC as the Regulatory Body

As with all energy efficiency IOU programs, the CPUC acts as the primary governing and regulatory body for the Statewide Marketing and Outreach Programs. The CPUC awards the

Statewide program contracts and sets the terms on which the Statewide Marketing and Outreach Programs will be evaluated.³¹

Throughout the implementation of the Statewide Marketing and Outreach Campaigns, the CPUC plays a relatively minor role in the decision making process. Acting primarily as a regulatory board, the CPUC reviews the Statewide Marketing and Outreach Program Plans as part of the overall review of the IOU Program application and portfolio review process. The CPUC provides feedback to the campaign at periodic Marketing and Outreach meetings (the PAGette). Outside of this particular venue, the CPUC plays a relatively small role in the implementation of the Statewide programs and hands this particular task over SCE as the managing utility. Note, the role of the CPUC is currently being reviewed to change in the 2009-2011 program cycles and beyond.

Additional Stakeholders

There are various Stakeholders in the Statewide Marketing and Outreach Programs including, but not limited to, the program implementers, the CPUC Energy Division, the CPUC Division of Rate Payer Advocates (DRA), and external stakeholders such as The Utilities Reform Network (TURN) who participate in the Statewide Marketing and Outreach Implementation review process. This process can be thought of as a peer review and accountability process, by which the stakeholders are given a venue in which to provide feedback to the Statewide Marketing and Outreach programs. This feedback occurs through Peer Review Groups known (informally) as the Marketing PAGette.

Program Administrator: Southern California Edison as Managing Utility

Southern California Edison holds the contracts for the three SWM&O programs on behalf of the CPUC. SCE has held this role since the programs were formed in 2003. Initially, oversight of these programs involved the review of monthly reports submitted by program implementers to SCE. While this role still remains, SCE is currently involved in much more substantive upfront planning and implementation management of the SWM&O programs.

As the managing utility, SCE is responsible for the general oversight of the SWM&O programs. SCE sets the planning meetings and agendas for the SWM&O programs and ensures that the SWM&O Marketing and Outreach implementers stick to the agenda and timelines set forth by the directors. In additions, SCE is responsible for setting the SWM&O program budgets and ensuring that program expenditures conform the budgetary guidelines.

In addition to running the oversight of the three SWM&O programs, SCE's program administrator acts as the primary liaison between the steering committee and the SWM&O programs. The program administrator is responsible not only for ensuring that all SWM&O efforts remain on-track based on the plans set forth by the implementers themselves, but that the SWM&O efforts maintain the goals set forth by the IOUs.

³¹ The CPUC considers the evaluation process to provide an oversight function that reviews the SW M & O programs. These evaluations are responsible for examining the operations of the SW M & O programs and provide recommendations to improve the effectiveness and efficiencies of the programs. The CPUC expects that these recommendations are to be incorporated into the current and future program efforts. However, evaluations occur once in a program cycle and do not allow for continued monitoring and assessment year over year.

Statewide Marketing and Outreach Steering Committee

The Statewide Marketing and Outreach Campaign is directed by an informal steering committee comprised of the following parties:³²

- Director, Energy Efficiency Division, SCE³³
- Director, Energy Efficiency Division, PG&E
- Director, Energy Efficiency Division, SEMPRRA
- Director, Efficiency Partnership

The Steering Committee members act as the central nodes through which the IOU's marketing and outreach desires for the SWM&O programs are communicated to the Statewide/IOU marketing team for incorporation into the SWM&O programs. The steering committee was formed to ensure that the Statewide programs receive guidance and input from each of the California IOUs through a single body of directors and marks a departure from the Demand Side Manager's role of guiding the Statewide programs as was the case in 2004-2005. Steering committee guidance guarantees that each of the IOUs interests and goals are incorporated into Statewide program efforts.

The steering committee meets a minimum of one time at the onset of the campaign year (typically in December of the preceding campaign year). In this meeting, the steering committee deliberates, at a high level, on the following items for the upcoming campaign cycle:

1. **Campaign Seasons:** Identify the times of the year the Statewide Programs will run their mass media efforts
2. **Target Measures:** Determine which energy efficiency measures and/or appliances will be targeted by the Statewide program efforts.
3. **Campaign Tone:** Ascertain the tone of the campaign messaging, such as whimsical and light or hard-hitting and heavy
4. **Campaign Theme:** Agree on the overall theme of the Statewide efforts, such as "saving money" or "global warming."

These decisions are made with a number of considerations in mind, including but not limited to:

1. Energy savings potential of the measure
2. Statewide appropriateness of the measure
3. IOU energy efficiency and demand side management programs that will facilitate the adoption of these measures
4. Accessibility of the measure to the general public
5. Appropriateness of the measure based on statewide climate zones

³² Note, the use of "director" identifies roles and not formal titles of individual actors

³³ It is standard practice to refrain from disclosing names of individuals through the evaluation process. Often, the insights gained through naming individuals is far outweighed by the consequences associated with it. Namely, it impedes the evaluation team from gaining insights when participants are unclear if their interviews will remain confidential.

These key players on the steering committee work together to align these criteria into a few target measures to be promoted by the Statewide programs each season and ultimately “set the stage” for the *SWM&O and IOU Strategic Planning Team*. Once these items are deliberated on, the steering committee communicates these directives to the SWM&O and IOU Strategic Planning Team members for incorporation into the program plans.

SWM&O and IOU Strategic Planning Team

The SWM&O and IOU Strategic Planning Team ensure that directives from the SWM&O Steering Committee are formulated into actionable implementation plans. This team meets as necessary to make decisions, review research and reports, and review campaign content. At least once a year the group meets in a day long session to lay out the strategies for the upcoming year. This SWM&O and IOU Strategic Planning Team take its direction from the SWM&O steering committee detailed above. The SWM&O and IOU Strategic Planning Team is comprised of approximately 15-20 people consisting of the following parties:

- Supervisor / Manager, DSM Marketing and Outreach, SCE
- Supervisor / Manager, DSM Marketing and Outreach, PG&E
- Supervisor / Manager, DSM Marketing and Outreach, So Cal Gas
- Supervisor / Manager, DSM Marketing and Outreach, SDG&E
- Director, Efficiency Partnership
- Director, Runyon, Einhorn and Saltzman
- Director, Staples Marketing
- Media Buyers and Creative directors for all three Campaigns

The SWM&O and IOU Strategic Planning Team guarantees that each of the IOUs interests and goals, as dictated to them by the Steering committee members, are incorporated into SWM&O program efforts. Once the campaign is underway and in-field, the SWM&O and IOU Strategic Planning Team ensures that the decisions decided upon by the steering committee are put in place. These decisions include ensuring the Statewide Marketing and Outreach Program implementers maintain the schedule, themes, and tone agreed upon in the formal meeting. As creative material is produced and program implementation plans are set, the SW/IOU Marketing team acts as informal review board approving the content of the respective SWM&O campaigns.

Statewide Marketing and Outreach Program Implementers

The Statewide Marketing and Outreach Program Implementers are the day-to-day managers of the Statewide programs. These managers ensure that program goals are being met by overseeing daily program efforts and are responsible for the execution of all program efforts.

These managers meet approximately once a month to plan and coordinate their efforts. These meetings occur more frequently in advance of a campaign season. Through these meetings, the Statewide program managers align their creative and field strategies to ensure that the three Statewide programs share the same tone, visual and creative feel, timing, and evoke the same Flex Your Power brand equity. Key participants of these meetings include:

- Flex Your Power-General, Program Director
- Flex Your Power-General, Subcontractor, Fraser Communications Director

- Flex Your Power-Rural, Program Director and Manager
- Flex Your Power-Spanish-TV, Program Director and Manager

These meetings serve as the primary source of inter-program communication and deliberation. The meetings often focus on steering committee mandates, upfront market research, tracking research, and seasonal campaign messaging strategies. For the most part, SCE does not sit in on the program-specific coordination meetings, but is updated through meeting notes and materials.

Statewide Marketing and Outreach Creative Teams

With the exception of the Flex Your Power-General creative teams (Fraser Communications and Kobayashi Maru), the creative teams of the SWM&O programs are internal to the program implementers. The creative teams take direction from the SWM&O program managers and, with the exception of the Flex Your Power-general sub-contractors, do not collaborate with one another. Please see Figure 6. Once creative materials are produced, the copy or advertisements are shared at the management and directorship level with other SWM&O programs.

Role of Demand Side Management Program Implementers

The CPUC asked that the ODC evaluation team conduct additional research to determine the role of the DSM program implementers in the SWM&O program efforts. Our initial findings from key IOU players indicated that the DSM program implementers had some impact on the SWM&O messaging and efforts through an informal lobbying process. However, our subsequent conversations with DSM program implementers indicated that the DSM program implementers are not and do not consider themselves part of the SWM&O Integrated Campaign. In effect, the SWM&O program efforts work independently of the IOU DSM programs and do not coordinate their outreach efforts. In fact, a few DSM program implementers were completely unaware of the SWM&O program brand, Flex Your Power, or how their utility works to guide the SWM&O efforts through on-going planning meetings. In addition, the DSM program implementers felt that the SWM&O programs had little impact on their program outcomes.

6.2 Statewide Marketing and Outreach Meetings and Coordination

The groups described above coordinate through a series of formal and informal meetings and discussions. This section outlines the key forums for market actor program communications and planning. This outline of the meeting process is primarily drawn from in-depth interviews and documents provided to the evaluation team.

Summary of the Statewide Marketing and Outreach Market Actor Meetings and Coordination Efforts

The ODC evaluation team has conducted a series of in-depth interviews with Statewide Marketing and Outreach program implementers and the managing utility, SCE. Through these interviews, the ODC evaluation team was able to discern three formal and semi-formal venues for program communication: (1) the Director's Springboard Meeting; (2) the Statewide/ IOU Marketing Meetings; (3) The SWM&O and IOU Strategic Planning Meetings; and (4) the Marketing PAgette. These three meetings act as the primary forums for program communication and/or planning. The Director's Springboard Meeting is the first meeting held at the onset of a

campaign year to determine the tone, themes, and target measures of the Statewide programs. The second venue, the Statewide/IOU Marketing Meetings, serve as the detail-oriented decision-making venue where program details and plans are finalized. Finally, the Marketing PAGette, serves as the formalized interface of program implementers and stakeholders for review of the Statewide Marketing and Outreach program plans and year-end campaign results. Details of each of the three Statewide meetings follow. We acknowledge also that there are informal communication channels that we have not captured in this presentation of findings.

Directors' Springboard Meeting

The Directors' Springboard meeting serves as a semi-formal, yearly meeting in which the messaging, target measures, themes, and seasons are established for the upcoming campaign year. This meeting is comprised of director-level staff from each of the state's IOU Demand Side Management departments and the director of Efficiency Partnership, RS&E, and Staples Marketing. The parties meet to deliberate on the aforementioned topics and use a series of criteria to determine the most appropriate course of action for the Statewide programs. It is important to note that a series of informal meetings occur in advance of the director's springboard meeting with a few key players from each IOU and Efficiency Partnership to set the overall tone for these meetings.

Statewide Marketing and Outreach and IOU Strategic Planning Meetings

The SWM&O and IOU Strategic Planning Team hold on-going formal and semi-formal meetings throughout the campaign year. These meetings allow for in-depth and collaborative program planning. Program plans, research, and findings are shared among the team members and the operational and working details of each program's efforts are articulated. These meetings are often conference calls held on a monthly or ad hoc basis, with increasing frequency at the onset of a campaign season (such as the fielding of lighting, cooling, and heating messaging). These meetings often include all of the aforementioned players in the SWM&O and IOU Strategic Planning Team.

Marketing PAGette

At the direction of the CPUC, the IOUs were required to establish "three program advisory groups, or PAGs" drawing from the energy efficiency expertise of both market and non-market participants across the full spectrum of program areas and strategies."³⁴ While the PAGs may be disbanded beginning with the 2009 program cycle, the Marketing PAGette (and offshoot of the PAG) has been incorporated into the Marketing, Education and Outreach (MEO) taskforce, borne from the Energy Efficiency Strategic Planning process.

The Marketing PAGette brings together implementers, IOU representatives, the CPUC, advocates, and other interested parties to discuss issues directly related to the Statewide Marketing and Outreach programs. The main focus of this group is to provide a forum for the Statewide Marketing and Outreach implementers to present their tentative plans and to provide a forum for discussion of ideas and suggestions related to the planned advertising and outreach campaigns, as well as a review of the previous campaign cycle's results. Various players such as the CPUC-ED, the CPUC-DRA, and external stakeholders such as TURN are also present at these meetings.

³⁴ CPUC Decision 501055 – Gottstein pg.97

Based on knowledge gained in our in-depth interviews, these meetings serve as the primary interface between the CPUC and the Statewide program implementers. While these meetings are, by design, aimed at creating a venue for feedback, program implementers noted that the CPUC rarely intervenes with the programs' implementation plans after or during their presentation at the PAGette.

During our observations of the 2008 Marketing PAGette, the ODC evaluation team noted two primary process-related findings:

- First, the role of the PAGette (and the involvement and roles of the CPUC-ED, DRA and others) was not clearly outlined. This lack of clarity appears to cause confusion among program implementers in respect to the “take-away” of these proceedings.
- Second, if the PAGette proceedings are meant to provide the program implementers with substantive direction for the upcoming program year (2008) (which on the surface is not the intended purpose), the PAGette process is not adequately timed in the planning cycle to allow for many of these changes to be incorporated into the Statewide Marketing and Outreach program plans.

6.3 Social Network Analysis

Social network analysis (SNA) provides quantitative data to tell a story about a network. When considering the network as whole, density is one of the main measures in SNA. Communication is thought to be better in dense networks than in sparse networks. Information can flow faster in dense networks. Density is also an indicator of “un-centralized inter-organizational cooperation.”³⁵ Centrality is a concept referring to the importance of person (or organization) in a network. In this report, we have used SNA to:

- 1) Determine the overall level of network connectedness (density) in the contact network. As stated earlier, this value provides a quantitative assessment of the potential for coordination among the organizations.
- 2) Determine whether the interactions the actors reported in the social network analysis are consistent with the organizational chart developed from our in-depth interview findings. That is, if the interviews indicated that the group is cohesive, does this other form of data collection back up that claim.
- 3) Identify the central organizations in the contact network.

In addition to the density, we also calculated centrality scores for the organizations.

The final network consists of 12 organizations.³⁶ Two of the 12 main organizational contacts did not complete the survey, so we used the responses given by others to determine the quasi-

³⁵ Hagen, G., Killinger, D.K., & Streeter, R.B. 1997. An analysis of communication networks among Tampa Bay economic development organizations. *Connections* 20(2): 13-22.

³⁶ While our analysis occurred for both organization and personal level data, we only present organizational data in our report. We do this because there is no difference in the main results by organization versus individual (i.e., individual and organization rankings are the same) and we feel it is prudent to keep individual names out of a public document.

responses for the non-respondents. In social network analysis, this approach to treating missing values is common, and is used for all the networks analyzed in this study. The social network analysis software UCINET 6³⁷ was used to map the network and to perform the analysis.

Network Based on Frequency of Contact

Figure 6 shows the organizational chart of the SWM&O network, this section shows the network graphically.

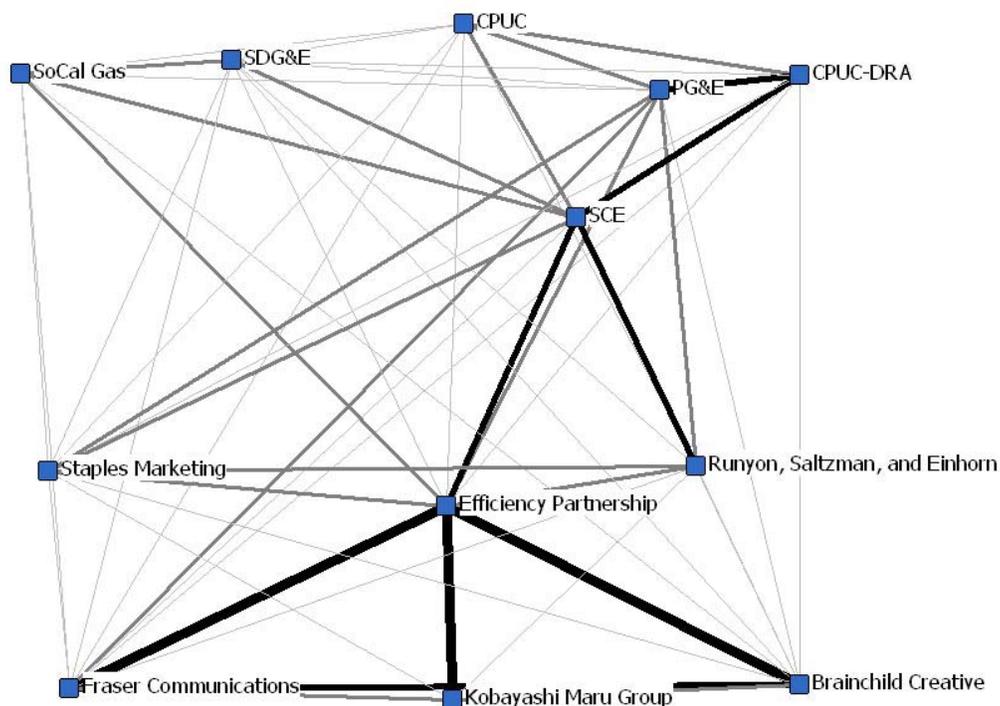
We asked respondents about the level of contact each organization has with the others. The response categories were daily, weekly, monthly, less than monthly but on occasion, and never. This question generates undirected data, because if actor 1 is in contact weekly with actor 2, it follows that actor 2 is in contact weekly with actor 1. If the responses of two actors did not agree (e.g. actor 1 reported being in contact monthly with actor 2, while actor 2 reported being in contact daily with actor 1), we used the minimum value approach, where we recorded the minimum value as the response. So for this example, we would report the tie to be monthly (the minimum value).³⁸

Figure 7 shows a graphical representation of the network based on the frequency of contacts. In this figure, the darker lines indicate more frequent contact, with the darkest line indicating daily contact.

³⁷ Borgatti, S. P., Everett, M. G., & Freeman, L. C. 2002. *Ucinet for Windows: Software for Social Network Analysis*. Harvard, MA: Analytic Technologies

³⁸ Taking the minimum value is a commonly used approach in social network analysis for responses that do not agree, and we use this approach for all the undirected networks in this study.

Figure 7. Frequency of Contact Network for Organizations in the Statewide Marketing and Outreach Effort^a



^a The thickness and color of the line indicates the frequency of the contact between the organizations on the SWM&O effort. Organizations “never” in contact are not connected in the above map. Organizations in contact “daily” are connected by a thick black line, “weekly” by a thin black line, “monthly” by a thick grey line, and “less than monthly, but on occasion” by a thin grey line.

This network shows that Efficiency Partnerships is in constant contact with their subcontractors (Fraser, Kobayashi, and Brainchild) and that their subcontractors talk with each other, although on at least a monthly basis rather than daily. This indicates a cohesive campaign by Efficiency Partnership. (Both Staples Marketing and RS&E use in-house staff to run their campaign.) SCE talks weekly with two of the three firms involved with the SWM&O program as well as, surprisingly, the Department of Ratepayers Advocate (CPUC-DRA).

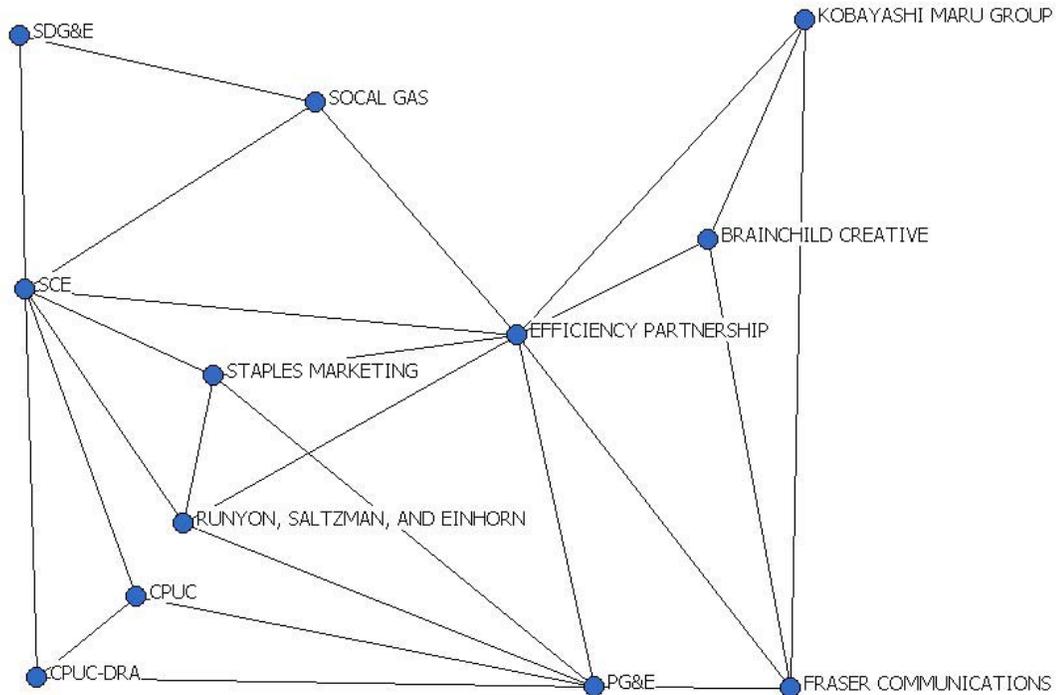
Organization Level – Monthly Contact Network

To create a clearer graphic representation of this network based on contact, and because many social network analysis techniques require dichotomized data,³⁹ we dichotomized the frequency of contact data (i.e. set the responses to 0 or 1). Contact of at least a monthly basis (daily, weekly, or monthly contact) was given the value of 1, while responses of contact on less than a monthly basis (less than monthly but on occasion or never in contact) was given a value of 0.

³⁹ Hanneman, R. A., & Riddle, M. 2005. *Introduction to social network methods*. Riverside, CA: University of California, Riverside (published in digital form at <http://faculty.ucr.edu/~hanneman/>).

Figure 8 shows this sparser network, which is the same network as Figure 7 removing the variation in contact that the line width and darkness represented.

Figure 8. Network of Organizations in Contact on At Least a Monthly Basis^a



^a In the above map, a line connects organizations in contact on at least a monthly basis (daily, weekly, or monthly).

The right side of the diagram represents the Efficiency Partnership team with Efficiency Partnership as the main communicator with others in the network for the team. Assuming monthly contact constitutes “regular communication”, SCE communicates on a regular basis with all the SWM&O implementers and two out of the other three IOUs while SDG&E’s contact with any of the implementers is less than monthly. The CPUC is in regular, direct contact with PG&E and SCE, but not with the program implementers.

Network Density

Network density is a commonly reported measure in social network analysis. Analytically, it is obtained by dividing the number of ties in a network by the number of possible ties. It is a measure of how connected a network is. The value ranges between 0 and 1, with higher values indicating denser networks, and lower values indicating sparse networks. Density varies depending on the size of a network – increasing the size of a network leads to a decrease in the density.⁴⁰

⁴⁰ Wasserman, S., & Faust, K. 1994. *Social Network Analysis*. Cambridge: Cambridge University Press.

The density of the SWM&O network is 0.379 (37.9%). In order to give context to this value, we compare it to the densities reported in a study on the network structure of organizations involved in implementing state tobacco control programs. The densities for the monthly contact networks of these organizations ranged from 39% to 58% for state networks of 12-15 organizations.⁴¹ This suggests there might be room for improvement in the amount of communication between organizations in the SWM&O.

Coordination and the Network

In this section we examine how the data from the SNA matches with the in-depth interviews. We look at three areas which were discussed during the in-depth interviews and in which the SNA gives other data.

Coordination between the CPUC and the SWM&O program directors and implementers

As demonstrated through our in-depth interviews and meeting observations, interactions between the CPUC and the SWM&O program directors and implementers are limited to the formalized interaction within the Marketing PAgette. These findings are backed by our SNA, which show that the CPUC interacts with each of Efficiency Partnership, Staples Marketing, and RSE on a less than monthly basis.

Coordination between the SWM&O program implementers and the IOUs' Marketing Team

Our in-depth interview findings found that the SWM&O programs and the IOUs closely coordinate throughout the campaign season and that the efforts of SCE as the contract administrator have been central in increasing communication and guidance between the SWM&O program implementers and the IOUs. These findings are not entirely supported by our SNA. When we examined this at the level of the organization, we find that: (1) SCE is on contact on a weekly basis with RS&E (FYPR) & Efficiency Partnerships (FYPG), and a monthly basis with Staples Marketing (FYPS); (2) PGE is in contact on a monthly basis with the three FYP implementers; (3) SoCal Gas interacts from monthly (Efficiency Partnership) to never (RSE); and (4) SDG&E is in contact on a less than a monthly basis with all three FYP implementers.

Coordination between the SWM&O program implementers

Our in-depth interviews found that the SWM&O program implementer's level of coordination and communication has increased greatly since the 2004-2005 campaign season, due in part to their efforts to consolidate efforts under the Flex Your Power brand name. Overall, this coordination appears to be mutually beneficial in most cases, allowing the SWM&O program implementers to benefit from the efforts, research, and momentum of one another's campaigns. Through our SNA, we found that RS&E, Efficiency Partnership, and Staples Marketing all are in contact with each other on a monthly basis.

⁴¹ Krauss, M., Mueller, N., & Luke, D. 2004. Interorganizational relationships within state tobacco control networks: A social network analysis. *Preventing Chronic Disease*, October: http://www.cdc.gov/pcd/issues/2004/oct/04_0041.htm.

Central Organizations in the Network

With social network analysis, the concept of centrality refers to the importance of organizations in the network. We analyze three measures of centrality: degree, closeness, and betweenness. We also present and analyze the network closeness centralization and the network betweenness centralization. These two measures indicate the degree of variation in the closeness/betweenness scores of the actors in the network. They also can reflect the amount of centralization in the network, or the degree to which one actor is central in the network and the others less central.⁴² We go through these measures next and show data from our analysis for each.

Degree centrality is based on the idea that the central actors in a network are those with the most connections to other actors. It is determined by adding up the number of direct ties an actor has to all other actors. It is a measure of actor activity - actors with high degree centralities are thought to be the active ones in the network.⁴³ Actors who have many connections to others in the network may be in favorable positions, as they may be less dependent on other actors, and be better able to access the resources of the network.⁴⁴ Our analysis used contact on a monthly basis to determine the degree centralities and normalized degrees (the actor's degree divided by the highest possible degree) for the 12 organizations in the SWM&O network (See Table 19). This data and that shown graphically in Figure 8 are comparable.

Table 19. Degree Centralities

Organization	Normalized Degree
Efficiency Partnership	72.7
SCE	63.6
PG&E	54.5
Fraser Communications	36.4
Runyon, Saltzman, and Einhorn	36.4
Staples Marketing	36.4
Brainchild Creative	27.3
CPUC	27.3
CPUC-DRA	27.3
Kobayashi Maru Group	27.3
SoCal Gas	27.3
SDG&E	18.2
Network Degree Centralization	41.8%
Mean	4.2
Standard deviation	1.8

⁴² Wasserman, S., & Faust, K. 1994. *Social Network Analysis*. Cambridge: Cambridge University Press.

⁴³ Wasserman, S., & Faust, K. 1994. *Social Network Analysis*. Cambridge: Cambridge University Press.

⁴⁴ Hanneman, R. A., & Riddle, M. 2005. *Introduction to social network methods*. Riverside, CA: University of California, Riverside (published in digital form at <http://faculty.ucr.edu/~hanneman/>).

On average, the organizations are in contact on at least a monthly basis with about four other organizations. The degree centralities for Efficiency Partnership, SCE and PG&E are all above average; these are the central organizations or the key players in the network.

Efficiency Partnership is the most central organization in this network, with a normalized degree of 72.7. It has a high level of activity compared with others in the network, in that it is in contact with the most organizations. SCE has one fewer connection, with a normalized degree of 63.6. The remaining organizations (other than PG&E) have considerably lower scores compared to Efficiency Partnership.

The next measure of centrality, closeness centrality, has to do with how quickly an actor can get in touch with others in the network. Unlike degree centrality, it considers both an actor's direct and indirect ties. An actor with a high closeness score is able to get in contact quickly with many others. Also, actors with high closeness scores can be efficient at communicating information or their opinions throughout the network, and may be less dependent on others for the passing on of information.⁴⁵

Table 20 shows the normalized closeness centralities (the closeness divided by the smallest farness possible) for the 12 organizations.

Table 20. Closeness Centralities

Organization	Normalized Closeness
Efficiency Partnership	78.6
SCE	73.3
PG&E	64.7
Runyon, Saltzman, and Einhorn	61.1
Staples Marketing	61.1
Fraser Communications	57.9
SoCal Gas	57.9
CPUC	52.4
CPUC-DRA	52.4
Brainchild Creative	50.0
Kobayashi Maru Group	50.0
SDG&E	45.8

Network Closeness Centralization =	45.4%
Mean	58.8
Standard deviation	9.4

The network closeness centralization for the network is 45.4%, which indicates quite a bit of centralization, and higher than the centralization indices for betweenness and degree. The central

⁴⁵ Wasserman, S., & Faust, K. 1994. *Social Network Analysis*. Cambridge: Cambridge University Press.

actors in terms of closeness in the network are strategically situated to reach others. Efficiency Partnership is again the most central organization in the network, though SCE is almost as central.

SDG&E, Kobayashi Maru Group, and Brainchild Creative have the lowest closeness scores in the network, indicating that these organizations are more peripheral. With the exception of SDG&E, these findings makes sense as they are subcontractors to Efficiency Partnership.

The last measure of centrality, betweenness centrality, is based on the premise that actors who are situated between many others are the central actors in the network. The idea is that actors in these positions can control the interactions of others they are situated between - they can play a gate-keeper role or prevent contact from being made.⁴⁶ This makes these actors important and may give them a good deal of power. Actors with high betweenness scores lie on the shortest paths between many others in the network.

Table 21 presents the normalized betweenness centralities (the betweenness divided by the highest possible betweenness).

Table 21. Betweenness Centralities

Organization	Normalized Betweenness
Efficiency Partnership	36.7
SCE	25.8
PG&E	15.8
Fraser Communications	4.2
SoCal Gas	3.9
CPUC	0.7
CPUC-DRA	0.7
Runyon, Saltzman, and Einhorn	0.7
Staples Marketing	0.7
SDG&E	0
Brainchild Creative	0
Kobayashi Maru Group	0

Network Betweenness Centralization	32.0%
Mean	4.1
Standard deviation	6.4

The network betweenness centralization is 32%, which is smaller than the indices for closeness and degree. We do find some range in the normalized betweenness scores of the organizations (ranging from 0 to 36.7). The betweenness centralities again indicate that Efficiency Partnership

⁴⁶ Wasserman, S., & Faust, K. 1994. *Social Network Analysis*. Cambridge: Cambridge University Press.

is the most central organization in the network, and to a lesser extent, SCE. Compared to the other organizations with low betweenness scores, Efficiency Partnership and SCE are more powerful in this network.

Taken together, the measures of centrality give a sense of who are the main players in a network. Table 22 shows the normalized data from each measure by organization for the SWM&O network.

Table 22: All Measures of Centrality by Organization

Organization	Normalized		
	Degree	Closeness	Betweenness
Efficiency Partnership	72.7	78.6	36.7
SCE	63.6	73.3	25.8
PG&E	54.5	64.7	15.8
Staples Marketing	36.4	61.1	0.7
Runyon, Saltzman, and Einhorn	36.4	61.1	0.7
Fraser Communications	36.4	57.9	4.2
SoCal Gas	27.3	57.9	3.9
Kobayashi Maru Group	27.3	50.0	0.0
CPUC	27.3	52.4	0.7
CPUC-DRA	27.3	52.4	0.7
Brainchild Creative	27.3	50.0	0.0
SDG&E	18.2	45.8	0.0

The value of density indicates a network with less cohesiveness than another network of organizations running social programs. The centrality measures show that Efficiency Partnership and SCE are the key figures within this network. These two organizations communicate with more organizations in the network than the others.

6.4 Recommendations

Through our investigation of the aforementioned researchable issues, the ODC evaluation team found that the program implementers made significant strides towards better coordination between the program implementers (FYPG, FYPR, FYPS) and the IOUs. Noteworthy improvements in coordination since 2004-2005 include:

- (1) Increased frequency of coordination, planning, and implementation between SWM&O program implementers and the IOUs. However, the SNA reveals that there may be room for more contact.
- (2) Stronger leadership within SCE as the contract administrator in directing program implementers and managing the interests of the other three IOUs, and providing overarching guidance to SWM&O implementers. The SNA shows that SCE is one of the key players within this network.

- (3) Increased coordination of efforts, program messaging, campaign timing, and promoted measures. Through these changes, program implementers have eliminated overlap in efforts identified through the 2004-2005 evaluation. Both program implementers and the IOUs appear to have benefited from the formation of clearer roles and they are generally pleased with the nature and level of interaction with fellow implementers and the IOUs. The SNA is silent on this type of information.

Through this investigation, however, it became clear that there is still a great deal of confusion on the role, expectations, and oversight of the CPUC in the up-front planning and implementation process of the SWM&O programs and in truly integrating the SWM&O programs with the IOUs DSM program interests. While there appears to be a desire for more contact with the CPUC, the SNA shows that the CPUC plays a relatively minor role in the network, while Efficiency Partnership is the main organization within this network.

In respect to CPUC's leadership role, the ODC evaluation team identified the following reoccurring concerns among IOU staff and SWM&O program implementers: (1) there is no clear approval or vetting process by which the CPUC sets program goals and subsequently ensure that program efforts meet these goals; (2) current mechanisms for feedback such as the marketing PAGette are not sufficiently timed or appropriately structured to provide actionable feedback to the program implementers; and (3) there is no consistent player or role within the CPUC that is charged with the task of providing oversight or guidance or who serves as the authority at the CPUC as part of the regulatory body.

Based on these findings key recommendations include:

- The CPUC should be more involved in vetting the upfront planning process and project implementation plans in a way that allows for program implementers to effectively adapt to changing demands on the program.
- The CPUC and IOUs should determine a clear process for providing feedback and making changes during the 2009-2011 program cycle. While implementation is best left to the Statewide M&O contractors, there should be a process by which concerns are identified and changes can occur.
 - If this process includes a collaborative group such as the PAGette or ME&O Task Force, the CPUC should clearly define the objectives and goals of these groups. The roles of the participating parties should be defined prior to the meeting. During the meeting, someone should be delegated the task of documenting the meeting minutes. These minutes should be circulated to all interested parties, and the minutes should include clear indications where follow-up is needed, and document the responsible parties and dates and times for these actions. Also, the minutes should clearly list any changes in direction for the effort that have been decided in the meeting.

- If this meeting is going to be used as a forum for feedback and changes to the programs, then the timing of the meeting must be shifted to allow for changes in the campaign cycle.
- Prior to the start of a new program cycle (i.e. 2009-2011) the program implementation plans (PIPs) should be thoroughly reviewed by the CPUC and explicitly approved outside of the standard PIP approval process. Approval of the roles and goals outlined in the PIPs should be given by the CPUC through direct and explicit communication of program expectations, such as through an in-person meeting. If changes are to be made to the plans set forth in the PIPs by the program implementers mid cycle, these should be approved by the CPUC.
- The role of the CPUC should be clearly defined and a single decision maker within the CPUC should be given the authority to inform and guide the SWM&O program implementers and the IOUs based on the CPUC's decisions. Currently as with all the energy efficiency program implementation, there is no individual within the CPUC who is given the authority to guide the SWM&O program implementers based on key decisions and/or feedback from external stakeholders. In effect, the CPUC should identify an individual role that will serve as the mediator between all parties and interested with the CPUC's decisions in mind.
- The CPUC should recognize the central role of Efficiency Partnership, and be in direct communication with Efficiency Partnership.

7. RESEARCH CONDUCTED IN SUPPORT OF SWM&O PROGRAMS

Throughout this section, the ODC evaluation team details the research supplied to ODC by the SWM&O programs. We reviewed all research materials and survey instruments used to provide insight into campaign planning and design. In general, we found that there is research to support campaign decisions. It is important to note, however, that the extent of the research efforts of the three SWM&O Programs differ greatly from one another. These differences are more reflective of the funding provided to each program and less reflective of the rigor of each program's efforts.⁴⁷

Flex Your Power-General Research Overview

The FYPG research is conducted by Fraser Communications. The Flex Your Power-General research portfolio is the most expansive of the three programs and can be divided into three primary research approaches for the 2006-2008 program cycle. This work includes the following efforts.

- **Creative Testing:** The FYPG Campaign conducts creative message testing in advance of every program year to test the overall appeal of various pilot messages. This work is conducted by Pomegranate Research through Fraser Communications. The creative testing research is conducted using online panels to test the respective impact of each pilot ad. Pilot ads are tested using two approaches, (1) testing of the messaging independent of images and (2) testing of images independent of messaging. Participants are shown messaging themes and provided story boards describing the message and subsequently asked to rate the message on a number of factors, including but not limited to messaging appeal, resonance, likeability, and educational value. Findings from this research inform which advertisements will be used in the upcoming campaigns.
- **Upfront Market Research:** In addition to conducting message pre-testing, the Flex Your Power-General Program conducts upfront market research or market assessment studies. These studies test the public's receptivity to different message subjects and themes related to energy conservation and efficiency. In 2007, two up-front market research studies were conducted. The first, run by DeLeroi Consulting on behalf of Fraser Communications, was conducted through focus groups and detailed the participants' receptivity to general energy conservation and efficiency. The second study, conducted by Fraser Communications and based on the Pew research study, assesses the California market's receptivity to global warming. This latter study was pivotal in the SWM&O Programs' direction, and is the basis for the 2007 shift to a global warming theme.

Tracking Research: In 2006, the FYPG program began to conduct its own Evaluation Measurement and Verification (EM&V) research on the impact of the Flex Your Power

⁴⁷ Note that research expenditures are not itemized in the FYPR or FYPS budgets. As such, we cannot determine exact differences in cost, but can approximate the differences in research expenditures relative to overall program budgets.

campaign (See Table 23). This research was conducted by Fraser Communications and consists of a pre-campaign study and a post-campaign study for both the 2006 and 2007 program efforts. This is the only EM&V study conducted among the three SWM&O Programs and reflects an elevated level of rigor in the 2006-2008 program cycle as compared to 2004-2005 efforts.

Flex Your Power-Rural Overview

The Flex Your Power-Rural research portfolio is the second most expansive of the three Statewide programs and can be divided into two primary research efforts for the 2006-2008 program cycle: Creative Testing and Upfront Market Research.

- **Creative Testing:** The FYPR program conducts extensive creative testing research utilizing statewide focus groups with the assistance of Val R. Smith, Ph.D. These focus groups are conducted in advance of the summer campaign season and take place in the following markets: Fresno, Aptos, San Luis Obispo, and Placer counties. The groups test the overall appeal and resonance of program messaging and adapt the message and creative content according to feedback and insights gained in the groups.
- **Upfront Market Research:** In 2007, after the decision was made to switch to global warming themes, the FYPR program conducted its own market research targeting rural Californians to determine if the theme resonated with the rural marketplace. This research was conducted by Communiqué Partners using an online panel. The research suggests that rural Californians are also motivated by global warming themes; ultimately, this research confirmed the findings of FYPG in the rural marketplace. This research was shared with the CPUC and was used as a final “sign-off” on the adoption of global warming themes for FYPR.

Flex Your Power-Spanish TV Overview

The Flex Your Power-Spanish TV (FYPS) research portfolio is comprised entirely of focus group creative testing research conducted by local Univision stations. As part of the negotiated media buy, Staples Marketing receives creative testing research from Univision as added-value. This research is conducted at the onset of a program year and informs the creative development and production of the TV spots.

Like the other two programs, the 2007 message testing focused on global warming. The researchers found that the focus group participants understood the link between global warming and household behaviors. Dually, this research showed that the FYPS messaging should highlight the urgency of global warming in order to motivate viewers. It is important to note that while the creative testing touched on the motivational impact of global warming in Spanish-speaking Californians, this research does not stand in place of quantitative testing of the theme’s resonance in the Hispanic market. To date, Staples Marketing has not identified a study that explicitly tests the resonance of global warming for Spanish-speaking Californians, and they currently do not have a budget for evaluation measurement and verification.

Southern California Edison Research Overview

Southern California Edison (SCE), as the managing utility, had conducted its own EM&V research through a tracking study conducted by Heiner & Partners. This study seeks to assess changes in program awareness and participants' behavior after being exposed to program messaging. Through their research, Heiner & Partners found that small advances in brand and messaging awareness have been made since the launch of the 2007 summer and fall campaigns. The results of this study are outlined in greater detail in the following tables.

Communication of Program Research

Based on our in-depth interview findings, the SWM&O program implementers share their research findings with one another, SCE. The CPUC –ED and CPUC-DRA are provided updates on the SWM&O research through via email and at the Marketing PAGette. Throughout the following data tables, the ODC evaluation team outlines how each research study has been circulated and shared. With the exception of a few, key foundational studies, the majority of program research findings are shared informally through on-going meetings among program implementers and SCE. A few studies, including Efficiency Partners' Global Warming study and RS&E's rural global warming study were given to the CPUC and formally shared at the Marketing PAGette. Through the communication process, the programs' respective research efforts are shared and inform the direction of the SWM&O programs. This research is used to negotiate the content of the SWM&O campaign messages and themes and is used to provide support for key decisions being made by program implementers.

A summary of the research efforts, including the key findings from these efforts, can be found below.

Table 23: Flex Your Power-General Research Efforts

Date	Research Objective	Research Firm	Study Name	Key Findings	Presentation Event and Attendants
May 30th, 2006	Messaging Pre-test	a Pomegranate	Flex Your Power Script Testing Quantitative Research Report	<ul style="list-style-type: none"> • Pre-tested all messaging, found education and gas prices to be most motivational themes • “Save Money, Energy, and the Environment” broke out as key messaging • Lighting Store, Overhead Fans, and Too Hot broke out as most compelling Ads 	Unspecified
February, 2007	Up-Front Market Research	Fraser Communication	Flex Your Power Research Overview Global Warming Study	<ul style="list-style-type: none"> • 63% of participants believe in global warming • 83% of believers consider GW a very serious issue • GW is a frequent topic discussed among 18% of believers • Oil companies seen as the primary source of GW • 94% of believers willing to make a personal change to prevent global warming 	Marketing PAGette May 15th 2007
February, 2007	FYP Tracking Study	Fraser Communication	Flex Your Power Advertising Impact Study 2006	<ul style="list-style-type: none"> • Identified and developed consumer segmentation • Found the FYP campaign to raise awareness by approximately 10% from pre/post campaign • Found FYP campaign to motivate behavior changes and the adoption of energy efficiency measures 	Marketing PAGette May 15th 2007
March 9th, 2007	Up-Front Market Research	DeLeroi Consulting	Household Energy Conservation Attitudes and Behavior	<ul style="list-style-type: none"> • Focus groups with “minimal” and “active” energy consumers • Spontaneous recall of global warming, Al Gore, and Katrina when asked about climate issues • Participants are not linking global warming with personal/household behaviors • Participants question the role individuals can play in addressing GW 	Unspecified
April 20th, 2007	Messaging Pre-test	a Pomegranate	Flex Your Power Quantitative Testing Debriefing Overview	<ul style="list-style-type: none"> • Legacy messaging broke out as the most motivating for consumers • Fear factor found to be highly motivating • Saving money continues to resonate with participants • In open-ends, respondents want to “make a difference” 	Unspecified

Table 24: Flex Your Power-Rural Research Efforts

Date	Research Objective	Research Firm	Study Name	Key Findings	Presentation Event and Attendants
June 2006	Up-Front Market Research	Val R. Smith, Ph.D.	Energy Star – Rural Focus Group Results June 06	<ul style="list-style-type: none"> • Energy Star messaging has been absorbed by the rural population. Resources should be turned toward more ambitious messaging. • EE lighting products will continue to grow in popularity, but slowly due to diverse perceptions of the benefits of EE lighting. • EE messaging is better understood, therefore future messaging should function as a gateway rather than a primary source for EE information. 	Unspecified
June 4 & 6, 2006	Message Pre-Testing	Val R. Smith, Ph.D.	Summary Report Phase I Focus Groups – Cooling Fresno and Aptos	<ul style="list-style-type: none"> • Summary of focus group findings provided to the ODC evaluation team are inconclusive and will require additional data to determine the key take-away from this research. 	Unspecified
July 31 & August 6, 2006	Message Pre-Testing	Val R. Smith, Ph.D.	Summary Report Phase II Focus Groups – Lighting San Luis Obispo and Placer Counties	<ul style="list-style-type: none"> • Summary of focus group findings provided to the ODC evaluation team are inconclusive and will require additional data to determine the key take-away from this research. 	Unspecified
April 2007	Up-Front Market Research	Communique Partners	Results of California Survey on Global Warming and Energy Conservation	<ul style="list-style-type: none"> • Most respondents said they believed global warming to be real and a serious problem. • The majority of respondents believe media reports on global warming, and that they can and should make behavioral changes to help. • Respondents cited CO2 and deforestation to be the main causes of global warming. • Over ¾ of respondents say they participate in EE or Conservation activities such as recycling and using less electricity. • Respondents cited economic and environmental reasons as the most compelling reasons to conserve energy. 	Marketing PAGette May 15 th 2007

Table 25: Flex Your Power-Spanish TV Research Efforts

Date	Research Objective	Research Firm	Study Name	Key Findings	Presentation Event and Attendants
May 25, 2006	Message Pre-testing	KUVS UNIVISION 19	UTEEM Sacramento Focus Group Summary	<ul style="list-style-type: none"> Overall message was communicated through commercials, but specifics were sometimes lost on the viewers. Viewers sometimes didn't understand the call to action message. Suggestions for future UTEEM spots include having utility workers in the commercials to give extra credibility to the message, cutting down on distracting dialogue, and to make the over all message more clearly. 	Unspecified
May 24, 2006	Message Pre-testing	Staples Marketing	UTEEM Ad Testing Research: Focus Groups in San Diego, CA	<ul style="list-style-type: none"> The bottom line message perceived was to conserve energy. Preventing power outages and how to save money were also perceived messages. "Flex Your Power" should be translated to Spanish, and a Spanish language website address created, since everything else is being communicated in Spanish. Direct, informative commercials (such as the HVAC tune-up commercial) were well received, while commercials such as the evaporative coolers were perceived as too technical and confusing. 	Unspecified
May 7, 2007- Sacramento May 8, 2007- Modesto	Message Pre-testing	KUVS UNIVISION 19	UTEEM Sacramento-Modesto Focus Group Synopsis	<ul style="list-style-type: none"> Connection between EE/Conservation and global warming was already understood by participants. Sense of urgency about different EE issues in messaging was confusing and hazy. Participants thought the commercials should be more serious and convey more urgency. UTEEM should translate "Flex You Power" for messaging. Messaging should reflect the seriousness of global warming to help underscore a sense of urgency. 	Unspecified

Table 26: Southern California Edison Research Efforts

Date	Research Objective	Research Firm	Study Name	Key Findings	Presentation Event
November 13 th , 2007	Tracking Research	Hiner and Partners, Inc	Statewide Flex Your Power 2007 Summer Campaign Tracking Study: Wave 2	<ul style="list-style-type: none"> • Increased Awareness of FYP Campaign from 64% to 74% pre/post • Significant Spanish-speaking awareness from 18% to 26% pre/post • Top of mind awareness of actions most commonly recalled were turning off lights and appliances, and increases in awareness were of these actions were not found pre/post • Top of mind awareness of EE measures was low and did not show increases in EE measures awareness pre/post 	Presented in a conference call with Evaluation team and Integrated SWM&O Key Players, and emailed to PAMembers.

7.1 Recommendations

Overall, the SWM&O programs are using research to guide their program efforts to the best of their ability based on the budgets provided to them. However, there are a number of efficiencies that maybe developed to ensure that all SWM&O programs have the information necessary to develop a strategic, and highly targeted marketing and outreach campaign that will assist the SWM&O programs in developing marketing and outreach strategies tailored to its targeted segments and sub-segments.

While the SWM&O implementers share their research findings with one another, Flex Your Power-General's campaign has the greatest research budget and thus the ability to conduct more in-depth, quantitative research. To maximize the efficacy of the programs and to promoted efficiencies in the current spend, the ODC evaluation team recommends that:

- The CPUC and program administrator, SCE, conduct a yearly tracking study that aims to “take the pulse” of the marketplace to ensure that all SWM&O activities are attuned to the shifting attitudes, beliefs, and practices of the California marketplace. This research needs to be conduct in order to support and direct the SWM&O efforts year over year to ensure that messaging remains relevant and in touch with residents.
- SWM&O programs consolidate their formative research budgets into one, centralized research and development budget to better serve the needs of Flex Your Power-Rural and Flex Your Power-Spanish TV. With the exception of creative and concept testing, the SWM&O programs need to consolidate their research efforts and test the entire state through carefully segmentation research designed to inform all SWM&O campaigns.

In addition, the ODC evaluation team makes the following recommendations to enhance the sophistication of the SWM&O segmentation and ultimately maximize the efficacy of the SWM&O within the current scope of the programs:

- The IOUs must consider allowing program implementers to utilize their customer segmentation research to ensure that SWM&O efforts take advantage of existing knowledge. SCE, SEMPRA and PG&E have developed strategic customer segmentation approaches to better tailor their marketing and outreach efforts to unique needs of their customer base. By drawing on this research, the SWM&O program implementers will be better positioned to target the California marketplace. By drawing on this research, the implementers will better serve and complement IOU marketing efforts, but will also will gain cost-effective in-depth information on customer demographics, energy use habits and behavior, and psychographics in addition to gaining a regionally-specific segmentation profiles that account for California's diverse climate and culture.

If the IOUs are unwilling or unable to share their market segmentation findings with the SWM&O programs, the ODC evaluation team recommends that:

- All three program implementers be provided adequate research budgets to conduct quantitative and qualitative formative research in order to better segment their target audiences. Currently, program implementers are making use of best practices in market research given their budgetary constraints, however these budgets do not allow for the comprehensive, up-front research necessary to develop strategic segmentation to better target California residents. As such the CPUC and IOUs may need to increase their budgets.
- If provided the appropriate budget or if the IOUs share their segmentation insights with the SWM&O programs, additional segmentation research needs to be developed to tailor SWM&O messaging and strategic outreach. Through this segmentation approach, program implementers may be able to maximize efficiency in program efforts by identifying key targets and tailoring media efforts to better reach these targets. This approach often requires non-traditional marketing and outreach methods and may serve to generate efficiencies in spending by allowing program implementers to de-emphasize blanket mass media outreach strategies. We discuss the benefits of this research in Chapter 8, Reach and Frequency Analysis of SWM&O Mass Market Efforts.

8. REACH AND FREQUENCY ANALYSIS OF SWM&O MASS MARKET EFFORTS

The Statewide Marketing and Outreach (SWM&O) programs Flex Your Power-General (FYPG) and Flex Your Power-Rural (FYPR) focus most of their efforts on targeting the mass market population (defined by the evaluation team as English-speaking Californians) through a series of mass media outreach tools. This chapter is devoted to analyzing the FYPG and FYPR program marketing and outreach efforts and objectives in terms of their reach and frequency, the media strategies employed to meeting these objectives, and the potential impact of these efforts.

8.1 SWM&O English-Language Reach and Frequency Goals

Reach refers to the number or percentage of a population group exposed to an advertising message within a given period of time. *Frequency* refers to the average number of times individuals (or homes) are exposed to an advertising message. Reach and frequency must be considered in tandem as both are factors in the success of a general awareness campaign such as FYP. It is generally acknowledged that a certain level of frequency is required in order for a message to “stick” with those exposed. These figures translate into *impressions* which are provided in the program goals outlined in Table 27. The impressions goals were drawn directly from program planning documents. Note, the SWM&O programs don’t specify how they define impressions in their planning document and describe goals as generic “impressions.” Based on the media buy reports, the ODC evaluation team assumes these to be Total Rating Point (TRPs) referring to the total number of impressions delivered by a media schedule expressed as a percentage of their target population, e.g. homeowners ages 35-64.

Table 27 illustrates the reach and frequency goals of the FYPG and FYPR programs. Note that they define their reach and frequency goals differently, with FYPG defining their goals by market and campaign season, and FYPR defining their goals by campaign and media outlet. Overall, these goal statements are clear when considering the programs as independent entities targeting separate audiences. But when aiming to understand the programs’ goals as a cohesive, English-language outreach effort, it is difficult to synthesize the programs’ overall reach and frequency. Each SWM&O program defined their reach and frequency goals in distinctly different ways, with each campaign outlining their targets for different audiences, markets, and media outlets. The SWM&O programs, FYPG and FYPR would benefit from clear and unified reach and frequency goals. Currently, the programs set separate reach and frequency goals with varying coverage goals by program, target audiences, and media markets. While these differences are necessary to ensure that the programs are targeting their respective audiences, it is hard to discern exactly where which age groups are being targeted, and with what reach and frequency across the state. In addition, the programs have different uses for the term “impressions” in planning documents, failing to clearly define if they are referring to gross impressions (GRP) or targeted impression (TRP). Instead, the SWM&O programs need to provide a clearer picture of their goals and objectives. The programs need to combine reach and frequency goal statements into a single format, aggregated by age breaks, regions, and media outlet in order to concisely document their overall reach in the state.

In addition, the FYPG program's reach and frequency goals incorporate the Flex Alert Campaign, and thus it is difficult to determine the reach and frequency goals for the FYP energy efficiency program independent of the Flex Alert demand response campaign. The ODC evaluation team understands that the FYP and Flex Alert media strategy was developed to ensure efficiencies in spend between the two programs by rotating in Flex Alert advertisements during grid constrained times. However, since the two programs are administered by separate IOUs, the FYPG program needs to develop minimum reach and frequency goals for the FYPG energy efficiency program which must be met *independent* of the Flex Alert flights. Currently, discerning the reach and frequency goals of the FYP campaign requires an in-depth examination of cumbersome media buy reports which is time consuming and thus cost-prohibitive.

Table 27: 2006 and 2007 SWM&O English-Language Reach and Frequency Goals

Reach and Frequency Goals		Target Audience	2006			2007		
			Reach ⁴⁸	Frequency ⁴⁹	Impressions ⁵⁰	Reach	Frequency	Impressions
FYP General ⁵¹	Summer	Adults 35-64; residential; statewide	95%	37x ⁵²	TV & Radio: 585,117,501 Outdoor: 308,091,876 Total: 893,209,377 1,706,029,910 (Adults 18+)	95% (top 4 mkts) 91% (remaining mkts)	38x ⁵³ (top 4 mkts) 30x (remaining mkts)	TV & Radio: 514,792,505 (top 4 mkts) 54,191,171 (remaining mkts) Outdoor: 288,437,490 504,090,200 (adults 18+) Online: 27,135,483 (Population not specified) Total: 884,556,649 (TV, radio & outdoor for adults 35-64 plus online)
	Winter		55% (population not specified)	10x (population not specified)	Not Specified	55% (population not specified)	10x (population not specified)	Not specified
FYP Rural ⁵⁴	Summer Winter Combined	All adults (print); adults 18-49 (radio); residential; "hard to reach" areas	90% (80% each campaign; population not specified)	23x (9x each campaign, population not specified)	52,000,000 (print; population not specified); 70,000,000 (radio, population not specified)	90% (80% each campaign; population not specified)	23x (9x each campaign, population not specified)	52,000,000 (print, population not specified); 70,000,000 (radio, population not specified)

Sources: FYP General: "SWM&O, Reviewing the 2006 Campaign.ppt"; "2007 Marketing and Media Campaign.ppt"; Interview with Fraser (1/28/2008); FYP Rural: "RS&E Presentation to PAG.ppt"; FYP Spanish: "UTEEM 2006-2008 Marketing Plan.ppt"

⁴⁸ Reach goals for FYP General campaign are for adults 35-64 statewide; goals for the FYPR campaign are defined for Rural Californians

⁴⁹ Frequency goals for FYP General campaign are for adults 35-64

⁵⁰ There is variation in how the campaigns define IMP in their planning documents and media buys; see below

⁵¹ FYP General campaign includes an ethnic component, but reach & frequency goals for the ethnic campaign were not found

⁵² 2006 overview document gives a goal of 37x; Fraser said the goal was 35x during the 1/28/08 interview

⁵³ 2007 planning document gives goal of 38x; Fraser said the goal was 35x during the 1/28/08 interview

⁵⁴ Assumed goals were for both 2006 and 2007

8.2 SWM&O Mass Market Target Audience

Geographic Targets

Combined, the FYPG and FYPR programs target all counties in the state of California with the exception of Modoc to the North on the Oregon border and Alpine to the east on the Nevada border (both of which are not served by any of the four IOU's funding the SWM&O programs). Each year, the CPUC provides RS&E with a list of rural zip codes. RS&E structures their media strategy to prioritize zip codes with the most IOU households; zip codes with fewer than 100 IOU homes are not targeted to ensure efficiencies in the spend.⁵⁵ While the FYPG program targets all counties with its TV and Radio buys (with the exception of those already mentioned), FYPR uses the aforementioned zip codes to supplement the FYPG coverage with additional media outlets. We describe these outlets later in this chapter.

Demographic Targets

Both SWM&O programs use upfront market research to tailor their media buys towards particular segments of California residents.⁵⁶ The FYPG campaign defines its target audience as California residential customers (including homeowners and renters) between the ages of 35 and 64. The target audience is further defined as married, educated, and having a household income of over \$50,000; in 2007 the campaign skewed its media buys towards women (meaning that media buys were biased towards outlets that are more frequently watched by women).⁵⁷ Marketing research conducted by the Flex Your Power-General marketing contractor, Fraser Communications, indicated that advertising directed towards this audience could affect particular energy-saving behavioral changes (using more efficient light bulbs, using less energy demanding equipment when the temperatures increase [e.g., fans], and buying more energy efficient appliances). The campaign identified two additional subsets of the target audience to target in 2007: adults 25-34 and "influentials/opinion leaders."

The FYPR campaign supplements the FYPG program by targeting "hard-to-reach" IOU customers living in rural areas of California who can be difficult to reach with mass media.⁵⁸ These customers are predominately white (with Hispanics as the largest minority), live in both single- and multi-family homes, and are underserved in terms of the availability and quality of services. In addition, this segment has higher rates of energy consumption due to geographic location and lifestyles (e.g., inland climate zones and farming).⁵⁹ FYP-Rural print advertisements were targeted at all adults ages 18-64, while radio advertisements were targeted at a younger population, adults 18-49, to compensate for the older skew of newspaper readers.⁶⁰

Overall, programs' demographic targets are very broad, and do not sufficiently segment to (1) effectively target Californians with tailored media outreach approaches; and (2) ensure

⁵⁵ FYP-Rural, "Narrative.doc," 2008.

⁵⁶ These research efforts are explained in greater detail in Chapter 7.

⁵⁷ FYPG, "2007 Marketing & Outreach Campaign.ppt," 2007.

⁵⁸ FYP-Rural, "RS&E Presentation to PAG.ppt," 2006.

⁵⁹ Ibid.

⁶⁰ FYP-Rural, "Media Rationale.doc," 2007.

efficiencies in their media spend. With the exception of rural-market considerations, the SWM&O programs rely on the same media outlets for all of segments - however broadly defined - and presume that a mass media driven campaign is well suited to all Californians. In addition, the broad age targets may not create the most efficient, or effective, buy when attempting to reach Californians. The SWM&O programs need to utilize a statewide, strategic segmentation scheme to better tailor marketing and outreach efforts to the specific media habits and needs of each segment. The segments must be developed through upfront market research.

8.3 SWM&O Mass Media Campaign Strategies

Flex Your Power-General Mass Media Strategy

360 Surround Marketing Strategy

The FYPG media strategy and buys are implemented by a subcontractor, Fraser Communications. The FYPG program used multiple advertising formats as part of the campaign's "360 surround" approach intended to "maximize message awareness, reach, and impact."⁶¹ Formats included TV, radio, online, and outdoor advertisements. To identify the most effective TV and radio stations to reach the target audience, to identify the most effective media in reaching the target audience, the FYPG campaign used MediaMark Research & Intelligence (MRI) data. As a result of this research, the FYPG campaign focused 46% of its residential campaign on TV in 2007 (information on the breakdown of the 2006 campaign was not available).⁶² The remainder of the residential campaign was split among radio, online, and outdoor advertisements.

FYPG and Flex Alert Synergies

As noted earlier, the FYPG program and its sister program, Flex Alert, share the same media buys in order to generate efficiencies in media placement. Namely, the strategic demands of the Flex Alert demand response program drive the seasonal timing of the SWM&O program's mass media efforts and thus the SWM&O programs conform to their general energy efficiency media schedule to the seasonal demands of the Flex Alert program. The FYPG program purchases media flights in two week time periods throughout peak cooling seasons in the summer in order to ensure that media spots are available when Flex Alerts are called. The FYPG program purchases time over the summer season so that the program can rotate in Flex Alert advertisements when they are called. In addition, the campaign places messaging during the peak power usage period (4-7pm) to better maximize synergies with Flex Alert and ensure that the program has secured media buys when Flex Alerts are most likely to be called.⁶³

While this synergy with Flex Alert may generate efficiencies in spend, the SWM&O programs need to consider how the Flex Your Power energy efficiency campaign may be negatively

⁶¹ Ibid.

⁶² FYPG, "2007 Marketing & Outreach Campaign.ppt," 2007.

⁶³ Note: The Flex Your Power-General energy efficiency program and the Flex Alert program are both managed by Efficiency Partnership. To ensure cost efficiencies, Flex Alert advertisements are rotated in during constrained times and thus the FYP program implementers buy during constrained times to accommodate the demand response program needs.

affected. Namely, the Flex Your Power energy efficiency campaign shares its media buys and reach and frequency goals with the Flex Alert program, thus obscuring the actual reach and frequency of the energy efficiency program. In addition, the synergies limit the seasonality of the energy efficiency campaign when certain target measures, such as CFLs, may be justifiably aired throughout the entire year. Finally, media purchases during peak times (e.g. 4-7pm) are relatively expensive as compared with other time spots, and may not be the most cost effective time of day for the energy efficiency target audience. As stated earlier, the ODC evaluation team understands that these synergies may be necessary given budgetary constraints, however the CPUC and IOUs need to consider the potential limitations for both Flex Alert and FYPG in running these programs through the same media buys and a consequential loss of outreach effectiveness.

FYPG and FYPR Strategy to Eliminate Duplication

In 2004-2005, the SWM&O programs, FYPG and FYPR, worked as independent campaigns to target their audiences. Working autonomously, however, caused a great deal of overlap in media buys, with certain DMAs and MSAs covered by each program's marketing efforts. While this was due, in part, to the large geographic reach of media buy territories (with a single DMA or MSA covering both urban and rural zip codes), it was determined that the SWM&O programs could have avoided this overlap by creating an integrated, overarching framework to target the state and to increase communication between SWM&O program implementers.⁶⁴ Since the recommendations from the 2004-2005 report were published, the SWM&O programs have made vast improvements to minimize overlap of marketing efforts between the FYPG and the FYPR programs and have better coordinated their mass media marketing strategies for the 2006-2008 campaign seasons. Through increased communication and synergistic media strategies, the FYPG and FYPR programs work in tandem to better and more efficiently target California's English-speaking population. Below we outline the programs' mass media strategies for the 2006-2008 program cycle. Note non mass media strategies and efforts are outlined in Chapter 11, Analysis of the Flex Your Power Website and Chapter 12, SWM&O Events.

Flex Your Power-Rural Mass Media Strategy

The FYPR campaign used a combination of print, radio, online advertisements, and community outreach events to extend energy efficiency messaging into rural areas that are underserved by other FYPG campaign efforts. The media strategy is based on the availability of various media in target areas and the overlap of messaging from the FYPG campaign.

Mass Media Counter-Flighting and Geographic Targeting

Since most of the targeted areas receive TV and radio messaging from the FYPG campaign, the FYPR program sought to minimize this overlap through strategic ad placement. In 2006, RS&E tried to minimize the overlap by "counter flying," airing FYPR advertisements on weeks that were not targeted in the FYPG efforts.⁶⁵ In 2007, the FYPR media strategy was altered to further minimize overlap, and radio advertisements were only purchased in very remote areas not reached by the FYPG campaign.⁶⁶ This shift reduced the campaign's radio spending, enabling

⁶⁴ Findings and recommendations drawn from the "Evaluation of California SWM&O Programs PY2004/2005" delivered to the CPUC on June 25th, 2007

⁶⁵ Ibid.

⁶⁶ FYP-Rural, "Media Rationale.doc," 2007.

the purchase of online ads and additional print ads which helped to better target the rural audience, whose media habits differ from urban audiences (namely that newspapers are still popular sources of information among the rural audience).⁶⁷ ⁶⁸While this shift in 2007 is evident in media planning documents, without joint reach and frequency goal statements we cannot discern the cumulative reach of the rural market.

Negotiation of Added Value and Media Partnerships

In addition to these overarching strategies, both the FYPG and FYPR programs make use of added value opportunities and media partnerships.

