

2020 Residential Member Satisfaction Study

Orcas Power & Light Cooperative

PREPARED BY:

NRECA Market Research Services



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Executive Summary

Following are the top-line findings based on the results of a telephone/online survey of 449 residential members of Orcas Power and Light Cooperative (OPALCO) conducted in May of 2020:

- Overall satisfaction with OPALCO is very good, with a mean rating of 8.88. This is somewhat higher than the Co-op Norms mean rating of 8.81, but lower than the 2009 study among phone respondents.
- The mean ratings for 14 of the 17 service attributes are evaluated above 4.00 on a 5-point scale, which is considered “good”. Nine attributes receive mean ratings higher than 4.50, the “excellent” threshold. OPALCO receives the highest ratings for *the courtesy, understanding, and helpfulness of their employees to inquiries or problems*. However, this attribute has decreased from the 2009 study, along with six other attributes. On the other hand, one attribute – *the restoration of power after an outage* – has increased.
- The strongest key driver of satisfaction is **Member Service**. This means that increases/decreases in the attribute ratings in this area should cause a corresponding increase/decrease in overall satisfaction ratings. This is an area that is evaluated very well, containing the highest rated attribute in the study as well as four other attributes that are evaluated above 4.50. Forty-seven percent indicate that they contacted OPALCO in the past year and evaluations of that contact are good, with almost all saying the contact met or exceeded their expectations.
- **Electric Cost** is the second-strongest key driver of overall satisfaction. Not surprisingly, this is the driver that includes the lowest rated attributes in the study – *the monthly service fees and charging reasonable rates* – and all four attributes that are included in the driver are lower than the 2009 study. Members feel that they get a *good value for their money*, although this attribute is also evaluated lower than in 2009.
- The final two drivers are **Electric Service** and **Payments and Bills**. Both areas are again evaluated very well, with mean ratings in the very good to excellent range.
- Members are most likely to feel that OPALCO is actively addressing energy conservation/efficiency and renewable energy, although mean ratings for both fall below 4.0. How actively the co-op is addressing the transition away from fossil fuels and electrification of transportation is lower, with mean ratings of 3.76 and 3.50, respectively.
- Members in 2020 are less likely to feel their home/business is very efficient and more likely to feel their home is efficient or somewhat efficient than in 2009. Approximately one-third say that it is likely that they will implement energy efficiency measures offered by OPALCO in the next year. While most members feel that it is beneficial for OPALCO to offer energy efficiency programs, the proportion who think it is beneficial has fallen from the 2009 study.
- The communication channel used most for information about the co-op is the emailed newsletter while the channel used most for outage information continues to be phone. Seventy-eight percent have visited OPALCO’s website, most often to pay their bill or obtain outage information.

- Almost all are aware of at least one of the programs tested (most often being aware of SmartHub), having the ability to vote for the board, and the board being made up of members. However, the proportion of members who have participated in a co-op event in the past 3 years is much lower (60%) and the proportion who have considered running for the board or who have actually run for the board is just 5%.
- Fifty-one percent view themselves as either a member of OPALCO or both a member and customer. While this is almost identical to the Co-op Norms, it is lower than in the 2009 study. Member loyalty is healthy (with a Member Loyalty Index of 78) but is lower than the Co-op Norms.

Objectives, Methodology, & Analysis

Objectives

This residential member survey addresses but is not limited to the following informational objectives:

- **Overall Satisfaction:** Assess how satisfied members are with OPALCO.
- **Performance Quality Attributes:** Evaluate residential member perceptions of service quality on a variety of attributes (e.g., rates, billing, electric service, problem resolution, etc.).
- **Performance Quality Trends and Benchmarks:** Compare the results to past studies to identify trends and benchmark the results against co-ops nationwide using NRECA's Co-op Norms Database.
- **Prioritizing Improvement and Maintenance Efforts:** Derive the key drivers of overall satisfaction and the degree to which consumer needs are being met to help OPALCO prioritize any improvement efforts.
- **Member Identity/Loyalty:** Estimate the proportion of consumers who identify themselves as member-owners, member-customers, or just customers of the co-op and calculate OPALCO's member loyalty index.
- **Other:** Explore other areas of specific interest to the co-op, including member awareness of co-op programs, perceptions of how actively the co-op is working to address renewable energy/energy efficiency, communication channels used for co-op information, and awareness of the board being made up of members and their ability to vote for the board.
- **Member Demographics:** Provide demographics of the residential member base and identify differences in attitudes between demographic groups.

Methodology

To help ensure a survey sample that is representative of all OPALCO residential members, age and other demographic information was purchased from Acxiom Corporation for each household served. This was then used to fill age quotas when completing phone interviews. For those households that matched by surname and address, a basic package of demographic data was appended to the file. The data

elements are listed below:

- Adult Age Ranges Present in Household
- Number of Children in Household
- Children Age Ranges in Household
- Marital Status in the Household
- Number of Adults in Household
- Household Size
- Education
- Homeowner/Renter
- Length of Residence
- Estimated Household Income

Data were collected through telephone and online surveying. Telephone interviewers were thoroughly trained on the questionnaire prior to initiating the survey. On average, the telephone interviews lasted approximately 16.5 minutes.

Overall, telephone surveys were completed with a total of 102 residential members of OPALCO between May 4 and May 8, 2020, with sampling proportionate to district and age. Of those contacted, 224 declined to participate, resulting in a response rate of 31%. Additionally, 118 of the phone numbers attempted were disconnected or were otherwise unable to be used to complete a survey (place of business, fax number, etc.).

An e-mail invitation was sent on May 4 to a random sample of 1,407 members for whom OPALCO has an e-mail address, with 20 returned as being undeliverable. The survey was closed on May 17 with a total of 347 surveys completed online, resulting in a response rate of 25%. The online survey respondents are weighted to represent 75% of the total data and are also weighted by age to match the overall age distribution of the co-op.

The margin of error at the 95% confidence level for the entire sample is plus or minus 4.9 percentage points. This means that a result of 50% in the survey may range between 45.1% and 54.9% in an infinite number of residential samples this size.

Analysis

The graphics presented in this report are based on data collected from the current study and tracking comparable results from the study conducted in 2009. The results of tracking surveys provide value by demonstrating when results remain consistent and indicating where there has been significant change over time. Because the study in 2009 was conducted as a phone survey, comparisons are made using just the phone respondents unless otherwise specified.

The co-op has experienced some recent events that are likely to have an impact on attitudes and satisfaction:

- OPALCO increased rates by 3% in January 2020. On average, members saw their bill go up by \$3.92.
- The co-op purchased Rock Island Communications in 2015. While this was not addressed in the survey questions, verbatim comments indicate a mixed view of this acquisition.
- The World Health Organization declared coronavirus COVID-19 a global pandemic on March

11, 2020. Washington Governor Jay Inslee issued a stay at home order in mid-March in which all gatherings were banned and businesses closed unless deemed essential. Residents were also asked to maintain social distance when leaving their home. In response, OPALCO closed their offices to the public and cancelled the annual meeting. They also suspended disconnections of service for non-payment and waived late fees, among a number of other measures implemented by the board.

Comparisons are also made to results from similar studies conducted by 67 co-ops among more than 85,000 residential members across the nation between January 2017 and December 2019. These “Co-op Norms” are not taken from the universe of all cooperatives; rather these are co-ops who value, monitor and measure the satisfaction of their members and therefore represent higher performing co-ops, not all co-ops. Comparisons to the Co-op Norms are made to both phone and online respondents.

Differences between member segments, such as differences by age or service tenure, are either statistically significant or not. A “significant” difference refers to the certainty of a difference, not the magnitude or size of the difference. Unless otherwise specified, only significant comparisons will be mentioned throughout this report even if the word “significant” is not used. Significance is measured at the 95% confidence level, meaning that at least 95% of the time, using the same sampling procedure, this difference will occur; the difference is likely not a matter of chance.

When evaluating the mean ratings in this report, on a 5-point scale a mean of 4.50 or above should be considered “excellent” and a mean between 4.00 and 4.49 is considered “good”. Means below 4.00 may be cause for concern and those below 3.75 indicate a need for improvement.

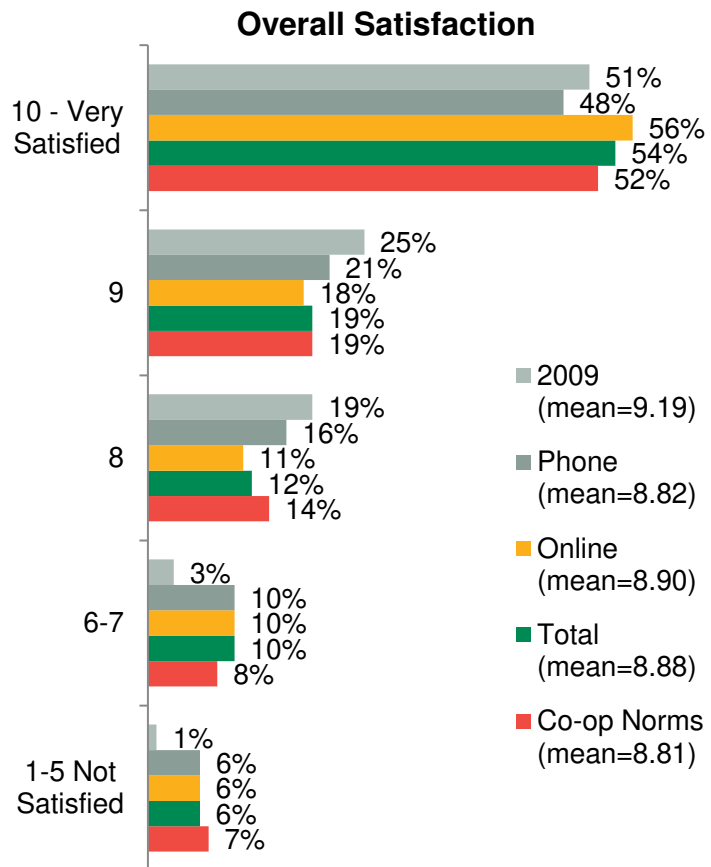
Key Findings

Overall Satisfaction

Overall satisfaction among OPALCO’s residential members is very good. The overall mean satisfaction rating is 8.88 and 73% give a top rating of “9” or “10”.

Although this is higher than the Co-op Norms, satisfaction has decreased from the 2009 study among phone respondents (9.19 in 2009 versus 8.82 in 2020).

Older members and those paying lower monthly electric bills are more satisfied than are younger members or those paying higher bills. While it is typical for phone respondents to give significantly higher ratings than online respondents, this is not the case among OPALCO members in 2020. The mean rating among online respondents is actually higher than the mean rating among phone respondents, although the difference is not significant and could just be due to chance.



Performance Quality Attributes

Members were asked to evaluate 17 performance quality attributes related to member service, electric service, communication, billing, and cost. On 14 of the attributes measured, the mean ratings are above 4.00, a “good” rating on a 5-point scale.

Additionally, mean ratings for nine attributes are higher than 4.50 which is considered excellent. These include:

- The courtesy, understanding and helpfulness of employees to inquiries or problems (4.71)
- The restoration of power after an outage (4.65)
- Having highly trained, professional employees (4.64)
- The overall member service provided (4.64)
- The speed and efficiency of responding to members (4.62)
- The reliability of service and frequency of interruptions (4.59)
- Resolving any issues or problems (4.58)
- Having convenient payment options (4.55)
- System reliability – frequency of outages and blinks (4.52)

Conversely, the attributes on which OPALCO is rated least well are *the monthly service fees* (55% rating “4” or “5”) and *charging reasonable rates* (58%). This is an area that is often rated lower in cooperative satisfaction research and ratings often fall below the “good” threshold of 4.00. However, with mean ratings well below 4.0 (3.48 and 3.57, respectively), this may be of concern for OPALCO.

While phone respondents do tend to give higher ratings on the performance attributes, this is not consistently the case and just two of the differences are statistically significant – *providing accurate and easy to understand bills* and *having convenient payment options*.

Performance Quality Trends and Benchmarks

Comparing the 2020 phone respondents to the 2009 study, seven of the performance attributes have decreased and one has increased.

The attributes that have decreased are:

- The courtesy, understanding and helpfulness of employees to inquiries or problems
- Delivering good value for the money
- Keeping members' best interests at heart
- Operating with concern for the environment
- The monthly service fees
- Charging reasonable rates
- Helping members keep bills as low as possible

Conversely, the attribute that increased is the *restoration of power after an outage*.

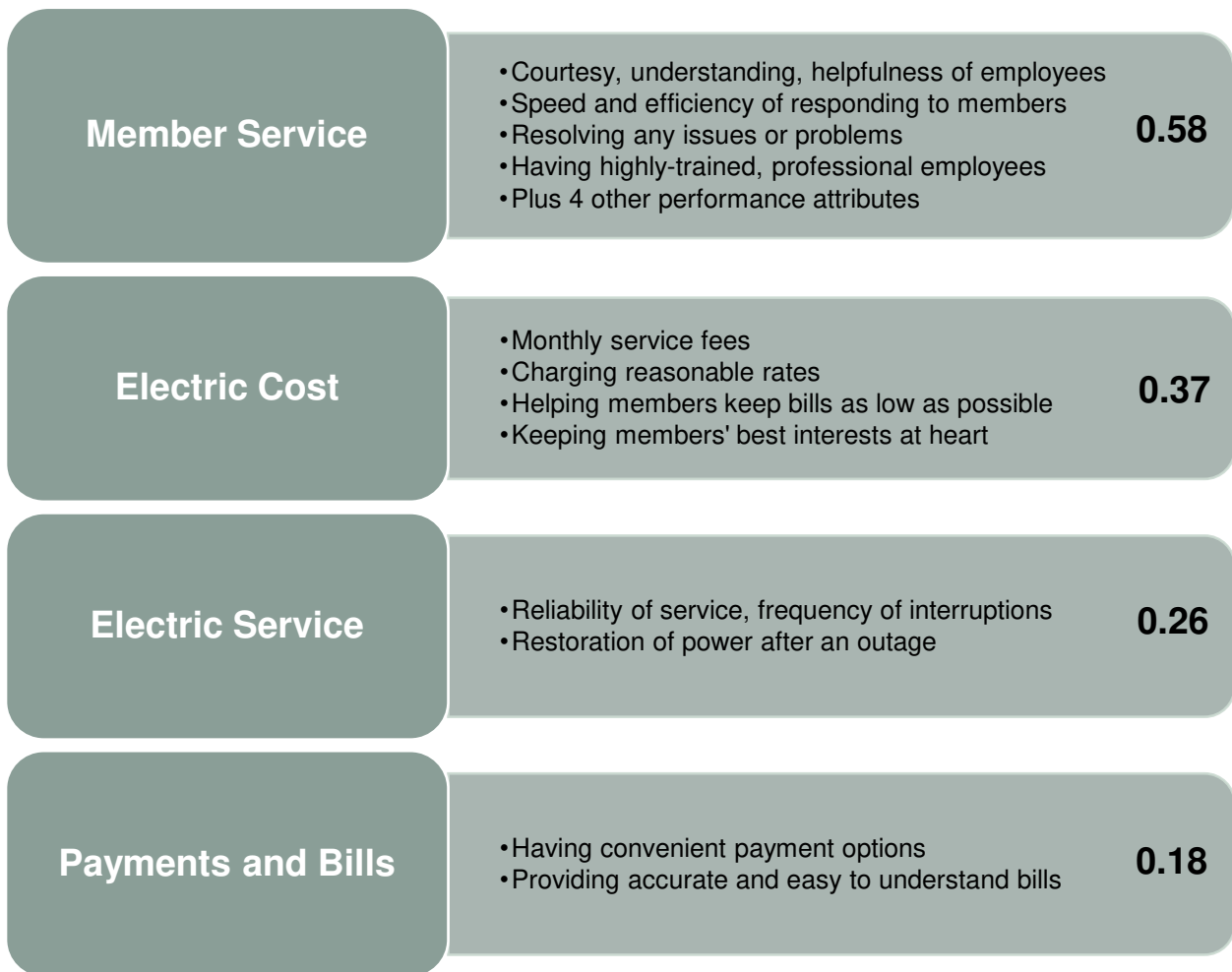
On most of the comparable attributes, mean ratings among OPALCO members are similar to the Co-op Norms. However, there are two attributes that OPALCO ratings are higher and three attributes that OPALCO ratings are lower, with gaps of 0.10 or greater:

(Phone and Online Respondents Combined)	OPALCO Mean	Co-op Norms	Gap
<i>Courtesy, understanding, helpfulness of employees</i>	4.71	4.52	+0.19
<i>Restoration of power after an outage</i>	4.65	4.50	+0.15
<i>Delivering good value for the money</i>	4.03	4.22	-0.19
<i>The monthly service fees</i>	3.48	3.78	-0.30
<i>Charging reasonable rates</i>	3.57	3.90	-0.33

Prioritizing Improvement and Maintenance Efforts

The key drivers of overall satisfaction among residential members are: Member Service, Electric Cost, Electric Service, and Payments and Bills. Going forward, these are the areas that OPALCO should focus on most.

Regression analysis was used to determine the key drivers of overall satisfaction. The scores are to be interpreted relative to each other. For example, since *member service* has a score of 0.58 and *electric service* has a score of 0.26, we can say that members' perceptions of OPALCO's employees and the member service they receive have twice the impact on overall satisfaction as their perceptions of their electric service. Attributes and factors not shown below are not significant drivers of overall satisfaction. More information on how the factors were formed and importance scores derived can be found in Appendix B.

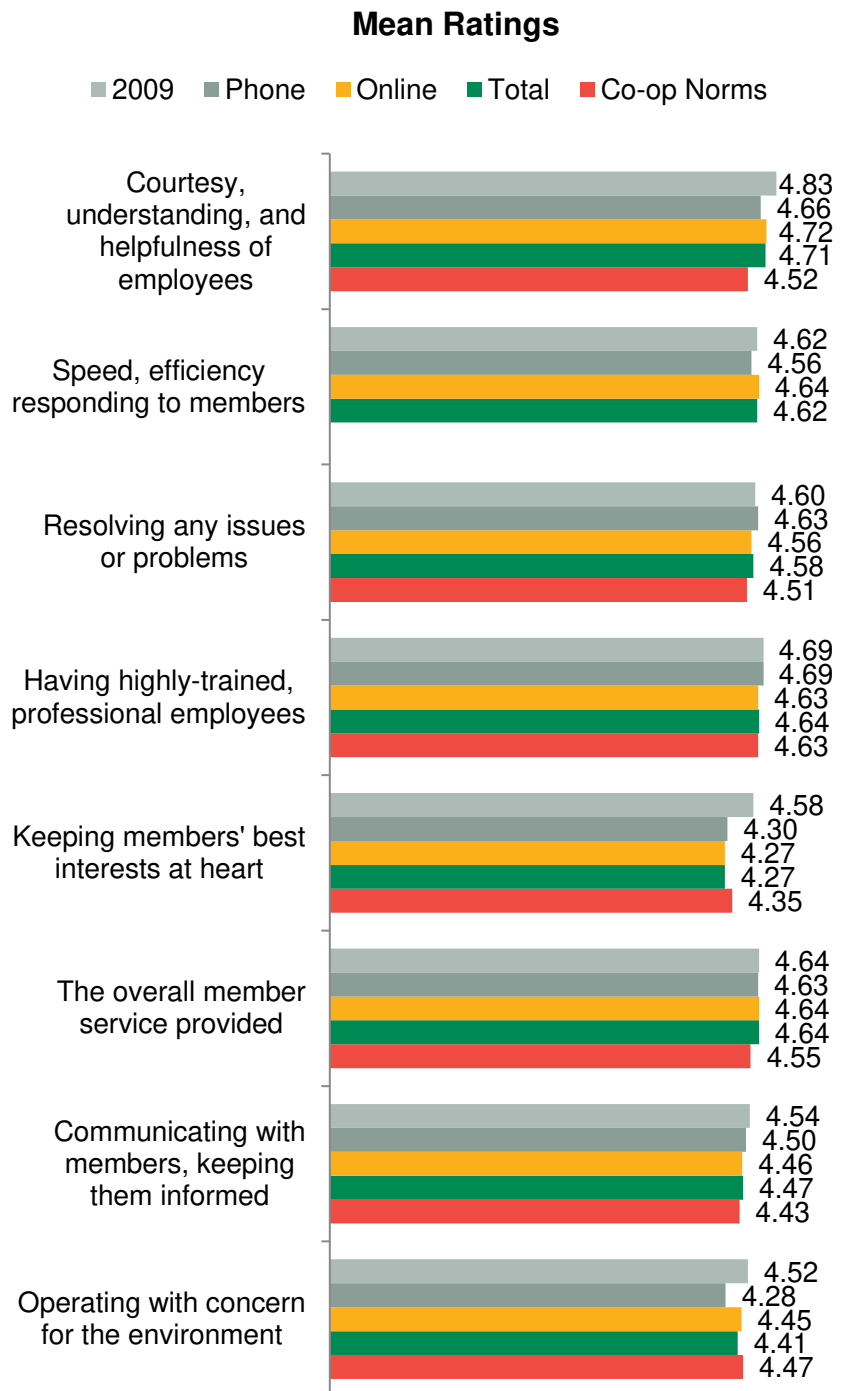


Overall Satisfaction

Member Service

The strongest key driver of overall satisfaction is **Member Service**. This is an area that OPALCO is evaluated very well, with five of the eight attributes having mean ratings above 4.50. Additionally, the highest rated attribute of the study is included in this driver – *the courtesy, understanding and helpfulness of employees to inquiries or problems*.

