

**PACIFIC GAS AND ELECTRIC COMPANY
2014 General Rate Case Phase I
Application 12-11-009
Data Response**

PG&E Data Request No.:	GreenliningInstitute_001-08		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q08		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 15, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 8

On page 1-3 of Exhibit 5 (Customer Care), PG&E states that it will “also develop more self-service options for those who prefer to use technology to conduct business.”

- a. Is PG&E developing any self-service options that are available for limited English-proficient customers?
- b. Will PG&E make the self-service options accessible to customers who do not have internet access?

ANSWER 8

- a. PG&E has web self-service primarily in English with FAQ pages in Spanish and Chinese. Other social media is only in English
- b. Currently PG&E provides self service for its customers in the phone channel primarily in English and Spanish. However, PG&E’s CARE program information is available in English, Spanish, Chinese, Mandarin and Tagalog.

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PG&E Data Request No.:	GreenliningInstitute_001-10		
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PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 10

On page 1-2 of Exhibit 5 (Customer Care), PG&E states that it remains committed to helping customers manage their utility bills through economically challenging times “providing flexible payment options and educating customers on PG&E’s financial assistance programs.” Please explain what types of flexible payment options are provided.

- a. Please explain how PG&E determines which customers need assistance with payment options.
- b. Please explain how PG&E determines which customers need education about financial assistance programs.
- c. What forums does PG&E use to provide the education about these programs?
- d. Is this education conducted in languages other than English? If so, which languages are provided? What criteria does PG&E use to choose languages in which to provide education and any related material?

ANSWER 10

PG&E provides the following payment related programs and flexible payment options:

Payment Arrangements: Payment arrangements allow customers experiencing payment difficulty additional time to pay their bill. A minimum of 3 months is offered to all eligible customers, and payment installments of up to 12 months may be granted depending on the customer’s situation.

Balanced Payment Program: Customers can elect to participate in this program which averages the monthly payment amount based on average energy use over the last 12 months, to allow customers to budget energy costs and eliminate big swings in

payments. Customers will usually pay the same amount every month which can help during extreme-weather months.

Bill Guaranty: An alternative for customers to avoid posting a cash deposit to secure their account by having another qualifying PG&E customer co-sign on their behalf.

Automatic Payment Service: Payments to PG&E are automatically deducted from customer's bank account, avoiding the need for customers to submit a mailed check or go into a Local Office or Neighborhood Payment Center to make a payment.

Third Party Notification: Allows customers incurring illness, financial hardship, or other reasons to designate a third party for PG&E to notify in the event the originating customer receives a late notice. The notified party is not responsible for the bill, but can assist the customer in contacting PG&E to help resolve the issue.

- a. PG&E Customer Service Representatives (CSRs) are trained and expected to educate and inform customers of payment options based upon the customer's situation. If the customer is requesting a payment arrangement, then the CSR will also notify the customer about additional programs such as California Alternate Rates for Energy Program (CARE), Family Electric Rate Assistance (FERA) Medical Baseline, Relief for Energy Assistance through Community Help (REACH) and Low Income Home Energy Assistance Program (LIHEAP).

Non-CARE Residential customers receiving a 15-Day Notice are provided a CARE application as an insert with the notice.

Residential customers receiving a 48-Hour Notice also receive a Breathe Easy Solutions™ brochure which provides information about the following: Energy Savings Assistance Program, CARE, FERA, REACH, HEAP, Medical Baseline, Third-Party Notification, Energy Efficiency Rebates, Automatic Payment Service, Balanced Payment Plan, Bill Guaranty, Payment Arrangement, Cooling Centers, SmartAC™, and SmartMeter™.

- b. PG&E Customer Service Representatives (CSRs) are trained and expected to educate and inform customers of available financial assistance programs based upon the customer's situation.
- c. In addition to CSR communication with customers, Breathe Easy Solutions (BES) brochures are inserted in all 48-Hour Notices. CARE applications are inserted in 15-Day notices of customers who are not enrolled in the program. Customers can also

contact PG&E by phone, social media networks, or visit a Local Office to learn more about these programs, as well as by visiting www.pge.com.

- d. CARE and FERA applications are available in English, Chinese, English Large Print, Spanish, and Vietnamese. The APS application and Breathe Easy Solutions™ brochure are available in English and Spanish. Balanced Payment Program literature is available in English, Chinese, Spanish, and Vietnamese. The Medical Baseline Application is available in English, Chinese, and Spanish.

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PG&E Data Request No.:	GreenliningInstitute_001-12		
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PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 12

On page 1-6 of Exhibit 5 (Customer Care), PG&E explains that “Customer Care employees handle an extraordinary number of interactions with customers during all phases of the customer relationship.” If the information is available, please provide the breakdown of topics discussed by customers.

- a. Were any of the calls related to concerns about affordability? If so, how many? What is the process for addressing the issues of these customers?
- b. Were any of the calls related to small or medium business concerns? If so, how many? What is the process for addressing the issues of these customers?

ANSWER 12

Below is a breakdown of topics discussed by customers:

Call Type	Description
CancelRebill	CSR Issued a Cancel/Rebill case
EnergyCost	Energy Cost Inquiry
FAFOKnwn	CSR issued a field activity on a known address
FAFOUnkwn	CSR issued a field activity on an unknown address
Outage	CSR accessed the Outage information for the address
PaymentResearch	CSR issued a payment research case
PayPlan	CSR accessed the Pay Plan script in CC&B
Start/Stop	CSR access the Start/Stop service script in CC&B
TreeTrim	CSR issued a case to the Tree Trimming department

- a. PG&E does not have a standard category of calls identified as “affordability.” However, PG&E’s CSRs will discuss Pay Plans with customers who call with affordability concerns. Contact Centers handled approximately 805,354 Pay Plan calls in 2011. General pay plans are handled by general Customer Service Representatives who have received training regarding pay plan guidelines. This is

documented in several different articles tied to the Pay Plan Master Guide in the General Reference document used by CSRs.

- b. The affordability/ Pay Plan calls received by PG&E's CSRs include both residential and business calls. PG&E does not separately breakout residential calls by call type, or business calls by call type. All Commercial/Industrial/Agricultural (CIA) calls including pay plan related calls are handled by the Agricultural Service Center (ASC) and Business Customer Service Center (BCSC) representatives who have received specialized training for commercial customers and the needs of this customer base. There is a specialized guide in General Reference that is utilized by these representatives. The BCSC representatives handled a total of 790,471 calls in 2011.

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PG&E Data Request No.:	GreenliningInstitute_001-13		
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PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 13

On page 1-6 of Exhibit 5 (Customer Care), PG&E states that its Customer Care organization “answered more than 18 million calls from customers in 88 languages.” Please provide a breakdown of how many calls the Customer Care Organization received in each language other than English.

- a. Are the calls from limited English-proficient customers handled directly by bilingual Contact Center workers? If not, who handles those calls?
- b. Does PG&E recruit Customer Care workers based on the quantity of calls received in a particular language other than English?

ANSWER 13

In 2011, PG&E handled 575,567 Spanish calls without the assistance of an interpreter and 177,412 calls in languages other than English with the assistance of interpreters for a total of 752,979 calls handled in languages other than English.

Please refer to Attachment 01 “GRC2014-Ph-I_DR_GreenliningInstitute_001-Q13Atch01” for vendor assisted calls in languages other than English (LLS & LSA Combined Language Totals 2011).

- a. All of the calls from limited English-proficient customers are handled directly by Contact Center workers. For calls in languages other than English, a third party vendor (Language Line Services (LLS) and Language Service Associates (LSA)) may be contacted and an interpreter would assist with translation if a bilingual PG&E Contact Center representative is not available.
- b. PG&E does not currently recruit (Contact Center) Customer Care workers based on the quantity of calls received in a particular language other than English.

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PG&E Data Request No.:	GreenliningInstitute_001-14		
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PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 14

On page 1-8 of Exhibit 5 (Customer Care), PG&E indicates it will prioritize its work based on, among other things, “priorities established by [its] customers.” Please explain how PG&E will determine its customers’ priorities.

