

XCEL ENERGY

CO Small Business Lighting Efficiency Product Impact & Process Evaluation

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EXECUTIVE SUMMARY

2020 Small Business Lighting Product

Introduction

Xcel Energy contracted with EMI Consulting to evaluate the 2019 Small Business Lighting (SBL) Product in Colorado. This product offers direct install, prescriptive, and custom rebates to Xcel Energy small business customers who install qualifying lighting equipment in existing buildings. The product is designed to interact with customers that would not participate in a lighting product on their own. To achieve this objective, product staff train trade partners who primarily serve small business customers on the application process and help market actors complete applications. Product staff also go on-site to customer facilities to help customers identify lighting projects.

As part of the process evaluation, EMI Consulting researched customer awareness of the product, assessed product experiences and satisfaction, explored whether participating customers interacted with other Xcel Energy products, and identified tools peer utilities use to identify and reach small businesses. For the impact evaluation, EMI Consulting assessed the impact of the product on customer decision making. This summary includes the key findings and recommendations from our evaluation.

Methods

- Participating customer survey (n=70)
 - Participating customer follow-up interviews (n=4)
 - Near-participating customer interview (n=13)
 - Trade partner interview (n=14)
 - Peer utility interview (n=5)
- Fielding:**
July – September 2020

Summary of Findings



The evaluation team estimated a retrospective **NTGR of 0.92** for the product, based on participating customer and trade partner responses. The team recommends Xcel Energy could apply a prospective **NTGR of .94** if recommendations are met.



Participating customers learned about the product **through trade partners**, while near-participating customers learned about it through advertising or word of mouth. Participating customers were motivated due to **upfront and long-term cost savings**.



Customers and trade partners were **satisfied** with their experiences with the product; however some expressed a **desire for more support** from the implementer during the application and installation process.



While some participating customers installed efficient equipment after participation, few customers participated in **other Xcel Energy products**. Trade partners, however, reported it was easy to navigate between products.



Trade partners **appreciated training events**, and those that hadn't attended would like to do so in the future. Trade partners like to learn about product processes and requirements.



Peer utilities **only focused on energy use to determine customer eligibility**. They used a variety of tactics to market to small businesses but relied more heavily on door knocking compared to Xcel Energy.

Product Influence

$$\text{Retrospective Net-to-Gross Ratio} = (1 - \text{Free Ridership}) + (\text{Spillover Ratio}) + (\text{Market Effects})$$

$$0.92 = (1 - 0.15) + (0.06) + (0.01)$$

Findings based on results from the participating customer survey and trade partner interviews.

Over two-thirds of participating customer respondents (**69%**) reporting they **would not have installed the equipment** if the product didn't exist.

Six customers qualified for spillover totaling in **78,347 kWh**.

The product helped trade partners sell more LEDs. At the same time, LEDs are becoming **market standard**.

EXECUTIVE SUMMARY

2020 Small Business Lighting Product

Awareness, Motivations, & Barriers

Awareness



Participating customers most frequently became aware of **lighting equipment** through their **vendor or contractor** (41%).



Near-participating customers cited **advertisements, industry, events, and third-party recommendations** as sources of product awareness. However, 8 of 28 near-participating customers **did not recall receiving an energy assessment** from Xcel Energy, citing staff turnover as a major reason.



Participating customers most frequently became aware of **SBL Product** through their **supplier** (31%) or **contractor** (21%).

Motivations



Participating customers were motivated to install high-efficiency lighting for **financial reasons** (including upfront costs and long-term operating savings).



Trade partners were motivated to participate in the product because they wanted to **provide the best service** to their customers.

Likewise, **participating customers** were motivated to participate in the product because of the **rebate**.

Barriers

7 near-participating customers reported their reasons for not pursuing lighting recommendations:

6 near-participating customers reported pursuing some recommendations with an Xcel Energy rebate.



4 reported **financial** reasons



2 found **less expensive** options.



2 reported they **didn't have the time**.



2 reported the contractor was in charge. In one case, the contractor resigned from the project half-way through it.



1 reported **lack of follow-up** from the Xcel Energy implementer.



2 reported **lack of follow-up** from the Xcel Energy implementer.

Trade partners did not identify any barriers to participation and reported that the process was seamless for them.

EXECUTIVE SUMMARY

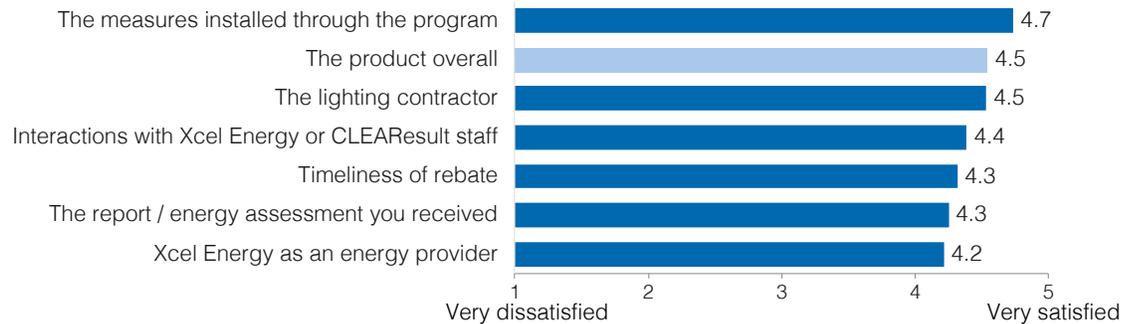
2020 Small Business Lighting Product



Satisfaction & Experiences

Satisfaction

Participating customers were very satisfied with the the product.



Cross-Product Participation

23% of participating customer respondents interacted **with other Xcel Energy products**.

11 received rebates **before** participating in SBL

Lighting	11
Air Compressor	1
Chiller	1
Direct Install	1
Refrigerator	1
VFD	1

3 received rebates in other products **after** participating in SBL

HVAC	1
Lighting Efficiency	1
Small Business Tune-Up	1

Trade partners did not express challenges identifying which product was best for a particular project.

I just send it to the [Xcel Energy representative] and he sends it to where it needs to go.

Trade Partner Support

Half of the interviewed trade partners reported they had **attended a training event** in the past. They mentioned that, while it had been a while, **they found the events helpful**.

Trade partners reported they **wanted to learn more about product-focused content**.

Two trade partners also **requested online training events or holding events in different geographic areas**.

Trade partners most commonly requested the following additional support from Xcel Energy:

- **More leads** for contractors
- **Additional training**
- **Simpler process** for submitting rebates

Peer Utility Identification of Small Businesses

Peer utilities **defined "small businesses" by energy use**.

- Customer caps at peer utilities were between 100-200 kW.
- Only one peer utility limited national chains from participating.

Peer utilities relied on various outreach efforts:



Asking participants for referrals



Door knocking



Partnering with community leaders and groups



Calling targeted businesses

EXECUTIVE SUMMARY

2020 Small Business Lighting Product



Conclusions & Recommendations

The evaluation team estimated a retrospective **NTGR of 0.92**, based on participating customer and trade partner responses. The team recommends Xcel Energy apply a prospective **NTGR of .94** if recommendations are met.

Trade partners drove the majority of customers to participate in the SBL Product. Both customers and trade partners **expressed satisfaction**, but some asked for more support from Xcel Energy and its implementer.

Participation in the energy assessments dropped in 2019 from 2018 levels. Staff attributed this decline to its transition to using an ASHRAE energy assessment rather than a lighting-focused assessment. Peer utilities offered their own small business comprehensive energy assessments instead of the ASHRAE version.

Customers needed **more support from Xcel Energy** in following through with energy assessment recommendations. Near-participating customers reported facing challenges in completing projects because of cost and limited follow-through from Xcel Energy.

The NTGR could increase to 0.94 if the following recommendations are met:

- Increase the number of smaller businesses participating in the product since those businesses were less likely to be free-riders. As the product evolves, Xcel Energy can align the energy use threshold for small businesses based on its updated measure mix.
- Increase the number of energy assessments and/or direct installations performed since those projects were associated with less free-ridership.

Continue to plan for future scenarios when its ability to influence small businesses to install LEDs decreases due to larger market changes. This could include scenarios such as one that assumes a lower NTGR for the SBL Product or scenarios whereby the product offers alternative technologies.

Provide additional training to trade partners and direct engagement with less-engaged trade partners. Recommended strategies include: maintain existing training efforts to inform trade partners about product processes, conduct online training events, focus training on how Xcel Energy generates leads to customers, consider direct one-on-one calls to trade partners that have limited participation in the product.

Provide trade partners with marketing tools and rewards to help them market the SBL Product to their smallest business customers. Supporting trade partner outreach efforts to the smallest businesses can help limit free-ridership.

Embed language in the Lighting Efficiency application that identifies the implementer as a resource to help trade partners and small businesses with SBL Product applications. This language can help trade partners and customers continue to pursue projects that they might abandon due to confusion around the application process.

Consider developing an Xcel Energy small business energy assessment. An Xcel Energy small business energy assessment can be designed to focus specifically on meeting small business needs and be aligned with Xcel Energy product offerings for small businesses.

Increase outreach to qualifying businesses by canvassing areas (in person or via phone during COVID-19) and asking participating customers for references. These techniques were used by peer utilities and touted as successful means of engaging small businesses to participate in energy assessments.

Clarify language and pricing in energy assessment reports to better inform customers of the availability to self-install equipment and its related costs. Provide itemized cost estimates on energy assessment reports to allow customers to see both the estimated equipment and installation costs.

Ensure customers that receive energy assessments receive follow-up calls to better support customers implementing project recommendations. For those customers that receive energy assessments, Xcel Energy should ensure that all participating customers receive follow-up communication to encourage customers to follow through with recommendations. When customers don't respond to follow-up calls, consider alternative contact data in case the contact person at the business left.

1. INTRODUCTION

Xcel Energy offers a comprehensive array of energy services and products to its customers, including demand side management (DSM). For its 2020 product evaluations, Xcel Energy sought to understand the role each product plays in changing the marketplace, to analyze that influence on customer choices, and to use the findings to improve customer experience and ensure industry-leading product performance. To accomplish this, Xcel Energy contracted with EMI Consulting to evaluate four products offered in Colorado and Minnesota in 2020.¹ This included the Small Business Lighting (SBL) Efficiency Product in Colorado, discussed in this report. This introduction includes an overview of the product and the evaluation approach, and describes the organization of the report.

1.1 PRODUCT OVERVIEW

The Colorado SBL Product offers direct install, prescriptive, and custom rebates to Xcel Energy small business customers who install qualifying lighting equipment in existing buildings². The product is designed to interact with customers that would not participate in a lighting product on their own. To achieve this objective, product staff train trade partners that primarily serve small business customers on the application process and help market actors (i.e. customers and trade partners) complete applications. Product staff also go onsite to customer facilities to help customers identify lighting projects.

SBL Product staff coordinate with staff from the Energy Analysis Product, which provides comprehensive energy assessments to small business customers. Prior to 2019, the SBL Product also offered small businesses lighting-specific walk-through energy assessments. In July 2019, Xcel Energy transitioned to funneling customers to the Energy Analysis assessment rather than the SBL walk-through assessment. After this transition, Xcel Energy noticed a decrease in participation in the energy assessments and so it reinstated the SBL walk-through assessments in 2020 to increase participation with customers who were only interested in lighting projects. From January 2019 to March 2020, the SBL Product claimed over 20 GWh in energy savings in Colorado (Table 1-1).

¹ The products selected for evaluation in 2020 include: Energy-Efficient Showerheads (CO & MN), Refrigerator and Fridge Recycling (CO), Small Business Lighting Efficiency (CO), and Business LED Instant Rebate (CO).

² Starting in 2021 the SBL Product will be merged into the Small Business Services Product.

Table 1-1. CO SBL Savings by Measure, January 2019 – March 2020

Measure	kWh		kW		Units	
	Quantity	% of total	Quantity	% of total	Quantity	% of total
LED Troffer	5,411,227	27%	1,035.53	41%	483	26%
LED Area Lighting	3,230,788	16%	0	0%	204	11%
LED Linear ^a	2,564,074	13%	454.90	18%	413	23%
LED High Bay	2,540,815	13%	412.43	16%	116	6%
Custom Lighting ^b	2,353,510	12%	442.37	18%	NA	0%
LED Outdoor Canopy or Soffit lighting	1,683,009	8%	0	0%	64	3%
LED Exterior Lighting	882,249	4%	0	0%	247	14%
Other	822,320	4%	62.75	2%	176	10%
LED Interior Fixture	347,461	2%	63.44	3%	70	4%
Occupancy and Photocell Sensors	220,982	1%	40.52	2%	56	3%
Direct Install ^b	123,770	1%	20	1%	82	4%
Total	20,180,205	100%	2,532	100%	1,911	100%

Note: This is the population of participating customers receiving rebates between January 2019 and March 2020. These numbers are based on aggregated data provided to EMI Consulting in March 2020.

a. These measures were transitioned to the midstream product in July 2019. As a result, the evaluation team did not include these customers in the population from which to sample.

b. Custom and direct install projects are included here as measure types, though participating customers may install a number of lighting measures through the custom portion of the product.

To better understand the report’s findings in future contexts, it is important to recognize possible modifications to the product design that Xcel Energy is considering implementing:

- Adding the following measures to the direct install aspect of the product to begin to expand the offering beyond screw-in LEDs:
 - Exit signs retrofit kits
 - Showerheads
 - Pipe insulation

- Pre-rinse sprayers
- LED exit sign retrofit kits
- Strip curtains for freezers
- Door gaskets for refrigerated space
- Auto-close doors for coolers and freezers
- Conducting more energy assessments and direct installs.

1.2 EVALUATION OVERVIEW

The evaluation team designed a comprehensive evaluation of the SBL Product to provide information on six key research objectives:

1. Estimate product influence on customer decisions (net-to-gross ratio).
2. Understand how customers become aware of product offerings and their motivations to participate in the product.
3. Assess product experience and satisfaction by whether they participated in an on-site audit, a direct install, or an independent prescriptive or customer project. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.
4. Explore whether participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.
5. Explore opportunities to better support trade partners, including feedback about past trainings and understand what they would like to learn from future trainings.
6. Identify tools or data that can be used to identify small business customers that benefit from SBL services.

Table 1-2 presents an overview of the research topics and data sources used in this evaluation of the Colorado SBL Product.

Table 1-2. Small Business Lighting Product Evaluation Objectives

Evaluation Objective	Impact or Process Objective	Participant Survey n = 70	Near-Participant Interviews n = 13	Peer Utility Interviews n = 5	Trade Partner Interviews n = 14
NTG Impacts	Impact	✓			✓
Customer Awareness and Motivations	Process	✓	✓		
Product Experience/Satisfaction	Process	✓	✓		✓
Product Experience: Cross Product Participation	Process	✓	✓		✓
Trade Partner Training Experiences	Process				✓
Peer Utility Identification of Small Businesses	Process			✓	

1.3 REPORT ORGANIZATION

The following chapters organize the evaluation findings into two components: impact and process evaluation results. Further detail on the evaluation approach is presented in the following chapters.

- Chapter 2 reviews the approach and results of the net impact evaluation and the attribution of product impacts using a standard net-to-gross ratio (NTGR) analysis.
- Chapter 3 discusses the process evaluation components, including product awareness, motivations and barriers, product satisfaction and experiences, trade partner support, and peer utility identification of small businesses.
- Conclusions and recommendations are presented in Chapter 4.
- Supporting documents, such as the evaluation plan, data collection instruments, and task-specific findings, can be accessed in this report's appendices.

2. IMPACT FINDINGS

A central component of this evaluation was the estimation of the net-to-gross ratio (NTGR) for the Xcel Energy SBL Product in Colorado. For demand-side management (DSM) products, the NTGR is a metric that estimates the influence of the product on the target market. It is used both as a benchmarking indicator of effectiveness and to adjust reported gross energy savings to account for energy efficiency that would occur in the absence of a program. NTGR results can indicate opportunities for Xcel Energy to adjust the design and implementation of its products to increase the cost-effectiveness of both individual products and the entire portfolio. The NTGR includes several factors that create differences between gross and net savings, such as free-ridership and spillover. In prior years, Xcel Energy relied on a NTGR value of 0.89 for prescriptive and custom SBL measures.

The evaluation team estimated a retrospective NTGR based on data reported by customers and trade partners, and then recommended prospective NTGRs based on potential changes to the product's design and market conditions. Note that a NTGR of 1.0 may not be achievable in all cases, as eliminating all free-ridership may not be feasible for a program operating at significant scale. In addition, a variety of factors including the maturity of the product, the maturity of the technologies it promotes, product intervention strategies, and cross-product coordination strategies affect the achievable level of free-ridership. The evaluation team has taken care to present our NTGR results with this context in mind.

This chapter presents:

- **Key Impact Findings** – The key findings section presents the recommended NTGR based on the evaluation team's synthesis of findings from market actors.
- **Net-to-Gross Approach** – The approach section presents an overview of the evaluation team's methods to calculating the recommended NTGR.
- **Retrospective Net-to-Gross Ratio Inputs** – This section presents qualitative and quantitative data that support the NTGR calculations.
- **Prospective Net-to-Gross Considerations** – This section presents findings the evaluation team considered when recommending its prospective NTGR.

2.1 KEY IMPACT FINDINGS

This section presents a summary of the key findings from the impact evaluation for the CO SBL Product, including retrospective and prospective NTGR recommendations. The evaluation team provides its estimated retrospective NTGRs, based on the quantitative and qualitative results of customer and trade partner research. We then provide our recommended prospective NTGR, based on potential changes to the small business lighting market and product design.

RETROSPECTIVE NET-TO-GROSS RATIO

The evaluation team estimated a retrospective NTGR of 0.92 for the SBL Product, based on participating customer and trade partner responses. To estimate this NTGR, the evaluation team took the following steps:

- The evaluation team first estimated an overall free-ridership ratio of 0.14 (unweighted average) based on participating customer surveys and follow-up interviews with customers to determine whether data obtained through the initial survey should be adjusted. The low free-ridership ratio was driven by over two thirds of participating customers reporting that they would not have installed the equipment without the product.
- These results were weighted to be representative of the population and adjusted to 0.15.
- The evaluation team estimated a 6% spillover adjustment factor. Spillover came from six participating customers who installed both lighting and non-lighting measures. One of these participating customers reported to install 100 LED lights as a result of their interactions with the product but did not apply for a rebate for this additional work.³
- The evaluation team included a 1% adder for market effects, as trade partner interviews indicated that the product has helped increase overall LED sales.
- To calculate the overall NTGR, the evaluation team subtracted the free-ridership ratio from 1.0, then added 6% to account for spillover, and an additional 1% for market effects. This brings the NTGR to 0.92. Detailed methodology for the NTGR calculation can be found in Section 2.2.

PROSPECTIVE NET-TO-GROSS RATIO

The evaluation team recommends that Xcel Energy rely on the retroactive NTGR for the prospective value. This is because conflicting market conditions are at play, between LED market adoption rates and the economic downturn associated with COVID-19 for small businesses. Alternatively, if Xcel Energy were to increase its efforts to target the smallest businesses and/or perform more direct installs and energy assessments, the evaluation team recommends using a prospective NTGR of 0.94. These values are supported by a review of peer utility NTGRs.

2.2 NET-TO-GROSS APPROACH

The evaluation team developed the NTGR for the CO Small Business Lighting Efficiency Product using a self-report approach, based on participating customer survey results in combination with additional research data inputs. The

³ The evaluation team confirmed these results through consistency checks within the survey guide and also by calling the survey respondent back to confirm the accuracy of the findings (see Spillover Findings).

methodology used in this evaluation was built from the Core Nonresidential Protocol in the *2019 Illinois Statewide Technical Reference Manual for Energy Efficiency Version 8.0*, in *Attachment A of Volume 4: Cross-Cutting Measures and Attachments* (hereafter referred to as the “Illinois TRM”).

The data inputs to the NTGR analysis included:⁴

- **Participating customer surveys** – focused on project-level effects, including free-ridership and participating customer spillover
- **Follow-up interviews with participating customers** – sought to clarify any conflicting information in the participating customer surveys
- **Trade partner interviews** – focused on determining overall market effects and whether trade partners were influenced by Xcel Energy
- **Known product changes in upcoming years** – implications for planned changes in product design, including additional measures

The evaluation team developed a participating customer survey sample to reach a 90% level of confidence with a minimum of +/- 10% relative precision. The evaluation team also attempted to survey participating customers based on a variety of factors including participation experiences and measures installed. Regarding participation experiences, we contacted participating customers who received some type of documented influence, such as an energy assessment or direct install services, and participating customers who pursued projects independent of an energy assessment or direct install service. The number of surveys completed by these two factors is shown in Table 2-1.

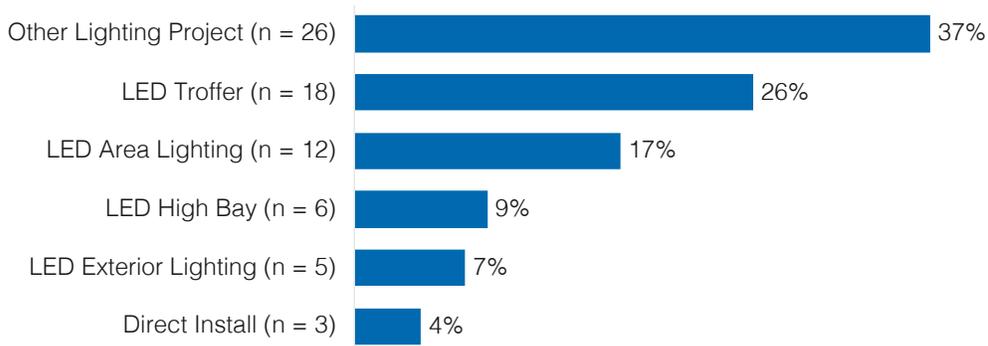
Table 2-1. Number of SBL Participating Customer Survey Respondents by Product Experience

Strata	Completes
Documented Influence	12
Independent Project	58
Overall	70

The evaluation team also attempted to reach participating customers that installed a variety of measure types. Figure 2-1 shows the types of measures installed by participating customer survey respondents.

⁴ Additional descriptive detail on these research activities appears in Chapter **Error! Reference source not found.** and in the evaluation plan presented in Appendix A.

Figure 2-1. Types of Measures Installed by SBL Participating Customer Survey respondents



The evaluation team used self-reported data from participating customers to develop an initial NTGR. Data from the additional sources listed above were then used in constructing a logical narrative of product attribution, and in finalizing the prospective NTGR for the product.

The NTGR relies on three key components, a free-ridership score, a spillover score, and a market effects score. The following sections define each of these key components and then presents how they are combined to estimate the NTGR.

FREE-RIDERSHIP

Free-ridership is a measure of the amount of a product's claimed savings that would have occurred in the absence of the product. Free-ridership is assessed on a scale from 0 to 1, where 1 indicates that the product had 100% free-ridership and all product savings would have occurred without any of the product's rebates or assistance.

To determine free-ridership, the evaluation team started with the Core Nonresidential Protocol from the Illinois TRM, and wrote specific questions to assess four free-ridership components:

- A **Program Components Score**, based on the participating customer's perception of the importance of various product components in their decision to carry out the energy-efficient project
- A **No-Program Score**, based on the participating customer's intention to carry out the energy-efficient project without product support
- A **Timing Adjustment**, based on the participating customer's perception of when they would have carried out the project in the absence of the product
- A **Quantity Adjustment**, based on the participating customer's intention to carry out the energy-efficient project with the exact same quantity without the product

When scored, these components assess the likelihood of free-ridership on a scale of 0 to 10, with the two scores averaged and the timing adjustment applied to create a final free-ridership ratio (Equation 2-1).

Equation 2-1. Free-Ridership Calculation Methodology

$$\left(\frac{\text{Product Component Score} + (\text{No Product Score} * \text{Timing Adjustment})}{2} \right) \times \text{Quantity Adjustment}$$

SPILLOVER

Spillover is a measure of the amount of energy savings that occur due to the product that are *not* captured in the product's claimed energy savings. For the purposes of this evaluation, only participating customer spillover was estimated.

To capture participating customer spillover, the evaluation team asked participating customers for information about any additional efficient equipment installed outside the SBL Product and for which they did not receive a rebate. We asked both about lighting and non-lighting equipment. The surveys also probed for information on the importance of the SBL Product in participating customer installation decisions and the likelihood that the measures would have been installed if they had not participated in the product. The evaluation team computed savings estimates for all identified spillover equipment and the product's spillover ratio was calculated by dividing the total spillover savings by the product's total energy savings.

MARKET EFFECTS

The final component to the NTGR was a market effects adder. The market effects adder estimated additional savings that could be attributed to the SBL Product product based on prolonged changes in the market due to the product's influence. To understand market effects, the evaluation team asked trade partners about the product's impact on the overall lighting market in the Colorado Xcel Energy territory.

DETERMINATION OF NET-TO-GROSS RATIO

The evaluation team estimated the CO SBL Product's initial NTGR using the formula in Equation 2-2 below:

Equation 2-2. Net-to-Gross Calculation Methodology

$$\text{Product NTGR} = 1 - (\text{Free - Ridership Ratio}) + (\text{Participant Spillover Ratio}) + (\text{Market Effects Adder})$$

Finally, the evaluation team utilized all the information collected about the product (through customer surveys and follow-up interviews, trade partner interviews, and known product changes) to construct a logical, internally consistent, and coherent narrative of product attribution that attempted to identify all possible pathways of Xcel Energy influence. Based on these results, we recommended a final summative NTGR that is consistent with this narrative.

2.3 RETRPOSPECTIVE NET-TO-GROSS RATIO INPUTS

As described in the approach section, the recommended retrospective NTGR is based on three primary data inputs: free-ridership, spillover, and market effects. This section explores each of these results in more detail, including qualitative data that support the results.

FREE-RIDERSHIP RESULTS

Free-ridership is a measure of the proportion of the product's claimed energy efficiency savings that would have occurred in the absence of the product. This section presents results related to the four metrics used to estimate the final free-ridership value of 0.15: the program components score, the no-program score, the timing adjustment, and the quantity adjustment.

PROGRAM COMPONENTS SCORE

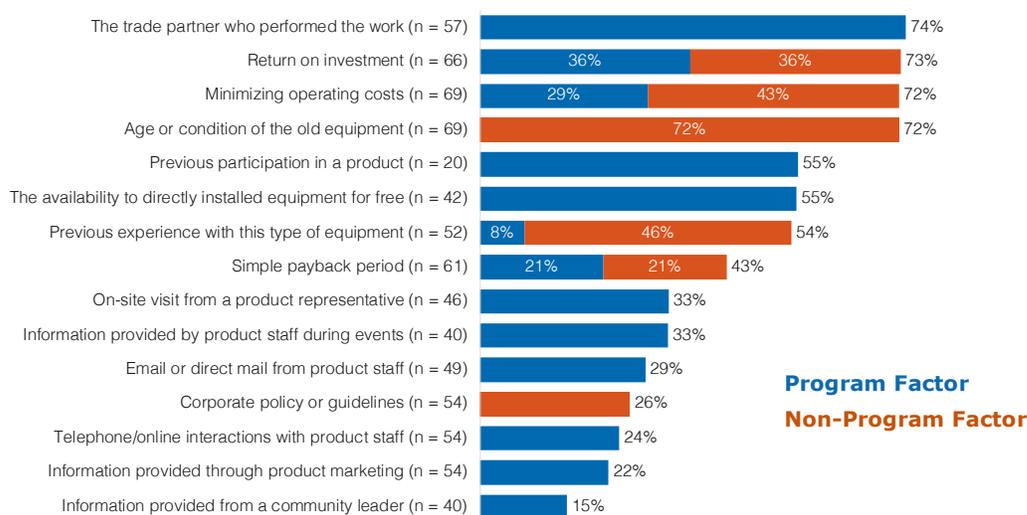
The evaluation team estimated the unweighted Program Components Score for the SBL product to be 0.13. To determine the Program Components Score, the evaluation team asked each participating customer to rate the influence of a variety of factors upon their decision to install lighting equipment. These factors each fall into one of three categories: automatic program factors, non-program factors, or non-automatic program factors.

- **Automatic program factors:** These are factors that can be attributed to Xcel Energy and/or the product's activities in all cases, including (1) the trade partner that performed the work, (2) previous participation in a product, (3) the availability to direct install equipment for free, (4) on-site visit from a product representative, (5) information provided by product staff during events, (6) email or direct mail from product staff, (7) telephone/online interactions with product staff, (8) information provided through product marketing, and (9) information provided from a community leader.
- **Automatic non-program factors:** These are factors that may influence a customer to install lighting equipment, but that are not related to the product. The evaluation team asked participating customers to rate the following non-program factors: (1) age or condition of the old equipment and (2) corporate policy or guidelines.
- **Non-automatic program factors:** These are factors that, depending on the specific situation, may be classified either as a program factor or as a non-program factor. Follow-up questions during the survey determined whether these factors were program factors or non-program factors. If survey respondents reported Xcel Energy played a role in these non-automatic program factors, the factor was included as a program factor for that participating customer. If Xcel Energy did not play a role in these factors, the factor was included as a non-program factor. Non-automatic program factors included (1) return on investment, (2) minimizing operating

cost, (3) previous experience with this type of equipment, and (4) simple payback period.

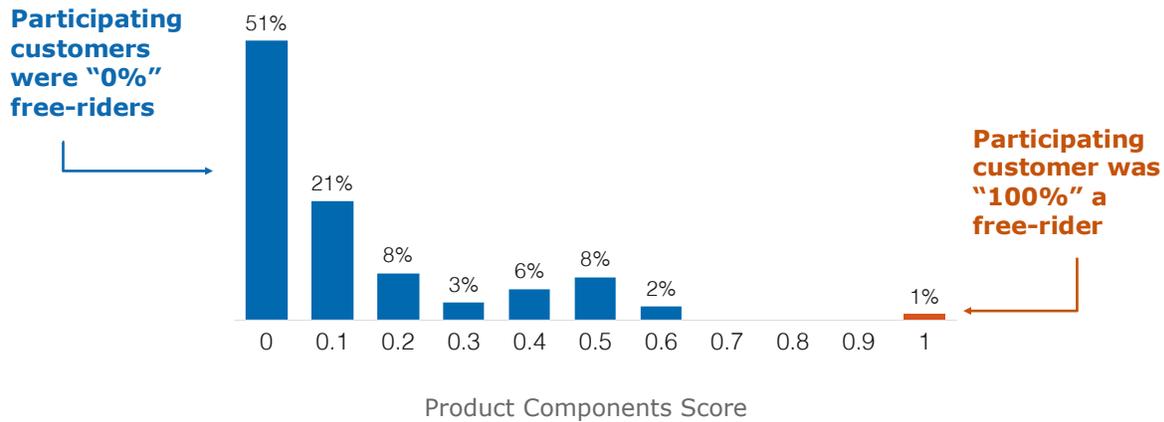
Each factor is shown in Figure 2-2 with program factors shown in blue and non-program factors shown in orange. Non-automatic program/product factors shown in two colors, where each color denotes the percentage of respondents attributing a given factor to either the product or not to the product. As shown in Figure 2-2, participating customer respondents rated the following factors as being most important to their decision to install high-efficiency lighting: the trade partner who performed the work, return on investment, minimizing operating costs, and age of equipment.

Figure 2-2. Factors to Install High-Efficiency Lighting Rated as Highly Influential by Participating Customers



To determine the Program Components Score, the evaluation team took the top rated program factor, shown above in Figure 2-2, and reversed the scale, so a "10" was now a "0" and adjusted the score to fall between "0" and "1". The evaluation team did this in order to have matching scales with the Non-Program Score, so we could calculate Free-Ridership. It then averaged all of the Program Component Scores to create an overall unweighted 2019 SBL Program Score of 0.13. A Program Components Score closer to 0 indicate the product has a high level of influence. Distribution details for this score can be seen below in Figure 2-3, where the percentage of participating customers (y-axis) are categorized by their Program Components Score rounded to the nearest tenth (x-axis). Only one customer, shown on the far right in Figure 2-3, was considered a free rider based on the Program Components Score. Roughly half of participating survey customers were considered "0%" free riders.

Figure 2-3. Program Components Score Distribution



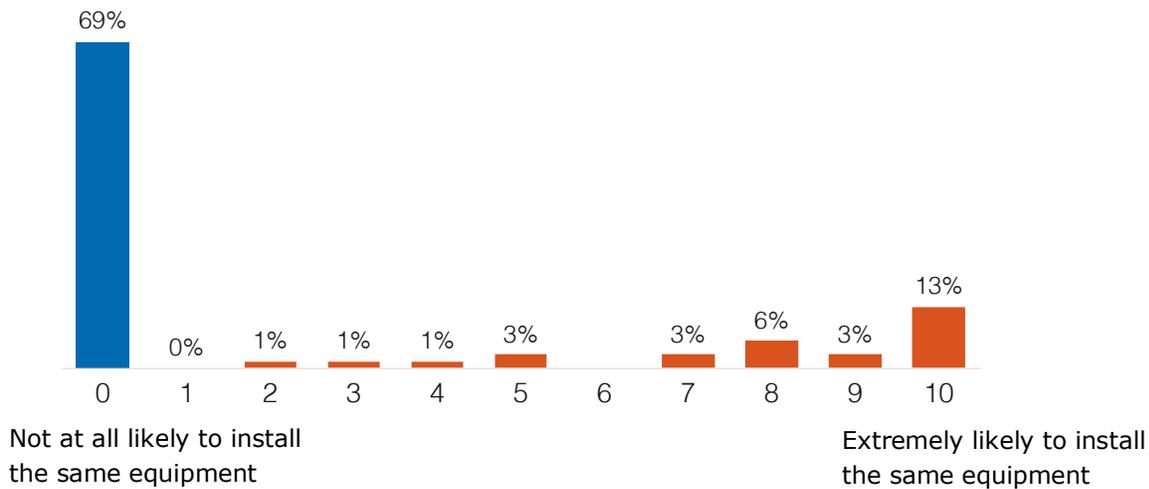
Since the Program Component Score does not take into account what would have happened in the absence of the product, it typically underestimates free-ridership and is balanced by the No-Program Score. The evaluation team averaged the Program Score and the No-Program Score together to estimate an initial Free-Ridership Score for each participating customer respondent. The No-Program Score is described in the next section.

NO-PROGRAM SCORE

The No-Program Score is a measure of how likely customers are to have installed identical equipment without the influence of the product. In contrast to the Program Components Score, which asks how influential the product was on a customer’s decision to install equipment, the No-Program Score asks whether that decision would have been different absent the product.

When asked the likelihood they would have installed exactly the same equipment without the incentive, information, and support from the Xcel Energy SBL Product, most customers reported they would not have installed the same measure without the product, with an average score of 2.5 out of 10, where 0 is not at all likely and 10 is extremely likely, as shown in Figure 2-4. These findings coincide with the Program Components Score.

Figure 2-4. No-Program Score Distribution

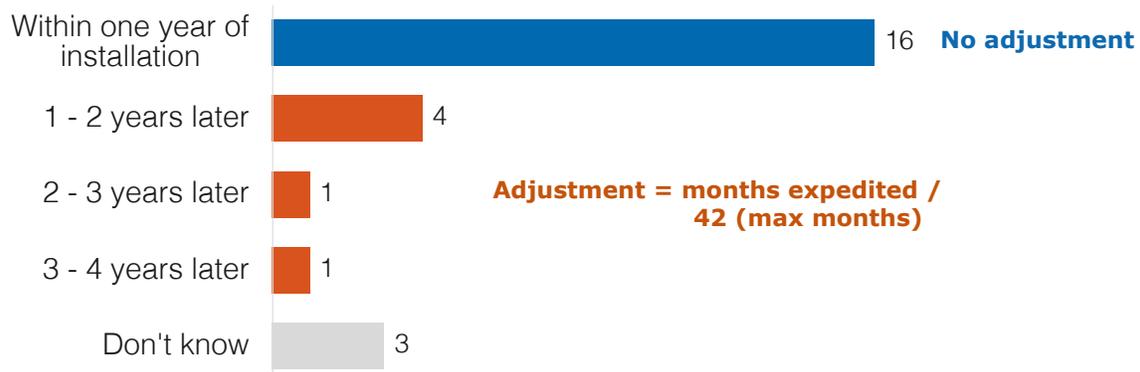


TIMING ADJUSTMENT

When asked, 22 of 69 respondents reported installing their equipment earlier because of the product. The evaluation team used this data to develop a timing adjustment to overall free-ridership. Unlike the Program Components Score and No-Program Score, which measure product influence on equipment installation overall, the timing adjustment measures whether the product influenced the timing of equipment installation, thereby increasing lifetime savings. To determine whether a timing adjustment should be attributed to a participating customer, the evaluation team asked respondents whether they installed their equipment earlier than they otherwise would have due to the product’s influence.

The evaluation team applied a timing adjustment to all participating customers who reported they would have installed the equipment one year or more later than when they actually installed it. The degree of adjustment was determined by dividing the number of months installation was expedited by 3.5 years (42 months), the maximum number of months to reach a full adjustment. Figure 2-5 below shows the distribution of these responses.

Figure 2-5. Distribution of Applied Timing Adjustment



After applying the timing adjustment, the evaluation team estimated the unweighted No-Program Score to be 0.21. The following section discusses further adjustments to free-ridership ratios necessary to determine a final free-ridership ratio for the CO SBL Product.

QUANTITY ADJUSTMENT

Based on prior lighting research for Xcel Energy, the evaluation team found that Xcel Energy lighting products can sometimes also influence customers to install more lighting equipment than they would have in absence of the product. In light of these findings, the evaluation team asked participating customers if they installed more lighting equipment because of the product. For this product, the evaluation team only found one participating customer that reported to install more equipment than they would have otherwise. This one customer reported to have installed 10% more lighting because of the product. The evaluation team therefore adjusted the free-ridership score for this one customer, however it did not have a major impact to the overall free-ridership score.

FREE-RIDERSHIP ADJUSTMENTS DUE TO CONSISTENCY CHECKS

Prior to finalizing the free-ridership score, the evaluation team reviewed respondents' open-ended responses to various survey questions to confirm that their free-ridership scores matched the experiences included in the open-ended responses. The evaluation team conducted follow-up interviews with two customers because their open-ended responses did not correlate with their given free-ridership scores. One of these interviews resulted in an adjusted free-ridership value of 1.0, while the other resulted in an adjusted free-ridership value of 0.0. Overall, these adjustments had minimal effect on the final NTG ratio.

FINAL FREE-RIDERSHIP

Finally, the evaluation team averaged the Program Components Score and the adjusted No-Program Score and applied sampling weights to estimate free-ridership. The evaluation team weighted each score by the total savings for that measure so that the score is representative of population-level savings. In other words, measures with a larger share of total kWh are weighted more heavily, as they have more influence on the total product savings.

With the sampling weights applied, the free-ridership ratio was 0.15. Table 2-2 shows the measure category weights applied to the free-ridership scores.

Table 2-2. SBL Sample Weights

Measure	Population Savings	Weights
LED Troffer	5,411,227	31%
LED Area Lighting	3,230,788	18%
LED High Bay	2,540,815	14%
LED Exterior Lighting	882,249	5%
Other	2,353,510	31%
Direct Install	123,770	1%
Total	14,542,359	100%

The evaluation team examined whether these final free-ridership scores varied based on whether Xcel Energy had documented evidence that they influenced the project, via a direct install project or an energy assessment. As shown in Table 2-3, projects with documented influence had a free-ridership value of 0.07, while independent projects had a free-ridership value of 0.15. This indicates that free-ridership is lower when Xcel Energy has documented that they have interacted with a customer through a direct install project or an energy assessment. Due to sample size, these findings are not statistically significant, but they provide indication that these experiences can influence customer decision-making.

Table 2-3. Weighted Free-Ridership by SBL Experience

SBL Experience	n	Weighted Free-Ridership
Independent Project	58	0.15
Documented Influence Project	11	0.07

The evaluation team also examined free-ridership based on business size to understand if free-ridership was lower among the smallest business customers. To examine this, the evaluation team compared free-ridership scores between the largest and smallest customers based on the median average monthly energy use of the survey respondents, which was 6,000 kWh. As shown in Table 2-4, the evaluation team found that free-ridership was lower among the smaller energy use customers. Due to sample size, these findings are not statistically significant, but they provide indication that Xcel Energy may have a greater influence on the smallest commercial customers.

Table 2-4. Weighted Free-Ridership by Business Size

Average Monthly Energy Use	n	Weighted Free-Ridership
Midsized Business (>6,000 kWh)	34	0.16
Small Business (<6,000 kWh)	35	0.12

SPILLOVER RESULTS

Spillover is a measure of the amount of energy savings that occur due to the product that are *not* captured in the product’s claimed energy savings. To be eligible for spillover, customers must have:

1. Installed additional efficient lighting equipment or other energy efficiency equipment after participating in the product;
2. Not received rebates for this equipment (and not be in the process of applying for rebates); and
3. Been influenced to install this equipment by the SBL Product.

Since participating in the product, 31 customers had installed additional equipment but only 6 of these customers did so without a rebate and attributed the projects to their participation in the SBL Product. These six customers installed both lighting and non-lighting measures. Four customers installed lighting measures: 50 LED troffers and 50 LED area lights, 26 LED canopy lights, 20 LED street lamps, and 8 LED exterior wall packs. Two additional customers installed non-lighting measures. One customer installed 12 faucet aerators and the other customers installed one HVAC condenser.

To calculate spillover savings, the evaluation team multiplied average savings for each spillover-eligible measure by a spillover quotient. Then, to calculate the percentage of spillover, the evaluation team divided spillover savings for each measure category by the total project savings within the population. The values in Table 2-5 represent spillover-eligible kWh savings.

Table 2-5. Participating Customer Spillover

	Spillover kWh	Population kWh	Spillover kWh
Values	78,347	1,140,618	0.06

These spillover values are added to values discussed in the Free-Ridership section to give the product credit for savings achieved through installation of measures without receiving rebates.

MARKET EFFECTS

In addition to free-ridership and spillover, the evaluation team applied a 1% adder for market effects, due to the influence of the Xcel Energy SBL Product on the Colorado market. While this adder is not always relevant in impact evaluations, it is appropriate in cases where the product has had significant impact on the marketplace.

Trade partners reported sustained engagement over the course of many years with the Xcel Energy CO SBL Product. Trade partners also noted that they performed more LED lighting and that the product influenced this change by making it less attractive to install less efficient types of lighting. Trade partners also noted that there is still lots of opportunity within the small business market segment for lighting upgrades and that the product helps customers proceed with projects. These reflections are highlighted in the following two quotes.

[We are] doing more LEDs than [we] used to; [We were] converting people from T12 to T8's in the past [and now it is] LED panels and high bay, wall packs and flood lights...almost work exclusively with LEDs now.

There is still lots of lighting to replace; only 30-40% range of small businesses have completed [LED retrofits].

While the evaluation team recognizes the significant impact the product has had on the Colorado market, it does not recommend including any more than 1% to the market effects adder since trade partners reported that they typically participate in the product and therefore the high level of attribution found in the free ridership portion of this analysis reflects the majority of the Xcel Energy effort to transform this market.

RETROSPECTIVE NET-TO-GROSS

Overall, the evaluation team found that the product significantly impacted participating customer decisions. Using the net-to-gross formula, we determined a kWh NTGR of 0.92. The generalized formula the evaluation team used to determine NTGRs is shown in Equation 2-3 below.

Equation 2-3. Generalized Net-to-Gross Ratio

$$NTGR = 1 - (Free-Ridership Ratio) + (Spillover Ratio) + (Market Effects Adder)$$

Using this formula, the NTGR is shown in Equation 2-4. The free-ridership ratio of 0.15 here is influenced by over two thirds of respondents (69%) reporting they would have not installed the equipment if the Xcel Energy product didn't exist. At the same time, the age of the equipment, which is a non-program factor, also influenced customers' decisions. The evaluation team also found that some customers conducted larger projects as a result of their participation in the product,

resulting in a spillover ratio of 0.06. The evaluation team also added a 0.01 adder for market effects to account for the impact the product has had on the lighting market over time.

Equation 2-4. SBL Net-to-Gross Ratio

$$\text{NTGR} = (1 - \text{Free-Ridership Ratio}) + (\text{Spillover Ratio}) + (\text{Market Effects Adder})$$

$$\text{NTGR} = (1 - 0.15) + (0.06) + (0.01) = 0.92$$

2.4 PROSPECTIVE NET-TO-GROSS CONSIDERATIONS

The evaluation team also examined market conditions and expected program changes to recommend a prospective NTGR. Findings indicate that Xcel Energy could continue to use the retrospective NTGR of 0.92 prospectively. Alternatively, if Xcel Energy were to increase its efforts to target the smallest businesses and/or perform more direct installs and energy assessments, the evaluation team recommends using a prospective NTGR of 0.94. These results are based on findings from the trade partner interviews, participating customer surveys, and near-participating customer surveys. The recommended prospective NTGR aligns with NTGRs applied to peer programs across the country based a benchmarking analysis conducted by the evaluation team.

The remainder of this section presents findings related to the prospective NTGR by first exploring the small business LED market and COVID-19 impacts on the small business LED market. It then presents the prospective NTGR findings and concludes by comparing these findings to peer utilities.

SMALL BUSINESS LED MARKET

The evaluation team found that while the lighting market is moving exclusively to LEDs, small businesses have been slower to install new lighting measures. Trade partners reported that the product continues to help move the lighting market to LEDs faster than it would have otherwise. These findings are highlighted in the following quotes.

It is a tremendous help to have the rebates... lighting is at the bottom [of priorities] so rebates have helped move it up the list.

A year or two ago [LEDs were] really hot—now people know about it and eventually they will do it... Xcel Energy can keep marketing as that will keep it in their minds—persistence will definitely help for customers that haven't installed yet.

Additionally, trade partners reported that while LEDs are available, small business rebates increase the number of projects actually completed. Three trade partners provided quotes that explore this finding.

Projects would still go through [without the rebates], but [we would do] less projects.

It effects the number of projects we do, but anyone that continues with the project would still do LED. Larger segment[s] with property management would have little change; [but] smaller places—say 50-75% [of smaller businesses]—would hold off doing anything.

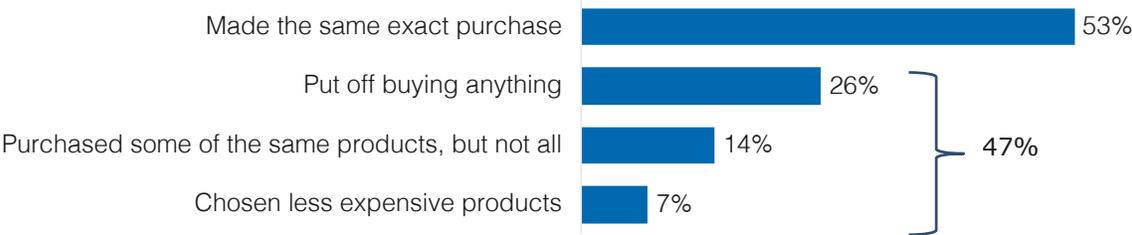
[It wouldn't impact] a particular segment... but the smaller the size of business, the more they watch their dollars.

