



2018 RESIDENTIAL SATISFACTION



8/9/2018

Holy Cross Energy

Survey Results Prepared by:

NRECA

**MARKET
RESEARCH
SERVICES**

HOLY CROSS ENERGYFinal Report
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2018 Residential Satisfaction

HOLY CROSS ENERGY

EXECUTIVE SUMMARY

Following are the top-line findings based on the results of a telephone and online survey of 554 residential members of Holy Cross Energy (HCE) conducted in July of 2018:

- Overall satisfaction with Holy Cross is excellent, with a mean rating of 9.11. Although it is typical for phone respondents to give higher ratings on scaled questions than online respondents, this is not the case among HCE members. In fact, the mean rating for phone respondents is nearly identical to the online respondents – 9.10 and 9.11, respectively. The co-op’s ACSI is 86 and the retention estimate is 81%, meaning that if they had a choice, it is estimated that 81% of the members would stay with Holy Cross Energy.
- The mean ratings for all 18 attributes evaluated are 4.0 or higher, including 10 that meet or exceed 4.50 on a 5-point scale, which is considered excellent. Holy Cross is rated highest for *having friendly, courteous employees; keeping longer outages to a minimum; having highly-trained and professional employees; and providing accurate and easy to understand bills*. All the comparable attributes ratings are consistent with or higher than the Co-op Norms with the gap being largest for *charging reasonable rates and having reasonable monthly service fees*.
- The key driver analysis indicates that there is no one single strongest key driver of overall satisfaction. Attributes that make up the **Cost, Bills, and Payments** and **Employees and Member Service** factors have a near identical impact on satisfaction, with importance scores of 0.35 and 0.34, respectively. Likewise, **Social Responsibility** and **Electric Service** are close seconds with importance scores of 0.30 and 0.29, respectively.
 - **Cost, Bills, and Payments:** All four attributes that make up this key driver are evaluated above 4.0 and two are rated above 4.50. *Providing accurate and easy to understand bills* is one of the highest rated attributes in the study. Additionally, *charging reasonable rates and having reasonable monthly service fees* are evaluated well above the Co-op Norms.
 - **Employees and Member Service:** The five attributes included in this key driver are all evaluated at or above the 4.50 excellent level. Additionally, *having friendly, courteous employees* is the highest rated attribute in the study and *having highly trained, professional employees* is the third-highest. Indeed, among the 33% who indicated they contacted Holy Cross in the past year, evaluations of that contact are very good with just over half saying their contact was better than they expected.
 - **Social Responsibility:** The three attributes in this key driver evaluated just under the “excellent” threshold.

- **Electric Service:** This is another area where the co-op’s performance is seen as being excellent. The mean ratings for all three attributes are above 4.50.
- Approximately half feel they are either a member of the co-op or both a member and a customer. Additionally, approximately one-third indicate they are fully engaged with the co-op, giving the highest rating of “10” for the four agreement statements measured.
- One area where the co-op could focus is among their younger members – particularly those between 45 and 54 years of age. Although differences are not always statistically significant, this age group consistently gives lower ratings for their overall satisfaction with the co-op, the other ACSI measures, and performance attributes. They are also less likely to indicate engagement with the co-op. Additionally, all age groups below age 65 are significantly less likely than those 65 or older to feel they are a member of the co-op. Although not measured in this study, we do find that in this type of member satisfaction research, younger members read the newsletter less frequently, are not as aware of programs and services offered, and are less likely to participate in co-op activities. Conversely, they are also more likely to use electronic communication such as social media, email, text message, and the co-op website. This may be a good way to reach these often harder-to-reach members.