- a. Will surveys or focus groups be conducted to allow customers to provide feedback? If so, how will customers be surveyed or contacted?
- b. If surveys are conducted, will surveys be provided in a variety of platforms (online, via phone)? Which customers will be surveyed? Will surveys be provided in languages other than English?
- c. If surveys, workshops or focus groups are not conducted, how will PG&E determine its customers’ Customer Care priorities?

ANSWER 14

- a. In addition to the efforts outlined in the response to question 15, PG&E uses a variety of surveys to obtain customer feedback. This feedback is then used to determine where PG&E is not meeting its customers’ commitments and priorities. An after call survey is used for customers calling the contact centers. An automated IVR outcall survey is used for a sampling of customers using PG&E’s customer service offices and those that have had a field visit by a PG&E representative. In certain areas, phone interviews are conducted with a sample of customers that cover SmartRate™, California Alternate Rate Energy (CARE), appliance recycling, and other programs.
- b. See response to section a above for the platforms provided and the customers surveyed. Automated surveys are usually offered in both English and Spanish.
- c. See response to section a above.

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PG&E Data Request No.:	GreenliningInstitute_001-15a,b		
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PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 15

On page 1-10 of Exhibit 5 (Customer Care), PG&E states that it seeks to “engage [its] customers in discussions regarding the gas and electric safety and reliability work going on in their communities so that they have a clear understanding of the safety measures [PG&E is] taking, the necessity of the work, and the potential impact on their neighborhood.” To accomplish this, the Customer Care testimony states it is “committed to expanding [its] communications and involvement in this area.” Please explain how PG&E intends to expand communications in this area.

- a. How does PG&E plan to expand communications in the area of electrical safety and reliability? Will surveys be conducted?
- b. Which customers, if any, will PG&E ask to participate in the assessment?
- c. Will any of the public safety outreach and education initiatives led by the Safety Committee, mentioned on page 1-10, be tailored for limited English-proficient customers? If so, please explain how.
- d. What steps will PG&E take to ensure limited English-proficient customers are engaged in providing input into PG&E’s Key Safety Initiatives?
- e. Will any of the Key Safety Initiatives led by the Safety Committee, mentioned on page 1-10, be tailored for small and medium business customers? If so, please explain how the Safety Committee will tailor the Key Safety Initiatives program for small and medium business customers.

ANSWER 15

- a. PG&E’s plans to expand in the area of electric and gas safety and reliability outreach are provided in PG&E’s testimony on p. 7-26 lines 1 -26. PG&E has also attached the excerpt below.

Improvements

PG&E plans to expand community-oriented and local outreach that will focus on general gas and electric safety awareness and education. This work may also be coordinated with proactive communications focused on electric and gas transmission and distribution upgrades that may impact customers. However, the activities discussed in this section are separate and distinct from customer outreach activities associated with utility infrastructure upgrade projects, which are charged to the operational lines of business. The electric and gas safety awareness and education activities discussed in this chapter are focused on seasonal preparedness messages and broad customer outreach that are not focused on a specific project. PG&E plans to focus electric and gas safety and reliability outreach efforts in schools, community events and other customer interactions in the field in order to increase general understanding of electric and gas utility safety practices. PG&E also plans a mix of broad and targeted local outreach seasonally which will provide safety-related information to customers who live in areas that may be susceptible to potentially hazardous weather-related reliability issues. The 2014 forecasted cost of \$5.4 million includes content development and updates to educational materials and online content (see WP 7-45, line 5 and WP 7-46). A summary of electric and gas safety and reliability activities along with forecasted 2014 expenses are outlined in Table 7-4. This is considered a new type of cost and there are no recorded costs for the outlined activities (see WPs 7-28 to 7-31).

PG&E also plans to engage with customers through several channels (i.e. letters, community meetings, on-site construction projects) to inform them of work to improve the safety and reliability of PG&E's electric and gas facilities. These enhanced communications will provide opportunities to education and inform customers about PG&E's work.

The customer research staff in the Customer Insight and Strategy (CIS) department conducts surveys twice a year to evaluate the effectiveness of and satisfaction with communications related to electric and gas communication efforts. The electric and gas communications surveys are summarized in the table below. These surveys are charged back to the appropriate lines of business and are not reflected in the Customer Energy Solutions costs outlined in Exhibit (PG&E-5) Chapter 7.

Survey	Customer Type	Survey Description	Frequency/Survey Timing
Electric Reliability Communications Survey	Residential and Commercial Customers	Evaluate effectiveness of and satisfaction with the communications around electrical work among impacted customers.	Phone survey of residential and business customers semi-annually in Q1 and Q3.
Gas Pipeline Testing Communications Survey	Residential and Commercial Customers	Evaluate effectiveness of and satisfaction with the communications around pipeline testing among impacted customers.	Phone survey of residential and business customers semi-annually in Q2 and Q4.

b. Which customers, if any, will PG&E ask to participate in the assessment?

To determine which customers participate in the Electric Reliability and Communications Survey and Gas Pipeline Testing Communications Survey, PG&E takes a random sample of residential and commercial customers who have received communications related to electric work and/or pipeline testing work respectively.

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PG&E Data Request No.:	GreenliningInstitute_001-15		
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PG&E Witness:	Jess Brown/Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 15

On page 1-10 of Exhibit 5 (Customer Care), PG&E states that it seeks to “engage [its] customers in discussions regarding the gas and electric safety and reliability work going on in their communities so that they have a clear understanding of the safety measures [PG&E is] taking, the necessity of the work, and the potential impact on their neighborhood.” To accomplish this, the Customer Care testimony states it is “committed to expanding [its] communications and involvement in this area.” Please explain how PG&E intends to expand communications in this area.

- a. How does PG&E plan to expand communications in the area of electrical safety and reliability? Will surveys be conducted?
- b. Which customers, if any, will PG&E ask to participate in the assessment?
- c. Will any of the public safety outreach and education initiatives led by the Safety Committee, mentioned on page 1-10, be tailored for limited English-proficient customers? If so, please explain how.
- d. What steps will PG&E take to ensure limited English-proficient customers are engaged in providing input into PG&E’s Key Safety Initiatives?
- e. Will any of the Key Safety Initiatives led by the Safety Committee, mentioned on page 1-10, be tailored for small and medium business customers? If so, please explain how the Safety Committee will tailor the Key Safety Initiatives program for small and medium business customers.

ANSWER 15

- c. PG&E aims to make a reasonable effort to provide safety information in the customer's primary language, with a focus on English, Spanish and Chinese speakers, and with knowledge of the targeted audience. For example, if PG&E knows that a particular geographical area has a large Spanish-speaking population, PG&E makes a reasonable effort to ensure materials are available in-language. The team distributing the information decides exactly which pieces must be translated, as they can best determine the specific needs of their audience. Across PG & E's service area, PG&E provides a dedicated Spanish-language hotline which received more than 500,000 calls in 2012, as well as an on-demand translation service that allows PG&E to provide in-language phone service in more than 100 languages. PG&E also has safety information available online in both Spanish and Chinese.

Selected examples of in-language safety outreach for 2013:

- i. Pipeline Safety Enhancement Plan customer materials: customer letters and fact sheets about projects such as hydrostatic pressure testing, valve replacement, in-line inspections and pipeline replacement all include Spanish and Chinese translations. In areas where PG&E is hosting an open house regarding the work and there is a large population of non-English speakers, PG&E will make a reasonable effort to have a PG&E staff member who can speak the preferred language.
 - ii. Electric Safety and Reliability improvements: customer letters and fact sheets about projects such as TGRAM (Transfer Ground Rocker Arm Main) all include Spanish and Chinese translations.
 - iii. 811 Radio Advertisements: In 2012, PG&E ran radio advertisements in Spanish and English describing Call 811 Before You Dig. PG&E plans to re-use these ads in both Spanish and English in 2013.
 - iv. Contractor and Agricultural Worker safety information: PG&E makes safety information for contractors and agricultural works available in English and Spanish. Free materials are available upon request at www.pge.com/safety. In addition, if a contractor digs in to a PG&E pipeline or causes damage to an electrical facility, PG&E provides a booklet of safety information in English, Spanish and Chinese.
 - v. PG&E has committed to offering customers the choice to receive paper energy statements in English, Spanish or Chinese in 2013. The energy statements typically include a "bill message" often a safety tip, such as 811 information, that is printed directly onto the energy statement.
- d. PG&E makes a reasonable effort to engage and gather feedback from all customers, including both English and non-English speakers. However, selected surveys on particular outreach plans do include outreach specifically to Spanish and Chinese

speakers. PG&E also works closely with its community based organizations through the CARE program to gather input and ensure communications are effective.