COVID-19 IMPACTS ON SMALL BUSINESS LED MARKET

Because the participating customer sample included only customers that participated in the product prior to the onset of COVID-19, the evaluation team asked customers and trade partners about the impacts COVID-19 has had on their purchasing decisions. The evaluation team found that, of the customers surveyed, roughly half reported their purchasing decisions were delayed by COVID-19. The evaluation team found similar results from both trade partners and near-participating customers. These results are likely underrepresenting these impacts, however, because the evaluation team only surveyed customers that appeared to have had limited impact from COVID-19, based on comparing their short-term energy use to their average energy use. As a result, the evaluation team expects the overall market for LED lighting upgrades within the small business segment to be constricted until the economy for small businesses improves. To examine these findings in more detail, this section first presents findings from participating customers, followed by near-participating customers, and then trade partners.

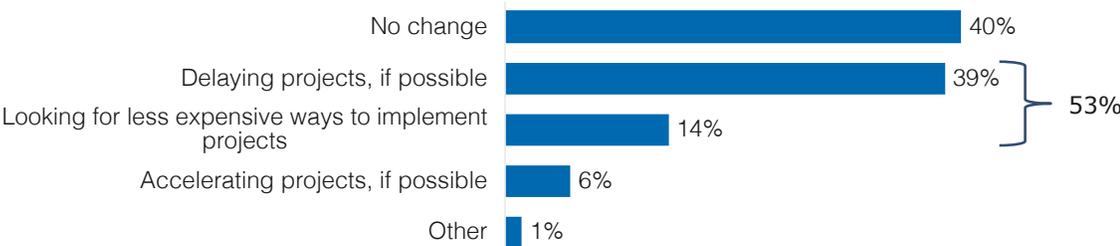
From the participating customer perspective, the evaluation team asked customers two questions. First, we asked whether they would have made the same purchasing decisions after the COVID-19 pandemic started as they made before. As shown in Figure 2-6, roughly half of participating customer respondents reported that they would have either put off buying anything, purchased some of the same products but not all, or chosen less expensive products.

Figure 2-6. Impact of COVID-19 on LED Purchase if Made in Summer 2020



The evaluation team also asked participating customers if their purchasing decisions for 2021 have changed as a result of the pandemic. Similarly, as shown in Figure 2-7, roughly half of participating customer respondents reported that they were either delaying projects or looking for less expensive opportunities.

Figure 2-7. Impact of COVID-19 on Future Purchasing Decisions



Near-participating customers reported less of an impact from COVID-19, with only one interviewee reporting that they did not plan to make any upgrades because they were not confident they could stay in business. It was unclear why they expressed more limited impacts from COVID-19 compared to participating customers, but they may have less discretionary budget to begin with, given that they considered but did not pursue lighting purchases through the product.

Trade partners showed similar responses to the participating customers, where half of them reported that they either saw a decrease in sales or that they were not sure. The following quote provided by one trade partner is evidence of how the economic downturn was impacting small businesses:

*The only thing I see it affecting is there will always be people that will be **hesitant to make an investment in times of uncertainty**; I see this more with the smaller customers...[small business owners are] waiting until they see what happens with COVID before making investments.*

RECOMMENDED PROSPECTIVE NTG RATIO

The evaluation team recommends using the same retrospective NTGR, 0.92, prospectively if no program changes occur. This is because trade partners reported that small businesses still need the rebates to push them to replace their lighting equipment. While LEDs will eventually become commonplace, the economic impacts from COVID-19 will likely delay small business investment in lighting upgrades, thereby slowing down the market transformation of LEDs in the small business segment. That said, while the evaluation team does not recommend decreasing the NTGR in 2021, Xcel Energy should be planning for future portfolios where product influence may become more limited as the economic impacts from COVID-19 diminish and market transformation reaches the small business segment.

If Xcel Energy were to make product changes to target its efforts to the smallest businesses and/or perform more energy assessments and direct install projects, then the evaluation team recommends applying a prospective NTGR of 0.94. The increase in NTGR reflects the lower free-ridership associated with projects that had documented influence and projects that took place in the smallest half of businesses surveyed, measured by energy consumption. The increase in NTGR is limited to a .02 adder because the evaluation team would not expect that a future product design that focuses on projects with more documented influence or smaller businesses would produce the large spillover impacts that the evaluation team found in the current product design.

COMPARISON TO PEER UTILITY NTG RATIOS

The retrospective and prospective NTGR are in line with peer utilities interviewed through this evaluation effort. As shown in Table 2-6, Utility A is the only utility with a NTGR less than .90. However that utility, unlike Xcel Energy, includes small business new construction and data centers within their program, which likely lowers the utility's influence. Utility C is most comparable, from a program design perspective, to Xcel Energy and has a similar NTGR as that found in this evaluation. Utilities D and E have a much higher NTGR, however their programs focus on smaller businesses compared to Xcel Energy, 100 kW and 150 kW respectively, which likely accounts for the higher NTGR.

Table 2-6. Peer Utility NTGR

Utility	NTG Ratio	Source	Notes
A	.75	Evaluation	Includes all small business: NCx/data centers
B	.90	Stipulated	Portfolio-wide ratio
C	.91	Evaluation	Lighting only
D	.97	Evaluation	Includes non-lighting measures
E	.96	Evaluation	Lighting only

3. PROCESS FINDINGS

The evaluation team conducted a process evaluation to determine how Xcel Energy can optimize the design and delivery of the SBL Product to its customers. Specific research objectives of the process evaluation are listed in the bullets below:

- Understand how customers become aware of product offerings and their motivations to participate in the product.
- Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.
- Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.
- Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.
- Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.

To accomplish these objectives, the evaluation team elicited feedback from product staff, participating customers, near-participating customers, trade partners in the Xcel Energy Colorado territory, and peer utilities. This chapter presents key findings from the process evaluation, the evaluation team's approach to conducting the process evaluation, and specific findings relating to each evaluation objective. These findings, along with findings from the impact evaluation, inform the conclusions and recommendations presented in the final chapter.

3.1 KEY FINDINGS

The evaluation team found that, overall, market actors were very satisfied with the current product operations, and staff reported product processes were running smoothly. Customers and trade partners both noted that the product was easy to participate in, and that they were happy with their experiences. Additional key findings from the process evaluation research included:

- **Awareness and Motivation:** Participating customer survey respondents primarily learned about the product through trade partners, while near-participating customer interviewees more frequently learned about it through advertising or word of mouth. Once participating customer respondents became aware of the product, they were largely motivated to participate for the upfront and long-term cost savings.
- **Satisfaction:** Participating customer respondents, near-participating customer interviewees, and trade partner interviewees expressed satisfaction with the product; however, some customers and trade partners expressed a desire for more support from the implementer to help them during the installation and application process.

- **Cross-Product Participation:** Few participating customer respondents reported to participate in other Xcel Energy products. Trade partner interviewees, on the other hand, reported that it was easy to navigate between products. They often cited that they did not know which particular products they were participating in and trusted Xcel Energy to guide them to the correct product.
- **Trade Partner Support:** Roughly half of the trade partner interviewees attended and appreciated the training events offered through the product. Those that hadn't attended an event reported that they would like to do so in the future. Trade partner interviewees reported that they would like to learn about product processes and requirements.
- **Peer Utility Identification of Small Businesses:** When asked how peer utility interviewees identified small businesses to market the product to, peer utility interviewees reported they only considered energy use. They used a variety of tactics to market to small businesses but relied more heavily on door-knocking compared to how Xcel Energy promoted the SBL Product in 2019.

In Section 3.2, we describe the overall approach used for the process evaluation research activities and, beginning in Section 0, we provide detailed results from all of these activities.

3.2 APPROACH

To accomplish the objectives for the SBL Product evaluation, the evaluation team completed a suite of intersecting and complementary research activities in 2020. Detailed information on the sampling approach used for the research can be accessed in the evaluation plan, found in Appendix A. The following discussion highlights the research topics contributed by each research activity: staff interviews, participating customer surveys, trade partner interviews, near-participating customer surveys, and peer utility interviews.

STAFF INTERVIEWS

The EMI Consulting evaluation team conducted four telephone interviews with eight Xcel Energy staff managing and implementing the CO SBL Product, including:

- The Xcel Energy Product Lead
- Two Energy Efficiency Engineering Team members, selected by the Xcel Energy Product Manager
- Three members from the Business Solutions Center, selected by the Xcel Energy Product Manager
- Two members of the implementation team, selected by the Xcel Energy Product Manager

When the Product Manager desired feedback from more than one staff member within a team, the evaluation team conducted the interview as a group. The staff interviews covered the following topics:

- Description of the product's process and goals
- Staff perceptions of the product's challenges and successes
- Product staff evaluation priorities

Appendix B.1 presents the interview guide used for these discussions and Appendix C.1 provides results specific to this research activity.

PARTICIPATING CUSTOMER SURVEYS

The evaluation team conducted telephone surveys with participating customers using customer records from Xcel Energy for the sample frames. The evaluation plan used for this project can be found in Appendix A. The evaluation team spoke to 70 respondents which provided a 90% level of confidence with a minimum of +/- 10% relative precision.

For the purposes of this evaluation, a participating customer was defined as any customer that closed an SBL Product opportunity in the fourth quarter of 2018, 2019, or the first quarter of 2020. It also removed any participating customers from the population data if they appeared to have closed or have had significant impacts to their operations due to COVID-19. To identify these types of customers, the evaluation team assessed energy use in June and July 2020 and compared that to their average monthly energy use to identify if any customers had a large drop in energy use, which the evaluation team took to signify as being largely impacted by COVID-19 restrictions. The participating customer sample was stratified by whether the customer had conducted a project with documented influence, such as a direct installation or energy assessment, or had conducted a project independent of any documented support from Xcel Energy. The evaluation team also attempted to contact participating customers that installed a variety of measure types. The participating customer survey was designed to address the following process objectives:

- **Awareness and Motivations:** The evaluation team assessed how small business customers became aware of the SBL Product to better understand how participating customers learned about the product. It asked customers about their motivations to participate in the product to better understand why customers wanted to participate and if any particular product elements drove motivation.
- **Product Experience and Satisfaction:** The evaluation team discussed participating customers' experiences with and satisfaction with various aspects of the product, onsite visits, and prescriptive/custom lighting opportunities. We explored how customers experienced potential handoffs between the Xcel Energy Business Solution Center, the implementer, and trade partners. Additionally, we asked customers if there were other

resources or tools customers wanted or needed to make it easier for them to participate and/or to improve their satisfaction.

- **Participation in Related Products:** The evaluation team asked participating customer respondents if they participated in other Xcel Energy products, particularly the Lighting Efficiency Midstream offering or the Commercial Refrigeration product, which also targets small businesses. We explored how customers experienced these offerings and whether the products helped push customers to carry out more energy efficiency projects or created barriers to doing more.
- **Participating Customer Characteristics:** To better understand how Xcel Energy can better identify customers eligible to participate in the product, the evaluation team also asked participating customer respondents about the characteristics of their businesses, such as business structure, business size, and facility type.

Appendix B.2 contains the survey instrument used for the participating customer survey and Appendix C.2 provides results related specific to this research activity.

NEAR-PARTICIPATING CUSTOMER INTERVIEW

The evaluation team conducted telephone interviews with 13 customers who had received an energy assessment, but who did not complete recommended projects through the SBL Product, according to the Xcel Energy tracking database. Through the recruiting process, the evaluation team received additional feedback from another 15 near-participating customers. The evaluation team included feedback from these additional near-participating customers when relevant. Objectives for the near-participating customer interview are listed below:

- **Awareness:** The evaluation team assessed how small business customers became aware of the SBL Product to better understand how participating customers learned about the product.
- **Customer Decision-Making and Barriers:** The evaluation team discussed barriers to pursuing efficient upgrades and barriers to participating in the SBL Product. We also asked interviewees for any recommendations for how Xcel Energy can better support customers to follow through on audit recommendations.
- **Follow-Up Projects:** The evaluation team asked near-participating customers whether they conducted any of the recommendations from the audit, either on their own or with support from Xcel Energy.

Appendix B.3 contains the interview guide used for the near-participating customer interviews, and Appendix C.3 provides results related specifically to this research activity.

TRADE PARTNER INTERVIEWS

In addition to the customer data collection efforts, the evaluation team conducted 13 in-depth interviews with trade partners (e.g., contractors, vendors, and distributors). The trade partner research addressed the following process topics:

- **Awareness/Motivations:** The evaluation team asked trade partners how they became aware of the product and what their motivations were to pursue efficient lighting products through the SBL Product. It also asked trade partners about whether they ever pursued lighting efficiency projects without support from the product, and reasons why they did or did not.
- **Customer Decision-Making and Barriers:** The evaluation team assessed trade partner feedback on customer awareness, motivations, and barriers to product participation. This provided insight into broader market experiences to help supplement findings from the participating customer and near-participating customer interviews.
- **Product Experience/Satisfaction:** The evaluation team discussed trade partners' product experiences and their satisfaction with the product, including their interactions with product staff (whether it be with Xcel Energy and/or the implementer), audit recommendations, and rebate levels.
- **Interactions with Related Products:** We also asked trade partners whether they interacted with other Xcel Energy products, particularly the Midstream channel and the Lighting Efficiency Product. Similarly, we asked trade partners how they viewed and/or experienced more holistic services from Xcel Energy to better understand the trade partner perspective on more comprehensive customers services.

Appendix B.4 presents the interview guide used for the trade partner research and Appendix C.4 provides results related specifically to this research activity.

PEER UTILITY INTERVIEWS

Last, the evaluation team interviewed peer utilities. The objective of the peer utility benchmarking task was to understand how peer utilities approached key issues related to implementing small business lighting programs. The evaluation team collaborated with the product manager to identify nine peer utilities to include in its sample, of which the evaluation team spoke to five. It considered the following criteria when selecting peer utilities: similar program designs, programs known to have best practices or tools Xcel Energy is interested in pursuing, utilities that operate in similar territories (including the geography, the number of customers, and/or the number of small businesses in its territory).

The evaluation team recruited staff in key management roles related to small business lighting programs at peer utilities. Interviews with these staff focused on the same discussion topics explored in the interviews with Xcel Energy customers and trade partners, but emphasized the following research objectives specific to peer benchmarking interviews:

- **Identification of small businesses:** Identify tools or data that peer utilities use to identify small business customers that can benefit from small business lighting services.
- **The structure of peer programs:** Do peer utilities provide comprehensive small business services that go beyond lighting?
- **Role of program in the portfolio:** What role do small business lighting programs play in capturing savings in future portfolios?

Appendix B.5 presents the interview guide used for the peer utility research and Appendix C.5 provides results related specifically to this research activity.

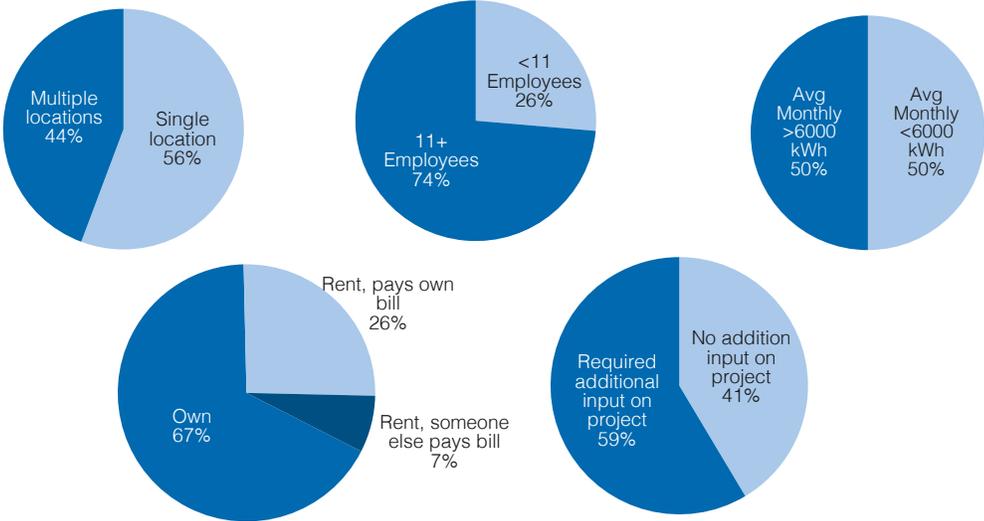
3.3 DETAILED FINDINGS

Findings from all of the process evaluation topics are presented below. The evaluation team first describes participating customer characteristics based on survey results. We then present findings related to each of the main process evaluation objectives: product awareness, motivations and barriers; product satisfaction and experiences, trade partner support, and peer utility identification of small businesses. Within these topics, the evaluation team has included data from all relevant data collection efforts. The synthesis of findings places an emphasis on helping Xcel Energy to interpret research findings and identify actionable opportunities for improving product operations.

PARTICIPATING CUSTOMER CHARACTERISTICS

To help understand who participated in the SBL Product, the evaluation team asked participating customer respondents that it surveyed about the characteristics of their businesses. As shown in Figure 3-1, the evaluation team found that the participating customer survey respondents tended to have more than 11 employees, owned their building, and often spoke with others about the project before making a decision.

Figure 3-1. SBL Product Participating Customer Survey Respondent Characteristics



AWARENESS, MOTIVATIONS, & BARRIERS

The first process objective was to identify how customers became aware of the product. Specific objectives include understanding customer motivations to participate in the product, understanding product elements that are driving customers to participate, and understanding barriers to participation. This section discusses these objectives across all data collection efforts to highlight experiences holistically rather than limiting results to a single data collection effort.

Our research indicates that customers learn about the product in various ways. Participating customer respondents learned about the product through trade partners, while near-participating customer interviewees more frequently learned about it through advertising or word of mouth. This suggests that while advertising has been effective in raising awareness, trade partners have been key to encouraging customers to take action. Participating customer respondents reported to be motivated to participate in the product for financial reasons, including both upfront and long-term cost savings. At the same time, near-participating customers reported not following through with energy assessment recommendations because of financial concerns.

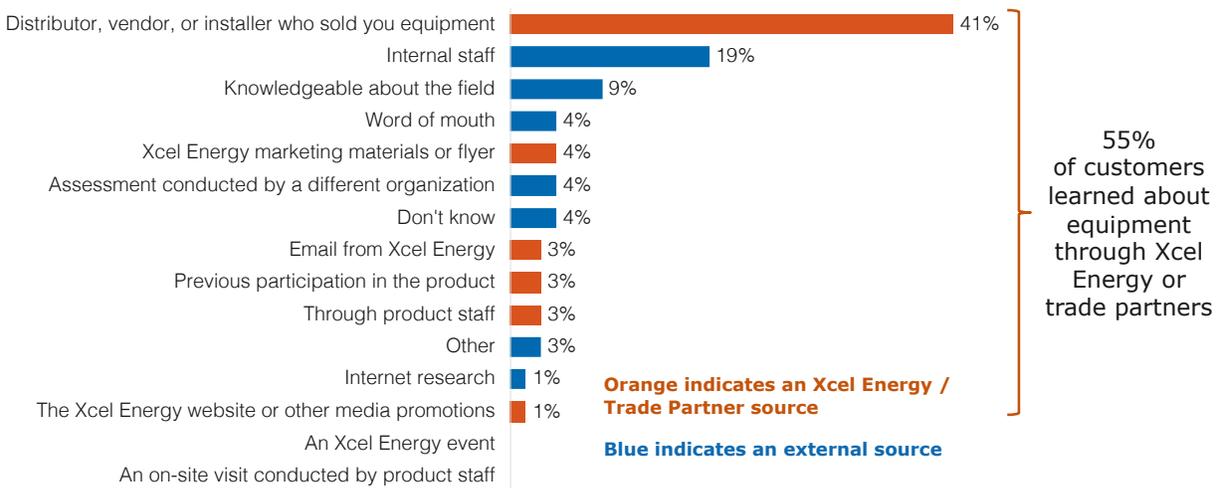
In the following sections, the evaluation team provides detailed results surrounding awareness of the equipment, awareness of the product, motivations to install the equipment, motivations to participate in the product, and barriers to participating in the product. This includes feedback on all of these themes from participating customers, near-participating customers, and trade partners where relevant.

EQUIPMENT AWARENESS: PARTICIPATING CUSTOMER PERSPECTIVE

The evaluation team asked participating customers about how they became aware of the equipment they installed through the SBL Product. Understanding equipment awareness helped us determine the extent to which the Xcel Energy efforts led to initial encounters with eligible equipment. Participating customer respondents most often became aware of the equipment through their vendor or installer or other staff at their business. As shown in Figure 3-1, 41% of participating customers respondents reported they became aware of the equipment from a distributor, vendor or equipment installer; 19% became aware from an internal staff member (e.g., a co-worker); and 9% reported they already knew about the lighting field.

Figure 3-2 also indicates that roughly half of the participating customer respondents learned about the equipment through an Xcel Energy source, assuming that trade partners are considered an Xcel Energy source due to the training they receive through the product. Notably, none of the participating customers learned about the equipment from an on-site visit by product staff; whereas on-site visits were a tool peer utilities relied on to market their small business programs. These results indicate that trade partners have been effective at raising awareness of LED technologies for small businesses.

Figure 3-2. Participating Customer Sources of Equipment Awareness

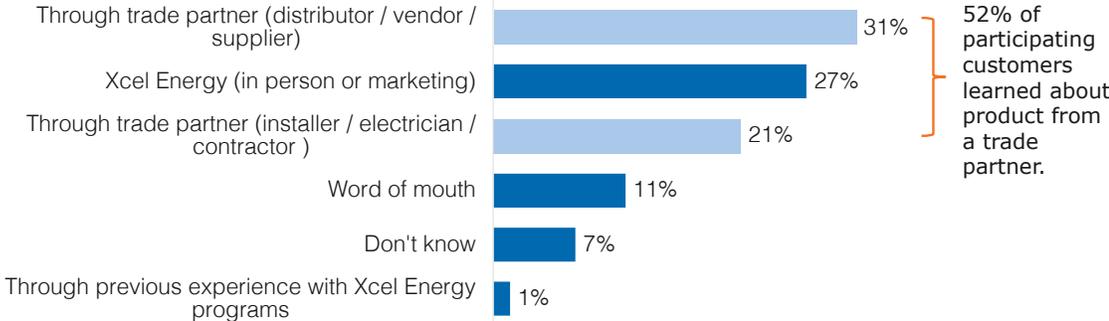


PRODUCT AWARENESS: PARTICIPATING CUSTOMER PERSPECTIVE

In addition to asking where participating customers heard about the equipment, the evaluation team also asked market actors where they first heard about the Xcel Energy SBL Product. Figure 3-3 presents findings from the participating customer perspective. As shown, specific Xcel Energy efforts were responsible for 27% of participating customers' awareness about the product itself, including in-person or marketing efforts. Over half of participating customers (52%) became aware of the product through some type of a trade partner, either their supplier (31%) or contractor (21%). The fact that over half of participating customer respondents indicated they heard about the product from their trade partner is a sign Xcel

Energy has been effective at training and encouraging trade partners to discuss the product with their customers. The evaluation team did not expect to hear so many small business customers interacting specifically with distributors, rather than installers, electricians, or contractors. This could be an indication that the small businesses participating in this product have capabilities of purchasing and installing equipment themselves, rather than needing to rely on a contractor or installer to conduct the work.

Figure 3-3. Participating Customer Sources of Product Awareness

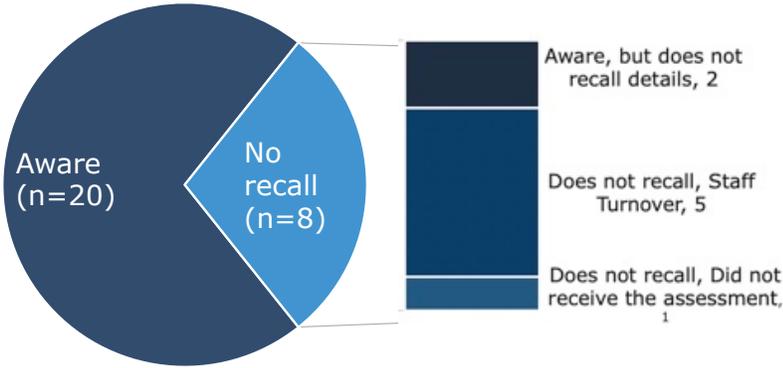


PRODUCT AWARENESS: NEAR-PARTICIPATING CUSTOMER PERSPECTIVE

The evaluation team also asked near-participating customers how they learned of the product. Interestingly, they provided different responses from the participating customers. This may be an indication that while these customers were interested in learning about energy efficiency, they were less ready to pursue actual projects compared to the participating customers. Out of the 13 near-participating customers interviewed, 10 interviewees reported on how they learned about the product. Three interviewees cited advertisements, including Xcel Energy mail, bills, and emails. Three customers highlighted that they were influenced through word of mouth. For example, they said "...there was another church that had their lights retrofitted..." Other sources included, energy-related events, door-knocking and a new business package mailed to the business.

To delve deeper into the near-participating customers' awareness of the product, we also asked near-participating customers during the interview recruiting phase, whether they recalled receiving the assessment. As shown in Figure 3-4, out of the 28 near-participating customers that we spoke to during the recruiting phase, 8 did not recall the assessment. These eight near-participating customers reported to be unaware of the product due to factors such as staff turnover, length of time since last contact with Xcel Energy, and complete lack of recall of the product itself. This analysis indicates that customers were not necessarily updating new staff on the assessment results when staff turnover occurred at customer sites. It also may indicate that the implementer was not necessarily identifying and reaching out to new staff when a customer experienced staff turnover.

Figure 3-4. Near-Participating Customer Awareness of the Energy Assessment



PRODUCT AWARENESS: TRADE PARTNER PERSPECTIVE

The evaluation team also asked trade partners how they learned about the product. Of the 13 trade partners that we interviewed, 9 provided responses to this question. The majority of trade partners learned about the product from Xcel Energy (n = 5). As shown in Figure 3-5, some trade partners also reported to have learned about the product from other market actors including trade partners, their supply house, and a customer.

Figure 3-5. Trade Partner Sources of Product Awareness

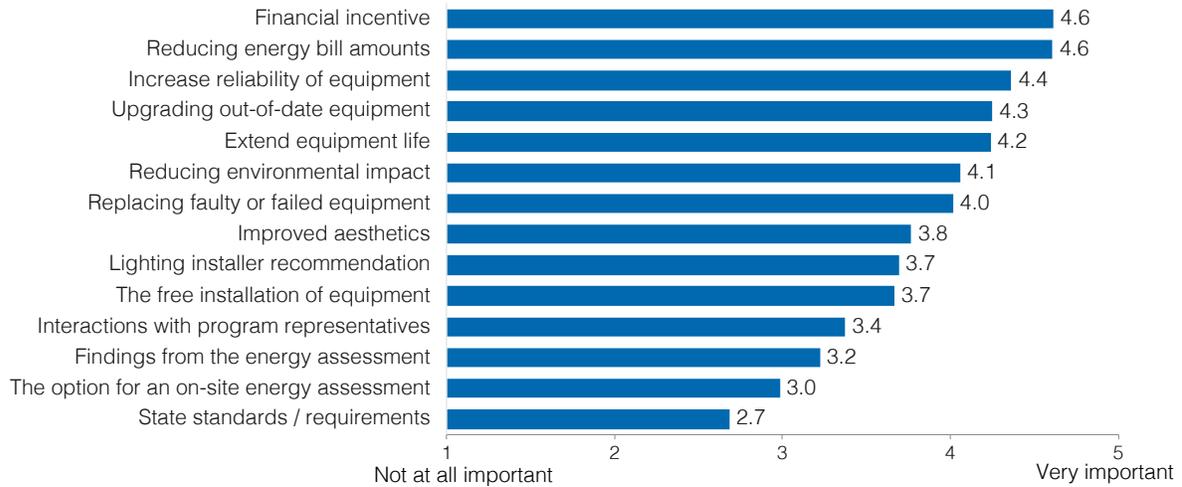


MOTIVATIONS TO UPGRADE EQUIPMENT: PARTICIPATING CUSTOMER PERSPECTIVE

Besides researching awareness, the evaluation team also examined customer and trade partner motivations to upgrading equipment and participating in the product. To better understand motivations, we first asked participating customer respondents about the relative importance of various factors in their decision to upgrade their equipment. As shown in Figure 3-6, participating customers rated financial considerations, including both financial incentives and reducing energy bill amounts, as most important in their motivation to upgrade their equipment. Other factors that participating customers rated important (defined by a mean average rating of at least a 4.0 on a scale of 1-5) were improving equipment reliability,

upgrading out-of-date equipment, extending equipment life, reducing environmental impact, replacing faulty or failed equipment.

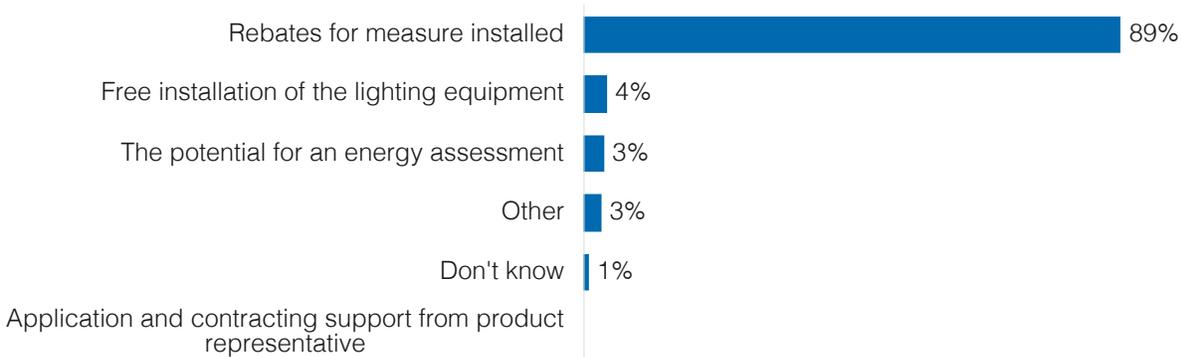
Figure 3-6. Participating Customer Motivations to Upgrade Equipment



MOTIVATIONS TO PARTICIPATE IN PRODUCT: PARTICIPATING CUSTOMER PERSPECTIVE

The evaluation team also asked participating customers what motivated them to participate in the SBL Product specifically. The evaluation team asked respondents to select the most motivating factor out of a list of product elements. As shown in Figure 3-7, nearly all participating customers were most influenced to participate in the product because of the rebates (89%). None of the participating customers cited the services offered by the implementer to support customers through the application or contracting process. While these services may still be important for helping customers follow through with projects and applications, they were not seen as motivating factors.

Figure 3-7. Participating Customer Motivation



MOTIVATIONS TO PARTICIPATE IN PRODUCT: TRADE PARTNER PERSPECTIVE

In addition to asking customers about their motivations, the evaluation team also asked trade partners what motivated them to use the SBL Product. Trade partner interviewees were most often motivated to participate because they wanted to provide the best service to their customers. Trade partners found that promoting the SBL Product to their customers showed customers that the trade partners were knowledgeable and cared about lowering their customers' costs on projects. The following quote from a trade partner represents these findings:

Customer service as we pride ourselves on that—help customers save money and it will incentivize them to do more—sometimes they do extra fixtures due to incentives.

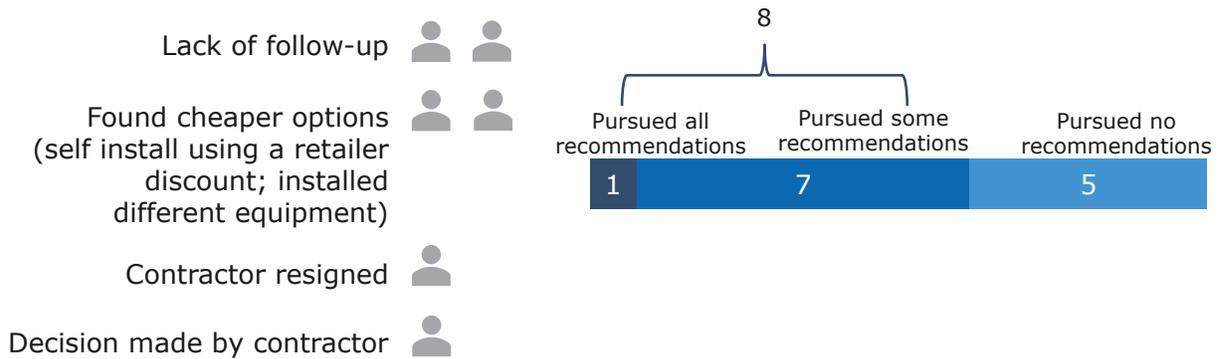
BARRIERS TO PRODUCT PARTICIPATION: NEAR-PARTICIPATING CUSTOMER PERSPECTIVE

The evaluation team also investigated barriers to product participation. To research this topic, the evaluation team asked near-participating customer interviewees why they did not participate in the SBL Product. Of the 13 near-participating customers that were interviewed, 7 interviewees provided their reasoning as to why they did not follow through with assessment recommendations. The most significant barriers included installation cost and feasibility. The following bullets present specific findings:

- 4 interviewees shared that their budget prevented them from going through with pursuing lighting equipment upgrades.
- 2 interviewees identified their own time to be a limiting factor.
- 1 interviewee reported that getting in touch with Xcel Energy representatives was difficult and prevented them from participating in the product.

The evaluation team also found that of the 13 near-participating customer interviewees, 8 of them installed some or all of the recommended equipment. The evaluation team asked these eight interviewees why they hadn't applied for rebates through the SBL Product for the equipment. As shown in Figure 3-8, two of the interviewees reported challenges related to follow-up with the implementer. Two interviewees found cheaper options. One of these interviewees found a way to self-install the equipment for cheaper than the quotes provided by contractors through the SBL Product. This interviewee was apparently unaware that they could still participate even if they installed the equipment themselves, and they did not have a means to investigate costs without the installation costs embedded in the equipment bid.

Figure 3-8. Near-Participating Customer Barriers to Pursuing Rebates through the SBL Product for Purchased Equipment



BARRIERS TO PRODUCT PARTICIPATION: TRADE PARTNER BARRIERS PERSPECTIVE

Because trade partners can see a wider view of the market, the evaluation team also asked trade partners about whether they experienced any challenges when completing projects through the product. Trade partners did not identify any barriers to customers participating. Instead, they tended to use various strategies to make the process seamless for their customers, including filling out forms for customers, managing the rebate process for their customers, being a resource for customer questions, or interacting with the implementer when questions arise. Below are two quotes that represent these sentiments.

Usually [the customer] wants to know how long it takes, how they get paid and is there a pre/post inspection.

If they [have questions], we will send them to [the implementer] for answers—never had anyone come back and say they didn't understand the program.

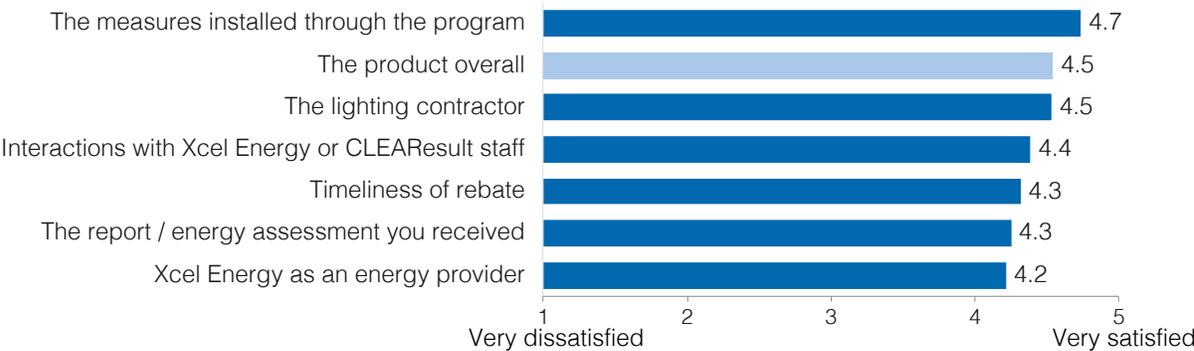
PRODUCT SATISFACTION & EXPERIENCES

The second major objective for the process evaluation was to research satisfaction and product experiences. The evaluation team found that both customers and trade partners were satisfied with their product experiences; however, some customers and trade partners expressed a desire for more support from the implementer to help during the installation and application process. The remainder of this section explores satisfaction results by market actor. It then provides feedback on experiences related to cross-product participation. It concludes by presenting feedback from peer utility interviewees about their experiences with their programs and how they are designed.

SATISFACTION: PARTICIPATING CUSTOMERS

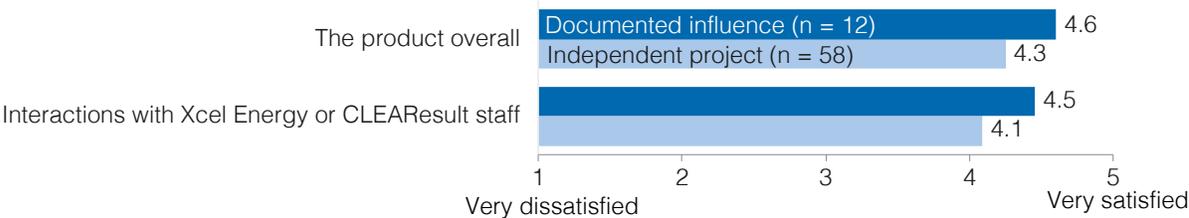
Participating customers were very satisfied with the product. The evaluation team asked participating customer respondents to provide a satisfaction score on a scale of 1-5 for various product elements, with 1 being very dissatisfied and 5 being very satisfied. As shown in Figure 3-9, none of the mean scores fell below a 4, meaning that participating customer respondents were all highly satisfied with all aspects of the product.

Figure 3-9. Participating Customer Satisfaction with Product Elements



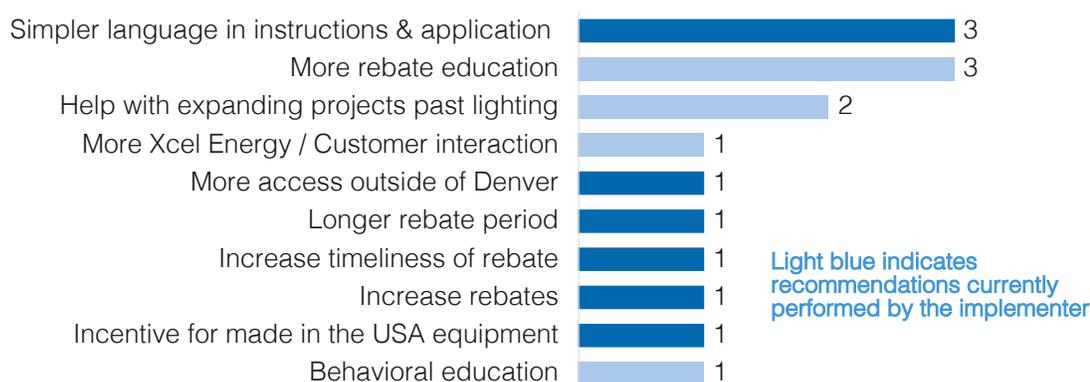
The evaluation team analyzed satisfaction scores to determine if there was any difference between participating customers that received some sort of documented influence, from a direct installation or energy assessment, compared to customers that completed projects independently of any documented support from Xcel Energy. As shown in Figure 3-10, results indicate that satisfaction scores were higher for projects associated with some type of documented influence. The evaluation team cannot investigate whether these findings were statistically significant due to small sample sizes.

Figure 3-10. Participating Customer Satisfaction by Product Experience



When asked if there was anything Xcel Energy could do to improve satisfaction scores, 15 participating customer respondents provided responses. Their feedback is shown in Figure 3-11. The evaluation team identified that roughly half of these ideas are services that the implementer currently performs. This indicates a need to ensure that customers are aware of these services.

Figure 3-11. Ideas to Improve Satisfaction from Participating Customers



SATISFACTION: NEAR-PARTICIPATING CUSTOMERS

Similar to the participating customers, most near-participating customer interviewees had a positive experience with the assessment process even though they did not pursue recommendations through the SBL Product; they specifically cited the smoothness of the process. Two interviewees provided the following quotes to exemplify this sentiment:

I remember it being really smooth, they were really knowledgeable, and their presentation was really smooth.

They came out and they did the audit. As far as I know they did a really good job and my boss looked it over but at that time we felt we didn't have any money or budget to do anything about it.

Two near-participating customers, however, experienced challenges maintaining contact with their representative from the implementation firm. One near-participating customer elaborated on their experience. They reported that they were the main contact for more than one property and indicated that they completed upgrades at other sites, but faced challenges contacting the product representative to receive rebates for the work conducted at the particular site in question. This interviewee reported that the representative at the implementer's office left the job and nobody followed up with them afterwards about the project. They provided this statement when asked if they were satisfied with the product:

No not really, I am very dissatisfied with Xcel's performance with the lighting thing. Nobody [at the implementer's office] seemed to pick up the ball at any time after that person left.

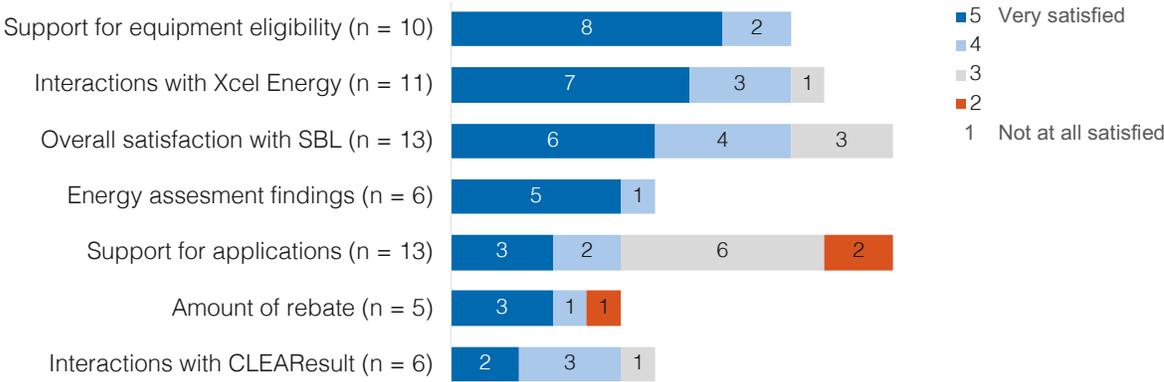
The evaluation team asked near-participating interviewees if they had any recommendations for improving satisfaction. They provided a variety of recommendations (in the bullets below) that focused on how Xcel Energy could better support customers following through with assessment recommendations:

- Three wanted more assistance to be provided with installing the upgrades to overcome challenges with limited time.
- Two recommended improvements should be made with the follow-up process.
- Two made comparisons with a previous iteration of the product where Xcel Energy covered the majority of the cost. They both requested more trade partner choices because bids were expensive.

SATISFACTION: TRADE PARTNERS

The evaluation team also asked trade partners how satisfied they were with various aspects of the product. Similar to customers, trade partner interviewees were also satisfied with the product, as shown in Figure 3-12. Ten of the thirteen trade partner interviewees scored their overall satisfaction with the product a 4 (or higher) out of 5, indicating high overall satisfaction. Although trade partner interviewees expressed satisfaction with the SBL Product, seven trade partners could not respond to ratings regarding interactions with implementer staff because they had never used their services. Similarly, the majority of trade partner interviewees provided a middle score of “3” for application support as many trade partners were not familiar with this service. This indicates an opportunity to better inform trade partners that the implementer is available to support trade partners and customers through the application process.

Figure 3-12. Trade Partner Satisfaction with SBL Product Elements

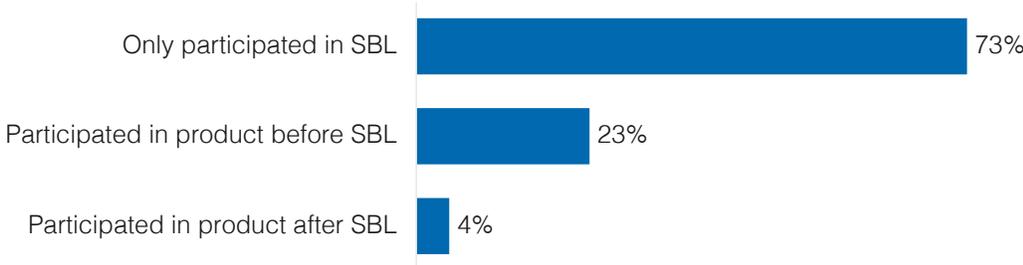


Trade partners provided limited ideas to improve their satisfaction with the product, but two mentioned wanting more support from the implementer. One reported that they wanted the implementer to provide more leads to smaller trade partners, because they felt it was harder for them to compete with supply houses. The other reported that they wanted more proactive outreach from the implementer so they could learn more about the product.

CROSS-PRODUCT PARTICIPATION: PARTICIPATING CUSTOMERS

Xcel Energy is interested in how the SBL Product can help introduce participating customers to other energy efficiency opportunities with Xcel Energy. To better understand this topic, the evaluation team asked participating customers if they had either participated in other products and, if so, if it was as a result of participating in the SBL Product. The majority of participating customers (n = 51) only participated in the SBL Product; however, 19 of the 70 participating customer respondents participated in other Xcel Energy products. As shown in Figure 3-13, the majority of these customers participated in those products prior to participating in the SBL Product, not after participation, indicating that the SBL Product has had limited impact on encouraging customers to conduct additional energy efficiency projects.

Figure 3-13. Cross-Product Participation by Participating Customer Respondents



The evaluation team asked these participating customer respondents about which product they had participated in. As shown in Figure 3-14, these participating customers received rebates on measures from a variety of Xcel Energy products including both lighting and non-lighting products. However, the majority tended to be lighting projects.

Figure 3-14. Types of Equipment for which SBL Participating Customers Received Xcel Energy Rebates

Prior to SBL Participation		After SBL Participation	
Lighting	11	HVAC	1
Air Compressor	1	Lighting	1
Chiller	1	Small Business Tune Up	1
Direct Install	1		
Refrigerator	1		
VFD	1		

CROSS-PRODUCT PARTICIPATION: TRADE PARTNERS

The evaluation team also asked trade partner interviewees about whether they had participated in other Xcel Energy products. Five trade partner interviewees reported

interacting with multiple products including: Instant Rebate, Lighting Efficiency, and Refrigeration products. These trade partners did not express any challenges with identifying which product was best for a particular project. Two of the lower volume trade partners utilized supply houses to assist with small business customers and relied on them to guide which product was best. Similarly, trade partners that utilized an Xcel Energy representative, including the SBL implementer, relied on them to guide which product was most applicable. One trade partner interviewee reported the ease by stating the following: “Just send it to [Xcel Energy representative staff name] and he sends it to where it needs to go; I don't have to know which product.”

