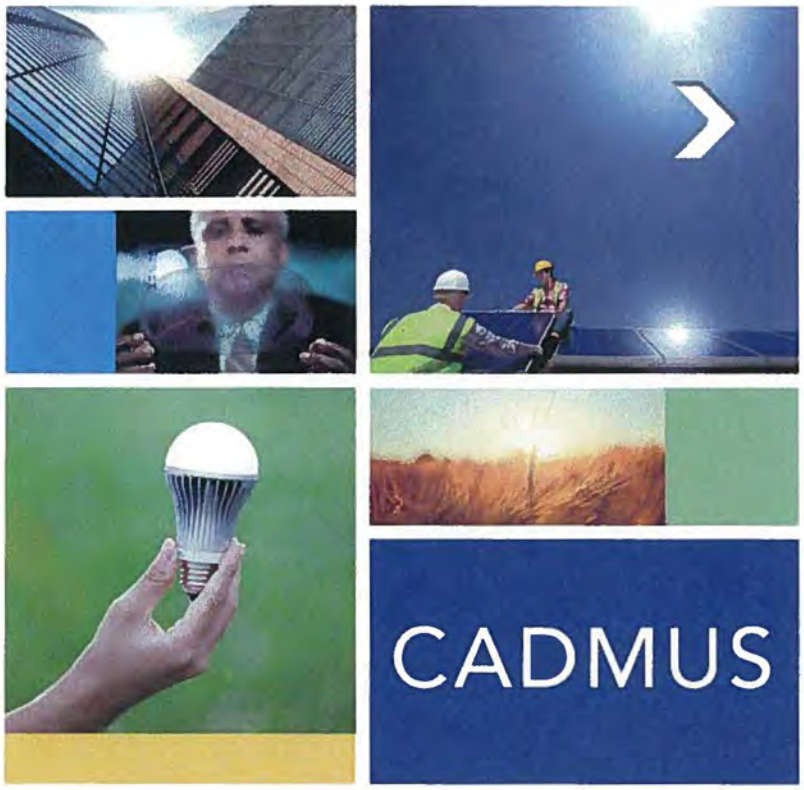

Process Evaluation of the 2013-2014 Smart $aver® Nonresidential Custom Incentive Program in Ohio and Kentucky

March 11, 2016

Evaluation, Measurement, & Verification for Duke Energy Ohio and Kentucky

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Evaluation Summary

This report presents findings from the process evaluation of the Smart $aver Nonresidential Custom Incentive Program (Custom Program) from January 2013 through January 2015 and covers the Duke Energy Ohio and Kentucky jurisdictions. Two different evaluation teams completed the process evaluation in two phases. TecMarket Works completed the first phase of the process evaluation in 2013 and 2014. Following the transfer of evaluation work in 2015, Cadmus, along with a subcontractor, Yinsight, Inc., (the evaluation team) completed the final phase of the process evaluation.

Program Description

The Custom Program provides incentives for Duke Energy's nonresidential customers to use high-efficiency equipment. The program design is intended to complement the Smart $aver Prescriptive Program (Prescriptive Program), which offers incentives on preselected measures. Customers who want to install measures not on the Smart $aver Prescriptive list are provided the opportunity to apply for a rebate through the Custom Program. Participants must calculate a measure's energy savings when filling out a Custom application, and then they receive incentives based upon these calculations and other factors.

Evaluation Objectives

The evaluation team sought to document program operations, identify areas for improvement during future program implementation, and gauge customer and trade ally satisfaction with the program. Key research questions included the following:

- *What level of satisfaction do participants and trade allies have with the Smart $aver Custom Program?*
- *What recent challenges has the program faced, and how have they been addressed by Duke Energy program staff?*
- *Can any improvements be made to the application process?*
- *Does the program, including the various actors involved in the implementation of the program, provide adequate information to facilitate participation?*
- *What can be done to increase participation from both customers and trade allies, other than by increasing marketing?*
- *Are changes to program design or operations warranted?*

Evaluation Parameters

The evaluation team used in-depth interviews, participant surveys, and trade ally interviews to conduct this process evaluation. Table 1 lists these activities' parameters, along with estimated confidence and precision levels (confidence/precision).

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Table 1. Evaluated Parameters with Value, Units, and Precision and Confidence

Program	Parameter	Value	Units	Confidence/Precision
Smart $aver Custom	Participant survey responses	Varies by question	Varies by question	±14.5% precision at the 90% confidence interval

Table 2 lists the start and end dates for activities conducted during the process evaluation.

Table 2. Sample Period Start and End Dates

Evaluation Component	Sample Period	Dates Conducted	Total Conducted
Management Interviews	–	July 25, 2014 and May 27, 2015	2
Participant Surveys	Jan 1, 2013 – Feb 3, 2015	Phase 1: July 22, 2014 – Aug 7, 2014 Phase 2: Aug 10, 2015 – Aug 24, 2015	29
Trade Ally Interviews	Jan 1, 2013 – Feb 3, 2015	Phase 1: Aug 4– Sept 14, 2014 Phase 2: Aug 26 - September 4, 2015	12

High-Level Process Findings

This section summarizes evaluation team's key process findings for the evaluation period.

Management Interviews

Interviews with program management and implementation staff focused on elements of the program process and delivery, touching upon upcoming changes to the program. Program operations have fundamentally remained unchanged and the program managers have a sound understanding of challenges related to the program. Duke Energy recently instituted a number of improvements to meet those challenges; among them, program managers reported that the recent addition of the energy efficiency engineers (EES) has allowed for a better distribution of resources, enabling program staff to focus on increasing customer energy savings. Other changes included the addition of online calculators to assist customers with providing the necessary savings calculations, and a flat-rate incentive that removes much of the customers' uncertainty about the amount of the incentive they will receive. As Duke Energy recently instituted these changes, it is unlikely participant surveys captured any resulting increases in satisfaction.

Trade Ally Feedback

As found in past evaluations, trade allies continued to value this program as a key energy cost-reduction service to their customers as well as a way of increasing sales for their business; they see the Custom incentive as critical to move a customer project forward. Trade allies continued to praise the Duke Energy's trade ally outreach representatives as being unfailingly helpful with a wide range of issues. However, they also reported that they had difficulty helping customers with making decisions about

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their energy efficiency upgrades due to the lack of transparency with the incentive process. Additionally, trade allies said that the length of the application review process was too long and the amount of paperwork involved was too much. Trade allies rated their overall satisfaction (on a scale of 1 to 10; 1= very dissatisfied and 10= very satisfied) with the Smart $aver Custom Program at 7.69, and their overall satisfaction with Duke Energy at 8.13. Due to the small sample size, these ratings are not representative of the larger trade ally population. In this sample, the trade ally feedback only provides a glimpse into the range of issues they encountered, but does not reveal prevalence of those issues.

Participant Feedback

Participants primarily learned about the Custom Program through a trade ally or through their Duke Energy account manager. The primary driver of participation was energy cost savings; accordingly, participants' are most interested in knowing the amount of the incentive. During the application process, participants directed some program- and application-related questions to Duke Energy staff, while they directed program- and technical-related questions to the trade allies. While participants have high satisfaction with the overall Smart $aver Program, as well as with Duke Energy, they have moderate satisfaction with particular aspects of the Custom Program. While participants continued to find the application process satisfactory, they gave this program element the lowest ratings.

Figure 1 shows participant satisfaction ratings, on a scale of 1 to 10, with 1 indicating "very dissatisfied" and 10 indicating "very satisfied."

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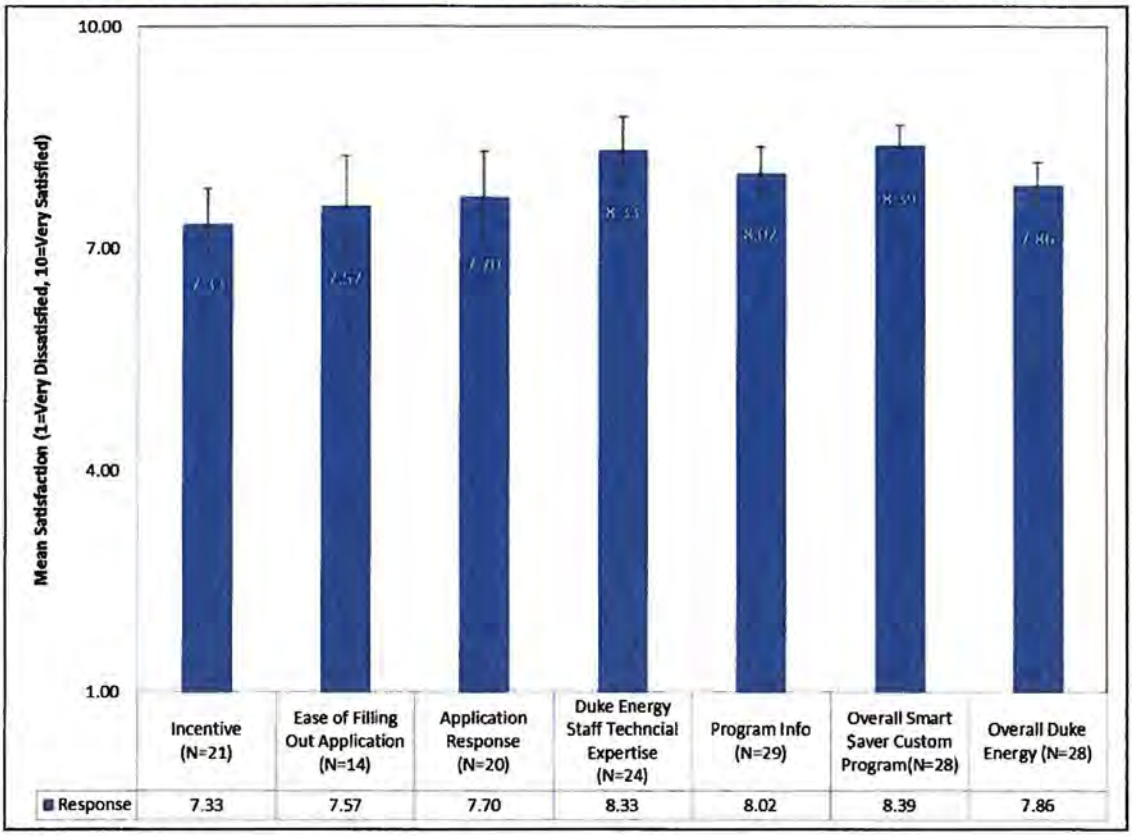
Figure 1. Participant Satisfaction with the Ohio/Kentucky Smart $aver Custom Programs



Conclusions and Recommendations

In summary, the Smart $aver Custom Program is well-integrated into Duke Energy's offerings to its nonresidential sector, and participants have high satisfaction with the program and Duke Energy itself. Duke Energy has expanded program staffing in the past year; however, in 2015, program staff continued to try to balance resources to meet the needs of the majority of participants who had small projects (contributing a smaller portion of program savings) with the needs of the few participants who had large projects (contributing a larger portion of program savings). While some aspects of program delivery and implementation can still be improved, Duke Energy program managers have already begun to address these issues with the recent innovations to the Custom Program. Due to the recent introduction of these new program elements, the evaluation team did not include them in the scope of this study. Historically, the Custom Program in the Midwest states has achieved high realization rates year after year. Given the program's successful track record, and the fact that program staff has made recent improvements to the program, few recommendations are warranted at this time. However, the evaluation team recommends that Duke Energy conduct a process evaluation of the new components of the Custom Program sooner rather than later because some customers and trade allies have difficulty distinguishing between the Custom and Prescriptive Programs (and between Duke Energy and other program implementers);

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changes to the customer expectations have far-reaching consequences. In evaluation after evaluation, both trade allies and participants compare the Custom Program negatively in direct comparison to the less complex Prescriptive Program. The introduction of the flat-rate incentive may increase dissatisfaction with the traditional (and still needed) Custom process. In summary, the evaluation team's key findings include the following conclusions and recommendations:

- **Conclusion:** Program managers need to allocate resources to meet the needs of the majority of participants with smaller projects even though most program savings are achieved by a few large projects. Participants, particularly the smaller businesses, sometimes report that providing savings calculations poses difficulty due to their lack of technical expertise.
  - **Action Taken, No Recommendation Needed:** Program managers have added online calculators that participants and trade allies can use to provide savings calculations for a wide number of applications.
- **Conclusion:** Participants and trade allies sometimes report that uncertainty about the amount of the incentive makes it difficult to decide on the project scope.
  - **Action Taken, No Recommendation Needed:** Program managers have introduced a flat-rate incentive to remove uncertainty for certain Custom projects.
- **Conclusion:** Participants and trade allies would like the option of submitting an online application.
  - **Action Taken, No Recommendation Needed:** Program managers have developed an application that can be submitted via email.
- **Conclusion:** The Smart $aver Custom Program achieves high success with energy savings and is perceived by trade allies as an important influence on the energy efficiency equipment market.
  - **Recommendation:** Duke Energy should conduct a process evaluation within the first year of the Custom Program's recent innovations to ensure that customer experiences with and attitudes toward the Custom Program continue to be positive and the program continues to achieve high energy savings.

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Introduction

Program Description

The Duke Energy Smart $aver Custom Program (Custom Program) provides incentives for Duke Energy's nonresidential customers to use high-efficiency equipment. This program supplements the Smart $aver Prescriptive Program (Prescriptive Program), which provides prescriptive rebates for preselected measures. Customers wishing to install eligible measures not included in the Prescriptive Program equipment list may apply for a rebate through the Custom Program. The Custom Program was originally designed to provide incentives for larger retrofit projects that could not fit within the parameters of the Prescriptive Program. Over the years, the success of the Custom Program has driven the expansion of the website, outreach materials, and the trade ally network. The program managers reported that while the number of smaller applications have grown over the past few years, the bulk of the energy savings still come from a relatively small number of large projects. Of the applications, approximately 50% are for lighting projects.