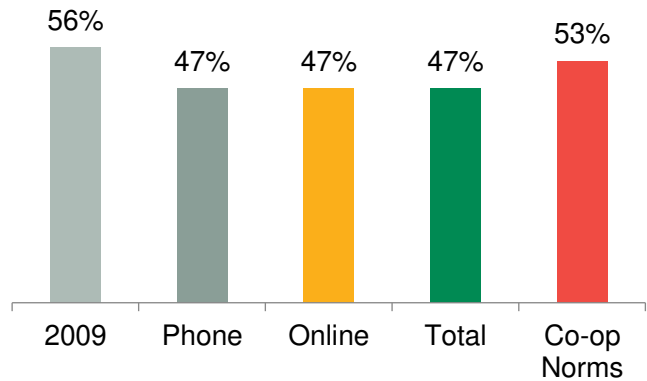
With the exception of *courtesy, understanding, and helpfulness of employees*, which is evaluated higher, ratings are similar to the Co-op Norms. However, this attribute, along with *keeping members' best interests at heart* and *operating with concern for the environment*, is lower than the 2009 study.



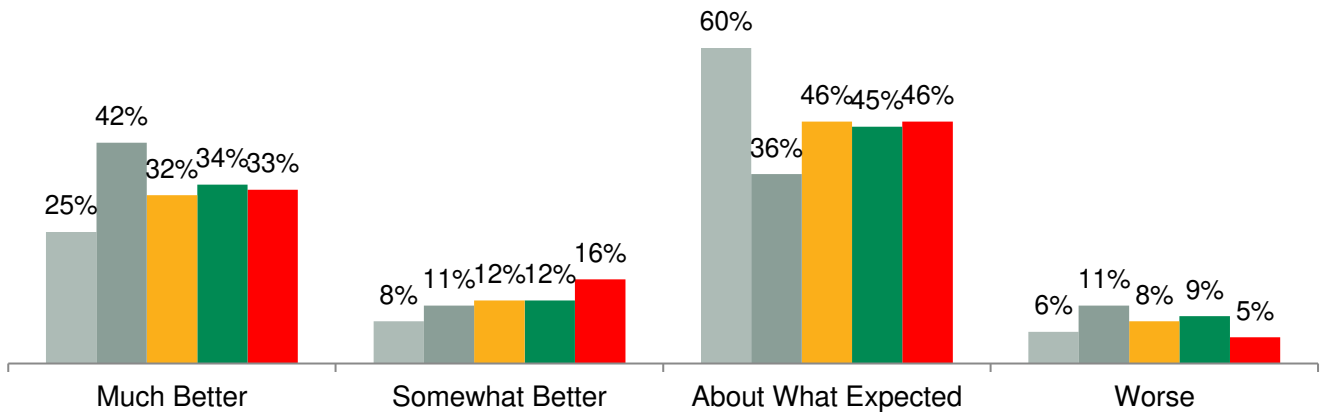
Almost half of the members indicate they contacted OPALCO in the past year. This is consistent with the 2009 study but lower than the Co-op Norms. Almost all of those who contacted the co-op say that their contact was at least what they expected, including 46% who say it was better than expected.

Primary/year-around residents, those living in smaller households, those who rent their home, those without children in the home, and less affluent members are significantly more likely to have made contact in the past year than are their individual counterparts.

Had Contact With OPALCO in Past Year



Contact Evaluation



Overall satisfaction is higher among those who did not contact OPALCO in the past year, but when that contact is evaluated as being much better than expected, satisfaction is higher than it is among those who did not contact the co-op.

Contact	Overall Satisfaction
No Contact	8.97
Much Better	9.51
Somewhat Better	8.99
As Expected	8.45
Worse	6.91

Members are most likely to have contacted the co-op to report/get an update on an outage or to pay their bill and are most likely to have made contact by phone. Additionally, approximately half of those who contacted the co-op had their issue resolved in one contact. Contact evaluations are highest among those who needed to make payment arrangements and those who went into the office.

Reason for Most Recent Contact	% of Those Who Contact	% Evaluate "Much Better"
Outage	24%	14%
Pay bill	18%	49%
Name/address change	6%	48%
Other services	6%	36%
Payment arrangements	6%	52%

How Contacted	% of Those Who Contact	% Evaluate "Much Better"
Phone	67%	33%
Phone and Visit	15%	34%
Office Visit	12%	47%

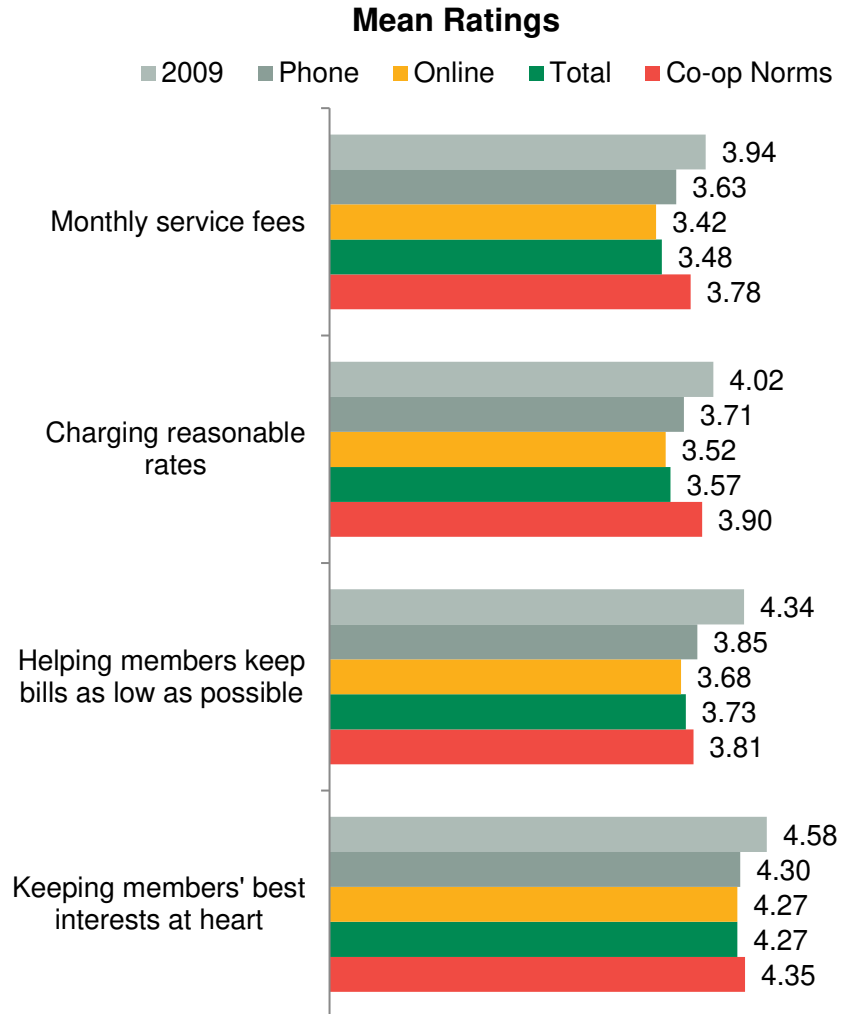
Number of Contacts	% of Those Who Contact	% Evaluate "Much Better"
One time	49%	37%
Two times	26%	33%
3-4 times	15%	21%
5 or more times	6%	8%

Electric Cost

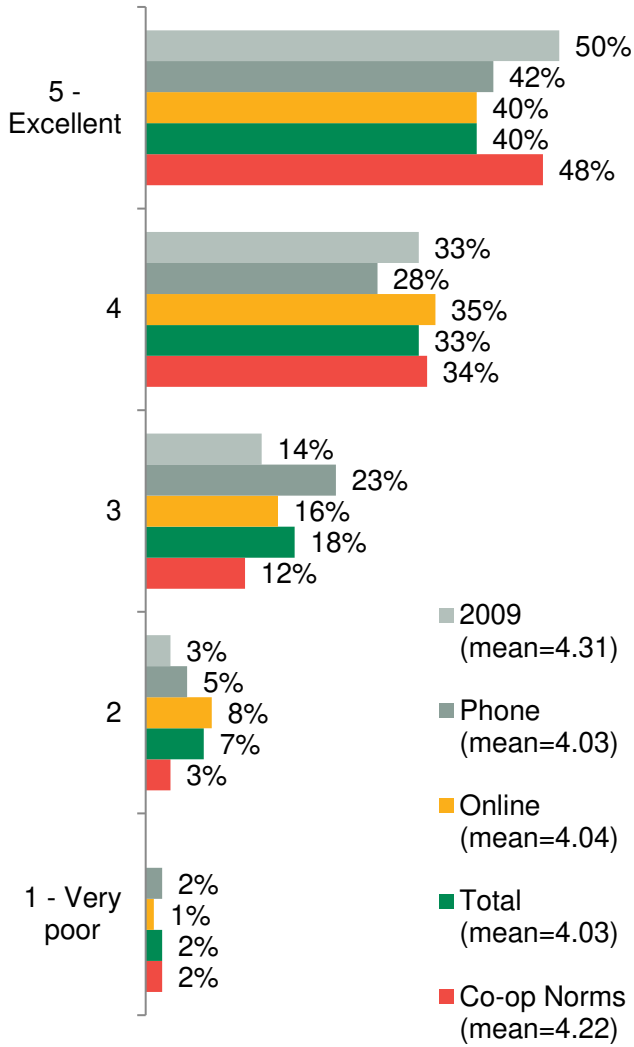
Electric Cost is the second-strongest key driver of overall satisfaction.

Not surprisingly, this is the area that contains the lowest rated attributes in the study – *the monthly service fees* and *charging reasonable rates*.

Additionally, these two attributes are evaluated lower than the Co-op Norms and all four attributes in the driver are lower than the 2009 study.



Value for the Money



Members evaluate *the value they receive for their money* as good, with a mean rating of 4.03 on a 5-point scale. This is lower than the Co-op Norms as well as the 2009 study.

A regression analysis was also conducted to determine the key drivers of *delivering good value for the money*. As can be seen in the table below, it was found that four factors are significant drivers of value. Although perceptions of electric rates have the strongest impact on the value members feel they receive, it is not the only factor that enters into the “value equation”.

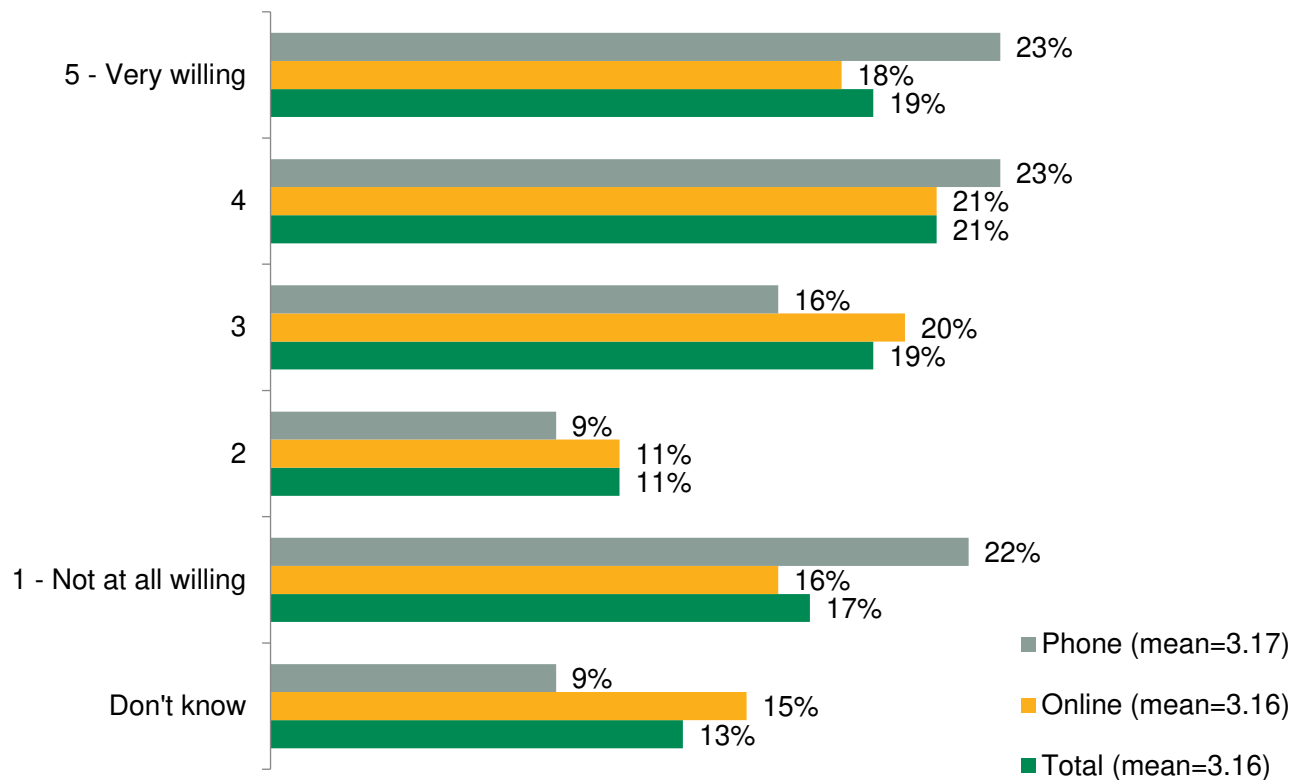
Electric Cost	0.65
Member Service	0.40
Electric Service	0.20
Payments and Bills	0.14

Four in ten members are willing to pay more for renewable, carbon-free power, giving a rating of “4” (21%) or “5 – very willing” (19%). Thirteen percent were not able to give a rating for how willing they would be to pay more or did not answer the question.

Those more satisfied with the co-op, older members (over 50), those who have been with the co-op for 8-20 years*, summer/seasonal residents, those paying lower electric bills, and females are more willing than their counterparts to pay more for renewable, carbon-free power.

*Newer members (7 years or less of service tenure) are also more willing to pay more, but compared to the longest-tenured group (more than 20 year), the difference is not significant.

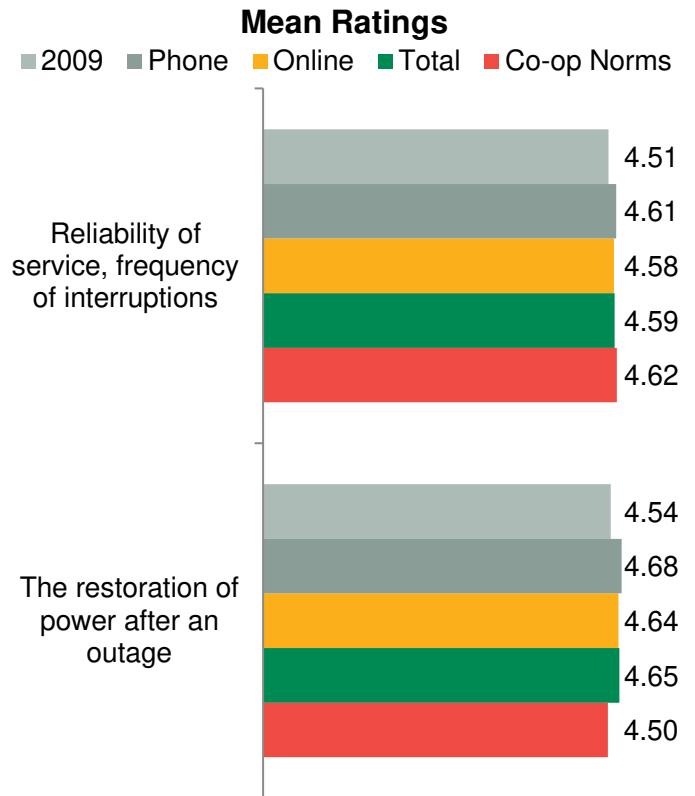
Willingness to Pay More for Renewable, Carbon-Free Power



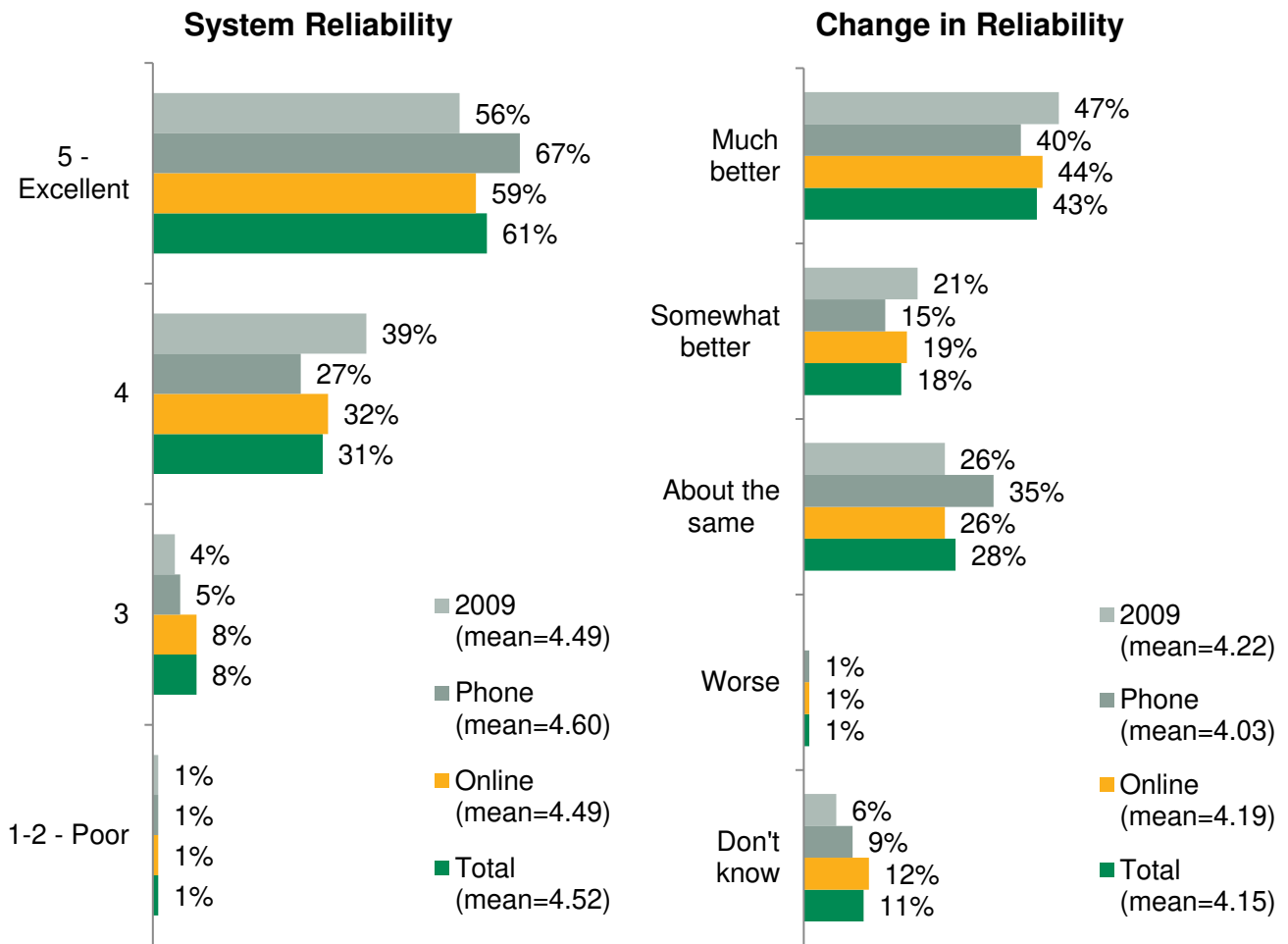
Electric Service

Electric Service is the next strongest driver of overall satisfaction and is an area in which OPALCO is evaluated very well.

