

# ENERGYSMART GROCER

## Creating a Market for Efficiency Services in the Independent Grocery Sector in California

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Over the past year and a half, Portland Energy Conservation, Inc. (PECE) has mobilized energy efficiency retrofits in grocery stores throughout California. The EnergySmart Grocer Program (the Grocer Program), funded by the California Public Utilities Commission, works with grocery wholesalers to provide energy saving information, technical assistance regarding refrigeration, lighting and HVAC, and financial incentives for independent grocers. The Program has developed a multi-step energy efficiency implementation plan to support grocer's adoption of energy efficient equipment, and will complete over 400 retrofits.

The Grocer Program provides grocers with a business model that illuminates the financial impact of installing energy efficient equipment, and guides them through the process from information through implementation. A team of Energy Experts provides audits, consultation, technical assistance, and financial incentives for industry decision-makers to purchase and install more efficient refrigeration, lighting and HVAC systems.

Grocers, including retailers, wholesalers, and food processors, represent an integrated target market with significant opportunities to manage demand side electricity use. They are a high energy-use sector with proven cost-saving opportunities in energy efficient equipment retrofits (Figure 1). By focusing on this target market, the Grocer Program is able to increase market penetration and accelerate time to action. This is particularly important because it is traditionally difficult to get adoption of energy efficient technology for complex and high cost measures, such as implementation of refrigeration retrofits. The California EnergySmart Grocer Program has created and delivered an Inform-to-Invest plan for addressing these market barriers. According to the EM&V contractor for the California program, program participants have been impressed with the "fundamental strengths of the ESG program design, particularly the credibility inherent in the program's provision of high quality technical information by an independent third party."

The Grocer Program was designed to respond to several pressing needs. A 1999 survey of the Food Industry in the Pacific Northwest showed the gap between independent grocers and national chains in the adoption of energy efficient technologies. The 2000-2001 Energy Crisis in California, featuring rolling blackouts created an acute crisis that especially affected the Grocery industry. With high energy use and high product losses in blackouts, the food sector was primed for an energy efficiency message.

### Addressing Market Barriers to Accelerate Market Transformation

EnergySmart Grocer serves a hard-to-reach, high energy use market. Business owners in the food handling industry are constrained by tight finances, lack of information, and the constant demands of the grocery business, resulting in low traditional levels of adoption of energy efficient technology for complex and high cost measures such as refrigeration equipment and controls. The program has responded to this need by specializing in addressing grocers' concerns about the costs, effectiveness, and

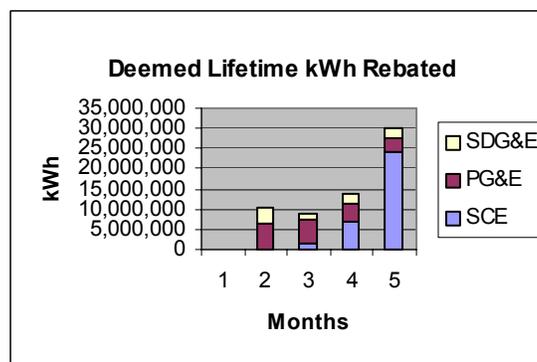


Figure 1. Deemed Lifetime kWh Rebated each month by the EnergySmart Grocer program during first 5 months of operation.

savings available in refrigeration retrofits. With a detailed understanding of the decision making patterns and energy efficiency needs of this market, EnergySmart Grocer estimates that the program will be able to continue to grow and reach new customers for several years, while continuing to offer the latest expertise to clients who participate in on-going education and retrofits.

### ***Market Characteristics***

Whether selling in a rural grocery or in a manufacturing and processing plant, food handling businesses share many commonalities. The pressing concerns of food safety, product life, and merchandising get primary attention because these are well understood and impact the ability to move product. EnergySmart Grocer works with a wide variety of stores. The median store size is 18,000 Square feet and the median monthly energy usage is 65,400 kWh/month. A brief overview of the market demonstrates the needs of each kind of grocery business.