The Custom Program differs from the Prescriptive Program in a number of ways, but the two programs are closely coordinated. As measures in the Custom Program become more popular, Duke Energy must decide whether to move them to the Prescriptive Program. Moving measures from the Custom to the Prescriptive Program means that customers have easier access to the associated incentive, but it also impacts the Custom Program's ability to meet its savings objectives.

From the customers' perspectives, the Custom Program allows them to receive incentives that are not available on the Prescriptive Program's list of approved measures, but they must also apply for the Custom incentive prior to purchasing or installing the measures. The Prescriptive Program allows customers to apply for an incentive after purchase and installation. Custom incentives are capped at 50% of the incremental project cost, and the project's simple payback must be greater than one year.

Approval of the Custom applications is resource intensive, requiring review by qualified engineers. The amount of work required to review an application for a small project and large project is about the same. As was noted in past evaluations, the 2015 Custom Program staff continued to seek a balance between providing low-effort support to all customers who wish to participant with smaller projects, while providing a higher level of support to the development and review of applications for larger projects.

As a way to provide more support to customers with smaller applications and customers who do not have account managers, Duke Energy has developed two vehicles for participating in the Custom Program: Custom-to-Go and Fast Track. At the time of these interviews in 2015, Custom-to-Go had just recently launched, while Fast Track was still under development; they are not included in the scope of this evaluation. However, the evaluation team anticipates that these two new vehicles will likely address some historical concerns voiced by participants about the Custom Program, such as difficulty with providing savings calculations, the length of time for application review, and the complexity of the

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application. In addition, the program manager reported that the Custom Program started offering customers a flat-rate incentive in 2015. Staff believes the flat-rate incentive will remove a lot of uncertainty about the incentive approval process and give customers solid financial information on which to base their decisions. Because of these recent additions to the program, many of the concerns documented in this report may no longer be a concern or a concern for future program cycles.

Program Design and Goals

The Custom Program is primarily marketed through two channels: Duke Energy's extensive network of trade allies, including vendors, distributors, and contractors, who are able to share their expertise in energy-efficient technologies and leverage the Custom incentive to increase their own businesses. Duke Energy Large Account Managers also market the program to their assigned large customers (>500 kW).

In the most recent Ohio filing, the nonresidential Custom Program contributed 35%[1] of the nonresidential energy efficiency kWh gross impacts in 2014 and was projected to contribute 23% in 2015.[2] The reduction is due to the addition of new residential programs. Table 3 shows the reported gross savings for the Custom Program in Ohio from January 2013 through January 2015.

Table 3. Duke Energy Ohio Smart $aver Custom Program Performance

Performance Period	January 2013 – January 2015
Number of projects completed during the evaluation period*	114
Reported gross savings for the evaluation period** (kWh)	37,452,838

* Completed projects received an incentive during the performance period.
**The gross savings amount does not include the application of the realization rate from the previous impact evaluation report.

In the work papers supporting the most recent filing in Kentucky, the nonresidential Custom Program contributed approximately 8% of the nonresidential energy efficiency kWh gross impacts from July 2013 through June 2014. Table 4 shows the reported gross savings for the Custom Program in Kentucky from January 2013 through January 2015.

Table 4. Duke Energy Kentucky Smart $aver Custom Program Performance

Performance Period	January 2013 – January 2015
Number of Projects Completed During the Performance Period*	22
Reported Gross Savings for the Performance Period (kWh)	6,099,179

* Completed projects received an incentive during the performance period.

[1] This contribution is subject to adjustments in future true-ups.

[2] Public Utilities Commission of Ohio. *Case No. 15-534-EL-RDR, Application of Duke Energy Ohio, Inc.* Filed March 30, 2015.

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Evaluation Methodology

Overview of the Evaluation Approach

The evaluation team conducted in-depth telephone interviews with program managers, participant surveys by phone and online, and trade ally phone interviews. The team analyzed the collected data by coding open-ended responses and conducting descriptive statistics when warranted by the number of responses. Other than filtering questions designed to assure that a person knowledgeable about the Custom project was located, there were no other mandatory questions in the surveys or interviews. This resulted in responses to some questions that may not tally with the total number of responses.

Table 5 lists the start and end dates for activities conducted for the process evaluation. Applications with closed dates during the sample period were included in the evaluation.

Table 5. Sample Period Start and End Dates

Evaluation Component	Sample Period	Dates Conducted	Total Conducted
Management Interviews	–	July 25, 2014 and May 27, 2015	2
Participant Surveys	Jan 1, 2013 – Feb 3, 2015	Phase 1: July 22, 2014 – Aug 7, 2014 Phase 2: Aug 10, 2015 – Aug 24, 2015	29
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Management Interviews

In 2014, the evaluation team conducted a joint interview with the two Duke Energy program managers responsible for the Custom Program in the Midwest and in the Carolina System, due to the close coordination of program delivery across Duke Energy's service territory. In 2015, the evaluation team conducted a brief interview to obtain updates about program operations with the new product manager for the Custom Program in the Midwest. The team interviewed the following program managers as part of this evaluation:

- 2014 Program Manager Interviews (two)
- 2015 Program Manager Interviews (one)

Trade Ally Interviews

The evaluation team conducted interviews with 12 trade allies who had worked on or submitted applications for the Custom Program during the 2013 and 2014 program years.

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Participant Surveys

Twenty-nine Ohio/Kentucky Smart $aver Custom participants agreed to answer questions about their experience with the program; 18 successfully applied for and received a Custom incentive (Closed Won from here on), while 11 did not receive an incentive (Closed Lost from here on).

Study Methodology

Data Collection Methods, Sample Sizes, and Sampling Methods

Participant survey respondents were randomly selected from Duke Energy's database of Custom application records between January 2013 and January 2015. The Custom applications listed both a contact within the customer company and a contact from the trade ally that assisted the customer. Therefore, the evaluation team selected trade ally interviewees from the same sampled applications. However, because the team could not reach all participants or trade allies (or they did not agree to participate in the survey), not all of the survey respondents where from the same applications.

The evaluators administered the participant survey as a phone survey in Phase 1. In Phase 2, the evaluation team administered the survey online using the Qualtrics survey platform to increase efficiency in completing the surveys and facilitate data analysis. Qualtrics offers a straightforward programming interface for the evaluation team and a user-friendly interface for the respondents.

Since questions cannot be clarified or expanded upon in an online survey, prior to implementing the participant surveys online, the evaluation team revisited the survey instruments to clarify questions as necessary. The team moved a number of questions to allow for branching in the online survey and added prompted responses to a number of questions to facilitate data analysis. The survey used satisfaction response scales from 1 to 10, which was consistent with the response scales used in Phase 1.

The trade ally surveys were implemented as phone surveys in both Phase 1 and 2. In Phase 2, the evaluation team revisited the survey instrument to clarify questions as necessary.

Number of Completed Surveys and Sample Disposition

In Phase 1, the evaluators attempted to contact 45 participants (28 in Ohio and 17 in Kentucky) by telephone and e-mail and completed 19 surveys (11 Closed Won: six from Ohio and five from Kentucky; and eight Closed Lost: 7 from Ohio and one from Kentucky). These surveys were administered by telephone.

In Phase 2, the evaluation team attempted to contact 21 participants (18 Ohio and 3 Kentucky) by telephone and e-mail and completed 10 surveys (seven Closed Won: six from Ohio and one from Kentucky; and three Closed Lost: two from Ohio and one from Kentucky). The evaluation team administered these surveys online.

Overall, evaluators surveyed 29 participants out of 66 attempted contacts.

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Expected and Achieved Confidence and Precision

For Phase 1 and 2, the evaluation teams completed 29 surveys from a population of 308 organizations (278 in Ohio and 30 in Kentucky) that applied for incentives through the Custom Program during the evaluation period. Based on this sample size, the precision was ±14.5% at the 90% confidence interval. Table 6 lists the confidence interval and precision value achieved for the evaluated parameters.

Table 6. Evaluated Parameters with Value, Units, and Confidence/Precision

Program	Parameter	Value	Units	Confidence/ Precision
Smart $aver Custom	Participant survey responses	Varies by question	Varies by question	±14.5% precision at the 90% confidence interval

Threats to Validity, Sources of Bias, and How Those Were Addressed

The sample sizes for the participant surveys were too small to allow responses to be considered statistically representative; as a result, the responses should be considered indicative of the program but should not be generalized to all Custom Program participants. The evaluation team's survey staff reviewed the surveys to help ensure that questions were clear and unbiased.

Because of the relatively small size of the sample, the unique characteristics of the sample may affect the evaluation team's ability to extrapolate the current findings to the larger program population. Some characteristics of the sample are described below and should be kept in mind when considering the findings.

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Process Evaluation Findings

This section presents the process evaluation findings for Duke Energy's Smart $aver Nonresidential Custom Incentive Program in the states of Ohio and Kentucky. The findings are presented in three sections: management interviews, trade ally interviews, and participant surveys.

Management Interviews

Marketing and Outreach

The Custom Program is marketed primarily through Duke Energy's trade ally network and through Duke Energy's Large Account Managers. Program information and outreach to the trade allies is handled by eight Duke Energy Trade Ally representatives (covering all five of Duke Energy's operating territories). These Trade Ally (TA) representatives make presentations to trade allies at their offices at "lunch and learns," and may accompany trade allies on visits to prospective customers. The TA representatives also hold periodic webinar presentations about the Smart $aver programs, advertising these to the trade allies through e-mail. Duke Energy relies on the trade-ally network to reach the midsize and smaller customers and offers the trade allies the benefit of being able to use Smart $aver incentives to increase their own sales.

Duke Energy assigns its large customers to the Large Account Managers. The Large Account Managers (LAMs) are responsible for generating interest and for helping with the applications. The LAMs already have an ongoing relationship with their assigned accounts, one that includes regular review of the large customer's energy usage and energy efficiency needs.

Program staff coordinates marketing efforts with the Smart $aver Prescriptive Program, and trade allies are taught to "lead with Prescriptive." The two programs are so closely coordinated that customers and occasional trade allies sometimes do not make a distinction between the two.

Duke Energy also provides information about both Smart $aver programs on its website. Duke Energy's outreach to the trade allies reinforces the use of the website as the repository of the most updated program information, in particular for the Prescriptive Program, which is more frequently used and periodically revises its approved measures list. For the Custom Program, the Duke Energy website includes separate portals for customers and for trade allies. These pages offer application materials, Custom-to-Go calculators, and information on local trade allies who ask to be listed.

Application Review Process

Within 24 hours of receipt of a Custom application, Duke Energy sends out an e-mail acknowledgement that provides an estimate of the approval time and a reminder to not purchase or install any equipment prior to approval of the application. The review is conducted in stages by different teams. First, a team of subcontractors conducts the administrative review and completeness check, notifying the customer immediately if any information is missing. Next, the first team passes the application to another team that reviews the measures to make sure they do not fit the criteria for the Prescriptive Program. Finally,

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engineering staff perform a technical review of the application to determine, among other things, if savings can persist throughout the life of the measure and if incorrect maintenance or operation may degrade savings. Once an application is approved, an offer letter with the incentive amount is sent to the customer. After the project is completed, Duke Energy staff conducts a final technical review of the project invoices and documentation before issuing a check.

At the time of these interviews in May 2015, the program manager reported that the entire application turnaround takes approximately four to six weeks from the application to the offer letter, depending on a number of factors including whether the application is complete or not. With simpler lighting measures, the turnaround is closer to four weeks.

Process Improvements

Duke Energy is in the process of developing an integrated customer database system that contains information about each Smart $aver application along with the associated trade ally contacts. At the time of the interviews, due in part to a transition to a different vendor, Duke Energy was tracking applications across three databases. Within these databases are status flags for each Custom application to track an application as it moves from submission, to approval, to offer letter, through to project completion and payment (these are designated Closed Won). In some cases, an offer may be made but the customer does not pursue the project. Duke Energy periodically reviews these flags to see whether follow up is warranted with certain applications.

The program manager reported that Duke Energy was in progress of developing an online application and the evaluation team confirmed that Duke Energy launched email applications in 2015.

Energy Efficiency Engineers

In an effort to encourage customers to take on larger and more complex projects, Duke Energy hired a team of four energy efficiency engineers (EEEs) in the past year. These EEEs help customers, both small and large, with the front-end application process. They act as technical advisors and as subject matter experts about the Custom Program's requirements and benefits. The program manager reported that, so far, feedback on the EEEs has been good and that the EEEs have been able to help with program operations. "I see an improvement there; it gives us a wider knowledge base, and we have gotten really good feedback from the LAMs." The EEEs prioritize their assistance on projects that have two or three measures that are not lighting, and those with half a million kWh of potential savings. However, the project manager reports that the EEEs have not had to decline assistance to any customers who do not meet those characteristics.

Program Successes and Challenges

The current program manager reported high satisfaction with the flat-rate incentive, a recent program innovation that removes the customers' uncertainty about the amount of the incentive. The previous program manager reported that he was pleased with the Custom Program's high realization rates, citing

the rigorous application review process as one of the main drivers. In the most recent Cadmus impact evaluation of the Custom Program Ohio, they found that the overall realization rate was 95%.[3]

The current program manager acknowledged that maintaining that high realization rate is a challenge for the program. He said that with the recent program additions of the EEEs and the Custom-to-Go tools, he and his staff will be able to devote more of their time and resources to encouraging customers to take on larger projects with higher energy savings.