Mean ratings for both attributes are above the 4.50 “excellent” level and *the restoration of power after an outage* is higher than the Co-op Norms as well as the 2009 study.



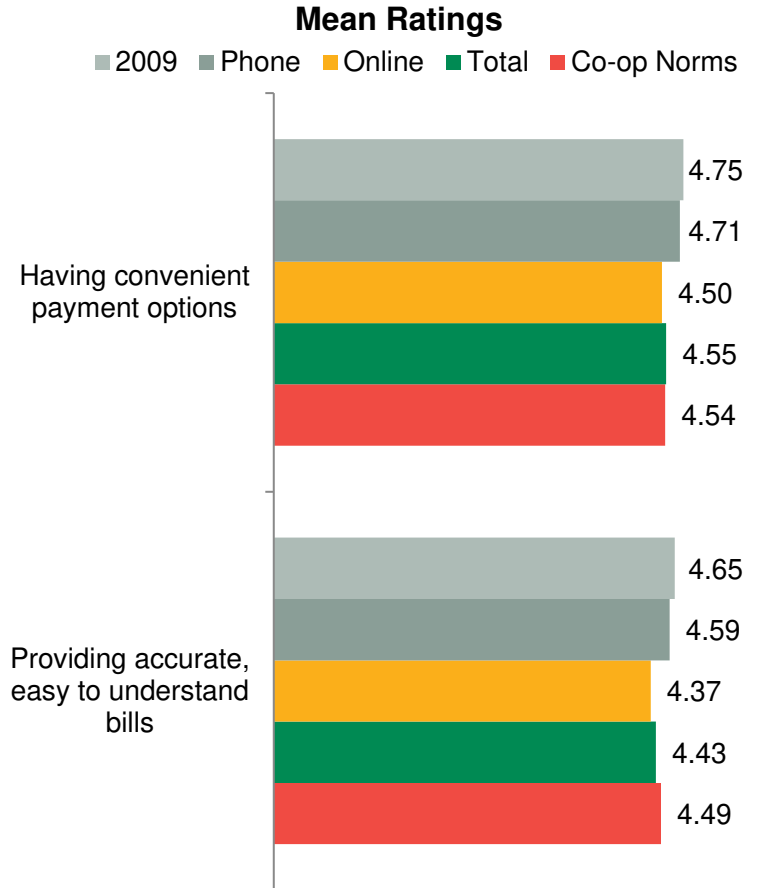
Members give excellent ratings for OPALCO’s system reliability and fully six in ten say the reliability is much or somewhat better than their earliest experiences with the co-op. Those more satisfied with OPALCO give higher ratings for the system’s reliability than do those who are less satisfied. Older members (65 or older), those with longer tenure, primary/year-around residents, those paying higher electric bills, and members who are married are more likely than their individual counterparts to say reliability has gotten better.



Payments and Bills

The final driver of overall satisfaction is **Payments and Bills**. This is another area in which ratings are very good to excellent.

Both attributes are similar to the Co-op Norms as well as the 2009 study.

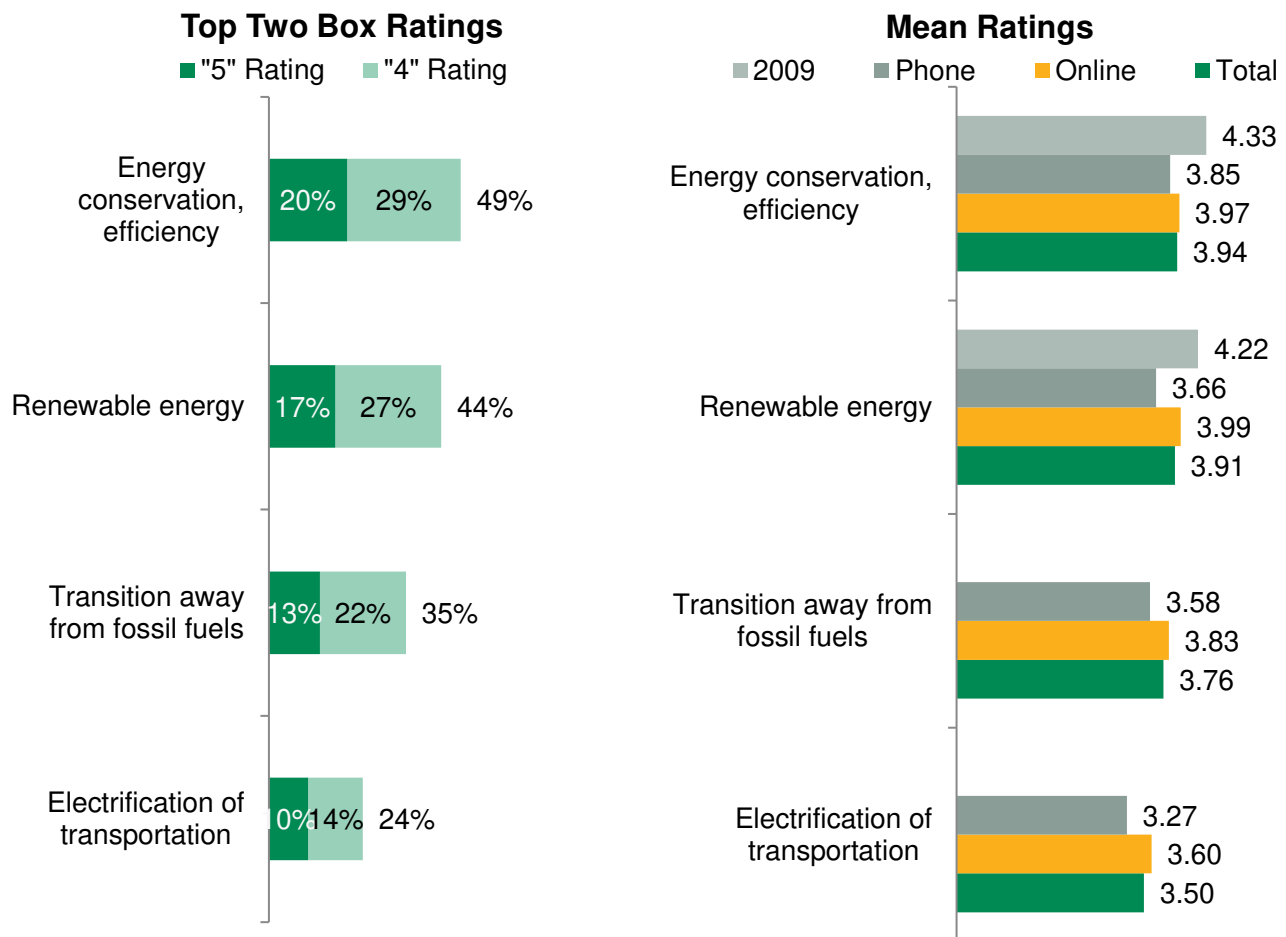


Energy Efficiency and Renewable Energy

Almost half of the members give a rating of “4” or “5” for how actively OPALCO is addressing energy conservation/efficiency and 44% give a top rating for how actively the co-op is addressing renewable energy. Ratings are lower for the co-op addressing transitioning away from fossil fuels and electrification of transportation.

In general, older members and those who are more satisfied with OPALCO overall give higher ratings for how actively the co-op is addressing these items. However, few of the differences are statistically significant.

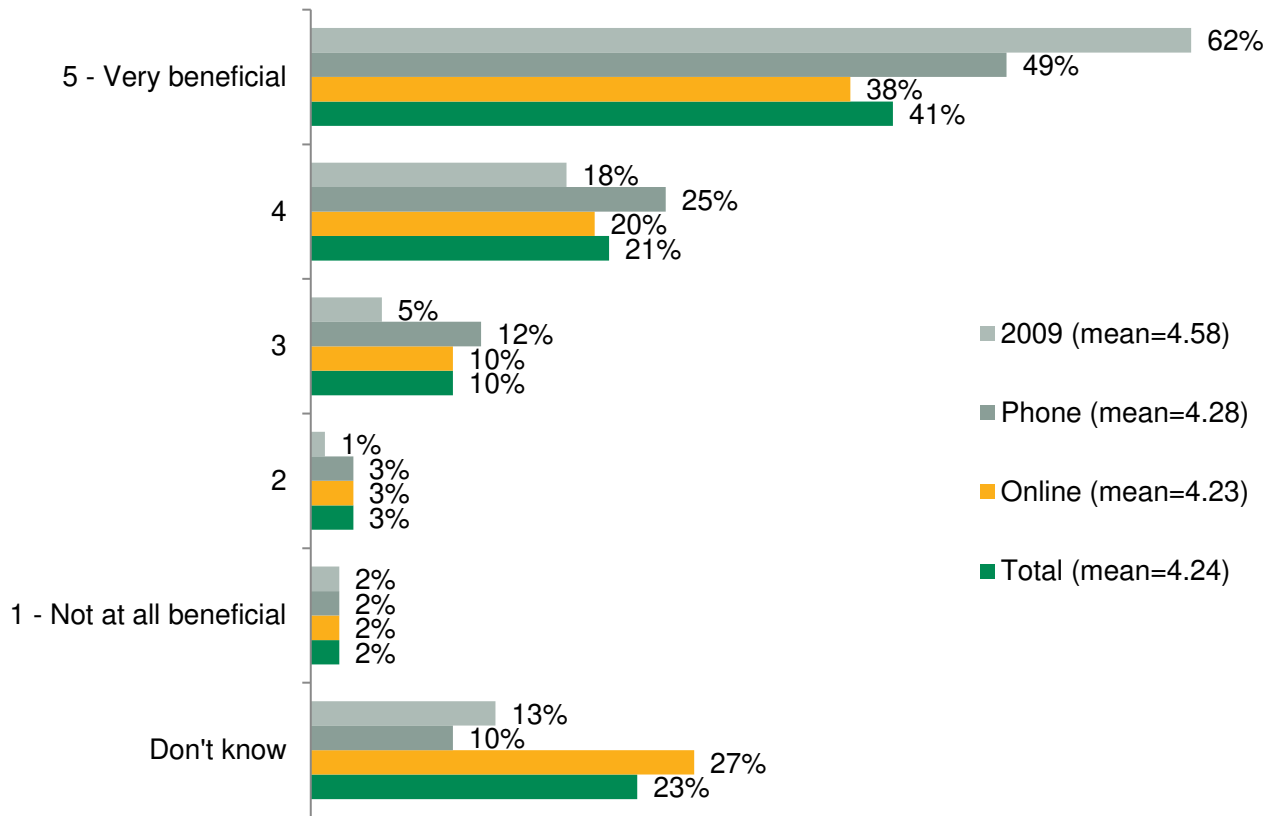
How actively the co-op is addressing energy conservation/efficiency and renewable energy were also tested in the 2009 study. Evaluations for both items have decreased.



Nearly two-thirds of the members say that it is beneficial for OPALCO to offer energy efficiency programs, giving a rating of “4” (21%) or “5 – very beneficial” (41%). Approximately one-quarter were not sure about the level of benefit or did not answer the question. Compared to the 2009 study, members are less likely to feel these programs are beneficial.

Those who are more satisfied with the co-op, newer members, those paying lower monthly electric bills, and females give higher ratings than do their individual counterparts.

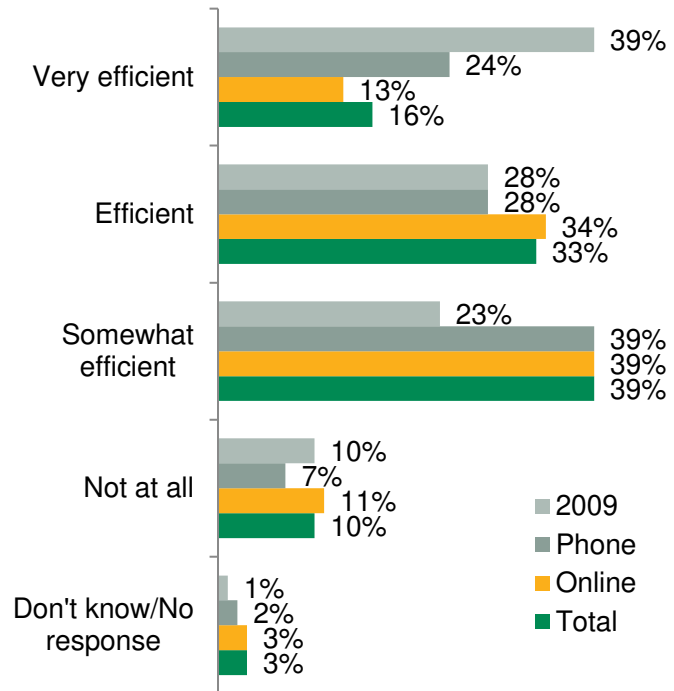
Benefit of Offering Energy Efficiency Programs



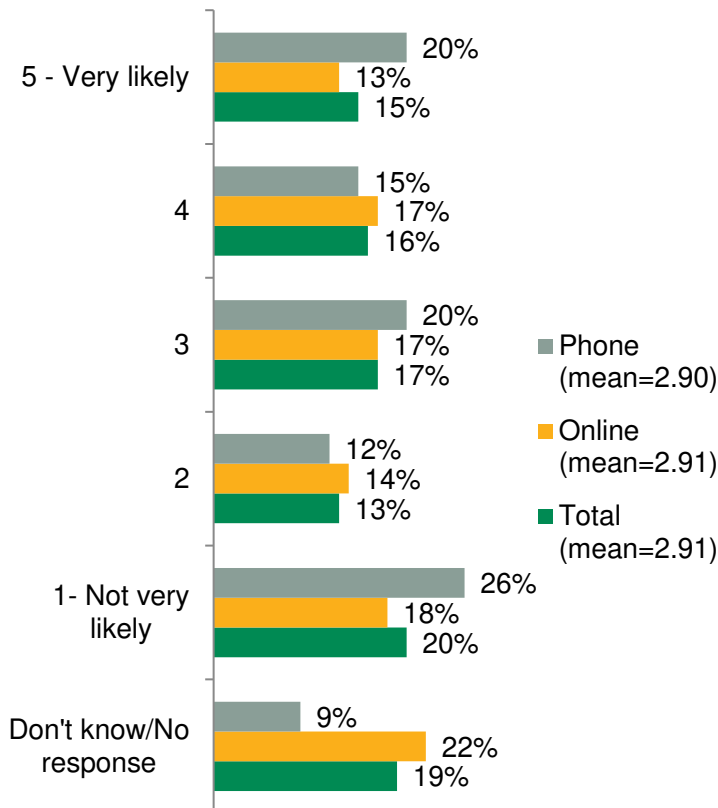
Most of the members feel their home or business is somewhat efficient (39%) or efficient (33%). Fewer than one-fifth (16%) think of their home/business as being very efficient and one in ten say it is not at all efficient. Members in 2020 are less likely to say their home/business is very efficient and more likely to say it is somewhat efficient.

Younger members and less affluent members are more likely to feel their home/business is not at all efficient than do older members or more affluent members.

Level of Efficiency of Home/Business



Likelihood of Implementing Energy Efficiency Measures



Thirty-one percent indicate that it is likely they will implement energy efficiency measures offered by OPALCO in the next year while 33% say it is unlikely.

Approximately one-fifth are not sure if they will be implementing any energy efficiency measures or were not able to answer the question.

Newer members are more likely than longer-tenured members to implement energy efficiency measures in the next year.

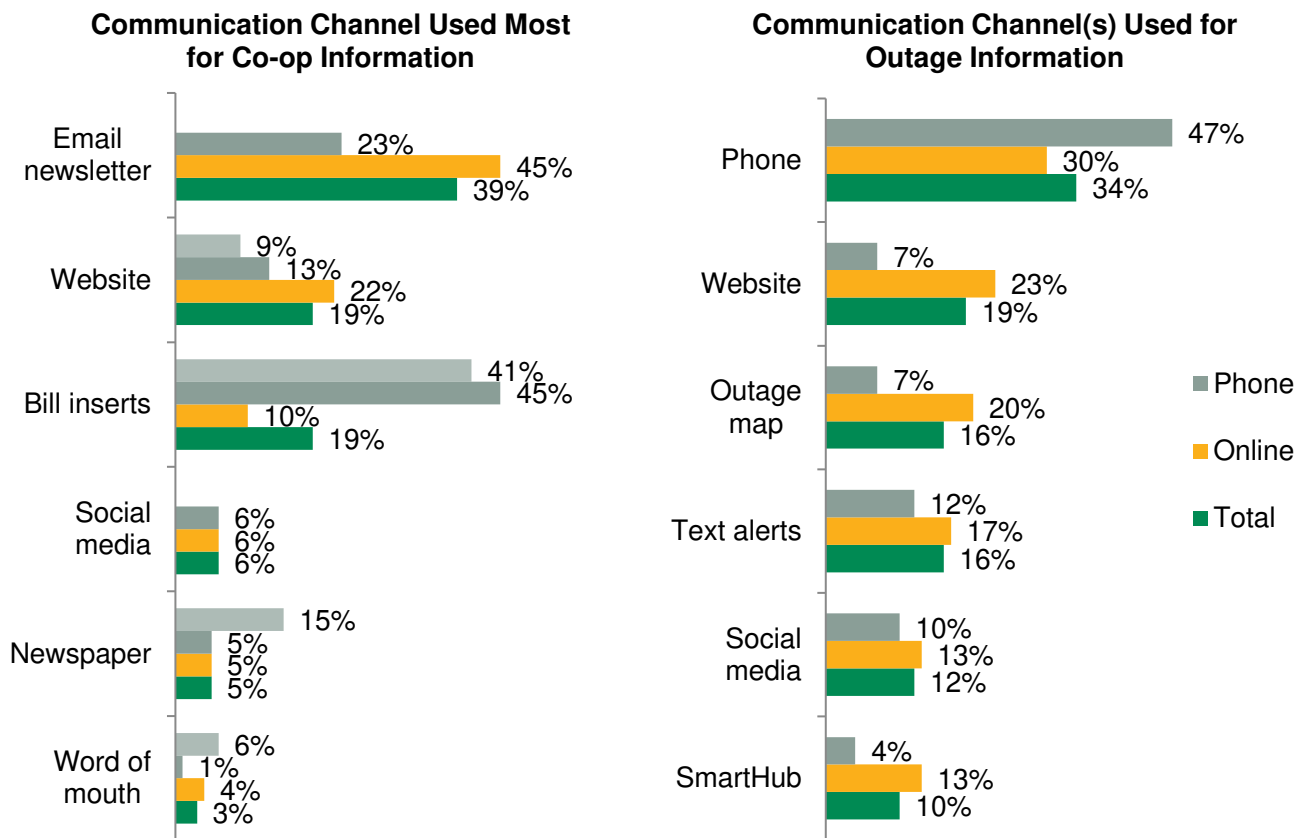
The top reasons given by those who are not likely to implement energy efficiency measures in the next year are that there is no need or they already have and the cost of implementing these measures.

Communication

Members are by far most likely to use the co-op’s emailed newsletter for information about the co-op. This is followed by the co-op website and bill inserts. For outage information, members are most likely to use phone, followed by the co-op website, outage map, and text alerts.

Member segments that are more likely than their counterparts to use the email newsletter for information about the co-op include online respondents, younger members, those living in larger households, and those with children in the home. Younger members are also more likely to use social media, while older members are more likely to use bill inserts or the local newspaper.

