



ComEd Standard Program Process Evaluation Report

Energy Efficiency / Demand Response Plan:
Plan Year 9 (PY9)

Presented to
Commonwealth Edison Company

FINAL

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TABLE OF CONTENTS

1. Introduction 2

2. Evaluation Approach 2

3. Detailed Findings 3

 3.1 Program Process and Satisfaction 3

 3.1.1 Participant Satisfaction 3

 3.1.2 Marketing and Outreach 5

 3.1.3 Decision Making Criteria 6

 3.2 New Offers 9

 3.2.1 Comprehensive Savings Offer (CES) 9

 3.2.2 Energy Management Assistance Offer (EMA) 12

4. Findings and Recommendations 13

5. Appendix 15

 Survey Instrument 15

LIST OF TABLES AND FIGURES

Figure 3-1. Satisfaction with Components of the PY9 Standard Program 4

Figure 3-2. PY9 Standard Program Actual Information Source versus Preferred Outreach Channels 5

Figure 3-3. Influences that Drive the Decision to Participate in the Standard Program 6

Figure 3-4. Type of Financial Metrics Required 7

Figure 3-5. Requirement for Return on Investment 7

Figure 3-6. Requirement for Payback 8

Figure 3-7. Role of Program Incentives in Meeting Financial Criteria 8

Figure 3-8. Importance of Program Factors Relative to Need for Financial Incentive 9

Figure 3-9. Previous Consideration for Comprehensive Projects Among CES Non-Participants 10

Figure 3-10. Barriers Among Participants Who Have Not Considered a Comprehensive Project 11

Figure 3-11. Barriers Among Participants Who Have Considered and Given Thought to Projects 11

Figure 3-12. Perceived Value of Services for Potential Participants 13

Table 2-1. Sample Disposition for Participant Survey 2

1. INTRODUCTION

The Navigant team conducted a limited process evaluation for the PY9 ComEd Standard Program (Standard Program or program) in conjunction with its net-to-gross research, reported separately. We surveyed participating customers in late 2017 and early 2018 to inform our research.

The research addressed participants' experience with the program as well as barriers to and participation in Comprehensive Energy Savings Offer (CES), and interest in and key elements of the Energy Management Assistance Offer (EMA). Although the program has moved on from these new offerings, there are lessons learned from each one that are applicable to the program.

2. EVALUATION APPROACH

In PY9, the Navigant team conducted a limited process evaluation for the ComEd Standard Program (Standard Program or program) in conjunction with its net-to-gross research, which was reported separately. We surveyed 122 participating customers in November 2017 and January 2018 using a computer assisted telephone interviewing (CATI) survey to inform our research (Appendix 5.1).

The initial survey sample frame included 3,335 projects, completed by 1,879 unique program participants (sampling units). Projects were classified by end-use (lighting or non-lighting) and energy savings (large, medium, and small), using ex ante energy impacts reported in the tracking database. Participants who completed both a Standard project and a Custom project were removed from the Standard Program survey sample. For remaining participants that completed multiple projects, we designated one project as the interview project. The final sample frame for the CATI survey consisted of 1,693 participants.

Table 2-1. Sample Disposition for Participant Survey

Sample Disposition	Value
Completed Interviews (I)	122
Eligible incomplete interview (N)*	15
Survey-ineligible organization (X1)	6
Not an eligible organization (X2)†	53
Organization with undetermined survey eligibility (U1)‡	411
Undetermined if eligible organization (U2)	19
Estimated proportion of cases of unknown survey eligibility that are eligible (e1)	96%
Estimated proportion of cases of unknown business eligibility that are eligible (e2)	91%
Total Phone Numbers Used	626
Total Sample Frame	1693
Response Rate§	22%

* Partial interview: callback to complete or mid-interview terminate.

† Reasons: disconnected phone, business/residential phone, computer tone, or customer said wrong number.

‡ Reasons: answering machine, not available, respondent scheduled appointment, non-specific callback/secretary/NTG, initial refusal, hard refusal, gatekeeper refusal, or left voicemail.

The following formulas were used to calculate the AAPOR¹ Response Rate 3 (RR3):

$$RR_{(2-level)} = \frac{I}{I + N + e1(U1 + e2 * U2)}$$

where:

$$e1 = \frac{I + N}{I + N + X1}$$

$$e2 = \frac{I + N + X1 + U1}{I + N + X1 + U1 + X2}$$

3. DETAILED FINDINGS

The PY9 process research addressed the following topics related to the Standard Program and two offerings launched in the summer of 2017:

- Participant experience and satisfaction with the program delivery and operations
- Awareness of, and barriers to, participation in the Comprehensive Energy Savings Offer (CES)
- Awareness of, and interest in, the key elements of the Energy Management Assistance Offer (EMA)

Both new offerings featured additional bonuses on top of the usual incentive for completing multiple projects within a two-year window, intending to drive broader energy savings and higher customer engagement through multiple, comprehensive projects.

CES was designed to capitalize on customers' interest in comprehensive savings by offering an additional 20-30 percent bonus incentive for participants that reserve program funding for multiple projects at one time and complete the projects within a two-year window.

EMA was targeted at small-to-midsized customers (with demand of 100-150 kW) without a dedicated energy manager on staff or under contract, with the goal of providing the resources to encourage more comprehensive projects. EMA provided an additional 20-26 percent bonus incentive for participants to create a custom energy management plan and help participants implement the identified projects within the two-year window.

Although the program has moved on from these new offerings, there are lessons learned from each one that are applicable to the program, which are reported below.

3.1 Program Process and Satisfaction

3.1.1 Participant Satisfaction

Standard Program participants reported high levels of satisfaction with the overall program, with an average satisfaction rating of 8.7 on a scale of 0 to 10, where 0 means very dissatisfied and 10 means very satisfied. A majority (58 percent) of the respondents rated their overall program satisfaction at a 9 or 10 (Figure 3-1). Participants were most satisfied with the equipment that was eligible for incentives and their implementation contractor.

¹ www.aapor.org/AAPOR_Main/media/publications/Standard-efinitions2015_8theditionwithchanges_April2015_logo.pdf

Figure 3-1. Satisfaction with Components of the PY9 Standard Program



Source: PY9 Participant Survey

A little over a third (35 percent) of Standard participants used ComEd's resources to help them find a contractor. Survey responses suggest that this aspect of the program could be improved: it received the lowest average rating out of all components, with 18 percent of respondents highly dissatisfied, rating it a 0 or 1. Respondents also expressed less satisfaction with program communications. While additional research may be required to ferret out the drivers of satisfaction surrounding resources to find a contractor, ComEd could enhance the multiplicity of communications platforms, ease of navigation and improve the consistency with which they provide customer-centric quality communications.

The main program benefits are financial in nature. When asked about benefits of participating, respondents most frequently cited benefits like saving energy and money (80 percent), reducing maintenance costs (41 percent), and receiving the program incentives (32 percent). A quarter (25 percent) found benefit in projects that are good for the environment. Twenty percent mentioned the ability to install and use better quality or newer equipment as a main benefit. Other, less frequently mentioned benefits include the ability to make improvements sooner than otherwise possible (8 percent).

Respondents who have an on-site energy manager in their organization are significantly more likely to cite environmental benefits than those who do not (48 percent compared to 16 percent). However, company policy was not very influential (6.6 mean, 41% high rating, 17% low rating) in the decision to engage in the program. We recommend additional research to determine the role that company policy and dedicated energy managers play in program participation and free ridership.

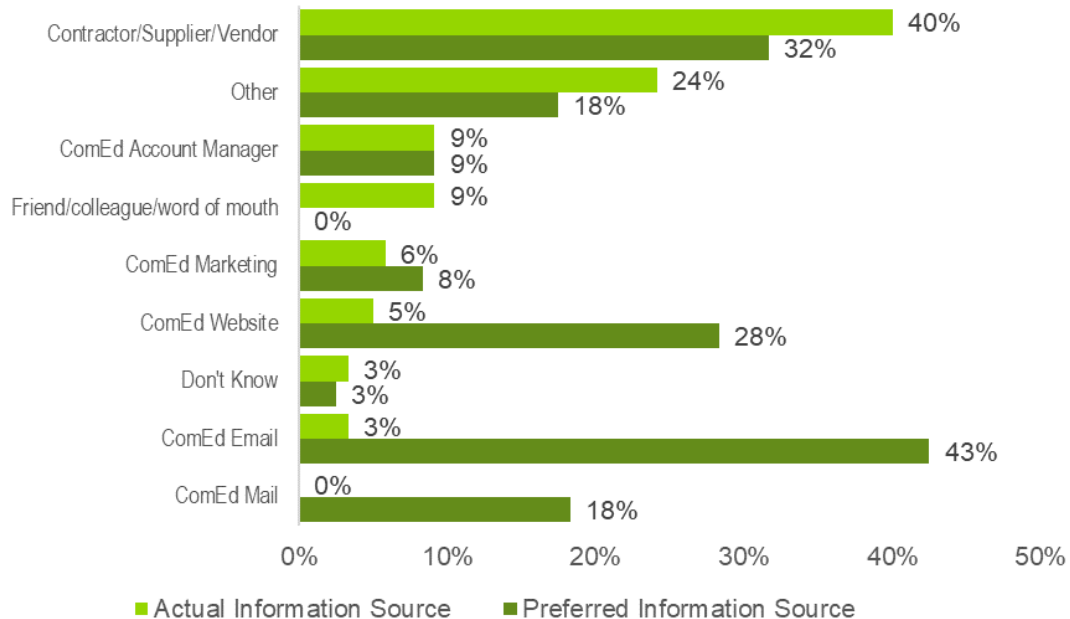
Engaging in a second project within two years constitutes a comprehensive project with additional bonus incentives. Yet few (3 percent lighting, 8 percent non-lighting) have completed a comprehensive project

(See Section 3.2.1 below). This suggests that future research should focus on the informational barrier(s) separating re-participation interest from comprehensive project completion.

3.1.2 Marketing and Outreach

ComEd continues to market the program using a multi-touch strategy across platforms and outreach to trade allies that enables the TAs to promote the program. PY9 participants most frequently first learned about the program through a contractor, supplier, or vendor (40 percent), and 32 percent also indicated that this was one of the best ways for ComEd to disseminate information about energy efficiency opportunities to their company (Figure 3-2). ComEd Account Managers (9 percent) and word of mouth (9 percent) reached more than marketing (6 percent), the ComEd website (5 percent), and emails (3 percent) combined.

Figure 3-2. PY9 Standard Program Actual Information Source versus Preferred Outreach Channels



Note: Multiple choices allowed, total will exceed 100 percent.
 Source: PY9 Participant Survey n=120.

Email was the most preferred method of outreach but is underutilized or unsuccessful in attracting customers' attention. While 43 percent of respondents indicated it was one of the best ways of reaching their company, only 3 percent of respondents said they first learned about the program through email. This indicates an opportunity for ComEd to develop a more robust, content-rich targeted email campaign strategy, testing subject lines and monitoring open rates. The ComEd website and promotional mail were also underrecognized channels that customers prefer, suggesting that more mailers and an easily navigable, informative website offering distinct calls to action in the customer's language could drive participation.