**Grocers:** The EnergySmart Grocer Program acts a facilitator in stores to provide mechanisms to attract qualified contractors to businesses that may be remotely located or smaller than contractors typically serve. By generating a larger volume of work, providing coordination to reduce the time before contractors can work, and providing information to reduce the cost of sales, the program increases the value of work in rural and non-traditional markets for contractors.

**Specialty Stores:** From ice cream vendors to boutique cheese and wine shops, specialty stores compose a significant portion of the grocery market. This niche market is chronically underserved, and presents a notable energy saving opportunity.

**Convenience Stores:** In many rural towns, the only source of groceries is a convenience store. With their traditionally long hours of operation convenience stores have much to gain from increases in lighting and refrigeration efficiency. Refrigeration opportunities abound for stand alone beverage merchandiser controllers and high gain improvements like door gaskets.

**Food Processors and Refrigerated Warehouses:** After numerous requests from contractors and customers to expand our successful 2002-2003 program, we will add food processors and refrigerated warehouses to assess their energy use and recommend efficiency retrofits. Market crossover for contractors between retailers, wholesalers, and processors has facilitated this expansion of our services. Audits in small and medium sized facilities have demonstrated clear opportunities in motors and refrigeration, especially in the arena of controls.

### ***Overcoming Market Barriers***

Lack of information, lack of technological resources, and lack of financial resources prevent business owners from pursuing energy efficient options. By developing trusted relationships, and providing unbiased information, comprehensive audits, technical resources and assistance, ongoing consultation, and a model for making decisions, EnergySmart Grocer gets grocers up to speed and prepares them to make informed decisions about energy efficient technology.

### ***Lack of Information***

Problem: Grocers and food processors are often unclear about how to maximize their investments in complex refrigeration and HVAC systems. Grocers generally find that it is simple to adopt retrofits for lighting, but after that it becomes less obvious which opportunities make sense. Additionally, grocers are unsure where to turn for unbiased information. Frequently, their only interface with information about equipment upgrades and retrofits comes to them from the sales representative for a specific product. Undeveloped contractor networks also prevent food industry business leaders from making important

purchasing and retrofitting decisions. Most contractors are not aware of opportunities or are unwilling to service rural and independent operations.

Solution: EnergySmart Grocer provides extensive information, consultation, marketing materials, and cost-benefit analysis.

### ***Lack of Technical Resources***

Problem: The interaction of refrigeration, lighting, and HVAC systems in food related businesses present many complex options. Grocers are not experts in refrigeration and energy efficiency, and are frequently unable to evaluate the expertise of contractors and product salespersons with whom they work.

Solution: The EnergySmart Grocer Program addresses this problem in two ways – with unbiased technical assistance and audits, and contractor training in program requirements. The Energy Expert team is prepared to address these problems with unbiased information and proposals for energy savings.

### ***Lack of Financial Resources***

Problem: The food handling industry is constrained by such tight operating budgets that they rarely have the resources to investigate energy saving opportunities, even when the results would be financially beneficial.

Solution: Using a sophisticated auditing tool, GrocerSmart, the Energy Expert calculates the expected savings from improving energy efficiency so that decision makers can precisely determine the number of operating dollars that can be devoted to efficiency improvements. Measures with longer payback periods can be properly evaluated and included in annual property management budgets. To encourage quick adoption of high efficiency technology, EnergySmart Grocer provides rebates for targeted equipment retrofits.