- e. The Key Safety Initiatives outlined on page 1-10 represent a summary of safety initiatives within Customer Care, one component of which is the Customer Care Safety Committee (Safety Committee). The other activities, outlined on p. 1-10 lines 33-34 through p. 7-11 lines 1-7, are examples of safety initiatives that support Customer Care’s goal of promoting safety for customers and employees. These examples are executed by other lines of businesses within Customer Care, not by the Safety Committee.

To support Customer Care’s goal to promote safety for customers, the Customer Energy Solutions (CES) organization has plans to expand in the area of electric and gas safety reliability (see response to part “a”). Below is a summary of the electric and gas safety and reliability activities discussed in the CES Chapter Exhibit (PG&E-5) Chapter 7 (see Table 7-4, see testimony p. 7-27).

Work Category	Description
Local Events	Event coordination, event collateral, event promotion and display materials to support locally focused events at schools, fairs, community events etc.
Locally Targeted Media	Locally targeted media and outreach focused on seasonal, weather related or other safety and reliability issues - Examples include: What to do in the event of downed lines in areas with heavy vegetation. Digging safely in agricultural areas (multi-lingual).
Locally Targeted Outreach	Targeted and integrated customer education and outreach (direct mail, leave-behinds, door hangers, etc.) to inform customers about how to safely handle electricity and gas, avoid hazards and deal with dangerous situations.
Printed collateral and online communications	Support materials and online content - includes multi-lingual and materials formatted for visual and hearing accessibility.
Labor	Labor costs associated to manage production of collateral and execution of safety and reliability campaigns and events.

This work is intended to increase general understanding of how to handle potentially hazardous situations involving electricity and gas. PG&E plans to focus electric and gas safety and reliability outreach efforts in schools, community events, and other customer interactions in field. PG&E will also tailor events, collateral and other outreach for Large Commercial and Industrial (LC&I) and Ag Customers, Small and Medium Business (SMB) customers, and the local community based on customer needs. For example, PG&E has developed a fact sheet specifically for SMB customers, to communicate some of PG&E's efforts to upgrade its electric and gas systems to improve safety and reliability for customers.

PG&E will continue to tailor messaging for SMB customers (e.g. "call before you dig" messaging specifically for contractors, landscapers, etc.). PG&E will also develop printed collateral and online communications in multiple languages and formats (e.g. low vision customers), which will allow customers to self-select and adjust language preferences and size of text.

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PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 16

On page 1-13 of Exhibit 5 (Customer Care), PG&E indicates that “the basic service PG&E will provide to customers in 2014 will require an increase of approximately 145 full-time employees compared to 2011” which PG&E says “will improve business customer satisfaction with a return to higher staffing levels to provide basic customer service for small and medium business customers.” Please explain how this change will improve customer satisfaction among small and medium business customers.

- a. How did PG&E determine that an increase of approximately 145 full-time employees would improve customer satisfaction?
- b. Will these new employees solely focus on improving customer satisfaction for small and medium business customers? Will new employees assist residential customers as well?
- c. Will any of these new employees be bilingual? If so, what languages will they speak? How many new employees will be bilingual? Does PG&E provide a pay differential for bilingual employees?
- d. What process does PG&E plan to use to determine how to meet the needs of limited English-proficient business customers? What criteria will PG&E use to determine how many bilingual speakers to hire? What criteria will PG&E use to determine which languages will be needed? What data will PG&E used to determine this need?
- e. Will PG&E assess customer satisfaction once the new employees are hired? How will PG&E assess customer satisfaction?

ANSWER 16

- a. In 2007, PG&E was able to provide a higher level of service and address basic customer service needs by having a staff of approximately 176 full-time employees. By 2011, there were 64 equivalent employees providing basic customer service to customers.

Given the complex environment of time-varying rates, energy tools and resources that are available to customers, PG&E recognizes the growing need to 'get back to back to basics' and provide customers with basic customer services, including, but not limited to; addressing billing issues, new service requests, planned gas or electric shutdowns, providing outage and reliability communications; helping customers understand rate options; providing a higher level of direct support so customers can better manager their energy costs; and resolving other utility issues as a result of these increased interactions. PG&E believes that providing these basic customer services and meeting these basic customer needs will improve business customer satisfaction.

PG&E is proposing an increase of 145.8 full-time employees, moving PG&E to a staffing level comparable to 2007, to increase time spent with assigned Large Commercial & Industrial (LC&I) and Ag customers and provide service to 30% of the Small and Medium (SMB) population compared to approximately 3% of the SMB population in 2011. The increase of 145.8 full-time employees was determined based on several assumptions and calculations provided on WP 7-23, lines 1-3. PG&E has also provided a break-down in the table below.

Cost Assumptions: Assumes 1920hrs = 1 full-time position; labor rate of \$150,000/position (see WP 7-69); labor escalation rate of 2.75% (see Exhibit (PG&E-10), Chapter 3). Reference: WP 7-20

Line	Customer Account Services Resource Requirements		Assumptions	Calculations	Full-time Positions (FTEs)	Reference
1	Large Customers	An estimated increase of approx. 23,490 hours will be required in order to increase time spent providing customer service to LC&I and Large Ag customers by 25% from 2011.	Based on 2011 hours spent providing customer service to Large Customers (~93,950 hours) and an increase by 25% from 2011. Assumes 1920 hours per position.	93,950 hours x 25% = 23,490 hours 23,490 hours /1920 hours per position= 12.2 positions	12.2	WP 7-69 line 7
2	SMB Customers	An estimated increase of approx. 256,625 hours will be required in order to successfully increase customer service and interactions with SMB customers more than eight-fold over 2011. This considers the time required for meeting preparation, in-person/phone based interactions, and follow up subsequent to meeting. This will allow PG&E to service approximately 30% of the SMB population.	Based on 2011 hours spent providing customer service to SMB Customers (~28,930 hours) and an increase of more than eight-fold from 2011. 324,000 SMB customers x 30% = 97,200 SMB customers Assumes 1920 hours per position. Assumes 324,000 SMB customers.	Approximately 28,930 hours x 8.8 = approximately 256,625 hours 256,625 hours /1920 per position = 133.6 positions	133.6	WP 7-69 line 7
3	Total Positions				145.8	

b. The increase of 145.8 full-time employees will focus on increasing time spent with LC&I and Large Ag customers and increasing service and interactions with SMB customers (see response to 16a). The Energy Solutions and Services (ES&S) department is also involved in community events, such as energy management workshops, to promote the efficient use of energy and ways to manage energy costs. During these events, the ES&S customer account managers also help address basic customer service needs and questions from residential customers related to, among others, rate options, reliability, billing, etc.

c. Given the diverse population within PG&E's service territory, PG&E's Energy Solutions and Service Department (ES&S) leverages its current account manager staff, and other internal and external resources to meet the basic customer service needs of its diverse customer base.

Currently, ES&S has 62 employees who are bilingual, either fluent or proficient in one or more of the following languages: English, Spanish, Chinese, Vietnamese, Tagalog, among others. ES&S customer account managers utilize their language skills in their in-person and over the phone interactions with customers, on an as needed basis. Customer account managers may also utilize other resources to communicate with limited English-speaking customers. For in-person interactions, customer account managers may partner with third party programs/local government partnerships and leverage their language skills to communicate with customers. For over the phone interactions, customer account managers may utilize PG&E's internal language line, which provides translation services to over 190 languages to communicate with customers (see Exhibit (PG&E-5) Chapter 2).