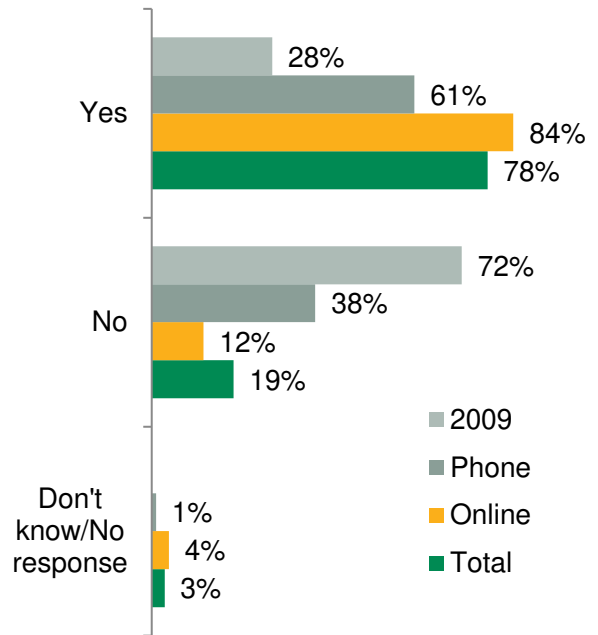
For outage information, phone respondents, older members, longer-tenured members, and primary/year-around residents are more likely than their counterparts to use the phone. Not surprisingly, younger members are more likely than older members to use the co-op website and/or social media.



Just over three-quarters have visited OPALCO’s website. This has increased from the 2009 study. Those who have visited the website are most likely to have paid their bill or gotten outage information. Many have also gone to the website to monitor their energy use.

Those who live in larger households and those who rent their home are more likely than those in smaller households or homeowners to have visited the co-op website.

Have Visited OPALCO’s Website



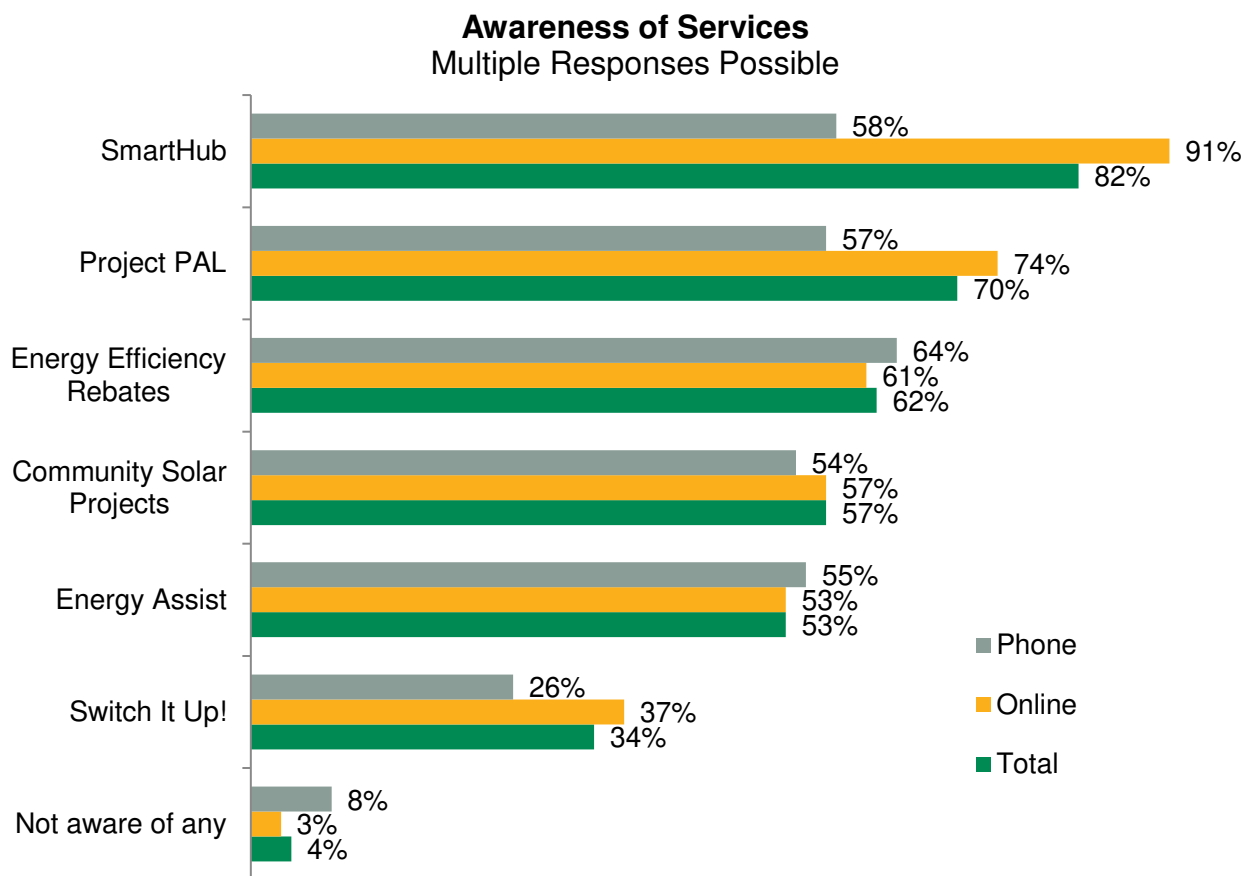
Reason(s) for Visiting Website Multiple Responses Possible Asked of those who have visited the website (n=314)	Percent
<i>Pay bill</i>	43%
<i>Outage information</i>	39%
<i>Monitor energy use</i>	30%
<i>Find contact information</i>	17%
<i>Read news articles</i>	17%
<i>Learn about energy efficiency</i>	8%

It is not surprising that online respondents are more likely than phone respondents to have visited the website. They are also more likely to have visited the website for each of the reasons tested.

Co-op Awareness and Participation

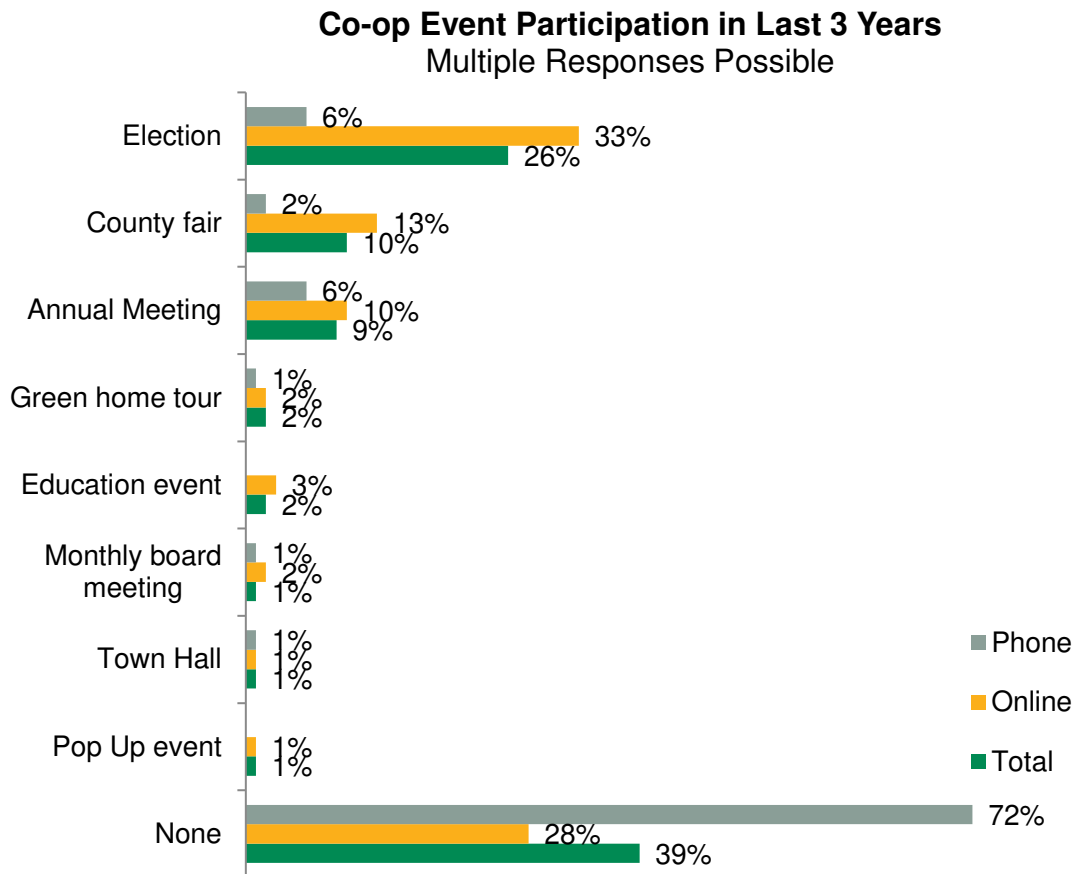
Almost all of the members are aware of at least one of OPALCO's services tested. They are most likely to be aware of SmartHub, followed by Project PAL, energy efficiency rebates, community solar projects, and Energy Assist. They are least likely to be aware of Switch It Up!

Online respondents are more likely than phone respondents to be aware of SmartHub, Project PAL, and Switch It Up! Older members are more likely to be aware of Project PAL and Energy Assist while younger members are more likely to be aware of SmartHub.



Fully six in ten members have not participated in a co-op event in the past 3 years. Among those who have participated, members are most likely to have voted in a co-op election, visited the co-op at the county fair, and/or attended the annual meeting.

It is interesting to note that online respondents are more likely than phone respondents to have participated in each of these events in the past 3 years, with the difference being significant for voting in an election and visiting the co-op at the county fair. Not surprisingly, primary/year-around residents are more likely than summer/seasonal residents to participate.



Co-op Board and Member Identity/Loyalty

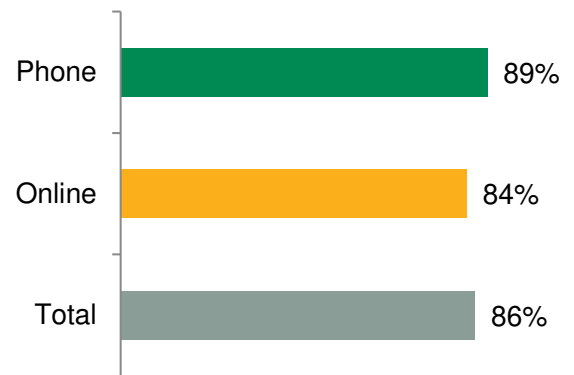
While the vast majority of members are aware that they have the ability to vote for the board and that the board is made up of other co-op members, few have actually run for the board or even considered running. The responses to the questions “what would it take for you to consider running” given by people who say they have not run or considered running for the board include needing to be a full-time resident or spending more time on the island and having more time. However, most responses to that question indicate that there is nothing that would make them want to run for the board.

Among those who had considered running for the board but then decided not to run, the reasons for their decision include a lack of time and being too old or of poor health. The full listing of responses to this and the previous question can be found in the verbatim comments (Appendix C).

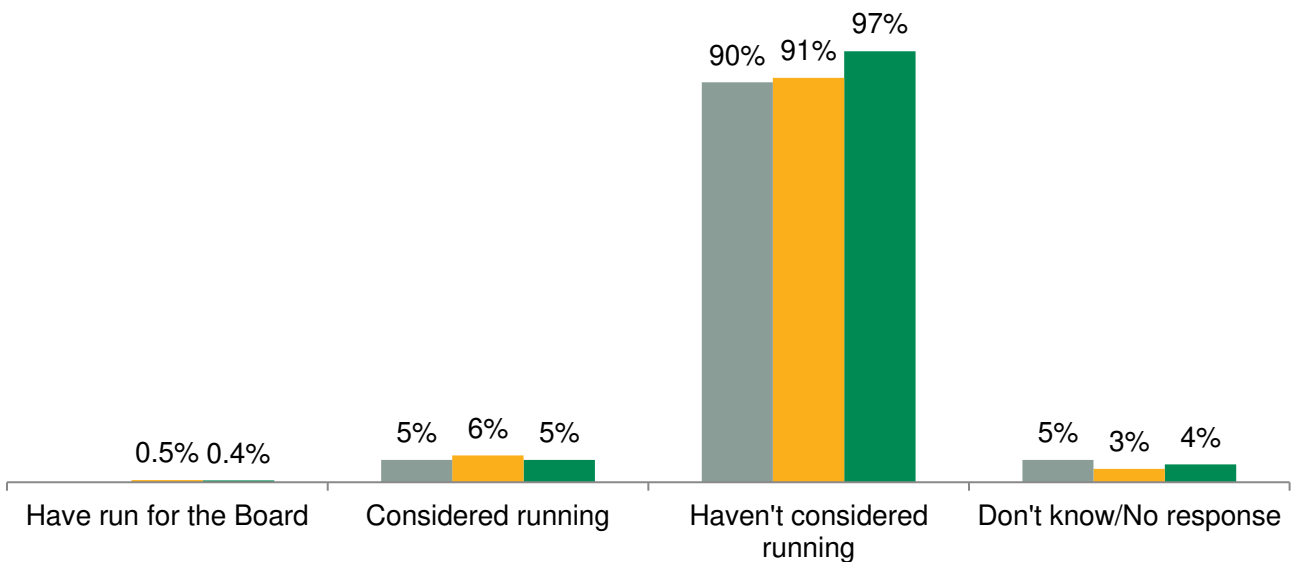
Aware of Ability to Vote for Board



Aware Board is Made Up of Members



Running for the Board



Just over half view themselves as a member of the co-op as opposed to feeling like a customer. That is, they view themselves as a member/owner (26%) or both a member/owner and a customer (25%). While the proportion who view themselves as a member-only of the co-op is higher than in the 2009 study, the proportion who view themselves as a customer is also higher, resulting in overall member identity in 2020 being lower than in 2009. However, it is almost identity to the Co-op Norms.

Those more satisfied with OPALCO, older members, and longer-tenured members are significantly more likely than their individual counterparts to have member identity.

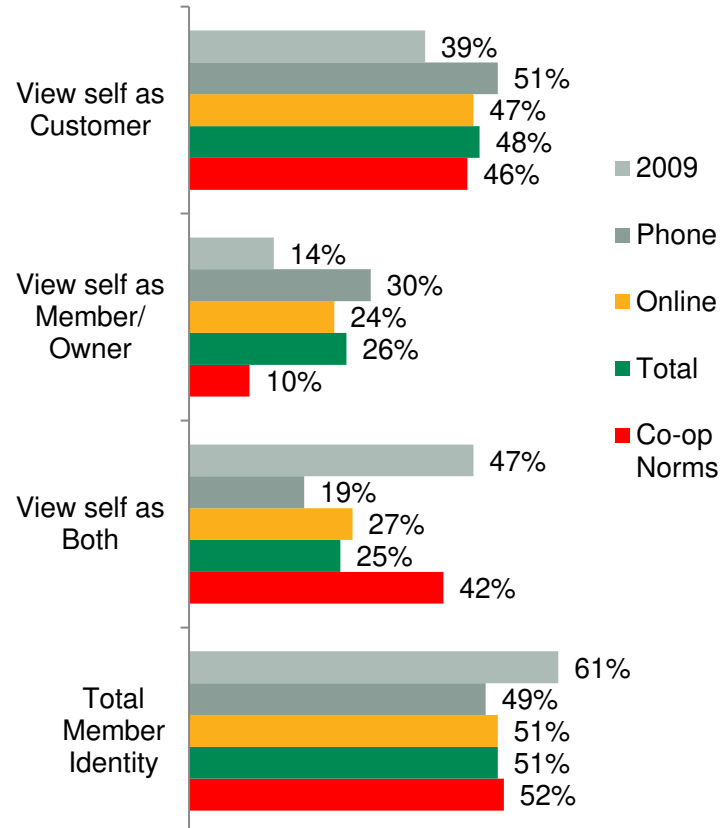
Those with member identity are significantly more satisfied with the co-op than are those who view themselves as a “customer” and tend to give higher ratings on all of the performance attributes, although not all of the differences are statistically significant.

“Members” are also more likely to:

- Have contacted the co-op in the past year
- Be aware of the co-op programs measured
- Feel their electric service is much better than when they first became a member
- Be willing to pay more for renewable, carbon-free power
- Feel that OPALCO actively addresses renewable energy, energy efficiency and conservation, transitioning away from fossil fuel as an energy source, and electrification of transportation
- Have participated in a co-op event in the past 3 years
- Be aware they have the ability to vote for board members and the board is made up of members
- Have loyalty for the co-op

They are also older than those who view themselves as a “customer.”

Views Self as Member/Owner or Customer



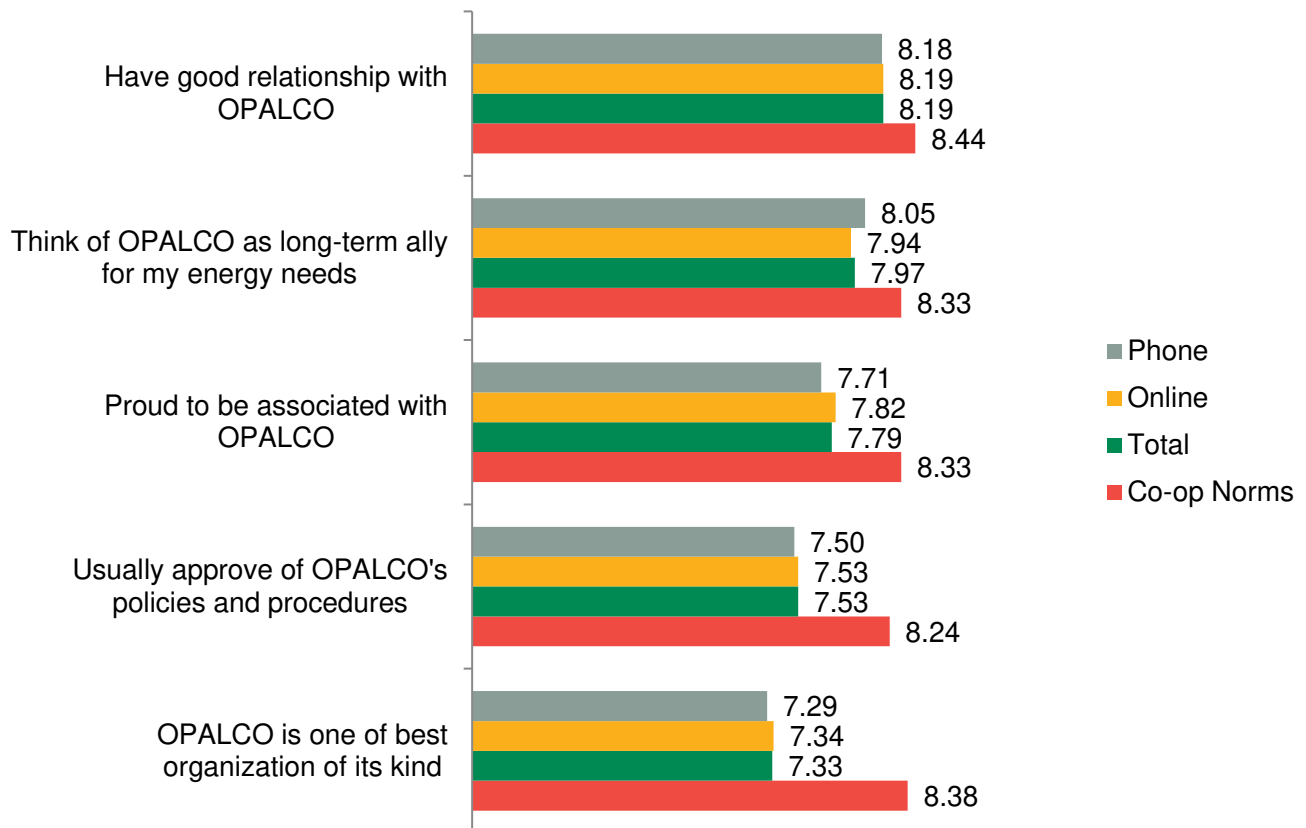
The Member Loyalty Index (MLI) is a statistically significant and reliable measure of member loyalty. It measures a member's emotional attachment to his/her co-op. Increasing emotional attachment is the key to increasing member trust in the cooperative, member-owner identity, and willingness to take grassroots action on the co-op's behalf. The Member Loyalty Index consists of the five measures shown on the graph below which survey participants are asked to evaluate on a 10-point Likert-type agreement scale.