## **Program Method**

*Create a Compelling Business Blueprint.* The Grocer Program provides grocers with information that helps them understand the possibilities and impact of installing energy efficient equipment and practices. Retailers are provided with: A store walk-through, where a skilled energy expert explains the implications of energy saving opportunities; an energy savings report, with opportunities ranked by a business blueprint; an energy use comparison, showing the store's lost revenue due to energy inefficiency compared to a national average energy use; cash flow analysis incorporating the impact of maintenance requirements and potential depreciation schedules; and financing options *Lead through the*

*Inform-to-Invest Process.* The Grocer Program provides deep technical and pragmatic knowledge on retrofits, expansions, and O&M. The Program uses best practice information to close the gap between the ideal world of infinite possibilities and the reality of store conditions. We use a three-phase implementation plan to help store owners implement technical best practices within the context of business, financial, and time constraints. The Grocer Program provides detailed information that helps grocers see the recommended measures in the context of their specific facility. PECI's strength in this area lies in our ability to: identify the conditions required for significant savings, make trade-offs between different best practices, and explain the pros and cons of commercially available products. PECI delivers this library of information on over 50 best practices through in-person consultations, informational brochures and a web site.

*Work from a Base of Turnkey Relationships.* The Grocer Program has relationships with equipment suppliers, contractors, and wholesalers to provide a multi-faceted and complete program to a vertical target market – grocery stores. This effort resulted in market transformation among refrigeration suppliers who have begun to incorporate high efficiency equipment, such as ECM motors and anti-sweat heater controls. The Grocer Program also reduced barriers to entry by developing a “Proof of Concept” cooperative marketing rebate for select high efficiency products. Communication among market players is promoted through a listserv devoted to energy saving opportunities that has enrolled over 100 contractors.

The Program has streamlined the delivery process of retrofits to independent grocers by developing deep relationships with key refrigeration suppliers and creating a contractor network that delivers small retrofit projects. We anticipate conducting over 600 audits and 400 retrofits and achieving lifetime savings of 220,000,000 kWh. According to the EM&V contractor, “It is clear that the program addresses a market with significant potential.”

### **GrocerSmart Audit Tool**

The Grocer Program developed a tablet-based software program called GrocerSmart to provide customized energy savings calculations for each store’s refrigeration, lighting, and HVAC systems. Through entering store information into GrocerSmart, Energy Experts identify opportunities for refrigeration energy savings based on the store’s existing refrigerated case types, compressor and condenser configurations, equipment condition, auxiliary loads and climate conditions. This unique auditing software allows the program’s Energy Experts to provide grocers with relevant information for their store in three hours. In addition to technical analysis, GrocerSmart tracks detailed retailer audit information, interest in opportunities, bids, and the technical review of bids. GrocerSmart also tracks rebates details like the number and type of measures implemented. GrocerSmart is the only software tool that allows auditors to deliver a thorough assessment of energy saving opportunities that span lighting, refrigeration and HVAC to a grocer in a single short visit. The software has been used in over 400 food industry facilities.

The GrocerSmart software produces an Energy Savings Report which recommends facility-specific measures, providing customized estimates of energy savings, installed cost, rebates, and simple payback. The estimated energy savings are based on a combination of engineering calculations and DOE-2 parametric runs which account for many variables including the facility’s particular climate zone, compressor configuration, condenser type and control strategies, refrigerated case inventory, condenser degradation, and hours of operation.

### **Program Implementation**

The program design responds to a grocers’ business concerns, effective messaging, and grocers’ decision-making styles. Building on relationships throughout the target market and leveraging existing staff, marketing, tools, and data collecting infrastructure allows PECI to offer a streamlined and cost-effective program. Robust relationships with wholesalers, equipment manufacturers, and installing contractors support this process from the beginning.

<b>Table 1. Top Retrofits as of Sept. , 2003</b>	<b># of Stores Implementing</b>
Strip curtains	53
Beverage merchandiser controller	44
CFLs	43
Cooler Door Gaskets	38
T 8 Lights	21
Anti-Sweat Heater controls	14
Night Covers	11
<b>Projected</b>	<b># By end of December</b>
Floating head pressure control	25
Multiplex Compressors	15

## ***I. Project Management***

The keystone of PECI program success is our adaptive management style. The Program manager monitors program progress and shifts strategies and funds as necessary to achieve optimal results. Our work with California grocers demonstrates the importance of adapting tactics and priorities swiftly to respond to changing market needs. We launched the California program with market research information that retailers would resist switching refrigeration contractors, but discovered that retailers in this target market wanted referrals to new contractors. We quickly solicited a corps of capable contractors who could provide near turnkey implementation and the program went on to use these contractors for 85% of our retrofits. This ability to listen and respond to the specific needs of a target audience builds the potential for market penetration and transformation.