ES&S recognizes the need to communicate with customers based on the customer's language preference. ES&S will continue to adjust communications based on customer preferences and utilize current customer account manager staff, as well as internal and external resources to meet language needs. Similarly, ES&S will take language skills, including types of languages, into consideration for future ES&S staffing as needed.

PG&E does not provide a pay differential for bilingual employees.

d. ES&S account managers follow a general process (see response to 9a) to determine the needs of their customers regardless of language. ES&S account managers may determine that language barriers exist based on interactions with customers and/or experiences within their local community. Currently, if these situations occur, customer account managers may utilize their language skills and/or seek other language sources to help communicate with the customer.

To determine how to meet the needs of limited English-proficient customers, including the number of bilingual speakers to hire and languages needed in the future, ES&S will take several factors into consideration, including but not limited to; assessing demographics in PG&E's service territory; identifying customer language preferences;

speaking to customer account managers to determine language needs and/or barriers experienced during interactions with customers and the community; assessing customer account manager language skills; evaluating available resources for language interpretation and translation (e.g. PG&E’s language line); and other resource options such as increasing bilingual ES&S staff.

e. PG&E will continue to assess customer satisfaction through the on-going, GRC-funded customer service tracking studies conducted by the customer research staff. The GRC-funded customer service tracking studies conducted by the customer research staff, for the Customer Care organization are summarized in the table below.

a. Survey	Customer Type	Survey Description	Frequency/Survey Timing
Gas Utility Residential Customer Satisfaction Study	Residential Customers	Online survey of residential customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey of approximately 1,100 PG&E residential gas customers; surveyed over four waves per 12-month period; reported annually.
Electric Utility Residential Customer Satisfaction Study	Residential Customers	Online survey of residential customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey of approximately 2,400 PG&E residential electric customers; surveyed over four waves per 12-month period; reported annually.
Gas Utility Business Customer Satisfaction Study	Small to Large Business Customers (average monthly gas bills of \$200 to \$50,000)	Online survey of business customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey includes approximately 580 PG&E business gas customers; surveyed over two waves per 12-month period; reported annually.
Electric Utility Business Customer Satisfaction Study	Small to Large Business Customers (average monthly electric bills greater than \$250)	Online survey of business customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey of approximately 970 PG&E business electric customers; surveyed over two waves per 12-month period; reported annually.
Residential Customer Satisfaction Survey	Residential Customers	Random telephone survey of residential customers within PG&E’s service territory (conducted by BMI).	Ongoing telephone interviews of 750 residential customers completed each quarter (3,000 annually); reported quarterly.
Business Customer Satisfaction Survey	Small Business Customers (with three or fewer service agreements and \$20,600 or less per year in charges, or with four or more service agreements and \$11,300 or less per year in charges; gas-only customers who pay \$5,000 or less per year in charges also qualify) AND	Random telephone survey of small and medium business customers within PG&E’s service territory (survey conducted by BMI).	Ongoing telephone interviews of 900 business customers completed each quarter (3,600 annually); reported quarterly.

	Medium Business Customers (with three or fewer service agreements and between \$20,600 and \$136,000 per year in charges, or with four or more service agreements and between \$11,300 and \$136,000 per year in charges; gas-only customers who pay between \$5,000 and \$50,000 per year in charges also qualify)		
Account Manager Customer Satisfaction Survey	All business customers with an account representative	Email and phone survey of assigned business customers to measure satisfaction and experience with account reps and identify ways to improve satisfaction (survey conducted by Hiner & Partners)	Email and phone survey of approximately 1,800 assigned business customers; Survey conducted and reported annually (one wave per 12-month period).
Gas Pipeline Venting Communication Survey	Residential Customers	Evaluate effectiveness of and satisfaction with the communications around pipeline testing among affected customers.	Phone survey of residential and business customers; reported semi-annually in Q2 and Q4.
Wireless Satisfaction Study	Telecom Business Customers (e.g. AT&T)	Measure satisfaction with the program and identify ways to improve it.	Email survey of business customers leasing space via our NRD product offering; reported annually.

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PG&E Data Request No.:	GreenliningInstitute_001-18		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q18		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 15, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 18

On page 2-7 of Exhibit 5 (Customer Care), PG&E states that “the Contact Centers provide translation services in over 190 languages.”

- a. Please explain the process by which these translation services are provided to customers.
- b. How many bilingual speakers, if any, are employed by PG&E to address calls at the Contact Centers?
- c. How does PG&E assess the qualifications of the interpreters mentioned on page 2-7? Does PG&E check the proficiency of the interpreters? Are the interpreters certified by the state? Please explain what type of qualifications PG&E requests to verify the quality of the interpreting services provided by the Contact Centers.
- d. Does PG&E provide any type of pay differential to incentivize bilingual speakers to work at the Contact Centers?
- e. How many customers who call the Contact Centers require bilingual services? Please provide any documentation demonstrating the breakdown of the languages requested and the number of requests for each.

ANSWER 18

- a. Language Line Services are utilized to provide translations for our customers. The Contact Service Representative (CSR) contacts the language line vendor, gets the appropriate translator, then conferences the customer in for the service.
- b. The Contact Centers had approximately 45 bilingual Spanish-speaking representatives handling Spanish calls in 2011.

c. In choosing translation service partners, PG&E went through an extensive sourcing process. LanguageLine Solutions (LLS) and Language Services Associates (LSA) qualify and assess the proficiency of their interpreters as outlined below (responses were supplied by the respective vendor):

- LanguageLine Solutions (LLS) – To provide the highest quality interpreters LanguageLine Solutions conducts rigorous screening, testing, training, on-going monitoring and on-going training of all interpreters...Once we hire an interpreter we have a comprehensive two week new hire orientation program before they are ever allowed to interpret for our customers. During this new hire orientation we closely monitor the performance of our interpreters. Performance issues are identified and reviewed with the interpreter and, when necessary, re-training sessions are scheduled. At the State level, currently there are no standards for many of the industries where interpretation is offered, with the exception of court interpreting
- Language Services Associates (LSA) – LSA has devised a multifaceted Due Diligence Process to ensure the Linguists in our network are highly qualified for specific assignments. This process naturally includes a review of Interpreters credentials, but goes further than that. All Interpreters must verify that they possess each of the competencies that the client requires. The Due Diligence Process revolves around Interpreters' competencies across the most pertinent criteria and requires Interpreters to validate their knowledge, skills and abilities against known industry standards to determine which client assignments they are qualified to fulfill. The program also requires each Interpreter to verify that he/she has the ability to communicate fluently in English and his/her target language(s), and in all other respects fulfills industry standards for a professional demeanor in all interactions with clients and others for whom they provide interpretation. To carry out the Due Diligence Process in the most efficient manner possible, LSA takes a multi-tiered approach, guaranteeing that Interpreters in the languages in greater demand are validated first. The goal of this process is to verify that Interpreters possess the industry recognized skills and abilities and can fulfill any and all special needs of the client – and to do so before being added to the LSA network.

d. No.

e. In 2011, PG&E handled 575,567 Spanish calls without the assistance of an interpreter and 177,412 calls in languages other than English with the assistance of interpreters for a total of 752,979 calls handled in languages other than English. Please refer to Attachment 01 "GRC2014-Ph-I _DR_GreenliningInstitute_001-Q18Atch01" for vendor assisted calls in languages other than English (LLS & LSA Combined Language Totals 2011).

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PG&E Data Request No.:	GreenliningInstitute_001-19		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q19		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 15, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 19

On page 2-7 of Exhibit 5 (Customer Care), PG&E describes the Boston Consulting Group's (BCG) assessment of PG&E's customer service, including the Average Speed of Answer (ASA) and call abandonment rate. Please provide the results of BCG's assessment of PG&E's customer service mentioned on pages 2-7 of Exhibit 5 (Customer Care).