OBJECTIVES

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

- **Overall Satisfaction and ACSI:** Assess how satisfied members are with Holy Cross Energy and determine their American Customer Satisfaction Index (ACSI) and retention percentage.
- **Performance Quality Attributes:** Evaluate residential member perceptions of service quality on a variety of attributes (e.g., rates, billing, outages, problem resolution, etc.).
- **Performance Quality Trends and Benchmarks:** Compare the results where possible to past studies to identify trends and benchmark the results against co-ops nationwide using NRECA’s Co-op Norms.
- **Prioritizing Improvement and Maintenance Efforts:** Derive the key drivers of overall satisfaction and to what degree consumer needs are being met to help HCE prioritize any improvement efforts.
- **Member Identity and Loyalty:** Estimate the proportion of consumers who identify themselves as member-owners, member-customers, or just customers of the co-op and determine member loyalty.
- **Contact With Co-op:** Explore member contact with the co-op over the past year and evaluations of that contact.
- **Member Demographics and Segmentation:** Provide demographics of the residential membership base and identify differences in attitudes between segments.

METHODOLOGY

To help ensure a survey sample that is representative of all Holy Cross Energy 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:

- Input individual age in 2-year increments
- Number of Adults in Household
- Adult Age Ranges Present in Household
- Number of Children in Household
- Children Age Ranges in Household
- Marital Status in Household
- Household Size
- Length of Residence
- Homeowner / Renter
- Education
- Household Income

As in the February 2018 study, data were collected through telephone and online surveying. Telephone interviewers were thoroughly trained on interviewing techniques and on the questionnaire prior to initiating the survey. During this training, the survey instrument was reviewed to ensure that all surveys would be completed in the same manner. On average, the telephone interviews lasted approximately 7 minutes.

Telephone surveys were completed with a total of 252 residential members of Holy Cross between July 19 and July 30, 2018 with random sampling done proportionate to age and board district. Of those contacted, 542 declined to participate, resulting in a response rate of 32%. Additionally, 210 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 email invitation was sent to a random sample of 2,500 members for whom HCE has an email address, with 157 returned as being undeliverable. A total of 302 surveys were completed online, resulting in a response rate of 13%. The online survey respondents are weighted to represent 50% of the total data and are also weighted by age and board district.

The margin of error at the 95% confidence level for the entire sample is plus or minus 4.3 percentage points. This means that a result of 50% in the survey may range between 45.7% and 54.3% 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 February 2018. The results of tracking surveys provide value by demonstrating when results remain consistent and indicating where there has been significant change over time.

Holy Cross has experienced some recent events that are likely to have an impact on attitudes and satisfaction:

- The co-op is planning to conduct a rate structure analysis in 2018 and implement a rate structure change in the spring of 2019. An increase is expected for most members. However, this has not yet been announced to members and it has been a number of years since there has been a significant rate change.
- In the past year, HCE began offering members a prepay billing program and a renewable energy purchase program. Under consideration are programs for paperless billing, on-bill financing for rooftop solar, and battery storage as well as energy efficiency efforts.

Comparisons are also made to results from similar studies conducted by 75 co-ops among more than 78,000 residential members across the nation between January 2015 and December 2017. 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 pointed out and characterized as being either statistically significant or not. When the term “significant” is used, this refers to the certainty of a difference, not the magnitude or size of the difference. Significance is measured at the 95% confidence level, meaning that the difference is not likely a matter of chance (there is sufficient evidence to reject the null hypothesis of no difference).

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.