PROGRAM EXPERIENCES FROM PEER UTILITIES

The peer utility interviewees all reported that their small business programs were running well. They each implemented slightly different program designs. As shown in Table 3-1, similar to Xcel Energy, three of the five utilities identified equipment beyond lighting in their energy assessments. Additionally, three programs offered some type of direct install service, however, only one utility offered free measures through their direct install service.

Table 3-1. Peer Utility Small Business Program Design

Utility	TP Driven	Assessment Type	Direct Install	Free Measures	Incentive
A	No	Comprehensive	Yes	No	50% off project costs; 0% financing
B	Hybrid	Comprehensive	Yes	Screw-in LED, smart t-stat, aerators, pre-rinse sprayers	Varies; higher than core program
C	Hybrid	Lighting	Yes	No	75% of project cost; up to \$4,000
D	Yes (Registered)	Comprehensive	No	No	\$0.85/watt; 50%-7-% project cost
E	Yes (Registered)	Lighting	No	No	Varies over time

TRADE PARTNER SUPPORT

Xcel Energy wanted to better understand how it could better support trade partners implementing lighting projects with customers. To meet this objective, the evaluation team asked trade partner interviewees two questions, the results of which are presented in this section. First, the evaluation team asked trade partner

interviewees to provide feedback on how Xcel Energy could better support them in general. Then, it asked trade partners to provide feedback on current and future trade partner training events.

DESIRED UTILITY SUPPORT FROM TRADE PARTNERS

While trade partners expressed satisfaction with the product, they identified a number of opportunities in which Xcel Energy could further support them in their efforts. The following bullets present their suggestions for additional support from Xcel Energy.

- Four interviewees wanted Xcel Energy to generate additional leads for contractors.
- Three interviewees wanted Xcel Energy to provide more trainings.
- Three interviewees wanted Xcel Energy to develop simpler rebate approval processes.
- One interviewee requested more prescriptive measures to limit the number of projects that need to go through the custom application process.
- One interviewee requested more frequent bonus rebates to drive business.
- One interviewee asked for increased advertising to small business customers.
- One interviewee asked for brochures or handouts with text that is simple and easy to understand with up-to-date information.

TRADE PARTNER EXPERIENCES WITH TRAINING EVENTS

Trade partner interviewees also reported on their experiences with the training events and offered their recommendations for improving training opportunities. Five trade partner interviewees indicated they attended Xcel Energy training events, and five interviewees indicated that while they hadn't attended trainings, they were interested in attending future events. Overall, trade partners appreciated the training events, and those that hadn't attended would like to do so in the future.

In addition, trade partners that attended training events typically mentioned it had been a while since they attended an event, but they found the trainings to be helpful. When asked if any interviewees had recommendations on improving the trainings, trade partners reported they wanted to learn about product-focused content. Two trade partner interviewees also mentioned requested Xcel Energy hold training events online or closer to their geographic area.

PEER UTILITY IDENTIFICATION OF SMALL BUSINESSES

The final process evaluation objective was to understand how peer utilities defined small businesses and what tools, if any, they used to help identify qualifying businesses. Results indicate that utilities typically only rely on energy consumption to identify qualifying small businesses. However, peer utilities relied on a number of different methods to engage qualifying customers to participate in their programs.

This section first presents how peer utilities define small businesses, and then it presents outreach methods used by peer utilities.

PEER UTILITY DEFINITIONS OF SMALL BUSINESSES

Similar to Xcel Energy, all of the peer utilities interviewed defined small businesses by energy use. As shown in Table 3-2, the maximum energy consumption allowed by most of the peer utilities was closer to the qualification Xcel Energy uses for its direct install aspect of the SBL Product – 100 kW. However, unlike Xcel Energy, the selected peer utilities allow national chains to participate in their program. Only Utility C allowed limited participation among national chains. This utility provides two small businesses offerings and only one of them allows national chains to participate.

Table 3-2. Qualifying Customers for Peer Utility Small Business Programs

Utility	Customer Cap	National Chains Allowed
Xcel Energy	Assessment: 400 kW or less Direct Install: 100 kW or less	✓
Utility A	100 kW/month or Religious buildings or schools of any size	✓
Utility B	Tier I: 400 MWh annual, 6,000 MCF annual Tier II: 1,200 MWh, 15,000 MCF	✓
Utility C	Maximum of 200 kW in a month within past 12 months	Limited
Utility D	100 kW or public facility	✓
Utility E	150 kW or less	✓

This utility has two small business offerings. One allows chains, the other doesn't.

PEER UTILITY METHODS TO REACH SMALL BUSINESSES

In 2019, the Xcel Energy implementer primarily relied on trade partners to market the SBL Product to customers. While the trade partners were successful in marketing the product to customers, Xcel Energy wanted to understand if other utilities could provide insight into best practices to reach small businesses. The peer utility interviewees reported the following methods to reach small businesses to be effective:

- While on-site with a participating customer, ask them for referrals to neighboring businesses.
- Partner with town leaders, small business organizations, or trade organizations.

Process Findings

- Conduct door-knocking to businesses that qualify. To identify qualifying businesses, some utilities relied on utility databases with energy consumption data, while other utilities asked implementers to knock on doors that looked like a small business and then check a business' energy bill to confirm qualification. When door-knocking, utilities expressed success in targeting particular regions and/or business districts within a region.
- During COVID-19, target telephone calls to certain business types in lieu of door-knocking. One utility identified two business types at the time of the interview: car dealerships and Spanish-speaking businesses.

4. CONCLUSIONS & RECOMMENDATIONS

This chapter presents the evaluation team's key findings and associated recommendations regarding the Xcel Energy SBL Efficiency Product in Colorado. All recommendations are based on key findings from our evaluation research and are designed to reflect the context of future product years, acknowledging expected changes in the market and planned product changes.

Overall, the evaluation team found that the SBL Product operated smoothly, and both customers and trade partners were satisfied with their experiences with the product. The evaluation team also found that the product continued to influence customers to install efficient lighting within the Xcel Energy Colorado service area. Despite high satisfaction, the evaluation team identified a number of recommendations to improve satisfaction and sustain program influence. The remainder of this chapter presents key findings and recommendations.

- **Key Finding 1: The SBL Product remains highly influential in encouraging small businesses to adopt LED technologies.** The evaluation team found a retrospective NTGR of 0.92 with supporting qualitative data that the product helped to overcome cost barriers for small businesses. Additionally, the evaluation team found less free-ridership among smaller businesses, defined as consuming less than 6,000 kWh on an average monthly basis, and among participating customers that received documented support from Xcel Energy, either through a direct installation or an energy assessment. While the evaluation team expects to see small business customers transition to LEDs in the future, it expects the rate of LED adoption to be slowed due to impacts from COVID-19, because customers and trade partners reported that many projects were on hold or they were choosing to use cheaper equipment.
 - **Recommendation 1a: The evaluation team recommends using a prospective NTGR of 0.92; however, the NTGR could increase to 0.94 if the following recommendations are met:**
 - Increase the number of smaller businesses participating in the product since those businesses were less likely to be free riders. As the SBL Product evolves, Xcel Energy can align the energy use threshold for a small business based on its updated measure mixes. Two examples of revised thresholds for small businesses that Xcel Energy could consider are (1) the median average monthly energy use, 6,000 kWh, which the evaluation team identified as being reflective of lower free ridership in this evaluation or (2) a threshold of either 100 kW-200kW annual peak demand, which peer utilities used as their thresholds for a small business.
 - Increase the number of energy assessments and/or direct installations performed since those projects were associated with less free-ridership.

- **Recommendation 1b: The evaluation team also recommends Xcel Energy continue to plan for future scenarios when its ability to influence small businesses to install LEDs decreases due to larger market changes.** This could include scenarios such as one that assumes a lower NTGR for the SBL Product or scenarios whereby the Xcel Energy small business offering relies more heavily on alternative technologies such as lighting controls or non-lighting products. These planning efforts can help limit potential risks to future program savings when LEDs become more commonplace among small businesses, like what has been found in larger businesses.
- **Key Finding 2: In 2019, trade partner efforts drove the majority of customers to participate in the SBL Product.** Customers and trade partners expressed satisfaction with their experiences with the SBL Product, but some asked for more support from Xcel Energy and its implementer. Trade partner interviewees wanted additional training events to learn more about product processes and additional support marketing to small businesses.
 - **Recommendation 2a: Provide additional training to trade partners and direct engagement with less-engaged trade partners.** Trade partner interviewees expressed interest in additional training events, particularly training events that focused on product processes and incentives. This additional support can help trade partners better engage customers in the SBL Product. Recommended strategies include:
 - Maintain existing training efforts that inform trade partners on program processes.
 - Take advantage of increased acceptance of virtual engagement opportunities during COVID-19 lockdowns to conduct online training events. This channel may help engage and support harder-to-reach contractors.
 - Focus training on how Xcel Energy generates leads to customers so that trade partners understand that the process is fair, and smaller contractors do not feel overlooked.
 - Consider direct one-on-one calls to trade partners that have limited participation in the product to help re-engage trade partners in the SBL Product and train them in program processes. Direct calls with trade partners can also help maintain the utility's trade partner contact lists. Maintaining up-to-date trade partner contact lists can help Xcel Energy ensure its communications are directed to active trade partners.
 - **Recommendation 2b: Provide trade partners with marketing tools and rewards to help them market the SBL Product to their smallest business customers.** Xcel Energy should support trade partner outreach efforts to the smallest businesses since that segment of the population tended to have less free-ridership compared to the larger businesses that qualified for the SBL Product. To help trade

partners engage the smallest businesses in lighting efficiency, the evaluation team recommends Xcel Energy provide more marketing tools, such as brochures, to trade partners to help them reach out to the smallest businesses. Additionally, Xcel Energy could reward trade partners that work specifically with the smallest businesses to encourage them to reach out to smaller businesses.

- **Recommendation 2c: Embed language in the Lighting Efficiency application that identifies the implementer as a resource to help trade partners and small businesses with SBL Product applications.** Since some trade partners and participating customers were not aware that the implementer was available to support them through the SBL application process, the evaluation team recommends including language to this effect on the application form itself. This language can help trade partners and customers continue to pursue projects that they might abandon due to confusion around the application process.
- **Key Finding 3: Participation in the energy assessments dropped in 2019 from 2018 levels.** Staff attributed this decline to its transition to using an ASHRAE energy assessment, which provides a detailed comprehensive energy assessment. Peer utilities, however, reported that the ASHRAE assessment was typically too in-depth for small businesses and they preferred to create their own comprehensive energy assessment that they felt better suited the needs of small businesses.
 - **Recommendation 3a: Consider developing an Xcel Energy small business energy assessment.** An Xcel Energy small business energy assessment can be designed to focus specifically on meeting small business needs and be aligned with Xcel Energy product offerings for small businesses. This could also help increase the number of small businesses participating in an energy assessment since it would be more targeted, and potentially less time consuming, than the ASHRAE energy assessments.
 - **Recommendation 3b: Increase outreach to qualifying businesses by canvassing areas (in person or via phone during COVID-19) and asking participating customers for references.** These techniques were used by peer utilities and touted as being successful means of engaging small businesses to participate in energy assessments. Conducting more outreach could help increase the number of small business customers receiving an energy assessment.
- **Key Finding 4: Customers needed more support from Xcel Energy in following through with energy assessment recommendations.** Near-participating customers reported they faced challenges in completing projects because of costs and limited follow-through from Xcel Energy. With regards to the cost barriers, the energy assessment reports present estimated project costs by bundling installation and equipment costs together. Near-participating customers asked to see these costs broken down so that they could better understand expected costs and be aware that

they could self-install the equipment themselves. Other near-participating customers reported that they wanted to follow through with projects but did not do so because they lost contact with their representative from Xcel Energy.

- **Recommendation 4a: Clarify language and pricing in energy assessment reports to better inform customers of the availability to self-install equipment and its related costs.** Provide itemized cost estimates on energy assessment reports to allow customers to see both the estimated equipment and installation costs. This can help inform customers of the costs associated with the equipment, in case they have the ability to self-install the equipment and need a cheaper option.
- **Recommendation 4b: Ensure customers that receive energy assessments receive follow-up calls to better support customers implementing project recommendations.** For those customers that receive energy assessments, Xcel Energy should ensure that all participating customers receive follow-up communication to encourage customers to follow through with recommendations. When customers don't respond to follow-up calls, consider alternative contact data in case the contact person at the business left.

XCEL ENERGY

CO Small Business Lighting Efficiency Product Impact & Process Evaluation

APPENDICES

December 16, 2020



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APPENDIX A: EVALUATION PLANNING DOCUMENTS

To support the 2020 process and impact evaluation of Xcel Energy efficiency products, the EMI Consulting evaluation team conducted a process and impact evaluation of the Xcel Energy Colorado Small Business Lighting (SBL) product. This memo provides a plan for the 2020 Xcel Energy CO SBL product evaluation based on staff feedback during the evaluation kick-off meeting, staff interview findings, and review of program documentation. This evaluation plan includes the following sections:

- Product Overview
- Evaluation Overview
- Data Collection Activities and Sampling Plans
- Net-to-Gross Approach

A.1 PRODUCT OVERVIEW

The CO SBL product offers direct install, prescriptive, and custom rebates to Xcel Energy small business customers who install qualifying lighting equipment in existing. The product is designed to interact with customers that would not participate in a lighting product on their own. To achieve this objective, product staff train trade partners that primarily serve small business customers and then help trade partners and customers with the application process. Product staff will also go onsite to customer facilities to help customers identify lighting projects.

In addition, Xcel Energy and its implementer conduct various marketing efforts to direct customers to the product. They perform marketing campaigns directed to customers, which are typically distributed via email or direct mail. They also partner with other programs, such as PACE, which promotes the product in their newsletter. In some cases, Xcel Energy and its implementer conducted segmented campaigns to promote specific lighting measures. Beyond email and direct mail outreach, Xcel Energy also partners with various Colorado communities to promote the product. Through this partnership, called Partners in Energy, Xcel Energy canvasses communities, performs direct installs, and organizes presentations about Xcel Energy programs and offerings. The Xcel Energy team also attends a number of events each year to promote the product directly to customers.

It collaborates closely with the Energy Analysis Product, which provides energy audits to small business customers. Prior to 2019, Xcel Energy also offered small business lighting-specific walk through audits. In July 2019, it transitioned to funneling customers to the Energy Analysis audit rather than the SBL walk through audit. In 2020, it plans to re-instate the SBL walk through audits in order to increase participation with customers who are only interested in lighting projects.

From January 2019 to March 2020, the SBL Product claimed over 20 GWh in energy savings in Colorado (Table A-1).

Table A-1. CO Small Business Lighting, January 2019 – March 2020

Measure	kWh		kW		Units	
	Quantity	% of total	Quantity	% of total	Quantity	% of total
LED Troffer	5,411,227	27%	1,035.53	41%	483	26%
LED Area Lighting	3,230,788	16%	0	0%	204	11%
LED Linear ^a	2,564,074	13%	454.90	18%	413	23%
LED High Bay	2,540,815	13%	412.43	16%	116	6%
Custom Lighting ^b	2,353,510	12%	442.37	18%	NA	0%
LED Outdoor Canopy or Soffit lighting	1,683,009	8%	0	0%	64	3%
LED Exterior Lighting	882,249	4%	0	0%	247	14%
Other	822,320	4%	62.75	2%	176	10%
LED Interior Fixture	347,461	2%	63.44	3%	70	4%
Occupancy and Photocell Sensors	220,982	1%	40.52	2%	56	3%
Direct Install ^b	123,770	1%	20	1%	82	4%
Total	20,180,205	100%	2,532	100%	1,911	100%

Note: This is the population of participating customers receiving rebates between January 2019 and March 2020. These numbers are based on aggregated data provided to EMI Consulting in March 2020.

a. These measures were transitioned to the midstream product in July 2019.

b. Custom and direct install projects are included here as measure types, though participating customers may install a number of lighting measures through the custom portion of the product.

A.2 EVALUATION OVERVIEW

The 2020 evaluation consisted of a process evaluation and an impact evaluation. The process evaluation focused on customer and market actor experiences with the product, while the impact evaluation focused on estimating a net-to-gross (NTG)

ratio. This section presents the objectives of the two components of the evaluation. It is followed by a more detailed description of the evaluation activities.

PROCESS EVALUATION

The evaluation team discussed process evaluation priorities during the kickoff meeting¹ and staff interviews.² During those conversations, several process-related themes emerged.

- It can be challenging to identify customers that can most benefit from this product. Small business customers, defined as those whose peak demand is 400 kW or less, qualify to participate in the product; however, Xcel Energy targets efforts only to those customers that benefit from the additional support provided by the SBL product. Because this need is often dependent on organizational structures, it is difficult to identify these types of businesses through existing customer data. Xcel Energy staff expressed desire to improve the process to identify targeted customers.
- Interviews also identified questions around small business awareness of the product. Related to this is a question around how to best market to small business customers – is it through trade partners or direct outreach from Xcel Energy.
- Xcel Energy is in the process of slowly transforming its offerings to be more comprehensive. As a result, the SBL product now relies on the Energy Analysis Product to serve as the primary audit tool. This tool, however, is very in-depth and some customers are not willing to undergo such an effort. As a result, Xcel Energy is trying to find a process that provides the flexibility needed to offer comprehensive solutions to small business customers, while also providing the required expertise to efficiently pursue lighting projects.
- Small business customers can participate in this product through a variety of channels- including interactions with the Business Solutions Center (BSC), interactions with the implementer, and/or interactions with trade partners. Given the large number of related journeys customers can take, the evaluation can examine these processes to understand how customers are experiencing them and how they coordinate between each other.

These topics are mapped to the following **objectives of the process evaluation**:

- Understand how customers become aware of product offerings and their motivations to participate in the product.
- Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements, including any on-site visits and prescriptive/custom lighting opportunities. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.

¹ The kickoff meeting was held in February 2020.

² Staff interviews took place in March 2020.

- Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.
- Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.
- Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.

IMPACT EVALUATION

The objective of the impact evaluation of the SBL product was to develop a net-to-gross (NTG) ratio documenting the extent to which product activities influenced customer purchasing decisions. The evaluation team proposed to use participant self-report surveys as well as trade partner interviews to estimate the SBL product NTG (both retrospective and prospective). Accordingly, the **objectives of the impact evaluation** include:

- Determine NTG ratio for non-study product participants³
- Identify major drivers of free ridership.
- Assess participant spillover.
- Assess market effects of the SBL product.

The full NTG approach is detailed in a later section of this document.

A.3 DATA COLLECTION ACTIVITIES & SAMPLING PLANS

To meet the above objectives, we conducted a variety of data collection activities. These are listed in **Error! Reference source not found.** and explored more in this section. The evaluation team conducted interviews with Xcel Energy staff members (Table A-1, Task Reference 1) to help understand specific needs for this evaluation.

For customer research, the evaluation team conducted phone surveys with participating customers (Table A-1, Task Reference 2). These surveys informed prospective and retrospective NTG estimates, as well as customer-related process questions. The evaluation team also completed interviews with up to 10 participating customers; the interviews followed up with participating customers who provided conflicting information during the survey research (**Error! Reference source not found.**, Task Reference 2b). The evaluation team also conducted interviews with near participating customers, defined as those customers that received either an Energy Analysis audit or an SBL walk through audit, and they did not follow through with installing any prescriptive or custom measures. (Table A-1, Task Reference 3).

³ A non-study participant is defined as an SBL participant that did not receive an Energy Analysis audit.

For trade partner research, the evaluation team conducted phone interviews with trade partners (Table A-1, Task Reference 4) to understand how these market actors participate in and are impacted by the SBL Product, as well as how the product can better support them.

Finally, peer utility benchmarking interviews (Table A-1, Task Reference 5) will help Xcel Energy understand how other organizations operate their small business lighting programs to determine best practices, identify innovative tools, and approaches to program design.

Table A-2. SBL Research Summary

Task Ref.	Research Task	Included in Original Scope?	Sample Size	Research Objective(s)
1	Staff Interviews	✓	4	Inform evaluation plan
2	Participating Customer Surveys (phone)	✓	70	Perceptions/awareness, customer decision making & barriers, product experience/satisfaction, participation in related programs, NTG
2b	Recommended: Participating Customer Interviews	Additional	10	Clarify conflicting NTG surveys responses
3	Near Participating Customer Interviews (phone)	Reduced sample size	20	Awareness, customer decision making & barriers
4	Trade Partner Interviews	✓	20	Perceptions/awareness, decision making & barriers, product experience/satisfaction, NTG
5	Peer Utility Benchmarking Interviews	✓	4-6 utilities	Best practices, innovative tools and approaches

1. STAFF INTERVIEWS

In March 2020, the evaluation team conducted four interviews with eight Xcel Energy staff to inform this evaluation plan, discuss product goals, and review product processes, challenges, and successes. Those interviewed included the current product lead, two engineers, three members from the Business Solutions Center, and two members of the implementation team. These interviews were conducted over the telephone and took between 30 minutes and one hour to complete. These meetings, combined with the kickoff meeting, allowed the evaluation team to create a focused evaluation plan with defined data collection activities.

2. PARTICIPATING CUSTOMER SURVEYS

The evaluation team utilized participant telephone surveys to meet both process and impact objectives. These surveys will focus on the following four topics:

- **Awareness and Motivations:** The evaluation team assessed how small business customers became aware of the SBL Product to better understand how participating customers learn about the product. We also asked customers about their motivations to participate in the product to better understand why customers want to participate and if any particular product elements drive motivation.
- **Product Experience/Satisfaction:** The evaluation team discussed participating customers' experience with and satisfaction with various aspects of the product, onsite visits, and prescriptive/custom lighting opportunities. We also explored how customers experience potential handoffs between the Business Solution Center, the implementer, and trade partners. Additionally, we also asked customers if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.
- **Participation in Related Products:** The evaluation team determined whether participating customers participated in other Xcel Energy products, particularly the Lighting Efficiency Midstream offering or the Commercial Refrigeration product, which also targets small businesses. We explored how customers experienced these offerings and whether the products helped push customers to carrying out more energy efficiency projects or created barriers to doing more.
- **Participant Characteristics:** To better understand how Xcel Energy can better identify participants eligible to participate in the product, the evaluation team asked participating customer respondents about their business such, such as business structure, business size, and facility type.
- **Retrospective NTG Impacts:** The team asked participating customers questions on product attribution, or the impact the product had on their decision to purchase highly efficient lighting equipment and/or participate in the direct install aspect of the product. We also asked about potential efficient lighting measures installed without an Xcel Energy rebate because of the SBL product (spillover).

For the participating customer survey, the evaluation team surveyed customers that installed direct install measures, prescriptive measures, and/or custom measures through the SBL product in 2018 through the first quarter of 2020. The survey was directed to non-study participants, meaning participants that were driven to the program for reasons other than the Energy Analysis audit performed through the Energy Analysis Product.⁴ The evaluation team attempted to survey a representative mix of participants that were documented to have received an SBL walk through audit and participants that were not associated with any type of audit

⁴ These customers were removed from the sample design since any Xcel Energy study-based project is eligible for a stipulated net-to-gross value.

during 2019-2020, with preference given to participating customers that participated most recently. Within this framework, we attempted to also survey customers based on a variety of measure types, including direct install measures, similar to the population.

Table A-3. Stratification of Sample for Participating customer Survey (2019-Q1 2020)

Strata	Population Size ^a	Sample Size
Documented influence: Received walk-through audit or direct install	71 (12%)	15 (20%)
Undocumented influence: Independent participation (no documentation of walk-through audit or Energy Analysis audit)	503 (88%)	55 (80%)
Total projects	574 (100%)	70 (100%)

^a The population does not include customers that received linear lighting, since this measure group was moved to the Mid-Stream Product during 2019. It also does not include participants that received an Energy Analysis audit.

2B. PARTICIPATING CUSTOMER INTERVIEWS (RECOMMENDED)

The evaluation team selected up to 10 customers from the participating customer surveys and conducted in-depth interviews with these customers. These interviews were reserved for survey respondents who had conflicting responses on NTG questions so that the evaluation team can dive deeper into their decision-making processes and clarify their free-ridership and/or spillover.

3. NEAR PARTICIPATING CUSTOMER INTERVIEWS

The evaluation team conducted 20 near participant telephone interviews to meet process objectives. For the purposes of this research, near participating customers are defined as those customers that received either an Energy Analysis audit or an SBL walk-through audit, but did not pursue a prescriptive or custom project. These surveys were conducted over the phone and will focus on the following three topics:

- **Awareness:** The evaluation team assessed how small business customers became aware of the SBL Product to better understand how participating customers learn about the product.
- **Customer Decision-Making and Barriers:** The evaluation team discussed barriers to pursuing efficient upgrades and barriers to participating in the SBL Product. We also ask edinterviewees for any recommendations for how Xcel Energy can better support customers to follow through on audit recommendations.
- **Follow-up Projects:** The evaluation team asked near participating customers whether they conducted any of the recommendations from the audit, either on their own or with support from Xcel Energy. While these

findings will not provide statistically representative results to support potential non-participant spillover, it will provide an indication as to whether customers are pursuing energy efficiency projects without further support from Xcel Energy.

4. TRADE PARTNER INTERVIEWS

The evaluation team utilized trade partner interviews to meet both process and impact objectives. These interviews are integral for exploring five evaluation themes:

- **Awareness/Motivations:** The evaluation team asked trade partners how they became aware of the product and motivations they experienced in pursuing efficient lighting products through the SBL. It also asked trade partners about whether they ever pursue lighting efficiency projects without the support from the SBL and reasons why they do or do not.
- **Customer Decision-Making and Barriers:** The evaluation team assessed trade partner feedback on customer awareness, motivations, and barriers to product participation. This can provide insight into broader market experiences to help supplement findings from the participant and near participant customer interviews.
- **Product Experience/Satisfaction:** The evaluation team discussed trade partners' product experience and satisfaction with the product, including their interactions with product staff (whether it be with Xcel Energy and/or the implementer), audit recommendations, and rebate levels. It also explored how trade partners working with small businesses are experiencing changes in the lighting market.
- **Interactions with Related Products:** We also asked trade partners whether they interact with other Xcel Energy products, particularly the Midstream channel and the Lighting Efficiency Product. Similarly, we asked trade partners how they view and/or experience more holistic services from Xcel Energy to better understand the trade partner's perspective in more comprehensive customers services from Xcel Energy.
- **NTG Impacts:** Finally, the team asked questions on product attribution, or the impact the product had on their decision to install and/or recommend efficient lighting equipment.

The evaluation team interviewed up to 20 trade partners as part of this effort, as shown in **Error! Reference source not found.** The evaluation team planned to interview 10 trade partners that account for significant product savings. It will also interview 10 trade partners that account for fewer savings. The evaluation team will attempt to conduct these interviews after the participating customer surveys so that we can follow-up with trade partners that customers identified as being particularly influential to a customer's decision-making process.

Table A-4. Small Business Lighting Trade Partner Target Interviews, by Interview Strata

Trade Partner Type	Strata	Population ^b	Target Interviews
Trade Partners	High participation ^a	48	10
	Low participation	385	10
	Total	432	20

^a High participation is defined as trade partners submitting at least 1% of rebates as measured by kWh.

^b The trade partner population is based on the 2018-2020 trade partner participation population.

5. PEER UTILITY BENCHMARKING INTERVIEWS

The objective of the peer utility benchmarking task is to understand how peer utilities are approaching key issues related to implementing small business lighting programs. The evaluation team collaborated with the product manager to identify 4-6 peer utilities to interviews. It considers the following criteria when selecting peer utilities: similar program designs, programs known to have best practices or tools Xcel Energy is interested in pursuing, utilities that operate in similar territories (including the geography, the number of customers, and/or the number of small business in its territory).

The evaluation team worked to recruit staff in key management roles related to small business lighting programs at peer utilities with a target sample size of two to three interviews. These interviews generally focused on the same discussion topics being explored in the interviews with Xcel Energy customers and trade partners, but will emphasize the following research objectives specific to peer benchmarking interviews:

- Identify tools or data that peer utilities use to identify small business customers that can benefit from small business lighting services.
- Determine the structure of peer programs. Do peer utilities provide comprehensive small business services that go beyond lighting?
- What role do small business lighting programs play in capturing savings in future portfolios?
- What NTG ratios do other utilities use for their small business program and why?

The product manager identified the following peer utilities to include in the peer utility sample. The evaluation team reviewed these utilities and identify additional peer utilities for consideration prior to conducting the interviews:

- PECO
- Commonwealth Edison
- Duke Energy

- Consumers Energy

The evaluation team developed a peer utility interview guide that is customized to the desired benchmarking components, to be provided to Xcel Energy for approval prior to beginning any data collection. Finally, the evaluation team summarized the results of the benchmarking analysis in a summary within the final evaluation report.

A.4 NET-TO-GROSS APPROACH

The NTG assessment aims to estimate the percent of savings achieved that can be attributed to product actions, or a NTG ratio. The NTG value includes multiple metrics, which are described in the sections below. To do so, the evaluation team will primarily use participant self-report surveys, trade partner interviews, and self-report nonparticipant surveys to assess product attribution, including free ridership, spillover, and market effects metrics. The team based its methodology on the most recent Illinois Technical Reference Manual (TRM)⁵ as this type of approach is used extensively in other jurisdictions both by our team and outside industry experts, and it was the basis of the NTG approach for the evaluations of the 2017-2019 Xcel Energy product evaluations.

The evaluation team estimated a retrospective and prospective NTG value. Using multiple sources of information, including surveys with participating customers and interviews with trade partners, we synthesized available data to develop the final NTG ratios to ensure that we provided the most accurate and reliable estimate of NTG. The remainder of this section presents the evaluation team's method to estimating the retrospective and prospective NTG ratios.

RETROSPECTIVE NTG

The evaluation team estimated a retrospective NTG by examining free ridership, spillover, and market effects. The evaluation team relied primarily on data collected from customers, along with additional qualitative input from trade partners. The evaluation team then synthesized these results to estimate a NTG ratio at the program level. This section describes how the evaluation team will estimate these components of the retrospective NTG ratios.

Free-ridership. Free-ridership is a measure of the amount of a product's claimed savings that would have occurred in the absence of the product. Free-ridership is assessed on a scale from 0 to 1, where 1 indicates that the product had 100% free-ridership and all product savings would have occurred without any of the product's rebates or assistance.

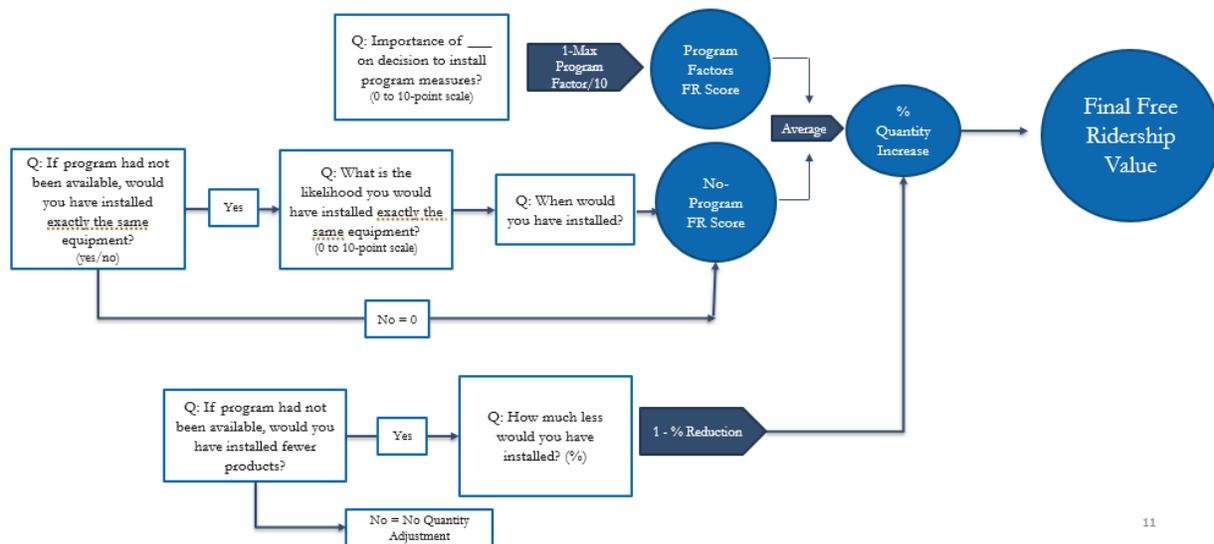
⁵ Illinois Energy Efficiency Stakeholder Advisory Group. Illinois Statewide Technical Reference Manual, Version 8.0, Volume 4, Attachment A: IL-NET-TO-GROSS Methodologies, Volume 4. October 17, 2019. https://s3.amazonaws.com/ilsag/IL-TRM_Effective_01-01-20_v8.0_Vol_4_X-Cutting_Measures_and_Attach_10-17-19_Final.pdf

To determine free-ridership, the evaluation team applied the Commercial and Industrial Small Business Protocol from the Illinois TRM, and write specific questions to assess two free-ridership components:

- A **Program Influence Score**, based on the participating customer’s perception of the importance of various product components in their decision to carry out the energy-efficient project; and
- A **No-Program Score**, based on the participating customer’s intention to carry out the energy-efficient project without product funds.

When scored, these components assessed the likelihood of free-ridership on a scale of 0 to 10. These two scores are averaged together and then adjusted to account for whether the product influenced the customer to adjust the number of lights installed. This adjustment then produces the final free-ridership score. Figure A-1 describes the logic used for calculating free ridership.

Figure A-1. Free-Ridership Calculation Methodology



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For the Program Components score, the evaluation team envisions including the following items as Program Factors and Non-Program Factors:

Program Factors:

- The Energy Analysis audit
- The SBL audit
- An onsite visit by a program representative
- Telephone/online interactions with a program representative
- The availability and amount of the rebate (for prescriptive/custom only)
- The trade partner who performed the work (for prescriptive/custom only)

- Email or direct mail from program representative
- Information provided to the customer through program marketing/advertising or educational materials (including promotions in PACE newsletter)
- Information provided to the customer by a program representative during an event
- Information provided from a community leader as part of the “Partners in Energy” product
- Previous participation in an Xcel Energy program
- Availability of direct installation of measures (only for customers eligible for direct install measures)

Non-Program Factors:

- Age or condition of the old equipment
- Previous experience with this type of equipment
- Corporate policy or guidelines
- Minimizing operating cost (e.g., utility bills)⁶
- Simple payback period⁴
- Return on investment⁴

The evaluation team assessed free ridership primarily using participant self-report surveys and integrated trade partner interviews where applicable. Specifically, when customer survey respondents rate the trade partner as highly influential on the decision to install a measure but indicate free-ridership elsewhere in the survey, the evaluation team attempted to recruit those trade partners for the interviews and assess the program’s influence on their practices. The purpose of the interview was to determine if the program’s influence was directed at the trade partner, rather than the customer, and to appropriately track that influence on the project overall. The evaluation team then used qualitative adjustments for the rest of the customers.

Participant Spillover. The spillover metric represents additional savings achieved as a result of program activities, outside of rebated measure savings, by program participants. The evaluation team incorporated two measure attribution scores; the first incorporates the influence the program had on the purchase of this additional measure (measure attribution score #1), and the second incorporates likely actions taken in absence of program participation (measure attribution score #2). The spillover score, as calculated below,⁷ must be greater than five in order for the

⁶ The survey will include a follow-up question to assess whether Xcel Energy helped the customer understand the annual cost savings that can be realized by upgrading to energy efficient equipment or whether Xcel Energy provided information regarding the simple payback period.

⁷ IL TRM Version 7, Volume 4, page 35-36.

additional measure to qualify for spillover. When this criterion is met, the savings are added to program attributable savings.

$$\text{Spillover Score} = \frac{\text{Measure Attribution Score}_1 + (10 - \text{Measure Attribution Score}_2)}{2}$$

Market Effects. The trade partner interviews offered important insights into market effects of the SBL product. Such “market effects” signify a transformation in the underlying structure and functioning of the market. Market effects can take many forms and may result from product impacts in a market over time. Examples of market effects include trade partners changing their business models based on the influence of the product—for instance, a trade partner may be more likely to promote lighting to small businesses knowing that a rebate is available for customers. Over time, the contractor builds this into their general approach to marketing and selling lighting measures. The interviews included questions to assess any long-lasting changes to trade partner practices.

Estimating NTG Ratio. By design, our final NTG estimate recommendation included data from mixed methods research – both quantitative data and qualitative data. The initial NTG estimates for direct install and prescriptive/custom measures was calculated separately and estimated using self-reported participant responses, trade partner reported NTG interview responses, and nonparticipant survey responses. The formula to calculate the retrospective NTGR is as follows:

$$\text{NTGR} = 1 - (\text{Free} - \text{Ridership}) + (\text{Spillover Ratio}) + (\text{Market Effects Adder})$$

After the initial NTG estimates are calculated, we then utilized the quantitative and qualitative data to construct a logical, internally consistent, and coherent narrative of program attribution that attempts to identify all possible pathways of Xcel Energy influence. We relied on the following data sources to construct the NTGR:

- Participant surveys
- Trade partner interviews

Based on these results, we then adjusted the NTG to create a final recommended NTG ratio that is consistent with this narrative and is informed by the overall purpose and design of the product. The final NTG recommendation is based on the professional judgment of our team after considering all available quantitative and qualitative data.

PROSPECTIVE NTG

The team recommended a prospective NTG ratio that will be forward-looking and reflect upcoming changes to the market and known changes to the product. The NTG ratio reflected any recommended adjustments to the retrospective NTG ratio based on evidence from the evaluation findings, including results from participants, trade partners, staff interviews, and peer utilities. Trade partners were asked about

the importance of the rebates in driving the installation of lighting equipment at small businesses in Colorado. In developing our final recommended NTG ratio, the evaluation team followed the Illinois TRM protocol which recommends that the evaluation team assess each data collection activity based on considerations of the likely bias, accuracy, and representativeness of the findings. Additionally, we used input from the staff interviews to inform potential future changes to the product and incorporate those into the final NTG estimate. We also incorporated results from the benchmarking research into prospective NTG values used in other states to inform the estimate.

APPENDIX B: DATA COLLECTION DOCUMENTS

Appendix B includes the following:

- B.1 Staff Interview Guide
- B.2 Participating Customer Survey Guide
- B.3 Near-Participating Customer Survey Guide
- B.4 Trade Partner Interview Guide
- B.5 Peer Utility Interview Guide

B.1 SMALL BUSINESS LIGHTING STAFF INTERVIEW GUIDE

INTRODUCTION

This guide was used to interview staff associated with Xcel Energy’s DSM programs as part of the EMI Consulting 2020 evaluation of the Xcel Energy DSM programs. The interviews were semi-structured, with these questions serving as a basic guide for experienced EMI Consulting staff during one-on-one phone interviews.⁸ As a guide for semi-structured interviews, these questions were not necessarily to be asked verbatim, but will serve as a roadmap during the conversation.

STAFF INTERVIEW RESEARCH QUESTIONS OR OBJECTIVES

- Assess the extent to which the program design supports program objectives and customer service/satisfaction objectives.
- Assess the degree to which program resources are sufficient to conduct program activities with fidelity to the implementation plan
- Collect staff feedback on implementation successes and challenges
- Identify themes and issues to incorporate into the evaluation plan

INTERVIEW

SECTION A: INTRODUCTION

[If staff was not included in kick-off meetings/ involved in prior evaluations:] First we would like to give you some background about who we are and why we want to talk with you today. EMI Consulting is an independent consulting firm that works with electric and gas utilities to review and improve program operations and delivery. Xcel Energy contracted with us to perform an evaluation of their portfolio of energy efficiency programs and we’re currently in the

⁸ Some interviews may be conducted jointly. This would most likely occur if someone’s role recently changed or if more than one person performs the role.

process of conducting interviews with product managers and key staff involved in designing and delivering the portfolio to improve our understanding of Xcel Energy's DSM programs and its' influence on customers. We also want to understand what will be useful for you as Xcel Energy program staff because of our research. We want to incorporate your priorities into our study so that the results are as useful as possible.

[ALL] Thank you for taking the time to speak with me today. My objective for this meeting today is to gain a deeper understanding of this program, what Xcel hopes to achieve through implementing this program how it operates, and a bit about your experiences with the Small Business Lighting product. We are interested in asking you some questions about SBL so we can benefit from your knowledge and experience to improve our understanding of the product. I have a set of questions that should take approximately 45 - 60 minutes, depending upon your experiences and involvement with the product. All the information will be weaved together with information gleaned from other interviews.

Before I begin, is it alright if I record the conversation for note taking purposes? [RECORD IF ALLOWED]

A1. [If needed] First, can you take a moment and explain your role and scope of responsibilities with respect to the Small Business Lighting product?

Probes:

- Approximately how long have you held this position?
- What previous positions did you hold?
- Whom do you report to in the overall org structure?
- Do you have any direct reports?

SECTION B: PRODUCT GOALS

I'd like to be sure I understand the goals of this product, both overall and specific.

B1. Can you take me through the key goals for the Small Business Lighting product?

B1a. Can you describe any savings goals? Do you have specific goals for individual components of the program (measure type/retail channels)? These can be internal goals, as well.

Define for Custom, Prescriptive, DI (ok to email later)
(exclude midstream)

B1b. Any other, non-energy goals/objectives?

B1b1. Any more immediate goals? For example, participation goals, customer engagement goals, improving customer satisfaction?

Changing customer awareness of or attitudes about energy efficiency measures?

B1b2. Any longer-term goals? For example, reducing greenhouse gas emissions? Altering market behaviors?

B2. What are “indicators of success”?

B2a. Do you look at any interim indicators that the product is or is not meeting its objectives or goals?

B3. Have any of these goals changed in the last couple years?

B3a. What was the rationale for changing them?

B3b. In your opinion, how have these changes affected the product’s operations or its outcomes?

B4. What changes do you expect to occur in the future? From the kickoff meeting, we recorded the following (need to confirm):

- Add new measure to offer non-lighting/more comprehensive experience (in 2021?)
- Changing baseline (60 day notice in 2020)
 - CFL instead of halogens and incandescent (?)
 - Fluorescents for parking garages
- Anything else?

B5. What influences do you think this product has had on the market? Do you get any feedback on potential spill over that may be occurring?

B6. What NTG numbers are you currently using? When were these developed?

- Direct Install
- Prescriptive
- Custom
(can email if needed)

SECTION C: PROGRAM ACTIVITIES

I would like to make sure I have a solid understanding of how this product operates. If there is any formal documentation that you can refer me to as we walk through these next questions, I’d appreciate getting copies.

C1. According to the DSM plan, I found the following components to the product. I wanted to ask a few clarifying questions and check to see if I am missing anything?

- Direct outreach:

- How is this performed? (I will want to be sure to capture all methods, as this will be important in developing questions for the NTG.)
 - Direct customers to receive an audit:
 - I understand these are performed through the “Business Energy Analysis Product”. Is this a separate program?
 - To what extent does the audit focus on lighting? Where are non-lighting savings accounted for?
 - Is the audit required?
 - If no, is everyone directed to receive an audit, or does ClearResult skip this step sometimes?
 - Is it possible to receive a copy of a completed audit?
 - If customers qualify (peak demand of less than 100 kW), then audit includes direct install.
 - Select screw-in LED lamps (Need list)
 - Aerators in public restrooms and kitchen sinks (what about non-public restrooms?)
 - Clear Result reviews audit w/ customer to identify projects.
 - Does ClearResult ever discourage customers from completing items on the audit?
 - What happens with non-lighting recommendations?
 - Are there recommendations that get marked for later (ie years after the audit is completed?)
 - To what extent do customers do the projects on their own without support from ClearResult/ Xcel Energy?
 - Connect customer w/ a contractor
 - Do contractors need to be “qualified”?
 - How does ClearResult present contractor list to customers? (Will need list of contractors for interviews)
 - Serve as liaison between contractor and customer
 - Do customers know who contractor is? Do customers think it’s an Xcel contractor?
 - Review and submit application for customer.
 - Does customer need to fill it out?
 - Are customers using the online or “paper” application?
 - Must be submitted within 12mo of invoice date
 - Rebate payments are to be made within 6-8 weeks.
 - Are there any other activities that we haven’t discussed?
 - Contractor trainings?
 - Outreach efforts?
- C1a.** In terms of incentives, I understand customers can receive prescriptive/custom incentives.
- Are these additional or the same level of rebates than traditional program?)
Custom: (customer must complete project w/in 24 mo of pre-approval)
 - Need list of measures and incentives

APPENDICES

- C3.** Does Clear Result use this same program model in other states? Do you know if implementation in Colorado is unique in any way?
- C4.** How has the product changed in the last few years? Any new product offerings? What was the rationale for changing them?
- C5.** Do you ever have to cap product participation?
If yes, how have customers/trade partners perceived this?

SECTION D: RESOURCES

- D1.** What resources do you rely on to implement the program? How many staff are in each role? How are the resources distributed/shared between different states.
 - D1a.** Program, implementer, sales staff?
 - How active is the BSC team?
 - What does the handoff between BSC team and ClearResult look like?
 - Are account managers ever involved? (i.e. for franchises?)
 - D1b.** Management and program direction?
 - D1c.** IT tools and data tracking tools?
 - Does ClearResult have a separate tracking system or is everything incorporated into Salesforce?
 - D1d.** Other resources?
- D2.** Are these resources sufficient to implement the program as designed?
 - D2a.** [IF NO] How could the program design/implementation change to be more efficient? What additional resources would help you implement the program as designed?
- D3.** Have any of these program resources changed in the last few years?
 - D3a.** What was the rationale for changing them?
 - D3b.** In your opinion, how have these changes affected the program's operations or its outcomes?

SECTION E: PROGRAM TRACKING & REPORTING

I'd like to understand how program activities are tracked to understand what data might be available to us in our evaluation.

- E1.** What kind of documentation is available that describes the product? Implementation plans? Program manuals? Process maps?
- E2.** What kinds of data are collected for the Small Business Lighting product?
- E3.** Are there any data that you would like to collect for the Small Business Lighting product, but haven't been able to?
- E4.** Are there any data/documentation currently not tracked that might be helpful for the evaluation?
- E5.** As part of our evaluation, we will likely want to speak to "near-participants," distributors that showed some interest in program participation, but didn't participate for whatever reason. Would these customers be tracked?

SECTION F: STRENGTHS & CHALLENGES

Next, I'd like to get your feedback on how the product is running.

