

INTERMOUNTAIN GAS COMPANY

CASE No. INT-G-25-05

ATTACHMENT 1 – SUPPLEMENT 1
PROCESS EVALUATION OF INTERMOUNTAIN GAS
COMPANY COMMERCIAL PROGRAM REBATES
(65 PAGES)

Process Evaluation of Intermountain Gas Company Commercial Program Rebates

SUBMITTED TO: INTERMOUNTAIN GAS COMPANY

SUBMITTED ON: APRIL 30, 2025

SUBMITTED BY: ADM ASSOCIATES, INC.

The ADM logo is displayed in large, bold, white capital letters. It is positioned in the lower right quadrant of the page, overlaid on a background image of a dirt road winding through a forest. The background image is faded and serves as a backdrop for the text.

ADM Associates, Inc
3239 Ramos Circle
Sacramento, CA 95827
916-363-8383

Intermountain Gas
PO Box 7608
Boise, ID 83707-1608

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1. Executive Summary

1.1 Program Description

This report presents the findings of a process evaluation of Intermountain Gas Company's (IGC) Commercial Energy Efficiency Program, which launched in 2021 to support businesses in adopting energy-efficient technologies. While IGC's residential program is well-established, the commercial offering has faced lower-than-expected participation, due in part to limited customer awareness, a lack of offerings tailored to small businesses, and challenges in reaching facility-level decision-makers. To address these barriers, IGC has implemented quarterly email campaigns, in-person outreach events, targeted advertising, and customer surveys to expand reach and gather feedback. Additionally, they are exploring a trade ally program to strengthen engagement with contractors and expand program accessibility.

The program currently provides rebates for energy-efficient equipment, focusing on plug-and-play solutions that are easy to administer. IGC has recently transitioned to ERA (Enterprise Rebate Application) software for improved tracking and is working to refine marketing, outreach, and program design based on customer feedback. Looking ahead, IGC plans to expand program offerings, hire a dedicated energy efficiency analyst, and explore early-stage energy efficiency integration in commercial building design. This evaluation aims to identify key barriers, opportunities for program growth, and strategies to enhance participation and cost-effective energy savings for IGC's Commercial Program.

1.2 Evaluation Objectives

The evaluation objectives for the process evaluation focus on assessing and improving the Commercial Program's effectiveness, particularly in encouraging energy-efficient installations and customer decision-making. The key objectives include:

1. **Understanding Program Operations & Effectiveness**
 - Assessing program design, administration, implementation, and delivery.
 - Evaluating overall program effectiveness and identifying areas for improvement.
2. **Measuring Customer Satisfaction & Market Response**
 - Evaluating customer satisfaction with the program and utility staff.
 - Identifying barriers to participation and reasons for non-participation.
 - Understanding how the program influences long-term customer behavior regarding energy efficiency.
3. **Enhancing Program Strategies**
 - Refining marketing materials to target key customer segments effectively.
 - Adjusting marketing strategies to improve program outreach and engagement.
4. **Ensuring Data Accuracy & Validity**
 - Triangulating data across multiple market actors (program staff, contractors, participants, and non-participants) for comprehensive insights.
 - Conducting verification of installed energy efficiency measures through customer surveys.

- Identifying significant differences among participant groups.
5. **Providing Actionable Recommendations**
- Suggesting changes to program structure, management, design, delivery, and target groups.
 - Offering specific recommendations for improving participation, satisfaction, and cost-effectiveness.

1.3 Summary of Methods

The process evaluation involved six key tasks:

1. **Surveys:** Collecting data from participants and non-participants via web-based and phone-based surveys.
2. **Program Material Review:** Analyzing marketing and tracking materials to assess clarity and effectiveness.
3. **Staff Interviews:** Conducting in-depth interviews with program staff to gather insights on program administration and potential improvements.
4. **Market Actor Interviews:** Interviewing participating and non-participating contractors to assess effectiveness and barriers.
5. **Interim Reporting:** Providing ongoing updates and insights to ensure transparency and continuous improvement.
6. **Final Report:** Summarizing findings, providing clear and actionable recommendations, and ensuring accessibility for various audiences.

1.4 Key Findings and Recommendations

The evaluation of Intermountain Gas Company's (IGC) Commercial Energy Efficiency Program identified significant gaps in participation, awareness, and contractor engagement, as well as opportunities for process improvements.

Key findings include:

- **Limited program awareness:** Only 42.9% of nonparticipant survey respondents were aware of IGC's rebate offerings. Despite marketing efforts, only 37.2% of respondents recalled seeing program materials.
- **Low contractor involvement:** There is no formal contractor program, and many applicants mistakenly use residential rebate forms, indicating confusion about program structure. Additionally, one contractor reported that 95% of their customers learn about the rebates from them rather than from IGC, indicating contractors play a crucial role in this awareness.
- **Customer engagement barriers:** 83.3% of nonparticipants were unsure whether rebates were available for their equipment, and 84.5% of tenants had not spoken with their landlord about energy efficiency upgrades, highlighting communication and decision-making challenges.

- **Impact of rebates on participation:** While actual participation remains low, rebates are a strong motivator, with 86.7% of nonparticipants stating that awareness of rebates makes them more likely to consider efficiency upgrades.

Recommendations include:

- **Enhance marketing and outreach** by developing more targeted communications for decision-makers and leveraging contractor networks to improve awareness.
- **Formalize contractor engagement** by establishing a trade ally program and providing clearer rebate application guidance.
- **Improve data tracking and rebate verification** by refining the ERA system fields to capture more detailed project data, offering stronger incentives to increase survey participation, and implementing more structured customer follow-ups—such as timely post-installation check-ins or outreach, which could occur closer to installation, and, when feasible, include in-person verification.
- **Expand rebate offerings or tailored outreach** to better align with business needs, including potential new measures based on contractor and customer feedback.

For a more detailed discussion of these findings, including additional data insights and expanded recommendations, please refer to Chapter 4: Conclusions & Recommendations.

2. Methodology

A process evaluation gathers information from a variety of sources, including program staff, installing contractors, nonparticipating contractors, program participants, and non-participants (collectively referred to as market actors). To increase the validity of the findings, it is necessary to gather data from multiple sources and then “triangulate” the data or compare across multiple groups. This methodology increases the overall validity of the findings. It should also address a variety of issues, including:

- Program design;
- Program administration;
- Program implementation and delivery;
- Customer satisfaction; and
- Market response.

ADM conducted a well-designed and implemented process evaluation for each of the measures offered in the Commercial Program, which included:

- Measuring level of customer satisfaction;
- Improving understanding of target population to tailor marketing materials towards customer segments ;
- Refining and refocusing marketing strategies to increase program effectiveness;
- Identifying barriers to program participation;
- Providing recommendations for changing the program’s structure, management, administration, design, delivery, operations, or target; and
- Helping program designers and managers structure programs to improve program participation and satisfaction while achieving cost-effective savings.

The process evaluation focused on documenting the effects that the program activity had on encouraging installations of energy efficiency measures or influencing the customer to make an energy-efficiency decision. The key program metrics documented in these process evaluations include:

- Overall awareness as well as awareness of the program and its measures;
- Verification of installed measures through customer surveys;
- Determination of significant differences between and among participant groups;
- Assessment of customer satisfaction with the utility staff and the overall program;
- Reasons for not participating;
- Determination of whether the program has led to lasting changes in customer behavior regarding energy efficiency or influencing customer decision-making; and
- Areas for program improvement.

The focus of the process evaluation activities is to gain a better understanding of program operations, assess the overall effectiveness of program operations, and identify areas for program improvement. The key elements for the evaluation were split into the following tasks:

- **Task 1:** Collect survey data from participating and non-participating customers;
- **Task 2:** Review current program materials and current program tracking methods;
- **Task 3:** Collect data from staff;
- **Task 4:** Collect data from participating and nonparticipating market actors;
- **Task 5:** Deliver interim reporting of evaluation results and status; and
- **Task 6:** Deliver draft and final report.

2.1 Participant and Nonparticipant Surveys

This task focuses on gathering information from participants and nonparticipants of the program. Data collection activities are in the form of survey-based data collection (web-based and telephone-based surveys).

For each measure, the Evaluator used IGC tracking data to contact the full census of participants—although the participant population was quite small (N=48), limiting the number of responses collected. Surveys were conducted to assess participant satisfaction with measures, satisfaction with the program and IGC altogether, and obtain critical firmographic or operating characteristics from the perspective of the commercial facility. In addition, ADM surveyed a sample of nonparticipant customers to assess barriers to entry and awareness of program offerings. The Evaluators programmed all surveys using an industry-standard survey platform, Qualtrics.

The participant and nonparticipant survey instruments and their tabulated results are provided in Appendix A and Appendix B, respectively.

2.1.1 Sampling

ADM’s evaluation sampling strategy aimed to capture a representative sample of participant and nonparticipant experiences with the Intermountain Gas Company Commercial Energy Efficiency Program. The EM&V plan proposed a census-based approach for participant surveys and structured sampling for nonparticipants and contractors. The Evaluators provide the following sampling guidance used to estimate sampling goals for each process evaluation effort.

2.1.1.1 Sampling Methodology

The Evaluators used the following equations to estimate sample size requirements for each the participant and nonparticipant survey goals. Required sample sizes were estimated as follows:

Equation 2-1: Sample Size for Infinite Sample Size

$$n = \left(\frac{Z \times CV}{d} \right)^2$$

Equation 2-2: Sample Size for Finite Population Size

$$n_0 = \frac{n}{1 + \left(\frac{n}{N} \right)}$$

Where,

- n = Sample size
- Z = Z-value for a two-tailed distribution at the assigned confidence level.
- CV = Coefficient of variation
- d = Precision level
- N = Population

For a sample that provides 90/10 precision, $Z = 1.645$ (the critical value for 90% confidence) and $d = 0.10$ (or 10% precision). The remaining parameter is CV , or the expected coefficient of variation of measures for which the claimed savings may be accepted. A CV of .5 was assumed for this program due to the homogeneity of participation¹, which yields a sample size of 68 for an infinite population. Sample sizes were adjusted for smaller populations via the method detailed in Equation 2-2.

The Evaluators developed a sampling plan that achieves a sampling precision of $\pm 10\%$ at 90% statistical confidence – or “90/10 precision” – to estimate the percentage of projects for which the claimed savings are verified or require some adjustment.

The Evaluators developed the following samples for each surveyed group using Equation 2-1 and Equation 2-2. The Evaluators ensured representation in each the participant and nonparticipant populations.

Table 2-1: Survey Sampling Goals and Precision

Customer Group	Population	Assumed Response Rate	Sample Goal (With Finite Population Adjustment) [*]	Precision at 90% CI
Participants	48	15%	30	90% \pm 9.29%
Nonparticipants	16,201	15%	68	90% \pm 9.96%

^{*}Assumes sample size of 68 for an infinite population, based on CV (coefficient of variation) = 0.5, d (precision) = 10%, Z (critical value for 90% confidence) = 1.645.

The table above represents the number of customers in each the participant and nonparticipant groups in the IGC Idaho service territory. The Evaluators ensured representation of customers in the survey sample goals.

2.1.1.2 Survey Sample

The Evaluators conducted web-based surveys for the Commercial Energy Efficiency Program participants and nonparticipants in PY2024. The sampling plan targeted $\pm 10\%$ precision at a 90% confidence level for both groups. Table 2-2 summarizes the achieved sample size and precision levels.

¹ Assumption based off California Evaluation Framework:

https://www.cpuc.ca.gov/uploadedFiles/CPUC_Public_Website/Content/Utilities_and_Industries/Energy/Energy_Programs/Demand_Side_Management/EE_and_Energy_Savings_Assist/CAEvaluationFramework.pdf

Table 2-2: Survey Sample Achieved and Precision

Customer Group	Population	Contacted	Respondents	Response Rate	Achieved Precision at 90% CI
Participants	48	46	3	6.5%	90% ± 46.47%
Nonparticipants	16,201	8,091	182	2.2%	90% ± 6.07%

Despite contacting nearly the entire participant population, the small group size and low response rate limited the ability to achieve the 90/10 sampling goal for participants. As a result, in-service rate estimates for this group should be interpreted with caution. In contrast, the nonparticipant sample exceeded expectations and met the target precision.

