

# 2025 Residential Member Survey

Washington Electric Co-op

November 20, 2025

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# Executive Summary

## What Co-op is Doing Well

- **Member Service:** Ratings for *friendliness/courtesy* and *competent, knowledgeable employees* remain above the “good” threshold.
- **Electric Service Reliability:** *Voltage consistency* is also among the highest-rated attributes.
- **Convenience:** Perceptions of *having convenient payment options* are strong compared to other cost-related attributes.
- **SmartHub Awareness/Use:** 81% are aware of and 70% have used SmartHub. Consistent with 2020 and higher than 2015.
- **Outage Response Perception:** 42% say outage response has improved over time and 40% say outage communication has improved.

## Where Improvements Could Be Made

- **Cost and Value:** Cost-related attributes remain the lowest rated: *charging reasonable rates, helping keep bills low, and monthly service fees*. *Providing good value for the money* is also lower than in previous studies.
- **Declining Performance:** Most performance attributes declined from 2020, including *providing friendly/courteous service, providing reliable service, and looking out for members’ best interests*, all of which are included in the strongest key drivers of satisfaction and loyalty.
- **Satisfaction and Loyalty:** Satisfaction is lower than 2020 and Co-op Norms. Member Loyalty Index (67) is also lower than Co-op Norms. Increasing ratings on the attributes included in the key drivers of these measures may help increase satisfaction and loyalty.
- **Member Identity and Co-op Importance:** Importance of being a member of a non-profit co-op (mean 6.78) and identity as member/owner (40%) have decreased from prior studies.

## What Should Be Monitored in Future

- **Minor Declines in Attributes:** Two attributes – *being committed to the community* and *having competent and knowledgeable employees* – decreased from 2020, though not significantly. Continued monitoring is recommended to ensure these areas remain strong.
- **Renewable Energy Commitment:** Over half (56%) rate WEC’s 100% renewable supply as highly important, though this is lower than 2020.
- **Electric Vehicles:** EV ownership (13%) is growing but still limited. About one-third say their next vehicle is likely to be an EV. State incentives influence the choice to purchase over the WEC incentive.
- **Other Technology Adoption:** Interest in future technologies includes 21% saying they are likely to install solar and 29% for battery storage. Participation intent for time-of-day rates (52%) is consistent with 2020 and continues to be lower than in 2015. Keep in mind that stated intent often differs from actual behavior.

## Other Items of Interest

- **Engagement Channels:** Two-thirds read *Co-op Currents* regularly or fairly often. Only 24% would follow WEC on Facebook.
- **Demographics:** Membership skews older than previous studies. 51% age 65+, 46% retired; tenure is long (52% over 20 years).

# Considerations for Action

The following considerations highlight areas that may warrant attention based on survey results. They are intended as ideas to support planning and prioritization rather than directives, recognizing that some initiatives may already be underway.

## **Address Cost Concerns**

- Review rate structure and monthly fees; communicate rationale and any cost-control efforts.
- Explore programs that help members manage bills (e.g., energy efficiency, budget billing).

## **Enhance Outage Communication**

- Improve timeliness and clarity of outage updates; consider multi-channel alerts (SmartHub, SMS, social media).
- Highlight improvements in outage response to reinforce progress.

## **Educate on Co-op Benefits**

- Develop messaging on why WEC exists as a cooperative and its member-driven model.
- Use *Co-op Currents* and SmartHub to share stories about community commitment.

## **Educate on Renewable Energy Commitment**

- Increase member awareness of WEC's 100% renewable supply and why it matters.
- Explain the environmental benefits and any cost implications to reinforce transparency and trust.

## **Target Engagement for Younger/Newer Members**

- Offer digital-first tools and programs (SmartHub features, time-of-day rates).
- Consider outreach on EV incentives, solar, and battery storage options.

## **Monitor Key Drivers**

- Track trends for electric service reliability, cost/value, and trust in decision-making.
- Use key driver insights to prioritize improvements in electric service and cost-related attributes.

# Methodology and Analysis

## METHODOLOGY



Data collected between September 22 and October 29.



### **Online Surveys:**

- Email invitations sent to 3,720 randomly selected members and a QR code for the survey was included in billings.
- 2,248 emails opened (64%).
- 180 undeliverable.
- 534 surveys completed: 448 online (20% of those opened) and 86 through the QR code.
- Data weighted to represent 400 total responses by age to match WEC's full membership.

*MOE* **Margin of Error:** +/- 4.5 percentage points at the 95% confidence level. This means that a result of 50% in the survey may range between 45.5% and 54.5%.

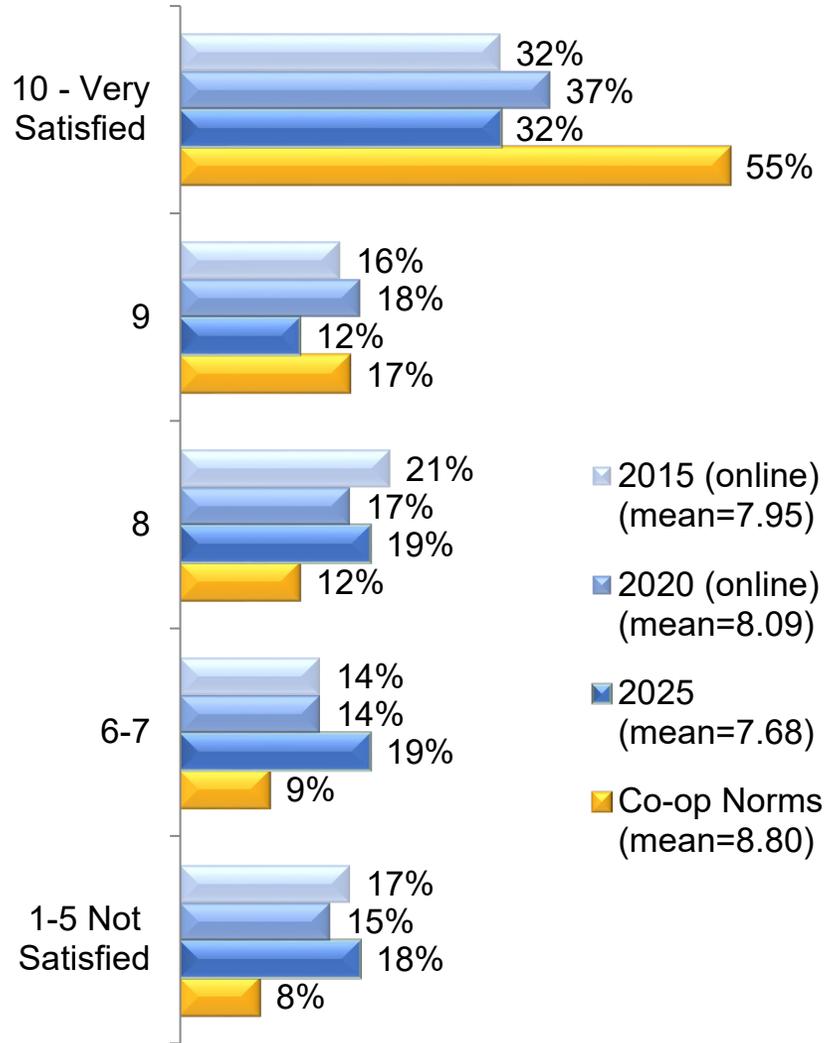
## ANALYSIS

- Where applicable, results are compared to:
  - Online results from two prior studies (2015 & 2020). These studies used a mixed phone/online methodology; results may not align exactly with previous reports.
  - Co-op Norms from similar studies conducted by NRECA Market Research Services (2022-2024).
- Statistically significant differences are noted throughout.
- Demographic data from Acxiom were appended to aid in sampling and support subgroup analysis.
- Rating scale interpretation (based on 5-point scale):
  - 4.50+ = Excellent
  - 4.00-4.49 = Good
  - Below 4.00 = May indicate concern
  - Below 3.75 = Indicates need for improvement

# Member Satisfaction

# Member Satisfaction

Consider all your experiences to date with Washington Electric. How satisfied are you with Washington Electric?



- The mean satisfaction rating among Washington Electric members is 7.68 on a 10-point scale and is lower than the 2020 study as well as the Co-op Norms. This is a cause for concern and indicates a need for improvement.
- Members who are more satisfied with Washington Electric are more likely to:
  - Give higher ratings on all the performance attributes.
  - Indicate that it is important to them to be a member of a non-profit electric co-op.
  - Feel like a member or both a member and customer of WEC and have higher loyalty to WEC.
  - Trust the co-op to make sound decisions balancing reliability, environmental impact, and affordability.
  - Say the co-op's response to and communication about outages has improved over time.
  - Feel it is important to receive electricity from 100% renewable sources.
  - Use a time-of-day rate if offered.
  - Read *Co-op Currents*.
  - Be satisfied if WEC were to host Director elections online.
- Conversely, those who are less satisfied are more likely to:
  - Say the co-op's response to and communication about outages has stayed about the same or gotten worse.
  - Feel like only a customer of WEC.
- The other three ACSI measures are rated similar to *satisfaction* and are also lower than the 2020 study and the Co-op Norms. (Graphed on slide 9.) *Meeting expectations* and *likelihood of choosing* are also lower than in 2015.

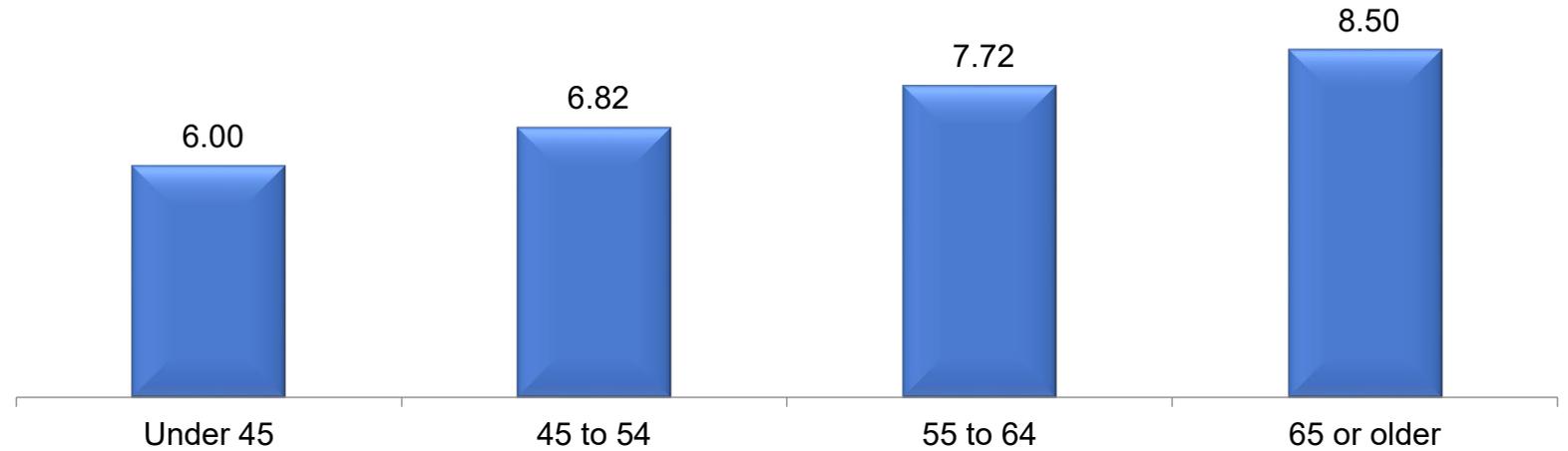
# Satisfaction by Member Groups

Consider all your experiences to date with Washington Electric. How satisfied are you with Washington Electric?  
Mean ratings on 10-point scale graphed: 1 = very dissatisfied; 10 = very satisfied

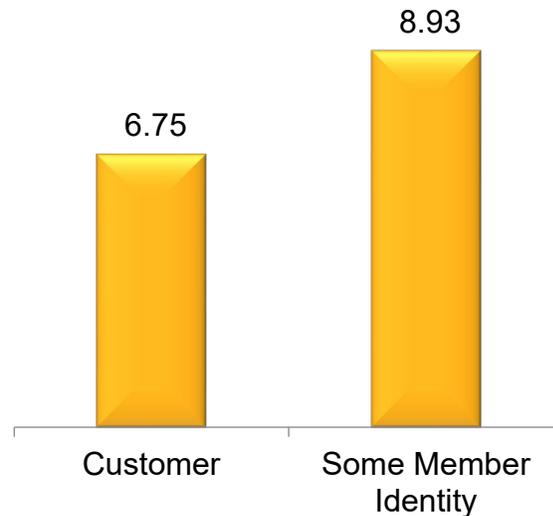
Member groups with higher levels of satisfaction than their counterparts include:

- Older members
- Longer-tenured members
- Those living alone or with one other person
- Retired members
- Those without children in the home
- Less affluent members
- Females