OPALCO members express high loyalty and commitment to their co-op, with more than one-quarter giving the top rating of "10" and mean ratings well above 7.0 for all five loyalty statements. Agreement with these statements is highly correlated with satisfaction and member identity. Members most strongly agree that they *have a good relationship with OPALCO* and they *think of OPALCO as a long-term ally for their energy needs*.

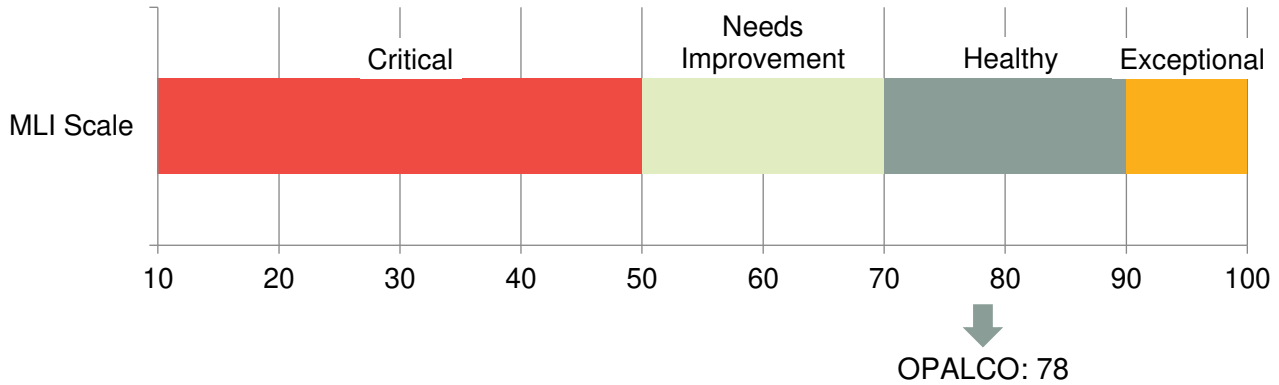
Members with stronger agreement than their counterparts with these statements include those with member identity, those more satisfied with the co-op, and those paying lower electric bills.

However, agreement among OPALCO members is lower than the Co-op Norms with the gap being the greatest for the statement *OPALCO is one of the best organizations of its kind*.

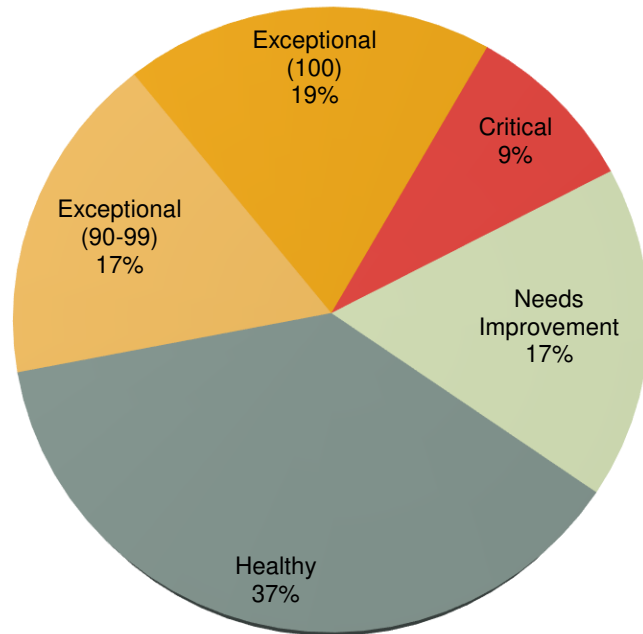
Level of Agreement With Loyalty Statements
(Mean agreement on 10-point scale)



These five measures are then collated into one index on a 10 to 100 scale. As shown on the scale below, an index of 70 or higher indicates that members are loyal. OPALCO’s indexed score is 78, revealing a healthy level of loyalty among members. However, this is lower than the Co-op Norms (83).



More than one-third of the residential members are in the exceptional range (MLI between 90 and 100), including 64 respondents (19%) who give the highest agreement rating of “10” for all five statements (MLI of 100). An additional 37% are in the healthy range (MLI between 70 and 89).



On the following page is a profile of members with an exceptional MLI compared to those with an MLI below 70.

	Profile of Members with MLI = 90-100	Profile of Members with MLI < 70
Overall satisfaction	Mean=9.68	Mean=7.63
Performance quality attributes	Give significantly higher ratings on all attributes	Give significantly lower ratings on all attributes
Awareness of OPALCO programs	Tends to be more aware but not always significant	Tends to be less aware but not always significant
Willingness to pay more for renewable, carbon-free power	Mean=3.59	Mean=2.57
Co-op is actively addressing:		
Renewable energy	Mean=4.37	Mean=3.30
Energy efficiency/conservation	4.45	3.30
Transitioning away from fossil fuel	4.29	3.28
Electrification of transportation	4.01	3.02
Level of benefit of OPALCO offering energy efficiency programs	Mean=4.70	Mean=3.55
Member identity	74%	38%
Has participated in at least one co-op event in past 3 years	40%*	44%*
Resident type	71% primary resident* 29% seasonal resident*	78% primary resident* 22% seasonal resident*
Age	59% 65 or older* 10% 50 or younger*	68% 65 or older* 12% 50 or younger*
Gender	49% male* 51% female*	59% male* 41% female*

*Denotes where differences are not statistically significant.

Member Demographics and Segmentation

On average, OPALCO members are approximately 62 years of age* and have household income of approximately \$92,500. Seventy-seven percent own their home and 53% are not married. While most of the members have lived in their home for at least 10 years, 18% have been in their home for 2 years or less. Fully six in ten have pursued additional education after high school*. (Asterisked items are based on the head of household.) Appendix A contains tables that break down all of the information obtained in the demographic data append.

While mean ratings by age do not differ significantly, those over the age of 50 are more likely than those 50 or younger to give a top rating of “9” or “10” for their overall satisfaction with OPALCO.

Those paying lower monthly electric bills also give higher satisfaction ratings than do those paying higher bills. While older members tend to give higher ratings on the performance attributes, none of the differences are significant.

In addition to giving higher satisfaction ratings, older members are also more likely to:

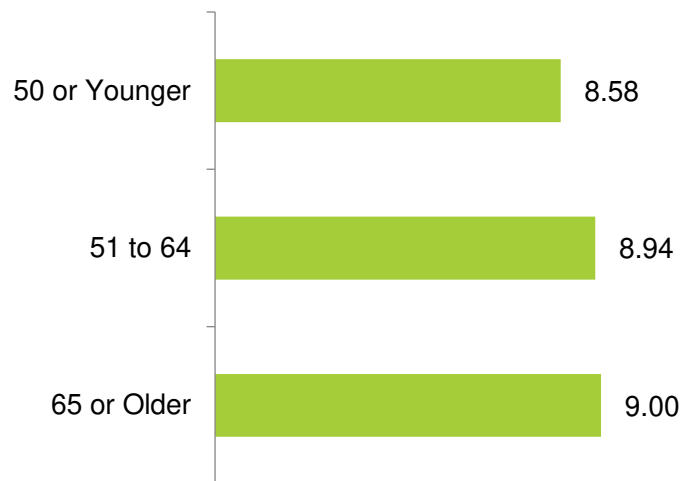
- Be aware of the Project PAL and Energy Assist programs
- Feel the reliability of their electric service is much better than their first experiences with OPALCO
- Be willing to pay more for renewable, carbon-free power
- Say their home is at least somewhat energy efficient
- Use bill inserts and newspapers for information about the co-op
- Use phone for outage information
- Be aware that they can vote in board elections and the board is made up of members
- Have member identity
- Be a summer/seasonal resident

Conversely, younger members are more likely to:

- Be aware of SmartHub (especially those between 51 and 64)
- Use email newsletters and social media for information about the co-op
- Use the co-op’s website and social media for outage information
- Be a primary/year-around resident

It is interesting to note that while older members are significantly more likely to have member identity, loyalty does not differ significantly between the age groups.

Mean Satisfaction by Age

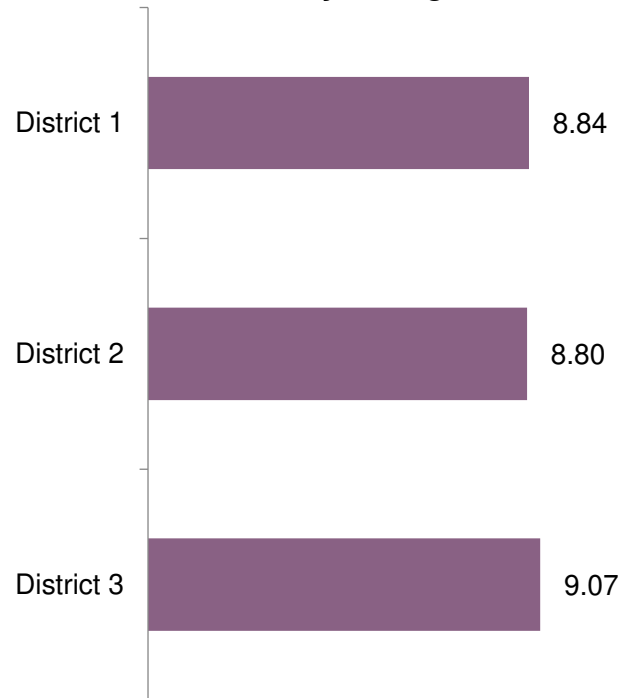


Members in Voting District 3 are more satisfied with the co-op than are those in Districts 1 and 2, but the differences are not significant.

For the performance attributes, there are few significant differences. Those that are significant include:

- The reliability of service and frequency of interruptions (District 1 and 3 > District 2)
- System reliability (District 3 > Districts 1 and 2)
- The restoration of power after an outage (District 3 > Districts 1 and 2)
- The courtesy, understanding and helpfulness of employees to inquiries or problems (District 3 > District 2)
- Having highly trained, professional employees (District 3 > District 2)
- The speed and efficiency of responding to members (District 3 > Districts 1 and 2)
- Resolving any issues or problems (District 3 > District 1)

Mean Satisfaction by Voting District



Other differences between the districts include:

- Members in District 2 are most likely to have contacted OPALCO in the past year.
- Those in District 3 are most likely to say the reliability of their electric service is much better than their earliest experiences, significantly more likely than those in District 2.
- Those in District 3 are most willing to pay more for renewable, carbon-free power, significantly more likely than those in District 1.
- Members in District 2 give the highest rating for how beneficial it is for OPALCO to offer energy efficiency programs, significantly higher than those in District 1.
- Although members in all three districts are most likely to use the email newsletter for information about the co-op, those in District 1 are more likely than the others to use bill inserts or social media, significantly more likely than those in District 2.
- Again, members in all three districts are most likely to use the phone for outage information, those in District 2 are more likely than the others to use the website or the outage map on the website, significantly compared to District 1 and District 3, respectively.
- It is not surprising, then, that those in District 2 are most likely to have used the co-op website, significantly more likely than those in District 1.
- Members in District 1 are significantly more likely than the other two districts to have visited OPALCO at the county fair.

Verbatim Comments

At the conclusion of the survey, members were given the opportunity to share any comments, concerns, or questions they had. Thirty-one percent of the respondents offered input.

Among those who commented, the following table provides a breakdown of the subjects mentioned and the number of comments that were positive, negative, or neutral. A full listing of comments can be found in Appendix C.

Subject/Topic	Total # Comments	Positive	Negative	Neutral
Rates/Fees	39	0	30	9
Management/Board	31	6	13	12
Renewable Energy	19			
Operations/Engineering	16	10	3	3
Overall Satisfaction	15	14	0	1
Internet	15	4	6	5
Member Service/Communication	14	9	5	0
Billing/Finance	7	3	2	2
Co-op Membership/Member Identity	4	0	0	4
Additional Services	3	1	1	1
Newsletter/Electronic Media	3	0	2	1
Energy Efficiency/Audits	3	0	0	3
Community Support	1	0	0	1

APPENDIX A: Member Demographic Profile

Full Membership Data Source: Acxiom Corporation

Head of Household Age Ranges	%	Estimated Household Income	%
18 to 35	7%	Less than \$50,000	21%
36 to 45	9%	\$50,000 - \$74,999	19%
46 to 55	13%	\$75,000 - \$99,999	18%
56 to 65	27%	\$100,000 - \$124,999	11%
66 or Older	44%	\$125,000 or more	31%
Total	100%	Total	100%

Estimated Avg. Age 62.1 **Estimated Avg. Income** \$92,635

Home Ownership	%	Marital Status	%
Own	77%	Married	47%
Rent	23%	Not Married	53%
Total	100%	Total	100%

Years at Residence	%	Head of Household Education Level	%
2 years or less	18%	High School	39%
3 to 5 years	10%	College	31%
6 to 9 years	9%	Graduate School	30%
10 to 14 years	19%	Total	100%
15 years or more	44%		
Total	100%		

Estimated Avg. Residency 14.6

Household Size	%	Adults in the Home	%
1 person	40%	1 adult	50%
2 people	32%	2 adults	32%
3 to 4 people	24%	3 adults	13%
5 people or More	5%	4 or more adults	6%
Total	100%	Total	100%

Estimated Avg. Household Size 2.1 **Estimated Avg. No. of Adults in the Home** 1.8

Children in the Home	%
None	74%
One child	22%
Two or more children	4%
Total	100%

Estimated Avg. No. of Children in the Home 0.3

Age Ranges Present in the Household

Age Present in Household (multiples possible)	%	Oldest Adult Age Present	%
Adults 18-24	4%	Adults 18-24	1%
Adults 25-34	11%	Adults 25-34	4%
Adults 35-44	12%	Adults 35-44	6%
Adults 45-54	15%	Adults 45-54	11%
Adults 55-64	32%	Adults 55-64	25%
Adults 65-74	33%	Adults 65-74	28%
Adults 75 or Older	26%	Adults 75 or Older	26%

Youngest Adult Age Present	%
Adults 18-24	4%
Adults 25-34	11%
Adults 35-44	11%
Adults 45-54	12%
Adults 55-64	23%
Adults 65-74	23%
Adults 75 or Younger	16%

APPENDIX B: Key Driver/Factor Explanation

Factor Analysis

Factor analysis was used to reduce the many service attributes rated in the survey to a core set of issues. This analysis shows how consumers subconsciously think about or group the many different performance attributes. Four factors were found and named Member Service, Electric Cost, Electric Service, and Payments and Bills.

The performance quality attributes that make up each factor are listed below in order of the performance attribute most related to the factor down to the attribute least related to the factor.

Member Service Factor

- The courtesy, understanding, and helpfulness of employees to inquiries or problems
- The speed and efficiency of responding to members
- Resolving any issues or problems
- Having highly trained, professional employees
- Keeping members' best interests at heart
- The overall member service provided
- Communicating with members and keeping them informed
- Operating with concern for the environment

Electric Cost Factor

- Monthly service fees
- Charging reasonable rates
- Helping members keep bills as low as possible
- Keeping members' best interests at heart

Electric Service Factor

- The reliability of service and frequency of interruptions
- The restoration of power after an outage

Payments and Bills Factor

- Having convenient payment options
- Providing accurate and easy to understand bills

Key Driver Analysis

To help determine where expectations are and are not being met for co-op members, we calculate importance scores for the factors and attributes. The importance scores were derived using the beta scores from a regression of the factors and attributes on overall satisfaction. What we are looking for is significance. If a factor or attribute is positively significant, it has a positive relationship with satisfaction. If the factor/attribute receives a high rating, overall satisfaction also receives a high rating. That is, the more a factor or attribute influences overall satisfaction, the higher its importance score. Factors and attributes that are found to be significant in the regression are labeled as key drivers of overall satisfaction and shown in the figure.

A separate analysis was done to find the key drivers of value among residential members of OPALCO. Rather than regressing the factors and attributes on overall satisfaction, they were regressed on the attribute “delivering good value for the money.” The key drivers of value are shown in a separate figure.

APPENDIX C: Verbatim Responses

What is the main reason you are not likely to implement any energy efficiency measures?

COST

Cost. (9 mentions)

Expense. (2 mentions)

Too expensive. (2 mentions)

Affordability.

Can't afford it right now.

Capital costs are too high, and savings would take too long since service charges are the greatest part of my bill.

Cost and inconvenience.

Cost and time.

Cost effectiveness: we have installed HE electric heaters in every room; we manually turn the heat up and down according to what room(s) we feel we have to increase the temp in during the day. We're always in layers of clothing; nights we're at 57F in occupied rooms; other rooms seldom used are kept at 50F. Attic re-insulated to allow better air flow and minimal effect from living area below. Many windows replaced to reduce heat loss. Not sure what else could be done that's cost effective...would like to look more closely at solar, but doubtful have sufficient sunlight here.

Cost prohibitive.

Cost to do so and difficulty to arrange qualified service techs on island.

Did not qualify financially.

Don't want to make a capital investment.

Due to financial difficulties.

Financial.

Glass replacement costs.

I cannot afford it.

I cannot afford to do it. You have to have the money to put up in order to purchase and I don't have that.

Main Reason for not Making Energy Efficiency Improvements**Cost****(continued)**

I checked into one method and simply couldn't afford. Don't know of anything else that may be implemented and still be affordable.

If it is not broke don't fix it.

Initial investment for improvements.

It would not be cost effective to replace or modify our current energy infrastructure.

Lack of money.

Limited income.

Long payback rate.

Long ROI.

Money.

Not feasible.

Only because we can't afford it right now.

Payback costs.

ROI.

This is not a priority for us at this time as it would probably cost us more money. Maybe would be interested in a couple of years.

Time and money.

To save money and help the environment stay healthy.

Uncertain about the economy and our ability to pay for it.

Up-front costs.

We are retired...mainly cash flow.

We have 2 buildings. One is a 1947 farmhouse that would require an extensive, costly remodel to increase energy efficiency. That project is a ways off. I did a remodel on the other building 2 years ago that included spray foam insulation and energy efficient ConvectAir electric heat and double pane windows. We are spending more time in the energy efficient building these days.

**Main Reason for not Making Energy Efficiency Improvements
Cost
(continued)**

We're not ready to put more money into our system at the moment due to the current situation of things.

You are too expensive and don't care about the little guys.

NO NEED/ALREADY HAVE

After an OPALCO energy audit the results indicate that our home is super-efficient re: heat retention 1 in 100 homes.

Already did this 3 years ago.

Already done.

Already done, or too expensive to consider now.

Already have a lot of features.

Already have incorporated energy efficiency into my home.

Already implemented most of the relevant EE measures.

Because I have already installed energy efficient windows, additional insulation, and there's no more rebates to receive (to my knowledge). I would like to install propane, but that's too expensive to replace existing heat, water heater, and stove. Solar is not reliable, so what other types of energy would there be?

Because it is almost a brand new house and it is already energy efficient.

Because we have done it in the past, I have bought windows and energy efficient everything, so everything is done.

Building a new house.

Do not own residence and it is a 1960's single wide trailer. We have put extra insulation under and built boxes to cover windows with plastic for winter. Beyond that since we do not own the residence we cannot afford to change much more.

Don't have an immediate need to, my buildings are fairly energy efficient, well insulated, all LED lighting, and heated with mini-splits.

Don't need too.

Have heat pump, recently built home.

Home is newly built with energy efficiency measures in place.

**Main Reason for not Making Energy Efficiency Improvements
No Need/Already Have
(continued)**

House is already efficient.

House is just 12 years old. Heat pump. Dual glazed. Low thermostat settings.

I am already using a energy efficient water heater and don't need to unless something happens . I also use the energy efficient light bulbs.

I do not think we need it.

I feel I've down everything that can be done already.

I have already reworked both my business and home.

I have done enough of it already.

I have done so on most that I can had efficiency check done and was told that I have nothing I can cut back on.

I own a newer home that is well insulated.

I still have a stockpile of incandescent bulbs.

I will probably invest in a "back-up" system to cover outages.

It's a new house.

I've already down everything I can for this very old house.

Newly built house. Not even done yet.

Newly built with the latest energy efficient appliances.

No need.

Not much I can do.

Not much we can actually do.

Not sure how we could do much better, except to replace water heaters with heat pump heaters, but our water heaters are too new for replacement.

Our home is new and energy efficient.

Our house is good the way it is.

Our house is very new and efficient.

**Main Reason for not Making Energy Efficiency Improvements
No Need/Already Have
(continued)**

Our house was built three years ago, and any improvement would be minor.