- a. Did the BCG assessment provide specific assessments of the ASA and call abandonment rate of calls from customers that were not in English? If so, please provide this data.

ANSWER 19

Please refer to Attachment 01 "GRC2014-Ph-I_DR_GreenliningInstitute_001-Q19Atch01" and Attachment 02 "GRC2014-Ph-I_DR_GreenliningInstitute_001-Q19Atch02", for the results of the Boston Consulting Group's (BCG) assessment of PG&E's customer service.

- a. The BCG assessment did not provide specific assessments of the ASA and call abandonment rate of calls from customers that were not in English.

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PG&E Data Request No.:	GreenliningInstitute_001-20		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q20		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 15, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 20

Please explain if any of the wait time mentioned on page 2-7 of Exhibit 5 (Customer Care) is due to time spent by the operator seeking an interpreter to attend customers who call in and need to be served in a language other than English.

ANSWER 20

PG&E assumes that by “wait time”, the Greenlining Institute is referring to page 2-7 line 9 and 10 “Customers calling into the Contact Centers that need an interpreter are provided one while the customer remains on the line.” Yes, the wait time referenced is due to time spent obtaining an internal or external interpreter to assist with the call.

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PG&E Data Request No.:	GreenliningInstitute_001-21		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q21		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 15, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 21

On page 2-9 of Exhibit 5 (Customer Care), PG&E states that it “plans to expand and improve the training that its CSRs receive to better equip them to handle more complex customer calls.” The cost estimated to implement this training is \$1.6 million. Please explain how, if any of this money, will be allotted toward training to improve the handling of customer calls related to language access concerns.

- a. Please provide data demonstrating how many complex customer calls relate to language access concerns such as how to obtain information in another language. How many calls are in another language? How many calls about the substance of PG&E’s service – billing, net metering, energy efficiency rebates, small business issues, etc. – come in languages other than English?

ANSWER 21

The cost estimate to expand and improve training for CSRs is not specific to any particular call type, language, transaction or situation.

- PG&E did not have any language access complaints in 2011.
- In 2011, PG&E handled 575,567 Spanish calls without the assistance of an interpreter and 177,412 calls in languages other than English with the assistance of interpreters for a total of 752,979 calls handled in languages other than English.
- Contact Center representatives handle all calls that come into PG&E regardless of language. For languages other than English, Contact Center representatives may conference interpreters employed by PG&E’s third party vendors, Language Line Services (LLS) and Language Service Associates (LSA).

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PG&E Data Request No.:	GreenliningInstitute_001-22		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q22		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 15, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 22

Please explain whether PG&E intends to hire bilingual supervisors as part of the CSR improvements mentioned on pages 2-9 and 2-10 of Exhibit 5 (Customer Care).

a. Of the 14 supervisors PG&E plans to hire, what percentage, if any, will be bilingual?

ANSWER 22

PG&E does not have a set percentage or target of bilingual supervisors that it plans to hire as part of the referenced CSR improvements.

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PG&E Data Request No.:	GreenliningInstitute_001-23		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q23		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 5, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 23

Of the 239 employees providing face-to-face customer service, mentioned on page 3-4 of Exhibit 5 (Customer Care), how many are bilingual?

- a. Please provide the list of the cities where the offices containing the above employees are located.

ANSWER 23

While PG&E may have customer service representatives (CSRs) at the local offices that speak more than one language, their job requirements do not require utilization of any languages other than English. As a result, PG&E does not have data on the number of bilingual CSRs at the local offices.

If a non-English speaking customer goes to a PG&E Customer Service office and the customer service representative (CSR) does not speak their language, the customer is referred to the lobby phone that connects the customer to the Contact Centers. The contact center CSR can then handle the call using our language service vendor if necessary to respond to the customer. All PG&E customer service offices have lobby phones.

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PG&E Data Request No.:	GreenliningInstitute_001-28		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_001-Q28		
Request Date:	February 4, 2013	Requester DR No.:	Greenlining-001
Date Sent:	February 13, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: EXHIBIT 5 – CUSTOMER CARE

QUESTION 28

Of the 331 employees mentioned on page 7-6 of Exhibit 5 (Customer Care) who work in the Energy Solutions & Services Department serving PG&E’s LCI & Ag customers, SMB customers, and the local communities, how many are bilingual? How many of these employees have received cultural sensitivity training?

ANSWER 28

PG&E has 62 bilingual Energy Solutions & Service (ES&S) employees serving PG&E’s Large Commercial, Industrial & Agricultural (LCI & Ag) customers, Small and Medium Business (SMB) customers, and the local communities. These bilingual ES&S employees are fluent or proficient in one or more of the following languages: Spanish, Chinese, Vietnamese, Tagalog, among others. ES&S customer account managers are located throughout PG&E’s service territory and utilize their language skills based on the needs of the customer and communities in which they serve.

PG&E’s diversity and inclusion programs continue to expand awareness of the unique differences among individuals and groups through a number of different programs described in Exhibit (PG&E-8) Human Resources Policies Chapter 2. Diversity and Inclusion are an important component of PG&E’s values and included in the list of competencies employees are evaluated on each year.

PG&E does not currently have a formal cultural and sensitivity training effort, however these attributes are included within other training provided to employees throughout the year. Examples of this training include the annual compliance and ethics training required of all employees, which since 2009 has included a diversity component and the Inclusion Leadership Workshop which is mandatory for all supervisors. The Inclusion Leadership Workshop focuses on the ways in which diversity and inclusion benefits PG&E and helps employees to improve their skills so that they can create a more inclusive workplace. PG&E also offers various training toolkits to supervisors so that they can discuss specific diversity and inclusion related topics with their employees.

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PG&E Data Request No.:	GreenliningInstitute_002-01		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_002-Q01		
Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 8, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: SELF SERVICE OPTIONS

QUESTION 1

On page 1-3 of Exhibit 5 (Customer Care), PG&E states that it will “also develop more self-service options for those who prefer to use technology to conduct business.” In a data response, PG&E stated that it has web self-service primarily in English with FAQ pages in Spanish and Chinese and other social media is only in English. Additionally, PG&E provides self service for its customers in the phone channel primarily in English and Spanish. However, PG&E’s CARE program information is available in English, Spanish, Chinese, Mandarin and Tagalog.

- a. What type of self-service options does PG&E plan to develop, beyond what is currently available, for limited English-proficient customers, including small and medium business (SMB) customers
- b. What type of self-service options does PG&E plan to develop, beyond what is currently available, for customers who do not have internet access?

ANSWER 1

- a. Enablement of in-language support is a consideration in PG&E’s technology development. As PG&E develops new online tools and resources and continues to expand current offerings, PG&E will continue to explore the possibility of providing self-service in-language options in addition to the tools and resources already provided for our limited English-proficient customers. Prioritization of these enhancements will be based on customer needs and their preferred channels.
- b. PG&E does not currently have a plan to develop self-service options for customers who do not have internet access at this time. However, PG&E is exploring the possibility of providing applications for tablet and mobile devices. As part of this exploration, PG&E will assess whether customers who do not have internet access have the devices necessary to use these applications.

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PG&E Data Request No.:	GreenliningInstitute_002-03e		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_002-Q03(e)		
Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 9, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: PAYMENT-RELATED OPTIONS

QUESTION 3

On page 1-2 of Exhibit 5 (Customer Care), PG&E states that it remains committed to helping customers manage their utility bills through economically challenging times “providing flexible payment options and educating customers on PG&E’s financial assistance programs.” PG&E says it provides several payment-related programs and flexible payment options, including payment arrangements, balanced payment program, bill guaranty, automatic payment service, and third party notification.

- e. What criteria does PG&E use to choose languages in which to provide education and any related material about payment options and low-income programs?