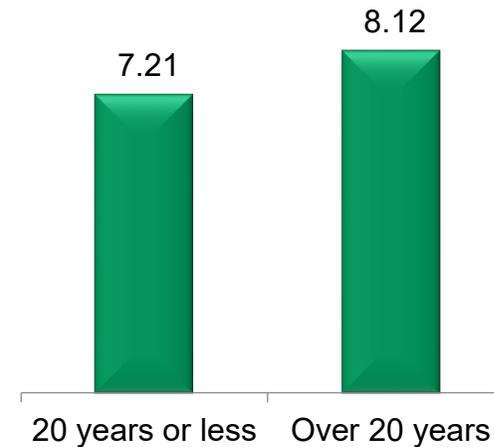
### Age



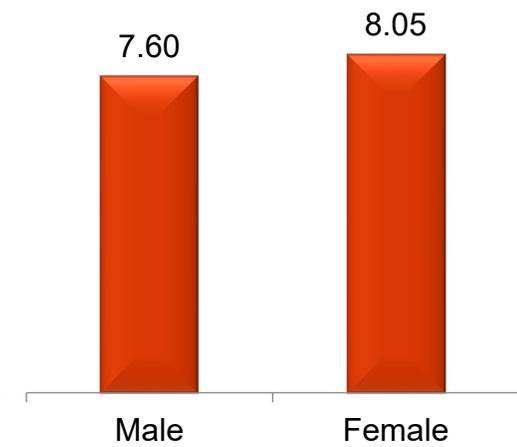
### Member Identity



### Tenure

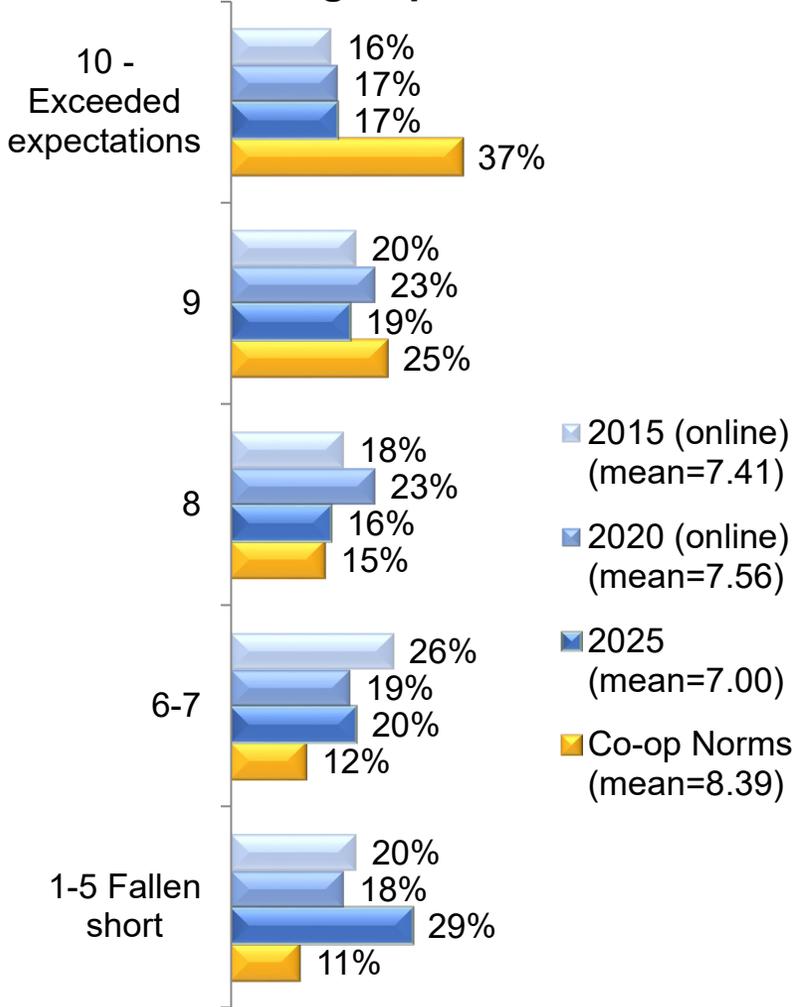


### Gender

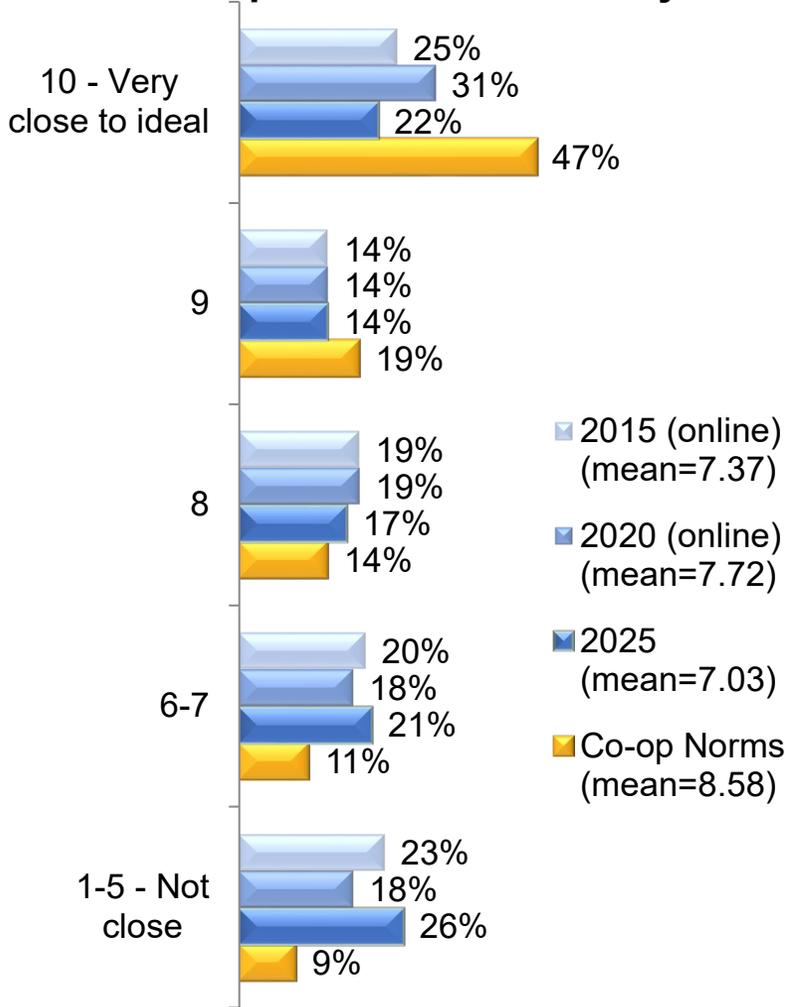


# Other ACSI Measures

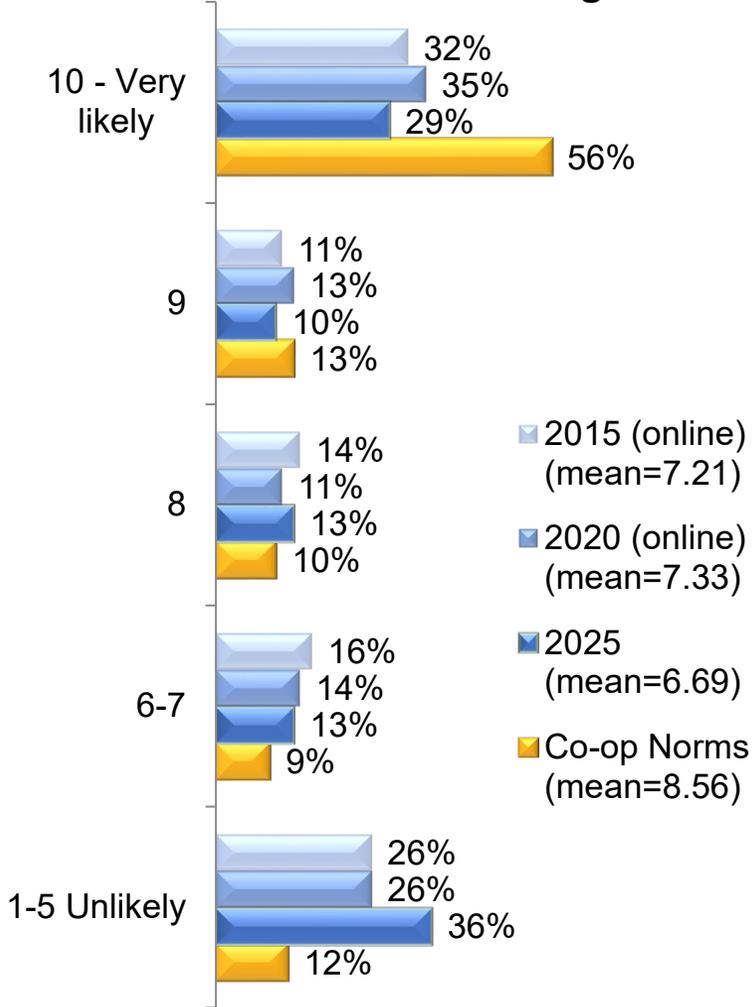
### Meeting Expectations



### Comparison to Ideal Utility



### Likelihood of Choosing

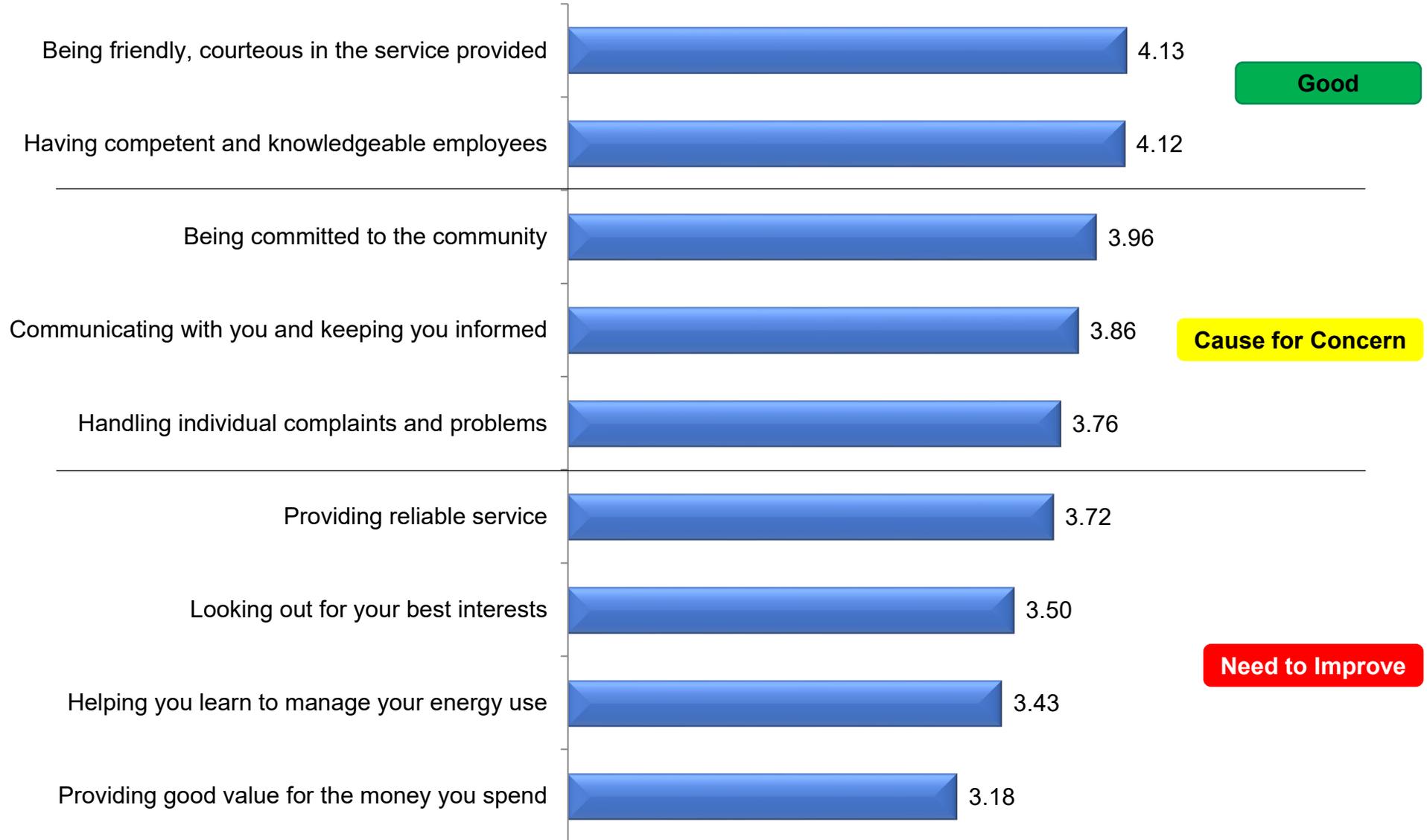


# Performance Attributes

# Performance Attributes

How would you rate Washington Electric's performance in comparison to expectations on the following attributes?  
Mean ratings on 5-point scale graphed: 1 = far below expectations; 5 = far above expectations

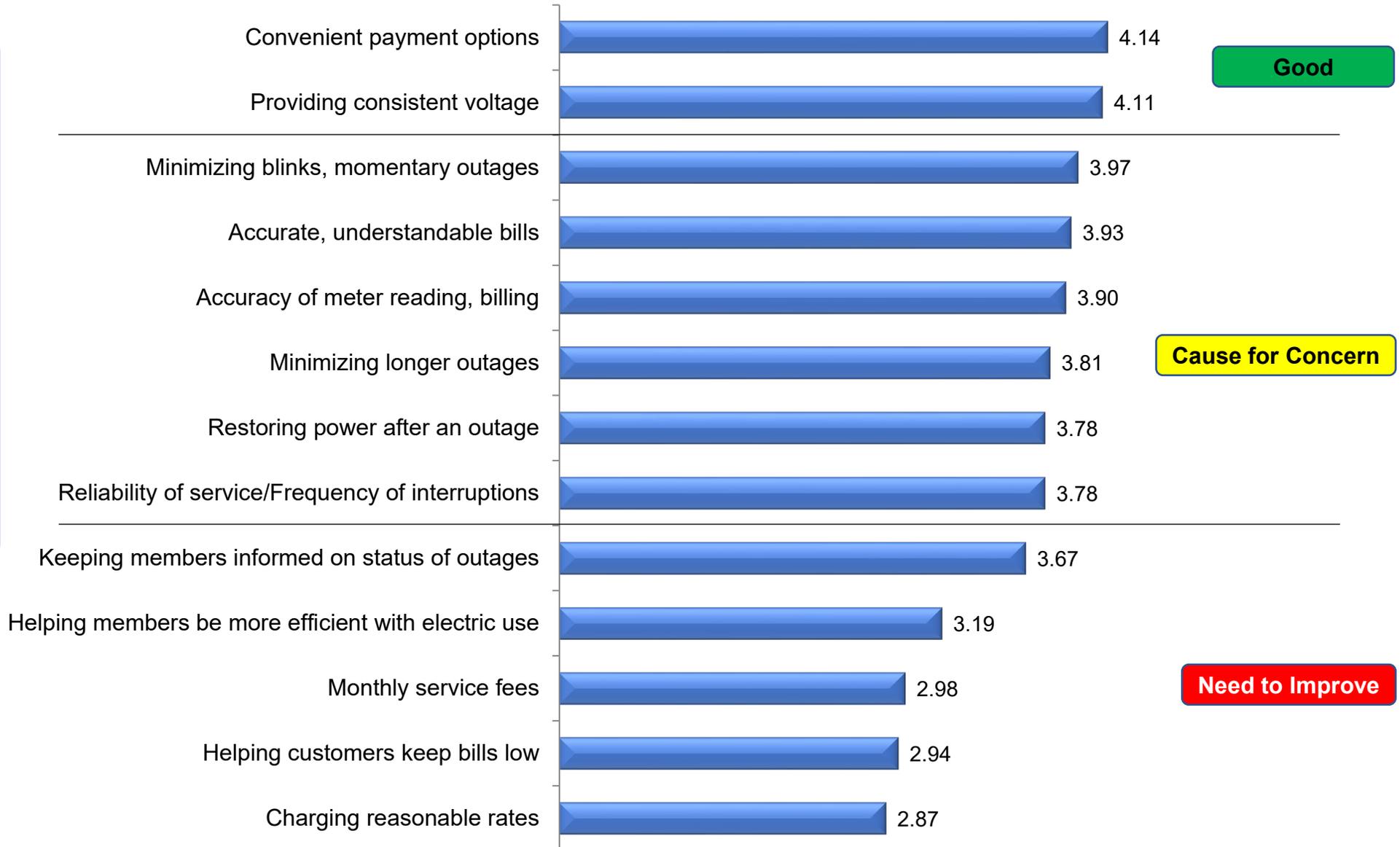
- Nine performance attributes were measured on how well WEC meets members' expectations.
- Means for two are good. These are:
  - Being friendly and courteous in the service provided
  - Having competent and knowledgeable employees
- It is not surprising that the lowest rated attribute is related to cost – providing good value for the money spent.



# Performance Attributes

How would you rate Washington Electric's performance on the following attributes?  
Mean ratings on 5-point scale graphed: 1 = very poor; 5 = excellent

- Additionally, 13 performance attributes were measured on how well WEC performs.
- Mean ratings for two are good. These are:
  - Having convenient payment options
  - Providing consistent voltage without surges or brownouts
- Again, the lowest rated attributes are related to cost:
  - Charging reasonable rates
  - Helping customers keep bills as low as possible
  - The monthly service fees



# Key Drivers of Satisfaction

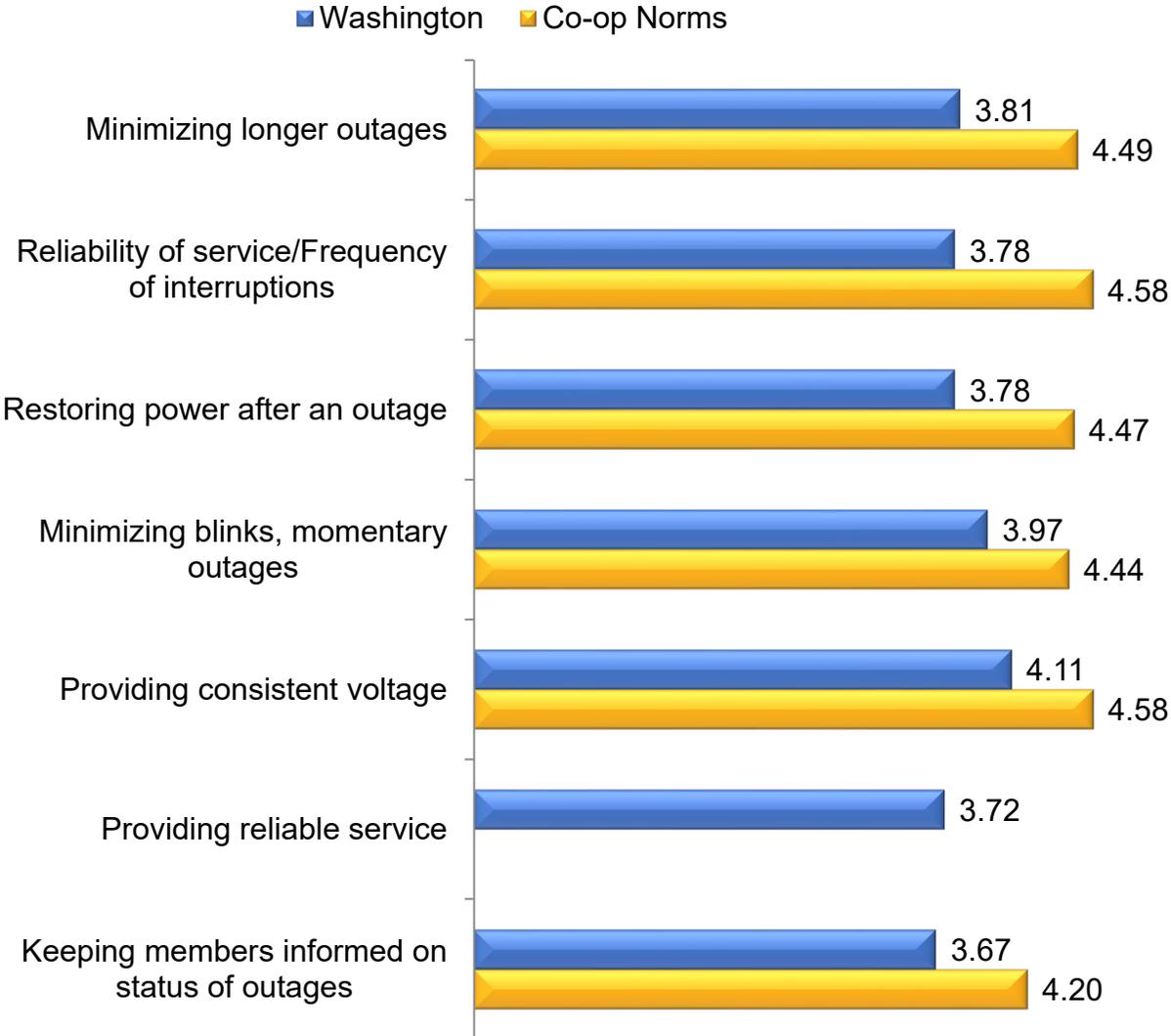


- **Electric Service** is the strongest driver of member satisfaction.
- This means that if ratings for the attributes in this driver were to increase, they would have the greatest chance to also increase satisfaction. Conversely, if ratings were to decrease, they would have the greatest chance to decrease satisfaction.
- The next two key drivers have an identical impact on member satisfaction, **looking out for members' best interests** and **Cost**.
- **Member Service** is the next driver and **Payments and Bills** is the final driver driver.
- *The accuracy of meter reading and billing is not a significant driver of satisfaction.*

Regression analysis was conducted using all 22 attributes shown on the previous two slides to determine the key drivers of member satisfaction. The scores are to be interpreted relative to each other. For example, since electric service has a score of 0.42 and payments and bills has a score of 0.09, we can say that members' perceptions of the electric service they receive from the co-op has almost 5 times the impact on member satisfaction as their perceptions of the payment methods and bills provided by the co-op. More information on how the factors were formed, how the importance scores were derived, and how to interpret the importance scores can be found in Appendix C.

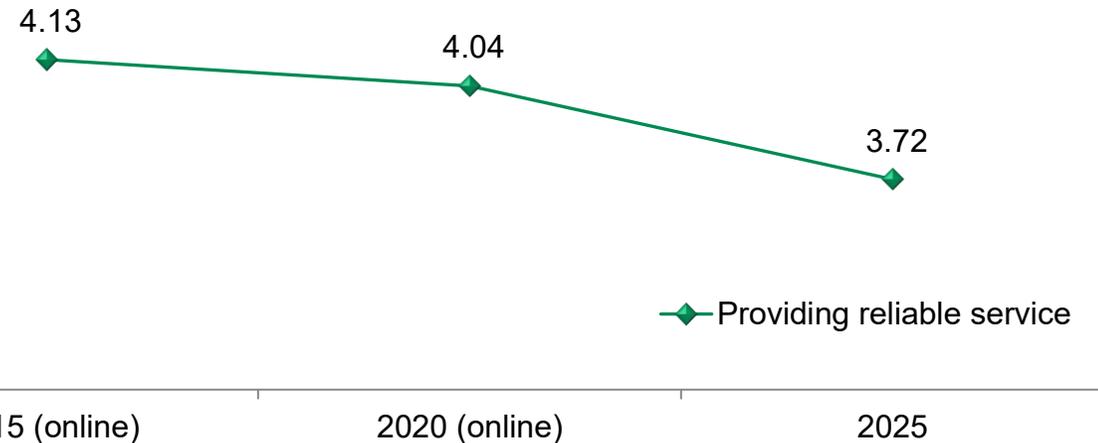
# Electric Service

How would you rate Washington Electric's performance on the following attributes?  
Mean ratings on 5-point scale graphed



- **Electric Service** is the strongest key driver of member satisfaction.
- Contains seven attributes including one of the attributes in the study evaluated above the "good" threshold, *providing consistent voltage*.
- Mean ratings are lower than the Co-op Norms and *providing reliable service* is lower than in 2015 and 2020.

## Mean Rating Trending



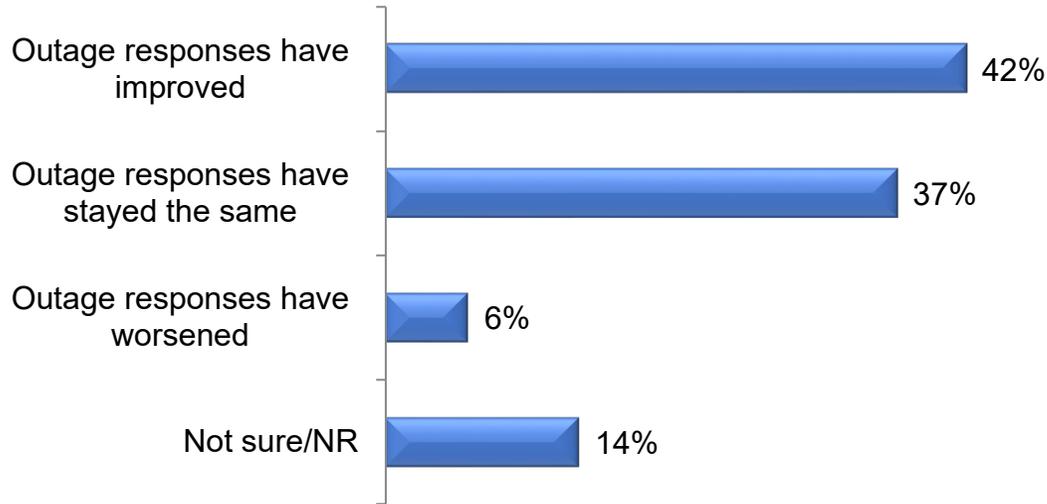
# Response to Outages

How has the co-op's response to outages changed over time?

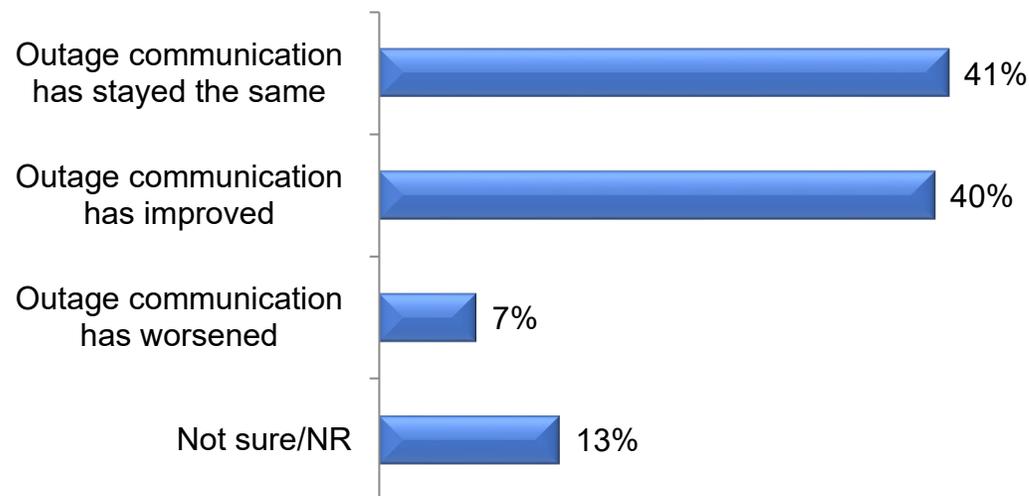
How has WEC's communication and information you've received about outages changed over time?