Own a super insulated / Super Good Cents home.

Present equipment working satisfactorily.

The home is already very efficient.

The home is brand new and over insulated.

The house is fairly new.

They are already in place!!!

Think that it is good enough already. Rebates means someone else has to pay for my stuff, so I do not do rebates.

Too soon.

Up to recent code pretty hard to do that.

We already are participating in the Switch It Up program.

We are already as energy efficient as we can reasonably expected to be.

We are set.

We are, just not through OPALCO.

We did when we built the house.

We have a very small home.

We have a very small house - around 1,000 square feet of living space. We've already added energy-efficient heating appliances and don't have any more space or need.

We have already done it.

We have implemented all that apply. Will be looking to replace appliances during upcoming kitchen remodel, but not this year.

We just moved from our home we built here 59 years ago into a home that is already energy efficient.

We just totally remodeled our home and we have all brand-new energy efficiency items.

We plan a major remodel in the next few years, so some improvements may need to wait to be part of that project.

**Main Reason for not Making Energy Efficiency Improvements
(continued)**

AGE

Age.

Because we are very old.

DON'T USE PROPERTY ENOUGH

At this point we use our property minimally.

Home is generally occupied only in summer.

I have a log cabin and I only use as much electricity as I have to in order to heat my home.

It is a vacation house and gets little use and can't justify the expense.

It's a vacation home on a non-ferry island and that makes renovations much more expensive, time-consuming and difficult to complete.

My home on Lopez Island is only used in the summer. Very little heat is needed.

Not living full time at home.

Not sure if they make sense for part time residence.

Not there, seasonal home.

Older cabin.

Only there during summer months.

Our house is a leisure property not our full-time residence and was constructed with features that are attractive but not energy efficient, so probably wouldn't change the house. However, we do have a swimming pool and if it could be converted to solar heating, we might consider it.

Part time residence during warmer months.

Rarely on the island.

Remote location. Aversion to paper tigers.

Seasonal use only, so savings would be small.

Since we're there mostly in the summer when it's warmer, there isn't a great need for heating the house during the cold winter months.

**Main Reason for not Making Energy Efficiency Improvements
Don't Use Property Enough
(continued)**

Summer home; gets little use in cold months.

Summer use primarily.

This is our summer cabin.

We only use this location in the summer. It is just a fishing cabin.

We're not there enough.

Well, as I said, it is a second home - we aren't here very much, and we aren't sure if we are going to hang onto it. There is too much that is uncertain right now.

We're not up there very much anymore and will probably sell it in the next year or so.

NOT INTERESTED

Satisfied with what I have. (2 mentions)

Content with things as is except service charges.

Covid-19.

I am happy with I have.

I am happy with where we are right now.

I feel that if we do anything it should be the use of solar panels.

I want to use power as I need it.

Inconvenience.

Not useful in a wood heated cabin.

Other home requirements are taking priority.

Our home is up for sale.

Planning to sell.

Require switch main source of energy and propane is cheaper than OPALCO.

Satisfied as-is.

**Main Reason for not Making Energy Efficiency Improvements
Not Interested
(continued)**

Satisfied with current status.

Since OPALCO merged with Rock Island with a lot of dissent from the members, and raised the base rate, I don't trust that OPALCO cares about what members want. I don't support Rock Island either. I want low rates without gimmicks or handouts. But now it is much more complicated owning a telecommunications company as well. And I vehemently oppose 5G. So, I hope that is not going to get rammed down our throats.

We are probably going to be selling.

We are selling the home.

We won't be here.

Were satisfied with what we have.

DON'T UNDERSTAND/NEED MORE INFORMATION/NOT AWARE

Do not know what they are.

Don't really understand them.

I contacted OPALCO. One independent contractor called me long after my initial contact and never showed up.

I don't know. I don't know what it entails, I would need more information.

Ignorance.

I'm not aware of all the rebates/options. I do not have electric heat.

Not really sure what's available.

Not sure how to do it.

Not sure what they are.

Unawareness.

We're not sure what Switch It Up offers.

NO REBATE/HELP

No rebate or low interest financing available for air to water heat pumps.

**Main Reason for not Making Energy Efficiency Improvements
(continued)**

RENEWABLE NOT OFFERED

OPALCO doesn't offer solar and we are getting our own solar grid soon.

We are considering solar panels but will not get them in the next year.

We are fine with home as is, south facing with lots of solar.

DON'T KNOW/NOT APPLICABLE

I am a renter. (5 mentions)

Bait and switch.

Doesn't apply to us.

Home is a rental.

I am not online.

I don't own the apartment where I live.

I don't think there are very many I could do.

I live in a 30-year-old apartment.

I only rent my home and I can't afford it.

I rent and landlord won't spend money on this.

It is a good question -- I don't know.

Just depends lot of electronics.

Not the homeowner.

Out of my control; I am a renter.

Rental.

Right now, I just have an RV.

The property owner will not allow it.

What would it take for you to consider running for the board?

NEED TO SPEND MORE TIME THERE/BE FULL-TIME RESIDENT

A little bit more information, it would take living full time in the area full time and time.

A lot because I am not a full-time resident on a non-ferry Island.

As a part time resident, we wouldn't be around for meetings half the year.

Be a full time resident.

First, I would need to be at least 20 years younger. Second, my Lopez home would need to become my primary residence again. Third, two are enough reasons.

For me to spend more time up there on the Island. Maybe once I retire, I will consider!!

Getting a more sustainable job here.

I am 61 and still working and live in La Jolla, California. I inherited my beloved mothers home and for now only get to spend limited time so it is not practical at this time.

I am a seasonal resident, so I would have to live here permanently before considering.

I am not a full time resident so don't think it would be fair for me to be on the board.

I am over here in Lacrosse, Washington. I would say my age and location is why I won't.

I don't live in the county full time, I would have to move here.

I don't think I can. I am only a summer resident and live on a non-ferry serviced Island.

I have not been a full-time resident until now.

I think it's important that a person live on the Island full time.

I would have to live full time on Lopez Island.

I would have to live on the Island full-time.

I would have to live there full time.

I would need to be a full-time resident at the very least. I also do not think I have an interest in the energy sector.

I would need to be here at the residence full time to consider running for the board.

I'd have to retire and move here.

I'd have to spend more time on the Island.

**What it Would Take to Consider Running for Board
Spend More Time There/Be Full-Time Resident
(continued)**

I'd need to be a more long-term member of the community. We just got here! Plus, we work full time already (spouse and I).

If I lived on Orcas full-time.

If I was a permanent resident.

If I were spending more time here, I would consider running.

If we primarily lived in the area.

If we were to spend more time on our property.

I'm a commercial fisherman, so I'm not home all that much.

I'm not a full time resident. I think the board should be for full time residents.

It's not our full-time residence, so don't really feel informed.

Living here full time.

Living here, or being here more often, which very well may be the case soon.

Living on the Island full time.

Living on San Juan Island full time.

More appropriate when we are living there more full-time. Probably would need to know what being a board member entails.

More time on Orcas.

Move to San Juan Island.

My primary residence is off Island so I can't consider running.

Need to spend more time there/be full-time resident.

Once we live on Orcas full time.

Part time resident.

Spending more time at my residence in San Juan County.

The Island home would have to be my primary residence.

**What it Would Take to Consider Running for Board
Spend More Time There/Be Full-Time Resident
(continued)**

To live on Orcas full-time.

When I live on Orcas full time.

When we move here full time.

Year-round residence.

TOO OLD/HEALTH ISSUES

Too old/health issues.

At my age and ability to do things outside my home, I am not capable of that right now.

Be younger and able to get to relevant locations on other Islands!

Being younger!

Fewer years of age.

I am of an age that, that would be out of the question.

I cannot serve due to health issues.

I don't have the energy and have bad health. Too elderly!

I would have to be about 20 years younger!

I would have to be younger.

I'd have to be 20 years younger.

I'm too old to run!

Lightning striking a tree that falls on my home with a big note that says, "Run for the OPALCO board or I'll tell the other trees to fall on you." Seriously, I've already run for another office, and I'm too old for the hassle.

To be younger than I am.

Too old - not interested.

Twenty years younger.

We are too old (80).

**What it Would Take to Consider Running for Board
Too Old/Health Issues
(continued)**

We are too old!

First, I would need to be at least 20 years younger. Second, my Lopez home would need to become my primary residence again. Third, two are enough reasons.

I am over here in Lacrosse, Washington. I would say my age and location is why I won't.

MORE TIME

More time. (2 mentions)

1. For our current obligations to be completed or significantly lessened.
2. The mix of the board of directors is more diversified.

A little bit more information, it would take living full time in the area full time and time.

Can't make the time commitment, but I would if necessary. I think OPALCO boards do a good job.

Education about the board's goals and time commitment.

Free time.

Freeing up other volunteer commitments.

Greater interest in doing so and considerable reduction of other responsibilities/commitments in our daily schedule.

I don't have time.

I don't live in the area, nor do I have much knowledge about energy resources. I don't consider myself a good candidate for board membership. Besides that, my husband and I have made a pact that we will make no more commitments to serving on boards.

I simply don't have the time.

I would have to give up traveling. Not ready to do that.

I would need to clone myself.

I wouldn't, nothing against OPALCO - I don't have time to participate in things like that.

I'd need to be a more long-term member of the community. We just got here! Plus, we work full time already (spouse and I).

**What it Would Take to Consider Running for Board
Too Old/Health Issues
(continued)**

If I could retire from my job?

If I wasn't full time employed.

Losing about 20 years, I don't know. I'm happily retired and have enough on our plates already.

Maybe upon retirement, i.e.; more time to do so.

More expertise and fewer other commitments.

More time available on my part.

More time in my every day.

More time in the day.

More time. I work full-time, run a vacation rental, assist an elderly parent, volunteer at church and in the community, you get the point.

More time. If I retired.

My job is too overwhelming.

No other non-profit board responsibilities.

Nothing at this point in my life. I am a single mother and I work 3 jobs, so I have no extra time.

Nothing, I am much too busy.

Older children or more free time.

Perhaps when I'm retired and have more time for such things.

Retirement.

Retirement and an Act of God.

Sorry no time to be a board member at this time.

Time and energy and interest.

Time commitment.

Time.

**What it Would Take to Consider Running for Board
Too Old/Health Issues
(continued)**

To be retired.

NOT INTERESTED/JUST WOULDN'T

Not interested! (11 mentions)

No. (4 mentions)

Nothing. (2 mentions)

A change in personality.

A complete attitude change towards dealing with the "public".

A lot.

A miracle.

A new mind set.

An act of God.

Cannot foresee interest in running.

Could not be convinced to!

Different personal circumstance.

Doesn't interest me.

Drugs and alcohol. I've been a Port Commissioner. I know what it's like trying to "serve" the community.

I am not going to do this as my life is already over committed and my knowledge level for this field is inadequate.

I am not interested. I live across the country and we are selling the home.

I am not very interested in running for the Board. It would take a lot. I don't live here year-round.

I am retired from serving on Boards, which I did for most of my life!

I don't think I would at this point.

I don't want to at all.

**What it Would Take to Consider Running for Board
Not Interested/Just Wouldn't
(continued)**

I just never wanted to do it. Not kind of my thing.

I serve on several other organizations' boards. Not interested at this time.

I trust my community neighbors to be board members.

I won't.

I would need to be a full-time resident at the very least. I also do not think I have an interest in the energy sector.

I would need to be active online and I am not willing to do that.

I would never consider.

I would never do it.

I would never run for the board! (2 mentions)

I would not consider running at all.

I would not consider running for the board.

I would not run for the board of directors.

I would NOT run.

I wouldn't want to be on the board.

I wouldn't.

I'm not able to do it properly, so I wouldn't run.

I'm not interested.

I'm on another board.

Insanity.

Into an area of interest, there are other non-profit Island boards of greater importance to me.

It would take a lot. I am 72 years old and a hermit.

I've done my thing being on boards -- no more!!

I've got other things to do with my time.

**What it Would Take to Consider Running for Board
Not Interested/Just Wouldn't
(continued)**

I've spent my time on boards, committees, groups of directors, etc. I'm now winding down.

My life is full of other meaningful activities, so I would have to discontinue one or more of them to have time to be on another board.

Never would.

No interest.

No thank you!

Not a chance.

Not at the time.

Not available at this time.

Not experienced or interested.

Not in my future.

Not interested at all, thanks.

Not interested in being on any boards.

Not interested in running for the board at this time.

Not interested in running.

Not likely to.

Nothing could entice me.

Nothing right now, I am just retiring from being the manager and on the board for the food bank after 14 years.

Nothing will cause me to run.

Nothing will make me run for board.

Nothing. I would not ever want to be on the board.

Oh boy, I strongly doubt that I would consider it for any reason.

Retirement and an Act of God.

**What it Would Take to Consider Running for Board
Not Interested/Just Wouldn't
(continued)**

There is nothing that would make me consider running.

There's isn't anything it would take for me to run for the board.

Threat of bodily harm to me or my loved ones.

Time and energy and interest.

Will not run!

Wouldn't matter, I wouldn't run.

Wouldn't. Property for sale.

You couldn't pay me enough. I have no interest.

NOT POLITICAL/BOARD PERSON

I don't live in the area, nor do I have much knowledge about energy resources. I don't consider myself a good candidate for board membership. Besides that, my husband and I have made a pact that we will make no more commitments to serving on boards.

I have no idea. I'm just not into politics, it drives me insane. It's not a job for me.

I just don't get involved with anything political.

If you stop your pre-selected good ole boy network board members and people running that you allow and select.

I'm not a board person.

I'm not really a board person.

I'm not really board material.

Less press mis and disinformation from the Pseudo Press Island Sounder.

Overall, I'm an introvert, and don't rush to join groups of any sort. I'm also put off by politics and its divisiveness. I detest people pushing personal agendas over what serves the greater good, even if that's a long-term concept that's difficult for others to appreciate. An example: I'm ever grateful for the underground cables which were put in years ago, which I believe have averted many of the outages usually caused by high winds, etc. This took planning and some near term financial pain, but has great results.

There's no way. I don't enjoy that very much.

**What it Would Take to Consider Running for Board
Not Political/Board Person
(continued)**

You probably wouldn't want me running for the Board.

NEED MORE EXPERTISE/KNOWLEDGE OF INDUSTRY/LOCATION

Need more expertise/knowledge of industry/location

A lot more energy than I have at this time. I don't stand shoulder to shoulder with those that have the ability to do good things for the Co-op. I do not feel qualified to do so.

A miracle! I know little or nothing about electricity, power generation or delivery, management of utilities, etc. I appreciate what you and your board members do but could/would never see myself in that role. I am a volunteer in the community, but this is not my niche!

Change of personal situation, and more information about the role and responsibilities, and expertise needed to fulfill same.

I believe our board members each do a very good job however there is an urgent need on board for professional ****conservationists****. We can't continue consuming electricity at the current levels. We need to begin to prepare for dismantling hydro *****NOW/yesterday*****. While hydro may seem fossil fuel free it is not. And it is killing many species and inevitably is hurting us all by destroying the rivers, the uplands deprived of nutrients and, obviously, the Salish Sea.

I don't live in the area, nor do I have much knowledge about energy resources. I don't consider myself a good candidate for board membership. Besides that, my husband and I have made a pact that we will make no more commitments to serving on boards.

I have only lived on Orcas for 1.5 years; I would like to feel more settled in and learn more about the ebbs and flows of the Island.

If they had seats on the board for members that didn't know anything about running a power company and just lived here.

It's not my area of expertise. I have felt like those who do run are for the most part more interested and expert about electricity than I am. I have other higher priorities if I were to run for office, such as public health and affordable housing and preserving public lands.

More expertise and fewer other commitments.

More expertise in the issues.

More knowledge of my community.

More qualification.

**What it Would Take to Consider Running for Board
Need More Expertise/Knowledge of Industry/Location
(continued)**

More time on the Island to be more familiar with the community.

More time. I'm still new to the county.

Plenty of others who would do a better job than I.

Some more background knowledge.

They would not vote someone in that has not a degree.

We are not here enough - we would not know enough.

Would not consider, not in my skill set.

MORE INFORMATION

Education about the board's goals and time commitment.

I might consider running if I felt I knew more than the board members.

I'd need to be better informed about the issues the board faces.

I'd need to know more about what qualifications are required.

I'd need to really understand the current mission and board dynamics and the real roles and responsibilities of the board.

Information on what is required, what skills are required to be successful on behalf of members.

More appropriate when we are living there more full-time. Probably would need to know what being a board member entails.

More information about what it is that a board member does and the required time commitment.

More information on what I would be doing.

More information on what is needed to run.

More information.

Probably learning about the whole thing, love everything you were just talking about that I don't know anything about.

Understanding the roles and responsibilities and roles.

What it Would Take to Consider Running for Board (continued)

MONEY/COMPENSATION

A hefty salary. I'm done volunteering in this crazy county.

A lot of money.

A very large paycheck. Or a have to case such as everyone else is unavailable because of a pandemic, earthquake, etc.

Does it pay? If you want my time, then I should get paid for it.

Free electricity for ten years!!!

I don't know. It would depend on how much they are paid.

I guess I would need supplemental pay to run for the board.

Offers.

DEPENDS ON DIRECTION CO-OP IS GOING.

1) position on Snake River dams would be to breach dams for salmon restoration and seek alternatives. 2) more listening to members' wants and needs and seeking every solution possible in order to avoid installing smart meters and grey boxes in homes or apartment complexes or anywhere (smart meters) emit high levels of radioactivity from as far as 15 feet away from a person). 3) put more energy dollars into renewables and seek ways to reward people for them, including lower costs, the more we have. 4) incentivize off-peak use rather than use a punitive approach to those who must use energy in peak hours. 5) energy audits for low income people and finding ways for them to have safe alternatives for heat in the event of long term outages in winter. Most people will not leave their pets to go to a shelter, or subject their pets, especially cats, to one. 6) people have to be members for something like 20 years in order to get anything back that they have put in to the cooperative. Instead, why not use a tiered system by how long a person has been a co-op member so you can give back some of the excess sooner to members? (I'm an 18-year member)

All OPALCO members should be able to vote and not just on a ferry.

An increase in nuclear energy and natural gas percentage of fuel mix for lower costs in electricity.

More experience in the energy (or tech) sector. I say Tech sector because I am outraged that our Co-op decided to go into that sector in order to provide fiber optics cabled internet that only the rich can afford but everyone else is subsidizing in their base fee!

OPALCO would have to be run as an ELECTRIC CO-OP only with emphasis on cost benefit to co-op members. No internet. No solar. No social programs. No free electric charging for EVs. OPALCO has lost sight of its primary responsibilities.

**What it Would Take to Consider Running for Board
(continued)****WOULD BE INTERESTED**

An opening without an incumbent.

I have never thought about it. But I am interested.

I would consider running for the board.

I would run for the board to keep the rates low.

If I felt I could contribute and/or represent a constituency in a manner that current board do not.

I'm interested.

Someone reaching out to me.

The chance to actually change some stuff.

Yes.

What made you decide not to run for the board?

Time (2 mentions)

A difference of opinion is not welcome on the board, they created an election advisory group that screens and grooms candidates so they are of their liking and all vote the same direction. They've prevented others with difference of opinion from running like they did to Dwight Lewis. Meanwhile members have seen electric rates increase somewhere around 60% from 2014. The board members are not like regular working-class Islanders, they are wealthy and can afford rate increases to pay for their faster fiber optic internet.

Better informed candidates available.

I did not know I could until the above question.

Heard that board positions are "status" positions.

I am not ready to take on the additional stuff. I know we need people to run the board.

I have two small kids and a full-time job and am a single mom. Makes taking on additional duties difficult.

I'm old -- I'm 82.

I'm very busy working and I'm not very political.

The time commitment. Also, I feel the board would do better not to have some older, white guys and I'm an old white guy. It's nice to have diversity.

Lack of knowledge about the electrical industry.

Lack of time, presence of good board members.

I missed the deadline for filing.

My background and experience is in nuclear power generation rather than distribution. It seemed like a poor fit.

Not sure that I have the requisite experience to be useful as a board member.

There is an issue with the board, turning down candidates.

They have confident members already.

They only elect folks with deep pockets that share their values and want to create an environment that forces electric consumers to pay for their overpriced internet connectivity.