The findings from these activities served to provide insights to customer journey and satisfaction with the utility and program for the participants, as well as awareness of program offerings for the nonparticipants.

2.1.1.3 Final Sampling & Data Collection Outcomes

- Nonparticipant Survey:** A total of 182 nonparticipant respondents completed the survey, out of a population of approximately 16,201 commercial customers delivered to the Evaluators. The survey was distributed to 8,091 email addresses, of which 534 messages bounced, resulting in 7,557 successfully delivered invitations. While the original goal was to collect 68 responses, the Evaluators allowed all contacted customers to respond, ultimately exceeding the target. The responses provided valuable insight into program awareness, participation barriers, and rebate effectiveness.
- Participant Survey:** Out of a total population of 48 program participants, 3 completed the survey, falling short of the original goal of 30 responses. Email invitations were sent to 40 participants, while 6 additional contacts without email addresses were reached by phone. Due to the low response rate, the survey provided only limited insights into customer satisfaction, rebate usability, and decision-making influences.
- Contractor Interviews:** Four contractors representing HVAC, plumbing, restaurant equipment, and commercial gas cooking equipment sectors were interviewed to assess program engagement, barriers, and potential improvements.
- Program Staff Interviews:** Interviews were conducted with IGC staff members responsible for program design, outreach, and administration to gather perspectives on program effectiveness, operational challenges, and marketing efforts.

2.1.1.4 Achieved Sample

The nonparticipant survey goal was 68 nonparticipant survey responses in order to achieve 90 percent confidence at ±10% precision (90/10), which was exceeded with 182 completions. The contractor survey goal was six respondents; 19 contractors were contacted, but only four in-depth interviews were ultimately completed, offering qualitative insights into engagement challenges and program improvement opportunities. The participant survey fell short of its target, with only three completions

out of a population of 48 program participants. A total of 46 participants were contacted—40 by email and six by phone—but response remained limited, providing only minimal insight into customer satisfaction and rebate usability.

Table 2-3 Participant Survey Completion Compared to Goals (n = 3)

Measure	Participant Population	Participant Survey Goal	Actual Responses (n)	Achieved Precision at 90% CI
ENERGY STAR Certified Fryer	38	23	0	±46.47%
ENERGY STAR Certified Griddle	0	0	0	
ENERGY STAR Certified Steamer	1	1	0	
High Efficiency Condensing Boiler	9	6	3	
Condensing Unit Heater	0	0	0	
Boiler Reset Control	0	0	1	
Total	48	30	4	

Table 2-4 Nonparticipant Survey Awareness by Measure (n = 182)

Measure Type	Not Aware (%)	Sample Size (n)
Heating and Hot Water Equipment Incentives	21.8%	78
Kitchen Equipment Incentives	41.0%	78
Control Incentives (Boiler Reset Controls)	58.4%	77

2.1.1.5 Firmographic Overview of Respondents

To provide additional context for the findings, firmographic data was collected for participants, nonparticipants, and contractors. These tables provide insight into:

- Business size and facility characteristics (square footage, number of locations).
- Decision-making authority (whether respondents could approve efficiency upgrades).
- Industries represented (e.g., restaurant owners, facility managers, HVAC contractors).

These findings offer valuable context for understanding how different business types and contractors interact with the program.

Table 2-5 Participant and Nonparticipant Survey Firmographics

	Participants (n=3)	Nonparticipants (n=182)
Facility Size		
Less than 5,000 sq ft	–	46.7%
5,001 to 10,000 sq ft	–	24.7%
10,001 to 20,000 sq ft	–	9.3%
20,001 to 50,000 sq ft	–	3.3%
More than 50,000 sq ft	–	6.6%
Not Sure	–	8.2%
Primary Job Role		
Proprietor/Owner	–	40.6%
Other financial/administrative position	33.3%	18.3%
Manager	66.7%	13.9%
President/CEO	–	11.1%
Chief Financial Officer	–	5.0%
Other (specified roles)	–	6.7%
Energy Policies in Place		
Responsible energy manager	66.7%	19.2%
Defined energy savings goals	66.7%	9.9%
Energy efficiency policy for purchases	66.7%	13.2%
Carbon reduction goals	66.7%	7.7%
Facility Type		
Single location	–	61.3%
Part of multi-location company	100.0%	24.9%
Headquarters of multi-location company	–	12.2%
Gas Billing		
Billed directly by Intermountain Gas	100.0%	97.8%
Handled by third party or included in rent	–	1.1%
Not sure	–	1.1%
Decision-Maker for Energy Upgrades		
Business owner	33.3%	68.8%
Operations or facility manager	33.3%	16.5%
Sustainability/Energy manager	–	0.6%
Other (landlord, board, committee, etc.)	33.3%	14.2%
Preferred Contact Method		
Email	100.0%	63.0%
Mail	–	20.2%
Phone Call	–	4.6%
Other	–	8.7%

Table 2-6 Contractor Firmographics

	Contractor 1	Contractor 2	Contractor 3	Contractor 4
Industry Type	Restaurant Equipment	HVAC	Plumbing	Gas Cooking Equipment
Job Role	Owner	Project Manager	Owner	Technician
Years in Industry	10+	15+	20+	5+
Experience with IGC Rebates	Somewhat familiar but rarely uses them	Unfamiliar	Occasionally refers customers	Unfamiliar
How They First Learned About IGC Rebates	Through customers	Not aware of program	Through another contractor	Heard about them but never used
Rebate Process Challenges	Restaurant owners don't have time to navigate applications	N/A	Would like an easier rebate process at point of sale	Customers want rebates for generators, but they aren't covered
Preferred Support for Contractors	More program education	Dedicated contractor support line	Upstream rebate model	Trade ally program
Willingness to Attend Training	Yes, if convenient	Open to learning but unfamiliar with trade ally programs	Neutral – would attend if offered	Strong support for trade ally network

2.1.2 Survey Instrument Development, Programming, Testing, and Implementation

Participant surveys were used in the process evaluation to understand customer satisfaction of program participation, evaluate program design and administration, and assess program implementation and delivery.

In addition, the Evaluators surveyed a sample of nonparticipant customers to assess barriers to entry and awareness of program offerings. Commercial customers who completed the survey were sent a \$25 gift card incentive as a thank you for providing insight to the program. The Evaluators developed the survey instrument for review and comment by IGC staff prior to fielding surveys. ADM has an in-house survey research center that supports all survey-based data collection efforts. This survey research center is dedicated solely to energy efficiency-related efforts and is comprised fully of full-time ADM staff.

We understand that to encourage high response rates, a mixed mode for participant surveys must be deployed, involving web-based surveys and phone-based surveys to recruit customers without email addresses. The Evaluators developed, programmed, and deployed the surveys for this evaluation effort. The Evaluators ensured these surveys took most respondents 10 minutes or less to complete while addressing all research topics identified in the scope of work in order to mitigate customer survey fatigue.

The Evaluators provided the following drafted documents to IGC staff for review: initial recruitment/introductory email (for customers with valid email addresses); follow up emails (for

nonrespondents); phone script used to introduce programmed survey through telephone delivery; and draft and final web and telephone survey instruments. The Evaluators thoroughly tested survey programming to ensure that all appropriate batteries of questions were displayed correctly according to the logic of the survey and allowed IGC staff to conduct primary testing as well. Each customer in the sampling plan was contacted up to three times—via email or phone—until the sampling goal was met or the outreach window closed.

Survey recruitment was accomplished through multiple modes of recruitment, specifically:

- **Send initial email invitation**
- **Send two reminder email invitations**, several days apart
- **Telephone-based surveys** for customers without email addresses

To maximize response rates, the Evaluators included proven-effective language in the recruitment scripts that the Evaluators staff developed for use in survey recruitment, based on language used in public radio pledge drives. The key to the “pledge drive” language is asking the recipient if they “can be one of the people who help us achieve our goal” number of responses. This language has been shown to increase response rates to online surveys above and beyond what is accomplished through the elements described above. We hypothesize that it does so because it frames the request in the context of group or collective action, thus inhibiting thoughts that undermine self-efficacy.

2.1.3 Coordinated Efforts

We recognize that in all data collection activities, it was necessary that the Evaluators coordinate efforts with IGC staff regarding customer contact and conduct research in such a manner as to minimize the time impact on IGC’s customers participating in this evaluation. We endeavored to facilitate a strong sense of coordination and collaboration with our clients through multiple avenues, including:

- **Client review of interim and final work product:** We included IGC in the review process for recruitment email and telephone messaging, survey instrument development, and interim and final reporting. Messages included contact information for the customer call center, along with contact information for a senior project manager at ADM.
- **Involving IGC staff in the QA process for data collection:** We have in the past involved our clients in the data collection process for an EM&V effort through multiple channels.

The Evaluators involved IGC staff in the survey process by inviting client input during survey development, including the opportunity to review and suggest edits before deployment. Staff also previewed the survey through the participant experience by reviewing the Qualtrics links prior to launch.

The Evaluators worked with IGC to instruct their call centers on answering customer inquiries regarding ADM’s role as the EM&V contractor to ensure transparency and reliability to customers and to preserve IGC’s customer relations with commercial customers. The Evaluators maintained a ‘do not contact’ list for customers that have expressed a desire to be removed from call lists for future EM&V work. For many commercial programs, however, maintaining a ‘do not contact’ list will not compromise the process evaluation efforts.

2.2 Data Sources & Marketing Materials Review

Our second task was to conduct a review of all program materials. This review included the review of the program website(s), the program marketing and outreach materials, key marketing metrics, implementation manuals, program planning documents, previous evaluation reports, and other relevant materials. The purpose of this review is to assess if the program marketing materials have a clear call to action and identify whether there are any gaps in program materials.

The findings from this review are abridged and included in an overall assessment of the efficacy of current program materials, which are summarized in this report. Moreover, these findings informed the development of the in-depth interview guides for program staff, as well as the surveys with customers and contractors.

At the outset of the process evaluations, it is important to review each program database to ensure that previous recommendations regarding development of a data dictionary and adequate tracking of key data have been implemented. However, this report represents the first process evaluation conducted for IGC's Commercial Energy Efficiency Program. As such, for this task, our team also reviewed the databases to ensure that they conform to industry standards. Our team summarized the key data from the program database by the following types of metrics, as appropriate:

- Total participation rates by measure type, geography, and other key demographics; and
- Summaries of key contractor data including identification of top and bottom-performing contractors.

For each of the six measures offered and evaluated through the program, the Evaluators received the following materials from IGC:

- Program-level marketing materials;
- Program-level implementation materials and procedures;
- Program tracking data for each of the measures completed between April 1, 2021 and October 31, 2024;
- Project-level documentation, including rebate application forms, equipment specification documents, equipment invoices, and project installation documents;
- Customer contact information; and
- Contractor contact information.

ADM ensures that all staff with access to these files have signed the required non-disclosure agreements (NDAs) with specific requirements for handling utility customer information (UCI) and that our data transfer and storage methods follow IGC requirements.

The Evaluators were also proactive in scheduling meetings to answer data issues and communicate data concerns, and to discuss nuances of customer identifiers and data dictionaries. This ensured the deliverables were timely and accurate and prevented issues surfacing further into analysis tasks.

2.3 Staff In-Depth Interviews

The process evaluation overall focuses on gathering information from a variety of sources. This task includes conducting in-depth interviews with program staff.

These in-depth interviews were conducted via telephone and addressed the key process evaluation objectives. The evaluation interviews focused on the program history, design, identifying areas for improvement, “lessons learned”, and the overall effectiveness of the program. These interviews were open-ended, in that there was a discussion guide, but responses were not limited to a specific set of choices. Moreover, all respondents were promised confidentiality throughout the interview process to assure that these findings truly reflect program operations and activities. The results of these interviews are summarized in this report.

2.4 Market Actor In-Depth Interviews

The process evaluation overall focuses on gathering information from a variety of sources. This task includes conducting in-depth interviews with market actors.