Asked of those who have been served by WEC for more than 2 years (n=377)

## Response to Outages



## Outage Communication



- Among members who have been served by Washington Electric for at least 3 years, most say the co-op's response to and communication about outages have stayed the same or improved.
- Fewer than one in ten say either has worsened.
- Member groups that are more likely than their counterparts to say WEC's response to outages has improved include:
  - Older members
  - Longer-tenured members
  - Retired members
  - Those without children in the home
  - Females
- With the exception of females, these are the same member groups that are more likely to say outage communication has improved.

# Best Interests and Cost

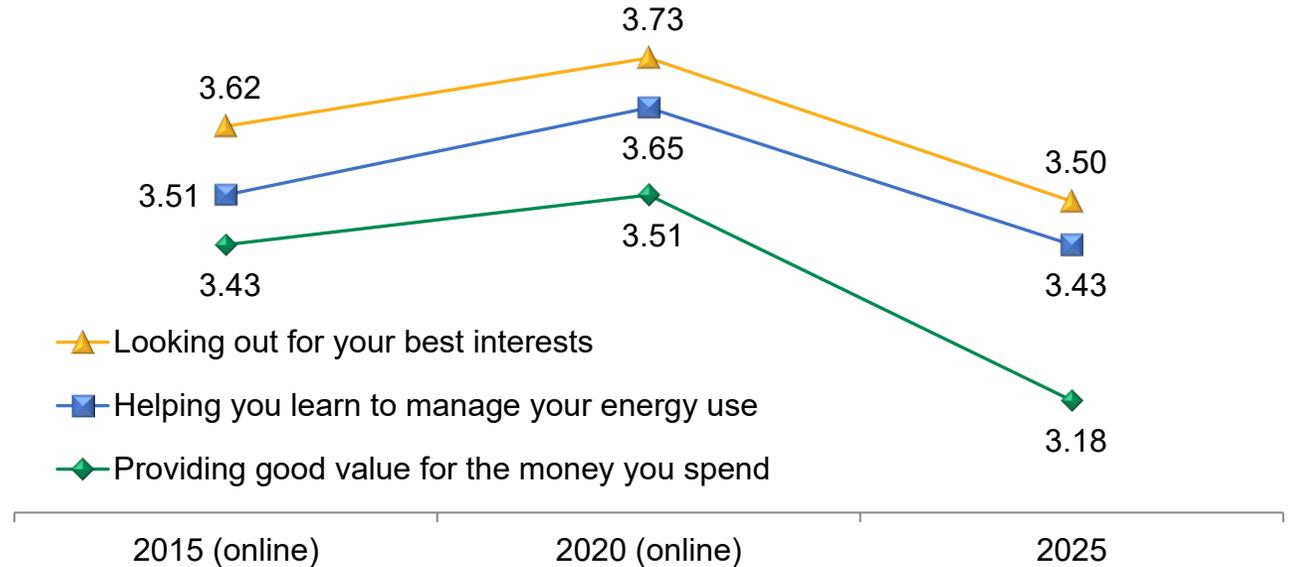
How would you rate Washington Electric's performance on the following attributes?  
 Mean ratings on 5-point scale graphed

■ Washington ■ Co-op Norms



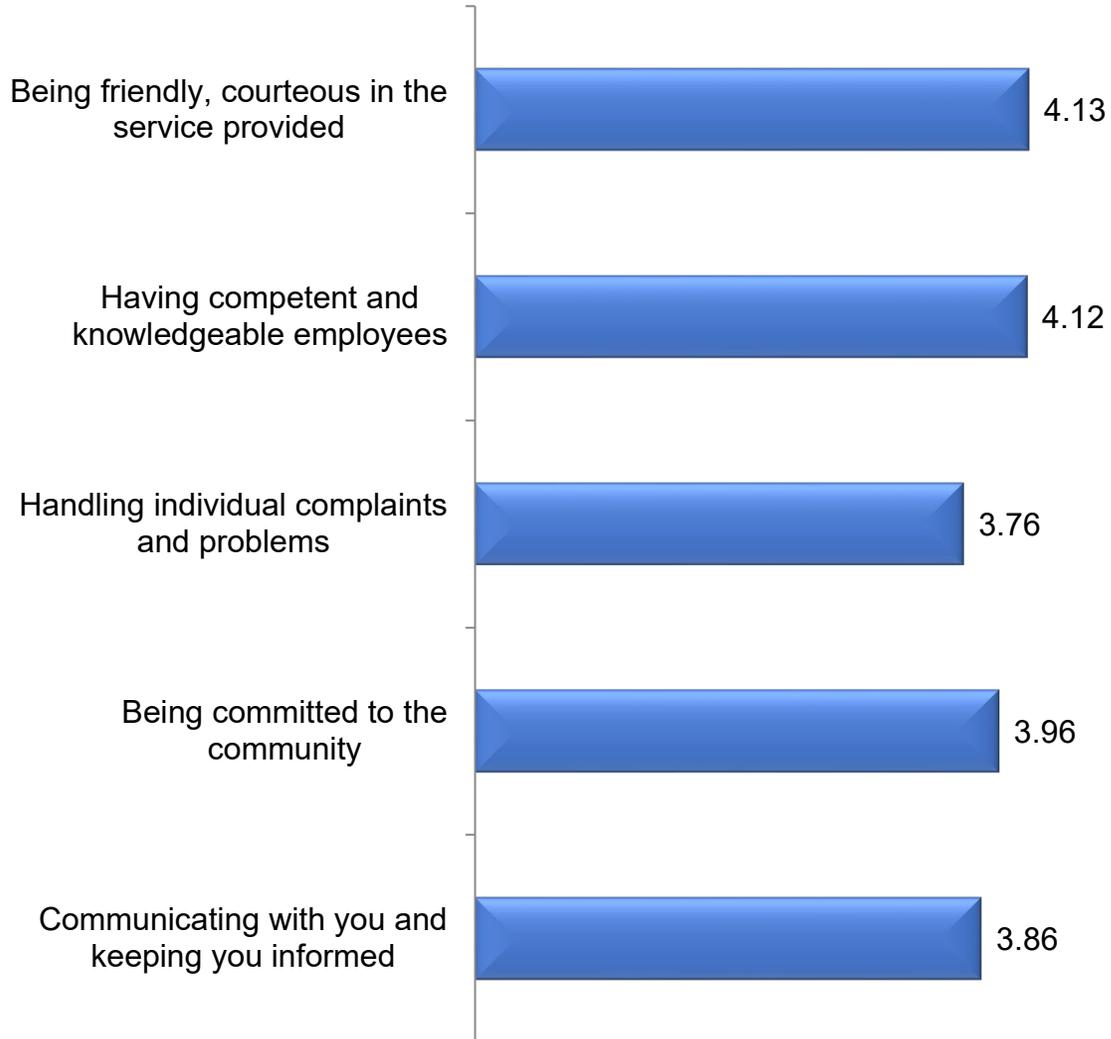
- The next two drivers are identical in the impact on member satisfaction – **looking out for members' best interests** and **Cost**.
- Ratings on the comparable attributes are lower than the Co-op Norms and **helping members learn how to manage their energy use** and **providing good value for the money spent** are lower than in 2015 and/or 2020.

## Mean Rating Trending



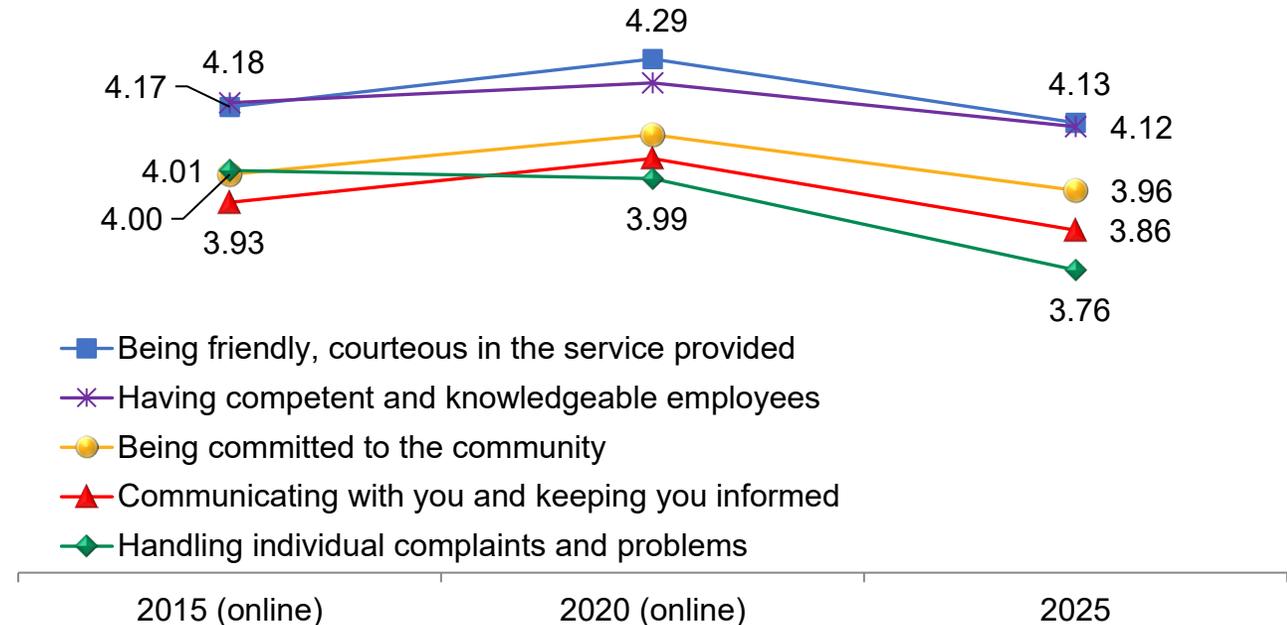
# Member Service

How would you rate Washington Electric's performance on the following attributes?  
 Mean ratings on 5-point scale graphed



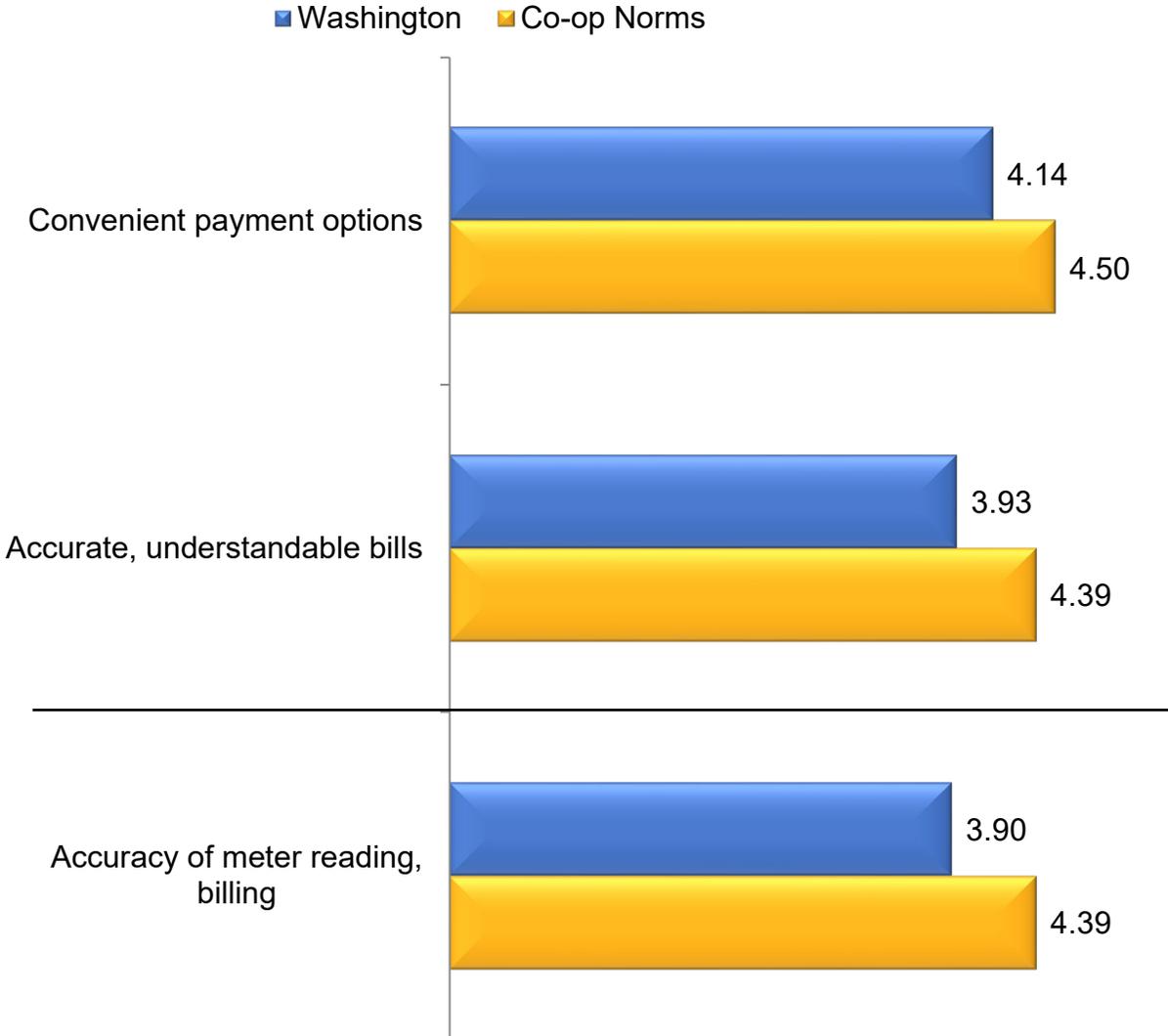
- The next driver of member satisfaction is **Member Service**.
- Contains two of the attributes in the study evaluated above the “good” threshold – *being friendly and courteous in the service they provide* and *having competent and knowledgeable employees*.
- The two attributes in the study that are not lower than either of the previous studies are also contained in this driver, *having competent and knowledgeable employees* and *being committed to the community*.

## Mean Rating Trending



# Payments and Bills

How would you rate Washington Electric's performance on the following attributes?  
Mean ratings on 5-point scale graphed

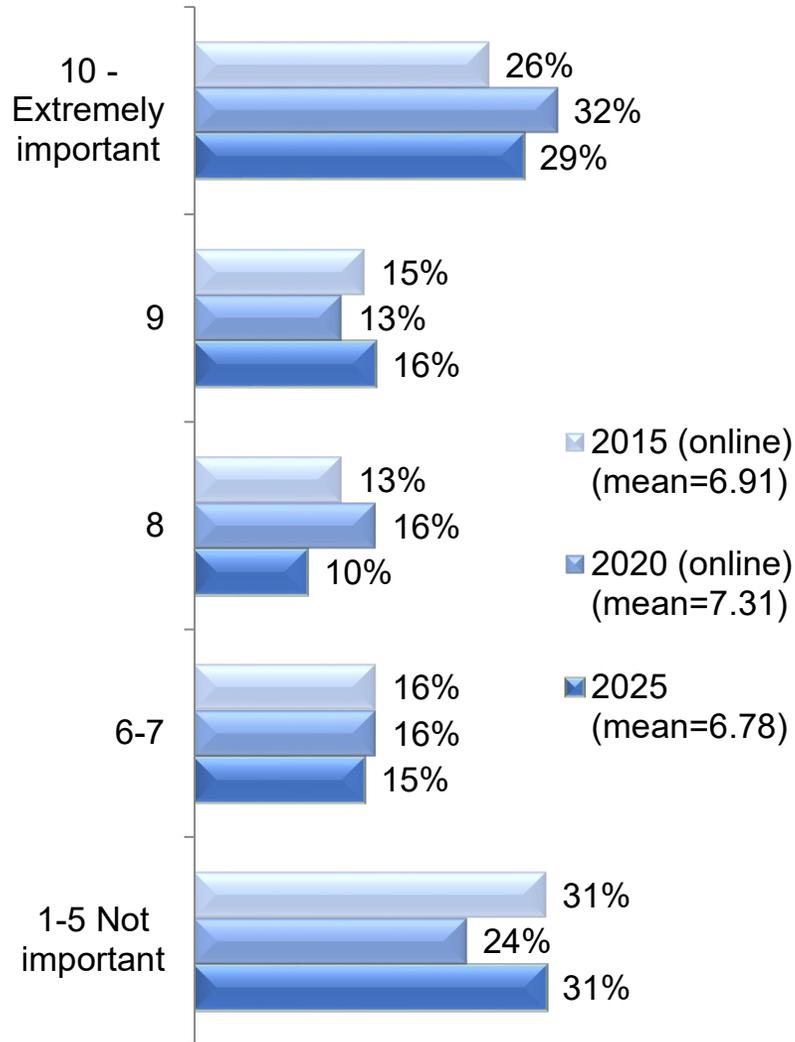


- **Payments and Bills** is the final driver of member satisfaction.
- This is the driver that contains the highest rated attribute in the study, *having convenient payment options*.
- *The accuracy of meter reading and billing* is not highly correlated with member satisfaction.
- All three attributes are lower than the Co-op Norms.

# Member Identity and Loyalty

# Importance of Being a Co-op

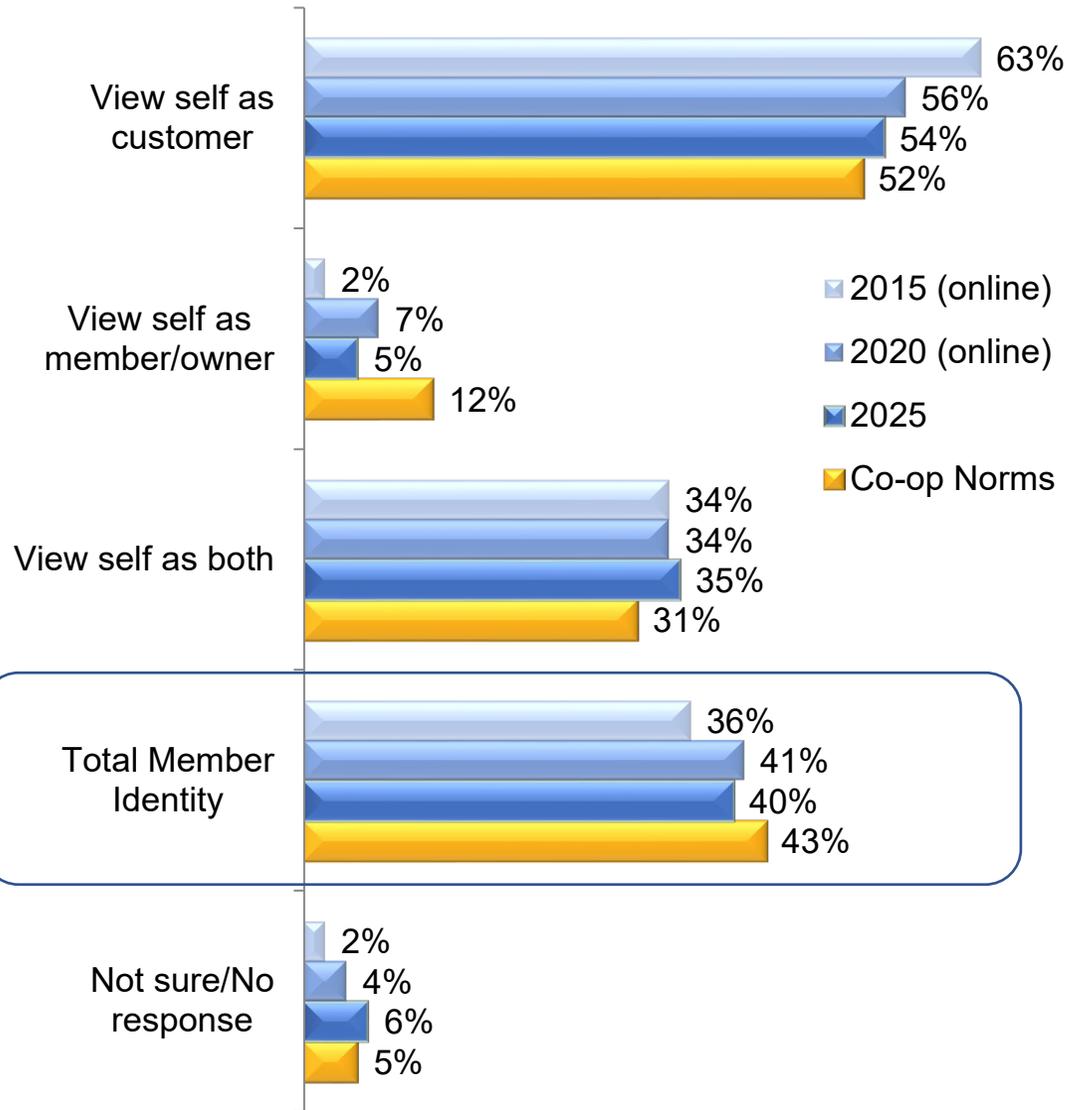
WEC is a cooperative, organized as a not-for-profit corporation. How important to you is being a member of a non-profit electric co-op?