- F1.** In your opinion, what are the strengths of the SBL product as it is currently being run?
 - F1a.** What would you say is working well in terms of program design or implementation?
- F2.** What are the most significant challenges for this program at this point?
- F3.** What feedback, if any, do you receive from customers and/or trade partners on the product?
- F4.** What do you believe are the biggest barriers to getting customers and/or trade partners to participate in this product?
- F5.** Are there any specific opportunities for improvement in the design or implementation of the product? Please describe.
- F6.** What would you like to see changed in how the product is designed or run, if anything?
 - F6a.** Do you think there are any roadblocks preventing these changes from happening?

SECTION G: EVALUATION PRIORITIES & CLOSING

- G1.** Next, I'd like to transition to evaluation priorities. We recorded the following during the kickoff meeting. Please confirm whether these were accurate and if you have anything else to add?
- Desire to develop direct install, prescriptive, custom NTG. (minimal DI separate from prescriptive/custom)
 - If we do this, we'll likely need to remove non/near-participant interviews.
 - Understand the extent to which small business customers are aware of product/offerings.
 - (Note need to prioritize extent of research given NTG needs)
 - Understand how much SBL pushes customers to midstream.
 - Understand how to better support trades.
 - Overall thoughts about the evaluation:
 - Need to pay attention to spillover.
 - Anything else?
- G3.** Do you have particular questions that you would like to see answered by the evaluation? Why are these questions important?
- G4.** Do you have any other comments, concerns or suggestions about the product that we didn't discuss that you would like to make sure I know about?

Thank you very much for taking the time in assisting us with this evaluation. If I come up with any additional questions that come from this interview, do you mind if I send you an email or give you a quick call? I will also follow up with you shortly to identify peer utilities and performance indicators to kick-off the benchmarking task.

B.2 SMALL BUSINESS LIGHTING PARTICIPATING CUSTOMER SURVEY GUIDE

INTRODUCTION

To support the 2020 process and impact evaluation of Xcel Energy energy efficiency products, the EMI Consulting evaluation team conducted surveys with participating customers. The Colorado Small Business Lighting (SBL) product offered direct install, prescriptive, and custom rebates to Xcel Energy small business customers who install qualifying lighting equipment in existing buildings. The product is designed to interact with customers that would not make efficiency upgrades on their own. To achieve this objective, Xcel Energy and CLEAResult staff train trade partners that primarily serve small business customers and then help trade partners and customers with the application process. Product staff will also go onsite to customer facilities to help customers identify lighting projects and perform

direct installation of equipment to qualifying customers. In addition, Xcel Energy and its implementer conduct various marketing efforts to direct customers to the product. Beyond email and direct mail outreach, Xcel Energy also partners with various Colorado communities to promote the product through the Partners in Energy product.

The remainder of the introduction provides the research questions which the participating customer survey is designed to address, a description of the sample variables to support programming the survey, and fielding instructions for the survey house.

EVALUATION OBJECTIVES

The objectives for the Small Business Lighting evaluation are to:

- Understand how customers become aware of product offerings and their motivations to participate in the product.
- Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements, including any on-site visits and prescriptive/custom lighting opportunities. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.
- Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.
- Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.
- Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.
- Determine NTG ratio for non-study product participants⁹
- Identify major drivers of free ridership.
- Assess participant spillover.
- Assess market effects of the SBL product.

The participant survey does not address every evaluation objective. For reference, Table B-1 presents all the evaluation objectives and which objectives are addressed by the participant guide.

⁹ A non-study participant is defined as an SBL participant that did not receive an Energy Analysis audit.

Table B-1. Small Business Lighting Evaluation Objectives

Evaluation Objective	Addressed in Participant Survey?
Understand how customers become aware of product offerings and their motivations to participate in the product.	Yes
Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements, including any on-site visits and prescriptive/custom lighting opportunities. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.	Yes
Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.	Yes
Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.	No
Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.	No
Determine NTG ratio for non-study product participants. Identify major drivers of free ridership and spillover.	Yes
Assess market effects	No

Specific research topics which this participant survey is designed to address are the following:

- Awareness and Motivations:** The evaluation team assessed how small business customers became aware of the SBL Product to better understand how participating customers learn about the product. It also asked customers about their motivations to participate in the product to better understand why customers want to participate and if any particular product elements drive motivation.
- Product Experience/Satisfaction:** The evaluation team discussed participating customers' experience with and satisfaction with various aspects of the product, onsite visits, and prescriptive/custom lighting opportunities. We also explored how customers experience potential handoffs between the Business Solution Center, the implementer, and trade partners. Additionally, we also asked customers if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.
- Participation in Related Products:** The evaluation team determined whether participating customers participated in other Xcel Energy products, particularly the Lighting Efficiency Midstream offering or the Commercial Refrigeration product, which also targets small businesses. We explored how

customers experienced these offerings and whether the products helped push customers to carrying out more energy efficiency projects or created barriers to doing more.

- **Participant Characteristics:** To better understand how Xcel Energy can better identify participants eligible to participate in the product, the evaluation team asked participating customer respondents about their business, such as business structure, business size, and facility type.

Retrospective NTG Impacts: The evaluation team asked participating customers questions on product attribution, or the impact the product had on their decision to purchase highly efficient lighting equipment and/or participate in the direct install aspect of the product. We also asked about potential efficient lighting measures installed without an Xcel Energy rebate because of the SBL product (spillover).

Table B-2 presents the link between each research topic and the corresponding survey question(s).

Table B-2. Mapping of Research Topics to Interview Questions

Participant Survey Research Topics	Survey Question Number(s)
<p>Awareness and Motivations: The evaluation team will assess how small business customers became aware of the SBL Product to better understand how participating customers learn about the product. It will also ask customers about their motivations to participate in the product to better understand why customers want to participate and if any particular product elements drive motivation.</p>	Section B
<p>Product Experience/Satisfaction: The evaluation team will discuss participating customers’ experience with and satisfaction with various aspects of the product, onsite visits, and prescriptive/custom lighting opportunities. We will also explore how customers experience potential handoffs between the Business Solution Center, the implementer, and trade partners. Additionally, we will also ask customers if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.</p>	Section C
<p>Participation in Related Products: The evaluation team will determine whether participating customers participated in other Xcel Energy products, particularly the Lighting Efficiency Midstream offering or the Commercial Refrigeration product, which also targets small businesses. We will explore how customers experienced these offerings and whether the products helped push customers to carrying out more energy efficiency projects or created barriers to doing more.</p>	A3-A6
<p>Participant Characteristics: To better understand how Xcel Energy can better identify participants eligible to participate in the product, the evaluation team will ask participating customer respondents about their business, such as business structure, business size, and facility type, energy efficiency decision makers</p>	Section A; B10-B12
<p>Retrospective NTG Impacts: The team will ask participating customers questions on product attribution, or the impact the product had on their decision to purchase highly efficient lighting equipment and/or participate in the direct install aspect of the product. We will also ask about potential efficient lighting measures installed without an Xcel Energy rebate because of the SBL product (spillover).</p>	Section D, Section S

SAMPLE POPULATION & TARGET COMPLETES

The following table provides the sample population based on data provided to the evaluation team in March 2020. The population was established from the unique set of respondents in the Salesforce opportunity data (based on the account number). Participants were binned based on whether they received a walk-through audit or participated independently. The product is likely to have different levels of influence on these groups of participants, but the small population of customers receiving a walk-through audit will prevent the evaluation team from presenting statistically significant differences between them. Within this framework, we will attempt to also

survey customers based on a variety of measure types, including direct install measures, similar to the population.

Strata	Population Size ^a	Sample Size
Documented influence: Received walk-through audit or direct install	71 (12%)	10 (14%)
Undocumented influence: Independent participation (no documentation of walk-through audit or Energy Analysis audit)	503 (88%)	60 (86%)
Total projects	574 (100%)	70 (100%)

^a The population includes 2019-Q1 2020 participating customers that received custom, prescriptive, or direct install measures. It also does not include participants that received an Energy Analysis audit or customers that installed linear lighting (see the evaluation plan for why these participating customers were removed from the sample).

SAMPLE VARIABLES

The following table include the sample variables that will be used to conduct this survey, as well as descriptions of these variables and potential codes.

Sample Variable	Variable Description	Potential Codes
Interviewer Name	Name of interviewer from Ewald and Wasserman	e.g., Hannah Justus
FirstName_1, LastName_1	Contact name	e.g., Katherine Brown
Phone_1	Phone number for contact	e.g., 555-555-5555
n_measure_cat	Number of participating measure categories	1, 5, 8
Measure_1, Measure_2, Measure_3	Type of lighting equipment installed, prioritized by which measure we would like to focus on.	e.g., LED Troffer, Exterior Lighting

Sample Variable	Variable Description	Potential Codes
Indep_project	Indicates independent project (without on-site input or direct installation of measures)	0, 1
On_site_flag	Indicates projects where participant received an on-site visit from Xcel Energy staff	0, 1
DI_flag	Indicates projects where participant received direct installation of lighting equipment	0, 1
Measure_1, Measure_2, Measure_3	Measure category survey focuses on	Direct Install, LED Area Lighting, LED Troffer, LED High Bay, LED Exterior Lighting, or Others
DI_eligible	Indicates if customer is eligible for direct install measures	0, 1
Participation	Indicates if customer installed more than one measure	0, 1

FIELDING INSTRUCTIONS

- Attempt to reach the first contact on the row list (noted as “_1”), if needed try the second contact “_2”, or third “_3”.
- Attempt each record six times on different days of the week and at different times.
- Leave messages on the first and fourth attempt.
- Experienced interviewers should attempt to convert "soft" refusals (e.g., "I'm not interested", immediate hang-ups) at least once.
- The survey is considered complete when CLOSE2 is answered.
- After the survey fielding subcontractor (Ewald and Wasserman) completes 5 interviews, hold calling and output a preliminary SPSS dataset and recordings of the pretest interviews. Resume calling after EMI Consulting checks the data (usually with 1-2 working days).
- EMI to check 5 of the surveys to ensure proper interview protocols (e.g., reading questions verbatim, proper probing, accurate data entry).
- Calling hours are 9 AM to 5 PM MST.

Table B-3. Target Completes by Measure Type

Measures (Based on Variable NTG_Measure assigned during survey)	Population Size (Units)	Range of Completes
LED Troffer	483	15-20
LED Area Lighting	204	5-15
LED Exterior Lighting	247	5-15
LED High Bay	116	5-10
Direct Install (Aerator or LED Interior Lamp) (prioritize "Direct Install – date" in 2019, MAX 2018 completes = 3)	82	3-5
Other (ALL ELSE, e.g. Other, Custom, LED Outdoor Canopy or Soffit lighting, LED Exterior Wall Pack, LED Interior Fixture, Occupancy and Photocell Sensors, LED Troffer Fixture...)	613	15-25
Total projects	1,911 (100%)	70 (100%)

SURVEY SECTIONS

- **INTRO.** Introduction & Screening
- **A.** Firmographics & Participation
- **B.** Awareness & Motivations
- **C.** Barriers to Participation
- **D.** Free-Ridership
- **S.** Spillover
- **E.** Experience & Satisfaction

SURVEY

SECTION INTRO: INTRODUCTION & SCREENING

Intro1. Hello, this is <INTERVIEWER NAME> calling from Ewald and Wasserman, a national research firm working with Xcel Energy. I'm hoping to speak to someone at your organization who would be familiar with your participation in the Xcel Energy Small Business Lighting program within the past three years. Our records show that your company received <IF indep_project = 1 AND DI_flag = 0> a rebate for installing <show_measure_1>, <show_measure_2>, AND <show_measure_3> from Xcel Energy.

<IF indep_project = 1 AND DI_flag = 1> a the free installation of or rebate for installing **<show_measure_1>**, **<show_measure_2>**, **AND <show_measure_3>** from Xcel Energy.

May I speak with **< FirstName_1> <LastName_1>**?

1. Yes, that would be me.
2. Yes, let me transfer you to the correct person **[IF NAME GIVEN, ENTER AS < FirstName_1, LastName_1>; REPEAT QUESTION INTRO1 WITH NEW RESPONDENT]**
3. No, they are not available right now.
4. No, they are no longer employed by this organization.
5. No, other reason **(SPECIFY)**.
DK **[TERMINATE]**
REF **[TERMINATE]**

[ASK IF INTRO1=1]

Intro2. Are you the person at **<COMPANY>** who is most familiar with your participation in the Xcel Energy Small Business Lighting program, whereby your business received a

< IF DI_flag = 0> rebate for installing **show_measure_1**

<IF DI_flag = 1> free installation of energy efficient lighting equipment

or at least as familiar as anyone else there?

1. Yes.
- 1b. No, But I am familiar with the **show_measure_2 OR show_measure_3** installations.
2. No, they are not available right now.
3. No, that's someone else.
4. No, that person no longer works here.
5. Not applicable – this organization did not participate in any such program.
[TERMINATE]
98. DK **[TERMINATE]**
99. REF **[TERMINATE]**

[ASK IF INTRO 1= 3,4,5 or INTRO2 = 2, 3, 4]

Intro3. Is there someone else that is knowledgeable about your participation in the Small Business Lighting program?

1. Yes.
2. No **[TERMINATE]**
98. DK **[TERMINATE]**
99. REF **[TERMINATE]**

[ASK IF INTRO3=1]

Intro4. What is this person's name?

1. [RECORD CORRECT PERSON'S NAME AS < FirstName1, LastName 1>
98. DK [TERMINATE]
99. REF [TERMINATE]

[ASK IF INTRO3=1]

Intro5. Would I reach that person by dialing the same number I used to connect with you: <PHONE>?

1. Yes
 2. No, use a different number (RECORD HERE AS <PHONE>) [THANK AND TERMINATE; REDIAL NEW SAMPLE CASE]
- DK [TERMINATE]
REF [TERMINATE]

PROGRAMMER NOTE: Only those for whom Intro1=1 or Intro2=1 should get to this screen; the rest would end at Intro4 as they will need to be made into new sample cases and called back at a later time.

[ASK IF INTRO1=1 OR INTRO2=1]

Intro9. Great! (IF NEEDED: Again, we're Ewald and Wasserman, a national research firm calling on behalf of Xcel Energy).

I would like to invite you to participate in a short survey that will help Xcel Energy improve the Small Business Lighting program to best suit the needs of businesses like yours. The survey takes about 20 minutes on average, and as a small token of appreciation, we are offering a \$25 gift card that you will receive after completing the survey. Your responses will remain confidential, meaning that your name and company name will not be attributed to your answers.

Is now a good time or should we call you back?

1. No objection – fine to continue
 2. Objection [RESOLVE AND RESCREEN AS NECESSARY]
- REF [TERMINATE]

SECTION A: COVID-19 & FIRMOGRAPHICS

A1. First, I'd like to ask you generally about how your business is handling the impacts of the COVID pandemic.

[OPEN END]

98. DK
99. REF

A2. Is there anything Xcel Energy could be doing to help your business through this time?

[OPEN END]

- 98. DK
- 99. REF

Thank you for that feedback. Next, I'd like to better understand your role and business.

A3. What is your occupational title within your company? (DO NOT READ LIST, PROBE FOR SPECIFICS / VERIFY SELECTION AS NEEDED)

- 1. Facilities manager
- 2. Energy manager
- 3. Proprietor / Owner
- 4. Other facilities management / Maintenance position
- 5. Other manager / Assistant manager
- 6. President / CEO
- 7. Chief Financial Officer
- 8. Vice President / Director / Assistant director / Department head
- 9. Other (**SPECIFY**)
- 98. DK
- 99. Prefer not to answer

A4. Does your business have more than one premise in Colorado that receives electricity from Xcel Energy?

- 1. Yes (**SPECIFY NUMBER OF LOCATIONS**)
- 2. No
- 98. DK
- 99. REF

A7. Prior to participating in the Small Business Lighting Program, had you participated in any other Xcel Energy energy efficiency programs?

- 1. Yes (**SPECIFY PROGRAMS**)
- 2. No
- 98. DK
- 99. REF

[ASK A7a IF A7 = 1]

A7a. Did your prior experience with the program influence your decision to participate in the Small Business Lighting Program?

- 1. Yes
- 2. No
- 98. DK
- 99. REF

A8. Since participating in the Small Business Lighting Program, have you participated in any other Xcel Energy energy efficiency programs?

1. Yes (**SPECIFY PROGRAMS**)
2. No
98. DK
99. REF

A9. What line of business is your company in? (DO NOT READ LIST, CODE AS APPROPRIATE, PROBE FOR CLARIFICATION IF NEEDED)

1. Hotel/motel
2. Restaurant/bar
3. Convenience store
4. Grocery
5. Agriculture, forestry, fishing, and hunting
6. Arts, entertainment, and recreation
7. Construction
8. Educational services
9. Finance and insurance
10. Health care
11. Insurance
12. Professional, scientific, and technical services
13. Public administration
14. Real estate and rental and leasing
15. Retail trade
16. Wholesale trade
17. Service
18. Religious worship
19. Warehouse/storage
20. Other: (Specify)
98. DK
99. Prefer not to answer

A11. Prior to the coronavirus outbreak, approximately how many full-time equivalent (FTE) employees did your organization have in Colorado?

1. < 5
2. 6 - 10
3. 11 - 25
4. 26 - 50
5. > 50
98. DK
99. Prefer not to answer

A12. Does your organization own or lease your facility?

1. Own
2. Lease / Rent
3. Other (SPECIFY)
98. DK
99. REF

[If A12 = 2 OR A12 = 3 OR A12 = 98 ASK A12a]

A12a. Do you pay your Xcel Energy bill, or does someone else, for example, a landlord or building manager?

1. Pay own
2. Other pays
98. DK
99. REF

SECTION B. AWARENESS & MOTIVATIONS

B1Intro. To confirm, you stated that you are the person at your organization, who is most familiar with

<If Measure_1 ≠ Direct install >
a rebate for installing **<show_measure_1>**,

<If Measure_2 ≠ Direct install (and is not empty AND Measure_1 ≠ Measure_2)>
a rebate for installing **<show_measure_2>**,

<If Measure_3 ≠ Direct install (and is not empty AND Measure_1 ≠ Measure_3)>
and/or a rebate for installing **<show_measure_3>**,

<If Measure_1 = Direct install >
the free installation of **<show_measure_1>**,

<If Measure_2 = Direct install (and is not empty AND Measure_1 ≠ Measure_2)>
the free installation of **<show_measure_2>**,

<If Measure_3 = Direct install (and is not empty AND Measure_1 ≠ Measure_3)>
and/or the free installation of **<show_measure_3>**,

or at least as familiar as anyone else at your organization. Correct?

1. **[If more than 1 measure]**Yes, I am familiar with all of the projects.
2. I am familiar with **<show_measure_1>**
3. **[If <show_measure_2> not empty]** I am familiar with **<show_measure_2>**
4. **[If <show_measure_3> not empty]** I am familiar with **<show_measure_3>**

- 5. I am NOT familiar with ANY of the project(s) [Loop back to Intro4]
- 98. DK [Loop back to Intro4]
- 99. REF [Loop back to Intro4]

(CREATE VARIABLE: NTG_MEASURE)

<IF B1INTRO = 1 is selected, NTG_MEASURE = **show_mEASURE_1**;
 IF B1INTRO = 2 is selected, NTG_MEASURE = **show_mEASURE_1**
 IF only B1INTRO = 3 is selected, NTG_MEASURE = **show_mEASURE_2**;
 IF only B1INTRO = 4 is selected, NTG_MEASURE = **show_mEASURE_3**>

B1IntroB. And to confirm, your <NTG_MEASURE> was installed at <Company> <Mailing_Street> in <Mailing_City>, <Mailing_State>.

- 1. Yes
- 2. No (Record building or business name, Address, approximate address (city or street or zip) is okay)
- 98. DK
- 99. REF

B1. Next, I'd like to understand how you first became aware of high efficiency lighting equipment. How did you first become aware of the potential to use <NTG_MEASURE> to save energy at your facility? **(DO NOT READ LIST, PROBE TO CATEGORIZE, SELECT ONE)**

- 1. Through Xcel Energy or Clear Result staff **(Example: engineers, Business Solutions staff, or program staff)**
- 2. Through an on-site visit conducted by Xcel Energy or Clear Result staff
- 3. Through an assessment conducted by a different organization
- 4. Through a distributor, vendor, or installer who sold you this equipment
- 5. Through previous participation in the program
- 6. Through the Xcel Energy website or other media promotions
- 7. Through internal staff **(NOTE: Please verify this is staff internal to the customers' company, not Xcel Energy or their lighting installer)**
- 8. Through an Xcel Energy event, expo, or demonstration
- 9. Through Xcel Energy marketing materials or flyer
- 10. Other, specify:
- 98. DK
- 99. REF

B2. And how did you first become aware of the Xcel Energy Small Business Lighting Program?

- 1. [OPEN END]**
- 98. DK
- 99. REF

B4. The Xcel Energy Small Business Lighting program has a few different components, including an energy assessment, the direct installation of energy efficient equipment to qualifying customers, and rebates for lighting equipment. According to my records, you received

[IF ON_SITE_FLAG = 1] an on-site visit,

[IF DI_flag = 1], direct installation of energy efficient equipment,

[IF NTG_MEASURE ≠ aerator or LED Interior Lamp] and a rebate for the **<NTG_MEASURE>** you installed through the program.

There may have been parts of the program that you did not participate in, but which still influenced your decision to participate.

B5a. Which of the following components was most influential in your decision to participate in the program??

1. The potential for an energy assessment, (notes if needed)
 2. Free installation of the lighting equipment, (notes if needed)
 3. Rebates for the measure installed, (notes if needed)
 4. Application and contracting support from program representatives (notes if needed)
 5. Other (Specify)
98. DK **[Skip to B6]**
99. REF **[Skip to B6]**

B5b. Why was <B5a response> most influential?

[OPEN END]

98. DK

99. REF

B6. Please rate the importance of the following in terms of your decision to upgrade the lighting equipment through the Small Business Lighting program: on a scale of 1 to 5, where one means not at all important and 5 means very important.

IF NEEDED: How would you rate the importance of (read item) on a scale of zero to ten, where one means not at all important and 10 means very important.

[RANDOMIZE]

(1) Not at all important - (3) - (5) Very important *N/A

B6a. Reducing environmental impact of **<NTG_MEASURE>** use

B6b. Upgrading out-of-date equipment

B6c. Replacing faulty or failed equipment

B6d. Improved aesthetics

B6e. State standards / requirements

B6f. Increase reliability of equipment

- B6g.** Extend equipment life
- B6h.** Financial incentive
- B6i.** Reducing energy bill amounts
- B6j.** Lighting installer recommendation
- B6k.** Interactions with Xcel Energy or Clear Result representatives
- B6l. [IF On_site_flag = 1]** Findings from the energy assessment you received from Xcel Energy
- B6m.** The option to participate in an on-site energy assessment from Xcel Energy
- B6n. [ID On_site_flag = 1]** The free installation of equipment by Xcel Energy or Clear Result representatives

B7. Was there anything else that was important in your decision to upgrade your lighting equipment?

- 1. Yes (**specify**)
- 2. No
- 98. DK
- 99. REF

[IF B7 = 1]

B7a. Using the same scale of 1-5 where 1 is not important and 5 is extremely important, how important was **[Response to B7]** in your decision to upgrade your lighting equipment?

(1) Not at all important - (3) - (5) Very important *N/A

B8. How, if at all, do you think your decision to install the high efficiency lighting would have been different if your business were deciding today given the COVID-19 pandemic?

- 1. We would likely have made the same exact purchase
- 2. We would likely have purchased some of the same products, but not all
- 3. We would likely have put off buying anything
- 4. We would likely have chosen less expensive products
- 5. Other **[Specify]**
- 98. DK
- 99. REF

B9. How, if at all, has the COVID-19 changed your decisions on other facility or equipment projects planned for the next year?

- 1. No change
- 2. We are delaying projects, if possible
- 3. We are accelerating projects, if possible
- 4. We are looking for less expensive ways to implement projects
- 5. Other **[Specify]**
- 98. DK
- 99. REF

B10. When you were deciding to install

IF NTG_MEASURE = "aerator" PIPE "high efficiency equipment"
IF NTG_MEASURE ≠ "aerator" PIPE "high efficiency lighting"

at your facility, did you need to seek approval from others at your business?

1. Yes
2. No
98. DK
99. REF

[IF B10=1]

B11. How many people at your business needed to sign off on the project?

1. **[NUMERIC OPEN END]**
98. DK
99. REF

[IF B10=1]

B12. What are their job title(s)?

1. **[OPEN END]**
98. DK
99. REF

SECTION C. BARRIERS TO PARTICIPATION

C1. To what extent did you consider having additional lighting upgrades installed through the Xcel Energy Small Business Lighting program using a scale of 1 to 5, where 1 is did not consider any lighting upgrades at all, and 5 is seriously considered having additional lighting upgrades

- (1) did not consider any lighting upgrades at all - (3) - (5) Seriously considered having additional upgrades
6. Already completed additional lighting upgrades
77. Not applicable, entire facility was upgraded.
98. DK
99. REF

[If C1 = 4 or C1 = 5]

C1a. What else did you consider having done? **[OPEN END]**

[If C1 = 4 or C1 = 5]C1b. What is the main reason you did not pursue these additional upgrades / services? **[OPEN END]**

[BACK END USE ONLY]

1. Lack of knowledge about Xcel Energy energy efficiency programs
2. Lack of knowledge regarding equipment cost
3. Lack of knowledge regarding eligibility for Xcel Energy energy efficiency programs
4. Lack of knowledge regarding rebate amounts
5. Cost of equipment
6. Amount of time it takes to install equipment
7. Amount of time it takes to get energy assessment
8. Upgrades are not relevant to my facility
9. Getting upgrades approved *by* management
10. Finding a trustworthy lighting installer to perform the installation
11. Amount of paperwork
12. Program requirements
13. Other [SPECIFY]
98. DK
99. REF]

C2. Did you experience any unexpected delays in completing projects associated with the Small Business Lighting program?

1. Yes
2. No
98. DK
99. REF

[If C2 = Yes]

C2a. Please provide a sentence or two explaining the delays you experienced in the Small Business Lighting program.

1. OPEN END
98. DK
99. REF

C3. Do you have any recommendations for improving the Small Business Lighting program?

1. Yes
2. No
98. DK
99. REF

[IF C3 = 1]

C3a. Please provide any recommendations you have for improving the Small Business Lighting program:

1. OPEN END

- 98. DK
- 99. REF

SECTION D: FREE-RIDERSHIP

SHOW INTRO3 IF SHOW_MEASURE_2 AND SHOW_MEASURE_3 ARE NOT BLANK.

Intro3. According to my record, you installed <show_mEASURE_1>, <show_mEASURE_2>, AND <show_mEASURE_3>. Were these lighting measures all part of a single or larger project?

- 1. Single project
- 2. Larger project
- 98. DK
- 99. REF

[IF INTRO3 = 2] For this next set of questions, I would like you to think back to when you were installing the lighting equipment. I would like you to answer the questions only for < NTG_MEASURE>.

D0. In your own words, how would you describe the influence that the Xcel Energy Small Business Lighting program had on your decision to purchase/install this < NTG_MEASURE>?

[RECORD VERBATIM]

- 98. DK
- 99. REF

D0a. (INTERVIEWER: PLEASE READ THE FOLLOWING SLOWLY AND CAREFULLY)

Making decisions can sometimes be relatively simple, involving one major factor, like price. Or, they can be relatively complex involving multiple factors such as price, information provided by your lighting installer or utility, and concerns about high electricity bills.

D1. There are of course many other possible reasons.

Next, I'm going to ask a few questions about your decision to install <NTG_MEASURE>. Please rate the importance of each of the following factors on your decision to install <NTG_MEASURE> using a scale from 0 to 10, where 0 means "not at all important" and 10 means "extremely important".]

The bigger the number, the greater the influence. If you don't know, just say "I don't know". Now, how important was...

(RANDOMIZE D1b-D1p, REPEAT SCALE AS NECESSARY)

- 1. [NUMERIC OPEN END, 0 – 10, 77=NA 88=DK, 99=REF]
- 98. DK
- 99. REF

D1b. An on-site visit from an Xcel Energy representative

[ANCHOR AFTER D1b, ASK IF D1b>5]

D1b1. Did you receive an audit report after this visit?

- 1. Yes
- 2. No
- 98. DK
- 99. REF

D1c. Telephone/online interactions with Xcel Energy or Clear Result staff.

D1d. The trade partner who performed the work.

D1e. Email or direct mail from Xcel Energy or Clear Result staff.

D1f. Information provided through program marketing, advertising, or educational materials. **[IF NEEDED:** “This includes promotions in the pace newsletter”].

D1g. Information provided to the customer by Xcel Energy or Clear Result staff during an event.

D1h. Information provided from a community leader.

D1i. **[A7 =/= 2]** Previous participation in an Xcel Energy program.

D1j. Age or condition of the old equipment.

D1k. Previous experience with this type of equipment

[ANCHOR AFTER D1k, ASK IF D1k>5]

D1k1. Did Xcel Energy previously provide you with information about this kind of equipment?

- 1. Yes
- 2. No
- 98. DK
- 99. REF

[ANCHOR AFTER D1k_1, ASK IF D1k_1=1]

D1k2. In your own words, how important was the information provided by Xcel Energy in your decision to install this equipment?

- 1. [RECORD VERBATIM]
- 98. DK
- 99. REF

D1l. Corporate policy or guidelines

D1m. Minimizing operating costs (i.e. utility bills)

[ANCHOR AFTER D1m, ASK IF D1m > 5]

D1m1. Did Xcel Energy, Clear Result staff, or your trade partner provide you with information on minimizing operating costs?

1. Yes
2. No
98. DK
99. REF

[ANCHOR AFTER D1m_1, ASK IF D1m_1=1]

D1m_2. In your own words, how important was this information on minimizing operating costs in your decision to install this equipment?

1. **[RECORD VERBATIM]**
98. DK
99. REF

D1n. Simple payback period

[ANCHOR AFTER D1n, ASK IF D1n > 5]

D1n1. Did Xcel Energy staff, Clear Result staff, or your trade partner provide you with information on the simple payback period?

1. Yes
2. No
98. DK
99. REF

[ANCHOR AFTER D1n1, ASK IF D1n1=1]

D1n2. In your own words, how important was this information on the simple payback period in your decision to install this equipment?

1. **[RECORD VERBATIM]**
98. DK
99. REF

D1o. Return on investment.

[ANCHOR AFTER D1o, ASK IF D1o > 5]

D1o1. Did Xcel Energy staff, Clear Result staff, or your trade partner provide you with information on the return on investment?

1. Yes
2. No
98. DK
99. REF

[ANCHOR AFTER D1o1, ASK IF D1o1 = 1]

D1o2. In your own words, how important was this information on the return on investment in your decision to install this equipment?

1. **[RECORD VERBATIM]**
98. DK
99. REF

D1p. The availability of energy efficient equipment that could be directly installed for you by an Xcel Energy representative free of charge.

[ANCHOR LAST]

D1q. Were there any other factors that were important to your decision to participate in the program? **(ASK OPEN END)**

1. Yes (SPECIFY, RECORD OPEN END)
2. No additional factors
98. DK
99. REF

[ANCHOR AFTER D1q, ASK IF D1q=1]

D1q1. On the same scale from 0 to 10, how would you rate the importance of that factor?

1. **[NUMERIC OPEN END, 0 - 10]**
98. DK
99. REF

[CREATE INTERNAL VARIABLE: Max_ProgramFactor.

IF D1k_1=1 OR D1m_1=1 OR D1n_1=1 OR D1o_1=1, SET Value = max(D1b, D1c, D1d, D1e, D1f, D1g, D1h, D1i, D1k, D1m, D1n, D1o, D1p). ELSE, SET Value= max(D1b, D1c, D1d, D1e, D1f, D1g, D1h, D1i, D1p).]

D5a. If the Xcel Energy rebate incentive, information, and support from your trade partner and the Xcel Energy Small Business Lighting Program was not available, would you have installed the *exact same number, type, model, and efficiency* of **<NTG_MEASURE>** at the **exact same time**? If you are not sure, please let me know.

- Yes
 Maybe/Not Sure
 3. No
 77. Would not have installed **<NTG_MEASURE>** at all
 99. REF

[ASK IF D5a=1,2,REF, ELSE SKIP TO S1]

D5b. Using a scale from 0 to 10, where 0 means "not at all likely" and 10 means "extremely likely", please rate the likelihood that you would

have installed the *exact same number, type, model, and efficiency* of **<NTG_MEASURE>** if the Xcel Energy Small Business **Lighting program** was not available.

1. [NUMERIC OPEN END, 0 - 10]
98. DK
99. REF

PROGRAMMING NOTE:

- if (ans = 0) skip to D5e
- if (ans = 1) skip to D5e
- if (ans = 2) skip to D5e
- if (ans = 3) skip to D6c
- if (ans = 4) skip to D6c
- if (ans = 5) skip to D6c
- if (ans = 6) skip to D6c
- if (ans = 7) skip to D5d
- if (ans = 8) skip to D5d
- if (ans = 9) skip to D5d
- if (ans > 76) skip to D6c

[ASK IF D5b=10]

D5c. To clarify, you just told me that it is extremely likely that you would have installed the exact same number, type, model, and efficiency of equipment if you did not have any support, information, or rebates from the Xcel Energy Small Business Lighting program.

Is that correct, or do you want to change the likelihood that you would have installed the same equipment without support from Xcel?

1. Yes, rating is correct [**skip to D6c**]
2. No, rating is incorrect, want to change likelihood [**LOOP BACK TO D5b**]
98. DK [**skip to D6c**]
99. REF [**skip to D6c**]

[ASK IF D5b = 7-9 and Max_ProgramFactor > 7]

D5d. You just rated your likelihood to install **<NTG_MEASURE>** without any support or incentives from the Small Business Lighting program as a(n) **<RESTORE RESPONSE FROM D5b>** out of 10, suggesting that the program was not very important. Earlier, when I asked you to rate the importance of each program factor on your decision, the highest rating you gave was a **<Max_ProgramFactor>** out of 10, suggesting that the program was very important. Is this correct or should I go back and change one of your answers?

1. Correct – leave answers as is [D6c]

2. Change the likelihood of installing **<NTG_MEASURE>** without the program **[RETURN TO D5b]**
3. Change the influence of the program factors **[D5 Factor Update]**
98. DK [skp D6c]
99. REF [skp D6c]

[ASK IF D5b < 3 and Max_ProgramFactor < 3]

D5e. You just rated your likelihood to install **<NTG_MEASURE>** without any support incentives from the Small Business Lighting program as a(n) **<RESTORE RESPONSE FROM D5b>** out of 10, suggesting that the program was very important. Earlier, when I asked you to rate the importance of each program factor on your decision, the highest rating you gave was a **<Max_ProgramFactor>** out of 10, suggesting that the program was not very important. Is this correct or should I go back and change one of your answers?

1. Correct – Leave answers as is [skp D6c]
2. Change the likelihood of installing **<NTG_MEASURE>** without the program **[RETURN TO D5b]**
3. Change the influence of the program factors
98. DK
99. REF [skp D6c]

[ASK IF D5d = 3 OR D5e = 3]

D5FactorUpdate. You said you would like to change the influence of program factors. Which factor(s) would you like to change and what would you like to change them to? (Lower # = Lower importance, Higher # = Higher importance)

2. An onsite visit by an Xcel Energy or Clear Result staff. you said %D1b%/10):
3. Telephone/online interactions with an Xcel Energy or Clear Result staff. you said %D1c%/10):
4. The trade partner who performed the work. you said %D1d%/10):
5. Email or direct mail from an Xcel Energy or Clear Result staff you said %D1e%/10):
6. Information provided through program marketing, advertising, or educational materials. [IF NEEDED: "This includes promotions in the pace newsletter"]. you said %D1f%/10):
7. Information provided to the customer by an Xcel Energy or Clear Result staff during an event. you said %D1g%/10):
8. Information provided from a community leader. you said %D1h%/10):
9. Previous participation in an Xcel Energy program. you said %D1i%/10):
10. Previous experience with this type of equipment you said %D1k%/10):

- 11.
12. Minimizing operating costs (i.e. utility bills) you said %D1m%/10):
13. Simple payback period you said %D1n%/10):
14. Return on investment. you said %D1o%/10):
15. The availability of direct installation of free energy efficient equipment you said %D1p%/

[ASK IF D5a=1,2,REF]

D6c. In absence of the Xcel Energy program and rebates, when would you have installed the *exact same number, type, model, and efficiency* of **<NTG_MEASURE>** you installed through the Small Business Lighting program? Would it have been... **[READ CODES 1-99]**

1. Within one year of installation
2. Between 1 and 2 years later
3. Between 2 years and 3 years later
4. Between 3 years and 4 years later
5. Greater than 4 years later
77. Or would you not have installed the exact same equipment?
98. DK
99. REF

[ASK IF D5a=1,2,REF]

D6d. Asking this same question in a different way -- using a scale from 0 to 10, where 0 means "not at all likely" and 10 means "extremely likely", what is the likelihood that you would have installed the *exact same number, type, model, and efficiency* of the **<NTG_MEASURE>** you installed within 6 months of time you installed the equipment if the program was not available.

1. [NUMERIC OPEN END, 0 - 10]
98. DK
99. REF

[ASK IF D6d > 6 and <98 AND PARTICIPATION= 1]

D7. In absence of the Xcel Energy program, what is the likelihood you would have installed fewer efficient lighting products than the number you installed through the Small Business Lighting program? Please use a scale from 0 to 10, where 0 means "not at all likely" and 10 means "extremely likely".

1. [NUMERIC OPEN END, 0 - 10]
98. DK
99. REF

[ASK IF D7 > 5 and <98]

D7a. Under that scenario, what percentage fewer efficient lighting products would you have purchased and installed?

1. **[NUMERIC % OPEN END, 0 - 100]**

888. DK

999. REF

SECTION S: SPILLOVER

S1. Since your participation in the Small Business Lighting program, has your company installed any efficient lighting equipment at this facility without a rebate from Xcel Energy? When I say "efficient lighting equipment", I mean equipment that is eligible for an Xcel Energy rebate.

1. Yes

2. No

98. DK

99. REF

[ASK IF S1=1, ELSE SKIP TO S7]

S1a. Why did you not apply for an Xcel Energy rebate for purchasing these efficient lighting products?

1. **[OPEN END]**

98. DK

99. REF

S2. Did your experience with the efficient lighting products you installed through the Xcel Energy Small Business Lighting program influence your decision to install some or all of the additional efficient equipment on your own?

1. Yes

2. No

98. DK

99. REF

[ASK IF S2=1, ELSE SKIP TO S7]

S3. What type of lighting equipment did you install? For example, was it... LIST ALL TYPES, ALLOW MULTIPLE]

1. LED Troffers

2. LED Area Lighting

3. LED High Bay Lighting

4. Or something else? **<SPECIFY>**

98. DK

99. REF

[ASK IF S3=1-4, ELSE SKIP TO S7]

S4a. Approximately how many of each type did you install? How many...[READ TYPES LISTED IN S3]

- S4a_1. LED Troffers
- S4a_2. LED Area Lighting
- S4a_3. LED High Bay Lighting
- S4a_4. **<SPECIFY>**

1. [NUMERIC OPEN END]

- 98. DK
- 99. REF

[ASK IF S3=1-4, ELSE SKIP TO S7]

S5. How important was your experience in the Small Business Lighting program, including the equipment you installed through the program, in your decision to install the additional equipment on your own? Please use a scale from 0 to 10, where 0 is "not at all important" and 10 is "extremely important".

1. [NUMERIC OPEN END (0-10)]

- 98. DK
- 99. REF

[ASK IF S3=1-4, ELSE SKIP TO S7]

S6. If you had not participated in the Small Business Lighting program, how likely is it that your organization would have installed these additional efficient lighting products, using a scale from 0 to 10, where 0 means you definitely WOULD NOT have installed and 10 means you definitely WOULD have installed them?

1. [NUMERIC OPEN END (0-10)]

- 98. DK
- 99. REF

S7. Since your participation in the Small Business Lighting program, have you installed any additional energy efficient equipment, other than
IF NTG_MEASURE = "aerator" PIPE "aerators"
IF NTG_MEASURE ≠ "aerator" PIPE "lighting"

at this or other business facilities in Xcel Energy's territory?

- 1. Yes
- 2. No
- 98. DK
- 99. REF

[ASK IF S7=1]

S8. Did you receive a rebate for any or all of this equipment through Xcel Energy or any other energy efficiency program?

1. Yes, we received a rebate for **all** of the equipment
2. Yes, we received a rebate for **some** of the equipment
3. No
98. DK
99. REF

[ASK IF S8=2-3, ELSE SKIP TO E1]

S9. **[IF S8=2:** Thinking only about the equipment for which you did **NOT** receive a rebate,] Did your experience with the Xcel Energy Small Business Lighting program, including the equipment you installed through the program, influence your decision to install some or all of these efficient products?

1. Yes
2. No
98. DK
99. REF

[ASK IF S9=1, ELSE SKIP TO E1]

S10. What equipment did you install? Please provide as much detail as you can. (PROBE FOR NUMBER INSTALLED, EQUIPMENT TYPE, EFFICIENCY, SIZE)

1. (OPEN END)
98. DK **[SKP E1]**
99. REF **[SKP E1]**

[ASK IF S9=1, else skip to E1]

S11. How important was your experience in the Small Business Lighting program in your decision to install this equipment using a scale from 0 to 10, where 0 is "not at all important" and 10 is "extremely important"?

1. **[NUMERIC OPEN END, 0 – 10]**
98. DK
99. REF

[ASK IF S9=1]

S12. If you had not participated in the Small Business Lighting program, how likely is it that your organization would have installed these additional efficient products, using a scale from 0 to 10, where 0 means you definitely **WOULD NOT** have installed and 10 means you definitely **WOULD** have installed them?

1. **[NUMERIC OPEN END, 0 – 10]**
98. DK
99. REF

SECTION E: EXPERIENCE & SATISFACTION

Next, I would like to talk with you your experience participating in Small Business Lighting program.

E1. Did a lighting contractor or trade partner assist you in participating in the program? This could include identifying eligible fixtures, assisting you with program paperwork, and communicating with Xcel Energy.

1. Yes
2. No
98. DK
99. REF

E2. Did you or anyone else working at your business interact with any Xcel Energy or Clear Result representatives about the lighting project?

1. Yes
2. No
98. DK
99. REF

[IF E2 = 1]

E2a. What did you interact with them about? **[DO NOT READ, CATEGORIZE AS APPROPRIATE]**

1. Rebate amounts
2. Scheduling a direct install or energy assessment
3. Timing of rebate
4. Assistance with application, prescriptive measures
5. Assistance with application, custom measures
6. **[IF On_site_flag = 1]** Review of energy assessment recommendations
7. Identifying lighting installers to install the equipment
8. Reviewing bids from lighting installers
9. Other, specify **[SPECIFY]**
98. DK
99. REF

[If E2 = 2]

E3. Did you attempt to reach out to an Xcel Energy or CLEAResult representative about the lighting project?

1. Yes
2. No
98. Cannot remember
99. REF

[If E3 = Yes]

E3a. How did you attempt to contact them? **[Select all that apply]**

1. Email
2. Phone
3. In-person
4. Mail
5. Web (chat or help form submission?)
98. DK
99. REF

[If E3a selection > 1]

E3b. Which of these methods was most effective in terms of reaching Xcel Energy or CLEARResult staff? ____

[If E3 = Yes]

E3d. Approximately how many times did you attempt to contact Xcel Energy or Clear Result staff during your participation in the program?

1. Once
2. 2 - 3 times
3. 4 - 5 times
4. More than 5 times
98. DK
99. REF

[IF E2 = 1]

E5. Did you encounter any challenges in communicating with Xcel Energy or Clear Result?

1. Yes **(SPECIFY)**
2. No
98. DK
99. REF

[IF DI_flag = 1]

E6. Did you install all measures offered to you under the direct installation portion of the program?

1. Yes
2. No
98. DK
99. REF

[IF E6 = 2, 98, 99]

E6a. Why did you choose not to install some measures?

1. Open End
98. DK

99. REF

E8. [DI_flag = 0] How difficult or easy would you say it was to complete the following tasks associated with the Small Business Lighting program on a scale of 1 to 5, where 1 means very difficult, 3 means neither difficult nor easy, and 5 means very easy.

(1) - Very difficult - (3) Neither difficult nor easy - (5) Very easy

98. DK

99. REF

E8a. Complete program applications

E8c. Determine organization's program eligibility

E8d. Implement recommendations

E8f. Get in touch with an Xcel Energy representative

E8g. Determine equipment / models that are eligible

E8h. Find a lighting installer to install <NTG_MEASURE>

E8k. [IF On_site_flag = 1] Identify assessment recommendations feasible for my company to pursue

[For any E8 < 4]

E8_1(a-k). Please provide a sentence or two describing why it was not very easy to...

E10. On a scale of 1 to 5, where 1 is not at all, and 5 is very much, to what extent do you think you experienced the following as a result of program participation?

(1) Not at all - (3) - (5) Very much

98. DK

99. REF

[RANDOMIZE]

E10a. Financial savings

E10b. Energy savings

E10d. Improved equipment maintenance

E10e. Improved safety and comfort

E10f. Improved 'green' image

E10h. Improved aesthetics (including lighting color and lighting levels)

E11. On a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, how would you rate your satisfaction with: **[RANDOMIZE]**

(1) Very dissatisfied - (3) Neither dissatisfied nor satisfied - (5) Very satisfied

98. DK

99. REF

E11b. The *measures installed* through the program

E11c. [DI_flag = 0] The lighting contractor

E11e. [DI_flag = 0] The amount of time it took to receive your rebate for <NTG_MEASURE>

E11g. Interactions with Xcel Energy or Clear Result staff

E11h. [IF on_site_flag = 1] The report / energy assessment you received

E11k. [IF on_site_flag = 1] The recommendations you received from the energy assessment

E11a. [ANCHOR SECOND TO LAST] The program overall

E11d. [ANCHOR LAST] Xcel Energy as an energy provider

[FOR ALL E11 <= 3]

E12. Why were you not very satisfied with <E11a-l>?

1. **[OPEN END]**

98. DK

99. REF

SECTION: CLOSE

CLOSE1. Is there anything we didn't cover that you'd like to mention or discuss about your experiences as a participant in the Small Business Lighting program, including recommendations for program improvements?

CLOSE2. These are all the questions I have. As a thank you for your input, we'd like to email you, or someone of your choosing, a \$25 Amazon gift card. We just need a bit of information to email the gift card to the intended recipient.

[COLLECT CONTACT INFORMATION]

[IF < FirstName1, LastName 1> ASKS]

We also have an option to donate the \$25 to United Way.