EnergySmart Grocer delivers a high level of personalized, face-to-face service to mobilize grocers who would not normally participate in other energy savings programs. By targeting grocers and focusing on refrigeration, the program fills a niche that enables PECI to work with other programs, without duplicating efforts. The program manager works closely with all program staff to ensure a high level of quality customer service and responsiveness.

## ***II. Inform-to-Invest Relationships With Grocers***

The Inform-to-Invest process evolved in response to the decision making styles and business concerns of grocers. PECI employs a team of experienced, knowledgeable, and capable Energy Experts who work with grocers from first audit through investment and equipment installation. This comprehensive approach generates results. Our field team brings superior experience and training in the complex decisions surrounding refrigeration needs. Because they enter into conversations with store managers as advisors, rather than equipment salesmen, their information about how to save the most energy and cost is valued. Because they have relationships with key contractors and with other leaders in the food and grocery industries, their advice is trusted.

Equipped with the unique GrocerSmart tablet-based auditing software, Energy Experts provide a comprehensive store walk-through, generate an Energy Savings Report on the spot, and are able to recommend options for energy savings that correspond with the business owner's particular needs. From the first visit, grocers begin saving. Energy Experts make direct installations of energy saving equipment such as the CoolerMiser beverage merchandise controller in their initial visit, and facilitate the bidding, installation, and rebate process for other energy saving projects.

The first step of this process is enrolling customers. The program has a systematic and proven method for enrolling customers. We develop a target list based on the customer demographics (size of chain, ownership structure) and customize our approach to the needs and concerns of the decision maker. Staff query the database of eligible facilities, sort by geographic location and size of operation, and assign facilities to Energy Experts.

Work is divided by type of facility or by geographic location. Before approaching the smaller chains and facilities, Energy Experts prepare the way by informing the wholesalers and presenting the program to wholesalers' retailer councils. Larger entities are given a face-to-face presentation of the program opportunities. This may involve a demonstration audit in a select facility, a test installation of a recommended product (controls), or a demonstration of our GrocerSmart software.

The program follows up on initial contacts with phone calls to set up appointments for store visits and audits. Initial audits include a 1–3 hour survey of the facility's existing refrigeration, lighting, and

HVAC configuration with the tablet-based GrocerSmart audit software, and a presentation of the Energy Savings Report.

In addition to providing immediate information about energy efficiency based on the GrocerSmart audit, the Energy Expert also provides a direct installation during the first visit. While on-site, Energy Experts install low-cost and easy measures as appropriate. These include CFLs in walk-ins, CoolerMiser, Vending Miser, and plug load monitors. By providing immediate savings the program opens the door to a potentially more comprehensive energy efficiency retrofit. Information and immediate, tangible results are the first steps toward market transformation.

Following the initial visit, EnergySmart Grocer provides on-going project support to facility owners who decide to take action. Energy Experts provide referrals to qualified contractors. With owner permission, they request bids from multiple contractors. Bids include a copy of the facility's audit results and other documentation to facilitate contractor response. For complex refrigeration measures EnergySmart Grocer uses a bid review before ordering to ensure that measures meet the terms and condition required for a rebate. This involves close coordination between grocers, equipment sales representatives, and refrigeration contractors to develop the right solution. In situations when the best solution is not covered by standard measures, an engineering analysis determines the appropriate qualification of a custom measure.