- Overall, it is generally not important to people to be a member of a non-profit electric co-op. While nearly half give a top rating of “9” or “10-very important,” three in ten say it is not important, giving a rating of “5” or lower.
- The mean rating of 6.78 is significantly lower than in 2020.
- Member segments that are more likely than their counterparts to indicate being a member of a non-profit co-op is important include:
  - Older members
  - Newer members
  - Those living alone or with one other person
  - Retired members
  - Those without children in the home
  - Females
- It is noteworthy that none of the demographic member segments exceed a mean rating of 8.0, even among those most satisfied and engaged with WEC. This likely indicates a need for educating members on the benefits of a cooperative and why the cooperative was formed.

# Member Identity

Do you view yourself as a member/owner or as a customer of your electric cooperative, or both?

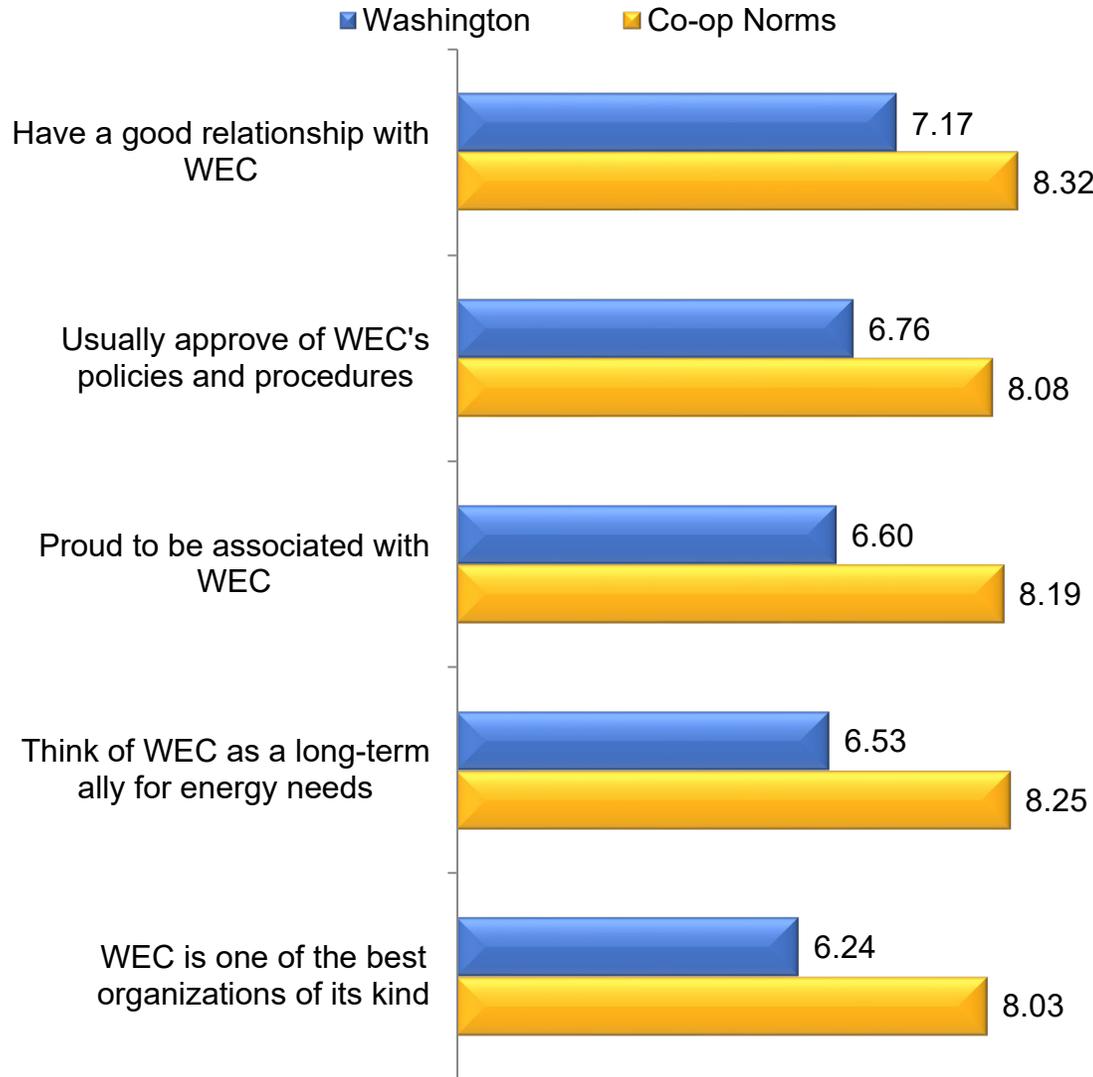


- Two in five view themselves as a member or both a member and customer of WEC. This is just slightly lower than the Co-op Norms.
- Additionally, this is consistent with previous studies. In fact, the proportion of members who view themselves as a member/owner has increased from 2015 while the proportion viewing them themselves as a customer only has decreased.
- Groups with higher member identity include:
  - Older members
  - Longer-tenured members
  - Those living alone or with one other person
  - Retired members
  - Those without children in the home
  - Unmarried members
- It is not surprising that those who view themselves as a member or both a member and customer are more satisfied and engaged with the co-op. Most of the specific differences are similar to differences in member loyalty listed on slide 24.

# Member Loyalty Index Statements

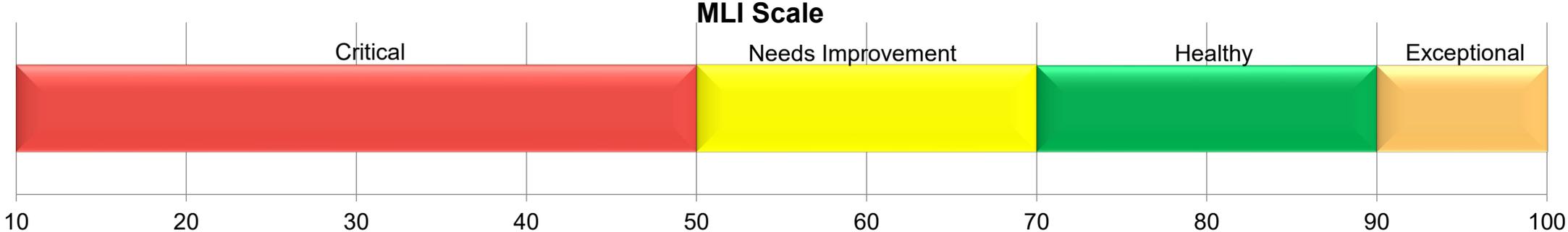
To what extent do you agree or disagree with the following statements?

Mean ratings on 10-point scale graphed: 1 = strongly disagree; 10 = strongly agree

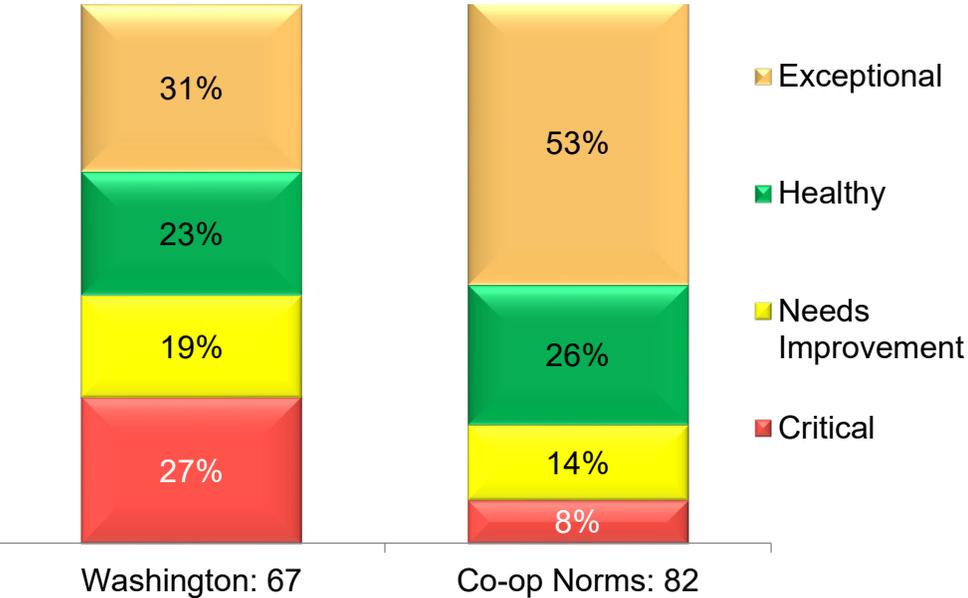


- The Member Loyalty Index (MLI) is a statistically significant and reliable measure of customer engagement and loyalty. It measures a customer's emotional attachment to his/her co-op. Increasing emotional attachment is the key to increasing customer trust in the co-op and willingness to take actions on their behalf.
- The MLI consists of five measures for which survey participants are asked to evaluate their level of agreement on a 10-point scale.
- Members most strongly agree that they *have a good relationship with Washington Electric*.
- Conversely, agreement is lowest for the statement *Washington Electric is one of the best organizations of its kind*.

# Member Loyalty Index



**Washington Electric: 67**



Key Drivers of Member Loyalty	
Cost	0.47
Looking out for best interests	0.35
Electric Service	0.30
Member Service	0.26
Payments and Bills	0.12

- Washington Electric's MLI of 67 is in the upper end of the range considered to need improvement.
- Additionally, it is lower than the Co-op Norms (82).
- As with member satisfaction, a regression analysis was conducted to determine the key drivers of member loyalty. As can be seen in the table to the left, it was found that five factors and attributes are significant drivers of value with Cost being the strongest.
- A comparison of those with an MLI of 90 to 100 versus those with an MLI below 70 can be found on the following slide.

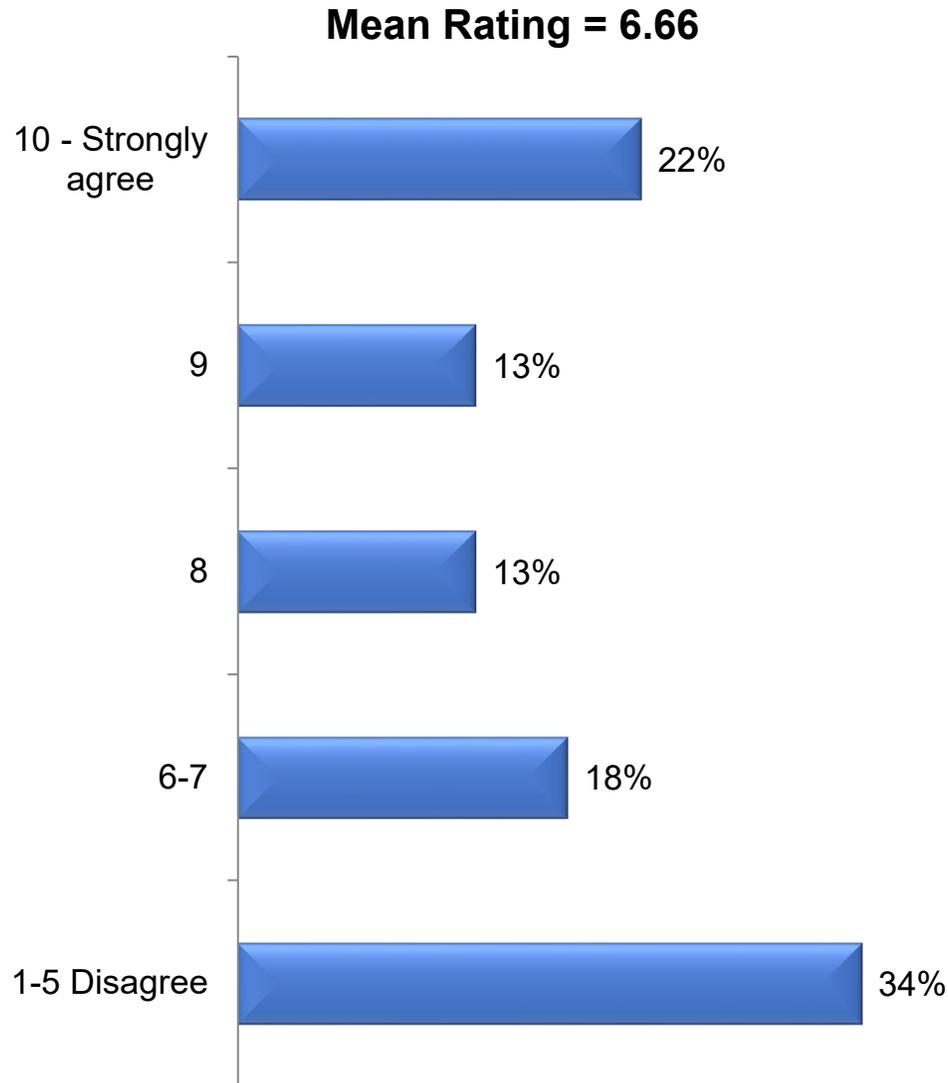
# Exceptional vs. Needs Improvement/Critical MLI Score

	MLI: 90-100	MLI: < 70
Average MLI	96	41
Satisfaction with co-op	9.59	5.99
Meeting expectations	9.09	5.21
Comparison to the ideal utility	9.39	5.01
Likelihood of choosing co-op	9.49	4.16
Performance attributes	Higher ratings on all	Lower ratings on all
Truest WEC to balance reliability, environment, and affordability	9.59	4.06
<b>Outage Responses</b>		
Have improved	66%	28%
Have worsened	-	12%
Have stayed the same	24%	48%
<b>Outage Communication:</b>		
Has improved	63%	28%
Has worsened	-	12%
Has stayed the same	29%	46%

	MLI: 90-100	MLI: < 70
Importance of being a member of a non-profit co-op	9.42	4.48
Total Member Identity	75%	18%
Importance of 100% renewable energy	9.55	6.44
<b>Generator Ownership</b>		
Standby generator	34%	20%
Portable generator	23%	40%
Total <i>Co-op Currents</i> readership	86%	59%
Satisfaction with online voting	8.03	6.58
<b>Demographics</b>		
Under 65	30%	66%
65 or older	70%	34%
Work full-time	20%	55%
Work part-time	15%	7%
Retired	61%	31%
No one works from home	58%	36%

# Making Balanced Decisions

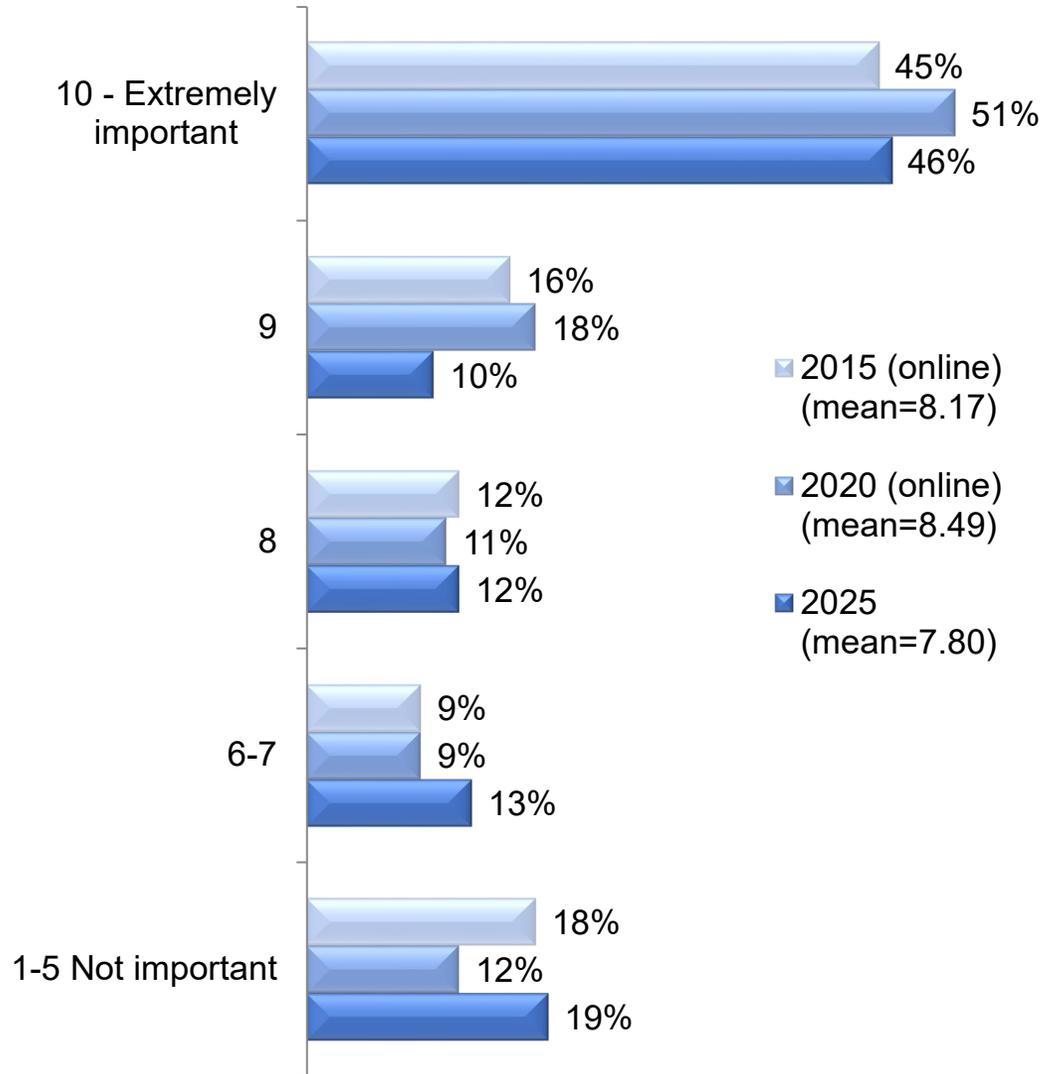
To what extent do you agree or disagree with the following statement: In a rapidly changing energy world, I trust Washington Electric to make sound decisions to balance reliability, environmental impact, and affordability.



- The rating for WEC being trusted to make sound decisions balancing reliability, environmental impact, and affordability is well below 8.0 and is of concern.
- Member groups giving higher ratings than their counterparts include:
  - Older members
  - Longer-tenured members
  - Those living alone or with one other person
  - Retired members
  - Those without children in the home
  - Females

# Renewable Energy

You may be aware that Washington Electric Co-op provides their customers with electricity from 100% renewable sources. How important is this to you?