Too busy.

Too old.

ADDITIONAL COMMENTS

In order to present comments in their entirety, verbatim responses may appear under more than one heading. The portion of the comment pertaining to the section is in black, while portions covered under other areas are colored in gray.

Overall Satisfaction – Positive Responses

I'm satisfied/They do a good job/No problems (14 general comments like this)

Overall Satisfaction – Neutral Responses

I tried to answer these questions honestly. I am kind of neutral on them as a company. I am appreciative of their efforts to keep the lights on - their efforts have been really noticeable in improvements. I realize some comments may seem negative, but they are from a lack of information on my end, not anything against OPALCO.

Management/Board – Positive Responses

Excellent response to community needs in taking over Rock Island internet and making it work.

I do appreciate the board members that they do work hard for us. I recognize that and I wish they would have called us back when we called them.

I feel OPALCO is a well-run organization.

I generally approve of OPALCO policies and activities, including the purchase of Rock Island communications. I am unlikely to participate directly in decision making. That is more my wife's realm. To date, other concerns occupy her time; I can say that she generally supports current policies.

OPALCO is doing the right thing in sponsoring and coordinating fast, reliable internet access for its members.

There is no other choice for service. It seems to be run well and fairly.

Management/Board – Negative Responses

As stated previously, I am not a fan of this co-op going into the internet business. The model adopted in the end made it available and affordable to only the rich and I resent having my base fee subsidizing that!

I do appreciate the board members that they do work hard for us. I recognize that and I wish they would have called us back when we called them.

I feel like OPALCO will do what it wants to do. That's why I didn't vote. You have an agenda, and advertising helps get enough of the consent that you need to continue. That's why I call myself a customer, and not a co-op member. It may seem harsh or negative, but people can't afford forever increased bills. Personally, I care for many if not all the people I know that work there.

Additional Comments**Management/Board – Negative Responses
(continued)**

I feel that the board is a bit out of touch with the membership. I also feel someone running for the board previously was treated unfairly and forced to stop running. The service fee is also outrageous. I do think the employees are awesome and have always had good encounters with them. Maybe OPALCO shouldn't get involved with internet because they will get stretched too thin.

I feel the monthly service fee is too high and it keeps being increased. OPALCO should move as a first priority to move the lines underground. For the safety of the linemen and the customers. For them to not invest in things such as Rock Island. I think the board of directors has gone astray; they should focus on providing low power cost to its members.

I'm not happy with the fact OPALCO funded an internet company that the community voted against.

OPALCO is in the game for OPALCO. Customers need representation.

OPALCO's recent purchase of Rock Island Internet Services was done WITHOUT "member" approval, making a mockery of it being a co-op, and likely violating its by-laws. An apparent backroom deal that threatens the financial stability of the island's energy source soured me on OPALCO big time.

Please focus on reducing my electric bill and not wasting money on pursuing renewable energy dreams that do not lower my electric bill.

Why was a quarter million-dollar boat purchased without the boss knowing? What is the financial arrangement with Rock Island? I hear OPALCO leaks money from every department and my bill keeps going up. Hard to feel like I'm in a "cooperative".

You need to open up your elections.

Management/Board – Neutral Responses

I am sure you miss Jim Lett and don't let White on the board.

I generally approve of OPALCO policies and activities, including the purchase of Rock Island communications. I am unlikely to participate directly in decision making. That is more my wife's realm. To date, other concerns occupy her time; I can say that she generally supports current policies.

I wish they would become independent from the mainland. Use windmills and solar. We are not using that. Restructuring about renewable energy.

I would love to know how much the board of directors are paid. I have heard that it is a high amount.

It's tough to balance reliable energy supply with climate change mitigation and pollution prevention. I'd like to see OPALCO do everything possible to protect the environment.

Additional Comments**Management/Board – Neutral Responses
(continued)**

OPALCO should do much more to stop the state from capping incentives, the solar incentives paid to OPALCO that are then shared with more and more customers who add solar panels at their properties while it reduces the incentives received each year by individual customers. This unfairly favors the big utility company elsewhere in the state.

OPALCO would better serve its members by focusing all resources on providing the most cost-effective electric service only.

The cooperative needs to support removing the Snake River Dams.

The island should be doing everything possible to move toward energy self-sufficiency without fossil fuel use. No island can afford to be completely dependent on off-island energy sources in the future and we must be working now to transition off of fossil fuels. OPALCO could/should be a leader in this movement.

The salaries of ALL executives should be made public to all OPALCO members.

Operations/Engineering – Positive Responses

As far as I am concerned, it is easy to deal with them and I have been amazed at how fast the power comes back on after it goes out after storms. I was also pleased to be put on a call list for planned outages due to being on oxygen. I would like information on wind and solar energy and assistance programs toward those, mail information would be the best option since I sleep during the day.

Generally very reliable service!

Great work for a unique power environment.

I appreciate their service and I hope they can continue to move away from fossil fuels, towards solar energy and rebates.

I think they are doing a great job. I appreciate them. I think the service has improved greatly over the years.

I tried to answer these questions honestly. I am kind of neutral on them as a company. I am appreciative of their efforts to keep the lights on - their efforts have been really noticeable in improvements. I realize some comments may seem negative, but they are from a lack of information on my end, not anything against OPALCO.

I've watched it grow over the years and one of the best things is that they bury the lines, which is great. I think they are doing a wonderful job.

Keep doing a great job - always grateful knowing that when there is an outage, that you are working as fast as possible to restore our power.

Thank you for providing internet access to students during the COVID-19 pandemic and keeping electricity reliable.

Additional Comments

Operations/Engineering – Positive Responses (continued)

Thank you for providing us with great service and if you could lower the cost, that would be great.

Operations/Engineering – Negative Responses

I am appalled by the prices they charge. I also called about the lines they made in the yard, the yellow, red, orange lines. They ruined the daffodils in my yard. I understand they have an easement, but no one told me they would be doing this.

I felt very poorly treated during a recent OPALCO easement issue where the neighbor's property was installing an electrical upgrade for his well. The OPALCO field agent misrepresented that there was an easement on my property that allowed the neighbor to install his meter base on my property. When I informed the agent there was no easement, OPALCO demanded an after-the-fact 15-foot easement and threatened to disconnect my service. After trying, unsuccessfully, to resolve the issue amicably with OPALCO, I had to involve my attorney and spend over \$1,500 to prepare a reasonable easement that served OPALCO's needs and mine. Because of misinformation and poor communication from OPALCO, my neighbor must now relocate his meter base from my property to his. OPALCO never acknowledged or contacted me about the easement I granted them, and I am unclear whether this issue has been resolved.

Seems to be a great organization, have only had a few issues. I would like it if the field people were trained to respect your plants and such around their meters. I've had whole bamboo stands cut down which was just nuts. There's a sense that if you had to have your power cut off, you deserve it, which was very disheartening from a member-owned co-op. Nothing was ever really done about it and to my knowledge, no one was held accountable. No one wants their power turned off, chances are it's a hardship issue and it would be nice if that was taken into account instead of just showing up with no contact with me and chopping a stand of bamboo down to get at the meter. It was pretty sad. Other than that, I have always had a great experience with OPALCO.

Operations/Engineering – Neutral Responses

I feel the monthly service fee is too high and it keeps being increased. OPALCO should move as a first priority to move the lines underground. For the safety of the linemen and the customers. For them to not invest in things such as Rock Island. I think the board of directors has gone astray; they should focus on providing low power cost to its members.

I just think of OPALCO as the electric utility here and pay little attention to all of these things you do to allow me to turn on the lights, let alone be a support to the community in other ways. However, I am very concerned about getting off fossil fuels, finding sustainable ways to provide energy, and minimizing our impact on the environment.

I'd be interested in learning more details about where the various lines go on Orcas Island, if there is redundancy, how electricity is delivered. The website is very limited in terms of technical details. For example, if my house has a power outage, do you know? Or do you only know about the status of groups of houses or broad areas? Many more such questions come to mind.

Additional Comments (continued)

Member Services/Marketing/Communications – Positive Responses

As far as I am concerned, it is easy to deal with them and I have been amazed at how fast the power comes back on after it goes out after storms. I was also pleased to be put on a call list for planned outages due to being on oxygen. I would like information on wind and solar energy and assistance programs toward those, mail information would be the best option since I sleep during the day.

I feel like OPALCO will do what it wants to do. That's why I didn't vote. You have an agenda, and advertising helps get enough of the consent that you need to continue. That's why I call myself a customer, and not a co-op member. It may seem harsh or negative, but people can't afford forever increased bills. Personally, I care for many if not all the people I know that work there.

I feel that the board is a bit out of touch with the membership. I also feel someone running for the board previously was treated unfairly and forced to stop running. The service fee is also outrageous. I do think the employees are awesome and have always had good encounters with them. Maybe OPALCO shouldn't get involved with internet because they will get stretched too thin.

I've found the office staff very helpful. I appreciate the bill payment drop-off box.

They do a good job. They really work hard to help us.

They have done a couple of nice things for us. The guys are really helpful and whenever we call, the office people are really friendly and nice.

They make options for rotary phones that aren't push buttons. Stop trying to own their fiber optics options. Property owners should be able to cash in if they need help with their bills.

You were there when I needed you most. Thank you.

Member Services/Marketing/Communications – Negative Responses

If you are looking for information on an outage, instead of giving you it on the phone anymore, they tell you to look online. If you lose power, you can't get online. Also, I feel like the service fee has gotten out of hand. It used to be \$20 service fee for a well and \$10 energy usage, and now it's \$40 service fee and \$10 energy fee.

Please keep my membership ability to dial and be able to converse with a person without having to outsmart a machine before I can reach an employee. This is very, very important to me. I will be happy to pay for this antiquated but important service.

There are some people in the customer service department that have been particularly challenging and unhelpful to deal with. Specifically, a woman named Marilyn.

Additional Comments**Member Services/Marketing/Communications – Negative Responses
(continued)**

Seems to be a great organization, have only had a few issues. I would like it if the field people were trained to respect your plants and such around their meters. I've had whole bamboo stands cut down which was just nuts. There's a sense that if you had to have your power cut off, you deserve it, which was very disheartening from a member-owned co-op. Nothing was ever really done about it and to my knowledge, no one was held accountable. No one wants their power turned off, chances are it's a hardship issue and it would be nice if that was taken into account instead of just showing up with no contact with me and chopping a stand of bamboo down to get at the meter. It was pretty sad. Other than that, I have always had a great experience with OPALCO.

Billing/Finance – Positive Responses

I'm a single working parent. OPALCO has made concessions for me on payments numerous times and always affords me time to make payments and stay electrified. This is the best electric company and I'm honored and thankful to be part of it.

I think they have always worked with me when I have been behind and even though I didn't know why my bill was up so high, they were good. Apparently, they have programs to help, but I didn't know that then.

Billing/Finance – Negative Responses

Being a co-op, I find it very funny that we do not charge a fee to use a credit card to pay our bill. It is not fair to make the other members pay so a few can get miles or rebates. As a business owner, I know the costs.

I understand your move to splitting the OPALCO bill into an infrastructure portion and an electricity portion. Unfortunately, that is a strong disincentive to investing in renewable power such as rooftop solar.

Billing/Finance – Neutral Response

I think they have always worked with me when I have been behind and even though I didn't know why my bill was up so high, they were good. Apparently, they have programs to help, but I didn't know that then.

Please email explaining all the financial programs that are offered to save money or payment plans. Thank you.

Rates/Fees – Negative Responses

Having two meters and billing for two meters is ridiculous.

High customer charge and very high monthly charges.

I am appalled by the prices they charge. I also called about the lines they made in the yard, the yellow, red, orange lines. They ruined the daffodils in my yard. I understand they have an easement, but no one told me they would be doing this.

Additional Comments

Rates/Fees – Negative Responses (continued)

I don't like it since they put us on that kilowatt thing. They did it recently and now my bill has gone up.

I feel like OPALCO will do what it wants to do. That's why I didn't vote. You have an agenda, and advertising helps get enough of the consent that you need to continue. That's why I call myself a customer, and not a co-op member. It may seem harsh or negative, but people can't afford forever increased bills. Personally, I care for many if not all the people I know that work there.

I feel that the board is a bit out of touch with the membership. I also feel someone running for the board previously was treated unfairly and forced to stop running. The service fee is also outrageous. I do think the employees are awesome and have always had good encounters with them. Maybe OPALCO shouldn't get involved with internet because they will get stretched too thin.

I feel the monthly service fee is too high and it keeps being increased. OPALCO should move as a first priority to move the lines underground. For the safety of the linemen and the customers. For them to not invest in things such as Rock Island. I think the board of directors has gone astray; they should focus on providing low power cost to its members.

I get charged I think it's like a \$40 a month fee just for having service and I don't even use that much electric and it just seems like a lot in comparison to my bill, it's like a quarter of my bill. It seems like I'm paying the same as someone that uses 2-3 times more electric than me.

I heard things about where they have branched out on putting in the cables for computer communications. I guess going beyond just providing power has increased the cost to us customers.

I think their rates are really high.

I think what I pay for electricity could be cheaper.

I was charged for a transformer when I built the house. It is being used by my neighbor as well and they didn't have to pay anything. I don't feel that was fair. I am being charged interest as well.

I wish the cost of electricity was much lower.

If you are looking for information on an outage, instead of giving you it on the phone anymore, they tell you to look online. If you lose power, you can't get online. Also, I feel like the service fee has gotten out of hand. It used to be \$20 service fee for a well and \$10 energy usage, and now it's \$40 service fee and \$10 energy fee.

It seems to me that our power bills monthly have gone up too much too often over the years. Surcharges and fees have accounted for that. We are not using more electricity than we have in the past. I feel these added-on fees are just another way to raise our bills while still maintaining a competitive kilowatt/per hour charge.

It's interesting that my bill is high when I'm not at my seasonal residence.

Additional Comments**Rates/Fees – Negative Responses
(continued)**

Long-time customer, we use very little electric power and minimum bills seem very high. Also rebates for new appliances never work for what we buy even though tags say they are energy savers. Would like more information on solar options and costs.

Lower rates and make solar installation easier.

Membership rate is WAY too high for low utilization of services. Consider reducing monthly rate and increasing per kwh rates. This will also encourage conservation!

My bills are too high!

The basic fee when we're not even there keeps going up every year.

The rates are too high.

The service charge should be reasonable. It should be a lot cheaper. The service access charge should be down in the \$12 range.

Very expensive.

We would like to have our bill come down. We try to keep everything off when we aren't there.

While I understand the challenges of getting the power to the islands, the basic charge is very high. If it is going to be that high, it should at least include some kwh of electricity usage.

Would be nice to consider pricing levels for temporary residents. Paying over \$60/month when we are not even on island is a tad high.

Would like to save on electric cost.

You charge too much for the little people that have to struggle to survive. No bill should be over 100.00 of dollars.

Rates/Fees – Neutral Responses

As someone who heats primarily with wood, the base charge is a significant part of my annual costs. But it seems fair to have the basic infrastructure costs shared by every hook-up. So, I'm not complaining. Also, the addition of Rock Island has been a huge help. Reliable fast fiber versus erratic and slow DSL has simplified life a bit for us.

Average bill is tricky, as I share a well account with the uphill neighbor. That was a source of some frustration for a while but seems to be working okay now.

Given the current situations, I don't know how much longer I will be able to pay for electric service.

Additional Comments**Rates/Fees – Neutral Responses
(continued)**

I think that because we are a co-op for the community, they should charge a transient tax for people who don't live on the island. It would better for the people who live there who pay for the power.

I would like to know the base charge of every meter so I can see if everyone is treated the same.

It is impossible to give a true average for the monthly billing as this is normally my second home. However, I have been at the house full time since March, so I am giving you the normal monthly electric bill average as if I have been here full time.

Should have winter rate for summer homes.

Thank you for providing us with great service and if you could lower the cost, that would be great.

Energy Efficiency / Energy Audits – Neutral Responses

Am kind of a captive audience here, so am unable to rank some questions due to not having any choice in providers or anything with which to compare OPALCO. Also, I live in a yurt, so all of the energy efficient input is pretty useless as this yurt is very big and very cold in the winter. Lastly, apparently, I live where there is no or very little chance of getting fiber optics that is being piggy-backed on OPALCO lines. Luckily, I get internet through Rock Island.

I appreciate this survey and the professional way it was conducted. I have learned a lot about Orcas Power and will be visiting the website. I would like to be contacted about the ways to reduce my electric usage.

I would like to receive more information through email about the energy efficiency programs please.

Community Support – Neutral Responses

I just think of OPALCO as the electric utility here and pay little attention to all of these things you do to allow me to turn on the lights, let alone be a support to the community in other ways. However, I am very concerned about getting off fossil fuels, finding sustainable ways to provide energy, and minimizing our impact on the environment.

Additional Services – Positive Responses

I have an electric car and really appreciate OPALCO providing free charging stations.

Additional Comments
Additional Services
(continued)

Additional Services – Negative Responses

Long-time customer, we use very little electric power and minimum bills seem very high. Also rebates for new appliances never work for what we buy even though tags say they are energy savers. Would like more information on solar options and costs.

Additional Services – Neutral Responses

Have repeatedly not found what I was looking for on the website, and yet directed to the website by staff when I have questions. In a couple of cases, staff on the phone walked through with me to find what I needed online -- not where they'd said it would be. Repeatedly frustrating. Also, took a long time to learn rebates are an alternative to financing for heat pump and EV charger.

Internet Service – Positive Responses

As someone who heats primarily with wood, the base charge is a significant part of my annual costs. But it seems fair to have the basic infrastructure costs shared by every hook-up. So, I'm not complaining. Also, the addition of Rock Island has been a huge help. Reliable fast fiber versus erratic and slow DSL has simplified life a bit for us.

Thank you for providing internet access to students during the COVID-19 pandemic and keeping electricity reliable.

Thanks for fiber!

What I am really interested in is fiber.

Internet Service – Negative Responses

I feel that the board is a bit out of touch with the membership. I also feel someone running for the board previously was treated unfairly and forced to stop running. The service fee is also outrageous. I do think the employees are awesome and have always had good encounters with them. Maybe OPALCO shouldn't get involved with internet because they will get stretched too thin.

I have had difficulty getting information or finding someone to talk to about getting fiber Internet to my house. Also, I am currently on fixed LTE internet, south end of SJI, with southern exposure across San Juan Channel to a tower on Lopez. Recently, I am experiencing frequent loss of connection, and also degradation of throughput, even though signal strength has been very good (74 db). Seems like LTE bandwidth has been oversubscribed.

I'm unhappy about the internet service.

Additional Comments

Internet Service – Negative Responses (continued)

I am extremely angry with OPALCO and Rockisland.com for forcing us into the Zimbra email program. It's incredibly difficult to use, it's far too complicated, it's NOT intuitive, there are WAY too many choices that do not accomplish what they appear to be in place for, and there's no online tutorial. It appears to be an email program written by programmers for the use of and by programmers. I and my acquaintances spend an hour trying to send/copy/forward change or attach something to an email, when a few minutes on the Squirrel email program would suffice. We've been forced to use Zimbra if an attachment exceeded 2,000 MBs; now SquirrelMail is being eliminated altogether. I recently had a TERRIBLE experience trying to use Zimbra; I finally had to give up and try again the next morning. My wife simply gives up. My entire address book has been re-arranged on its transfer to Zimbra (over 300 personal and professional contacts), it will take me HOURS to fix it; I used to be able to call-up groups and sub-groups of addressees by the use of "codes" attached to their names; no more. The address list is alphabetized in Zimbra by the last name, but in SquirrelMail by the first name or whatever is put in front of the first name (last name would have been a better choice for SquirrelMail in retrospect) and now we have to reinvent the wheel. You are giving (mandating, actually) us what you want, NOT what we need and prefer. This is not "customer service;" but rather "customer be damned." I do not wish to be contacted in order to have someone tell me how wonderful it's going to be and how "easy" it will be when I master it; I've been trying to master it for almost a year now and am little closer than when I started. I'm at the age where learning something complicated is not a joyful process; I'd like to have an email program that handles the basics, lets me attach items up to around 10,000 MB or so, and has a few features such as "script," larger or smaller font size, indented paragraphs, and the like.

Only that the fiber cable should be for all.

They make options for rotary phones that aren't push buttons. Stop trying to own their fiber optics options. Property owners should be able to cash in if they need help with their bills.