Our team fielded contractor in-depth interviews to both participating and non-participating installing contractors. These interviews focused on identifying areas of program effectiveness, overall satisfaction, and identifying barriers to program participation. Commercial contractors who completed the interviews were sent a \$50 gift card incentive as a thank you for providing insight to the program. The program staff provided the list of all participating contractors; however, the actual respondents remain confidential. The results from these interviews are summarized in this report, and the interview guide used for these conversations is included in Appendix C.

2.5 Reporting

ADM and IGC staff held regularly scheduled weekly telephone conference calls during which ADM’s project management team provided updates regarding evaluation progress. Throughout the process evaluation, the Evaluators remained in constant communication with IGC.

Our report provides key findings and results from the evaluation in the Executive Summary, which are provided in bulleted lists and tables with intuitive captions. These findings are woven together to develop recommendations for future improvement. The Evaluators also provided a list of specific, clear, actionable, and prioritized recommendations that are supported by the findings; recommendations include estimates of the required effort that may be incurred by IGC, installing contactors, and stakeholders.

3. Evaluation Findings

3.1 Program Design & Implementation

According to program staff, the Commercial Energy Efficiency Program was launched in 2021 as an expansion of IGC's existing residential energy efficiency efforts. Staff noted that, since its inception, the program design has remained largely unchanged, with its primary focus on rebate incentives for equipment replacement.

Program staff highlighted several challenges in implementation:

- Low participation rates remain a primary concern, with staff attributing this to difficulties in reaching the correct decision-makers within businesses.
- The initial program design did not account for small commercial customers, meaning that some businesses found the available rebates did not align with their needs.
- With limited staffing, the program is structured around "plug-and-play" solutions that are easier to administer but may not fully serve the broader commercial market.

Findings from the nonparticipant survey suggest low adoption rate of energy efficient measures in the past three years:

- Smart thermostats (16.5%) were the most installed measure followed by high-efficiency water heaters (10.2%) and ENERGY STAR dishwashers (6.3%). However, none of these measures are currently eligible for IGC rebates.
- Adoption of ENERGY STAR fryers, griddles, condensing boilers, and boiler reset controls remained below 1%, suggesting low market penetration and awareness of current program offerings.
- Over 21% of respondents installed non-rebate-eligible equipment such as windows, siding, and skylights. While these measures are not currently included in IGC's rebate offerings and may not be identified in the program's savings potential, their frequency of installation may indicate a misalignment between rebate offerings and some customer investment priorities.
- Some businesses upgraded potentially relevant but currently unsupported measures, including digital thermostat conversions and wall insulation.
- Notably, 27.1% of businesses rated their insulation quality as poor, suggesting that insulation improvements may be a priority for many commercial customers but are not currently incentivized through the program.
- Several respondents were unsure whether they had installed energy-efficient equipment, highlighting a need for improved outreach and education.
- Low participation in key rebate-eligible measures suggests an opportunity for targeted marketing and expanded program alignment with observed business needs.

These results confirm staff concerns that businesses are not widely adopting energy-efficient equipment. To address these concerns, staff indicated that IGC has:

- Worked with the Evaluators to develop a Technical Reference Manual (TRM) for additional commercial measure offerings to improve program structure.
- Prepared to file a program revision to create a more robust and accessible commercial offering.
- Planned to hire an additional energy efficiency analyst dedicated to commercial customer engagement and program operations.

3.2 Program Marketing & Outreach

Program staff described their current marketing strategies, which focus on digital outreach, industry partnerships, and direct engagement at events. Key marketing efforts cited by staff include:

- Quarterly email campaigns sent to all commercial customers to raise awareness of available rebates.
- Advertisements in industry publications, including a full-page ad in the Idaho Business Review's "Book of Lists".
- Sponsorship of industry events, including hosting a golf hole at networking tournaments.
- Targeted outreach through the Association of Architects to engage commercial building professionals.
- Webinars offered through the Energy Solutions Center, which program staff noted are free for members and serve as an educational tool for potential participants.
- Digital engagement tracking, using QR codes and click-through rates to measure customer interaction with outreach materials.

Despite these efforts, staff acknowledged that engagement has been lower than expected, with low survey response rates and limited direct customer feedback. To improve outreach, staff indicated that IGC is developing a more comprehensive advertising campaign informed by demographic insights.

All three program participants interviewed reported seeing IGC marketing materials prior to participating in the program. Two recalled viewing the program website, and one reported receiving a marketing email. Participants generally found these materials somewhat or very helpful. One participant said the materials significantly influenced their decision to participate, another felt slightly influenced, and the third reported no influence. Respondents noted that information about rebate offerings and environmental or energy efficiency benefits were particularly impactful. Due to the small sample size, these results are not generalizable to all program participants.

3.2.1 Awareness of the Program & Available Measures

Responses from the nonparticipant survey indicate that 42.9% of nonparticipant respondents were aware of the program, while 57.1% had no prior knowledge. The nonparticipant average awareness across all rebate-eligible measures was low across the board. The breakdown is as follows:

Table 3-1 Awareness of Incentives by Measure Type

Measure Type	Not aware (%)	Sample size (n)
Heating and hot water equipment incentives	21.8%	78
Kitchen equipment incentives	41.0%	78
Control incentives (boiler reset controls)	58.4%	77

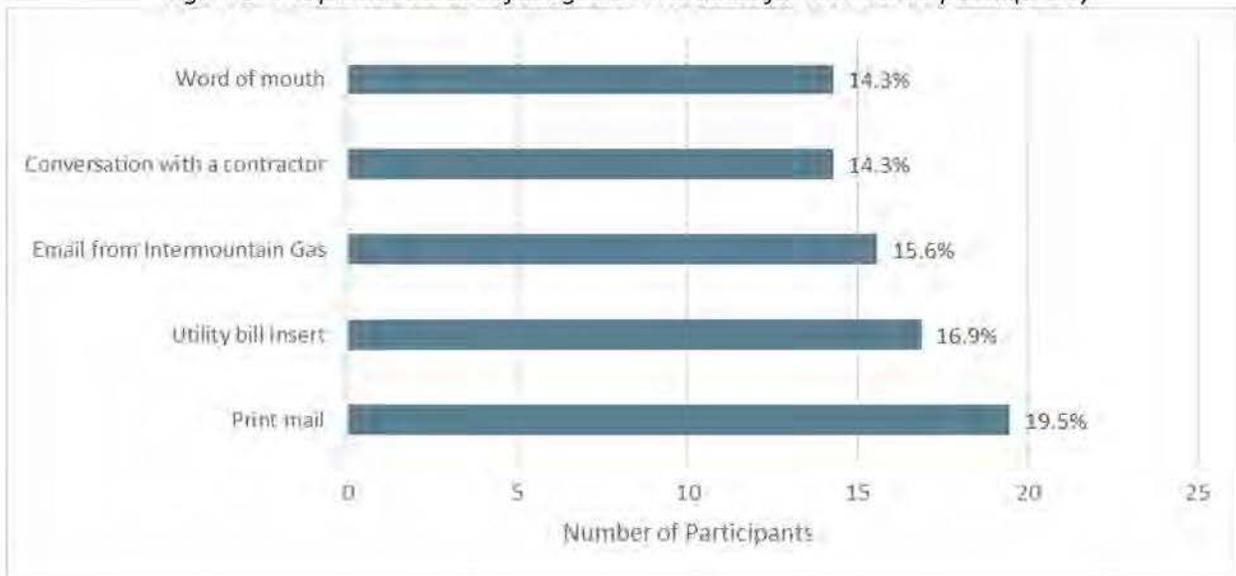
These findings confirm program staff concerns that businesses are not familiar with available incentives and suggest that marketing efforts are failing to reach potential participants—in part because outreach often does not reach the individuals responsible for making energy efficiency upgrade decisions.

3.2.2 How Businesses First Learned About the Program

Nonparticipants primarily learned about the program from direct mail and utility bill inserts, while participants learned about the program from the website and marketing emails.

Figure 3-1 displays the top five sources of program awareness for nonparticipants.

Figure 3-1 Top Five Sources of Program Awareness for Non-Participants (n=77)



Nonparticipants who learned about the program through word of mouth were asked to rate the information’s sentiment on a 1-5 scale. The average score was 3.7, indicating that word-of-mouth information about the program was generally neutral to positive.

3.2.3 Marketing Material Effectiveness

Survey findings suggest that marketing materials have been viewed by some nonparticipant customers, but their impact is limited. Of the 78 nonparticipant customers who answered the question, only 37.2% (n=29) indicated that they had viewed any program marketing materials. Among those who viewed materials, the breakdown is as follows:

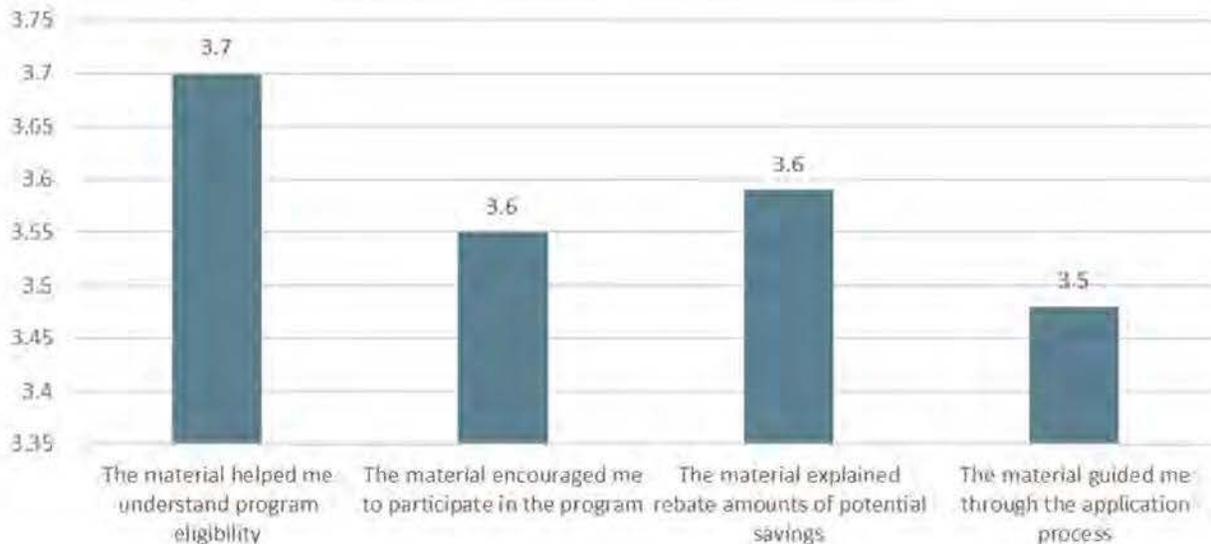
Table 3-2 Marketing Materials Seen by Respondents

Marketing Material Type	% Nonparticipants (n=37)	% Participants (n=3)
Mailed flyer or brochure	48.7%	0.0%
Intermountain Gas Company email	32.4%	33.3%
Intermountain Gas Company website	18.9%	66.7%
Intermountain Gas Company social media	0.0%	0.0%

Findings indicate that social media outreach is not currently effective, while mailed flyers and emails are the most commonly viewed forms of marketing communication.

Nonparticipants who viewed marketing materials were asked to rate their helpfulness on a 1-5 scale. Figure 3-2 demonstrates these results.

Figure 3-2 Helpfulness of Marketing Materials (n=29)



Participants rated the materials more helpful than nonparticipants, with all three individuals describing the application guide in particular as very helpful. These findings suggest that while program materials are helpful for customers, they are not highly effective in driving participation.