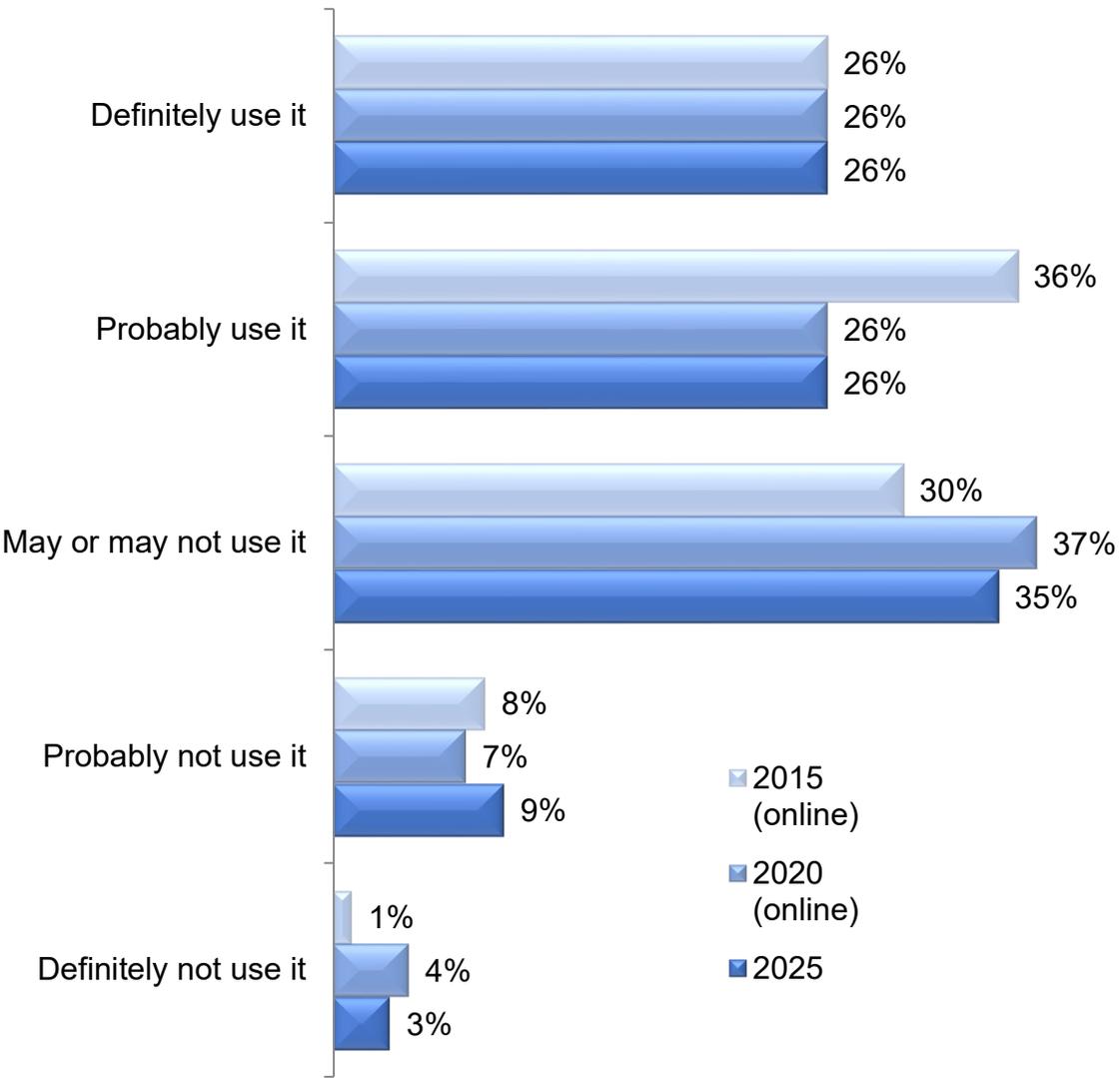


- Nearly three in five members feel that it is very important for WEC to provide their customers with electricity from 100% renewable sources. While this is consistent with the 2015 study, it is lower than in 2020.
- Member groups giving higher ratings include:
  - Older members
  - Retired members
  - Those without children in the home
  - Females

# Programs and Services

# Time-of-day Rate

If a time-of-day rate program were available from Washington Electric Cooperative, where you could potentially save energy costs by shifting your energy use from a higher daytime peak use rate to a lower evening off-peak rate, how likely would you be to use it?



- If WEC offered a time-of-day rate, just over half indicate they would definitely (26%) or probably (26%) use it. This is lower than in 2015 when 62% indicated they would definitely or probably use it.
- Females are significantly more likely than males to indicate interest in a time-of-day rate. Older members are also more likely than younger members to be likely to use a program like this, but the differences are only significant when comparing the 45-54 and 65+ age groups to the under 45 age group.
- It is important to remember that participation/use intent from a survey is always higher than what the actual participation/use rate is when the time comes. Without pre- and post-participation information from similar programs, it is difficult to say how many would actually sign up for a time-of-day rate but cutting the number in half would not be unrealistic.

# Electric Vehicles

Do you currently own or lease a plug-in electric vehicle?

If yes: Did financial incentives from either WEC or the State influence your choice to get an EV? If yes, which one(s)?



## Currently own/lease EV

2025: 13%

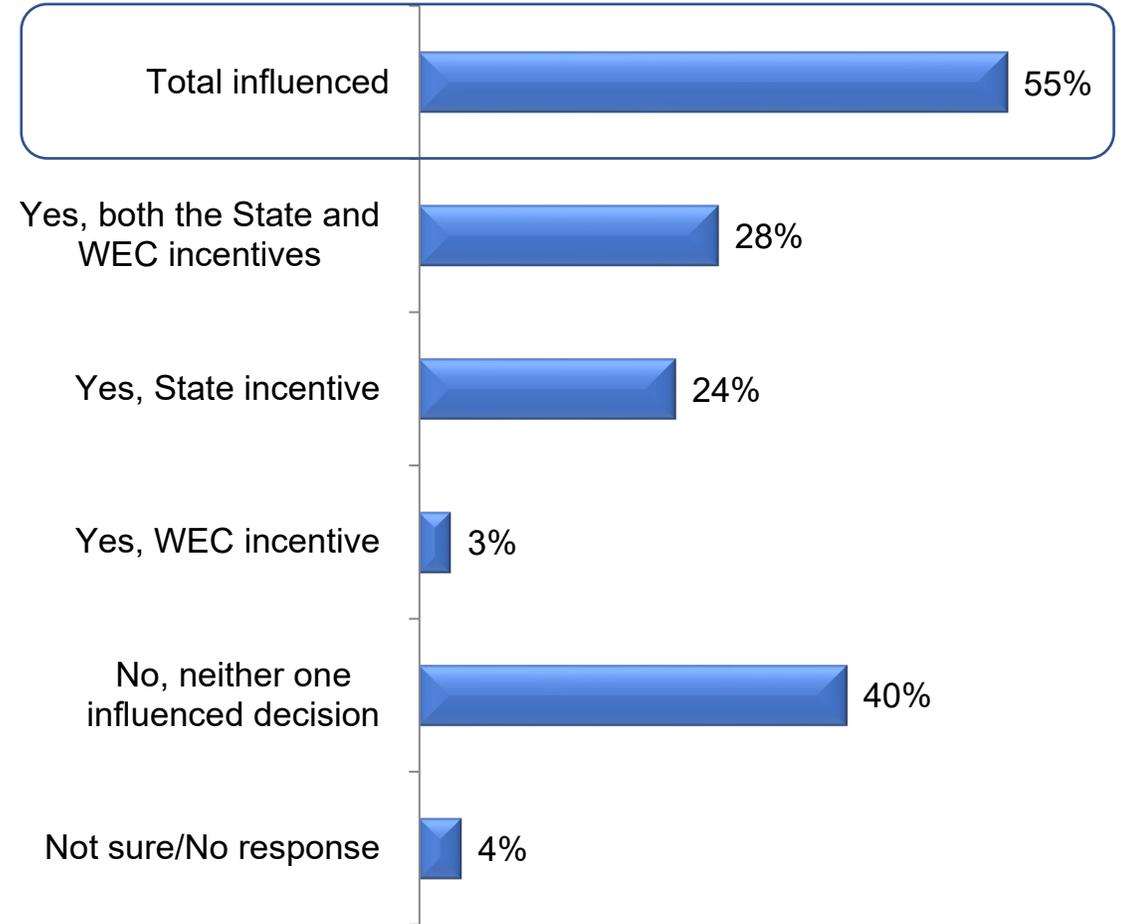
2020 (online): 6%

2015 (online): 2%

- Just over one in ten members currently own or lease a plug-in electric vehicle. This is higher than in both 2015 and 2020.
- More than half of those with an EV say incentives from WEC and/or the state influenced their decision to get one.

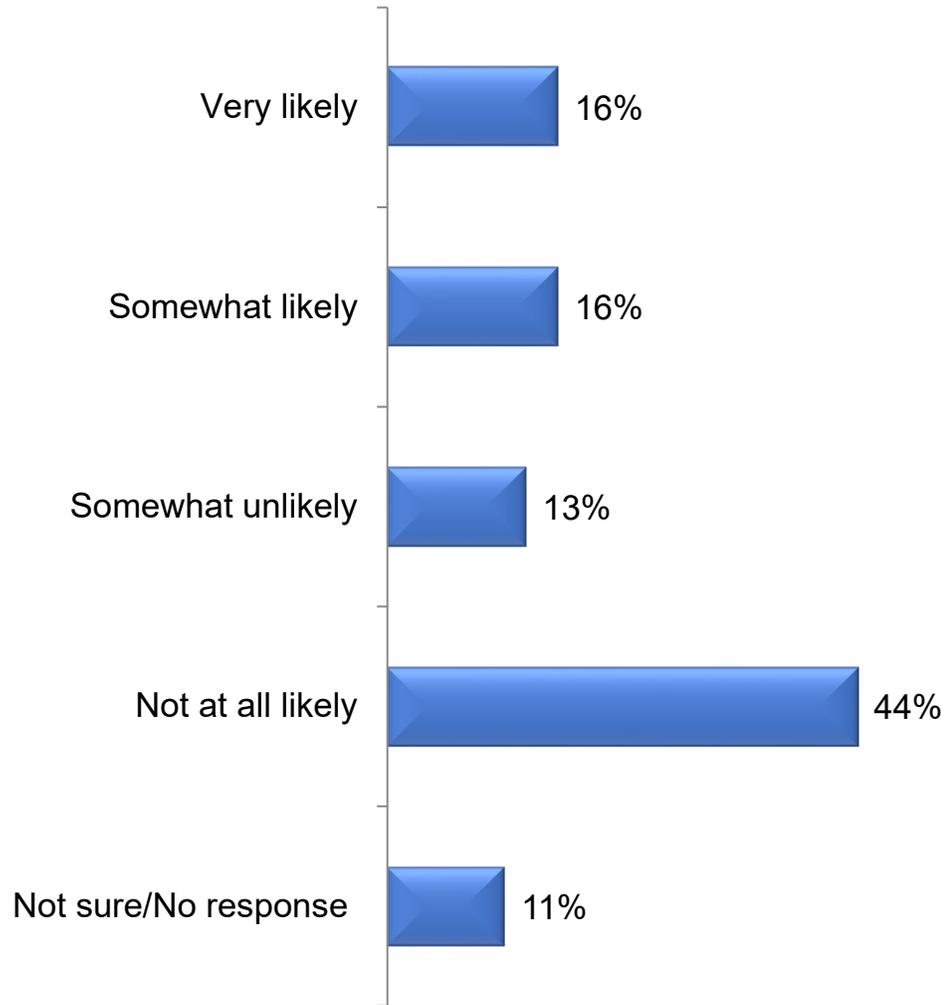
## Incentives Influenced Choice

Asked of those who currently own/lease plug-in EV (n=52)



# Next Vehicle Purchase

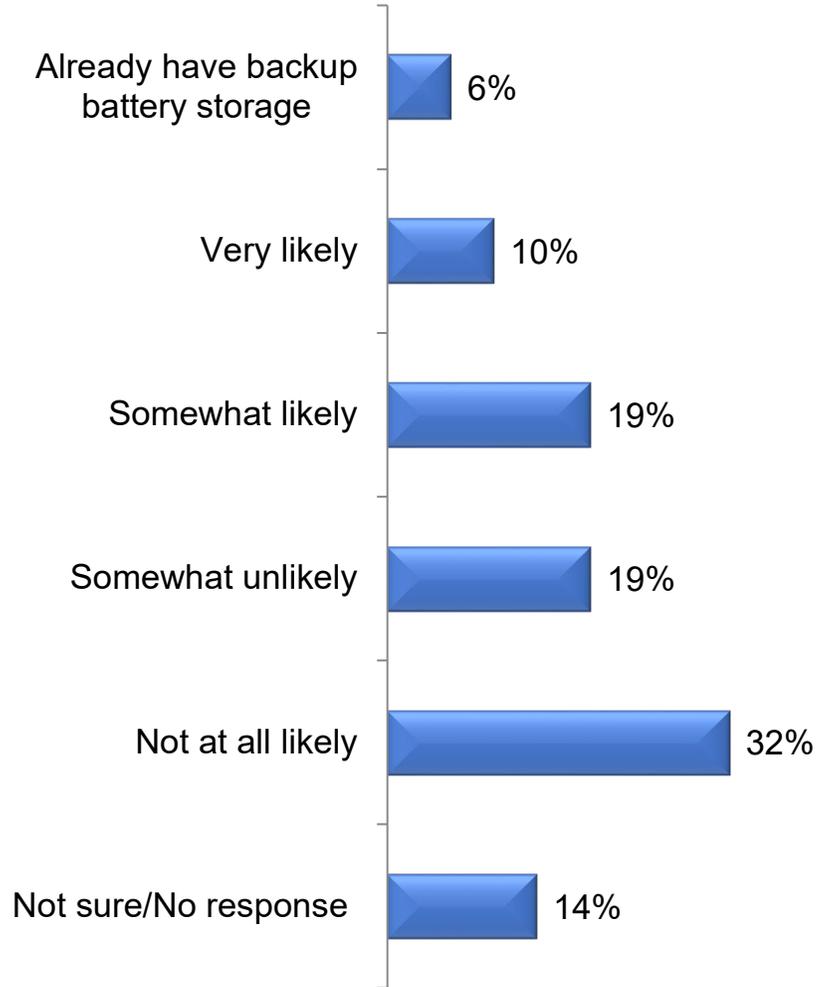
How likely is it that your next vehicle purchase or lease will be a plug-in electric vehicle?



- One-third report it is very or somewhat likely their next vehicle purchase or lease will be a plug-in electric vehicle.
- Although not all of the differences are significant, member groups that tend to be more likely than their counterparts to indicate getting an EV include:
  - Younger members
  - Newer members
  - Those who are currently employed
  - Members who are not married
  - More affluent members
- Again, it is important to remember that purchase intent from a survey is higher than actual purchase rates.

# On-site Back Up Battery Storage

How likely is it that you will own or lease on-site back up battery storage for your home in the next 5 years?  
Would you be willing to providing input on home battery storage idea if the co-op moves forward with this idea?



6% currently own/lease back up battery storage for their home.

13 would be willing to provide input on home battery storage program.



- Fewer than one in ten members currently have back up battery storage for their home and three in ten indicate it is very or somewhat likely that they will get it in the next 5 years.
- Although not all of the differences are significant, member groups that tend to be more likely than their counterparts to get back up battery storage include:
  - Younger members
  - Newer members
  - Those who are currently employed
  - More affluent members

# Solar and Generators

How likely is it that you will install solar at your home in the next 5 years?

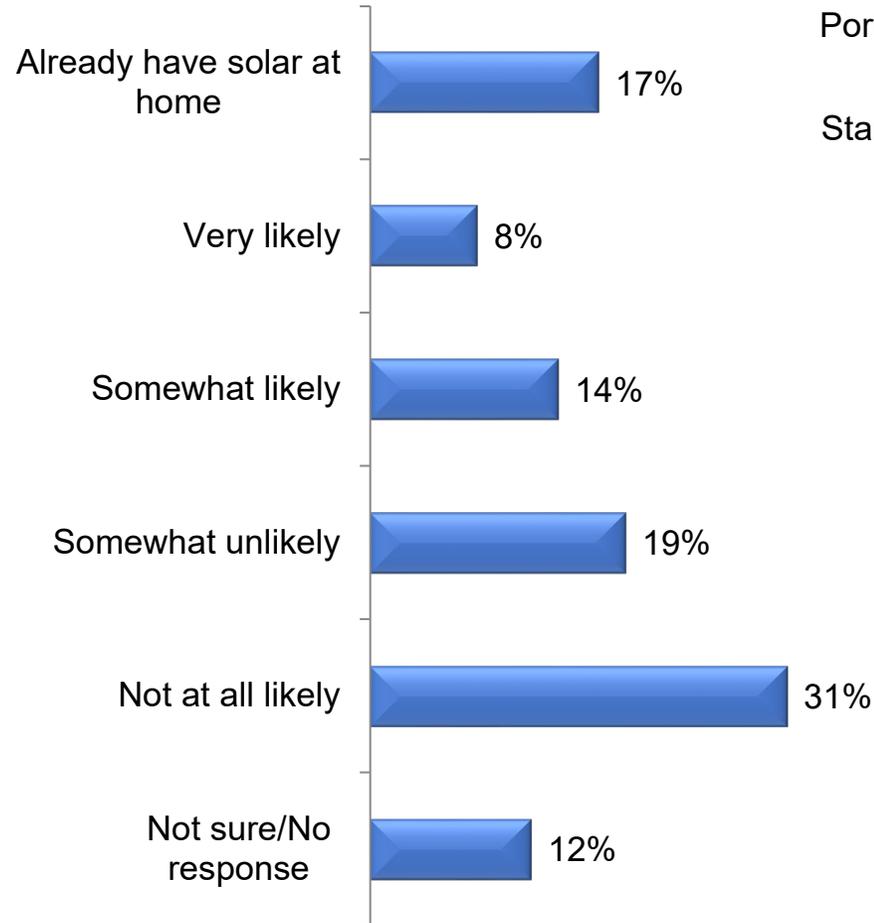
Do you currently own a back up generator to power your home or business if the power is out? If yes, is it a standby or portable generator?

17% currently have solar installed at their home.

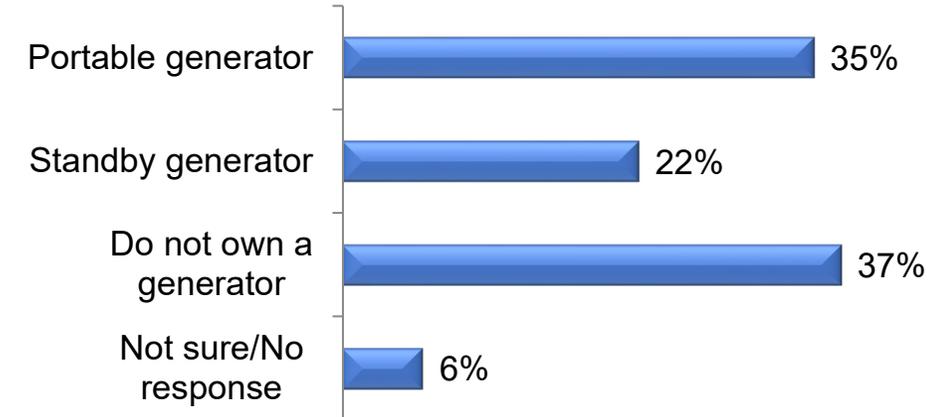
57% own a back up generator.

- Roughly one-fifth have solar installed at their home and approximately one-quarter are likely to in the next 5 years.
- Although not all of the differences are significant, member groups that tend to be more likely than their counterparts to indicate interest or intent include:
  - Younger members
  - Newer members
  - Those living in larger households
  - Those who are currently employed

## Residential Solar Adoption



## Home Generators



- More than half have a back up generator, most often a portable rather than standby generator.
- Males are more likely than females to report having a generator. Interestingly, more affluent members are more likely than less affluent members to indicate they do NOT own a generator.