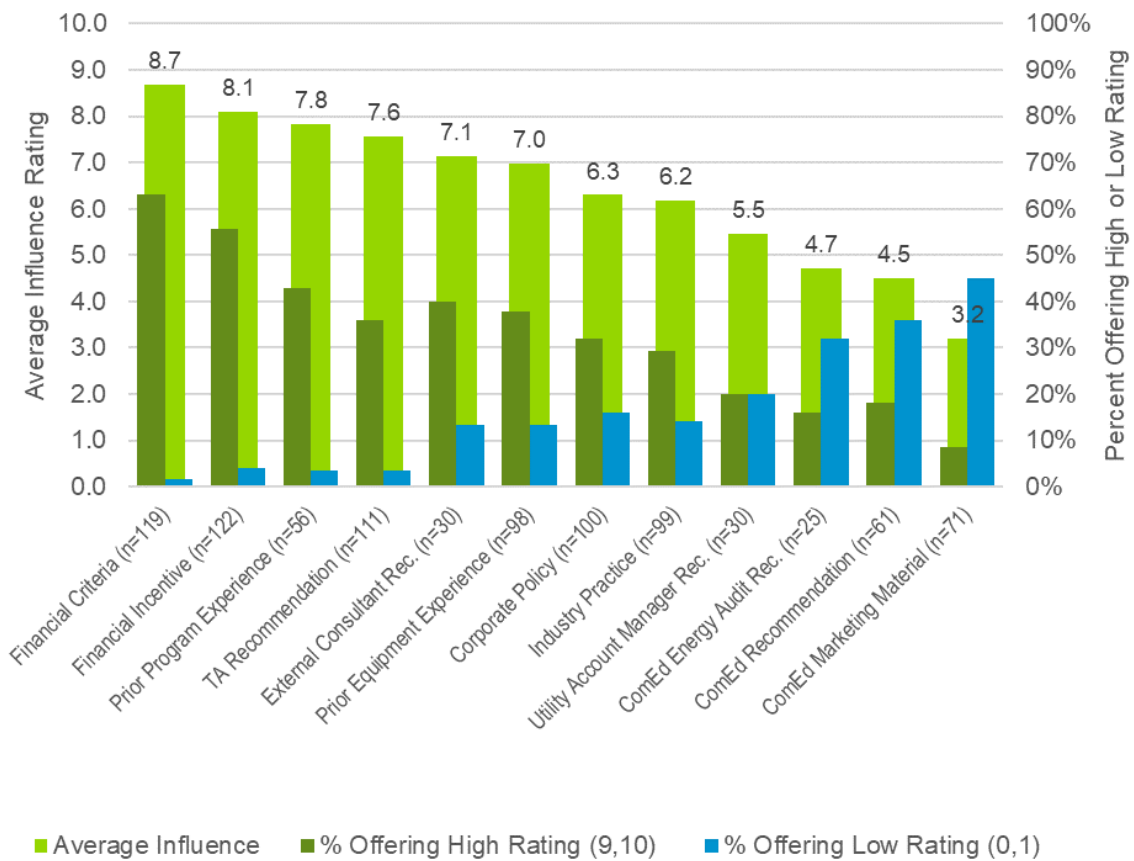
Standard Program participation is heavily driven by project financial metrics and prior program success rather than program deliverables (Figure 3-3). As such, customer needs should be a marketing focus rather than program deliverables. Focusing on the perception of value to the customer (the influences driving their decision to participate) conceivably would increase willingness and ability to participate in the

program. The most influential driver to refocus marketing efforts, according to participants, are financial criteria.

3.1.3 Decision Making Criteria

Standard Program participants rated project finances (financial criteria and financial incentives) as the most influential factor in their determination to participate in the program, followed by prior program experience (Figure 3-3). The four lowest rated influencers were associated with utility- and program-related recommendations and marketing. ComEd’s influence on participants could be strengthened with marketing materials that provide information on financial resources for project ROI or Payback, more targeted recommendations by industry segment, and testimonials or stories about past projects.

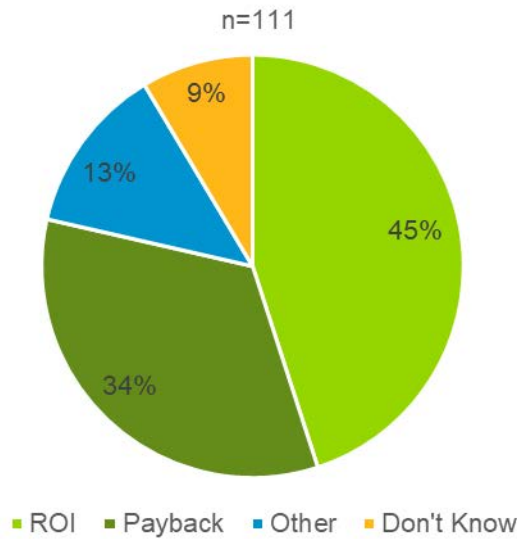
Figure 3-3. Influences that Drive the Decision to Participate in the Standard Program



Source: PY9 Participant Survey - n=120.

Participants reported a greater use of the Return on Investment (ROI) metric than Payback (Figure 3-4) but were less familiar with the required ROI than they were with Payback.

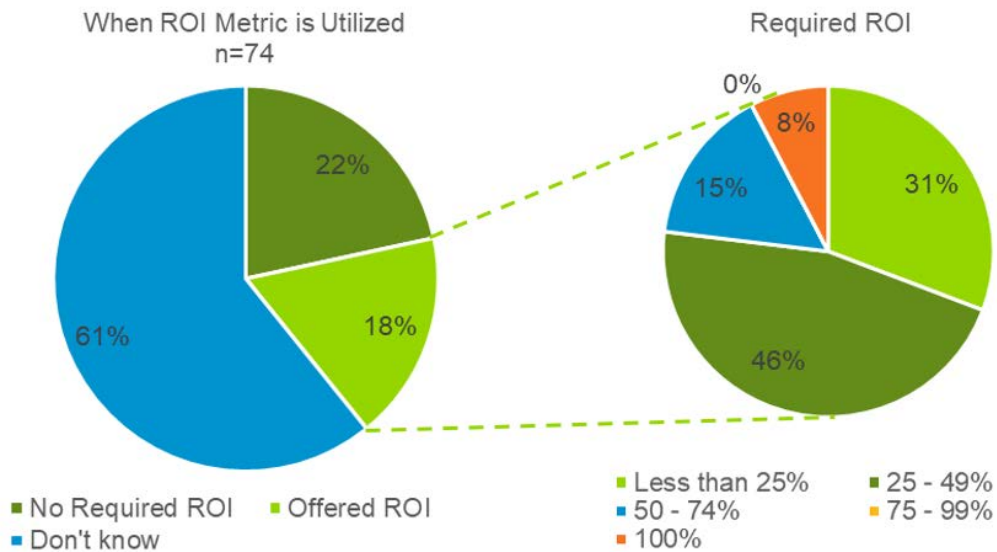
Figure 3-4. Type of Financial Metrics Required



Source: Analysis of PY9 Participant Survey

While more respondents specified the ROI metric, the required ROI suggests a possible lack of familiarity with the concept, with 69 percent reporting that their firm required a ROI greater than 25 percent, and almost a quarter requiring an ROI over 50 percent (Figure 3-5).

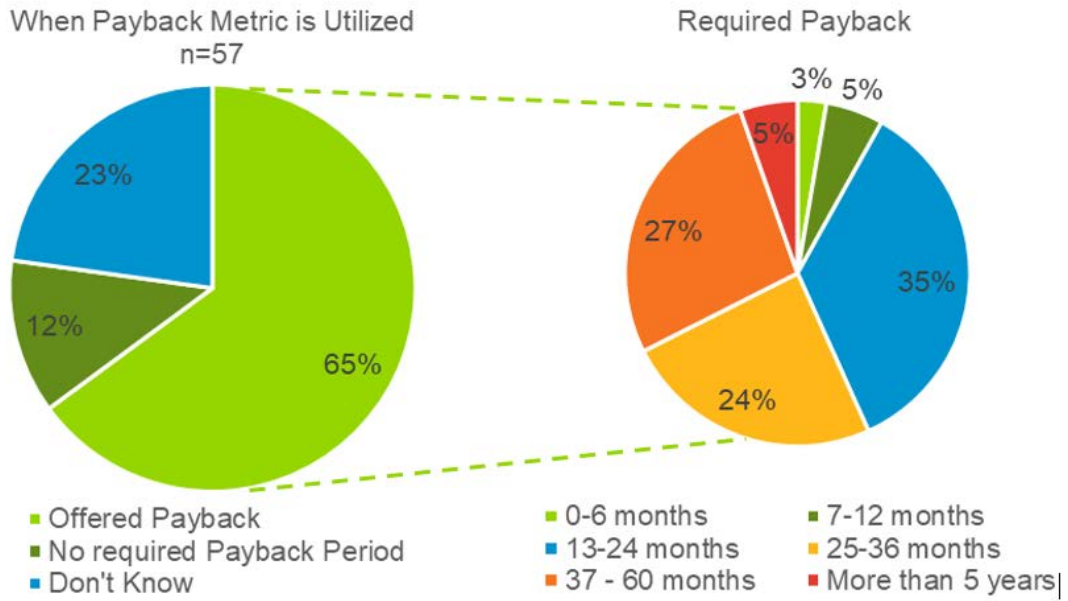
Figure 3-5. Requirement for Return on Investment



Source: PY9 Participant Survey

Respondents showed a greater familiarity with the payback concept, demonstrating better recall of the required metric for their projects that were more typical for energy efficiency investments. (Figure 3-6).

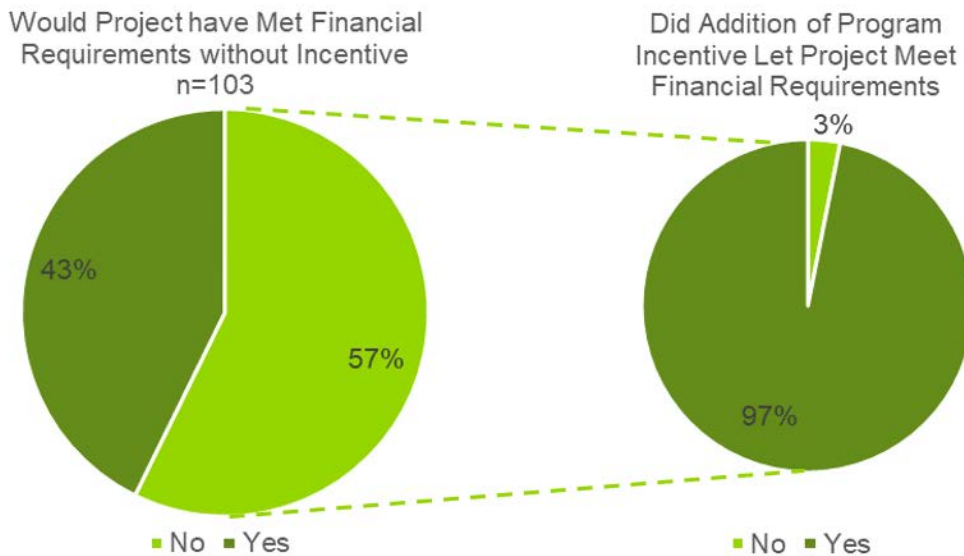
Figure 3-6. Requirement for Payback



Source: PY9 Participant Survey

Participants reported that the financial incentives offered through the program were necessary to meet the required financial criteria for a project to move forward at their company over half the time (Figure 3-7). Of those who reported requiring the program incentive, almost all reported that adding the incentive cleared the financial criteria.