Internet Service – Neutral Responses

Am kind of a captive audience here, so am unable to rank some questions due to not having any choice in providers or anything with which to compare OPALCO. Also, I live in a yurt, so all of the energy efficient input is pretty useless as this yurt is very big and very cold in the winter. Lastly, apparently, I live where there is no or very little chance of getting fiber optics that is being piggy backed on OPALCO lines. Luckily, I get internet through Rock Island.

I heard things about where they have branched out on putting in the cables for computer communications. I guess going beyond just providing power has increased the cost to us customers.

I would like to have access to broadband in my area and offered in my area first.

They were buying Rock Island and we were supposed to get good Wi-Fi. I haven't heard anything from it.

Additional Comments (continued)

Newsletter/Electronic Media – Negative Responses

Have repeatedly not found what I was looking for on the website, and yet directed to the website by staff when I have questions. In a couple of cases, staff on the phone walked through with me to find what I needed online -- not where they'd said it would be. Repeatedly frustrating. Also, took a long time to learn rebates are an alternative to financing for heat pump and EV charger.

I have tried to receive your newsletter online for years, but I simply don't receive it. I worked hard to get your solar project on Decatur Island. It wouldn't exist without my involvement. I didn't get an invite to the ribbon cutting, no thank you or "attaboy" or anything. I really don't need any of that, but I felt it was a real failure on the PR part of your business. You need your customer's support and you should recognize those that help you.

Newsletter/Electronic Media – Neutral Responses

I appreciate this survey and the professional way it was conducted. I have learned a lot about Orcas Power and will be visiting the website. I would like to be contacted about the ways to reduce my electric usage.

Co-op Membership / Member Identity – Neutral Responses

Am kind of a captive audience here, so am unable to rank some questions due to not having any choice in providers or anything with which to compare OPALCO. Also, I live in a yurt, so all of the energy efficient input is pretty useless as this yurt is very big and very cold in the winter. Lastly, apparently, I live where there is no or very little chance of getting fiber optics that is being piggy backed on OPALCO lines. Luckily, I get internet through Rock Island.

Having begun service (within our family now in its 4th generation on Blakely) in about 1957, we are very happy with OPALCO and all the progress it has made. I did attend one (maybe two) meetings on the ferry.

I think we covered the voting issue is the only point I wish to cover.

They make options for rotary phones that aren't push buttons. Stop trying to own their fiber optics options. Property owners should be able to cash in if they need help with their bills.

Renewable Energy

As far as I am concerned, it is easy to deal with them and I have been amazed at how fast the power comes back on after it goes out after storms. I was also pleased to be put on a call list for planned outages due to being on oxygen. I would like information on wind and solar energy and assistance programs toward those, mail information would be the best option since I sleep during the day.

Additional Comments
Renewable Energy
(continued)

Don't fixate on 'climate change' or global warming. It will only lead to costly regulations that will negatively affect the economy across-the-board.

I am very interested in participating in future solar projects like the one on Decatur.

I appreciate their service and I hope they can continue to move away from fossil fuels, towards solar energy and rebates.

I have tried to receive your newsletter online for years, but I simply don't receive it. I worked hard to get your solar project on Decatur Island. It wouldn't exist without my involvement. I didn't get an invite to the ribbon cutting, no thank you or "attaboy" or anything. I really don't need any of that, but I felt it was a real failure on the PR part of your business. You need your customer's support and you should recognize those that help you.

I just think of OPALCO as the electric utility here and pay little attention to all of these things you do to allow me to turn on the lights, let alone be a support to the community in other ways. However, I am very concerned about getting off fossil fuels, finding sustainable ways to provide energy, and minimizing our impact on the environment.

I wish they would become independent from the mainland. Use windmills and solar. We are not using that. Restructuring about renewable energy.

I would like to emphasize that I am opposed to increase any kind of wind power because it kills birds and bats and makes a lot of noise. I am against the breaching of the dam project. I want the dams to stay in place and keep providing clean energy.

Long-time customer, we use very little electric power and minimum bills seem very high. Also rebates for new appliances never work for what we buy even though tags say they are energy savers. Would like more information on solar options and costs.

Lower rates and make solar installation easier.

More community solar projects, please :-)

There is a need to help finance solar panels to older condo/townhouse associations, especially those with south facing roofs. This would help all who live on the island by lowering electric usage. I hope all new builds will be mandated to have solar panels and hook them up to OPALCO.

They should offer solar installation partnerships.

To be green where and when you can.

We should have more green energy options.

We would likely participate in future community solar projects if they were available - please keep us informed of upcoming opportunities.

Additional Comments
Renewable Energy
(continued)

When it comes to renewable energy, at this point in time, rate prices should not dramatically increase. Additionally, if there is an upfront cost now that should either lead to a fixed rate moving forward, that would not be subject to non-renewable market rates. Additionally, using renewable systems to replace non-renewable systems should keep cost down. I say this with the knowledge of having other muni and co-op electric utilities starting these changes over 20 years ago.

Would like to see a more publicized commitment to alternative energy. For example, solar farms at county-wide school property.

Other Comments

For 58 years, some of these answers would have been different. We just moved this past October, so some of these answers are different now.

Have a good day.

I am new, so it is difficult to answer many questions.

I appreciate this survey and the professional way it was conducted. I have learned a lot about Orcas Power and will be visiting the website. I would like to be contacted about the ways to reduce my electric usage.

I appreciated the warning [about the survey], indicating I would be receiving a call, or else I would not have responded.

I tried to answer these questions honestly. I am kind of neutral on them as a company. I am appreciative of their efforts to keep the lights on - their efforts have been really noticeable in improvements. I realize some comments may seem negative, but they are from a lack of information on my end, not anything against OPALCO.

I would be interested in what was learned through this survey.

I'm not sure if this was for OPALCO only or Rock Island too.

No one lives in my Lopez home on a regular basis. My wife and I do visit, as do my adult grandchildren and children.

Thank you for allowing me to give my input.

The survey people are very nice.

This house is a vacation home. I go to the house two times a year for 2 months.

This NRECA organization has come out against increasing local or state climate protection regulations. Because the WRECA and NRECA organizations are so anti-science, I honestly can't be sure my comments and responses here will be recorded accurately. I have little hope of that!

Additional Comments**Other Comments
(continued)**

YES, the survey is TOO long.

Due to the length of the following comments, they are listed just once.

Management/Board (negative) and Rates/Fees (negative).

The every year rate increases are very negatively impacting OPALCO members. We have less money each month to buy the other things we need to live, and it gets worse and worse each year as rates continue to go up. I don't have enough money to have fiber optic installed and I don't have enough to pay for the monthly fiber bill. My power bill used to be \$100/month on average in 2014 and now it's \$180/month. I'm \$80 more broke each month. If OPALCO didn't buy the internet company and install fiber optic against the vote and will of the membership, co-op debt would be \$60 million less today and everyone's bills would be way more affordable. They keep lying to the membership that rates have not gone up because of fiber, but that's why debt has increased \$60 million, so our rates go up to service all that extra debt and pay for fiber projects that benefits mostly the wealthy living in San Juan County. Totally inequitable for working class Islanders.

Management/Board (neutral) and Renewable Energy.

I believe that OPALCO's course of action should be minimum cost per kwh to the customer. OPALCO should not be involved in research, there are much bigger companies to do that. Let THOSE companies spend the money to do research. OPALCO should provide lower cost power per kwh by maximizing energy from hydro because it is the most environmentally friendly. Nuclear is close to it in efficiency and low cost and environmentally friendly. Wind kills off migratory birds. We should not be wasting taxpayer money on solar. We should just provide low-cost power and there is nothing wrong with using coal-fired and gas-fired and oil-fired power plants. There was a rumor they were going to use tidal power. I think they should let the big guys do that because of the cost and the cost of researching the material and the environmental [impact] on the fish.

Management/Board (positive, negative, and neutral), Member Service (positive), and Billing/Finance (positive).

I am not at all sure I approve of OPALCO's buying Rock Island; that is the one sticking point for me, considering that it has not shown that it is paying for itself and I think that this burden of debt will come to bear on the members. I would like to see OPALCO as more of a publicly-owned co-op and the board serve the interests of the public on all major issues concerning impacts on the members - financial and other. The OPALCO employees are stellar - knowledgeable, friendly, helpful - as is the low income help that OPALCO gives. I realize that OPALCO is in a tough spot and must juggle a lot of things and I commend them for trying to attain this balance.

Additional Comments
Other Comments
(continued)

Management/Board (negative, and neutral) and Internet (neutral).

On some of my answers I included Rock Island since that is now a part of OPALCO. I think it would be wise to say at the beginning whether or not you want the two to be included together and to also include a section of the survey about Rock Island. Was that a good financial decision for our co-op? Does it impact the cost of our electrical service? I think OPALCO could be a lot more transparent about finances, since we are all in this together. There was some very shady business going on a few years ago, so I do not think OPALCO is always responsive to us the members.

Member Service (negative) and Rates/Fees (neutral).

1- It would be nice to learn about why the costs of electricity are so high in this region, compared to other regions, and are the monthly payments just paying the costs, or are they going into investments, or other? 2- Trying to notify OPALCO of a power outage is needlessly time-consuming. The only option is to PHONE, and you have to go through multiple steps before finally speaking to a person, and then that individual didn't have any information, they asked me if others in the area had difficulties too (I had no way of knowing), and seemed to doubt whether I was actually experiencing a power outage. I've just moved to the area but have had several power outages, and reporting was difficult each time. The system for reporting outages in my previous residence was much simpler, with frequent updates by text or phone and final double-checking or follow-up. Please look for ways to streamline the customer's power-outage reporting experience - that would be very helpful.

APPENDIX D: Questionnaire

FINAL OPALCO SURVEY 4-23-20

2020 ORCAS POWER & LIGHT COOPERATIVE
RESIDENTIAL MEMBER SATISFACTION SURVEY

ID # _____

Interviewer Code # _____

New/edited questions in red

INTRODUCTION:

Hello, my name is _____. We are conducting a confidential 12-minute survey regarding your electric service on behalf of OPALCO, your electric service provider. (If asked --- you are working for NRECA Market Research services, NOT the co-op)

Let me assure you, we are not selling anything. We would appreciate your input if you have a few minutes.

This call is being monitored for quality assurance purposes.

Just to be sure, you are the one who reviews and pays the utility bills for your household, correct?

[If hesitant, please offer the following option.] If you would like to first verify the legitimacy of this survey with OPALCO, (Phone xxx-xxx-xxxx, I would be happy to schedule a convenient time to call you back.

(IF YOU GET AN ANSWERING MACHINE LEAVE THIS MESSAGE) We are calling on behalf of OPALCO, regarding a survey of their membership. Please consider participating if you are called again. Thank you.

[] Yes ... Continue [] No ... When would be a more convenient time for me to call back?

Date to call: _____ Time to call: _____ (PST)

1. Is the home that OPALCO services your primary, year-around residence or a summer or seasonal residence?

[]1 Primary residence []2 Summer/Seasonal residence

2. How long have you received your electric service from OPALCO? Has it been ... [Read]

[]1 Less than 1 year []3 3 to 7 years []5 11 to 20 years
[]2 1 to 2 years []4 8 to 10 years []6 Over 20 years []7 Don't Know/Refused

Satisfaction and Performance Ratings

3. First, on a 5-point scale where 1 means "very poor" and 5 means "excellent," how would you rate OPALCO's performance on the following? (Do not randomize.)

Table with 6 columns: Question, Very Poor, 1, 2, 3, 4, Excellent, DK. Rows include reliability of service, employee courtesy, power restoration, and response speed.

4. Now, please consider all your experiences to date with OPALCO. Using a 10-point scale on which "1" means "very dissatisfied" and "10" means "very satisfied," how satisfied are you with OPALCO? (satis)

Very dissatisfied 1 2 3 4 5 6 7 8 9 10 Very Satisfied

5. Now, again on a 5-point scale where 1 means "very poor" and 5 means "excellent," how would you rate OPALCO's performance on the following? (Randomize after b.)

Table with 6 columns: Question, Very Poor, 1, 2, 3, 4, Excellent, DK. Rows include overall member service, value for money, resolving issues, employee training, member interests, communication, and environmental concern.

6. Please indicate whether you are aware that OPALCO offers each of the following programs. *[Randomize. Check one box for each program] [Read list]*

	<u>Aware</u>	<u>Not Aware</u>
a. Project PAL (helps members pay their bills during the heating season)	<input type="checkbox"/>	<input type="checkbox"/>
b. Energy Assist (a monthly bill credit)	<input type="checkbox"/>	<input type="checkbox"/>
c. SmartHub (online bill pay and energy management tool)	<input type="checkbox"/>	<input type="checkbox"/>
d. Community Solar projects	<input type="checkbox"/>	<input type="checkbox"/>
e. Switch It Up! (on-bill financing for efficiency measures)	<input type="checkbox"/>	<input type="checkbox"/>
f. Energy Efficiency Rebates	<input type="checkbox"/>	<input type="checkbox"/>

Contact

6. In the past year, did you contact OPALCO for any reason? 1 Yes 2 No *Skip to Q.11*
7. What was the REASON for the most recent contact you made? _____ Reason (specify) ___ Don't know
8. How many times did you contact the co-op concerning this issue?
 Once Twice 3-4 times 5-6 times 7-9 times 10 times or more Don't Know/Refused
9. Did you phone or visit the office for this issue or did you both call and visit?
 Phone Visit Both Don't Know/Refused
10. Would you say the contact you've had with OPALCO has been much better, somewhat better, about what you expected, somewhat worse, or much worse than you expected?
 5 Much better 4 Somewhat better 3 As expected 2 Somewhat worse 1 Much worse

Electric Service Performance

11. Now, on a 5-point scale where 1 means "very poor" and 5 means "excellent," how would you rate OPALCO on system reliability – such as frequency of outages and blinks?
- Very poor 1 2 3 4 5 Excellent
12. Think back to your earliest experience as an OPALCO member. How much has reliability improved since your earliest experience? Is it . . .
 1 Much worse 2 Somewhat worse 3 About the same 4 Somewhat better 5 Much better

Rates

13. How would you rate OPALCO on the following using a 5-point scale where 1 means "very poor" and 5 means "excellent?"
- | On ... | Very Poor | | | | | Excellent | DK |
|--|-----------|---|---|---|---|-----------|----|
| a. Monthly service fees | 1 | 2 | 3 | 4 | 5 | 6 | |
| b. Charging reasonable rates | 1 | 2 | 3 | 4 | 5 | 6 | |
| c. Providing accurate and easy to understand bills | 1 | 2 | 3 | 4 | 5 | 6 | |
| d. Having convenient payment options | 1 | 2 | 3 | 4 | 5 | 6 | |
| e. Helping members keep bills as low as possible | 1 | 2 | 3 | 4 | 5 | 6 | |
14. How willing are you to pay more in rates for renewable, carbon-free power? Please use a 5-point scale again, where "1" means not at all willing and "5" means very willing.
Not at all willing 1 2 3 4 5 Very willing

Energy Usage and Conservation

15. How actively do you feel OPALCO is working to address _____? Please use a 1 to 5 scale where “1” means the co-op is not addressing this at all and “5” means they are addressing it very actively.

- a. Renewable energy Not at all 1 2 3 4 5 Very Actively
- b. Energy efficiency and conservation Not at all 1 2 3 4 5 Very Actively
- c. Transition away from fossil fuel as an energy source Not at all 1 2 3 4 5 Very Actively
- d. Electrification of transportation Not at all 1 2 3 4 5 Very Actively

16. OPALCO offers a number of Energy Efficiency Programs such as Switch It Up! On-bill financing, and Home Energy Audits, to name a few. Using a 5-point scale where “1” means not at all beneficial and “5” means very beneficial, how beneficial do you feel it is for OPALCO to offer these energy efficiency programs?

Not at all beneficial 1 2 3 4 5 Very Beneficial 6 – DK

17. What fuel source(s) do you use to heat your home? [Read list]

[]1 Electricity []2 Propane []3 Wood []4 Oil []5 Solar []6Other

18. What is your primary method of heating your home? [Read list] [Select one](Carry forward choices from Q17)

[]1 Electricity []2 Propane []3 Wood []4 Oil []5 Solar []6Other

19. How energy efficient do you think your home or business is? [Read list]

Very efficient _____
Efficient _____
Somewhat efficient _____
Not at all _____

20. How likely are you to implement energy efficiency measures offered by OPALCO in your home/business over the next year, such as Switch It Up! or rebates? Please use a 1 to 5 scale where “1” means not at all likely and “5” means very likely.

Not at all likely 1 2 3 4 5 Very Likely 6 - DK

Ask Q. 21 only if 1- 3 Rating in Q.20

21. What is the main reason you are not likely to implement any energy efficiency measures? _____

Communications

22. Which ONE of the following communication channels do you use most to get information about OPALCO? [Read list]

[]1 Bill Inserts []2 Newspaper []3 Word of mouth []4 Social media
[]5 Events []6 Website []7 Email newsletter []8 Online news blogs
[]9 Other: _____

23. How do you usually get your outage information? [Read list – check all that apply]

[]1 Website []2 Outage map on co-op website []3 Social media []4 Phone
[]5 Text alerts []6 SmartHub notifications []7 Other: _____

24. Have you ever visited the OPALCO website: www.opalco.com? []1 Yes []2 No Skip to Q. 26

25. What do you typically do on the OPALCO website? [DO NOT READ] [Check all that apply]

Apply for Energy Assist or ProjectPAL _____
Monitor Energy Usage on SmartHub _____
Find contact information _____
Get outage information _____
Learn about Energy Efficiency _____
Look for a job _____
Obtain rebate forms _____
Pay bill _____
Read news articles _____
Find Board materials _____

Find co-op events _____
 Other (specify) _____

26. What OPALCO events have you participated in in the past three years? **[DO NOT READ]** *[Check all that apply]*

- Annual meeting _____
- Election _____
- Town hall _____
- Civic club meeting _____
- County fair _____
- Pop up event _____
- Green home tour _____
- Education event _____
- Monthly Board Meeting _____
- Other (specify) _____
- No Co-op Events _____

27. Are you aware that the OPALCO board is made up of members like you? 1 Yes 2 No

28. Are you aware that you have the ability to vote for board members? 1 Yes 2 No

29. Have you ever run for, or considered running for the board? 1 Run for board (skip to Q32) 2 Considered running (ask Q31) 3 Haven't run or considered running (ask Q30)

30. What would it take for you to consider running for the board? _____

31. What made you decide not to run for the board? _____

Co-op Commitment

32. Do you view yourself as a member/owner or a customer of OPALCO? (member, customer, both)
 1 Member/owner 2 Customer 3 Both 4 Don't/Know/Refused

33. For each of the following statement, please use a 10-point scale again, but this time 1 means you "strongly disagree" and 10 means you "strongly agree." **[RANDOMIZE]**

	Strongly Disagree	1	2	3	4	5	6	7	8	9	10	Strongly Agree	DK
a. I usually approve of OPALCO's policies and procedures	1	2	3	4	5	6	7	8	9	10	11		
b. I feel I have a good relationship with OPALCO	1	2	3	4	5	6	7	8	9	10	11		
c. I think of OPALCO as a long-term ally for my energy needs	1	2	3	4	5	6	7	8	9	10	11		
d. I am proud to be associated with OPALCO	1	2	3	4	5	6	7	8	9	10	11		
e. OPALCO is one of the best organizations of its kind	1	2	3	4	5	6	7	8	9	10	11		

DEMOGRAPHICS *Thank you for your patience. There are just a few final questions that are used for classification purposes only. The information is completely confidential.*

1. Into which category does your age fall? **[Read list]**
 1 18 to 35 3 51 to 64 5 Refused
 2 36 to 50 4 65 or older

2. How many people live in your household?
 1 self only 2 3 4 5 6 or more 7 DK/Refused

3. What is your average monthly electric bill? **[Read list]**

1 \$50 or less

3 \$101 - \$150

5 \$200 or more

2 \$51 - \$100

4 \$151 - \$199

6 DK/ Refused.

4. Gender of respondent: *[Do not ask]*

1 Male.

2 Female.

Additional Comments you would like to make about OPALCO: _____

Thank you so much for your participation. Have a wonderful evening.

Respondent's First Name (for verification purposes): _____

Telephone Number: _____