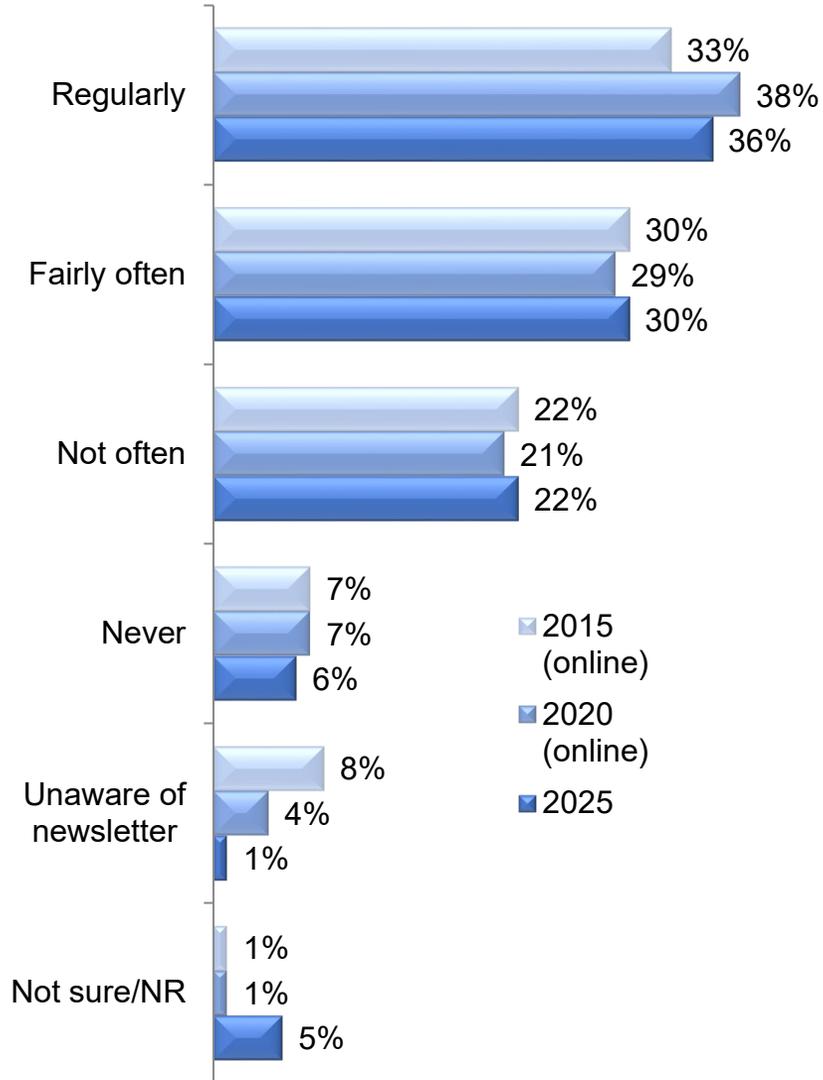
# Communication

# Co-op Currents and Facebook

How often do you read *Co-op Currents*, Washington Electric Cooperative's quarterly newsletter?

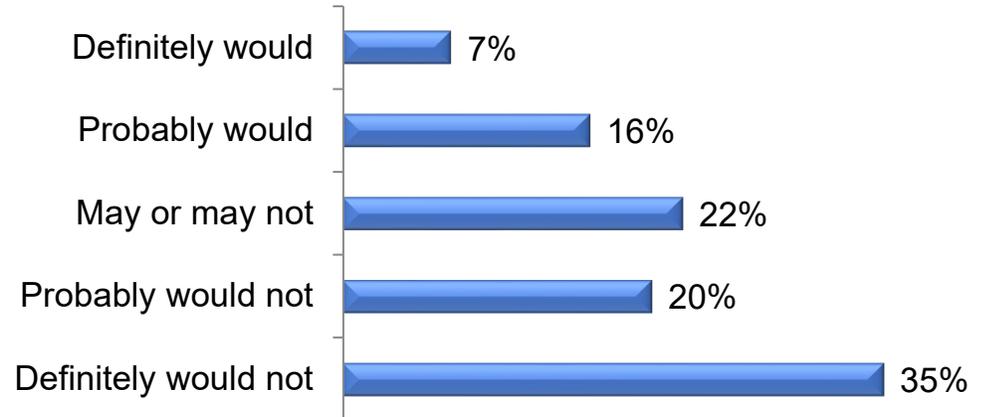
If WEC started sharing information on Facebook, how likely would you be to like or follow the co-op?

## Frequency of Newsletter Readership



- Two-thirds of the members indicate they read *Co-op Currents* regularly (36%) or fairly often (30%). This is consistent with the previous studies.
- Member groups that are more likely than their counterparts to read the newsletter include:
  - Older members
  - Longer-tenured members
  - Retired members
  - Males
- Approximately one-quarter say they would follow WEC on Facebook if the co-op started sharing information on that platform.
- Females are more likely than males to say they would follow WEC on Facebook. Other differences between member groups are not statistically significant.

## Likelihood of Following on Facebook

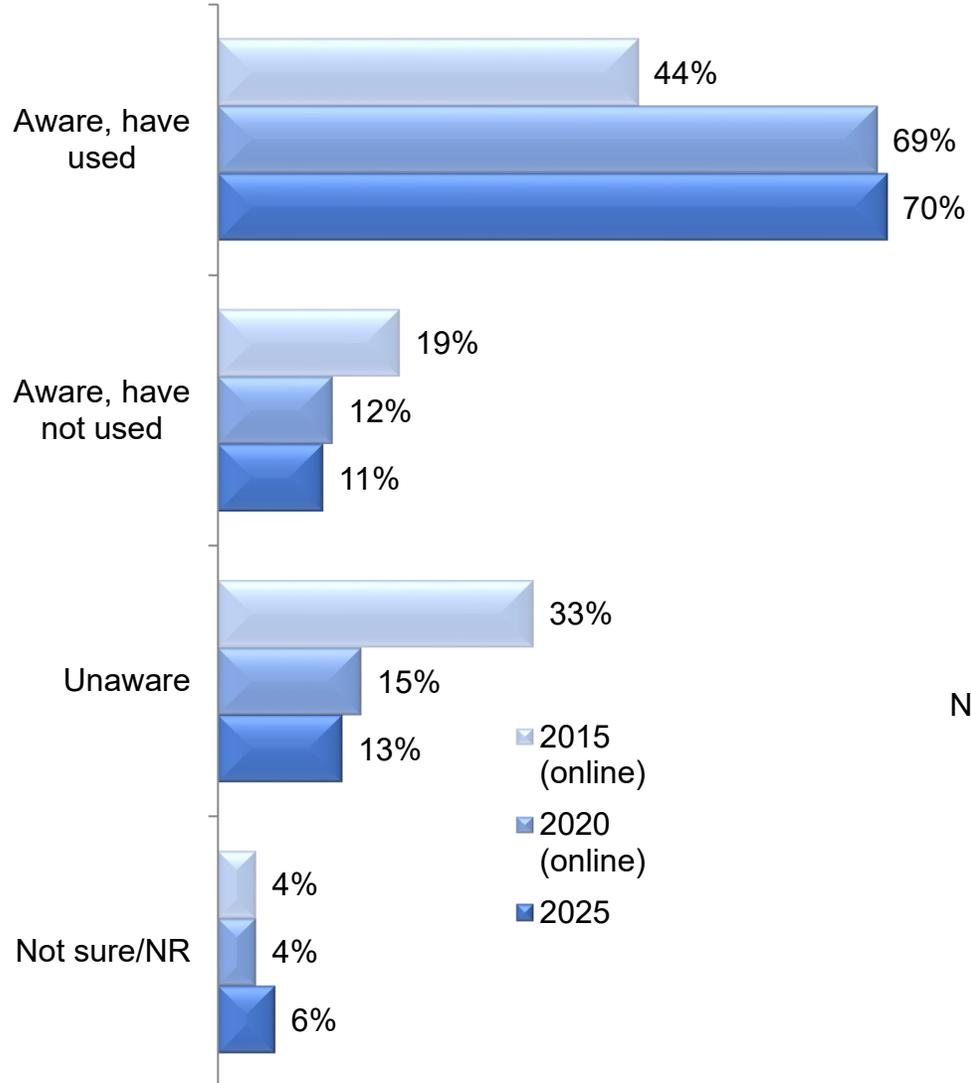


# SmartHub

WEC provides all members with online access to their electric usage and payment options, and notifications for outages and restoration. This online access is called SmartHub. Were you aware of SmartHub? If yes, have you used it?

Which of the following are reasons that you do not use SmartHub? (select all that apply)

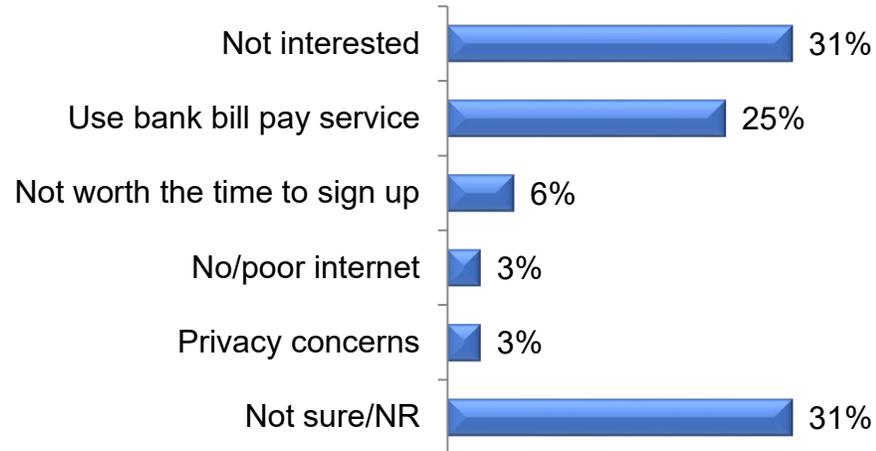
## Smart Hub Awareness and Use



- Fully eight in ten members are aware of SmartHub and seven in ten have used it. Both awareness and use are consistent with the 2020 study and remain higher than in 2015.
- Member groups that are more aware of and likely to use SmartHub include:
  - Younger members
  - Newer members
- Among members who are aware of SmartHub but not currently using it, the most common reasons are lack of interest and reliance on bank bill-pay services.

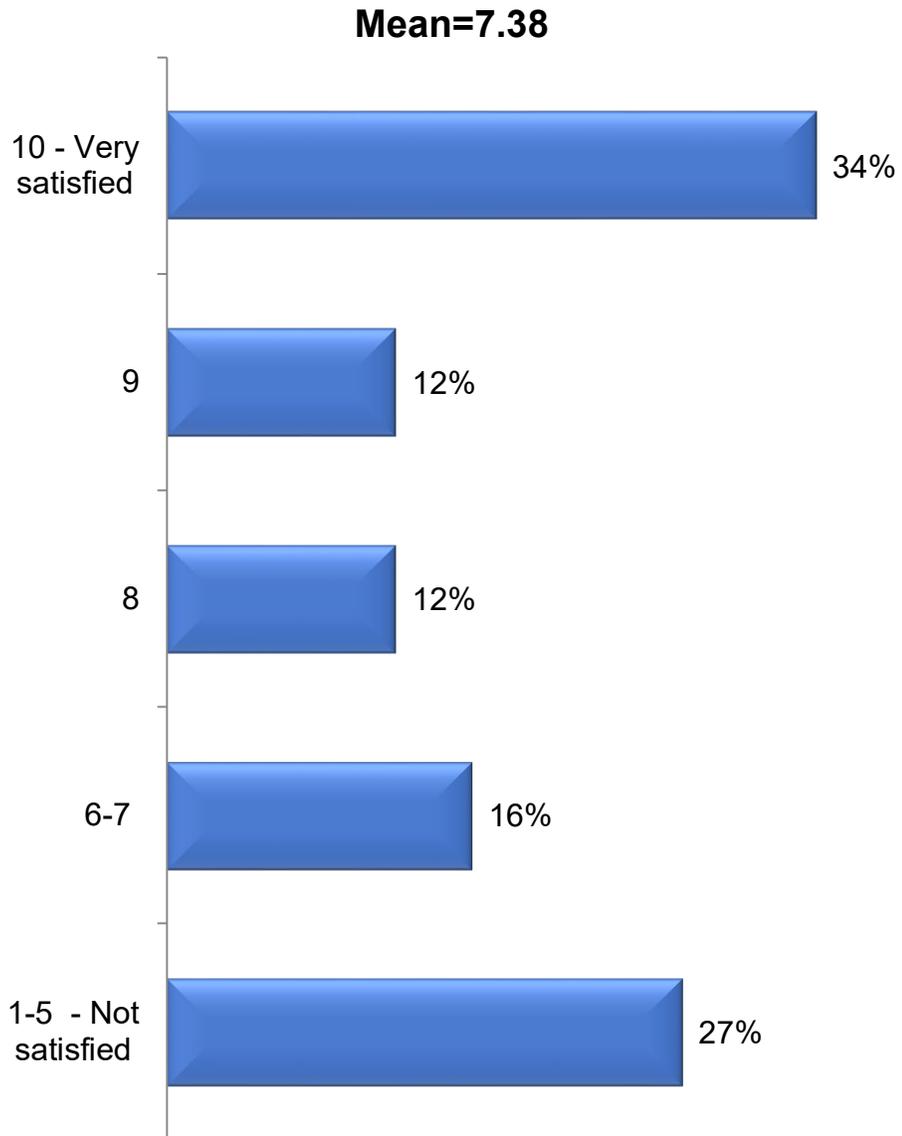
## Reasons for Not Using

n=46



# Board Elections

If WEC were to host its annual Board of Directors election online, with paper ballots available by request, how satisfied would you be with this change?



- Satisfaction with moving Board elections online (with paper ballots by request) is moderate overall. While 34% give the highest rating, more than one-quarter (27%) give a rating of “5” or lower, indicating some resistance to the change. The mean rating of 7.38 reflects this mixed sentiment.
- Members who are already highly satisfied with WEC tend to view this change more positively than those who are less satisfied. This suggests that moving elections online may not significantly boost overall satisfaction among less satisfied members.

# Demographics

# Differences by Age



## Older members are more likely to:

- Have higher satisfaction with the co-op.
- Give higher ratings for the performance attributes.
- Say it is important to them to be a member of a non-profit electric co-op.
- Have some level of member identity and have a higher MLI score.
- Trust the co-op to make decisions balancing reliability, environmental impact, and affordability.
- Say WEC's outage response and communication about outages have improved over time.
- Say it is important to them to have electricity from 100% renewable sources..
- Have on-site back up battery storage and/or solar at their home.
- Read *Co-op Currents*.

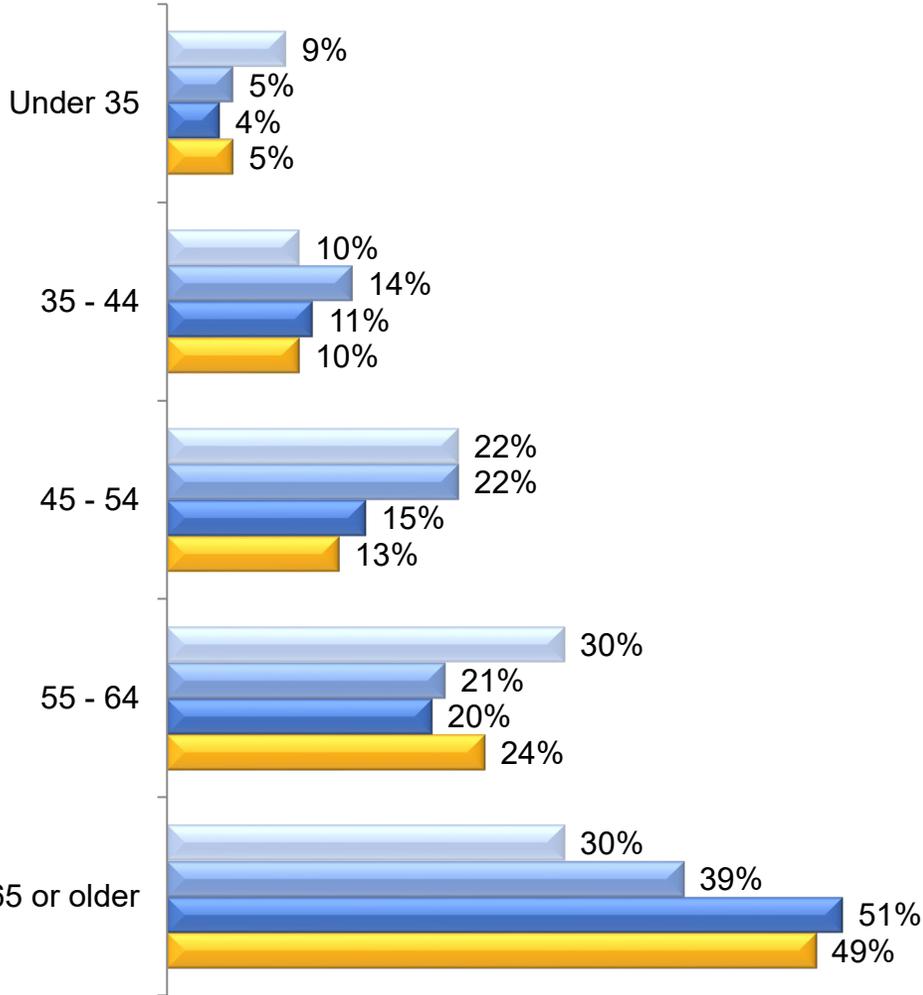


## Younger members are more likely to:

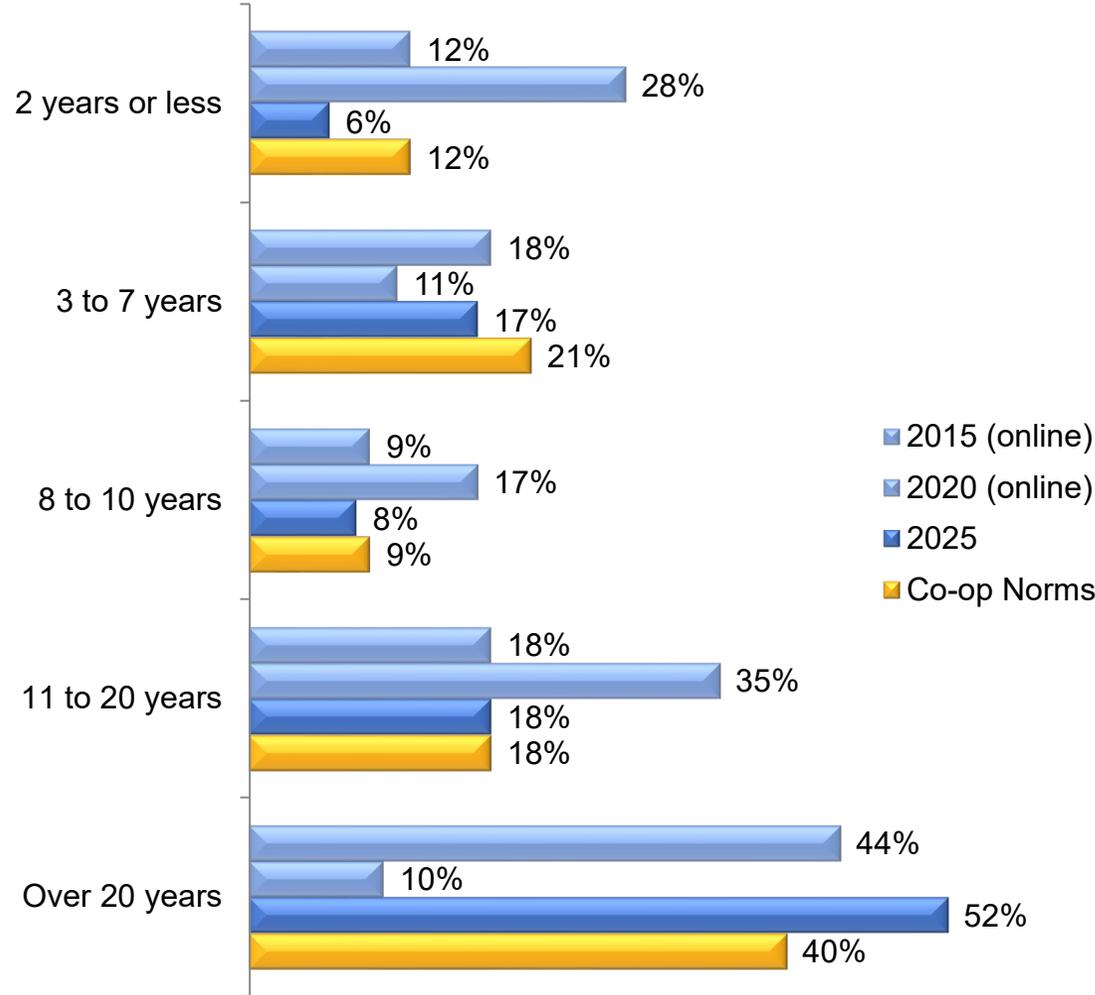
- Say WEC's outage response and communication about outages have stayed the same. A smaller proportion say that outage response has gotten worse.
- Purchase or lease a plug-in electric vehicle for their next vehicle purchase.
- Own or lease on-site back up battery storage and/or install solar at their home in the next 5 years.