Because the particular configuration of refrigeration systems is unique in every facility, EnergySmart Grocer works with the sales engineers to review the bid for compliance with program terms and conditions. The program reviews all refrigeration bids to ensure that the energy savings will, in fact, be achieved and that the installation is eligible for incentives. By educating contractors about potential business relationships in this sector, a more comprehensive market transformation develops, including multiple players from different parts of the grocery sector, equipment installation contractor industry, and equipment manufacturing industry.

In addition to hands-on support, the program provides a reference list for customers and contractors seeking information about products that qualify for rebates. The Qualified Product List provides sourcing information, list prices, and links to further product information. It is continually updated as we become aware of new products on the market, new sources of product, and new terms and conditions for rebates. With dependable resources at their fingertips, Grocers are able to make informed business decisions about energy efficiency at any time.

### ***III. Contractor and Manufacturer Relationships***

Close relationships with equipment manufacturers and installing contractors enable the program to deliver virtual turnkey installations and resultant energy savings. Additionally, these relationships build a network of support for energy efficiency that drives ongoing market transformation.

Industry relationships with contractors and manufacturers streamline the bid and retrofit delivery process. Because the PECI team has strong relationships with contractors, we are able to avoid multi-step bidding processes for small purchases, facilitate bids for larger jobs, and secure discount pricing for many of the installed items on our incentive menu. By streamlining the process and helping business owners navigate from the point of information to the point of sale, EnergySmart Grocer creates a high level of technology adoption and savings opportunities.

Additionally, through ongoing work with contractors and grocers, PECI also understands where grocer needs and contractor services miss each other. By stepping in to meet these needs, EnergySmart Grocer provides a comprehensive service for grocers.

The program works with installing contractors to ensure that qualified contractors are available to perform installations in the customers' facilities. The contractors receive a packet of information on the program: an overview of the participation process, documentation required for rebates, sample invoices, and a rebate release form, for use where a customer wishes to sign the rebate over to the contractor. The program maintains a listserv for ongoing communication with participating contractors and manufacturers. The listserv provides monthly updates of the incentives, new opportunities, success stories, and program progress. Contractors received training about energy efficient technologies. These trainings respond to market perceptions regarding energy saving equipment, present results of installations, and offer Q&A about the products. The program also works with installing contractors to update Furnished and Installed (F&I) pricing lists for their services. In rural areas, contractors can only afford one trip to the facility – the trip to make the installation. Our Energy Experts provide the F&I pricing to the decision maker, who can authorize contractor work on the spot, knowing exactly what the price will be.

The EnergySmart Grocer program leverages strong working relationships with key vendors for commonly installed items such as door gaskets, strip curtains, food processing items, and anti-sweat heater controls. The existing EnergySmart Grocer program's strong relationship with refrigeration manufacturers, Hussmann, Tyler, Hill-Phoenix, and Kysor-Warren, will help the program to continue growth in the target market. Refrigeration manufacturers have a sales staff and an engineering staff, both of which are crucial to the program achieving large energy savings.

Ongoing training sessions for the manufacturer's sales staff familiarize them with the program protocols, incentives, and methods for using energy savings as a sales tool. In EnergySmart Grocer's work with manufacturers, a clear market transformation has taken place. In 2002-2003, energy efficient equipment sales to grocers increased by 20%, encouraging Hussmann Refrigeration to hire an additional staff member to handle skyrocketing sales.

Checklists and Bid Review forms, filled out by the engineering staff, allow EnergySmart Grocer a chance to communicate program terms and conditions directly to the people who have the most influence on system configuration and equipment selection. The program reviews all proposed refrigeration installations to ensure that they are eligible for rebates and energy savings are achieved.

#### ***IV. Marketing Plan***

EnergySmart Grocer deploys a strategic market outreach plan, successfully reaching multiple audiences in the grocery industry to raise awareness about program opportunities, maintain credibility, and drive grocers to take action.

