



DONALD BREN SCHOOL OF ENVIRONMENTAL SCIENCE AND MANAGEMENT
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<http://www.bren.ucsb.edu/>

Subject: Current practices for reducing greenhouse gas emissions from electric utilities

We would like to invite you to participate in a benchmarking study of current practices for reducing greenhouse gas (GHG) emissions from electric utilities. The goal of our research project is to understand the motivations and barriers to reducing GHG emissions in the electric utility sector. In exchange for your participation, we will provide you with a summary of the survey results that will enable you to learn how your responses compare to other comparable companies in the electric utility industry. Please be sure to check the box at the end of the questionnaire if you would like us to send you the aggregated results of the survey.

All responses will be kept **strictly confidential**, as our report and analysis will be based only on aggregated results. The survey should take about 10 minutes to complete and your participation is voluntary. We strongly encourage you to complete the survey as your contribution is very important to us for conducting a complete and accurate benchmarking study that will be useful to you and your company.

To complete the survey you may either (1) complete the hard copy of the survey included with this letter and return it using the enclosed self-addressed, stamped envelope, or (2) complete the survey online at: <http://www2.bren.ucsb.edu/~greenhouse/survey>. We request that you complete the survey within 2 weeks of the date of this letter. Please feel free to contact Avra Goldman at (805) 560-7326 or consult the website listed below if you have any questions on the content of the survey or the survey process. We look forward to receiving your completed survey and sending you a copy of the benchmarking results.

Sincerely,

A handwritten signature in cursive script, appearing to read "Magali Delmas".

Professor Magali Delmas, Project Advisor
Donald Bren School of Environmental Science & Management
University of California, Santa Barbara

Email: greenhouse@bren.ucsb.edu

Project website: <http://fiesta.bren.ucsb.edu/~greenhouse/index.html>