Despite these challenges, at the time of these interviews, the program managers reported that they are on track to meet their program objectives in Ohio and Kentucky.

Trade Ally Interviews

Trade Ally Sample Characteristics

The evaluation team conducted interviews with 12 trade allies who had worked on or submitted applications for the Smart $aver Program in Ohio and Kentucky from 2013 through 2014. These trade allies are experienced in their field, with an average of 11.63 years of experience. Twelve of the trade allies were able to recall how they first learned of the Custom Program. One learned about it from a customer, one from a vendor, four from a Duke Energy representative, and three from the Duke Energy website. The trade allies included those with past experience with the Custom and Prescriptive Programs (n=8), with the Custom Program only (n=2), and one who had past experience with the Prescriptive Program. Four respondents said they were listed as trade allies on the Duke Energy website, while four could not recall.

Custom Participation Process

The evaluation team asked respondents who had experience filling out the Custom application if they had any suggestions for streamlining the applications. There were only four suggestions: one participant suggested following the LEED process as it was "less laborious, with less scrutiny". Another suggested having a single person review the entire application, and a third suggested that if the calculation requirement could not be made easier, that Duke Energy consider letting applicants send in the data and doing the calculations themselves.

The evaluation team recognizes that amount of documentation requested is key to performing a rigorous review of energy savings, and that it is more cost-effective to divide the work of reviewing an application based upon the amount of technical expertise needed for each section.

One trade ally said the review process had improved since Duke Energy allow applications to be submitted online and by e-mail.

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[3] Cadmus, *Evaluation of the Smart $aver Nonresidential Custom Incentive Program in Ohio*, Evaluation, Measurement, & Verification for Duke Energy Ohio, November 15, 2015.

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Six trade allies experienced problems during the application process. Two of these trade allies complained about the "intense scrutiny" in general, and one had an incentive denied after preapproval because the baseline was "as found" and not the code minimum baseline. One trade ally did not like the DesignLights Consortium (DLC)[4] requirement, another one said the criteria kept changing, and one complained that the preapproval process can delay a project. At the same time, there are also trade allies who are pleased with the process. One trade ally said there were no problems to report, stating "[I am] very happy with the offers and the process; it's been very fair."

Ten trade allies were able to provide estimates of how long the application review process has taken; their estimates ranged from two to eight weeks (with the trade ally reporting six to eight weeks as "pretty reasonable"). On average, the trade allies reported that the application turnaround took 3.75 weeks.

Trade allies also contacted Duke Energy staff with questions. Nine reported they contacted their Smart $aver TA representative, three reported that they contacted Smart $aver program managers, and six said they interacted with an EEE. In general, trade allies had questions about their applications, rate information, and whether certain equipment qualifies. One trade ally reported that the TA representative accompanied him on house calls.

When asked for suggestions to improve the quality of the interactions, respondents did not provide any. One respondent praised a particular outreach representative, saying "[Name of the outreach representative] is the best in Ohio of all the utility company representatives, he's outstanding."

Trade Ally Outreach Feedback

Nine of the trade allies reported having attended the Smart $aver outreach presentations, most learning about the opportunity through a call or e-mail newsletter directly from Duke Energy. Two others learned about the program from a coworker. The trade allies rated the usefulness of these presentations at 7.25, on a scale of 0 (not useful at all) to 10 (always useful). Only one trade ally suggested an improvement: discuss how to streamline the application process during the presentation.

Most of the respondents did not regularly provide Smart $aver marketing materials to a customer. When asked if there were any materials that they would like to have, one suggested that Duke Energy provide a written description of how the incentives were calculated, as he felt it would be useful to have that in print. Another requested materials clarifying the incentive that customers could expect saying, "make it clearer like Prescriptive."

Eight of the 12 respondents reported that they have directed customers to the Duke Energy website, giving it an average rating of 8.13 on a scale of 0 (not useful at all) to 10 (always useful). Two provided suggestions for improvement; one suggested that the website navigation could be improved and

[4] The DLC administers the Qualified Products List (QPL) that distinguishes quality, high-efficiency LED products for the commercial sector.

another suggested that the website could include web-based calculation tools so that they did not have to download it. One lighting trade ally said he was blindsided when a customer told him that Duke was selling lighting equipment online; he had not previously been aware of that.

Trade Ally Perspective on Customers

The evaluation team asked respondents to estimate what percentage of their customers was already aware of the Smart $aver Custom incentive. On average, respondents (n=8) reported that 56% of customers already had some familiarity with the Custom Program. One respondent commented that most customers seemed to be aware that there are utility incentives, if not necessarily by program name. Seven respondents also estimated that, on average, over 70% of their customers used the Custom incentive for early replacement of their equipment, with responses ranging from 35% to 100%.

Importance of the Custom Incentive

All respondents brought up the availability of a Custom incentive early in their discussions with the customers. One trade ally said, "I bring it up right away, because it is a great selling point for us."

Only one trade ally thought the incentive was too low; six other respondents thought they were appropriate, with one saying they were "fair." These opinions are likely affected by the measure type.

Trade allies considered the Custom incentive an important driver of high-efficiency equipment use. When asked what they thought customers would do if there were no incentives, one respondent said the customers would go ahead with the project anyway. Three respondents reported that customers would go with less expensive lower quality equipment or rescope the project, and one respondent said customers would not do the project at all. Three respondents said the customer would replace on burnout or wait until additional funds were available. Another respondent said some companies had turned down projects where the payback was over two to two and half years.

Increasing Participation

To try to understand barriers to participation for the trade allies, the evaluation team asked respondents why they thought their competitors might not be participating in Smart $aver. Of the eight who responded, four reported that the complexity or length of the process was a deterrent. Two others said their competitors may not have the skills or resources to participate, and one stated there was not enough market demand for more trade allies to participate. Another respondent said he did not know because participating was a "no brainer," and another said, "I have no idea, but it is better for us if they don't!" As was consistent with past Smart $aver Prescriptive evaluations in Ohio and Kentucky, the trade allies perceive their expertise with the Smart $aver Program as an area of competitive advantage and some said they are not sure they want to diminish that advantage by having more trade allies participate in Smart $aver.

Strengths and Areas of Improvement

The evaluation team asked trade allies if they thought the Custom Program had any aspect that was working particularly well. Three of the 10 respondents said the program was working well overall, and

three others reported that the incentives were effective, with one saying, "People are pleasantly surprised by the incentive amounts."

When asked about areas where the Custom Program needed improvement, four trade allies reported no changes were needed. Two mentioned a need to streamline the application, one wanted more transparency on the incentive calculation, and one wanted the invoice requirement to be relaxed because, as a manufacturer, it cannot issue invoices to itself. One respondent suggested more measures be moved to the Prescriptive Program "so we don't need to use the Custom Program." Another said the Prescriptive Program was what was working well. There seems to be a few trade allies who view the Custom Program negatively when compared against the Prescriptive Program. However, trade allies rated their overall satisfaction with the Custom Program at 7.69, and their overall satisfaction with Duke Energy at 8.13.

Participant Surveys

Participant Sample Characteristics

Twenty-nine Smart $aver Custom participants in Ohio and Kentucky agreed to answer questions about their experiences with the program. Eighteen successfully applied for and received a Custom incentive.

These respondents held a variety of roles within their company, with four in engineering or technical roles, eight in facility/property manager roles, and 13 in general management or a company officer. In general, the respondents appeared to have been in positions where they would have participated in or been aware of the rationale for the equipment decisions made for their Custom project.

Figure 2 shows the distribution of the respondents across various commercial and industrial sectors—16 were in commercial sectors, three were in industrial sectors, and 10 were in the nonprofit sector.

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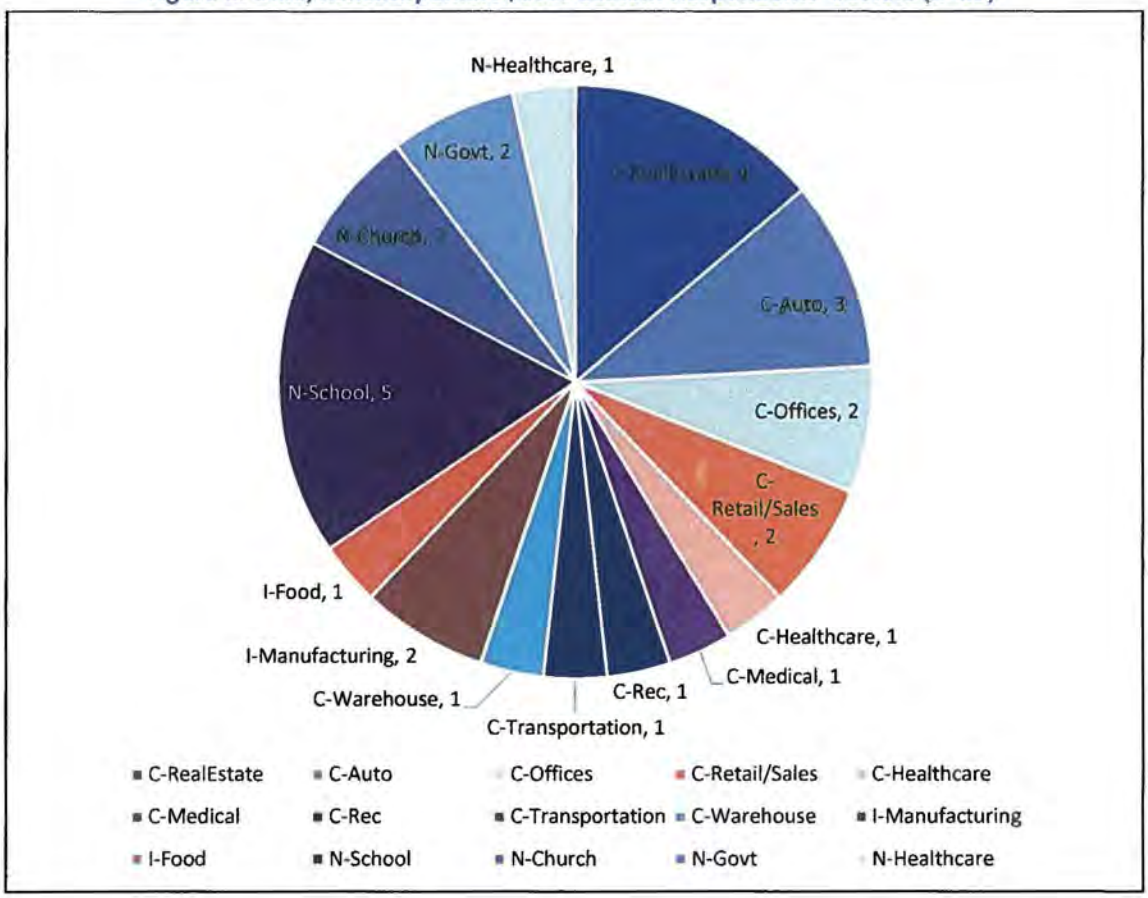
Figure 2. Ohio/Kentucky Smart $aver Custom Respondents' Sectors (n=29)[5]



Sixteen respondents reported their companies had a Duke Energy assigned account manager, six reported they did not, while the remaining seven did not know whether they had an account manager.

The majority of the respondents applied for a lighting incentive (n=16); three applied for a process equipment incentive, two for an Energy Management System incentive, one applied for a Smart Building Advantage project, and one applied for an elevator upgrade. (These include both Closed Won and Closed Lost participants.)

Half the respondents were new to the Smart $aver Program. Of the remaining, eight respondents had previously submitted both Custom and Prescriptive applications, while another three had previously only submitted Custom applications.

[5] The categories identified in the figure are: Commercial (C), Industrial (I), and Nonprofit (N).

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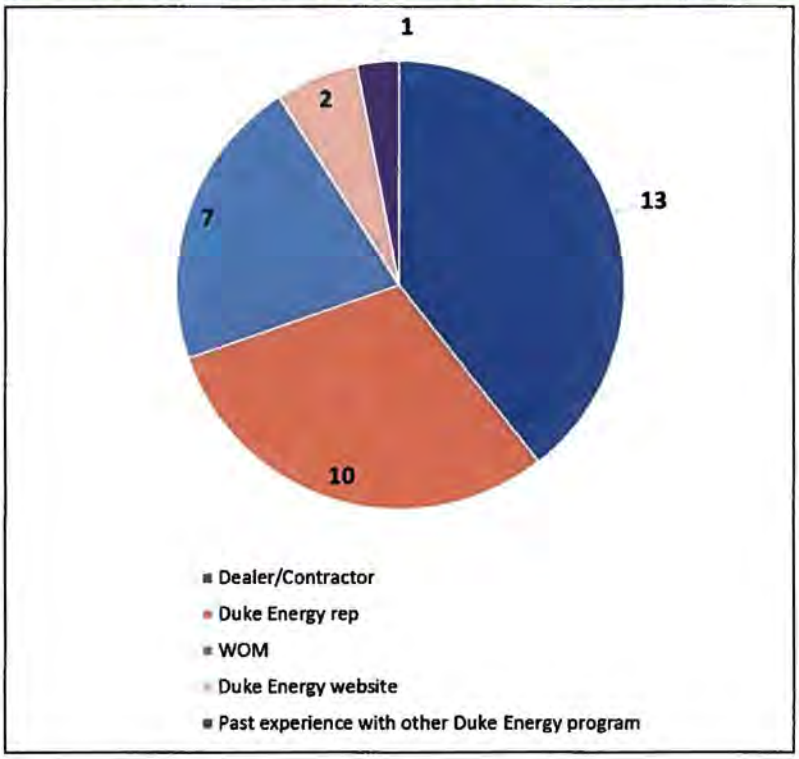
Smart $aver Custom Program Outreach

Source of Smart $aver Awareness

The participants primarily learned about the Custom Program from two sources: Duke Energy representatives and trade allies (see Figure 3). Only two learned about the Custom Program from Duke Energy's website. Of the remaining four respondents, only one heard about the Custom Program due to past experience with another Duke Energy program (not related to Smart $aver), and seven heard about it through word of mouth. This finding aligns with Duke Energy's strategy to market the Smart $aver Custom Program primarily through its account managers and trade allies.