[IF CONTACT ASKS FOR MORE INFO ABOUT UNITED WAY] United way is a worldwide non-profit that focus on education, income, and health which they believe are the building blocks for a good quality of life. They have local chapters throughout the US.

B.3 NEAR-PARTICIPATING CUSTOMER SMALL BUSINESS LIGHTING EFFICIENCY PRODUCT INTERVIEW GUIDE

INTRODUCTION

To support the process and impact evaluation of the 2020 Xcel Energy Small Business Lighting (SBL) Product, the EMI Consulting evaluation team will conduct telephone interviews with up to 20 near participants. This guide presents the questions to be covered in the near-participant in-depth interviews for the SBL Product.

This guide is designed to facilitate interviews with those SBL qualifying customers that received either an ASHRAE-level assessment or a lighting assessment, but did not pursue a prescriptive or custom project. The interviews identified sources of awareness of the assessment, identified barriers to participation, and explored opportunities to help more customers follow through with assessment recommendations in the future. These topics supported the overall evaluation objectives for the Small Business Lighting evaluation, as shown in Table B-4.

Table B-4. Small Business Lighting Evaluation Objectives

Evaluation Objective	Addressed in Near Participant Interviews?
Understand how customers become aware of product offerings and their motivations to participate in the product.	Yes (Awareness)
Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements, including any on-site visits and prescriptive/custom lighting opportunities. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.	Yes
Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.	Yes
Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.	No
Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.	No
Determine NTG ratio for non-study product participants. Identify major drivers of free ridership and spillover.	No
Assess market effects	No

The remainder of the introduction provided the research topics which this guide is designed to address and fielding instructions for the interviewers.

- **Awareness:** The evaluation team will assess how small business customers became aware of the SBL Product to better understand how participating customers learn about the product.
- **Customer Decision-Making and Barriers:** The evaluation team will discuss barriers to pursuing efficient upgrades and barriers to participating in the SBL Product. We will also ask interviewees for any recommendations for how Xcel Energy can better support customers to follow through on assessment recommendations.
- **Follow-up Projects:** The evaluation team will ask near participating customers whether they conducted any of the recommendations from the assessment, either on their own or with support from Xcel Energy. While these findings will not provide statistically representative results to support potential non-participant spillover, it will provide an indication as to whether

customers are pursuing energy efficiency projects without further support from Xcel Energy.

Table B-5. Mapping of Research Topics to Interview Questions

Near Participant Research Topics	Interview Question Number(s)
<p>Awareness: The evaluation team will assess how small business customers became aware of the SBL Product to better understand how participating customers learn about the product.</p>	B1-B3
<p>Customer Decision-Making and Barriers: The evaluation team will discuss barriers to pursuing efficient upgrades and barriers to participating in the SBL Product. We will also ask interviewees for any recommendations for how Xcel Energy can better support customers to follow through on assessment recommendations.</p>	C3, C4, D1, D3, G1
<p>Follow-up Projects: The evaluation team will ask near participating customers whether they conducted any of the recommendations from the assessment, either on their own or with support from Xcel Energy. While these findings will not provide statistically representative results to support potential non-participant spillover, it will provide an indication as to whether customers are pursuing energy efficiency projects without further support from Xcel Energy.</p>	C1, C2, C3, D2, D4

FIELDING INSTRUCTIONS

The following fielding guidelines should be used for near participant recruiting and interviews:

- Attempt to reach each participant six times on different days of the week and at different times.
- Leave messages on the first and fourth attempt.
- Experienced interviewers should attempt to convert "soft" refusals [e.g., "I'm not interested", immediate hang-ups] at least once.
- Commercial customer calling hours are 9 AM to 5 PM UTC.
- Record interviews

RECRUITING DIALOG/MESSAGE SCRIPT

WHEN PERSON ANSWERS: Hi, this is [NAME] from EMI Consulting, calling on behalf of Xcel Energy. Xcel Energy understands this is a particularly trying time for small businesses, and it is interested in understanding how it can better serve its customers. As part of this effort, we're contacting customers that received an energy efficiency on-site assessment through Xcel Energy last year. While we know

a lot has changed in the past year, we'd like to learn how Xcel Energy can make their energy efficiency on-site assessments more useful to customers like you in the future.

We're currently scheduling 30-minute interviews and would like to have your perspective included in this research. We value your time and expertise, and are happy to be able to give you a \$25 gift card for your participation. Would you please let me know when the best time is for your interview? We'd really like to have your perspective included in this research.

WHEN LEAVING A VOICE MESSAGE: Hi, this is [NAME] from EMI Consulting, calling on behalf of Xcel Energy. We're contacting customers that received an energy efficiency on-site assessment through Xcel Energy. We'd like to learn how Xcel Energy can make this product more useful to customers like you in the future. We're currently scheduling 30-minute interviews and would like to have your perspective included in this research. We value your time and expertise, and are happy to be able to give you a \$25 gift card for your participation. Would you please let me know when the best time is for your interview? We'd really like to have your perspective included in this research. Again, my name is [NAME] and my phone number is [PHONE]. I look forward to hearing from you!

INTERVIEW GUIDE

SECTION A: SCREENER/BACKGROUND INFORMATION

Thank you for agreeing to talk with me today. EMI Consulting is an independent third-party contractor hired by Xcel Energy to evaluate the performance of their Small Business Lighting Program. I expect this conversation to take about half an hour. To help me capture your responses accurately, is it okay if I record this call? The recording will be used to compliment my notetaking and aide in my analysis. Your answers will not be directly attributed to you or your company.

Do you have any questions before I start?

PREA1. To start, we'd like to ask you generally about how your business is handling the impacts of the COVID pandemic.

PREA2. Is there anything Xcel Energy could be doing to help your business through this time?

Thanks, now I want to take 5 minutes to better understand your role and set the stage for the rest of the questions.

A1. Just to verify that I have the correct information, I understand that Xcel Energy or ClearResult staff went on-site to your facility and performed an energy assessment that identified energy saving measures, energy and cost savings, and rebates available for your business. Is this correct?

[IF NO, ask if someone else might be aware of it and asked to be transferred/call back later. Close if nobody else to talk to.]

- A2.** I also understand that you received recommendations from the energy assessment, but according to Xcel Energy's records for the Small Business Lighting program, your business has not yet completed any of the the lighting specific recommendations to date. Is this correct?

IF PARTIAL LIGHTING UPGRADES:

A2a. Which lighting recommendations did you complete?

A2b. Did you install the same efficiency levels as that recommended in the report?

A2c. Do you recall receiving a discount or a rebate from Xcel Energy for the equipment?

A2d. IF A2c=NO, did the energy assessment influence you to install the equipment in any way?

A2e. IF A2c=NO, why did you not pursue a rebate through Xcel Energy?

IF NONE OR PARTIAL LIGHTING UPGRADES:

A2f. Did you complete any non-lighting recommendations from the energy assessment?

IF YES:

A2g. Which non-lighting recommendations did you complete?

A2h. Did you install the same efficiency levels as that recommended in the report?

A2i. Do you recall receiving a discount or a rebate from Xcel Energy for the equipment?

A2j. IF A2i=NO, did the energy assessment influence you to install the equipment in any way?

A2k. IF A2i=NO, why did you not pursue a rebate through Xcel Energy?

IF COMPLETED ALL LIGHTING RECOMMENDATIONS

OK- thank you for letting me know.

A2l. Which lighting recommendations did you complete?

A2m. Did you install the same efficiency levels as that recommended in the report?

A2n. Do you recall receiving a discount or a rebate from Xcel Energy for the equipment?

A2o. IF A2n=NO, did the energy assessment influence you to install the equipment in any way?

A2p. IF A2n=NO, why did you not pursue a rebate through Xcel Energy?

[CLOSE INTERVIEW, ALERT PM, CONDUCT NO MORE THAN 5 INTERVIEWS LIKE THIS.]

- A3.** Can you briefly describe your company's work?

A4. What is your title or role at your company?

A4a. Do you need to seek approval from anyone else to make facility decisions? [IF YES: probe for how many people are involved in making decisions and their job titles]

A5. Prior to the coronavirus outbreak, approximately how much was the annual revenue of your company?

A6. Prior to the coronavirus outbreak, approximately how many full-time equivalent (FTE) employees did your organization have in Colorado?

A7. Does your organization own or lease your facility?

IF LEASE:

A7a. Do you pay your Xcel energy bill, or does someone else (e.g., a landlord or building manager)?

SECTION B: PRODUCT AWARENESS

Next I'd like to ask about how you became aware of the energy assessment offering.

B1. Before receiving the energy assessment, had you heard about any energy efficiency rebate offerings from Xcel Energy?

IF YES:

B1a. Where had you heard about the energy efficiency offerings from Xcel Energy?

[If not mentioned]

B2. How did you learn about the energy assessment opportunity?

B3. Have you heard of the Xcel Energy rebates for energy efficient lighting equipment?

IF YES:

B3a. Where did you first learn about the lighting rebates?
(IF NOT ENERGY ASSESSMENT, PROBE TO LEARN WHAT CAME FIRST)

B3. What would be the best way for Xcel Energy to provide you with information regarding Xcel Energy rebate offerings for energy efficiency upgrades?

SECTION C: ENERGY ASSESSMENT FOLLOW-UP & BARRIERS

Next, I'd like to understand a little bit more about what happened after you received the energy assessment.

C1. Did you receive a report summarizing findings from the energy assessment?

C2. Did an Xcel Energy representative discuss the findings of the energy assessment report with you?

C2a. After this initial discussion, did a representative follow-up with you a second time?

C3. Were you interested in following through with (any of the) OR (the remaining) lighting recommendations from the report?

IF YES:

C3a. Did an Xcel Energy representative offer to provide you with a list of trade partners that could perform the work?

C4. What factors stopped you from pursuing (any of the) OR (the remaining) lighting recommendations in the report?

(PROBE FOR BARRIERS SPECIFIC TO PRODUCT ENROLLMENT)

IF MULTIPLE RESPONSES: What was the biggest hurdle?

C5. Do you have any questions that need to be resolved in order to move forward pursuing (any of the) OR (the remaining) lighting recommendations in the report?

SECTION D: OPPORTUNITIES FOR INCREASED UPTAKE

D1. What would motivate you to pursue the lighting efficiency recommendations from the energy assessment in the future – such as more information about costs or rebates, more support in hiring an installer?

D2. Using a scale of 1-5 with 1 being extremely unlikely and 5 being extremely likely, how likely are you to pursue the lighting efficiency recommendations in the next year?

D2a. IF 3 OR Less: What are the reasons why? [PROBE IF NEEDED: How has the COVID response impacted your thinking around this?]

D2b. IF 4 or 5: Would you apply for rebates for the equipment from Xcel Energy?

D2c. IF NO: What are the reasons why? [PROBE IF NEEDED: How has the COVID response impacted your thinking around this?]

- D3.** What improvements can Xcel Energy make to their offerings to increase your likelihood of pursuing the lighting efficiency recommendations in the future?
- D4.** Did your experience with the energy assessment impact your understanding of non-lighting energy efficiency opportunities at your facility?
- D4a.** IF 3 OR Less: What are the reasons why?
- D4b.** IF 4 or 5: Would you apply for rebates for the equipment from Xcel Energy?
- D4c.** IF NO: What are the reasons why?
- D4d.** What improvements can Xcel Energy make to their offerings to increase your likelihood of pursuing the non- lighting efficiency recommendations in the future?

SECTION G: CLOSING

- G1.** Do you have any recommendations for improving the Small Business Lighting Product?
- G2.** Is there anything we didn't cover that you'd like to mention or discuss about your experiences as an Xcel Energy customer?
- G3.** Would you be interested in having a program representative follow-up with you again?

IF YES:

OK, I can let the program team know that you are interested in a follow-up call. Can I confirm the contact information that I should give them?
Is there anything particular that you would want them to be prepared to discuss with you?

- G4.** We are going to send you a \$25 Tango gift card as a small thank you for your time. Can I verify your email address so we can get it to the right place?

Thank you. Those are all the questions I have today.
THANK AND TERMINATE

B.4 TRADE PARTNER SMALL BUSINESS LIGHTING EFFICIENCY PRODUCT INTERVIEW GUIDE

INTRODUCTION

To support the process and impact evaluation of the 2020 Xcel Energy efficiency products, the EMI Consulting evaluation team conducted telephone interviews with up to 20 trade partners. For these interviews, we defined trade partners as those companies that installed the lighting efficiency equipment rebated through the Xcel Energy Small Business Lighting (SBL) Product. This guide presents the questions covered in the in-depth interviews for the SBL trade partner interviews.

This guide was designed to facilitate interviews with trade partners to explore product awareness and motivations for participation, identify barriers to participation, understand trade partner experiences with the product, identify and interactions trade partners have with other products, and support the NTG research. These topics support the overall evaluation objectives for the Small Business Lighting evaluation, as shown in Table B-6.

Table B-6. Small Business Lighting Evaluation Objectives

Evaluation Objective	Addressed in Trade Partner Interviews?
Understand how customers become aware of product offerings and their motivations to participate in the product.	Yes, but from trade partner perspective
Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements, including any on-site visits and prescriptive/custom lighting opportunities. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.	Yes, but from trade partner perspective
Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.	Yes, but from trade partner perspective
Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.	Yes
Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.	No
Determine NTG ratio for non-study product participants. Identify major drivers of free ridership and spillover.	Yes, but from trade partner perspective
Assess market effects	Yes

The remainder of the introduction provides the research topics which this guide is designed to address and fielding instructions for the interviewers. The following list of research topics are also presented in Awareness/Motivations: The evaluation team asked trade partners how they became aware of the product and factors that motivated them to pursue efficient lighting products through the SBL. It also asked trade partners about whether they ever pursue lighting efficiency projects without the support from the SBL and reasons why they do or do not.

- Customer Decision-Making and Barriers:** The evaluation team assessed trade partner feedback on customer awareness, motivations, and barriers to product participation. This can provide insight into broader market experiences to help supplement findings from the participant and near participant customer interviews.
- Product Experience/Satisfaction:** The evaluation team discussed trade partners' product experience and satisfaction with the product, including their interactions with product staff (whether it be with Xcel Energy and/or the implementer), assessment recommendations, and rebate levels. It also

explored how trade partners working with small businesses are experiencing changes in the lighting market.

- **Interactions with Related Products:** We also asked trade partners whether they interact with other Xcel Energy products, particularly the Midstream channel and the Lighting Efficiency Product. Similarly, we asked trade partners how they view and/or experience more holistic services from Xcel Energy to better understand the trade partner's perspective in more comprehensive customers services from Xcel Energy.
- **NTG Impacts:** Finally, the team asked questions on product attribution, or the impact the product had on their decision to install and/or recommend efficient lighting equipment.

Table B-7, alongside the interview questions intended to address them.

TRADE PARTNER INTERVIEW RESEARCH TOPICS

- **Awareness/Motivations:** The evaluation team asked trade partners how they became aware of the product and factors that motivated them to pursue efficient lighting products through the SBL. It also asked trade partners about whether they ever pursue lighting efficiency projects without the support from the SBL and reasons why they do or do not.
- **Customer Decision-Making and Barriers:** The evaluation team assessed trade partner feedback on customer awareness, motivations, and barriers to product participation. This can provide insight into broader market experiences to help supplement findings from the participant and near participant customer interviews.
- **Product Experience/Satisfaction:** The evaluation team discussed trade partners' product experience and satisfaction with the product, including their interactions with product staff (whether it be with Xcel Energy and/or the implementer), assessment recommendations, and rebate levels. It also explored how trade partners working with small businesses are experiencing changes in the lighting market.
- **Interactions with Related Products:** We also asked trade partners whether they interact with other Xcel Energy products, particularly the Midstream channel and the Lighting Efficiency Product. Similarly, we asked trade partners how they view and/or experience more holistic services from Xcel Energy to better understand the trade partner's perspective in more comprehensive customers services from Xcel Energy.
- **NTG Impacts:** Finally, the team asked questions on product attribution, or the impact the product had on their decision to install and/or recommend efficient lighting equipment.

Table B-7. Mapping of Research Topics to Interview Questions

Trade Partner Research Topics	Interview Question Number(s)
<p>Awareness/Motivations: The evaluation team asked trade partners how they became aware of the product and motivations they experienced in pursuing efficient lighting products through the SBL. It also asked trade partners about whether they ever pursue lighting efficiency projects without the support from the SBL and reasons why they do or do not.</p>	B1, C3b
<p>Customer Decision-Making and Barriers: The evaluation team assessed trade partner feedback on customer awareness, motivations, and barriers to product participation. This can provide insight into broader market experiences to help supplement findings from the participant and near participant customer interviews.</p>	C1, C2, C3, C4, C5, C6, E9
<p>Product Experience/Satisfaction: The evaluation team discussed trade partners' product experience and satisfaction with the product, including their interactions with product staff (whether it be with Xcel Energy and/or the implementer), assessment recommendations, and rebate levels. It also explored how trade partners working with small businesses are experiencing changes in the lighting market.</p>	B2, C2a, C7, E1, E2, E4, E5, E6, E7, E8, F1, F2
<p>Interactions with Related Products: We also asked trade partners whether they interact with other Xcel Energy products, particularly the Midstream channel and the Lighting Efficiency Product. Similarly, we asked trade partners how they view and/or experience more holistic services from Xcel Energy to better understand the trade partner's perspective in more comprehensive customers services from Xcel Energy.</p>	E3
<p>NTG Impacts: Finally, the team asked questions on product attribution, or the impact the product had on their decision to install and/or recommend efficient lighting equipment.</p>	B1, B2, C1, C3, C5, C6, D1-D6

FIELDING INSTRUCTIONS

The following fielding guidelines was used for recruiting and interviews:

- Attempt to reach each respondent six times on different days of the week and at different times.
- Leave messages on the first and fourth attempt.
- Experienced interviewers should attempt to convert "soft" refusals [e.g., "I'm not interested", immediate hang-ups] at least once.

APPENDICES

- Contractor calling hours are 8 AM to 5 PM MT.
- Record interviews

RECRUITING DIALOGUE/MESSAGE SCRIPT

WHEN PERSON ANSWERS: Hi, this is [NAME] from EMI Consulting, calling on behalf of Xcel Energy. We're contacting lighting installers that worked on projects that received rebates through the Xcel Energy Small Business Lighting Program. Xcel Energy understands this is a particularly trying time for installers and small businesses, and it is interested in understanding how it can better support your efforts, particularly with small business customers.

We're currently scheduling 30-minute interviews and would like to have your perspective included in this research. We value your time and expertise and are happy to be able to give you a \$50 gift card for your participation. Would you please let me know when the best time is for your interview? We'd really like to have your perspective included in this research.

WHEN LEAVING A VOICE MESSAGE: Hi, this is [NAME] from EMI Consulting, calling on behalf of Xcel Energy. We're contacting lighting installers that worked on projects that received rebates through the Xcel Energy Small Business Lighting Program. We'd like to learn how Xcel Energy can make this product more useful to professionals like you. We're currently scheduling 30-minute interviews and would like to have your perspective included in this research. We value your time and expertise and are happy to be able to give you a \$50 gift card for your participation. Would you please let me know when the best time is for your interview? We'd really like to have your perspective included in this research. Again, my name is [NAME] and my phone number is [PHONE]. I look forward to hearing from you!

INTERVIEW INSTRUCTIONS

Definitions:

- COMPANY NAME = Trade Partner's company name
- CUSTOMER = Building or project name
- MEASURE = Specific measure that was installed at the participant building

INTERVIEW

SECTION A: SCREENER/BACKGROUND INFORMATION

Thank you for agreeing to talk with me today. EMI Consulting is an independent third-party contractor hired by Xcel Energy to evaluate their Small Business Lighting Program. I expect this conversation to take about half an hour. To help me capture your responses accurately, is it okay if I record this call? The recording will

be used to compliment my notetaking and aide in my analysis. Your answers will not be directly attributed to you or your company.

Do you have any questions before I start?

First, I want to take 5 minutes to better understand your role and set the stage for the rest of the questions.

A1. Our records show COMPANY NAME has been involved in a project that participated in the Xcel Energy Small Business Lighting Program, is this correct? [Provide details as appropriate from data about interviewee]

IF NO: ASK TO SPEAK TO SOMEONE AT THE FIRM WHO MIGHT BE MORE FAMILIAR WITH ANY PROJECTS.

IF YES: Were you personally involved in the project(s)?

IF YES: MARK AS PARTICIPANT. [PROBE TO MAKE SURE THEY HAVE UNDERSTANDING OF THE SALES PROCESS]

IF NO: ASK TO SPEAK TO SOMEONE AT THE FIRM WHO HAS BEEN INVOLVED.

A2. What is your title and role at COMPANY NAME?

PROBE: Installer, sales, etc.

A3. Can you briefly describe your company's work?

PROBE: Does your company sell and/or install equipment other than lighting?
Does your company focus on particular types of business customers?

(PROBE TO CONFIRM WHETHER THEY FOCUS ON SMALL BUSINESSES)

A4. In what way, if any, has your company's focus of work changed over time?

PROBE AS NEEDED:

What about changes to the business types you might target?

Changes to the efficiency levels of the lighting equipment you recommend to your customers.

Changes to size of projects or overall sales to customers?

A4b. IF CHANGE: What factors lead to this change over time?

PROBE: Has your participation in the Xcel Energy Small Business Lighting Program influenced this change at all, in a positive or negative way?

- A5.** When did your company first start working with the Xcel Energy Small Business Lighting Program (PROBE as needed to confirm SBL vs other Xcel Energy Lighting programs)?
- A6.** Prior to the COVID-19 response, approximately how many full-time equivalent (FTE) employees did your organization have in the state of Colorado?
 - A6a.** Has this changed since the epidemic hit?

SECTION B: AWARENESS OF THE SMALL BUSINESS LIGHTING EFFICIENCY PRODUCT & FEEDBACK ON TRAININGS

Now I have a few questions about how you became aware of the program.

- B1.** How did you initially learn about the Xcel Energy Small Business Lighting Program?
 - B1a.** What is the best way for you to learn about these kinds of opportunities?
 - B1b.** Are there any other ways that you would like to hear about Xcel Energy's efficiency product opportunities?
 - B1c.** Are there any ways that you prefer not to be contacted about opportunities like these?
- B2.** Have you attended any lighting training events sponsored by Xcel Energy?
 - IF YES:**
 - B2a.** Do you recall which ones you attended? What, if anything, did you learn at the event that was helpful to your business? Are there additional topics that you would like Xcel Energy to present in the future?
 - IF NO:**
 - B2b.** Would you be interested in attending an event in the future? Are there particular topics you would like Xcel Energy to present in the future?

SECTION C: MARKETING TO CUSTOMERS

Ok, great. Now I'm going to switch focus a bit and ask about your small business' customers. When I talk about small businesses, I'm talking about customers whose peak electrical use is less than 400 kW, the threshold for the Small Business Program, such as mom and pop stores, small retail, convenient stores, hair salons, small offices, no large chains or Fortune 500 businesses.

- C1.** What percentage of your small business customers are aware of the Small Business Lighting Program or Xcel Energy lighting rebates before you talk to them about it?

IF AWARE:

C1a. For those customers that are aware, did CLEAResult provide the customer with your business name?

- C2.** [FOR CUSTOMERS THAT ARE AWARE] Have these customers typically received an assessment from Xcel Energy?

C2a. [YES ASSESSMENT] Do customers show you the assessment? What are your perspectives on the assessment recommendations?

C2b. [NO ASSESSMENT] How have these customers heard about the program?

PROBE IF NOT MENTIONED: Have they typically had any interactions with Xcel Energy or CLEAResult program staff?

- C3.** When a small business customer is not aware of the Small Business Lighting program prior to your conversation with them, when in the conversation is the Xcel Energy Small Business Program typically mentioned [PROBE: introduction, need to identify lighting opportunities, discussion of costs, etc.]?

C3a. What aspects of the Xcel Energy Small Business Lighting Program do you discuss with potential customers? (Assessment? Rebate? Rebate Application support?)

C3b. What factors motivate you to discuss the Xcel Energy [assessment, rebates, rebate eligibility and application support] with your customers? [PROBE FOR CONTRACTOR'S MOTIVATION TO MARKET THE PROGRAM TO CUSTOMERS]

- C4.** What questions or concerns do small business customers have during initial discussions about rebates/incentives, if any? (PROBE FOR CUSTOMER BARRIERS)

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C5. What factors do you think motivate customers to pursue rebates through the Xcel Energy Small Business Program?

C6. Are there ever times that you sell rebate eligible lighting equipment to small businesses without recommending the Xcel Energy rebates?

IF YES:

C6a. Approximately what percent of eligible lighting projects do you sell to small business customers without the use of Xcel Energy rebates?

[PROBE: Do you know if any of these customers apply for rebates on their own?]

IF YES:

C6b. In these cases when a small business customer installs eligible lighting equipment without a rebate, why did you not recommend the incentives?

IF YES:

C6c. What would make it easier for you recommend your customers to apply for these incentives?

C6d. How, if at all, did the Xcel Energy Small Business Lighting Program influence the sales/installation of eligible lighting projects that did not receive rebates?

C7. What are some of the challenges, if any, that keeps your company from completing more projects through the Small Business Lighting Program?

SECTION D: EVOLVING MARKETPLACE

Next, I'd like to better understand your perspectives on the small business lighting market in Colorado.

D1. To what extent, do you think small businesses have already installed LED lighting at their businesses?

IF YES:

D1a. What factors drove this adoption of the technology (PROBE: decreased cost due to rebates, decreased cost due to market changes, greater awareness, improved technology)?

IF NO:

D1b. What is needed to drive greater adoption of LEDs in small businesses?

D2. Now thinking about sales, about what percent of the lighting equipment you sell to small businesses is eligible for an Xcel Energy rebate?

D2a. Do you expect the percent to change in 2021? 2022? 2023?

IF YES, Probe for percentage change.

IF YES, Probe for reasons why. (Antiquated technology? Rebate not available anymore?)

D2b. Did the overall quantity of efficient lighting sales change from 2018 to February 2020 (pre COVID-19)? Do you expect it to change in 2021? 2022? 2023?

Probe for percent change and reasons why.

D2c. How do you expect the COVID response to impact sales of efficient lighting equipment in the coming years?

D3. Now imagine that the Xcel Energy program were not available, and you were not able to offer rebates for equipment or have any program support. About what percent of the lighting equipment you sell to small businesses do you think would be LED?

D3a. Would the quantity of lighting equipment sold to each customer change (Clarify as needed: In other words, would customers replace less of their lighting fixtures)? [IF YES: What percent change would you expect?]

D3b. What other effects would this have on your business? [PROBE: employees, sales techniques, number of clients, time it takes to sell projects]

D4. Do you do any work outside of Colorado? In what states/regions? About what percent of the lighting equipment you sell to small businesses in this state/region is LED?

D5. What do you see as new/emerging energy efficiency lighting opportunities for small business customers?

D6. Within the small business lighting market, do you see any sectors or business types that are slower to adopt LED technologies? Which ones?

SECTION E: PRODUCT INTERACTIONS & SATISFACTION

I have one last group of questions that I'd like to ask that focus on your interactions with the Small Business Lighting Program.

E1. Do you typically complete the rebate application for your customers or do your customers do it themselves or CLEAResult staff?

[IF E1 IS YES]

E2. Do you typically speak with an Xcel Energy representative during the application process for Small Business Lighting projects? [IF NOT TYPICAL, ASK if they ever have and continue asking below questions.]

E2a. What type of support have you received?

E2b. Were they able to answer your questions either in that discussion or shortly thereafter?

E2c. If that support was not available, would you have been able to continue pursuing the project or the rebate through Xcel Energy?

E3. Do you interact with any other Xcel Energy efficiency programs? (Lighting Efficiency, Midstream, Refrigeration?)

[if E3 = YES]

E3a. How do you know which Xcel Energy program best fits a particular project? (PROBE for any challenges. Not to interviewer: trade partner may not know a difference between SBL and Lighting Efficiency and that's ok as Xcel Energy typically manages this internally.)

[if E3 = YES]

E3b. What, if anything, would make it easier for you to streamline applications across multiple programs for the same customer?

E4. Next, I will ask you how difficult or easy it was to complete the certain tasks associated with the Xcel Energy Small Business Lighting Program on a scale from 1 to 5, where 1 is extremely difficult and 5 is extremely easy? Please say not applicable for interactions you haven't experienced.

How difficult or easy was it to:

E4a. Understand findings from an Xcel Energy assessment

E4b. Identify projects to pursue from a list of recommendations from an Xcel Energy assessment

E4c. Determine equipment or models that are eligible

E4d. Determine a customer's eligibility to participate in the Small Business Program

E4e. Determine equipment eligibility

E4f. Complete rebate forms

E4g. Meet product deadlines

E4h. Get in touch with an Xcel Energy representative

E5. Ask for any E4 responses LOWER THAN 4: What are the reasons why it wasn't that easy to [say E4 response lower than 4]?

E6. Is there anything Xcel Energy can do to make it easier for you to participate in the program?

E7. Next, using a scale from 1 to 5, where 1 is extremely dissatisfied and 5 is extremely satisfied, please rate your satisfaction or dissatisfaction with the following items:

E7a. Your overall satisfaction with the Small Business Lighting Program?

E7b. Any training you received from the Xcel Energy?

E7c. Interactions with CELEResult staff?

E7d. Interactions with Xcel Energy staff regarding the Small Business Lighting projects?

E7e. Energy assessment findings?

E7f. Amount of the Xcel Energy Small Business Lighting Program rebate?

E7g. Support completing application forms from CLEAResult staff?

E7h. Support determining equipment eligibility from CLEAResult staff?

E7a1. IF ANY E7<4: What could Xcel Energy do to increase your satisfaction with the Small Business Lighting Program?

E8. Is there anything that Xcel Energy could change about the Small Business Lighting Program that would increase your engagement with the Product?

PROBE: bigger rebates, better communication, updated application process, services, etc.

E8a. [If higher incentive] Can you tell me a little more about why a higher incentive is needed?

E9. What feedback, if any, have your customers given about their experiences with the Xcel Energy Small Business Lighting Program?

SECTION G: CLOSING

Lastly,

G1. Is there anything we didn't cover that you'd like to mention or discuss about your experiences as a participating trade partner for the Xcel Energy Small Business Lighting Program?

G2. We are going to send you a \$50 Tango gift card as a small thank you for your time. Can I verify your email address so we can get it to the right place?

[if asked: Tango gift cards are electronic gift cards (also known as digital gift cards) that can be redeemed at a variety of retailers, including Amazon, Apple, Target, and others.

- G3.** Thank you very much for your time and your perspectives on the Xcel Energy Small Business Lighting Program. Those are all the questions I have today.

THANK AND TERMINATE

B.5 PEER UTILITY INTERVIEW GUIDE

INTRODUCTION

To support the process and impact evaluation of the 2020 Xcel Energy efficiency products, the EMI Consulting evaluation team benchmarked the Xcel Energy products against peer utilities. The objective of the benchmarking is to identify opportunities to improve the Xcel Energy products based on a comparison of peer utility programs' design, delivery, and processes. In addition, benchmarking allows the evaluation team to understand the performance of the product in context with the performance of other utilities. To conduct the benchmarking, the evaluation team conducted secondary research on the peer utilities identified and perform in-depth interviews with program managers at the peer utilities.

This document presents the in-depth interview guide for the Small Business Lighting Product peer utilities interviews. The evaluation team conducted five peer utility interviews. Table B-8 presents eight utilities from which the evaluation team will recruit for interviews. Target respondents are managers of small business lighting efficiency programs.

Table B-8. List of Peer Utilities

Utility	Priority Level	Reasoning (ID priority/backups)
ComED ¹ (IL)	High: Appears innovative (no paperwork required, more direct install services).	Integrated with other small business offerings; includes assessment and direct services.
Consumers Energy ¹	High: Provides online support as well as assessments.	Integrated with other small business offerings; includes assessment and direct services.
Ameren IL	High: Website indicates greater trade ally connections compared to other utilities	Integrated with other small business offerings; includes assessment
PECO ¹ (PA)		Integrated with other small business offerings; includes assessment and direct install.
Duke Energy ¹ (NC)		Integrated with other small business offerings (includes assessment).
Public Services Commission of Oklahoma		Integrated with other small business offerings; includes assessment and direct services.
Dominion Energy (VA)		Integrated with other small business offerings; includes assessment and direct install.
Georgia Power		Integrated with other small business offerings; includes assessment
Rocky Mountain Power (UT)	Low: Appears to be more lighting specific.	Geographic region, includes assessment and direct install.

¹ The product manager identified these peers as priority interviewees.

This task was intended to support the overall evaluation objectives by asking peer utilities about their experiences with implementing similar programs. The overall evaluation objectives are shown in Table B-9.

Table B-9. Small Business Lighting Evaluation Objectives

Evaluation Objective	Addressed in Peer Utility Interviews?
Understand how customers become aware of product offerings and their motivations to participate in the product.	From peer utility perspective only
Assess product experience and satisfaction by exploring customer journeys, including how customers experience different product elements, including any on-site visits and prescriptive/custom lighting opportunities. Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.	From peer utility perspective only
Explore whether SBL participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product.	From peer utility perspective only
Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.	From peer utility perspective only
Identify tools or data that peer utilities use to identify small business customers that benefit from SBL services.	Yes
Determine NTG ratio for non-study product participants. Identify major drivers of free ridership and spillover.	From peer utility perspective only
Assess market effects	No

The specific list of research topics for the peer utility interviews are presented in Table B-10, alongside the interview questions intended to address them. Note that Table B-10 focuses on peer-specific research topics, but the interview guide covers a number of other topics that can help the inform our understanding of the overall evaluation objectives.

Table B-10. Peer Utility Research Topics

Peer Utility Research Topics	Interview Question
Identify tools or data that peer utilities use to identify small business customers that can benefit from small business lighting services.	B1
Determine the structure of peer programs. Do peer utilities provide comprehensive small business services that go beyond lighting?	A2c, A3
What role do small business lighting programs play in capturing savings in future portfolios?	A2b
What NTG ratios do other utilities use for their small business program and why?	C6

RECRUITING INSTRUCTIONS

The evaluation team sent advance emails to any program managers with available emails. This email contained an explanation of the research, as well as both an Xcel Energy and EMI Consulting contact person the utility can reach out to if they have additional questions or would like to schedule an interview at their convenience.

Potential respondents were recruited by consultants on the evaluation team who conducted interviews and have been trained on the purpose and goals of the Small Business Lighting qualitative research. The evaluation team was as flexible as possible in scheduling these interviews, including scheduling early morning or evening interviews when possible to accommodate busy utility schedules. The evaluation team left a voicemail or receptionist message on the first attempt whenever possible, and then use discretion to determine any additional messages left on subsequent attempts. The evaluation team strived to attempt to contact each peer utility a minimum of 4 times before giving up on that particular contact, but depending on each unique situation, the evaluation team attempted some contacts more times to ultimately reach the correct person.

INTERVIEW

INTRODUCTION/RECRUITMENT

INTRO 1 Hello, this is INTERVIEWER NAME, calling from EMI Consulting on behalf of Xcel Energy. Is CONTACT NAME available?

INTRO 2 We are working with Xcel Energy on a benchmarking and best practices study for their Small Business Lighting program. As part of this study, we are reaching out to leaders of Small Business Lighting programs to learn about innovative programs and best practices in the field.

While I know the Small Business Programs have been particularly impacted as part of the nation's COVID response, we are primarily interested in better understanding your core small business program design before it was impacted by COVID.

We would like to include UTILITY in this study, as your small business lighting program has been identified as a peer program. In your interview, we would talk about your program's design and implementation, as well as its successes and challenges. We will close by also asking how the program has changed in response to COVID.

We would be very happy to share an anonymized version of our report on peer small business lighting efficiency programs with you once we've completed our research.

[IF NEEDED:] We will not be requesting any customer or participant data.

INTRO 3 Can we include your utility in the study?

Intro3a. Yes [RECORD CONTACT INFORMATION; SETUP INTERVIEW TIME; EMAIL INTERVIEW TOPICS]

Intro3b. No [DISCUSS CONCERNS; ANSWER QUESTIONS; ATTEMPT TO CONVERT TO "YES"]

INTRO 4 Is it ok if we use your utility name when reporting results or do you want your results to be anonymous?

SECTION A: KPIS/PROGRAM DESIGN

A1. First, we'd like to talk through the basic design and organization of your program. [ASK/CONFIRM BASED ON HOLES IN BACKGROUND RESEARCH ON PROGRAM]

Can you describe your program at a high level?

A1a. What are the program's overall objectives?

A1b. Is your program run by utility staff or a third-party implementer? (ex: *Franklin Energy, DNVGL, Clear Result*)

A1c. How many PROGRAM STAFF OR IMPLEMENTER STAFF members support the program? (ex: *Prog. Manager, Field Rep., engineer, others? %FTE on this program?*)

A2. Can you describe the implementation strategies used by staff or implementers? (*Audits/Assessments? Direct install?*)

(For all):

- A2a.** What activities or resources have you found to be particularly effective in driving customer participation?
- A2b.** To what extent is the small business lighting program used as a feeder into other programs (such as midstream lighting or more complex projects)?

(If audits/assessments):

- A2c.** What is included in the audit/assessment? (Probe for ASHRAE level; other)
- A2d.** If a customer does not want an assessment, are they allowed to participate in the small business program or are they encouraged to participate in a different program?
- A2e.** How does the program support customers following through with assessment recommendations?
- A2f.** What role does the audit/assessment play in capturing savings in the future? (What timeline is used for forecasting? How is this tracked?)
- A2g.** What activities or resources have you found effective at encouraging customers to follow-through with audit/assessment findings?

(If direct install):

- A2h.** What measures are directly installed by your implementers?
- A3.** Next, I'd like to talk about your program's efficiency incentives.
[ASK/CONFIRM BASED ON HOLES IN BACKGROUND RESEARCH. CAN ASK QUESTIONS BELOW OR ASK RESPONDENT IF OK TO FOLLOW UP VIA EMAIL]
- A3a.** Can you recommend a web page or other resource where I can find a list of your available measures and their incentive values?

If "NO": What specific measures are offered? What are the incentive levels for each measure?
 - A3b.** Does the program include non-lighting measures? Gas measures? Water measures?

If program includes non-lighting measures: How do implementers balance providing expert lighting recommendations compared to facility-wide recommendations?
 - A3c.** Do you see any new measures coming into your program any time soon? Do you foresee getting rid of any measures any time soon?

SECTION B: PROGRAM OUTREACH & MARKETING

Next, I'd like to talk about program outreach and marketing.

[ASK/CONFIRM BASED ON HOLES IN BACKGROUND RESEARCH ON PROGRAM]

B1. What steps does the utility take to engage potential program participants?

PROBE AS NEEDED: What marketing practices do you use to increase customer awareness of the program?

B1a. What has been the most effective?

B2b. What has been the least effective?

B2. How do you define a small business?

B2a. Do you target certain types of small businesses? [PROBE for kWh/size cap and whether they apply additional qualifications such as business type or ownership/management structures]

B2b. [IF more targeted than customer data] What tools do you use to identify eligible small businesses? (PROBE for how they remove franchises or other small businesses with more complex facility management from their recruiting lists.)

B3. Next, I'd like to understand the role trade allies play in the program?

B3a. Does the program rely on trade allies to implement projects? If yes, what role do they play?

B3b. Approximately how many trade allies are active in the program?

B3c. What activities do program staff conduct to engage trade allies?

Probes: Provide training?
 Require registration?
 Support trade allies through application process?
 Support connections between contractors and customers?

B3d. What have you found to be the most effective ways of engaging trade allies to drive participation in the program?

SECTION C: SAVINGS GOALS/COST

Next, I'd like to talk about the participation and energy savings achieved through the program in 2019.

[ASK/CONFIRM BASED ON HOLES IN BACKGROUND RESEARCH. CAN ASK QUESTIONS BELOW OR ASK RESPONDENT IF OK TO FOLLOW UP VIA EMAIL]

- C1.** How many projects were completed in 2019?
- C1a.** How many incentive applications were submitted in 2019? How did that compare to 2018? How do you expect it to compare to 2020?
- C2b:** If change: What do you attribute the changes to?
- C2.** What were the program's energy savings goals in 2019? (kWh, kW)?
- C3.** Are these goals based on gross or net savings?
- C4.** How much net/gross energy savings did the program report in 2019?
- C5.** What was the total energy efficiency portfolio goal in 2019?
- C6.** (*Adjust as needed based on response from C3*) Does your utility apply net-to-gross ratios to the gross savings? If yes, what did you use in 2019? What do you plan to use in 2020, 2021-2023?
- C6a.** Why is that ratio used?
- C6b.** Who determines the NTG ratio (intern- third party - regulatory?)
- C6c.** What are the known drivers of free ridership and spillover?
- C6d.** What steps does the program take to manage free ridership?
- C7.** We'd like to know more about the budget or total operating costs of your program to get a sense of the utility cost of energy savings. Ideally, this includes program incentives, salaries of program staff (including support staff who may not work on the project full-time), marketing, consulting, and other overhead.
- C7a.** What is the program's total operating budget?
- C7b.** If sub-programs exist, how does this break down between sub-programs?
- C8.** What type of cost effectiveness test is applied to the program?
- C8a.** If Total Resource Cost (TRC), what was the TRC in 2019?
- C9.** What, if anything, is [utility] doing to manage changes in the lighting market? (PROBE: adjusting rebates down or up, increased focus on different measures)

SECTION D: PROGRAM CHANGES & CLOSING

Great, we are almost done. I want to close by asking about any program changes.

- D1.** Given changes in the lighting market as well as COVID-related safety protocols, how is the program changing to adapt to small business needs moving forward?

[PROBE for both adaptations to the lighting market and adaptations to COVID]

- D1a.** FOR COVID CHANGES: How long do you expect these changes to be in place? (PROBE for any permanent changes)

- D2.** Those are all the questions I have for you today. Before I finish, do you have any questions for me, or anything else you would like to add?

Great! Thank you so much for your time. We really appreciate your feedback.

APPENDIX C: FINDINGS

Appendix C includes the following:

- C.1 Staff Interview Findings
- C.2 Participating Customer Survey Findings
- C.3 Near-Participating Customer Survey Findings
- C.4 Trade Partner Interview Findings
- C.5 Peer Utility Interview Findings

C.1 STAFF INTERVIEW FINDINGS

INTRODUCTION

To support the process and impact evaluation of the 2019 Xcel Energy efficiency products, the EMI Consulting evaluation team conducted telephone interviews with key staff managing and implementing the Colorado Small Business Lighting (SBL) Product. The interview objectives were to collect staff feedback on product experiences and evaluation priorities. Members of the EMI Consulting evaluation team interviewed the following key staff managing and implementing the SBL product. When the Product Manager desired feedback from more than one staff member within a team, the evaluation team conducted the interview as a group.

Xcel Energy Staff:

- Product Manager
- Two Lighting Engineering Team members (conducted at the same time as the Product Manager interview)
- Three Business Solutions Center (BSC) Representatives

CLEARResult (Implementer) Staff:

- Regional Manager
- SBL Program Consultant

This appendix contains our summary of the key takeaways, a description of the product, an inventory of the product's strengths and barriers, and feedback on evaluation priorities.

KEY TAKEAWAYS

Below are key takeaways from staff experiences with the CO Small Business Lighting product. These key takeaways provide a summary of the product context and feedback received during both the kick-off meeting and the subsequent staff interviews.

- **SBL serves as an important tool to engage hard-to-reach business customers with cost effective energy efficient solutions.** Staff are focused on building and maintaining relationships with the hard-to-reach small business community, including customers and trade partners. Given the uncertain future of lighting programs, product staff are also focused on using SBL as a means to reach small business customers through expanded services beyond lighting. Additionally, the direct install portion of the product is expanding to include non-lighting measures as a way to serve a variety of energy needs for this group of customers.
- **As Xcel Energy begins to look at customers more comprehensively, lines between the SBL product, the Energy Analysis Product, and Refrigeration are beginning to fade.** While SBL staff continue to go to customers' sites to assess lighting opportunities, they try to direct all customers to complete a comprehensive energy analysis through the Energy Analysis product. At the same time, Direct Install customers often participate with both lighting and refrigeration measures. The overlap encourages participants to look beyond lighting through educating them about other energy-heavy measures but also blurs the lines between existing products.
- **Though the BSC and CLEAResult intend to work together, certain roles and responsibilities are not clear, making it difficult for both parties to know which team is responsible for which task.** Both BSC staff and CLEAResult staff reported that because their roles overlap, responsibilities of who provides customer support can be confusing. BSC staff reported that handing customers over to CLEAResult complicated implementation steps for customers. CLEAResult also reported situations where it can be challenging to follow-up on customer leads, specifically when customers use the online application and data tracking efforts do not assign CLEAResult as the opportunity owner.
- **While product staff generally favor steering customers to participate in the Energy Analysis product, they agree that there are cases when this does not make sense.** Though staff generally try to steer participants towards conducting a comprehensive energy analysis, the additional time it takes to conduct this analysis does not always make sense for the resources the customer is willing or able to commit. As a result, product staff at times will go to customer sites to identify lighting opportunities specifically. In 2020, CLEAResult expects to re-instate a more formal lighting walkthrough, whereby customers would be able to receive a report summarizing the assessment, similar to a tool used in 2018.
- **The product does a good job reaching customers who need extra assistance, but not all small business customers need this assistance.** In these cases, the Business Solutions Center often files and

processes applications internally, in many cases through the Lighting Efficiency Product, as that is seen as faster and more cost effective for the utility since it eliminates the need for CLEAResult to pursue an audit.

- **Xcel Energy and CLEAResult collaborate on marketing efforts to customers.** To ensure marketing efforts to customers fall within the overall marketing plans for the DSM portfolio, Xcel Energy and CLEAResult work together to develop marketing materials for customers. CLEAResult is able to create marketing campaigns and draft language to market the SBL product, and then Xcel Energy is responsible for sending the materials to customers. CLEAResult reported that they felt the effort required to collaborate on marketing efforts hamstrung them from pursuing marketing campaigns. They reported to prefer marketing the product through trade partners. This is a similar approach to the Lighting Efficiency Product's approach, but SBL trade partners tend to be smaller and focus their clientele on small businesses. SBL trade partners often need more support than Lighting Efficiency trade partners due to staff turnover and small shops.

PRODUCT ACTIVITIES, GOALS, AND RESOURCES

The following bullets present the evaluation team's understanding of the product based on staff interview results and review of available product documentation.