Added Value

Added value was an important media strategy identified by the FYPG ad campaign. Campaign planning documents described added value as a way to “enhance the impact and response to the FYP messages from those with the greatest propensity to respond.”⁶⁹ When a purchase is made that includes added value, it is essentially obtaining free services in addition to the paid service. Added value packages were one criterion the campaign used to decide which stations and formats to select. Negotiated added value included bonus spots, PSAs, vignettes, billboards, news and traffic sponsorships, online and outdoor advertisements, on-air interviews, and e-mail blasts. For the 2007 program year, the FYPG program estimated the value of its negotiated value as part of its overall media buy: (1) 19% of spot TV ads; (2) 27 % of cable advertisements; (3) 33% of Sports/News TV; (4) 59% of spot radio; (5) 27% of radio traffic advertisements; (6) 55% of media partnerships; and (7) 42% of Outdoor.

FYPR negotiated added value as well for both their newspaper and radio buys. For newspaper, the FYPR negotiated reduced costs in ad placement to afford 9% more exposure. For website banners, the average savings, or "added value", was 30%. For radio, RS&E was able to negotiate costs in order to increase advertising exposure by at least 20%.⁷⁰

In addition, FYPR trains its CBOs to generate earned media, or press coverage, at local events. FYPG generates added-value and news coverage through negotiation of media partnerships (described below). Note that each program implementer quantifies the benefits of added-value opportunities differently, thus the differences in examples of figures and efforts do not indicate an absence of efforts or savings.

⁶⁷ Ibid.

⁶⁸ Note that ads run by FYPG are for the general mass market, and may not reflect the specific attitudes and beliefs of the rural market.

⁶⁹ Ibid.

⁷⁰ RS&E added value figures provided by RS&E to ODC on July 3rd, 2008.

Media Partnerships

The FYPG campaign established media partnerships, defined as mutually-beneficial partnerships with TV and radio stations, to deliver non-advertising communications during both the 2006 and 2007 campaigns. FYPG purchased these partnerships and provided editorial content to the partner station, which in return would produce and run vignettes, incorporate energy efficiency information into news and weather reports, and provide a number of online elements (e.g., energy saving tip boxes on station websites, e-mail blasts).⁷¹ Media partnerships were cited in campaign planning documents as integral to the campaign strategy with seven total media partnerships gained in 2007 (five radio partnerships and two TV partnerships statewide). Note that FYPR uses media partnerships for its Spanish-language targeting, are covered in Chapter 10, SWM&O Spanish-Language Efforts.

8.4 Analysis of the SWM&O Media Buys by Outlet

Each mass media outlet has strengths and weaknesses both in terms of overall effectiveness and reach and frequency. Because of this, media planners often utilize a strategic and diverse media mix to achieve the widest reach and increased frequency needed for an effective awareness campaign. Throughout this section, we analyze the media buy and schedule overall and assess the following for each media outlet: (1) What was purchased; (2) the utility or value of the outlet; (3) data used to inform the purchase of the media; (4) the geographic reach of the purchase; and (5) insights gained through our analysis of the media buys. Insights are drawn from our assessment of the geographic coverage of the SWM&O efforts by media outlet, and for FYPG, our analysis of the programs' media buys based on our Los Angeles IMMI case study.

Overview of Media Buys

Both FYPG and FYPR utilize a wide variety of media outlets to target California's general population. The table below illustrates the programs' expenditures by media outlet.

⁷¹ Ibid.

Figure 9: FYPG 2007 Media Spend⁷²

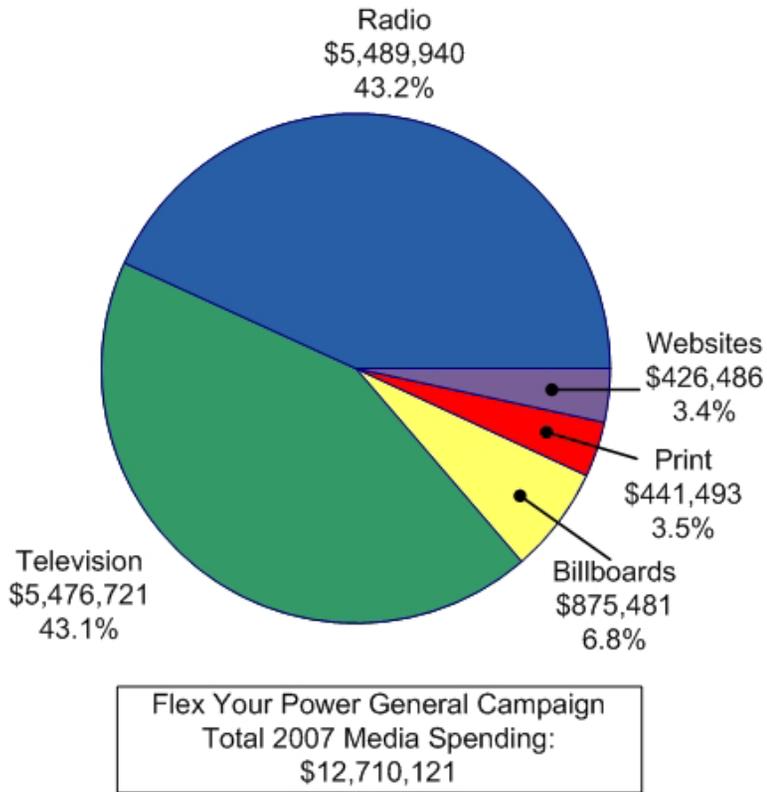
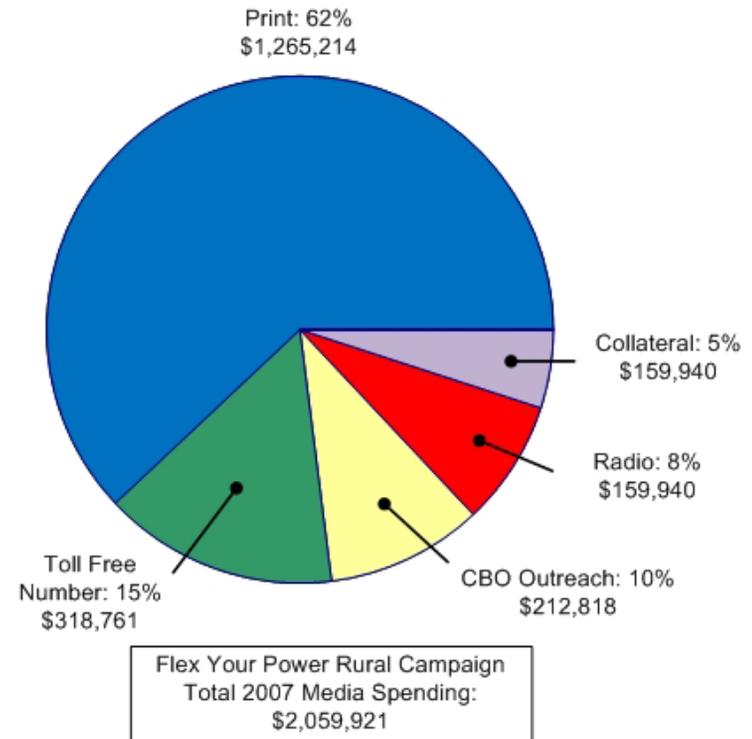


Figure 10: FYPR 2007 Media Spend⁷³



⁷² Note FYPG radio and TV spends include the Ethnic media buys and Flex Alert media inserts and do not fully represent the spend for the English only energy efficiency campaign. The ODC evaluation team could not disaggregate the data from the budgets provided but these figures were provided to give a ball park sense of the data.

⁷³ Note the FYP print and radio spending does not factor in the dollars each Community Based Organization spent placing advertisements on local radio and print.

In 2007, the SWM&O programs spent approximately 5.5 million dollars on its English language TV advertisements, \$5.6 million on radio advertising, \$875,000 on outdoor advertising, and \$1.2 million dollars on print advertising. The ODC team sought to determine whether the media spend was effective based on an analysis of earned impression, but could not obtain media buy figures to definitely attribute the media spend to outcome.

SWM&O Seasonality and Flight Schedule

The SWM&O programs run their media placements in two-week flights throughout the summer and winter months. As the table indicates below, the SWM&O programs place relatively even buys within each program season. However there are differences across seasons. Notably, FYPG program devotes most of its dollars to summer to coincide with peak grid constrained times for the Flex Alert campaign. The table below outlines the combined flight schedule for FYPG and FYPR in 2007:

Table 28: SWM&O 2007 Mass Market Campaign Flight Schedule

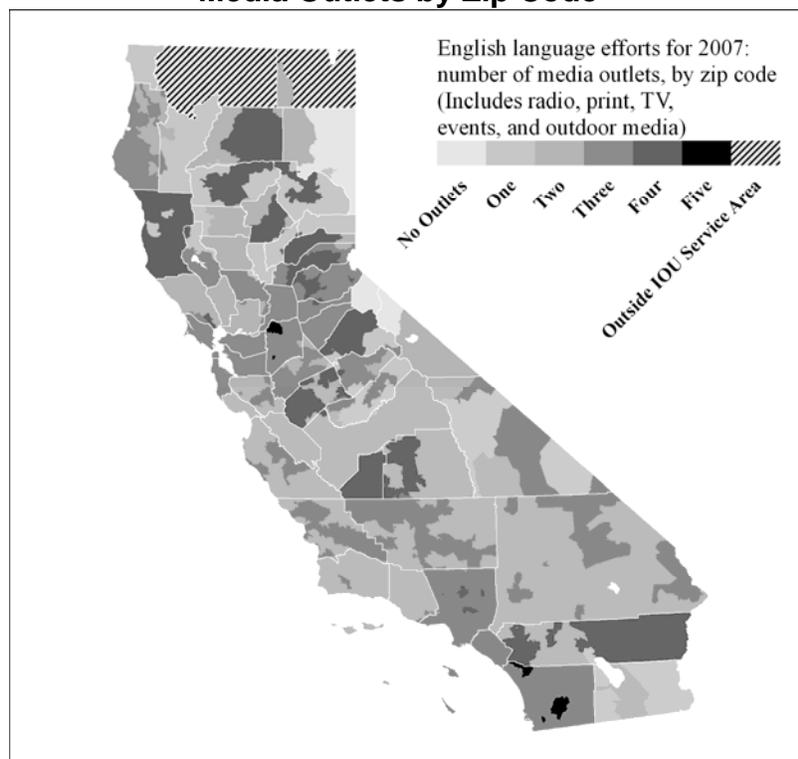
Week Beginning Monday:	June				July					August				Sept.				October					November				December				Spots		
	4	11	18	23	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24			
FYPG																																	
Television (Top 4 Markets)	220	220	220		220	220			220	220			220	220																		2420	
Television (7 remaining markets)	125	125	125		125	125			125	125			125	125																		1375	
Radio (Top 4 Markets)	190	190	190		190	190			190	190			190	190													150	150	150	150		2690	
Radio (Remaining Markets)	200	200	200		200	200			200	200			200	200													135	135	135	135		2740	
Outdoor Media					LA/Inland Empire, SF Bay Area, Sacramento, and San Diego																												
Online	Residential Summer Campaign														Residential Fall/Winter																		
FYPR																																	
Radio (Rural Markets)				420	420	420			420					420	420	420			420	420					420	420			420	420		420	6300
Print (Rural Markets)				131	67	131	20		131	20				131	67	131	23		131	23					131	131	27		131	72	90	73	1948

When we examine the flight schedule for overall campaign flow, we find that the “top 4” market buy for FYPG was quite evenly spaced (2 weeks on, 1 week off, 220 spots/week) throughout the summer, with the only nod to the campaign kickoff being an extra week in the first month (June). This was paralleled at lower rates in the other 7 markets (although the radio spot buy was higher in the smaller markets). However, it is common practice when introducing a new campaign or strategic approach to concentrate the spot buy in the first few weeks in order to stimulate impact and “buzz.” This was not the case in 2007. In the future, the SWM&O programs should consider using this approach. In addition, the FYPG winter radio spend (when considering the spend for the year) is relatively light for a statewide effort and the SWM&O programs should consider increasing their winter radio buys.

Statewide Coverage by Media Outlet

To better understand the reach of the SWM&O English-language efforts, it is important to examine the combined reach of FYPG and FYPR efforts across the state. Figure 11 below demonstrates the SWM&O program’s reach and media intensity by number of media outlets (e.g. radio, TV, print, Events, etc). Note that radio coverage is counted as a single media outlet rather than counting each radio station in every market. When we examine this map, it is evident that the FYPR and FYPG programs have effectively covered the state by employing multiple media outlets in most zip codes.

Figure 11: 2007 SWM&O English-Language Geographic Coverage by Number of Media Outlets by Zip Code⁷⁴



⁷⁴ No media activities occurred in Alpine County, which is only partially served by the program IOUs. FYP-General radio impressions for winter 2007 were not available; radio impressions for winter 2006 were used as a proxy.

As Figure 11 demonstrates, most of the state is covered by a minimum of two and up to four different media outlets during the campaign season. However, depth of coverage is determined less by reach and more by media outlet. Namely, not all marketing and outreach efforts add depth to the Flex Your Power campaign, and efforts such as print and events are widely known to provide more in-depth, substantive information than radio and TV advertisements. In particular, events add a highly localized and substantive “presence” to a campaign that cannot be generated through mass media efforts. Dually, they have the potential to generate earned, or unpaid, media coverage.

When we examine the map closely, the practice of dividing the SWM&O efforts by target audience (e.g. rural vs. statewide) has resulted in uneven coverage throughout the state, with many rural areas receiving double the coverage and benefiting from FYPG’s TV and radio coverage as well as FYPR’s print and event outreach. The maps indicate that urban areas may be underserved as a result, and do not benefit from FYPR’s granulated, more localized coverage through events, print, and small, local radio outlets.

This gap appears to be an unintended result of the bidding process rather than oversight on the part of the SWM&O programs. Namely, that by dividing the SWM&O programs’ roles based on English language sub-targets (e.g. the Rural audience) the CPUC and IOUs have inadvertently generated an outreach plan with regional disparities in coverage. It is important to note that this is due to the contract design, not oversight on the part of the implementers. To remedy this, the CPUC and IOUs need to consider re-defining the SWM&O programs’ roles in terms of outreach method (such as print or events) rather than by target audience. Namely, the CPUC and the IOUs should rely on the strengths of each SWM&O program implementer and allow RS&E to generate a statewide CBO and grass roots program to supplement Efficiency Partnership’s mass media and website efforts. This approach will allow the SWM&O programs to align under a single statewide segmentation scheme with clear and unified reach and frequency goals. In particular, the CPUC and IOUs need to expand FYPR’s CBO and Print outreach into urban markets and FYPG’s outdoor efforts into rural markets, - thus ensuring that each region of the state is evenly targeted by the SWM&O programs. Dually, the CPUC and the IOUs need to expand the budget of the current FYPR campaign to ensure that the program has adequate funding to effectively target urban markets through its CBO efforts. Note we discuss the role of Staples Marketing for FYPS Chapter 10 and their role in managing a statewide Spanish-language campaign.

Analysis of Television Buys

The FYPG campaign focused the majority of their TV impressions in the four DMAs with the largest populations: Los Angeles, San Francisco-Oakland-San Jose, Sacramento-Stockton-Modesto, and San Diego. TV advertisements were run in the summer months *only*. Table 29 details the TV buys by DMA:

Table 29: SWM&O Television Impressions by Designated Media Area (DMA)

DMA	DMA Population (12+) ^a	FYP-General GIMP 35-64 (000s) ^b	
		2006 Summer	2007 ^c Summer
Los Angeles	13,541,900	117,633	147,041
San Francisco-Oakland-San Jose	5,866,600	63,312	68,683
Sacramento-Stockton-Modesto	2,917,300	23,733	28,531
San Diego	2,416,100	22,639	25,863
Fresno-Visalia	1,371,200	7,458	8,238
Monterey-Salinas	614,600	3,481	3,634
Santa Barbara-Santa Maria-San Luis Obispo	569,500	3,213	3,249
Bakersfield	487,200	2,740	3,042
Chico-Redding	411,toll free	2,427	2,845
Palm Springs	268,700	1,864	1,900
Yuma-El Centro	258,200	7	7
Eureka	137,000	853	toll free
SUB TOTAL		249,353	293,826

a. Source: <http://www.truckads.com/Markets/>

b. FYP-General 2007 buy reports include GIMP 25-64.

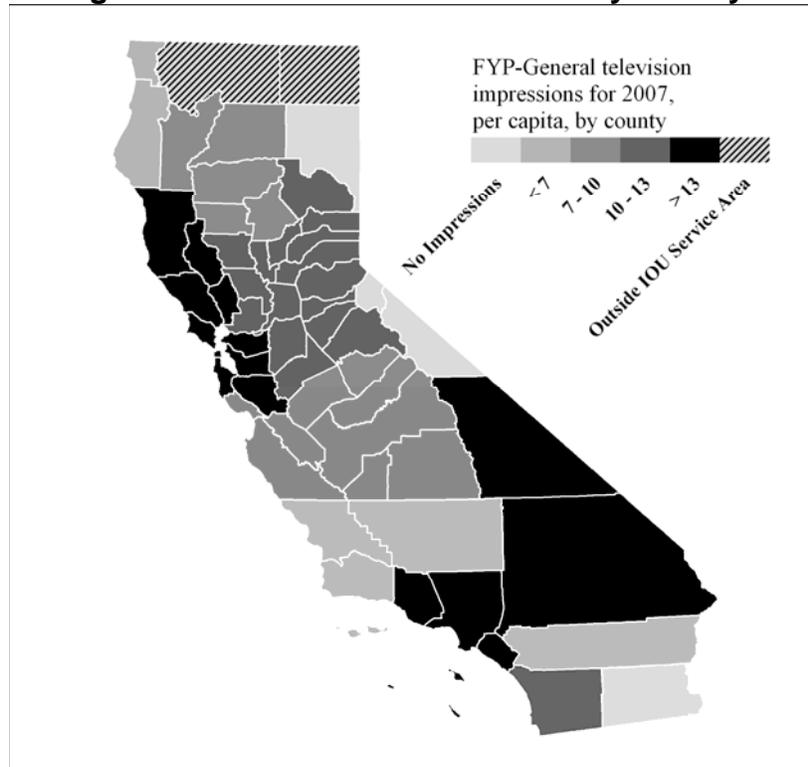
c. We are missing winter 2007 media partnership data.

Sources: FYP-General: Campaign media buy reports/summaries.

When we examine these figures to assess statewide coverage per capita, we find that the FYPG program is effective in reaching the entire state with its TV buys.

Figure 12 demonstrates the SWM&O programs' TV coverage, as purchased by FYPG. Note the map also clearly demonstrated the programs' emphasis on the aforementioned DMAs.

Figure 12: SWM&O 2007 TV Reach by County⁷⁵



When we examine the programs' reach through TV more closely, we find that the programs may be able to generate much efficiency through building their reach in radio, not TV. As commonly know, TV has a very large reach but it is also very expensive. Because of its large audience and high cost, TV is typically used for reach but not frequency (which is typically built through the less expensive outlet, radio) in programs like the SWM&O that have a limited advertising budget. When we examine the FYPG Los Angeles DMA spend by TV and radio compared with the IMMI findings, it clearly demonstrates that the FYPG has effectively used its TV purchase to reach, at a minimum, 72% of the LA panel.

⁷⁵ When an outlet, such as a TV station, reported coverage for multiple counties, it was assumed that per-capita impressions were equal in the specified counties. These calculations were based on population data from Census 2000. For English media, the total 18+ population was considered. The impressions/TRPs per capita for English-language media campaigns is calculated by dividing total impressions for each geography by the total 18+ population of each geography. No media activities occurred in Alpine County, which is only partially served by the program IOUs.

Table 30: Los Angeles Case Study of Media Buys and IMMI Data by Radio and TV

	Media Buy Detail				IMMI Panel Findings		
	Ads Purchased	%Total Ads Purchased	TRP (25-64)	Average IMP (000s) /Ad	2007 Total Ads Monitored ^a	Panel Reach ^b	Panel Frequency ^c
Radio	2,621	44%	1,510.9	29	653	55%	3.5
TV	2,520	58%	1,197.4	43	1347	72%	5.6
Total	4,314	100 %			2000		

^aRepresents total number of advertisements monitored by IMMI's panelists' cell phones.

^bRepresents the percent of panelists exposed to at least one FYPG advertisement.

^cRepresents the average number of times a given panelist was exposed to a FYPG advertisement.

However, when we examine these figures more closely, we find that the FYPG campaign appears to be building the majority of its frequency through TV buys (5.6 panel frequencies for TV as compared to 3.5 panel frequency for radio) which is not the most cost effective outlet for building frequency. As such, the FYPG program may want to consider revising its media strategy to utilize less costly media outlets, such as radio and outdoor, including bus/train interiors and bus sides, to build its frequency instead of TV.

SWM&O Television Buys by Channel

The FYPG program targets its audience through TV advertisements purchased on both broadcast and cable TV stations. The table below details the programs' cable and broadcast buys by media outlet:

Table 31: Los Angeles Case Study of Media Buys and IMMI Data TV by Cable and Broadcast

Type of Station	Media Buy Detail					IMMI Panel Findings		
	Ads Purchased	%Total Ads Purchased	TRP (25-64)	% Total TRP (25-64)	Average IMP (000s)/Ad	2007 Total Ads Monitored ^a	Panel Reach ^b	Panel Frequency ^c
Broadcast	1,108	44%	1,097.8	92%	75	1079	63%	5.1
Cable	1,412	56%	99.6	8%	17	269	32%	2.5
Total	2,520		1,197.4			1347		

^aRepresents total number of advertisements monitored by IMMI's panelists' cell phones.

^bRepresents the percent of panelists exposed to at least one FYPG advertisement.

^cRepresents the average number of times a given panelist was exposed to a FYPG advertisement.

Based on our review of this data, it appears that Flex Your Power programs' cable and broadcast buys appear to be translating into comparable reach and frequency figures among the panelists. For broadcast TV, the FYPG program used MRI and Nielsen research for the 2007 campaign that indicated that the programs that ranked highest with the target population were primetime shows (particularly dramas); news and documentaries; talk shows (both late night and afternoon); entertainment shows (e.g., "Entertainment Tonight"); and sports.⁷⁶ Due to limitations in the media buy data, we are unable to confirm whether or not advertisements were placed in these categories and/or during these day parts.

⁷⁶ FYPG, "2007 Marketing & Outreach Campaign.ppt," 2007.

As touched on earlier, FYPG also conducted research to assess the most appropriate channels to target their audience. FYPG research indicated their target audience is 8% more likely to be “heavy cable viewers” than the average Californian. In particular, homeowners are more likely than average to watch cable TV.⁷⁷ To guide cable TV buys, FYPG used research on the target audience’s cable network preferences and targeted appropriately. In 2007, cable buys were used to broaden the targeted audience, and the campaign purchased ads on male and female skewing networks as well as on more “mass reach” networks.⁷⁸

Table 32: Los Angeles Case Study of Media Buys and IMMI TV Data by Cable Channel

Media Buy Detail					IMMI Panel Findings	
Cable Station	Ads Purchased	% Total Ads	TRP (35-64)	TRP (25-64)	Panel Reach ^a	Panel Frequency ^b
Fox Sports	449	31.8%	203.5	99.6	9.0%	1.8
A&E	175	12.4%	33.0	n/a	3.9%	1.7
MSNBC	110	7.8%	22.0	n/a	3.3%	1.5
History Channel	89	6.3%	54.5	n/a	4.5%	1.4
HGTV	88	6.2%	35.2	n/a	1.5%	1.4
CNN	88	6.2%	29.7	n/a	2.4%	1.1
Animal Planet	88	6.2%	17.6	n/a	n/a	n/a
FX	61	4.3%	25.5	n/a	3.6%	1.1
Oxygen	55	3.9%	11.0	n/a	n/a	n/a
Golf	55	3.9%	n/a	n/a	0.3%	1
USA	44	3.1%	48.4	n/a	2.4%	1.4
Fox News	44	3.1%	26.4	n/a	1.5%	1.8
Food Network	44	3.1%	24.2	n/a	1.2%	1
Discovery	22	1.6%	13.2	n/a	2.8%	1.2
<i>Total</i>	<i>1,412</i>		<i>544.2</i>	<i>99.6</i>		

When we analyze the media buys, we find that the greatest number of cable TRPs were gained through advertisements placed on Fox Sports, the History Channel, and USA. When we examine the IMMI panel reach, our data conforms to this hierarchy, with the exception of USA which ranks below A&E and FX in panel reach. Overall, our findings indicate that the IMMI panelists’ exposure generally conforms or matches the media buys placed by FYPG. Notably, when we examine the panel skew by gender, we find that the IMMI panel exposure skews male rather than female as planned by the FYPG campaign. Of IMMI panelists, males had the highest overall exposure to the FYPG campaign, at 54% as compared to females (33%). This may be due, in part, to the cable media buys whose channel viewership appears to skew male among the top placement (Fox Sport). However, greater investigation into this trend is necessary to determine how the current media strategy may be over exposing males to FYPG messaging as opposed to the intended female skew.⁷⁹

⁷⁷ Ibid.

⁷⁸ Ibid.

⁷⁹ Note that the Flex Alert evaluation, conducted by Summit Blue Consulting, recommended that the Flex Alert campaign place more advertisements on first-run programs during summer months. We did not investigate ad placement by TV programming for this report.

SWM&O Television Buys by Time of Day

To further evaluate the TV buy, the ODC evaluation team analyzed the TV spend by prime time and non-prime time placements. Table 33 demonstrates the programs media buy by prime time and non-prime time placements.

Table 33: Los Angeles Case Study of Media Buys and IMMI TV Data by Prime Time

Media Buy Detail							IMMI Panel Findings		
Time of Day	Ads	% Total Ads	TRP (35-64)	% Total TRP (35-64)	TRP (25-64)	Average IMP (000s) /Ad	2007 Total Ads Monitored ^a	Panel Reach ^b	Panel Frequency ^c
Prime Time	1265	50%	630.2	35%	202.5	24	317	45%	2.1
Non-Prime Time	1,255	50%	1,185	65%	995	643	1030	64%	4.8
Total Ads	2,520		1,815.3		1,197.4		1,347		

When we examine the media spend, prime time advertisements comprise approximately 50% of the media placement. These advertisements are more expensive than non-prime time ads, so these figures do not indicate an equal expenditure of media dollars. This is important to note here, as it appears that the FYPG campaign is gaining the bulk of its reach in the Los Angeles DMA (and a sizable portion of its frequency) through non-prime time ads, thus indicating that the campaign may be able to generate greater reach and frequency during non-prime time hours. Thus, the FYPG campaign may want to consider placing more TV ads during non-prime time spots in order to gain more buys for its dollar.

Analysis of Radio Buys

Radio is typically less expensive than TV and thus can be a good way to increase frequency of a message. Radio is often utilized in a media mix for promotional campaigns with explicit “calls to action” such as events, sweepstakes, or limited special offers because its relatively cost effective price tag allows a campaign to generate high frequency of exposure for substantially less cost. Both the FYPG and the FYPR programs use radio buys to target their audience. Table 34 provides details on the FYPG and FYPR radio impressions by MSA.

Table 34: SWM&O English Language Radio Impressions

Market		Population (12+) ^a	FYP-General TRPs 35-64 (000s) ^b				FYP-Rural Metros: Total Adult IMP (000s) Non-Rated Counties: Total IMP 12+ (000s)			
			2006		2007		2006		2007	
			Summer	Winter	Summer	Winter	Summer	Winter	Summer	Winter
RADIO METROS	Los Angeles	10,902,400	66,716	30,950	118,083	31,526				
	San Francisco	5,969,400	45,833	17,391	72,373	21,634				
	San Diego	2,515,100	12,504	5,117	24,869	7,065				
	Riverside-San Bernadino	1,828,500	10,278	3,297	8,996	4,186	10,590	5,295		
	Sacramento	1,805,200	10,114	4,759	23,507	6,100	10,103	5,051		
	San Jose	1,465,400	10,119	3,993	6,734	4,029				
	Fresno	734,600	5,327	1,125	7,870	2,298	4,252	2,126		
	Bakersfield	583,toll free	3,813	943	5,278	1,300	3,298	1,649		
	Stockton	561,400	3,347	973	2,561	1,326				
	Monterey-Salinas-Santa Cruz	556,900	3,828	1,129	4,805	1,377	3,296	1,648		
	Visalia-Tulare-Hanford	463,900		524		1,034	2,715	1,358		
	Modesto	427,toll free	2,716	740	2,054	1,005	2,453	1,227		
	Oxnard-Ventura	406,500	2,065	637	3,209	944				
	Santa Rosa	405,700	X	X	X	856				
	Victor Valley	393,toll free	2,327	526	3,044	767	2,106	1,053		
	Palm Springs	333,toll free	1,569	496	1,773	679	1,790	895		
	San Luis Obispo	231,300	1,243	432	2,394	591	1,277	639		
	Merced	217,900		262		503	1,211	605		
	Chico	189,toll free	977	349	1,554	415	1,025	513		
	Santa Maria-Lompoc	174,700	769	396	1,415	326	1,025	513		
Santa Barbara	171,000	998	307	1,828	238					
Redding	158,500	899	295	1,642	150	785	393			
Yuma-El Centro		X	X	X	62		62			
Eureka-Arcata		X	X	X	-26	627	-26			
Non-Rated Counties						2,813		2,496		
SUB TOTAL			185,422	74,731	293,989	88,384	46,553 (metros only)	88,384	4,992	2,496
YEAR TOTAL			260,153		382,373		72,643		7,488	

a. Source for metro populations: Arbitron, "Market Survey Schedule & Population Rankings," Fall, 2007.

b. FYP-General 2007 buy reports include TRPs 25-64.

c. "X" denotes markets in which ads were placed but IMP data are not available

Sources

FYP-General: Campaign media buy reports/summaries.

FYPG radio formats and stations were selected based on MRI and Scarborough research. This research indicated that the formats preferred by the FYPG target were (in priority order): sports,⁸⁰ news/talk, classic hits, classical, NPR, alternative rock, soft adult contemporary, and jazz.⁸¹ FYPG purchased both spot ads and traffic sponsorships to comprise their radio buys (MRI research indicated that the FYPG target was 16% more likely to listen to radio traffic reports than the average Californian).⁸² FYPG ads were purchased in a variety of lengths from 10 to 60 seconds, which the campaign viewed as a cost-efficient way to increase the impact of the ads.

When we examine the FYPG media ad placements in the Los Angeles DMA, we find that the programs' media purchases do not match their stated goals. Table 35 below shows FYPG's radio buys in the Los Angeles DMA:

Table 35: Flex Your Power-General Radio Station Buys by Preferred Format

Formats Preferred by FYP Target (in order of preference)	Type of Station	Ads	% Total Ads	TRP (35-64)	% Total TRP (35-64)	TRP (25-64)	% Total TRP (25-64)	Average IMP (000s) /Ad
2	News/Talk	2,762	46%	126290	43%	49900	52%	23
3	Classic Hits	670	11%	57280	19%	19200	20%	43
7	Adult Contemporary	733	12%	40570	14%	19310	20%	28
8	Jazz	243	4%	23810	8%	7820	8%	50
5	Public	413	7%	15560	5%	n/a	n/a	19
	Country	389	6%	14880	5%	n/a	n/a	20
	Other	198	3%	10010	3%	n/a	n/a	26
1	Sports	121	2%	2420	1%	n/a	n/a	10
4	Classical	76	1%	2080	1%	n/a	n/a	14
6	Alternative	22	0%	1320	0%	n/a	n/a	31
	Christian	110	2%	1100	0%	n/a	n/a	5
	Not Specified	286	5%	n/a	n/a	n/a	n/a	n/a
	<i>Total</i>	<i>6,023</i>		<i>2,953.2</i>		<i>962.3</i>		

Here, we see that the program's stated preferences for genre and format do not match their media buy placements. This may be due, in part, to traffic ad sponsorships, which are not accounted for in this table indicating spot ad placements in order to provide direct comparison with IMMI data.⁸³ However, the spot advertisement buys should align with the campaign strategy and this table demonstrates a clear discrepancy in the Los Angeles DMA.

⁸⁰ Note that the FYPG target audience skews female, thus it is unclear why sports were chosen as the primary programming placement for the FYPG campaign.

⁸¹ FYPG, "2007 Marketing & Outreach Campaign.ppt," 2007.

⁸² FYPG, "2007 Marketing & Outreach Campaign.ppt," 2007.

⁸³ Traffic ad sponsorships, which are read by radio announcers from a campaign-provided script, were not aggregated here because they cannot be tracked using IMMI.

FYPR radio advertisements were purchased to supplement the FYPG ads in remote counties. In 2006, radio ads were purchased both in metro markets and remote counties; however the FYPR chose to decrease the radio component of the campaign in 2007 to minimize overlap with FYPG radio advertisements. As such, radio ads were purchased only in remote areas not covered by FYPG buys in 2007. RS&E used data from Arbitron to evaluate the best stations, based on coverage and format, to reach the target audience in these areas.⁸⁴ Detailed information on the time of day, stations, and formats are not available for Rural buys due to a lack of detailed and verifiable buy data.⁸⁵

When we compare the FYPR program maps with the FYPG maps, we find that the SWM&O programs appear to effectively target the state. Notably, the FYPG programs radio advertisements clearly target more densely populated DMAs, while the FYPR media buys complement this purchase by focusing on more rural parts of the state. Figure 13 and

⁸⁴ FYP-Rural, "Media Rationale.doc," 2007.

⁸⁵ RS&E notes that there are challenges involved with running a rural media campaign, for example, most media in smaller markets are not measured or are measured infrequently. In addition, few media outlets are able to provide post buy data, and rural newspapers are not typically audited by third parties and thus cannot be verified through buy reports

Figure 14 demonstrate this finding.

Figure 13: 2007 FYPG Radio Impressions Per Capita by County

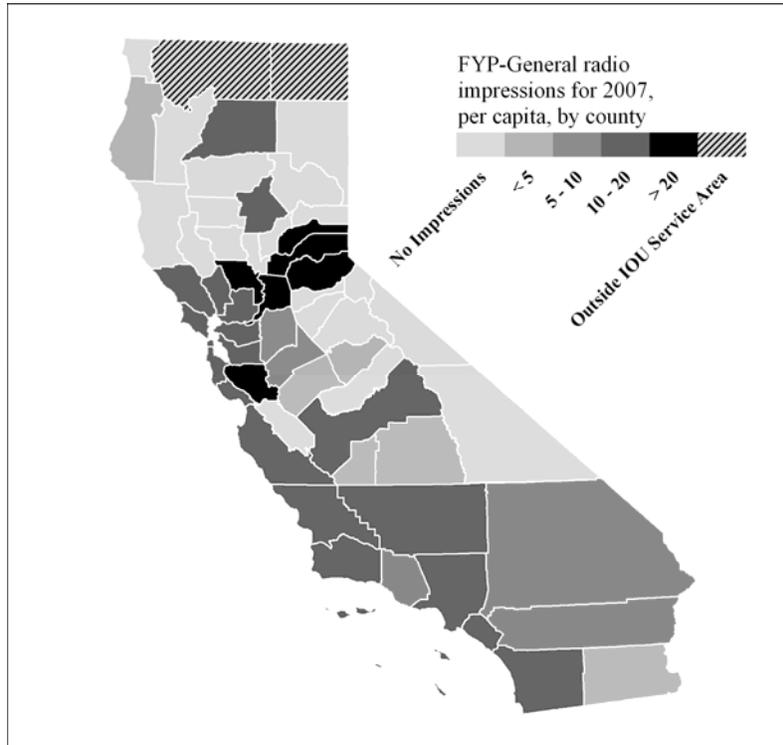
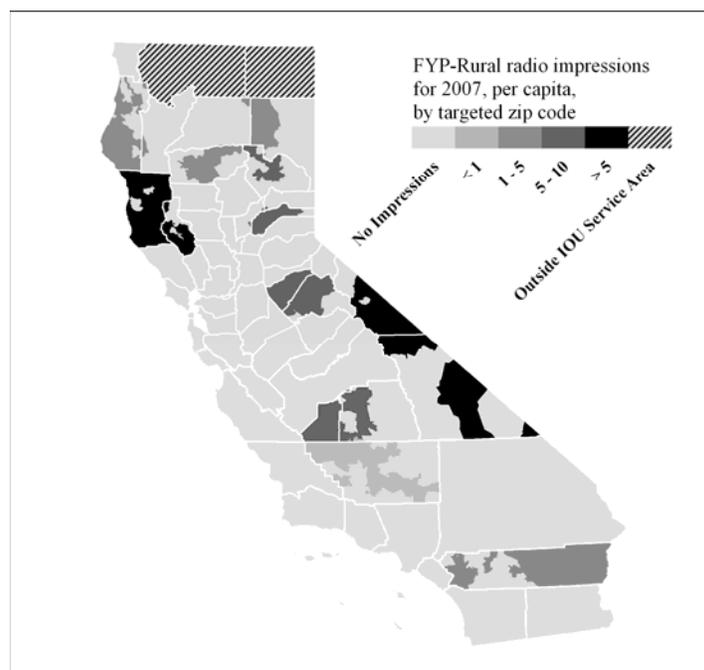


Figure 14: 2007 FYPR Radio Impressions by Zip Code Per Capita



Analysis of Online Advertisements

Online advertisements are an interactive media that are increasingly used in media strategies. One of the key attributes of online advertising is that it often delivers a “qualified” audience to the advertiser, meaning that the consumer clicking on a banner ad or a Google advertisement as part of an online search activity is clicking through because they are ready to purchase or take action. Additionally, the advertiser has the ability to “geo target” the audience (delivering advertising content on an individual’s geographic location), which can be effective in delivering customized messages to specific targets. Finally, the effectiveness of online advertisements is easy to track through the “click through rate” (CTR) an ad generates.

Both FYPG and FYPR used online ad placements to promote the Flex Your Power program and have embraced this format in the 2006-2008 program years, a notable change since 2004-2005. FYPG used an array of online tactics. In the 2007 campaign planning document, FYPG cited a study from the Radio Ad Effectiveness Lab which found that advertising recall is dramatically enhanced when Internet and radio advertisements are used together. Specific online tactics included placing banner advertisements on local internet newspaper sites and shopping sites (intended to reach people researching new appliances); search engine marketing (commonly referred to as “paid search” by media buyers); online contests; and geo-targeting.⁸⁶

FYP-Rural added an online component in 2007 using funds saved from reducing the campaign’s radio efforts. The online ads augmented the print and radio campaigns and were targeted to

⁸⁶ Ibid.

“lighter-than-average” broadcast users (e.g. those individuals who watch fewer hours of broadcast TV than the average TV viewer) and individuals that prefer to get their news online.⁸⁷ Banner ads were purchased on the websites of the 17 largest local newspapers used in the print campaign; the ads were not geo-targeted.⁸⁸

We investigate the affects of these online advertisements in detail in Chapter 11, Analysis of the Flex Your Power Website, and thus do not go into detail here.

Analysis of Print Advertisements

Although newspaper circulation and readership have declined, print can still be an effective means for reaching certain audiences and this medium also provides more substantive, in-depth and detailed information in each ad. The FYPR campaign relies heavily on print media. FYPR used several independent sources to plan their print strategy and purchased advertisements in 103 local newspapers in 2006 and 139 newspapers in 2007, placing between 12 and 24 advertisements in each paper over the course of the year.⁸⁹ Publications were chosen to provide coverage for targeted zip codes and to “saturate newsprint options within priority markets.”⁹⁰ In addition, FYPR utilized CBOs to place ads in local newspapers throughout the state to complement their Statewide ads. This allowed FYPR to gain more coverage at a lower rate. FYPR notes several benefits to the newspaper format, including the ability to accommodate longer ads and a visual component, as well as an announcement quality that can add immediacy and legitimacy to the message.⁹¹ Note: print was only featured in the FYP-Rural campaign and the ethnic portion of the FYPG campaign; the FYPG campaign found the medium to be cost-prohibitive for a statewide campaign even though research indicated heavy usage among the target audience.⁹²

The figure below details FYPR’s print advertisements per capita by zip code. Note that the program appears to target a number of rural counties in the center of the state, including Kings, Tulare, Merced, Amador, and Calaveras counties.

⁸⁷ Ibid.

⁸⁸ FYP-Rural, “Narrative.doc,” 2008.

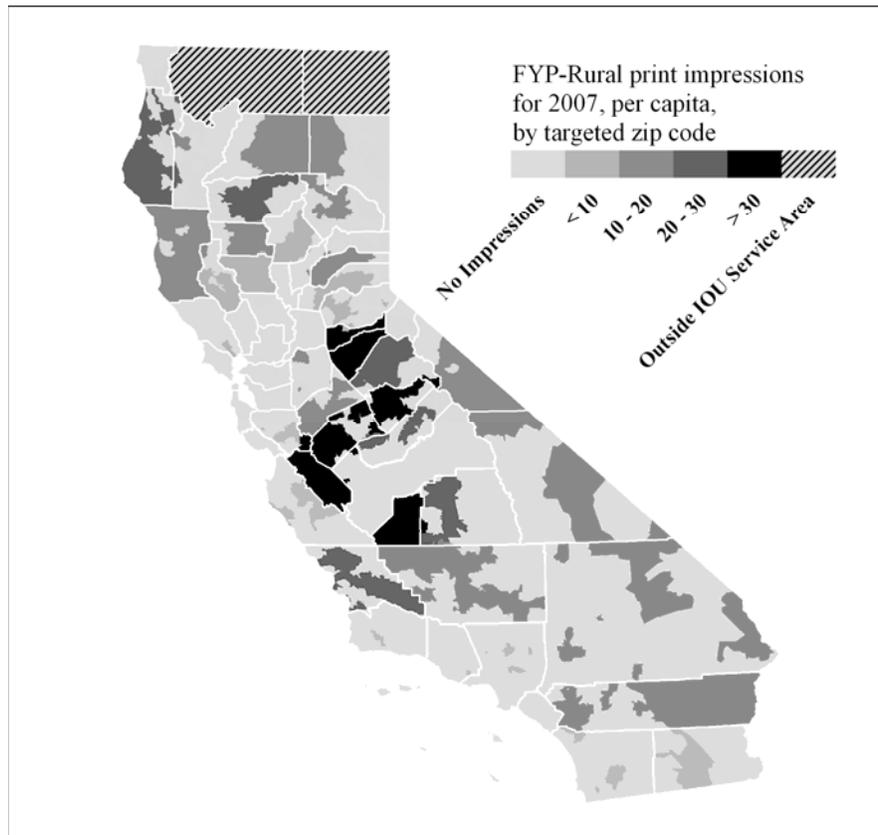
⁸⁹ FYP-Rural, “2006_CPUC_Media_Flowchart.xls,” 2006; “2007_CPUC_Media Flowchart.xls,” 2007.

⁹⁰ FYP-Rural, “Media Rationale.doc,” 2007.

⁹¹ Ibid.

⁹² FYP-General, “2007 Marketing & Outreach Campaign.ppt,” 2007.

Figure 15: Flex Your Power-Rural Print Impressions per Capita by Zip Code



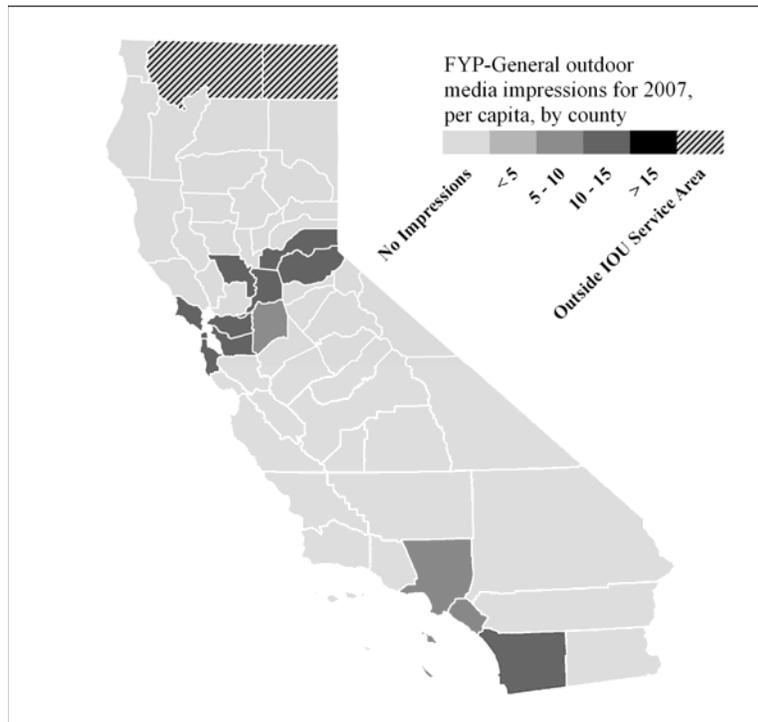
Analysis of Outdoor Buys

Outdoor media provides high reach and frequency and a visual communication of campaign messaging and logo to help reinforce the messages aired on TV and radio. Outdoor advertisements are low-cost alternatives to broadcast and print media and therefore are often used as support media in a mix to help reinforce messages from other types of media. FYPG purchased outdoor advertisements in the top 4 markets (Los Angeles, San Francisco/Bay Area, Sacramento/Stockton, and San Diego), which had the greatest volume of commuters to see the outdoor messages.⁹³ These outdoor advertisements were run between July 1st and September 1st in 2007, gaining approximately 336,571,647 impressions per market over the course of two months.

The outdoor strategy featured a combination of bulletins (commonly referred to by non-media buy public as “billboards”), bus sides, and transit units and provided visual communication of the FYP message and logo. The map below indicates the outdoor number of impressions per capita for the FYPG program.

⁹³ Ibid.

Figure 16: Flex Your Power-General Outdoor Impressions per Capita by County



Community Outreach Events

It is important to note here that community outreach activities are an integral of FYPR's outreach efforts. We discuss these efforts in much greater detail in Chapter 12, SWM&O Events.

Overview of Findings by Media Outlet

Overall, our findings indicate that the SWM&O programs' media strategy is decidedly more strategic and targeted than was the case for the 2004-2005 program years and that the programs have generated many efficiencies in targeting the urban and rural marketplace by counter flying and coordinating their media buys. In particular, the FYPR programs' effort to re-appropriate radio funds to online outreach demonstrates strategic and thoughtful use of the funds to minimize duplication of efforts.

Our analysis of the SWM&O program media strategy found that the FYPG and the FYPR programs are using best practices in placing their media buys through successfully negotiating added value in their media buys (such as additional spot ad placements) and developing media partnerships to ensure that their spend is maximized within growing financial constraints. It is important to note here that, as the SWM&O programs' budgets have remained static (even decreased when factoring in inflation) while the cost of media buys has steadily increased, up 5% since 2006 alone. Thus the SWM&O programs are attempting to meet the same reach and frequency goals with a decreasing media spend. This is a concern as the cost of traditional media outlets such as TV and radio are subject to continual increase. As such, the CPUC and IOUs need to consider the rising cost of media when allocating budgets to the SWM&O programs.

To manage better these increasing costs, the SWM&O programs need to consider placing TV advertisements on less expensive, but demonstrably effective, time slots outside of prime time. In addition, the SWM&O programs may want to consider placing fewer advertisements on broadcast, and concentrating more advertisements on cable.

Through our in-depth interviews, program implementers noted that mass media buys are not only expensive but also inflexible. In order to better negotiate added value and media partnerships, the SWM&O programs are expected to purchase media in 18 month or longer blocks, thus “locking in” the programs’ media expenditures well in advance of the campaign season. While this is an important practice to ensure that the programs generate cost efficiencies, it does limit their ability to allocate funds to unforeseen opportunities.

Traditional media outlets are considered important to building a campaign’s reach and frequency, but alternative, more cost-effective methods of generating reach and creating a buzz should be considered as viable methods to supplement mass media spends. Both traditional consumer product and social marketers are utilizing non-traditional, cost-effective formats for marketing and outreach efforts, such as New Media channels (social networking sites, viral flash, widgets, texting) guerilla marketing, and other grassroots media tactics. These non-traditional formats are known to generate a buzz and have the potential to leverage earned media.

To allow the SWM&O programs to better take advantage of unforeseen and non-traditional marketing tools, the SWM&O program implementers should allow for a flexible, ad hoc budget which will allow the implementers greater flexibility and responsiveness to last minute opportunities.

8.5 SWM&O Mass Market Marketing Efforts are Meeting Their Goals

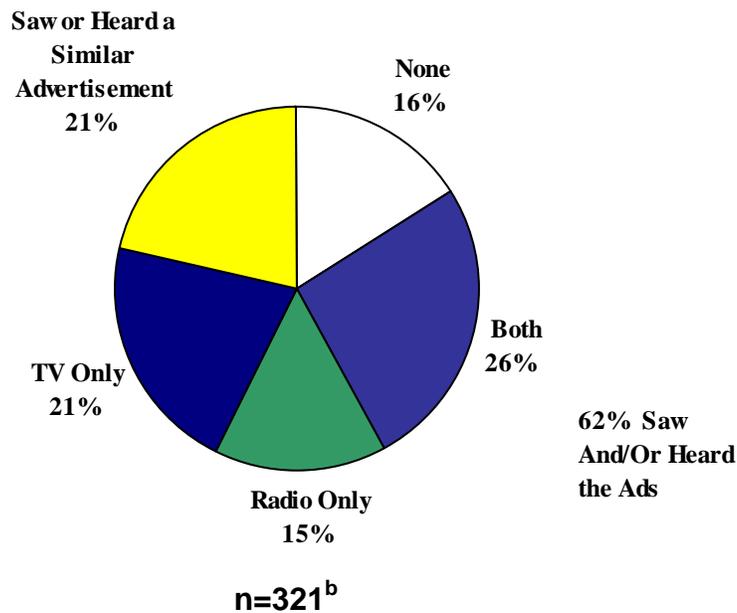
As shown above, the FYPG and FYPR programs’ reach and frequency goals are stated in terms of media buy placements, which based on our analysis of their media buy reports in the LA DMA and planning documents, the SWM&O programs have succeeded in meeting their goals. While we have posed a number of improvements that may be made for the 2009-2011 campaign cycle, overall the SWM&O programs have succeeded in developing a campaign strategy that reaches all zip codes in the state’s IOU territories. In addition to the findings outlined in the media analysis by outlet, Nielsen data provided by the Flex Your Power-General program shows that the campaign reached 95% of the state over the course of the year through their mass media campaign. Our own analysis found that the FYPG program has a very high reach when tracking coverage of the mass media advertisements only. Our team’s data demonstrated that 83% of panelists in the Los Angeles DMA were exposed to the Flex Your Power-General campaign over the course of the year.⁹⁴ While the two numbers are not comparable due to technological and geographical differences, both figures are considered good by industry standards.

⁹⁴ This data came from Integrated Media Measurement Inc. (IMMI). For the 2007 campaign year, the ODC team conducted a case study in the Los Angeles DMA with IMMI panelists. Panelists carry innovative cell phones that measure and monitor their exposure to commercial spot advertisements. Through this research, the ODC team found that 83% of panelists were exposed to FYPG advertising at least once during the 2007 campaign.

When we asked participants of our Content Analysis survey whether or not they recalled seeing the 2007 advertisements that were shown to them, 62% of all respondents shown an FYPG and FYPR advertisements recalled the advertisements shown to them during our survey.

When a respondent indicated they had not seen the specific ad before, we asked whether they had seen any similar advertisements to the ones they were shown.⁹⁵ About one-fifth of respondents who reported that they had not seen the advertisements shown to them did indicate that they had seen or heard similar advertisements (but not necessarily a SWM&O program ad). Taken together, a high percentage of respondents (87%) reported they had seen/heard the ads shown to them already or had seen/heard similar advertisements. Figure 17 illustrates these findings.

Figure 17: Statewide Campaign: Self-Reported Exposure to Flex Your Power or Similar Advertisements^a



^aRespondents were shown two TV ads and one radio ad.

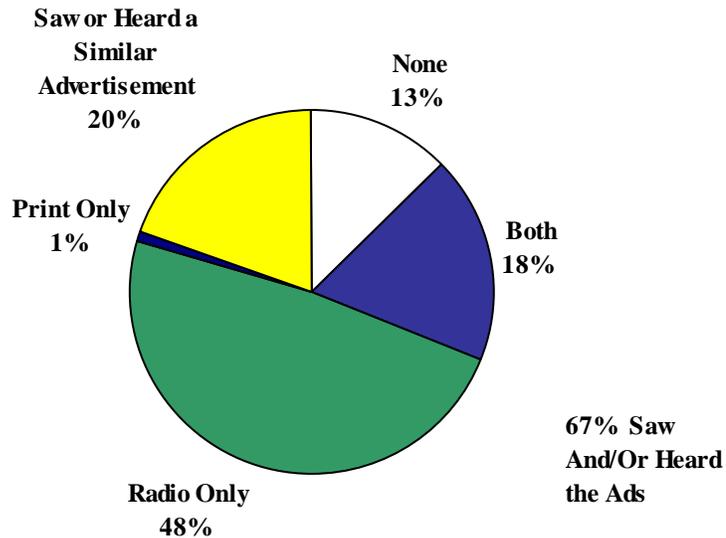
^bDue to rounding when the weights are applied, the total n here is 321 instead of 320.

When the percentages are combined, 67% of respondents in total stated that they had seen/heard the Flex Your Power-Rural advertisements shown to them during our survey. One-fifth of respondents remember seeing/hearing a similar advertisement. The findings for the FYPR program were similar. Eighteen percent of respondents having seen/heard at least one of the radio and one of the print ads before. Nearly half of respondents (48%) reported having just heard one of the radio ads. A small percentage of respondents (1%) had seen the print ad only.

⁹⁵ Note the definition of “similar advertisements” was left open to the respondent and may include Flex Your Power ads and non-Flex Your Power ads: “Have you seen/heard any advertisements similar to the advertisement played for you/shown to you here?”

Figure 18: Rural Campaign: Self-Reported Exposure to Flex Your Power or Similar Advertisements^a

n=203



^aRespondents were split into two groups – one group was shown 4 radio ads and 2 print ads, while the other group was shown 2 radio ads and 3 print ads.

These figures demonstrate that the SWM&O program has substantial reach, with 67% and 62% of those surveyed in Content Analysis recalling at least one advertisement shown to them by the FYPG and FYPR programs respectively. Our tracking survey will also measure advertisement recall and these findings will be provided in a subsequent write-up.

8.6 Recommendations

Overall, the SWM&O programs have made a number of significant improvements since our analysis of the campaign in 2004-2005. Namely, the SWM&O programs have:

- Successfully aligned their English-language efforts under a single, over-arching framework by developing synergies in their marketing and outreach efforts. In particular, the FYPG and FYPR programs have effectively minimized duplication of radio buys and ensured that the programs' radio strategy effectively counter-flights radio buys in rural markets.
- Developed strategic media targets through the use of primary and secondary research sources to inform the media placements for the FYPG program thus better defining and targeting their audience.

In addition to these improvements, our team found that the SWM&O programs are using best practices in media planning, ensuring that their media negotiations include added value. In addition, the programs have developed media partnerships and synergies that generate efficiencies in the SWM&O media spend and have added online advertisements as a central part of their campaign strategy. While these findings indicate that the SWM&O programs are meeting industry overall standards for media buys, a number of additional improvements can be made in terms of enhancing program coordination:

- The SWM&O programs, FYPG and FYPR, need clear and unified reach and frequency goals. Combining reach and frequency goal statements into a single format with uniform language use (such as consistency in using the term impressions), impressions goals by demographic, geographic, and media outlets would greatly enhance the transparency and verifiability of the SWM&O program goals and efforts.
- The SWM&O programs need to develop a unified marketing and outreach media strategy that clearly details the programs' Statewide efforts in a single document or implementation plan. As the SWM&O programs are now aligned under the Flex Your Power program, the FYPG and FYPR campaigns need to consider developing a unified media strategy for all English language targets that is tailored to the unique media habits of the state's rural and urban audiences.
- The SWM&O programs need to segment their audience and develop strategic outreach approaches tailored to these segments. Currently, the SWM&O programs' target audience is widely defined and lacks the segmentation necessary to truly target California's diverse population. Under the current strategy, the SWM&O programs use their media buys placements to determine the best venues for outreach, but do not consider the strategic use of media outlets and outreach tools to best target their segments. That is, the same outreach method may not work for each target segment. This would enhance the sophistication of the campaign and ensure that the programs' outreach methods are strategically aligned with the lifestyle and media habits of their targets.

In addition to these overarching recommendations on the SWM&O programs, the ODC evaluation team has identified the following specific areas for improvement:

- The FYPG program needs to consider doubling up the media buys on the first two weeks of each campaign season to help generate a "buzz" around the program.
- The FYPG program needs to reassess the way the program is building frequency through their TV media buys. Based on our IMMI findings, the SWM&O programs may be able to generate the same frequency at a lower cost by building more frequency through radio rather than TV placements. Namely, our research indicates that the FYPG campaign is building more reach and greater frequency through their non-prime-time ad placements in spite of relatively equal buys. Thus, the program may want to reassess the efficacy of prime time for its program. In addition, our IMMI findings indicate that the FYPG campaign is gaining relatively high reach on cable and may benefit from placing more cable TV placements.

In addition to these findings for the SWM&O program implementers, our reach and frequency analysis has generated a series of additional recommendations for the CPUC and the IOUs.

- The IOUs and the CPUC need to thoroughly consider separating the FYP general energy efficiency program from the Flex Alert Demand Response program. While the ODC team recognizes that this synergy may be necessary given the budgets of each program, it has a number of drawbacks that may hinder the efficacy of the general energy efficiency program. Namely, the FYPG programs' reach and frequency goals incorporate the Flex Alert Campaign, and thus evaluators and regulators cannot determine the reach and frequency goals for the FYP energy efficiency program independent of the Flex Alert Demand Response campaign. Currently, discerning the reach and frequency goals of the FYP campaign requires an in-depth examination of cumbersome media buy reports which is cost-prohibitive. In addition, the Flex Your Power energy efficiency campaign shares its media buys with the Flex Alert program which limits the seasonality of the entire integrated SWM&O program energy efficiency campaign to the summer when certain target measures, such as CFLs, can be justifiably aired throughout the entire year. Finally, media purchases during peak times (e.g. 4-7pm) are relatively expensive as compared with other time spots. These are a few considerations that the reach and frequency analysis unearthed, but the CPUC and IOUs need to carefully conduct a cost benefit analysis to determine whether this strategy is mutually beneficial for both the FYPG energy efficiency program and the Flex Alert demand response program. At a minimum, the CPUC and IOUs should require:
- FYPG program develop minimum reach and frequency goals for the FYP energy efficiency program which must be met independent of the Flex Alert flighting.

Our reach and frequency analysis found that the Flex Your Power campaign has more media coverage and campaign depth in the rural markets. Namely, due to the bidding process and parsing out of roles by target audience, the CPUC and IOUs may have inadvertently generated a program with disparities in coverage across the state. As such, the ODC team recommends:

- The CPUC and IOUs need to consider redefining the SWM&O programs' roles in terms of outreach objectives. It is important to note here that all marketing and outreach efforts add depth to the Flex Your Power campaign, and efforts such as print ads and events should not be limited in the rural market. In particular, events add a highly localized and substantive "presence" to a campaign that cannot be generated through mass media efforts. Dually, they have the potential to generate earned, or unpaid, media coverage. Namely, the CPUC and IOUs must consider the strengths of the SWM&O programs and consider expanding the use of CBOs and local media target outreach into urban areas. This expansion may require additional funds or a reallocation of funds to these kinds of efforts.

Finally, the SWM&O programs need to consider supplemental, strategic and emerging marketing and outreach approaches that are less costly than traditional, mass market media buy. In addition, a traditional media buy is relatively inflexible. To better address these two issues, we recommend that:

- The IOUs and SWM&O programs need to consider alternative, more cost-effective methods of generating reach and creating a buzz such as New Media channels (social network sites, widgets, viral flash, texting) guerilla marketing, earned media, and other viral media tactics.
- The SWM&O programs need to allocate an ad hoc budget to the SWM&O program implementers to allow for more flexibility and to take advantage of emerging opportunities and technologies that will generate reach and frequency.

9. ANALYSIS OF SWM&O MASS MARKET CREATIVE

As part of our process evaluation for the 2006-2008 program years, the ODC team analyzed the content of SWM&O TV, radio, and newspaper advertisements to provide guidance and feedback to the SWM&O program implementers. This effort examined the 2007 messaging to lend insight into ways the SWM&O programs can improve the actionability and efficacy of their advertisements to meet SWM&O program goals for the 2009-2011 program years. Our team recognizes that the SWM&O messaging changes year-over-year, however the desired outcomes should not. Here, we examine the 2007 messaging in terms of its creative approach, tone, and the content of its information and then test the impacts of these messages through a qualitative assessment of panelists exposed to the messaging. With this information, we aim to provide the SWM&O program implementers with content-related recommendations that will enhance the efficacy of the messaging.

Using the SWM&O program goals as defined by the CPUC and key stakeholders, we developed five areas of analysis for the content analysis survey: (1) associations with the Flex Your Power brand; (2) reactions to SWM&O messaging; (3) changes in energy efficiency awareness; (4) likelihood to take action after viewing the SWM&O messaging; and (5) potential channeling to IOU programs via SWM&O messaging. We present our findings in the following sections.

9.1 Description of 2007 SWM&O English-language Advertisements

Social marketing and traditional product marketing often use the same communication tools, but the two differ drastically in their creative approach. In most product or service advertising, the principle goal of marketing efforts is to communicate why a consumer should buy the advertised product over other competitors in the marketplace. Usually, the messaging is constructed to prove a point of difference and the desired action is obvious and very simple: buy this product. With social marketing campaigns, the *desired actions* can vary from simple actions to life-changing, complex actions. The SWM&O energy efficiency messaging objectives and goals may start with an increase in awareness but should ultimately advocate behavioral changes and persuade consumers to make permanent changes to their homes and business so that energy savings are not dependent on behaviors once the measures are installed.⁹⁶ Thus, it is important to analyze the advertisements for the key messaging employed, as well as for themes, tone, and style, to better understand how the objectives and goals of the SWM&O programs are operationalized through their advertising and to gain insight into the potential effects of the messaging. Our analysis follows:

⁹⁶ CPUC Decision D03-01-038, January 16, 2003

SWM&O Promoted Measures

The SWM&O programs have two primary messaging seasons with specific promotional measures:

- (1) **Summer Advertisements** focus on energy efficient lighting measures, such as the installations of dimmers and CFLs and energy efficient cooling measures.
- (2) **Winter Advertisements** focus on energy efficient gas heating measures, such as efficient furnaces and water heaters

The target measures are deliberately aligned across the SMW&O programs (including Flex Your Power-Spanish [FYPS]) promoting a few universal measures such as CFLs and energy efficiency HVAC systems. In addition, each program implementer may elect to promote a few supplemental measures which tend to change year-over-year. Please see Table 36 for a detailed list of the target measures for each program by campaign year.

The ODC evaluation team also noted that Flex Your Power-Rural program implementers employ conservation practices as supplemental messages in their efficiency advertisements. These practices are mostly promoted in print advertisements and longer radio or TV advertisements and directly correspond to the target measure (e.g. promoting thermostat set-points with energy efficient furnace advertisements).^{97 98}

Table 36: English-Language Marketing and Outreach Primary Measures 2005-2007

Target Measures	Efficiency Partnership			Runyon, Saltzman, and Einhorn		
	Flex Your Power General			Flex Your Power Rural		
	2005	2006	2007	2005	2006	2007
Summer	<ul style="list-style-type: none"> • CFLs • EE Appliances • Ceiling Fans • Washing Machines 	<ul style="list-style-type: none"> • CFLs • Ceiling Fans • EE Air Conditioners 	<ul style="list-style-type: none"> • CFLs • EE Air Conditioners 	<ul style="list-style-type: none"> • Appliance Replacement • EE Cooling 	<ul style="list-style-type: none"> • Install CFLs • Install and use Ceiling Fans 	<ul style="list-style-type: none"> • Install dimmers • CFLs • EE/Energy Star AC Units
Winter	<ul style="list-style-type: none"> • EE (General) 	<ul style="list-style-type: none"> • EE Furnaces 	<ul style="list-style-type: none"> • EE Furnaces • EE Water Heaters 	<ul style="list-style-type: none"> • CFLs • Heating and Insulation 	<ul style="list-style-type: none"> • EE Furnaces • Insulate Home 	<ul style="list-style-type: none"> • EE Furnaces • Insulate Home • EE Heat Pumps

⁹⁷ While the CPUC-defined goal of the SWM&O programs is to promote energy efficiency measures so that, in the event that the need arises, consumers will elect to purchase the energy efficient measure, program implementers stated that these practices provide an additional path to action and provide other options if and when consumers are not in the position to adopt the promoted measures. This practice is most prominent in the Flex Your Power-Rural campaigns, where the messaging is more educational in tone and provides more in-depth information.

⁹⁸ It is important to note, however, that Flex Your Power-General targets behaviors in its Flex Alert, demand response campaign (which is not under the purview of this evaluation effort and is not examined in this research). The Flex You Power-General program does not promote conservation behaviors in their advertisements.

It is important to understand the targeted measures (and messages) so that we can test whether individuals exposed to the advertisements are able to take away the primary messages.

2007 Marketing Themes, Tone, and Imagery

The ODC evaluation team, with the assistance of social marketing expert Richard Earle, examined the new messaging themes, tone, and imagery of the 2007 program messaging which employs a new harder-hitting, environmentally-driven global warming theme. Using what the program implementers referred to as the “legacy” theme, the SWM&O campaign employs a commentary on global warming to draw on the moral responsibility of Californians to leave a positive environmental legacy to future generations. This campaign relies on messaging like “To my children I leave_____” and “Global warming is a choice” as a method to motivate consumers to adopt energy efficient behaviors.