Figure 3-7. Role of Program Incentives in Meeting Financial Criteria

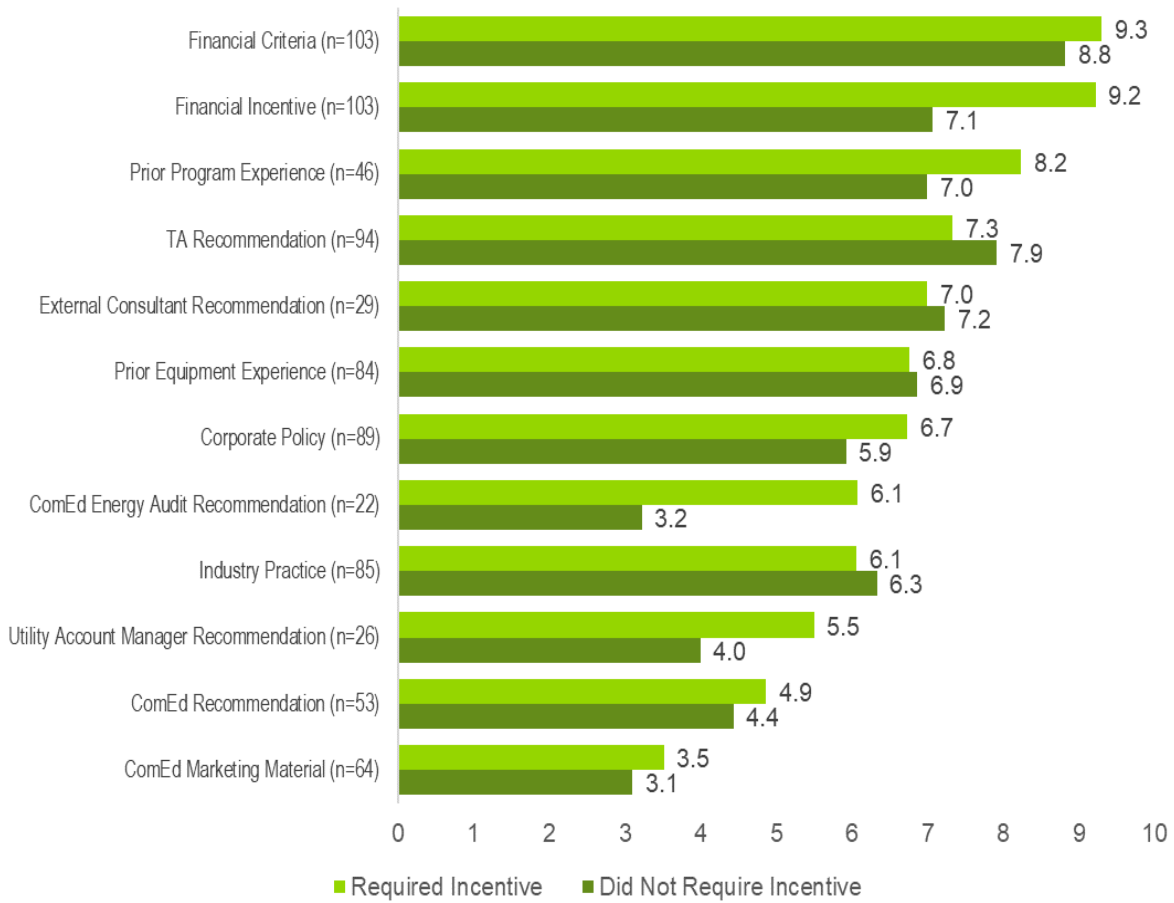


Source: PY9 Participant Survey

Accordingly, program factors were more important to those participants who required the financial incentive to qualify their project, influencing the level of free ridership. (Figure 3-8). Our research found a

disparity in the influence of prior program experience, recommendations from the ComEd energy audit and account managers on those requiring the incentive for their project to qualify.

Figure 3-8. Importance of Program Factors Relative to Need for Financial Incentive



Source: PY9 Participant Survey.

3.2 New Offers

3.2.1 Comprehensive Savings Offer (CES)

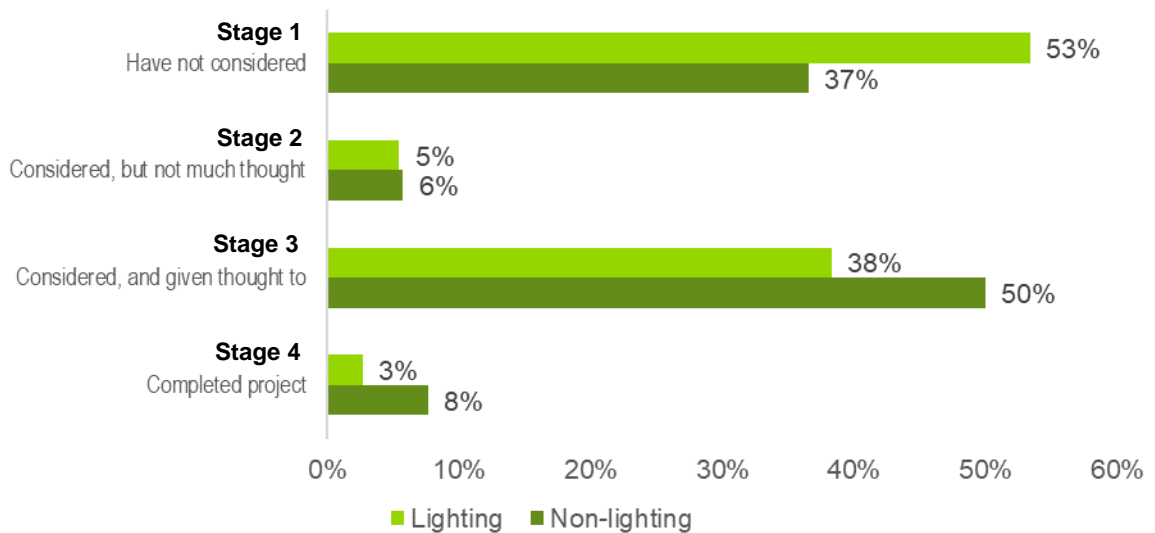
Our research addressed the new CES offer, including awareness, consideration of additional projects and future engagement in the program. Although we understand this offering may no longer be available, the research delivered findings important to future program development and the encouragement of participants to engage in multiple projects.

Six customers participated in CES in PY9. As noted above, roughly three quarters of participants reported the intent to submit additional projects through the program, and about half of those plan to do so within the coming year. Although well-promoted, few participants in the Standard Program are aware of CES (13 percent). Program participants who were aware of CES were more likely to actively seek out program information than other program participants, suggesting that actively engaged customers are searching for energy efficiency project assistance. For example:

- Participants were significantly more likely to learn about CES through the website (44 percent) than they were to learn about the other Standard Program offerings through the website (7 percent)
- Participants without an on-site energy manager are significantly more likely to learn about the offer through the ComEd website (53 percent) than those with an on-site manager (13 percent)
- CES participants most often recalled learning about the offer from the ComEd website (44 percent), their contractor (20 percent), and ComEd Account Managers (17 percent).

Respondents exhibit four stages of progress when considering comprehensive projects, ranging from never having considered it to completing a project (Figure 3-9). Although most customers are interested in doing multiple upgrades through the Standard Program (see re-participation findings, above), only a few can claim a track record of packaging multiple upgrades together in a comprehensive fashion.

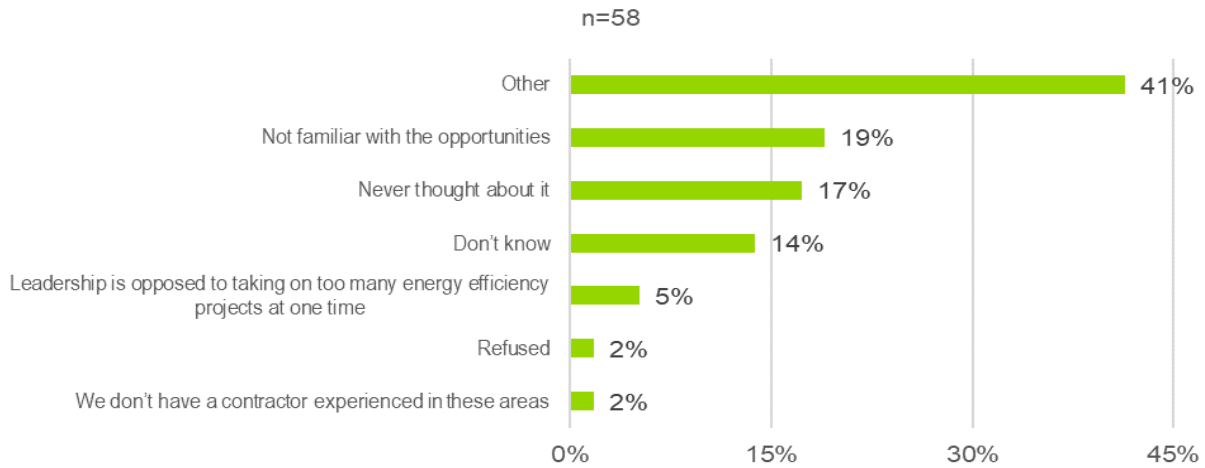
Figure 3-9. Previous Consideration for Comprehensive Projects Among CES Non-Participants



Source: PY9 Participant Survey

Stage 1: Have not considered comprehensive projects: Overall, 46 percent of respondents have simply never considered doing a comprehensive energy efficiency project. Lighting participants were more likely to have not considered a CES project (53 percent) than non-lighting participants (37 percent). Barriers to considering additional projects vary, with 19 percent reporting a lack of familiarity with the opportunities (Figure 3-10).

Figure 3-10. Barriers Among Participants Who Have Not Considered a Comprehensive Project

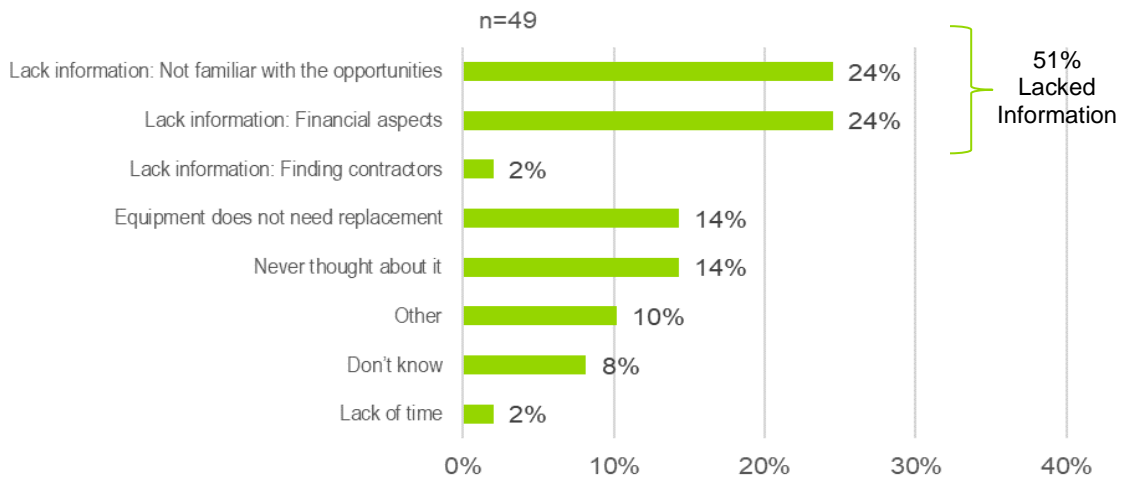


Source: PY9 Participant Survey

Stage 2: Considered but have not given much thought: Another 6 percent of participants claimed to have considered comprehensive projects but did not give them much thought. These participants did not provide further comment on why they did not give the project much thought and there was no difference between lighting and non-lighting customers.

Stage 3: Considered and have given thought to comprehensive projects: Just under half (45 percent) of participants have considered a project of this type and given it further thought. They suggested that a key barrier to forward movement is getting “stuck” in the planning process due to lack of information (Figure 3-11). More than half (51 percent) of customers in this stage said that they did not move their projects forward because they lacked information on which energy efficiency opportunities to undertake (24 percent), financial aspects of the project (24 percent), and how to find contractors (2 percent).