Figure 3. How Participants Heard About the Smart $aver Program (n=29)



Program Information Needed

The evaluation team investigated whether the information provided to the participants could be improved or augmented in any way. When asked if they needed to seek out any additional information when they were first learning about the Custom program's benefits and requirements, 17 of the 27 who responded to this question said they did. The remaining 10 said they did not. Of the 17 respondents who needed information, 16 were able to share details on what they needed: they listed anywhere from one to three types of information (multiple responses accepted). Figure 4 shows the types of additional information that participants sought.

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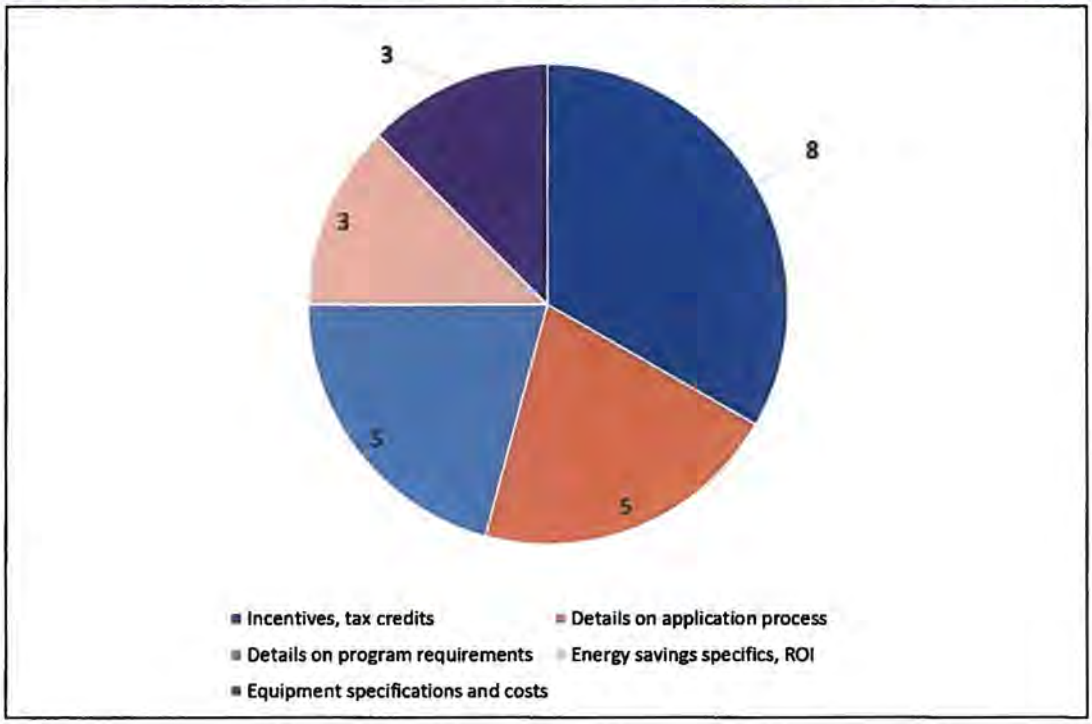
Figure 4. Additional Information Needed for Participation in Smart $aver Custom Program (n=16)



These responses could be placed into two overall categories: (1) program and application information that Duke Energy can potentially provide, and may wish to add to future outreach materials if they are not already there, and (2) information specific to the Custom project that Duke Energy may not be able to provide, such as energy savings specifics and return on investment. The responses showed that much of needed information seems to be project-specific, and may not be something that Duke Energy could easily provide. Over a third of the responses mentioned project-specific outcomes, including the size of the incentive (n=8) and the amount of energy that could be saved (n=3).

Approximately a quarter of the information needs pertained to program requirements (n=5) and the application process and time frame (n=5). Duke Energy may wish to investigate further to see if the Custom Program staff can provide more details of these processes in their outreach and online materials. Given the nature of the open-ended questions, respondents only provided a high-level description of their needs. However, Duke Energy's account managers likely have a good understanding of the types of information that prospective participants need, and the evaluation team expects they are already included in reviews of outreach material.

Sources of Additional Information

Respondents turned mainly to Duke Energy resources (staff and website) to find the additional information they needed (see Figure 5); all 17 reported that they were able to find that information successfully. This confirms that Duke Energy's trade ally network plays an important role in

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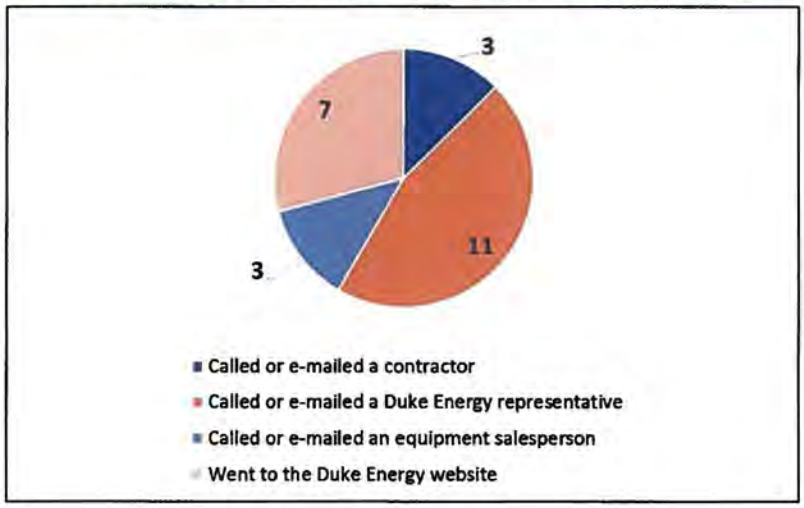
implementing the Smart $aver Custom Program and suggests that the trade allies are successful at answering both project-related questions as well as program-related questions.

Figure 5. Sources of Additional Information for Custom Program Participants (n=17)



Suggestions to Increase Participation

The evaluation team asked all respondents if they had suggestions to increase Smart $aver Custom participation "other than increasing the level of marketing." This tactic was devised to avoid the tendency of respondents only to suggest increasing the marketing. Unfortunately, it did not have its intended effect, with nine respondents suggesting more marketing efforts. Five respondents suggested that Duke Energy staff increase personal outreach (i.e., making calls, staying in touch, and visiting offices), while four respondents suggested simplifying the application process. Table 7 shows the distribution of suggestions.

Table 7. Suggestions for Increasing Participation (aside from increasing marketing; n=17)

Response	Frequency
More marketing, social media	9
More personal outreach	5
Simplify application process/reduce time	4
Share success stories	2
Don't know	1
Continue providing incentives/larger incentives	1
Incentives for solar	1
Increase trade ally participation	1

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Assistance with Application Process

Respondents worked with trade allies and account managers during the project scoping and application phases. Of the 16 who had assigned account managers, 13 reported that they did work with their account manager on their Custom application. Table 8 shows that the account managers provided a variety of assistance to the respondents on program and application-related matters, without any area being particularly dominant.

Table 8. Account Manager Assistance to Respondents (n=13)

Response	Frequency
Providing updates on the application status	4
Resolving problems with applications	3
Verify completeness of rebate applications/paperwork	3
Payback calculations/estimating return on investment	2
Provided general program information	2
Providing information about eligible equipment options/equipment specs	2
Budgeting/project scoping/resource planning	1
Don't know	2

Respondents tended to work more frequently with trade allies. Twenty-five of the 29 respondents reported that they worked with a trade ally during the scoping and application phases. Table 9 shows that respondents relied upon the trade allies for providing equipment-related information and application assistance. Trade allies also provided help with calculating energy savings, payback, and only peripherally with funding for the projects.

Table 9. Trade Ally Assistance to Respondents (n=25)

Response	Frequency
Acquiring and installing equipment	15
Incentive applications/paperwork	15
Savings/payback calculations, return on investment	10
Providing information about equipment options/equipment specs	9
Finding and qualifying for rebates	6
Scoping, design, audit	5
Budgeting/resource planning	2

These two tables suggest that the respondents lean heavily on the trade allies during the project scoping and application processes. Those who had account managers did turn to them to for more programmatic questions. These data reflect customer practices prior to Duke Energy's addition of the EEEs, who are now available to assist customers with technical issues. These data can be used as a baseline against which to measure an increasing role of the EEEs during the project scoping and application process. Future surveys should specifically ask customers about the roles that the EEEs play and their satisfaction with the EEEs' assistance.

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In addition, the participants had access to information on Duke Energy's website as well as program staff and technical experts via phone and e-mails. Fifteen respondents reported that they reached out to Duke Energy staff for help during the application process. Of these, 14 said their requests were handled satisfactorily. One trade ally suggested that Duke Energy could improve reducing the amount of time to process paperwork.

When asked specifically about their satisfaction with the technical expertise of Duke Energy staff, participants rated it an average of 8.33. Nineteen of the 25 respondents gave a satisfaction rating of 8 or higher, while the remaining respondents gave a satisfaction rating of 7 or lower (see Table 10). Of these, only one trade ally offered a suggestion: for Duke Energy to "be more open minded towards less conventional projects."

Table 10. Participants' Satisfaction with Technical Expertise of Duke Energy Staff

The Technical Expertise of Duke Energy Staff			
Satisfaction Rating	**1-3**	**4-7**	**8-10**
Frequency of response	2	3	19

As shown in Table 11, when asked to rate their satisfaction with program information from all the information sources, participants rated their satisfaction at an average of 8.02.

Table 11. Participants' Satisfaction with Information Provided Explaining the Program

The Information Provided Explaining the Program			
Satisfaction Rating	**1-3**	**4-7**	**8-10**
Frequency of response	2	7	20

Application Process Satisfaction

Most of the respondents reported completing the application themselves, occasionally with assistance from a trade ally (see Table 12).

Table 12. Participants' Responses to "Who filled out the application?"

Response	Frequency
Self	14
The contractor	12
Someone from my company did	3
The salesperson	4
Don't know	1

The 14 respondents who had a role in filling out the Custom application rated the application as being moderately easy to understand (average rating of 7.07, using a scale of 1 to 10, with 1 indicating "extremely difficult" and 10 indicating "extremely easy"). When asked how the application process could be improved, two respondents said that there was no easy answer. One respondent said, "I'm not sure what could be done to make it better. The application requires a lot of information and I don't see

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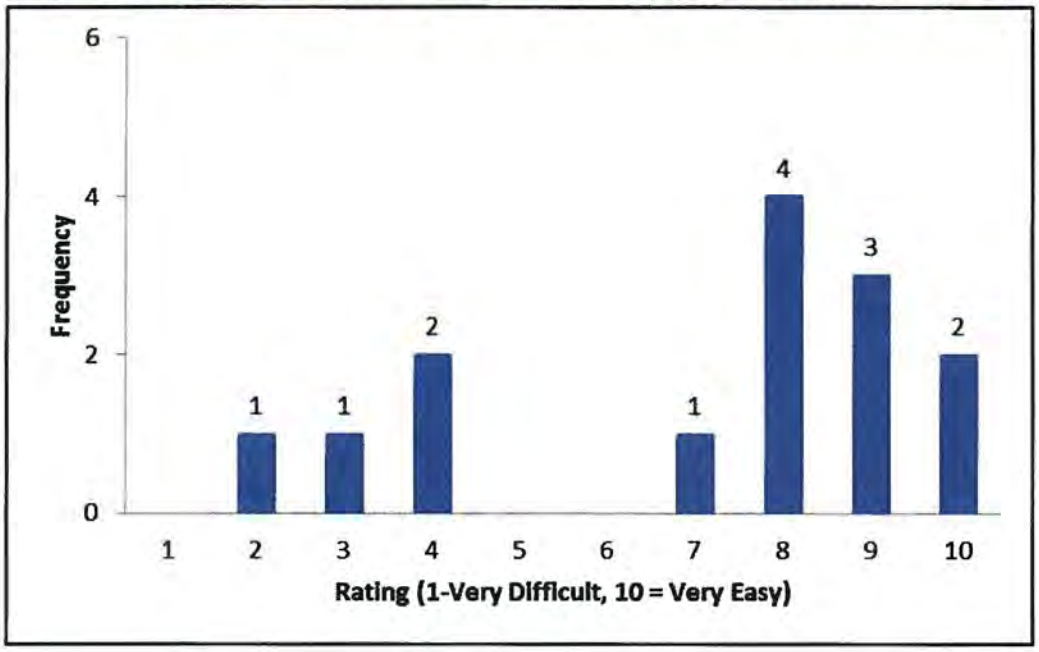
any way around the need for all of that." The remaining respondent stated that Duke Energy could simplify the form. Figure 6 shows the bimodal distribution of satisfaction ratings.

Figure 6. Participants' Satisfaction with the Ease of Understanding Application (n=14)



Satisfaction with Ease of Filling out the Application

To determine whether participant concerns were about their ability to understand the forms, or their ability to provide the required information, the evaluation team also asked participants to rate their satisfaction with the ease of filling out program forms.

Table 13 shows that 11 participants gave a satisfaction rating of 8 or higher, while the other 15 respondents gave a satisfaction rating of 7 or lower. When asked how Duke Energy could improve in this area, most simply stated that there needs to be less paperwork. One respondent suggested that customers be allowed to provide information in Excel format and that multisite application forms be available.