The programs’ shift to a global warming-driven theme in 2007 is characterized by key stylistic differences. The first and most striking is the SWM&O programs’ use of children in nearly all of the program messaging. Second, the programs de-emphasized economic savings and began to devote the majority of their advertisements to discussing global warming and its relationship to household energy use. This shift also characterized a departure from more information-driven, educational messaging on energy efficiency in order to generate a dialogue around the global warming theme. The potential implications of this change are discussed in the “likelihood to take action” and the recommendations sections of this write-up.

Overall, the 2007 focus on global warming and the strategic use of children to reinforce the legacy commentary works to generate a relatively cohesive and consistent tone and feel to the 2007 messaging with slight nuances between program implementers. Below we articulate the defining features of each program’s efforts and highlight key changes made to the messaging from 2006 to 2007.

Flex Your Power-General

Brainchild Creative (a subcontractor to Efficiency Partnership) is the creative agency responsible for the majority of the FYPG campaign messaging. The 2006 FYP mass media messaging was characterized by narrative-driven, often humorous scripts that utilize satire and irony. The mass media messaging differed in content and theme in the produced radio and TV spots, with each media channel utilizing a different narrative format.

In contrast, the 2007 FYP campaign saw a dramatic stylistic shift in message style and content. The 2007 FYP mass media messaging is characterized by a sparse and stylized aesthetic to help dramatize the global warming messaging. The 2007 FYP mass media messaging featured less actionable information than the 2006 campaign, relying more on an emotional appeal to incite energy efficient choices, using the possibility of catastrophic environmental disasters as an incentive to participate in energy efficient activities. Figure 19 shows a frame from the 2007 advertisement with a young girl running through a dry L.A. River bed.

Figure 19: Frame from 2007 Flex Your Power-General TV Advertisement



This stylistic departure was a conscientious decision to move the Flex Your Power-General TV and radio advertisements to a more persuasive, emotional, hard-hitting awareness raising campaign that provides overarching support for the IOU's more information-driven vertical program efforts. As noted above, the campaign devotes very little of its airtime discussing targeted measures, often using a teaser approach whereby the produced media is composed of an extensive narrative in advance of introducing the target measure.

This advertising approach is highly stylized and draws the link between the narrative and the target measure message at the conclusion of the spot. Figure 20 is an example of the measure-focused portion of the advertisements. This image and others like it are shown at the conclusion of each TV advertisement to draw the link between household energy use and global warming.

Figure 20: Flex Your Power-General 2007 Measure Promotion Frame



Flex Your Power-Rural

Runyon, Saltzman & Einhorn is the creative agency responsible for the Flex Your Power-Rural (FYPR) media messaging.⁹⁹ The FYPR 2006 campaigns are characterized by clear, actionable information that speaks to both the environmental and economic benefits of energy efficient activities. The FYPR program's message focuses on information-driven advertisements remained in the 2007 campaign; however the 2007 FYPR campaign puts more emphasis on the environmental impact of energy consumption – e.g. Global Warming – as an incentive to participate in energy efficient activities.

Figure 21 & Figure 22: Flex Your Power-Rural 2007 Print Advertisements¹⁰⁰



The FYPR mass media efforts are characterized by their emphasis on information, providing their audience with a series of high and low cost measures with each seasonal campaign. Based on the messaging alone, the FYPR campaign aims to provide its audience with practical, option-driven content to better inform the purchase decisions of its rural consumers. The FYPR advertisements tend to be less hard-hitting than the FYPG advertisements and rely on an optimistic tone.

⁹⁹ Note the FYPR campaign produces print, radio, and online advertisements. FYPG is responsible for Statewide TV coverage.

¹⁰⁰ Note the second advertisement, featuring lighting, has the potential to cause a negative consumer experience. The ad promotes the use of dimmers yet does not direct the reader to purchase dimmable CFLs. Customers who purchase a CFL that does not allow dimming, may then have a CFL that burns out quickly, thereby causing a negative experience with CFLs that prevents the consumer from using them again. We did not explicitly investigate this finding, but believe that this issue is worth noting, and an issue that implementers should be aware of.

The following sections outline our results from the Content Analysis Internet survey effort. Throughout we describe our findings for the Statewide sample (comprised of 90% urban, 10% rural residents) unless otherwise specified. In most cases, we do not compare the Statewide and Rural samples due to the differences in populations unless statistically significant.

9.2 Associations with the Flex Your Power Brand

A primary indicator of an advertising campaign's success is the resonance of the program name and logo. Thus it is important to understand what the program *means* or indicates to the audience. Namely, does the program's name and logo effectively communicate its objectives? To assess these effects, the ODC evaluation team sought to identify respondents' associations with the Flex Your Power name and logo. To do this, our team asked respondents to describe "what comes to mind" when you hear "Flex Your Power" and to describe (after being shown the Flex Your Power logo) what, in their own words, the logo tries to communicate. These responses are shown in Table 37 and Table 38.

**Table 37: Associations with the Flex Your Power Name
(Multiple response)**

	Name	
	Statewide n=320	Rural n=203
Conserve/save energy/ electricity (general)	36%	38%
Adjust energy use to time of day/use energy during off peak times	14%	13%
Utility company	8%	7%
Turn off lights	7%	7%
(Other)	8%	7%
Ad/slogan	6%*	2%
Turn off appliances	3%	5%
Control cost/save money	3%	4%
Electricity	3%*	-
Personal empowerment/have power to make changes	4%	4%
Flex time for power usage	3%	3%
Alternative power	2%	5%
Use energy wisely	1%	-
Nothing	2%	1%
Physical strength/exercise	4%	6%
Don't know/Refused	3%	6%

*Indicates a statistically significant difference between the comparison groups at the 90% confidence interval level.

Associations with the Flex Your Power Program Name

Overall, 36% of respondents in the statewide sample associated the Flex Your Power name with saving energy/conserving energy or saving electricity.¹⁰¹ The second most cited association was adjusting energy use during peak times at 14%. Of the remaining responses, the program name has multiple meanings, mostly energy-related. While this indicates that the Flex Your Power program name seems to be broadly associated with energy-related issues, it is unclear what percentage of respondents associates the program with energy efficiency specifically. Given the

¹⁰¹ We do not make the distinction between "saving" and "conserving" energy here, given evidence that the general population uses the words interchangeably in colloquial speak.

next most cited associations include adjusting energy use during peak times (14%) and turning off the lights (7%), the program name may be more closely associated with the demand reduction program, Flex Alert, and less with the energy efficiency program, Flex Your Power. Any additional associations include non-energy related issues such as physical strength and personal empowerment. While the majority of respondents associate the name with something energy-related, it is often general or not in line with the energy efficiency specifically. The program implementers may need to address the ambiguity of the program name and its associations to better ensure that the Flex Your Power is brands' associations encompass a stronger efficiency association.

Understanding of Logo's Message

Our data also suggests that the FYP logo communicates energy-related issues; however associations with the logo are mostly lighting-focused. When asked "what is the logo trying to communicate to you," 52% of all Statewide respondents indicate that the Flex Your Power logo communicated "turn off the lights." As described earlier, the SWM&O programs do not promote this behavior among the battery of energy efficiency measures that are targeted. Thus, these associations with "turning off the lights" are not in sync with the primary objectives of the messaging, namely to get viewers to adopt energy efficient measures.

Table 38: Associations with the Flex Your Power Logo

	Logo	
	Statewide n=320	Rural N=203
Turn off lights	52%	55%
Conserve/save energy/save electricity	27%	28%
Turn off appliances	10%	9%
Personal empowerment/have power to make changes	7%*	3%
Use energy wisely	4%	6%
(Other)	3%	1%
Utility company	1%	-
Ad/slogan	1%	-
Don't know/Refused	1%	2%
Control cost/save money	-	2%
Electricity	-	1%
Flex time for power usage	-	-
Adjust energy use to time of day/use energy during off peak times	-	-
Alternative power	-	-
Nothing	-	-
Physical strength/exercise	-	-

*Indicates a statistically significant difference between the comparison groups at the 90% confidence interval level.

Next to the "turning off the lights," the advertisements are associated with conserving and saving energy at 27% for the Statewide sample. Again, these findings indicate that the Flex Your Power logo is closely associated with conservation messaging. This is likely due to the logos literal imagery of a hand turning off a switch, and demonstrates that the logo's imagery communicates a strong conservation message that obscures any potential energy-efficiency meanings. As with

the program name, the logo appears to be particularly suited to the demand response program Flex Alert and may not be the best tool for the energy efficiency program Flex Your Power.

Potential Affects of Program Awareness on Associations with FYP Name and Logo

The ODC evaluation team recognizes that awareness of the Flex Your Power program and its logo may have an affect on respondents associations with the program name and logo. To examine this relationship, the ODC evaluation team explored the associations of “highly aware” respondents (defined as those who self report having heard of the FYP name and had seen the logo before) and those who are “unaware” (defined as those respondents who stated that they were unaware of the FYP name and logo). When we examine this information based on awareness, the majority of “highly aware” Statewide respondents gave general, energy-related responses when asked to report the thoughts that come to mind when hearing “Flex Your Power.” Our study found that 44% percent of “highly aware” statewide respondents associate the name with saving/conserving energy or electricity. Thirteen percent said the Flex Your Power name made them think of adjusting their energy use during peak times, and 11% reported the name of a utility company.

Table 39: FYP Name and Logo Associations based on Awareness of Program, Statewide Sample

	Name		Logo	
	Highly Aware ^a n=211	Unaware ^b n=53	Highly Aware ^a n=211	Unaware ^b n=53
Conserve/save energy/ electricity	44%*	10%	29%*	17%
Adjust energy use to time of day/use energy during peak times	13%	20%	-	-
Utility company	11%*	1%	1%	-
Turn off lights	7%	4%	47%	62%*
Turn off appliances	4%	-	11%	10%
Alternative power	1%	5%*	-	-
(Other)	7%	13%	4%	3%
Control cost/save money	3%	1%	-	-
Personal empowerment/have power to make changes	2%	11%*	6%	10%
Ad/slogan	6%	5%	1%	-
Physical strength/exercise	-	14%	-	-
Electricity	3%	1%	-	1%
Flex time for power usage	2%	6%	-	-
Don't know/Refused	2%	6%	1%	-
Use energy wisely	1%	3%	4%	5%
Nothing	1%	9%*	-	-

^a A respondent is considered “highly aware” if they have both self-reported hearing of Flex Your Power and seeing the logo.

^b A respondent is considered “unaware” if they self-report neither hearing of Flex Your Power nor seeing the logo.

*Indicates a statistically significant difference between the comparison groups. Here, “highly aware” and “unaware” are compared within the name categories and the “highly aware” and “unaware” within logo categories are compared at the 90% confidence interval level.

In contrast, 20% of respondents who are “unaware” most frequently associated the name with adjusting their energy use during peak times. Among this same group, the Flex Your Power name is next most associated with physical strength/exercise (14%) and personal empowerment/have the power to make changes (11%). Only 10% percent of “unaware” participants got the message to conserve/save energy/electricity. This result demonstrates a marked difference between those who are highly aware and those who are unaware, indicating that the program messaging may have a positive impact on respondents’ associations with the Flex Your Power name. These findings indicate that the SWM&O programs could benefit by using program messaging and taglines to more explicitly draw a connection between the Flex Your Power name and energy efficiency to strengthen associations with energy efficiency. Namely, the SWM&O program implementers need to consider ways to use the SWM&O advertisements to strengthen the energy efficiency meaning of the program name.

Interestingly, associations with the logo are relatively consistent across comparison groups but differ in their magnitude. Unlike the name where the most frequently cited association differed between the highly aware and the unaware, both “highly aware” and “unaware” respondents predominately feel the logo’s message is to “turn off lights.” Among those who are “highly aware,” (47%) of respondents thought the main message was to “turn off lights.” While this is significantly less than the 62% of “unaware” respondents who took this to be the message, those considered “highly aware” of the program still did not get the broader energy-efficiency meanings of the logo. Only three in ten (29%) of “highly aware” respondents indicate that the logo is trying to communicate a more general message to save/conserves energy.

This indicates that the name and logo generally convey a sense of energy saving; with the logo being much more targeted to one behavior. However, by being targeted to one behavior, the logo fails to effectively capture the energy efficiency meaning of the program irrespective of participants’ previous awareness of Flex Your Power. Program implementers need to consider working closely with a brand strategist to determine ways to rework the Flex Your Power logo to better evoke an energy efficiency meaning.

9.3 Reactions to SWM&O Advertising

Overall, the SWM&O advertisements were viewed favorably with most respondents rating the ads on the positive side of a seven point scale when asked about positive attributes. The converse is true when asked about negative attributes. In addition, our findings indicate that the SWM&O program advertisements are considered powerful by 48% of Statewide respondents who were previously exposed to the program advertisements (a 6 or 7 on a scale of 1-7, where 1 is “not at all powerful” and 7 is “very powerful”). An additional 28% of respondents fell into positive but luke-warm agreement (e.g. a 5 on the 7 point scale) indicating that the advertisements had an impact on most previously exposed respondents.

To further explore the potential effects of this campaign approach, the ODC evaluation team examined whether the SWM&O programs’ advertisements resonated with all respondents,

exposed or unexposed. To do so, the ODC team tested respondents' reactions to SWM&O advertisements on a series of positive and negative attributes. Positive attributes included: (1) something I'd tell my friends about; (2) persuasive; (3) empowering; (4) educational; (5) clear; and (5) believable. Negative attributes included: (1) manipulative; (2) depressing; and (3) shocking.

To conduct this assessment, we asked respondents to rate each advertisement on a scale of 1 to 7, where 1 meant strongly disagree and 7 strongly agree (with 4 being neutral). Table 40 below shows the mean scores and "top 2" responses (a response of 6 or a 7 on the scale) for each aspect, presented separately for Statewide and Rural. Note that results were generally consistent across the type of media (TV, radio, and newspaper) and were not broken out here due to similarities across media type.

Overall, average respondent ratings for the "positive" reactions were all better than neutral (defined as 4 on a 7-point scale), and ratings for the "negative" reactions were all less than neutral. Note that very few respondents tended to strongly agree with the negative attributes or strongly disagree with the positive attributes. While these skews reflect favorably on the SWM&O programs, the distributions also indicate that many respondents were somewhat ambivalent about the advertisements.

When we examine top 2 box responses on positive metrics, we find that approximately half of the Statewide respondents rated the advertisements as "educational" or "believable" at 47%. The figures were similar in the Rural sample. Rankings of "persuasive", "empowering," and "something I'd tell my friends about," were a bit lower but still fell in positive agreement. Notably, statistically significant differences emerged in rankings of "persuasive" and "empowering" between the Statewide and Rural samples, both in favor of the Flex Your Power-General advertisements. See Table 40 for details.

Table 40: Top 2 Box and Mean Responses for Positive Attributes
(Scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)

Positive Attributes	Statewide Campaign			Rural Campaign		
	Mean	Bottom 2 Box	Top 2 Box	Mean	Bottom 2 Box	Top 2 Box
The advertisement is...						
Educational	5.2	6%	47%	5.2	8%*	48%
Believable	5.2	7%	47%	5.1	11%*	48%
Persuasive	4.9*	7%	33%	4.8	11%*	36%
Empowering	4.8*	8%	31%	4.6	13%*	32%
Clear	5.6	4%	61%	5.7*	5%	64%*
Something I'd tell my friends about	4.3	17%	25%	4.2	19%	25%

*Indicates a statistically significant difference between the Statewide and Rural samples at the 90% confidence interval level.

When we examine the negative metrics, statistically significant differences emerge between the Statewide and the Rural samples. As indicated in Table 40, Statewide respondents (shown the Flex Your Power-General ads) had higher mean scores than Rural respondents (shown the Flex Your Power-Rural ads) respondents on the "negative" descriptors of the ads. Further, Rural

respondents were substantially more likely to *disagree* with the negative attributes as compared to the Statewide sample. Note this may be due to the differences in creative approach described earlier, where the Flex Your Power-General advertisements used a more hard-hitting approach as compared to FYPR’s rhetorical, optimistic tone.

Table 41: Bottom 2 Boxes and Means for Negative Attributes
(Scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)

Negative Attributes	Statewide Campaign			Rural Campaign		
	Mean	Bottom 2 Box	Top 2 Box	Mean	Bottom 2 Box	Top 2 Box
The advertisement is...						
Shocking	3.6*	28%	12%*	2.9	46%*	7%
Depressing	3.5*	33%	12%*	2.5	55%*	3%
Manipulative	3.2*	40%	40%	3.1	47%*	47%*

*Indicates a statistically significant difference between the Statewide and Rural samples at the 90% confidence interval level.

These findings indicate that each program’s messaging approach carries its own advantages and disadvantages. Namely, the FYPG messaging is more likely to be perceived as persuasive and empowering than the FYPR’s messaging when comparing mean responses to the advertisements. However, FYPR’s messaging is most likely to be cited as “clear.” These differences in response align with the differences in approach, with FYPG relying on a more sober and hard-hitting communication style. Conversely, the FYPR advertisements are rated as being more clear, indicating that their straight forward, rhetorical style communicates clear messages. FYPR’s advertisements also appear to be less susceptible to negative responses when comparing means. Given these findings, the SWM&O English-language programs need to consider the “best of” each creative approach to capitalize on these effects.

9.4 Change in Awareness

A central goal of the SWM&O program is to raise awareness of energy efficiency and the mass media messaging serves as an important mechanism to meet this goal. Namely, the SWM&O program cites two primary areas where they aim to raise awareness: (1) on actions that California residents can take to save energy; and (2) on the relationship between global warming and household energy use. To determine if the SWM&O program advertisements appear to be meeting these goals, the ODC evaluation team asked respondents to assess whether the SWM&O program advertisements increased their awareness on these issues after viewing the advertisements.

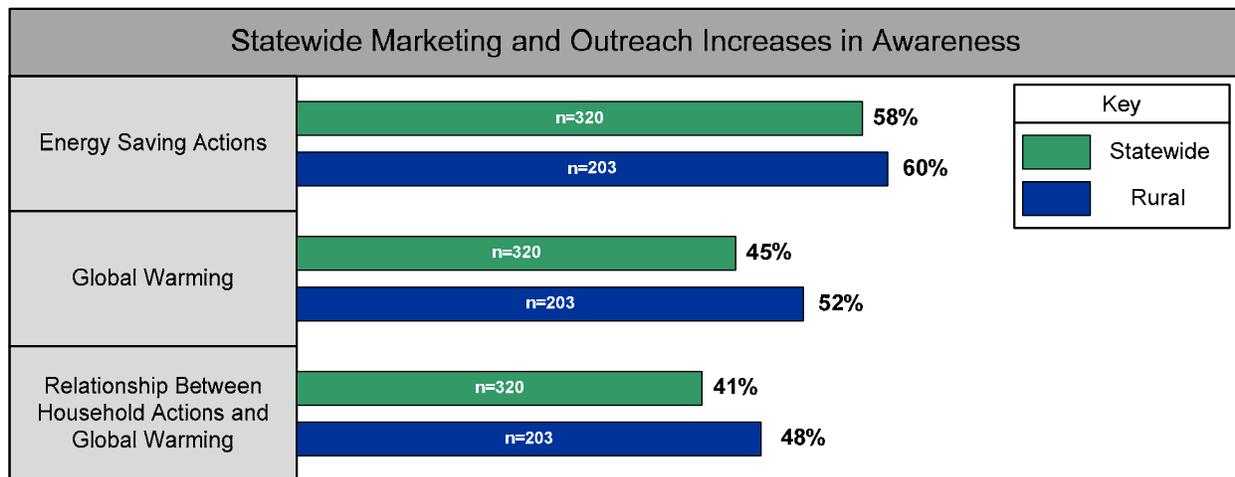
Overall, our findings indicate that the advertisements serve as reminders to respondents, with 57% of Statewide and 59% of Rural respondents noting that the advertisements “reminded me of information I already knew.” Approximately one-third of respondents stated that the advertisements increased their awareness at 37% and 34% of Statewide and Rural respondents respectively. Table 42 details these findings.

Table 42: New Information Based on Review of the Advertisements

	Statewide (n=292)	Rural (n=183)
The ads reminded me of information I already knew	57%	59%
The ads provided me with new information	37%	34%
Other	6%	7%

To better nuance these findings, our team probed on exactly what types of new information may have been provided to respondents through the advertisements. We tested whether the advertisements increased the following: (1) awareness of global warming generally speaking; (2) awareness of actions that they could take to save energy; and (3) awareness of the relationship between household actions and global warming. When asked about specific types of information, approximately one-half or more of all respondents indicated that their awareness increased. Figure 23 illustrates these findings below.

Figure 23: Percent of Respondents who Self-Report Increases in Awareness Due to Exposure to Advertisements



Of all the categories of information/awareness, respondents were most likely to report that their awareness of energy saving actions increased. Almost three in five of Statewide respondents said the ads increased their awareness; the percentage for Rural respondents was similar. However, changes in awareness on issues related to global warming were less pronounced. When asked specifically about global warming, 49% of Statewide respondents¹⁰² and 62% percent of Rural respondents reported that their awareness of global warming increased. Note that the increase in awareness of global warming among Rural respondents is significantly greater than that of the Statewide sample. To nuance these findings on global warming, we asked respondents whether their awareness of the relationship between household actions and global warming changed after viewing the SWM&O advertisements. Approximately half of the respondents noted that their awareness increased. Statewide respondents (45%) and, most

¹⁰² Note that 8% of all Statewide respondents (so not calculated on the valid n) reported not believing in global warming, as compared with 15% of Rural respondents (a statistically significant difference).

notably, the Rural respondents (57%) indicated that the advertisements increased this awareness.¹⁰³ As noted earlier, the SWM&O programs' messaging is effective at raising awareness.

Overall, the SWM&O programs advertisements appear to be increasing awareness of energy efficiency actions – one of the primary goals of the SWM&O programs. However, there is room for improvement. Differences in the Statewide and Rural samples indicate that Flex Your Power-Rural's more information, copy-heavy approach may work to increase awareness. In our review of all programs' messaging, the ODC team found that the Flex Your Power-Rural messaging generally provides more detailed information in a more educational tone than does the Flex Your Power-General messaging. While there may be distinct differences between the Statewide and Rural groups in baseline awareness, our close review of the messaging confers with our content analysis findings and indicates that Flex Your Power-Rural's education-driven messaging may be a more effective creative approach when aiming to raise awareness. This may also be due, in part, to Flex Your Power-Rural's heavy use of print advertisements, which are the most effective advertising format to communicate detailed information.

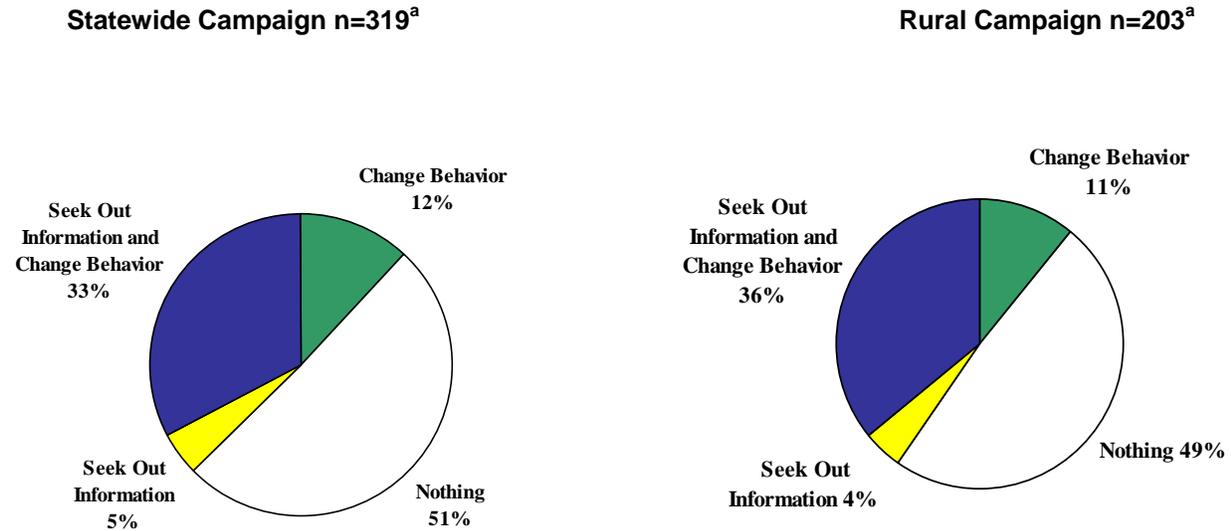
9.5 Likelihood to Take Action after Viewing Advertising

Our content analysis survey effort aimed to determine whether the SWM&O program messaging had an impact on respondents' likelihood to take action after viewing the advertisements. To test this, we asked respondents to rate their likelihood of seeking out more information on the topic and changing their behavior after viewing each of the ads shown to them. We asked questions on a scale from 1 to 7 where 1 meant strongly disagree and 7 meant strongly agree. It is important to note here that this is not the primary measurement of behavior change for this evaluation effort. Our team will be testing likelihood to take action through our tracking survey and structural equation modeling research.

Our data suggests that the ads are motivating respondents, with about half of all respondents indicating that they would take some sort of action after viewing the advertisements (defined as a 6 or 7 on the 7-point scale). Of the Statewide sample, 49% of statewide respondents responded in the top two boxes that they would seek out more information, change their behavior, or do both in response to at least one of the ads. Around one quarter of respondents who did not fall in the top 2 box were more luke-warm (e.g. a 5 on the 1 to 7 scale), indicating that they are somewhat likely to seek our information and change their behaviors. Slightly more than half of respondents are less likely to seek out information (e.g. less than 6 on a 7 point scale) or change their behavior. The responses for the Rural group (presented in Figure 24) are similar to the Statewide group, and therefore not discussed separately here.

¹⁰³ Note that 16% of Rural respondents reported not believing that their household actions had a relationship to global warming; this was higher than the percentage of Statewide respondents (8%).

Figure 24: Actions Respondents Are “Highly Likely” To Take After Viewing Advertisements



^a A response of 6 or 7 on a scale of 1 to 7 where 1 = strongly disagree and 7 = strongly agree, to at least ONE of the ads shown.

Second, we asked respondents to describe what they are “likely to do” after viewing and listening to the advertisements¹⁰⁴. The table below lists the primary responses reported.

¹⁰⁴ This was an open-ended question as follows: “After viewing and listening to the advertisements, what are YOU likely to do?”

Table 43: Actions That Respondents Are Most Likely to Take After Seeing Ads
(multiple response)

Action Stated Would Do	Statewide (n=320)	Rural (n=203)
Specific Energy Efficiency-Related Actions		
Change light bulbs to CFLs	28%	23%
Upgrade to more efficient/Energy Star appliances upon replacement	8%	22%*
General or Conservation-Related Actions		
Conserve energy	15%	10%
Change my behavior to help environment/Do my part	10%	8%
Be more aware of actions	9%	7%
Learn more about energy efficiency	5%	4%
Recycle	4%	-
(Other)	4%*	1%
Turn off lights/Appliances when not using	3%	11%*
Spread the word/Make other people aware	2%	3%
Get energy efficient car/Drive less	1%	-
Re-set/check thermostat	-	5%

*Indicates a statistically significant difference between the comparison groups at the 90% confidence interval level.

The response most commonly stated by Statewide respondents was “change light bulbs to CFLs” (28%). To a lesser degree, Statewide respondents cited “conserve energy” (15%) and “change my behavior to help the environment/do my part” (10%) as other things they are likely to do after viewing the advertisements. Similarly, most Rural reported that they would “change light bulbs to CFLs” (23%). Notably, the Rural sample was more likely than the Statewide sample to indicate that they would “upgrade to more efficient/Energy Star appliances upon replacement” (22%), as compared to the Statewide sample at 8%. This may be due to the nature of the advertisements themselves, indicating that the Flex Your Power-Rural print and radio heavy campaign allowing for more detailed information on energy efficient appliances through longer, more substantive channels of communication.

Relationship between Recall of Advertising Message and Actions Respondents “Would Take”

To examine the relationship between the advertisements’ message and actions the respondents “would take,” we drew on our data indexing (described in the first section) to determine which messages each respondent was exposed to. Table 44 below shows the percentage of respondents who recalled an action after being shown an advertisement which directly promoted it. Here, we find a statistically significant difference between the Rural sample (94%) and the Statewide sample (81%) in the recall of buying an energy efficient air conditioners.

Table 44: Short-term Recall of Message^{ab}
 (Respondents who recalled the message soon after being shown the Ad)

Message in Ad	Statewide	Rural
Buy EE Air Conditioner	81%	94%*
Install CFLs	65%	59%
Buy Energy Star Appliances		89%
Install dimmers		89%
Adjust thermostat		81%
Install Ceiling Fans		67%

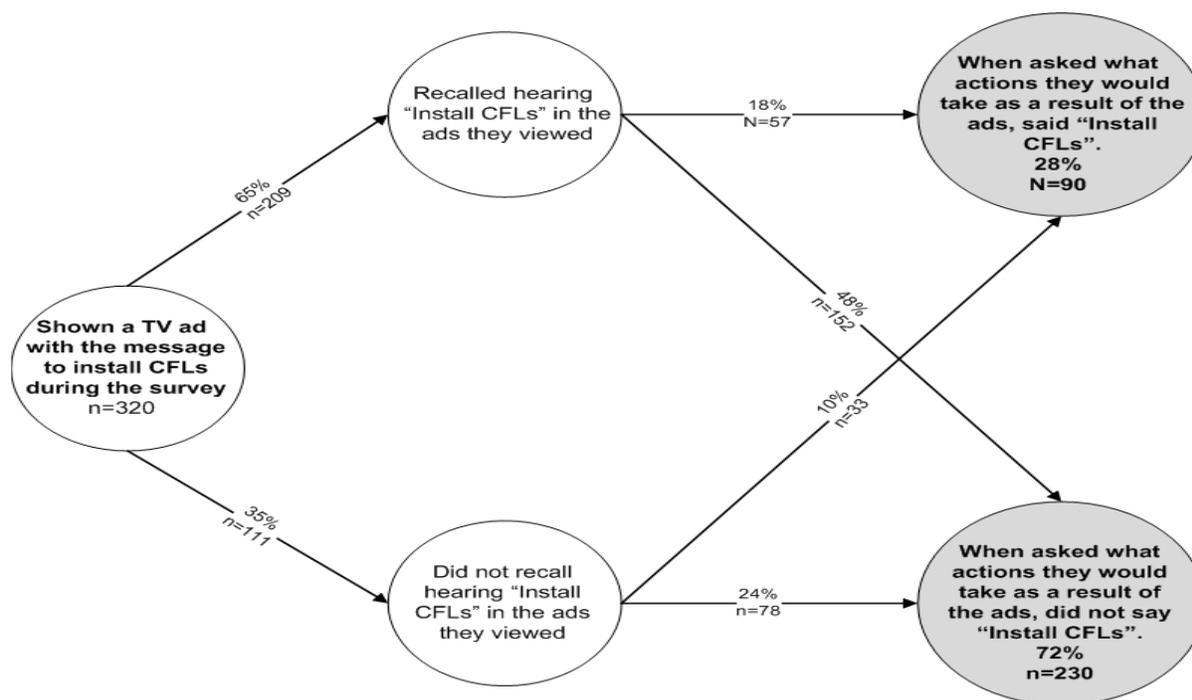
^a It was not possible to analyze the data by media here, as we ask only whether the respondent recalled the specific message (and not from which ad they recalled the message). Respondents may have seen multiple ads with the same message.

^b Respondents of some groups were shown more messages with the promoted behavior than those of other groups. In an original analysis of the raw data, we examined whether there appeared to be a relationship between the Group the respondent was in and the proportions recalling the message, and found no consistent evidence of a relationship between the two in the raw data.

*Indicates a statistically significant difference between the comparison groups at the 90% confidence interval level.

When we examined Statewide respondents who were shown a CFL ad, we found that the majority of respondents (65%) recalled the message (see Figure 25). However, when we examine the relationship between the recall of the message “install CFLs” and respondents indicating they would “install CFLs” we found that no clear relationship existed. A small percentage of all respondents (28%) stated they would install CFLs after viewing the advertisements, however of this group, the number action-takers who recalled the message and those who did not were comparable (18% and 10% respectively). This may be due, in part to the programs’ creative approach. As noted earlier, the 2007 messages focused heavily on global warming and spent very little time discussing the benefits of the promoted measures. These initial findings indicate that the SWM&O messaging may have little impact on actual behaviors. Our Structural Equation Modeling and Tracking study will be used to further investigate this relationship.

Figure 25: Respondents' Recall of Message to "Install CFLs" and Whether Would Take This Action, Statewide



9.6 Channeling to Flex Your Power Website or Toll Free Number

While channeling to the IOUs is not a primary goal of the SWM&O programs, our team was asked to assess how the SWM&O programs support the efforts of the IOU's DSM programs. Through multiple in-depth interviews with SWM&O program implementers, the ODC evaluation team learned that the primary channeling mechanism to IOU demand side management programs is via the FYP website and/or toll free number. To examine the mass media messages as a channeling tool, we examined the use of the website and toll free number in the advertisements. In addition to channeling, the FYP website provides more in-depth information on energy efficiency and merits attention for this reason as well.

To determine if the programs were actively incorporating the website and toll free number into their messaging, the ODC evaluation team set out to gauge whether or not each produced advertisement served as an informational gateway for the audience to learn more about energy efficiency programs. If a particular message directed its audience to visit the Flex Your Power website or to call the Flex Your Power toll-free telephone number, then that message was found to function as a channeling message. Below is a brief overview of messaging by campaign:

- *Flex Your Power-General*: The 2007 FYP TV advertisements only referenced the FYP website in the program logo but did specifically call out the website in the FYP radio advertisements. The toll-free number not referenced in either the TV or radio spots.

- *Flex Your Power-Rural*: All of the 2007 FYPR messages functioned in a channeling capacity, with all messages referencing both the FYP website and toll-free telephone number.

When asked what they are “likely to do” after viewing the advertisements, none of the respondents we surveyed said unaided that they are likely to visit the Flex Your Power website or call the toll free number. This suggests that the ads do not effectively communicate to the viewer where they can actively seek information about how to save energy. However, as the table below illustrates, when asked outright whether they recalled from the advertisements the messages to visit the website or call the toll free number, 43% of statewide respondents recalled the message to visit website and the majority of Rural respondents (67%) remembered the website.

Table 45: Recall of FYP Website and Toll Free Number
(Respondents who recalled the message soon after being shown the Ad^a)

Message in Ad	Statewide (n=320)	Rural (n=203)
Visit the Website	43%	67%*
Call the toll-free telephone number		68%

*Indicates a statistically significant difference between the comparison groups at the 90% confidence interval level.

^aIt was not possible to analyze the data by media here, as we ask only whether the respondent recalled the specific message (and not from which ad they recalled the message). Respondents may have seen multiple ads with the same message.

Our findings indicate that both programs could better cite the Flex Your Power website and toll free number as a source for more energy efficiency information. The SWM&O programs need to explore new ways to promote these in their messaging. With 45% of respondents indicating that they would seek out more information after viewing the advertisements, the SWM&O programs are well positioned to drive residents to their website for information. To do so, it is important to discuss the differences between the Statewide and Rural sample on the website recall. In the Flex Your Power-Rural advertisements, the print advertisements clearly call out the Flex Your Power website whereas the Statewide TV advertisements rely on the logo to indicate that there is a website associated with the campaign (the FYP logo has a “.org” after “Flex Your Power”). If channeling to the website and toll free number is determined to be an objective of the programs, Flex Your Power-Rural’s approach of explicitly calling out the website in a separate text may be the most effective to increase awareness of the site.

9.7 Recommendations

Overall, the SWM&O programs Flex Your Power-Rural and Flex Your Power-General have done a good job synthesizing their messaging to ensure consistency of feel across all program efforts. Based on our professional assessment, the SWM&O programs’ use of similar executional elements in all messages across all media has resulted in a true “statewide” campaign. Furthermore, these synergistic benefits work to strengthen the impact of each message.

“Negative consequences” campaigns have been widely used in social marketing campaigns, however, they remain the most difficult to execute as viewers are likely to feel disillusioned even when they are motivated. To the credit of the SWM&O programs, it appears that the SWM&O programs may have found an appropriate tone for its “negative consequences” 2007 global warming messaging, since most respondents in our Content Analysis survey tended to agree with the positive attributes of the SWM&O messaging and disagreeing with the negative attributes.

While the SWM&O programs appear to be doing a good job in the creative execution of their campaigns, the ODC evaluation team has drawn a series of recommendations for the Flex Your Power-General and the Flex Your Power-Rural programs based on our content analysis findings. These recommendations are organized by the following key lines of inquiry: (1) Resonance of the Flex Your Power Brand; (2) Reaction to Messaging; (3) Changes in Awareness; (4) Likelihood to Take Action after Viewing the Advertisements; and (5) Channeling to the IOU DSM programs.

Resonance of the Flex Your Power Brand

Our data suggests that the respondents broadly associate the Flex Your Power name and logo with energy conservation and efficiency. However, the logo and brand name may not communicate the energy efficiency meaning that the programs are trying to get across (e.g. installation of energy efficient measures).

- The SWM&O programs need to enhance the meaning of the Flex Your Power name to more precisely include energy efficiency actions. Namely, the SWM&O programs need to consider ways to use the program advertisements and messaging to increase energy efficiency measure association with the FYP brand through the use of strategic taglines or energy efficiency reinforcements through the advertisements.
- In addition to strategically expanding the meaning of the FYP name and logo, SWM&O program implementers may want to consider ways to enhance the FYP logo to ensure that it is also appropriately associated with energy efficiency program efforts. Our research demonstrates that the logo, in particular, is most often associated with “turning off the lights.” While this is a positive association when considering Flex Your Power program’s demand response campaign, Flex Alert, it appears to limit the meaning of and associations with the Flex Your Power energy efficiency programs.
- The SWM&O programs need to enhance the FYP logo. While it can be viewed as unfavorable to reformat a logo with high recognition, the SWM&O program logo used in isolation may not effectively communicate the programs’ energy efficiency objectives.

Reaction to Messaging

As noted earlier in this section, respondents tended to skew towards “agree” when asked about favorable attributes and conversely skewed towards “disagree” when asked about negative attributes. However, this skew is not pronounced, and the mean scores on all advertisement ratings tend to indicate a certain amount of ambivalence in respondents. As such, we have developed the following recommendations:

- The SWM&O programs need to make the messaging more universally impactful. While approximately half of respondents found that the SWM&O advertisements were powerful, the other half did not. Additional research may be necessary to determine why respondents were divided, but it does indicate that the SWM&O have the opportunity to increase the impact of their messaging. Our Structural Equation Modeling effort will aim to understand the effects of the messaging on participants' actions. In the interim, the ODC evaluation team recommends that:
 - The Flex Your Power-Rural and Flex Your Power-General programs need to examine the benefits of each program's creative approach to increase the impact of SWM&O program messaging.

Changes in Awareness

Generally speaking, the SWM&O programs appear to be raising awareness and increasing knowledge of global warming and energy efficiency among respondents. However, increases in awareness were higher among Rural messages. Through our careful review of all programs' messaging, the ODC team has found that the FYPR messaging generally provides more detailed information in a more educational tone than does the FYPG messaging. While we recognize that the differences between the Statewide and Rural groups may be due to fundamental differences in the target market, baseline awareness, and the ability to communicate detailed information in print, our close review of the messaging confers with our content analysis findings. As such, we recommend the following:

- The English-language SWM&O program implementers need to use a more education-driven approach throughout all messaging. While the messaging appears to be increasing general awareness, the SWM&O programs need to include more detailed information for residents to draw on. Namely, the SWM&O programs need to clearly outline a "call to action" in the messaging that is backed with a few key details on each promoted measure.

Likelihood to Take Action after Viewing the Advertisements

Our content analysis findings also indicate that the SWM&O programs are doing a good job of promoting respondents to consider taking action after viewing advertisements. With around half of Statewide and Rural respondents' stating that they would seek out more information, change their behaviors, or both, the SWM&O programs appear to be effective at prompting action. When prompted to indicate what they are likely "to do" after viewing the advertisements, 28% of Statewide respondents and 23% of Rural respondents stated they would change their light bulbs to CFLs. In addition, 22% of Rural respondents stated they may upgrade to energy efficient or ENERGY STAR appliances upon replacement. These findings indicate that the programs have apparently motivated respondents to take action. To build upon these achievements, the ODC team has the following recommendations:

- The SWM&O program implementers need to devote more of their advertisements to educating the public on energy efficiency measures. The 2007 messages focused heavily

on global warming and spent very little time discussing the benefits of the promoted measures. While the global warming theme may be very persuasive, the programs may benefit from a more balanced, motivation: action ratio in the messaging.

Channeling to IOU DSM Programs

Overall, recall of the SWM&O program website and toll free number are markedly low as compared to recall of the promoted measures. While channeling to the website and toll free number is not a primary goal of the SWM&O programs, the programs appear to be missing out on an opportunity to provide more depth of information to viewers by under-emphasizing the website and toll free number as an educational venue. In particular, Flex You Power-General's reliance of the logo to promote the website does not effectively communicate the site as a source for additional information. With these findings in mind, the ODC team has the following recommendation:

- The SWM&O programs need to better promote the program website and toll free number. As the website and toll free number serve two purposes, educating on energy efficiency and channeling to the IOU's and Third Party energy efficiency efforts, the SWM&O programs need to develop creative ways to better emphasize the website and toll free number as a source for more in-depth energy efficiency information in their messaging.

10. SWM&O SPANISH-LANGUAGE EFFORTS

Throughout this chapter, the ODC evaluation team examines the Spanish-language outreach efforts for the SWM&O programs: Flex Your Power-General (FYPG), Flex Your Power Spanish-TV (FYPS), and Flex Your Power Rural (FYPR). The Spanish language components of the campaigns are produced in Spanish and target the portion of the Hispanic population not covered by English language SWM&O efforts.

To evaluate this effort, the ODC evaluation team:

- conducted a series of in-depth interviews with SWM&O program implementers;
- reviewed program planning documents and secondary studies on the Spanish-language target audience;
- analyzed the SWM&O programs' creative which included 15 Spanish print, radio, and television advertisements from 2007—in particular, we analyzed the ads for: potential resonance to target market segment, focus, content, and potential efficacy based on secondary research on Hispanic marketing and outreach trends; conducted an online internet survey with Spanish-speaking Californians to assess the resonance and actionability of the SWM&O programs' mass media advertisements, testing a total of 10 in-language advertisements.

Note that this chapter focuses on the 2007 messaging to remain consistent with our Mass Market analysis of the legacy campaign, and does not examine efforts for 2006.

10.1 Brief Description of the SWM&O Spanish-Language Efforts

The SWM&O programs have each implement Spanish-language marketing and outreach. Flex Your Power-Spanish TV is the only SWM&O program devoted entirely to targeting Spanish-speaking Californians. The FYPG Spanish program and the FYPR Spanish program supplement FYPS's outreach efforts through radio and print advertisements within their geographic targets (urban and rural respectively). A brief description of each of these efforts is below. Currently, the Spanish-language spend by media outlet for the SWM&O programs is not clear, due to general, over-arching budgets across all programs. As such, we do not provide spend by media outlet in this write-up.

Flex Your Power-Spanish TV

The FYPS campaign is the only program whose sole task is to educate Spanish-speaking Californians. The program aims to educate and encourage Hispanics to adopt energy efficient measures by promoting the connection between energy efficiency and global warming, and subsequently identifying the individual's role in making an impact on this global issue.

In 2007, the program sought to educate Spanish-speaking Californians on energy efficiency through a series of TV advertisements placed on Univision Television and through a number of events throughout the state. These advertisements and events focus on lighting, cooling, and heating measures and were aired in tandem with the FYP general audience campaign schedule.

The FYPS ads use either a talk show/town hall format or presented actions in and around the home to deliver messages on climate change and saving energy. The ads aim to educate an audience that is not very familiar with climate change and energy saving practices, and direct them to the toll-free FYP phone number and FYP website for details about specific actions they can take to save energy and help stop global warming.

Figure 26: Flex Your Power Spanish TV Spanish-Language TV Advertisement Screenshot



Flex Your Power-General Spanish Outreach

Within the FYPG campaign the Spanish efforts have been part of the broader ethnic outreach component, part of which aims to supplement the FYPS TV advertisements with radio and print ads. These ads are aired in the state's four major DMAs: Los Angeles, San Diego, San Francisco, and Sacramento/Fresno. The Spanish-language portion of the 2007 FYPG program is dominated by radio, followed by print.¹⁰⁵

The FYPG program's Spanish-language efforts often focus on the many sacrifices Hispanic immigrants have made for their children - including uprooting themselves, moving to the U.S., and holding down two jobs - to make a connection between the parents' current energy-related actions and the impact that they may have on their children's environment.¹⁰⁶ The FYPG Ethnic advertisements are aired only during the summer campaign season. Throughout this season the advertisements focus on lighting and cooling measures.

¹⁰⁵ Statewide Energy Efficiency Marketing and Outreach Programs Preliminary Summary Reach and Frequency Evaluation Memorandum. "ODC Preliminary Reach and Frequency Summary updated.doc".

¹⁰⁶ General Creative Brief, February 2007.

Figure 27: Flex Your Power-General Spanish-Language Print Advertisement¹⁰⁷



¿Ves esperanza para el futuro en sus ojos? Muchos vinimos a vivir a los Estados Unidos por nuestros hijos. Hicimos sacrificios, tenemos dos trabajos, hasta perdimos vacaciones para que pudieran tener un futuro mejor y una vida mejor. Pero el calentamiento global pone en peligro todo por lo que hemos trabajado. Causa tiempo variable, como sequías que pueden subir el precio de las frutas y verduras. Y tormentas graves que pueden hacer subir el coste de la vivienda e impactar en los trabajos. No cabe duda que el calentamiento global puede perjudicar el futuro de nuestros hijos.

No tiene por qué ser así. La lucha contra el calentamiento global empieza en casa. Si todos trabajamos juntos, los pasos pequeños pueden marcar grandes diferencias. Por ejemplo, si todos reemplazamos 5 focos incandescentes regulares con focos fluorescentes compactos que ahorran energía, sería como quitar 400,000 coches de la carretera.

Y es importantísimo que actuemos AHORA. Nuestros hijos no son nuestro futuro – nosotros somos su futuro. Encontrarás muchas ideas más para ahorrar energía así como información sobre reembolsos y productos eficientes de energía en **FlexYourPower.org**. Al prevenir el calentamiento global ahora, nuestros hijos pueden esperar un mañana mejor.



Flex Your Power-Rural- Spanish Outreach

The Flex Your Power-Rural campaign targets Rural Hispanics with a series of PR activities, outreach events, and media partnerships. The program disseminates Spanish-language print and radio advertisements that target Hispanics who live in IOU rural-designated zip codes. These efforts are negotiated entirely through media partnerships and aim to supplement the FYPR program by focusing on rural California's largest minority population. The FYPR print and radio ad campaign emphasizes that an easy change (e.g., using CFLs) can help provide solutions to global warming.

¹⁰⁷ English translations of each advertisement may be found in Appendix O.

Figure 28: Flex Your Power-Rural Spanish-Language CFL Print Advertisement



¿Si cambiara usted sus focos, podría cambiar el clima?

¿Si cambiara usted el tipo de focos que usa en su casa, podría cambiar el clima por todo el mundo? Si cada hogar de California reemplazara cinco focos regulares por luces compactas fluorescentes, eliminaría 2 millones de toneladas de CO2 del aire. Esto es el equivalente a quitar 400,000 vehículos de las carreteras. La verdad es, pequeños cambios como estos pueden tener un impacto mayor sobre el calentamiento global para generaciones venideras. Para aprender más, visite nuestro sitio en la red o llame hoy mismo.

Llame al 1-866-431-FLEX o visítenos en www.fypower.org

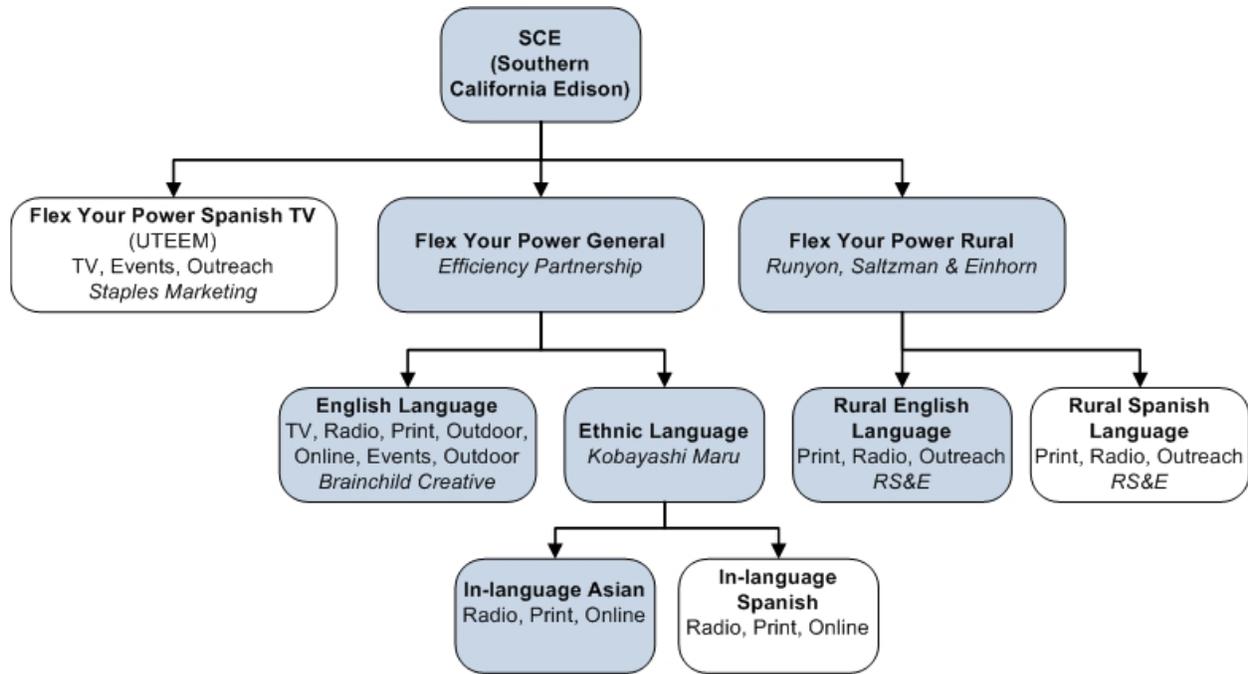
Flex your POWER

Fundada por los contribuyentes de California y administrada por las compañías de servicios públicos propiedad de Inversionistas de California bajo el auspicio de la Comisión de Servicios Públicos de California (CPUC).

SWM&O Program Structure

Figure 29 outlines the roles of the SWM&O program implementers for the Flex Your Power-Spanish effort within the overall SWM&O program structure. (The Spanish efforts are in the clear boxes.)

Figure 29: Structure of SWM&O Campaign and Spanish Efforts



While the three program implementers work together on a number of fronts, it appears that for the Spanish efforts, the implementers work relatively independently of one another. The similarities and differences between the three Spanish-language efforts are discussed below.

10.2 Target Audience

As with all social marketing campaigns, a clear definition of the target audience needs to be developed when aiming to motivate their audience. Table 46 outlines the SWM&O programs’ target audience for the Spanish-language efforts as defined by program documents:

Table 46: SWM&O Programs’ Spanish-Language Targets

	Flex Your Power-Spanish TV	Flex Your Power-General	Flex Your Power-Rural
Target Audience	<ul style="list-style-type: none"> • Ages 18-54 • Spanish Speaking residents • Household income \$50k+ 	<ul style="list-style-type: none"> • Ages 35-64 • Spanish Speaking Residents 	<ul style="list-style-type: none"> • Ages 18-64 • Spanish Speaking Rural Residents

The ages targeted by each effort varies. FYPS targets Hispanics age 18-54 (as compared to FYPG’s English campaign whose target audience is older at 25-64). This younger skew for

FYPS aligns with US trends. The median age for Hispanics is 26 years compared to median age for the entire U.S. population at approximately 35 years.¹⁰⁸ The other two efforts, however, (i.e., FYPG and FYPR) use the more general audience age targets to define their Spanish-language targets, which is less in line with the US Census data for this segment of the population.

With the exception of the FYPS program,¹⁰⁹ the SWM&O Spanish-language targets are not clearly specified in planning documents.¹¹⁰ Moreover, it does not appear that the programs' Hispanic target audience specifications were the result of a deliberate integrated media strategy between SWM&O programs. Rather, it appears that the FYPG and FYPR programs target Hispanics as a secondary effort to supplement their primary audience campaigns. These Spanish efforts appear to align demographically with the campaigns' mass market target rather than being specifically targeted to Spanish audience.

Hispanics are a growing market and the emphasis on this segment is important for the SWM&O effort. Currently, Hispanics constitute the largest, single ethnic group in the state of California and comprises the largest growing population in California.¹¹¹ In 2000 and 2007, Hispanics accounted for 32% (approximately 11 million people) and 36% of the total state population, respectively.¹¹² This percentage will continue to grow, with Hispanics projected to make up 38% of the population by 2012. According to California's Department of Finance, Hispanics are expected to constitute the majority of Californians by 2042.¹¹³ This growth is estimated to take place in certain geographic areas of the state. FYPS provided data gathered by Univision television indicates Hispanic population growth by the year 2012 will be the largest within the following designated market areas (DMAs): Yuma-B-Centro, Santa Barbara, San Diego, Los Angeles Fresno and Bakersfield, all of which are currently targeted by the SWM&O programs.¹¹⁴

Hispanics in California, however, also constitute a complex group with varied backgrounds. According to U.S. Census data, approximately 80% of Californian Hispanics are of Mexican descent, with the remaining 20% originating from other Hispanic countries (e.g., El Salvador, Cuba, Puerto Rico, etc). The complexity of the population also extends beyond the country of origin. The Hispanic population is comprised of a mix of recently arrived immigrants who often view themselves as completely Hispanic (aka, "first and second generation"), and Hispanics who live the Latino lifestyle, but tend to be younger, speak more English, and are more attuned with U.S. popular and consumer culture (aka, "third and fourth generation"). According to a white paper on this topic, the "new dynamics" of the Hispanic market hinges on the emerging third and

¹⁰⁸ U.S. Census. Census Brief: Hispanic Population.

¹⁰⁹ The FYPS targets were determined using secondary market research and primary research efforts provided in-kind by Univision Television (see Chapter 10 for more details on FYPS research efforts).

¹¹⁰ They only specify age and language.

¹¹¹ According to the Census Bureau, people who identify with the terms "Hispanic" or "Latino" are those who classify themselves in one of the specific Hispanic or Latino categories listed on the Census 2000 or American Community Survey questionnaire including "Mexican," "Puerto Rican," or "Cuban." It also includes people who indicate that they are "other Spanish, Hispanic, or Latino."

¹¹² Univision and Telefutera National Sales presentation using data from Geoscape – Census 2000; Geoscape 2007 Estimates, 2012 Projections.

¹¹³ California Department of Finance. *Hispanic Population Projections*.

¹¹⁴ Univision and Telefutera National Sales presentation using data from Geoscape – Census 2000; Geoscape 2007 Estimates, 2012 Projections.

fourth generations, native- and foreign-born differences, and broad geographic growth. One of the most common mistakes made when marketing to Hispanics is assuming that the U.S. Hispanic population is homogeneous.¹¹⁵

Based on our in-depth interviews, the SWM&O programs assume that the aforementioned third and fourth generations of Hispanics who speak English will be touched through the mass market efforts. While this is likely the case, studies demonstrate that Spanish is still the preferred language among bilingual Californian Hispanics. One study projects that 45 million Hispanics will speak Spanish in their home by 2022 (an increase of approximately 50% over the 31 million Spanish speakers in 2007), indicating that while some second generations assimilate, many retain the Spanish language.¹¹⁶ Studies also indicate that Spanish-language ads are at least 60% more effective in increasing awareness and message comprehension and that Spanish language ads are nearly 4.5 times as persuasive as English ads and 3.4 times more persuasive among bilingual Hispanics.¹¹⁷ These figures suggest that bilingual Hispanics are more likely to be impacted by in-language advertising.

Because Hispanics represent a mixture of English-speaking abilities, geographic location, and familiarity with U.S. culture, a campaign aimed at Hispanics needs to consider: age, male/female skew, household income, urban vs. rural residency, psychographics, etc. In addition to these more standard demographic breaks, targeting Hispanics also may require specific strategies to target an increasingly affluent, third and fourth-generation of Hispanics due to key differences between recently immigrated Hispanics and more assimilated generations.

With these findings in mind, the SWM&O program implementers and the IOUs need to better align the Hispanic audience targets across the SW&O programs and need to require a cohesive marketing and outreach strategy aimed at targeting this group as they constitute the largest ethnic group in the state. In addition, the SWM&O programs need to employ equally sophisticated segmentation and targeting approaches for this audience.

10.3 Media Strategies and Reach

As indicated earlier, the SWM&O programs target California's Spanish-speaking Hispanic population through four methods: a series of in-language TV, radio, print, and events outreach.¹¹⁸ Combined, the SWM&O programs' marketing and outreach efforts effectively blanket most of the state as depicted in Figure 30.

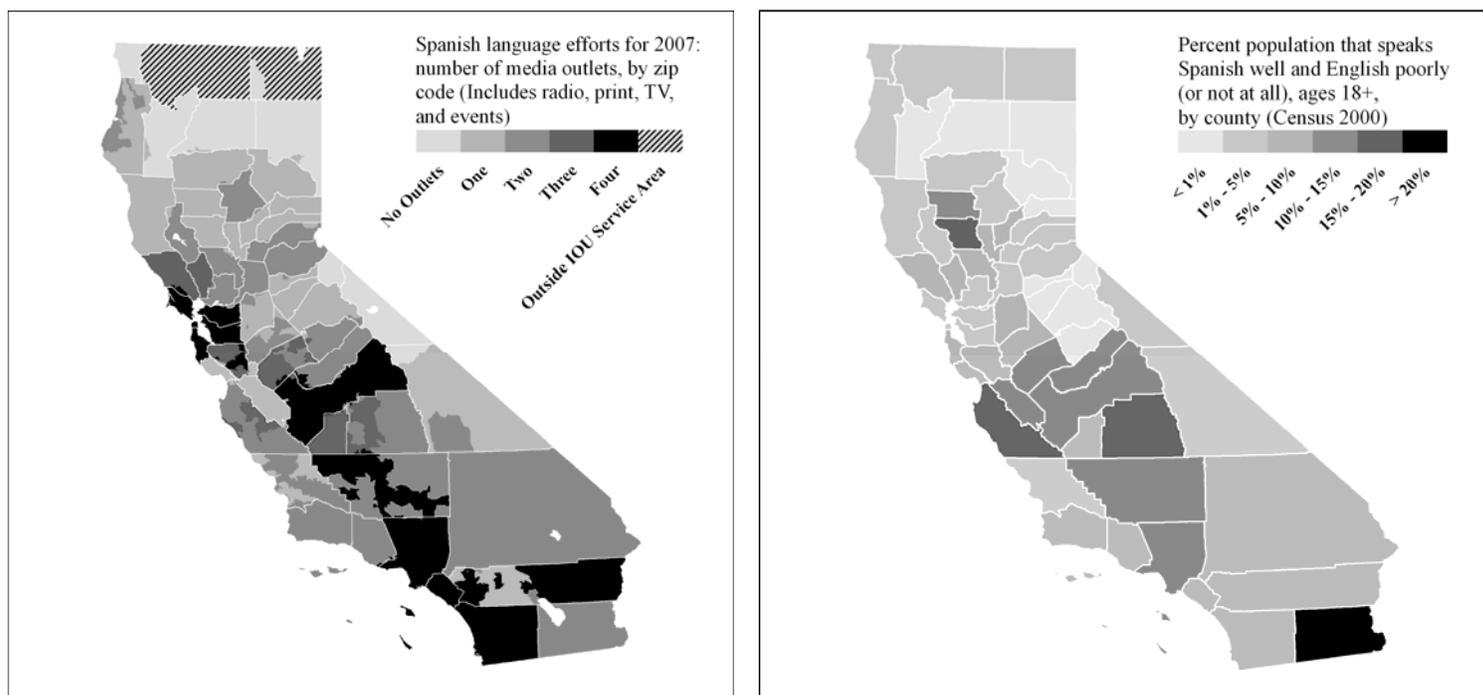
¹¹⁵ Jensen-Campbell, Cam. *Today's Hispanic Consumer*. April 2005.

¹¹⁶ Simmons Study for Univision. 2006.

¹¹⁷ Roslow Research Group, 2000. "Advertising Effectiveness Among Hispanics"

¹¹⁸ For Spanish-language media campaigns, per capita is defined by the total 18+ populations that speaks Spanish and speaks English "not well" or "not at all" and was calculated by dividing total impressions for each geography by the total 18+ population of each geography. Data from Census 2000.

Figure 30: SWM&O Spanish-Language Coverage by Number of Media Outlets¹¹⁹



As the map demonstrates, the SWM&O programs cover the great majority of the state, with the exception of a few counties, including Shasta, Lassen, Mono, and Alpine counties. All other counties in the state have at least one media outlet airing the SWM&O programs' Spanish-language advertisements. Notably Sacramento and Solano counties are only covered by 2 media outlets, despite their relatively large populations.

It is important to note here that Spanish and other ethnic media outlets do not provide in-depth buy reports or verification. As such, the media maps were generated based on projected impressions used in the media planning process, and do not reflect verified coverage of their target audience.

Below, we examine the relevance of different media outlets to Hispanic targets and the SWM&O programs' efforts for each media type.

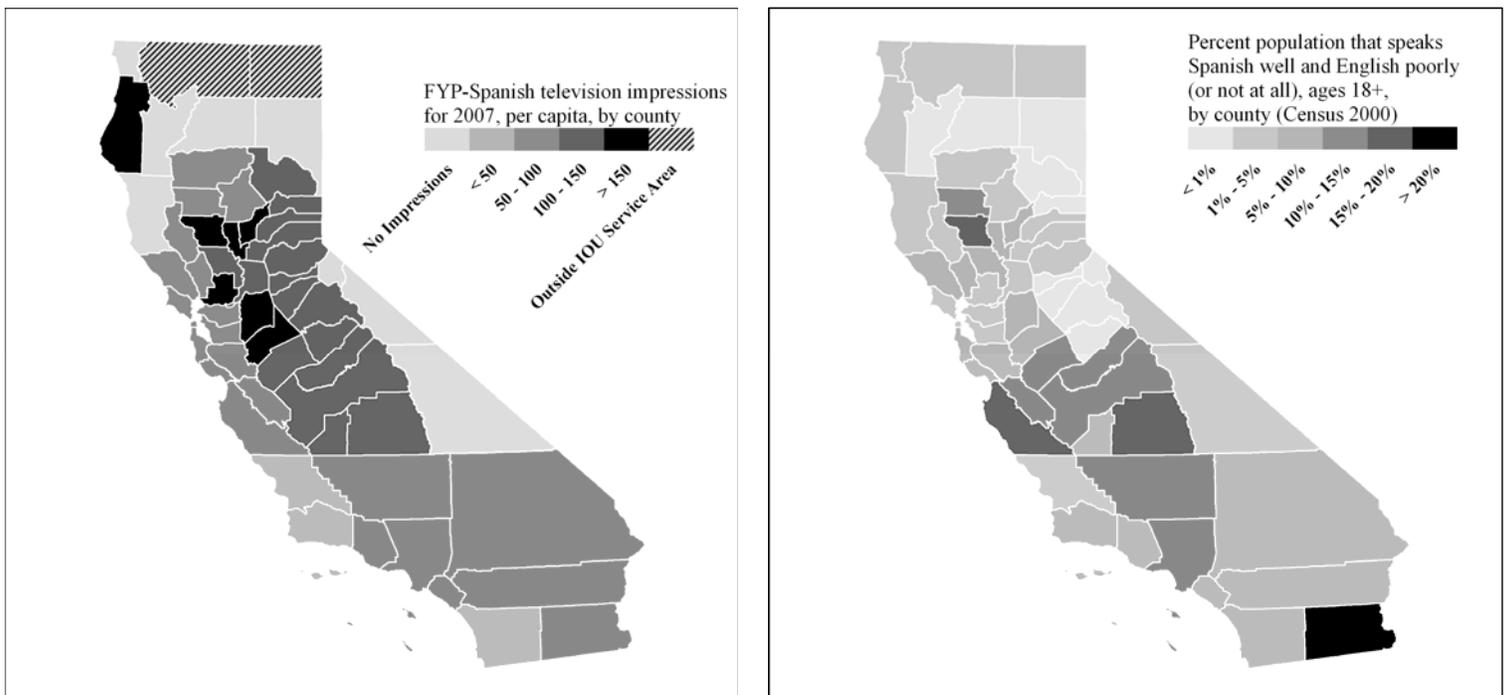
¹¹⁹ When an outlet, such as a radio station, reported coverage for multiple counties, it was assumed that per-capita impressions were equal in the specified counties. These calculations were based on population data from Census 2000. For English media, the total 18+ population was considered. For Spanish media, the population of 18+ Spanish speakers with poor English skills (or no English skills) was considered. Data for the FYP-Rural campaign, like data for the other campaigns, were generally specific only to the county level. However, representing FYP-Rural data on a by-county basis tends to overstate its coverage. Therefore, FYP-Rural maps (including Rural Hispanic) display only the zip codes on CPUC's list of targeted zip codes. No media activities occurred in Alpine County, which is only partially served by the program IOUs.