ACTIVITIES

- The core product offering provides rebates on efficient lighting equipment to small business customers, defined as those whose peak demand is 400 kW or less. To qualify for the Direct Install portion of the product, participants must have a peak demand of 100kW or less. While some businesses, such as franchises or those with sophisticated facility management staff, may meet the energy consumption cap, they do not qualify to participate in SBL as the concierge service provided by the SBL product is not needed. SBL is reserved to small business customers that benefit from the additional assistance provided by SBL.
- Xcel Energy contracts with CLEAResult to implement the product.
- There are three main customer paths for product participation: CLEAResult markets directly to trade partners, CLEAResult canvasses businesses, and Xcel Energy and CLEAResult market to small business customers. These paths are detailed in the appendix.
- This product is marketed to both customers and trade partners.
 - Xcel Energy markets the product to customers within portfolio-wide marketing campaign efforts. Xcel Energy will also market the product to particular market segments that can benefit from targeted messaging.
 - At times, CLEAResult will canvass the product to customers and attend events. CLEAResult performed little canvassing in 2019 due to portfolio-wide marketing plans, but plans to conduct more canvassing in 2020 if, and when, CFLs become baseline equipment.

- Both CLEAResult and Xcel Energy actively build relationships with trade partners through trainings, events, newsletters, etc. CLEAResult focuses on building relationships with trade partners whose clientele are primarily small businesses.
- Prior to completing upgrades, customers have the option to complete an ASHRAE Level 1 audit (also referred to as an energy analysis) to identify potential energy efficiency upgrades, through the Energy Analysis Product. Upgrades identified in this audit are not limited to lighting.
 - While staff try to encourage customers to receive the ASHRAE audit, some customers are not interested in it. If customers do not want to the audit but still want help picking lighting products, an SBL or BSC representative staff may go onsite to identify lighting opportunities.
 - In 2018, customers could receive a formal lighting walkthrough and a summary report with photographs of recommended lighting measures. The SBL product stopped providing this service in 2019. However, product staff plan to begin offering the service again in 2020 to better serve customers that do not want the ASHRAE audit.
 - Customers are not required to participate in the Energy Analysis Product; they may submit applications independently or through trade partners.
- For customers whose peak demand are no more than 100 kW, the product offers direct install (DI) opportunities for its participants. The table below summarizes measures available through the DI program.

Available in 2019	Available in 2020	Under Consideration
<p>LED lamps (available to replace halogen or incandescent lamps): A lamps, BR30 lamp, MR16 lamps, PAR20 lamp, PAR30 lamps, PAR38 lamps,R20 lamp, B20 lamp</p> <p>Faucet aerators for commercial kitchens and bathrooms</p>	<p>LED lamps (available to replace halogen or incandescent lamps): A lamps, BR30 lamp, MR16 lamps, PAR20 lamp, PAR30 lamps, PAR38 lamps,R20 lamp, B20 lamp</p> <p>Faucet aerators for commercial kitchens and bathrooms</p> <p>Energy Star Smart Thermostats (launching late April- Early May 2020)</p> <p>LED lamps – CFL baseline (Potential launch late April – early May</p>	<p>Exit signs retrofit kits</p> <p>Showerheads</p> <p>Pipe Insulation</p> <p>Pre-rinse Sprayer</p> <p>LED exit sign retrofit kit</p> <p>Strip Curtains – Cooler and Freezer</p> <p>Door gaskets for refrigerated space</p> <p>Auto- close doors - cooler and freezer</p> <p>Antisweat heater controls – cooler and freezer</p>

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- The product’s rebate may be submitted by customers or trade partners, though staff reported participation is driven primarily by trade partners.
 - The product allows customers to submit their application either with a traditional application or with an electronic application.
 - CLEAResult supports trade partners and customers in completing and reviewing their applications for completeness.
- CLEAResult and Xcel Energy’s Business Service Center (BSC) both process applications, and customers can contact either office with questions.
 - In general, CLEAResult provides customers more hands-on assistance, while the BSC works with customers who have more experience with or require less assistance with the product.
- Product staff can provide rebate checks to either the customer or to the trade partner.
- After completing lighting upgrades, both CLEAResult and the BSC discuss additional opportunities with customers.
 - At CLEAResult, customers must transfer from one representative to another if additional opportunities fall outside of the lighting product.
 - BSC representatives can continue to work with customers regardless of what kind of opportunity they choose to pursue.

GOALS AND OBJECTIVES

- The SBL Product’s primary goal is based on energy savings achievement (kWh and kW).
- The product incentivizes small business customers to replace lighting measures prior to burnout.
- The majority of the product’s savings come from prescriptive measures, but participation in the direct install portion of the product is also high, as shown in the table below.

Year	Prescriptive		Direct Install		Custom	
	kWh	Participation	kWh	Participation	kWh	Participation
2019 Goal	11,709,042	1,505	3,735,276	1,400	4,934,249	267
2020 Goal	10,551,896	1,252	4,160,478	1,682	4,440,824	240

- Non-energy objectives include the following:
 - The implementation team (Xcel Energy BSC and CLEAResult) also have goals of providing education around energy efficiency to customers and to trade partners.

- After completing projects, Xcel Energy aims to enroll customers in other non-lighting products.
- The product is directed toward small business customers who require hands-on assistance that is not available through other Xcel Energy products.
- The product aims to meet customer needs and expectations, moving away from a siloed program structure to a product that can support all of a customer's energy needs.

RESOURCES

- The product has an extremely large and dynamic trade partner network. While trade partners submit many applications to the product, the industry also experiences a lot of turnover that requires continual onboarding and tracking from product staff.
- Product staff use Salesforce to manage customer participation records and to support forecasting future participation.
 - As projects come in, the BSC team tags them for follow-up from the Xcel Energy team or for CLEAResult.
- Applications are submitted online or through a PDF application.
 - Trade partners and participants may both submit applications.
 - Both the BSC and CLEAResult are available to support trade partners and participants with their applications.
- CLEAResult has 3-4 dedicated account managers, each of whom manage relationships with specific trade partners and specific customers.
 - Each account manager connects customers to the trade partners they manage based on customer needs and trade partner specialties. This ensures that CLEAResult does not favor some trade partners over others.
- The CLEAResult team has a product manager who oversees the implementation team and leads communication with Xcel Energy.

PRODUCT STRENGTHS AND CHALLENGES

During interviews, staff identified the following strengths and challenges to implementing the Small Business Lighting Product in 2019. Strengths include factors that product staff identified as supporting the success of the product; challenges include factors that product staff identified as preventing the product from reaching its goals.

STRENGTHS

- Staff members reported that for customers who require a hands-on approach, the SBL product is effective and helpful.

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- Assigning CLEAResult staff to participants and trade partners has been an effective implementation strategy.
- Staff commented that reports for lighting walkthroughs, given to customers in 2018, were aesthetically pleasing and informative. They included photographs of lighting types to help customers understand which measures they could replace. Staff plan to begin providing these reports again to customers who prefer a walkthrough rather than the ASHRAE report.
- The product team recently added additional prescriptive measures, simplifying the application process for all parties. Product staff reported this is an ongoing process, and more measures may be added as prescriptive rebates in the future.
- The product has a highly engaged trade partner network. Product staff reported that the majority of known lighting contractors participate in the product.
- The direct install portion of the product helps build strong relationships with participating customers.

CHALLENGES

- Product staff reported it can be challenging to identify customers who are the correct fit for the product. The product is designed for small businesses that need more assistance than Xcel Energy provides through the Lighting Efficiency Product, but in some cases there are small business customers who do not require a concierge service and who could successfully participate in Lighting Efficiency. This raises two challenges:
 - First, BSC staff sometimes sends small business customers through the Lighting Efficiency product even if they qualify for SBL. They do so to eliminate complexity of confirming eligibility and/or to streamline product experiences if SBL services are not required.
 - Second, some premises that are small energy users do not qualify for participation in the product because they are chains or franchises. Xcel Energy data does not always clearly identify which businesses fall into this category.
- Product staff reported that the online application continues to present a challenge. Fewer than 1% of applications in 2019 were completed through the online application. CLEAResult reported that applicants that use the online form are more typically directed to BSC staff for follow-up, rather than CLEAResult. CLEAResult found this challenging because then they lose the ability to easily follow-up with customers.
- While CLEAResult can collaborate with Xcel Energy on marketing efforts directed to customers, however CLEAResult reports that it is challenging to do so and prefer to market to trade partners. While marketing to trade partners can provide trade partners the tools to talk to customers about lighting products, it limits the ability for the SBL product to proactively reach out to customers directly.
- Cross-pollination with other Xcel Energy products presents the product team with choices that can affect savings for the SBL product.

- The direct install portion of the SBL product has a customer demand limit of 100kW. The Refrigeration product does not have this limit, so implementers can perform a direct install through that product for customers who do not meet the 100kW requirement, even if they initiated the audit through the SBL product.
- To receive an ASHRAE audit, BSC staff reported that they need to pre-screen customers. The pre-screening questions are used to help CLEAResult assign and schedule staff to conduct the audit. The BSC staff, however, reported that the questions often felt unnecessary, particularly if customers already know what they want to install. It can often lead the BSC staff to direct customers to pursue projects in-house, rather than sending customers to CLEAResult for an energy analysis.
- Some customers want to complete additional energy efficiency projects after working with CLEAResult on lighting projects and participating in the Energy Analysis product. In some cases, these customers must establish new relationships with Xcel Energy and staff, as CLEAResult does not implement all products. Similarly, if customers move on to participate in a different product that CLEAResult implements, they often must establish relationships with different CLEAResult staff. BSC staff reported this can be confusing for some customers, especially if the energy analysis reveals a lot of possible measures to install.
- BSC representatives reported that data entered into Salesforce is sometimes too sparse to fully understand the state of the product pipeline. BSC representatives reported this was particularly true when CLEAResult entered potential opportunities into Salesforce based on conversations with customers when an audit is not completed.
- For customers, lack of access to financing can present a challenge to product participation. Additionally, many small business owners are tenants who do not own or make decisions about lighting equipment. This makes it challenging to reach these premises.

FEEDBACK ON EVALUATION PRIORITIES

During interviews, staff identified research topics they would like the evaluation to address. The following bullets compile these topics along with additional topics that the evaluation team identified based on staff interview findings. The evaluation team will consider these research topics when prioritizing portfolio-wide evaluation needs and as able, incorporate them into the final evaluation plan for the 2019 Small Business Lighting Product.

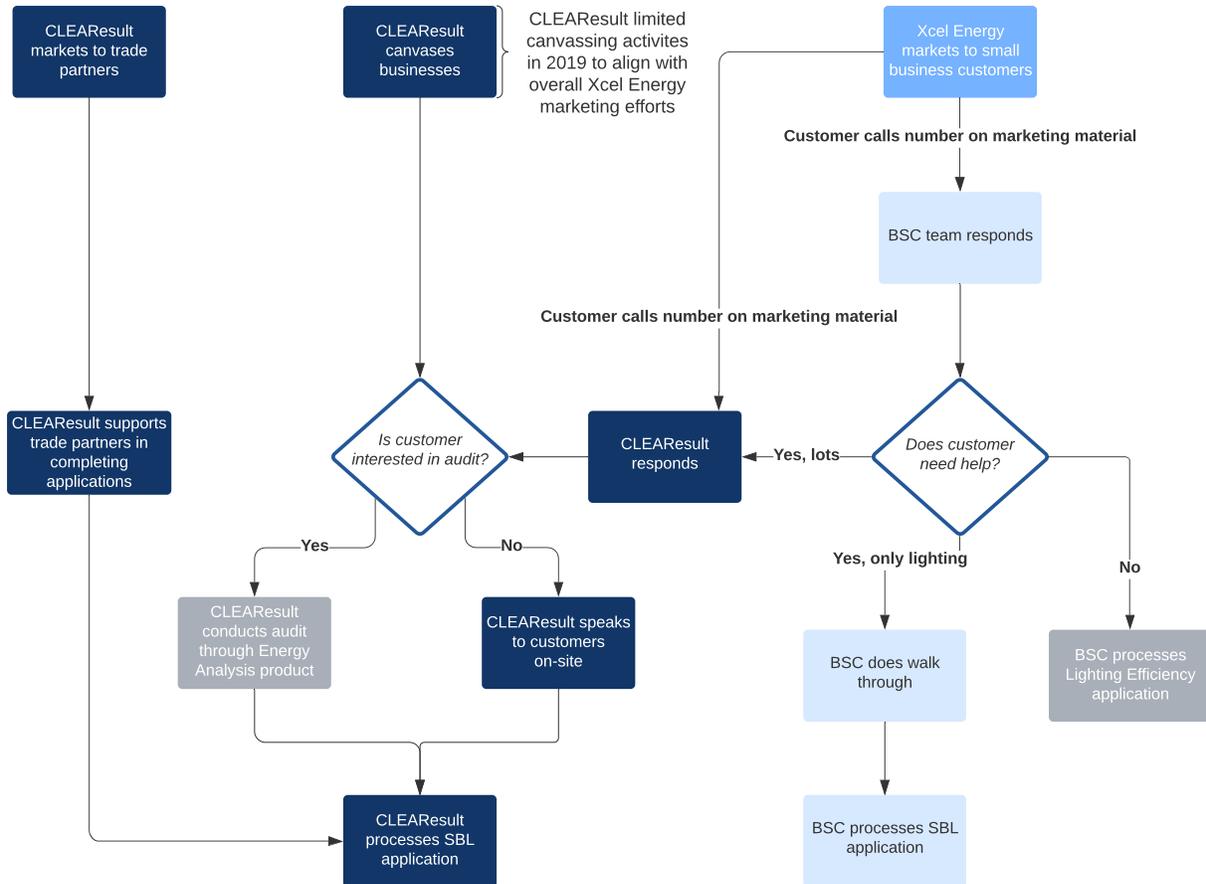
- Understand how customers experience different elements of the product, including the ASHRAE audit, onsite conversations, and the explanation of opportunities from the audit.
- Understand barriers to participation from participating and non-participating trade partners.

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- Gather feedback from trade partners to understand how to better support them, including feedback about past trainings and understand what they would like to learn from future trainings.
- Outline and understand how to track characteristics of customers who are a good fit for the SBL product as opposed to other Xcel Energy products.
- Understand customer journeys from conducting an audit to carrying out a project.
- Understand how customers become aware of product offerings, and the extent to which customers are aware of the product.
- Understand what other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.
- Understand the point in a customer journey at which customers decide to upgrade their lighting, specifically whether they upgrade on burnout or prior to that.
- Understand how much the SBL Product pushes customers to the Midstream Lighting Product.
- Develop net-to-gross findings for the direct install offering and combined net-to-gross findings for the prescriptive and custom offerings.

OVERVIEW OF SBL PROCESS

EMI Consulting developed this flowchart of the SBL Product to document (1) the relationship between SBL and other products and (2) the actions performed by different parties.



C.2 SMALL BUSINESS LIGHTING EFFICIENCY PRODUCT PARTICIPATING CUSTOMER SURVEY FINDINGS

INTRODUCTION

This appendix presents results from the participating customer survey for the 2020 SBL Product Evaluation. Specific research topics which this participant survey is designed to address are the following:

- Awareness and Motivations:** The evaluation team will assess how small business customers became aware of the SBL Product to better understand how participating customers learn about the product. It will also ask customers about their motivations to participate in the product to better understand why customers want to participate and if any particular product elements drive motivation.
- Product Experience/Satisfaction:** The evaluation team will discuss participating customers’ experience with and satisfaction with various aspects of the product, onsite visits, and prescriptive/custom lighting opportunities. We will also explore how customers experience potential handoffs between the Business Solution Center, the implementer, and trade

partners. Additionally, we will also ask customers if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction.

- **Participation in Related Products:** The evaluation team will determine whether participating customers participated in other Xcel Energy products, particularly the Lighting Efficiency Midstream offering or the Commercial Refrigeration product, which also targets small businesses. We will explore how customers experienced these offerings and whether the products helped push customers to carrying out more energy efficiency projects or created barriers to doing more.
- **Participant Characteristics:** To better understand how Xcel Energy can better identify participants eligible to participate in the product, the evaluation team will ask participating customer respondents about their business, such as business structure, business size, and facility type.
- **Retrospective NTG Impacts:** The evaluation team will ask participating customers questions on product attribution, or the impact the product had on their decision to purchase highly efficient lighting equipment and/or participate in the direct install aspect of the product. We will also ask about potential efficient lighting measures installed without an Xcel Energy rebate because of the SBL product (spillover).

SURVEY RESULTS

SECTION A: COVID-19 & FIRMOGRAPHICS

- A1.** First, I'd like to ask you generally about how your business is handling the impacts of the COVID pandemic.

Verbatim Response

As a brewing company we have a customer bar front that was shutdown for a while. Our customers like liquor stores, gas stations, and to-go beer sales have increased which has offset revenue losses in other areas. We've also secured some PPP loan funding which got us through a few months without having to furlough any of our employees.

At the beginning of the pandemic we laid off a couple of employees, but as soon as the state reopened, we were able to recover those employees. At this point we are getting back to normal sales.

At the start in March we had about a six week complete layoff, but then we were able to bring back most of our staff around the 1st of June. But this year we didn't hire as many seasonal type people as we usually would. In general, we are doing okay with the exception in hiring.

Business as usual.

Doing better

I think for the most part we're unaffected.

I think we have been very blessed in this whole process.

I think we've been doing fairly well considering we've lost some tenants.

I'm doing fine. We're back to normal.

I'm the property owner not the tenant and I don't know.

It hasn't hurt us at all.

It hurt us really badly and now we are picking up.

It's been rough.

It's been rough.

It's been tough for us. We're down about 49% for the year because we were closed for seven weeks. So our staff was furloughed for a while. May was pretty much down 25% and July was down 36% and August was down about 25%.

It's just me. I don't have any work.

Just following CDC guidance.

Most of our tenants are doing okay. We are in property management.

No. We're performing social distancing and putting up partitions.

We actually shifted our staff over to our bike shop in Denver. We manage to keep everybody employed at this time.

We are a child care center and doing the best we can. Our enrollment is down to less than 70%.

We are a critical infrastructure so we are open.

We are a real estate development and management company in Denver and we are all currently working from home. We have lost some tenants during COVID. The rental market is still booming. As far as business wise, we haven't taken a hit from COVID.

We are a small construction management with not much direct involvement. So there is little impact of the COVID pandemic on our business.

We are back to normal now

We are doing fine. We are at 92% occupancy.

We are doing okay given the circumstances. We are limiting our church services to 175 people and they're spread out.

We are down 1/3 in business

We are following local and state laws.

We are in the death-care industry, so unfortunately we have been busier than usual.

We are minimizing some of the extra products in the store; trying to cut down costs without cutting employees

We are okay because we have an online presence.

We did have to furlough some people at the beginning and we brought a fair amount people back on board.

We have been mandated to close for three consecutive months and then open with limited occupancy.

We have implemented all of the appropriate precautions and have rearranged our workspaces to adhere to social distancing guidelines. We are at full staff.

We have most of our staff working remotely

We have seen some reduction, not a lot. We are trying to follow guidelines.

We haven't really been affected.

We kept having staff work from home for most of the summer, but now everyone is back and working in the office.

We might have to shut down in the near future.

We really didn't see any slow down at all.

We shut down for over 2 months but we are back open for 4 months under different circumstances with everyone wearing masks and social distancing.

We were closed for a while, but are back up and running under reduced occupancy. Business has slacked off.

We were deemed essential so it's business as usual.

We're a school so our experience has been different, but we are doing okay.

We're considered critical so we're at full operations since the beginning of the pandemic.

We're doing fine.

We're doing fine. Our impacts have been more from getting material to us from our vendors.

We're doing fine. We received federal PPP loans to help.

We're doing good. We did implement some changes. We used to be a walk-in animal shelter but now we're appointment only. We're no longer getting the stray dogs that we used to pre-COVID and that slightly affects workloads. Nobody had been really cut or laid-off, but we haven't needed to hire more people.

We're doing good. We just do a 50% rotation with our crew every other week.

We're doing great. We are doing online learning right now for grades 1 through 8..

We're doing just fine.

We're doing okay. We haven't had to furlough employees. We've just implemented standard social distancing guidelines.

We're doing okay. We're very busy. Had some hiccups in March and April when we were under lockdown but now it's okay.

We're doing pretty good. We're busy and doing just fine.

We're doing well.

We're having half our staff work from home.

We're looking at different protocols to put into place to increase safety and lessen exposure. Energy wise, we are less active and trying to conserve energy with the programming of the A/C units.

We've been able to stay open. We're a car wash business.

We've been affected by changes in protocol, but being in the construction industry has left us largely protected overall. Business is almost back to normal.

We've been okay since we are an essential business.

We've taken probably about 50% hit

A2. Is there anything Xcel Energy could be doing to help your business through this time?

Verbatim Response

Free electricity for the next 10 years.

Have a better program for solar and solar leases.

I don't feel as though we've seen the saving on our bill that we thought we would see with the LED installation in the showroom. We have not seen the discount that we thought we would on our bill.

I don't think so. I do want to purchase some more LED Lighting.

I suppose they could help pay for solar installation.

Just don't bill me!

Lower the rates

More rebate programs.

No. They can always lower the bill, but no.

Providing a break on our billing would be great and it would need to be a grant and not deferred billing.

Short of not billing us, no.

We are okay. Nothing that I can think of, but thank you.

We are trying to commission some solar panels on our building, and we are trying to find a few hours to power down the business to install these panels and get them tied to the grid. The hours that Xcel Energy was offering for the power down were not convenient for us.

We could use some energy saving rebates for LED exit lights.

We need more information about current and available rebates for improving our air flow, VFDs and more on the energy usage side of things.

Yes, I think right now the big concern is summer peak energy usage. We are familiar with the Xcel Energy energy efficiency programs. We've had a retrofit upgrade 2 to 3 years ago as well as a SMART thermostat upgrade when we purchased the building. So we tried to reduce the energy rates for peak season. Any program to help landlords and tenants reduce their bills would be greatly appreciated.

41 "No" Responses

11 "Don't know" Responses

A3. What is your occupational title within your company?

	Count	Valid Percent
Facilities manager	16	23%
Energy manager	0	0%
Proprietor / Owner	14	20%
Other facilities management / Maintenance position	4	6%
Other manager / Assistant manager	17	24%
President / CEO	6	9%
Chief Financial Officer	2	3%
Vice President / Director / Assistant director / Department head	7	10%
Other	4	6%
Total	70	100%

A4. Does your business have more than one premise in Colorado that receives electricity from Xcel Energy?

	Count	Valid Percent
Yes	31	44%
No	36	51%

APPENDICES

Don't know	3	4%
Total	70	100%

A7. Prior to participating in the Small Business Lighting Program, had you participated in any other Xcel Energy energy efficiency programs?

	Count	Valid Percent
Yes	17	24%
No	49	70%
Don't know	4	6%
Total	70	100%

[ASK A7a IF A7 = 1]

A7a. Did your prior experience with the program influence your decision to participate in the Small Business Lighting Program?

	Count	Valid Percent
Yes	10	59%
No	7	41%
Total	17	100%

A8. Since participating in the Small Business Lighting Program, have you participated in any other Xcel Energy energy efficiency programs?

	Count	Valid Percent
Yes (specify programs)	3	4%
No	67	96%
Total	70	100%

A9. What line of business is your company in?

	Count	Valid Percent
Hotel/motel	1	1%
Restaurant/bar	3	4%
Convenience store	1	1%
Grocery	0	0%
Agriculture, forestry, fishing, and hunting	0	0%
Arts, entertainment, and recreation	3	4%
Construction	6	9%
Educational services	5	7%

Finance and insurance	0	0%
Health care	2	3%
Insurance	0	0%
Professional, scientific, and technical services	1	1%
Public administration	1	1%
Real estate and rental and leasing	14	20%
Retail trade	9	13%
Wholesale trade	2	3%
Service	3	4%
Religious worship	4	6%
Warehouse/storage	1	1%
Other	14	20%
Total	70	100%

A11. Prior to the coronavirus outbreak, approximately how many full-time equivalent employees did your organization have in Colorado?

	Count	Valid Percent
< 5	18	26%
6 – 10	11	16%
11 – 25	17	24%
26 – 50	7	10%
> 50	15	21%
Don't know	1	1%
Refused	1	1%
Total	70	100%

A12. Does your organization own or lease your facility?

	Count	Valid Percent
Own	47	67%
Lease/Rent	22	31%
Other	0	0%
Don't know	1	1%
Total	70	100%

[If A12 = 2 OR A12 = 3 OR A12 = 98 ASK A12a]

A12a. Do you pay your Xcel Energy bill, or does someone else, for example, a landlord or building manager?

	Count	Valid Percent
Pay own	18	78%
Other pays	5	22%
Total	23	100%

SECTION B: AWARENESS & MOTIVATIONS

B1Intro. To confirm, you stated that you are the person at your organization, who is most familiar with rebate/installation of your measure(s) or at least as familiar as anyone else at your organization. Correct?

	Count	Valid Percent
Yes, I am familiar with all of the projects.	22	31%
I am familiar with <show_measure_1>	48	69%
I am familiar with <show_measure_2>		
I am familiar with <show_measure_3>		
I am NOT familiar with ANY of the project(s)		
Total	70	100%

B1IntroB. And to confirm, your <NTG_MEASURE> was installed at <Company> <Mailing_Street> in <Mailing_City>, <Mailing_State>.

	Count	Valid Percent
Yes	69	99%
No (record building or business name, address, approximate address (city or street or zip) is okay)	1	1%
Don't know	70	100%

B1. Next, I'd like to understand how you first became aware of high efficiency lighting equipment. How did you first become aware of the potential to use <NTG_MEASURE> to save energy at your facility?

	Count	Valid Percent
Through Xcel Energy or Clear Result staff	2	3%
Through an on-site visit conducted by Xcle Energy or Clear Result staff	0	0%
Through an assessment conducted by a different organization	3	4%
Through a distributor, vendor, or installer who sold you this equipment	29	41%

Through previous participation in the program	2	3%
Through Xcel Energy website or other media promotions	1	1%
Through internal staff	13	19%
Through an Xcel Energy event, expo, or demonstration	0	0%
Through Xcel Energy marketing materials or flyer	3	4%
Total	70	100%

B2. And how did you first become aware of the Xcel Energy Small Business Lighting Program?

Verbatim Response

A sales person came by and informed us about the program.

An email or mailer from Xcel Energy.

An Xcel representative came in and told us.

Email from Xcel Energy

From my electrician.

From other staff.

I believe it was an email from Xcel Energy.

I believe we got approached by one of Xcel's consultants in Boulder about doing an energy audit.

I had my electrician call and see if we were eligible for it.

I installed the lighting and then I got an email from Xcel saying that we could get a rebate on it so then I filled out the information and called Xcel and then they helped me fill out the information.

I researched it and called Xcel Energy.

I think from some of the vendors that we talked to.

I think I had read something about it.

I was aware through my secretary who heard about the program and informed the school.

In the process of shopping for an LED troffer, the seller suggested the Xcel program

It came from our installer.

It was an email from Xcel Energy.

It was brought to my attention by the vendor.

It was through our partners through the clean environment program at Boulder County.

Just from the mailer from Xcel Energy.

Our electrician explained it to me.

Probably the email we received from Xcel

Probably when I did our parking lot lights.

That was mentioned to me through the talk from our Vendor Illume Lighting about replacing the fixtures.

APPENDICES

The contractor that bid for the job brought it up.
The Xcel Energy website.
They came to my location to tell me about it
Through a company, Epic Star, that we purchased the lights from.
Through a lighting contractor who introduced me to it.
Through a on-site visit from an Xcel Energy affiliate.
Through a sales representative at One Source Lighting.
Through a vendor, Watts Up LED.
Through an electrician who is a member of our organization.
Through an email from Xcel Energy.
Through an Xcel Energy Expo at a stadium.
Through C-Pace, the non-profit that administers the program.
Through Carlson Electric, our vendor.
Through email.
Through marketing materials sent in the mail.
Through Net Zero, our vendor.
Through one of my vendors, FSG.
Through our contractor Dick Hedges with Triple-A Services. He had worked with other companies that took advantage of the program and recommended that we do the same.
Through our distributor
Through our distributor, Chris Martin at Net Zero Rocky Mountain. He was originally one of our customers at our business.
Through our installer
Through our installer, who mentioned it to us.
Through our landlord.
Through our lighting vendor, New Standard Lighting.
Through our lighting vendor, Voss Lighting.
Through our supplier.
Through our vendor Conserve-A-Watt Lighting.
Through our vendor L.E.D. supply in Lakewood, Co.
Through our vendor Me Bulbs
Through our vendor One Source Lighting.
Through our vendor out of Buena Vista Colorado.
Through our vendor Rexel
Through our vendor Watts Up Lighting.
Through the flier
Through the lighting project I inherited in my role here.
Through Xcel billing from when I worked at the Fire Department
Vendor Rexel
We called an independent contractor that works with Xcel Energy.

We found out about it through LED supply, who is our vendor.

We have a gentleman in the parish who is in the LED industry.

When our contractor brought it to our attention.

Word of mouth from someone else in our company

4 "Don't know" Responses

- B4.** The Xcel Energy Small Business Lighting program has a few different components, including an energy assessment, the direct installation of energy efficient equipment to qualifying customers, and rebates for lighting equipment. According to my records, you received an on-site visit / direct installation of energy efficient equipment / a rebate for the **<NTG_MEASURE>** you installed through the program.

There may have been parts of the program that you did not participate in, but which still influenced your decision to participate.

- B5a.** Which of the following components was most influential in your decision to participate in the program?

Verbatim Response

Because I did it after the installation and the opportunity of the rebate is what made me want to apply.

Because it made it a lot cheaper to obtain the equipment.

It was a project that we were looking at increasing lighting levels for safety and to be able to upgrade our products to more energy efficient one, the rebate dollars made it more feasible.

Well, it just seemed like it was going to offset the cost of retrofitting everything. The cost of the equipment was fairly high.

Just the economic savings/cost savings.

To help us see where we could save money

I think we just wanted to do it and the rebate gave us an opportunity to do it.

We have so many lights so that was a real help

Because that takes out the majority of the energy footprint costs for this installation.

Just to conserve energy here at our school and to acquire information on how we can get more lighting with less energy use.

We are pretty scrappy with our spending and the rebate was awesome.

Because it made it cheaper for us to install the equipment.

Rebates helped with the cost

Because LED lighting is expensive.

Because of the substantial savings that we received for the equipment. And we were under the belief that it would lower our electrical bill.

We had already tried to be a little more fiscally conservative and the rebate made it a little bit more affordable for us to make the change.

Because it brought the price down.

Because we wanted to lower our overall consumption.

APPENDICES

It saved us some money.

It allowed me to replace more than I would have been able to do financially at the time.

Better for the business manufacturing small components

Just the cost savings.

I can't pick one. They were all important.

The rebates allowed us to make the purchase, and provided cost savings on the equipment that we bought.

It seemed like the best financial option for us.

They looked to be the most attractive and beneficial to us.

Because we needed some new exterior lighting anyway so it made sense to go with something that had a rebate with it.

It made the total cost of equipment affordable for installation.

We are a non profit and every dollar counts. So it was the return on investment.

DK

Because I'm cheap.

It lowered our cost to do something that we wanted to do by incentivizing us by lowering the cost.

Had there not been rebates we likely would not have done the retrofit.

That's where we saw the biggest impact because for this property it is all price driven.

We were able to get a reduced price.

It was a really big discount on the purchase. Being a church we work off of budget and every little bit helps.

I get a kick-back on that and it also saves my energy bill.

Working for a non-profit you're always looking for ways to save money.

Based on the research we did, the return offset what we were spending on lighting that we were running before.

From a cost perspective, running these huge building, the cost is everything. Having a rebate up-front for the cost of materials and cost savings over time influenced our decision to go with that upgrade.

The LED lights are expensive and the program provided cheaper equipment.

Well I thought at the time the rebate would be a good thing to do.

Because we were already considering upgrades to our lighting and the rebates were the extra incentive we needed to go ahead and do the projects.

Because we get a rebate and knew in the long run that we would save money based on our assessment with the rebate

The rebates were great and made it easier to present and justify the project to our school board.

Because the lighting can be really costly and it can help offset the cost of labor to get the project done.

Because it helped to offset the cost of installing more energy efficient lighting.

The rebate made it financially worthwhile and more affordable.

Just the money involved. We got a fairly good rebate out of it.

Because we don't have much money. Cash flow.

At the time we knew we needed to replace the lights in our warehouse.

Because it saved costs

Anytime you're talking about money coming back that's huge.

Because it brought the overall price down.

Because of the ROI.

Because sometimes lighting equipment can be kind of expensive so if we can get some money back it helps to balance out the investment.

We are always trying to be as efficient as possible

Because it was a win-win to get the money back and save on our electrical.

Everyone likes free money.

I had thought about doing LED conversion at our two main facilities, I saw the rebate and thought it was a good time to do it.

Because it's money.

It was cost effective.

It made it more reasonable to purchase.

Because we wanted to save money.

Because of the cost savings up front.

That's the only one that I knew about.

Made the project affordable and therefore made it happen.

Decided to get more efficient lights and the rebate made it affordable

It's an old building. So we are doing things to update it, saving money too.

B6. Please rate the importance of the following in terms of your decision to upgrade the lighting equipment through the Small Business Lighting program: on a scale of 1 to 5, where one means not at all important and 5 means very important.

IF NEEDED: How would you rate the importance of (read item) on a scale of zero to ten, where one means not at all important and 10 means very important.

B6a. Reducing environmental impact of <NTG_MEASURE> use

	Count	Valid Percent
1 – Not at all important	3	4%
2	3	4%
3	12	17%
4	20	29%
5 – Very important	31	44%
N/A	1	1%
Total	70	100%

B6b. Upgrading out-of-date equipment

	Count	Valid Percent
1 – Not at all important	1	1%
2	2	3%
3	9	13%
4	23	33%
5 – Very important	33	47%
N/A	2	3%
Total	70	100%

B6c. Replacing faulty or failed equipment

	Count	Valid Percent
1 – Not at all important	5	7%
2	7	10%
3	6	9%
4	10	14%
5 – Very important	36	51%
N/A	6	9%
Total	70	100%

B6d. Improved aesthetics

	Count	Valid Percent
1 – Not at all important	6	9%
2	9	13%
3	8	11%
4	18	26%
5 – Very important	28	40%
N/A	1	1%
Total	70	100%

B6e. State standards / requirements

	Count	Valid Percent
1 – Not at all important	17	24%
2	11	16%
3	14	20%

4	10	14%
5 – Very important	8	11%
N/A	10	14%
Total	70	100%

B6f. Increase reliability of equipment

	Count	Valid Percent
1 – Not at all important	0	0%
2	1	1%
3	9	13%
4	21	30%
5 – Very important	35	50%
N/A	3	4%
Don't know	1	1%
Total	70	100%

B6g. Extend equipment life

	Count	Valid Percent
1 – Not at all important	0	0%
2	5	7%
3	8	11%
4	20	29%
5 – Very important	34	49%
N/A	2	3%
Don't know	1	1%
Total	70	100%

B6h. Financial incentive

	Count	Valid Percent
1 – Not at all important	0	0%
2	0	0%
3	4	6%
4	19	27%
5 – Very important	47	67%
Total	70	100%

B6i. Reducing energy bill amounts

	Count	Valid Percent
1 – Not at all important	1	1%
2	1	1%
3	2	3%
4	16	23%
5 – Very important	49	70%
Don't know	1	1%
Total	70	100%

B6j. Lighting installer recommendation

	Count	Valid Percent
1 – Not at all important	6	9%
2	6	9%
3	11	16%
4	17	24%
5 – Very important	22	31%
N/A	8	11%
Total	70	100%

B6k. Interactions with Xcel Energy or Clear Result representatives

	Count	Valid Percent
1 – Not at all important	6	9%
2	7	10%
3	23	33%
4	13	19%
5 – Very important	15	21%
N/A	5	7%
Don't know	1	1%

B6l. [IF On_site_flag = 1] Findings from the energy assessment you received from Xcel Energy

	Count	Valid Percent
1 – Not at all important	0	0%
2	2	20%

3	3	30%
4	4	40%
5 – Very important	0	0%
N/A	1	10%
Total	10	100%

B6m. The option to participate in an on-site energy assessment from Xcel Energy

	Count	Valid Percent
1 – Not at all important	0	0%
2	2	20%
3	3	30%
4	4	40%
5 – Very important	0	0%
N/A	1	10%
Total	10	100%

B6n. [ID On_site_flag = 1] The free installation of equipment by Xcel Energy or Clear Result representatives

	Count	Valid Percent
1 – Not at all important	2	20%
2	0	0%
3	0	0%
4	0	0%
5 – Very important	4	40%
N/A	4	40%
Total	10	100%

B7. Was there anything else that was important in your decision to upgrade your lighting equipment?

	Count	Valid Percent
Yes	11	16%
No	59	84%
Total	70	100%

Verbatim Response

Aesthetics made a huge difference.

Better lighting

Better lighting. LEDs don't diminish.

Cost

Cost and longevity and customer safety are mostly what we were trying to address.

Just the belief that our energy costs would be lower.

Safety

The cost and efficiency.

There's a green building ordinance in Denver that relates to what we do now for energy star rating and complying with city guidelines.

These fixtures provided more light, which was very helpful.

To cut expenses

[IF B7 = 1]

B7a. Using the same scale of 1-5 where 1 is not important and 5 is extremely important, how important was **[Response to B7]** in your decision to upgrade your lighting equipment?

	Count	Valid Percent
1 - Not important	0	0%
2	0	0%
3	0	0%
4	0	0%
5 - Extrmely important	11	100%
Total	11	100%

B8. How, if at all, do you think your decision to install the high efficiency lighting would have been different if your business were deciding today given the COVID-19 pandemic?

	Count	Valid Percent
We would likely have made the same exact purchase	37	53%
We would likely have purchased some of the same products, but not all	10	14%
We would likely have put off buying anything	18	26%
We would have chosen less expensive products	5	7%
Total	70	100%

B9. How, if at all, has the COVID-19 changed your decisions on other facility or equipment projects planned for the next year?

	Count	Valid Percent
No change	28	40%
We are delaying projects, if possible	27	39%
We are accelerating projects, if possible	4	6%
We are looking for less expensive ways to implement projects	10	14%
Other	1	1%
Total	70	100%

B10. When you were deciding to install “high-efficiency equipment” / “high-efficiency lighting” at your facility, did you need to seek approval from others at your business?

	Count	Valid Percent
Yes	41	59%
No	29	41%
Total	70	100%

[IF B10=1]

B11. How many people at your business needed to sign off on the project?

	Count	Valid Percent
1	19	46%
2	9	22%
3	5	12%
4	3	7%
5	2	5%
6		
7	1	2%
8	1	2%
9		
10	1	2%
Total	41	100%

[IF B10=1]

B12. What are their job title(s)?

Verbatim Response

Owner
Co-Owner
Executive in Upper Management
Operations manager
President/Owner
Retail Distinct Manager
Founder/CEO
Owner
Owner
General Manager
President
Owner
Owner
COO
Co-Owner
Area Manager
Water Treatment Facilities Superintendent
Vice President.
Owner
Owners
Owner/President
Business Manager and Pastor
CFO and CEO
CEO and Controller
Owners
Owners
Business Manager and Pastor
Regional Manager and Chief Operating Officer
Owners
Wife, General Manager, Quality Control
Two Owners, Engineer, and Maintenance Manager
CEO, CFO, and Office Director
Owners
Board of Directors
Director of Education and the members of Governing Council Boards who don't have individual titles.

- Three Owners and Maintenance Manager.
- Board of Directors
- Board of Trustees.
- Board Members on the Board of Directors
- 7 School Board Members and 1 Superintendent
- Board of Directors (Vestory)

SECTION C: BARRIERS TO PARTICIPATION

C1. To what extent did you consider having additional lighting upgrades installed through the Xcel Energy Small Business Lighting program using a scale of 1 to 5, where 1 is did not consider any lighting upgrades at all, and 5 is seriously considered having additional lighting upgrades.

	Count	Valid Percent
1 – Did not consider any lighting upgrades	17	24%
2	6	9%
3	9	13%
4	5	7%
5 – Seriously considered having additional upgrades	20	29%
Already completed additional lighting upgrades	9	13%
Not applicable. Entire facility was upgraded.	4	6%
Total	70	100%

[If C1 = 4 or C1 = 5]

C1a. What else did you consider having done? [OPEN END]

Verbatim Response

- Additional troffers
- All of the lighting inside of our store.
- DK
- Exploring our showroom lighting and having it all replaced.
- Getting rid of all of our fluorescents paper tight fixtures and switching over to LEDs.
- I considered doing some outdoor lighting.
- Interior and Exterior LEDs.
- Just trying to get more LEDs installed throughout the entire building.
- LEDs in the large shop area
- More lighting throughout the building.
- More of the high bay lighting.
- More of Troffers. We only did maybe a third of the building.

More outside lighting upgrades.

Nothing else.

Replacing lights in the nave sanctuary of the church proper.

Replacing some 2X2 fluorescent tubes

Same lighting in other buildings

Some interior lighting.

Tenant space upgrades. Lighting in tenant spaces.

The fluorescent lights.

The LED Exit lights replaced and outside lights.

the lights in the store, replace with LEDs

Upgrading all lights

We have different CAN lights and we needed to find an LED option for them (about 200 of them) and 26 additional exterior canopy lights.

We've looked at changing our windows out in our building due to its age.

[If C1 = 4 or C1 = 5]

C1b. What is the main reason you did not pursue these additional upgrades / services? [OPEN END]

Verbatim Response

All our needs were met.

Allocation of funds.

At the time it wasn't a high priority, but has been in continuous master planning meetings and has been a topic of discussion since.

Because of cost and the property doesn't belong to me.

Cost

Cost and length of payback

Expense

It didn't have the suitable LED light that would fit (it was an odd size). And it was also very expensive if I was going to use that contractor.

It was just the cost of the equipment.

It's more expensive and a bigger job

Its a continuous process that are contingent upon tenant vacancies in the units.

Other repairs were required that took precedence over this project and it wasn't in our budget..

The cost

The finances

The lighting contractor we had did a great job on the sales and modeling, once that project was finished he was supposed to be helping us with a new lighting project but it just never came to fruition.

The timing is inconvenient.

The vendor, Net Zero Lighting told us that some of the discounts were not available.

There wasn't enough money in the budget

Time and cost.

We can't get a hold Epic Star.

We just didn't have the time to do it all at once. It's a long term project.

We were unable to find suitable equipment.

We will do it at a later date.

We will do it slowly. We can't afford to do it all at once

We're hoping to move into a new building soon.

C2. Did you experience any unexpected delays in completing projects associated with the Small Business Lighting program?

	Count	Valid Percent
Yes	7	10%
No	63	90%
Total	70	100%

[If C2 = Yes]

C2a. Please provide a sentence or two explaining the delays you experienced in the Small Business Lighting program.

Verbatim Response

I had to do retrofit prior to installing the LEDs. So had to wait for the retrofit.

Installation delays based off of bad specs of the product. The product came in wrong for the conversion.

It was due to the availability of materials. There was a delay in us receiving the materials where they arrived in two separate shipments.

The initial installation was done incorrectly, and some of the equipment was not up to the specifications we had ordered. We also had a great deal of difficulty with the dimmer switches, which were not setup to work with LED lights. The ones that came with the lighting panels didn't work with the panels that they were attached to. We ended up spending several hundred dollars to acquire different dimmer panels.

They were my own delays in getting installed. It was too expensive getting someone else to install them and I had to do it myself. The time it took resulted in a delay.

We had problems getting fixtures sometimes.

We had trouble getting the products imported from overseas because of trade tariffs. Not all of the equipment came at once and they were not keeping all of their product in inventory.

C3. Do you have any recommendations for improving the Small Business Lighting program?

	Count	Valid Percent
Yes	15	21%
No	55	79%

Total

70

100%

[IF C3 = 1]

C3a. Please provide any recommendations you have for improving the Small Business Lighting program:

Verbatim Response

For those of us who are not really in the know in some of the lingo, it would be nice to have some additional information on the Xcel Energy website about what the lighting actually does (in lay men's terms). The information supplied to us was very tech specific and unclear. Luckily, the people at the vendor helped.

I did another building a year later using lights that I purchased online and they were about a 10th of a cost to install. You need to increase the rebate amount and the options for cheaper lighting equipment.

I think the forms could be simplified. They are confusing sometimes. It's kind of pain. If Xcel Energy could provide some guidance and education for tenants in helping them understand how to reduce their energy consumption and what effect their behavior has on the environment. So better engagement.

It took me 17 months to get my rebate. So reducing the amount of time it takes to receive the rebate would be helpful.

It would be great if we had made in the USA companies supplying the energy efficient equipment for the rebate program.

It would nice if the same products and program were in place for more than a year.

Just keep it simple.

Just providing more information as far as recommendations for insulation and LEDs as well as contractors available for small businesses to get linked up with.

Making the details for the additional options easy to find and easily available.

More information on how to maximize our rebates.

The one thing I was disappointed with is that we were adding additional lighting and the rebate was only for swapping out lighting, but not adding additional lighting. The rebate should apply to all lighting installed through the process.

There's not enough general advertisement to make people aware of the rebates.. I didn't know about the rebates until our customer Christ Martin, who is now our distributor, brought it up.

We only had contact with Xcel in last decade. Having someone in contact more often is helpful.

So proactively reach out. Would be good to have someone watching our back.

When we received the quotes from the electricians for the work, there wasn't anyone local for us in northern Colorado. Most of the contractors were based in Denver. We only had two electricians to pick from. So we would appreciate more variety in the electricians that can do the work here locally.

SECTION D: FREE-RIDERSHIP

Intro3. According to my record, you installed <show_measure_1>, <show_measure_2>, AND <show_measure_3>. Were these lighting measures all part of a single or larger project?

	Count	Valid Percent
Single project	17	77%
Larger project	4	18%
Don't know	1	5%
Total	22	100%

[IF INTRO3 = 2] For this next set of questions, I would like you to think back to when you were installing the lighting equipment. I would like you to answer the questions only for < NTG_MEASURE>.

D0. In your own words, how would you describe the influence that the Xcel Energy Small Business Lighting program had on your decision to purchase/install this < NTG_MEASURE>?

Verbatim Response

A strong influence. It's good to get a rebate and extend life of equipment and save energy.

Because of the cost of the LED, had there not been a rebate we would have not switched out the light.

Because our energy consumption is very high so the program helped us to reduce our overall consumption.

Because they were doing it, I went ahead and did it.

Fairly influential because it made the changes we wanted to make more affordable; we wanted to make them for environmental reasons but the rebate made it doable.

I did not know about it at the time of purchase.

I don't feel that it had any. It was kind of a bonus.

I really feel supported from Xcel Energy, and some way it helps with our investments and the rebate off-sets the costs associated with upgrading the equipment.

I think in context it made it easier due to the fact that there were some up-front savings.

I think it helps us because of the timing. We were looking to do it any way. The rebate made it more affordable and the vendor took care of the paperwork.

I think it was a huge incentive to get it done.