Table 13. Participants' Satisfaction with the Ease of Filling out the Participation and Incentive Forms

The Ease of Filling Out the Participation and Incentive Forms			
Satisfaction Rating	**1-3**	**4-7**	**8-10**
Frequency of Response	5	10	11

When asked if they had experienced any problems with the application approval process, all of the 18 who responded said they had no problems.

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The Smart $aver Custom Program managers are well aware of these issues, and, in part, the amount of information that is required in these applications stems from Duke Energy's rigorous review process.

Participation Drivers

Respondents reported that their primary motivations for undertaking their Custom projects were to reduce costs, both energy costs and repair and maintenance costs. Table 14 shows the drivers of participation from the 26 respondents. All 26 of the respondents mentioned the need to reduce energy costs, followed by over 80% who cited a need to reduce repair and maintenance costs. Over half mentioned a need for equipment to integrate with energy management systems, which is a departure from historical trend.

Participants most frequently listed equipment reliability and "a good deal" as motivation to participate (11 respondents each). An equal number cited environmental concerns (n=9). This suggests that while environmental responsibility can play a role in motivating customer decisions, the more frequent motivator is the financial case for energy and cost savings.

Table 14. Participants' Reasons for Upgrading Equipment (multiple responses allowed)

Response	Frequency
To reduce energy costs	26
To reduce repair, maintenance and other labor costs	21
Needed more modern, smarter equipment (to integrate with energy manager systems or Smart Grid	14
Because old equipment was working poorly or was unreliable	11
It was a good deal	11
Due to environmental concerns	9
Due to my contractor's recommendation	7
Purchased as part of a broader remodel	4
Wanted non-energy related product features such as appearance, brand loyalty, decreased water use, increased comfort	1
Total Number of Responses	**104**

Project Follow-up and Payback

Closed Lost

Of the 11 Closed Lost respondents, seven reported that they proceeded to complete their project even though they did not receive an incentive, and all installed the equipment that was on their application. [6] One respondent reported that the project had been postponed with no definite start date. Six of the

[6] Cadmus requested additional information from Duke Energy about why these respondents were not paid an incentive. The reasons for non-payment based on Duke Energy records have been provided in Appendix A. Closed Lost Applicant Status.

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Closed Lost respondents were able to share an estimate of the payback period on their projects, with their responses ranging from two years to 26 years (mean = 7.58). The project with a payback of 26 years seems to be an outlier.

Two other Closed Lost respondents reported that they cancelled their project; one found that the savings did not justify the cost of the equipment and the other had budget challenges. Another said the project was delayed indefinitely, and the last respondent did not know why the project was being delayed.

Closed Won

Fifteen of the 18 Closed Won respondents were able to share their payback period, and their estimates ranged from six months to six and half years (with a mean of 2.67 years).

At the time of the interviews, all 18 of the Closed Won respondents had completed their projects. The projects took an average of three months to complete, with a minimum of one month to a maximum of eight months.

The fact that seven of 11 Closed Lost respondents went ahead with their projects seems to confirm that the Custom program's criteria for incentive approval successfully filtered out projects that were likely to have proceeded without an incentive.

Satisfaction with Incentives

Thirteen respondents gave a satisfaction rating of 8 or higher, while the remaining eight respondents gave a satisfaction rating of 7 or lower (see Table 15). When asked how Duke Energy could improve in this area, most respondents suggested higher incentives; one noted that the low rating was due to the fact that the project did not qualify for the incentives.

Table 15. Participants' Satisfaction with the Amount of the Incentive Provided by the Program

The Amount of the Incentives Provided by the Program			
Satisfaction Rating	**1-3**	**4-7**	**8-10**
Frequency of Response	1	7	13

Satisfaction with Time to Receive Incentive

Fifteen respondents gave a satisfaction rating of 8 or higher, while the remaining five respondents gave a satisfaction rating of 7 or lower (see Table 16). None of the respondents had suggestions for improvement.

Table 16. Participants' Satisfaction with Time to Receive Incentive

The Time it Took to Receive Incentive			
Satisfaction Rating	**1-3**	**4-7**	**8-10**
Frequency of Response	3	2	15

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Gateway Effects

The evaluation team queried the 18 Closed Won respondents on whether participation in the Custom Program led to any "gateway effects" (i.e., increased interest and participation in other energy efficiency programs and projects). Five respondents reported that their participation in the Custom Program did lead to participation in other programs and services, including the Prescriptive Program (n=4) and "Duke Energy Retail Sales." None of these respondents have calculated their energy savings from these programs.

In addition, two of the 18 Closed Won respondents reported they participated in the Prescriptive Program, but that their participation was not motivated by their experience with the Custom Program. They have not yet calculated their energy savings.

Only six of the 18 Closed Won respondents reported making additional energy efficiency improvements that did not qualify for any incentive. Three installed additional lighting; one installed solar panels, and one reported that they installed insulation in their residential properties.

Quantification of spillover effects was not an objective of this process evaluation and the sample size did not support such calculations. This qualitative assessment shows that spillover effects might be present, but the participant survey did not investigate this effect or make a clear distinction between different energy programs and spillover effects.

Strengths and Challenges

The evaluation team asked respondents if they thought any part of the Smart $aver Program deserved mention for working particularly well. Table 17 shows the response from 17 respondents. Respondents most frequently cited the incentive and communications with Duke Energy. One respondent said, "I would say the communication was quick and effective. Our questions and concerns about this project were handled effectively by Duke Energy."

Two respondents also reported that the program's intent was laudable, with one saying, "I think the intent of the program is exceptional—to encourage the use of energy-efficient equipment."

Table 17. What Participants Said Worked Well in the Smart $aver Custom Program (n=17)

Response	Frequency
Incentive	8
Communication with TA representatives	3
Good overall	2
Program intent	2
Application	2
Quick turnaround	1

Twelve respondents mentioned areas where they thought Custom Program could be improved (See Table 18). Again, there are no clear patterns due to the small sample size.

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Table 18. What Participants Said Could be Improved with the Smart $aver Custom Program (n=12)

Response	Frequency
Incentives too low	3
Processing time	2
Marketing	2
Difficult application	2
Allow labor costs	1
Inclusion of new technologies	1
Better estimates of incentives	1

In both these cases, the sample size is too small to drive any recommendations for program changes. In future evaluations, the addition of the Custom-to-Go online calculators may decrease complaints about the difficulty of the application process, and the flat-rate incentive should decrease the uncertainty with the incentive levels.

In summary, Figure 7, taken from an earlier discussion, shows the satisfaction ratings for a number of different program elements (error bars show standard error). The overlap of the error bars shows that no particular area of the program stands out above the others. Respondents give all elements a moderately high rating.

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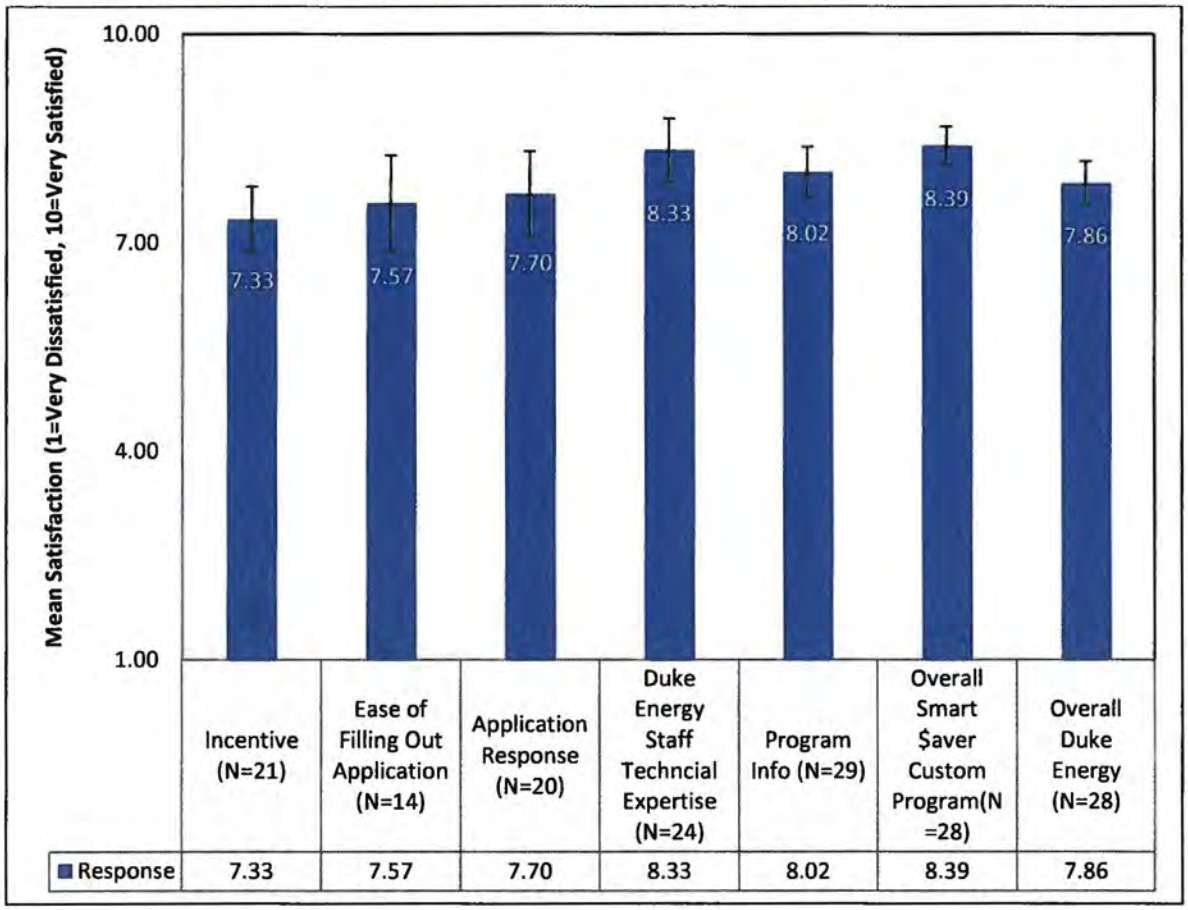
Figure 7. Participants' Satisfaction with the Ohio/Kentucky Smart $aver Custom Programs



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Appendix A. Closed Lost Applicant Status

Cadmus requested additional information from Duke Energy about why the Closed Lost businesses who responded to the participant survey were not paid an incentive. Table 19 includes the reasons for non-payment based on Duke Energy records.

Table 19. Closed Lost Non-payment Reason

State	ID	Applicant Went Ahead with Project	Reason
KY	188	No	Unable to find record of previous custom application other than active/valid.
KY	575	No	Customer applied under a KY account which was not billed on an eligible rate code.
OH	72	Yes	Applicant stopped responding to requests for information during technical review prior to offer
OH	84	Yes	Applicant stopped responding to requests for information when clarification was sought regarding apparent commitment to the project prior to receiving the offer.
OH	245	No	Applicant stopped responding to requests for information during technical review prior to offer.
OH	472	Yes	Application had far reaching scope and overlapped technically with another application (for same TA/customer). The two applications were merged.
OH	525	Yes	Very aged application, offer was sent to applicant 9/12/12. Does not appear payment request was ever received for this project.
OH	552	No	Very aged application, offer was sent to applicant 1/7/13. Does not appear payment request was ever received for this project.
OH	567	Yes	Lighting retrofit to CFL was not cost effective.
OH	590	Yes	Application arrived in technically incomplete stage and numerous revisions were requested. Very aged application, appears no response was received on requested clarifications as no offer was generated.
OH	847	Yes	Applicant requested closure of application after it was determined that a more rigorous savings analysis would be needed.

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Appendix B. Management Interview Guide

Name: _____

Title: _____

Position description and general responsibilities:

_____

_____

We are conducting this interview to obtain your opinions about and experiences with the Nonresidential Smart $aver Custom Program. We'll talk about the Smart $aver Program and its objectives, your thoughts on improving the program, and the technologies the program covers. The purpose of this study is to capture the program's current operations as well as help identify areas where the program might be improved. Your responses will feed into a report that will be shared with Duke Energy and the state regulatory agency. I want to assure you that the information you share with me will be kept confidential; we will not identify you by name. However, you may provide some information or opinions that could be attributed to you by virtue of your position and role in this program. If there is sensitive information you wish to share, please warn me and we can discuss how best to include that information in the report.

The interview will take about an hour to complete. Do you have any questions for me before we begin?

Program Background and Objectives (15 min)

1. Please describe your role and scope of responsibility in detail.
2. How long have you been involved with the Smart $aver Program?
3. Describe the evolution of the Smart $aver Program. Why was the program created, and has the program changed since it was it first started?
4. Have there been any recent changes been made to your duties since you started?
    a. If YES, please tell us what changes were made and why they were made. What are the results of the change?
5. In your own words, please describe the Smart $aver Program's objectives (e.g., enrollment, energy savings, non-energy benefits).
6. (PM only) Can you please walk me through the program's implementation, starting with how the program is marketed and how you target your customers, through how the customer participates and finishing with how savings are verified?

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a. Marketing/Targeting: How & Who

b. Enrollment/Participation

c. Application processing

d. Technical verification: How & Who

7. Are there any challenges that would affect your program's ability to meet its objectives?
8. Which program objectives, if any, do you feel will be relatively difficult to meet, and why?
9. Are there any objectives you feel should be revised prior to the end of this program cycle? If yes, why?

Vendors (10 min)

10. (PM only) Do you use any vendors or contractors to help implement the program?
    a. What responsibilities do they have?
    b. Are there any areas in which think they can improve their services?
11. *(If not captured earlier)* Please explain how activities of the program's vendors, customers and Duke Energy are coordinated.
    a. Do you think methods for coordination should be changed in any way? If so, how and why?
12. Are there any research issues you would like to suggest for our vendor interviews?