3.3 Customer Participation & Experience

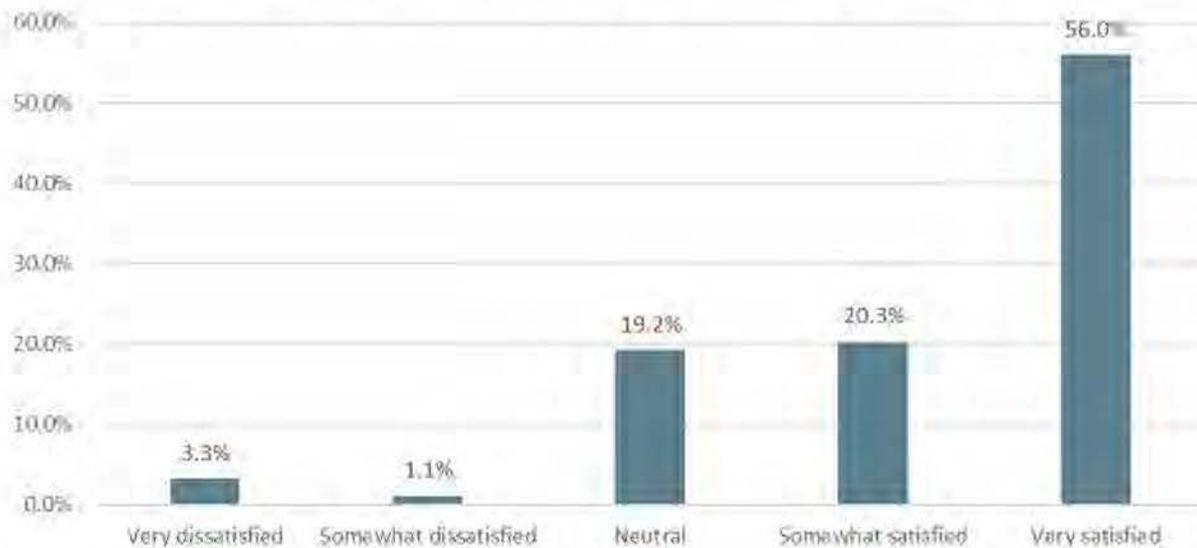
Program staff noted that customer participation in the commercial program has been significantly lower than expected. Findings from both the nonparticipant survey and contractor interviews provide further insight into awareness levels, decision-making barriers, and customer engagement with marketing materials and rebate applications.

- Contractors generally agreed that rebates are a strong motivator for customers, but awareness gaps and upfront cost concerns remain barriers.

- **Contractor 3 (Commercial Gas Cooking Equipment)** stated that rebates make efficiency upgrades financially feasible, while **Contractor 4 (HVAC & Plumbing)** observed that rebates often encourage customers to pursue multiple efficiency upgrades simultaneously.
- **Contractor 1 (Restaurant Equipment Sales & Installation)**, however, noted that some restaurant owners still choose non-ENERGY STAR equipment due to lower upfront costs and a desire to avoid the time and effort associated with the rebate process—opting instead for immediate, out-of-pocket purchases over pursuing rebates.
- The nonparticipant survey reinforced these findings:
 - **83.3% of respondents were unsure whether rebates were available for their equipment upgrades**, indicating a communication gap.
 - **86.7% of respondents stated that awareness of rebates would make them more likely to install energy-efficient equipment**, suggesting a need for improved outreach.
- **All participants and most nonparticipating respondents were satisfied with Intermountain Gas Company as their natural gas service provider**, indicating that low participation is unlikely due to concerns about the company’s reputation.

According to program staff, initial survey responses indicate that cost savings and energy reduction are primary motivators for participation. These insights came from IGC’s internal commercial customer survey, which received about 30 responses despite a broad email distribution and incentive offer. Staff noted that the low uptake was likely due to the survey reaching administrative contacts rather than facility decision-makers. Despite the small sample size, findings suggest an opportunity to improve outreach efforts and better align program offerings with business needs.

Figure 3-3 Nonparticipant Satisfaction with Intermountain Gas Company (n = 182)



Contractor perspectives on the application process also varied:

- **Contractor 3 actively assisted customers with rebate applications**, particularly Spanish-speaking clients, who often face language barriers in the process.
- **Contractors 1 and 4 did not typically complete applications for customers** but noted that most customers found the process manageable.
- **Contractor 4 described the application as "very straightforward,"** stating that customers rarely opted out if their project qualified.

Paper applications remain widely used, with Contractors 3 and 4 preferring them over online submissions.

The findings in this section reinforce the need for:

- **Expanded direct outreach to decision-makers**, ensuring rebate opportunities reach those with purchasing authority.
- **More compelling marketing efforts**, focused on cost savings and simplified participation.
- **Greater engagement with landlords**, as tenant businesses may not have full control over energy efficiency upgrades.
- **Improved accessibility**, including support for non-English speakers and customers with other access needs, to ensure equitable participation across business types.

3.4 Market Actor Engagement & Management

Program staff noted that engagement with market actors, including contractors, industry professionals, and other stakeholders, is currently limited, which may be contributing to low program participation. Findings from both the nonparticipant survey and contractor interviews further highlight gaps in contractor involvement, customer decision-making challenges, and opportunities to improve outreach and training.

3.4.1 Marketing & Awareness Gaps Among Contractors

- **No formal contractor program currently exists**, though licensed contractors are required for installations. Staff confirmed that there is no additional verification process beyond ensuring contractors hold an active Idaho license.
- **Limited contractor engagement may be contributing to low program participation**, as many potential market actors may be unaware of available incentives or unclear on how to participate.
- **Contractor 2 (Plumbing & Heating)** had limited knowledge of the program and had only recommended rebates to one customer. In contrast, Contractor 4 (HVAC & Plumbing) estimated that 95% of their customers learned about rebates from their company rather than from IGC directly.
- **Contractor 3 (Commercial Gas Cooking Equipment)** also emphasized the importance of proactive communication, especially for supporting Spanish-speaking customers through the rebate process.

3.4.2 Opportunities for a Trade Ally Program & Training

- **Several interviewed contractors expressed support for a Trade Ally Program to help improve training and rebate access.**
 - **Contractor 1 (Restaurant Equipment Sales & Installation)** actively sought rebate training and believed in-person and email communications were most effective for learning about program offerings.
 - **Contractor 4 specifically advocated for a formal Trade Ally Network** to ensure that contractors stay up to date on rebate requirements and that new technicians receive adequate training.
 - **Contractor 3 expressed neutral interest, saying they would attend training if offered**, but did not see an urgent need.
 - **Contractor 2 was unfamiliar with trade ally models but open to learning more**, suggesting an opportunity for awareness-building.

3.4.3 Reaching Decision-Makers & Addressing Barriers

- **Findings from the nonparticipant survey suggest that contractors are not always guiding customers toward rebate-eligible upgrades.** One in five respondents (21.3%) reported installing "Other" non-rebate-eligible equipment, including siding, windows, and thermostats.
- **Reaching the right decision-makers remains a significant challenge.** Only 50% of nonparticipant respondents reported full authority over energy-related upgrades. This highlights the importance of contractor engagement, as many energy decisions may fall to landlords or other organizational leadership.

- **Commercial tenants face additional hurdles:** 84.5% of nonparticipant respondents had not discussed energy upgrades with their landlords, suggesting many businesses may lack control over equipment choices or building improvements.
- **Contractor 1 noted that restaurant owners often do not have the time to engage with the rebate process,** further emphasizing the need for simplified access and clear contractor support.
- **Contractor 2 recommended establishing a dedicated contractor support line** to reduce wait times and improve communication about program requirements.

3.4.4 Recommendations for Market Actor Engagement

To address the above challenges and leverage contractors more effectively, evaluators recommend the following actions:

- **Develop a trade ally program** to provide structured contractor training, rebate guidance, and improved outreach.
- **Establish a contractor support line** to provide faster response times and clearer program guidance.
- **Expand contractor engagement efforts,** ensuring regular updates on rebate offerings and better communication on program changes.
- **Strengthen outreach to landlords,** as many tenant businesses lack control over energy efficiency decisions.

These strategies would help increase contractor awareness, improve rebate adoption, and enhance overall program effectiveness by leveraging contractors as key partners in promoting energy efficiency.

3.5 Quality Control Practices

Program staff described ongoing improvements in tracking and quality control processes, including a shift in 2023 from manual Excel-based tracking to the internally developed Enterprise Rebate Application (ERA) system. ERA houses rebate data, applies eligibility checks, and connects to a reporting tool used by staff to extract and review program information. Customers can also submit applications online by logging into their utility accounts, which helps validate applicant identity.

As a relatively new system, ERA represents a shift toward more centralized and automated rebate processing. Given current participation levels, it may take time to fully assess the system's effectiveness in supporting program operations and data reporting.

Additional quality control challenges remain:

- **Verification of installed measures currently relies on self-reported data from participant surveys,** as there is no formal site-based QC process in place. However, low response rates from participating customers (n=3) limit the ability to confirm installations and assess program impact.

- **The nonparticipant survey revealed that eight percent of businesses are uncertain who provides their facilities' natural gas services**, making it more difficult to verify rebate-eligible measures.
- **Marketing effectiveness is tracked using digital engagement metrics**, such as QR code scans and click-through rates, though engagement with the program website (18.9%) and emails (32.4%) remains low, making it difficult to assess whether outreach efforts are leading to applications.

Program staff are considering refinements to improve rebate verification, enhance customer engagement in surveys, and strengthen tracking methods to ensure accurate reporting of energy efficiency upgrades.

4. Conclusions & Recommendations

4.1 Findings and Recommendations

The Intermountain Gas Company Commercial Energy Efficiency Program faces challenges in customer participation, contractor engagement, rebate verification, and marketing effectiveness, but there are clear opportunities for improvement.

4.1.1 Findings

Key findings are detailed below:

Limited Program Awareness and Marketing Effectiveness

- Finding 1.1: 42.9% of nonparticipant survey respondents were aware of IGC rebates, while 37.2% recalled seeing program materials. (*Recommendation 1.1, 1.3*)
- Finding 1.2: Among nonparticipants who did recall seeing materials, 48.7% viewed a mailing or flyer, while 32.4% saw an email. Participants cited the program website as a key and influential source (*Recommendation 1.3*).
- Finding 1.3: Word-of-mouth had a mixed impact: 14.3% of nonparticipants first learned of rebates this way, but the average sentiment score was 3.7 out of 5, indicating generally neutral to positive messaging with room for improvement in clarity and reach (*Recommendation 1.3*).

Low Contractor Involvement and Market Actor Confusion

- Finding 2.1: There is no formal contractor program, and many rebate applicants mistakenly use residential forms, suggesting contractors are not well-informed on the commercial program application process and requirements (*Recommendation 2.1, 2.2*).
- Finding 2.2: Contractor 4 estimated that 95% of their customers learned about rebates from them rather than IGC directly, demonstrating that contractors play a crucial role in rebate awareness (*Recommendation 1.2, 2.1*).
- Finding 2.3: Contractor 2 had minimal program knowledge and had only recommended rebates to one customer, reinforcing the need for stronger contractor education and engagement and program offerings for additional relevant measures (*Recommendation 1.2, 2.1, 2.2, 2.3, 4.1*).
- Finding 2.4: Only 50% of nonparticipant respondents had full decision-making authority over energy-related upgrades, highlighting the need for better outreach to financial and operational decision-makers (*Recommendation 1.1*).

Customer Engagement Barriers and Verification Challenges

- Finding 3.1: Survey participation remains low, limiting IGC's ability to verify installed measures and track customer satisfaction (*Recommendation 3.1, 3.3*).

- Finding 3.2: 83.3% of nonparticipants were unsure whether rebates were available for the equipment they were considering, indicating a major communication gap (*Recommendation 1.1, 1.2*).
- Finding 3.3: 84.5% of tenant businesses had not spoken with their landlords about energy efficiency upgrades, suggesting that rental status is a significant barrier to participation (*Recommendation 1.1, 1.2*).
- Finding 3.4: Rebates are a strong motivator, with 86.7% stating that awareness of incentives would make them more likely to install energy-efficient equipment (*Recommendation 1.1, 1.2*).

Process and Data Tracking Improvements in Progress

- Finding 4.1: The transition from Excel-based tracking to ERA software represents an effort to centralize rebate applications and improve verification. However, staff are still assessing its full impact on accuracy and efficiency (*Recommendation 3.2, 3.3*).
- Finding 4.2: Marketing effectiveness is currently measured using QR code scans and click-through rates, but engagement remains low, making it difficult to determine whether these efforts directly increase participation (*Recommendation 3.3*).