I think it was something that we were inevitably going to have to do, but we were excited that the program existed and that we could take advantage of it.

I think we were able to get more money rebated from the city of Boulder in addition to the rebate from Xcel Energy.

I usually only have my vendors select lighting that is on the rebate list. We just abide by what is approved by Xcel and order knowing that we will be getting a rebate.

I was going to upgrade the lighting anyway, but this was kind of the cherry on top.

I would have had it none. The equipment had to be replaced anyway.

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I would say it influenced my decision based on the discounts I could get for the lighting.

I would say that the program spurred us to make the decision. We probably wouldn't have made the decision without it.

It allowed me to install more than I had budgeted for.

It enabled us to do so.

It had a big influence on my decision.

It had a fair amount of influence.

It had a great amount of influence. We probably wouldn't have done it if it weren't for Xcel.

It had a great deal of importance to me.

It had a lot of influence. It helped us to be able to afford it.

It had good influence.

It helped us make necessary repairs while keeping in mind the environment and longevity of the installation.

It helped with my decision because saved us money on the fixtures that we purchased.

It influenced me very much. We wouldn't have done it without the program.

It made it more appealing, and the payback/ROI information made it easier to justify it to our board,

It made the whole program more affordable.

It made us choose something that we knew would qualify for the rebate vs. something that wouldn't.

It really didn't affect our decision to purchase and install the equipment, but it enabled us to upgrade all of our equipment because of the substantial discount we received.

It was a big part of it. We probably wouldn't have installed any lighting without the rebate program.

It was a major factor in implementing the project because of the reduced cost.

It was big. It saved us money.

It was great because it was free.

It was great. The rebate was a big incentive in proceeding. It was a nice perk.

It was great. We enjoyed the feedback that it brought to the school and we continue to use the LEDs that were installed.

It was important because we wanted to be able to shut them off automatically to save on the energy cost.

It was instrumental. We would not have done the project without the rebate program.

It was just an added benefit.

It was just an extra incentive. We went with a better quality product because of the rebate.

It was just the money saving aspect of it.

It was pretty important to our decision.

It was very influential in the timing of the project - we already were considering the upgrades

It was very influential. The people were very helpful. They would respond very quickly to emails.

It was vital.

Not very significant. I had already made the decision to install it.

REF

Significant.

The audit helped to evaluate the energy usage for the site. The idea of it is to do the daylight harvesting and that helps.

The program is what made me do it.

The program really just facilitated the installation. We had already decided to install the equipment. What we decided and when to buy was contingent on the rebates that were available.

The program was excellent. Xcel Energy provided a support and a rebate to help me. It's a really good program.

The rebate we got for the installation was a win win.

The rebates made it more affordable.

They were very good.

Very positive.

We had been thinking about it but when we heard there was a rebate it was influential in us going ahead to pull the trigger on the project.

We learned that it could save us money and helps the environment so we proceeded that way.

We wanted to install them anyway so no influence.

We would not have done it without the program because of the expense

We would not have installed the Troffer without outreach from Xcel.

Well if it hadn't been offered we would not have done the installation.

Well to be honest a lot of it went through our lighting vendor and we were going to install this equipment anyway.

Well we probably wouldn't have done it without the program.

Well, I would say that it positively influenced it. We were definitely going with LED because of its other benefits. The rebate program was icing on the cake.

Without the program we probably wouldn't have done it.

Without the rebate program we wouldn't have been able to go through with the purchase and installation.

DO_1. Making decisions can sometimes be relatively simple, involving one major factor, like price. Or, they can be relatively complex involving multiple factors such as price, information provided by your lighting installer or utility, and concerns about high electricity bills.

D1. There are of course many other possible reasons.

Next, I'm going to ask a few questions about your decision to install **<NTG_MEASURE>**. Please rate the importance of each of the following factors on your decision to install **<NTG_MEASURE>** using a scale from 0 to 10, where 0 means "not at all important" and 10 means "extremely important".]

The bigger the number, the greater the influence. If you don't know, just say "I don't know". Now, how important was...

D1b. An on-site visit from an Xcel Energy representative

	Count	Valid Percent
0 – Not at all important	6	9%
1	3	4%
2	1	1%
3	4	6%
4	1	1%
5	7	10%
6	0	0%
7	9	13%
8	5	7%
9	0	0%
10 – Extremely important	10	14%
N/A	22	31%
Don't know	2	3%
Total	70	100%

D1b_1. Did you receive an audit report after this visit?

	Count	Valid Percent
Yes	14	58%
No	5	21%
Don't know	5	21%
Total	24	100%

D1c. Telephone/online interactions with Xcel Energy or Clear Result staff.

	Count	Valid Percent
0 – Not at all important	9	13%
1	4	6%
2	5	7%
3	4	6%
4	2	3%
5	7	10%
6	4	6%
7	6	9%
8	4	6%
9	2	3%
10 – Extremely important	7	10%

N/A	13	19%
Refused	3	4%
Total	70	100%

D1d. The trade partner who performed the work.

	Count	Valid Percent
0 – Not at all important	1	1%
1	0	0%
2	2	3%
3	0	0%
4	2	3%
5	5	7%
6	0	0%
7	5	7%
8	13	19%
9	14	20%
10 – Extremely important	15	21%
N/A	11	16%
Refused	2	3%
Total	70	100%

D1e. Email or direct mail from Xcel Energy or Clear Result staff.

	Count	Valid Percent
0 – Not at all important	9	13%
1	4	6%
2	2	3%
3	4	6%
4	2	3%
5	7	10%
6	3	4%
7	4	6%
8	7	10%
9	1	1%
10 – Extremely important	6	9%
N/A	15	21%
Don't know	1	1%
Refused	5	7%
Total	70	100%

D1f. Information provided through program marketing, advertising, or educational materials. **[IF NEEDED: “This includes promotions in the pace newsletter”]**.

	Count	Valid Percent
0 – Not at all important	6	9%
1	6	9%
2	6	9%
3	2	3%
4	3	4%
5	9	13%
6	2	3%
7	8	11%
8	7	10%
9	2	3%
10 – Extremely important	3	4%
N/A	11	16%
Don’t know	4	6%
Refused	1	1%
Total	70	100%

D1g. Information provided to the customer by Xcel Energy or Clear Result staff during an event.

	Count	Valid Percent
0 – Not at all important	10	14%
1	5	7%
2	2	3%
3	2	3%
4	2	3%
5	4	6%
6	2	3%
7	0	0%
8	5	7%
9	3	4%
10 – Extremely important	5	7%
N/A	25	36%
Don’t know	1	1%
Refused	4	6%
Total	70	100%

D1h. Information provided from a community leader.

	Count	Valid Percent
0 – Not at all important	15	21%
1	7	10%
2	0	0%
3	1	1%
4	2	3%
5	5	7%
6	0	0%
7	4	6%
8	0	0%
9	3	4%
10 – Extremely important	3	4%
N/A	25	36%
Refused	5	7%
Total	70	100%

D1i. [A7 =/= 2] Previous participation in an Xcel Energy program.

	Count	Valid Percent
0 – Not at all important	3	14%
1	0	0%
2	2	10%
3	0	0%
4	0	0%
5	3	14%
6	0	0%
7	1	5%
8	2	10%
9	1	5%
10 – Extremely important	8	38%
N/A	1	5%
Total	21	100%

D1j. Age or condition of the old equipment.

	Count	Valid Percent
0 – Not at all important	0	0%
1	0	0%

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2	0	0%
3	2	3%
4	0	0%
5	6	9%
6	3	4%
7	8	11%
8	13	19%
9	9	13%
10 – Extremely important	28	40%
Don't know	1	1%
Total	70	100%

D1k. Previous experience with this type of equipment

	Count	Valid Percent
0 – Not at all important	5	7%
1	2	3%
2	2	3%
3	0	0%
4	2	3%
5	6	9%
6	5	7%
7	2	3%
8	14	20%
9	4	6%
10 – Extremely important	10	14%
N/A	13	19%
Don't know	1	1%
Refused	4	6%
Total	70	100%

D1k_1. Did Xcel Energy previously provide you with information about this kind of equipment?

	Count	Valid Percent
Yes	7	20%
No	27	77%
Don't know	1	3%
Total	35	100%

D1k_2. In your own words, how important was the information provided by Xcel Energy in your decision to install this equipment?

Verbatim Response

DK

DK

It did inform our decision by letting us know what he have and what we could have.

It was an integral part of our decision making process.

Very important

Very important

Very important information.

D1l. Corporate policy or guidelines

	Count	Valid Percent
0 – Not at all important	8	11%
1	7	10%
2	3	4%
3	1	1%
4	4	6%
5	12	17%
6	3	4%
7	2	3%
8	5	7%
9	2	3%
10 – Extremely important	7	10%
Don't know	11	16%
Refused	2	3%
Total	70	100%

D1m. Minimizing operating costs (i.e., utility bills)

	Count	Valid Percent
0 – Not at all important	0	0%
1	1	1%
2	1	1%
3	0	0%
4	0	0%
5	1	1%
6	6	9%
7	10	14%

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8	17	24%
9	6	9%
10 – Extremely important	27	39%
Don't know	1	1%
Total	70	100%

D1m_1. Did Xcel Energy, Clear Result staff, or your trade partner provide you with information on minimizing operating costs?

	Count	Valid Percent
Yes	29	44%
No	28	42%
Don't know	9	14%
Total	66	100%

D1m_2. In your own words, how important was this information on minimizing operating costs in your decision to install this equipment?

Verbatim Response

DK

Fairly important

Highly important.

I think that it helped us justify on the incremental cost on going to a higher performing lighting product. We were able to offset the increased price to move toward high bay LED with occupancy sensors.

I would say it was very important. It gave me a real clear idea on how much I was going to save.

I would say it's important because utilities are a big cost on property.

It affects my budget so anything to help cut the cost is important.

It played a role in the total calculation of ROI and the other stuff.

It was great because it showed how it would help cut our expenses on our utility bill.

It was pretty important based on the savings that we could receive in terms of cutting down maintenance cost.

It was very important because it gave us the ability to follow through with the installation. Our vendor gave the price savings numbers that we would have for each lighting fixture.

It was very important just because it was a selling point to our tenant: Saving money in the long run.

It was very important to the school because our buildings are a lot older and bringing in LEDs helped us with conserving energy on our bills.

It was very important.

It was very important.

It was very important.

It wasn't the most important thing. But it definitely didn't hurt.

Moderately

REF

That was very crucial.

The audit gave us the real numbers on how much it was costing us, and that influenced us to look into the program.

Very important

Very important.

Very important. It was mostly my vendor input which was extremely important.

We basically got some numbers on what percentage we could save on our energy bill. That's when we determined it was very important and pretty thorough.

We were pretty much headed down that path anyways but the energy savings were very attractive.

Well I'm an electrical engineer and had done my own calculations, so it was somewhat of a formality and somewhat of a validation of my own calculation on the cost savings month to month.

Well, I went through the audit and supplemental materials and used it for asking questions to contractors. It helped me figure out what I needed to do to be in compliance with the local ordinance and my energy star rating.

Well, it was mainly about how much consumption of energy we had before. It showed the savings we could received from LED installation.

D1n. Simple payback period

	Count	Valid Percent
0 – Not at all important	0	0%
1	0	0%
2	2	3%
3	3	4%
4	3	4%
5	11	16%
6	8	11%
7	8	11%
8	12	17%
9	6	9%
10 – Extremely important	8	11%
N/A	3	4%
Don't know	6	9%
Total	70	100%

D1n_1. Did Xcel Energy staff, Clear Result staff, or your trade partner provide you with information on the simple payback period?

Count	Valid Percent
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Yes	24	57%
No	12	29%
Don't know	6	14%
Total	42	100%

[ANCHOR AFTER D1n_1, ASK IF D1n_1=1]

D1n_2. In your own words, how important was this information on the simple payback period in your decision to install this equipment?

Verbatim Response

- I did those calculation before so it helped confirm my numbers were correct.
- I think it was important so we would have a clear idea of what the results would be and how the whole process worked.
- It becomes important when selling because payback and what you are putting in are necessary things to know.
- It gave us another option to look at how we would finance the project and how large of a project it would be.
- It played an important role by allowing our primary focus of safety toward the investment value of the installation.
- It really didn't because I paid it all up front.
- It was not.
- It was really helpful knowing that we could use it.
- It was really important in that it factored in to us deciding to do it.
- It was very important
- It was very important.
- It was very important.
- Played a key role in being able to do it.
- REF
- Significant.
- That was a very important piece.
- This information about the incentive and savings was just a bonus in our view.
- Very important
- Very important to know how much money I am spending and when were we going to break even.
- Very important.
- Very important.
- Very important.
- Very important.
- Very important. It provided me with the information I needed on its viability.

D1o. Return on investment.

Count	Valid Percent
-------	---------------

0 – Not at all important	0	0%
1	0	0%
2	0	0%
3	1	1%
4	2	3%
5	4	6%
6	4	6%
7	7	10%
8	15	21%
9	8	11%
10 – Extremely important	25	36%
N/A	2	3%
Don't know	2	3%
Total	70	100%

D1o_1. Did Xcel Energy staff, Clear Result staff, or your trade partner provide you with information on the return on investment?

	Count	Valid Percent
Yes	37	63%
No	19	32%
Don't know	3	5%
Total	59	100%

D1o_2. In your own words, how important was this information on the return on investment in your decision to install this equipment?

Verbatim Response

Basically, very important. Corporate is always looking to save money.

Critical. We knew that the payback period was going to make this affordable. Financially the energy savings made it a very desirable project.

DK

DK

I didn't see the information about the ROI. It went to our company but not me.

It basically made it very easy to go to my business partner and get his buy-in. With that ROI it could justify the doubled increase in investment for the project.

It helped to justify the expense

It was crucial to the decision.

It was extremely important. After the up front costs, the rebate didn't offset that. I still had a lot of out-of-pocket expenses that I would be able to recuperate in a reasonable amount of time.

it was pretty important

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It was very important to present the project to the school board and getting the board's approval

It was very important.

It was very important. I needed to know how many years it would take to pay off this investment.

It was very important. I wouldn't have considered it without the ROI information.

It was very important. The money involved and how it was going to pay for itself was very important.

It was very important. We wanted to make sure we were doing the right thing surrounding energy consumption at our company.

It was vital because in order to get it through the budget committees they have to see a return on investment.

It was vital to being able to make the project work and get funded.

Just verifying the proper channels to handle it with.

My son said it was very important to reduce the utility bill.

REF

Significant.

The return is very important. If the return is not equal to what I invested I normally don't do it. The ROI helped but the calculations weren't accurate. As of right now we are at 50% of what we were expecting in terms of our investment return.

The ROI helped me to work with our CFO to acknowledge that this was a viable project.

The ROI helped us get project approval right away.

The ROI wasn't as big of a factor on it, but it was important.

Very important

Very important

Very important

Very important.

Very important. I needed it to get buy in from my executive team.

We feel the savings on our bill over time that we could do it now and have it paid for in three years.

We looked at the cost of replacing the existing lights vs. the cost of upgrading to the efficient lights and looked at how many years it would take to get the money back. The ROI was really important.

We needed the lighting anyway but the ROI was a huge incentive to get it done.

We saw that it would be worth it anyways. Not very influential.

Well, having the information helps to make decisions on when and how to do it.

D1p. The availability of energy efficient equipment that could be directly installed for you by an Xcel Energy representative free of charge.

	Count	Valid Percent
0 – Not at all important	8	11%
1	2	3%

2	1	1%
3	1	1%
4	0	0%
5	3	4%
6	2	3%
7	2	3%
8	5	7%
9	7	10%
10 – Extremely important	11	16%
N/A	22	31%
Don't know	4	6%
Refused	2	3%
Total	70	100%

[ANCHOR LAST]

D1Q. Were there any other factors that were important to your decision to participate in the program? **(ASK OPEN END)**

	Count	Valid Percent
Yes	8	11%
No additional factors	62	89%
Total	70	100%

Verbatim Response

Availability of replacement parts of existing lighting. We couldn't find replacements.

Corporate philosophy about environmental concerns

Environmental impact of more efficient lighting

Just the ability to take advantage of a discount through an upgrade.

Just the expense and savings on the equipment.

The decision to participate was part of a larger improvement project that involved lighting and other things.

The factor of just getting money back from the rebate and improve our energy consumption with better lighting, which also provides better lighting levels in our auto repair shop.

The local ordinance here in Denver for sustainability action and the fact that a commercial building uses a lot of energy was important to me personally because I wanted to help.

D1Q_1. On the same scale from 0 to 10, how would you rate the importance of that factor?

	Count	Valid Percent
0 – Not at all important	0	0%

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1	0	0%
2	0	0%
3	0	0%
4	0	0%
5	0	0%
6	0	0%
7	1	13%
8	1	13%
9	0	0%
10 – Extremely important	6	75%
Total	8	100%

D5a. If the Xcel Energy rebate incentive, information, and support from your trade partner and the Xcel Energy Small Business Lighting Program was not available, would you have installed the *exact same number, type, model, and efficiency* of **<NTG_MEASURE>** at the exact same time? If you are not sure, please let me know.

	Count	Valid Percent
Yes	18	26%
Maybe/Not sure	7	10%
No	32	46%
Would not have installed <NTG_MEASURE> at all	13	19%
Total	70	100%

[ASK IF D5a=1,2,REF, ELSE SKIP TO S1]

D5b. Using a scale from 0 to 10, where 0 means “not at all likely” and 10 means “extremely likely”, please rate the likelihood that you would have installed the *exact same number, type, model, and efficiency* of **<NTG_MEASURE>** if the Xcel Energy Small Business **Lighting program** was not available.

	Count	Valid Percent
0 – Not at all likely	3	12%
1	0	0%
2	1	4%
3	1	4%
4	1	4%
5	2	8%
6	0	0%
7	2	8%
8	4	16%

9	2	8%
10 – Extremely likely	9	36%
Total	25	100%

[ASK IF D5b=10]

D5c. To clarify, you just told me that it is extremely likely that you would have installed the exact same number, type, model, and efficiency of equipment if you did not have any support, information, or rebates from the Xcel Energy Small Business Lighting program.

Is that correct, or do you want to change the likelihood that you would have installed the same equipment without support from Xcel?

	Count	Valid Percent
Yes, rating is correct	9	90%
No, rating is incorrect, want to change likelihood	1	10%
Total	10	100%

[ASK IF D5b = 7-9 and Max_ProgramFactor > 7]

D5d. You just rated your likelihood to install <NTG_MEASURE> without any support or incentives from the Small Business Lighting program as a(n) <RESTORE RESPONSE FROM D5b> out of 10, suggesting that the program was not very important. Earlier, when I asked you to rate the importance of each program factor on your decision, the highest rating you gave was a <Max_ProgramFactor> out of 10, suggesting that the program was very important. Is this correct or should I go back and change one of your answers?

	Count	Valid Percent
Correct	4	80%
Change the likelihood of installing <NTG_MEASURE> without the program	1	20%
Change the influence of the program factors		
Total	5	100%

[ASK IF D5b < 3 and Max_ProgramFactor < 3]

D5e. You just rated your likelihood to install <NTG_MEASURE> without any support incentives from the Small Business Lighting program as a(n) <RESTORE RESPONSE FROM D5b> out of 10, suggesting that the program was very important. Earlier, when I asked you to rate the importance of each program factor on your decision, the highest rating you gave was a <Max_ProgramFactor> out of 10, suggesting that the program was not very important. Is this correct or should I go back and change one of your answers?

	Count	Valid Percent
Correct – leave answers as is	1	100%
Change the likelihood of installing <NTG_MEASURE> without the program		
Change the influence of the program factors		
Total	1	100%

[ASK IF D5a=1,2,REF]

D6c. In absence of the Xcel Energy program and rebates, when would you have installed the *exact same number, type, model, and efficiency* of **<NTG_MEASURE>** you installed through the Small Business Lighting program? Would it have been...

	Count	Valid Percent
Within one year of installation	16	64%
Between 1 and 2 years later	4	16%
Between 2 years and 3 years later	1	4%
Between 3 years and 4 years later	1	4%
Greater than 4 years later	0	0%
Or would you not have installed the exact same equipment?	0	0%
Don't know	3	12%
Total	25	100%

[ASK IF D5a=1,2,REF]

D6d. Asking this same question in a different way -- using a scale from 0 to 10, where 0 means "not at all likely" and 10 means "extremely likely", what is the likelihood that you would have installed the *exact same number, type, model, and efficiency* of the **<NTG_MEASURE>** you installed within 6 months of time you installed the equipment if the program was not available.

	Count	Valid Percent
0 – Not at all likely	2	8%
1	0	0%
2	1	4%
3	0	0%
4	1	4%
5	3	12%
6	0	0%
7	2	8%
8	5	20%
9	2	8%
10 – Extremely likely	7	28%

Don't know	2	8%
Total	25	100%

[ASK IF D6d > 6 and <98 AND PARTICIPATION= 1]

D7. In absence of the Xcel Energy program, what is the likelihood you would have installed fewer efficient lighting products than the number you installed through the Small Business Lighting program? Please use a scale from 0 to 10, where 0 means "not at all likely" and 10 means "extremely likely".

	Count	Valid Percent
0 - Not at all likely	0	0%
1	1	17%
2	0	0%
3	2	33%
4	0	0%
5	1	17%
6	0	0%
7	0	0%
8	0	0%
9	1	17%
10 - Extremely likely	0	0%
Don't know	1	17%
Total	6	100%

[ASK IF D7 > 5 and <98]

D7a. Under that scenario, what percentage fewer efficient lighting products would you have purchased and installed?

	Count	Valid Percent
10%	1	100%
Total	1	100%

SECTION S: SPILLOVER

S1. Since your participation in the Small Business Lighting program, has your company installed any efficient lighting equipment at this facility without a rebate from Xcel Energy? When I say "efficient lighting equipment", I mean equipment that is eligible for an Xcel Energy rebate.

	Count	Valid Percent
Yes	16	23%
No	54	77%

Total 70 100%

[ASK IF S1=1, ELSE SKIP TO S7]

S1a. Why did you not apply for an Xcel Energy rebate for purchasing these efficient lighting products?

Verbatim Response

- Because it was only one or two fixtures.
- Because Xcel Energy did not offer a rebate.
- Didn't know it was available.
- Didn't know that we would be eligible for a rebate.
- I did not know there were any rebates that we would be eligible for at the time.
- I didn't even think about it at the time.
- I didn't know.
- I think the vendors did not bring the information to the attention of the people who were making decisions on the planning for the project by the vendors.
- I was not sure that we were eligible. So I just purchased and installed it.
- I was told that the program had ended.
- These were small jobs that were not expensive.
- Too complicated.
- We can't get a hold of the guy that sold us the equipment. It's a vendor issue (Epic Star).
- We used smaller vendors that were not tied in to Xcel Energy and the installations were just on the fly.
- We were told by the vendor that it was no longer available.
- We weren't eligible.

S2. Did your experience with the efficient lighting products you installed through the Xcel Energy Small Business Lighting program influence your decision to install some or all of the additional efficient equipment on your own?

	Count	Valid Percent
Yes	11	69%
No	5	31%
Total	16	100%

[ASK IF S2=1, ELSE SKIP TO S7]

S3. What type of lighting equipment did you install? For example, was it...
[ALLOW MULTIPLE]

	Count	Valid Percent
LED Troffers	3	27%
LED Area Lighting	2	18%
LED High Bay Lighting	1	9%

Or something else?	6	55%
Don't know	3	27%
Total	15	100%

[ASK IF S3=1-4, ELSE SKIP TO S7]

S4a. Approximately how many of each type did you install?

S4a_1. LED Troffers

Verbatim Response

2
3
DK

S4a_2. LED Area Lighting

Verbatim Response

120
DK

S4a_3. LED High Bay Lighting

Verbatim Response

DK

S4a_4. Other Measure

Verbatim Response

50
4
8
26
20
200

[ASK IF S3=1-4, ELSE SKIP TO S7]

S5. How important was your experience in the Small Business Lighting program, including the equipment you installed through the program, in your decision to install the additional equipment on your own? Please use a scale from 0 to 10, where 0 is “not at all important” and 10 is “extremely important”.

	Count	Valid Percent
0 – Not at all important	0	0%
1	0	0%
2	0	0%
3	0	0%
4	1	13%
5	3	38%
6	1	13%
7	0	0%
8	0	0%
9	0	0%
10 – Extremely important	3	38%
Total	8	100%

[ASK IF S3=1-4, ELSE SKIP TO S7]

S6. If you had not participated in the Small Business Lighting program, how likely is it that your organization would have installed these additional efficient lighting products, using a scale from 0 to 10, where 0 means you definitely WOULD NOT have installed and 10 means you definitely WOULD have installed them?

	Count	Valid Percent
0 – Definetely would not have installed	0	0%
1	0	0%
2	0	0%
3	0	0%
4	1	13%
5	1	13%
6	0	0%
7	2	25%
8	0	0%
9	0	0%
10 – Definetely would have installed them	4	50%
Total	8	100%

- S7.** Since your participation in the Small Business Lighting program, have you installed any additional energy efficient equipment, other than aerators / lighting, at this or other business facilities in Xcel Energy's territory?

	Count	Valid Percent
Yes	16	23%
No	53	76%
Don't know	1	1%
Total	70	100%

[ASK IF S7=1]

- S8.** Did you receive a rebate for any or all of this equipment through Xcel Energy or any other energy efficiency program?

	Count	Valid Percent
Yes, we received a rebate for all of the equipment	0	0%
Yes, we received a rebate for some of the equipment	1	6%
No	12	75%
Don't know	3	19%
Total	16	100%

[ASK IF S8=2-3, ELSE SKIP TO E1]

- S9.** **[IF S8=2: Thinking only about the equipment for which you did **NOT** receive a rebate,]** Did your experience with the Xcel Energy Small Business Lighting program, including the equipment you installed through the program, influence your decision to install some or all of these efficient products?

	Count	Valid Percent
Yes	5	38%
No	8	62%
Total	13	100%

[ASK IF S9=1, ELSE SKIP TO E1]

- S10.** What equipment did you install? Please provide as much detail as you can.

Verbatim Response

Faucet Aerators

HVAC

HVAC Condenser.

HVAC system.

We had more state-of-the art manufacturing equipment that was more energy efficient that uses less energy and human power.

[ASK IF S9=1, else skip to E1]

S11. How important was your experience in the Small Business Lighting program in your decision to install this equipment using a scale from 0 to 10, where 0 is “not at all important” and 10 is “extremely important”?

	Count	Valid Percent
0 – Not at all important	0	0%
1	0	0%
2	1	20%
3	0	0%
4	0	0%
5	0	0%
6	0	0%
7	1	20%
8	0	0%
9	1	20%
10 – Extremely important	2	40%
Total	5	100%

[ASK IF S9=1]

S12. If you had not participated in the Small Business Lighting program, how likely is it that your organization would have installed these additional efficient products, using a scale from 0 to 10, where 0 means you definitely WOULD NOT have installed and 10 means you definitely WOULD have installed them?

	Count	Valid Percent
0 – Definetly would not have installed	1	20%
1	0	0%
2	0	0%
3	0	0%
4	0	0%
5	0	0%
6	1	20%
7	0	0%
8	1	20%
9	0	0%
10 – Definetly would have installed them	1	20%
Don't know	1	20%
Total	5	100%

SECTION E: EXPERIENCE & SATISFACTION

Next, I would like to talk with you your experience participating in Small Business Lighting program.

E1. Did a lighting contractor or trade partner assist you in participating in the program? This could include identifying eligible fixtures, assisting you with program paperwork, and communicating with Xcel Energy.

	Count	Valid Percent
Yes	61	87%
No	9	13%
Total	70	100%

E2. Did you or anyone else working at your business interact with any Xcel Energy or Clear Result representatives about the lighting project?

	Count	Valid Percent
Yes	37	53%
No	30	43%
Don't know	3	4%
Total	70	100%

[IF E2 = 1]

E2a. What did you interact with them about?

	Count	Valid Percent
Rebate amount	18	49%
Timing of rebate	11	30%
Assistance with application, prescriptive measures	11	30%
Scheduling a direct install or energy assessment	9	24%
Assistance with application, custom measures	7	19%
Other, specify: Identifying lighting installers to install the equipment	6	16%
DK	5	14%
Review of energy assessment recommendations	4	11%
Reviewing bids from lighting installers	2	5%
Total	0	0
	73	197%

[If E2 = 2]

E3. Did you attempt to reach out to an Xcel Energy or Clear Result representative about the lighting project?

	Count	Valid Percent
Yes	1	3%
No	28	93%
Cannot remember	1	3%
Total	30	100%

[If E3 = Yes]

E3a. How did you attempt to contact them? **[Select all that apply]**

	Count	Valid Percent
Email		
Phone	1	100%
In-person		
Mail		
Web		
Total	1	100%

[If E3a selection > 1]

E3b. Which of these methods was most effective in terms of reaching Xcel Energy or Clear Result staff?

Verbatim Response

No Responses

[If E3 = Yes]

E3d. Approximately how many times did you attempt to contact Xcel Energy or Clear Result staff during your participation in the program?

	Count	Valid Percent
Once	1	100%
2 - 3 times		
4 - 5 times		
More than 5 times		
Total	1	100%

[IF E2 = 1]

E5. Did you encounter any challenges in communicating with Xcel Energy or Clear Result?

	Count	Valid Percent
Yes	1	100%
No		
Total	1	100%

Verbatim Response

When I didn't receive my rebate we had several exchanges.

[IF DI_flag = 1]

E6. Did you install all measures offered to you under the direct installation portion of the program?

	Count	Valid Percent
Yes	3	100%
No		
Total	3	100%

[IF E6 = 2, 98, 99]

E6a. Why did you choose not to install some measures?

Verbatim Response

No responses

E8. **[DI_flag = 0]** How difficult or easy would you say it was to complete the following tasks associated with the Small Business Lighting program on a scale of 1 to 5, where 1 means very difficult, 3 means neither difficult nor easy, and 5 means very easy.

E8a. Complete program applications

	Count	Valid Percent
1 – Very difficult	1	1%
2	4	6%
3 – Neither difficult nor easy	10	15%
4	12	18%
5 – Very easy	31	46%
Don't know	9	13%
Total	67	100%

Verbatim Response

DK

DK

I couldn't have done it by myself unless you really are familiar with the application materials in order to fill it out as accurately as possible. We had assistance filling out the application.

I did not complete the application myself, the owner did.

I had filled something out and the guy never did anything so I had to get a hold of him again and again.

I think it's time consuming.

I think the most confusing part is when you have your counts and the quantities and need to perform a calculation to determine your rebate amounts. It is hard to determine where on the form you are supposed to enter that information. It's not exactly clear where to enter these calculations unless someone walks you through it.

It was just paperwork and paperwork is not my favorite thing to do.

Just for local reasons. I needed enough time to sit down and complete it.

Like any form it was somewhat difficult to figure out how to fill out effectively

REF

That was probably more on me than Xcel or the partners. It took me a while to understand what we currently had. Just my lack of knowledge.

There were a lot of things that I had to provide on the application, and it was very difficult to complete until someone from Xcel Energy came in and helped out with the application process.

This was a while ago, but I know there were several question on the application that I had to go to our lighting contractors to know what information needed to be included in those fields.

When I saw the computations and other information on the application, it was really confusing to me, and it didn't look easy to figure out on my own. Our subcontractor did it for us.

E8c. Determine organization’s program eligibility

	Count	Valid Percent
1 – Very difficult	0	0%
2	2	3%
3 – Neither difficult nor easy	13	19%
4	13	19%
5 – Very easy	31	46%
Don’t know	8	12%
Total	67	100%

Verbatim Response

Because I didn't know about the program initially, and the communication I received didn't contain all of the information to make an informed decision.

DK

DK

DK. But I do not think it was difficult for the owner to complete

I remember it being more complicated than expected

I think the biggest difficulty was determining hours that the building was occupied.

It just wasn't super easy. It was a normal process.

It was difficult in a way.

It was the first thing I did for the project, and it just took longer for me to find the information. Just because it had to do with the complexity of the materials and not understanding how that worked, but again, the Clear Result Rep helped.

REF

REF

The contractor did it and I didn't have any knowledge of how we would have determined that.

There were a lot of things on the applications that I didn't know the answers to.

We were doing it on their own but probably would have been easier to use an Xcel representative.

E8d. Implement recommendations

	Count	Valid Percent
1 – Very difficult	0	0%
2	2	3%
3 – Neither difficult nor easy	11	16%
4	14	21%
5 – Very easy	32	48%
Don't know	8	12%
Total	67	100%

Verbatim Response

DK

DK

DK

DK

DK; but I do not think it was difficult for the owner to complete.

It just had to do with whether what we were choosing was in with the parameters outlined. I wouldn't have been able to do it on my own without help from Clear Result.

It was difficult for me to understand. I had to do a little research and I wanted to make sure I was making a good choice.

It was just understanding the recommendations. I don't normally work with those kinds of things.

Just navigating some of that was challenging. We have a turn-key operation with our vendor.

When I would look at the some information that we received regarding implementation, I'm just glad that I didn't have to really dig into it and learn the specifics. Again, the contractor assisted us with everything.

Not really applicable

Per the audit, the ROI that we were quoted didn't meet our expectations and was not accurate. Sorting through the different options that we were looking for and the availability of those products, or lack thereof, was a bit of a challenge.

They lay out the standard and what energy output is ideal, comparing what we have. It's pretty easy.

E8f. Get in touch with an Xcel Energy representative

	Count	Valid Percent
1 – Very difficult	1	1%
2	4	6%
3 – Neither difficult nor easy	6	9%
4	14	21%
5 – Very easy	24	36%
Don't know	18	27%
Total	67	100%

Verbatim Response

DK

DK

DK

DK; but I do not think it was difficult for the owner to contact a representative

Getting ahold of our Xcel Energy Account Executive is usually easy, but when my meter went down, there was no way to see what our actual energy usage was and it wasn't resolved for a whole two months..

I don't know if we had a dedicated person.

I think we had called about some questions on the application and it was hard to get through to anybody directly.

It was neither good nor bad. It was just okay.

It was typical voicemail type thing. We had difficulty getting hold of someone who wasn't in the office/returned voicemail.

There was just a low amount on contractors who we could reach to do the job in a timely manner.

Yeah, I left several messages and calls weren't returned. I finally got in contact, but it took several tries to get in touch with someone at Xcel Energy.

E8g. Determine equipment / models that are eligible

	Count	Valid Percent
1 – Very difficult	1	1%
2	1	1%
3 – Neither difficult nor easy	9	13%

4	18	27%
5 – Very easy	30	45%
Don't know	8	12%
Total	67	100%

Verbatim Response

DK

DK

DK

DK; but I do not think it was difficult for the owner to determine.

For me, I just didn't know which products would be eligible for the rebate, but the vendor was able to provide me with that information.

I think it's a specialty and that's where the vendor steps in and helps you out.

I think that had to do with the variety of fixtures that we needed. We have heated and unheated spaces as well as spaces with limited access.

I was trying to find one that had a nice design and didn't look horrible. I had to visit four different vendors to find what we were looking for. It just took some work.

On the forms that we filled out some of the description for the lights was a little ambiguous.

Once again, it's just that I don't normally do lighting and electrical projects. So it was all new to me.

We had some conflicting information from the website. There were some back and forth with Xcel Energy in the beginning about which products were eligible. So that took some time.

E8h. Find a lighting installer to install <NTG_MEASURE>

	Count	Valid Percent
1 – Very difficult	3	4%
2	6	9%
3 – Neither difficult nor easy	5	7%
4	6	9%
5 – Very easy	39	58%
Don't know	8	12%
Total	30	100%

Verbatim Response

Because it's hard to find certified people, and because of the structure of our building it requires a specialist electrician with a certified license. That is kind of hard to find in our area.

DK; but I do not think it was difficult for the owner to find a lighting installer.

I think it was just what I expected was to find someone who we trusted that could perform the work and it took a bit of time because I was new to the process.

I went through a general contractor and he wasn't very timely and not very helpful.

It's mostly because we're pretty remote and isolated and there aren't very many contractors available for us in the area.

Mostly because of pricing. We didn't install it on our own, which would have been more cost-effective. Finding who could actually do the work in our building was a challenge.

The cost factor. All of the prices I got from the installers were three grand and up. I decided to do it myself since I have the ability to do so.

The rebate made the product affordable but some of the electricians were really expensive.

There's nobody here that is readily available to install it.

They said you had to find someone to do it, and at first I couldn't find a lighting installer in Leadville to do the installation at a reasonable cost.

We chose to install ourselves

We did not receive a good number of bids backs, and the ones that we did were not local. So we had to search for our own.

We had a hard time just finding a company that would come in and install the equipment for us. Lots of them don't want to come out and do a bid for you if they haven't worked with you before.

We needed to install off of our normal hours which are nights and weekends, and it was challenging finding an installer with those hours of operation.

E8k. [IF On_site_flag = 1] Identify assessment recommendations feasible for my company to pursue

	Count	Valid Percent
1 – Very difficult	0	0%
2	0	0%
3 – Neither difficult nor easy	2	22%
4	4	44%
5 – Very easy	1	11%
Don't know	2	22%
Total	9	100%

Verbatim Response

DK

We are a small business. So it's tough to stay ahead of all energy efficient recommendations.

E10. On a scale of 1 to 5, where 1 is not at all, and 5 is very much, to what extent do you think you experienced the following as a result of program participation?

[RANDOMIZE]**E10a. Financial savings**

	Count	Valid Percent
1 – Not at all	1	1%
2	1	1%
3	20	29%
4	16	23%
5 – Very much	30	43%
Don't know	2	3%
Total	70	100%

E10b. Energy savings

	Count	Valid Percent
1 – Not at all	2	3%
2	1	1%
3	13	19%
4	14	20%
5 – Very much	35	50%
Don't know	5	7%
Total	70	100%

E10d. Improved equipment maintenance

	Count	Valid Percent
1 – Not at all	1	1%
2	1	1%
3	7	10%
4	16	23%
5 – Very much	42	60%
Don't know	3	4%
Total	70	100%

E10e. Improved safety and comfort

	Count	Valid Percent
1 – Not at all	6	9%
2	3	4%
3	15	21%
4	19	27%

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5 – Very much	25	36%
Don't know	2	3%
Total	70	100%

E10f. Improved 'green' image

	Count	Valid Percent
1 – Not at all	8	11%
2	6	9%
3	9	13%
4	15	21%
5 – Very much	26	37%
Don't know	6	9%
Total	70	100%

E10h. Improved aesthetics (including lighting color and lighting levels)

	Count	Valid Percent
1 – Not at all	2	3%
2	1	1%
3	4	6%
4	17	24%
5 – Very much	45	64%
Don't know	1	1%
Total	70	100%

E11. On a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, how would you rate your satisfaction with: [RANDOMIZE]

E11b. The *measures installed* through the program

	Count	Valid Percent
1 – Very dissatisfied	0	0%
2	0	0%
3	3	4%
4	12	17%
5 – Very satisfied	53	76%
Don't know	2	3%
Total	70	100%

Verbatim Response

No Responses

E11c. [DI_flag = 0] The lighting contractor

	Count	Valid Percent
1 – Very dissatisfied	1	1%
2	1	1%
3	4	6%
4	13	19%
5 – Very satisfied	41	61%
Don't know	7	10%
Total	67	100%

Verbatim Response

After the process was done she sent me an invoice that was over her quote and said it was because she went over. It was an additional \$800 dollars. I offered her a compromise of \$400 over but she was rude and said no.

We had a great deal of difficulty trying to get the dimmers to work with the equipment that they were supposed to work with, and there was a lot of trial and error on the part of the contractor in getting it to work. The contractor was not as capable or knowledgeable as we would have expected for this type of installation.

E11e. [DI_flag = 0] The amount of time it took to receive your rebate for <NTG_MEASURE>

	Count	Valid Percent
1 – Very dissatisfied	2	3%
2	2	3%
3	4	6%
4	19	28%
5 – Very satisfied	33	49%
Don't know	7	10%
Total	67	100%

Verbatim Response

Because it didn't come right away. It took months for me to receive it and I had to keep calling and asking about the status of the rebate.

Because it took about 17 months to receive my rebate.

It seemed to take a little while. I don't remember how long it took, but we had to call and ask when we were going to receive our rebate. It would be nice to be able to track the status of the rebate online.

There was one or more of the rebate checks that got lost in the mail and it took a while to get that resolved so it was months late

E11g. Interactions with Xcel Energy or Clear Result staff

	Count	Valid Percent
1 - Very dissatisfied	0	0%
2	0	0%
3	8	11%
4	19	27%
5 - Very satisfied	30	43%
Don't know	13	19%
Total	70	100%

Verbatim Response

No Responses

E11h. [IF on_site_flag = 1] The report / energy assessment you received

	Count	Valid Percent
1 - Very dissatisfied	0	0%
2	0	0%
3	2	20%
4	2	20%
5 - Very satisfied	4	40%
Don't know	2	20%
Total	70	100%

Verbatim Response

No Responses

E11k. [IF on_site_flag = 1] The recommendations you received from the energy assessment

	Count	Valid Percent
1 - Very dissatisfied	0	0%
2	0	0%
3	1	10%

4	3	30%
5 – Very satisfied	4	40%
Don't know	2	20%
Total	70	100%

Verbatim Response

No Responses

E11a. [ANCHOR SECOND TO LAST] The program overall

	Count	Valid Percent
1 – Very dissatisfied	0	0%
2	0	0%
3	4	6%
4	24	34%
5 – Very satisfied	42	60%
Total	70	100%

Verbatim Response

No Responses

E11d. [ANCHOR LAST] Xcel Energy as an energy provider

	Count	Valid Percent
1 – Very dissatisfied	0	0%
2	1	1%
3	18	26%
4	16	23%
5 – Very satisfied	35	50%
Total	70	100%

Verbatim Response

We've had some power outages. We had one recently in June during a critical period for our business. It seems to happen a few times a year.

SECTION: CLOSE

CLOSE1. Is there anything we didn't cover that you'd like to mention or discuss about your experiences as a participant in the Small Business Lighting program, including recommendations for program improvements?

Verbatim Response

Again, it would be nice to be able to track the status of the rebate online. Also, if I'm replacing all of the lighting in my store, but also upgrading additional lighting, I shouldn't have to go through a separate process outside of the rebate program, or apply for another rebate for those lights. So essentially, just having the rebate program cover more lighting fixtures and more types of lightings that are eligible for the rebate, including lighting fixtures that are being added and not just switched out and replaced.

Honestly, it was a very great program.

I can't think of any recommendations. It was really straight forward and easy.

I don't think so.

I think you should have more case studies. I went and talked to some of the people who had done it successfully and I think their savings were more significant than ours even though we have similar buildings. There needs to be some kind of ambassador program for property managers and building managers to help us navigate the process more easily with information that is custom tailored for our commercial properties. It would also be nice if more of the lighting products that are eligible for the rebates were made in the United States instead of being imported from overseas manufacturers.

I would like to receive additional information via email about the availability of rebates for business customers from Xcel Energy.

I would say the one improvement is lead time. Letting us know when new lighting improvements are available to customers in a timeframe that is more consumer friendly. This is new technology, and we were not aware of for a while. It would be nice to be kept in the loop so that we could make better decisions for capital improvement projects in a shorter time frame.

It would be good for someone at Xcel Energy to reach out to me to talk about the available programs. I didn't know about the possibility of having the equipment installed for free through Xcel Energy. So getting representatives to reach out with information would be greatly appreciated."

It's hard to determine what the savings are going to be long-term. We feel like we haven't seen the energy savings that we thought would materialize, but I realize that there are too many variables that influence your energy consumption to say for sure.

Just try to keep the programs available for a longer time. Sometimes it's hard to get funding for these projects as it can take about a year or two, so keeping them available is important.

More information to the consumer about ALL rebates and energy efficiency programs that are available at any given time. I didn't know about the program until we needed to upgrade our lighting equipment. It would have been nice to have some information front-ended.

No, I don't think so.

No, I think that's all.

No, just everything that we've talked about.

No, not at this time.

No. Actually we work with the city and county of Denver and they are going to give us an award for our energy efficiency

No. Everything was great.

No. I think it's a great program.

No. I think we're good

No. I think we're in good shape.

No. I think you pretty well covered it.

No. Not at this time.

No. Overall it went well, except for a sudden statement about a deadline that we weren't anticipating.

No. We are very happy with the equipment that we acquired through the program.

No. We're fine.

Provide participants with information about lighting contractors that are more affordable. We had to hire one ourselves and it was very expensive. Also, after the installation, there was a huge amount of old lighting equipment in our facility that we needed to throw away and it took a while to find a company to come and take it away for recycling. It would be nice if Xcel Energy could provide program participants with some assistance in the disposal of their uninstalled lighting equipment.

The lighting equipment that we purchased from our supplier, we've had several of the fixtures go out because of what they described as surges. They recommended that we install surge protectors, but I'm not sure if that's the root of the issue. So, it would be nice if Xcel Energy had some kind of program or service that would allow for an on-site equipment audit for program participants in the event that their lighting equipment does not work as advertised, or needs to be replaced so soon after the initial install.

Would definitely recommend it to other businesses

Xcel Energy could try to proactively reach out to businesses to inform them about the rebate program to let them know it's available. In this case we were only made aware of the program by our lighting contractor.

Xcel Energy needs to have better communication and outreach with customers regarding the availability of the rebate programs so that we can take advantage of them.

Yeah I really think if we had a dedicated person who could review our account, that would be helpful in order to review our account details and tell us how we can save money. We only have had one conversation since opening (8 years). We would love more opportunities to save money.

4 "Don't know" responses

35 "No" responses

C.3 NEAR-PARTICIPATING CUSTOMER INTERVIEW RESULTS

INTRODUCTION

EMI Consulting conducted telephone interviews with 13 near participants about their experience with the Small Business Lighting (SBL) Product. The objective of the near participant research was to understand customers' perceived either the

ASHRAE-level assessment or a lighting assessment. The evaluation team's findings are informed by interviews with key informants (e.g., building managers or owners). Customers that experienced an ASHRAE-level assessment and lighting assessment were both contacted. This enables the evaluation to explore whether SBL customers were also participating in similar products.

Interviews focused on topics similar to other data collection efforts while also emphasizing the research objectives specific to near participant interviews identified below. Evaluation objectives addressed by near participant research are:

- Identify opportunities to improve the customers awareness of product offerings and their motivation to participate in the product
- Identify barriers to customers participating in the product and opportunities to drive greater participation in the product.
- Identify opportunities where customers are pursuing other energy efficiency projects without further support from Xcel Energy
- Identify opportunities to improve the application process.
- Identify methods for third party implementors to better engage customers in the product.