# Member Demographics

**Age**



**Tenure**

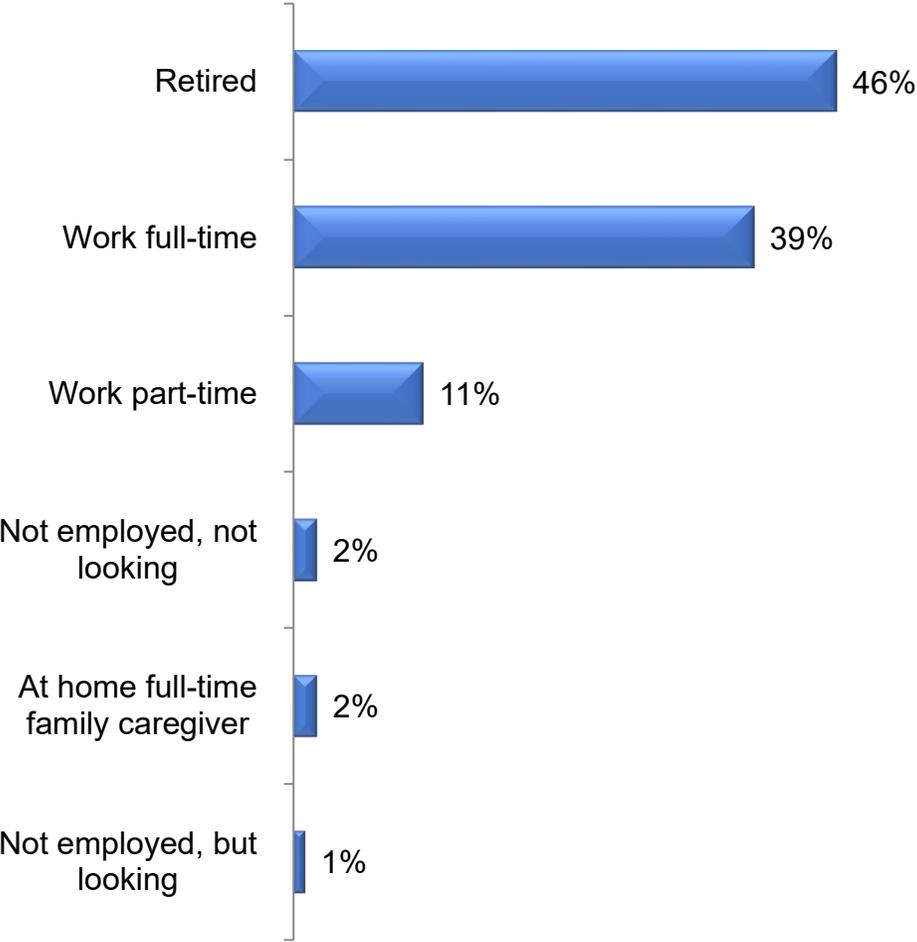


- 2015 (online)
- 2020 (online)
- 2025
- Co-op Norms

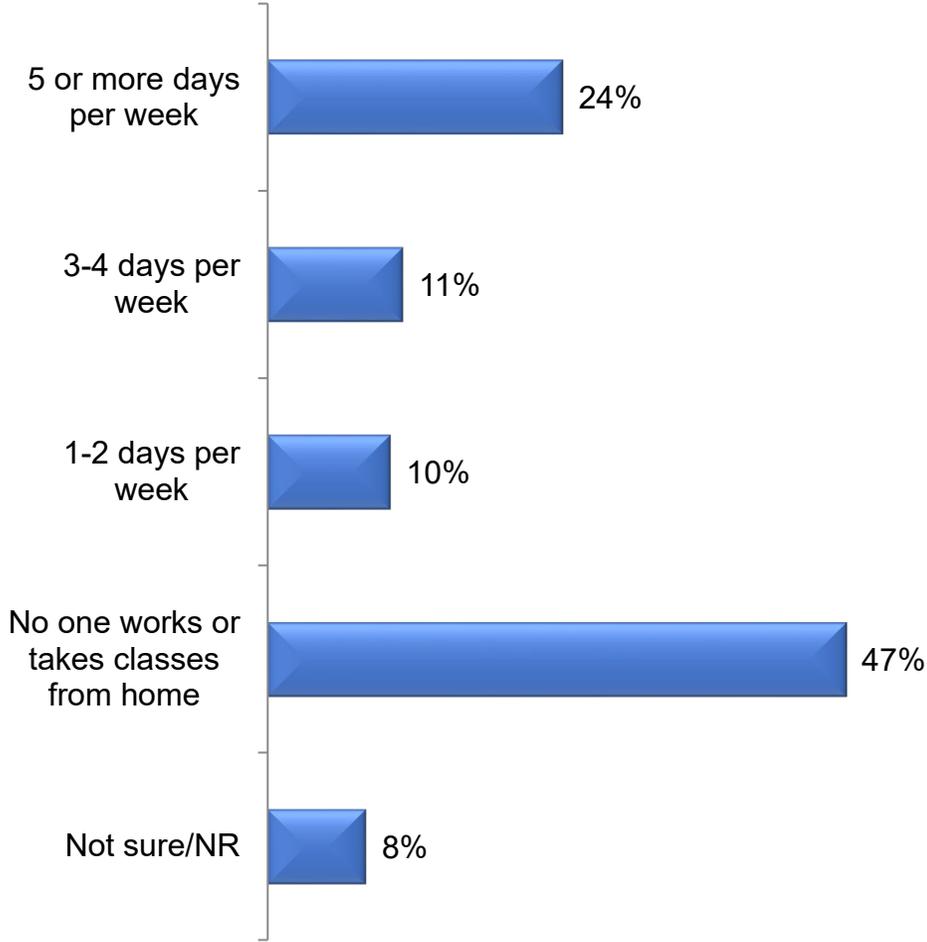
2015 and 2020 were weighted by electric use rather than age which was used in 2025. This may explain the differences shown.

# Member Demographics

### Employment Status

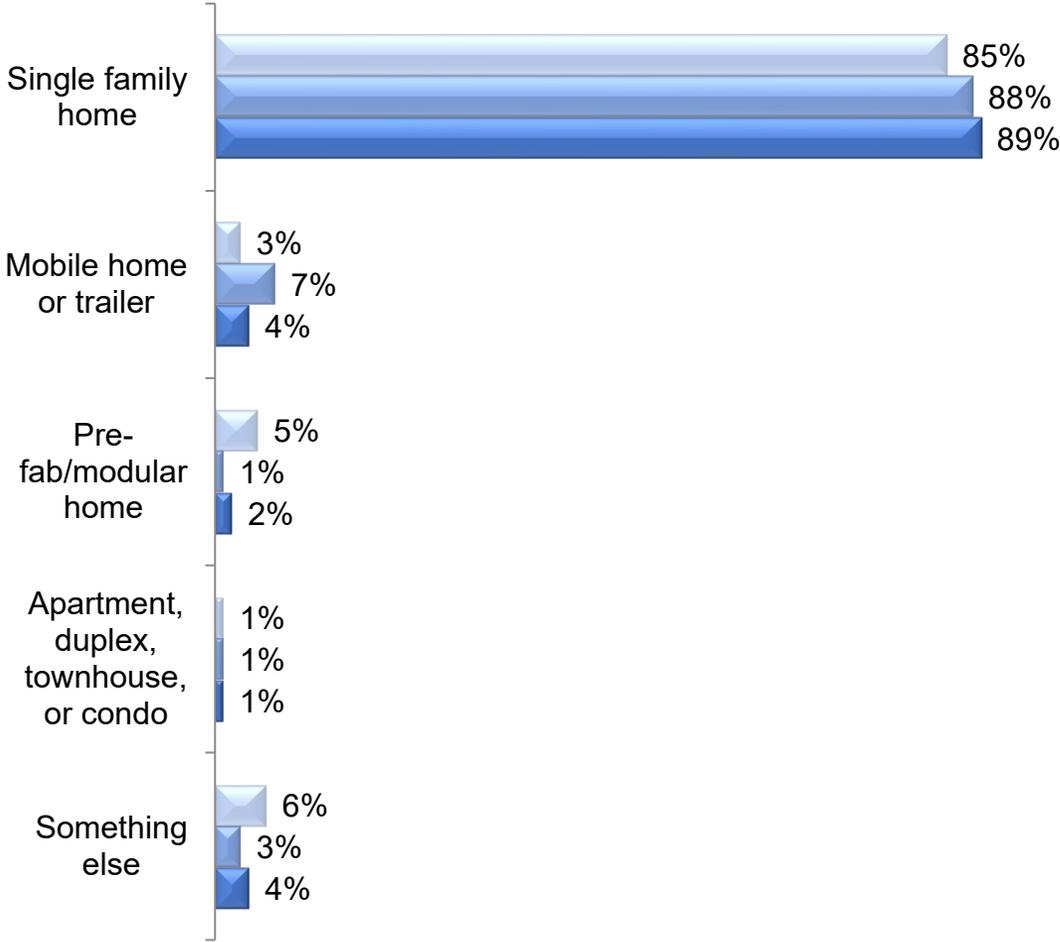


### Days Taking Classes or Working from Home



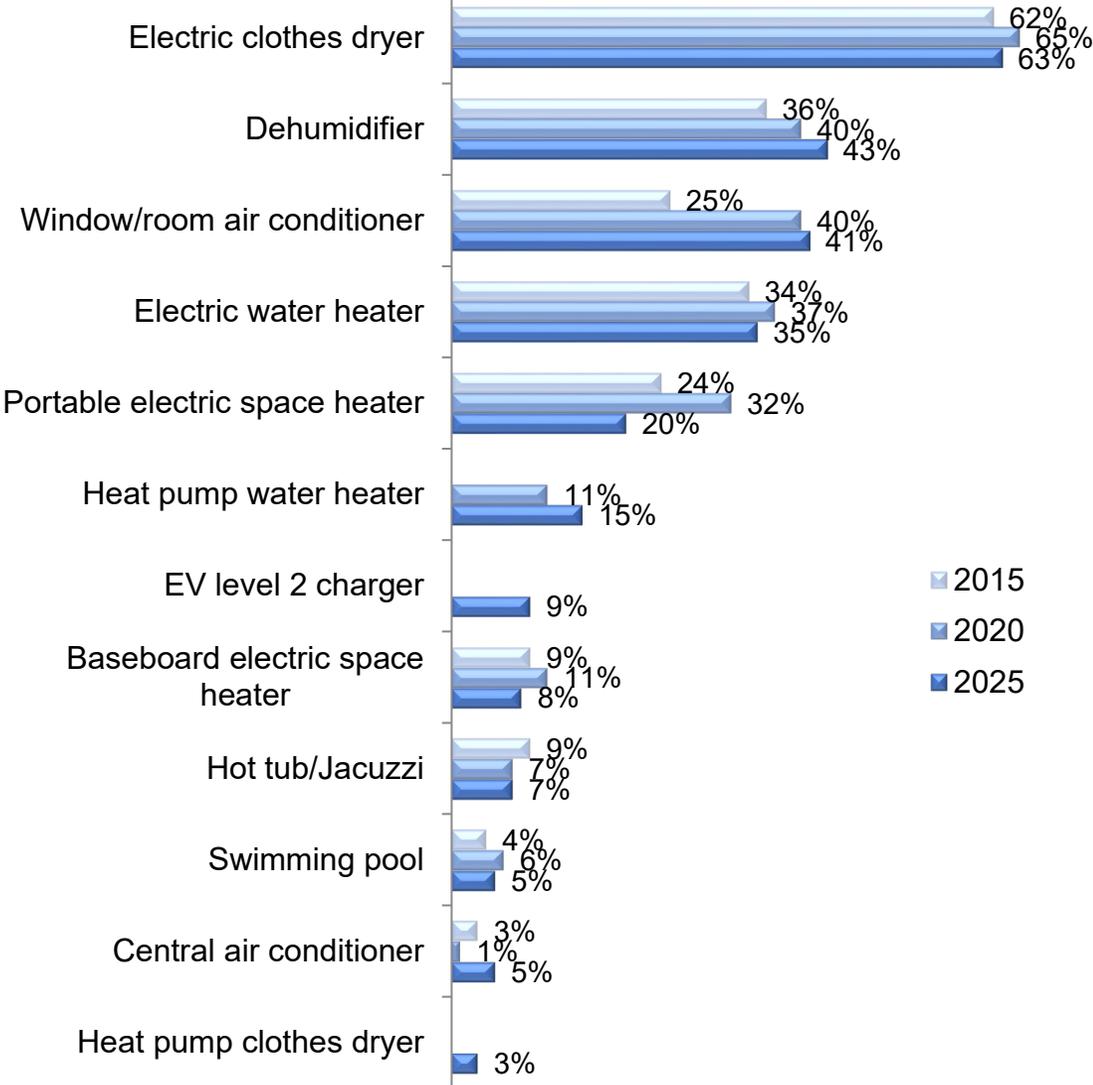
# Member Demographics

## Type of Home



## Major Electric Appliances

Multiple responses possible



# Appendix A: Verbatim Comments

# Verbatim Comments

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

Among those who commented, the table on the right provides a breakdown of the subjects mentioned and the number of comments that were positive, negative, or neutral.

The full listing of the comments given was provided in a separate file.

Subject/Topic	Total # of Comments	Positive	Negative	Neutral
Electric Service & Reliability	111	59	45	7
Billing & Rates	100	3	92	5
Co-op Energy Policy	78	17	52	9
Member Service/Communication	44	25	18	1
Energy Choice & Competition	31	1	26	4
Leadership & Governance	26	7	16	3
Overall Satisfaction	22	20	2	0
Digital & Print Media	21	5	11	5
Member Identity & Co-op Model	19	8	9	2
Energy Programs & Efficiency	18	3	11	4
Outage Information/Reporting	16	6	10	0
Climate/Energy Beliefs	15	6	5	4
Additional Services	13	1	10	2
Community Engagement	2	2	0	0
Internet Services	1	0	0	1

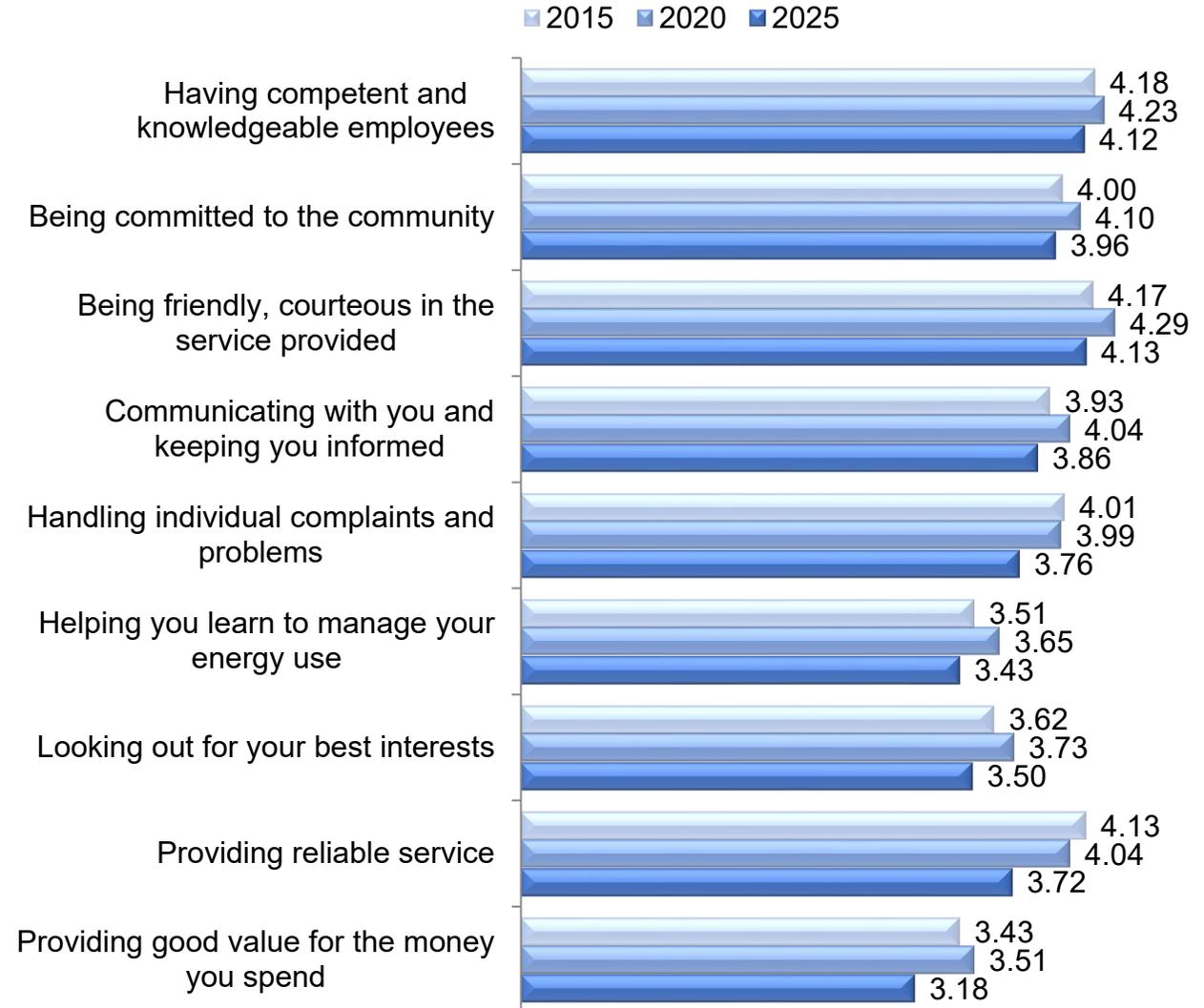
# Appendix B: Trends and Benchmarks

# Trends

How would you rate Washington Electric's performance in comparison to expectations on the following attributes?  
Mean ratings on 5-point scale graphed: 1 = far below expectations; 5 = far above expectations

- These attributes were previously measured on a 10-point scale. For consistency with the other performance attributes, they were changed to a 5-point scale in 2025. To allow for comparisons with prior studies, historic mean ratings have been converted to a 5-point scale. While this approach is not perfect, it provides a reasonable basis for comparison with other attributes.
- All of the performance attributes have decreased from 2020. All but two are significant drops. The exceptions are:
  - Having competent and knowledgeable employees
  - Being committed to the community
- Additionally, three are also significantly lower than in 2015:
  - Handling individual complaints and problems
  - Providing good value for the money you spend
  - Providing reliable service

## Mean Ratings Compared to the 2020 and 2015 Studies

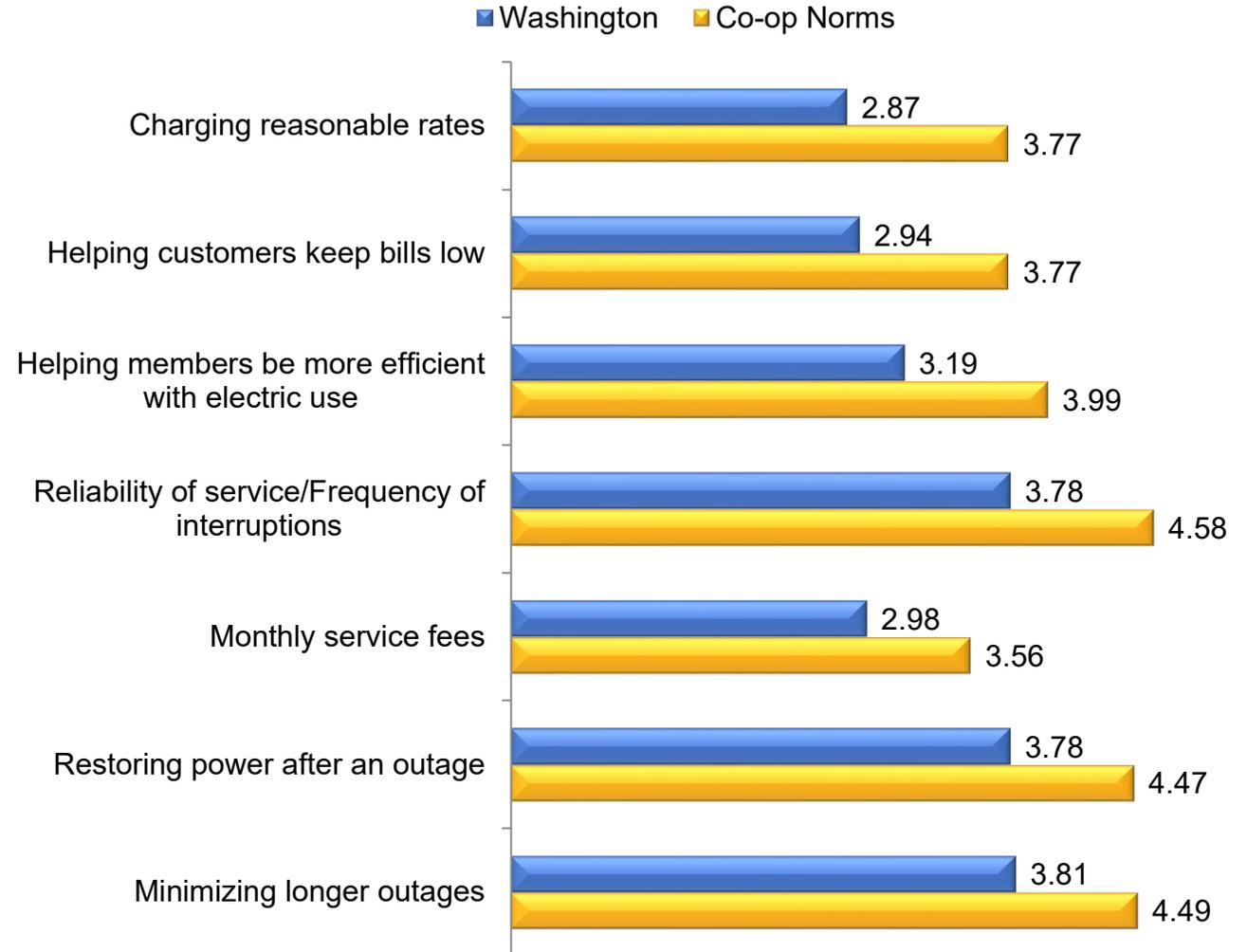


# Benchmarks

How would you rate Washington Electric's performance on the following attributes?  
Mean ratings on 5-point scale graphed: 1 = very poor; 5 = excellent

- All of the comparable attributes are lower than the Co-op Norms.
- Those with a difference of 15% or greater are included in the graph to the right.