Television

Television is both a key means of reaching Hispanics, and the largest part of the SWM&O Spanish-language efforts. Currently, 49% of Hispanics cite TV as a main source of information.¹²⁰ In addition, the same study suggests that the average number of hours/week spent watching television is 43% higher among Hispanics when compared to the overall US market. Among the SWM&O programs, the FYPS program is solely responsible for targeting Spanish-speaking Californians through this medium and spent slightly over \$4.1 million in 2007 on this effort. The program airs a series of advertisements on Univision Television with a few additional ad placements on Azteca America.

Given our research findings, the use of TV as the primary outreach tool to Spanish-speaking audiences should be continued. However, when we examine the reach of the programs' advertising impressions per capita by Spanish-speakers who speak English *less than well*, we find that the program may be under-serving major DMAs, such as Los Angeles, San Diego, and San Francisco. When examining Figure 31, it appears that the FYPS program could benefit from placing a greater concentration of advertisements on Univision stations where more Spanish-speaking Hispanics reside.

Figure 31: Flex Your Power-Spanish TV Statewide Reach Per Capita¹²¹



¹²⁰ Staples Marketing presentation

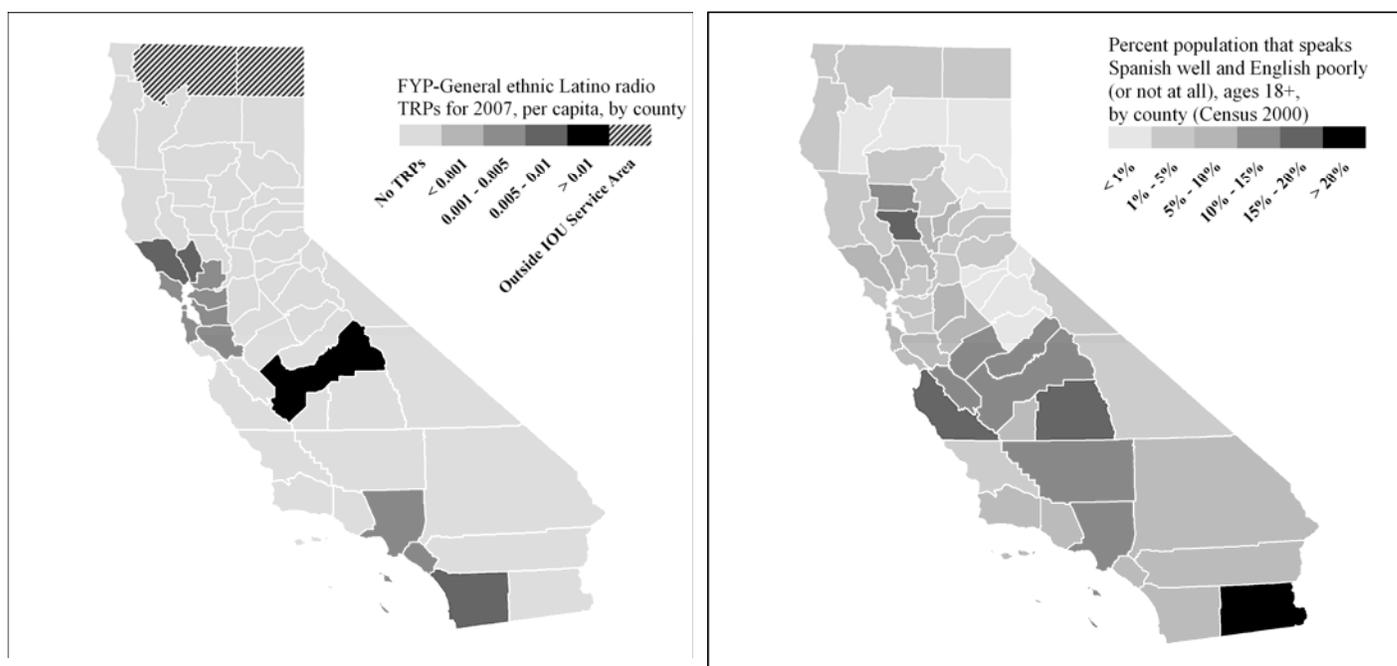
¹²¹ When an outlet, such as a radio station, reported coverage for multiple counties, it was assumed that per-capita impressions were equal in the specified counties. These calculations were based on population data from Census 2000. For Spanish media, the population of 18+ Spanish speakers with poor English skills (or no English skills) was considered.

Radio Advertisements

Studies show that 33% of Hispanics cite radio as a main source of information.¹²² In addition, Hispanics are more likely to say radio is their “most essential” source of information – 24% among Hispanics vs. 17% for the overall US market.¹²³ The FYPG and FYPR campaigns include radio ads aimed at the Hispanic market. Current FYPG spend data for Spanish language radio advertisements cannot be discerned, as it is folded into the programs overall radio budget. Dually, the FYPR program negotiates its radio advertisements through a PR effort aimed at media partnerships and does not delineate the radio costs in its budgets. The FYPR program spent slightly over \$31,000 in 2007 on developing these partnerships. This figure includes print and event negotiation as well.

Due to a lack of data, it is unclear how much each campaign is spending on their radio advertisements, but the reach of these ads seems to be quite limited geographically. Figure 32 below demonstrates that FYPG purchased radio advertisements in major MSAs only (Los Angeles, San Diego, San Francisco, and Sacramento/Fresno) with very limited impressions per capita.

Figure 32: Flex Your Power-General Radio Advertisements Per Capita¹²⁴



¹²² Simmons Hispanic Survey

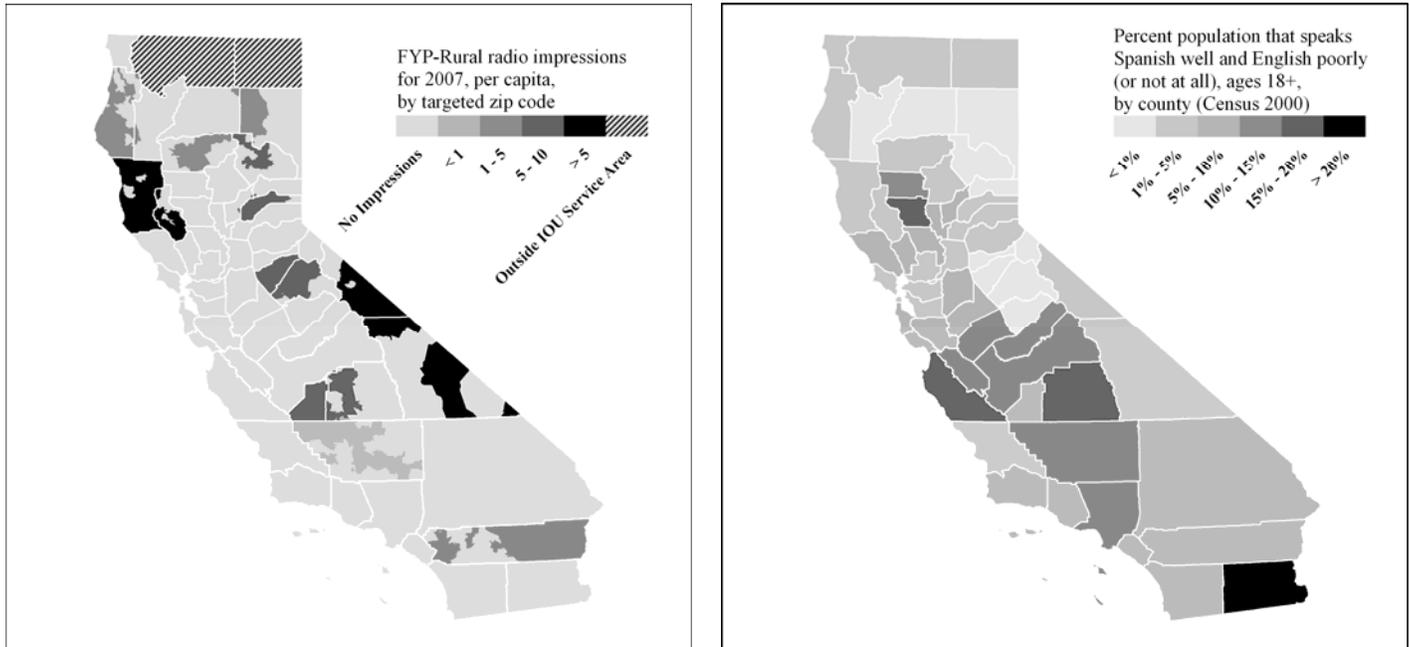
¹²³ Edison Media Research and Arbitron

¹²⁴ When an outlet, such as a radio station, reported coverage for multiple counties, it was assumed that per-capita impressions were equal in the specified counties. These calculations were based on population data from Census 2000. For Spanish media, the population of 18+ Spanish speakers with poor English skills (or no English skills) was considered.

For FYPR, Spanish-language advertisements were targeted in only a few counties throughout the state, namely in Inyo, Mono, and Mendocino counties.

Figure 33 below demonstrates the programs' coverage.

Figure 33: Flex Your Power-Rural Spanish-language Radio Coverage per Capita¹²⁵



The FYPR program is doing a good job of concentrating its impressions in rural areas to ensure the greatest number of impressions per capita. However, both the FYPR and FYPG program efforts could benefit from more radio outreach to the Spanish-language demographic. Currently, statewide radio coverage is quite limited due to budgetary constraints. The CPUC and IOUs need to direct the implementers to use funds for targeted Spanish-language outreach for radio advertisements.

Print Media

Of all media sources, Hispanics are more likely to say newspapers are the least essential source of information among major media: 40% among Hispanics versus 30% for the overall US market.¹²⁶ Both the FYPG and FYPR programs include print ads aimed at the Hispanic audience. As was the case with radio advertisements, the actual media spend for Hispanic print advertisements cannot be discerned from the current budgets for either FYPG or FYPR.

Overall, the coverage of the SWM&O programs' print campaigns is limited to the four major DMAs, thus not covering many linguistically isolated households, similar to our findings for

¹²⁵ When an outlet, such as a radio station, reported coverage for multiple counties, it was assumed that per-capita impressions were equal in the specified counties. These calculations were based on population data from Census 2000. For Spanish media, the population of 18+ Spanish speakers with poor English skills (or no English skills) was considered.

¹²⁶ Ibid.

radio coverage. In addition, impressions data for print coverage is generated based on rough estimates of circulation figures and readership, and it does not provide meaningful data per capita. Given the research provided and the limited coverage purchased through print advertisements, the SWM&O programs should consider discontinuing print advertisements targeting Spanish-speakers and reallocating their media buys to more effective media outlets that garner more impressions, such as radio or targeted outdoor ads, including bus/transit interiors.

Internet Advertisements

Currently, 61% of Hispanics, compared with 74% of the US population as a whole, have access to the internet at home.¹²⁷ Moreover, the use of the internet by English-speaking Hispanics is 76%.¹²⁸ For non-English speakers, internet use is lower at a rate of 56%.¹²⁹ Currently, the FYPS program is placing online advertisements on Azteca's website for the 2008 program year. It is unclear if these messages are geo-targeted, but this appears to be a step in the right direction for the SWM&O programs. It is also important to note that the FYPG program has an entire page in-language for Spanish-speakers. In addition, online efforts may be an appropriate media outlet to target more assimilated and bilingual Hispanics throughout California using websites that target this demographic.

In addition to the aforementioned media outlets, studies show that 59% of Hispanic adults have a cell phone and 49% send and receive text messages on a regular basis.¹³⁰ Currently, there are a number of non-profit and issue-related campaigns using these platforms to send alerts, fundraise, and generate awareness. The SWM&O programs need to consider using New Media channels as an additional media outlet to effectively target this audience.

10.4 Analysis of the Message Content

As shown in Table 47, the SWM&O program ads emphasize slightly different messages or taglines. Some of the ads focus on a better future for children while others emphasize the impact that small individual changes can have on global warming.

Table 47: Key Taglines for each FYP Program

Program	Media	Taglines
FYPG	Print	<ul style="list-style-type: none"> • By preventing global warming now, <i>our children can expect a better tomorrow</i> • By fighting global warming now, <i>our children have hope for a better tomorrow</i>
	Radio	<ul style="list-style-type: none"> • The fight against global warming starts at home, <i>together we can make small steps to make a big difference</i>
FYPR	Print	<ul style="list-style-type: none"> • The truth is, <i>small changes like these can have a major impact on global warming for future generations</i>
	Radio	<ul style="list-style-type: none"> • <i>Small changes can have a major impact on global warming and future generations</i>
FYPS	TV	<ul style="list-style-type: none"> • Save energy, save money, save the environment

¹²⁷ Ibid.

¹²⁸ Pew Hispanic Center, March 2008.

¹²⁹ The Pew study, which surveyed over 6,000 Hispanics, argues that this lower level of accessing the Web is largely explained by such factors as the language barrier, and lower levels of education and income.

¹³⁰ Pew Hispanic Research Center 3/14/07; M-Metrics Mobile Users Mar 2007.

Overall, these taglines deliver a consistent message at the highest level—individual energy efficiency has important benefits. Although each of the taglines varies semantically, the core message is the same.

The themes are also somewhat similar. The SWM&O Spanish efforts focus on intergenerational, family, and immigration themes. Table 48 shows the links made by each of the three Spanish programs to these issues.

Table 48: Audience Links by Program and Media Type

Program	Media	Audience Links
FYPG	Print (3)*	<ul style="list-style-type: none"> • Intergenerational (1) • Immigration** (1) • None (1)
	Radio (1)	<ul style="list-style-type: none"> • Immigration (1) • Family (1)
FYPR	Print (2)	<ul style="list-style-type: none"> • Intergenerational (1) • None (1)
	Radio (3)	<ul style="list-style-type: none"> • Intergenerational (1) • None (2)
FYPS	TV (6)	<ul style="list-style-type: none"> • Intergenerational (2) • Family (2) • None (2)

* Number of ads; some ads link to more than one audience type

** Some ads use immigration to address the ‘vision for better future’ theme

Marketing literature suggests Hispanics are very receptive to family and generational oriented ads¹³¹ and in general, these links are present in the SWM&O ads. For instance, two of the FYPS ads focus on intergenerational links, both in terms of imaging and messaging. All of the talk show/town hall ads show varied ages in the audience, which helps to emphasize an intergenerational link on the issue. In one TV ad the meteorologist explains that his interest in saving energy stems from the link to global warming and his concern as a father. Another TV ad shows imaging of a mother installing a CFL with her child intently watching her, while simultaneous narration describes that changing a light bulb is a simple action that can protect future generations. One of the FYP print ads emphasizes the intergenerational link by asking “what type of future will our children inherit?” All three of these ads use the intergenerational link to engage the Hispanic segment of the market.

The FYPG print ads are also point out that actions today can help Hispanic immigrants and their families, as well as future generations, maintain the standard of living they have worked hard to obtain. By touching on why families immigrate, some of the print and radio ads are likely to speak strongly to recent immigrants from Mexico or other Latin American countries. The FYPG radio ad and one of the FYPG print ads emphasize the sacrifices parents make to improve conditions for their children. This message draws attention to the issues and threats associated with climate change in a way that recent immigrants can easily relate.¹³²

¹³¹ Scott D. Schroeder. 2006. The U.S. Hispanic Population -- One Market or Many? DMNews. <<http://www.dmnews.com/The-US-Hispanic-Population----One-Market-or-Many/article/92236/>>

¹³² As part of the Ethnic general campaign, the messages in these ads are not necessarily unique (the same message is translated to other languages).

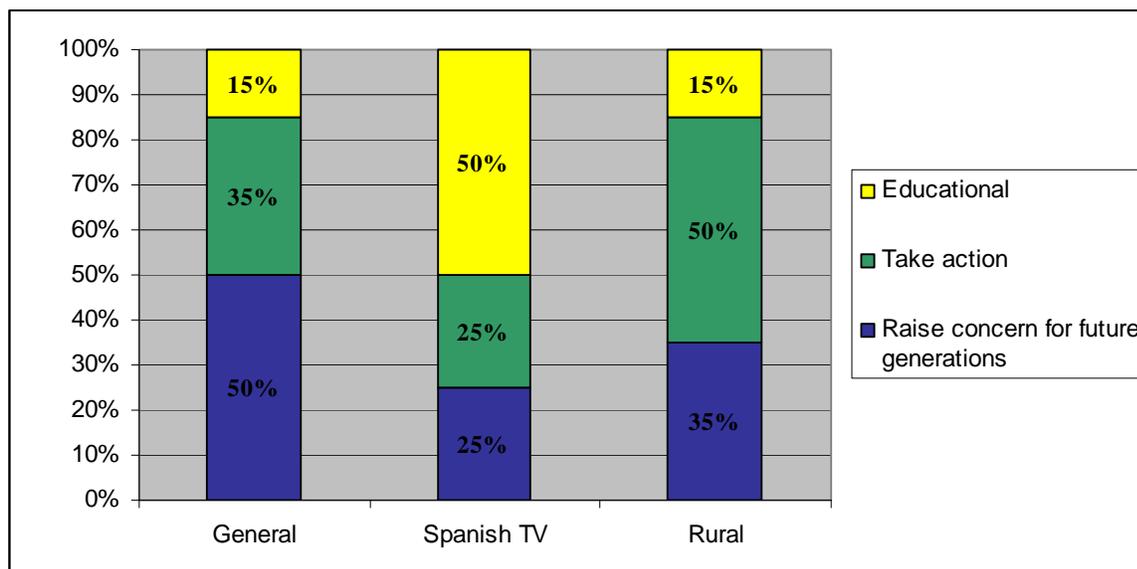
Notably, however, none of the three programs differentiates between ‘traditional’ and ‘second generation-plus’ Hispanic consumers. As described in a recent *Entrepreneur.com* article discussing the Hispanic demographic,¹³³ it is important to differentiate between the traditional, recently arrived immigrants, and the second, third and fourth generation Hispanics who live the Latino lifestyle, but tend to be younger, speak more English, and are more attuned with U.S. popular culture. The ad campaigns effectively target the traditional group, but do not appear to try to reach out to the second-generation plus demographic. Research has shown that just because third and fourth generation Hispanics are more acculturated, it may not be accurate to assume that general audience messaging has the same appeal as in-language efforts. As outlined earlier, many individuals in this demographic may still prefer to communicate in Spanish and may be more impacted by in-language advertisements.

10.5 Messaging Styles within SWM&O Spanish-language Efforts

Each of the Spanish programs utilizes a somewhat different mix of styles (see Figure 34). In particular, energy efficiency messages are conveyed either with an ‘educational’, ‘taking action’, or ‘concern for future generation’ link.

- *Flex Your Power-General* print and radio ads focus on future generations.
- *Flex Your Power -Spanish TV* ads focus on education.
- *Flex Your Power -Rural* print and radio ads focus on taking action.

Figure 34: Approximate Share of Time/Text Focused on Message
Based on ODC Review of Advertisements



The 2007 ads varied along three central themes: (1) energy efficiency, (2) global warming, and (3) actions individuals can take. Most of the ads attempt to educate on all three themes in some

¹³³ Edelhauser, Kristin. “The A, B, Si’s of Hispanic Marketing.” *www.entrepreneur.com*. March 5, 2007.

capacity. Only a few ads make no mention of climate change. Overall, the ads do a sufficient job of providing information on energy efficiency in terms of its environmental, money-saving, and social benefits.

10.6 Overall Resonance and Cohesiveness

Overall, when we showed individuals advertisements from the FYPS, FYPG, and FYPR campaigns and asked for their reactions to the SWM&O advertisements, the majority of respondents agreed (top 2 box) that the messages were clear (55%). Respondents who had seen at least one of the advertisements before were asked whether they felt these messages were powerful – and respondents (62%) agreed (top 2 box) that this was the case. Unlike the English-language ads, which were in general not something that the respondents said they would tell their friends about, the majority of Spanish-speaking individuals (55%) here would tell their friends about the ads (top 2 box in the table below). This suggests that these ads have the ability to achieve some level of viral, word of mouth advertising.

In addition, most participants agreed with the positive attributes describing the advertisements. The majority of individuals (66%) strongly agreed (top 2 box) that the ads were believable. The percentage of individuals who felt that the ads were persuasive or empowering was lower but still in the majority. In comparison with the Statewide English-language ads, for which only 12% of individuals agreed were shocking (top 2 box), the majority of Spanish-speaking individuals (52%) found the advertisements shocking. Overall, respondents disagreed that the ads were manipulative, with just 12% agreeing (top 2 box) this was the case (in contrast to 40% for the Statewide English-language ads). Of all the attributes, individuals were *least likely* to find these ads depressing.

Table 49: Mean and Top/Bottom 2 Boxes for Positive Attributes, n=1138 (except where otherwise indicated)

(Scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)

The advertisement is...	Mean	Bottom 2 Box	Top 2 Box
Positive Attributes			
Educational	5.8	3%	69%
Believable	5.7	3%	66%
Persuasive	5.6	3%	61%
Empowering	5.3	6%	54%
Something I'd tell my friends about	5.3	7%	55%
Clear	5.3	10%	55%
Negative Attributes			
Shocking	5.2	8%	52%
Manipulative	3.0	48%	12%
Depressing	2.7	54%	8%

Climate change and energy efficiency are evolving issues. Over the course of the past year climate change and energy have become an almost daily part of national and local news and

political dialogues. As a result, the target market may have recently shifted from not understanding the key issues to an action-oriented attitude on global warming. According to some studies addressing Hispanic attitudes on the environment,¹³⁴ many Californian Hispanics did not fully understand the link between global warming and household energy efficiency measures a few years ago. Yet awareness overall seems to be increasing. As shown by the 2008 Sierra Club study, over 80% of US Hispanics have recently received information on global warming and now consider it a major problem, although it is still unclear whether or not they understand the link between household energy use and global warming.¹³⁵

Similarly, according to a 2007 survey conducted by the Public Policy Institute of California, Hispanics are more likely than any other demographic to consider global warming a serious threat.¹³⁶ Of the Hispanics polled in the that survey, 68% said global warming is a very serious threat to the economy and quality of life for California's future—14% more than the average of all adults. The study did not explore why this difference exists, but does demonstrate that this concern may be leveraged by the SWM&O programs. Another study noted that Hispanics are most likely to hold the view that the effects of global warming are already occurring (72% Hispanics, 66% Blacks, 65% Whites, 59% Asians), and most likely to say this phenomenon is a very serious threat to California's future (68% Hispanics, 59% Blacks, 47% Whites, 41% Asians).¹³⁷

Our findings and the research supports the SWM&O program's decision to include global warming as a central theme in the SWM&O effort. However, the SWM&O programs need to more explicitly discuss the link between household energy use and global warming. When reviewing the advertisements, only one TV ad describes how reducing energy consumption reduces the emissions of greenhouse gases, which in turn leads to less global warming. The advertisements assume that listeners understand the link between global warming and household energy use due to their heightened awareness on this issue. This may be a leap of faith on the part of the program implementers. For the Hispanic market, there needs to be a careful balance between drawing on growing concerns and providing necessary educational elements in order to prompt action.

In addition to this market's receptivity to global warming, past studies also show that Hispanics are ready to take concrete steps to address environmental problems, and that they desire further information to help them make decisions and adopt behaviors that are more eco-friendly. In particular:

- 70% of respondents indicated that they would be more likely to make their homes more ecologically friendly if they had more practical information;¹³⁸

¹³⁴ Matthew Whittaker, Gary M Segura and Shaun Bowler. Racial/Ethnic Group Attitudes Toward Environmental Protection in California: Is "Environmentalism Still a White Phenomenon" Political Research Quarterly. 2005.

¹³⁵ Sierra Club. *National Survey of Hispanic Voters on Environmental Issues*. April 23, 2008. Note this is a study of voters and may not be representative of the entire SWM&O audience.

¹³⁶ Public Policy Institute of California. *Latino Attitudes and the Environment*. November 2007. <http://www.ppic.org/content/pubs/jtf/JTF_LatinoAttitudesEnvironmentJTF.pdf>

¹³⁷ Public Policy Institute of California. *Latino Attitudes and the Environment*. November 2007. <http://www.ppic.org/content/pubs/jtf/JTF_LatinoAttitudesEnvironmentJTF.pdf>

¹³⁸ HISPANIC PR WIRE, *Discovery Networks U.S. Hispanic Group GOES GREEN*.

- 67% would be more likely to lead a life in a manner that is kinder to the environment if they had more guidance.¹³⁹

Hispanics are particularly ‘ripe’ for energy efficiency information and education.¹⁴⁰ The Hispanic population is a young population characterized by first-time homebuyers who are avid consumers of information (especially if that information is in Spanish).

However, the SWM&O programs each take on a separate role in targeting the Spanish-speaking audience. Given that targeting this audience was divided among three implementers, the ODC evaluation team sought to discern if the SWM&O program implementers managed to generate a consistent and cohesive feel across all advertisements. This consistency is particularly important in advertising, as each individual ads’ messaging, imagery, content has the ability to either build on or detract from the programs’ brand equity or meaning. We found that:

- Within each program, the ads are sufficiently cohesive. For instance, the two print ads in the FYPG program use similar layouts despite employing different images and messages. In the FYPS ads, two factors help reinforce brand identity across ads with differing messages and formats. First, all of the ads use the same Univision meteorologist who narrates and is featured at the end of each ad. Second, the meteorologist closes each ad with virtually the same tag line (‘Save energy, save money, save the environment’). This creates a tight link between the meteorologist, the tag line, and the Flex Your Power brand in the FYPS ads. These two connections maintain the brand despite format differences.
- While FYPR does a good job of tailoring the messages to best suit Spanish meanings, the content of many of the ads (all media types) are direct translations of content from English ads (with some exceptions). However, the word choices, messages, and formats are appropriate and probably do not turn away the target audience because of direct translations. Based on our review they show a good understanding of the Hispanic market.
- Program messages refer back to Flex Your Power in distinct ways.¹⁴¹ For example, the FYPG and FYPR ads are all in black and white. However, when compared side

April 17, 2007, Miami, FL

¹³⁹ HISPANIC PR WIRE, *Discovery Networks U.S. Hispanic Group GOES GREEN*.

April 17, 2007, Miami, FL

¹⁴⁰ Such environmentally friendly leanings among this segment may have an impact on purchase behaviors. Currently, spending power of Hispanics in California is significant and is expected to continue to increase.¹⁴⁰ California’s Hispanics account for a third of all Hispanic buying power in the United States, and Hispanics tend to spend a larger portion of their disposable income on goods and services (95 percent) when compared with non-Hispanics (85 percent).¹⁴⁰ Moreover, studies suggest that, over the next five years, Hispanic spending in major product categories will increase at twice the rate of non-Hispanic spending.¹⁴⁰ Notably, some Hispanics are likely to connect their environmental concerns with consumption patterns. For instance, according to one study, 47 percent of Hispanics (versus 41 percent of non-Hispanics) would pay more for environmentally friendly products.¹⁴⁰ Thus, as energy consumers,

¹⁴¹ RS&E Creative Brief. California Public Utilities Commission (CPUC) 2006 Energy Efficiency Program

by side, FYPG and FYPR ads clearly apply different approaches in the use of imaging and space. The FYPR ad covers the entire page and uses large pictures of a CFL bulb and a melting glacier; whereas, the FYPG ads employ more blank space to draw attention to a more discrete picture. (See **Figure 27** and **Figure 28**). Furthermore, when we examine a FYPS TV advertisement, we find that the ads have a very different look at feel.

- Finally, all programs utilize different taglines. Given that the programs are targeting the same audience (albeit with different media outlets), the messaging and taglines need to be nearly identical in theme and tone.

In general, because of the differences in how Flex Your Power is “branded” across the programs, the ability to maximize the synergistic effect of the current Spanish effort is difficult to discern. Our content analysis findings indicate that the stylized difference may have an impact on participants’ perceptions of the advertisements. When we examine the responses by the type of program (FYPS, FYPG, and FYPR) we see that on all the positive aspects, the mean scores are high for the FYP-Rural print program compared with both the FYPS TV ads and FYPG radio and print ads. The mean score for “shocking” was also highest for the FYP-Rural print.

Table 50: Reactions to Advertisements: Mean Level of Agreement

(Scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)

The advertisement is...	FYP-Spanish TV (n=516)	FYP-General Radio and Print (n=516)	FYP-Rural Print (n=106)
Educational	5.8	5.8	6.0
Believable	5.7	5.7	6.0*, *2
Persuasive	5.6	5.5	6.0*, *2
Empowering	5.3	5.3	5.7*, *2
Something I'd tell my friends about	5.3	5.2	5.8*, *2
Shocking	5.1	5.2	5.7*, *2
Depressing	2.4	3.0* ¹	3.0* ¹
Manipulative	2.8	3.2*	2.8
Unclear	2.7* ³	2.8* ³	2.2

* Indicates a statistically significance difference from FYP-Spanish TV at the 90% confidence level.

*2 Indicates a statistically significance difference from FYP-General Radio and Print at the 90% confidence level.

*3 Indicates a statistically significance difference from FYP-Rural Print at the 90% confidence level.

Overall, it appears that the SWM&O programs would benefit from a more cohesive look and feel across programs, however more extensive creative testing will need to be conducted to determine which of the programs’ message approach is the most appropriate for the target audience.

10.7 Evaluation of Advertisements' Efficacy in Promoting Energy Efficiency

Many of the TV, radio, and print ads showcase simple actions that individuals can take in their home. For example, one FYPS ad shows a woman changing a light bulb with her child, while another displays a man lowering the thermostat in his home. Similarly, some of the FYPR ads encourage the use of ceiling fans in place of ACs, and waiting until after 7 p.m. to use large appliances (which is an action most commonly associated with the Flex Alert days). These examples demonstrate a clear practice that an individual can adopt to save energy and, implicitly, help limit climate change. Table 51 shows an inventory of promoted practices items across the programs. Using CFLs is the most commonly proposed practice.

Table 51: Inventory of Practices Shown in Media (excluding Fact Cards)

Program	Media	Practices (Product or Behavior)
FYPG	Print	<ul style="list-style-type: none"> • Use CFLs • Use EE AC • Use appliances in the evening • Several other home energy saving tips
	Radio	<ul style="list-style-type: none"> • Use CFLs
FYPR	Print	<ul style="list-style-type: none"> • Use CFLs • Modify home heating/cooling • Several other home energy saving tips
	Radio	<ul style="list-style-type: none"> • Replace old ACs • Use Energy Star
FYPS	TV	<ul style="list-style-type: none"> • Use CFLs • Replace old ACs • Use energy efficient appliances

The Spanish-speaking respondents from our content analysis survey appear to have relative strong energy associations with the Flex Your Power program, but they do not link directly to the actions or measures promoted in the messaging. Like our English-language findings, the most common association with the FYP name is a broad message to “save energy” (43%). A smaller number of respondents gave more specific responses. Individually, these constitute a small part of the total responses, with the next largest category being personal empowerment/have power to make changes (10%).

Table 52: Associations with the Flex Your Power Name
(multiple response)

	Name n=172
Conserve/save energy/ electricity (general)	43%
Other ^a	17%
Personal empowerment/have power to make changes	10%
Electricity	9%
Use energy wisely	7%
Don't know/Refused/Nothing	8%
Adjust energy use to time of day/use energy during off peak times	5%
Utility company	5%
Turn off appliances	3%
Ad/slogan	3%
Turn off lights	3%

^aThe individual categories within “other” are not presented here as no category is more than 2%.

In addition, associations with the FYP logo were divided between “turn off lights” (43%) and the general message to “save energy” (54%). Other responses (though cited by a relatively small number of respondents) include “turn off appliances” (8%) and “use energy wisely” (6%).

Table 53: Associations with the Flex Your Power Logo
(multiple response)

	Logo n=172
Conserve/save energy/save electricity	54%
Turn off the lights	43%
Turn off appliances	8%
Use energy wisely	6%
Personal empowerment/have power to make changes	6%
Control cost/save money	5%
Other ^a	4%

^aThe individual categories within “other” are not presented here as no category is more than 2%.

As with the English-language ads, this finding may be due, in part, to the advertisements’ heavy focus on issues related to global warming generally, with a relatively modest emphasis on measures. Based on our analysis of the ads, we found the messaging may be too simplistic or propose too few direct energy saving practices.

Notably, when Spanish-speaking respondents were asked, almost 70% of individuals strongly agreed (top 2 box) that the Spanish language ads were educational. The majority of respondents (55%) however, felt that the advertisements reminded them of information that they already knew. Forty-percent of individuals felt that, generally, the ads provided them with some new information.¹⁴²

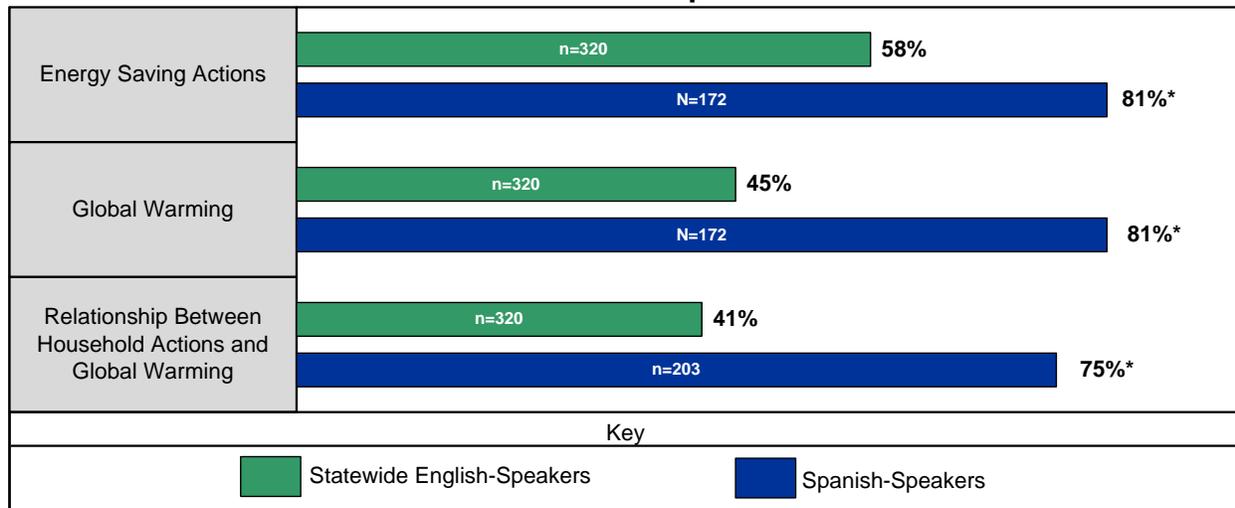
¹⁴² This question was asked after the respondent was shown all the advertisements, and applies to all of the advertisements taken together. Therefore, we cannot break down the results by television, radio or print as it is not clear which ad specifically provided or did not provide the respondent with new information.

The percentages indicate that the advertisements increased awareness around *specific* topics, however, is much higher than the percentage showing they received new information in general:

- 84% of individuals responded that the ads increased their awareness of global warming;
- 81% of individuals said they increased their awareness of energy saving actions; and
- 79% of respondents said they increased their awareness of the relationship between household actions and global warming.

As illustrated in Figure 35 below, these percentages are much higher than the equivalent percentages for the English-speaking ads, indicating that this creative approach may be very effective for the target audience.

Figure 35: Percent of Respondents who Self-Report Increases in Awareness Due to Exposure to Advertisements



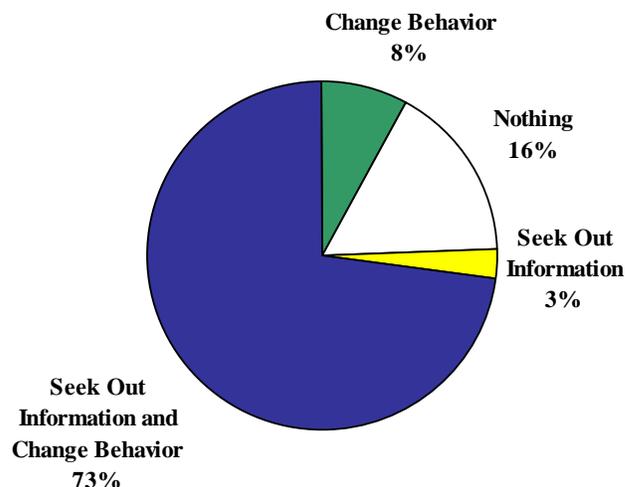
*Indicates a statistically significant difference from statewide at the 90% confidence level.

These findings indicate that individuals believe the messaging raises their awareness and also provides them with educational material.

10.8 Actionability of Messages

Based on our content analysis survey results, the Spanish-language advertisements increase general action. A high percentage of respondents indicated that they were likely to change their behavior or seek out information as a result of the advertisements. 73% of respondents strongly agreed (top 2 box) that, after viewing the advertisements, they are likely to *both* seek out information and change their behavior. When those who responded that they would *either* seek out information or change behavior are added to this percentage, it increases to 84%. (See Figure 36.) This is much higher than the equivalent figure for the English-speaking survey, which was roughly 50%.

**Figure 36: Actions Respondents Are “Highly Likely” To Take After Viewing Advertisements (note that the actions were unspecified)
n=172^a**



^a A response of 6 or 7 on a scale of 1 to 7 where 1 = strongly disagree and 7 = strongly agree, to at least ONE of the ads shown.

A high percentage (92%) of Spanish-speaking individuals recalled the message to “install CFLs,” indicating that respondents were able to relate the ads to one of the specific actions promoted by the program. This finding suggests that the ads are effective in conveying this information. When asked “what are YOU likely to do?”, the action most frequently cited by respondents was “install CFLs”; however, this was only cited by 30% of respondents. The ads are recalled, but are not as effective in getting respondents to take actions *specifically promoted by the program*. The next most mentioned actions were general in nature, to: “conserve energy” (23%), “change my behavior to help the environment/do my part” (23%) and “learn more about energy efficiency” (13%).

If the individual viewer/listener is ready and willing to take action, our analysis of the advertisements indicate the heavy global warming focus may not provide enough energy efficiency information for viewers to take action. Given the positive disposition of the Hispanic community to understanding climate change threats, the FYPG immigrant-oriented ads specifically and the climate change-focused ads in general could go further in identifying energy efficiency changes. In the FYPG immigrant-oriented radio ads, only two changes were cited (CFLs and AC). Notably in Table 54 only 6% of respondents indicated that they would upgrade to more efficient Energy Star appliances. In particular, 73% of respondents who indicated that they were likely both to seek out information and take action may not be provided enough specific information on energy saving actions to ensure that their desires to take action translates into energy efficient upgrades.

Table 54: Actions That Respondents Are Most Likely to Take After Seeing Ads
(multiple response)

Action Stated Would Do	N=172
Specific Energy Efficiency-Related Actions	
Change light bulbs to CFLs	30%
Upgrade to more efficient/Energy Star appliances upon replacement	6%
General or Conservation-Related Actions	
Conserve energy	23%
Change my behavior to help environment/Do my part	23%
Learn more about energy efficiency	13%
Spread the word/Make other people aware	9%
Turn off lights/Appliances when not using	5%
Be more aware of actions	4%
(Other)	5%
Recycle	3%
Get energy efficient car/Drive less	2%

To increase efficacy and to ensure more energy efficiency action that respondents are “likely to do,” the ads could present additional home-based practices emphasized elsewhere, such as turning off unnecessary lighting, installing high efficiency windows, and sealing the home's envelope with weather stripping. A larger menu of options would create more opportunities for the individual to be exposed to, and choose from, in order to make energy efficiency changes. If only one option is proposed (e.g., switch to an energy efficient air conditioner) the proposed practice might not fit the needs or interests of the individual.

10.9 Program Channeling Effects

While it is not a primary goal of the SWM&O Spanish-language efforts, when asked directly if they recalled the message to visit the website and call toll free number, the majority of respondents said they did recall it (77% in the case of the website and 74% in the case of the toll free number). This finding is particularly interesting, as 76% of all survey respondents indicated that they would seek out more information. The Spanish-language campaigns do seem to be effective at conveying this information, in part because the FYPS Spanish-language advertisements make a point of calling out the website and toll-free number in their advertisements. Table 55 illustrates these findings.

Table 55: Recall of FYP Website and toll free Number
(Respondents who recalled the message soon after being shown the Ad^a)

Message in Ad	Spanish-speaking individuals n=172	English-speaking individuals – Statewide sample n=320	English-speaking individuals – Rural sample n=203
Visit the Website	77%	43%	67%
Call the toll-free telephone number	74%		68%

^aIt was not possible to analyze the data by media here, as we ask only whether the respondent recalled the specific message (and not from which ad they recalled the message). Respondents may have seen multiple ads with the same message.

* Indicates a statistically significance difference from Spanish-speaking individuals at the 90% confidence level.

*² Indicates a statistically significance difference from English-speaking individuals – Statewide sample at the 90% confidence level.

*³ Indicates a statistically significance difference from English-speaking individuals Rural sample at the 90% confidence level.

Note that there is a statistically significant difference between the percentage of Spanish-speaking individuals recalling the message to visit the website and the percentage who recalled this directive among Statewide and Rural English-speakers, indicating that the Spanish-language creative may be more effective in highlighting the website than the English-language ads.

10.10 Recommendations

Overall, the SWM&O programs have done a good job with the budgets and tasks given to them to target Spanish-speaking Californians. However, a number of areas exist where the programs can improve their efforts through better planning and coordination. In particular, the SWM&O programs are inconsistent in their use of creative formats and educational approaches used to target this market. For instance, some of the ads focus on specific energy efficiency practices that the individual can take to help limit global warming, while others focus on basic climate change education. With regard to this latter approach, recent studies have shown that Hispanics are well-informed about global warming issues and are ready for a sharpened focus on specific options and practices to incorporate energy conservation in their everyday lives.

Based on our in-depth interviews, the three programs work almost completely independent of one another on their Spanish-language efforts. This organizational shortcoming becomes evident when examining the Spanish-language target audience definitions (which vary among program implementer), and when examining their creative techniques and approaches to this demographic. Stylistic differences between the three programs clearly emerge when examining program efforts specifically designed to cater to this demographic. Our preliminary research indicates that these differences may be evident to the viewer, but the impact on program branding and outcome is unknown at this point. However, program implementers need to consider the impact of these discrepancies on the target audience and determine ways to minimize the differences between ad campaigns.

Overall, the SWM&O Spanish programs are essential to connect with the target market. These ads have been appropriate to date, but can be of greater value by evolving with California's Hispanic population's attitudes towards key environmental issues. Key recommendations include:

- There are clear differences in the responses to marketing by Spanish-speaking and English-speaking audiences. Because of the growing percent of Spanish-speaking population (and therefore, those who use energy), SWM&O needs to maintain distinct marketing and outreach efforts for these two populations.
- SWM&O implementers need to work together to further align the programs to create a more consistent educational approach. The Spanish programs need to become better connected across media types. This result can be achieved by working together closely to align their target audiences, key messages, and format, or by merging the three programs into one to ensure a closer correlation between messages, taglines, and the menu of proposed actions. Increased consistency in branding will make the ads more complementary and help compound the message effect when individuals are exposed to ads from the different programs.
 - To effectively do this, the CPUC and IOUs need to align all Spanish-language efforts under the same program implementer. The simplest way to ensure alignment across all Spanish-language efforts is to consolidate the efforts under a single program implementer. The CPUC and IOUs need to consider if there are existing synergies that could be utilized within one of the SWM&O programs that could be capitalized on to house and employ all Hispanic efforts. If this is not done:
 - The SWM&O programs need to better align their Spanish-language targets.
 - The SWM&O programs need to provide transparent budgetary information on Spanish-language outreach. In order to ensure that program implementers receive the funds necessary to better target this growing population, program implementers need to provide more transparency in their budgets for evaluation purposes.
- Spanish ads needs to emphasize specific energy saving practices over general environmental education. In particular, the programs need to reduce the global warming educational component and devote more ad time to educating on specific measures and household actions that may be used to better educate consumers. Our findings indicate that Spanish-speaking Californians are interested in making changes, but are not clear on what types of actions to take. Thus, the programs need to consider the efficacy of ads that focus heavily on environmental effects of energy consumption among a relatively aware population at the cost of providing specific, action-oriented messages.
 - Because the global warming message has become more omnipresent since 2006, the programs need to recognize that the Spanish speaking audience is fairly informed about the link between global warming and household energy use. Some concept to consider include:

- Emphasizing the short-term (financial) and long-term (intergenerational/global warming) benefits of energy saving practices.
 - Refocusing the programs toward a more environmentally educated audience.
 - Providing more concrete energy saving steps and resources.
- SWM&O programs, IOUs, and the CPUC need to be cognizant of complex demographics within the Hispanic target audience and develop approaches that work for the various sub-segments. Overall, the Spanish language is still a unifying factor for people of Hispanic origin. California's Hispanic population will continue to speak Spanish as a primary language, despite varying levels of acculturation. Therefore, Spanish-language ads need to remain the primary means of reaching Hispanic audiences. However program implementers need to consider multiple strategies and outreach approaches to better target this highly stratified demographic. Due to the range of socio-economic variances among Hispanics in California, the programs need to identify distinct target audiences and consider different ways in which these various segments may be better served or targeted by program messaging. Implementers need to revise strategies to target particular Hispanic populations in distinct markets and consider different outreach approaches targeted to second and third generation Spanish-speakers whose cultural mores may be more American than traditional. Marketers need to know what demographics they want to communicate with, similar to any general marketing campaign, and actively target those segments of the Hispanic population.¹⁴³
 - The CPUC and IOUs need to expand the budget for Spanish-language efforts in order to enhance the sophistication of these efforts. Namely, effective segmentation and targeting requires more dollars for research and marketing efforts and this needs to be considered when developing the 2009-2011 plan for this demographic.
 - If the budget is limited, the SWM&O programs needs to consider reallocating their outreach methods to ensure that the most effective outreach tools are used to communicate with the target audience. Research shows that print, while often an effective media outlet in the general population, may not be the most effective outreach tool for the Hispanic audience. The SWM&O programs could allocate the dollars spent on print advertisements to other, potentially more effective outlets, such as radio or online advertising.

¹⁴³ Jensen-Campbell, Cam. Today's Hispanic Consumer. April 2005.

11. ANALYSIS OF THE FLEX YOUR POWER WEBSITE

The Flex Your Power website is an online resource that provides in-depth information on ways to save energy for multiple sectors, both residential and non-residential. This website is meant to serve as an interactive education and resource tool to supplement the mass media efforts of the SWM&O programs. The site aims to provide California consumers with detailed, more substantive information that cannot otherwise be provided through mass media outreach. The website provides a vast amount of up-to-date information about energy saving practices and energy efficiency news. In addition, the website is an interactive tool that allows viewers to search for IOU energy efficiency programs and energy efficiency tax incentives.

Throughout this write-up we present the content and reach of the Flex Your Power-General (FYPG) campaign's web communications through the FYP website (www.flexyourpower.org or fypower.org). In our research, ODC analyzed website data (web log¹⁴⁴ and aggregate data),¹⁴⁵ and online ads either purchased directly by FYP¹⁴⁶ or indirectly as part of media buys and partnerships with television and radio stations.¹⁴⁷ ODC reviewed the website in detail to help describe the content and organization of the information. Additionally, the ODC team analyzed the metrics being gathered by the FYP website tracking software to determine if it is gathering an appropriate range of information to assess overall effectiveness of online activities. From these findings, we draw a series of implementation-related recommendations.

The results of our research are detailed in the findings below.

11.1 Website Content

In this section we outline a general overview of the FYP website as an informational resource tactic for FYP. We outline our understanding of the website content, layout and method for channeling users to demand side management programs, rebates and tax incentives as of the active website on February 22, 2008.

Website as an Informational Resource

The site currently has a homepage that contains: hot topics in energy efficiency. Readers can learn about the latest statistics regarding climate change in California or sign up for Flex Alert Notifications (Demand Response program: Flex Your Power Now), television advertising clips

¹⁴⁴ Web logs provide thousands of pieces of information that can be used to examine user access and navigation through a website.

¹⁴⁵ Web log data from January 2006 through December 2007 was provided by Efficiency Partners (17.7 GB of data). Aggregate data in the form of NetTracker reports (the web analytics tool currently used by Efficiency Partners), documenting website activity from January 2006 through December 2007, were provided by Efficiency Partners and included data on page visits, views, click-thrus to programs and referrers. The web log data was also aggregated by the ODC Team using Urchin 6 and WebLog Tracker, other web analytic tools. Urchin 6, Weblog Tracker and NetTracker sort and aggregate web log data to generate website statistics.

¹⁴⁶ ODC drew upon the summary of online ads purchased for the 2007 FYP campaign including the Online Awards Campaign (May 14-June 10, 2007), Summer Campaign (June 11-August 22, 2007) and Winter Campaign (November 1 – December 31, 2007).

¹⁴⁷ ODC drew from the Third quarter 2006 (e-mail blasts and banner ads) and Fourth quarter 2006 (email blasts and website presence)

from the FYP campaign, FYP Award winner information, energy saving tips for residential consumers (such as turn off unneeded lights or adjust thermostats), as well as links to the PowerPlug Blog and the Flex Your Power eNewswire.

The homepage has links across the top of the page to channel a viewer to energy news (a section dedicated to the latest in energy news as communicated through the PowerPlug Blog¹⁴⁸ and eNewswire)¹⁴⁹ and segment-specific energy efficiency information. Segments include residential Californians as well as commercial, industrial, institutional, and agricultural industries. Figure 37 on the following page depicts the content on the FYP homepage as of February 22, 2008.

Each of the segment-specific web pages contains energy savings tips, resources for energy savings (such as information on rebates, stores that sell energy efficient products and best practice and product guides), energy news, energy efficiency education by topics (such as natural gas efficiency and energy efficiency building or retrofitting).

¹⁴⁸ The PowerPlug Blog is a frequent, up to 3 or 4 times per week, running web log of announcements, news stories and events related to energy efficiency. The PowerPlug Blog can be accessed directly on the FYP website or via RSS feeds.

¹⁴⁹ The eNewswire is a bi-weekly newsletter for FYP. The eNewswire is both sent directly to recipients that requested it via the website and posted to the website. These efforts will be reviewed as additional tasks in the FYP non-media evaluation effort.

Figure 37: FYP Homepage as of February 22, 2008



Saving Energy. It's a Way of Life.

[About Us](#) | [Frequent Questions](#) | [Partner Resources](#) | [Español](#) | [OO](#) | [OOO](#) | [Tiếng Việt](#)

HOME
ENERGY NEWS
RESIDENTIAL ▾
COMMERCIAL ▾
INDUSTRIAL ▾
INSTITUTIONAL ▾
AGRICULTURAL ▾

Save natural gas and fight global warming this winter.

Help take the equivalent of 400,000 cars off the road, while you save up to 60% on your winter heating bills. **NATURAL GAS SAVINGS TIPS**



Energy Saving Tools & Information

Flex Your Power's website is your resource for energy efficiency and conservation information. Find incentives/rebates, technical assistance, retailers, product guides, case studies and more for.

- » [Residents](#)
- » [Commercial & Small Business](#)
- » [Agriculture](#)
- » [Industry](#)
- » [Local Governments & Schools](#)

Find Rebates and Services in Your ZIP Code

Rebates, Incentives & Services Locator  Energy efficiency rebates and services for appliances, lighting, heating & cooling and more!

ZIP: Sector: Residential ▾

Hot Topics in Energy Efficiency

» [View all Hot Topics](#)

[Energy Efficiency Helps Combat Climate Change](#)
Learn the latest statistics regarding climate change in California.

[Sign-up for Flex Alert Notifications](#)
Sign-up for e-mail and mobile alerts during California's hot weather season.

[Flex Your Power Awards](#)
Learn about outstanding leaders in energy efficiency and apply for this year's Awards.

[Low-Income Energy Efficiency Programs](#)
Learn about Low-Income Energy Efficiency Programs in California.

[Energy Efficiency and the Natural Gas Market](#)
Natural gas supplies 42% of the electricity used in California.

What is Flex Your Power?

Flex Your Power, California's energy efficiency marketing and outreach campaign, has been helping Californians save energy since 2001.

» [Learn more](#)





Watch the Flex Your Power TV Ads



The energy choices we make today are part of the legacy we'll leave our children. Watch the ads and then choose which energy-saving actions you will do as part of your legacy. [Watch the ads.](#)

Congratulations to the Award Winners!

The Winners and Honorees of the 5th Annual Flex Your Power Awards have been announced! Learn about their achievements. [Applaud the winners.](#)

Quick & Easy Energy Saving Tips

- **Adjust your thermostat dial and turn up energy savings.**
Setting your thermostat to keep air conditioning at 78°F when it's hot outside, and your heating system at 68°F when it's cold, can help save up to 20% in heating and cooling costs.
- **Turn off unneeded lights.**
Avoid lighting an empty room and take advantage of natural light whenever possible.
- **Use appliances wisely.**
To help prevent electricity outages, use major appliances after 7 p.m. Don't forget to turn off equipment like ceiling fans, stereos and computers when not in use.

» [More energy and money saving tips](#)

Power Plug The Flex Your Power Energy Blog

[Cost to Construct New Power Plants Continues to Soar](#)

[DOE Releases Report on Oakland LED Street Light Demo](#)

[Solar Power Investment and Installations Soaring in California](#)

[Toronto Condo Tower Completes Largest Residential Interior Lighting LED Conversion in North America](#)

[CIA's Newest Campus Is a Green Showcase](#)

» [Read more on the Power Plug Blog](#)

e-Newsire Flex Your Power's Email Newsletter

[Sales of CFLs Rise to 20% of the Light Bulb Market](#)

[Companies Get Cleaner and More Efficient, But Have Much More to Do, Says Report From GreenBiz.com](#)

[San Diego's First LEED-Certified Restaurant, Pizza Fusion, Opens in May](#)

» [Read the entire Feb. 6, 2008 e-Newsire edition](#)

© 2008 Efficiency Partnership | [Terms of use](#) | Energy Hotline: 1-866-431-FLEX

Website Channeling

The FYP website serves as one of two channeling mechanisms to the IOU's demand side management programs and is used by all three SWM&O programs in their advertisements. The other mechanism is the FYP toll free number that routes callers to their local utilities. When a call is placed to the toll-free number – 1-866-431-FLEX – the call operator instructs the caller to pick their local utility to learn more about Energy Star qualified products and rebates. Options are given for: Pacific Gas and Electric (PG&E); San Diego Gas and Electric (SDGE); Southern California Gas (SCG); Southern California Edison (SCE); Los Angeles Department of Water and Power (LADWP); and Sacramento Municipal Utility District (SMUD). Similarly, the FYPG website's Rebate and Service Locator channels viewers to IOU demand side management programs, 3rd Party demand side management programs, and energy efficiency federal tax incentives through the homepage and through the segment-specific web pages. Beginning at the homepage, a viewer can input a zip code in a text box located at the top right of the homepage to "find rebates, incentives and services." Figure 38 (from the FYP website on May 28, 2008) shows an example of the interactive way in which viewers can find rebates, incentives and services on the FYP website:

Figure 38: Example of Interactive Rebate, Incentive and Service Finder On the Flex Your Power Website



[Residential Overview >](#)

Rebates, Incentives & Services

Search by California Zipcode

Zipcode: Sector: Residential

Find financial incentives and technical help for energy-efficient appliances, equipment, lighting and buildings.

Utility companies, water agencies and public and private organizations offer a variety of programs to help you make your home, business or new project more efficient.

Be sure to contact rebate/incentive/service providers directly for detailed qualification and redemption information.

Some examples¹

- Appliance rebates
- Lighting rebates
- Energy audits
- Financing
- Project design assistance
- Renewable energy rebates & services

After entering a zip code, a viewer is directed to a results page showing the rebates and services offered in the geographic region and sector. The web page is further categorized by incentives (including categories such as lighting, appliances, heating and cooling, building envelope, outdoors, renewable energy, water efficiency, and whole building and systems) and services (including audits, demonstration models, education, project design assistance, training and

certification). By clicking on an incentive or service sub-category, such as lighting, a viewer is channeled to a web page that outlines all of the program sponsored incentives and rebates for energy efficient lighting. A viewer also will find product guides in each measure sub-category.

The resource program information given to viewers on the FYP website includes the incentive offered as well as a short description of the program, the name of the program, the IOU or 3rd Party sponsoring the program and a phone number and/or a link to a program sponsored website for more detailed information. Table 56 (from the FYP website on February 19, 2008) shows an example of the type of information offered to viewers for IOU and 3rd Party programs on the FYP website:

Table 56: Example of Program Information on the Flex Your Power Website Indoor Lighting

Read our [Product Guides](#) for energy efficient product information and purchasing tips!

Free CFL Torchieres	Lighting Exchange & Education for Compact Fluorescent Lamps (CFL). Help reduce your energy costs by exchanging up to 2 halogen torchiere lamps for compact fluorescent floor lamps at no cost. Program: Lighting Exchange Program	San Diego Gas & Electric (SDG&E) 858-636-5766 Incentive details online
3 Free	Lighting Exchange & Education for light emitting diode (LED) Holiday Lights. Customers can exchange up to 3 strands of incandescent holiday lights for LED holiday lights. Seasonal. Program: Lighting Exchange Program	San Diego Gas & Electric (SDG&E) 858-636-5766

11.2 Website Statistics

The web statistics findings are organized by the following sections: (1) *Website Reach*: The overall reach of the website including general traffic to the website and when viewers typically visit the site; (2) *How Visitors Reach the Website*: How visitors find the website including the top referrers to the website and direct traffic; (3) *Where Visitors Spend Time on the Website*: Where visitors spend their time on the website including web pages that are most frequently viewed; and (4) *Where FYP.org is Referring Visitors*: what other websites FYP.org refers visitors to, including the popularity of certain IOU and 3rd party demand side management programs and energy efficiency tax incentive sites.

To help clarify the terms used throughout this section we provide definitions for each term below:

Visit: A visit to the website regardless of how many pages are viewed within that visit. A visit value does not show unique visits, or unique persons visiting the site. Therefore, a person visiting the site multiple times in 2006 and 2007 would be counted multiple times in the visit data.

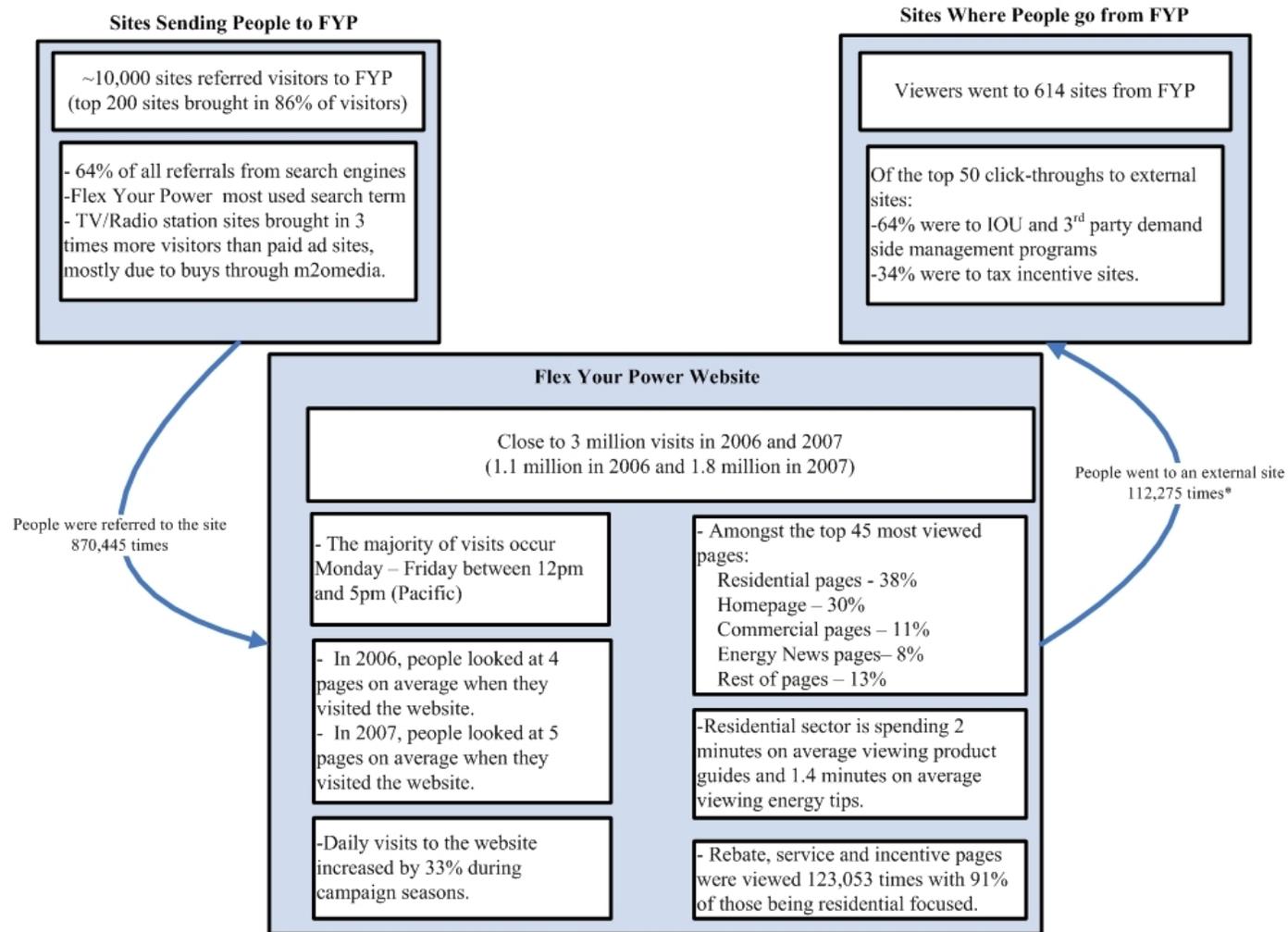
View: A view refers to the pages or content of the website being accessed (e.g., homepage). View data will often be larger than visit data, as visits count the number of visits to the website as a whole and views count the visits to specific pages. For example, if one visitor came to the site and viewed 6 web pages, then the data would count 1 visit and 6 views.

Click-thrus: Counts the number of times that a link to a non-FYP website was clicked on. Indicates the number of times that the links to external websites were clicked on, such as a link to an IOU demand side management program.

Referrers: Referrers are the online entities that refer visitors to the website. A referrer website is a site that directs users to the FYP site and includes general search sites, advertisements, and content sites. Some examples of referrers are banner advertisements placed on external web pages and search engines such as Google.

Figure 39 shows a summary of the key findings from the web statistics. Below the flow chart we provide detailed findings.

Figure 39: Flex Your Power Website Flow Chart of Key Findings



*The number of click-thrus should not be analyzed against the number of visits in this flow chart. These two data points come from two different data sources (NetTracker and Urchin 6) and should be considered separate pieces of data. In addition, visit data refers to the hits to the site and not to unique visitors. The click-thru data refers to the number of times an external sites was “clicked on”. Therefore, a visitor can visit the site once but click on multiple links to external sites.

11.3 Website Reach

The following section outlines the reach of the website over the course of 2006 and 2007. The purpose of this analysis, undertaken as part of the ODC team's evaluation of the SWM&O program's non-mass media outreach efforts, is to understand the reach of the campaign's web communications. The reach of the FYP website was evaluated based on the number of visits (how often the website was visited). Below we outline our findings from the website statistical analysis including the reach of the website, measured in total number of visits and traffic timing.

Total Visits

Our review of "visit data" indicates that the website is getting a large amount of traffic and that this traffic is increasing.¹⁵⁰ Furthermore, campaign activity, defined here as seasons when FYP is actively advertising the website via targeted media buys, is increasing awareness of the website as seen by the increased website traffic during campaign seasons. The visit data revealed the following key findings:

The website received almost 3 million visits (not unique) between 2006 and 2007, and traffic to the website increased by 63% over this same period¹⁵¹ (See Table 570).

Notably, based on our teams' experience with similar website reviews, the increased traffic coupled with the increased activity during campaign periods are similar to trends observed in other energy efficiency marketing and outreach programs, such as Energy Star's "Change a Light, Change the World" campaign, that direct the target audience to a website for information. Comparing actual numbers is difficult due to data access, publishing rights, the differences associated with the size of the target audiences and the overall marketing and outreach funding levels.

Table 57: Total Visits to the Website

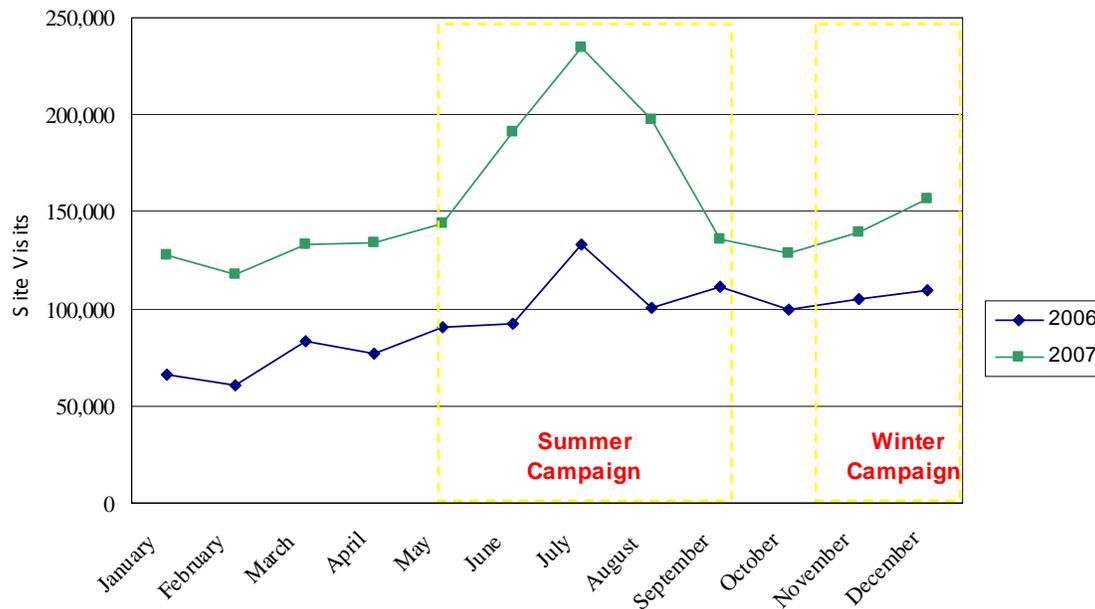
Year	Total Visits
2006	1,129,565
2007	1,840,720
Total	2,970,285

¹⁵⁰ The size of this traffic relative to other programs is difficult to discern without tracking a similar website as a control. To date, a control group has not been studied for two primary reasons: (1) lack of comparable statewide program with a similar website; and (2) complications in and difficulty obtaining webstats from other websites outside of the purview of this evaluation effort.