ANSWER 3

e. Languages in which PG&E provides education and other related material about payment options and low-income programs were originally selected based on customer needs determined by Energy Savings Assistance (ESA) Program Managers in consultation with contractors and community agencies performing outreach. More recently, languages were selected based on demographic and market research such as census data regarding predominant languages used by low income households in PG&E’s service territory, as well as needs determined in consultation with ESA Program Managers, outreach staff, low income program contractors, and community agencies.

PG&E’s Breathe Easy Solutions brochure highlights information about CARE and other assistance programs including payment-related programs, which is available in seven languages (English, Spanish, Chinese, Vietnamese, Hmong, Korean and Russian). See attachment GRC2014-Ph-I_DR_GreenliningInstitute_002-Q03eAtch01.

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PG&E Data Request No.:	GreenliningInstitute_002-05		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_002-Q05		
Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 9, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: BILINGUAL WORKERS FOR CALLS

QUESTION 5

On page 1-6 of Exhibit 5 (Customer Care), PG&E explains that “Customer Care employees handle an extraordinary number of interactions with customers during all phases of the customer relationship” and it states that its Customer Care organization “answered more than 18 million calls from customers in 88 languages.” PG&E explained that all Commercial/Industrial/Agricultural (CIA) calls including pay plan related calls are handled by the Agricultural Service Center (ASC) and Business Customer Service Center (BCSC) representatives who have received specialized training for commercial customers and the needs of this customer base. There is a specialized guide in General Reference that is utilized by these representatives. The BCSC representatives handled a total of 790,471 calls in 2011.

- a. Please provide a breakdown of how many calls the Customer Care Organization received in each language other than English.
- b. Is telephonic interpreting available for CIA calls from LEP customers?
- c. Does PG&E have plans to recruit more bilingual workers to handle calls at its Customer Care Organization?
- d. Does PG&E recruit bilingual workers to handle CIA calls from LEP customers?
- e. Does PG&E recruit bilingual workers to handle calls made to its Customer Care Organization?
- f. Does PG&E provide incentives to attract bilingual speakers to work as ASC or BCSC representatives or to work at the Customer Care Organization or Contact Center representatives?
- g. What criterion does PG&E use to determine how many, if any, bilingual workers are needed?
- h. What criterion does PG&E use to determine the languages needed?
- i. Does PG&E consider bilingual skills as a favorable factor when it hires workers?

ANSWER 5

- a. Please refer to PG&E's response to question 13 of the Greenlining_001 data request for the breakdown of calls received by Customer Care's call centers in each language other than English.
- b. Telephonic interpreting is available for LEP customers for CIA calls and all other call types within the Contact Centers.
- c. PG&E Contact Center Operations is currently working with its partners in IBEW to develop a plan to staff bilingual workers to handle calls. The plan will include elements that will require agreement by both PG&E and the Union to implement.
- d. At this time, PG&E's Customer Care organization including Contact Center Operations does not recruit bilingual workers to handle calls to its Contact Centers or calls to other parts of PG&E from LEP customers
- e. See response to d. above.
- f. At this time, PG&E Contact Center Operations does not provide incentives to attract bilingual speakers
- g. The criterion used by the Contact Centers to determine how many, if any, bilingual workers are needed include but are not limited to the number of calls offered, average handle time (AHT) and call arrival patterns by language
- h. The criterion used by the Contact Centers to determine the languages needed include but are not limited to the number of calls offered and call arrival patterns by language.
- i. PG&E Contact Center Operations considers bilingual skills as a favorable factor for some positions.

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PG&E Data Request No.:	GreenliningInstitute_002-06		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_002-Q06		
Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 8, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: CUSTOMER PRIORITIES – SURVEYS & ASSESSMENTS

QUESTION 6

On page 1-8 of Exhibit 5 (Customer Care), PG&E indicates it will prioritize its work based on, among other things, “priorities established by [its] customers.” Please explain how PG&E will determine its customers’ priorities.

- a. Does PG&E conduct surveys about customers’ priorities conducted in Spanish or any other languages besides English?
- b. Does PG&E conduct phone-based surveys in languages other than English?
- c. Will PG&E conduct focus groups to allow customers to provide feedback? If so, how will customers be contacted?

ANSWER 6

- a. In response to Greenlining-001-Q16e, PG&E provided a list of customer tracking studies conducted by the customer research staff for the Customer Care organization. PG&E has updated the table provided in response to Greenlining-001-Q16e to include the language(s) that the surveys are conducted, which include online surveys, telephone surveys, and email surveys.

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Survey	Customer Type	Survey Description	Frequency/Survey Timing	What Language
Gas Utility Residential Customer Satisfaction Study	Residential Customers	Online survey of residential customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey of approximately 1,100 PG&E residential gas customers; surveyed over four waves per 12-month period; reported annually.	English only
Electric Utility Residential Customer Satisfaction Study	Residential Customers	Online survey of residential customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey of approximately 2,400 PG&E residential electric customers; surveyed over four waves per 12-month period; reported annually.	English only
Gas Utility Business Customer Satisfaction Study	Small to Large Business Customers (average monthly gas bills of \$200 to \$50,000)	Online survey of business customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey includes approximately 580 PG&E business gas customers; surveyed over two waves per 12-month period; reported annually.	English only
Electric Utility Business Customer Satisfaction Study	Small to Large Business Customers (average monthly electric bills greater than \$250)	Online survey of business customers nationwide to assess satisfaction with their utility (conducted by J.D. Power & Associates).	Online survey of approximately 970 PG&E business electric customers; surveyed over two waves per 12-month period; reported annually.	English only

		Associates).		
Residential Customer Satisfaction Survey	Residential Customers	Random telephone survey of residential customers within PG&E's service territory (conducted by BMI).	Ongoing telephone interviews of 750 residential customers completed each quarter (3,000 annually); reported quarterly.	English & Spanish
Business Customer Satisfaction Survey	Small Business Customers (with three or fewer service agreements and \$20,600 or less per year in charges, or with four or more service agreements and \$11,300 or less per year in charges; gas-only customers who pay \$5,000 or less per year in charges also qualify) AND Medium Business Customers (with three or fewer service agreements and between \$20,600 and \$136,000 per year in charges, or with four or more service agreements and between \$11,300 and \$136,000 per year in charges; gas-only customers who pay between \$5,000 and \$50,000 per year in charges also qualify)	Random telephone survey of small and medium business customers within PG&E's service territory (survey conducted by BMI).	Ongoing telephone interviews of 900 business customers completed each quarter (3,600 annually); reported quarterly.	English & Spanish
Account Manager Customer Satisfaction Survey	All business customers with an account representative	Email and phone survey of assigned business customers to measure satisfaction and experience with account reps and identify ways to improve satisfaction (survey conducted by Hiner & Partners)	Email and phone survey of approximately 1,800 assigned business customers; Survey conducted and reported annually (one wave per 12-month period).	English only

Gas Pipeline Venting Communication Survey	Residential Customers	Evaluate effectiveness of and satisfaction with the communications around pipeline testing among affected customers.	Phone survey of residential and business customers; reported semi-annually in Q2 and Q4.	English only
Wireless Satisfaction Study	Telecom Business Customers (e.g. AT&T)	Measure satisfaction with the program and identify ways to improve it.	Email survey of business customers leasing space via our NRD product offering; reported annually.	English only

b. See response to part a) of this response.

c. The Customer Insight and Strategy (CIS) department conducts focus groups on an as-needed basis to gather customer feedback about specific PG&E programs. For example, in 2012 PG&E called SMB customers who were defaulting to Time-Varying-Pricing (TVP) in November 2012 and asked customers to provide feedback on a proposed rate comparison letter that was communicating how the transition to TVP would directly impact them. It was important for PG&E to carefully provide a letter that communicated the TVP transition and its impact in the most effective way. Feedback from the groups was used to fine-tune the letter and accompanying brochure. PG&E will continue to conduct research, including surveys and/or focus groups, to allow customers to provide feedback on an ongoing, as-needed basis. These customers may be contacted through various channels, including phone and email.