The remainder of this appendix is organized into the following sections:

- Key takeaways
- Characteristics of near participant interviews
- Product awareness
- Project Follow Through and Motivations to Pursue Projects
- Customer Barriers

KEY TAKEAWAYS

Overall, near participating customers learned about the product through advertising or word of mouth. All of the utilities offer prescriptive and custom incentives. Additional key takeaways and details are:

- A few customers were unable to participate in the research because they did not recall the assessment. This was due to time and staff turnover. One customer reported to not recall receiving the assessment at all.
- Most near participants completed at least some recommendations without rebates. Interviewees that pursued recommendations without rebates found it to be more efficient because of a few reasons such as, lack of implementor follow up, they found cheaper options to install the equipment and staff turnover of maintenance person.
- Interviewees found direct engagement with implementors to be successful in increasing their awareness, such as energy events or email.

- Most near-participants had a positive experience with the assessment process. There were two customers that had difficulty communicating with their implementer contact that resulted in them not pursuing rebates from the program.

CHARACTERISTICS OF NEAR PARTICIPANT INTERVIEWS

- Six respondents made lighting decisions on their own: Three were business owners and Three were property managers
- Six required approval from someone else at the businesses.
 - Two near participants require decisions be made from a board.
 - One interviewee needed to speak with their landlord to make lighting changes
 - One individual was a secretary at a school and required approval from the principal leadership team
 - Two interviewees were facility managers who speaks with the business owner before making lighting decisions.
- The interviewees represented six types of facilities: manufacturing, a retail medical store, property management businesses, a church, commercial kitchen and a school.

PRODUCT AWARENESS

During the interview recruiting process, we asked near-participating customers if they recalled receiving an energy assessment, if so, how they learned about the offering. All participating customers stated that they recalled receiving the energy assessment for their business, although a few remembered vague details. These respondents mentioned that they learned about the offering through referrals, advertisements and/or energy related events. Below are more specific details relating to product awareness.

- Six out of twenty customers contacted by the research team about the interviews did not recall receiving an assessment. Three respondents completely did not recall an assessment happening while the other half did not remember the details of the assessment. These individuals cited the assessment was done over 2 years ago, and vaguely recalled details in their response to the questions.
- Four out of the twenty respondents spoken to, identified staff turnover as a main reason for not recalling the assessment. These individuals reported that there were no other individuals at the organization who would recall the assessment.
- One respondent reported that they did not recall receiving the assessment, but they acknowledged that there were newer LEDs in the building. This individual was not at the organization at the time of the assessment and was not qualified to participate in the research.

When probed on how near participants learnt about the product, these are the following responses:

- Of the 20 customers that recalled receiving an assessment, three near participants learned about the assessment through online advertisement from Xcel Energy.
- Two customers stated that they first heard about the Small Business Lighting Product at an energy event such as an Xcel Energy Expo or an energy class.
- Other sources of awareness included: word of mouth from a similar business, a supervisor, or a new business package.

When probed about the best method to learn about opportunities in the future, the interviewees provided the following responses:

- One interviewee reported that continuing to receive direct mail or email has been helpful. Email was an important method of communication for this customer as they mentioned that they first learnt about the program from an Xcel Energy bill.
- Another participant mentioned that they originally learnt about the program through online advertising from Xcel Energy. They appreciated the use of e-bills to share program offerings. This customer also heard about the program through word of mouth from a similar business which increased their level of trust about the program's energy saving capability. They suggested that continuing to send advertisement with monthly bills would be the best method.

Lastly, the evaluation team also probed ASHRAE participants about their awareness of similar products while pursuing recommendations.

- Out of the three interviewees asked about the ASHRAE assessment, two had limited recall about the assessment. These two could only recall recommendations regarding lighting upgrades and did not recall any non-lighting recommendations about their property.

PROJECT FOLLOW THROUGH AND MOTIVATIONS TO PURSUE PROJECTS

The evaluation team asked interviewees what occurred after they received the assessment and whether they pursued any of the projects.

- Nine people responded to this question. Seven out of thirteen recalled receiving the energy assessment report.
- Two interviewees did not recall receiving a report and reported that they did not remember discussing the findings with a representative.

- One customer responded to the question positively and shared that they recall speaking with their business partners about the report. However, they were extremely disappointed with the offerings.
- Three of thirteen recalled discussing assessment findings with CLEARResult or Xcel Energy.
- Based on the discussions, three of thirteen reported to be interested in following through with recommendations. As shown in Table C-1. Some of these customers reported to pursue recommendations with and without the rebate.

Table C-1. Near-Participating Customer Follow-Through without Rebate

	With rebates	Without rebates
Pursued all recommendations	0	1
Pursued some recommendations	0	8
Pursued no recommendations ^a		5

Interviewees provided the following reasons why they pursued projects without a rebate:

- Two respondents mentioned that they did not recall receiving any discounts. Instead they noticed a significant reduction in their electricity bill. Another respondent shared that they did not take advantage of the rebate due to limited time: "my time is so valuable, and the amount of savings did not seem worth it to deal with all the nonsense."
- One participant mentioned that they were not aware of them not receiving the rebates. This is because they are responsible for paying the Xcel Energy bills. They said: "I don't deal with Xcel Energy but maybe accounting will pay attention to rebates". This participant mentioned that they used a third-party contractor to arrange the installation.

The evaluation team also asked interviewees what would motivate them to pursue recommendations in the future.

- One participant originally highlighted the lack of budget from their institution as a limit in pursuing the recommendations. They also added that their school needed to adjust their budget to incentivize an upgrade.
- Another participant said that they were dissatisfied with their experience attempting to receive the rebate. They reported that they had a staff turnover with their maintenance person and was unable to find the receipts to receive the rebate. In that scenario, the participant recommended for Xcel Energy/CLEARResult to also include a follow-up assessment to the process.

CUSTOMER BARRIERS

We asked near-participating customer interviewees about their reasons for not pursuing recommendations from the assessment and recommendations on how to improve follow through with assessment recommendations. 8 respondents shared their limitations in pursuing lighting recommendations from the report. The most consistent barrier tended to be budget, time and the lack of follow up. The following bullets present all of the barriers mentioned by interviewees:

- Two customers identified that they lost contact with their Xcel Energy or CLEAResult representative. One person indicated that they were unable to claim rebates because no one was responding to them.
- Three interviewees reported that they believed the savings were not substantial enough to make the changes. One respondent added that the financial benefits from making the changes were not convincing enough.
- Two near participants highlighted time as a barrier. One respondent mentioned that they are a small business and they did not have time to go through with the recommendations from the assessment at that point. They indicated that they still plan to go through with the upgrade in the near future, they just needed some time to explore their options.

Interviewees provided a variety of responses for how Xcel Energy could better support customers following through with assessment recommendations. There recommendations are presented in the following bullets.

- One participant recommended that there should be some improvement with follow through by Xcel Energy staff or third-party vendors about upgrades from the assessments. This recommendation was based on the experience from Two participants who lost contact with their representative in the middle of the product. One participant was in the later stages of the program and made some upgrades on a few of their locations. While, the other participant was in the earlier stages and expressed frustration with the discontinuation of communication while making upgrades decision. This contact did not end up going through with an upgrade and was surprised that they were contacted. However, they said that if communication continued, they would have gone through with the upgrades.
- Another participant recommended that Xcel Energy should follow up with another audit after the upgrades. Since they went through with the upgrades on their own, they had difficulty obtaining the receipts from a previous employee, preventing them from claiming rebates.
- Eight participants made some upgrades from the recommendations and five pursued no recommendations. Three participants indicated that if Xcel Energy provided an option where they would go out to the businesses and help with installing the upgrades and allow businesses to pay the difference, then they would more likely go through with the recommendations. This recommendation arose mostly with participants who highlighted time to be a barrier.

C.4 TRADE PARTNER INTERVIEW RESULTS

INTRODUCTION

To support the process and impact evaluation of the 2020 Xcel Energy efficiency products, the EMI Consulting evaluation team conducted telephone interviews with 14 trade partners. For these interviews, we defined trade partners as those companies that installed the lighting efficiency equipment rebated through the Xcel Energy Small Business Lighting (SBL) Product. This section presents the responses to the questions covered in the in-depth interviews for the SBL trade partner interviews.

This objective was to facilitate interviews with trade partners to explore product awareness and motivations for participation, identify barriers to participation, understand trade partner experiences with the product, identify and interactions trade partners have with other products, and support the NTG research. The following sections present the key research topics and the interview results.

KEY RESEARCH TOPICS

Awareness/Motivations: The evaluation team asked trade partners how they became aware of the product and factors that motivated them to pursue efficient lighting products through the SBL. We also asked trade partners about whether they ever pursue lighting efficiency projects without the support from the SBL and reasons why they do or do not.

- **Customer Decision-Making and Barriers:** The evaluation team assessed trade partner feedback on customer awareness, motivations, and barriers to product participation. This can provide insight into broader market experiences to help supplement findings from the participant and near participant customer interviews.
- **Product Experience/Satisfaction:** The evaluation team discussed trade partners' product experience and satisfaction with the product, including their interactions with product staff (whether it be with Xcel Energy and/or the implementer), assessment recommendations, and rebate levels. It can also explore how trade partners working with small businesses are experiencing changes in the lighting market.
- **Interactions with Related Products:** We also asked trade partners whether they interact with other Xcel Energy products, particularly the Midstream channel and the Lighting Efficiency Product. Similarly, we asked trade partners how they view and/or experience more holistic services from Xcel Energy to better understand the trade partner's perspective in more comprehensive customers services from Xcel Energy.

- NTG Impacts: Finally, the team asked questions on product attribution, or the impact the product had on their decision to install and/or recommend efficient lighting equipment.

INTERVIEW RESULTS

SECTION A: SCREENER/BACKGROUND INFORMATION

A2. What is your title and role at COMPANY NAME?

PROBE: Installer, sales, etc.

Category	LP	HP	Total	%
Owner	4	1	5	33.3%
Senior Executive	1	1	2	13.3%
Sales Manager		2	2	13.3%
Sales Staff	1		1	6.7%
Office/Operations Manager	2	1	3	20.0%
Office/Operations Staff			0	0.0%
Estimator Project Manager	1		1	6.7%
Service Manager	1		1	6.7%
Total	10	5	15	100.0%

A3. Can you briefly describe your company's work?

Category	LP	HP	Total	%
Primarily Cml Lighting	3	2	5	35.7%
Primarily Cml & Rsd Lighting	1		1	7.1%
Both Cml Lightng and Electrical	2		2	14.3%
Primarily Electrical Contractor	2	1	3	21.4%
Primarily Electrical Distributor	1	1	2	14.3%
ESCO		1	1	7.1%
Total	9	5	14	100.0%

A4. In what way, if any, has your company's focus of work changed over time?

Category	LP	HP	Total	%
Changed	2	2	4	28.6%
Same	7	3	10	71.4%
Other	0	0	0	0.0%
Total	9	5	14	100.0%

PROBE: Has your participation in the Xcel Energy Small Business Lighting Program influenced this change at all, in a positive or negative way?

Category	LP	HP	Total	%
Influenced	2	2	4	28.6%
No Influence	0	0	0	0.0%
Other	7	3	10	71.4%
Total	9	5	14	100.0%

A5. When did your company first start working with the Xcel Energy Small Business Lighting Program (PROBE as needed to confirm SBL vs other Xcel Energy Lighting programs)?

Category	LP	HP	Total	%
Less than 1 year	0	0	0	0.0%
1 to 5 years	2	3	5	35.7%
6 to 10 years	2	1	3	21.4%
More than 10 years	1	0	1	7.1%
Since it began	4	1	5	35.7%
Total	9	5	14	100.0%

SECTION B: AWARENESS OF THE XCEL ENERGY SMALL BUSINESS LIGHTING PRODUCT & FEEDBACK ON TRAININGS

B1. How did you initially learn about the Xcel Energy Small Business Lighting Program?

Category	LP	HP	Total
Xcel Energy	3	2	5
Trade Partner	1	1	2
Supply House	1	0	1
Customer	1	0	1
Other	0	0	0
Not asked	3	2	5
Total	9	5	14

B1a. What is the best way for you to learn about these kinds of opportunities?

Category	LP	HP	Total
Emails/Newsletters	4	2	6
Phone calls	1	1	2
XE Sponsored Meetings	3	0	3

Personal Interaction	1	2	3
Video Recordings	1	0	1
Total	10	5	15

B1b. Are there any other ways that you would like to hear about Xcel Energy’s efficiency product opportunities?

- Help generate leads and have an Xcel Energy representative come out and talk about the program.

B2. Have you attended any lighting training events sponsored by Xcel Energy?

Category	LP	HP	Total	%
Yes	4	1	5	35.7%
No	2	3	5	35.7%
N/A	0	0	0	0.0%
Not asked	3	1	4	28.6%
Total	9	5	14	100.0%

B2a. IF YES: Do you recall which ones you attended? What, if anything, did you learn at the event that was helpful to your business? Are there additional topics that you would like Xcel Energy to present in the future?

- I have been to a couple events; try to get one nugget--either meet a person or some knowledge that is helpful
- Pretty much all of the events; Helpful information regarding the program; gives the vendors an opportunity as a group to ask questions and ideas related to the program; speak more confidently on the program rebates and equipment that is eligible
- Last one is a year ago or so; once you understand the rebates and process, we are fine--just looking for anything has changed when I attend; rebates have changed; tubes going to midstream, etc.; nothing extra needed to be covered

B2b. IF NO: Would you be interested in attending an event in the future? Are there particular topics you would like Xcel Energy to present in the future?

- Yes, topics how to process information and present the program; how to work in the program
- If online would be interested in attending; strictly rebates and new and upcoming technologies or program changes
- Maybe, but pretty rural and busy--also 4 hours away from us; if they held an even closer to us that would help; nothing specific

- Not attended; but feels like some of the electrical contractors would have attended; opened up our eyes to how many people are looking into this vertical; increase in international mfg. has made it much more of a challenge for lighting

SECTION C: MARKETING TO CUSTOMERS

C1. What percentage of your small business customers are aware of the Small Business Lighting Program or Xcel Energy lighting rebates before you talk to them about it?

0% to 20%	3	3	6	42.9%
21% to 40%	1	1	2	14.3%
41% to 60%	1	0	1	7.1%
61% to 80%	1	1	2	14.3%
81% to 100%	1	0	1	7.1%
Some are aware	1	0	1	7.1%
Not asked	1	0	1	7.1%
Total	9	5	14	100.0%

C1a. IF AWARE: For those customers that are aware, did CLEAResult provide the customer with your business name?

Category	LP	HP	Total	%
Yes	0	3	3	21.4%
No	8	2	10	71.4%
Not asked	1	0	1	7.1%
Total	9	5	14	100.0%

C2. [FOR CUSTOMERS THAT ARE AWARE] Have these customers typically received an assessment from Xcel Energy?

Category	LP	HP	Total	%
Yes	2	3	5	35.7%
No	6	2	8	57.1%
Not sure	1	0	1	7.1%
Not asked	0	0	0	0.0%
Total	9	5	14	100.0%

C2a. [YES ASSESSMENT] Do customers show you the assessment? What are your perspectives on the assessment recommendations?

Category	LP	HP	Total	%
Yes	2	2	4	28.6%
No	1	1	2	14.3%
N/A	6	2	8	57.1%
Not asked	0	0	0	0.0%
Total	9	5	14	100.0%

C2b. [NO ASSESSMENT] How have these customers heard about the program?

Category	LP	HP	Total	%
Xcel Energy	2	1	3	20.0%
Trade Partner	5	2	7	46.7%
Other Customers	3	0	3	20.0%
Other Response	0	0	0	0.0%
N/A	0	2	2	13.3%
Total	10	5	15	100.0%

C3. When a small business customer is not aware of the Small Business Lighting program prior to your conversation with them, when in the conversation is the Xcel Energy Small Business Program typically mentioned [PROBE: introduction, need to identify lighting opportunities, discussion of costs, etc.]?

Category	LP	HP	Total	%
Introduction	8	3	11	78.6%
Assessment	0	1	1	7.1%
Proposal	1	1	2	14.3%
Other Response	0	0	0	0.0%
Not asked	0	0	0	0.0%
Total	9	5	14	100.0%

C3a. What aspects of the Xcel Energy Small Business Lighting Program do you discuss with potential customers? (Assessment? Rebate? Rebate Application support?)

Category	LP	HP	Total	%
Assessment	0	0	0	0.0%
Rebates only	6	1	7	50.0%
Rebates and application support	1	1	2	14.3%
Program availability and rebates	1	3	4	28.6%
All aspects	1	0	1	7.1%
Not asked	0	0	0	0.0%

Total	9	5	14	100.0%
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C3b. What factors motivate you to discuss the Xcel Energy [assessment, rebates, rebate eligibility and application support] with your customers? [PROBE FOR CONTRACTOR'S MOTIVATION TO MARKET THE PROGRAM TO CUSTOMERS]

- Reducing a customer's upfront costs was the #1 reason followed by saving them money on energy bills.
- Customer service important to some of the contractors as well
- Customer service as we pride ourselves on that--help customers save money and it will incentivize them to do more--sometimes do extra fixtures due to incentives
- It allows for the business to flow easier; \$30k project and \$6k comes back in rebate so quicker ROI helps the SB make the decision to go forward with the project

C4. What questions or concerns do small business customers have during initial discussions about rebates/incentives, if any? (PROBE FOR CUSTOMER BARRIERS)

- Usually what is the warranty and how long does it take for my check to come in
- Usually want to know how long it takes; is there a pre/post inspection; how do they get paid
- If they do, we will send them to CLEAResult for answers--never had anyone come back and say they didn't understand program

C5. What factors do you think motivate customers to pursue rebates through the Xcel Energy Small Business Program?

- Looking to do upgrades anyway can reduce costs to use rebates; helps lower costs; win/win
- The fact they will run out eventually so do it now; sometimes have bonuses to do it by a certain date
- Efficiency for sure as well as the financial cost reduction; and better lighting
- Free money that helps reduce their costs

C6. Are there ever times that you sell rebate eligible lighting equipment to small businesses without recommending the Xcel Energy rebates?

Category	LP	HP	Total	%
Yes	1	0	1	7.1%
No	4	3	7	50.0%
N/A	0	0	0	0.0%
Not asked	4	2	6	42.9%
Total	9	5	14	100.0%

- C7.** What are some of the challenges, if any, that keeps your company from completing more projects through the Small Business Lighting Program?
- The low volume participants brought up lead generation as what would help them do additional projects
 - Need more generated leads; more interested people than what internal sales staff can produce; Xcel Energy can market to generate interest and pass leads on to contractors, but we aren't getting any of those leads; maybe explain how lead generations work better to contractors
 - Leads is the only limiting factor; if Xcel Energy could hand off more leads to small companies like me; larger companies already have a sales team doing this work
 - Available information and the ability to present it quickly and easily; so many projects I deal with are short term projects and timelines are short so adding time in for rebate process influences whether they can do the project
 - Only challenge to a company like mine is getting the word out to more people on what we do and the benefits of upgrading their lighting; making people aware on a larger scale basis

SECTION D: EVOLVING MARKETPLACE

- D1.** To what extent, do you think small businesses have already installed LED lighting at their businesses?
- The majority (7 of 9 responding) of respondents indicated 50% or less
 - General trend is the smaller the customer the more opportunity still exists: "50 to 60% have already installed; smaller locations may have not, but mid-sized and greater have done it; NC is almost 100% LED"
- D1a.** IF YES: What factors drove this adoption of the technology (PROBE: decreased cost due to rebates, decreased cost due to market changes, greater awareness, improved technology)?

- 3 of 8 mentioned rebates
- LED decreased costs and improvements in technology have increased the ability for small businesses to use this technology
- Wanting new lighting and the rebate was a bonus; it does help them decide to go through with the project
- Major factors include technology improvements, rebates, awareness, prices dropping

D1b. IF NO: What is needed to drive greater adoption of LEDs in small businesses?

- Awareness and education are the key and Xcel Energy is doing a good job of getting the word out regarding the program.
- 2 TP's mentioned rebates

D2. Now thinking about sales, about what percent of the lighting equipment you sell to small businesses is eligible for an Xcel Energy rebate?

- 9 mentioned that at least 80% of what they sell is eligible for a rebate
- 3 mentioned 50% or less with two 20% or less
- 1 that was not very active in program indicated it wasn't worth his time and money to worry about it and let customers decide to apply for rebate

D2a. Do you expect the percent to change in 2021? 2022? 2023?

Category	LP	HP	Total	%
Increase	4	3	7	50.0%
Same	5	1	6	42.9%
Decrease	0	1	1	7.1%
Not asked	0	0	0	0.0%
Total	9	5	14	100.0%

D2b. Did the overall quantity of efficient lighting sales change from 2018 to February 2020 (pre COVID-19)? Do you expect it to change in 2021? 2022? 2023?

Category	LP	HP	Total	%
Yes	5	3	8	57.1%
No	3	2	5	35.7%
Not sure	1	0	1	7.1%
Not asked	0	0	0	0.0%

Total	9	5	14	100.0%
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D2c. How do you expect the COVID response to impact sales of efficient lighting equipment in the coming years?

Category	LP	HP	Total	%
Decrease	3	1	4	28.6%
Same	4	1	5	35.7%
Increase	2	3	5	35.7%
	0	0	0	0.0%
	0	0	0	0.0%
	0	0	0	0.0%
Total	9	5	14	100.0%

D3. Now imagine that the Xcel Energy program were not available, and you were not able to offer rebates for equipment or have any program support. About what percent of the lighting equipment you sell to small businesses do you think would be LED?

- 7 of 9 TPs responded it would be less without the program, although it was typically a small percentage (10%)
- 2 TPs indicated no change

D3a. Would the quantity of lighting equipment sold to each customer change?

- 5 TP's indicated a decrease in quantity of lighting sold to each customer
- 4 indicated no change

D3b. What other effects would this have on your business?

- Only one TP mentioned any other impacts and that would be to change sales strategy

D4 . Do you do any work outside of Colorado? In what states/regions? About what percent of the lighting equipment you sell to small businesses in this state/region is LED?

Yes	1	1	2	14.3%
No	5	2	7	50.0%
Not sure	0	0	0	0.0%
Not asked	3	2	5	35.7%
Total	9	5	14	100.0%

D5. What do you see as new/emerging energy efficiency lighting opportunities for small business customers?

- Solar lighting for indoor and outdoor
- Lighting controls
- LED fixtures that can adjust color and wattages

D6. Within the small business lighting market, do you see any sectors or business types that are slower to adopt LED technologies? Which ones?

- Three referenced smaller businesses in general
- Retail, auto mechanics and small shops; independently owned stores mentioned
- One indicated that some schools still haven't transitioned as well as hospitals

SECTION E: PRODUCT INTERACTIONS & SATISFACTION

E1. Do you typically complete the rebate application for your customers or do your customers do it themselves or CLEAResult staff?

Category	LP	HP	Total	%
Our company	3	3	6	60.0%
Distributor	1	0	1	10.0%
Our customer	2	0	2	20.0%
Combination us and customer	1	0	1	10.0%
Total	7	3	10	100.0%

E2. [IF E1 IS YES] Do you typically speak with an Xcel Energy representative during the application process for Small Business Lighting projects? [IF NOT TYPICAL, ASK if they ever have and continue asking below questions.]

- Only three indicated checking in often with Xcel Energy during the application process.
- Every time I get a pre-estimate for the customer; have [staff] look at it and tell me what the amount will be; pre-approved before I send it out; approval code is sent to me
- We do, usually via email; rare to call for the small; CR emails us after we submit; we are usually good prior to submitting the rebate forms

- I usually fill it out and submit it and then there aren't many questions back; I don't have to ask questions beforehand
- Two indicated they did not check in often related to the application process.

E2a. What type of support have you received?

- Primarily identifying qualifying product
- Email support primarily

E2b. Were they able to answer your questions either in that discussion or shortly thereafter?

Category	LP	HP	Total	%
Yes	2	2	4	28.6%
No	0	0	0	0.0%
N/A	3	1	4	28.6%
Not asked	4	2	6	42.9%
Total	9	5	14	100.0%

E2c. If that support was not available, would you have been able to continue pursuing the project or the rebate through Xcel Energy?

Category	LP	HP	Total	%
Yes	2	2	4	28.6%
No	1	0	1	7.1%
N/A	2	1	3	21.4%
Not asked	4	2	6	42.9%
Total	9	5	14	100.0%

E3. Do you interact with any other Xcel Energy efficiency programs? (Lighting Efficiency, Midstream, Refrigeration?)

E3a. [if E3 = YES] How do you know which Xcel Energy program best fits a particular project? (PROBE for any challenges. Not to interviewer: trade partner may not know a difference between SBL and Lighting Efficiency and that's ok as Xcel Energy typically manages this internally.)

E3b. [if E3 = YES] What, if anything, would make it easier for you to streamline applications across multiple programs for the same customer?

E4. Next, I will ask you how difficult or easy it was to complete the certain tasks associated with the Xcel Energy Small Business Lighting Program on a scale from 1 to 5, where 1 is extremely difficult and 5 is extremely easy? Please say not applicable for interactions you haven't experienced.

	Category	Mean	Median	Mode	Category	Distribution					Total
						1	2	3	4	5	
E4a.	Understand Assessment Findings	4.0	4.0	4.0	Understand Assessment Findings	0	1	1	4	3	9
E4b.	Pursue Assessment Recommendations	3.4	3.5	4.0	Pursue Assessment Recommendations	0	2	2	3	1	8
E4d.	Customer Eligibility	4.6	5.0	5.0	Customer Eligibility	0	0	1	3	9	13
E4e.	Equipment Eligibility	4.5	5.0	5.0	Equipment Eligibility	0	0	1	5	7	13
E4f.	Complete forms	4.6	5.0	5.0	Complete forms	0	0	0	4	7	11
E4g.	Meet Program Deadlines	4.5	5.0	5.0	Meet Program Deadlines	0	0	1	4	7	12
E4h.	Contact XE Rep	4.2	5.0	5.0	Contact XE Rep	0	2	2	1	8	13

E5. Ask for any E4 responses LOWER THAN 4: What are the reasons why it wasn't that easy to [say E4 response lower than 4]?

- Timelines are tight and getting a hold of them in the time needed; no specific reasons for the others
- Because don't always agree with recommendations
- Getting to the right person sometimes takes 7 phone calls
- Takes more work to verify what equipment is eligible for rebate
- I don't think they do many of these; where are the leads? Don't know if they are really doing these assessments; I don't see many of these; maybe a few; my customer actually contacted Xcel Energy and had them do assessment and the counts were completely off--this was old company, not CR; estimates were way off
- Only have seen a couple assessments
- "Don't even know where to look for assessment; hasn't seen anything lately and hasn't been told much about it; used to do more

E6. Is there anything Xcel Energy can do to make it easier for you to participate in the program?

- Suggestions for making it easier to participate include:
- Generate additional leads for contractors (n=4)
- More prescriptive measures that don't have to go through custom
- Bonus rebates more often to drive business
- More advertising to small business customers
- Brochure or hand out that is simple and easy to understand with up to date information

- Training and simpler process for contractors to follow that is quicker for submitting rebates (n=3).
- Reiterate what I said before regarding leads--be an advocate for our company as well; generate more leads for us; generate more interest that would be a huge lift; not sure where all the leads are going; another is who gets into program--should be for contractors only...have some supply houses in SBL as well so they might be bypassing the contractor; have unlicensed contractors selling and installing the systems--program should only be for contractors; has to purchase 80% outside CO as he feels he is competition with supply houses
- For SB, if there was a way to apply for it all at once that would make it easier; check a box on which ones you are doing; depending on program there are different contacts so one contact would make it easier

E7. Next, using a scale from 1 to 5, where 1 is extremely dissatisfied and 5 is extremely satisfied, please rate your satisfaction or dissatisfaction with the following items:

	Category	Mean	Median	Mode	Category	Distribution					Total
						1	2	3	4	5	
E4a.	Overall Satisfaction with SBL	4.2	4.0	5.0	Overall Satisfaction with SBL	0	0	3	4	6	13
E4b.	Interactions with CR	4.2	4.0	4.0	Interactions with CR	0	0	1	3	2	6
E4d.	Interactions with XE	4.5	5.0	5.0	Interactions with XE	0	0	1	3	7	11
E4e.	EA Findings	4.8	5.0	5.0	EA Findings	0	0	0	1	5	6
E4f.	Amount of Rebate	4.2	5.0	5.0	Amount of Rebate	0	1	0	1	3	5
E4g.	Support for Applications	3.5	3.0	3.0	Support for Applications	0	2	6	2	3	13
E4h.	Support for Equipment Eligibility	4.8	5.0	5.0	Support for Equipment Eligibility	0	0	0	2	8	10

E8. Is there anything that Xcel Energy could change about the Small Business Lighting Program that would increase your engagement with the Product?

PROBE: bigger rebates, better communication, updated application process, services, etc.

E9. What feedback, if any, have your customers given about their experiences with the Xcel Energy Small Business Lighting Program?

- Very little feedback from customers and if there is anything it is positive. Typical comment from TP:
- Not much feedback; just happy to get the rebate; they don't see the behind the scenes things like paperwork

C.5 PEER UTILITY BENCHMARKING RESULTS

INTRODUCTION

EMI Consulting conducted secondary research and in-depth interviews with key staff at peer utilities that operate small business lighting programs. The objective of the peer utility benchmarking research was to understand how peer utilities were approaching key issues related to implementing small business lighting programs. The evaluation team's findings are informed by interviews with key informants (e.g., program managers) at five utilities (shown in this appendix as Utilities A-E). These utilities were selected because they have comparable territories and/or programs to the Xcel Energy Small Business Lighting Product. This enables the evaluation to provide an "apples-to-apples" comparison, and to evaluate the set of circumstances (such as regulation, retail channels, demographics) that impact program plans at peer utilities.

Research objectives of the peer utility research were to:

- Identify tools or data that peer utilities use to identify small business customers that can benefit from small business lighting services.
- Determine the structure of peer programs and whether peer utilities provide comprehensive small business services that go beyond lighting.
- Identify the role small business lighting programs play in capturing savings in future portfolios.
- Identify NTG ratios other utilities use for their small business program.

The remainder of this appendix presents results based on each research objective.

SMALL BUSINESS PROGRAM STRUCTURES

We asked interviewees about the structure of their programs, including the types of services and measures offered to customers. Summary findings can be found in the bullets below and in Table C-2.

- The utilities varied in terms of whether the implementer or the trade partners performed the installations. Two of the peer utilities provided a hybrid approach that allowed both the implementer and trade partners to perform installations. Two utilities relied exclusively on trade partners to conduct the installations. One of the utilities relied solely on their implementer to perform installations.
- Three of the five peer utilities included measures beyond lighting in their small business program. One of the peer utilities that offered a lighting specific program mentioned they tried providing a comprehensive service but relied on two different implementers to conduct the work (one for lighting and one for other measures), which resulted in challenges when trying to collaborate between the two implementers.

- All utilities interviewed included small business assessments in their program design. None of the peer utilities used the ASHRAE assessment. Instead, they relied on program-specific assessments that focused on program objectives. For the two utilities that relied exclusively on trade partners to perform the assessments, the utilities required the trade partners to conduct the assessments but did not pay them to perform the assessments, thereby incenting the trade partners to follow through with installations.

Table C-2. Small Business Lighting Program Overview

Utility	Trade Partner Driven	Assessment Type	Direct Install	Free Measures	Incentive
Xcel Energy	Yes	Comprehensive	Yes	Yes	Same as core program
A	No	Comprehensive	Yes	No	50% off project costs; 0% financing
B	Hybrid	Comprehensive	Yes	Screw-in LED, smart tstat, aerators, pre-rinse sprayers	Varies; higher than core program
C	Hybrid	Lighting	Yes	No	75% of project cost; Up to \$4,000
D	Yes (Registered)	Comprehensive	No	No	\$0.85/watt; 50%-70% of project cost
E	Yes (Registered)	Lighting	No	No	Varies over time

Some of the more unique aspects of some of the programs included:

- **Utility B:** This utility provided various opportunities for customers to receive assessments via online self-guided opportunities and implementer-led opportunities. Additionally, it offered an online portal for customers to perform self-assessments, review recommendations, receive gift card rewards for completing certain steps in the process, and links to an online marketplace for customers to purchase equipment directly from the utility.
- **Utility C:** This utility offered two types of programs to small businesses. One program provided direct install service by an implementer, the other was a direct install service led by trade partners. The utility reported that both efforts worked well. The implementer led offering focused on limited time outreach efforts within specific regions, while the trade partner driven service was not specific to certain regions thereby allowing any customer to participate in the program at any time.

- **Utility D:** This utility relied on an annual RFP process to solicit and retain a specified list of approved trade partners in the program. Selected trade partners drove all program efforts including outreach, installation, and application steps. Relying on the RFP process allowed the utility to ensure that trade partners were knowledgeable in program qualifications and measure installations. Each year, the top 25% performing trade partners, based on a variety of factors including installation rates and satisfaction, were allowed to automatically renew their registration. They also inspect 15% of projects. During COVID, the implementer performed virtual inspections. The virtual inspections, which were conducted via video recordings or live video meetings, worked well because it limited the inspectors' need to drive around the state.
- **Utility E:** This utility allowed any trade partner to participate in the program, but they must be registered with the program. To do this, contractors need to document that the business is in good standing and take a short training course to learn how to use the program's assessment tool. Once the training is completed, the implementer accompanies a trade partner on their first assessment to answer any questions and verify performance on roughly five sites to ensure the trade partner performs well.

TOOLS OR DATA THE PEER UTILITIES USE TO IDENTIFY SMALL BUSINESS CUSTOMERS

This section provides feedback from peer utilities on how they characterize and identify small business customers. As shown in Table C-3, the majority of utilities define small businesses based on a peak demand threshold, similar to Xcel Energy. Unlike Xcel Energy, the other peer utilities allowed chains to participate in their small business program, however one of the peer utilities had a limited offering to chain stores.

Since the peer utilities solely qualified customers by their energy use, they relied on energy use data to identify qualifying customers. To identify qualifying businesses, three utilities provided energy use data to staff or contractors, while the other two utilities relied on individuals to check whether customer qualified using the customer's utility bill. Because the programs were mostly open to any customer meeting the energy use threshold, the peer utilities did not examine any additional data to target outreach to small businesses.

To engage customers, utilities relied on various means to market the program to small businesses including door-to-door marketing, word of mouth from community members and leaders, and/or sales tactics from trade partners. Below are individual marketing strategies identified by each utility during the evaluation team's interviews with them:

- **Utility A:** Staff access utility data to identify customers that meet the demand cap criteria. When onsite, staff will ask their customers to recommend leads for staff to follow-up on. Staff will also conduct door-to-

door knocking to qualifying customers. When faced with COVID-related restrictions, program implementers targeted certain business types to telephone instead of conducting door-to-door knocking campaigns (i.e. car dealerships or Spanish-speaking businesses). They also partnered with related business organizations to market the program.

- **Utility B:** Staff access utility data to identify qualifying customers. Once a list of qualifying customers are generated, staff will rely mostly on door-to-door canvassing to recruit customers. Program staff will also partner with business organizations to reach out to small businesses.
- **Utility C:** Staff and trade partners can access utility data, via an online platform, to identify qualifying customers. Marketing strategies vary based on their two different small business offerings:
 - The Small Business Direct Install program provides direct install services performed by an implementer. To conduct outreach, program staff will target particular regions for specific amounts of time. When selling to the particular region, program staff will reach out to account managers with relationships to qualifying customers (such as franchises), mayors, chambers of commerce, and business leaders. They will also canvass business areas.
 - The Small Business Enhanced program, which is trade ally driven, relies on trade allies to conduct marketing in whatever way they want. Much of the marketing efforts are performed door-to-door. This program does not allow national companies with qualifying facilities to participate and therefore targets locally owned businesses, which tend to include businesses such as small groceries, businesses in strip malls, and small offices.
- **Utility D:** This utility relies on their trader partners to market the program as they want. When on site, they will ask their customer for a utility bill to confirm eligibility. While they perform door knocking and cold calling, they most frequently rely on word of mouth from customers to help market the program to other customers. Also when closing a project with a customer, they will ask their customer to recommend similar small businesses.
- **Utility E:** This utility relies on their trade partners to perform all outreach efforts. The utility does not provide consumption data to trade partner, instead trade partners review a customer's bill to determine if they are eligible by looking at the billing code which coincides with the peak demand cap for the program. To support trade partners marketing efforts, the utility offers co-branding opportunities.

Table C-3. Small Business Customer Definitions

Utility	Territory	Customer Cap	National Chains Qualified
Xcel Energy	Urban/Suburban/Rural; MidWestern US	Assessment: 400 kW or less Direct install: 100 kW or less	No
Utility A	Urban/Suburban; Eastern US	100 kW/month or Religious buildings or schools of any size	Yes
Utility B	Urban/Suburban/Rural; MidWestern US	Tier I: 400 kWh annual, 6,000 MCF annual Tier II: 1,200 MWh, 15,000 MCF (check?)	Yes
Utility C	Urban/Suburban/Rural; MidWestern US	Maximum of 200 kW in a month within past 12 months	Only for the "Small Business Direct Install" offering; it is not allowed for the "Small Business Enhanced" offering.
Utility D	Urban/Suburban/Rural; MidWestern US	100 kW or public facility	Yes
Utility E	Small Urban/ Suburban/Rural; MidWestern US	150 kW or less	Yes

ROLE OF PROGRAM IN CAPTURING FUTURE SAVINGS

Xcel Energy wanted to examine whether utilities relied on their small business programs to help capture future savings. Only one of the interviewed utilities, Utility B, mentioned that they designed their small business program as a first step to engaging small businesses in energy efficiency and hence a tool for capturing future savings. Utilities with comprehensive services tended to try and sell the various projects in one bundle, while utilities that focused on lighting tended not to use the program to go beyond lighting.

When asked about whether program staff or trade partners followed up with customers on assessment findings that were not implemented immediately, the evaluation team found mixed responses. Two of the utilities reported to check-in with customers to see if they have interest in following up with assessment recommendations, two utilities reported that they don't do this but they want to, and the other utility reported to limit follow-up and instead focus on addressing as many projects as possible directly following the assessment.

- **Utility A** does not rely on this program heavily to capture future savings. Because they can perform direct installation of various measure types, they are attempting to capture all viable projects within one assessment. Additionally, because of the direct install nature, the implementer is able to conduct the installation themselves. They attempt to complete all viable projects within 2-3 weeks, with an aim to have no more than a one month backlog of projects.
- **Utility B** uses its assessments and direct installations to engage customers in additional energy efficiency opportunities within the Small Business Program offering. In recent years, they focused on developing opportunities to design the assessment reports in a way that can lead customers to act on findings and follow through with projects. They have also developed an online rewards system to encourage customers to complete more projects. Because their small business program encompasses all measures, they do not rely on the program to push customers to other energy efficiency programs.
- **Utility C** does not rely on their Small Business offerings to drive participation in other programs, although they expressed a desire for this to occur in the ideal setting.
- **Utility D** uses its assessments to engage customers in comprehensive opportunities within the Small Business Program offering, so it is not designed as a feeder program to other offerings. While the utility provides free comprehensive assessments using a specified tool designed by the implementer, it does not pay trade partners for the free completed assessments. As a result, trade partners are motivated to ensure recommended assessment findings turn into viable projects. Customers will typically do some, not all, of the recommendations. Currently, it is up to the trade partner to follow-up with customers to conduct additional projects. However, the utility is attempting to better track recommendations that were not pursued to encourage follow-up discussions with these customers.
- **Utility E:** Because this program is trade partner driven, the utility does not rely on this program to drive participant in other programs. However, the utility will follow-up with participants to encourage them to do more.

NTG GROSS RATIOS

As part of the evaluation team's assessment of the Xcel Energy net-to-gross (NTG) ratio, Xcel Energy wanted to better understand what other utilities use for their NTG ratio and any drivers leading to the NTG ratio. The NTG ratios for each peer utility can be found in Table C-4 and all fall between 0.90-0.97.

The interviewed utilities all reported that their program designs inherently limited free ridership concerns. This stemmed from a variety of reasons including the small business population having limited ability to pursue energy efficiency projects

independently and proactive outreach methods that were largely driven by program staff or program-trained trade partners.

- **Utility A:** The utility program manager reported that free-ridership is not a high concern given that program implementers typically initiate the discussion with the customer through their canvassing efforts. They do not hear customers reporting that they were planning to conduct the work prior to learning of the program.
- **Utility B:** The utility uses a stipulated NTG for all of their programs.
- **Utility C:** Utility staff reported that limiting free ridership was not a high concern given that program representatives typically initiated the discussion through canvassing efforts.
- **Utility D:** This utility reported that they designed their program to achieve minimum free ridership by designing the program to be assessment and trade partner driven. These factors, they have found, have led to very low free ridership results.
- **Utility E:** This utility reported that having approved trade partners drive participation helped lower free ridership. They also suggested that trade partners have incorporated the program into their business model due to the longevity of the program.

Table C-4. Peer Utility Small Business Program Net-to-Gross Ratios

Utility	NTG Ratio	Source	Notes
Xcel Energy	0.92	Evaluation	Lighting only
Utility A	0.75 ^a	Evaluation	Includes non-lighting measures
Utility B	0.90	Stipulated	Portfolio-wide ratio
Utility C	0.91 ^b	Evaluation	Lighting only
Utility D	0.97	Evaluation	Includes non-lighting measures
Utility E	0.96 ^c	Evaluation	Lighting only

^a 2019. Includes all small business. <https://www.peco.com/SiteCollectionDocuments/EECPFINALannualreport.pdf>

^b 2019.

https://www.pacificorp.com/content/dam/pcorp/documents/en/pacificorp/environment/dsm/utah/Energy_Efficiency_and_Peak_Reduction_Report_2019.pdf

^c 2019. <https://ilsag.s3.amazonaws.com/2019-AIC-Business-Program-Annual-Impact-Evaluation-Report-FINAL-2020-04-30.pdf>

Lighting – Small Business Evaluation

2020 Program Evaluation: Recommendations and Responses

The Xcel Energy Lighting – Small Business product in Colorado offered prescriptive and custom rebates to Xcel Energy electric Small business customers under 400 peak demand kw who installed qualifying energy efficient lighting equipment in existing or new buildings. Rebates were offered to encourage small business customers to purchase energy efficient lighting by lowering the upfront premium costs associated with this equipment. Starting April 1, 2021 the Lighting – Small Business product was retired and replaced by a new product, Small Business Solutions, which supports small business customers in Colorado under 400 peak demand with implementing various energy efficient technologies from lighting, heating, cooling, refrigeration, motors and compressed air. The product includes a free energy assessment, direct installation of energy savings measures and implementation support for customers completing a prescriptive or custom energy efficient upgrade. The Small Business Solutions product will adopt the net-to-gross Ratio (“NTGR”) and recommendations provided in the Lighting – Small Business.

Xcel Energy (“the Company”) engaged a team of researchers led by EMI Consulting to conduct a process and impact evaluation of the Lighting – Small Business product. The evaluation team conducted the following activities as part of that evaluation:

- Calculate the retrospective and prospective NTGR;
- Understand how customers become aware of product offerings and their motivations to participate in the product;
- Assess product experience and satisfaction by whether they participated in an on-site audit, a direct install, or an independent prescriptive or customer project;
- Explore if there are other resources or tools customers want or need to make it easier for them to participate and/or to improve their satisfaction;
- Explore whether participating customers also participate and/or interact with similar products, such as the Midstream Lighting Efficiency Product and/or the Refrigeration Product;
- Explore opportunities to better support trade partners, including feedback about past trainings and understand what they would like to learn from future trainings; and
- Identify tools or data that can be used to identify small business customers that benefit from SBL services.

Based on the results of this research, the evaluation team developed key findings and recommendations for Xcel Energy.

Recommendation	Response
1) Use a prospective NTGR of .92; or an increased NTGR of .94 if the product increases the number of energy assessments and or direct installations performed and increase the numbers of smaller business participating in the program as these customers were also less likely to be free-riders.	The Company will apply a NTGR of 94% to the product starting January 1, 2021 and will be implementing strategies to increase the number of energy assessments and or direct installations performed and increases the numbers of smaller business participating in the product.
2) Plan for when the ability to influence small businesses to install LEDs decreases. These planning efforts can help limit potential risks to future	The Company is planning for when the ability to influence small business to install LEDs decreases by providing implementation support and services to small business customers for various technologies including lighting, refrigeration, heating, cooling,

<p>program savings when LEDs become more commonplace among small businesses, like what has been found in larger businesses.</p>	<p>motors and compressed air through the Small Business Solutions product launching in the 2021-2022 DSM plan.</p>
<p>3) Provide additional training to trade partners and direct engagement with less-engaged trade partners. Trade partner interviewees expressed interest in additional training events, particularly training events that focused on product processes and incentives.</p>	<p>The Company will work to provide additional training opportunities to trade partners and look for ways to reengage less engaged trade partners.</p>
<p>4) Provide trade partners with marketing tools and rewards to help them market the SBL Product to their smallest business customers. To help trade partners engage the smallest businesses in lighting efficiency, the evaluation team recommends Xcel Energy provide more marketing tools, such as brochures, to trade partners to help them reach out to the smallest businesses.</p>	<p>The Company will look for ways to expand marketing efforts to provide trade partners more tools and resources to reach small business customers.</p>
<p>5) Embed language in the Lighting Efficiency application that identifies the implementer as a resource to help trade partners and small businesses with SBL Product applications.</p>	<p>The Company will embed language on the lighting efficiency application to identify the Small Business Solutions product implementer as a resource for small businesses and trade partners working with small businesses.</p>
<p>6) Consider developing an Xcel Energy small business energy assessment. An Xcel Energy small business energy Assessment can be designed to focus specifically on meeting small business needs and be aligned with Xcel Energy product offerings for small businesses. This could also help increase the number of small businesses participating in an energy assessment since it would be more targeted, and potentially</p>	<p>The Company will offer small business customers a streamlined and less time intensive audit option through the Small Business Solutions product.</p>

<p>less time consuming, than the ASHRAE energy assessments.</p>	
<p>7) Increase outreach to qualifying businesses by canvassing areas (in person or via phone during COVID-19) and asking participating customers for references.</p>	<p>The Company will brainstorm outreach opportunities to qualifying small businesses through canvassing type efforts in person or via phone during COVID-19.</p>
<p>8) Clarify language and pricing in energy assessment reports to better inform customers of the availability to self-install equipment and its related costs.</p>	<p>The Company will work to clarify to small business customers that self-installation is an option for energy efficient projects and a potential cost-saving solution for customers.</p>
<p>9) Ensure customers that receive energy assessments receive follow-up calls to better support customers implementing project recommendations.</p>	<p>The Company will implement a more continual follow-up process for customers that receive an energy assessment so that customers receive better motivation and support to complete the energy efficiency projects identified in their energy assessment.</p>