Potential Gaps in Rebate Offerings

- Finding 5.1: Insulation quality may be a concern for many businesses, with 27.1% of respondents rating their insulation as poor (*Recommendation 4.3*).
- Finding 5.2: Some respondents requested rebates for equipment types not currently covered, indicating potential demand for expanded incentive categories (*Recommendation 4.1, 4.2*).
- Finding 5.3: Contractor 4 noted increased customer interest in rebates for generators, an equipment type not currently supported by IGC's program (*Recommendation 4.4*).
- Finding 5.4: Contractor 3 suggested an upstream rebate model, where equipment distributors offer rebates directly at the point of sale, to simplify participation and improve adoption of energy-efficient equipment (*Recommendation 4.5*).

4.1.2 Recommendations

The evaluators provide several recommendations for improvement:

Enhance Marketing and Outreach Strategies

- Recommendation 1.1: Develop targeted communication strategies for financial and operational decision-makers, rather than general business contacts. In addition to improved marketing efforts, this may include an effort to contact commercial customers to document key decision-maker contact information connected to the energy account.
- Recommendation 1.2: Expand contractor-focused outreach efforts, including training programs and improved rebate application guidance to ensure they accurately communicate incentives to clients, understand current offerings and program

requirements, and have a clear understanding of the rebate application process for commercial customers.

- Recommendation 1.3: Leverage more effective marketing channels—such as direct business outreach, industry associations, and in-person networking—and consider integrating a contractor bonus incentive into the planned Trade Ally Program. Many utilities offer contractor bonuses to boost program participation and visibility; for example, NorthWestern Energy (MT) offers \$500 per heat pump water heater installation, while Consumers Energy (MI) provides up to a 30% incentive bonus for early commercial project completion. Ameren Illinois adds 5% to electric project incentives and 2% for gas, capped at \$10,000. Adopting a similar structure could encourage IGC contractors to promote eligible measures, complete more projects, and participate in training—supporting broader market engagement and improved program outcomes.

Formalize Contractor Engagement

- Recommendation 2.1: Establish a trade ally program to educate contractors on rebate offerings and streamline the rebate process.
- Recommendation 2.2: Implement more structured contractor participation guidelines, including optional training, informational webinars, or program registration.
- Recommendation 2.3: Create a dedicated contractor support line to reduce wait times, improve communication, and provide technical assistance on rebate applications.

Improve Rebate Verification and Data Collection

- Recommendation 3.1: Consider strengthening participation incentives for future evaluation surveys that include questions about completed upgrades or installation status. In this process evaluation, a small number of participant survey responses (n=3) included self-reported installation information, which may offer a supplemental perspective in the absence of a formal verification process. If this type of information is desired in future evaluations, earlier outreach and stronger incentives may help improve response rates.
- Recommendation 3.2: Explore opportunities to continue enhancing ERA’s tracking capabilities to support program reporting and verification needs over time. As participation grows, additional detail captured earlier in the application process may help reduce reliance on follow-up outreach and improve the efficiency of data collection for future evaluations.
- Recommendation 3.3: Consider implementing simple, post-installation follow-up options to help confirm whether upgrades were completed. These could include automated customer emails, optional photo documentation uploads, or brief contractor attestations. While not a substitute for site-based verification, these low-burden strategies could provide additional insight into measure completion in cases where in-person quality control is not conducted.

Expand Rebate Offerings and Improve Alignment with Business Needs

- Recommendation 4.1: Consider adding rebates for commonly requested but currently ineligible equipment to increase participation, such as weatherization measures.

- Recommendation 4.2: Develop custom rebate pathways for larger commercial projects, allowing for tailored incentives.
- Recommendation 4.3: Consider adding rebates for weatherization upgrades and/or increase education around insulation-related energy savings, as 27.1% of businesses rated their insulation as poor.
- Recommendation 4.4: Assess feasibility of expanding rebates to include high-demand equipment like generators, based on Contractor 4's feedback.
- Recommendation 4.5: Evaluate an upstream rebate model, as suggested by Contractor 3, to simplify rebate access and increase energy-efficient equipment adoption.

By implementing these recommendations, IGC can increase participation, strengthen contractor engagement, improve rebate verification, and enhance customer satisfaction, ultimately ensuring that its Commercial Energy Efficiency Program is more effective and impactful.

4.2 Future Research

As the Intermountain Gas Company (IGC) Commercial Energy Efficiency Program evolves, future evaluation efforts should focus on improving data collection, such as decision-maker contact information and nature of facility operations (e.g. hours of operation, business type nuances, or usage patterns), expanding contractor engagement, and refining rebate tracking to ensure the program effectively meets customer needs. A key priority is addressing low participation rates in both the program and evaluation activities. While the current evaluation provided valuable insights from nonparticipants, participant response rates remained low. Future studies should explore alternative data collection strategies, such as increasing survey incentives, integrating post-rebate follow-up interviews, or leveraging contractor feedback—such as installation logs, project records, or brief check-ins with installers—to help validate installation rates. Additionally, qualitative research—such as focus groups or in-depth interviews with participating businesses—could provide deeper insight into decision-making processes and program barriers.

Another priority is assessing the long-term impact of program changes, particularly the effectiveness of enhanced contractor engagement efforts, marketing refinements, and potential adjustments to rebate structures. If IGC establishes a Trade Ally program, future evaluations should measure contractor awareness, participation, and satisfaction to determine whether it improves program uptake. Additionally, as the ERA system is further integrated into rebate processing, an evaluation of data accuracy, processing efficiency, and customer experience will be necessary to determine whether it has streamlined program operations. Finally, given that many nonparticipants were unaware of available rebates, future evaluations should test new outreach strategies, such as industry-specific marketing campaigns or direct engagement with financial decision-makers, to identify the most effective methods for increasing program participation.

Appendix A: Participant Survey

Q2 - Our records indicate that your facility at [Field-ADDRESS] received a rebate for the [Field-MEASURE] through Intermountain Gas Company's Commercial Energy Efficiency Program in [Field-YEAR].

#	Answer	%	Count
1	Yes	100.0%	3
2	No, I received a rebate BUT the address is incorrect. Please provide the correct address	0.0%	0
3	No, I received a rebate BUT the year is incorrect. Please provide the correct year	0.0%	0
4	No, I did not receive a rebate	0.0%	0
	Total	100%	3

Q3 - Please confirm the measures that you installed:

#	Question	Yes		No		Don't know		Total
1	ENERGY STAR certified fryer	0.0%	0	100.0%	2	0.0%	0	2
2	ENERGY STAR certified griddle	0.0%	0	100.0%	2	0.0%	0	2
3	ENERGY STAR certified steamer	0.0%	0	100.0%	2	0.0%	0	2
4	High efficiency condensing boiler	100.0%	3	0.0%	0	0.0%	0	3
5	Condensing unit heater	0.0%	0	50.0%	1	50.0%	1	2
6	Boiler reset control	50.0%	1	50.0%	1	0.0%	0	2

Q4 - How did you first learn about Intermountain Gas Company's Commercial Program?

#	Answer	%	Count
1	Mailed information from Intermountain Gas Company	0.0%	0
2	Utility Bill message	33.3%	1
3	Utility website	0.0%	0
4	Email from Intermountain Gas Company	33.3%	1
5	Newspaper or magazine article or ad	0.0%	0
6	Industry organization newsletter	0.0%	0
7	Intermountain Gas Company booth at in-person event	0.0%	0
8	Radio or television ad	0.0%	0
9	Social media (i.e., Facebook, Instagram, Twitter/X, TikTok, etc.)	0.0%	0
10	Contractor/Trade Ally	0.0%	0
11	Word of mouth (friend, family, colleague, neighbor, etc.)	33.3%	1
12	Intermountain Gas Company account representative	0.0%	0
13	Previous participation	0.0%	0
96	Other – please specify	0.0%	0
98	Don't know	0.0%	0
	Total	100%	3

Q5 - Why did you decide to participate in the program? Please select all that apply.

#	Answer	%	Count
1	Save money on energy bills	30.0%	3
2	Improve the comfort of the facility	20.0%	2
3	Conserve energy and/or protect the environment	20.0%	2
4	Get free or discounted equipment or services	20.0%	2
5	Recommendation from a utility representative	10.0%	1
6	Recommendation from a contractor	0.0%	0
96	Other – please specify	0.0%	0
98	Don't know	0.0%	0
	Total	100%	10

Q6 - Did you view any Intermountain Gas Company marketing material or advertisements about the program rebates and services before participating in the program?

#	Answer	%	Count
1	Yes	100.0%	3
2	No	0.0%	0
	Total	100%	3

Q7 - What materials did you view? Please select all that apply.

#	Answer	%	Count
1	Intermountain Gas Company email	33.3%	1
2	Intermountain Gas Company social media post	0.0%	0
3	Intermountain Gas Company website	66.7%	2
4	Intermountain Gas Company mailing or flyer	0.0%	0
96	Other – please specify	0.0%	0
98	Don't know / Don't remember	0.0%	0
	Total	100%	3

Q8 - Please rate how helpful the following marketing materials were for each of the listed purposes.

#	Question	Not helpful	Somewhat helpful	Neither helpful nor unhelpful	Somewhat helpful	Very helpful	I did not receive this material	Total						
1	The material helped me understand program eligibility.	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3
2	The material encouraged me to participate in the program.	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3
3	The material explained rebate amounts and potential savings.	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3
4	The material guided me through the application process.	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	3	0.0%	0	3

Q9 - To what extent did the marketing materials influence your decision to make the energy efficiency improvements or purchase the energy-efficient products you got a rebate for?

#	Answer	%	Count
1	Not at all	33.3%	1
2	Slightly	33.3%	1
3	Moderately	0.0%	0
4	Significantly	33.3%	1
5	Completely	0.0%	0
	Total	100%	3

Q10 - Which aspects of the marketing materials influenced your decision to participate in the program? Please select all that apply.

#	Answer	%	Count
1	Information about the rebate offer	50.0%	2
2	Details on the benefits of the product or service	0.0%	0
3	Trust in Intermountain Gas Company	0.0%	0
4	Clarity and appeal of the marketing presentation	0.0%	0
5	Recommendations or endorsements included in the materials	0.0%	0
6	Environmental impact or energy efficiency information	50.0%	2
7	Other – please specify	0.0%	0
	Total	100%	4

Q13 - Who installed the project-qualifying equipment or efficiency upgrades?

#	Answer	%	Count
1	My own staff	0.0%	0
2	A contractor who we have worked with before	33.3%	1
3	A new contractor that you had not worked with before	66.7%	2
4	Other – please specify	0.0%	0
98	Don't know	0.0%	0
	Total	100%	3

Q15 - How did you find the contractor who implemented the measure(s) you installed through the commercial program?

#	Answer	%	Count
1	The contractor was someone you've worked with before	33.3%	1
2	Through a personal contact (friend, family, colleague, etc.)	33.3%	1
3	Internet search	33.3%	1
96	Other – please specify	0.0%	0
98	Don't know	0.0%	0
	Total	100%	3

Q16 - Please rate how much you agree or disagree with the following statements regarding your experience with your contractor.

#	Question	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Don't know	Total
1	The contractor was courteous and professional	0.0%	0	0.0%	0	0.0%	0	3
2	The work was scheduled in a reasonable amount of time	0.0%	0	0.0%	0	0.0%	0	3
3	The time it took to complete the work was reasonable	0.0%	0	0.0%	0	33.3%	1	3

Q18 - Did you have any difficulty getting the equipment or material that you received a rebate for?

#	Answer	%	Count
1	Yes	0.0%	0
2	No	100.0%	3
	Total	100%	3

Q19 - What was the primary difficulty you had?

#	Answer	%	Count
1	It was unavailable and needed to be ordered	0.0%	0
2	It took a long time to get it delivered	0.0%	0
3	It was hard to find a contractor	0.0%	0
4	Other – please specify	0.0%	0
	Total		0

Q20 - How long did you have to wait to get the equipment?

#	Answer	%	Count
1	Less than a week	0.0%	0
2	1-2 weeks	0.0%	0
3	3-4 weeks	0.0%	0
4	More than a month	0.0%	0
	Total		0

**Q21 - Which of the following people worked on completing your application to receive the incentives?
Please select all that apply.**

#	Answer	%	Count
1	Myself	60.0%	3
2	Another member of your company	0.0%	0
3	Contractor	40.0%	2
4	An equipment vendor	0.0%	0
5	A designer or architect	0.0%	0
6	A program representative	0.0%	0
7	Other – please specify	0.0%	0
8	Don't know	0.0%	0
	Total	100%	5

Q22 - Did you use the web-based online application, or did you complete and submit the PDF application through mail or fax?