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PG&E Data Request No.:	GreenliningInstitute_002-07		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_002-Q07		
Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 8, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: SAFETY MEASURES – SURVEYS & ASSESSMENTS

QUESTION 7

On page 1-10 of Exhibit 5 (Customer Care), PG&E states that it seeks to “engage [its] customers in discussions regarding the gas and electric safety and reliability work going on in their communities so that they have a clear understanding of the safety measures [PG&E is] taking, the necessity of the work, and the potential impact on their neighborhood.” To accomplish this, the Customer Care testimony states it is “committed to expanding [its] communications and involvement in this area.” PG&E explains that the customer research staff in the Customer Insight and Strategy (CIS) department conducts surveys twice a year to evaluate the effectiveness of and satisfaction with communications related to electric and gas communication efforts. To determine which customers participate in the Electric Reliability and Communications Survey and Gas Pipeline Testing Communications Survey, PG&E takes a random sample of residential and commercial customers who have received communications related to electric work and/or pipeline testing work respectively.

- a. Will these surveys be provided to LEP speakers in languages other than English?
- b. Will PG&E include LEP customers in the assessment?

ANSWER 7

- a. The Electric Reliability and Communications Survey and Gas Pipeline Testing Communication Survey are provided in English only. Currently, PG&E does not have plans to provide these surveys in languages other than English.
- b. Yes, LEP speakers may be included to participate in the Electric Reliability and Communications Survey and Gas Pipeline Testing Communication Survey.

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PG&E Data Request No.:	GreenliningInstitute_002-08		
PG&E File Name:	GRC2014-Ph-I_DR_GreenliningInstitute_002-Q08(b)(c)(d)(e)(f)		
Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 8, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: BASIC SERVICE HIRING – SMB FOCUS

QUESTION 8

On page 1-13 of Exhibit 5 (Customer Care), PG&E indicates that “the basic service PG&E will provide to customers in 2014 will require an increase of approximately 145 full-time employees compared to 2011” which PG&E says “will improve business customer satisfaction with a return to higher staffing levels to provide basic customer service for small and medium business customers.” PG&E indicated that PG&E is proposing an increase of 145.8 full-time employees, moving PG&E to a staffing level comparable to 2007, to increase time spent with assigned Large Commercial & Industrial (LC&I) and Ag customers and provide service to 30% of the Small and Medium (SMB) population compared to approximately 3% of the SMB population in 2011.

- a. Please explain how PG&E determined that 30% of the SMB population should be serviced.
- b. Will any of the 145.8 employees be bilingual? If so, what languages will they speak? How many new employees will be bilingual?
- c. Why does PG&E not offer pay differentials for bilingual workers?
- d. Does PG&E offer any type of compensation for employees who must use their bilingual skills to advance PG&E’s business?
- e. Does PG&E offer any incentives to bilingual applicants?
- f. Will PG&E assess customer satisfaction once the new employees are hired?

ANSWER 8

b. Please see response to Greenlining-001-Q16c.

c. The target compensation for employees who work with Small and Medium Business customers is based on a market analysis, comparing jobs with similar levels of responsibility using compensation surveys or other data. At this time PG&E does not

believe that a pay differential for bilingual workers is required to offer competitive levels of compensation.

d. PG&E does not offer additional compensation for Energy Solutions & Service (ES&S) employees who must use their bilingual skills as part of their job.

e. PG&E'S ES&S Department does not offer any incentives to bilingual applicants.

f. Please see response to Greenlining-001-Q16e.

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PG&E Data Request No.:	GreenliningInstitute_002-09		
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Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 8, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: ES&S ASSESSMENT – LEP FOCUS

QUESTION 9

PG&E also explains that to determine how to meet the needs of LEP customers, including the number of bilingual speakers to hire and languages needed in the future, ES&S account managers will take several factors into consideration, including but not limited to; assessing demographics in PG&E’s service territory; identifying customer language preferences; speaking to customer account managers to determine language needs and/or barriers experienced during interactions with customers and the community; assessing customer account manager language skills; evaluating available resources for language interpretation and translation (e.g. PG&E’s language line); and other resource options such as increasing bilingual ES&S staff.

- a. How does PG&E assess demographics in PG&E’s service territory?
- b. How does PG&E identify customer language preferences?
- c. How does PG&E assess customer account manager language skills? Does PG&E seek customer feedback about customer account manager language skills?
- d. How does PG&E evaluate available resources for language interpretation and translation (e.g. PG&E’s language line)?
- e. How does PG&E assess other resource options such as increasing bilingual ES&S staff?

ANSWER 9

- a. To determine how to meet the needs of Limited English Proficient (LEP) customers, including the number of bilingual speakers to hire and languages needed in the future, the Energy Solutions & Service (ES&S) department may leverage other research that has been conducted to help assess demographics within PG&E’s service territory. ES&S may collaborate with marketing to help identify languages necessary to communicate effectively with customers based on previous outreach efforts. For example, ES&S may utilize the data provided in response to NAAC-006-

Q1Atch01, which summarizes outreach efforts to SMB customers for key language groups for specific areas within PG&E's service territory.

- b. PG&E's ES&S department identifies customer language preferences based on their interactions with customers and/or experiences within their local community (see response to Greenlining-001-Q17c.). ES&S may also leverage information shared by other departments regarding customer language preferences.
- c. PG&E does not have a formal process for assessing customer account manager language skills. PG&E is aware of the number of ES&S account managers who are fluent and proficient in Spanish, Chinese, Vietnamese, Tagalog, among other languages; where these employees are located within PG&E's service territory; and whether their language skills have been utilized to communicate with customers. Customers may provide feedback through the surveys outlined as part of PG&E's response to Greenlining-002-Q06a. ES&S Supervisors may also contact customers directly to obtain feedback from customers regarding their experience with a particular customer account manager as part of the performance evaluation process for customer facing ES&S employees.
- d. Please refer to PG&E's response to question 18 (c) of the GreenliningInstitute_001 data request.
- e. In response to Greenlining-001-Q17c., PG&E explains that ES&S account managers follow a general process to determine the needs of their customers, then tailors and adjusts based on customer needs.

ES&S account managers and ES&S Leadership may determine that language barriers exist and bilingual services are needed based on their interactions with customers, community leaders, and other organizations within the local communities they serve. If PG&E finds there is a need which may not be met with existing resources, PG&E leadership would look to fill this gap and recruit candidates with the bilingual skills required to meet the needs of that local community. ES&S may also leverage information from other departments to help determine if there is a need for increasing bilingual staff.

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PG&E Data Request No.:	GreenliningInstitute_002-10		
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Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 9, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: ES&S ASSESSMENT – LEP FOCUS

QUESTION 10

On page 2-7 of Exhibit 5 (Customer Care), PG&E states that “the Contact Centers provide translation services in over 190 languages.”

- a. How many total workers are employed at the Contact Centers?
- b. Of the 45 bilingual workers currently employed by PG&E at the Contact Centers, how many speak Spanish?
- c. Of the 45 bilingual workers currently employed by PG&E at the Contact Centers, how many speak Chinese?
- d. Which languages other than English, Spanish and Chinese do Contact Center employees speak?
- e. Does PG&E assess the qualifications of the interpreters provided through LLS and LSA?
- f. Does PG&E seek any feedback from LEP customers about the interpretation services provided by LLS and LSA?
- g. How many customers who call the Contact Centers require bilingual services?
- h. How much wait time is attributable to time spent seeking an interpreter to attend customers who call in and need to be served in a language other than English?
- i. How many calls have been lost while waiting for an interpreter or because no one spoke the customer’s language?