In 2002-2003, a program logo was developed with a distinctive "look and feel" for use in all program materials, informational flyers, and case studies. The marketing plan for 2004-2005 builds on the momentum from the previous marketing campaign, to deliver further product information, program success stories, and calls to action. Specific deliverables include a program brochure, six measure-specific informational flyers, two case studies, an introductory postcard, point of purchase materials, a product display binder, and a Contractor packet. These materials are delivered to the various target audiences through multiple channels, including our program web-site, an email listserv, direct mail, and face to face contact. In addition, our program uses direct telephone contact for initial audit scheduling and follow-up.

The marketing plan includes:

- Promoting program brand identity established in the first year
- Continuing momentum through multiple points of contact with grocer decision-makers

- Leveraging existing relationships between grocers, wholesalers, contractors & manufacturers
- Working with equipment manufacturers to promote common goals

## ***V. Target Audiences***

The marketing campaign addresses three audiences. First, the marketing campaign speaks to key decision-makers in the food industry, promoting the program's benefits for their business as a whole. The second audience is contractors. Program experience shows that it is essential to enlist the participation of contractors, especially in the rural, hard to reach markets, which are traditionally underserved. PECEI has built a network of contractors willing to serve these areas, and will continue to expand that network. Finally, the program also targets the grocery stores' customers and employees to support the grocer's commitment to energy efficient practices and technology.

EnergySmart Grocer's experiences show that the product information flyers help facilitate the sales process. The foundational print pieces for this campaign are six flyers designed to acquaint grocers with energy efficient equipment. These flyers clearly demonstrate the need and the benefits for each item.

In the grocery industry, peer to peer communication is a potent marketing tool. Soliciting case studies, letters of recommendation and success to post on the website or to mail to Grocers helps to generate a broader base of knowledge, support, and interest.

Participating grocers receive a thank-you packet of program stickers and decals with energy-efficiency messages, for use on site. Grocers like the EnergySmart Grocer logo and want to demonstrate to the community their commitment to saving energy. They also carry the messages to employees, encouraging them to share in energy savings. Messages include "Keep the Door Closed", "Strip Curtains Save \$\$" and "Turn Off the Lights".

Energy Experts are equipped with a Product Display Binder, highlighting the available products for easily installed measures such as night covers, strip curtains, and CFLs. The binder includes product examples, sourcing information, pricing, and contact information for installing contractors. PECEI has found that grocers are much more likely to take action when they see a tangible example of the proposed equipment, and an actual implementation plan.

Marketing efforts for contractors are centered on enrollment and communication updates that support their efforts in promoting energy-efficient equipment. The contractor packet describes the program, its benefits and how to participate. The packet is used in training contractors face to face, and direct mailed upon request.

## ***VII. Rebates***

Most ESG rebates cover 20% of the installed cost of the retrofits. We find that grocers are motivated by rebates for the larger retrofits, and increases in rebates have stimulated more activity, but for smaller retrofits, some very important ones, they do not bother to apply for rebates. Many times, our Energy Experts have walked into a store for a follow-up visit to find that the owner has switched all his walk-in coolers to CFLs, and repaired gaskets on his reach-in doors, but didn't bother to apply for a rebate. The educational power of the program convinced them to take action; they skipped the perceived hassle of applying for a rebate.

EnergySmart Grocer has a thorough process for documenting and verifying rebates as they come in. The rebate process begins when the program receives an application from the grocer, including a signed rebate application, a rebate worksheet, and an invoice for installed equipment. Rebate applications are

checked against invoices for make and model numbers, installed count, and installation date. When all information is reviewed and double-checked, the program issues the rebate check. Turnaround time averages 15 working days from receipt of completed application to issuing the check. With a clean rebate process and a quick turnaround time, Grocers are more likely to pursue additional retrofits.