Figure 3-11. Barriers Among Participants Who Have Considered and Given Thought to Projects



Source: PY9 Participant Survey

Stage 4: Completed project: A few Standard Program participants who have not participated in the CES have already completed projects that addressed multiple systems at one time. Non-lighting customers more commonly completed these types of projects (8 percent of all participants) than lighting customers (3 percent of all participants).

Most of all customers lacked appreciation of what a comprehensive project would provide them or what it would entail. Customers who have considered comprehensive upgrades are challenged by how to operationalize their plans and determine benefits of a more complex project.

To help interested customers advance from planning to execution, ComEd may want to consider incorporating more education as part of its program delivery, helping to resolve customers' operational barriers by explaining how to coordinate a comprehensive project (or noting that trade allies can help with this) and highlighting how a coordinated effort can provide customer value beyond the bonus incentive.

3.2.2 Energy Management Assistance Offer (EMA)

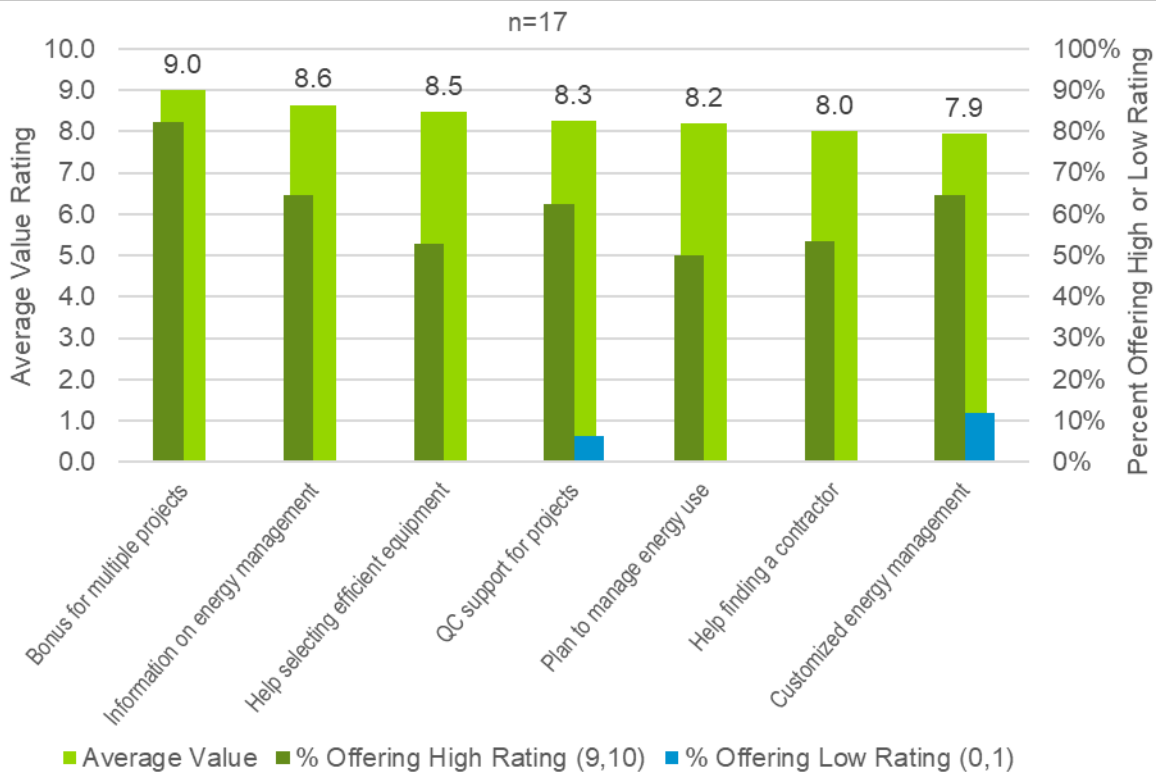
Our research addressed the new EMA offering, including awareness, perception, interest, benefits and barriers. While no projects were completed through this offer in PY9, there were a few projects in the pipeline. Although we understand this offering may no longer be available, the research delivered findings important to future program development and the encouragement of participants to engage in projects.

Most survey respondents (70 percent) reported not having an on-site energy manager. Of those respondents without an on-site energy manager, 17 percent had previously heard of ComEd's EMA.

After hearing about the EMA through the survey, 36 percent of participants reported either very high or very low interest in participating in the program within the next year. Those with a strong interest in the program (18 percent) found high value in energy management services provided by the program, while those with a low interest (18 percent) found little value in the services.

Of respondents with a high interest in EMA participation, each energy management service was individually valued highly by at least half of these respondents (Figure 3-12). About 82 percent valued the reserved bonus incentive the highest while 12 percent placed a very low value on a customized energy management plan. Conversely, participants that exhibited a low interest in participating in the program within the next year placed minimal high values on energy services, and each energy management service was individually valued very low by more than 60 percent.

Figure 3-12. Perceived Value of Services for Potential Participants



Source: PY9 Participant Survey

4. FINDINGS AND RECOMMENDATIONS

The following provides insight into key program findings and recommendations.

Finding 1. Participants tend to be satisfied with their overall program experience and note several benefits of participating. Strong areas of the Standard Program are the types of measures offered and incentive amounts. The primary drawbacks are the enrollment and approval timelines. While half the participants who used ComEd to help find a contractor were satisfied with these resources, many others felt neutral and a few felt dissatisfied. Overall, most participants plan to participate again in the future.

Recommendation 1. The high portion of neutral and dissatisfied attitudes towards ComEd’s resources to help find a contractor suggest that these resources could be improved. Because contractors and ComEd-approved trade allies play a key role in marketing and delivering the program, ComEd may want to consider doing additional research about how to improve this component.

Finding 2. Participants most commonly learn about the Standard Program through contractors, suppliers and vendors (44 percent) and/or through one or more of ComEd’s marketing channels (31 percent). Participants report a variety of preferred communications channels, the top three of which are email, program partners and the ComEd website. However, the website is not simple or obvious for customers unfamiliar with the offerings to navigate, challenging new customers to initiate projects on their own.

Recommendation 2. Because customers have a range of preferred channels of learning about ComEd’s offerings, ComEd should continue its multi-channel outreach strategy.

Recommendation 3. Because customers prefer to access program information on their own schedule via email, website and mailers, supporting materials should be offered from the customers' perspective, easy to navigate and offer distinct calls to action. Email links for additional information offered at easier (higher) navigation levels (not primarily on the PDFs deep in the site) would allow the customer to be tracked in a CRM system as a potential participant.

Finding 3. Most participants in the Standard Program have not given much thought to carrying out a project that could address multiple systems at one time and commonly lack information that would help them plan for this type of project.

Recommendation 4. ComEd should consider developing materials that deliver stronger focus on educating customers about the benefits and value of comprehensive projects. Customers without on-site energy managers, particularly the small and mid-sized businesses, would benefit from an assessment that includes a plan of action, reducing barriers such as indecision, confusion, and the need for additional research.

Finding 4. Customers without an on-site energy manager are significantly more likely to learn about the Comprehensive Energy Savings Offer (CES) through the ComEd website (53 percent) than those with an on-site manager (13 percent).

Recommendation 5. The segment of customers lacking on-site energy managers who are actively seeking information and resources to improve their efficiency is self-selecting and not obvious to the program or TAs. To convert these customers to participants, the program should offer distinct calls to action on the website, including an email link for more information on the navigation pages that will avoid frustration of making choices the customer may not understand.

Finding 5. Lighting project respondents tend to lack a familiarity with other energy efficiency upgrade opportunities.

Recommendation 6. Lighting TAs should be encouraged to promote comprehensive projects and additional measure types through training and provided with literature to leave behind. Program material should bolster non-lighting end uses and the concept of comprehensive projects.

5. APPENDIX

Survey Instrument

The ComEd PY9 Standard Participant Survey instrument is provided below.

ComEd Energy Efficiency Program Participating Customer Survey – Standard Projects December 2017

The purpose of this survey is to gather information that can be used to develop net-to-gross ratios, including free-ridership and participant spillover for the ComEd Standard Program. In addition, the PY9 survey contains focused questions to collect data on the following process questions:

1. What are awareness, perceptions and interest among non-participants, and satisfaction among participants, in the Comprehensive Energy Savings Offer and Energy Management Assistance Offer?
2. What are participants' perspectives and overall satisfaction with the program?
3. How can the program be improved?

Sample Variables

Introduction

[READ IF CONTACT=1]

Hello, this is _____ from Opinion Dynamics calling on behalf of ComEd. This is not a sales call. May I please speak with _____ ?

Our records show that _____ recently installed _____ that received an incentive from ComEd. Is this correct? [IF NOT, ASK TO BE TRANSFERRED TO MOST KNOWLEDGEABLE PERSON OR RECORD NAME & NUMBER.]

This survey will take about 10 minutes. Is now a good time? [If no, schedule call-back]

[READ IF CONTACT=0]

Hello, this is _____ from Opinion Dynamics calling on behalf of ComEd. I would like to speak with the person most knowledgeable about recent changes in cooling, lighting or other energy-related equipment for your firm at this location.

[IF NEEDED] Our records show that _____ recently installed _____ that received an incentive from ComEd. When signing the application form, you also agreed to support evaluation efforts of the ComEd Energy Efficiency Program which includes participating in surveys like this one. I was told you're the person most knowledgeable about this project. Is that correct? [IF NOT, ASK TO BE TRANSFERRED TO MOST KNOWLEDGEABLE PERSON OR RECORD NAME & NUMBER.]

This survey will take about 20 minutes. Is now a good time? [If no, schedule call-back]

(IF NEEDED: This is not a sales call.)

Screening Questions

[READ IF ENDUSE_STRATUM=L1, L2, NL1, NL2] It is important that we hear from all types of companies, and you are one of only a few customers we are calling about <ENDUSE> projects. By sharing your feedback, you can help us be sure that we represent the views of companies like yours.

- A1 Just to confirm, did _____ participate in ComEd’s Energy Efficiency Program at _____ around _____ ?
 (IF NEEDED: This is a program where your business received an incentive from _____ for installing one or more pieces of energy efficient equipment at your facility.)
- 01 (Yes, participated as described)
 - 02 (Yes, participated but at another location)
 - 03 (NO, did NOT participate in program)
 - 00 (Other, specify)
 - 98 (Don’t know)
 - 99 (Refused)

[SKIP A2 IF A1=1]

- A2 Is it possible that someone else dealt with the energy-efficient product installation?
- 01 (Yes, someone else dealt with it)
 - 02 (No)
 - 00 (Other, specify)
 - 98 (Don’t know)
 - 99 (Refused)

[IF A2=1, ask to be transferred to that person. If available, go back to A1. If not available, THANK AND TERMINATE.]

[IF A1<>1 THANK AND TERMINATE (Record dispo as “Could not confirm participation”).]

- A3 I'd like to confirm some information in _____'s database. Our records show that you completed an _____ project through the program. Is this correct?
- 1 (Yes)
 - 2 (No, did not install)
 - 8 (Don't know)
 - 9 (Refused)

[IF A3<>1 THANK AND TERMINATE (Record dispo as "Could not confirm measures")]

TFR Before we begin, I want to emphasize that this survey will only be about the _____ project you completed with an incentive from _____ at _____. For the remainder of this survey, I will refer to the _____ as "the program" and to the _____ project as "the project".