¹⁵¹ The visit data used in this report were aggregated via the Urchin 6, web analytics program. FYP currently uses NetTracker and provided NetTracker reports for the evaluation that showed 582,432 visits in 2006 and 889,290 visits in 2007, showing a 53% increase in traffic year over year. The term visit is not defined by Urchin, the web analytics program use to analyze the data for this chapter. Therefore, it is assumed that the visit data includes both new and repeat visitors. The NetTracker possibly defines visits differently, thus explaining the discrepancy between numbers. The ODC evaluation team decided to move forward with the Urchin 6 reporting as it allowed us to analyze the web log data in multiple ways as opposed to the NetTracker aggregated reports that were provided by FYP.

Total visits to the website increased from 2006 to 2007 (by 63%) with spikes occurring during the 2006 and 2007 Summer Campaigns (May-September) and during the 2007 Winter Campaign (November-December) as indicated in Figure 40. Visits increased only slightly during the 2006 Winter Campaign. It is important to note that the spikes during the campaign cannot entirely be contributed to FYP's efforts; increased traffic may be attributable to other efforts such as Flex Your Power Now and may naturally occur due to high utility bills in those seasons. However, it is still worthy to note that web traffic is positively affected when the FYP campaign is running.

Figure 40: Monthly Website Visits
n= 2,970,285

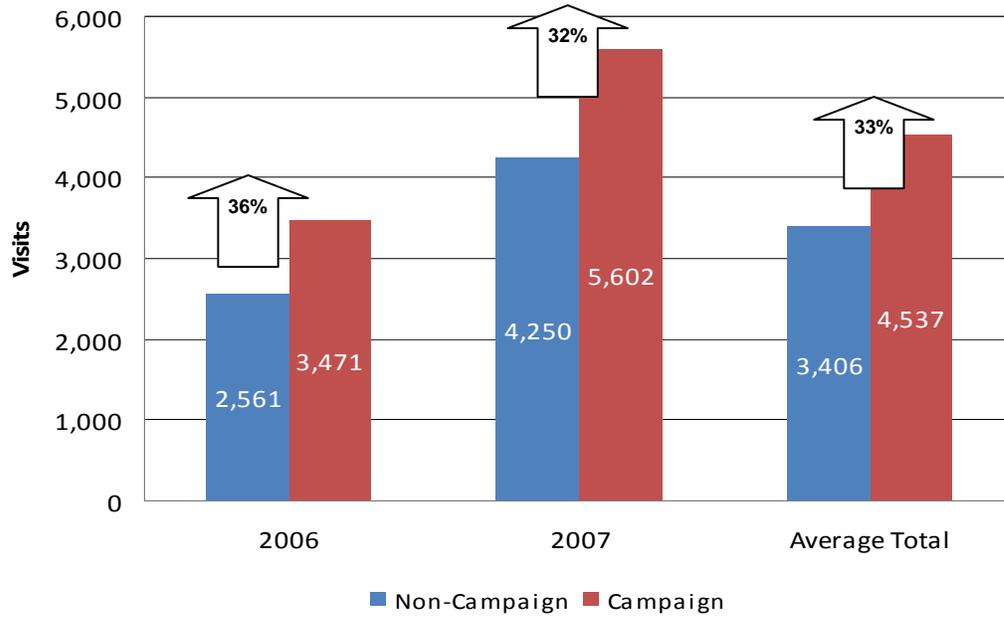


Data Source: Urchin 6

On average, overall website traffic increased 33% during the campaign seasons. The average visits to the website per day increased by 33% during campaign seasons when compared to non-campaign seasons. Annually, the average daily visits increased during campaign months by 36% (2006) and 32% (2007) over non-campaign months.

Notably, the website also serves as a resource throughout the year. On average, there were 3,400 daily visits to the website during non-campaign seasons.

Figure 41: Average Daily Visits During Campaign and Non-Campaign Seasons¹⁵²



Traffic Timing

Visits to the website were examined by day of the week and time of day. The majority of visits to the website occurred between Monday and Friday. In addition, most visits occurred between the hours of 12pm and 5pm (Pacific Time).

¹⁵² May-September and November-December were considered the campaign months for both years.

Figure 42: Visits by Weekday
n = 2,970,285

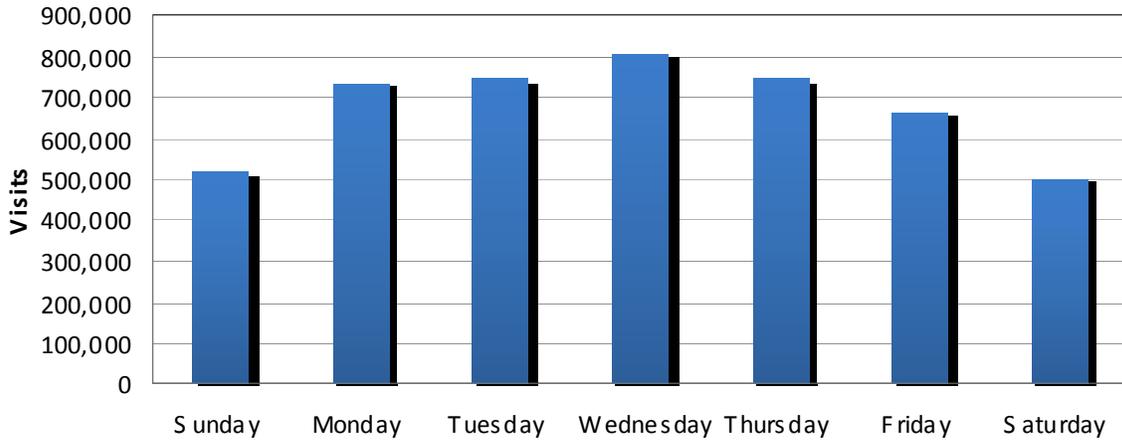
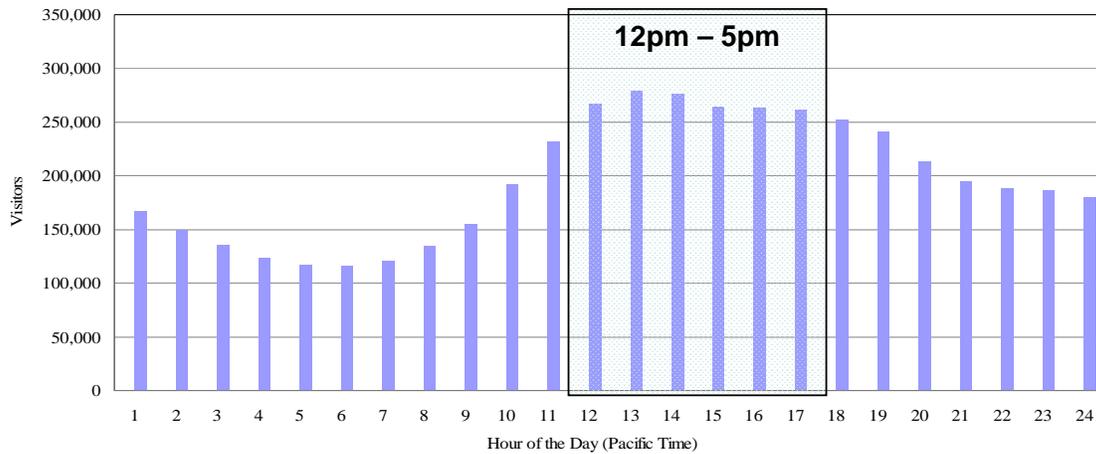


Figure 43: Visits by Time of Day
n = 2,970,285



11.4 How Visitors Reach the Website

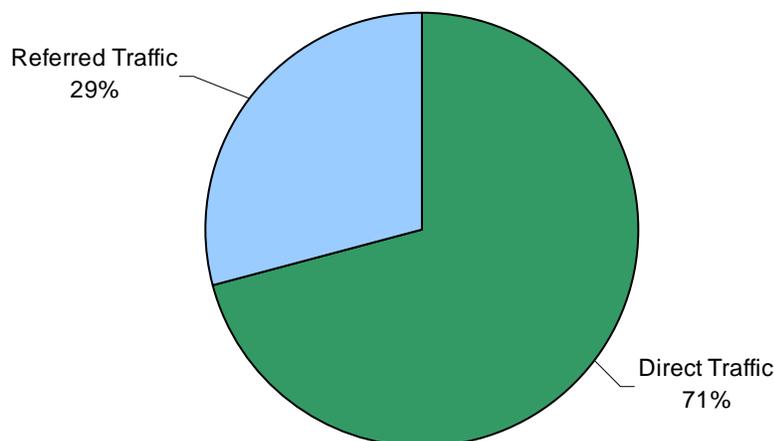
The following section outlines our findings from the website statistics analysis regarding “how visitors reached the site,” including the top referrers to the website and direct traffic visitors.

Referrers and Direct Hits

Visitors reach the site by either entering the URL address directly into their web browser or by being referred, meaning that a viewer could have been referred by another websites or online advertisements. Referred traffic in the chart below includes viewers that found the website through a search engine such as Google and viewers that found the website after clicking on an online advertisement for FYP. Direct traffic in the chart below includes visitors that entered the site by entering the URL address directly into their browser and visitors that potentially entered the site through links in the eNewswire or PowerPlug Blog. The web log data is currently not set up to distinguish these types of direct traffic visitors, however in our recommendations we suggest implementing a method to enable this distinction.

Based on the site visit data, 71% of traffic coming to the website was from direct traffic while the remaining 29% of the traffic came from referrals.

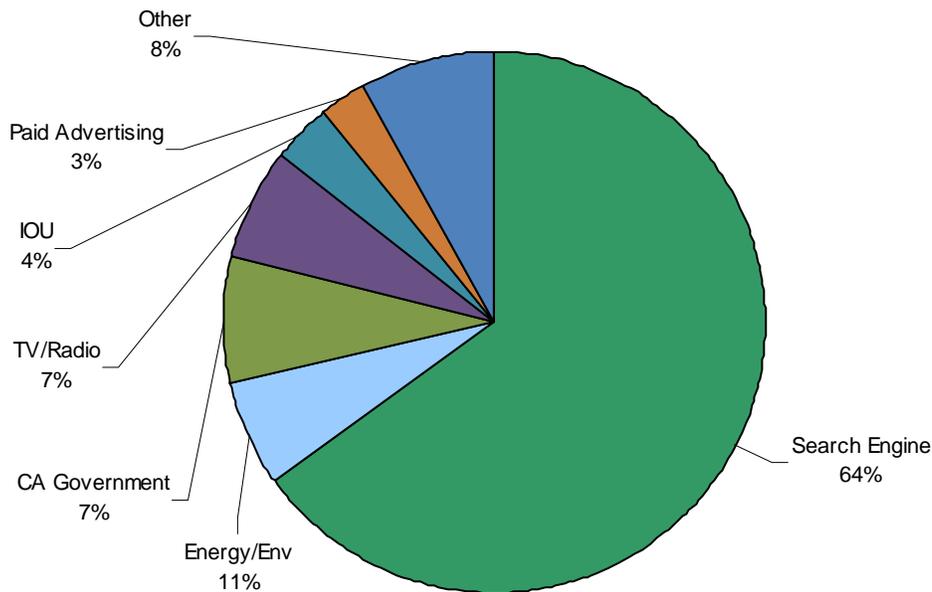
Figure 44: Direct and Referred Traffic
n = 2,970,285



Top 200 Referrers (Paid and Non-Paid)

Almost 10,000 sites referred visitors to the FYP website in 2006 and 2007. The web referral data indicate that search engines are driving the most traffic to the FYP website. The ODC team examined the top 200 referrers, accounting for 86% of all referrer sites, and grouped them into 7 site types. Addendum A shows the top 5 sites, in terms of number of referrals to the FYP website in each of the 7 categories shown in Figure 45. Notably, m20media.com, an online advertisement intermediary site, accounted for the majority of visits referred by the TV/Radio site category in the graph below. The m20media referrals were from five ads placed on the websites for KOST and KBIG, two California radio stations on which FYP radio ads were placed. Since no online advertisements were purchased on radio station websites, these ads were likely negotiated as added value when the FYP radio ads were purchased on these stations.

Figure 45: Top 200 Referrers by Site Type
n = 752,742



Top Paid Referrers

Online ads were part of the “360 degree surround” approach of the residential campaign. Ads were purchased on newspaper websites, shopping sites, Yahoo, and Weather.com.¹⁵³ The ODC Team examined the extent to which online ads referred users to the FYP website.¹⁵⁴ Below, online ads are grouped by:

Ad site: Banner advertisements that were purchased directly through online advertisers. These advertisers (e.g., ad.doubleclick.net) then placed banner advertisements, which direct traffic to the FYP website, on select websites.

TV/Radio Stations: Banner advertisements and e-mail blasts that were negotiated as added value when advertisements were purchased on some TV and radio stations. For example, when FYP purchased ads on KCBA-TV in Monterey-Salinas, the station agreed to place FYP banner ads (which refer the viewer to the FYP site) on their website at no cost, as a form of added value.

Media Partnership: Partnerships between the campaign and select TV and radio stations were used as a vehicle to deliver non-advertising communications that complemented the advertising campaign. Fraser Communications negotiated the partnerships with TV and radio stations and Efficiency Partnerships provided content and worked with the stations to produce energy efficiency-themed vignettes and on-air interviews with FYP or IOU representatives. Partner stations provided a range of other promotional activities as well, including distribution of FYP collateral at community events (festivals, parades, etc.), promotional contests, traffic and weather sponsorships, and extensive online activities (email blasts, content in station e-Newsletters, sponsorship of energy-efficiency web pages on station websites, online streaming of FYP vignettes, etc.).¹⁵⁵

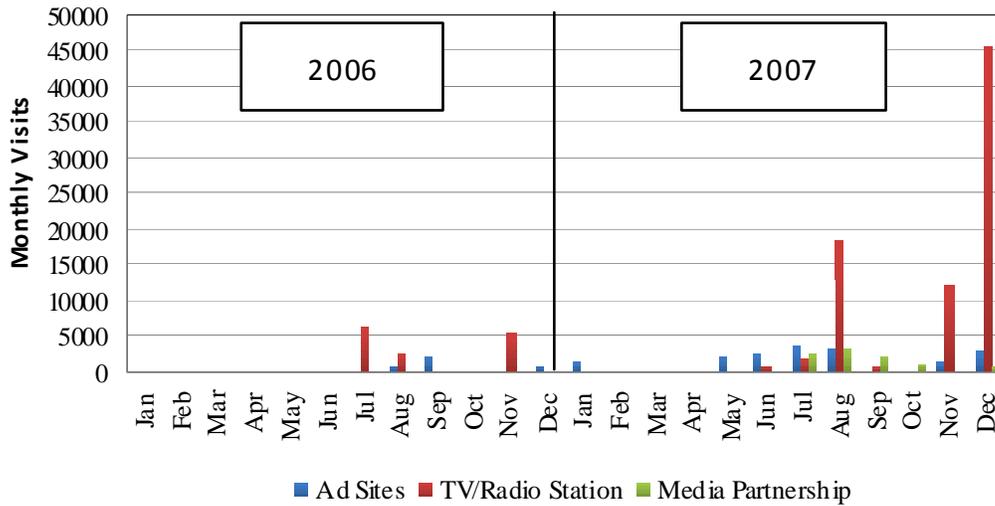
The TV/Radio Stations referred more visits to the website than paid ad sites or media partnerships. The high traffic from TV/radio station websites is mostly attributed to the five m2omedia ads, which brought more than 44,000 visits to the website. As shown by the chart below, the ad sites and media partnerships did little to increase traffic to the website. Although these advertisements were less effective in driving traffic, we note that when combined with other online ads (such as TV and radio), the paid online ads may have helped increase the recall of the website or Flex Your Brand name. In its 2007 campaign planning document, Fraser Communications cited a study conducted by Radio Ad Effectiveness Lab, which concluded that recall of advertising is dramatically enhanced when a mix of radio and internet are used together, as opposed to when online is used alone.

¹⁵³ Flex Your Power, “2007 Marketing & Outreach.ppt,” 2007.

¹⁵⁴ Online ads were purchased during the summer and winter residential campaigns in 2006 and during the spring commercial campaign (focused on the FYP awards) and the summer and winter residential campaigns in 2007. The spring 2007 campaign targeted California businesses, and ads were purchased on newspaper and business journal websites and Yahoo. The summer and winter campaigns focused on residential consumers, specifically homeowners 35-64 and renters 25-64.

¹⁵⁵ The ODC team leveraged media buy reports and campaign planning documents to determine which TV/radio station referrals came from TV/radio station added value negotiations and which came from media partnerships.

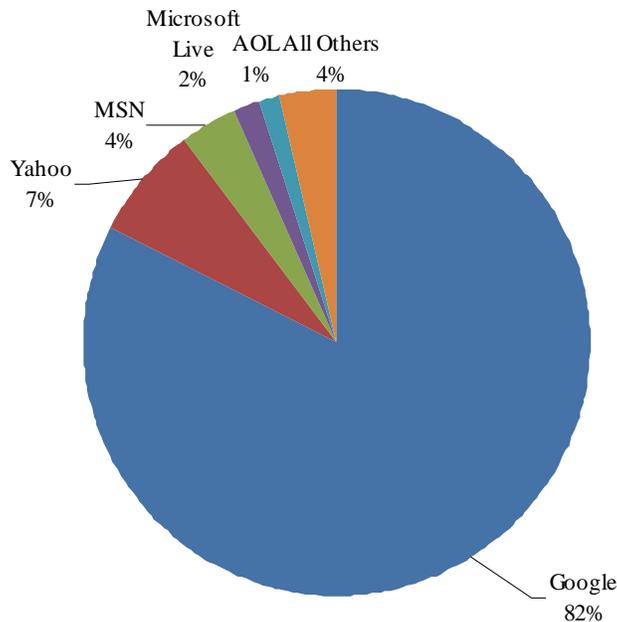
Figure 46: Visits from Top 22 Paid Referrers



Search Engines

To further analyze the referrals coming from search engines, the ODC Team examined the search terms that led traffic to the FYP site. As shown earlier, 64% of all referrals to the website in 2006 and 2007 were from search engines, such as Google, Yahoo, MSN, Windows Live and AOL. Google brought the most referrals, accounting for 82% of all referrals from search engines.

Figure 47: Search Engine Referrals
n = 488,325



Search Words

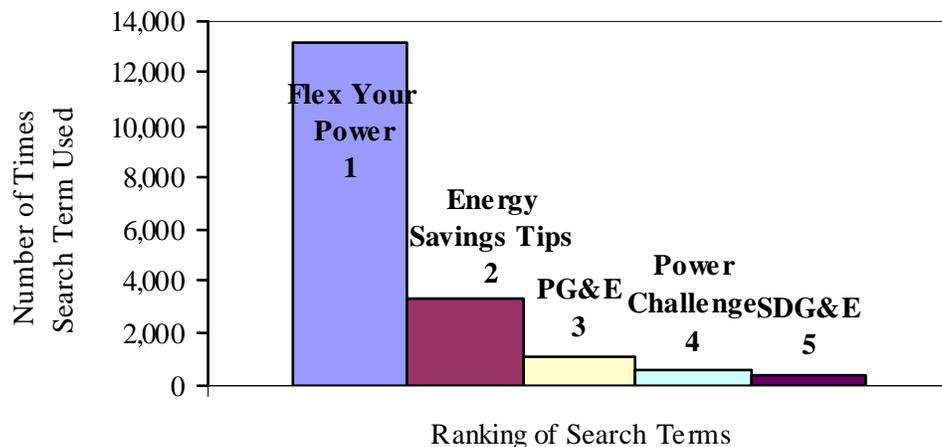
The ODC team examined the words that visitors typed into the search engines ultimately leading them to the FYP website.¹⁵⁶ Flex Your Power was the number one search term used by referrals to the website, indicating a high level of brand name recognition. This analysis also highlighted the following key findings:

Search terms relating to energy savings tips are the second most popular method used to reach the website, suggesting that users are using the FYP website to access information on saving energy and reducing costs.

Utility names, specifically PG&E and SDG&E were among the top search words leading to the FYP site. Note that the utility names were likely coupled with other search words; however the data analytics program did not catch this coupling of phrases.

The Power Challenge (run on the FYP website since 2006), the online energy efficiency game on the website, seemed to bring many viewers into the website as “power challenge” was the fourth most popular search word that led viewers into the website.¹⁵⁷

Figure 48: Top Search Words from Search Engines
n = 17,999



Data Source: WebLog Expert

¹⁵⁶ Addendum B shows the top 25 search words from Google, Yahoo, MSN, Windows Live and AOL to help with FYP’s decision-making process for key word search buys.

¹⁵⁷ It is unknown as to how FYP marketed the Power Challenge game so that people knew to enter the term into a search engine.

11.5 Where Visitors Spend Time on the Website

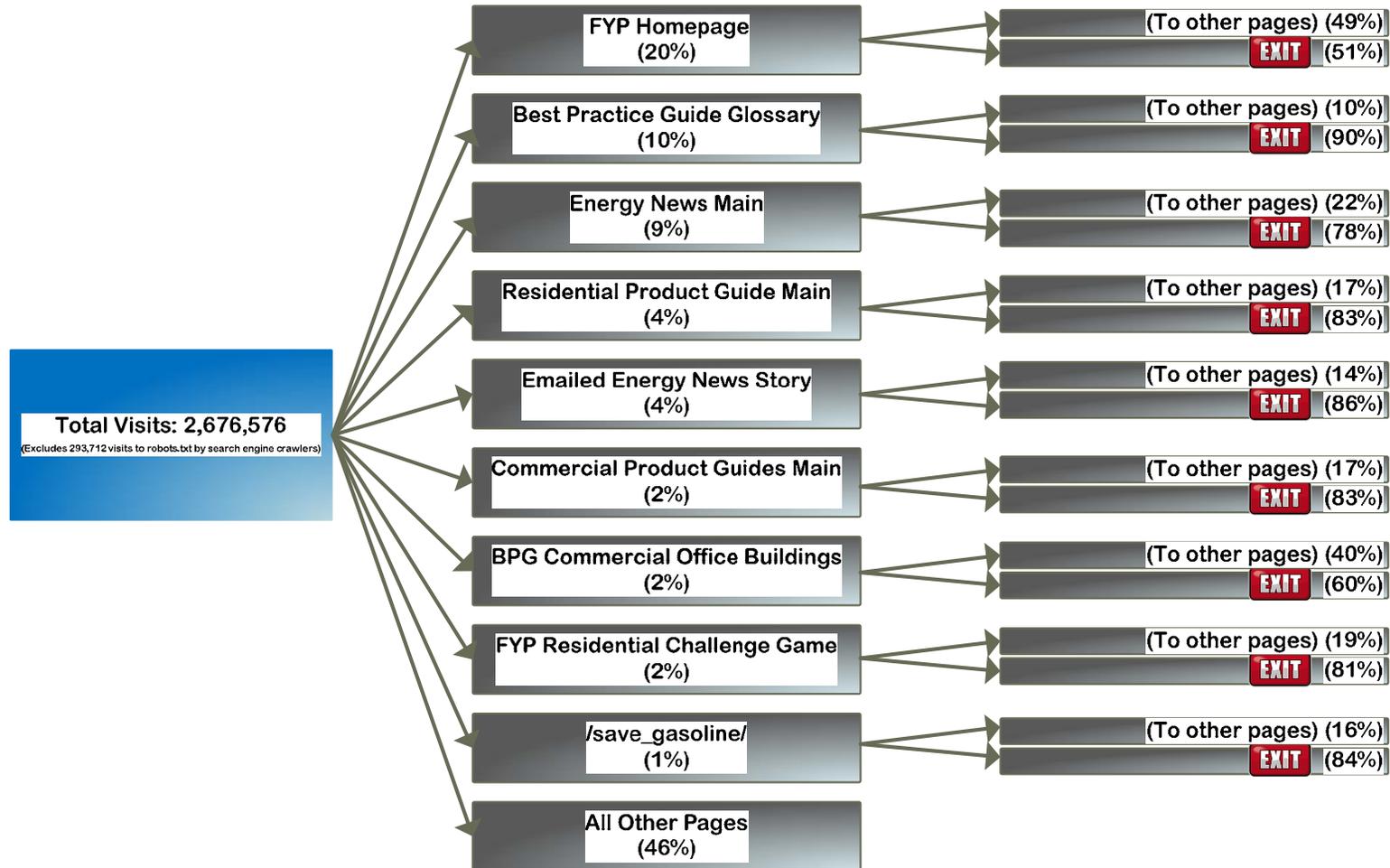
The following outlines our findings from the website statistics analysis regarding where visitors spend their time on the website. This analysis includes web pages that are viewed most often and the basic flow to and within the FYP site as a function of the number of page views per site visit, types of pages visited, time of the year/campaign, and pathway through FYP site.

Pathways Through the Website

The most common pathways through the site correspond to the top pages visited, with most visitors accessing the homepage, residential and news pages, and interactive pages, such as the FYP Challenge. Figure 49 shows how visitors entered the site, their frequency of traversal, and whether the visitors immediately exited the site or continued to view other web pages, through two levels. Beyond two levels, the diagram becomes much more complex and harder to read. The graphic below shows 20% of the visits to the site entered through the homepage. Approximately half of these visits continued to other pages while the other half immediately exited the site. As shown by other popular “entry pages,” the majority of users visit only one page before leaving the site.

Earlier in this report, we stated that 71% of the visits to the site are from “direct traffic,” visitors that either entered the URL directly into their browser or likely clicked on a link to the website from the eNewswire or PowerPlug Blog. Although the web log data is not currently set up to quantify the exact percentage of visits generated through the eNewswire, the popular entry sites below indicate that the eNewswire is driving a substantial amount of traffic to the site. This drive likely occurs since many of the pages are often presented in the eNewswire, such as the best practice guides and product guides.

Figure 49: Pathways through the website¹⁵⁸



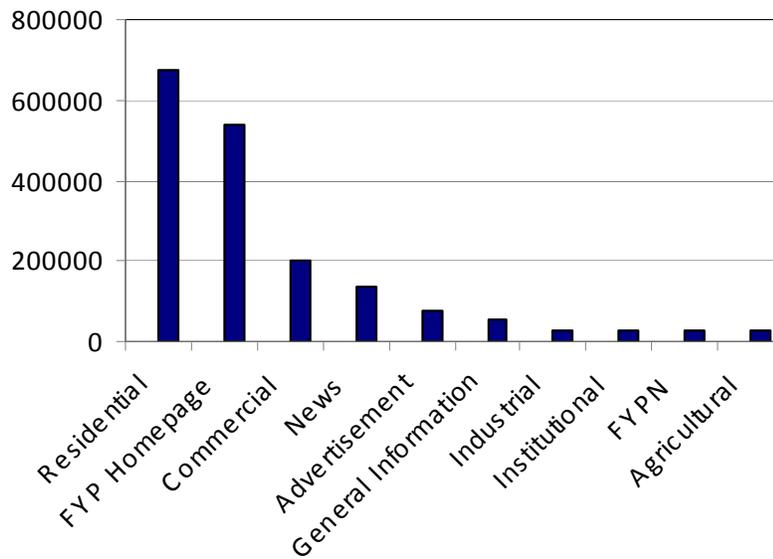
¹⁵⁸ Excludes 293,712 visits to the file robots.txt. The file robots.txt is intended for use by search engine crawlers (Google, Yahoo, etc.), and gives them instructions on how to index the website. It is extremely unlikely that visitors would know of the existence of this file, let alone view it, so we can say with very high confidence that the 293, 712 visits to this page during 2006 and 2007 were made by the search engines themselves, and not by real people. In addition, the URL www.fypower.org/save_gasoline/ directed viewers to a web page dedicated to the “Flex Your Power at the Pump” program. The program is no longer active in 2008 and the URL now directs viewers to the FYP homepage.

Types of Pages Viewed Most Often

The ODC team examined and categorized the top 45 most-viewed pages in 2006 and 2007, accounting for 52% of the total views (just over 3.4 million) to the web pages.¹⁵⁹ Not surprisingly, since most visitors were directed to this site through direct hits or referrals, the FYP homepage was one of the most viewed pages. The other pages in the top 45 were classified into groups by sector and other pages were classified as energy news pages, advertisements and general information about FYP. The homepage and the residential sector information (including the residential main page and several sub pages) are the most viewed pages on the website.

While the homepage is expected to be highly viewed, the other pages are most telling because this indicates what type of information the visitors are seeking through the website. The data show that most visitors are interested in the residential energy efficiency information, with 675,128 page views in two years. This sector focus is consistent with FYP's overall campaign focus on the residential audience. The sector with the next most views is the commercial sector with 203,705 views, followed by the industrial, institutional, and agricultural sectors, which all had fewer than 30,000 views.

Figure 50: Top Viewed Pages
n = 1,798,179



¹⁵⁹ The top 45 most-viewed pages were grouped into categories based on the sector to which the page was targeted (residential, commercial, industrial, institutional, or agricultural), and other categories including energy news (“Energy News” and “Hot Topics” web pages), general information (“About FYP,” “Frequently Asked Questions,” etc.), and marketing/advertisements (“Legacy” advertisement, etc.).

Table 58 shows the most frequently visited residential, commercial and “all” sector pages sorted by the average time spent on each page. The time spent on each page shows a high level of involvement for residential pages that provide information on energy efficient products, energy tips and pages from which viewers enter a zip code to find rebates, services and incentives. Because the data show a short time spent on the web page where viewers see the results of their search for rebates, services and incentives by zip code, more research is necessary to determine if viewers find the information they need from this page.

Table 58: Average (mean) Time Spent by Page Type

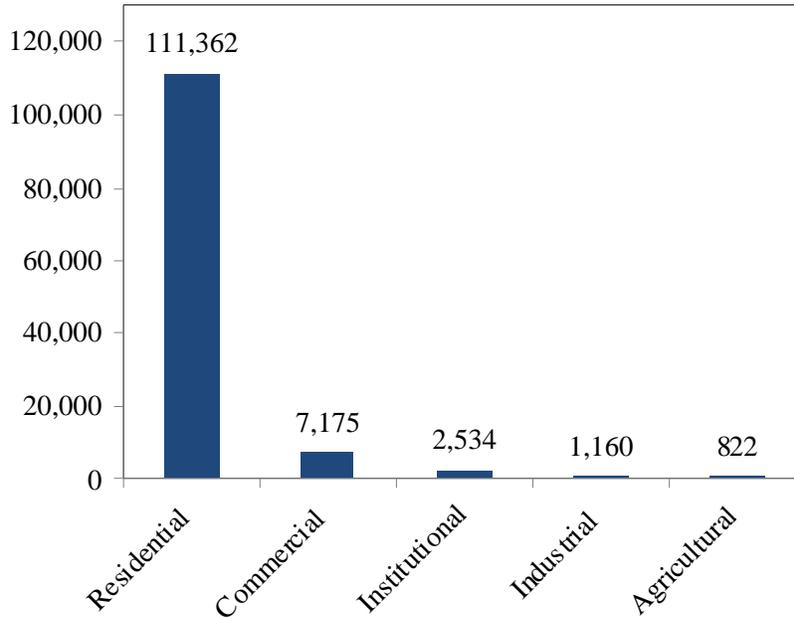
Sector	FYP Web Page	Average Time Spent on Page (min:sec)
Residential	Residential Product Guides	2:39
	FYP Residential Challenge Game	2:33
	Residential Energy Tips	1:44
	Residential Efficient New Homes	1:42
	Residential Sector Main	1:03
	Residential Listing of Programs post zip code entry	0:53
	Residential Page to Insert Zip Code for Rebates	0:46
Commercial	Commercial Product Guides Main	1:48
	BPG Commercial Office Buildings	1:45
	Commercial Office Bldg Case Study	1:36
All	Emailed Energy News Story	1:25
	Energy Saving Tips Results Page	1:25
	Best Practice Guide Glossary	1:17
	Best Practice Guide Main	1:03
	Legacy Advertisement	0:40
	eNewswire Registration	0:37
	Energy News Main	0:34

Rebates, Incentives and Services Pages

The ODC team analyzed the number of visits to the pages where visitors could access the links to external rebates, incentives and services. These are pages where visitors view information on program rebates, service and tax incentives after they insert a zip code and sector. Residential and Commercial rebates, services and incentives are looked-up most often when compared to

other sector resources. In addition, 4% of the visits to the FYP website end up also entering their zip code to access rebates, services and tax incentives. Looking at sheer numbers, the pages displaying IOU and 3rd Party demand side program information and tax incentives were visited 123,053 times in 2006 and 2007. The breakdown by sector is shown in the exhibit below.

Figure 51: Visits to FYP Rebate, Service and Incentive Pages¹⁶⁰
n = 123,053



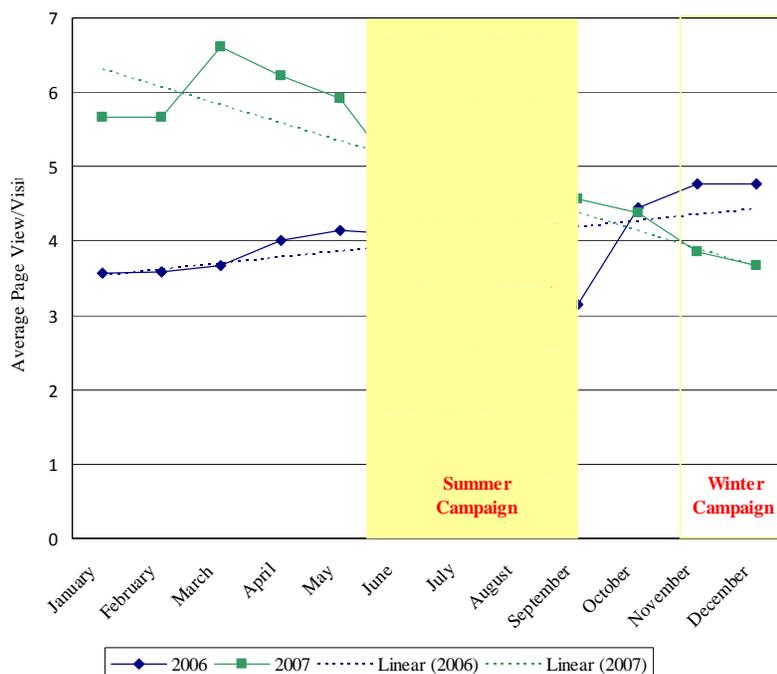
Data Source: Urchin 6

Page Views per Visit

Average page views per visit can be considered a proxy for user involvement, with more pages viewed per visit corresponding to a higher level of user involvement. The graph below shows during 2007 there were more page views per visit (5.01 on average) than in 2006 (4.03 on average).

¹⁶⁰ Residential URL: http://www.fypower.org/res/tools/rgl_results.html, Commercial URL: http://www.fypower.org/com/tools/rgl_results.html, Industrial URL: http://www.fypower.org/ind/tools/rgl_results.html, Institutional URL: http://www.fypower.org/inst/tools/rgl_results.html, Agricultural URL: http://www.fypower.org/agri/tools/rgl_results.html

Figure 52: Average Page Views per Visit



Where FYP.org is Referring Visitors

The following section presents our findings from the website statistics analysis regarding “what other websites FYP.org refers visitors to,” including IOU and 3rd party demand side management programs and energy efficiency tax incentive sites. The popularity of different links is measured based on click-thrus or the number of times that a link (channeling visitors to an external web page) was clicked.

FYP visitors accessed a total of 614 external sites from the FYP website. These external sites were clicked on 112,275 times. This connection is important and warrants further expansion in future campaigns, however, the results need to be weighted relative to the total visits to the FYP website. The 2006-2007 data indicate that a small percentage of visits to the website are utilizing the website’s links to these external programs. Click-thrus relative to visits, as defined by NetTracker,¹⁶¹ is only 8%, indicating that 1 in 12 visitors click-thru to an external site. This data does not necessarily indicate mutually exclusive visitors since a single visit can result in multiple click-thrus, i.e. if a visitor comes to the site and clicks on 4 different rebate programs, then the data will show the visitor as one visit and 4 click-thrus.

The top 50 links to external sites (90,456), representing 81% of all click-thrus, fell into five categories (1) IOU demand side management programs; (2) Energy Efficiency Tax Credits; (3) 3rd Party demand side management programs; (4) Energy Star Pledge to use CFLs; (5) a link to

¹⁶¹ Total visits for this chapter are taken from NetTracker data provided by Efficiency Partners. The click-thru data was derived from the NetTracker reports, as the most reliable data source for this analysis, and therefore, it is best to use the same source for visit data when looking click-thru against visits.

FYP's online "legacy" commercial video. The majority of click-thrus went to IOU and 3rd party demand side management programs. The next highest category of click-thrus is websites related to tax credits, with nearly 31,000 click-thrus in two years.

Table 59: Number of Click-thrus by Category

	Type of Site	Number of Sites	Click-thrus	% Total
In the Top 50 external links most frequently accessed through FYP¹⁶²	IOU Demand Side Mgmt Programs	27	43,343	39%
	Tax Credits	2	30,936	28%
	3rd Party Demand Side Mgmt Programs	19	14,103	13%
	Energy Star Pledge to use CFLs	1	744	1%
	Link to FYP's online "legacy" commercial video	1	1,330	1%
Outside the Top 50	Remaining External Sites	564	21,819	19%
Total		614	112,275	100%

11.6 Recommendations

Through our investigation, the ODC team found that the FYP website has not only obtained a sizable reach, but that this reach is growing. The team has also found the program implementers' online advertising and mass-media efforts are bringing traffic to the website. In a positive change from 2004-05, FYP is now keeping the web log data necessary to enable analysis of website traffic, where viewers are coming from, where viewers spend time on the site and where viewers go after viewing the site. Key recommendations include:

- Efficiency Partners needs to continue to build and develop the website (and other online efforts) as an educational tool and channeling mechanism. All the implementers need to emphasize the website more in their mass media efforts to provide consumers with the tools to act on the "call to action."
- The Summer and Winter Campaigns contributed to increased website traffic. In addition, key word searches with Google and online advertising placed through m2omedia.com drove the most online referrals to the website. FYP needs to continue to allocate budget dollars to these referral sources and consider expanding these efforts.
- Given that the website is receiving large amounts of traffic, opportunity exists to increase visitor involvement in the site. FYP needs to utilize our analysis and other research to understand the function and design of the website. This information could be used to focus search engines results, improve access to key pages, and facilitate navigation to a click-thru. Online advertisements could also be structured so that they link to key pages.

¹⁶² Out of the 614 links to external sites, the ODC evaluation team categorized the top 50 links, defined as those that were most frequently accessed through the FYP website. The "remaining external sites" may also include external sites that would fit into the categories of IOU and 3rd party demand side management programs.

After reviewing the website tracking software FYP is currently using and how the web log data is currently set up, the ODC team identified a number of additional web analytics tools that FYP should consider. For example, the FYP web server is currently not set up to allow us to extract data on unique visits to the site. Installing Urchin Traffic Monitor will enable this information in the future. In addition, the current setup will not allow identification of visits that came from the eNewsletter. Subscriber-based tagging of links in the eNewsletters will enable this in the future. To generate web logs that can serve a solid foundation for enhancing the website and evaluating the overall impact of the FYP campaign, it might be useful to consider using enhanced web analytics for the FYP website. The ODC Team recommends the following:

- Install Urchin Traffic Monitor. Urchin Traffic Monitor (UTM) costs approximately \$3,000 and is a technology that was specifically designed to provide the most accurate measurements of unique website visitors. It allows business owners to exactly identify unique visitors, click paths, and return loyalty metrics including: first time visitors, returning visitors, and frequency of use. Similar in implementation to Google Analytics, UTM employs a small module of tracking code (the UTM Sensor) installed into the content of the website. This tracking code provides additional information to the web log file, which is then processed by the UTM Engine during report generation by Urchin. The UTM Sensor component utilizes first-party cookies, which provides information to the web server in the same nature as session IDs. This user information (first-time and returning, over any time period) is much more accurate than the information supplied by IP addresses alone.
- Campaign Tracking for Urchin Reporting. Goals and Funnel Process can be defined in the Urchin administration interface. Once a goal has been defined as a destination page on the site, and the funnel process defined as the series of pages the visitors are expected to traverse en route to the goal, then the reports under Goals and Funnel Process (Goal Tracking, Goal Conversion, Defined Funnel Navigation, Reverse Goal Path, and Goal Verification) will be usable.
- Enable Google Analytics. Google Analytics is a free service that generates detailed real-time statistics about website visitors. It requires the installation of a small block of tracking code onto each website page. Reports are viewed online through a customizable dashboard interface. Google Analytics features the following: Fast Implementation; Keyword and Campaign Comparison; Custom Dashboards; AdWords Integration; Trend and Date Slider; Ecommerce Tracking; Funnel Visualization; Site Overlay; E-mail Reports; and GeoTargeting. We hope that the implementer will choose to install Google Analytics and/or Urchin Monitor to enable deeper analysis after 2008.

12. STATEWIDE MARKETING & OUTREACH EVENTS

Outreach events are one tactic used by the integrated SWM&O (SWM&O) campaign. All three implementers, Flex Your Power-General (FYPG), Flex Your Power-Rural (FYPR), and Flex Your Power-Spanish (FYPS) conduct some form of outreach events. This analysis provides insights on how outreach events may be affecting energy efficiency choices among Californians.

In this chapter we provide a short overview of the SWM&O events, and describe how each program conducted outreach events to further communicate the FYP message to communities in California. We describe also the partnerships used to conduct these events, specifically the partnerships with Community Based Organizations (CBOs) since CBOs implemented the majority of all SWM&O outreach events.¹⁶³ We describe FYPR (specifically Runyon, Saltzman & Einhorn, Inc., RS&E) use of a CBO network, including the CBO training and the ongoing interaction between RS&E and the CBOs. Throughout this chapter we also assess the overall reach of program materials and collateral through FYPR outreach events; determine how effectively the FYPR program used partnerships; determine how the collateral and materials were used (who received collateral, when, through what event); and subjectively assess how effective the collateral was in conveying the program's mission.¹⁶⁴ From these findings we draw a series of coordination and implementation-related recommendations.

The ODC evaluation team also plans to attend 20 of the FYPR events planned by CBOs in 2008—supplemented with surveys of those who attended the events (where possible)—to further understand likelihood of participant behavior changes resulted from the CBO efforts. These findings will be presented in our Indirect Impact Report (2009).

12.1 Overview of SWM&O Events

Throughout 2006 and 2007, the three SWM&O programs used outreach partners to conduct outreach events and help spread the Flex Your Power message to areas across the state. Outreach partners with the programs included CBOs, television stations and radio stations. Each of the three programs distributed marketing and education materials at a wide variety of outreach events. In total, the SWM&O program conducted 398 events in urban and rural communities. Table 60 shows the number of events that each program conducted with the help of outreach partners in 2006 and 2007.¹⁶⁵

¹⁶³ Because FYPR places more emphasis on outreach events than the FYPG and FYPS event-based efforts, the information presented in this chapter is heavily focused on investigating the FYPR outreach event efforts and the CBOs chosen to execute these efforts. Note that events by FYPS will be described briefly in this chapter, and explored more fully in Chapter 10, SWM&O Spanish-Language Efforts.

¹⁶⁵ ODC gathered event information through multiple sources including the FYP extranet event website, quarterly reports and data provided by the program implementers.

Table 60: SWM&O Events

	FYPG	FYPS	FYPR	Total
2006 Events	10	38	64	112
2007 Events	31	40	215	286
06-07 Total Events	41	78	279	398

Each SWM&O program differs in terms of the level effort allocated to outreach events, the type of outreach partners used to execute outreach events and the type of activities conducted at outreach events. A short description of each program's outreach event strategy is presented below.

FYPG: The FYPG outreach events were implemented by Efficiency Partners in conjunction with media partners. Most of the events defined as FYPG events were radio-related events negotiated as added-value through media buys. Although Efficiency Partners did not directly attend any of the events, they did provide collateral for events upon request, such as Banners displaying the Flex Your Power logo and tip cards, including energy saving tips for the home and office. (These materials are described further in the following sections.) Many of the events were music festivals, races, concerts, design conferences and street fairs. Throughout 2006 and 2007, FYPG distributed collateral at 41 total events. The 41 events were mostly in urban area DMAs. The FYPG events were not tracked and monitored for attendance and collateral distribution as closely as the FYPS and FYPR events, mostly because this is an added-value activity and not heavily invested in due to how the implementers allocate the budget.

FYPS: FYPS events were implemented mostly by Staples Marketing in conjunction with Univision TV. The events were typically just used to disseminate collateral. This is an added value activity and not heavily invested in due to budget limitations. Most of the events were likely negotiated as added value to the radio and television media buys and involved booths. Spanish tip cards were likely distributed at events in 2006 and 2007. Many of the events were Mexican celebrations such as Cinco De Mayo and Mexican Independence Day, as well as street fairs, back-to-school and college-night events, sporting events and music festivals. Collateral was distributed throughout 2006 and 2007 at 78 total events. Notably, two of the Spanish events in 2006 were conducted outside of UTEEM's efforts by RS&E's partnerships with Hispanic media organizations, these two events also likely encompassed only collateral distribution. Most of the Spanish events were in urban areas and/or areas with a high concentration of Spanish-speaking households. (Note that Spanish events are described briefly in this section, and will be covered in more detail in the Spanish section of the Process Evaluation report.)

FYPR: FYPR events are one of the primary tactics in the FYPR program strategy implemented by RS&E. RS&E selects CBOs each year to help conduct events and distribute marketing collateral. Many of the events were either exhibits or presentations. The exhibits included booths or tables dedicated to FYP marketing at events such as home shows, festivals, fairs, conferences, expos, farmer's markets and car shows. The presentations were dedicated to energy efficiency

and given at senior centers, local high schools, city council halls and community centers. Collateral was distributed throughout 2006 and 2007 at 279 total events. More detailed information on the CBO events is presented in the section below.

As mentioned earlier in this section, the FYPR program relies heavily on their CBO network to extend the reach of the FYPR program through outreach events in rural communities. Because FYPR places more emphasis on outreach events than the FYPG and FYPS event-based efforts (both in terms of time and budget), the information presented in the remainder of this section is heavily focused on investigating the FYPR outreach event efforts and the CBOs chosen to execute these efforts.

Flex Your Power-Rural Community Based Organization Network

RS&E has established an extensive CBO network that enables them to reach rural communities on a grassroots level. Many of the rural communities in California contain small communities that are not necessarily exposed to major broadcasting and other forms of media due to geography, income and/or language barriers. RS&E works to extend the FYP message through community-based outreach efforts to these hard-to-reach audiences. The value of the CBOs in the FYPR program is in their pre-existing relationship within these communities and knowledge of how to best interact with them. Their existing relationship positions the CBOs as trusted sources of information and allows the program to adapt the FYP message to a wide variety of audiences.

The CBOs are encouraged to run ads in the same publications as the mass media campaign, but at other times. They also advertise in other publications such as church bulletins or chambers of commerce newsletters. The CBOs also develop creative ways to advertise FYP in additional mediums such as local movie theater screens, street banners, bus-stop benches, and the CBO websites. The CBO advertising efforts help fill-in the time gaps between mass-media campaigns and also extend the reach of the campaigns by advertising in additional mediums.

The CBOs involved in the FYPR program are diverse in size, demographic focus, and organizational age (one CBO from 2007 has been operating for over a hundred years). Based on our interviews with the CBOs chosen for the 2007 FYPR program, RS&E assembled a collection of unique CBOs with a wide range of missions and target audiences, some examples include:

- An organization founded in 2001 that is solely dedicated to combating global climate change in many areas locally and globally.
- An organization dedicated to reducing energy consumption, primarily in small businesses. At the time of the interview this organization had only been in operation for 1.5 years.
- An organization dedicated to assisting low-income families with their utility bills that has been operating since 1980.¹⁶⁶

¹⁶⁶ The CPUC has asked the ODC evaluation team to assess whether or not the CBO promotes low-income energy efficiency programs. This is currently under investigation.

- Several organizations that focus on underserved and low-income communities (e.g., Head Start, Meals on Wheels, Big Brother/Big Sister and many more). FYPR provides one of many grants that fund these organizations where energy efficiency is part of a larger agenda.

Although the CBOs touch a wide variety of audiences, CBOs currently only reach out to rural communities in California.

RS&E selects CBOs each year through a competitive grant solicitation. RS&E's selection process is based on a scoring process coupled with geographic location to ensure broad statewide coverage within areas service by the IOUs. The scoring process rates each CBO's grant proposal on the following criteria:

- Agency history, experience and staffing capabilities;
- Proposed distribution of campaign information at events;
- Proposed community presentations;
- Proposed events or contests to promote the campaign;
- Proposed advertising placements; and
- Proposed budget allocations.

Table 61: FYPR 06-08 Community Based Organizations

Organization Name	County	2006	2007	2008
Amador-Tuolumne Community Action Agency	Amador-Tuolumne	X	X	X
Community Action Agency of Butte County	Butte		X	
Boys and Girls Club of El Dorado County	El Dorado	X		
Volunteer Center of the Redwoods	Humboldt			X
Area Agency on Aging – Humboldt	Humboldt	X		
KernCorps Americorps Program	Kern			X
Kings County Community Action Agency	Kings		X	X
Community Action Partnership of Madera County	Madera		X	
Renewable Energy Development Institute	Mendocino		X	
Volunteer Center of Mendocino	Mendocino			X
Merced County Community Action Agency	Merced	X	X	
United Way of Merced	Merced			X
Mono County Office of Education	Mono	X		
Power-up Nevada City	Nevada		X	X
Placer Nature Center	Placer	X		
Plumas County Community Development Commission	Plumas	X	X	X
Community Action Partnership of Riverside County	Riverside	X	X	
United Way of Indian Wells Valley	Riverside	X	X	
Volunteer Center of Riverside County	Riverside			X
High Desert Youth and Family Resource Center	San Bernardino	X		
Warner Community Resource Center	San Diego		X	X
Partnership for Environmental Progress	San Diego		X	
Mission Resource Conservation District	San Diego			X
Children's Museum	San Luis Obispo			X
Channel Islands YMCA	Santa Barbara	X		
Santa Maria Valley YMCA	Santa Barbara			X
Watsonville Family YMCA	Santa Cruz	X	X	
YMCA Central Coast	Santa Cruz			X
Shasta County – RSVP	Shasta	X		
Golden Umbrella	Shasta		X	
Western Shasta Resource Conservation District (RCD)	Shasta			X
Climate Protection Campaign	Sonoma	X	X	X
Tehama County Department of Education - SERRF	Tehama		X	
United Way of Tulare County	Tulare	X		
Visalia Chamber of Commerce	Tulare-San Joaquin		X	

According to the 2007 CBOs, their goals for the program were to increase awareness on energy efficiency issues and distribute as much information as possible to populations that might not otherwise be exposed to the FYP message through mass media efforts. The CBOs were not given goals stating that their efforts should specifically change behavior. The CBOs do feel that the goals set forth by RS&E were reasonable and attainable.

Interactions with RS&E and Other Program Implementers

Throughout the campaign year, the CBOs interact with RS&E in multiple ways. First, RS&E solicits the CBOs to apply for a grant. RS&E then selects the CBOs and conducts a 1 ½ day training prior to the CBO implementation of the grant. After the training, the CBOs remain in contact with RS&E (at varying degrees of frequency) as they plan and execute activities (more detail on the logistics and content of the training is provided towards the end of this section).

RS&E tracked and monitored the CBOs efforts throughout the year by requiring each CBO to submit monthly progress reports, a more comprehensive report at the mid-year mark, and a large report at the end of the year providing all relevant details. The 2007 CBOs indicated that they found the reporting structure largely reasonable, although a few mentioned monthly reporting and final year-end reporting was a bit time consuming.

In an environment where multiple organizations are planning events over the course of a year, many changes, last minute cancellations, and last minute opportunities arise for the program. In this type of ever-changing environment, RS&E must be flexible, amenable and responsive. According to the CBOs, RS&E was helpful and understanding of cancellations and quickly provided resources and support for unplanned events. Overwhelmingly, the 2007 CBOs noted how helpful and friendly their contacts at RS&E were. The degree of interaction with RS&E varied greatly from one respondent who reported that she was in contact with RS&E almost daily, to another respondent who only requested help three or four times during the whole year. Yet, all respondents spoke positively of their interaction with RS&E.

Notably, the CBOs do not interact or collaborate with other CBOs participating in the FYPR campaign, or with any other program implementers. Note that this may be due to the fact that the CBOs exist in remote rural areas and find it difficult to collaborate with other organizations.

Flex Your Power Rural Community Based Organization Outreach Events

As of 2007, RS&E required CBOs to conduct six events (three presentations and three exhibits) where they interact with people and distribute materials. RS&E also encouraged the CBOs to host one media-worthy event – sometimes this was folded into an exhibit or presentation. The purpose of these events was to garner earned media coverage for the campaign. In addition, the CBOs were required to place campaign advertisements in local publications. Most of the CBOs exceeded the guidelines even with the limited budget available. Given the large number of events in which the CBOs were able to participate and that many CBOs were able to negotiate cheaper advertising rates due to their existing relationships in the communities, the CBO network in the FYPR program appears to provide high value for minimal program dollars.

Some of the key findings from our depth interviews with 2007 CBOs uncovered the following about the CBOs outreach events and other activities:

Event Promotion: RS&E mandated that each CBO place three advertisements in local newspapers. The advertisements announced an upcoming event or simply showed the FYP logo. A few of the CBOs were able to negotiate bulk rates with local newspapers providing the FYPR program with extra advertising space free of charge. The CBOs do not have comprehensive mailing lists to distribute information. According to some CBOs, this is primarily due to the reluctance of some populations to give out their contact information.

Earned Media: The CBOs are encouraged to generate earned media for FYP.¹⁶⁷ They primarily only attract local media, although minimal so far, and therefore not much of a ripple effect can

¹⁶⁷ RS&E does not maintain a media list for CBOs as the CBOs are very familiar with their communities making it easier for them to secure media from smaller publications. CBOs are also very well connected in their small communities and oftentimes know members of their local media on a personal basis.

be expected outside of the local community. The CBOs proactively contact local press and radio stations to cover events. The CBOs issue press releases to local media in coordination with RS&E for review and approval. However in most communities the media did not attend the events. Notably, some CBOs mentioned that the grant award was the only thing covered by local media. There was one notable success story among the CBOs interviewed for this evaluation, and that was a situation where a local weekly newspaper provided one of the CBOs with a monthly column. The CBO uses this column to talk about energy conservation and environmental issues in general, and about FYP specifically.

Event Planning: The CBOs provide a list of proposed events as part of the application process, therefore RS&E has knowledge of the community events that will incorporate the FYP message during their selection process. The event planning discussion illuminated that there are three types of events; those that are carefully planned in advance, those that are loosely planned in advance with many details worked out closer to the actual date and finally last minute opportunities of which they take advantage. Both the events that are carefully and loosely planned in advance are submitted to RS&E during the grant application process.

Outreach Event Types: The majority of events fell into the category of a booth/exhibit at a local community event, such as a festival or fair, or a presentation to a targeted group. Marketing collateral such as FYP pledge cards and tip cards were distributed at events.

Presentations: Many CBOs gave presentations, typically using PowerPoint, that introduced the FYP message and types of energy efficient practices that will help reduce energy consumption. The presentations also revealed other resources for information such as the FYP website and toll free number. The specific target groups that viewed presentations in 2007 included senior centers, local governments and high school students. In a few cases the CBO representatives were able to get local government leaders to sign pledge cards as part of a media event promoting energy efficiency. Presentations tended to last between half an hour to a full hour, depending on the audience and venue.

Exhibits: All of the CBOs staffed exhibits at local community events such as festivals and energy exposition. In 2007, the exhibits often involved booths or tables staffed by CBOs. Event attendees were encouraged to stop by the booth, pick up collateral, sign FYP pledge cards, and discuss energy efficiency with CBO staff. According to the CBOs, interaction with community members averaged at about three minutes during the fairs, for those individuals who stopped to talk to the CBO representatives. The marketing collateral provided by FYPR helped to pull in event attendees into discussions with CBO staff at the exhibits. Some of the CBOs were instrumental in coordinating events in which they brought out the FYPR message. For example, one CBO stated:

“In 2007 our most successful event was the Climate Protection Expo, which was in August as part of a downtown market in Santa Rosa. And that was very, very successful. There were at least 5,000 people through the evening who must have attended that event. And the way we did it was we had live music and a raffle and film screening and of course all the local elected officials coming out to do the pledge card signing ceremony. And of course about 25 local organizations

who were offering tools for people to reduce their greenhouse gas emissions and be energy efficient in their homes.”¹⁶⁸

Other Events: There were a variety of other types of events held by CBOs. Each CBO is given the latitude to create any type of event with an energy theme. One was a light bulb exchange in which the CBOs advertised for a specific time and place where people could exchange their incandescent light bulbs for CFLs. Other events included energy related bingo and jeopardy games, poetry/essay/poster contests, a parade float, old Christmas light exchanges and open houses. In addition, one CBO created a bingo game with an energy efficiency theme. This was used in senior centers and winning prizes were energy efficiency oriented, such as CFL bulbs.

The tables below present the number of event types by each CBO as documented by RS&E’s tracking system. There was a significant increase in events between 2006 and 2007. This is, in part, due to presentations by the Community Action Partnership of Riverside, and the addition of new active organizations such as the Renewable Energy Development Institute in 2007.

Table 62: 2006 FYP Rural Program – CBO Event Types¹⁶⁹

Community Based Organization	Exhibits	Presentations	Parade Float	Total
Amador-Tuolumne Community Action Agency	3			3
Area Agency on Aging - Humboldt	2	1		3
Boys & Girls Club of El Dorado County	1			1
Boys and Girls Club of Barstow	2			2
Channel Islands YMCA	3			3
Climate Protection Program	7	2		9
High Desert Youth and Family Resources Center	2	9		11
Merced County Community Action Agency	2			2
Mono County Office of Education	2			2
Placer Nature Center	3	4		7
Plumas County Community Development	3	6	1	10
Shasta County RSVP	3			3
United Way of Indian Wells Valley	5			5
United Way of Tulare County	1			1
Watsonville Family YMCA		2		2
Total	39	24	1	64

¹⁶⁸ The metrics for this event, as with most of the events, was the number of pledge cards signed.

¹⁶⁹ Event information was collected from the FYP Event Extranet website and from RS&E’s tracking documents.

Table 63: 2007 FYP Rural Program – CBO Event Types

Community Based Organization	Exhibits	Presentations	Other*	Total
Amador-Tuolumne Community Action Agency			2	2
Climate Protection Program	7	3	1	11
Community Action Agency of Butte County	8	1		9
Community Action Partnership of Madera County		4		4
Community Action Partnership of Riverside	8	81		90
Golden Umbrella	9	2		11
Kings Community Action Organization	4	3		7
Merced County Community Action Agency	4	2		6
Partnership for Environmental Progress	8	1		9
Plumas County Community Development	8	6		14
Power-Up NC	6	2	3	11
Renewable Energy Development Institute	11	1		12
Tehama County Department of Education	5	1	1	7
United Way of Indian Wells Valley	4	3		7
Visalia Chamber of Commerce	4			4
Warner Springs Community Resource Board	6	2	1	9
Watsonville Family YMCA	2		1	3
Total	94	112	9	215

*Other category includes bulb exchanges (2) and unknown (7) events.

Reach of Flex Your Power-Rural Outreach Events

The data collected from FYPR events revealed that the FYPR events reached almost 1 million people throughout 2006 and 2007. The tables below show the number of attendees for each type of event (exhibit versus presentation). RS&E relies on the CBOs to document the number of people that attended an event. Most of the time, the CBOs give a rough estimate of these numbers and they are not necessarily formally quantified (by signatures or counters).

Table 64: Estimated Reach of 2006 FYPR Events

Organization	Viewed or Visited Exhibit	Attended Community Presentations	Total
Placer Nature Center	73,000	2,222	75,222
Climate Protection Program	60,000	1,275	61,275
Merced County Community Action Agency	58,500	1,457	59,957
Shasta County – RSVP	38,250	90	38,340
Watsonville YMCA	35,900	56	35,956
Riverside County Community Action Partnership	14,270	2,625	16,895
United Way of Indian Wells Valley	15,245	220	15,465
Amador Tuolumne Community Action Agency	10,740	210	10,950
Boys & Girls Club Western Slope- El Dorado	7,406	495	7,901
Mono County Office of Education	5,600	138	5,738
Area Agency on Aging	3,304	521	3,825
Lompoc Family YMCA	3,050		3,050
High Desert Youth and Family Resource Center	1,737	595	2,332
United Way of Tulare County	900		900
Plumas County Community Development Commission	100	185	285
Total	328,002	10,089	338,091

Table 65: Estimated Reach of 2007 FYPR Events

Organization	Viewed or Visited Exhibit	Attended Community Presentations	Total
Merced County Community Action Agency	170,600	270	170,870
Community Action Agency of Butte County	64,753	84,939	149,692
Community Action Agency of Riverside County	55,486	1,537	57,023
Watsonville Family YMCA	44,037	242	44,279
Visalia Chamber of Commerce	42,000	28	42,028
Kings County Community Action Agency	36,650	225	36,875
Tehama County Department of Education---SERRF	29,000	86	29,086
Golden Umbrella	27,899	105	28,004
Climate Protection Program	20,850	955	21,805
Partnership for Environmental Progress	10,700	10,342	21,042
Warner Springs Community Resource Board	11,575	45	11,620
Power Up Nevada City	11,490	117	11,607
Renewable Energy Development Institute	8,230	65	8,295
United Way of Indian Wells Valley	5,750	209	5,959
Amador Tuolumne Community Action Agency	4,199	162	4,361
Plumas County Community Development Commission	1,715	199	1,914
Community Action Partnership of Madera County	1,230	267	1,497
Total	546,164	99,793	645,957

The FYPR program conducted events across multiple rural areas. The maps below show how the FYPR program covered the state with events in 2006 and 2007. The maps also identify rural areas in California as defined by California's IOUs. The FYPR efforts covered a substantial amount of rural areas in California with events and generally covered each area with a mix of events, including presentations and exhibits. Both maps show that events conducted in San Louis

Obispo and Kern counties would reach a substantial number of rural residences. Notably, the FYPR program already plans to cover these areas through events in 2008.