## Mean Ratings Compared to the Co-op Norms



# Appendix C: Resources

- Factor Analysis and Key Drivers
- Acxiom Demographics

# Factor Analysis and Key Drivers

## Factor Analysis

Factor analysis was used to group the many service attributes into four core themes based on how customers subconsciously associate them:

- Electric Service
- Cost
- Member Service
- Payments and Bills

Each factor includes related performance attributes, listed to the right in order of strongest correlation. Two attributes were not strongly correlated with others and were entered into the regression analysis separately.

## Key Driver Analysis

To understand what matters most to customers, and where the utility may be falling short, different aspects of their experience are considered such as product quality, service, and value. But instead of guessing, data is used to find out which of these factors actually influence satisfaction the most.

This is done by assigning each factor an importance score. These scores indicate how strongly each factor is connected to customer satisfaction. The higher the score, the more that factor affects how satisfied customers feel.

If a factor is positively significant, it means that when customers rate it highly, their satisfaction also tends to be high. These are the areas that truly drive satisfaction and are called key drivers.

In short:

- Key drivers are the things that matter most to customers.
- They help focus efforts on what will make the biggest difference.

## Electric Service

- Keeping the number of longer outages to a minimum
- The reliability of service and frequency of interruptions
- The restoration of power after an outage
- Keeping blinks and momentary outages to a minimum
- Providing consistent voltage without surges or brownouts
- Providing reliable service
- Keeping members informed on the status of outages

## Cost

- Charging reasonable rates
- Helping customers keep bills as low as possible
- Their monthly service fees
- Providing good value for the money spent
- Helping members to be more efficient in their use of electricity
- Helping members learn to manage their energy use

## Member Service

- Being friendly and courteous in the service they provide
- Having competent and knowledgeable employees
- Handling individual complaints and problems
- Being committed to the community
- Communicating with members and keeping them informed

## Payments and Bills

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

## Not in Factors

- Looking out for members' best interests
- The accuracy of meter reading and billing

# Acxiom Demographics

Head of Household Age Ranges	Full Membership	Survey Respondents
18 to 35	7%	7%
36 to 45	13%	15%
46 to 55	17%	14%
56 to 65	22%	23%
66 to 75	23%	23%
76 or older	17%	17%
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>Estimated Avg. Age</b>	<b>60.2</b>	<b>60.2</b>
<b>Estimated Age of Adult 2</b>	<b>62.0</b>	<b>63.6</b>

Head of Household Education Level	Full Membership	Survey Respondents
High school	55%	50%
College	24%	26%
Graduate school	21%	23%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Household Size	Full Membership	Survey Respondents
1 person	24%	26%
2 people	45%	43%
3 to 4 people	25%	26%
5 or more people	6%	4%
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>Estimated Household Size</b>	<b>2.3</b>	<b>2.2</b>
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Estimated Household Income	Full Membership	Survey Respondents
Less than \$45,000	13%	10%
\$40,000 - \$64,999	13%	11%
\$60,000 - \$74,999	13%	11%
\$75,000 - \$99,999	21%	21%
\$100,000 - \$149,999	23%	30%
\$150,000 or more	14%	12%
Not available	4%	5%
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>Estimated Avg. Income</b>	<b>\$97,664</b>	<b>\$100,094</b>
------------------------------	-----------------	------------------

Marital Status	Full Membership	Survey Respondents
Married	57%	56%
Not married	43%	44%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Adults in the Home	Full Membership	Survey Respondents
1 adult	29%	30%
2 adults	56%	56%
3 adults	11%	11%
4 or more adults	3%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>Estimated No. of Adults</b>	<b>1.9</b>	<b>1.9</b>
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Head of Household Occupation	Full Membership	Survey Respondents
Professional	38%	38%
White collar	9%	13%
Blue collar	10%	9%
Self employed	5%	5%
Retired	3%	2%
Other	6%	6%
Not available	29%	26%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Head of Household Gender	Full Membership	Survey Respondents
Male	59%	55%
Female	34%	38%
Not defined	6%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Children in the Home	Full Membership	Survey Respondents
None	75%	77%
One child	18%	15%
Two or more children	8%	8%
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>Estimated No. of Children</b>	<b>0.4</b>	<b>0.3</b>
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# Acxiom Demographics

Age Present in Household	Full Membership	Survey Respondents
Adults 18-24	4%	3%
Adults 25-34	8%	8%
Adults 35-44	16%	16%
Adults 45-54	20%	18%
Adults 55-64	27%	26%
Adults 65-74	30%	33%
Adults 75 or older	26%	26%

Oldest Adult Age Present	Full Membership	Survey Respondents
Adults 18-24	0%	0%
Adults 25-34	4%	4%
Adults 35-44	11%	11%
Adults 45-54	14%	12%
Adults 55-64	20%	19%
Adults 65-74	25%	28%
Adults 75 or older	26%	26%

Youngest Adult Age Present	Full Membership	Survey Respondents
Adults 18-24	4%	3%
Adults 25-34	8%	8%
Adults 35-44	15%	16%
Adults 45-54	16%	15%
Adults 55-64	20%	19%
Adults 65-74	22%	26%
Adults 75 or older	15%	14%

Home Ownership	Full Membership	Survey Respondents
Own	94%	95%
Rent	6%	5%
Total	100%	100%

Dwelling Type	Full Membership	Survey Respondents
Single family	92%	92%
Multi family	6%	6%
Unknown	2%	2%
Total	100%	100%

Year Home was Built	Full Membership	Survey Respondents
1980 or earlier	34%	39%
1981 - 2000	21%	20%
After 2000	14%	14%
Unknown	30%	26%
Total	100%	100%

Home Value	Full Membership	Survey Respondents
Less than \$200,000	21%	17%
\$200,000 - \$349,999	27%	27%
\$350,000 - \$449,999	15%	19%
\$450,000 - \$599,999	14%	16%
\$600,000 or more	14%	13%
Unknown	9%	8%
Total	100%	100%

Years at Residence	Full Membership	Survey Respondents
2 years or less	10%	11%
3 to 5 years	12%	13%
6 to 9 years	15%	12%
10 to 14 years	15%	14%
15 years or more	47%	50%
Total	100%	100%

Population Density	Full Membership	Survey Respondents
Rural	90%	92%
Smaller suburbs or towns	6%	4%
City, surrounding areas, urban	4%	4%
Total	100%	100%

Estimated Avg. Home Value	Full Membership	Survey Respondents
	\$359,337	\$372,415

Estimated Avg. Residency	Full Membership	Survey Respondents
	15.3	15.7

# Acxiom Demographics

<b>Energy Consumer Dynamics: Regional Mean Scores</b>	<b>Full Membership</b>	<b>Survey Respondents</b>
Information/Action Orientation	7.82	8.16
Investment Capacity/Affordability	6.89	7.15
Green Ideology Affinity	6.22	6.78
Comfort Consumption	5.82	6.11
Green Action Affinity	4.22	4.59
Technology Propensity	2.66	2.76

<b>Energy Consumer Dynamics: Regional Segments</b>	<b>Full Membership</b>	<b>Survey Respondents</b>
Ideological Ambitions	32%	32%
Comfortably Green	21%	28%
Informed Investments	18%	16%
Prudent Planners	13%	9%
Green Tech	3%	5%
Powered Up	3%	3%
Comfortech Investors	3%	2%
Demi-Determined	3%	3%
Unplugged	3%	1%
Conservative Tech	1%	1%
Green Horizons	1%	
Unknown	1%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>

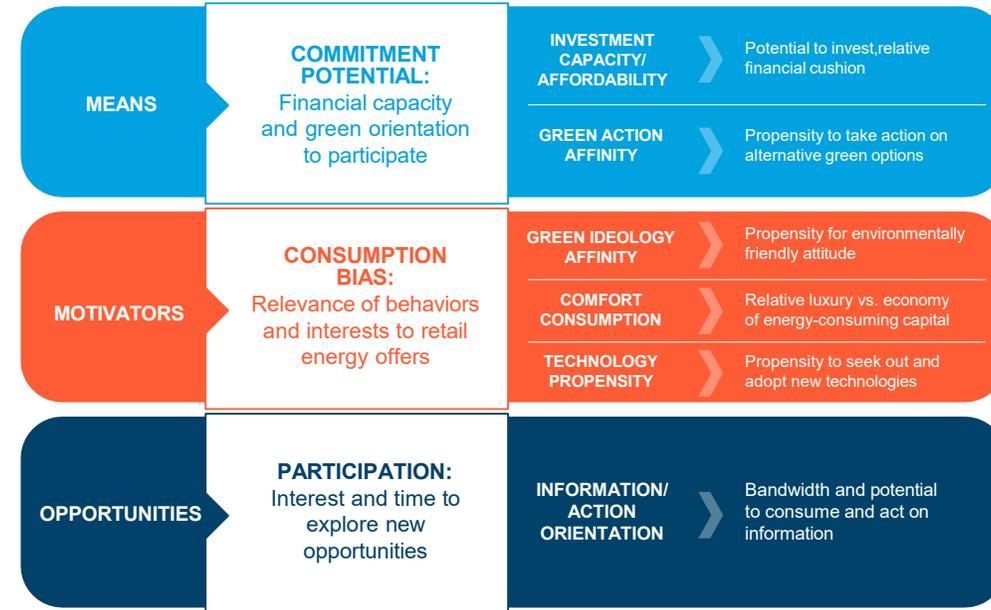
# ENERGY CONSUMER DYNAMICS SEGMENTATION



Optimize engagement with energy consumers through a household-level consumer segmentation centered on key factors of capacity, affinity and propensity.

The table below illustrates how six underlying factors are used in combination to recognize consumers according to their means, motivators and opportunities to be engaged energy consumers.

ECDS CLUSTER	US COMP.	DESCRIPTION
01 – Powered Up	9.4%	These mature, educated couples often have children in the home, earn above average incomes and have accrued significant wealth. Typically homeowners in the suburbs, they are more apt to own electric vehicles and new technology.
02 – Comfortech Investors	7.9%	Tending to reside in larger households, these homeowners have high investment capacity and desire for comfort. Time limitations may restrict information consumption slightly, but action levels are above average.
03 – Comfortably Green	8.5%	Well educated and well established in their homes, often in the less densely populated areas, these more mature couples and families have the means to invest, enjoy their comfort, and maintain strong green ideologies.
04 – Green Tech	9.7%	Skewing younger, single and more apt to be renting, these households have increasing investment capacity, paired with relatively low desire for comfort. Green in ideology and action, they are likely to own electric vehicles.
05 – Informed Investments	8.3%	Settled homeowners, these mature couples have a relatively high capacity for investment, information seeking and consumption of comfort. Green and technology are generally not likely to be strong motivators.
06 – Ideological Ambitions	6.9%	Tending to have a stronger orientation toward information gathering and taking action, these mature families and couples are more likely to have strong green ideology, but lower investment capacity may impact ability to take green action.
07 – Demi-Determined	10.4%	Getting themselves established in their careers, these younger, mostly single renters rank midway for nearly all factors, slightly lower on green ideology, but are less likely to absorb and act on information.
08 – Prudent Planners	8.9%	Middle-aged and older homeowners, often in more rural areas with more modest incomes, there is less ability to invest for these households, but still a moderate desire for comfort. Consumption of green and technology is not high.
09 – Green Horizons	9.3%	Younger and starting out, these single households are less likely to have the capacity to invest or desire for high levels of comfort, though they are more likely to show strong green and technology consumption.
10 – Conservative Tech	9.9%	More likely to be single, younger renters establishing their career in the more densely populated areas of the country, these households are more economical in their vehicle choices, and more apt to be motivated by technology.
11 – Unplugged	10.7%	Economically minded, these single households are often renting and cost-conscious in their purchases. Tending to be limited in green and technology consumption, they are also unlikely to be oriented toward information research.

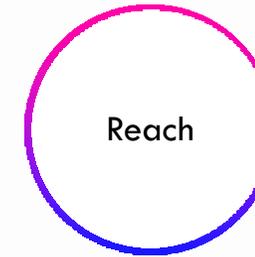
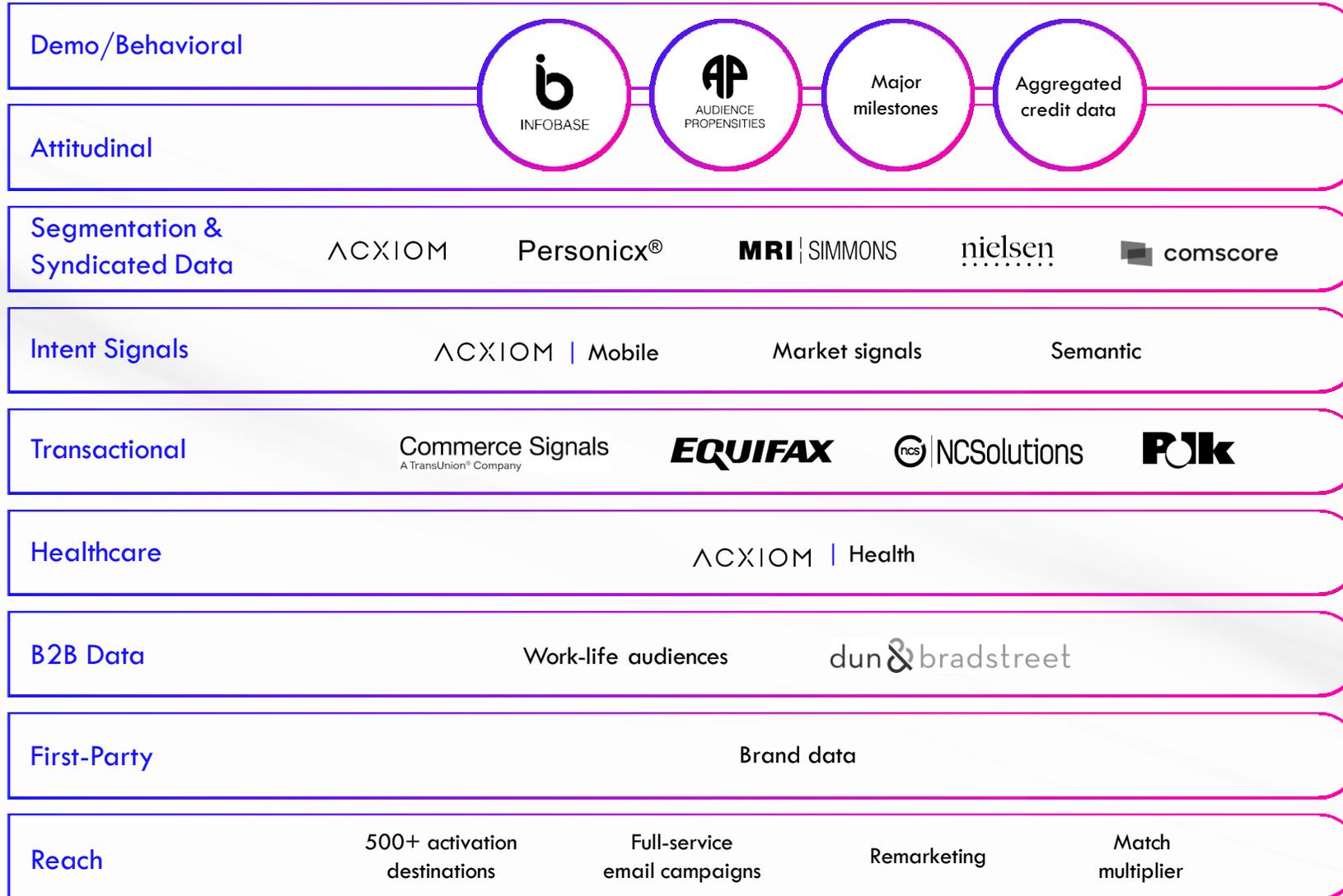


ECDS CLUSTER	COMMITMENT POTENTIAL		CONSUMPTION BIAS			PARTICIPATION	ENGAGEMENT COHORTS
	INVESTMENT CAPACITY AFFORDABILITY	GREEN ACTION AFFINITY	GREEN IDEOLOGY AFFINITY	COMFORT CONSUMPTION	TECHNOLOGY PROPENSITY	INFORMATION/ACTION ORIENTATION	
1. – Powered Up	●	●	●	●	●	●	Capacity to Engage
2. – Comfortech Investors	●	●	●	●	●	●	
3. – Comfortably Green	●	●	●	●	●	●	
4. – Green Tech	●	●	●	●	●	●	On Their Terms
5. – Informed Investments	●	●	○	●	○	●	
6. – Ideological Ambitions	●	●	●	●	○	●	Focused Filters
7. – Demi-Determined	●	○	○	○	○	○	
8. – Prudent Planners	○	○	○	○	○	○	
9. – Green Horizons	○	○	○	○	○	○	Substantial Barriers
10. – Conservative Tech	○	○	○	○	○	○	
11. – Unplugged	○	○	○	○	○	○	

ABSOLUTE SCORING: High (●), Medium (◐), Low (○)

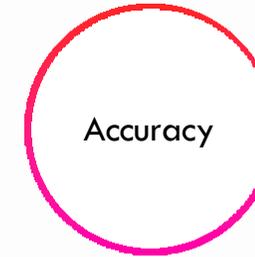
# Acxiom 3P data – best quality and performance

Acxiom provides the highest quality and best performing data, tied to our Real ID – it is connected and accessible across all major martech and adtech, cloud technologies. Whether you are looking to prospect against our list of over 300MM digitally addressable consumers or enhance your understanding of your current first party customers, our multi faceted data gives you over 10k+ attributes and insights across 36 global markets.



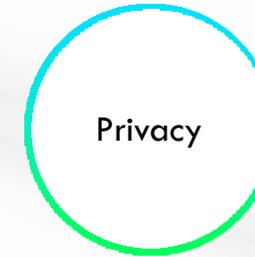
**+300 MM**  
Digitally addressable consumers

+



We can reach **2.6 billion** people globally, covering **68%** of the global digital population

+



**10K+**  
Unique attributes

**36**  
Global markets