Free-Ridership

- NP1 Did you work directly with any of the following in selecting the efficiency level of this project? Did you work with ... [1=Yes, 2=No, 8=Don't know, 9=Refused]
- a A contractor or vendor?
 - b An external planning or design professional? (IF NEEDED: A professional from outside your company, OTHER THAN A CONTRACTOR, who helped you plan or design the project.)
 - c A ComEd Account Manager

[ASK IF NP1a=1]

NP1aa. Who was the contractor or vendor that you worked with? [OPEN END]

- NP2 Who was the most influential in specifying the efficiency level of this project?
- 01 (Me/respondent)
 - 02 (Contractor)
 - 03 (Engineer)
 - 04 (Architect)
 - 05 (Manufacturer)
 - 06 (Distributor)
 - 07 (Company Owner)
 - 08 (Upgrade Project manager)
 - 09 (_____ Representative/Program Staff)
 - 10 (Co-worker/peer)
 - 11 (Management at my company)
 - 00 (Other, specify)
 - 98 (Don't know)
 - 99 (Refused)

- NP3 And who informed you about the availability of an incentive through the program?
- 01 (Me/respondent)
 - 02 (Contractor)
 - 03 (Engineer)
 - 04 (Architect)
 - 05 (Manufacturer)
 - 06 (Distributor)
 - 07 (Company Owner)
 - 08 (Upgrade Project manager)

- 09 (Representative/Program Staff)
- 10 (Co-worker/peer)
- 11 (Management at my company)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

NP4 Prior to this project, had _____ previously participated in the _____ ?
 (IF NEEDED: Have you received an incentive for a project completed through the program in the past?)

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

NP5 To the best of your knowledge, has the facility located at _____ received a _____ - sponsored energy audit within the past 3 years? (IF NEEDED: An audit involves a visit by a field technician who looks at your facility and provides recommendations for ways to reduce your facility's energy usage.)

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

Influencing Factors

TN1 I'd now like to ask a few questions about the _____ equipment you installed through the program.

N1 Did this new energy efficiency equipment that you installed through the program... replace existing equipment, was it added to control or work directly with existing equipment, or was it additional stand-alone equipment?

- 1 (Replaced existing equipment)
- 2 (Added to control or work directly with existing equipment)
- 3 (Additional stand-alone equipment)
- 00 Other (record VERBATIM)
- 98 (Don't know)
- 99 (Refused)

[ASK IF N1=1]

N2 Which of the following statements best describes the performance and operating condition of the equipment you replaced through the program?

- 1 Existing equipment was functioning without significant problems
- 2 Existing equipment was functioning, but it was outdated
- 3 Existing equipment was functioning, but with significant problems
- 4 Existing equipment had failed or did not function
- 00 Other (RECORD VERBATIM)
- 96 (Not applicable, ancillary equipment (VSD, EMS, controls, etc.) or additional stand-alone equipment)
- 98 (Don't know)
- 99 (Refused)

N3 In deciding to do a project of this type, there are usually a number of reasons why it may be undertaken. What were the main reasons you decided to install this equipment? (Probe for other reasons.)

[MULTIPLE RESPONSE]

[INTERVIEWER: If respondent says "Energy Savings", PROBE: What is your motivation behind wanting to achieve energy savings? Is it to reduce cost/use, for environmental reasons, or something else?]

- 01 (To replace old or outdated equipment)
- 02 (As part of a planned remodeling, build-out, or expansion)
- 03 (To improve equipment performance/product quality)
- 04 (To comply with codes set by regulatory agencies)
- 05 (To comply with company policies, goals, or mandates)
- 06 (To reduce energy costs/use)
- 07 (For environmental reasons/green image)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[SKIP IF NP4=1]

N4 Did you learn about the program BEFORE or AFTER the decision was made to select the equipment?

(INTERVIEWER NOTE: If they say "at the same time," e.g., while talking with a contractor about equipment options, ask them to clarify if they picked the exact equipment before or after they found out about the available incentive.)

- 1 (Before)
- 2 (After)
- 8 (Don't know)
- 9 (Refused)

TN5 Next, I'm going to ask you to rate the importance of the _____ as well as other factors that might have influenced your decision to complete this project with the exact equipment chosen. I will read you a list of factors. For each factor, please rate its importance on a scale from 0 to 10, where 0 means "not at all important" and 10 means "extremely important". If something does not apply, please let me know.

[FOR EACH N5A-N5L RECORD 0 to 10; 96=Not Applicable; 98=Don't Know; 99=Refused]

(Interviewer Note: Prompt for a numeric rating if not given, for example "So what rating would that be, on a 0 to 10 scale?"... If respondent says "We would not have done it", prompt with "So would you rate that as extremely important, or a 10 on a 0 to 10 scale?")

N5a (IF NEEDED: How important in your DECISION to implement the project was...)
Availability of the program's financial incentive?

[ASK IF N5A=0,1,2,8,9,10]

N5aa Could you briefly discuss why you gave that rating to the availability of the program incentive? [OPEN END; 98=Don't know; 99=Refused]

[ASK IF NP1-a=1]

N5b (IF NEEDED: How important in your DECISION to implement the project was...)
A recommendation from an equipment vendor or contractor that helped you with the choice of the equipment?

[ASK IF NP1-b=1]

N5c (IF NEEDED: How important in your DECISION to implement the project was...)

(IF NEEDED: A professional from outside your company)
 A recommendation from an external project planning or design consultant?

[ASK IF NP1-c=1]

N5d (IF NEEDED: How important in your DECISION to implement the project was...)
 An endorsement or recommendation by your account manager?

[ASK IF N5d=0,1,2,8,9,10]

N5dd Could you briefly discuss why you gave that rating to your account manager? [OPEN
 END; 98=Don't know; 99=Refused]

N5e (IF NEEDED: How important in your DECISION to implement the project was...)
 A recommendation from a ComEd program staff person?
 (IF NEEDED: This would be someone from that is affiliated specifically with
 the program and not someone from the utility that might ordinarily contact you about your
 account.)

[ASK IF N5e=0,1,2,8,9,10]

N5ee Could you briefly discuss why you gave that rating to the ComEd program staff person?
 [OPEN END; 98=Don't know; 99=Refused]

[ASK IF NP5=1]

N5f (IF NEEDED: How important in your DECISION to implement the project was...)
 Information provided through a -sponsored energy audit?

[ASK IF N5f=0,1,2,8,9,10]

N5ff Could you briefly discuss why you gave that rating to the energy audit? [OPEN END;
 98=Don't know; 99=Refused]

N5g (IF NEEDED: How important in your DECISION to implement the project was...)
 Information from marketing materials?

[ASK IF N5g=0,1,2,8,9,10]

N5gg Could you briefly discuss why you gave that rating to the marketing materials? [OPEN
 END; 98=Don't know; 99=Refused]

[ASK IF NP4=1]

N5h (IF NEEDED: How important in your DECISION to implement the project was...)
 Previous experience with the program?

N5i (IF NEEDED: How important in your DECISION to implement the project was...)
 Previous experience with this type of equipment?

N5j (IF NEEDED: How important in your DECISION to implement the project was...)
 Your company's corporate policy or guidelines?

N5k (IF NEEDED: How important in your DECISION to implement the project was...)
 Standard practice in your business or industry?

N5l (IF NEEDED: How important in your DECISION to implement the project were...)
 Financial criteria, such as payback or return on the investment

N5m Were there any other factors we haven't discussed that were influential in your decision to choose
 the energy efficient equipment?

- 00 [Record verbatim]
- 96 (Nothing else influential)
- 98 (Don't Know)
- 99 (Refused)

[ASK IF N5m=00]

N5mm Using the same zero to 10 scale, how would you rate the influence of this factor?
 [RECORD 0 to 10; 98=Don't Know; 99=Refused]

[ASK IF N5i>7 AND NP4=1]

- N5ii You indicated that previous experience with this type of equipment was important in your decision to complete the project that qualified for the _____ incentive. Was your experience from a time when you... installed the equipment using an earlier _____ incentive, ... or was it from a time when you installed that equipment on your own?
- 1 (With _____ incentive)
 - 2 (On my own/No _____ incentive)
 - 3 (Both)
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF N5L>5 ELSE SKIP TO TN7]

Financial Criteria

TN6 I'd like to find out more about the financial criteria your company uses for its capital investments and expenditures.

N6 What financial criteria does your company use for _____ projects like the one you completed through the _____ program? Do you use... (Prompt, if needed) [MULTIPLE RESPONSE, UP TO 3]

- 01 Payback period
- 02 Return-on-investment
- 00 Something else (specify)
- 98 (Don't know)
- 99 (Refused)

[ASK IF N6=02]

N6a What is the return-on-investment threshold that your company uses, as a percentage? [OPEN END, RECORD AS PERCENTAGE BETWEEN 0% AND 100%; 996 - My company doesn't have a set percentage; 998-DK; 999-Ref]

[ASK IF N6=01]

N6b What is the payback cut-off point <COMPANY> uses, in months, before deciding to proceed with an investment? Would you say... (IF NEEDED: The payback period is the amount of time it takes for the energy savings created by a project to pay for the project cost.)

- 1 0 to 6 months
- 2 7 months to 1 year
- 3 more than 1 year up to 2 years
- 4 more than 2 years up to 3 years
- 5 more than 3 years up to 5 years
- 6 Over 5 years
- 7 (Don't have a cut-off point)
- 8 (Don't know)

N7 Without the program's incentive, would this project have met your company's financial criteria?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

[SKIP IF N7=1]

N7a And with the program's incentive, did this project meet your company's financial criteria?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

Program vs. Other Factors

TN7 Thinking about this differently, I would like you to compare the importance of the PROGRAM with the importance of OTHER factors you may have considered in implementing the project.

[GENERATE OTHER_IMP=1 IF (N5C, N5K, OR N5J=8,9,10) OR (N5B=8,9,10 AND <TA>=0) OR (N5L=8,9,10 AND (N7=1 OR N7a=2,8,9)) OR (N5i=8,9,10 AND (NP4<>1 OR N5ii=2))]

[READ IF OTHER_IMP=1]

TN7o You mentioned that the following OTHER factors were important:

[READ IF N5B=8,9,10 & <TA>=0] Recommendation from an equipment vendor or contractor

[READ IF N5i=8,9,10 & (NP4<>1 OR N5ii=2)] Previous experience with this type of equipment

[READ IF N5C=8,9,10] Recommendation from an external project planning or design consultant

[READ IF N5K=8,9,10] Standard practice in your business/industry

[READ IF N5J=8,9,10] Corporate policy or guidelines

[READ IF N5L=8,9,10 & (N7=1 OR N7a=2,8,9)] Financial criteria, such as payback or return on the investment

N7o If you were given a TOTAL of 100 points that reflect the importance in your decision to implement the project, and you had to divide those 100 points between 1) the program and 2) any OTHER factors, how many points would you give to the importance of the PROGRAM?

[RECORD 0 to 100; 998=Don't Know; 999=Refused]

[CALCULATE VARIABLE "OTHER_PTS" AS: 100 MINUS N7o RESPONSE; IF N7o=998,999, SET OTHER_PTS=BLANK]

N7p And how many points would you give to other factors?

[RECORD 0 to 100; 998=Don't Know; 999=Refused]

[ASK IF N7p<>OTHER_PTS & N7o<>998,999 & N7p<>998,999]

N7INC The last question asked you to divide a TOTAL of 100 points between the program and other factors. You just noted that you would give <N5p RESPONSE> points to the program. Does that mean you would give <OTHER_PTS> points to other factors?

- 1 Yes
- 2 No

- 8 (Don't know)
- 9 (Refused)

[ASK IF N7INC=2]

- N7INC2 Would you like for me to change either the points given to the program or change the points given to other factors? Or we can change both if you wish.
- 1 (Change points given to program)
 - 2 (Change points given to other factors)
 - 3 (Change both)
 - 4 (No, don't change)
 - 8 (Don't know)
 - 9 (Refused)

[IF N7INC2=1,3, RETURN TO N7o]

[IF N7INC2=2, RETURN TO N7p]

Counterfactual Scenarios

TN8 Now I would like you to think about the action you would have taken with regard to the completion of this project if the program had not been available. For the next two questions, please use a likelihood scale from 0 to 10, where 0 is "Not at all likely" and 10 is "Extremely likely."