#	Answer	%	Count
1	Online application	33.3%	1
2	Submitted PDF application	66.7%	2
3	Don't know	0.0%	0
	Total	100%	3

Q23 - Please rate how much you agree or disagree with the following statements regarding your experience with the rebate application process.

#	Question	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Don't know	Total						
1	Finding the application forms was easy	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3
2	Completing the application was easy	0.0%	0	0.0%	0	0.0%	0	66.7%	2	33.3%	1	0.0%	0	3
3	The time it took to approve the application was acceptable	0.0%	0	0.0%	0	33.3%	1	0.0%	0	66.7%	2	0.0%	0	3
4	The information on how to complete the application was clear	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3
5	Providing the required invoices or other supporting documentation was easy	0.0%	0	0.0%	0	33.3%	1	33.3%	1	33.3%	1	0.0%	0	3
6	The overall application process was smooth	0.0%	0	0.0%	0	33.3%	1	0.0%	0	66.7%	2	0.0%	0	3

Q40 - In this section, we will ask you about the boiler(s) you installed. How many boilers did you install?

#	Answer	%	Count
1	Number of units:	100.0%	3
	Total	100%	3

Q41 - Why did you select the model/type for your boiler(s)? Select all that apply.

#	Answer	%	Count
1	It was a good price	0.0%	0
2	There was a rebate for it	0.0%	0
3	It costs less to operate	14.3%	1
4	It's good for the environment	14.3%	1
5	It was all that was available/only choice	0.0%	0
6	The contractor recommended it	28.6%	2
7	The retailer recommended it	0.0%	0
8	It had features I wanted	0.0%	0
9	It was the right size or design for my business	14.3%	1
10	It was the brand I wanted	14.3%	1
11	It had an ENERGY STAR label	0.0%	0
12	Other – please specify	14.3%	1
13	Don't know	0.0%	0
	Total	100%	7

Q42 - What was the main purpose of the boiler(s) you installed?

#	Answer	%	Count
1	Replacement of a failed unit	100.0%	3
2	Replacement of a working unit	0.0%	0
3	An addition to increase capacity	0.0%	0
98	Don't know	0.0%	0
	Total	100%	3

Q43 - Why did you replace a working boiler?

#	Answer	%	Count
1	Thought old equipment was about to fail	0.0%	0
2	To increase capacity	0.0%	0
3	To reduce my monthly gas bill	0.0%	0
	Total		0

Q44 - If you had not received the rebate, what efficiency level would you have chosen for your boiler(s)?

#	Answer	%	Count
1	Higher efficiency	66.7%	2
2	Same efficiency	33.3%	1
3	Lower efficiency	0.0%	0
	Total	100%	3

Q50 - In this section, we will ask you about the boiler reset control(s) you installed. How many boiler reset controls did you install?

#	Answer	%	Count
1	Number of units:	100.0%	1
	Total	100%	1

Q51 - Why did you select the model/type for your boiler reset control(s)? Select all that apply.

#	Answer	%	Count
1	It was a good price	0.0%	0
2	There was a rebate for it	0.0%	0
3	It costs less to operate	0.0%	0
4	It's good for the environment	0.0%	0
5	It was all that was available/only choice	0.0%	0
6	The contractor recommended it	100.0%	1
7	The retailer recommended it	0.0%	0
8	It had features I wanted	0.0%	0
9	It was the right size or design for my business	0.0%	0
10	It was the brand I wanted	0.0%	0
11	It had an ENERGY STAR label	0.0%	0
96	Other – please specify	0.0%	0
98	Don't know	0.0%	0
	Total	100%	1

Q52 - Did this new boiler reset control replace a previous boiler reset control?

#	Answer	%	Count
1	Yes	0.0%	0
2	No	0.0%	0
98	Don't know	100.0%	1
	Total	100%	1

Q53 - Why did you replace a working boiler reset control?

#	Answer	%	Count
1	Thought old equipment was about to fail	0.0%	0
2	To increase capacity	0.0%	0
3	To reduce my monthly gas bill	0.0%	0
	Total		0

Q54 - If you had not received the rebate, what efficiency level would you have chosen for your boiler reset control?

#	Answer	%	Count
1	Higher efficiency	100.0%	1
2	Same efficiency	0.0%	0
3	Lower efficiency	0.0%	0
	Total	100%	1

Q55 - Based on your experience with the program, are you considering upgrading or installing additional equipment?

#	Answer	%	Count
1	Yes, within the next year.	66.7%	2
2	Yes, but more than a year from now.	33.3%	1
3	No planned upgrades.	0.0%	0
	Total	100%	3

Q56 - What type of equipment are you considering? Please select all that apply.

#	Answer	%	Count
1	ENERGY STAR certified fryer	0.0%	0
2	ENERGY STAR certified griddle	25.0%	1
3	ENERGY STAR certified steamer	0.0%	0
4	ENERGY STAR certified convection oven	0.0%	0
5	ENERGY STAR certified combination oven	0.0%	0
6	ENERGY STAR certified dishwasher	25.0%	1
7	High efficiency storage tank water heater	0.0%	0
8	High efficiency tankless water heater	0.0%	0
9	95% AFUE natural gas furnace	0.0%	0
10	Gas heat pump	0.0%	0
11	Condensing unit heater	0.0%	0
12	High efficiency condensing boiler	50.0%	2
13	Boiler reset control	0.0%	0
14	Smart thermostat	0.0%	0
15	Pipe insulation	0.0%	0
16	Attic insulation	0.0%	0
17	Floor insulation	0.0%	0
18	Duct sealing	0.0%	0
19	Air sealing	0.0%	0
20	High efficiency windows	0.0%	0
21	Other – please specify	0.0%	0
	Total	100%	4

Q57 - Did your participation in the rebate program make you more likely to consider rebates for future upgrades?

#	Answer	%	Count
1	Yes	66.7%	2
2	No	0.0%	0
98	Don't know	33.3%	1
	Total	100%	3

Q58 - To your knowledge, are there currently rebates available for the equipment you're considering?

#	Answer	%	Count
1	Yes	0.0%	0
2	No	0.0%	0
98	Don't know	100.0%	3
	Total	100%	3

Q61 - Please rate how much you agree or disagree with the following statements regarding your experience with the program participation process.

#	Question	Very dissatisfied		Somewhat dissatisfied		Neutral		Somewhat satisfied		Very satisfied		Don't know/ Don't remember		Total
1	The program representative that assisted you with your project	0.0%	0	0.0%	0	0.0%	0	0.0%	0	66.7%	2	33.3%	1	3
2	The facility assessment or other technical services received from the program	0.0%	0	0.0%	0	0.0%	0	33.3%	1	33.3%	1	33.3%	1	3
3	The equipment that was installed	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	3	0.0%	0	3
4	The range of qualifying equipment	0.0%	0	0.0%	0	0.0%	0	50.0%	1	50.0%	1	0.0%	0	2
5	The steps you had to take to get the	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	3	0.0%	0	3

	program rebate													
6	The amount of time it took to get the program rebate after your project was completed	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3
7	Intermountain Gas Company as your gas provider	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100.0%	3	0.0%	0	3
8	The program overall	0.0%	0	0.0%	0	0.0%	0	33.3%	1	66.7%	2	0.0%	0	3

Q63 - What is your primary job title or role?

#	Answer	%	Count
1	Facilities manager	66.7%	2
2	Energy manager	0.0%	0
3	Other facilities management/maintenance position	0.0%	0
4	Chief Financial Officer	0.0%	0
5	Other financial/administrative position	33.3%	1
6	Proprietor/Owner	0.0%	0
7	President/CEO	0.0%	0
8	Manager	0.0%	0
9	Other – please specify	0.0%	0
	Total	100%	3

Q64 - Does your company have any of the following policies or procedures in place at [Field-ADDRESS]?

#	Question	Yes	No	Don't know	Total
1	A person or persons responsible for monitoring or managing energy usage	66.7% 2	33.3% 1	0.0% 0	3
2	Defined energy savings goals	66.7% 2	33.3% 1	0.0% 0	3
3	A specific policy requiring that energy efficiency be considered when purchasing equipment	66.7% 2	33.3% 1	0.0% 0	3
4	Carbon reduction goals	66.7% 2	33.3% 1	0.0% 0	3

Q65 - Does your company rent or own the facility at [Field-ADDRESS]?

#	Answer	%	Count
1	Rent	0.0%	0
2	Own and occupy	100.0%	3
3	Own and rent to someone else	0.0%	0
4	Don't know	0.0%	0
	Total	100%	3

Q66 - Which describes your facility at [Field-ADDRESS]?

#	Answer	%	Count
1	Your company's only location	0.0%	0
2	One of several locations owned by your company	100.0%	2
3	The headquarters location of a company with several locations	0.0%	0
4	Don't know	0.0%	0
	Total	100%	2

Q67 - Which of the following best describes how your organization is billed for gas used at this location?

#	Answer	%	Count
1	We are billed directly by Intermountain Gas Company	100.0%	3
2	We are NOT billed directly by Intermountain Gas Company; our gas bill is handled by another part of our company or a third-party service	0.0%	0
3	We are NOT billed directly by Intermountain Gas Company; the cost for our gas is included in our rent/lease	0.0%	0
4	Don't know	0.0%	0
	Total	100%	3

Q68 - What type of building is the facility at [Field-ADDRESS]?

#	Answer	%	Count
1	Industrial/manufacturing	0.0%	0
2	Agricultural	0.0%	0
3	Warehouse or distribution center	0.0%	0
4	College or university	0.0%	0
5	School K-12	33.3%	1
6	Government building	33.3%	1
7	Fast food restaurant	0.0%	0
8	Restaurant (not fast food)	0.0%	0
9	Grocery	0.0%	0
10	Hospital	0.0%	0
11	Health clinic	0.0%	0
12	Small office	0.0%	0
13	Large office	0.0%	0
14	Lodging	33.3%	1
15	Gathering space	0.0%	0
16	Retail	0.0%	0
17	Parking garage	0.0%	0
18	Vacant lot	0.0%	0
19	Other – please specify	0.0%	0
20	Don't know	0.0%	0
	Total	100%	3

Q69 - Who in your business is responsible for energy efficiency equipment and upgrades? Please select the best match.

#	Answer	%	Count
1	Business owner	33.3%	1
2	Facility manager	33.3%	1
3	Operations manager	0.0%	0
4	Sustainability or energy manager	0.0%	0
5	Other – please specify	33.3%	1
	Total	100%	3

Q70 - What is the best way to contact this person about additional program offerings related to energy efficiency? Please select all that apply.

#	Answer	%	Count
1	Phone call	0.0%	0
2	Email	100.0%	3
3	Mail	0.0%	0
4	In-person drop-in visit	0.0%	0
5	In-person events	0.0%	0
6	Organization newsletters (e.g. ASHRAE)	0.0%	0
7	Other – please specify	0.0%	0
	Total	100%	3

Appendix B: Nonparticipant Survey

Q2 - According to our records, Intermountain Gas Company provides natural gas service to the facility located at [Field-ADDRESS]. Is that correct?

#	Answer	%	Count
1	Yes	81.7%	183
2	No, I did not receive the service.	14.3%	32
3	Don't know	3.6%	8
4	No, I receive the service at my facility, BUT the address is incorrect. Please provide the correct address.	0.4%	1
	Total	100%	224

Q3 - To the best of your knowledge, has your company or organization replaced or upgraded equipment that requires natural gas to operate in the past three years?

#	Answer	%	Count
1	Yes	16.3%	30
2	No	83.7%	154
	Total	100%	184

Q4 - What types of gas-powered equipment upgrades has your company or organization replaced or upgraded in the past three years? Please select all that apply.

#	Answer	%	Count
1	Space heating	37.5%	18
2	Water heating	22.9%	11
3	Clothes drying	8.3%	4
4	Manufacturing equipment	8.3%	4
5	Kitchen equipment (e.g. fryer, griddle, steamer)	6.3%	3
6	Swimming pool heating	4.2%	2
7	Other – please specify	12.5%	6
	Total	100%	48

Q5 - More specifically, did your company or organization install any of the following equipment in the past three years? Please select all that apply.