Figure 53: Number of FYPR Events by County Rural Population

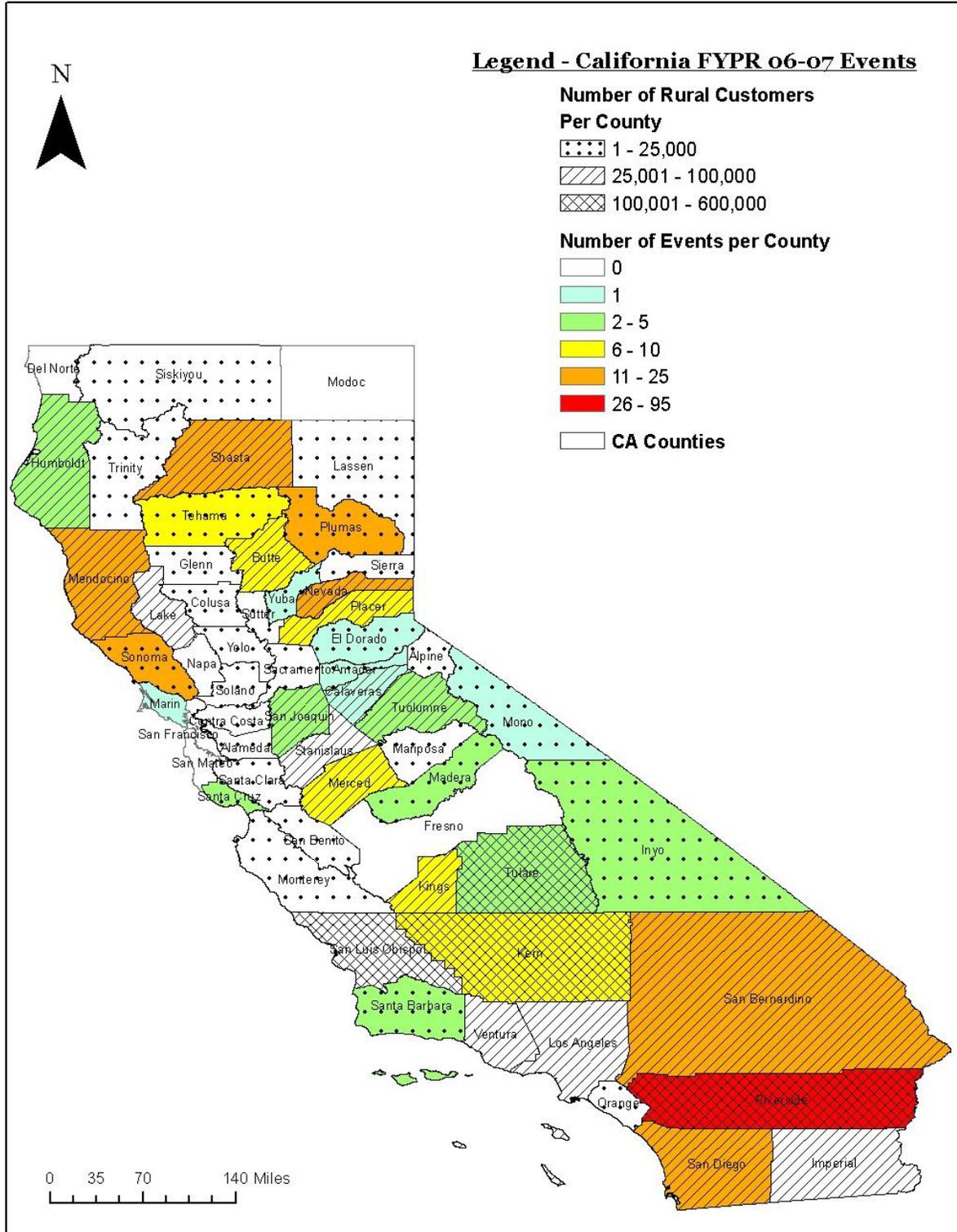
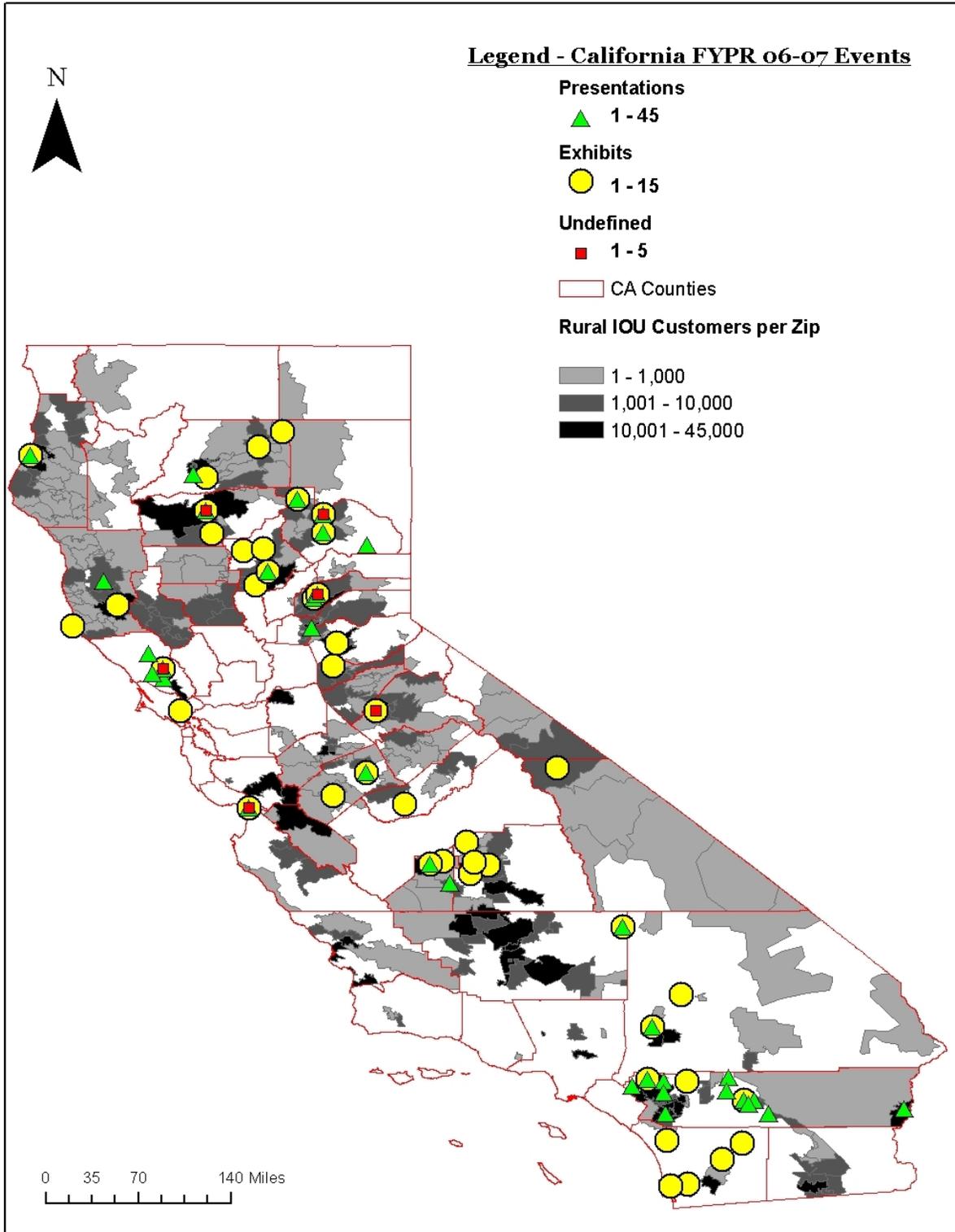


Figure 54: FYPR Events and Rural Population



Marketing Materials Distributed at Outreach Events

The FYP and FYPR programs distributed marketing collateral at outreach events in 2006 and 2007. FYP mainly distributed tip cards, while the FYPR program distributed a wide variety of collateral. Table 66 shows the marketing material that was distributed at events by each program:

Table 66: Collateral Distributed by Program Type

Collateral Type	Collateral	FYP General	FYP Rural
Educational	Pledge Cards		✓
	English Tip Cards	✓	✓
	Spanish Tip Cards		✓
Dual Purpose	Earth Stress Balls, Handheld Fans, Beach Balls, Flashing Circles, Memo Pads		✓

Educational Marketing Materials: Educational marketing materials provided by the program are written to specifically educate participants on energy efficient practices: i.e. turn off unnecessary lights or change heating system air filters. The programs distributed two types of educational marketing materials at events: 1. Pledge Cards and 2. Tip Cards (written in English and Spanish languages).

Pledge Cards

A total of 127,800 pledge cards were distributed to attendees at almost all of the 279 FYPR events. The pledge cards ask participants to make a pledge to take certain steps in order to do their “part to save energy and protect our environment.” Those steps include such practices as: replace at least 3 light bulbs in the house with CFLs; install/upgrade attic insulation; turn off computers, TVs and stereo equipment when not in use; purchase high efficiency appliances; inspect, clean or change heating system air filters on a regular basis; and install faucet aerators.

The pledge cards not only give energy saving tips but they also describe, where possible, the potential cost savings associated with taking these steps, i.e. CFLs use up to 2/3 less energy and attic insulation can save 20-30% on heating costs. The pledge cards require participants to fill out and submit their contact information (the pledge card has a stub that can be cut torn off and returned to the CBOs). The CBOs often incorporate the pledge card stubs into drawings for energy saving items such as CFLs or mandate the pledge card in order to receive other collateral such as the dual purpose marketing materials. The purpose of the pledge cards is two-fold for RS&E: RS&E uses the pledge card counts as a way to ensure that the CBOs are fulfilling their grants and to quantify the reach of the program. The contact information is not necessarily intended for follow-up. Many of the CBOs use the pledge card contact information only to distribute raffle prizes. The prizes are energy efficiency oriented such as CFL bulbs and low-flow shower heads. The CBOs make a point to tell participants that they will not be contacted for any reason except to receive a prize. The pledge cards only collect names, addresses and telephone numbers, not email addresses.

The pledge cards are a clever way by which the program can introduce some energy saving steps that participants can take even if they rent or own their home. They encourage interaction and conversation with the CBOs who are manning the booths or tables at events by incorporating them into games and drawings. The pledge cards also help to convey the message that “everyone should do their individual part to save energy.”

Given that these cards are incorporated into games and drawings, they cannot necessarily be indicative of participants’ intent to take any of the energy saving steps listed in the pledge card. In addition, the pledge cards state that all “contact information will remain confidential and will not be used for any other purpose” and cannot be used to contact participants for surveying efforts. Therefore, the evaluation team cannot use this data for the indirect impact evaluation, but will need to use a different approach to contact people.

The pledge cards do not mention the FYP toll free number or the FYP website as key resources for more information. It is our recommendation that all marketing materials encourage participants to seek more information through the FYP toll free number and/or the FYP website.

Tip Cards

At least 614,797 tip cards were distributed at events throughout 2006 and 2007. Table 67 shows the number of tip cards that were distributed by each program.

Table 67: Tip Card Distribution at Events

	FYP	FYPR
2006	327,200	192,000
2007	Unknown	95,597

Tip cards were distributed to attendees at almost all of the 279 FYPR events. Tip cards were distributed to people that walked up to a booth and inquired about FYP or were handed to attendees at presentations. The tip cards do a good job of differentiating between energy tips for warm months and cold months by offering two sets of tip cards: one for Summer Tips and another for Winter Tips.

- The Winter tip card includes tips for: Heating and Insulation; Water Heating; and Lighting and Electronics.
- The Summer tip card includes tips for appliances and lighting in the home as well as tips for saving at the office. All of the tips for the office are easy practices such as turning off unnecessary lights and coffeemakers.
- The tip cards do a good job of informing people of quick and easy energy saving tips that can be done by renters and home-owners. The winter tip card educates people on the energy savings and cost savings associated with specific energy efficient practices, as

well as potential rebates available. While the summer tip card educates on what they can do to reduce demand and prevent black-outs. The tip cards also encourage people to go to the FYP website for more information and the winter tip card specifically mentions the “rebates” page on the website to better channel people into the resources available to them.

Dual-Purpose Marketing Materials

The FYPR program distributed 143,171 dual-purpose marketing materials at 279 total events. Dual-purpose marketing materials provide increased awareness of the FYP brand by adding the FYP logo to items such as Earth Stress Balls (25,408), Handheld Fans (50,000), Beach Balls (28,400), Flashing Circles (23,329 flashing lights that can be attached to something so that it is visible at night, such as a tire on a bicycle or a backpack) and Memo Pads (16,037). These materials are items that participants may use in their daily life but also include the FYP logo to help increase awareness of FYP and brand identity.

These items are very cost-effective in expanding the reach of the FYP brand because these materials could provide a ripple-effect. For example, someone might clip the flashing circle to a backpack and wear it in multiple places for an extended period of time where many others may see the flashing circle and the FYP brand.

These items produced a mixed reaction from the CBOs that distributed these materials at events throughout 2007. Some communities reacted negatively to anything “made in China” or made with plastic, stating they were likely made with petroleum based materials and would end up in a landfill. Other communities reacted favorably to all of the materials.

Collateral Generated by CBOs: Most of the CBOs felt that the marketing materials provided by the programs were sufficient to help spread the FYP message. However, some CBOs created marketing materials in addition to the marketing materials created by the programs. One CBO created a large banner with the FYP logo and the toll free number on it which they hung at their various events. In addition, another CBO created flyers that advertised select utility demand side management and weatherization programs and FYP information.

12.2 How Outreach Events Might Change Behavior¹⁷⁰

The outreach events have the potential to change behavior if they provide actionable information that the audience can consume and if they educate the audience on new practices. The CBO tactics have elements of depth given that they have the opportunity to increase awareness and also knowledge and engagement through one-on-one discussions, marketing collateral and educational presentations. The CBO efforts might help change behavior directly through conversation or by distributing energy efficiency practices listed in collateral or embedded in presentation content. The efforts also might help behavior change by directing people to other educational resources such as the FYP website or toll free number. However, collateral

¹⁷⁰ The question of how much of an impact CBO efforts have on behavior change remains uncertain. While we plan to survey participants at 2008 events where possible and attend several events with the goal of understanding the impact of CBO efforts, we preliminarily asked the 2007 CBOs for their perception of their impact given anecdotal feedback from participants.

distribution alone may not be sufficient to adequately induce behavior change at outreach events given that it lacks the required depth to induce behavior change. However, coupling collateral distribution with other educational methods may have a higher likelihood to increase awareness and ultimately provoke behavior change.

According to the CBOs, they received frequent positive feedback from event participants.

“75% of the people were interested in [energy efficiency] and the exhibits I did last year, I’ve already gotten phone calls, because they want to know if I can come back and do a table.”

According to the CBOs interviewed for this evaluation, participants stated to the CBOs that, while they had been aware of energy efficient practices before attending the events, they did learn new practices and planned to implement them. The specific energy efficient practices were mixed across the CBOs, some said participants planned to acquire ENERGY STAR appliances and others discussed practices such as turning off power strips when appliances were not in use.

Given that the CBOs target several demographics, the CBOs were able to cater the FYP message by stressing different motivations for behavior change to a given audience. According to the 2007 CBOs, the cost saving message resonated more with senior audiences, while the global warming message resonated more with younger audiences. A few of the CBOs mentioned specifically that the senior and youth populations were the most receptive to changing behavior.

One overarching concern about the CBOs’ interaction with RS&E was with how RS&E gauged the success of events. RS&E used the number of returned pledge cards as their success criteria. It was raised that gauging the success from the pledge card stubs was problematic as a significant number of attendees refused to release their information for privacy concerns. In many cases CBOs got people to sign pledge cards by using them as part of a raffle for prizes such as an ENERGY STAR water heater.

“I wouldn’t necessarily say [the pledge cards] were valuable and helpful. I would say that most of the people signed them due to the prizes that they were winning.”

The ODC evaluation team plans to attend 20 of the CBO events planned by CBOs in 2008—supplemented with surveys of those who attended the events (where possible)—to further understand likelihood of participant behavior changes resulted from the CBO efforts.

12.3 Overview of the Community Based Organization Training

As mentioned earlier in this report, RS&E provides a 1½ day training prior to the CBO implementation of the grant to assure that the FYP messages are known by the CBOs, answer any “nuts & bolts” type of questions, brainstorm any possible event ideas, and train them in how to deliver messages to the media (although this appears to be a secondary CBO effort to organizing and executing events). To assess the success of the training, we questioned the 2007 CBOs on their perception of the training and the ODC evaluation team sent two observers to the 2008 training.

During the depth interviews, the 2007 CBOs discussed how well the training had prepared them to conduct the Flex Your Power events and how satisfied they were with the experience. The CBOs all universally stated that the training was excellent and prepared them well for their upcoming events. While the training was described as ‘intense’ by a few CBOs, there appeared to be unequivocal enthusiasm about the content, process and outcome. Most respondents gave the training the highest satisfaction score possible, when asked to rate their satisfaction with the training on a scale of one (not at all satisfied) to five (extremely satisfied).

Furthermore, several of the respondents stated that the training provides them with the added benefit of assistance with planning and conducting activities outside of the FYP campaign. They were grateful for the increased knowledge of advertising, accounting of events and communication skills with local governments.

RS&E realizes that often the person who is trained at the official training event may not remain with the CBO throughout the campaign year. To ensure continuity, RS&E accommodates these circumstances by visiting the CBOs in their offices to help train new staff. This dedication to the campaign and the CBOs was acknowledged and greatly appreciated.

The 2008 training event occurred in two locations at the RS&E building in Sacramento. The main training was held in a conference room where all CBOs (all 16 CBOs selected for the FYPR 2008 program were present) sat around a large oval table. After covering aspects with the entire group including presentations by two peers on successful outreach activities from 2007, they were separated and half went up two floors to the RS&E conference room for the “Nuts & Bolts” training while the other half stayed in the conference room for the event planning and spokesperson training. The second day, the groups switched locations and trainings. Questions were answered throughout the training with time held aside at the end of the day as well.

The location of the training was pleasant and provided appropriate space for the activities. Any multi-media used was tested before the training session began and worked at the time of the training. All logistics were well conceived and well executed.

Each CBO had a training manual available to them when they sat down for the training as well as any handouts discussed. One PowerPoint presentation was not included on the CD ROM, but was stated to be sent to the group after the training (the presentation used for the event planning and spokesperson training). The binders were professionally collated and thorough, with examples of possible games to use, needed forms, and facts and trivia.

The training was thorough and covered relevant points. They provided a broad overview at the beginning and gave the key program campaign messages for 2008 up front. They very briefly discussed what social marketing is (i.e., FYP) versus a regular product marketing campaign and proceeded to talk about how the CBOs fit into the overall work by the three SWM&O entities. The goals for the rural campaign and CBOs were stated, although the overall FYP goal was not specifically stated.¹⁷¹ The trainers reiterated the key messages throughout the day and gave

¹⁷¹ It is possible that the observers simply missed this statement, although neither could remember something like “FYP’s goals are to...”

specific details on how to plan an event as well as examples of different events. The CBOs were trained in how to handle the paperwork for the program as well as how to interact with the media to achieve the desired results. The content was applicable and comprehensive.

RS&E trainers used a variety of methods. The professional training coordinator and key point of contact for CBOs spent time mingling with the group prior to the official start. The training began with introductions and an ice breaker question. The training included PowerPoint presentations, lecture, interactive conversation, group exercise, practice on public speaking, and peer training. There was a flow of different types of ways in which the CBOs were taught throughout the day. The lectures and PowerPoint presentations were clear and well presented. The methods employed were varied and the trainers handled all aspects of the training methods in a professional manner.

The training contained best practices for adult learning. It was practical, relevant, and applicable. There was hands-on learning (i.e., practicing dealing with the media in front of a camera) and the actual information presented was on-point. The goals for the training itself were covered briefly and could have been stressed a bit more as only one of us caught reference to training goals (program goals were covered well). The learning objectives of the training were implicit from the agenda and could have been highlighted more. More time may have been useful to cover the information in the “Nuts & Bolts” section of the agenda as there were over 50 pages of data to cover in about three hours. However, the training team stressed multiple times their availability to the CBOs as well as the specific messages that they needed to pass on to their local communities.

Media Training: As discovered through depth interviews with past CBOs, attracting media attention to CBO events is difficult. As such, we decided to pay special attention to the media training to determine if better training might produce improved results in the future. RS&E allocated significant training time, 3-4 hours, to media coverage training and covered multiple aspects of working with the media and methods to attract media attention. CBOs were trained on pointers for how to make an event attractive to different kinds of media: i.e. setting stages for interviews, sound bites for radio, and visual pictures for TV and quotes for print. The CBOs engaged in role playing in the front of a camera (mock interviews for the media) and then reviewed the footage. RS&E used this method to train the CBOs on body language, appropriate clothing, and speed of speech. CBOs also were encouraged to secure local celebrities or politicians to further attract media coverage. The media training was thorough and actionable.

The methods used were good for adult learning and the training followed many of the best practices. The tables below show how the ODC evaluation team compared the training to best practices.

Table 68: Education Methods Used

Education Method	Content Covered
Introductions/Ice breaker	All trainers and CBO participants introduced themselves, their organization and their interests and/or hobbies before the training session began. Additionally, the trainer went around prior to the meeting talking with most of the CBOs.
Power Point Presentations	Several Power Point presentations were utilized to communicate topics to the group/s. There is also a Power Point presentation included in the training materials for the CBOs to use in their own presentations.
Interactive Conversations	Several question and answer sessions were utilized throughout the training. Participants were always encouraged to ask questions or contribute ideas during the training session. Collateral was passed out during an interactive conversation session with everyone commenting on it.
Group Exercise	During one media presentation, the group split into two groups and were asked to design a media event on paper. Then a spokesperson from the group presented the event idea to the other group and the trainers.
Public Speaking	A cameraman was brought into the media training session and the participants were asked to take part in a mock TV interview to practice their public speaking skills, and to stay on message with their delivery. This occurred after teaching how to stay on message and bringing up “bridging” and “flagging” and how to do these.
Lectures	Some of the training entailed lecture sessions on materials or topics in the training guide. However, participants were encouraged to ask questions or contribute ideas throughout all sections of the raining session.
Peer Training	Two of the CBOs presented information about event planning from activities they did last year.

Table 69: Trainer Best Practices Evaluation¹⁷²

Common Mishap	CBO Trainer Evaluation
Appear unprepared	All RS&E trainers seemed very prepared, professional and ready for their presentations.
Start late	The event started on time. All presenters and trainers seemed very careful to keep the training sessions on schedule.
Handle questions improperly	Questions from the CBO participants were encouraged throughout all of the training sessions. All questions from the trainees seemed to be handled appropriately.
Apologize for self or organization	No apologies.
Unfamiliar with information	All trainers seemed very knowledgeable and familiar on their presentation topics.
Unfamiliar with the audience	Trainers appeared to be very in-tune to the needs of rural CBO organizers.

¹⁷² Adapted from: “The Top 5 Deadly Sins of Training, Speaking, and Presenting” by the Bob Pike Group. August 2006.

Table 70: Training Best Practices Evaluation¹⁷³

Best Practice	CBO Training Evaluation
Training is practical	Yes. Real world advice on giving presentations, planning media events and ad placement were given. The program budget protocols were reviewed in great detail. Gave examples of what events to do and how to talk to media as well.
Training is relevant	Yes. All training goals applied to tasks expected of the rural CBOs.
Training is immediately applicable	Yes. The collateral materials are delayed and will not be available to the CBOs until May or June. Final RS&E media buy schedule is not finished or available to the CBOs, therefore small rural media buys from the CBOs will likely be somewhat delayed. However, the training is applicable within a couple of months which is likely sufficient.
Trainees are held accountable	CBOs are held accountable for following budget guidelines, as well as planning and executing a certain number of events and presentations.
Training includes some hands-on learning	Yes. During the Media and Spokesperson training groups split into two and designed a media event, then presented their ideas to the other group. Also, participants practiced giving TV interviews in front of a TV camera.
Content is limited and prioritized	Some extra time could have been devoted to the “Nuts & Bolts” portion of the training. Most other areas of the training seemed to be covered adequately.

Throughout our investigation into the aforementioned researchable issues, the ODC evaluation team has found that the CBOs play a significant role in FYPR program by implementing a grassroots approach to social marketing and by being uniquely positioned to interact with hard-to-reach populations. The level of interaction with RS&E and the funds available to achieve the existing requirements appears sufficient. Further, RS&E appears to be flexible, amenable and responsive in an ever-changing campaign environment. It was clear what the CBOs were required to perform and the training gave them the tools to fulfill those activities. The training gave the CBOs a good foundation for the future events and their attempts to influence behavior in their local communities.

12.4 Recommendations

Overall, the FYPR CBO event model appears to be an effective way of providing depth to the SWM&O program efforts. However, these events only service rural areas of the state due to program the program design and rural targets of the FYPR campaign.

- The CPUC and IOUs need to consider expanding FYPR’s event model into other program’s outreach tools. Given FYPR’s demonstrated professionalism in managing the CBO events, the CPUC and IOUs need to expand FYPR’s events into urban areas as well as within Hispanic targets to ensure that all three programs benefit from the depth of coverage gained through these efforts.

Recommendations specific to the collateral handed out through all SWM&O include:

- The main way in which partnerships promote the FYP website and the toll free number is through the marketing collateral and, for the FYPR program, through

¹⁷³ Adapted from: Deborah Spring Laurel’s, of Laurel & Associates, Training Philosophy and Bob Wirtshafter, of Wirtshafter Associates, Adult Learning Best Practices.

presentations to the community about energy efficiency. Promote the FYP website and toll free number wherever possible on marketing materials. For the FYPR program, the toll free-number may be stressed more than the website as many of the people might not have internet access (the lack of internet access was stressed by the 2007 CBOs during our depth interviews and has not been quantitatively verified).

- Increase number of distribution points to cover more urban areas.
- Give partnerships options for collateral so they can best determine what collateral would be most effective with their given audience.
- Give partnerships more language options for educational collateral, such as pledge cards and tip cards, beyond English and Spanish.

Through this investigation it became evident that some improvements could be made to the CBO effort as part of the FYPR program.

Other key recommendations specific to the FYPR CBO efforts include:

- RS&E needs to develop more ways in which the CBOs can attract more earned media coverage for events.
- RS&E needs to use different success criteria for CBO efforts. Using pledge cards as success criteria for events was an issue for many CBOs because these inaccurately reflect impact or intended behavior changes. Currently the purpose of the pledge cards is for RS&E to quantify the reach of the CBO efforts and to make sure that the CBOs are fulfilling their grant obligation. The current purpose is also for the CBOs to follow up with energy efficiency oriented prizes for raffle drawings. The CBOs currently promise the participants that they will not be contacted for any other reason. However, the CBOs could instead communicate that they will follow-up with participants with further information about energy efficiency and this could be a check-box on the pledge card so that participants opt into receiving follow-up materials.
- RS&E need to determine if more interaction is necessary with other program implementers and stakeholders, besides RS&E, to take advantage of opportunities for where the CBOs can help channel rural and underserved communities into IOU and 3rd party demand side management programs. Most of the 2007 CBOs were aware of rebate programs offered by various utility companies and/or local appliance dealers and expressed openness to working with them in the future. Adding the optional follow-up information check-box to the pledge card could open the door for other program marketing such as for FYPN and LIEE.
- For future CBO trainings, RS&E must clearly state the training learning objectives at the beginning of the training and then circle back to them at the end of the training to see if the group felt that they were met.

The following list of recommendations summarizes the suggestions made by the 2007 CBOs during our depth interviews.

- Shorten the timeframe between awarding CBOs the grant for the FYPR program and providing them with FYP collateral. Currently events ramp up in late May and continue through to December. Given that the CBOs are typically training in early April, CBOs can start doing events earlier and capitalize on more opportunities.
- Provide collateral in more languages than English and Spanish. Several CBOs noted other languages such as Vietnamese, Cambodian and Laotian would help expand the reach of the program.
- Expand collateral to include instructions for how to properly dispose CFLs. Many CBOs created their own collateral to address this issue through the year.

APPENDIX A. SUMMARY OF SWM&O ADVERTISEMENT MASS MEDIA INDEXING

Table 71: 2006 FYPG Media Messaging

2006 FYP MEDIA MESSAGING

Summer 2006 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
Lighting store.mov	TV	English; Mandarin; Vietnamese; Cantonese; Korean	Yes	No	No	Buy CFLs and other EE lighting products.
Overhead Fans.mov	TV	English	Yes	No	No	Use and install ceiling fans to use less energy on air conditioning
Too Hot.aif	Radio	English	Yes	Yes	Yes	Visit website to learn more about Energy Star A/C Units and other EE products
Guardian Angel.aif	Radio	English	Yes	No	No	Narrator explains what to do during a Flex Alert
Heaven_60_FYP21860	Radio	English	Yes	No	Yes	Buy CFLs and other EE lighting products.
SUV	Radio	Cantonese; Mandarin; Korean; Vietnamese; Spanish	No	No	No	(Message Unclear - no translated script)
Winter 2006 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
Winter Campaign 2006	Radio	English	Yes	Yes	Yes	Focuses on adjusting your thermostat and purchasing EE furnaces and heating items

Table 72: 2006 FYPR Media Messaging

2006 FYP RURAL MEDIA MESSAGING						
Summer 2006 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
All the light.pdf	Print	English	Yes	No	Yes	Install CFLs
The latest twist.pdf	Print	English	Yes	No	Yes	Install CFLs
Degrees.pdf	Print	English	Yes	No	Yes	Adjust thermostat; use fans.
Fan.pdf	Print	English	Yes	No	Yes	Use fans to reduce A/C energy usage and energy costs
Go with the flow.mp3	Radio	English	Yes	No	Yes	Install and use ceiling fans
Do a number.mp3	Radio	English	Yes	No	Yes	Adjust thermostat
It's summer.mp3	Radio	English	Yes	No	Yes	Adjust thermostat
Whirling wonders.mp3	Radio	English	Yes	No	Yes	Install and use ceiling fans
Winter 2006 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
Heating A & B lowres.pdf	Print	English	Yes	Yes	Yes	Adjust thermostat; buy EE heating products; insulate your home; turn down thermostat
Mix 14008 PUC nonPGE 60R & 30R	Radio	English	Yes	Yes	Yes	Adjust thermostat; buy EE heating products; insulate your home; turn down thermostat; air sealing
PG&E Heating A & B lowres.pdf	Print	English	Yes	Yes	Yes	Adjust thermostat; buy EE heating products; insulate your home; turn down thermostat

San Diego Heating A & B lowres.pdf	Print	English	Yes	Yes	Yes	Adjust thermostat; buy EE heating products; insulate your home; turn down thermostat
---------------------------------------	-------	---------	-----	-----	-----	-----------------------------------------------------------------------------------------

Table 73: 2006 FYPS Media Messaging

2006 FYP Spanish TV MEDIA MESSAGING						
Summer 2006 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
UTEEM Cooler 062006.wmv	TV	Spanish	Yes	No	Yes	Install an EE Evap. Cooler
UTEEM Fans are cool.wmv	TV	Spanish	Yes	No	Yes	Turn off A/C at night and use a whole house fan instead
UTEEM HVAC.wmv	TV	Spanish	Yes	No	Yes	Tune-up your HVAC system to save money, energy and the environment
UTEEM Light the way.wmv	TV	Spanish	Yes	Yes	Yes	Use CFLs and other Energy Star lighting products to save money and energy
UTEEM power.wmv	TV	Spanish	Yes	No	Yes	Conservation Message - Use less energy to prevent blackouts, save money, and protect the environment
UTEEM right size.wmv	TV	Spanish	Yes	No	Yes	Buy the right size A/C unit for your home to save money and energy
UTEEM Cooler 060415.wmv	TV	Spanish	Yes	No	Yes	Install an EE Evap. Cooler
UTEEM_STAR APPLIANCES	TV	Spanish	Yes	Yes	Yes	Replace older appliances with new Energy Star rated appliances
Winter 2006 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
UTEEM_Ducts	TV	Spanish	Yes	No	Yes	Seal leaky ducts to save money on heating costs
UTEEM_Furnace	TV	Spanish	Yes	No	Yes	Save money when buying a natural gas furnace
UTEEM_Insulate	TV	Spanish	Yes	No	Yes	Install attic and wall insulation to save on heating costs
UTEEM_Winter_PSTAT	TV	Spanish	Yes	No	Yes	Save money and energy by installing a programmable thermostat

Table 74: 2007 FYPG Media Messaging

2007 FYP MEDIA MESSAGING						
Summer 2007 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
California :30 (6026)	TV	English	No	No	No	Global warming is a choice...replace regular light bulbs with EE CFLs
Climate :30 (6027)	TV	English	No	No	No	Global warming is a choice...replace old A/C units with new EE models
Drought :30 (6028)	TV	English	No	No	No	Global warming is a choice...replace regular light bulbs with EE CFLs
Floods :30 (6029)	TV	English	No	No	No	Global warming is a choice...replace old A/C units with new EE models
Cooling :10 (6034)	TV	English	No	No	No	Replace old A/C units with new EE models
Lighting :10 (6035)	TV	English	No	No	No	Replace regular light bulbs with EE CFLs
Ethnic TV :30s (6009; 6010; 6011; 6012)	TV	Cantonese; Vietnamese; Mandarin; Korean	No	No	No	Global warming is a choice...replace regular light bulbs with EE CFLs
Positive Legacy (6030 & 6031)	Radio	English	Yes	No	No	Global warming is a choice...replace old A/C units with new EE models
Future Imperfect (6032 & 6033)	Radio	English	Yes	No	No	Global warming is a choice...replace old A/C units with new EE models
Ethnic Radio (6051; 6052; 6053; 6054; 6055)	Radio	Cantonese; Vietnamese; Mandarin; Korean; Spanish	Yes	No	No	Global warming is a choice...replace regular light bulbs with EE CFLs
Billboards (Desert, Snow, Water)	Outdoor Print	English	Yes	No	No	“Global warming is a choice...” - No clear action
Ad 1: Lighting	Print	English; Spanish; Chinese; Vietnamese; Korean;	Yes	No	No	Switch to CFLs to reduce energy usage and cost
Ad 2: Cooling	Print	English; Spanish; Chinese; Vietnamese; Korean;	Yes	No	No	Replace your old A/C unit with a new EE model
TipsCards_Summer07	Print	English	Yes	Yes	Yes	Wallet-sized tip card outlining several EE tips - A/C; lighting; thermostats; appliance usage; and flex alert tips

Winter 2007 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
Winter Legacy (6059 & 6061)	Radio	English	Yes	No	No	Global warming is a choice...replace old water heaters and furnaces with new EE models
2007_Winter_TipsCard	Print	English	Yes	Yes	Yes	Wallet-sized tip card outlining EE tips - lighting; water heating; insulation.

Table 75: 2007 FYPR Media Messaging

2007 FYP RURAL MEDIA MESSAGING						
Summer 2007 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
SOUT2834 Changing Dimmers 60	Radio	English	Yes	No	Yes	Install dimmers and CFLs to reduce energy costs and help the environment
SOUT2833 Changing Lights	Radio	English	Yes	No	Yes	Install dimmers and CFLs to reduce energy costs and help the environment
SOUT2832 Small Change Lights 30	Radio	English	Yes	No	Yes	Install dimmers and CFLs to reduce energy costs and help the environment
MIX_14375_LittleChange_30R	Radio	English	Yes	Yes	Yes	Use EE Energy Star heating and cooling systems
MIX_14375_CanChanging_60R	Radio	English	Yes	Yes	Yes	Use EE Energy Star heating and cooling systems
lighting_lightbulb_print	Print	English	Yes	No	Yes	Replace old lightbulbs with EE CFLs
lighting_dimmers_print	Print	English	Yes	No	Yes	Install lighting dimmers and replace old lightbulbs with EE CFLs
cooling_temp_print	Print	English	Yes	Yes	Yes	Use fans; switch to a new Energy Star A/C unit
cooling_ac_print	Print	English	Yes	Yes	Yes	Use fans; switch to a new Energy Star A/C unit
hisfuture_728x90	Online	English	Yes	No	Yes	Online banner ad - Dimmers
illuminating_468x60	Online	English	Yes	No	Yes	Online banner ad - CFLs

Winter 2007 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
MIX_14560_RSE_CPU (60s & 30s)	Radio	English	Yes	Yes	Yes	Install/use programmable thermostats and Energy star heating units; insulate your home.
heating_comp_3	Print	English	Yes	Yes	Yes	Insulate your home and switch to a new EE Energy Star furnace or heat pump
heating_thermostat_7.5x9.5	Print	English	Yes	Yes	Yes	Install a programmable thermostat and switch to a new EE Energy Star furnace or heat pump
Heating07	Online	English	Yes	No	Yes	Online banner ad – Furnace

Table 76: 2007 FYPS Media Messaging

2007 FYP Spanish TV MEDIA MESSAGING						
Summer 2007 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
AIR CONDITIONING_040701_Large	TV	Spanish	Yes	Yes	Yes	Replace your old A/C unit with a new EE Energy Star A/C unit
CLIMATE CHANGE_040702_Large	TV	Spanish	Yes	No	Yes	Conservation Message - "Save energy. Save money."
EVAP_COOLER_040703_Large	TV	Spanish	Yes	No	Yes	Use an EE Evap. Cooler instead of air conditioning this summer to save money and the environment
WHOLE_HOUSE_FAN_040704_Large	TV	Spanish	Yes	No	Yes	Use a Whole House Fan to cool your home at night instead of A/C
UTEEM SHINE 0705_Large	TV	Spanish	Yes	No	Yes	Replace old incandescent lightbulbs with new EE CFLs to save money and the environment
Winter 2007 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
Uteem Gas 1107.Copy.01_Large	TV	Spanish	Yes	No	Yes	Conservation Message - "Save energy. Save money."

Table 77: 2008 FYPG Media Messaging

2008 FYP MEDIA MESSAGING						
Summer 2008 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENC E WEBSITE	REFERENC E ENERGY STAR	REFERENC E toll free NUMBER	TARGET MEASURE OR BEHAVIOR
http://client-area.phoenixedit.com/Quicktimes/FIREFIGHTER_CUT4.mp4	TV	English	Yes	No	No	Fight global warming, use EE cooling units
http://client-area.phoenixedit.com/Quicktimes/JOYCE_CUT_2A.mp4	TV	English	Yes	No	No	Fight global warming; use EE appliances
http://client-area.phoenixedit.com/Quicktimes/MONTAGE_1_CUT2.mp4	TV	English	Yes	No	No	Fight global warming, use CFLs
http://client-area.phoenixedit.com/Quicktimes/MONTAGE_4_CUT1.mp4	TV	English	Yes	No	No	Fight global warming, install/use EE lighting and appliances
http://client-area.phoenixedit.com/Quicktimes/TALIA_CUT4_A.mp4	TV	English	Yes	No	No	Fight global warming, use CFLs
http://www.fypower.org/media/smocreative/EP/2008/tv-ethnic-concepts.html	TV	English	Yes	No	No	Fight global warming, install 5 more CFLs
http://www.fypower.org/media/smocreative/EP/2008/BC-FYP-602-08_A_Bulletin.pdf	Print	English	Yes	No	No	Fight global warming, use CFLs
http://www.fypower.org/media/smocreative/EP/2008/FYP_GW_Ad1_2008.pdf	Print	English	Yes	No	No	Fight global warming, use EE cooling units

Table 78: 2008 FYPR Media Messaging

2008 FYP RURAL MEDIA MESSAGING						
Summer 2008 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
http://www.fypower.org/media/smocreative/RSE/2008/can_airconditioner.pdf	Print	English	Yes	Yes	Yes	Use Energy Star appliances and help save the environment
http://www.fypower.org/media/smocreative/RSE/2008/can_lightbulb.pdf	Print	English	Yes	No	Yes	Use CFLs and help save the environment
http://www.fypower.org/media/smocreative/RSE/2008/can_powercord.pdf	Print	English	Yes	No	Yes	Eliminate 'vampire load' and help save the environment
http://www.fypower.org/media/smocreative/RSE/2008/CoolingLighting08_bannerart.pdf	Banner Ad	English	Yes	No	Yes	Save the environment; education
http://www.fypower.org/media/smocreative/RSE/2008/CoolingLighting08_bannerart.pdf	Banner Ad	English	Yes	No	Yes	Save the environment; education
http://www.fypower.org/media/smocreative/RSE/2008/CoolingLighting08_bannerart.pdf	Banner Ad	English	Yes	No	Yes	Save the environment; education

Table 79: 2008 FYPS Media Messaging

2008 FYP Spanish TV MEDIA MESSAGING						
Summer 2008 Campaign						
FILE NAME	TYPE OF AD	LANGUAGE/S	REFERENCE WEBSITE	REFERENCE ENERGY STAR	REFERENCE toll free NUMBER	TARGET MEASURE OR BEHAVIOR
http://www.fypower.org/media/smocreative/Staples/2008/Storyboard_Duct%20Testing_050208.ppt#256.1.2008 Duct Testing Commercial: English Scene 1:	TV	Spanish	Yes	No	Yes	Seal leaky ducts, save the environment, educate
http://www.fypower.org/media/smocreative/Staples/2008/Storyboard_EE%20Evaporative%20cooler_050208.ppt	TV	Spanish	Yes	No	Yes	Use evap. Cooler instead of AC, save the environment, educate
http://www.fypower.org/media/smocreative/Staples/2008/Storyboard_Lighting_050208.ppt	TV	Spanish	Yes	No	Yes	Use CFLs, save the environment, educate
http://www.fypower.org/media/smocreative/Staples/2008/Storyboard_Room%20Air%20Conditioning_050208.ppt	TV	Spanish	Yes	No	Yes	Use energy star AC units, save the environment, educate
http://www.fypower.org/media/smocreative/Staples/2008/Storyboard_Whole%20House%20Fan_050208.ppt	TV	Spanish	Yes	No	Yes	Use whole house fan, save the environment, educate

APPENDIX B. FLEX YOUR POWER INTERVIEW GUIDE

The Opinion Dynamics team was awarded the 2006-08 contracts to evaluate the following Marketing and Outreach programs: Flex Your Power, Flex Your Power Rural, and Flex Your Power Spanish. Unlike our work in 2004-05, we are going to be conducting both a process and an impact evaluation. Like our work in 2004-05, the process evaluation will focus on program coordination, planning, and internal research and evaluations efforts. Dually, the process evaluation is focused on the programs' ability to support IOU programs through the coordination and planning efforts of all three programs to create an integrated, targeted approach to reaching all California consumers.

Our Impact evaluation will assess the indirect impact of program messaging on the following: (1) increased awareness of program messaging and the targeted issues and behaviors; (2) increased propensity to act due to exposure to program messaging, such as viewer participation or channeling to FYP website or 800 number, adopting measures, changing behaviors, etc.

The aim of this initial interview is to evaluate your role is to take an inventory of your 2006-08 efforts, assess how these efforts have changed since 2004-05, to identify all key players involved in this initiative, and to discuss the organizational structure within your company and among the three program implementers. We are very interested in gaining your perspective and insights into the efficacy of program coordination in facilitating your mutual goals. Namely, we want to understand what is working well and where room for improvement exists.

Relevance of Program in Consumer Marketplace:

1. Please describe other energy –efficiency messaging that you are aware of that currently targets Rural consumers.
 - a. What are the goals/aims of this messaging?
 - b. Do you track this messaging
2. How do your efforts differ from others in the overall consumer marketplace?
3. How do your efforts compliment other messages?
4. How do you think of the Flex Your Power name? Do you think of the FYP as a brand, logo, tag-line? How does the mass-media campaign support this idea? *Probe for the notion of brand equity and awareness*
5. There are many different types of marketing campaigns that I imagine you work on. How is Flex Your Power different than others? Do you consider the Flex Your Power Campaign to be a social marketing campaign? How is this different than other campaigns that Staples Marketing works on? How have you approached this campaign versus others you do for different clients? *Probe for a discussion on social marketing vs other campaign efforts*

Program Themes and Target Behaviors: Overview

6. Will you briefly describe the primary themes of the Flex Your Power program?
 - a. How has this changed from 2004-05?
 - i. Were there any efforts that were a part of the 04-05 campaign that you are not doing now?
 - ii. What new initiatives have you taken on for 2006-08?

Probe for the inclusion of special events, partners, and marketing efforts that are not articulated below

7. When beginning the 2006 campaign, what behaviors were you targeting?
8. What behaviors did you decide against? *Probe for CFLs vs Thermostats, etc.*
9. How were the decisions made on what behaviors to include and to leave out?

Probe for the following:

- a. Feeding into programs – which programs and what actions? #800, Website
10. Are there specific behavior outcomes or goals that are more important or central to the FYP campaign than others?

Program Messaging Changes 2004-05 to 2006; 2006-2007

11. Have these themes changed over time?
- a. Probe for changes in:
 - i. 2004-05
 - ii. 2006
 - iii. 2007
 - iv. Global Warming theme
12. Please describe how these themes are similar between the following programs:
- a. FYP-Rural
 - b. FYP-Spanish
 - c. Utilities Programs and Efforts
13. Please describe how these themes are different between the following programs:
- a. FYP-Rural
 - b. FYP-Spanish
 - c. Utilities Programs and Efforts
14. Ask Q8-10 for target behaviors

Target Audience

15. Who do you consider your target audience? Are there any segments of the population that are not included?
- a. Probe for
 - b. Low income
 - c. renters

Program Goals and Strategy:

16. From your perspective, what is the overall goal of the Flex Your Power mass media campaign? *Probe for:*
- a. Integration with the IOUs
 - b. Promotion of rebate programs
 - c. Reference or channeling to FYP website
 - d. Supporting IOU mass media efforts
 - e. EnergyStar
 - f. Collaboration with UTEEM and FYP Rural
17. How do these goals/efforts work together as a campaign? What is the strategy behind these efforts?
18. As you know we are evaluating all statewide M&O programs, each with unique goals. Would you briefly describe how your goals differ from FYP-Rural and FYP -Spanish?

2006 to 2007 Shift in Campaign Approach (30 Minutes)

In the Flex Your Power Campaign, there is a clear shift from warm and whimsical messaging to more hard-hitting global warming messages. The shift is so stark that the efforts almost appear to be from two separate creative teams. The aim of the following questions is to determine why this shift occurred and what research informed this shift. Moreover, ODC would like to discern if these two distinct campaigns were tested against one another. That is, was any research

conducted to determine if the 2007 messaging approach is actually more effective than the 2006 campaign.

1. Will you take a moment to describe the 2006 campaign? Now, please describe the 2007 campaign? How would you characterize the differences between these two campaigns? Similarities?
2. **(Probe if not covered in Q1)** There appears to be a significant shift in tone between the 2006 and 2007 campaigns (from warm and whimsical to a hard-hitting global warming message). How would you characterize this shift in tone? What prompted this shift in messaging?
3. Was this shift a reaction to the 2006 campaign? If so, what were you attempting to do with this messaging that is expressly different from the 2006 campaign?
4. Please explain the strategic thinking behind this change. Who or what organizations initiated this change? Did this shift in tone grow out of consumer research or any sort of evaluation effort?
5. Was this shift a reaction to the 2006 campaign? If so, what were you attempting to do in 2007 that is expressly different from the 2006 campaign?
6. We also noted that there is a clear effort towards multicultural representation in the 2007 campaign. Does this differ from the 2006 campaign? If so, why was this approach taken?
7. How has the consumer response been to the shift in the campaigns? Will the FYP campaign continue to build on this new strategy for 2008? If so, in what ways will the 2008 campaign mirror the 2007 campaign? In what ways will it differ?

APPENDIX C. SWM&O UNIVERSAL IOU IN-DEPTH INTERVIEW GUIDE

Introduction

The Opinion Dynamics team is leading the process and indirect impact evaluation efforts for the three Statewide Marketing and Outreach Programs: Flex Your Power, Flex Your Power Rural, and Flex Your Power – Spanish TV. These interviews are for our process evaluation efforts. Namely, this interview will focus on Statewide Marketing and Outreach Program goals, coordination with IOUs, program and campaign planning, research, and implementation, and the unique and distinct efforts of each year: 2006, 2007, and 2008.

Program History

1. As you know, we are evaluating the Flex Your Power, Flex Your Power –Rural, and Flex Your Power – Spanish TV programs. Based on your knowledge and experience, please explain how these three distinct program efforts came about?
 - a. Probe for:
 - i. Need
 - ii. Bidding process
 - iii. The distinctions drawn between ethnic media campaigns
2. Have the Statewide Marketing and Outreach Programs changed over time? To the best of your knowledge, how have the Statewide Marketing and Outreach Programs changed?
 - a. Probe for:
 - i. Target audience
 - ii. Target measures/behaviors
 - iii. Goals
 - iv. Themes /messages

Program Goals

3. What are the goals of the Statetwide Marketing and Outreach Programs?
 - a. Probe for:
 - i. Raising awareness vs. changing behaviors
 - ii. Channeling to IOU Resource Acquisition Programs
 - iii. Supporting IOU Education and Outreach Efforts
4. Have these goals changed since 2004-05? 2006? If so, in what ways?
 - a. Probe for:
 - i. Directive to generalize campaign messaging, namely to just raise awareness and “prime” the public for IOU efforts
 - ii. Global Warming Messaging and its role in awareness raising
 1. Discuss the rationale behind using G.W., is it “motivational” and what is the messaging supposed to motivate Californian’s to do?
 - a. Adopt the specific measure targeted in the ad
 - b. Adopt general EE measures
 - c. Adopt conservation behaviors
5. How do third party programs fit into or integrate with the Statewide Marketing and Outreach Program goals?
 - a. Probe for:
 - i. Role of third party programs

- ii. List of third party programs

Who is in charge/responsible for their integration/oversight?

Program Targets: Audience and Measures

6. To the best of your knowledge, who are the target audiences for each of the Statewide Marketing and Outreach Campaigns? Who is not part of the target audience? If yes, do you think it should be included? Has this changed since 2004-04, 2006-2007, for 2008?
 - a. Probe for:
 - i. Home owners vs. Renters
 - ii. Fraser communications segmentation research
 - iii. Differentiation in the Hispanic market
 - iv. How differentiated target audiences promote or hinder program goals
 - v. Other markets – ie Asian
7. What are the primary target measures for the Statewide Marketing and Outreach Programs? Has this changed since 2004-05, 2006-2007, for 2008
8. How are the target measures identified?
 - a. Probe for:
 - i. Key decision makers in this process
 - ii. Directives from PUC, IOUs, or Collaborative decision making
 - iii. Why not behaviors (if it does not come up in earlier discussion)
9. Please explain the rationale behind the choices of the target measures.
 - a. Probe for:
 - i. CFLs vs Air conditioners vs. other measures
 - ii. Change in 2006-2007 to avoid promoting energy star
10. Do Statewide Marketing and Outreach Programs target the same measures?
 - a. Probe for:
 - i. Agreement on target measures
 - ii. Aligned timing/seasonality of messaging
 - iii. Leading decision makers/steering of campaign messaging
11. How do the Statewide Marketing and Outreach Programs work together to target these measures?

Network Diagram

12. I have developed a diagram that outlines the roles of each organization. I would like to walk through this with you and gain your feedback on a number of things:
 - a. Is this an accurate depiction?
 - b. What organizations are missing?
 - c. Who are the key contacts at each of these organizations?
 - d. What is the role of the organization?
 - e. How frequently do you interact with these organizations?
 - f. Which organizations are central in guiding the Statewide Marketing and Outreach efforts on a day-to-day basis?
 - i. Conversely, who is involved at only the top level?

Role of IOUs

13. Please explain your organization's specific role in managing the Statewide Marketing and Outreach Programs? How is this different that the other IOUs?
 - a. Probe for:
 - i. Identifying campaign themes
 - ii. Identifying campaign goals

- iii. Target measures
 - iv. Program and messaging timing and seasonality
 - v. Steering campaign
14. Will you briefly describe the EM&V efforts at your organization relating the Statewide Marketing and Outreach Programs?
- a. Probe for:
 - i. Emerging involvement in FYP-General
 - ii. Reasons for on-going involvement in FYPN!
 - iii. Hiner Tracking Study
 - iv. Role of evaluators in implementation and external evaluation efforts

Individual Roles and Key Contacts

15. Please describe your role generally at your organization. What is role as it related specifically to Statewide Marketing and Outreach Efforts?
16. Who are the primary people who support and advise you in these efforts?
- a. Probe for:
 - i. Names
 - ii. Titles / contact info
 - iii. Roles
17. [Create a list of each of the people listed] Now, how are each of these people involved in the Statewide Marketing and Outreach efforts?
- a. Probe for:
 - i. Steering
 - ii. Program goals
 - iii. Tracking
 - iv. EM&V
 - v. Attending meetings
 - vi. Coordinating with SW program implementers

Coordination and Integrate with IOU Mass Media Efforts, Planning

18. [Ask if not covered in the goals] Please explain the role of the other IOUs in the Statewide Marketing and Outreach Programs?
- a. Probe for:
 - i. Directorship
 - ii. Messaging development
 - iii. EM&V efforts
 - 1. Here probe for distinction in EM&V efforts for FYPN! And FYP and the change in focus from 2004-05 to 2006-08
19. Please explain the interaction or relationship between Statewide Marketing and Outreach programs and the Marketing and Outreach efforts of the IOUs
20. How do Statewide Marketing and Outreach Programs facilitate the goals of IOU Marketing and Outreach efforts?
21. Conversely, how do IOU Marketing and Outreach Efforts facilitate the goals of Statewide programs?
22. What are the primary points of integration? How are these efforts integrated?
- a. Probe for:
 - i. The following points of integration in both directions (IOUs to SW, SW to IOUs)
 - 1. Campaign themes
 - 2. Mesaging
 - 3. Target Measures

4. Branding
 5. FYP Logos
 6. FYP website and other outreach tools
23. Please explain IOU Corporate Marketing Strategies. How do these strategies integrate (if at all) with Statewide efforts?

FYP vs. Flex Alerts/FYPN!

Before we close, I would like to ask you a few questions about Flex Your Power NOW!/Flex Alerts.

24. Will you briefly outline the difference between the Statewide Marketing and Outreach Campaign and the Flex Your Power NOW! Campaign?
- a. Probe for:
 - i. DR efforts
 - ii. FYPN! Focus on behaviors vs. Statewide M&O focus on measures
 1. Why does FYP exclude behaviors?
 - iii. Differences in oversight
 - iv. Differences in funding
 - v. EM&V efforts

~Thank your for your time today, this interview will be very informative and helpful in our process evaluation~

APPENDIX D. DEMAND SIDE MANAGEMENT IN-DEPTH INTERVIEW GUIDE

Introduction

The Opinion Dynamics team is leading the process and indirect impact evaluation efforts for the three Statewide Marketing and Outreach Programs: Flex Your Power, Flex Your Power Rural, and Flex Your Power – Spanish TV. We would like to understand how your program interacts with or could interact with Flex Your Power. For this interview, we are only interested in discussing the residential programs that you manager that promote CFLs, HVAC, Heating, water heaters, and appliances.

Program Description and Oversight

1. Please think specifically about the residential programs that target CFLs, AC, Heating, and appliances. Would you briefly take a moment to describe these programs?
2. Do you manage the advertising efforts for you program? If not, who does your advertising for your programs?
3. How involved are you/your programs with residential energy efficiency marketing? Are there others who are involved/ (note other names).
4. Will you describe the various marketing and outreach efforts for these programs? How does your program marketing work?
5. What specific marketing materials (for AC, Heating, Water Heaters, Appliances, CFLs, or Plug Load) has your program used in 2006-2008? Can you send us copies?
 - a. Do you do radio?
 - b. Do you do TV?
 - c. Do you do POP?
 - d. D you do collateral?
 - e. Do you do print?
 - f. Do you do email blasts?
 - g. Do you have websites?
 - h. Do you have online/ online banner advertisements?
6. Do the programs (cited above) have a tagline or slogan? If so, what is it/are they?
7. What is your target market (geographic market, ages, etc)?
8. How, if at all, do these marketing efforts differ from the corporate IOU program efforts?
9. Can you explain how your marketing efforts are coordinated with your corporate IOU efforts, if at all?
 - a. IF COORDINATED: How do you coordinate with corporate efforts?
 - b. How frequently is this corrodination occurring?
 - i. Probe for:
 1. as needed
 2. quarterly
 3. yearly, etc.

Role and Involvement in Statewide Marketing and Outreach Efforts

10. In your mind, what is the value of the Flex Your Power program?
11. In your mind, what is the primary purpose of the Flex Your Power Program?
 - a. What are other purposes of Flex Your Power?
12. In your estimation, do your program DSM efforts and the Flex Your Power Marketing and Outreach programs have any shared goals or objectives?

- a. Probe for:
 - i. Incorporation of IOU goals into SW M&O efforts
 - ii. Probe for target measures overlap
 - iii. Probe for thematic or market transformation goals and overlap
13. In your mind, how & why are the goals or objectives of your program and those of the Flex Your Power program different?
14. If Yes: How are these goals or objectives aligned?
 - a. Probe for any deliberate or planned interaction, alignment, or development of goals
15. How much interaction do you have, if any, with the Flex Your Power Marketing and Outreach program (Flex Your Power)?
 - a. If some interaction: Will you please explain the nature of your interaction with the FYP program (i.e., how often, by what format, who initiates communication)? Has this changed over time?
 - i. Probe for changes from 2005 to 2006 and from 2006 to 2007.
 - b. If no interaction: Will you please explain how or why you do not interact with the FYP program? Did your program ever interact with the FYP program?
 - i. If yes: How has this changed?
 1. Probe for changes from 2005 to 2006 and from 2006 to 2007? What are the planned changes for 2008?
16. If you were interested in aligning your program efforts with the Flex Your Power program, what individuals in your organization would you work with?
 - a. Probe for people within their program or within the IOU
17. Are there any individuals outside of your organization that you would work with?
18. Do you feel that your program benefits from the Flex Your Power program's mass media efforts? If yes, how? If no, why not?
19. From your perspective as a program manager, tell us what you think the Flex Your Power marketing and outreach efforts do well and what do they do that needs to be improved? Let's start with what you think they do well. Okay now what do you think they need to improve on?
20. Thinking outside of the box, covering any subject or effort related to marketing and outreach, how can the Flex Your Power program better serve your program goals/needs?
 - i. Probe for recommendations for the FYP program to better assist DSM program managers

APPENDIX E. MARKETING EDUCATION AND OUTREACH MEETING LOG

Program/Utility/Task Force:	
Meeting Title:	
Event Description:	
Location	<input type="checkbox"/> In-person <input type="checkbox"/> Teleconference <input type="checkbox"/> Webinar
Date and Time:	
List of Major Organizations or Groups Represented and/or Stakeholders	
Attendees and Organization	
Applicable to:	<input type="checkbox"/> 2008 <input type="checkbox"/> 2009-11 <input type="checkbox"/> Beyond 2011
Type of Meeting:	<input type="checkbox"/> General Implementation <input type="checkbox"/> Policy <input type="checkbox"/> Research Review <input type="checkbox"/> Strategy and Planning
Relevant to:	<input type="checkbox"/> CG1 <input type="checkbox"/> CG2 <input type="checkbox"/> CG3 <input type="checkbox"/> Other. _____

Follow-up Action Items:

I. Reason for the Meeting (Stated Goals)

II. Key Topics Covered:

III. Description of the presentations / reports etc. provided to attendees

List all materials or hard copy information used:

Type of Material	Description of Material Content	ODC Received	Soft Copy on Server
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N

IV. New Ideas, Cocepts, or Hot Topics Discussed:

V. 3-5 Key points from Meeting:

VI. Upcoming Deadlines Relevant to ODC

VII. Upcoming Meetings Mentioned:

VIII. Other Comments, Observations Specific to this Event:

APPENDIX F. FLEX YOUR POWER RURAL COMMUNITY BASED ORGANIZATION'S TRAINING EVENT

Introduction

On April 10th and 11th, RS&E will conduct a 1 ½ day training for the Community Based Organizations chosen to promote the 2008 FYP campaign throughout the rural regions of California. Two members of the ODC Evaluation Team will attend the training event to better understand who the CBOs are, how they are trained and what instructions they are given. We will also gather some information to help answer several process and impact evaluation researchable issues such as: (1) How do the CBOs support the marketing needs of IOU programs? (2) Do the CBOs provide actionable information that can directly lead to the desired behavior change or participation in an event? (3) Are the event tracking and monitoring efforts structured to allow documentation of when key events occur? (4) What education or information is provided to the CBOs by the Statewide Marketing and Outreach programs?

To best understand how the CBOs are trained and the success of the training, the observer will evaluate the CBO training against Training Best Practices. The Best Practices have been adapted from a collection of Best Practices developed by acclaimed experts in adult learning methods including: Bob Wirtshafter of Wirtshafter & Associates, Deborah Spring Laurel of Laurel & Associates, and Bob Pike of the Bob Pike Group. Furthermore, the analysis of the information obtained from our observation will inform our understanding of the likelihood of participant (or consumer) behavior changes resulting from the CBO efforts. This will be supported by attending CBO events throughout 2008 and surveys with those who attended CBO events (where possible).

The research goals of attending this training are to:

- Characterize the CBOs chosen for 2008;
- Document the content of the training;
- Understand the CBO planning process for 2008 events;
- Document how the CBOs are trained for the 2008 FYP Rural Campaign; and
- Document how the training aligns with Best Practices.

This form should be used as a guide for observation during the training event. The observer should take detailed notes throughout the training with the research goals in mind.

1. Community Based Organizations for 2008

Document all of the people that attended the training by name and organization, including non-CBOs attendees such as RS&E representatives and others. If possible, obtain a list of the CBOs, including organization names, attendee name and contact information.

2. Training Content

Please take notes documenting the content covered in the training. Some key content areas that might be included in the training are listed below. As you take notes, try to make sure that you get as much detail as possible if any of the areas below are covered. If they are not covered, please make sure to state that they are not covered. (To the degree possible based on interactions during the training, please also capture any description of the CBOs or the types of efforts that they conduct.)

- 2.1. **The Flex Your Power statewide campaign.** Did they explain how the CBOs efforts fit into the overall campaign? If so, how?
- 2.2. **The goals of the FYP statewide campaign.** Did they identify the goals of the overall FYP campaign? What were they? How were they communicated?
- 2.3. **Goals for the FYP rural campaign and CBOs.** Did they identify clear goals for the CBOs? What were they?
- 2.4. **Educational messages.** Were the CBOs instructed to promote specific messages through their events? If so, what were they? Were they clear enough to be actionable?
- 2.5. **Tailored messages.** Were the CBOs instructed to tailor the information to their communities or target audiences? How did the training focus on the use of localized knowledge and approaches for the CBOs clients/customers/contacts? Was this done in a way that took advantage of local knowledge?
- 2.6. **Event planning instructions.** What instructions were given to the CBOs regarding their event planning, message incorporation and message approach? Type of events they should conduct?
- 2.7. **Resource Acquisition Programs.** Were the CBOs trained on or informed about any IOU or 3rd party resource programs in a way that allowed the CBO to develop channeling messages? Were they encouraged to promote the programs through their efforts?
- 2.8. **Energy efficient actions or conservation behaviors.** Were the CBOs encouraged to promote any specific actions or behaviors through their efforts? If so, what?

- 2.9. **Program and Event Tracking.** Are the CBOs trained on tracking program activities and events? If so, how?
- 2.10. **Earned Media.** Are the CBOs trained on how to attract earned media at events? If so, how?
- 2.11. **Monitoring.** How will RS&E monitor the CBOs throughout the year? How will the CBOs be held accountable for their contribution to the campaign? What are the measurements and measurement points/periods?

3. Event Planning for 2008

Please get a sense for how far in advance ODC might know about events (including city, street address, date and time) and also how we will know about them (website, RS&E will notify us, etc).

3.1 How far in advance will RS&E know about an event, including specific location (city and street address), date and time?

3.2 What is the process for communicating events to RS&E?

3.3 How do the CBOs plan for events? Do the organizations plan all of their events for the year in advance? If so, by when? If not, are they planning throughout the whole campaign season?

4. Training Methods Used

4.1 Please document the education methods used throughout the training and what content was covered by each method. This should help us determine if they used the right method for the content. This should also help us determine if there was a good balance between lecture and activities.

Education Method	Content Covered
Example: PowerPoint Presentation	Example: The agenda and goals for the training event
Example: Group Activity, split into 3 groups	Example: Brainstorm on type of events they could throw in 2008
Example: Role Play	Example: Role play an event scenario where trainers and trainee play the role of event participant asking about energy efficiency information and reverse roles between CBO rep. and event participant. Could also role play among CBO reps. With trainer observing
Example: Warm up exercises/ice breakers	Get the group warmed up to training in order to increase participation and ease of group participants

--	--

5. Training Best Practices

5.1. Did the trainer state goals for the training? Were they stated at the beginning? What were the goals?

5.2. Did the trainer state clear learning objectives (what the CBOs will get out of the training) for the training? Did the learning objectives match the goals?

5.3. Did the trainer talk about any follow-up procedures or next steps for the CBOs? Did the CBOs leave with a clear action plan? If so, what is the action plan?

5.4. Was there time set aside for Q & A? Was their sufficient time for Q & A? Was there a cited venue for follow-up questions? Was there a clear channel/point person for communication after the training? How effective were the responses in addressing questions?

5.5 Were participants provided with a list of trainee contact information so they can share experiences and learn from each other's event experiences

5.6. The following list contains some of the common mishaps of trainers. Please comment on whether the trainer had a mishap in the “CBO Trainer Evaluation” space provided. Each response should be yes/no with some explanation.

Common Mishap	Explanation	CBO Trainer Evaluation
a. Appear unprepared	Does the trainer appear unprepared for the training? If so, how?	
b. Start late	Did the trainer start the training on-time? If not, how early or late?	
c. Handle questions improperly	Does the trainer put off questions until later with comments like, “I’ll cover that later in the day”? Does the trainer not fully answer questions or not know the answer to questions?	
d. Apologize for self or organization	Does the trainer at any point apologize to the group like, “I’m sorry but XX wants it this way”?	
e. Unfamiliar with information	Does the trainer seem familiar with the information that he/she should know? Names and organization names? Information about the FYP campaign?	
f. Unfamiliar with the audience	Does the trainer seem familiar with the interests and needs of the CBOs?	

*Adapted from: “The Top 5 Deadly Sins of Training, Speaking, and Presenting” by the Bob Pike Group. August 2006.

5.7. The following list contains some best practices* for an effective training session. Please comment on each practice as it relates to the CBO training. Each response should be a yes/no with some explanation.

Best Practice	Explanation	CBO Training Evaluation
a. Training is practical.	Does the training provide actions or next steps that are realistically feasible for this group? If so, what?	
b. Training is relevant.	Is the information provided in the training relevant to what the CBOs will do for the campaign? If so, how?	
c. Training is immediately applicable.	Can the CBOs immediately act upon the information and instructions they received in the training? If not, why?	
d. Trainees are held accountable.	Are the CBOs held accountable for what they learned, such as through action plans or follow-up procedures? If so, what?	
e. Training includes some hands-on learning.	Were some hands-on learning exercises or activities (methods that required participation by the CBOs) used during the training?	
f. Content is limited and prioritized.	Did the training cover too much information for the time span? Did the training cover the most important information first, last and reinforce it throughout the course?	

*Adapted from: Deborah Spring Laurel's, of Laurel & Associates, Training Philosophy and Bob Wirtshafter, of Wirtshafter Associates, Adult Learning Best Practices.