N8 Without the program, what is the likelihood that you would have installed EXACTLY the same ENERGY EFFICIENT equipment, either at the same time or at a later time?
 [RECORD 0 to 10; 98=Don't know; 99=Refused]

[SKIP IF N8=0]

N9 And what is the likelihood that you would have installed exactly the same energy efficient equipment WITHIN 12 MONTHS OF WHEN YOU COMPLETED your project? (If needed: Please use the same likelihood scale, where 0 is "Not at all likely" and 10 is "Extremely likely.")
 [RECORD 0 to 10; 98=Don't know; 99=Refused]

[SKIP IF N8=0]

N9a When do you think you would have installed the efficient equipment had the program not been available? (IF NEEDED: Please answer relative to the date that you ACTUALLY installed the equipment)

- 0 [MASK IF N9=0] At the same time
- 1 [MASK IF N9=0] Within 6 months
- 2 [MASK IF N9=0] More than 6 months up to 1 year later
- 3 More than 1 year up to 2 years later
- 4 More than 2 years up to 3 years later
- 5 More than 3 years up to 4 years later
- 6 More than 4 years later
- 8 (Don't know)
- 9 (Refused)

[ASK IF N9a=6]

N9b Why do you think it would have been over 4 years later?

- 00 [Record VERBATIM]
- 98 (Don't know)
- 99 (Refused)

Consistency Checks

GENERATE PROGRAM INFLUENCE VARIABLES AS FOLLOWS]

Program Influence Variable	Check Description	Value	Condition
CC_PC	Importance of program components	1 = High	Any of N5a, N5e, N5H, N5g, OR N5D=8,9,10
		2 = Low	At least one of N5a, N5e, N5H, N5g, OR N5D=0,1,2 AND None of N5a, N5e, N5H, N5g, OR N5D=3-10
		0 = Neither	Any other responses
CC_PI	Program influence score	1 = High	N7o = 71-100
		2 = Low	N7o = 0-29
		0 = Neither	Any other responses
CC_NP	No-program likelihood score	1 = High	N8=0,1,2
		2 = Low	N8=8,9,10
		0 = Neither	Any other responses
CC_ID	Installation decision timeframe	2 = After	N4=2
		1 = Before	N4=1
		0 = Neither	Any other responses

[GENERATE TRIGGER VARIABLE AS FOLLOWS]

TRIGGER	TRIGGER_2	CC_PC	CC_PI	CC_NP	CC_ID
1	1	1	2	ANY	ANY
		2	1	ANY	ANY
		1	ANY	2	ANY
		2	ANY	1	ANY
		ANY	1	2	ANY
		ANY	2	1	ANY
	2	1	ANY	ANY	2
		ANY	1	ANY	2
		ANY	ANY	1	2
0	0	All other combinations			

[IF TRIGGER=0, SKIP TO SPILLOVER SECTION]

[ASK IF TRIGGER = 1, ELSE SKIP TO SPILLOVER SECTION]

TCC1 I have a few follow-up questions on your earlier responses. Some of your answers suggested that the program WAS pretty important in your decision to complete the project but others suggested that it WASN'T very important. Just to make sure I have understood your responses, I have a couple of follow-up questions to ask you.

The following responses suggest that the program was important:

- [READ IF CC_PC=1] You gave a rating of 8 or higher to the following program components:
 - [READ IF N5a=8,9,10] the program incentive
 - [READ IF N5H=8,9,10] previous experience with the program
 - [READ IF N5E=8,9,10] a recommendation from a program staff person
 - [READ IF N5g=8,9,10] information from marketing materials
 - [READ IF N5D=8,9,10] an endorsement or recommendation by your key account executive
- [READ IF CC_PI=1] You gave out of 100 points to the program.
- [READ IF CC_NP=1] You gave a rating of for the likelihood that you would have completed the same project without the program.

But you also...

- [READ IF CC_ID=2] said that you learned about the program AFTER you already decided to install energy efficient
- [READ IF CC_PC=2] rated all program components 2 or less in terms of their importance in your decision to implement the project,
 - [READ IF CC_PI=2] gave <N7o RESPONSE> out of 100 points to the program,
 - [READ IF CC_NP=2] gave a rating of <N8 RESPONSE> for the likelihood that you would have completed the same project without the program,

... which suggests that the program was not important.

CC1 Overall, would you say that the program was important, or not important, in your selection of the energy efficient equipment?

- 1 Important
- 2 Not important
- 3 (Neither important nor unimportant)
- 8 (Don't know)
- 9 (Refused)

CC2 Can you describe the role the program played in your decision to install this efficient equipment?
[OPEN END – RECORD VERBATIM; 98=DON'T KNOW; 99=REFUSED]

[ASK IF CC_ID=2 AND N5b=7,8,9,10]

CC3 Could you briefly describe the role of your vendor on your decision to implement the project?
[OPEN END – RECORD VERBATIM; 98=DON'T KNOW; 99=REFUSED]

[ASK IF (CC_ID=2 AND CC1=1)]

CC4 Could you please clarify whether you learned about the program before, or after, you made your final decision to install your specific energy-efficient equipment?

- 01 (Learned about Program Before)
- 02 (Learned about program After)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[SKIP RESPONDENTS WHO ONLY TRIGGERED TIMING CHECK TO SPILLOVER SECTION: SKIP IF (CC_PC=1 AND CC_P1=2 AND CC_NP=1 AND CC_ID=2) OR (CC_PC=2 AND CC_PI=1 AND CC_NP=2 AND CC_ID=2) OR (CC_PC=1 AND CC_PI=1 AND CC_NP=1 AND CC_ID=2)]

[ASK IF CC1=1,2, ELSE SKIP TO SPILLOVER SECTION]

- CC5 Would you like for me to change your responses that suggested that the program was [READ IF CC1=1: not] important? We can change: [MULTIPLE RESPONSE, UP TO 2]
- 1 [READ IF (CC_PC=1 AND CC1=2) OR (CC_PC=2 AND CC1=1)] the ratings you gave to program factors
 - 2 [READ IF (CC_PI=1 AND CC1=2) OR (CC_PI=2 AND CC1=1)] the points you allocated to the program
 - 3 [READ IF (CC_NP=1 AND CC1=2) OR (CC_NP=2 AND CC1=1)] the likelihood to install the same equipment without the program
 - 4 (No, don't change)
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF CC5=1]

- CC6 Please tell me what new rating you would like to give to each of the following...
[FOR EACH N11a-N11I RECORD 0 to 10; 98=Don't Know; 99=Refused]

How important in your DECISION to implement the project was...

- a [ASK IF (CC_PC=1 AND N5a=8,9,10) OR (CC_PC=2 AND N5a=0,1,2)] the importance of the program's financial incentive?
(IF NEEDED: Your prior rating was a _____ out of 10)
- h [ASK IF (CC_PC=1 AND N5H=8,9,10) OR (CC_PC=2 AND N5H=0,1,2)] the importance of previous participation in the program?
(IF NEEDED: Your prior rating was a _____ out of 10)
- e [ASK IF (CC_PC=1 AND N5E=8,9,10) OR (CC_PC=2 AND N5E=0,1,2)] the importance of a recommendation from a program staff person?
(IF NEEDED: Your prior rating was a _____ out of 10)
- g [ASK IF (CC_PC=1 AND N5G=8,9,10) OR (CC_PC=2 AND N5G=0,1,2)] the importance of information from _____ marketing materials?
(IF NEEDED: Your prior rating was a _____ out of 10)
- d [ASK IF (CC_PC=1 AND N5D=8,9,10) OR (CC_PC=2 AND N5D=0,1,2)] the importance of an endorsement or recommendation by your _____ account manager?
(IF NEEDED: Your prior rating was a _____ out of 10)

[ASK IF CC5=2]

- CC7 Out of a total of 100 points, how many points would you give to the program and how many would you give to other influences? [RECORD 0 to 100; 998=Don't Know; 999=Refused]
- a the program?
 - b other factors?
- (IF NEEDED: You previously allocated _____ out of 100 points to the program)

[ASK IF CC5=3]

- CC8 If the program had not been available, what is the likelihood that you would have installed exactly the same equipment?
(IF NEEDED: Using a scale from 0 to 10, where 0 is "Not at all likely" and 10 is "Extremely likely")
(IF NEEDED: Your prior rating was a _____ > out of 10)
[RECORD 0 to 10; 98=Don't know, 99=Refused]

Spillover

Thank you for discussing the _____ project that you completed through the _____ .
 Next, I would like to discuss any energy efficient equipment you might have installed without receiving an incentive from _____ .

- SP1 Since receiving the incentive for the project we just discussed, have you installed any ADDITIONAL energy efficiency measures at this facility or at your other facilities within _____ 's service territory that did NOT receive an incentive from _____ ?
- 1 Yes
 - 2 No
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF SP1=1, ELSE SKIP TO PROCESS MODULE]

- SP1a Have you applied, or do you still plan to apply, for a _____ incentive for these energy efficiency measure(s)?
- 1 Yes
 - 2 No
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF SP1a=1]

- SP1b What _____ program(s) do you plan to apply to for incentives for these energy efficiency measure(s)? [INTERVIEWER NOTE: Customers interviewed for this survey just completed a Standard/Prescriptive project]
- 1 (Standard/Prescriptive Program)
 - 2 (Custom Program)
 - 00 (Other, specify)
 - 98 (Don't know)
 - 99 (Refused)

[ASK IF SP1a=1]

- SP1c When do you plan to apply for incentives through these program(s)?
- 00 [RECORD VERBATIM]

First Spillover Measure

[ASK IF SP1a=2, ELSE SKIP TO PROCESS MODULE]

- SP2a What was the first energy efficient measure that you implemented without a <UTILITY> incentive? (If response is general, e.g., "lighting equipment", probe for specific measure. Probe from list, if necessary.)
- 01 (Lighting: LED lamps)
 - 02 (Lighting: T8 lamps) (Note that this is a type of linear fluorescent lamps)
 - 03 (Lighting: T5 lamps) (Note that this is a type of linear fluorescent lamps)
 - 04 (Lighting: Highbay Fixtures)
 - 05 (Lighting: CFLs)
 - 06 (Lighting: Controls or Occupancy sensors)
 - 07 (Cooling: Chiller)
 - 08 (Cooling: Unitary/Split Air Conditioning System)
 - 09 (Room A/C)
 - 10 (Strip curtains)
 - 11 (Motors: Variable Frequency Drives (VFD/VSD))

- 12 (Motors: Efficient motors)
- 13 (Food service products: Anti-sweat controls)
- 14 (Food service products: EC motor for WALK-IN cooler/freezer)
- 15 (Food service products: EC motor for REACH-IN cooler/freezer)
- 16 (Process equipment)
- 17 (Information technology)
- 00 (Other, specify)
- 96 (Didn't install any measures)
- 98 (Don't know)
- 99 (Refused)

[SKIP TO PROCESS MODULE IF SP2a=96, 98, 99]

SP2b On a scale of 0-10, where 0 means "no influence" and 10 means "greatly influenced," how much did your experience with the _____ influence your decision to install this particular high efficiency equipment on your own?
 [SCALE 0-10; 98=Don't know, 99=Refused]

SP2c If you had NOT participated in the _____, how likely is it that _____ would still have installed this additional energy efficient equipment? Please use a 0 to 10 scale, where 0 means you "definitely WOULD NOT have implemented this equipment" and 10 means you "definitely WOULD have implemented this equipment".
 [SCALE 0-10; 98=Don't know, 99=Refused]

[CALCULATE SP_SCORE:

- IF SP2b<>98,99 AND SP2c<>98,99, THEN SP_SCORE = (SP2b+(10-SP2c))/2
- IF SP2b<>98,99 AND SP2c=98,99, THEN SP_SCORE = SP2b
- IF SP2b=98,99 AND SP2c<>98,99, THEN SP_SCORE = 10-SP2c]

[ASK IF SP_SCORE>5, ELSE SKIP TO PROCESS MODULE]

SP3a How did your experience with the <PROGRAM_NAME> influence your decision to install this high efficiency equipment on your own?
 [OPEN END; 98=Don't Know, 99=Refused]

[ASK IF SP2a=1-6, ELSE SKIP TO SP3e]

SP3b How many <SP3a RESPONSE> did you install without receiving an incentive (IF NEEDED: Probe for best estimate) [NUMERIC OPEN END; 0-995; Don't know=998, Refused=999]

SP3c Generally, what type of light bulbs did the <SP2a RESPONSE> [READ IF SP2a=1-5: replace; READ IF SP2a=6: control]?