Rebates (15 min)

13. (PM only) Please describe for me how each Custom application is processed, and reviewed.
    a. Do you use any outside vendors or experts to help with this process?
    b. What should be changed about this selection process?

Contractor Training (5 min)

14. Do you have any suggestions for improving contractor effectiveness?

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Improvements (10 min)

15. Are you currently considering any changes to the program's design or implementation?
    a. What are the changes?
    b. What is the process for deciding whether or not to make these changes?
16. Do you have suggestions for improvements to the program that would increase participation rates, or is Duke Energy happy with the current level of participation?
17. Do you have suggestions for increasing energy impacts *per participant*, given the same participation rates, or is Duke Energy happy with the current per participant impact?
18. Overall, what would you say about the Smart $aver program is working really well?
    a. Is there anything in this program you could highlight as a best practice that other utilities might like to adopt?
19. What area needs the most improvement, if any?
    a. (*If not mentioned before*) What would you suggest can be done to improve this?
20. Are there any other issues or topics we haven't discussed that you feel should be included in this report?
21. Do you have any further questions for me about this study or anything else?

Thank you!

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Appendix C. Duke Energy
Nonresidential Smart $aver Custom Trade Ally Survey 2015

Researchable Questions	Item
Introduction	A1-6
Participating in the program	B1-13
Program participation experience	C1-19
Market impacts and effects	D1-5
Recommended changes	E1-2
Satisfaction with program	F1-5
Satisfaction with utility	G1-2
Closing	H1

Target Quota =
[Carolinas – ten interview completes for Phases 1, 2, 3 combined]

[Ohio – ten interview completes for Phases 1 and 2]

[Indiana – ten interview completes for Phases 1 and 2]

[Kentucky – As many as possible, no minimum number of completes required in this state]

General Instructions

- Interviewer instructions are in green [LIKE THIS].
- CATI programming instructions are in red [LIKE THIS].
- Items that should not be read by the interviewer are in parentheses like this ( ).

Variables to be pulled into survey from sample (return all information from sample in the final data file)

- State
  - INDIANA
  - OHIO
  - KENTUCKY
  - SOUTH CAROLINA
  - NORTH CAROLINA
- Name
- Title
- Company
- Customer Company
- Measure
- Date the customer incentive was paid

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A. Introduction

A1. **Hello, my name is** [INTERVIEWER NAME], **and I'm calling from** [SURVEY FIRM] **on behalf of Duke Energy. May I speak with** [NAME] **please?**
(Continue) [IF PERSON TALKING, PROCEED.]
(No or not a convenient time) [IF PERSON IS CALLED TO THE PHONE REINTRODUCE. IF NOT FREE TO TALK, ASK WHEN WOULD BE A GOOD TIME TO CALL AND SCHEDULE THE CALL-BACK]
(Don't know) [ASK TO SPEAK WITH SOMEONE WHO KNOWS AND BEGIN AGAIN]
(Refused) [THANK AND TERMINATE]

A2. **We had a call scheduled for this time to ask about your opinions about Duke Energy's Nonresidential Smart $aver Custom Incentive program.** [IF NEEDED: WE'LL TALK ABOUT YOUR UNDERSTANDING OF THE SMART $AVER CUSTOM INCENTIVE PROGRAM AND ITS OBJECTIVES, YOUR THOUGHTS ON IMPROVING THE PROGRAM, AND THE TECHNOLOGIES THE PROGRAM COVERS.] **The interview will take about 30 minutes to complete. May we begin?**
(Yes)
(No or no understanding of the Smart $aver program)

A2a. **Is there someone else at your company who might be more appropriate for me to talk to?**

1.(Yes) [RECORD NEW CONTACT INFO FOR SCHEDULING]
2.(No) [THANK AND TERMINATE]
98.(Don't know) [THANK AND TERMINATE]
99. (Refused) [THANK AND TERMINATE]

(No or not a good time)

A2b. **Is there a better time for us to have this call?**

3.(Yes) [RECORD NEW SCHEDULED TIME FOR CALL-BACK]
4.(No) [THANK AND TERMINATE]
98.(Don't know) [THANK AND TERMINATE]
99. (Refused) [THANK AND TERMINATE]

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A3. We would like to start by first asking about your company. What kind of business is it? [DO NOT READ LIST; RECORD ONE RESPONSE]
(Manufacturer)
(Distributor)
(Wholesalers)
(Retailer)
(General Contractor)
(Installer)
(Consulting/Engineering)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

A4. What is your job title and what are your responsibilities at your company?
[RECORD RESPONSE]

A5. How long have you been in this profession?
[RECORD RESPONSE]

A6. Do you help customers make decisions about what type of equipment to install?
(Yes)
(No) [ASK TO SPEAK WITH A PROJECT OR SALES MANAGER INVOLVED WITH PROJECT ON CALL SHEET AND BEGIN AGAIN; THANK AND TERMINATE IF THEY CANNOT PROVIDE AN EMPLOYEE WHO HELPS CUSTOMERS WITH EQUIPMENT DECISIONS WHO KNOWS ABOUT SMART SAVER]
(Don't know) [ASK TO SPEAK WITH A PROJECT OR SALES MANAGER INVOLVED WITH PROJECT ON CALL SHEET AND BEGIN AGAIN; THANK AND TERMINATE IF THEY CANNOT PROVIDE AN EMPLOYEE WHO HELPS CUSTOMERS WITH EQUIPMENT DECISIONS WHO KNOWS ABOUT SMART SAVER]
(Refused) [ASK TO SPEAK WITH A PROJECT OR SALES MANAGER INVOLVED WITH PROJECT ON CALL SHEET AND BEGIN AGAIN; THANK AND TERMINATE IF THEY CANNOT PROVIDE AN EMPLOYEE WHO HELPS CUSTOMERS WITH EQUIPMENT DECISIONS WHO KNOWS ABOUT SMART SAVER]

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B. Participating in the Program

B1. Let's move on to program participation. How did you first learn about the Smart $aver Program? [RECORD ALL THAT APPLY]

(Past experience with Smart $aver Custom Program)
(Past experience with another Duke Energy program)
(Duke Energy sent me a brochure or e-mail)
(A Duke Energy representative told me about it)
(Duke Energy website)
(Recommendation of a dealer/contractor)
(Recommendation of the customer)
(Word of mouth: colleague/friend/neighbor)
(Saw an advertisement in the newspaper)
(Saw an advertisement on television)
(Saw an advertisement online)
(Heard an advertisement on the radio)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

B2. Have you participated as a trade ally in the Smart $aver Prescriptive incentive program only, Smart $aver Custom incentive program only, or both? [PROBE FOR CLARIFICATION IF NEEDED – ONE OR THE OTHER OR BOTH?] [IF NEEDED, TRADE ALLY IS AN ADVISOR, VENDOR, CONTRACTOR, DESIGNER OR ENGINEER]

(Prescriptive only)
(Custom only)
(Both Custom and Prescriptive)
(Neither program) [ASK IF THERE IS SOMEONE AT THE COMPANY WHO KNOWS MORE ABOUT SMART SAVER AND BEGIN AGAIN WITH THEM] [IF RESPONDENT INSISTS THAT THEY HAVE NOT SUBMITTED APPLICATIONS FOR EITHER PROGRAM THEN THANK AND TERMINATE]
(Other response) [RECORD RESPONSE]
(Don't know) [IF RESPONDENT SAYS THAT THEY HAVE NO KNOWLEDGE OF EITHER PROGRAM THEN THANK AND TERMINATE]
(Refused)

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B3. How long have you been a partner in the Smart $aver Custom Program? [PROBE IF NEEDED]: When did you first submit a Smart $aver Custom application?
[RECORD RESPONSE]

B4. Typically, what is your company's role on a project?
[RECORD RESPONSE]

B5. Are you or your company signed up in the Trade Ally list on Duke Energy's website?
(Yes)
(No)
(Other response) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF B5=1]

B6. Have you gotten any leads from the Duke Energy website?
(Yes)
(No)
(Don't know)
(Refused)

B7. When you are talking with a prospective customer, what percentage have already heard of Duke Energy's Smart $aver Program? Would you say...? [READ LIST, CHECK ONE]
Almost None
About 25%
About 50%
About 75%
Almost all
(Don't know)
(Refused)

B8. When you are talking with a customer, at what point in the discussion do you usually bring up the incentive? [IF NEEDED, PROMPT: "DURING THE INTRODUCTORY MEETING, AFTER YOU'VE SCOPED THE PROJECT, ONLY IF THE CUSTOMER ASKS?"]
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

B9. Have your customers expressed any complaints about the program to you?
(Yes)

B9a. What were these complaints? [RECORD RESPONSE]

CADMUS

(No)
(Other response) [RECORD RESPONSE]
(Don't know)
(Refused)

B10. Please give me an estimate: What percentage of your 2014 projects include equipment that received a Smart $aver Custom incentive? [IF THEY CAN'T REMEMBER PRESCRIPTIVE SEPARATE FROM CUSTOM, HAVE THEM ESTIMATE TOGETHER AND RECORD THAT THE PERCENTAGE IS COMBINED]
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

B11. Are the incentive levels high enough to motivate customers to install high efficiency equipment?
(Yes)
(No)
(Other response) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF B11=2]

B12. What types of equipment should have a higher incentive, and how much higher should it be?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

B13. Why do you think some of your competitors do not participate in this program?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

C. Custom Program Participation Experience

The next few questions ask about the process for submitting application forms to the Custom Program and the incentive approval process.

C1. Do you ever submit applications to the Custom Program on behalf of your customer?
(Yes)
(No) [SKIP TO C7]
(Don't know) [SKIP TO C7]
(Refused) [SKIP TO C7]

[ASK IF 0=1]

C2. Do you think this process could be streamlined in any way?
Yes [RECORD RESPONSE]
No
(Don't know)
(Refused)

[ASK IF 0=1]

C3. How long does it typically take between the time you send in a Custom application and the time you or your customer learns whether or not the project qualifies for an incentive?
(Response given) [RECORD RESPONSE IN DAYS, WEEKS OR MONTHS]
(Don't know)
(Refused)

[ASK IF C3=1]

C4. On a scale of 1 to 10, with 1 indicating not satisfied at all and 10 indicating highly satisfied, how satisfied are you with the amount of time it typically takes between the time you send in the application and the time you learn whether your project qualifies for an incentive,?
(Rating given) [RECORD NUMBER 1-10]
(Don't know)
(Refused)

[ASK IF C4 <= 7]

C5. Why do you say that?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF C4 <= 7]

C6. How long do you think it should take between submitting an application and learning if your project qualifies for an incentive?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

C7. Have you attended any presentations made by Duke Energy's Smart $aver Program staff?
(Yes)
(No) [SKIP TO C11]
(Don't know) [SKIP TO C11]
(Refused) [SKIP TO C11]

[ASK IF C7=1]

C8. How did you hear about these presentations?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF C7=1]

C9. Can you please rate the usefulness of the presentation you most recently attended, on a scale of 0 to 10, where zero indicates "Not useful at all" and 10 indicates "always useful".
(Rating given) [RECORD NUMBER 0-10]
(Don't know)
(Refused)

[ASK IF C7=1]

C10. Is there any information you would like Duke to provide at these presentations, that they are not currently providing about the Custom program?
(Response given) [RECORD RESPONSE]
(No suggestions)
(Don't know)
(Refused)

CADMUS

C11. This next question asks about the people you interact with at Duke Energy, during the course of a custom project. Do you interact with...? [READ LIST, CHECK ALL THAT APPLY]
Large Account Managers
Smart $aver Outreach Representatives
The Smart $aver Custom program managers (SMART $AVER PROGRAM MANAGER ARE FOLKS WHO ADMINISTER THE PROGRAM)
Duke Energy's Energy Efficiency Engineers? (EE ENGINEERS ARE FOLKS WHO PERFORM THE TECHNICAL ANALYSIS WHEN THE APPLICATION IS TURNED IN)
Any other Duke Energy employees?
C11b. Who were they? [RECORD RESPONSE]

(None of the above) [SKIP TO C13]
(Don't know) [SKIP TO C13]
(Refused) [SKIP TO C13]

[ASK C12 ONCE FOR EACH RESPONSE 1-5 THAT WAS CHECKED IN C11]

C12. What was the purpose of your interaction with [RESPONSE(S) 1-5 FROM C11]? [RECORD RESPONSE]

C13. On a scale of 1 to 10, with 1 indicating not satisfied at all and 10 indicating highly satisfied, please rate how satisfied you are with the communication between you and Duke Energy on Smart $aver-related issues.
(Rating given) [RECORD NUMBER 1-10]
(Don't know)
(Refused)

[ASK IF C13 <=7]

C14. How can Duke Energy improve the way they communicate on Smart $aver related issues? [RECORD RESPONSE]

C15. Do you use any information or technical tools from the Smart $aver website when making proposals to customers?
(Yes)
(No)
(Don't know)
(Refused)

CADMUS

C16. Have you directed any customers to materials on Duke's website?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF C15=1 OR C16=1]

C17. How would you rate the usefulness of the materials at the Duke Energy website on a scale of 0 to 10 where zero indicates "Not useful at all" and 10 indicates "always useful"?
(Rating given) [RECORD NUMBER 0-10]
(Don't know)
(Refused)

[ASK IF C17<= 7]

C18. How can Duke Energy improve the usefulness of these materials?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

C19. Are there any other materials you would like to have when discussing the project with customers?
(Yes)
C19c. What materials? [RECORD RESPONSE]

(No)
(Don't know)
(Refused)

CADMUS

D. Market Impacts and Effects

D1. What percent of Smart $aver buyers do you think are replacing older equipment that is still functioning, but less efficient?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