ANSWER 10

- a. The number of workers employed by the Contact Centers in 2011 are as follows:

Organization	Active Ees EOY 2011
Contact Center Operations	999
Customer Experience Team	42
Workforce Management	51

- b. All 45 bilingual Customer Service Representatives (CSR) in the Contact Centers speak Spanish.
- c. PG&E's Contact Centers Operations does not track the number of Chinese speaking employees. The 45 bilingual workers referenced in the prior response are skilled to handle calls in English and Spanish. Calls in other languages are handled by PG&E's third party vendors LLS and LSA.
- d. Contact Center Operations (CCO) does not track languages spoken by employees. Although CCO employees may speak a variety of languages, CCO employees currently handle calls in English and Spanish.
- e. Yes. Please refer to PG&E's response to question 18 (c) of the GreenliningInstitute_001 data request.
- f. PG&E's Contact Center Operations does not expressly seek feedback, however, customers may provide feedback about language access needs at any point during a transaction with a PG&E Contact Center Customer Service Representative (CSR).
- g. Please refer to PG&E's response to question 18 (e) of the GreenliningInstitute_001 data request.
- h. Please refer to attachment 01 "GRC2014-Ph-I_DR_GreenliningInstitute_002-Q10Atch01" for the average speed of answer (by language) associated with time spent seeking an interpreter for languages other than English in 2011. Data is provided for both Language Line Solutions (LLS) and Language Service Associates (LSA)
- i. Please refer to attachment 01 "GRC2014-Ph-I_DR_GreenliningInstitute_002-Q10Atch01". Language Line Solutions (LLS) tracks the number of calls that are lost by language. This can include calls lost due to system disconnects and due to an interpreter being unavailable. Language Service Associates (LSA) tracks the number of calls where an interpreter was unavailable by language, and also tracks the total number of customer disconnects which was 126 in 2011. LSA does not track customer disconnects by language.

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PG&E Data Request No.:	GreenliningInstitute_002-11		
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Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 9, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: TRAINING – CULTURAL SENSITIVITY

QUESTION 11

On page 2-9 of Exhibit 5 (Customer Care), PG&E states that it “plans to expand and improve the training that its CSRs receive to better equip them to handle more complex customer calls.” The cost estimated to implement this training is \$1.6 million. PG&E states that the cost estimate to expand and improve training for CSRs is not specific to any particular call type, language, transaction or situation. Additionally, PG&E states that it did not have any language access complaints in 2011.

- a. Will any money be spent on cultural sensitivity training focused on improving the manner in which CSRs address calls made by LEP customers? If so, how much?
- b. How does PG&E track language access complaints?
- c. How does PG&E track complaints about language access?
- d. What options does PG&E provide customers to provide feedback about language access needs?

ANSWER 11

- a. PG&E’s 2014 GRC request does not include forecasted dollars for cultural sensitivity training. As mentioned in PG&E’s response to Greenlining-001 question 8, PG&E’s diversity and inclusion programs continue to expand awareness of the unique differences among individuals and groups through a number of different programs described in Exhibit (PG&E-8) Human Resources Policies Chapter 2. Diversity and Inclusion are an important component of PG&E’s values and included in the list of competencies employees are evaluated on each year.

PG&E does not currently have a formal cultural and sensitivity training effort, however these attributes are included within other training provided to employees throughout the year.

- b. All complaints (including language access complaints) that go to the Escalated Complaints department are logged in a database with a root cause to identify the complaint type.
- c. See response in section b.
- d. Customers may provide feedback about language access needs at any point during a transaction with a PG&E Contact Center Customer Service Representative (CSR).

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PG&E Data Request No.:	GreenliningInstitute_002-12		
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Request Date:	April 26, 2013	Requester DR No.:	Greenlining-002
Date Sent:	May 9, 2013	Requesting Party:	Greenlining Institute
PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: TRAINING – CULTURAL SENSITIVITY

QUESTION 12

Please explain whether PG&E intends to hire bilingual supervisors as part of the CSR improvements mentioned on pages 2-9 and 2-10 of Exhibit 5 (Customer Care).

- a. Does PG&E set bilingual skills as a priority when it hires or recruits supervisors?

ANSWER 12

- a. PG&E does not currently set bilingual skills as a priority when it hires or recruits supervisors for the Contact Centers.

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PG&E Data Request No.:	GreenliningInstitute_002-13		
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PG&E Witness:	Steve Phillips	Requester:	Enrique Gallardo

SUBJECT: BILINGUAL FACE-TO-FACE WORKERS

QUESTION 13

On page 3-4 of Exhibit 5 (Customer Care), PG&E states that there are 239 employees providing face-to-face customer service.

- a. Does PG&E recruit bilingual workers to provide face-to-face customer service?
- b. How does the Contact Center inform or instruct the LEP customer to use the lobby phones etc.?
- c. Does the Contact Center worker use an "I Speak" card to help determine a customer's needs?
- d. Does PG&E provide Contact Center tools to help workers communicate with LEP customers? If so, which types of tools does PG&E provide?
- e. Do customers of Customer Service Centers request bilingual services?

ANSWER 13

PG&E assumes this question refers to the customer service offices that provide face-to-face customer service, and not the Contact Centers.

- a. The majority of Customer Service Representative (CSR) vacancies within Office Services are filled internally from within PG&E in accordance with the IBEW contract provisions. While PG&E may have CSRs at the local offices that speak more than one language, their job requirements do not require utilization of any languages other than English. However, many of PG&E's bilingual CSRs in the offices regularly converse with customers in their non-English language (primarily Spanish) if the customer is more comfortable speaking in that language.
- b. If a non-English speaking customer goes to a PG&E Customer Service office and the CSRs do not speak his/her language, they do their best to communicate and assist the customer. However, if the CSR is unable to assist the customer due to the language barrier, the customer is referred to the lobby phone that connects the

customer to a contact center CSR who can then utilize PG&E's language line vendor to provide service in over 190 languages.

- c. If a customer presented an "I Speak" card at a customer service office, the CSR would refer the customer to the lobby phone that connects the customer to the Contact Centers where a language line vendor could be used to assist the customer.
- d. PG&E has a bilingual card to present safety questions to customers to ensure that it is safe to remotely turn on power before doing so. The safety questions are presented in Spanish and English in each local office, with the exception of San Francisco's Chinatown office which presents its questions in Chinese and English.
- e. Yes, customers at PG&E customer service offices do request bilingual services (primarily Spanish).

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PG&E Data Request No.:	GreenliningInstitute_002-17		
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PG&E Witness:	Jess Brown	Requester:	Enrique Gallardo

SUBJECT: CUSTOMER INTERACTION TOOLS

QUESTION 17

On page 9-5 of Exhibit 5 (Customer Care), regarding the Customer Insights and Preference Management project, PG&E explains that “PG&E will use customer insights and preference management to provide consistent outreach through PG&E’s external partners.” PG&E states that it uses a variety of external partners who help deliver outreach services on its behalf in the form of communications to PG&E customers. These partners span the web, mobile, SMS outcall and postal channels, and include companies such as Varolli, SoundBite and Broadnet.

- a. Will any of this outreach provided in languages other than English? If so, which ones?
- b. How were those languages selected?
- c. Are any of these entities owned by owners who are limited English-proficient or people of color?

ANSWER 17

- a. Outreach conducted by external partners such as Varolli, SoundBite and Broadnet is currently provided in English and Spanish.

SoundBite provides outreach for the Energy Savings Assistance (ESA) Program and the California Alternative Rates for Energy (CARE) Program in Spanish.

Varolli provides Demand Response event notifications to residential customers who participate in the SmartRate Program in Spanish.

Broadnet is an on-demand recording system which has conducted outbound calls to customers in Spanish. Some examples of outreach conducted by Broadnet in Spanish include notifications on Hydrostatic testing, Gas Meter Appointments and SmartMeter.

- b. Outreach conducted in Spanish through SoundBite was determined based on the population of customers within PG&E's service area who may be eligible for the ESA and CARE programs.

The languages selected to conduct Demand Response event notifications through Varolli for residential customers on the SmartRate program was based on PG&E's initial marketing efforts of the program in Kern County which PG&E determined had a large Spanish speaking population.

The languages selected for Broadnet outreach is determined by internal groups at PG&E who require Broadnet resources to conduct out-bound calls to customers for a given initiative or notification.

- c. PG&E is uncertain whether these entities are owned by Limited English Proficient or ethnic minorities. However, SoundBite, Varolli and Broadnet are not CPUC certified as minority, woman or service disabled veteran owned businesses.