1. (Incandescent lamps)
2. (CFLs)
3. (LEDs)
4. (Halogen lamps)
5. (Linear fluorescent T12s)
6. (Linear fluorescent T8s)
00. (Other – specify)

- 98. (Don't know)
- 99. (Refused)

SP3d Were the majority of <SP2a RESPONSE> installed in areas that use space cooling and heating?

- 1. (Cooling Only)
- 2. (Heating Only)
- 3. (Cooling and Heating)
- 4. (Neither Cooling nor Heating)
- 8. (Don't know)
- 9. (Refused)

SP3e Why did you purchase the <SP2a RESPONSE> without an incentive from <UTILITY>? [MULTIPLE RESPONSE, UP TO 3]

- 01 (Takes too long to get approval)
- 02 (No time to participate, needed equipment immediately)
- 03 (The equipment did not qualify)
- 04 (The amount of the incentive wasn't large enough)
- 05 (Did not know the program was available)
- 06 (There was no program available)
- 07 (Had reached the maximum incentive amount)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[ASK IF SP3e=3]

SP3ee Why didn't the equipment qualify? [OPEN END; 98=Don't Know, 99=Refused]

Second Spillover Measure

SP4 Did you implement any other energy efficient measures without a <UTILITY> incentive?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

[ASK IF SP4=1, ELSE SKIP PROCESS MODULE]

SP5a What was the second energy efficient measure that you implemented without a <UTILITY> incentive? (If response is general, e.g., "lighting equipment", probe for specific measure. Probe from list, if necessary.)

- 01 (Lighting: LED lamps)
- 02 (Lighting: T8 lamps) (Note that this is a type of linear fluorescent lamps)
- 03 (Lighting: T5 lamps) (Note that this is a type of linear fluorescent lamps)
- 04 (Lighting: Highbay Fixtures)
- 05 (Lighting: CFLs)
- 06 (Lighting: Controls or Occupancy sensors)
- 07 (Cooling: Chiller)
- 08 (Cooling: Unitary/Split Air Conditioning System)
- 09 (Room A/C)
- 10 (Strip curtains)
- 11 (Motors: Variable Frequency Drives (VFD/VSD))
- 12 (Motors: Efficient motors)
- 13 (Food service products: Anti-sweat controls)

- 14 (Food service products: EC motor for WALK-IN cooler/freezer)
- 15 (Food service products: EC motor for REACH-IN cooler/freezer)
- 16 (Process equipment)
- 17 (Information technology)
- 00 (Other, specify)
- 96 (Didn't install any measures)
- 98 (Don't know)
- 99 (Refused)

[SKIP TO PROCESS MODULE IF SP5a=96, 98, 99]

SP5b On a scale of 0-10, where 0 means "no influence" and 10 means "greatly influenced," how much did your experience with the _____ influence your decision to install this particular high efficiency equipment on your own?
[SCALE 0-10; 98=Don't know, 99=Refused]

SP5c If you had NOT participated in the _____, how likely is it that _____ would still have installed this additional energy efficient equipment? Please use a 0 to 10 scale, where 0 means you "definitely WOULD NOT have implemented this equipment" and 10 means you "definitely WOULD have implemented this equipment".
[SCALE 0-10; 98=Don't know, 99=Refused]

[CALCULATE SP_SCORE:

- IF SP5b<>98,99 AND SP5c<>98,99, THEN SP_SCORE = (SP5b+(10-SP5c))/2
- IF SP5b<>98,99 AND SP5c=98,99, THEN SP_SCORE = SP5b
- IF SP5b=98,99 AND SP5c<>98,99, THEN SP_SCORE = 10-SP5c]

[ASK IF SP_SCORE>5, ELSE SKIP TO PROCESS MODULE]

SP6a How did your experience with the <PROGRAM_NAME> influence your decision to install this high efficiency equipment on your own?
[OPEN END; 98=Don't Know, 99=Refused]

[ASK IF SP5a=1-6, ELSE SKIP TO SP6e]

SP6b How many <SP5a RESPONSE> did you install without receiving an incentive (IF NEEDED: Probe for best estimate) [NUMERIC OPEN END; 0-995; Don't know=998, Refused=999]

SP6c Generally, what type of light bulbs did the <SP5a RESPONSE> [READ IF SP5a=1-5: replace; READ IF SP5a=6: control]?

1. (Incandescent lamps)
2. (CFLs)
3. (LEDs)
4. (Halogen lamps)
5. (Linear fluorescent T12s)
6. (Linear fluorescent T8s)
00. (Other – specify)

- 98. (Don't know)
- 99. (Refused)

SP6d Were the majority of <SP5a RESPONSE> installed in areas that use space cooling and heating?

- 1. (Cooling Only)
- 2. (Heating Only)
- 3. (Cooling and Heating)
- 4. (Neither Cooling nor Heating)
- 8. (Don't know)
- 9. (Refused)

SP6e Why did you purchase the <SP5a RESPONSE> without an incentive from <UTILITY>? [MULTIPLE RESPONSE, UP TO 3]

- 01 (Takes too long to get approval)
- 02 (No time to participate, needed equipment immediately)
- 03 (The equipment did not qualify)
- 04 (The amount of the incentive wasn't large enough)
- 05 (Did not know the program was available)
- 06 (There was no program available)
- 07 (Had reached the maximum incentive amount)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[ASK IF SP6e=3]

SP6ee Why didn't the equipment qualify? [OPEN END; 98=Don't Know, 99=Refused]

Third Spillover Measure

SP7 Did you implement any other energy efficient measures without a <UTILITY> incentive?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

[ASK IF SP7=1, ELSE SKIP TO PROCESS MODULE]

SP8a What was the third energy efficient measure that you implemented without a <UTILITY> incentive? (If response is general, e.g., "lighting equipment", probe for specific measure. Probe from list, if necessary.)

- 01 (Lighting: LED lamps)
- 02 (Lighting: T8 lamps) (Note that this is a type of linear fluorescent lamps)
- 03 (Lighting: T5 lamps) (Note that this is a type of linear fluorescent lamps)
- 04 (Lighting: Highbay Fixtures)
- 05 (Lighting: CFLs)
- 06 (Lighting: Controls or Occupancy sensors)
- 07 (Cooling: Chiller)
- 08 (Cooling: Unitary/Split Air Conditioning System)
- 09 (Room A/C)
- 10 (Strip curtains)
- 11 (Motors: Variable Frequency Drives (VFD/VSD))
- 12 (Motors: Efficient motors)
- 13 (Food service products: Anti-sweat controls)

- 14 (Food service products: EC motor for WALK-IN cooler/freezer)
- 15 (Food service products: EC motor for REACH-IN cooler/freezer)
- 16 (Process equipment)
- 17 (Information technology)
- 00 (Other, specify)
- 96 (Didn't install any measures)
- 98 (Don't know)
- 99 (Refused)

[SKIP TO PROCESS MODULE IF SP8a=96, 98, 99]

SP8b On a scale of 0-10, where 0 means “no influence” and 10 means “greatly influenced,” how much did your experience with the _____ influence your decision to install this particular high efficiency equipment on your own?
[SCALE 0-10; 98=Don't know, 99=Refused]

SP8c If you had NOT participated in the _____, how likely is it that _____ would still have installed this additional energy efficient equipment? Please use a 0 to 10 scale, where 0 means you “definitely WOULD NOT have implemented this equipment” and 10 means you “definitely WOULD have implemented this equipment”.
[SCALE 0-10; 98=Don't know, 99=Refused]

[CALCULATE SP_SCORE:

- IF SP8b<>98,99 AND SP8c<>98,99, THEN SP_SCORE = (SP8b+(10-SP8c))/2
- IF SP8b<>98,99 AND SP8c=98,99, THEN SP_SCORE = SP8b
- IF SP8b=98,99 AND SP8c<>98,99, THEN SP_SCORE = 10-SP8c]

[ASK IF SP_SCORE>5, ELSE SKIP TO PROCESS MODULE]

SP9a How did your experience with the <PROGRAM_NAME> influence your decision to install this high efficiency equipment on your own?
[OPEN END; 98=Don't Know, 99=Refused]

[ASK IF SP8a=1-6, ELSE SKIP TO SP9e]

SP9b How many <SP8a RESPONSE> did you install without receiving an incentive (IF NEEDED: Probe for best estimate) [NUMERIC OPEN END; 0-995; Don't know=998, Refused=999]

SP9c Generally, what type of light bulbs did the <SP8a RESPONSE> [READ IF SP8a=1-5: replace; READ IF SP8a=6: control]?

- 1. (Incandescent lamps)
- 2. (CFLs)
- 3. (LEDs)
- 4. (Halogen lamps)
- 5. (Linear fluorescent T12s)
- 6. (Linear fluorescent T8s)
- 00. (Other – specify)

- 98. (Don't know)
- 99. (Refused)

SP9d Were the majority of <SP8a RESPONSE> installed in areas that use space cooling and heating?

- 1. (Cooling Only)
- 2. (Heating Only)
- 3. (Cooling and Heating)
- 4. (Neither Cooling nor Heating)
- 8. (Don't know)
- 9. (Refused)

SP9e Why did you purchase the <SP8a RESPONSE> without an incentive from <UTILITY>?

[MULTIPLE RESPONSE, UP TO 3]

- 01 (Takes too long to get approval)
- 02 (No time to participate, needed equipment immediately)
- 03 (The equipment did not qualify)
- 04 (The amount of the incentive wasn't large enough)
- 05 (Did not know the program was available)
- 06 (There was no program available)
- 07 (Had reached the maximum incentive amount)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[ASK IF SP9e=3]

SP9ee Why didn't the equipment qualify? [OPEN END; 98=Don't Know, 99=Refused]

Process Module

Program Processes and Satisfaction

I'd now like to ask you a few general questions about your participation in the ComEd Energy Efficiency Program as well as some other services ComEd offers to their business customers.

PR1 How did you first hear about the ComEd Energy Efficiency program?