#	Answer	%	Count
1	ENERGY STAR certified fryer	0.8%	1
2	ENERGY STAR certified griddle	0.8%	1
3	ENERGY STAR certified steamer	0.0%	0
4	ENERGY STAR certified convection oven	3.1%	4
5	ENERGY STAR certified combination oven	0.0%	0
6	ENERGY STAR certified dishwasher	6.3%	8
7	High efficiency storage tank water heater	10.2%	13
8	High efficiency tankless water heater	4.7%	6
9	95% AFUE natural gas furnace	7.1%	9
10	Gas heat pump	2.4%	3
11	Condensing unit heater	2.4%	3
12	High efficiency condensing boiler	0.8%	1
13	Boiler reset control	0.8%	1
14	Smart thermostat	16.5%	21
15	Pipe insulation	7.1%	9
16	Air sealing	2.4%	3
17	Duct sealing	3.9%	5
18	Ceiling insulation	7.9%	10
19	Floor insulation	1.6%	2
20	Other – please specify	21.3%	27
	Total	100%	127

Q6 - Did you receive an incentive for any of that equipment?

#	Answer	%	Count
1	Yes, we received an incentive from Intermountain Gas Company	6.7%	2
2	Yes, we received an incentive from some other entity – please specify	0.0%	0
3	No	93.3%	28
	Total	100%	30

Q7 - Before taking this survey, were you aware that Intermountain Gas Company provides incentives and services to assist its customers with energy efficiency improvements?

#	Answer	%	Count
1	Yes	42.9%	78
2	No	57.1%	104
	Total	100%	182

Q8 - When did you hear about those rebates or services?

#	Answer	%	Count
1	In the past two months	11.5%	9
2	3 to 6 months ago	5.1%	4
3	More than 6 months ago	47.4%	37
4	Don't know	35.9%	28
	Total	100%	78

Q9 - Please rate your awareness of each of the following Intermountain Gas Company's Commercial Energy Efficiency Program offerings. For offerings you have no prior knowledge of, mark "1." If you are fully aware of an offering's participation requirements and benefits, mark "5."

#	Question	Not at all aware		Somewhat aware		Moderately aware		Very aware		Completely aware		I don't know		Total
1	Heating and hot water equipment incentives: Rebates for condensing unit heaters, high-efficiency condensing boilers	21.8%	17	28.2%	22	32.1%	25	9.0%	7	6.4%	5	2.6%	2	78
2	Kitchen equipment incentives: Rebates for fryers, steamers, griddles	41.0%	32	28.2%	22	17.9%	14	3.8%	3	2.6%	2	6.4%	5	78
3	Control incentives: Boiler reset controls	58.4%	45	11.7%	9	13.0%	10	6.5%	5	3.9%	3	6.5%	5	77

Q10 - How did you first learn about those offerings?

#	Answer	%	Count
1	Mailed information from Intermountain Gas Company	19.5%	15
2	Utility bill message	15.6%	12
3	Utility website	11.7%	9
4	Email from Intermountain Gas Company	14.3%	11
5	Newspaper or magazine article or ad	1.3%	1
6	Radio or television ad	0.0%	0
7	Social media (i.e., Facebook, Instagram, Twitter/X, TikTok, etc.)	1.3%	1
8	Contractor	2.6%	2
9	Word of mouth (friend, family, colleague, neighbor, etc.)	14.3%	11
10	Intermountain Gas Company account representative	1.3%	1
11	Previous participation	0.0%	0
12	Other – please specify	1.3%	1
13	Don't know	16.9%	13
	Total	100%	77

Q11 - Did you view any Intermountain Gas Company marketing material or advertisements about the program rebates and services?

#	Answer	%	Count
1	Yes	37.2%	29
2	No	62.8%	49
	Total	100%	78

Q12 - What materials did you view? Please select all that apply.

#	Answer	%	Count
1	Intermountain Gas Company email	32.4%	12
2	Intermountain Gas Company social media post	0.0%	0
3	Intermountain Gas Company website	18.9%	7
4	Intermountain Gas Company mailing or flyer	48.6%	18
5	Other – please specify	0.0%	0
6	Don't know / Don't remember	0.0%	0
	Total	100%	37

Q13 - Please rate how helpful the marketing materials were for each of the listed purposes.

#	Question	Not helpful	Somewhat helpful	Neither helpful nor unhelpful	Somewhat helpful	Very helpful	I did not receive this material	Total
1	The material helped me understand program eligibility.	0.0% 0	20.7% 6	17.2% 5	37.9% 11	24.1% 7	0.0% 0	29
2	The material encouraged me to participate in the program.	3.4% 1	10.3% 3	37.9% 11	27.6% 8	17.2% 5	3.4% 1	29
3	The material explained rebate amounts and potential savings.	3.4% 1	17.2% 5	24.1% 7	27.6% 8	27.6% 8	0.0% 0	29
4	The material guided me through the application process.	10.3% 3	6.9% 2	37.9% 11	20.7% 6	17.2% 5	6.9% 2	29

Q14 - Was the information you received from friends, family, or colleagues positive or negative? Using the scale below, where 1 is very negative and 5 is very positive, please mark your response.

#	Answer	%	Count
1	Very negative	0.0%	0
2	Somewhat negative	0.0%	0
3	Neutral	45.5%	5
4	Somewhat positive	18.2%	2
5	Very positive	18.2%	2
98	I don't know	18.2%	2
	Total	100%	11

Q15 - Which of the following best describes the type of work that your organization does?

#	Answer	%	Count
1	Industrial/manufacturing	10.1%	21
2	Agricultural	3.4%	7
3	Warehouse or distribution center	5.3%	11
4	College or university	0.5%	1
5	School K-12	0.5%	1
6	Government building	1.0%	2
7	Fast food restaurant	1.4%	3
8	Restaurant (not fast food)	2.9%	6
9	Grocery	0.0%	0
10	Hospital	0.5%	1
11	Health clinic	6.8%	14
12	Small office	20.3%	42
13	Large office	0.5%	1
14	Lodging	1.4%	3
15	Gathering space	0.5%	1
16	Retail	14.0%	29
17	Parking garage	0.0%	0
18	Vacant lot	0.0%	0
19	Other – please specify	29.5%	61
20	Don't know	1.4%	3
	Total	100%	207

Q16 - We understand it is not always possible to make improvements and energy efficiency upgrades to your business' facilities. Which of the following best describes your authority to make decisions?

#	Answer	%	Count
1	No authority; as a renter, I am not permitted to make any repairs, improvements, or upgrades	11.5%	21
2	Some authority; as a renter, I am permitted to make some improvement or upgrades	26.9%	49
3	Full authority; I am the owner of the business' building and equipment	41.8%	76
4	Full authority; as part of my rent agreement, I am required to maintain/repair equipment	8.2%	15
5	Other – please specify	8.2%	15
6	Don't know	3.3%	6
	Total	100%	182

Q17 - Which of the following is your business responsible for paying at [Field-ADDRESS]? Please select all that apply.

#	Answer	%	Count
1	Gas	36.0%	178
2	Electric	35.6%	176
3	Water	27.7%	137
4	None of the above	0.2%	1
5	I don't know	0.4%	2
	Total	100%	494

Q19 - Please mark each appliance or equipment type your organization has that uses natural gas.

#	Answer	%	Count
1	Space heating	36.0%	114
2	Water heating	34.7%	110
3	Clothes drying	6.3%	20
4	Manufacturing equipment	4.7%	15
5	Kitchen equipment (e.g. fryer, griddle, steamer)	6.9%	22
6	Swimming pool heating	2.8%	9
7	Other – please specify	8.5%	27
	Total	100%	317

Q20 - What do you feel is the largest natural gas consumer in your business?

#	Answer	%	Count
1	Space heating	59.9%	103
2	Water heating	16.3%	28
3	Clothes drying	2.3%	4
4	Manufacturing equipment	3.5%	6
5	Kitchen equipment (e.g. fryer, griddle, steamer)	2.9%	5
6	Swimming pool heating	3.5%	6
7	Other – please specify	11.6%	20
	Total	100%	172

Q21 - You mentioned your company replaced or upgraded equipment that required gas in the past three years. Did your company work with a contractor to complete these replacements or upgrades?

#	Answer	%	Count
1	Worked with a contractor	78.6%	22
2	Company self-installed the equipment	3.6%	1
3	Both	10.7%	3
4	Don't know	7.1%	2
	Total	100%	28

Q22 - In the past year has your company worked with an architect, design engineer, or other type of contractor to consider undertaking any equipment upgrades or replacements?

#	Answer	%	Count
1	Yes	12.1%	22
2	No	81.9%	149
98	Don't know	6.0%	11
	Total	100%	182

Q23 - When discussing past or planned equipment replacements with an architect, design engineer, or other type of contractor did they mention any of the following?

#	Question	Yes	No	Don't know	Not applicable - organization has not talked to contractors	Total				
1	High-efficiency equipment options	38.1%	8	28.6%	6	33.3%	7	0.0%	0	21
2	Energy-efficiency incentives available from Intermountain Gas Company	5.0%	1	60.0%	12	35.0%	7	0.0%	0	20
3	Energy-efficiency incentives available from some other source	20.0%	4	50.0%	10	30.0%	6	0.0%	0	20

Q24 - Are you interested in or planning to replace any of that equipment in the future?

#	Question	Planning to replace	Interested but not planning to replace	Not interested and not planning to replace	Total			
1	Space heating	9.8%	11	33.0%	37	57.1%	64	112
2	Water heating	3.8%	4	29.2%	31	67.0%	71	106
3	Clothes drying	5.9%	1	5.9%	1	88.2%	15	17
4	Manufacturing equipment	13.3%	2	33.3%	5	53.3%	8	15
5	Kitchen equipment (e.g. fryer, griddle, steamer)	9.5%	2	33.3%	7	57.1%	12	21
6	Swimming pool heating	11.1%	1	33.3%	3	55.6%	5	9
7	Other – please specify	0.0%	0	28.6%	6	71.4%	15	21

Q25 - Are you planning to replace that equipment with similar efficiency equipment, higher efficiency gas equipment, or electric equipment?

#	Question	Similar efficiency gas equipment	Higher efficiency gas equipment	Electric equipment	Total			
1	Space heating	29.1%	25	69.8%	60	1.2%	1	86
2	Water heating	34.2%	26	59.2%	45	6.6%	5	76
3	Clothes drying	61.5%	8	30.8%	4	7.7%	1	13
4	Manufacturing equipment	33.3%	3	66.7%	6	0.0%	0	9
5	Kitchen equipment (e.g. fryer, griddle, steamer)	23.5%	4	70.6%	12	5.9%	1	17
6	Swimming pool heating	50.0%	4	50.0%	4	0.0%	0	8
7	Other – please specify	50.0%	5	40.0%	4	10.0%	1	10

Q26 - You indicated that you are planning on replacing your gas equipment. What is your timeline for replacing that equipment?

#	Question	Less than one year	1 - 3 years	3 - 5 years	5 years or more	Do not plan to replace	Don't know	Total						
1	Space heating	27.3%	3	36.4%	4	18.2%	2	9.1%	1	0.0%	0	9.1%	1	11
2	Water heating	25.0%	1	25.0%	1	0.0%	0	25.0%	1	0.0%	0	25.0%	1	4
3	Clothes drying	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0
4	Manufacturing equipment	0.0%	0	0.0%	0	100.0%	1	0.0%	0	0.0%	0	0.0%	0	1
5	Kitchen equipment (e.g. fryer, griddle, steamer)	50.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	50.0%	1	2
6	Swimming pool heating	100.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1
7	Other – please specify	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0

Q27 - When was the last time your heating or cooling system was serviced?

#	Answer	%	Count
1	Less than one year	50.0%	91
2	One-to-three years	19.2%	35
3	More than three years	12.6%	23
4	Don't know	18.1%	33
	Total	100%	182

Q28 - How well insulated would you consider your organization's walls, windows, and doors to be?