D2. What percent of Smart $aver buyers do you think are replacing failed units?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

D3. If the program were not offered, do you think customers would change their project scope in any way?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF D3=1]

D4. In what way would they change the scope of their projects?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF D3=1]

D5. What would they change with regards to the start date of the project?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

E. Recommended Changes

E1. Is there anything about the Smart $aver Program that you would say is working exceptionally well?
(Yes,) [RECORD RESPONSE]
(No comments)
(Don't know)
(Refused)

CADMUS

[ASK IF E1=1]

E2. What program change or improvement should be Duke Energy's number one priority?
[RECORD RESPONSE]
(No suggestions)
(Don't know)
(Refused)

F. *Satisfaction with program*

[ASK IF STATE="OHIO"]

F1. I'm now going to ask you to rate your satisfaction with the program two different ways. If you were rating your overall satisfaction with the Smart $aver Custom Program, would you say you were . . .
[READ LIST AND SELECT ONE RESPONSE]
Very Satisfied
Somewhat Satisfied
Neither Satisfied nor Dissatisfied
Somewhat Dissatisfied
Very Dissatisfied
(Don't know)
(Refused)

[ASK IF R1=1, 2, 3, 4 OR 5]

F2. Why do you give it that rating?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF STATE="OHIO"]

F3. And what numerical rating would you give for your overall satisfaction with the Smart $aver Custom Program, using a scale of 1 to 10 where 1 means "not satisfied at all" and 10 means "extremely satisfied"?
(Rating given) [RECORD NUMBER 1-10]
(Don't know)
(Refused)

[ASK IF STATE="NC", "SC", "IN" OR "KY"]

F4. Considering all aspects of the program, what numerical rating would you give for your overall satisfaction with the Smart $aver Custom Program, using a scale of 1 to 10 where 1 means "not satisfied at all" and 10 means "extremely satisfied"?
(Rating given) [RECORD NUMBER 1-10]
(Don't know)
(Refused)

CADMUS

[ASK IF R11 <= 7]

F5. What would you recommend to improve the program, or have we already covered it?
(Response given) [RECORD RESPONSE]
(We have already covered it / no additional comments)
(Don't know)
(Refused)

G. Satisfaction with Utility

G1. Using the same numerical scale, how would you rate your overall satisfaction with Duke Energy?
(Rating given) [RECORD NUMBER 1-10]
(Don't know)
(Refused)

[ASK IF S1 IS <= 7]

G2. What, if anything, could Duke Energy do to increase your satisfaction, or have we already covered it?
(Response given) [RECORD RESPONSE]
(We have already covered it / no additional comments)
(Don't know)
(Refused)

H. Closing

H1. That concludes this survey, thank you very much for taking the time to help Duke Energy improve this program. Your response is very important to us.

CADMUS

Appendix D. Duke Energy
Nonresidential Smart $aver Custom Participant Survey 2015

Researchable Questions	Item
Introduction / screening	A1-3
Screening questions: Closed Won and Closed Lost	B1-7, C1-8
Program awareness and information	D1-11
Decision making: Closed Won and Closed Lost	E1-17
Application process	F1-10
Spillover: Closed Won and Closed Lost	G1-14, H1-7
Program improvements	I1-6
Satisfaction with program	J1-13
Satisfaction with utility	K1-2
Closing	L
Thank and Terminate	M

Target Quota = [20 Closed Won and 20 Closed Lost in IN, NC, SC, and OH. No minimum target in KY]

General Instructions

- Interviewer instructions are in green [LIKE THIS] (the style is "Survey: Interviewer Instructions").
- CATI programming instructions are in red [LIKE THIS] (the style is "Survey: Programming").
- Items that should not be read by the interviewer are in parentheses like this ( ).

Variables to be pulled into survey from sample (return all information from sample in the final data file)

- State
  - INDIANA
  - OHIO
  - KENTUCKY
  - SOUTH CAROLINA
  - NORTH CAROLINA
- Measure(s)
- Year of application
- Status
  - Closed Won
  - Closed Lost
- Name
- Title
- Company
- E-mail Address
- Service City
- Service State

CADMUS

E-mail Invitation

To: [E-MAIL ADDRESS]
From: Rose Stoeckle (Rose.Stoeckle@duke-energy.com)
Subject: Duke Energy Smart $aver Custom Incentive Program Survey

Dear [Name]:

You recently submitted an application to participate in the Smart $aver® Custom Program. Duke Energy is actively seeking opinions about this program from customers like you through an online survey. Your participation in this short survey is important so that Duke Energy can include your perspectives in how their energy efficiency programs are offered. Duke Energy has asked The Cadmus Group to administer this survey.

Please click on the link below to begin the survey. The survey will take about 10-15 minutes to complete and will have no impact on the status of the incentive you have received or will receive. Please complete the survey by **August 19th, 2015**. The survey is designed for appearance on a computer screen rather than a mobile or tablet device.

As a token of our appreciation we would like to offer you a $10 gift card for completing the survey. Instructions for accepting the gift card or donating the funds to the United Way charity are provided at the end of the survey. [INSERT LINK]

If you cannot complete the survey at one time, you can go back into the survey using the link provided in the e-mail and it will resume the survey at the last question that you answered.

If you are not the best person to respond to a survey about this program, please forward this e-mail to the person who is.

If you have any technical problems, please contact David Ladd (David.Ladd@CadmusGroup.com).

If you have any questions about the program or this survey, please contact Frankie Diersing (Frankie.Diersing@duke-energy.com), or your account manager, or the Business and Industry group at Duke Energy:

Midwest Business Assistance: 800-774-1202
Duke Energy Carolinas: 800-653-5307
Duke Energy Progress: 800-636-0581

Thank you,

Rose Stoeckle
M&V Operations Manager at Duke Energy Corporation
Rose.Stoeckle@duke-energy.com

CADMUS

I. Introduction

Welcome! We are following up with participants of Duke Energy's Smart $aver Custom Program to help Duke Energy understand opinions that will help improve the Program. This survey will take approximately 15 minutes to complete. **Please complete the survey by August 19th, 2015.** Thank you in advance.

Please click **Next** to enter the survey.

This survey is administered by The Cadmus Group, an independent consulting firm. If you experience technical difficulties completing the survey, please e-mail The Cadmus Group at David.Ladd@CadmusGroup.com.

As a token of our appreciation we would like to offer a $10 gift card for completing the survey. Instructions for accepting the gift card or donating the funds to the United Way charity are provided at the end of the survey.

If you have any questions about the purpose of this study, or its use, please contact your account manager or the Business and Industry group at Duke Energy:

Midwest Business Assistance: 800-774-1202
Duke Energy Carolinas: 800-653-5307
Duke Energy Progress: 800-636-0581.

CADMUS

I1. Please describe your company - What kind of business is it?
(Nonprofit: church, temple, community service)
(Nonprofit: School district, college, university)
(Nonprofit: government, municipality, military)
(Industrial: electronics, machinery, manufacturing)
(Industrial: petroleum, plastic, rubber, chemicals)
(Industrial: mining, metals, stone, glass, concrete)
(Industrial: other) [RECORD RESPONSE]
(Commercial: warehouse, storage facility)
(Commercial: office space)
(Commercial: property management, condo association)
(Commercial: retailer, non-food)
(Commercial: grocery or convenience store)
(Commercial: restaurant, catering, food service)
(Commercial: transportation, automotive)
(Commercial: hospitality – hotel, resort, casino)
(Commercial: healthcare, hospital)
(Commercial: other) [RECORD RESPONSE]
(Don't know)
(Refused)

I2. What is your role within your company?
(Proprietor or owner)
(President, CEO, COO, VP or GM)
(Real estate or property manager)
(Operations manager, operations director)
(Facilities manager, facilities director)
(Other facility management or maintenance position)
(Energy manager, energy coordinator)
(Chief financial officer)
(Other financial or administrative position)
(Other manager, director or supervisor)
(Engineer, architect, electrician, inspector or researcher)
(Government position)
(Other position) [RECORD RESPONSE]

I3. Do you have an assigned account manager at Duke Energy?
(Yes)
(No)
(Don't know)
(Refused)

CADMUS

J. *Screening Questions (Closed Won)*

[ASK IF STATUS="CLOSED WON"]

J1. Our records indicate that you participated in the Smart $aver Custom Program, by installing energy-efficient technologies in a project located in [SERVICE CITY], [SERVICE STATE]. You received an incentive for your purchase of those technologies. Do you recall participating in this program?
(Yes)
(No)
(Don't know)
(Refused) **[THANK AND TERMINATE]**

[ASK IF STATUS="CLOSED WON" AND (J1=2 OR J1=98)]

J2. This program was provided through Duke Energy. In this program, your company installed [MEASURE(S)]. In exchange for purchasing the energy efficient option, Duke Energy provided your company with an incentive. Do you remember participating in this program?
(Yes)
(No) [THANK AND TERMINATE]
(Don't know) [THANK AND TERMINATE]
(Refused) [THANK AND TERMINATE]

[ASK IF J1=1 OR J2=1]

J3. Please confirm that the following information is correct. If the information is incorrect, please edit it below. If it is correct, please hit the next button to continue:

In the year [APPLICATION YEAR] your company submitted an application for an incentive for installing [MEASURE(S)].

[ASK IF STATUS="CLOSED WON"]

J4. Is the project completed?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF J4=1]

J5. How many months did it take to complete?
(Response given) **[RECORD RESPONSE IN MONTHS]**
(Don't know)
(Refused)

CADMUS

[ASK IF J4=2]

J6. What stage is the project in right now?
(Project has been postponed with no definite start date)
(Project has a scheduled start date)
(Project has just begun / is just beginning)
(Project is underway)
(Project is nearly complete)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF STATUS="CLOSED WON"]

J7. What is the payback on this project (or how long will it take for this project to "pay for itself")?
(6 months)
(1 year)
(18 months)
(2 years)
(3 years)
(4 years)
(5 years or more)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

K. Screening Questions (Closed Lost)

[ASK IF STATUS="CLOSED LOST"]

K1. Our records indicate that you submitted an application to the Smart $aver Custom Program in [APPLICATION YEAR] and that you either did not or were not able to participate in the program. Do you recall submitting an application for this program?
(Yes)
(No)
(Don't know)
(Refused) [THANK AND TERMINATE]

CADMUS

[ASK IF K1=2 OR K1=98]

K2. This program was provided through Duke Energy. The Smart $aver program provides a financial incentive to motivate companies to purchase qualifying equipment. Your company planned to install [MEASURE(S)]. Do you recall submitting an application for this program?
(Yes)
(No) [THANK AND TERMINATE]
(Don't know) [THANK AND TERMINATE]
(Refused) [THANK AND TERMINATE]

[ASK IF K1=1 OR K2=1]

K3. Please confirm that the following information is correct. If the information is incorrect, please edit it below. If it is correct, please hit the next button to continue:
In the year [APPLICATION YEAR] your company submitted an application for an incentive for installing [MEASURE(S)].

[ASK IF STATUS="CLOSED LOST"]

K4. Did you go ahead with the project?
(Yes)
(No)
(Other response) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF K4=1]

K5. Has this project been completed?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF K5=1]

K6. How many months did it take to complete?
(Response given) [RECORD RESPONSE IN MONTHS]
(Don't know)
(Refused)

CADMUS

[ASK IF K4=1]

K7. What is the payback on this project (or how long will it take for this project to "pay for itself")?

(6 months)
(1 year)
(18 months)
(2 years)
(3 years)
(4 years)
(5 years or more)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF K5=2]

K8. Please tell me what stage it's in right now?

(Project has been cancelled)
(Project has been postponed with no definite start date)
(Project has a scheduled start date)
(Project has just begun / is just beginning)
(Project is underway)
(Project is nearly complete)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

L. Program Awareness and Information

[ASK EVERYONE]

L1. How did you first become aware of the Smart $aver Custom Program? [RECORD ALL THAT APPLY]
(Past experience with Smart $aver Prescriptive Program)
(Past experience with another Duke Energy program)
(Duke Energy sent me a brochure or e-mail)
(A Duke Energy representative told me about it)
(Duke Energy website)
(Recommendation of dealer/contractor)
(Word of mouth: colleague/friend/neighbor)
(Saw an advertisement in the newspaper)
(Saw an advertisement on television)
(Saw an advertisement online)
(Heard an advertisement on the radio)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

L2. At the time you were learning about the program did you need additional information about the program's requirements and benefits so that you could make a decision to participate?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF L2=1]

L3. What information did you look for before you could make your decision to participate in the program?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF L2=1]

L4. Where did you look for information? [RECORD ALL THAT APPLY]
(Went to the Duke Energy web site)
(Called or e-mailed assigned Account Manager or Duke Energy representative)
(Called or e-mailed a contractor)
(Called or e-mailed an equipment salesperson)
(Other response) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF L2=1]

L5. Were you able to get the information you needed about the program's participation requirements and benefits?
(Yes)
(No)
(Don't know)
(Refused)

L6. Have you submitted other applications in the past, to either the Smart $aver Custom or Prescriptive programs?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF L6=1]

L7. Which program(s) have you applied to in the past?
(Smart $aver Custom only)
(Smart $aver Prescriptive only)
(Both Custom and Prescriptive)
(Don't know)
(Refused)

L8. Did your company work with a trade ally, such as a contractor or engineer, during this project?
(Yes)
(No)
(Don't know)
(Refused)

CADMUS

[ASK IF L8=1]

L9. What did the contractor, engineer or vendor assist with? [RECORD ALL THAT APPLY]
(Acquiring and installing equipment)
(Providing information about equipment options / equipment specs)
(Payback calculations / return on investment)
(Budgeting / resource planning)
(Finding and qualifying for rebates)
(Rebate applications / paperwork)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF I3=1]

L10. Did your company work with your assigned Duke Energy account manager during this project?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF L10=1]

L11. What did the account manager assist with? [RECORD ALL THAT APPLY]
Provided general program information
(Providing information about eligible equipment options / equipment specs)
(Payback calculations / estimating return on investment)
(Budgeting / project scoping / resource planning)
(Verify completeness of Rebate applications / paperwork)
(Providing updates on the application status)
(Resolving problems with applications)
(Other assistance and/or additional details about the above) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

M. Decision Making

M1. What are the major reasons your company wanted to purchase the [MEASURE(S)]? [RECORD ALL THAT APPLY]

(To reduce energy costs)
(To reduce repair, maintenance and other labor costs)
Needed more modern, smarter equipment (to integrate with energy manager systems or Smart Grid).
Because old equipment was working poorly or was unreliable
(Wanted non-energy related product features such as appearance, brand loyalty. decreased water use, increased comfort)
It was a good deal.
Due to my contractor's recommendation
(Due to environmental concerns)
(Purchased as part of a broader remodel)
(Other [SPECIFY])
(Don't know)
(Refused)

[ASK IF STATUS="CLOSED LOST"]

M2. Once you learned you were not able to participate in Smart Saver, what did you decide to do? [Choose One]

(Installed the equipment at the same time anyway)
(Installed the equipment but at a later time)
(Delayed the installation indefinitely)
(Cancelled the project)
(Don't know)
(Refused)

[ASK IF M2=4]

M3. Why did you cancel the project?