- 1 (ComEd Account Manager)
- 2 (ComEd Website)
- 3 (Email from ComEd)
- 4 (Other ComEd marketing)
- 5 (Contractor)
- 6 (Supplier/Vendor)
- 7 (Friend/colleague/word of mouth)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

PR2 In general, what is the best way of reaching companies like yours to provide information about energy efficiency opportunities like the ComEd Energy Efficiency program? **[MULTIPLE RESPONSE, UP TO 3]**

- 1 (ComEd Account Manager)
- 2 (ComEd Website)
- 3 (Email from ComEd)
- 4 (Other ComEd marketing)
- 7 (Mail from ComEd)
- 5 (Contractor)
- 6 (Supplier/Vendor)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

PR3 What do you see as the main benefits to participating in the ComEd Energy Efficiency program? **[MULTIPLE RESPONSE, UP TO 3]**

- 1 (Energy Savings/Saving money)
- 2 (Good for the Environment)
- 3 (Lower Maintenance Costs)
- 4 (Better Quality/New Equipment)
- 5 (Rebate/Incentive)
- 6 (Able to make improvements sooner)
- 00 (Other, Specify)
- 98 (Don't know)
- 99 (Refused)

PR4 What do you see as the drawbacks to participating in the program? **[MULTIPLE RESPONSE, UP TO 3]**

- 1 (Paperwork too burdensome)
- 2 (Incentives not high enough/not worth the effort)
- 3 (Program is too complicated)
- 4 (Project approval takes too much time)
- 5 (Cost of equipment)
- 0 (Other, specify)

- 6 (No drawbacks)
- 8 (Don't know)
- 9 (Refused)

- PR5 On a scale of 0 to 10, where 0 is very dissatisfied and 10 is very satisfied, how would you rate your satisfaction with... [96=not applicable, 98=Don't know, 99=Refused]
- a the incentive amount (If needed: Please give an overall rating for the incentive.)
 - b the communication you had with the ComEd Energy Efficiency program staff
 - c the equipment that is eligible for an incentive under the program
 - d ComEd resources to help you find a contractor to install energy efficient upgrades
 - e [ASK IF NP1a=1] the contractor you worked with to implement the <ENDUSE> project
 - f the total amount of time it took to complete the project through the program
 - g the ComEd Energy Efficiency program overall [ANCHOR]
 - h ComEd overall [ANCHOR]

- PR6 Do you plan to participate in the program again in the future?
- 1 Yes
 - 2 No
 - 3 (Maybe)
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF PR6=1]

- PR7 When do you plan to participate in the program? Would you say...
- 1 Within the next 6 months,
 - 2 7 months to 1 year from now,
 - 3 Between 1 and 2 years from now, or
 - 4 More than 2 years from now
 - 8 (Don't know)
 - 9 (Refused)

New Offers: Screeners

Thanks for your responses! I now have a couple of questions about your company.

- NO1 Which of the following best describes the ownership of your facility at <ADDR>?
- 1 My company owns and occupies this facility
 - 2 My company owns this facility, but it is rented to someone else
 - 3 My company rents this facility, from someone else
 - 8 (Don't know)
 - 9 (Refused)
- NO2 Does your company have an on-site energy manager at this facility, including yourself, or any other employee or contractor?
- 1 Yes
 - 2 No
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF NO2=1]

- NO3 Is the on-site energy manager...?
- 01 a company employee,

- 02 a contractor
- 00 (Some other type of employee, specify; OPEN END)
- 98 (Don't know)
- 99 (Refused)

[ASK IF NO2=1]

NO4 What percent of the on-site energy manager's time is devoted to energy-related activities at this location? [IF NEEDED: Your best estimate is fine.] [NUMERIC OPEN-END, WHOLE NUMBERS 0 TO 100, 998=DON'T KNOW, 999=REFUSED]

Comprehensive Savings Offers: "Tiered" Standard Offer

Tx1. [SHOW Intro for those who do NOT have Energy Managers; NO2<>1] My next questions are about new incentives that are available for projects completed through the ComEd Energy Efficiency Program. The first offer is called the Comprehensive Energy Savings Offer. The offer provides a bonus incentive for companies that reserve program funding for multiple projects at one time, and then complete all projects within a two-year window. Bonuses range from an additional twenty to thirty percent of the standard rebate.

Tx2. [SHOW THIS intro for those who DO have Energy Managers; NO2=1] My last questions are about a new incentive for projects completed through the ComEd Energy Efficiency Program called the Comprehensive Energy Savings Offer. The offer provides a bonus incentive for companies that reserve program funding for multiple projects at one time, and then complete all projects within a two-year window. Bonuses range from an additional twenty to thirty percent of the standard rebate.

C1 Were you aware ComEd offered this Comprehensive Energy Savings Offer?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refuse)

[ASK IF C1=1]

C1A How did you learn about the program?

- 01 (ComEd Account Manager)
- 02 (ComEd Website)
- 03 (Email from ComEd)
- 04 (Other ComEd marketing)
- 05 (Contractor)
- 06 (Supplier/Vendor)
- 07 (Friend/colleague/word of mouth)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[ASK C2 IF COMP_PART=0, ELSE SKIP TO CP0]

C2 Have you ever considered doing comprehensive energy efficiency projects like this before, where you could address multiple systems at one time, like lighting, the HVAC system, or compressed air, for example?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refuse)

[ASK IF C2=1]

- C3 What has prevented you from addressing multiple other systems? [MULTIPLE RESPONSE]
- 01 (Need more information about energy efficiency opportunities)
 - 02 (Need more information about the financial return/payback/ROI for these projects)
 - 03 (Need more information about contractors who offer these services)
 - 04 (Leadership is opposed to taking on too many energy efficiency projects at one time)
 - 05 (Not familiar with the opportunities)
 - 06 (Our contractor doesn't work in other areas)
 - 07 (Never thought about it)
 - 00 (Other, specify)
 - 98 (Don't know)
 - 99 (Refused)

[ASK IF C2=2]

- C4 Why is your company not interested in addressing multiple other systems? [MULTIPLE RESPONSE]
- 01 (Haven't seen strong results from what we've done so far)
 - 02 (Leadership is opposed to taking on too many energy efficiency projects at one time)
 - 03 (Not familiar with the opportunities)
 - 04 (Never thought about it)
 - 05 (We don't have a contractor experienced in these areas)
 - 00 (Other, Specify)
 - 98 (Don't know)
 - 99 (Refuse)

C5_new Is there anything else that would help your company engage in these other projects in the future?

- 01 (No - Don't need to do any other efficiency projects)
- 02 (No -Can't plan that far ahead)
- 03 (No -Additional incentive not big enough)
- 04 (no – other reason)
- 05 (No - too busy)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[ASK IF COMP_PART=1]

- CP0. Our records show that your company is enrolled in a Comprehensive Savings Offer project at this time. Is that correct?
- 1 Yes
 - 2 No
 - 8 (Don't know)
 - 9 (Refused)

[ASK IF CP0=1; ELSE SKIP TO ENERGY MANAGEMENT ASSISTANCE SECTION]

CP1. How many projects did you agree to complete as part of the program? [NUMERIC OPEN END; 0-5, 98=DON'T KNOW, 99=REFUSED]

[Ask if CP1 <5]

CP1A. Customers can complete up to 5 projects in this offering, and you said that you completed fewer than this. Why did you select that number of measures rather than the maximum possible?

- 01. (Lack of funding)
- 02. (Not enough time to complete more projects)
- 03. (Did not know what else would qualify)
- 04. (Didn't know I could complete that many)
- 00. (Other, specify)

- 98. (Don't Know)
- 99. (Refused)

CP2. How many of these projects would you have completed without the additional incentives through the Comprehensive Tier Track offering? Would you say...

- 1. The same amount
- 2. More projects, or
- 3. Fewer projects?
- 8. (Don't Know)
- 9. (Refused)

[ASK IF CP2=2]

CP2A. How many more of these projects would you have completed without the additional incentives through the Comprehensive Tier Track offering? [NUMERIC OPEN END; 0-10, 98=DON'T KNOW, 99=REFUSED]

[ASK IF CP2=3]

CP2B. How many fewer of these projects would you have completed without the additional incentives through the Comprehensive Tier Track offering? [NUMERIC OPEN END; 0-10, 98=DON'T KNOW, 99=REFUSED]

CP3. What do you see as the main benefits of this Comprehensive Tier Track offering?

- 00. [Open End]
- 98. (Don't Know)
- 99. (Refused)

CP4. What, if any, barriers do you see to participating in this Offer?

- 01. (Requirement to complete multiple projects within two years)
- 02. (Lack of funding)
- 03. (Not enough time to complete more projects)
- 04. (Did not know what else would qualify)
- 00. (Other, specify)
- 98. (Don't Know)
- 99. (Refused)

CP5. What suggestions do you have to improve the Comprehensive Tier Track offering?

[OPEN END; 98=Don't Know, 99=Refused]

Comprehensive Savings Offers: Energy Management Assistance

[ASK SECTION IF NO2<>1 ELSE GO TO END]

The next NEW incentive offer is called the Energy Management Assistance Offer. The Energy Management Assistance Offer provides a bonus incentive for companies that make a plan for facility energy management and complete projects on their plan. To help guide companies through the plan and projects, this Offer provides free support from a ComEd energy manager. The quicker customers implement the projects identified in their plan, the larger the bonus. Bonuses range from an extra twenty to twenty-six percent of the standard incentive, for projects completed within a two-year window.

M1 Prior to this survey, had you heard of this ComEd Energy Management Assistance Offer?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

[ASK IF M1=1]

M2 How did you hear about the Energy Management Assistance Offer? [MULTIPLE RESPONSE]

- 1 (ComEd Account Manager)
- 2 (ComEd Website)
- 3 (Email from ComEd)
- 4 (Other ComEd marketing)
- 5 (Contractor)
- 6 (Supplier/Vendor)
- 7 (Friend/colleague/word of mouth)
- 00 (Other, specify)
- 98 (Don't know)
- 99 (Refused)

[ASK IF MANAGE_PART=0; ELSE SKIP TO MP1]

M3 On a scale of 0 to 10, where 0 is not at all valuable and 10 is extremely valuable, how would you rate the value of the following energy management services to your company? [96=not applicable, 98=Don't know, 99=Refused][ROTATE]

- a Information about the basics of facility energy management
- b Help developing a custom plan for managing your facility's energy use
- c Help selecting specific energy efficient equipment
- d Help finding a contractor to install energy efficient equipment
- e Support to ensure projects are performed properly at your facility
- f A reserved bonus incentive for completing multiple projects within 2 years
- g Turn-key energy management help that is customized to your needs

M4 Overall, based on what I have told you about the Energy Management Assistance Offer, how would you rate your level of interest in participating in it, within the next year? Please use the same 0-10 scale, where 0 means not at all interested and 10 means extremely interested.

- [0-10]
- 98 (Don't know)
- 99 (Refused)

[ASK IF MANAGE_PART=1]

MP1. Our records show that your company is enrolled in the Energy Management Assistance Offer at this time. Is that correct?

- 1 Yes
- 2 No
- 8 (Don't know)
- 9 (Refused)

[ASK IF mp1=1; ELSE SKIP TO end]

MP2. On a scale of 0 to 10, where 0 is not at all valuable and 10 is extremely valuable, how would you rate the value of the following energy management services to your company? [96=not applicable, 98=Don't know, 99=Refused][ROTATE]

- a Information about the basics of facility energy management
- b Help developing a custom plan for managing your facility's energy use
- c Help selecting specific energy efficient equipment
- d Help finding a contractor to install energy efficient equipment
- e Support to ensure projects are performed properly at your facility
- f A reserved bonus incentive for completing multiple projects within 2 years
- g Turn-key energy management help that is customized to your needs

MP3. What do you see as the main benefits of this Energy Management Assistance offering?

- 00. [Open End]
- 98. (Don't Know)

- 99. (Refused)
- MP4. What, if any, barriers do you see to participating in this Offer?
 - 01. (Requirement to complete multiple projects within two years)
 - 02. (Lack of funding)
 - 03. (Not enough time to complete more projects)
 - 04. (Did not know what else would qualify)
 - 00. (Other, specify)
 - 98. (Don't Know)
 - 99. (Refused)
- MP5. What suggestions do you have to improve the Energy Management Assistance offering?
 - 00. Open End
 - 98. (Don't Know)
 - 99. (Refused)

Those are all of the questions I have. Thank you for your participation in this study.