#	Answer	%	Count
1	Well insulated	17.1%	31
2	Reasonably insulated	48.1%	87
3	Poorly insulated	27.1%	49
4	Don't know	7.7%	14
	Total	100%	181

Q29 - Are you considering upgrading or installing additional equipment?

#	Answer	%	Count
1	Yes, within the next year	2.2%	4
2	Yes, but more than a year from now	14.4%	26
3	No planned upgrades	83.4%	151
	Total	100%	181

Q30 - What type of equipment are you considering upgrading or installing? Please select all that apply.

#	Answer	%	Count
1	ENERGY STAR certified fryer	0.0%	0
2	ENERGY STAR certified griddle	0.0%	0
3	ENERGY STAR certified steamer	1.3%	1
4	ENERGY STAR certified convection oven	0.0%	0
5	ENERGY STAR certified combination oven	1.3%	1
6	ENERGY STAR certified dishwasher	1.3%	1
7	High efficiency storage tank water heater	6.3%	5
8	High efficiency tankless water heater	10.0%	8
9	95% AFUE natural gas furnace	15.0%	12
10	Gas heat pump	1.3%	1
11	Condensing unit heater	2.5%	2
12	High efficiency condensing boiler	2.5%	2
13	Boiler reset control	1.3%	1
14	Smart thermostat	11.3%	9
15	Pipe insulation	7.5%	6
16	Air sealing	10.0%	8
17	Duct sealing	11.3%	9
18	Ceiling insulation	7.5%	6
19	Floor insulation	5.0%	4
20	Other – please specify	5.0%	4
	Total	100%	80

Q31 - Does your awareness of the rebate program make you more likely to consider rebates for future upgrades?

#	Answer	%	Count
1	Yes	86.7%	26
2	No	6.7%	2
3	Don't know	6.7%	2
	Total	100%	30

Q32 - To your knowledge, are there currently rebates available for the equipment you're considering?

#	Answer	%	Count
1	Yes	6.7%	2
2	No	10.0%	3
3	Don't know	83.3%	25
	Total	100%	30

Q33 - Would knowing that a rebate is available make you more likely to install higher-efficiency equipment?

#	Answer	%	Count
1	Yes	41.1%	74
2	No	21.7%	39
3	Don't know	37.2%	67
	Total	100%	180

Q34 - Are you interested in learning more about the following equipment for your organization?
Please select all the equipment you or your organization may be interested in replacing or upgrading.

#	Answer	%	Count
1	ENERGY STAR certified fryer	1.9%	5
2	ENERGY STAR certified griddle	1.2%	3
3	ENERGY STAR certified steamer	1.2%	3
4	ENERGY STAR certified convection oven	3.1%	8
5	ENERGY STAR certified combination oven	1.2%	3
6	ENERGY STAR certified dishwasher	2.7%	7
7	High efficiency storage tank water heater	7.8%	20
8	High efficiency tankless water heater	12.1%	31
9	95% AFUE natural gas furnace	10.5%	27
10	Gas heat pump	6.2%	16
11	Condensing unit heater	3.9%	10
12	High efficiency condensing boiler	1.9%	5
13	Boiler reset control	0.8%	2
14	Smart thermostat	10.9%	28
15	Pipe insulation	3.1%	8
16	Air sealing	6.6%	17
17	Duct sealing	5.8%	15
18	Ceiling insulation	7.4%	19
19	Floor insulation	3.1%	8
20	Other – please specify	8.6%	22
	Total	100%	257

Q36 - How much do you agree or disagree with the following statements?

#	Question	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree	I don't know	Total						
1	Intermountain Gas Company's incentives do not cover enough to justify high efficiency equipment purchase, versus standard	2.2%	4	4.5%	8	45.3%	81	10.1%	18	4.5%	8	33.5%	60	179
2	It would take too much time and resources to participate in	4.4%	8	15.0%	27	38.3%	69	12.8%	23	5.6%	10	23.9%	43	180

	Intermountain Gas Company's energy efficiency program													
3	My organization is not concerned with reducing its gas usage	18.3%	33	22.2%	40	35.0%	63	8.9%	16	5.0%	9	10.6%	19	180
4	My organization has already done everything it can to improve its efficiency	11.7%	21	19.4%	35	37.8%	68	12.2%	22	6.7%	12	12.2%	22	180
5	Energy efficiency saves money	5.0%	9	2.8%	5	17.2%	31	18.9%	34	50.0%	90	6.1%	11	180
6	My organization is not very concerned about the amount of energy it uses	21.2%	38	26.8%	48	29.6%	53	12.8%	23	2.8%	5	6.7%	12	179
7	My organization is too busy to worry about making energy-related improvements	19.0%	34	19.0%	34	33.5%	60	18.4%	33	3.4%	6	6.7%	12	179
8	Scarce energy supplies will be a major problem in the future	6.1%	11	7.8%	14	37.4%	67	18.4%	33	17.9%	32	12.3%	22	179
9	We know of steps that we could take to reduce our energy use	2.8%	5	10.6%	19	39.7%	71	23.5%	42	8.9%	16	14.5%	26	179
10	We intend to reduce our	6.7%	12	8.4%	15	48.6%	87	15.1%	27	6.1%	11	15.1%	27	179

Q41 - What is your primary job title or role?

# Answer		%	Count
1	Facilities manager	3.9%	7
2	Energy manager	0.0%	0
3	Other facilities management/maintenance position	0.6%	1
4	Chief Financial Officer	5.0%	9
5	Other financial/administrative position	18.3%	33
6	Proprietor/Owner	40.6%	73
7	President/CEO	11.1%	20
8	Manager	13.9%	25
9	Other – please specify	6.7%	12
	Total	100%	180

Q42 - Does your company have any of the following policies or procedures in place at [Field-ADDRESS]?

# Question		Yes	No	Don't know	Total
1	A person or persons responsible for monitoring or managing energy usage	19.2% 35	73.1% 133	7.7% 14	182
2	Defined energy savings goals	9.9% 18	83.0% 151	7.1% 13	182
3	A specific policy requiring that energy efficiency be considered when purchasing equipment	13.2% 24	78.0% 142	8.8% 16	182
4	Carbon reduction goals	7.7% 14	82.4% 150	9.9% 18	182

Q43 - Which describes your facility at [Field-ADDRESS]?

# Answer		%	Count
1	Your company's only location	61.3%	111
2	One of several locations owned by your company	24.9%	45
3	The headquarters location of a company with several locations	12.2%	22
4	Don't know	1.7%	3
	Total	100%	181

Q44 - Which of the following best describes how your organization is billed for gas used at this location?

# Answer		%	Count
1	We are billed directly by Intermountain Gas Company	97.8%	178
2	We are NOT billed directly by Intermountain Gas Company; our gas bill is handled by another part of our company or a third-party service	0.5%	1
3	We are NOT billed directly by Intermountain Gas Company; the cost for our gas is included in our rent/lease	0.5%	1
4	Don't know	1.1%	2
	Total	100%	182

Q45 - Who in your business is responsible for energy efficiency equipment and upgrades? Please select the best match.

#	Answer	%	Count
1	Business owner	68.8%	121
2	Facility manager	8.0%	14
3	Operations manager	8.5%	15
4	Sustainability or energy manager	0.6%	1
5	Other – please specify	14.2%	25
	Total	100%	176

Q46 - What is the best way to contact this person about additional program offerings related to energy efficiency? Please select all that apply.

#	Answer	%	Count
1	Phone call	4.6%	8
2	Email	63.0%	109
3	Mail	20.2%	35
4	In-person drop-in visit	0.6%	1
5	In-person events	1.2%	2
6	Organization newsletters (e.g. ASHRAE)	1.7%	3
7	Other – please specify	8.7%	15
	Total	100%	173

Appendix C: Contractor Interview Guide

Introduction

Objective: Establish rapport and gather contextual information about the contractor and their business.

1. Can we start with your role and your business?
2. What type of work does your company specialize in?
3. How did you/your company become involved with the programs that Intermountain Gas Company offers?
 - **Follow-up:** How did you first learn about Intermountain Gas Company?
 - **Follow-up:** What methods do you find most effective for learning about Intermountain Gas Company's programs? (e.g. email, phone calls, in-person meetings, events)
 - **Follow-up:** Have you worked with any other utility programs on similar projects?
 - **If yes:** Which electric or natural gas utility programs have you worked with?
 - **Follow-up:** How did you learn about those programs?
 - **Follow-up:** How frequently do you participate in those programs?

Program Experience and Perceptions

Objective: Gather information on how they became involved with the program and how a typical job works.

4. Can you describe how customers usually learn about the program and how the communication process typically unfolds?
 - **Consider:** When working with an Intermountain Gas Company customer, do you generally inform them about Intermountain Gas Company's program, or do they typically contact you about it first?
 - **Follow-up:** If they contact you, how do customers typically find out about the program?
5. Are there aspects of the program that prevent customers from going through the program and completing the energy efficiency projects?
 - **Follow-up:** Do you think Intermountain Gas Company could help overcome these barriers? If so, how?
 - **Follow-up:** Do you typically complete the application for the customer?
 - **If the customer completes it themselves:** Do they find the application manageable? Easy?

- **Follow-up:** When speaking with the customer, do they seem interested in additional energy efficiency improvements that are available?
 - **Or, do they already seem satisfied with their current space and water heating needs?** Do you recommend any additional upgrades when speaking with the customer and visiting the facility? (If yes, probe about whether they consider program offerings, or what information they use to determine recommendations)
6. What role do rebates and incentives play in customers' decisions to move forward with projects?
- **Follow-up:** Do incentives motivate customers to install high-efficiency products, or would they have done so anyway? (If the incentive was not available, would the customer have purchased standard efficiency products?)
 - **Follow-up:** Do customers add measures they hadn't initially planned for after learning about additional incentives?
 - **Follow-up:** Are customers using financing in any of these projects? And if so, is your business providing financing?
 - **Follow-up:** Are most customers first-time participants, or have they used the program before?
7. Can you think of any reasons why a customer might choose not to participate in the rebate program even if their project qualifies for a rebate?
- **Follow-up:** Do you recall this happening with any of the commercial customers you installed equipment for? What proportion of your project does this occur?
 - **Follow-up:** Do customers opt out because they want to install equipment that doesn't meet program requirements? How often does that happen?
 - **Follow-up:** When you have participated in the program, did you apply using a paper rebate or the web interface?
 - **Follow-up:** Have you encountered any issues with the current application options for IGC's rebates? (i.e., the project involves multiple equipment upgrades, which does not qualify for rebates when combined)

Program Satisfaction

Objective: Gather information on contractor satisfaction and perceived benefits of the program.

8. How satisfied are you with Intermountain Gas Company's communication and overall program process?
- **Follow-up:** How do you feel about application review, payment, and timeline?

- **Follow-up:** Any challenges IGC could address for contractors or customers?
 - **Follow-up:** Do commercial rebates meet customer needs, or are any key measures missing?
9. Would training on installations or program offerings be helpful?
- **Follow-up:** Would a trade ally network be beneficial? Do you participate in others?
10. What industry organizations do you follow (e.g. ASHRAE)? Are they a good way to share program materials?

Follow-up: Is IGC staff response time and support sufficient?

Perceptions of Market (Optional, Time Permitting)

Objective: Identify emerging technologies and opportunities for Intermountain Gas Company's program.

9. Are there any new or emerging technologies you think Intermountain Gas Company should include in their program offerings?
1. **Follow-up:** Do customers frequently ask about incentives for measures not currently offered?
 2. **Follow-up:** Would an upstream program be beneficial? Do you have experience with upstream commercial programs?
10. Do you think Intermountain Gas Company is missing any services or offerings that would benefit customers or contractors?
- **Follow-up:** What proportion of your customers are retrofit vs. new construction?
 - **Follow-up:** What proportion are converted residences vs. schools, restaurants, manufacturing, warehouses, or other?
 - **Follow-up:** Do you face barriers in reaching the right personnel at facilities for energy efficiency decisions?

Conclusion

11. Thank you for speaking with us today. Is there anything else you would like to add that we haven't discussed?
12. Before we wrap up, could I get your email address so we can send you the \$50 Digital Gift Card?