(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF M2=2]

M4. How much later did you install the equipment?
(Within 3 months of originally planned installation date)
(3 to 6 months after originally planned installation date)
(6 months to 1 year after originally planned installation date)
(1 to 2 years after originally planned installation date)
(More than 2 years after originally planned installation date)
(Don't know)
(Refused)

[ASK IF M2=3]

M5. When do you realistically expect the project to start?
(Within 3 months of originally planned installation date)
(3 to 6 months after originally planned installation date)
(6 months to 1 year after originally planned installation date)
(1 to 2 years after originally planned installation date)
(More than 2 years after originally planned installation date)
(Don't know)
(Refused)

[ASK IF M2=3 and M5=1, 2, 3, 4 or 5]

M6. Why do you expect the project to start then, rather than sooner?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF M2=1 OR M2=2]

M7. What new equipment did you install?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF M2=1 OR M2=2]

M8. Is this the same equipment on your Smart $aver application?
(Yes)
(No)
(Don't know)
(Refused)

CADMUS

[ASK IF M8=2]

M9. Was the upfront cost of the equipment you installed higher or lower than the equipment on your Smart $aver application?
(Higher)
(About the same)
(Lower)
(Don't know)
(Refused)

[ASK IF M8=2]

M10. Was the efficiency level of the equipment you installed higher or lower than the equipment on your Smart $aver application?
(Higher)
(About the same)
(Lower)
(Not applicable)
(Don't know)
(Refused)

[ASK IF M8=2]

M11. Were there other differences?
(Yes, response given) [RECORD RESPONSE]
(No other differences)
(Don't know)
(Refused)

[ASK IF M2=1 OR M2=2]

M12. Did you install anything else?
(Yes)
(No) [SKIP TO N1]
(Don't know) [SKIP TO N1]
(Refused) [SKIP TO N1]

[ASK IF M12=1]

M13. What did you have installed?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF M12=1]

M14. Is this the same equipment on your Smart $aver application?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF M14=2]

M15. Was the upfront cost of the equipment you installed higher or lower than the equipment on your Smart $aver application?
(Higher)
(About the same)
(Lower)
(Don't know)
(Refused)

[ASK IF M14=2]

M16. Was the efficiency level of the equipment you installed higher or lower than the equipment on your Smart $aver application?
(Higher)
(About the same)
(Lower)
(Not applicable)
(Don't know)
(Refused)

[ASK IF M14=2]

M17. Where there other differences?
(Yes, response given) [RECORD RESPONSE]
(No other differences)
(Don't know)
(Refused)

CADMUS

N. Application Process

[ASK EVERYONE]

N1. Who filled out the program application forms for your company? [RECORD ALL THAT APPLY]
(I did)
(Someone from my company did)
(The contractor)
(The salesperson)
(Someone from Duke Energy)
(Other response) **[RECORD RESPONSE]**
(Don't know)
(Refused)

[ASK IF N1=1]

N2. On a scale of 1 to 10, please rate how easy it was for you to understand the application form. Please rate 1 for extremely difficult and 10 for extremely easy.
(Rating given) **[RECORD NUMBER 1-10]**
(Don't know)
(Refused)

[ASK IF N2 IS 7 OR LOWER]

N3. What could have been done to make this better?
(Response given) **[RECORD RESPONSE]**
(Don't know)
(Refused)

[ASK IF STATUS="CLOSED WON"]

N4. Did you have any problems with having the application approved?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF N4=1]

N5. What was the problem with having the application approved?
(Response given) **[RECORD RESPONSE]**
(Don't know)
(Refused)

CADMUS

[ASK IF N4=1]

N6. Was the problem with having the application approved resolved to your satisfaction?
(Yes)
(No)
(Don't know)
(Refused)

O. Spillover (Closed Won)

[ASK IF STATUS="CLOSED WON"]

O1. When firms have experience with energy efficiency programs or products they may sometimes make similar decisions to continue the energy savings in other parts of their business. Would you say your experience with Smart $aver Custom has led you to participate in any other subsequent Duke Energy efficiency programs?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF O1=1]

O2. Which programs have you subsequently participated in since your experience with Smart $aver Custom?
(Other program) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF O1=1]

O3. What did your company do, with the help of these subsequent programs?
(Replaced existing equipment)
(Maintenance or upgrades to existing equipment)
(Added "smart" control technology to existing systems)
(Installed new equipment that did not replace existing equipment)
(Joined a demand response program)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF 0O1=1]

O4. Has your company estimated the energy or money it saved from these subsequent projects?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF O4=1]

O5. What was your estimate of how much money or energy you saved annually from those subsequent programs?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF STATUS="CLOSED WON"]

O6. Have you participated in any other Duke Energy energy-efficiency programs, which were NOT motivated by your participation in Smart $aver Custom?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF O6=1]

O7. Which programs?
(Other program) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF O6=1]

O8. What did your company do, with the help of these other programs?
(Replaced existing equipment)
(Maintenance or upgrades to existing equipment)
(Added "smart" control technology to existing systems)
(Installed new equipment that did not replace existing equipment)
(Joined a demand response program)
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF O6=1]

O9. Has your company estimated the energy or money it saved from these other projects?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF O9=1]

O10. What was your estimate of how much money or energy you saved annually from these other projects?
(Response given) **[RECORD RESPONSE]**
(Don't know)
(Refused)

[ASK IF STATUS="CLOSED WON"]

O11. As a result of your participation in Duke Energy's Smart $aver Custom program, have you made any other electric energy efficiency improvements that did not qualify for any kind of incentive or rebate, whether from Duke or state or federal sources?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF O11=1]

O12. What did you do? [RECORD AS MUCH DETAIL AS POSSIBLE]
(Response given) **[RECORD RESPONSE]** (Don't know)
(Refused)

[ASK IF STATUS="CLOSED WON"]

O13. Have you made any other electric energy efficiency improvements that did not qualify for any kind of incentive or rebate, that were NOT motivated by your experience with Smart $aver projects?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF O13=1]

O14. What did your company do? [RECORD AS MUCH DETAIL AS POSSIBLE]
(Other) **[RECORD RESPONSE]**
(Don't know)
(Refused)

CADMUS

P. Spillover (Closed Lost)

[ASK IF STATUS="CLOSED LOST"]

P1. Has your company taken advantage of any other Duke Energy energy efficiency programs?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF P1=1]

P2. Which programs?
(Other program) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF P1=1]

P3. What did your company do, with the help of these other programs?
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF P1=1]

P4. Has your company estimated the energy or money it saved from these other projects?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF P4=1]

P5. What was your estimate of how much energy or money you saved annually from these other projects?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

[ASK IF STATUS="CLOSED LOST"]

P6. Have you made any other electric energy efficiency improvements that do not qualify for any kind of incentive or rebate, whether from Duke or state or federal sources?
(Yes)
(No)
(Don't know)
(Refused)

CADMUS

[ASK IF P6=1]

P7. What did you do?
(Other) [RECORD RESPONSE]
(Don't know)
(Refused)

Q. Program Improvements

[ASK EVERYONE]

Q1. One of the objectives that the program would like to see over the next year is increased participation of businesses like yours. Other than increasing the level of marketing, can you think of things that Duke Energy can do to increase interest in the program, from companies such as yours?
(Response given) [RECORD RESPONSE]
(No suggestions)
(Don't know)
(Refused)

Q2. At any time during your application process, did you need to contact Duke Energy to obtain information, ask about progress on the application, or to obtain any other help or assistance?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF Q2=1]

Q3. Were your questions or needs effectively handled by the Duke Energy?
(Yes)
(No)
(Don't know)
(Refused)

[ASK IF Q3 IS NO]

Q4. How might this be improved?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

Q5. Overall, is there something about the Smart $aver Program that you would say is working exceptionally well?
(Yes, response given) [RECORD RESPONSE]
(No comment)
(Don't know)
(Refused)

Q6. Is there something that's not working well that you would say should be prioritized for improvement?
(Yes, response given) [RECORD RESPONSE]
(No comment)
(Don't know)
(Refused)

R. Satisfaction with Program

[ASK IF STATE="OHIO"]

R1. If you were rating your overall satisfaction with the Custom Program, would you say you were . . .
[SELECT ONE RESPONSE]
Very Satisfied
Somewhat Satisfied
Neither Satisfied nor Dissatisfied
Somewhat Dissatisfied
Very Dissatisfied
(Don't know)
(Refused)

[ASK IF R1=1, 2, 3, 4 OR 5]

R2. Why do you give it that rating?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

R3. We would like to ask you a few questions about your satisfaction with specific areas of the program. For these questions we would like you to rate your satisfaction using a 1 to 10 scale where a 1 means that you are very dissatisfied with the program and a 10 means that you are very satisfied. How would you rate your satisfaction with:

R4. The amount of the incentives provided by the program.
(Rating given) [RECORD NUMBER 1-10]
Not Applicable
(Don't know)
(Refused)

R5. The ease of filling out the participation and incentive forms.
(Rating given) [RECORD NUMBER 1-10]
Not Applicable
(Don't know)
(Refused)

R6. The time it took for you to receive your incentive.
(Rating given) [RECORD NUMBER 1-10]
Not Applicable

(Don't know)
(Refused)

R7. The technical expertise of Duke Energy staff.
(Rating given) [RECORD NUMBER 0-10]
Not Applicable
(Don't know)
(Refused)

R8. The information provided explaining the program.
(Rating given) [RECORD NUMBER 1-10]
Not Applicable
(Don't know)
(Refused)

[ASK Once for any Rating in R4, R5, R6, R7, R8 of 7 OR LOWER]

R9. You noted your satisfaction with [R4, R5 or R6 or R7 or R8] was 7 or less. What could have been done to make this better?
(Response given) [RECORD RESPONSE]
(Don't know)
(Refused)

CADMUS

[ASK IF STATE="OHIO"]

R10. You were asked a similar question earlier, but please bear with us: Considering all aspects of the program, what **numerical** rating would you give your overall satisfaction with the Smart $aver Custom Program?
(Rating given) **[RECORD NUMBER 1-10]**
(Don't know)
(Refused)

[ASK IF STATE="NC", "SC", "IN" OR "KY"]

R11. Considering all aspects of the program, what numerical rating would you give your overall satisfaction with the Smart $aver Custom Program?
(Rating given) **[RECORD NUMBER 1-10]**
(Don't know)
(Refused)

[ASK IF R11 IS 7 OR LOWER]

R12. What could have been done to make this better, or have we already covered it?
(Response given) **[RECORD RESPONSE]**
(We have already covered it / no additional comments)
(Don't know)
(Refused)

S. Satisfaction with Utility

S1. Using the same numerical scale, how would you rate your overall satisfaction with Duke Energy?
(Rating given) **[RECORD NUMBER 1-10]**
(Don't know)
(Refused)

[ASK IF S1 IS 7 OR LOWER]

S2. What could have been done to make this better, or have we already covered it?
(Response given) [RECORD RESPONSE]
(We have already covered it / no additional comments)
(Don't know)
(Refused)

CADMUS

T. Closing

That concludes this survey, thank you very much for taking the time to help Duke Energy improve this program.

As a token of our appreciation we would like to offer you a $10 gift card for completing the survey.

Please provide a contact name and address to receive the gift card, or if you would like us to donate this amount to the United Way charity organization on your behalf please indicate so:

Send my gift card to: [RECORD RESPONSE]

Donate $10 to the United Way charity organization.

U. Thank and Terminate

Thank you for responding to the survey. You have indicated that you did not participate in Duke Energy's Smart $aver Custom Program.

If you have reached this page by error or if you are having technical problems with the survey, please contact David Ladd (David.Ladd@CadmusGroup.com).

If you are not the best person to respond to a survey about your company's participation in the Smart $aver Custom program, please forward the survey's e-mail invitation to another person that you believe is the best person to respond to the survey.

If you have any questions about the program or this survey, please contact Frankie Diersing (Frankie.Diersing@duke-energy.com), or your account manager, or the Business and Industry group at Duke Energy:

Midwest Business Assistance: 800-774-1202

Duke Energy Carolinas: 800-653-5307

Duke Energy Progress: 800-636-0581