### Program Lessons and Success

EnergySmart Grocer is building momentum. From March through August 2003, rebated savings throughout California have increased from 31,342 kWh lifetime deemed savings per month, to more than 30,000,000 kWh per month, building toward an anticipated total savings of 220,000,000 kWh. As of August, 2003, EnergySmart Grocer brought retrofits to 105 stores, and is poised to complete the year with retrofits in more than 400 stores. More than 1/3 of these groceries implemented multiple retrofits, demonstrating a high level of trust and investment in the program and the power of the face-to-face Energy Expert interaction. In addition to these indicators, EnergySmart Grocer has exceeded expectations in developing relationships in rural areas. Nearly half of all retrofits were enacted in rural areas.

This growth was precipitated by increasing awareness and trust in the program – in short, by gradual market transformation. The development in 2002-2003 of marketing strategies

and materials, program infrastructure, a network of industry relationships with grocers and wholesalers, and with contractors and equipment manufacturers, establishes a significant foundation for the successes of the proposed 2004-2005 program. As of August, 2003, more than 22% of EnergySmart Grocer customers have requested and received additional retrofits. This is great news for the future of the program. By working with grocers to phase in additional retrofits and networking through satisfied customers to new businesses, EnergySmart Grocer will continue to grow.

The clear success of EnergySmart Grocer has resulted from PECI's ability to address market barriers, invest in relationships with equipment manufacturers and contractors, and develop tools to streamline the process of providing audits, bids, retrofit installations, and rebates. Many grocers have only begun the process of incorporating energy efficiency into their business decisions, and therefore present a substantial market with high potential for more energy savings.

Table 2. QUALIFYING REFRIGERATION MEASURES	Rebate/Unit
Low Temperature Open Case to New Reach-in	\$ 200.00 per linear ft
Low Temperature Open Case to Refurbished Reach-in	\$ 200.00 per linear ft
Medium Temperature Open Case to New Reach-in	\$ 150.00 per linear ft
Medium Temperature Open Case to Refurbished Reach-in	\$ 150.00 per linear ft
Low Temperature Reach-in or Coffin to New High Efficiency Reach-in	\$ 200.00 per linear ft
Low Temperature Reach-in or Coffin to Refurbished High Efficiency Reach-in	\$ 200.00 per linear ft
Special Doors with Low Anti-sweat Heat	\$ 50.00 per door
High Efficiency Multiplex Compressor System - air cooled or evap cooled	\$ 200.00 per hp
Floating Head Pressure Controllers - air cooled or evap cooled	\$ 60.00 per hp
Efficient Condenser (oversized) - air cooled or evap cooled	\$ 110.00 per ton
Efficient Compressor - Low Temperature	\$ 45.00 per ton
Evaporator Fan Controller for Walk-in Coolers	\$ 75.00 per controller
Air-Cooled to Evaporator-Cooled Condenser, Single Compressors	\$ 225.00 per ton
Air-Cooled to Evaporator-Cooled Condenser, Multiplex	\$ 110.00 per ton
Anti-Sweat Heater Controls	\$ 14.00 per linear ft
Efficient Evaporator Fan Motor - shaded pole to ECM	\$ 15.00 per motor
Efficient Evaporator Fan Motor - shaded pole to PSC	\$ 16.00 per motor
Night Covers	\$ 4.80 per linear ft
Strip Curtains on Walk-in Boxes	\$ 1.60 per sq ft
Insulate Bare Suction Lines	\$ 0.64 per linear ft
Door Gaskets for Main Door of Walk-in Coolers or Freezers	\$ 3.20 per linear ft
Door Gaskets on Reach-in Glass Doors	\$ 3.20 per linear ft
Auto-Closers for Main Door of Coolers	\$ 40.00 per closer
Auto-Closers for Main Door of Freezers	\$ 50.00 per closer
Auto-Closers for Reach-In Glass Doors - Medium Temp	\$ 40.00 per closer
Auto-Closers for Reach-In Glass Doors - Low Temp	\$ 50.00 per closer
Vending Machine Controller	\$ 48.00 per controller
Beverage Merchandiser (Visicooler) Controller	\$ 90.00 per controller