6. Materials to Collect at the Training:

Please collect all materials, both hard and soft copy, included in the training. These should include:

- The agenda
- All handouts
- PowerPoint Presentations
- List of CBOs, organization names, attendee name, contact information

List all materials or hard copy information used:

Type of Material	Description of Material Content	ODC Received	Soft Copy on Server
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N
		<input type="checkbox"/> hard copy <input type="checkbox"/> soft copy	<input type="checkbox"/> Y <input type="checkbox"/> N

7. Upcoming Deadlines Relevant to ODC

8. Other Comments, Observations Specific to this Training:

APPENDIX G. IMMI QUESTIONNAIRE

QS Question set is for LA market only. UPDATE ONLY)

QS1. Have you purchased an energy efficient air conditioner in the past year?

1. Yes
2. No

[ASK IF QS1=1]

QS2. Did you purchase a model that was specifically promoted to use less energy than other similar appliances?

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

QS3. In thinking about your last purchase of a normal-sized screw-in light bulb, did you purchase (1) an incandescent light bulb, or (2a) compact fluorescent light bulb (CFL)? [IF Necessary – A CFL often is a spiral or squiggly looking bulb, while most incandescent bulbs look like a more traditional light bulb. Some CFL's are shaped like normal bulbs but have a bigger base.]

1. Incandescent Bulb
2. Compact Fluorescent Bulb (CFL)
3. Have not purchased light bulbs
4. Refused
5. Don't Know

[IF QS3=1]

QS4. Have you ever purchased a compact fluorescent (CFL) bulb?

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

[ASK ALL]

QS5a. In the past have you . . .

- A. Seen or heard advertisements about energy efficiency or energy saving opportunities **on television?**
- B. Heard advertisements about energy efficiency or energy saving opportunities **on the radio?**

[ASK ALL]

QS5b. Have you ever seen or heard advertisements on television or on the radio.... [Enter 1 for Yes, 2 for No and 3 Don't know

- A. With the tagline "Save Money, Save Energy, Save the Environment"?
- B. With a child or children and the phrase "And to my children I leave"?
- C. With the tagline, "Global Warming is a Choice" or "If every California household chose to replace five regular lights with energy efficient light bulbs, it would be like taking 400,000 cars of the road?"

[IF QS5a =1 for A or B and IF QS5b=1 for A or B or C]

QS6. You indicated that you have seen at least one of the advertisements shown to you here. On a scale of 1 to 7 with 1 being “very little exposure” and 7 being “a lot of exposure”, how much exposure have you had to these advertisements?

{If Necessary} When we say very little exposure we mean that you have seen/heard/or read the advertisements once before but cannot recall much more than that. When we say “a lot of exposure” we mean that you have seen/heard/or read the advertisements many times and can readily recall or describe the ads.

[IF QS3=2, or QS4=1—Purchased a CFL] OR [IF QS2=1—Purchased an EE AC] [ASK IF QS5a =1 for A or B and IF QS5b=1 for A or B or C]

QS7. On a scale of 1 to 7 where 1 is no impact at all and 7 is a great deal of impact, how much of an impact did advertisements like the ones that I listed in the previous question have on your [Read in IF Qs3=2, or Qs4=1 “light bulb”/ Read in IF Q2=1 “air conditioner”] purchase? (8=Refused, 9=Don’t Know)

APPENDIX H. STATEWIDE MARKETING AND OUTREACH RESIDENTIAL CONTENT ANALYSIS QUESTIONNAIRE

Methodology:

The ODC team plans to conduct a content analysis survey using an internet panel comprised of 500 participants. We will attempt to draw a panel that represents the general population of adults in California, thus our screening criteria will be limited to screening out respondents under 18 years of age.

We will attempt to ensure that each sub-group mirrors California State census demographics on the following criteria:

3. Age
4. Income
5. Race/Ethnicity (those ethnic-identified persons in the English-speaking group will be screened for speaking English as the primary language spoken in-home)
6. Homeownership (approximately 57% of the sample)

Advertisements tested: This effort will test the 2007 messages from FYP-General and FYP-Rural. Because of the biases in Spanish panels, the ODC team recommends testing the FYP-Spanish TV program's messaging through in-language focus groups.

The panelists will be exposed to Radio and TV advertisements for the FYP-General program and Radio and Print advertisements for the FYP-Rural program.

Sub-panel composition: The ODC team proposes to divide the panelists into five groups as shown in the table below. Sub-panels were formed to allow each panel to see content that is representative of the full campaign, while limiting the length of the survey effort. In developing the content for each panel we considered the following criteria: (1) the length of the ads; (2) the ad content; and (3) the division between FYP and FYP-Rural content. The first three groups will be representative of the entire state (excluding only those DMAs where the FYP campaigns are not aired. The latter two groups (IV & V) will be FYP- Rural specific and will be tested on a rural-only sample.

Sub-panel Groupings by Advertisements Viewed	General			Rural	
	Group I	Group II	Group III	Group IV	Group V
<i>FYP 2007 Ads</i>					
a. California :30 (6026) (Lighting TV)	√				
b. Drought :30 (6028) (Lighting TV)		√			
c. Lighting :10 (6035) (Lighting TV)			√		
d. Climate :30 (6027) (Cooling TV)			√		
e. Floods :30 (6029) (Cooling TV)		√			
f. Cooling :10 (6034) (Cooling TV)	√				
g. Positive Legacy (6030 & 6031) (Cooling Radio)		√			
h. Future Imperfect (6032 & 6033) (Cooling Radio)			√		
i. Winter Legacy (6059 & 6061) (Heating Radio)	√				
<i>FYP-Rural</i>					
j. SOUT2834 Changing Dimmers 60 (Lighting Radio)				√	
k. SOUT2833 Changing Lights (Lighting Radio)					√
l. SOUT2832 Small Change Lights 30 (Lighting Radio)				√	
m. lighting_dimmers_print (Lighting Print)					√
n. MIX_14375_LittleChange_30R (Cooling Radio)				√	
o. MIX_14375_CanChanging_60R (Cooling Radio)					√
p. cooling_temp_print (Cooling Print)				√	
q. cooling_ac_print (Cooling Print)					√
r. MIX_14560_RSE_CPU (60s & 30s) (Heating Radio)				√	
s. heating_comp_3 (Heating Print)					√
t. heating_thermostat_7.5x9.5 (Heating Print)				√	

Opening Questions:

The following set of questions will be asked once of each participant at the beginning of the questionnaire and prior to their viewing any advertisements.

Opening Script: “Thank you for participating in our survey. This survey is designed to get your feedback on a number of advertisements aired in California during 2007. We look forward to hearing your opinions.”

Decision Making

DM1. In your household, which of the following activities are you involved in? Please select all that apply.

1. Reviewing and/or paying your monthly electric and natural gas bill
2. Calling your utility company when there is a problem
3. Making decisions about energy use in your home
4. Making decisions about buying new appliances or making improvements to your home
5. None of the above

IV. Brand Awareness

BA1. Have you heard of the following? [ROTATE CHOICES]

	Yes (1)	No (2)
a. Good Housekeeping	<input type="checkbox"/>	<input type="checkbox"/>
b. Click it or Ticket	<input type="checkbox"/>	<input type="checkbox"/>
c. Ahnu	<input type="checkbox"/>	<input type="checkbox"/>
d. Flex Your Power	<input type="checkbox"/>	<input type="checkbox"/>
e. Flex Alert	<input type="checkbox"/>	<input type="checkbox"/>
f. Energy Hog	<input type="checkbox"/>	<input type="checkbox"/>
g. Galley Bay ¹⁷⁴	<input type="checkbox"/>	<input type="checkbox"/>
h. Energy Star	<input type="checkbox"/>	<input type="checkbox"/>
i. Hollister Co	<input type="checkbox"/>	<input type="checkbox"/>

BA2. What comes to mind when you hear “Flex Your Power”?

00. Open text window

In this next section, we are going to show you a logo. After you review the logo, we will ask you a few questions about it.

¹⁷⁴ Galley Bay is a red herring

We will show the FYP Logo here [Insert FYP Logo]

BA3. Have you seen this logo BEFORE it was shown to you here?

1. Yes
2. No

BA4. Please consider the logo you were just shown. In your own words, what is the logo trying to communicate to you? [OPEN END]

00. Open text window

BA5. Have you ever seen or heard advertisements in the newspaper, on television or on the radio... (1=Yes, 2=No, 3=DK) [READ AND ROTATE]

- D. With the tagline “**Save Money, Save Energy, Save the Environment**”?
- E. With a child or children and the phrase “**And to my children I leave**”?
- F. With images of children or animals with the headline “**Can changing your thermostat change the climate?**” or “**Can changing your furnace change their future?**”
- G. With the tagline, “**Global Warming is a Choice**” or “**If every California household chose to replace five regular lights with energy efficient light bulbs, it would be like taking 400,000 cars off the road**”?

Key Psychographics

PS1. Please rate whether you agree or disagree with the following statements:

- A. I believe that global warming is occurring.
- B. I believe my actions have an influence on global warming and climate change.
- C. My actions to reduce the effects of global warming and climate change in my community will encourage others in my community to take action.

Strongly disagree

1

Neutral

4

Strongly agree

7

III. Message Awareness Pre-test

MAP1. Have you. . .

Yes (1)

No (2)

a. seen or heard advertisements about energy efficiency or energy savings opportunities **on television?**

b. seen or heard advertisements about energy efficiency or energy savings opportunities **on the radio?**

c. seen or any advertisements about energy efficiency or energy savings opportunities **in the newspaper?**

IV. Advertisement Awareness

Message-specific battery:

The following questions will be asked of participants after each individual advertisement is heard, read, or viewed.

Messaging-specific battery opening script: “In this portion of the survey, [INSERT NUMBER] advertisements will be presented and then you will be asked a short series of questions after each ad. Please make sure your sound is turned on and is at a level that will allow you to hear the ads.”

This is the [first, second, etc.] of [total number] advertisements that you will be shown.

Radio: Please listen to this advertisement and then answer the short series of questions.

TV: Please watch this advertisement and then answer the short series of questions.

Print: Please review this advertisement and then answer the short series of questions.

[SHOW ADS (in the order above, Radio, TV, then Print)]

Message Recall

[If Radio]

MR1. Have you heard this advertisement BEFORE it was played for you here?

1. Yes, I have heard this advertisement before
2. No

[ASK IF MR1=2]

MR2. Have you heard any advertisements similar to the advertisement played for you here?

1. Yes
2. No

[If TV]

MR1. Have you seen this advertisement BEFORE it was shown to you here?

1. Yes, I've seen this advertisement
2. No

[ASK IF MR1=2]

MR2. Have you seen any advertisements similar to the advertisement shown to you here?

1. Yes
2. No

[If Print]

MR1. Have you seen this advertisement BEFORE it was shown to you here?

1. Yes, I've seen this advertisement
2. No

[ASK IF MR1=2]

MR2. Have you seen any advertisements similar to the advertisement shown to you here?

1. Yes

2. No

Message Appeal and Resonance

M1. Please rate the following statements:

Strongly disagree
1

Neutral
4

Strongly agree
7

“This advertisement is . . .” [ROTATE QUESTIONS]

- a. Something I’d tell my friends about.
- b. Manipulative
- c. Persuasive
- d. Empowering
- e. Educational
- f. Depressing
- g. Believable
- h. Shocking
- i. Unclear

Action-ability

A1. What is the message attempting to get you to do? [OPEN END]

00. Open text window

A2. Please rate your agreement with the following statements:

Strongly disagree
1

Neutral
4

Strongly agree
7

After viewing this advertisement, I am likely to:..

- a. Seek out more information on this topic.
- b. Change my behaviors/take action.

Post-Messaging Battery:

The following questions will be asked after participants have viewed all advertisements.

Actions Taken

Thank you for viewing and listening to the advertisements, now we are going to ask you questions about all [INSERT NUMBER] advertisements.

AT1. After viewing and listening to the advertisements, what are YOU likely to do? [OPEN END]

- 00. Open text window
- 96. I would not do anything.

[ASK AT2 IF AT1 is equal to 96]

In the next three questions, we will ask you the primary, second, and third reason why you are unlikely to take action.

[ROTATE CHOICES AND ELIMINATE BASED ON PREVIOUS RESPONSES]

AT21. What is the primary reason why you are unlikely to take action?

AT22. What is the second reason why you are unlikely to take action?

AT23. What is the third reason why you are unlikely to take action?

- 1. I am unsure of what actions to take
- 2. The actions are too expensive
- 3. I am concerned that the actions will make my home less comfortable
- 4. I have already taken these actions
- 5. I do not think it is IMPORTANT to take these actions
- 6. I do not make decisions about these actions for my home (because I rent my home, etc)
- 8. I don't like the actions requested
- 9. I do not think the actions will make a difference
- 10. I don't have time to take these actions
- 00. Other, specify
- 98. Don't know

SEM

[ASK SEM1 SERIES IF MR1= Yes for at least one advertisement]

SEM1. You indicated that you have seen at least one of the advertisements shown to you here. On a scale of 1 to 7, with 1 being "very little exposure" and 7 being "a lot of exposure," how much exposure have you had to these advertisements? When we say "very little exposure" we mean that you have seen/heard/or read the advertisements once before but cannot recall much more than that. When we say "a lot of exposure" we mean that you have seen/heard/or read the advertisements many times and can readily recall or describe the ads.

[ASK SEM2 and SEM3 for ALL RESPONDENTS]

For the next two questions, please answer thinking about yourself and your own, personal attitudes towards the advertisements.

SEM2. On a scale of 1 to 7, with 1 being "not at all powerful" and 7 being "very powerful" how powerful would you say these advertisements are?

SEM3 On a scale of 1 to 7, with 1 being "Not at all appealing" and 7 being "very appealing," how appealing are the advertisements to you?

Awareness and Knowledge

AK1. Please select the statement that best applies to you: [ROTATE]

1. “The advertisements provided me with new information.”
2. “The advertisements reminded me of information I already knew.”
3. “I do not recall what information was provided in the advertisements.”
4. “I do not believe the information provided in the advertisements is true.”
5. Other. Specify [OPEN TEXT WINDOW]

AK2. Did your awareness of global warming increase after viewing these advertisements?

1. Yes, these advertisements increased my awareness of global warming
2. No, I am no more aware of global warming now than I was prior to viewing these advertisements
3. I do not believe in global warming.

AK3. Are you more aware of actions you can take to save energy after viewing these advertisements?

1. Yes, these advertisements increased my awareness of actions I can take to save energy
2. No, I was already aware of these actions
3. I do not believe the actions proposed would save energy (or would be good for the environment)

AK4. Did your awareness of the relationship between your household actions and global warming change after viewing these messages?

1. Yes, these advertisements increased my awareness of the relationship between my household actions and global warming.
2. No, I was already aware of this relationship.
3. I do not believe my household actions have a relationship to global warming.

Efficacy

E1. Do you agree or disagree with the following statement?

“The actions of one individual have the potential to stop or slow down global warming”

1. Agree
2. Disagree
3. Don't know

[ASK E2 IF E1 is equal to 1]

E2. Please describe, in your own words, why you agree that the actions of one individual have the potential to stop or slow down global warming. [OPEN END]

00. Open text window

[ASK E3 IF E1 is equal to 2]

E3. Please describe, in your own words, why you disagree that the actions of one individual have the potential to stop or slow down global warming. [OPEN END]

00. Open text window

Channeling Recall: Website and 800# in Messaging

CR1. Do recall seeing or hearing any of the following information or messages in the advertisements you viewed today? [ROTATE OPTIONS]

	Yes (1)	No(2)
a. Install dimmers	<input type="checkbox"/>	<input type="checkbox"/>
b. Buy Energy Star Appliances	<input type="checkbox"/>	<input type="checkbox"/>
c. Call the toll-free telephone number	<input type="checkbox"/>	<input type="checkbox"/>
d. Adjust your thermostat	<input type="checkbox"/>	<input type="checkbox"/>
e. Buy Energy Efficient Furnace	<input type="checkbox"/>	<input type="checkbox"/>
f. Buy Energy Efficient Air Conditioner	<input type="checkbox"/>	<input type="checkbox"/>
g. Visit the Website	<input type="checkbox"/>	<input type="checkbox"/>
h. Turn off your lights	<input type="checkbox"/>	<input type="checkbox"/>
i. Install Ceiling Fans	<input type="checkbox"/>	<input type="checkbox"/>
j. Unplug your appliances	<input type="checkbox"/>	<input type="checkbox"/>
k. Install CFLs	<input type="checkbox"/>	<input type="checkbox"/>

History of Behaviors and Measures

T1. Which statement best characterizes your familiarity with compact fluorescent light bulbs – also called CFLs.

These are highly energy efficient light bulbs that often don't look like a regular incandescent light bulb; the most popular models have a spiral shape.

Would you say that you are...

1. Very familiar with CFLs
2. Somewhat familiar with CFLs
3. Slightly familiar with CFLs
4. Not at all familiar with CFLs

T2. The next time that you make a lighting purchase, how likely are you to purchase CFLs?

Very unlikely	Neutral	Very likely	Not sure
0	4	7	8

T3. Which of the following statements best characterizes your understanding of the air conditioners available for purchase:

1. None of the air conditioners, furnaces, and water heaters sold today are energy efficient.
2. Some air conditioners, furnaces, and water heaters are energy efficient but it is hard to find them.
3. Most air conditioners, furnaces, and water heaters are energy efficient and easy to find.
4. All of the air conditioners, furnaces and water heaters sold today are energy efficient.

5. Don't know

T4. Do you plan on purchasing a NEW appliance in the next year?

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

[ASK IF T4=1]

T5. How likely are you to purchase an ENERGY STAR or energy efficient appliance?

Very unlikely	Neutral	Very likely	Not sure
1	4	7	8

Media Habits¹⁷⁵

MH1. About how many hours per week do you . . .

- a. Watch TV
- b. Surf the Internet
- c. Listen to radio, not counting satellite radio

MH2. How often do you read newspaper?

1. Every day
2. four to six times per week
3. one to three times per week
4. less than once a week
5. Never
6. Don't know

¹⁷⁵ The media habits questions are modeled after SCE's tracking survey

Key Demographics

You're almost finished. We just have a few questions about you and your household to make sure we're getting a representative sample of residents in California.

D1. Are you:

1. Female
2. Male
3. Refused

D2. Which of the following best describes your age?

1. Less than 18 years old
2. 18-24 years old
3. 25-34 years old
4. 35-44 years old
5. 45-54 years old
6. 55-64 years old
7. 65 or older
8. Refused

D3. What is your employment status?

1. Full-time
2. Part-time
3. Self-employed full-time
4. Self-employed part-time
5. Homemaker
6. Retired
7. Seeking employment
8. Full time student
9. Refused

D4. What is the highest level of education you have completed?

1. No schooling
2. Less than high school
3. Some high school
4. High school graduate or equivalent (e.g., GED)
5. Some College
6. College graduate degree
7. Some graduate school
8. Graduate degree
00. Other, specify
98. Don't know
99. Refused

D5. Which of the following best describes your annual household income from all sources in 2007, before taxes? Was it...

1. Less than \$20,000 per year
2. \$20,000-\$49,999
3. \$50,000-\$74,999
4. \$75,000-\$99,999
5. \$100,000-\$149,999
6. \$150,000-\$199,999
7. \$200,000 or more
8. Don't know
9. Refused

D6. Are you Spanish/Hispanic/Latino?

1. Yes
2. No
3. Don't Know
4. Refused

D7. What is your race? (*Choose all that apply*)

1. White
2. Black, African American or Negro
3. American Indian or Alaska Native
4. Asian
5. Chinese
6. Japanese
7. Korean
8. Vietnamese
9. Filipino
10. Native Hawaiian
11. Guamanian or Chamorro
12. Samoan
00. Other, specify
98. Don't Know
99. Refused

I. Location

L1. Which of the following cities or Metropolitan areas do you live in or nearest to?

1. Los Angeles
2. San Francisco
3. Sacramento
4. Fresno
5. San Diego
00. Other, Specify
99. Refused

L2. What is your zip code? [NUMERIC OPEN END FIVE DIGITS ONLY]

00. Open text window
99. Refused

II. Utility Use and Monthly Household Expenditures

. UU1. Do you own or rent your home?

1. Own
2. Rent
00. Other, specify
98. Don't know
99. Refused

UU2. In what type of building do you live?

1. A mobile home
2. A one-family home detached from any other house
3. A one-family home attached to one or more houses
4. A building with 2 apartments
5. A building with 3 or 4 apartments
6. A building with 5 or more apartments
00. Other. specify
98. Don't know
99. Refused

UU3. Do you heat your home in the winter months?

1. Yes
2. No
3. Refused

UU4. Do you cool your home in the summer months?

1. Yes
2. No
3. Refused

[ASK IF UU3 is equal to 1]

UU5. What is the primary heating fuel in your home?

1. Gas
2. Oil
3. Electric
4. Propane
00. Other. Specify
98. Don't know
99. Refused

UU6a. Which best characterizes your involvement with your electricity bill.

1. I pay it
2. I am aware of it is but don't pay it
3. My landlord pays it

UU6b. Which best characterizes your involvement with your gas bill.

1. I pay it
2. I am aware of it is but don't pay it

3. My landlord pays it

[ASK IF UU6b is equal to 1]

UU7. Approximately how much do you spend a month on gas during a typical winter month?

1. Under \$25.00
2. \$25.00-\$49.99
3. \$50.00-\$74.99
4. \$75.00-\$99.99
5. \$100.00-\$149.99
6. \$150.00-\$199.99
7. \$200.00-\$249.99
8. \$250.00-\$299.99
9. \$300.00 or more a month

[ASK IF UU6a is equal to 1]

UU8. Approximately how much do you spend a month on electricity during a typical month?

1. Under \$25.00
2. \$25.00-\$49.99
3. \$50.00-\$74.99
4. \$75.00-\$99.99
5. \$100.00-\$149.99
6. \$150.00-\$199.99
7. \$200.00-\$249.99
8. \$250.00-\$299.99
9. \$300.00 or more a month

APPENDIX I. STATEWIDE MARKETING AND OUTREACH RESIDENTIAL CONTENT ANALYSIS QUESTIONNAIRE- SPANISH LANGUAGE

Methodology:

The ODC team plans to conduct a content analysis survey using an internet panel comprised of 200 participants. We will attempt to draw a panel that represents the general population of adults in California, thus our screening criteria will be limited to screening out respondents under 18 years of age.

We will attempt to ensure that each sub-group mirrors California State census demographics on the following criteria:

7. Age
8. Income
9. Spanish Speaking, defined as Spanish as a first language or the language predominantly spoken in the home

Advertisements tested: The panelists will be exposed to TV advertisements for the FYP-Spanish TV program and print and radio ads for the FYP-General Ethnic media efforts. .

Sub-panel composition: The ODC team proposes to divide the panelists into two groups as shown in the table below. Sub-panels were formed to allow each panel to see content that is representative of the full campaign, while limiting the length of the survey effort. In developing the content for each panel we considered the following criteria: (1) the length of the ads; and (2) the ad content.

Sub-panel Groupings by Advertisements Viewed	FYP Spanish Efforts	
	Group I	Group II
<i>FYP -Spanish TV</i>		
a. AIR CONDITIONING_040701_Large	√	
b. CLIMATE CHANGE_040702_Large		√
c. EVAP_COOLER_040703_Large	√	
d. Uteem Gas 1107.Copy.01_Large		√
e. UTEEM SHINE 0705_Large	√	
f. WHOLE_HOUSE_FAN_040704_Large		√
<i>FYP-General Radio and Print</i>		
g. Latino_GW_Radio_60 (Radio)	√	√

h. EILatino(SD)_10.3x6c (Print)	√	√
i. EILatino(SD)_10.3x6f (Print)	√	√
<i>FYP-Rural Print</i>		
j. Lighting_glacier_7x10 - Spanish	√	

Opening Questions:

The following set of questions will be asked once of each participant at the beginning of the questionnaire and prior to their viewing any advertisements.

Opening Script: “Thank you for participating in our survey. This survey is designed to get your feedback on a number of advertisements aired in California during 2007. We look forward to hearing your opinions.”

LA1: Which of the following best applies to you:

1. I do not speak Spanish at all [THANK AND TERMINATE]
2. I speak Spanish, but not fluently
3. I am a fluent in Spanish, but it is not my first language
4. Spanish is my first language

LA2. Do you speak Spanish 50% or more of the time in your household?

1. Yes
2. No

[IF LA1=2 AND LA2=2 THEN THANK AND TERMINATE]

Decision Making

DM1. In your household, which of the following activities are you involved in? Please select all that apply.

6. Reviewing and/or paying your monthly electric and natural gas bill
7. Calling your utility company when there is a problem
8. Making decisions about energy use in your home
9. Making decisions about buying new appliances or making improvements to your home
10. None of the above

IV. Brand Awareness

BA1. Have you heard of the following? [ROTATE CHOICES]

	Yes (1)	No (2)
a. Good Housekeeping	<input type="checkbox"/>	<input type="checkbox"/>
b. Click it or Ticket	<input type="checkbox"/>	<input type="checkbox"/>
c. Ahnu	<input type="checkbox"/>	<input type="checkbox"/>
d. Flex Your Power	<input type="checkbox"/>	<input type="checkbox"/>
e. Flex Alert	<input type="checkbox"/>	<input type="checkbox"/>
f. Energy Hog	<input type="checkbox"/>	<input type="checkbox"/>

- | | | |
|------------------------------|--------------------------|--------------------------|
| g. Galley Bay ¹⁷⁶ | <input type="checkbox"/> | <input type="checkbox"/> |
| h. Energy Star | <input type="checkbox"/> | <input type="checkbox"/> |
| i. Hollister Co | <input type="checkbox"/> | <input type="checkbox"/> |

BA2. What comes to mind when you hear “Flex Your Power”?

01. Open text window

In this next section, we are going to show you a logo. After you review the logo, we will ask you a few questions about it.

We will show the FYP Logo here [Insert FYP Logo]

BA3. Have you seen this logo BEFORE it was shown to you here?

3. Yes
4. No

BA4. Please consider the logo you were just shown. In your own words, what is the logo trying to communicate to you? [OPEN END]

00. Open text window

BA5. Have you ever seen or heard advertisements in the newspaper, on television or on the radio... (1=Yes, 2=No, 3=DK) [READ AND ROTATE]

- A. With the tagline: “La lucha contra el calentamiento global empieza en casa.”
- B. With the phrase: “Ahorre energía. Ahorre dinero. Ayude al medio ambiente.”
- C. With the phrase: “¿Qué clase de futuro heredarán nuestros hijos?”
- D. With the phrase: “Por ejemplo, si todos reemplazamos 5 focos incandescentes regulares con focos fluorescentes compactos que ahorran energía, sería como quitar 400,000 coches de la carretera.”
- E. With the phrase: “Es importante que actuemos ahora. Nuestros hijos no son nuestro futuro – nosotros somos su futuro.”

Key Psychographics

PS1. Please rate whether you agree or disagree with the following statements:

- D. I believe that global warming is occurring.
- E. I believe my actions have an influence on global warming and climate change.
- F. My actions to reduce the effects of global warming and climate change in my community will encourage others in my community to take action.

Strongly disagree

1

Neutral

4

Strongly agree

7

¹⁷⁶ Galley Bay is a red herring

III. Message Awareness Pre-test

MAP1. Have you. . .	Yes (1)	No (2)
a. seen or heard advertisements about energy efficiency or energy savings opportunities on television?	<input type="checkbox"/>	<input type="checkbox"/>
b. seen or heard advertisements about energy efficiency or energy savings opportunities on the radio?	<input type="checkbox"/>	<input type="checkbox"/>
c. seen or any advertisements about energy efficiency or energy savings opportunities in the newspaper?	<input type="checkbox"/>	<input type="checkbox"/>

IV. Advertisement Awareness

Message-specific battery:

The following questions will be asked of participants after each individual advertisement is heard, read, or viewed.

Messaging-specific battery opening script: “In this portion of the survey, [INSERT NUMBER] advertisements will be presented and then you will be asked a short series of questions after each ad. Please make sure your sound is turned on and is at a level that will allow you to hear the ads.”

This is the [first, second, etc.] of [total number] advertisements that you will be shown.

Radio: Please listen to this advertisement and then answer the short series of questions.

TV: Please watch this advertisement and then answer the short series of questions.

Print: Please review this advertisement and then answer the short series of questions.

[SHOW ADS (in the order above, Radio, TV, then Print)]

Message Recall

[If Radio]

MR1. Have you heard this advertisement BEFORE it was played for you here?

3. Yes, I have heard this advertisement before
4. No

[ASK IF MR1=2]

MR2. Have you heard any advertisements similar to the advertisement played for you here?

3. Yes
4. No

[If TV]

MR1. Have you seen this advertisement BEFORE it was shown to you here?

- 3. Yes, I've seen this advertisement
- 4. No

[ASK IF MR1=2]

MR2. Have you seen any advertisements similar to the advertisement shown to you here?

- 3. Yes
- 4. No

[If Print]

MR1. Have you seen this advertisement BEFORE it was shown to you here?

- 3. Yes, I've seen this advertisement
- 4. No

[ASK IF MR1=2]

MR2. Have you seen any advertisements similar to the advertisement shown to you here?

- 3. Yes
- 4. No

Message Appeal and Resonance

M1. Please rate the following statements:

Strongly disagree
1

Neutral
4

Strongly agree
7

“This advertisement is . . .” [ROTATE QUESTIONS]

- j. Something I'd tell my friends about.
- k. Manipulative
- l. Persuasive
- m. Empowering
- n. Educational
- o. Depressing
- p. Believable
- q. Shocking
- r. Unclear

Action-ability

A1. What is the message attempting to get you to do? [OPEN END]

- 01. Open text window

A2. Please rate your agreement with the following statements:

Strongly disagree
1

Neutral
4

Strongly agree
7

After viewing this advertisement, I am likely to:..

- c. Seek out more information on this topic.
- d. Change my behaviors/take action.

Post-Messaging Battery:

The following questions will be asked after participants have viewed all advertisements.

Actions Taken

Thank you for viewing and listening to the advertisements, now we are going to ask you questions about all [INSERT NUMBER] advertisements.

AT1. After viewing and listening to the advertisements, what are YOU likely to do? [OPEN END]

01. Open text window
96. I would not do anything.

[ASK AT2 IF AT1 is equal to 96]

In the next three questions, we will ask you the primary, second, and third reason why you are unlikely to take action.

[ROTATE CHOICES AND ELIMINATE BASED ON PREVIOUS RESPONSES]

AT21. What is the primary reason why you are unlikely to take action?

AT22. What is the second reason why you are unlikely to take action?

AT23. What is the third reason why you are unlikely to take action?

1. I am unsure of what actions to take
2. The actions are too expensive
3. I am concerned that the actions will make my home less comfortable
4. I have already taken these actions
5. I do not think it is IMPORTANT to take these actions
6. I do not make decisions about these actions for my home (because I rent my home, etc)
8. I don't like the actions requested
9. I do not think the actions will make a difference
10. I don't have time to take these actions
00. Other, specify
98. Don't know

SEM

[ASK SEM1 SERIES IF MR1= Yes for at least one advertisement]

SEM1. You indicated that you have seen at least one of the advertisements shown to you here. On a scale of 1 to 7, with 1 being "very little exposure" and 7 being "a lot of exposure," how much exposure have you had to these advertisements? When we say "very little exposure" we mean that you have seen/heard/or read the advertisements once before but cannot recall much more than that. When we say "a lot of exposure" we mean that you have seen/heard/or read the advertisements many times and can readily recall or describe the ads.

[ASK SEM2 and SEM3 for ALL RESPONDENTS]

For the next two questions, please answer thinking about yourself and your own, personal attitudes towards the advertisements.

SEM2. On a scale of 1 to 7, with 1 being “not at all powerful” and 7 being “very powerful” how powerful would you say these advertisements are?

SEM3 On a scale of 1 to 7, with 1 being “Not at all appealing” and 7 being “very appealing,” how appealing are the advertisements to you?

Awareness and Knowledge

AK1. Please select the statement that best applies to you: [ROTATE]

1. “The advertisements provided me with new information.”
2. “The advertisements reminded me of information I already knew.”
3. “I do not recall what information was provided in the advertisements.”
4. “I do not believe the information provided in the advertisements is true.”
5. Other. Specify [OPEN TEXT WINDOW]

AK2. Did your awareness of global warming increase after viewing these advertisements?

1. Yes, these advertisements increased my awareness of global warming
2. No, I am no more aware of global warming now than I was prior to viewing these advertisements
3. I do not believe in global warming.

AK3. Are you more aware of actions you can take to save energy after viewing these advertisements?

1. Yes, these advertisements increased my awareness of actions I can take to save energy
2. No, I was already aware of these actions
3. I do not believe the actions proposed would save energy (or would be good for the environment)

AK4. Did your awareness of the relationship between your household actions and global warming change after viewing these messages?

1. Yes, these advertisements increased my awareness of the relationship between my household actions and global warming.
2. No, I was already aware of this relationship.
3. I do not believe my household actions have a relationship to global warming.

Efficacy

E1. Do you agree or disagree with the following statement?

“The actions of one individual have the potential to stop or slow down global warming”

4. Agree
5. Disagree
6. Don't know

[ASK E2 IF E1 is equal to 1]

E2. Please describe, in your own words, why you agree that the actions of one individual have the potential to stop or slow down global warming. [OPEN END]

00. Open text window

[ASK E3 IF E1 is equal to 2]

E3. Please describe, in your own words, why you disagree that the actions of one individual have the potential to stop or slow down global warming. [OPEN END]

01. Open text window

Channeling Recall: Website and 800# in Messaging

CR1. Do recall seeing or hearing any of the following information or messages in the advertisements you viewed today? [ROTATE OPTIONS]

	Yes (1)	No(2)
l. Install dimmers	<input type="checkbox"/>	<input type="checkbox"/>
m. Buy Energy Star Appliances	<input type="checkbox"/>	<input type="checkbox"/>
n. Call the toll-free telephone number	<input type="checkbox"/>	<input type="checkbox"/>
o. Adjust your thermostat	<input type="checkbox"/>	<input type="checkbox"/>
p. Buy Energy Efficient Furnace	<input type="checkbox"/>	<input type="checkbox"/>
q. Buy Energy Efficient Air Conditioner	<input type="checkbox"/>	<input type="checkbox"/>
r. Visit the Website	<input type="checkbox"/>	<input type="checkbox"/>
s. Turn off your lights	<input type="checkbox"/>	<input type="checkbox"/>
t. Install Ceiling Fans	<input type="checkbox"/>	<input type="checkbox"/>
u. Unplug your appliances	<input type="checkbox"/>	<input type="checkbox"/>
v. Install CFLs	<input type="checkbox"/>	<input type="checkbox"/>
w. Use whole house fans	<input type="checkbox"/>	<input type="checkbox"/>
x. Take shorter showers	<input type="checkbox"/>	<input type="checkbox"/>
y. Use evaporator coolers	<input type="checkbox"/>	<input type="checkbox"/>

History of Behaviors and Measures

T1. Which statement best characterizes your familiarity with compact fluorescent light bulbs – also called CFLs.

These are highly energy efficient light bulbs that often don't look like a regular incandescent light bulb; the most popular models have a spiral shape.

Would you say that you are...

5. Very familiar with CFLs
6. Somewhat familiar with CFLs
7. Slightly familiar with CFLs
8. Not at all familiar with CFLs

T2. The next time that you make a lighting purchase, how likely are you to purchase CFLs?

Very unlikely	Neutral	Very likely	Not sure
0	4	7	8

T3. Which of the following statements best characterizes your understanding of the air conditioners available for purchase:

6. None of the air conditioners, furnaces, and water heaters sold today are energy efficient.
7. Some air conditioners, furnaces, and water heaters are energy efficient but it is hard to find them.
8. Most air conditioners, furnaces, and water heaters are energy efficient and easy to find.
9. All of the air conditioners, furnaces and water heaters sold today are energy efficient.
10. Don't know

T4. Do you plan on purchasing a NEW appliance in the next year?

4. Yes
5. No
6. Don't know

[ASK IF T4=1]

T5. How likely are you to purchase an ENERGY STAR or energy efficient appliance?

Very unlikely	Neutral	Very likely	Not sure
1	4	7	8

Media Habits¹⁷⁷

MH1. About how many hours per week do you . . .

- d. Watch TV
- e. Surf the Internet
- f. Listen to radio, not counting satellite radio

MH2. How often do you read newspaper?

7. Every day
8. four to six times per week
9. one to three times per week
10. less than once a week
11. Never
12. Don't know

MH3. Do you watch Univision Television?

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

Key Demographics

¹⁷⁷ The media habits questions are modeled after SCE's tracking survey

You're almost finished. We just have a few questions about you and your household to make sure we're getting a representative sample of residents in California.

D1. Are you:

4. Female
5. Male
6. Refused

D2. Which of the following best describes your age?

9. Less than 18 years old
10. 18-24 years old
11. 25-34 years old
12. 35-44 years old
13. 45-54 years old
14. 55-64 years old
15. 65 or older
16. Refused

D3. What is your employment status?

10. Full-time
11. Part-time
12. Self-employed full-time
13. Self-employed part-time
14. Homemaker
15. Retired
16. Seeking employment
17. Full time student
18. Refused

D4. What is the highest level of education you have completed?

9. No schooling
10. Less than high school
11. Some high school
12. High school graduate or equivalent (e.g., GED)
13. Some College
14. College graduate degree
15. Some graduate school
16. Graduate degree
01. Other, specify
98. Don't know
99. Refused

D5. Which of the following best describes your annual household income from all sources in 2007, before taxes?

Was it...

10. Less than \$20,000 per year
11. \$20,000-\$49,999
12. \$50,000-\$74,999
13. \$75,000-\$99,999
14. \$100,000-\$149,999
15. \$150,000-\$199,999
16. \$200,000 or more
17. Don't know
18. Refused

D6. Are you Spanish/Hispanic/Latino?

5. Yes
6. No
7. Don't Know
8. Refused

D7. What is your race? (*Choose all that apply*)

13. White
14. Black or African American
15. American Indian or Alaska Native
16. Asian
17. Chinese
18. Japanese
19. Korean
20. Vietnamese
21. Filipino
22. Native Hawaiian
23. Guamanian or Chamorro
24. Samoan
00. Other, specify
98. Don't Know
99. Refused

III. Location

L1. Which of the following cities or Metropolitan areas do you live in or nearest to?

6. Los Angeles
7. San Francisco
8. Sacramento
9. Fresno
10. San Diego
00. Other, Specify
99. Refused

L2. What is your zip code? [NUMERIC OPEN END FIVE DIGITS ONLY]

00. Open text window
99. Refused

IV. Utility Use and Monthly Household Expenditures

. UU1. Do you own or rent your home?

3. Own
4. Rent
00. Other, specify
98. Don't know
99. Refused

UU2. In what type of building do you live?

7. A mobile home
8. A one-family home detached from any other house
9. A one-family home attached to one or more houses
10. A building with 2 apartments
11. A building with 3 or 4 apartments
12. A building with 5 or more apartments
00. Other. specify
98. Don't know
99. Refused

UU3. Do you heat your home in the winter months?

4. Yes
5. No
6. Refused

UU4. Do you cool your home in the summer months?

4. Yes
5. No
6. Refused

[ASK IF UU3 is equal to 1]

UU5. What is the primary heating fuel in your home?

5. Gas
6. Oil
7. Electric
8. Propane
00. Other. Specify
98. Don't know
99. Refused

UU6a. Which best characterizes your involvement with your electricity bill.

4. I pay it
5. I am aware of it is but don't pay it
6. My landlord pays it

UU6b. Which best characterizes your involvement with your gas bill.

4. I pay it
5. I am aware of it is but don't pay it
6. My landlord pays it

[ASK IF UU6b is equal to 1]

UU7. Approximately how much do you spend a month on gas during a typical winter month?

10. Under \$25.00
11. \$25.00-\$49.99
12. \$50.00-\$74.99
13. \$75.00-\$99.99
14. \$100.00-\$149.99
15. \$150.00-\$199.99
16. \$200.00-\$249.99
17. \$250.00-\$299.99
18. \$300.00 or more a month

[ASK IF UU6a is equal to 1]

UU8. Approximately how much do you spend a month on electricity during a typical month?

10. Under \$25.00
11. \$25.00-\$49.99
12. \$50.00-\$74.99
13. \$75.00-\$99.99
14. \$100.00-\$149.99
15. \$150.00-\$199.99
16. \$200.00-\$249.99
17. \$250.00-\$299.99
18. \$300.00 or more a month

APPENDIX J. FOCUS GROUP SCREENERS

Structural Equation Modeling Focus Group

“Hello, my name is _____ and I’m calling from [ENTER YOUR FACILITY NAME], on behalf of the national research firm Opinion Dynamics. Opinion Dynamics will be conducting a series of discussion groups dealing with a range of energy-related issues. We’d like to invite you to participate in one of these groups. The group will only take about 90 minutes of your time and you will be provided with a light meal. Also, in consideration for your time, you will be compensated with \$75. Your responses will be kept anonymous and everything we discuss will be reported in summary format only—we will *never* associate anyone’s name with their comments.”

The focus group will be held at [insert date and time]

Will that work for you?

1. Yes
2. No (**THANK AND TERMINATE**)

“Great, I just need to confirm a few things to ensure that you are eligible.”

S1: Which of the following best applies to you?

1. Own / purchasing your home
2. Rent your home [**THANK AND TERMINATE**]
99. (Refused) [**THANK AND TERMINATE**]

S2. Which of the following do you do for your household? [**RESPONDENTS MUST ANSWER YES TO NUMBER 4 AND 5 BELOW**]

1. Purchase Groceries
2. Purchase Light bulbs
3. Participate in the purchase of small appliances such as toasters and microwaves for your household
4. Identify service providers, such as cable, internet, or telephone services for your household [**IF RESPONDENT SAYS NO, THANK AND TERMINATE**]
5. Participate in the purchase of major appliances, such as refrigerators, Washing machines and stoves for your household [**IF RESPONDENT SAYS NO, THANK AND TERMINATE**]

[Note to interviewer: The respondent needs to either heat their home in the winter or cool home in summer to qualify. Please recruit a mix. If they respond with “No” to both, thank and terminate.]

S3. Do you use central heating to heat your home in the winter months?

1. Yes
2. No [**IF RESPONDENT ALSO DOES NOT COOL HOME IN SUMMER, THANK AND TERMINATE**]
99. (Refused) [**THANK AND TERMINATE**]

S4. Do you cool your home using air conditioning in the summer months?

1. Yes, using a central air conditioner
 2. Yes, using a window-unit air conditioner
 3. No [**ONLY TERMINATE IF RESPONDENT ALSO DOES NOT HEAT HOME IN SUMMER**]
 99. (Refused) [**THANK AND TERMINATE**]
- S5. Approximately how much do you spend a month on gas during a typical winter month?
19. Under \$25.00
 20. \$25.00-\$49.99
 21. \$50.00-\$74.99
 22. \$75.00-\$99.99
 23. \$100.00-\$149.99
 24. \$150.00-\$199.99
 25. \$200.00-\$249.99
 26. \$250.00-\$299.99
 27. \$300.00 or more a month
- S6. When was the last time you purchased a heating or cooling systems?
1. Never
 2. More than two years ago
 3. Within the past two years
- S7. Do you know what a Compact Florescent Light is (CFL)?
1. Yes
 2. No
- S8. Which of the following age groups best apply to you?
17. Under 18 years of age [**THANK AND TERMINATE**]
 18. 18-24
 19. 25-34
 20. 35-44
 21. 45-54
 22. 55-64
 23. 65-74
 24. 75-84
 25. 84 or older
 99. (Refused) [**THANK AND TERMINATE**]
- S9. What is your employment status?
19. Full-time
 20. Part-time
 21. Self-employed full-time
 22. Self-employed part-time
 23. Homemaker
 24. Retired
 25. Seeking employment
 26. Full time student

99. (Refused)

S10. What is your educational status?

- 17. Less than high school graduate
- 18. High school graduate (or equivalency)
- 19. Some College or Associates degree
- 20. Bachelor’s degree
- 21. Graduate degree
- 22. (Refused)

S11. Which of the following best describes your annual household income before taxes?

- 19. Under \$25,000 [THANK AND TERMINATE]
- 20. \$25,000-\$34,999
- 21. \$35,000-\$44,999
- 22. \$45,000-\$54,999
- 23. \$55,000-\$64,999
- 24. \$65,000-\$74,999
- 25. \$75,000-\$99,999
- 26. \$100,000-\$149,999
- 27. \$150,000-\$199,999
- 28. \$200,000 or more
- 98. (Don’t know) [THANK AND TERMINATE]
- 99. (Refused) [THANK AND TERMINATE]

S12. CALLER: Is the respondent:

- 7. Female
- 8. Male

The discussion group is scheduled for Monday, February 4th from 6-7:30 PM at the Jackson Rancheria Casino and Hotel. The address for the hotel is 12222 New York Ranch Road, Jackson, CA 95642. Please arrive in between 5:30-5:45 as there will be a light meal provided. Upon completion of the group, you will be compensated \$75.

DATE: February 4th

TIME: 6:00-7:30PM

PLACE: Jackson Rancheria Casino and Hotel, 12222 New York Ranch Road, Jackson, CA 95642

NAME _____

PHONE # (BEST # TO REACH) _____

E-MAIL ADDRESS _____

ADDRESS _____

As we get closer to the group date, we will be re-contacting you to confirm your participation. We will provide directions to the focus group facility. Thank you! If you have any questions or need to cancel please contact Christina Barr, Opinion Dynamics, (617) 492-1400.

Structural Equation Modeling Focus Group

February 4, 2008

8pm Group

“Hello, my name is _____ and I’m calling from [ENTER YOUR FACILITY NAME], on behalf of the national research firm Opinion Dynamics. Opinion Dynamics will be conducting a series of discussion groups dealing with a range of energy-related issues. We’d like to invite you to participate in one of these groups. The group will only take about 90 minutes of your time and you will be provided with refreshments. Also, in consideration for your time, you will be compensated with \$75. Your responses will be kept anonymous and everything we discuss will be reported in summary format only—we will *never* associate anyone’s name with their comments.”

The focus group will be held at [insert location and time

Will that work for you?

1. Yes
2. No (**THANK AND TERMINATE**)

“Great, I just need to confirm a few things to ensure that you are eligible.”

S1: Which of the following best applies to you? [**RECRUIT A MIX**]

1. Own / purchasing your home
2. Rent your home
99. (Refused) [**THANK AND TERMINATE**]

S2. Which of the following do you do for your household? [**RESPONDENTS MUST ANSWER YES TO AT LEAST TWO OF THE CHOICES BELOW**]

1. Purchase Groceries
2. Purchase Light bulbs
3. Participate in the purchase of small appliances such as toasters and microwaves for your household
4. Identify service providers, such as cable, internet, or telephone services for your household
5. Participate in the purchase of major appliances, such as refrigerators, Washing machines and stoves for your household

S3. Do you use central heating to heat your home in the winter months?

1. Yes
2. No
99. (Refused) [**THANK AND TERMINATE**]

- S4. Do you cool your home using air conditioning in the summer months?
1. Yes, using a central air conditioner
 2. Yes, using a window-unit air conditioner
 3. No
 99. (Refused) [**THANK AND TERMINATE**]
- S5. Approximately how much do you spend a month on gas during a typical winter month?
28. Under \$25.00
 29. \$25.00-\$49.99
 30. \$50.00-\$74.99
 31. \$75.00-\$99.99
 32. \$100.00-\$149.99
 33. \$150.00-\$199.99
 34. \$200.00-\$249.99
 35. \$250.00-\$299.99
 36. \$300.00 or more a month
- S6. When was the last time you purchased a heating or cooling systems?
4. Never
 5. More than two years ago
 6. Within the past two years
- S7. Do you know what a Compact Florescent Light is (CFL)?
3. Yes
 4. No
- S8. Which of the following age groups best apply to you?
26. Under 18 years of age [**THANK AND TERMINATE**]
 27. 18-24
 28. 25-34
 29. 35-44
 30. 45-54
 31. 55-64
 32. 65-74
 33. 75-84
 34. 84 or older
 99. (Refused) [**THANK AND TERMINATE**]
- S9. What is your employment status?
27. Full-time
 28. Part-time
 29. Self-employed full-time
 30. Self-employed part-time
 31. Homemaker
 32. Retired
 33. Seeking employment
 34. Full time student
 99. (Refused)

S10. What is your educational status?

- 23. Less than high school graduate
- 24. High school graduate (or equivalency)
- 25. Some College or Associates degree
- 26. Bachelor's degree
- 27. Graduate degree
- 28. (Refused)

S11. Which of the following best describes your annual household income before taxes?

- 29. Under \$25,000 [**THANK AND TERMINATE**]
- 30. \$25,000-\$34,999
- 31. \$35,000-\$44,999
- 32. \$45,000-\$54,999
- 33. \$55,000-\$64,999
- 34. \$65,000-\$74,999
- 35. \$75,000-\$99,999
- 36. \$100,000-\$149,999
- 37. \$150,000-\$199,999
- 38. \$200,000 or more
- 98. (Don't know) [**THANK AND TERMINATE**]
- 99. (Refused) [**THANK AND TERMINATE**]

S12. CALLER: Is the respondent:

- 9. Female
- 10. Male

The discussion group is scheduled for Monday, February 4th from 8-9:30 PM at the Jackson Rancheria Casino and Hotel. The address for the hotel is 12222 New York Ranch Road, Jackson, CA 95642. Please arrive in between 7:30-7:45 as there will be refreshments provided. Upon completion of the group, you will be compensated \$75.

DATE: February 4th

TIME: 8:00-9:30PM

PLACE: Jackson Rancheria Casino and Hotel, 12222 New York Ranch Road, Jackson, CA 95642

NAME _____

PHONE # (BEST # TO REACH) _____

E-MAIL ADDRESS _____

ADDRESS _____

As we get closer to the group date, we will be re-contacting you to confirm your participation. We will provide directions to the focus group facility. Thank you! If you have any questions or need to cancel please contact Christina Barr, Opinion Dynamics, (617) 492-1400.

HVAC FOCUS GROUP DISCUSSION GUIDE

Jackson, CA: 02/04/2008

Oakland, CA: 02/07/2008

Irvine, CA: 02/12/2008

CONDUCTED FOR:

**Statewide Marketing and Outreach Evaluation: Structural Equation Modeling (HVAC)
Notation:**

1. Questions to be stated directly to the group are numbered.
2. Directives to the moderator are indicated in **blue-type**.
3. Probes are cited below each question and are listed as points to follow-up on. Probes are written to jog the memory of the moderator and will not be spoken as written to the participants.
4. Italics are used to address the reader.

Focus Group Format:

Each focus group is scheduled to run for 90 minutes.

The first 35 minutes of the focus groups is designed to address measure-specific barriers and drivers. The discussion will begin with purchase history and move into an open dialogue on drivers and barriers. The moderator will be referencing a list of barriers for each measure and probing for the inclusion of barriers if they are not spontaneously recalled.

The aim of the second 35 minutes is to draw out the sentiment of the group members and the specific language they use to discuss global warming, sense of immediacy, and sense that their actions will make a difference. This portion is also designed to engage a dialogue on the relative concern for global warming in the context of one's daily life and other political concerns. This discussion will center on belief systems, sense of immediacy, and self-efficacy. The moderator will attempt to understand the relative weight of environmental concerns through the purchase process.

For the last 20 minutes, the participants will be handed a card containing with two survey questions. They will be asked to fill these out and return them to the moderator before leaving. The moderator will pass these cards out in such a way that the participant will be associated with his or her answer. These will be compared to the observers' notes to determine if the questionnaire responses seem to capture the stated sentiments of the participant.

The following guide is meant to provide the moderator and reader with a general overview of the group and the intended flow. Probes will not be stated as they are written, rather they are meant to "jog" the memory of the moderator. The questions will guide the dialogue but may not be stated directly or in this specific order if the overall question is obtained or answered through the discussion. Conversely, some questions and points may be re-posed to the group.

I. INTRODUCTION (5 MINUTES)

Thank you all for coming this evening. My name is Anne Dougherty and I'm with Opinion Dynamics Corporation, an independent research firm that has been hired to conduct this group discussion. We're going to be talking about a range of energy-related issues tonight.

This session is being video-taped so that I will have an accurate record of what is said after the session. Also, some of my colleagues are observing this group to help me with my analysis. However, all of your comments will be held in the strictest confidence, so please feel free to express your views fully.

I'd like to begin by going around the room, and asking each of you to tell us your name, where you're from, your occupation, and the top three issues we face today. [Record this list and reference it later in the session when discussing energy efficiency and global warming.](#)

Thanks. Now, just a few ground rules. Please turn off your cell phones. Please stick to the topic at hand. Please try not to interrupt your colleagues. If the conversation drifts off a topic, I may jump in to get the discussion back on track. Please don't consider that rudeness on my part, I'm simply trying to cover all the issues in a limited amount of time.

Participants will be provided with pads of paper and pencils. Throughout the focus group, participants will be asked to record their responses on paper. In some instances, the moderator will be using a large, free-standing pad of paper or an erasable board to record responses and to serve as a visual aid to respondents.

I. General HVAC Discussion (10 MINUTES, 6 PM GROUP ONLY)

The following series of questions is meant to get participants thinking about the heating and cooling decision-making and purchase process. The idea is to construct a model from the participants' perspective.

1. Approximately how much do you heat your homes in the winter? What type of heat do you use? How old is your furnace?
2. How many of you heat you cool your homes in the summer? What type of air conditioner do you use? If central air, how old is your system?
3. I would like you all think about the last time you purchased heating or cooling equipment, namely a central air or wall air conditioner or a furnace. For those of you who have never made this purchase, please consider the process if you were to purchase any of these items.
4. What prompted/would prompt the decision to purchase these products? [Record drivers in a cluster and circle them.](#)
5. What did you/would you consider when looking for this equipment? What were/would be you central concerns as a home owner? [For each concern or purchase consideration,](#)

create a separate bubble with arrows pointing towards the purchases in the center of the sheet of paper.

- a. Probe for:
 - i. Energy efficiency
 - ii. Cost – upfront vs. operating
 - iii. Contractor
 - iv. Advertisements – sales, rebates, and efficiency messaging
 - v. Need-State
 - vi. Product reliability and trust
 - vii. Willingness to seek out energy-efficient HVAC equipment
6. We have a series of considerations listed on this piece of paper. Are there any here that are more important than others? If so, what? Why? Moderator will re-circle these considerations.

II. HVAC Product-Related Barriers (15 Minutes)

The HVAC discussion will be more organic and function as an open dialogue on HVAC-related drivers and barriers. The moderator will guide the discussion to highlight key barriers and probe on those barriers in Appendix I. that are not spontaneously discussed. The questions in this section may be answered through the general HVAC discussion but are iterated herein order to ensure their inclusion in the conversation.

7. **Direct conversation to everyone.** Do you know if you have an energy efficient heating or cooling system?
- a. If respondents reply “yes” ask how they know they have an energy efficient model
 - i. Probe for:
 1. contractor influence
 2. assumptions about current technology “they’re all efficient”
 3. Energy Star
8. How many of you have purchased an energy efficient furnace or air conditioner in the past?
9. For those that have purchased EE HVAC systems, ask what they purchased and how long ago it was. Did you purchase an energy efficient model? Why? Why not? Did you seek out this technology? If so, how? Where did your information come from?
10. For those who have purchased or own an energy efficient heating or cooling system: In your mind, what is the benefit to having energy efficient heating or cooling system? Is there anything else that is not listed on this board?
- a. Probe for additional benefits not listed on the board.
 - i. Environmental benefits
 - ii. Economic savings
 - iii. Sense of doing your part
 - iv. Role of contractor
11. For those who have not purchased/have an energy efficient heating or cooling system: If not, why not?

- a. Probe for additional barriers not listed on the board.
 - i. Lack of knowledge of options
 - ii. Point of entry into the market
 - iii. Rebates
 - iv. First cost vs ROI
 - v. Trust/Hidden or unexpected costs
 - vi. Reliability/Uncertainty
 - vii. Role of contractor
12. **Ask if this is not touched on naturally:** Did your contractor play a role in your purchase decision? If so, how?
- a. Probe for:
 - i. Contractor influence on (non)energy efficient products
 - ii. Barriers the contractor may have set up or discussed with the participant

III. Concern Regarding Energy Efficiency (5-10 MINUTES)

13. Now, let's talk about energy efficiency broadly speaking. What comes to mind when I say "energy efficiency"? **Allow participants to spontaneously respond.**
- a. Probe for the inclusion of:
 - i. Energy efficiency broadly
 - ii. Energy efficiency in the home
14. I would like you to use the pad in front of you. Keeping your answer to yourself, I'd like you to rate how big a concern energy efficiency is to your household. On a scale of 1 to 7, where 1 is "not a concern at all" and 7 is "a major concern," please write down the number that best represents your household's level of concern for energy efficiency. **Write down participant's responses on the paper and pad. Call out the average response of the group. Ask the participants with the lowest ratings why they chose a low number. Ask the participants with the highest ratings why they chose a high number. Write these responses down under "low concern" and "high concern."**

VI. ENERGY USAGE VS OTHER ISSUES (5 MINUTES)

15. On the paper in front of you, I'd like you to write down the first three words or phrases you associate with ENERGY USAGE. It can be as many or as few words and phrases as you like. **Ask participants to share their words with one another. Draw out points of differentiation and consensus.**
16. Thank you for sharing. Now, using the same piece of paper, I would like you to list the top three energy-related issues we face today. **Ask participants to share issues with one another. Draw out points of differentiation and consensus.**
17. Earlier, you provided me with a list of the top three issues we are facing today., I am going to write these down on the board. How important are the energy issues as compared to the issues you just listed here?
18. Which of these issues is the most important to your family? **Get participants to call out the most important issues. Circle those issues in red ink that are cited as the most important to the family. Add those issues in red ink.**

III. Concern Regarding Global Warming (10 MINUTES)

19. What comes to mind when I say “global warming.” *Ask participants to share their ideas. Draw out points of consensus and probe on outliers or differing perspectives.*
20. I am going to ask you a question and I would like you to write your answers down on the pad of paper. On a scale of one to seven, with one being “not at all concerned” and seven being “very concerned,” how concerned are you about global warming? *While participants are writing, flip the page on the pad and create the one to seven scale at the top of the paper. Mark the number of responses under each number on the scale. For those who rated their concern low, ask why. List the reasons why below the low numbers. Do the same with the high numbers.*
- a. Probe on:
 - i. Belief in global warming
 - ii. Seriousness of global warming
 - iii. Source of concern and where it is situated: family vs environment vs economic losses

The following question will be used to help transition the group from to a discussion actions and behaviors.

21. To the best of your knowledge, what is causing global warming?
- a. Probe for:
 - i. Human behaviors: personal action, household, and organizational
 - ii. Natural warming of the planet (it would be happening without us mentality)
22. What actions, if any, need to be taken to slow down or stop global warming?
- a. Probe for:
 - i. Personal actions, such as changes in everyday habits
 - ii. Adoption of conservation related behaviors
 - iii. Compare and contrast personal vs. organizational actions

Write actions down on another piece of paper on the pad for everyone to see. Organize personal actions on one side of the paper and organizational actions on another side.

VI. Sense that Personal and Household Actions will Make a Difference (5 MINUTES)

23. We have listed a number of actions on the paper. *(Pointing to the personal and household actions)* How much of a difference can these actions make? *(Pointing to the organizational actions)* How much of a difference can these actions make?
- a. Probe for:
 - i. Relative impact of personal actions to institutional
 - ii. Perceptions of small day-to-day actions that make a difference
24. We have discussed the different impact that these actions have on global warming. Can these small actions make more of a difference if multiple people were actively doing them?
- a. Probe for:
 - i. Attitudinal differences and differences in opinion about collective movements

- ii. Belief that multiple people will take action
 - iii. The key differences between isolated and collective action
25. Show of hands. How many of you are currently taking some of these actions? To all of you: Would you be more likely to take these actions if you knew that many other people are doing the same thing?
- a. Probe for:
 - i. Discussion of motivational effect of “feeling like you are part of a larger movement.”
 - ii. Sense of social responsibility
 - iii. Sense of immediacy and “need to act”

V. Sense of Immediacy (5 MINUTES)

26. Let’s talk a little more about global warming. Can I see a show of hands: How many of you think global warming is something we need to worry about now? How many of you think it is something we will need to worry about five years from now? 10 years from now? How many of you do not believe global warming is a problem we will face in our lifetime? [Discuss the differences in rationale. What are the changes, what do they look like, what indicates the problem.](#)
- a. Probe for:
 - i. A discussion on short versus long term problems
 - ii. How they frame “immediacy” and “urgency to act”
27. [Draw on those cited actions that can be taken on by individuals. Highlight differences in perspective on immediacy of the global warming.](#) How important is it to have significant action taken in the near future?
28. [Flip back to the first page of brainstorming on issues.](#) Now, where does global warming fit in with these other issues? Where would you rank it as compared to [\(list those issues on the previous chart\)?](#)

IX. Closing Questionnaire (10-15Minutes)

29. I have one final exercise before we conclude this session. I am going to pass out a few questions on these cards. Please fill them out and hold onto the cards.
30. Lets review question number one. Are there any statements here that are confusing? Is there something about energy efficiency that we are not capturing? If so, what?
31. Lets review question number two. Are there any options here that are confusing? Is there something about the need to act or about global warming that we are not capturing? If so, what?
32. Now, turn your cards over. Lets discuss the energy efficiency and environmental advertising you have seen recently. Who/what is the source of this advertisement? What is the message? [Probe for Flex Your Power advertisements. If Flex Your Power is not recalled, show the advertisement as a tool for discussion.](#)

Q1. On a scale of one to seven, with one being strongly disagree and seven being strongly agree, how do you rate the following statements:

1. I am too busy to be worried about making energy-efficient improvements in my home.
2. I am very concerned that there will not be enough energy to go around in the near future.
3. Instead of building new power plants, consumers should use less energy.
4. In order to preserve the environment, my household must use less energy.
5. Conserving energy in my home is an economic necessity.
6. There is little more I can do to save energy.
7. I conserve energy because it is the right thing to do.
8. When it comes to energy, I try to use only my fair share.
9. When buying new appliances, I always seek out the most energy efficient product that will suit my needs.
10. Conserving energy is necessary to prevent brown and black outs.

Q2. Which of the following statements best summarizes your feelings on global warming?

1. Global warming is a critical issue demanding immediate attention
2. Global warming is important, but we can act with deliberation
3. Global warming is somewhat important
4. Global warming is not at all important

Q3. Please list all the advertisements you recall seeing over the past year that focus on energy efficiency or global warming?

Source of Ad (if known)

Description of Ad

Appendix II. HVAC Barriers

I have not paid attention to these products
They often cost more than I'm willing to pay
I use them because they save energy costs
The energy cost savings are inconsequential to me
I don't trust the claims/skeptical
The up-front cost is too high
Hidden or unexpected costs
The payback period is too long
My contractor recommended it/did not recommend it
There is not enough information on their reliability
Cannot obtain financing
It was not an option/unavailable
Not a big issue/no need to save energy

My bills are already low
Don't use it enough to merit the cost
Can't find a contractor who will install them
Was not immediately available
The energy cost savings aren't enough
It won't make a difference to the environment whether I use them or not
I don't like the ads about them
It's a simple thing I can do for a better environment
They would not be giving them away unless there was something wrong with them
I don't see enough advantages to using them
I buy them because it's the right thing to do
I'm too busy to do the research necessary

CFL FOCUS GROUP DISCUSSION GUIDE

Jackson, CA: 02/04/2008

Oakland, CA: 02/07/2008

Irvine, CA: 02/12/2008

CONDUCTED FOR:

Statewide Marketing and Outreach Evaluation: Structural Equation Modeling (CFLs)

Notation:

1. Questions to be stated directly to the group are numbered.
2. Directives to the moderator are indicated in **blue-type**.
3. Probes are cited below each question and are listed as points to follow-up on. Probes are written to jog the memory of the moderator and will not be spoken as written to the participants.
4. Italics are used to address the reader.

Focus Group Format:

Each focus group is scheduled to run for 90 minutes.

The first 35 minutes of the focus groups is designed to address measure-specific barriers and drivers. The discussion will begin with purchase history and move into an open dialogue on drivers and barriers. The moderator will be referencing a list of barriers for each measure and probing for the inclusion of barriers if they are not spontaneously recalled.

The aim of the second 35 minutes is to draw out the sentiment of the group members and the specific language they use to discuss global warming, sense of immediacy, and sense that their actions will make a difference. This portion is also designed to engage a dialogue on the relative concern for global warming in the context of one's daily life and other political concerns. This discussion will center on belief systems, sense of immediacy, and self-efficacy. The moderator will attempt to understand the relative weight of environmental concerns through the purchase process.

For the last 20 minutes, the participants will be handed a card containing with two survey questions. They will be asked to fill these out and return them to the moderator before leaving. The moderator will pass these cards out in such a way that the participant will be associated with his or her answer. These will be compared to the observers' notes to determine if the questionnaire responses seem to capture the stated sentiments of the participant.

The following guide is meant to provide the moderator and reader with a general overview of the group and the intended flow. Probes will not be stated as they are written, rather they are meant to "jog" the memory of the moderator. The questions will guide the dialogue but may not be stated directly or in this specific order if the overall question is obtained or answered through the discussion. Conversely, some questions and points may be re-posed to the group.

I. INTRODUCTION (5 MINUTES)

Thank you all for coming this evening. My name is Anne Dougherty and I'm with Opinion Dynamics Corporation, an independent research firm that has been hired to conduct this group discussion. We're going to be talking about a range of energy-related issues tonight.

This session is being video-taped so that I will have an accurate record of what is said after the session. Also, some of my colleagues are observing this group to help me with my analysis. However, all of your comments will be held in the strictest confidence, so please feel free to express your views fully.

I'd like to begin by going around the room, and asking each of you to tell us your name, where you're from, your occupation, and the top three issues we face today. **Record this list and reference it later in the session when discussing energy efficiency and global warming.**

Thanks. Now, just a few ground rules. Please turn off your cell phones. Please stick to the topic at hand. Please try not to interrupt your colleagues. If the conversation drifts off a topic, I may jump in to get the discussion back on track. Please don't consider that rudeness on my part, I'm simply trying to cover all the issues in a limited amount of time.

Participants will be provided with pads of paper and pencils. Throughout the focus group, participants will be asked to record their responses on paper. In some instances, the moderator will be using a large, free-standing pad of paper or an erasable board to record responses and to serve as a visual aid to respondents.

I. General Lighting Discussion (10 MINUTES, 6 PM GROUP ONLY)

The following series of questions is meant to get participants thinking about the lighting decision-making and purchase process. The idea is to construct a model from the participants' perspective.

33. I would like you all think about the last time you purchased lighting, namely light bulbs for fixtures in your home. What type of lighting did you purchase? **Steer the group to focus on MSBs. Use the free-standing pad of paper to record the types of lighting participants purchased. Cluster these responses in the center of the paper.**
34. What prompted this decision to purchase light bulbs? **Record drivers in a cluster and circle them.**
35. What did you consider when looking for the light bulbs? Do you have a particular type that you prefer? If so, why? If not, why not? **For each driver or purchase consideration, create a separate bubble with arrows pointing towards the purchases in the center of the sheet of paper.**
 - a. Probe for:
 - i. Aesthetics
 - ii. Cost
 - iii. Fixtures/use in the house

- iv. Advertisements
- v. Need-State
- vi. Stocking-up
- vii. Willingness to seek out specific types of lighting

36. We have a series of considerations listed on this piece of paper. Are there any here that are more important than others? If so, what? Why? **Moderator will re-circle these considerations.**

II. CFLs and Product-Related Barriers (15 Minutes)

The CFL discussion will be more organic and function as an open dialogue on CFL-related drivers and barriers. The moderator will guide the discussion to highlight key barriers and probe on those barriers in Appendix I. that are not spontaneously discussed.

37. With a show of hands, how many of you have heard of compact florescent lighting (CFLs)? Does anyone here own CFLs?

38. When and where did you first hear about CFLs?

- a. Friends
- b. Family
- c. IOU rebates
- d. Advertisements
- e. Giveaways

39. **For those that own CFLs, ask the following questions:** How many CFLs do you have in your home, just a rough estimate? How long have you been using CFLs? What prompted you to purchase CFLs in the first place? Did you have any reservations about purchasing CFLs? If so, what?

- a. Probe for:
 - i. Purchase drivers
 - ii. Environmental drivers
 - iii. Economic Drivers
 - iv. Barriers
 - v. ROI

40. Has anyone in the room purchased CFLs in the past but will not purchase them in the future?

- a. Probe for barriers that on the list that are not spontaneously recalled.

41. **To those who have not purchased CFLs:** Are there specific reasons why you have elected not to purchase this product?

- a. Probe for barriers related to:
 - i. Knowledge of benefits
 - ii. Access
 - iii. Upfront cost
 - iv. Others on the list
 - v. Aesthetics
 - vi. Experience of CFLs in other homes or venues
 - vii.

III. Concern Regarding Energy Efficiency (5-10 MINUTES)

42. Now, let's talk about energy efficiency broadly speaking. What comes to mind when I say "energy efficiency"? **Allow participants to spontaneously respond.**
- a. Probe for the inclusion of:
 - i. Energy efficiency broadly
 - ii. Energy efficiency in the home
43. I would like you to use the pad in front of you. Keeping your answer to yourself, I'd like you to rate how big a concern energy efficiency is to your household. On a scale of 1 to 7, where 1 is "not a concern at all" and 7 is "a major concern," please write down the number that best represents your household's level of concern for energy efficiency. **Write down participant's responses on the paper and pad. Call out the average response of the group. Ask the participants with the lowest ratings why they chose a low number. Ask the participants with the highest ratings why they chose a high number. Write these responses down under "low concern" and "high concern."**

VI. ENERGY USAGE VS OTHER ISSUES (5 MINUTES)

44. On the paper in front of you, I'd like you to write down the first three words or phrases you associate with ENERGY USAGE. It can be as many or as few words and phrases as you like. **Ask participants to share their words with one another. Draw out points of differentiation and consensus.**
45. Thank you for sharing. Now, using the same piece of paper, I would like you to list the top three energy-related issues we face today. **Ask participants to share issues with one another. Draw out points of differentiation and consensus.**
46. Earlier, you provided me with a list of the top three issues we are facing today., I am going to write these down on the board. How important are the energy issues as compared to the issues you just listed here?
47. Which of these issues is the most important to your family? **Get participants to call out the most important issues. Circle those issues in red ink that are cited as the most important to the family. Add those issues in red ink.**

III. Concern Regarding Global Warming (10 MINUTES)

48. What comes to mind when I say "global warming." **Ask participants to share their ideas. Draw out points of consensus and probe on outliers or differing perspectives.**
49. I am going to ask you a question and I would like you to write your answers down on the pad of paper. On a scale of one to seven, with one being "not at all concerned" and seven being "very concerned," how concerned are you about global warming? **While participants are writing, flip the page on the pad and create the one to seven scale at the top of the paper. Mark the number of responses under each number on the scale. For those who rated their concern low, ask why. List the reasons why below the low numbers. Do the same with the high numbers.**
- a. Probe on:

- i. Belief in global warming
- ii. Seriousness of global warming
- iii. Source of concern and where it is situated: family vs environment vs economic losses

The following question will be used to help transition the group from to a discussion actions and behaviors.

50. To the best of your knowledge, what is causing global warming?

- a. Probe for:
 - i. Human behaviors: personal action, household, and organizational
 - ii. Natural warming of the planet (it would be happening without us mentality)

51. What actions, if any, need to be taken to slow down or stop global warming?

- a. Probe for:
 - i. Personal actions, such as changes in everyday habits
 - ii. Adoption of conservation related behaviors
 - iii. Compare and contrast personal vs. organizational actions

Write actions down on another piece of paper on the pad for everyone to see. Organize personal actions on one side of the paper and organizational actions on another side.

VI. Sense that Personal and Household Actions will Make a Difference (5 MINUTES)

52. We have listed a number of actions on the paper. (Pointing to the personal and household actions) How much of a difference can these actions make? (Pointing to the organizational actions) How much of a difference can these actions make?

- a. Probe for:
 - i. Relative impact of personal actions to institutional
 - ii. Perceptions of small day-to-day actions that make a difference

53. We have discussed the different impact that these actions have on global warming. Can these small actions make more of a difference if multiple people were actively doing them?

- a. Probe for:
 - i. Attitudinal differences and differences in opinion about collective movements
 - ii. Belief that multiple people will take action
 - iii. The key differences between isolated and collective action

54. Show of hands. How many of you are currently taking some of these actions? To all of you: Would you be more likely to take these actions if you knew that many other people are doing the same thing?

- a. Probe for:
 - i. Discussion of motivational effect of “feeling like you are part of a larger movement.”
 - ii. Sense of social responsibility
 - iii. Sense of immediacy and “need to act”

V. Sense of Immediacy (5 MINUTES)

55. Let's talk a little more about global warming. Can I see a show of hands: How many of you think global warming is something we need to worry about now? How many of you think it is something we will need to worry about five years from now? 10 years from now? How many of you do not believe global warming is a problem we will face in our lifetime? **Discuss the differences in rationale. What are the changes, what do they look like, what indicates the problem.**
- a. Probe for:
 - i. A discussion on short versus long term problems
 - ii. How they frame "immediacy" and "urgency to act"
56. **Draw on those cited actions that can be taken on by individuals. Highlight differences in perspective on immediacy of the global warming.** How important is it to have significant action taken in the near future?
57. **Flip back to the first page of brainstorming on issues.** Now, where does global warming fit in with these other issues? Where would you rank it as compared to **(list those issues on the previous chart)?**

IX. Closing Questionnaire (10-15Minutes)

58. I have one final exercise before we conclude this session. I am going to pass out a few questions on these cards. Please fill them out and hold onto the cards.
59. Lets review question number one. Are there any statements here that are confusing? Is there something about energy efficiency that we are not capturing? If so, what?
60. Lets review question number two. Are there any options here that are confusing? Is there something about the need to act or about global warming that we are not capturing? If so, what?
61. Now, turn your cards over. Lets discuss the energy efficiency and environmental advertising you have seen recently. Who/what is the source of this advertisement? What is the message? **Probe for Flex Your Power advertisements. If Flex Your Power is not recalled, show the advertisement as a tool for discussion.**

Appendix I.

Q1. On a scale of one to seven, with one being strongly disagree and seven being strongly agree, how do you rate the following statements:

11. I am too busy to be worried about making energy-efficient improvements in my home.
12. I am very concerned that there will not be enough energy to go around in the near future.
13. Instead of building new power plants, consumers should use less energy.
14. In order to preserve the environment, my household must use less energy.

- 15. Conserving energy in my home is an economic necessity.
- 16. There is little more I can do to save energy.
- 17. I conserve energy because it is the right thing to do.
- 18. When it comes to energy, I try to use only my fair share.
- 19. When buying new appliances, I always seek out the most energy efficient product that will suit my needs.
- 20. Conserving energy is necessary to prevent brown and black outs.

Q2. Which of the following statements best summarizes your feelings on global warming?

- 5. Global warming is a critical issue demanding immediate attention
- 6. Global warming is important, but we can act with deliberation
- 7. Global warming is somewhat important
- 8. Global warming is not at all important

Q3. Please list all the advertisements you recall seeing over the past year that focus on energy efficiency or global warming?

Source of Ad (if known)

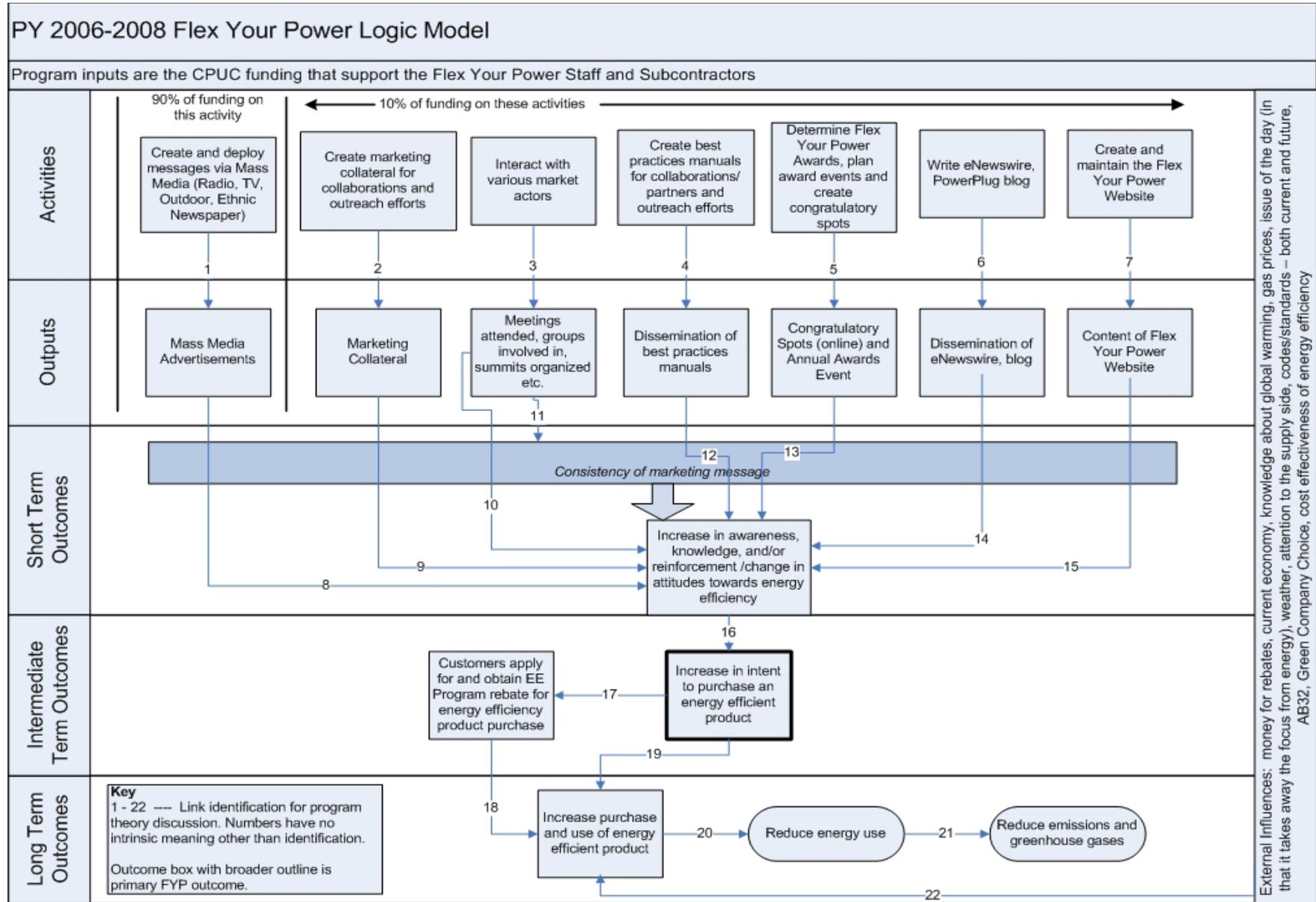
Description of Ad

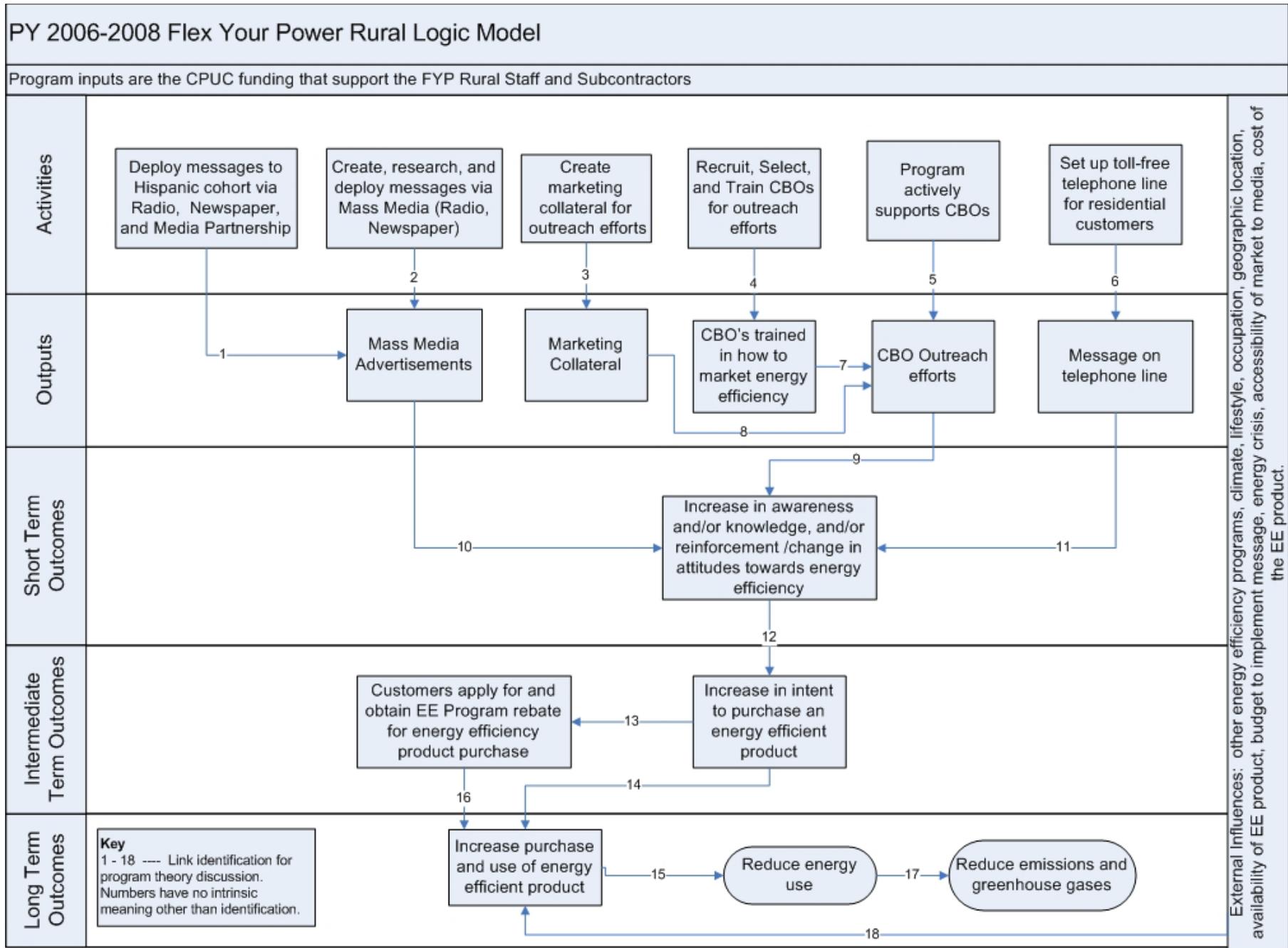
Appendix II. CFL Barriers

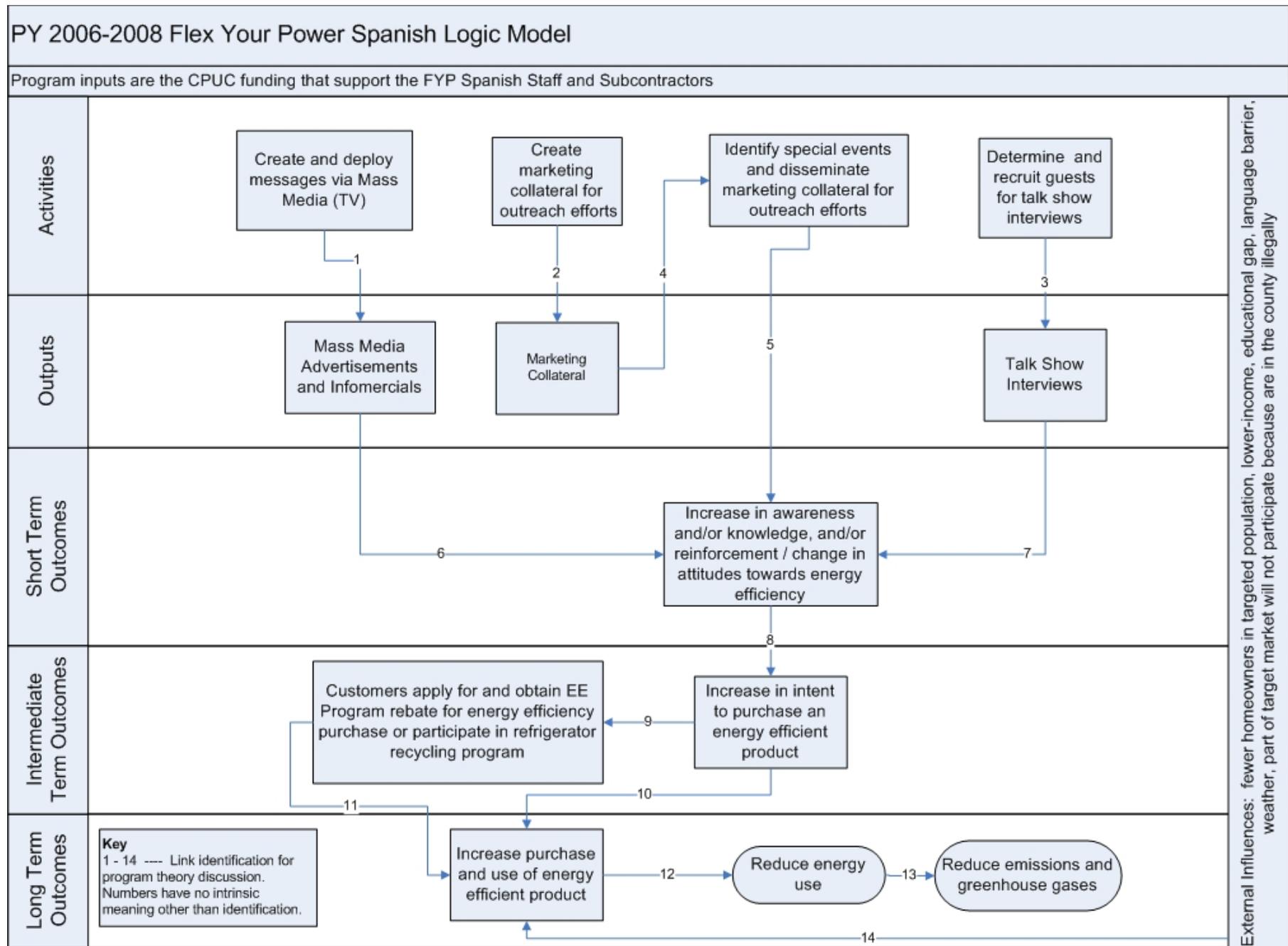
I have not paid attention to this product
They often cost more than I'm willing to pay
I don't like how they look and/or the light they give off
I'm concerned about their possible harmful effect on the environment and/or my family's health
I prefer them to standard incandescent bulbs
I use them because they save energy costs
The energy cost savings are inconsequential to me
I use them because I don't have to change the bulb as often
I've had bad experiences with them (e.g., failed early, didn't work in my fixtures).
I don't trust them
I don't buy them because I don't see them where I habitually buy light bulbs
There are too many limitations on how they should be used
They don't match the house decor
I used to use them but no longer do
The energy cost savings aren't enough

It won't make a difference to the environment whether I use them or not
I don't like the ads about them
It's a simple thing I can do for a better environment
They would not be giving them away unless there was something wrong with them
I don't see enough advantages to using them
I buy them because it's the right thing to do
I'm too busy to do the research necessary

APPENDIX K. INDIVIDUAL PROGRAM LOGIC MODELS







APPENDIX L. SOCIAL NETWORK ANALYSIS QUESTIONNAIRES

L1. Social Network Analysis Individual Questionnaire

I. Methodology

In order to provide constructive feedback to program implementers and to supplement our in-depth interviews the ODC evaluation team will use social network analysis to examine the structure of the communication networks of players involved in the implementation of the Statewide Marketing and Outreach Effort.

To conduct this research, our team has (1) identified the players in the network based on the findings from our in-depth interviews and (2) developed the following online survey to assess the interactions between individuals in the network.

The survey instrument was carefully constructed for social network analysis. It aims to measure three aspects of the social network: (1) the scope of the respondents' interactions with other key players (e.g. the individuals within in the network with whom the respondent is in contact); (2) the frequency of the respondents' interactions with the cited individuals in the network; and finally (3) the nature of the respondents' communications with each of the other players in the network.

To ensure that our network is adequately defined, respondents are given the chance to indicate whether they communicate with any others not already specified within the Statewide Marketing and Outreach social network.

The information will be collected at two levels: (1) that of the individual and (2) that of the organization as a whole. In order to collect data at the organization level, the ODC evaluation team will identify a primary contact at each organization who will report on ties for the organization as a whole. The organization contact will answer questions for both the individual actor analysis and the organization analysis to ensure their inclusion at both levels. As such, we have developed two distinct survey instruments to ensure efficiencies when surveying the organization representatives. The information collected will be used to assess whether the stated interactions map out onto the stated organizational chart developed from our in-depth interview findings, to identify the important actors in the network, and to determine which individuals are perceived by others as the leaders of the network.

II. Questionnaire A: Survey Effort for Primary Organizational Contacts

The following survey is part of the CPUC's process evaluation. The aim of this effort is to understand which organizations and individuals you interacted with in 2007 for the Statewide

Marketing and Outreach program, Flex Your Power. By Flex Your Power, we are referring to Flex Your Power General, Rural, and Spanish TV. On average, the survey will take 10-15 minutes to complete. Thank you for your time and cooperation.

[SKIP RESPONDENT'S ORGANIZATION IN Q1-3]

1. Did you or did anyone in your organization have contact with the following organizations for Flex Your Power in 2007?

	Yes (1)	No(2)
z. Brainchild Creative	<input type="checkbox"/>	<input type="checkbox"/>
aa. California Public Utilities Commission	<input type="checkbox"/>	<input type="checkbox"/>
bb. California Public Utilities Commission-Department of Rate Payer Advocates	<input type="checkbox"/>	<input type="checkbox"/>
cc. Efficiency Partnership	<input type="checkbox"/>	<input type="checkbox"/>
dd. Fraser Communications	<input type="checkbox"/>	<input type="checkbox"/>
ee. Kobayashi Maru Group	<input type="checkbox"/>	<input type="checkbox"/>
ff. PG&E	<input type="checkbox"/>	<input type="checkbox"/>
gg. Runyon, Saltzman, and Einhorn	<input type="checkbox"/>	<input type="checkbox"/>
hh. SCE	<input type="checkbox"/>	<input type="checkbox"/>
ii. SoCal Gas	<input type="checkbox"/>	<input type="checkbox"/>
jj. SDG&E	<input type="checkbox"/>	<input type="checkbox"/>
kk. Staples Marketing	<input type="checkbox"/>	<input type="checkbox"/>
ll. Community based organizations such as Golden Umbrella or Climate Protection Campaign	<input type="checkbox"/>	<input type="checkbox"/>

[IF THE RESPONDENT HAS ALL 'NO' RESPONSES TO THE ABOVE QUESTION, THEN THANK THEM AND TERMINATE THE SURVEY]

[ASK IF THE RESPONDENT INDICATED ‘YES’ TO HAVING CONTACT WITH A COMMUNITY BASED ORGANIZATION IN Q1]

2. You mentioned that you or your organization has had contact with a community based organization in 2007. Please indicate whether you have had contact with any of the organizations listed below.

	Yes (1)	No(2)
a. Amador-Tuolumne Community Action Agency	<input type="checkbox"/>	<input type="checkbox"/>
b. Climate Protection Campaign	<input type="checkbox"/>	<input type="checkbox"/>
c. Community Action Agency of Butte County	<input type="checkbox"/>	<input type="checkbox"/>
d. Community Action Partnership of Madera County	<input type="checkbox"/>	<input type="checkbox"/>
e. Community Action Partnership of Riverside County	<input type="checkbox"/>	<input type="checkbox"/>
f. Golden Umbrella	<input type="checkbox"/>	<input type="checkbox"/>
g. Kings County Community Action Agency	<input type="checkbox"/>	<input type="checkbox"/>
h. Merced County Community Action Agency	<input type="checkbox"/>	<input type="checkbox"/>
i. Partnership for Environmental Progress	<input type="checkbox"/>	<input type="checkbox"/>
j. Plumas County Community Development Commission	<input type="checkbox"/>	<input type="checkbox"/>
k. Power-up Nevada City	<input type="checkbox"/>	<input type="checkbox"/>
l. Renewable Energy Development Institute	<input type="checkbox"/>	<input type="checkbox"/>
m. Tehama County Department of Education – SERRF	<input type="checkbox"/>	<input type="checkbox"/>
n. United Way of Indian Wells Valley	<input type="checkbox"/>	<input type="checkbox"/>
o. Visalia Chamber of Commerce	<input type="checkbox"/>	<input type="checkbox"/>
p. Warner Springs Community Resource Board	<input type="checkbox"/>	<input type="checkbox"/>
q. Watsonville Family YMCA	<input type="checkbox"/>	<input type="checkbox"/>

3. On average, how often did your organization have contact with each of the following organizations?

[INSERT THE LIST OF ORGANIZATIONS THAT THE RESPONDENT INDICATED ‘YES’ TO HAVING CONTACT WITH IN Q1 (MAIN ORGANIZATIONS) AND Q2 (COMMUNITY BASED ORGANIZATIONS)]

	Daily (4)	Weekly (3)	Monthly (2)	Less than monthly, but on occasion (1)
a. [Insert organization name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. [Insert organization name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. [Insert organization name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[ASK ABOUT EVERYONE FROM RESPONDENT’S ORGANIZATION EXCEPT FOR RESPONDENT]

4. On average, how often during the 2007 campaign season did you personally have contact with the following individual(s) from **[Read-in Organization from Q1/Q2]**?

[INSERT THE LIST OF INDIVIDUALS FROM THE ORGANIZATIONS THAT THE RESPONDENT INDICATED ‘YES’ TO HAVING CONTACT WITH IN Q1 (MAIN ORGANIZATIONS) AND Q2 (COMMUNITY BASED ORGANIZATIONS)]

	Daily (4)	Weekly (3)	Monthly (2)	Less than monthly, but on occasion (1)	Never (0)
[Insert 1A organization name]					
[Insert 1Aa individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ab individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ac individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1B organization name]					
[Insert 1Ba individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[ASK IF THEY SAID “OTHER” IN Q4]

4p-t. You indicated that you interacted with other individuals within **[READ-IN ORGANIZATION]**, who are those individuals?

Individual

1. Individual 1
2. Individual 2
3. Individual 3
4. Individual 4
5. Individual 5

5. What was the nature of your contact with each of the following individuals from **[Read-in Organization from Q1/Q2]**? I interacted with this person on...

Please select all that apply.

[[DO NOT REQUIRE A RESPONSE & INSERT THE LIST OF INDIVIDUALS FROM Q4 OTHER THAN THE ONES THE RESPONDENT SELECTED 'NEVER' IN CONTACT WITH]:

	Day to day activities related to FYP	Creative development	Research efforts	Events	In- language marketing and outreach (including Spanish)	I provided guidance to this person.	I received guidance from this person.
[Insert 1A organization name]							
[Insert 1Aa individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ab individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ac individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p-t. [Other individual name(s) within 1A]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1B organization name]							
[Insert 1Ba individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p-t. [Other individual name(s) within 1B]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6a. Are there any other organizations not already mentioned that you or anyone in your organization had contact with about the Statewide Marketing and Outreach Effort?

Please indicate up to five organizations.

If none, choose the next button.

- Organization**
 6a1. Organization 1
 6a2. Organization 2
 6a3. Organization 3
 6a4. Organization 4

6a5. Organization 5

[ASK IF THE RESPONDENT DID FILL IN A ROW OF TEXT BOXES IN 6A ABOVE]

6b. On average, how often during the 2007 campaign season did your organization have contact with each of the following organization(s)?

Organization	Daily	Weekly	Monthly	Less than monthly, but occasionally
[Read-in 6a1]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Read-in 6a2]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Read-in 6a3]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Read-in 6a4]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Read-in 6a5]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[ASK if the respondent DID fill in a row of text boxes in 6a above]

7a-e. Within [**Read-in each organization from Q6**], who are the people that you personally had contact with?

Please indicate up to five individuals.

Individual

- 7a-e1. Individual 1
- 7a-e2. Individual 2
- 7a-e3. Individual 3
- 7a-e4. Individual 4
- 7a-e5. Individual 5

8a-e. Within [**Read-in each organization from Q6**], on average how often during the 2007 campaign season did you personally have contact with each of the following individual(s)?

Individual	Daily	Weekly	Monthly	Less than monthly, but occasionally
7a1, 7b1, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a2, 7b2, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a3, 7b3, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a4, 7b4, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a5, 7b5, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9a-e. Within **[Read-in each organization from Q6]**, what was the nature of your contact with each of the following individuals? I interacted with this person on... **[DO NOT REQUIRE RESPONSE]**

Please select all that apply.

Individual	Day to day activities related to FYP	Creative development	Research efforts	Events	In-language marketing and outreach (including Spanish)	I provide guidance to this person.	I receive guidance from this person.
7a1, 7b1, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a2, 7b2, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a3, 7b3, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a4, 7b4, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a5, 7b5, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Which of the following individuals determines the direction for the Statewide Marketing and Outreach Programs (i.e., for all three Flex Your Power Programs combined) in 2007? Please select up to five.

[LIST IN 5 COLUMNS ALL OF THE INDIVIDUALS FROM THE SAMPLE SORTED ALPHABETICALLY BY FIRST NAME]

Individuals from Sample

- a. [Insert individual name]
- b. [Insert individual name]
- c. [Insert individual name]
- d. [Insert individual name]

Other- enter in the box below

10a. Please enter the name of the other individual(s) in the box below.

L2. Social Network Analysis Organizational Questionnaire

I. Methodology

In order to provide constructive feedback to program implementers and to supplement our in-depth interviews the ODC evaluation team will use social network analysis to examine the structure of the communication networks of players involved in the implementation of the Statewide Marketing and Outreach Effort.

To conduct this research, our team has (1) identified the players in the network based on the findings from our in-depth interviews and (2) developed the following online survey to assess the interactions between individuals in the network.

The survey instrument was carefully constructed for social network analysis. It aims to measure three aspects of the social network: (1) the scope of the respondents' interactions with other key players (e.g. the individuals within in the network with whom the respondent is in contact); (2) the frequency of the respondents' interactions with the cited individuals in the network; and finally (3) the nature of the respondents' communications with each of the other players in the network.

To ensure that our network is adequately defined, respondents are given the chance to indicate whether they communicate with any others not already specified within the Statewide Marketing and Outreach social network.

The information will be collected at two levels: (1) that of the individual and (2) that of the organization as a whole. In order to collect data at the organization level, the ODC evaluation team will identify a primary contact at each organization who will report on ties for the organization as a whole. The organization contact will answer questions for both the individual actor analysis and the organization analysis to ensure their inclusion at both levels. As such, we have developed two distinct survey instruments to ensure efficiencies when surveying the organization representatives. The information collected will be used to assess whether the stated interactions map out onto the stated organizational chart developed from our in-depth interview findings, to identify the important actors in the network, and to determine which individuals are perceived by others as the leaders of the network.

Questionnaire B: Respondent is not the primary organizational contact

The following survey is part of the CPUC's process evaluation. The aim of this effort is to understand which organizations and individuals you interacted with in 2007 for the Statewide Marketing and Outreach program, Flex Your Power. By Flex Your Power, we are referring to Flex Your Power General, Rural, and Spanish TV. On average, the survey will take 10-15 minutes to complete. Thank you for your time and cooperation.

[SKIP RESPONDENT'S ORGANIZATION IN Q1-3]

1. Did you have contact with the following organizations for Flex Your Power in 2007?

	Yes (1)	No(2)
mm. Brainchild Creative	<input type="checkbox"/>	<input type="checkbox"/>
nn. California Public Utilities Commission	<input type="checkbox"/>	<input type="checkbox"/>
oo. California Public Utilities Commission-Department of Rate Payer Advocates	<input type="checkbox"/>	<input type="checkbox"/>
pp. Efficiency Partnership	<input type="checkbox"/>	<input type="checkbox"/>
qq. Fraser Communications	<input type="checkbox"/>	<input type="checkbox"/>
rr. Kobayashi Maru Group	<input type="checkbox"/>	<input type="checkbox"/>
ss. PG&E	<input type="checkbox"/>	<input type="checkbox"/>
tt. Runyon, Saltzman, and Einhorn	<input type="checkbox"/>	<input type="checkbox"/>
uu. SCE	<input type="checkbox"/>	<input type="checkbox"/>
vv. SoCal Gas	<input type="checkbox"/>	<input type="checkbox"/>
ww. SDG&E	<input type="checkbox"/>	<input type="checkbox"/>
xx. Staples Marketing	<input type="checkbox"/>	<input type="checkbox"/>
yy. Community based organizations such as Golden Umbrella or Climate Protection Campaign	<input type="checkbox"/>	<input type="checkbox"/>

[IF THE RESPONDENT HAS ALL 'NO' RESPONSES TO THE ABOVE QUESTION, THEN THANK THEM AND TERMINATE THE SURVEY]

[ASK IF THE RESPONDENT INDICATED ‘YES’ TO HAVING CONTACT WITH A COMMUNITY BASED ORGANIZATION IN Q1]

2. You mentioned that you had contact with a community based organization in 2007. Please indicate whether you have had contact with any of the organizations listed below.

	Yes (1)	No(2)
r. Amador-Tuolumne Community Action Agency	<input type="checkbox"/>	<input type="checkbox"/>
s. Climate Protection Campaign	<input type="checkbox"/>	<input type="checkbox"/>
t. Community Action Agency of Butte County	<input type="checkbox"/>	<input type="checkbox"/>
u. Community Action Partnership of Madera County	<input type="checkbox"/>	<input type="checkbox"/>
v. Community Action Partnership of Riverside County	<input type="checkbox"/>	<input type="checkbox"/>
w. Golden Umbrella	<input type="checkbox"/>	<input type="checkbox"/>
x. Kings County Community Action Agency	<input type="checkbox"/>	<input type="checkbox"/>
y. Merced County Community Action Agency	<input type="checkbox"/>	<input type="checkbox"/>
z. Partnership for Environmental Progress	<input type="checkbox"/>	<input type="checkbox"/>
aa. Plumas County Community Development Commission	<input type="checkbox"/>	<input type="checkbox"/>
bb. Power-up Nevada City	<input type="checkbox"/>	<input type="checkbox"/>
cc. Renewable Energy Development Institute	<input type="checkbox"/>	<input type="checkbox"/>
dd. Tehama County Department of Education – SERRF	<input type="checkbox"/>	<input type="checkbox"/>
ee. United Way of Indian Wells Valley	<input type="checkbox"/>	<input type="checkbox"/>
ff. Visalia Chamber of Commerce	<input type="checkbox"/>	<input type="checkbox"/>
gg. Warner Springs Community Resource Board	<input type="checkbox"/>	<input type="checkbox"/>
hh. Watsonville Family YMCA	<input type="checkbox"/>	<input type="checkbox"/>

[ASK ABOUT EVERYONE FROM RESPONDENT’S ORGANIZATION EXCEPT FOR RESPONDENT]

4. On average, how often during the 2007 campaign season did you have contact with the following individual(s) from [Read-in Organization from Q1/Q2]?

[INSERT THE LIST OF INDIVIDUALS FROM THE ORGANIZATIONS THAT THE RESPONDENT INDICATED ‘YES’ TO HAVING CONTACT WITH IN Q1 (MAIN ORGANIZATIONS) AND Q2 (COMMUNITY BASED ORGANIZATIONS)]

	Daily (4)	Weekly (3)	Monthly (2)	Less than monthly, but on occasion (1)	Never (0)
[Insert 1A organization name]					
[Insert 1Aa individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ab individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ac individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Insert 1B organization name]

[Insert 1Ba individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[ASK IF THEY SAID “OTHER” IN Q4]

4p-t. You indicated that you interacted with other individuals within [READ-IN ORGANIZATION], who are those individuals?

Individual

- 1. Individual 1
- 2. Individual 2
- 3. Individual 3
- 4. Individual 4
- 5. Individual 5

5. What was the nature of your contact with each of the following individuals from [Read-in Organization from Q1/Q2]? I interacted with this person on...

Please select all that apply.

[[DO NOT REQUIRE A RESPONSE & INSERT THE LIST OF INDIVIDUALS FROM Q4 OTHER THAN THE ONES THE RESPONDENT SELECTED ‘NEVER’ IN CONTACT WITH]:

	Day to day activities related to FYP	Creative development	Research efforts	Events	In- language marketing and outreach (including Spanish)	I provided guidance to this person.	I received guidance from this person.
[Insert 1A organization name]							
[Insert 1Aa individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ab individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1Ac individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p-t. [Other individual name(s) within 1A]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
[Insert 1B organization name]							
[Insert 1Ba individual name]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p-t. [Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

individual
name(s) within
1B]

6a. Are there any other organizations not already mentioned that you had contact with about the Statewide Marketing and Outreach Effort?

Please indicate up to five organizations.

If none, choose the next button.

Organization

- 6a1. Organization 1
- 6a2. Organization 2
- 6a3. Organization 3
- 6a4. Organization 4
- 6a5. Organization 5

[ASK if the respondent DID fill in a row of text boxes in 6a above]

7a-e. Within [**Read-in each organization from Q6**], who are the people that you had contact with?

Please indicate up to five individuals.

Individual

- 7a-e1. Individual 1
- 7a-e2. Individual 2
- 7a-e3. Individual 3
- 7a-e4. Individual 4
- 7a-e5. Individual 5

8a-e. Within [**Read-in each organization from Q6**], on average, how often during the 2007 campaign season did you have contact with each of the following individual(s)?

Individual	Daily	Weekly	Monthly	Less than monthly, but occasionally
7a1, 7b1, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a2, 7b2, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a3, 7b3, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a4, 7b4, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a5, 7b5, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9a-e. Within **[Read-in each organization from Q6]**, what was the nature of your contact with each of the following individuals? I interacted with this person on... **[DO NOT REQUIRE RESPONSE]**

Please select all that apply.

Individual	Day to day activities related to FYP	Creative development	Research efforts	Events	In-language marketing and outreach (including Spanish)	I provide guidance to this person.	I receive guidance from this person.
7a1, 7b1, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a2, 7b2, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a3, 7b3, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a4, 7b4, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7a5, 7b5, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Which of the following individuals determines the direction for the Statewide Marketing and Outreach Programs (i.e., for all three Flex Your Power Programs combined) in 2007? Please select up to five.

[LIST IN 5 COLUMNS ALL OF THE INDIVIDUALS FROM THE SAMPLE SORTED ALPHABETICALLY BY FIRST NAME]

Individuals from Sample

- a. [Insert individual name]
- b. [Insert individual name]
- c. [Insert individual name]
- d. [Insert individual name]

Other- enter in the box below

10a. Please enter the name of the other individual(s) in the box below.

APPENDIX M. SAMPLE INFORMATION AND DEMOGRAPHICS

The large majority of the respondents in our survey reported being involved in household decision making, both related to energy use and in general. For instance, 86% of Statewide respondents reported they were involved in making decisions about energy use in their home.

We asked respondents about their familiarity with CFLs, and to distinguish between respondents who were vaguely aware of them from those who knew them well, we asked them to indicate their level of familiarity (very, somewhat, slightly and not at all). We define familiar here as being “very” or “somewhat” familiar. Familiarity with CFLs is very high. Eighty-five percent of Statewide respondents reported being familiar with them. Further, almost 7 out of 10 Statewide respondents expressed a strong likelihood of purchasing them in future (a 6 or 7 on a scale of 1 to 7 where 1 is “very unlikely” and 7 is “very likely”). In contrast, over 8 out of 10 Statewide respondents expressed a strong likelihood of purchasing an ENERGY STAR or energy efficient appliance in future. We also asked respondents about their understanding of air conditioners, furnaces, and water heaters available for purchase. The majority agreed that “most air conditioners, furnaces, and water heaters are energy efficient and easy to find”; more so in the Rural sample than the Statewide sample.

The average number of hours per week respondents spent watching TV was 18.2 in the Statewide sample, and 15.5 in the Rural sample. Average hours spent surfing the internet was similarly high at 19.1 in the Statewide sample and 17.6 in the Rural sample.

Table 80: Other Sample Information

Involvement in Household Decision Making Activities I am involved in...	Statewide n= 320	Rural n=203
Making decisions about energy use in my home	86%	87%
Reviewing and/or paying my monthly electric and natural gas bill	85%	82%
Calling my utility company when there is a problem	83%	78%
Making decisions about buying new appliances or making improvements to my home	82%	85%
None of the above	4%	5%
Respondents Who Express Strong Belief in Global Warming (a response of 6 or 7 on a scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)¹⁷⁸	Statewide n=320	Rural n=203
I believe that global warming is occurring.	67%*	58%
I believe my actions have an influence on global warming and climate change.	49%	51%

¹⁷⁸ We computed Cronbach’s alpha for these psychographic variables. Cronbach’s alpha was high at 0.84, suggesting the three variables are measures of the same construct.

My actions to reduce the effects of global warming and climate change in my community will encourage others in my community to take action.	29%	30%
Opinions on the efficacy Statement: “The actions of one individual have the potential to stop or slow down global warming”	Statewide n=320	Rural n=203
Percentage Who Agreed with the Efficacy Statement ¹⁷⁹	66%	60%
Reason(s) for Agreement with the Efficacy Statement (multiple response)¹⁸⁰	Statewide n=210	Rural n=122
One person can influence others	32%	29%
Every effort adds something	22%	28%
If everyone does something it adds up	21%	18%
Change behavior/actions (i.e.: drive less, update homes, use CFLs, recycle)	6%	6%
Has to start somewhere/ need to try	3%	4%
Starts with one person	3%	5%
(Other)	13% ¹⁸¹	7%
Don't know/Refused	2%	3%
Less energy will be generated	-	2%
Need to be responsible	-	1%
Reason(s) for Disagreement with the Efficacy Statement (multiple response)¹⁸²	Statewide n=71	Rural n=48
Only combined efforts make a difference	48%	44%
Don't believe in global warming	19%	20%
The earth is going through natural climate change/is not a result of humans	16%	23%
(Other)	16% ¹⁸³	13%
Familiarity With CFLs/EE Appliances and Likelihood of Future Purchase	Statewide n=320	Rural n=203
Familiarity with CFLs (a response of “very” or “somewhat” familiar)	84%	89%
Percentage Who Express Strong Likelihood to Purchase CFLs in future (a response of 6 or 7 on a scale of 1 to 7, where 1 is “very unlikely” and 7 is “very likely”)	69%	65%
Understanding of Availability of EE Air Conditioners, Furnaces, and Water Heaters		
None are energy efficient	-	2%
Some are, but they are hard to find	18%*	12%
Most are and are easy to find	62%	71%*
All are	6%	7%
Don't know	13%*	8%
Respondents Who Responded “Yes” to Purchasing a New Appliance in the Next Year ¹⁸⁴	27%	27%
Likelihood of Purchasing EE Appliances	Statewide n=85	Rural n=55
Percentage Who Express a Strong Likelihood of Purchasing an ENERGY STAR or energy efficient appliance (a response of 6 or 7 on a scale of 1 to 7, where 1 is “very unlikely” and 7 is “very likely”) ¹⁸⁵	83%	81%

¹⁷⁹ The Don't Know is 12% for statewide and 16% for rural.

¹⁸⁰ This question was only asked of those respondents who agreed with the efficacy statement.

¹⁸¹ Breaking these responses down further was not done as it would result in small, different sub-categories.

¹⁸² This question was only asked of those respondents who agreed with the efficacy statement.

¹⁸³ Breaking these responses down further was not done as it would result in small, different sub-categories.

¹⁸⁴ The “Don't know” is 21% for Statewide and 25% for Rural.

¹⁸⁵ This question was asked only of those who said they would purchase a new appliance in the next year.

Media Habits	Statewide n=320	Rural n=203
Hours Per Week Spent Watching TV		
0-5	17%	17%
6-10	22%	30% *
11-15	14%	17%
16-20	19%	13%
21+	27%	20%
Don't know/Refused	1%	2%
Mean	18.2*	15.5
Hours Per Week Spent Surfing the Internet		
0-5	18%	23%
6-10	21%	26%
11-15	14% *	8%
16-20	18%	21%
21+	28%	22%
Mean	19.1	17.6
Hours Per Week Listening to Radio		
0-5	64% *	56%
6-10	18%	26% *
11-15	5%	5%
16-20	4%	7%
21+	9%	6%
Mean	7.8	8.1
Frequency of Newspaper Readership		
Every day	30%	34%
Four to six times per week	7%	10%
One to three times per week	24% *	17%
Less than once a week	28%	25%
Never	12%	15%

*Indicates a statistically significant difference between the comparison groups at the 90% confidence interval level.

Demographic information of the survey participants gives us a context for our findings. In general, Statewide and Rural respondents are similar demographically (though with some differences in age, income, and race). We discuss the statewide sample only below.

The majority of participants were homeowners. Fifty-seven percent of statewide respondents own their home, while 43% rent. The percentage of owners in our survey is similar to the percentage of owners in California (58%, 2006 census).

Sixty-nine percent of participants were aged 25-64. This percentage is higher than among the general population in California (52%, 2006 census). The difference can be explained by our screening out of respondents younger than 18 years old.

More than 9 out of 10 respondents in our survey attended at least some college.

Twelve percent of respondents in our survey were Spanish, Hispanic or Latino. This percentage is lower than among the general population in California (36% in 2006). We do not, however, expect these percentages to match. In this effort, we screened ethnic-identified persons for speaking English as the primary language; while the Census data is on the general population, regardless of the primary language spoken at home.

Table 81: Demographics of Respondents¹⁸⁶

Gender	Statewide n=317	Rural n=203	California N=36,457,549
Female	50%	49%	50%
Male	50%	51%	50%
Age	Statewide n=320	Rural n=203	California N=36,457,549
Less than 18 years old	-	-	
18-24	14%*	7%	
25-34	16%	32%*	
35-44	24%*	17%	
45-54	19%	18%	
55-64	11%*	6%	
65+	16%	20%	
Employment status	Statewide n=320	Rural n=203	California
Full-time	45%	47%	
Part-time	10%	11%	
Self-employed full-time	2%	2%	
Self-employed part-time	3%	2%	
Homemaker	7%	12%*	
Retired	21%	22%	
Seeking employment	3%	2%	
Full-time student	9%*	3%	
Highest Level of Education	Statewide n=320	Rural n=201	California N=36,457,549
Some high school	1%	-	
High school graduate or equivalent (GED)	6%	10%	
Some College	40%	38%	
College graduate degree	30%	24%	

¹⁸⁶ The Census data provided here were taken from: 1) the US Census Bureau, Population Estimates Program: July 1, 2006 & 2) the 2006 American Community Survey. 2006 was the most recent year for which the statistics were available. The data was taken from American Fact Finder Census Bureau website: <http://factfinder.census.gov/>.

Some graduate school	6%	9%	
Graduate degree	15%	15%	
Other	1%	3%	
Income	Statewide n=318	Rural n=203	California N=36,457,549
Less than \$20,000 per year	13%*	7%	Not a listed category
\$20-49,999	30%	25%	Not a listed category
\$0-49,999 ¹⁸⁷	43%	32%	44%
\$50-74,999	22%	30%*	18%
\$75-99,999	14%	19%	13%
\$100-149,999	9%	11%	14%
\$150-199,999	7%*	3%	5%
\$200+	3%	3%	5%
Don't know	3%	1%	Not a listed category
Spanish/Hispanic/Latino	Statewide n=320	Rural n=203	California N=36,457,549
Yes	12%	13%	36%
No	87%	87%	64%
Don't know	1%	-	Not a listed category
Race (multiple response)	Statewide n=320	Rural n=203	California N=36,457,549
White	84%	90%*	
Black or African American	7%*	2%	
Hispanic	3%	3%	
Asian	3%	1%	
American Indian or Alaska Native	2%	1%	
Mexican	2%	2%	
Chinese	1%	-	
Other	1%	2%	
Don't know	1%	-	
Location	Statewide n=319	Rural n=203	
Los Angeles	44%*	31%	
San Francisco	25%*	12%	
Sacramento	12%	20%*	
Fresno	4%	9%*	
San Diego	11%	17%*	
Orange County	1%	-	
Other	4%	11%* ¹⁸⁸	
Rent vs. Own	Statewide n=320	Rural n=203	California N=36,457,549
Own	57%	61%	58%
Rent	43%	39%	42%
Urban vs. Rural	Statewide n=320	Rural n=203	California N=36,457,549
Urban	90%	-	
Rural	10%	100%*	

¹⁸⁷ The categories "Less than 20,000" per year and "20,000-49,999" were combined here, as Census data for these categories individually was not available.

¹⁸⁸ Breaking these responses down further was not done as it would result in small, different sub-categories.

M1. Reactions to Individual Advertisements

Table 82: Reactions to Advertisements: Mean Level of Agreement
(Scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)

The advertisement is...	Statewide Campaign		Rural Campaign	
	TV (n=640)	Radio (n=320)	Radio (n=608)	Newspaper (n=509)
Educational	5.3 ^{*2}	5.1	5.4 ^{*2, *4}	5.0
Believable	5.2	5.1	5.2 ^{*4}	4.9
Persuasive	4.9	4.8	4.9 ^{*4}	4.6
Empowering	4.8	4.7	4.7 ^{*4}	4.5
Something I'd tell my friends about	4.4 ^{*2}	4.1	4.2	4.2
Shocking	3.6	3.6 ^{*3}	2.9	2.9
Depressing	3.4	3.7 ^{*3, *}	2.5	2.5
Manipulative	3.1	3.5 ^{*3, *}	3.0	3.1
Unclear	2.4	2.7 ^{*3, *}	2.3	2.4 ^{*3}

* Indicates a statistically significance difference from Statewide TV at the 90% confidence level.

*² Indicates a statistically significance difference from Statewide Radio at the 90% confidence level.

*³ Indicates a statistically significance difference from Rural Radio at the 90% confidence level.

*⁴ Indicates a statistically significance difference from Rural Newspaper at the 90% confidence level.

Table 83: Reactions to Advertisements: Mean Level of Agreement
(Scale of 1 to 7, where 1 is strongly disagree and 7 is strongly agree)

	Something I'd tell my friends about	Manipulative	Persuasive	Empowering	Educational	Depressing	Believable	Shocking	Unclear
Lighting :10 (6035) (Lighting TV)	4.9	3.0	5.2	4.9	5.6	3.1	5.4	3.7	2.4
California :30 (6026) (Lighting TV)	4.6	3.0	5.2	5.1	5.5	3.2	5.4	3.3	2.1
Climate :30 (6027) (Cooling TV)	4.4	3.5	4.7	4.6	5.1	4.0	5.1	4.1	2.7
Cooling :10 (6034) (Cooling TV)	4.3	2.8	4.7	4.7	5.2	2.5	5.0	3.3	2.3
SOUT2834 Changing Dimmers 60 (Lighting Radio)	4.3	3.0	5.0	4.8	5.6	2.6	5.2	3.0	2.2
SOUT2833 Changing Lights (Lighting Radio)	4.3	3.1	5.3	4.9	5.5	2.8	5.5	3.2	2.3
MIX_14375_CanChanging_60R (Cooling Radio)	4.3	2.9	5.0	4.7	5.4	2.9	5.2	3.2	2.4
MIX_14560_RSE_CPU (60s & 30s) (Heating Radio)	4.3	3.0	4.8	4.8	5.4	2.2	5.1	2.7	2.2
Winter Legacy (6059 & 6061) (Heating Radio)	4.2	3.2	4.7	4.9	5.3	3.2	5.1	3.4	2.5
lighting_dimmers_print (Lighting Print)	4.2	3.1	4.7	4.4	5.1	2.5	5.0	2.9	2.3
cooling_temp_print (Cooling Print)	4.2	2.9	4.6	4.6	5.0	2.5	4.7	2.8	2.6
cooling_ac_print (Cooling Print)	4.2	3.2	4.7	4.4	4.9	2.6	4.8	3.0	2.4
heating_thermostat_7.5x9.5 (Heating Print)	4.2	3.1	4.7	4.6	5.0	2.5	4.9	2.8	2.3
Future Imperfect (6032 & 6033) (Cooling Radio)	4.1	3.8	4.8	4.5	4.9	4.4	5.0	4.0	3.0
SOUT2832 Small Change Lights 30 (Lighting Radio)	4.1	3.2	4.7	4.4	5.2	2.5	5.1	2.9	2.3
MIX_14375_LittleChange_30R (Cooling Radio)	4.1	2.9	4.5	4.4	5.0	2.2	5.0	2.5	2.2
heating_comp_3 (Heating Print)	4.1	3.0	4.6	4.3	5.0	2.6	4.9	2.9	2.6
Drought :30 (6028) (Lighting TV)	4.0	3.4	4.8	4.7	5.1	3.9	5.1	3.6	2.4
Floods :30 (6029) (Cooling TV)	4.0	3.2	4.9	4.6	5.1	3.9	5.0	3.7	3.7
Positive Legacy (6030 & 6031) (Cooling Radio)	3.9	3.4	4.9	4.8	4.9	3.7	5.2	3.2	2.7

APPENDIX N. SPANISH TO ENGLISH TRANSLATION OF TWO PRINT ADVERTISEMENTS

Advertisement with CFL bulb and glacier images.

If you changed your light bulbs, could it change the climate?

If you changed the type of light bulbs you use in your home, could it change the world's climate? If every home in California replaced five regular light bulbs with compact fluorescent lights, it would remove 2 million tons of CO₂ from the air. This is equivalent to taking 400,000 cars off the highways. The truth is, small changes like these can have a major impact on global warming for future generations. To learn more, visit our website or call today.

Call 1-866-431-FLEX or visit us at www.fypower.org

Advertisement with a child sitting behind a window.

Do you see hope for the future in their eyes? Many of us came to live in the United States for our children. We have made sacrifices, we have two jobs, and we have even missed vacations so they could have a better future and better life. But global warming puts all we have worked for in jeopardy. It causes weather changes, like droughts that can raise fruit and vegetable prices. It also causes severe storms that can raise the cost of living and impact us at our jobs. There is no doubt that global warming can harm our children's futures.

But it does not have to be like that. The fight against global warming starts at home. If we all work together, small steps can make a big difference. For example, if we all replace 5 incandescent light bulbs with energy saving compact fluorescent bulbs, it would be like taking 400,000 cars off the highway.

It is very important that we act NOW. Our children are our future--we are their future. You can find many more ideas for saving energy like information on reimbursement and energy efficient products at **FlexYourPower.org**. By preventing global warming now, our children can expect a better tomorrow.

APPENDIX O. TOP 25 SEARCH WORDS LEADING TO FYP REFERRALS BY SEARCH ENGINE

Google			Yahoo			MSN			Windows Live			AOL		
Rank	Phrase	Searches	Rank	Phrase	Searches	Rank	Phrase	Searches	Rank	Phrase	Searches	Rank	Phrase	Searches
1	flex your power	10,997	1	flex your power	1,771	1	flex your power	645	1	guides	2,112	1	pg	71
2	energy saving tips	2,885	2	flexyourpower.org	529	2	sanbernardinocounty	331	2	glossary	2,020	2	sanbernardinocounty	50
3	pg	2,566	3	energy saving tips	267	3	energy efficient homes	218	3	energy	1,680	3	flex your power	39
4	laundromats	1,394	4	flexyourpower.com	239	4	flexyourpower.org	159	4	power	220	4	energy saving tips	38
5	flexyourpower.org	1,134	5	lowe's home improvement	230	5	autoclub of southern california	158	5	flex your power	119	5	laundromats	29
6	flex alert	1,128	6	flexyourpower	200	6	energy saving tips	126	6	water	96	6	flexyourpower.org	22
7	flexyourpower	787	7	energy conservation	169	7	flex power	99	7	california	72	7	mission foods	17
8	mission foods	718	8	lowe's home improvement warehouse	158	8	www.flexyourpower.com	97	8	building	38	8	www.flexyourpower.org	15
9	pge rebates	659	9	tips to lower your electric bill	148	9	kingscounty	97	9	lighting	37	9	www.vsfcd.com	14
10	power challenge	637	10	www.flexyourpower.com	146	10	flexyourpower	91	10	office	34	10	cityofazusa	14
11	commercial washer	503	11	www.flexyourpower.org	144	11	redondobeach	79	11	electric	33	11	global warming	13
12	flex power	463	12	mail_candygram	141	12	flexyourpower.com	78	12	subsystem	33	12	energy star	11
13	international energy outlook 2006	436	13	flex your power.org	122	13	construction checklist	68	13	descuentos	31	13	cityofnapa.org	11
14	sdg	432	14	pg	119	14	automobile club of southern california	68	14	flexyourpower.org	31	14	cityofchulavista	11
15	programmable thermostat	427	15	flex alert	116	15	cityof pasadena	64	15	flexyourpower	27	15	commercial washer	10
16	best central air conditioner	417	16	www.fypower.org	114	16	ernest	64	16	electricidad	25	16	www.irs.gov	10
17	flex	335	17	fypower.org	107	17	automobile club of southern ca	63	17	www.flexyourpower.com	22	17	energy star rebates	10
18	water heaters	323	18	construction checklist	102	18	philips lighting company	57	18	equipment	21	18	flex your power.org	9
19	what is global warming	320	19	cogeneration	90	19	pg	53	19	www.flexyourpower.org	21	19	www.flexyourpower.org	9
20	cogeneration	312	20	flex power	88	20	otaywaterdistrict	50	20	energy saving tips	20	20	flexyourpower	9
21	commercial led lighting	307	21	city of visalia	88	21	agricultural grants	50	21	roofs	20	21	flexyourpower.com	9
22	water heater	298	22	power flex	86	22	fypower.org	48	22	demand	20	22	cityoffremont	9
23	Best central air conditioners	288	23	build a new home	74	23	ernest and julio gallo	46	23	khong	17	23	sce rebates	9
24	Construction checklist	271	24	flex your power california	70	24	neutrogena corp	44	24	flex alert	16	24	low flow shower heads	9
25	Energy star rebates	268	25	city of atascadero	64	25	central air conditioners	43	25	flexyourpower.com	14	25	cityandcountyofsan francisco	8

APPENDIX P. SUMMARY OF SWM&O MEETINGS AND PRESENTATIONS.

The table in this appendix outlines the presentations that the ODC evaluation team received prior to the process evaluation. The tables also indicate meetings at which these presentations were given. The latter piece of information was provided through our team's in-depth interviews and may not reflect actual events due to difficulty recalling presentation dates. In addition, the absence of a presentation at a meeting by a program implementer may be due to the scope of the data provided and not indicative of a lack of representation.

Table 84. Statewide Marketing and Outreach Meetings/Presentations

Meeting	Organization	Presentation Name	Topics Covered
M&O Programs May 15 th and 16 th , 2006 Marketing PAGette	Southern California Edison with support from IOUs and SW	2006 Integrated Statewide Marketing and Outreach Plan	<ul style="list-style-type: none"> • Introduction of the Integrated Campaign • Goals and Measurements • Campaign Approach • Strategy • Target Audience, Tone, Tactical Campaign Rationale, Media Mix Calendar • Evaluation and Measurement Tools • SCE, PG&E, SoCal Gas, SDG&E, EP, Staples, RS&E, and Energy Star Plans
July 13 th , 2006 Marketing PAGette	Staples Marketing	UTEEM 2006- 2008 Marketing Plan	<ul style="list-style-type: none"> • Target Market, Communication Channels, Goals, Program Objectives • Hispanic Target Market Profile • 2006 Message Pre-testing Results • Univision Station Viewer Profiles • Special Events Lists for 2006
	Efficiency Partnership	2006 Marketing and Outreach Campaign	<ul style="list-style-type: none"> • Integrated Campaign Approach • Campaign Overview including: goals, strategy and overview by sector • Summary of Qualitative and Quantitative Research

Meeting	Organization	Presentation Name	Topics Covered
	Runyon, Saltzman, & Einhorn	Reaching the Hard-to-Reach	<ul style="list-style-type: none"> • Advertisement Strategies • Media Buy Overview and Partnerships • Strategy to target Hard-to-Reach Rural Californians • Target Audience • Creative Testing Results • Advertising Approach • Creative Execution of Print and Radio • Paid Media Approach • Community Outreach Activities
October 2006, Director's Planning Springboard	Efficiency Partnership	2007 Marketing and Outreach Campaign	<ul style="list-style-type: none"> • Statewide Marketing and Outreach Strategies • Pre and Post Advertising Study Results • 2007 Planning and Strategy for General Audience • Plans to Increase Message Urgency and Salience • Global Warming Theme • Residential Target Segments • Micro-Market Selection and Campaign Timing • Media Buys Strategy • Media Partnerships • Online Buys
May 15 th , 2007 Marketing PAGette	Efficiency Partnership	Flex Your Power Research Overview, Global Warming	<ul style="list-style-type: none"> • Global Warming Awareness and Understanding • Seriousness of Global Warming • Familiarity with Global Warming • Urgency to Act • Strength of Link Between Global Warming and Household Actions • Barriers to Action • Sources of Information on Global Warming • Motivating Statement

Meeting	Organization	Presentation Name	Topics Covered
			Assessment on Global Warming <ul style="list-style-type: none"> • Global Warming/Conservation Assessments
	Efficiency Partnership	Flex Your Power Advertising Impact Study 2006	<ul style="list-style-type: none"> • Identified and developed consumer segmentation • Found the FYP campaign to raise awareness by approximately 10% from pre/post campaign • Found FYP campaign to motivate behavior changes and the adoption of energy efficiency measures
Marketing PAGette, May 15 th 2007	Staples Marketing	2006-2008 UTEEM Marketing Plan (2007)	<ul style="list-style-type: none"> • Campaign Overview • Objectives • UTEEM Special Events • Strategy and Outreach • Marketing Investment • Media Buys Summary • Added Value • Campaign Schedule • Message Testing
December 4, 2007	SCE	Statewide/IOU Marketing Meeting	<ul style="list-style-type: none"> • Communications Strategy • Campaign Overview • Residential Goals, Research, and Messaging • Pre-Advertising Study Highlights • Post-Advertising Study Highlights • 2006 Media Summary • General Market Media Buy Overview • General Market Media Strategies, Ads • Ethnic Target Audience • Ethnic Buy Summary • Online Media

Meeting	Organization	Presentation Name	Topics Covered
			<ul style="list-style-type: none"> • New Opportunities • Integrated Campaign Planning
February 26 th	SCE	SWM&O & IOU Strategic Planning Meeting	<ul style="list-style-type: none"> • Review of 2007 Campaign • Discussion of promoted Measures for 2008 • Campaign Timing • IOU DSM/SWM&O Marketing Synergies • Campaign tone and messaging themes
March 18 th , 2008	All	2008 Integrated Statewide/IOU FYP Campaign	<ul style="list-style-type: none"> • Presentation of SWM&O Campaign Plan for 2008 <ul style="list-style-type: none"> ○ Target Audience ○ Promoted Measures ○ Campaign Timing ○ Segmentation ○ Tracking Study results