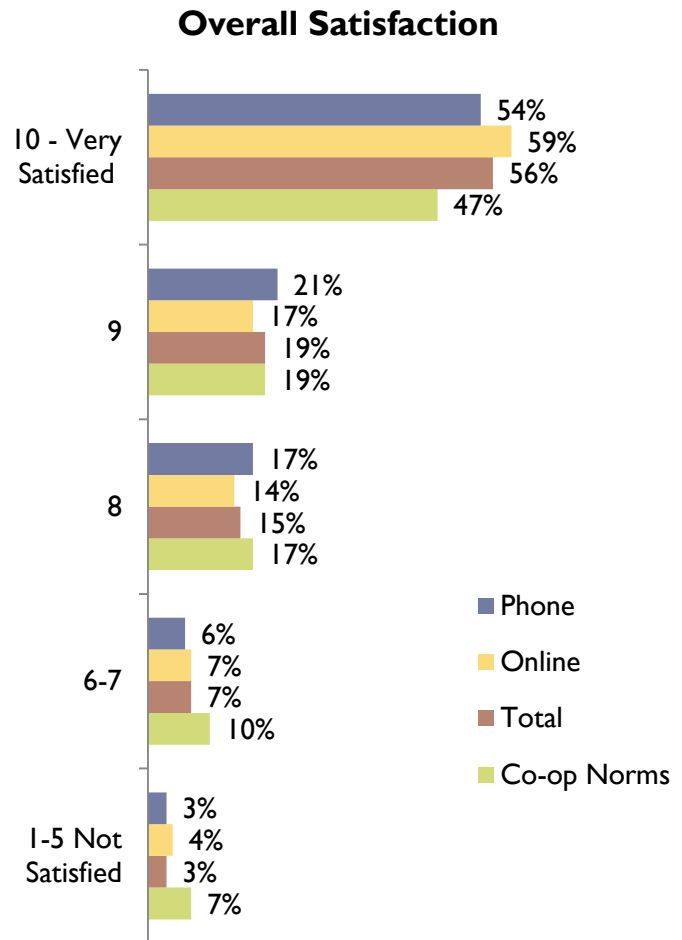
KEY FINDINGS

Overall Satisfaction and ACSI

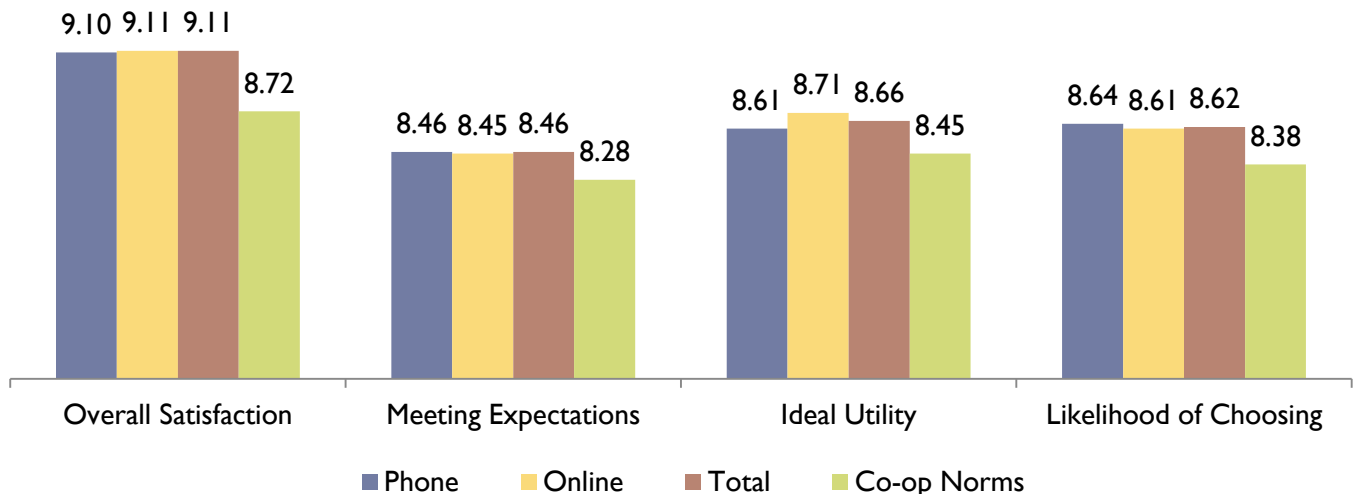
Overall satisfaction among Holy Cross Energy’s residential members is excellent. The mean overall satisfaction rating is 9.11 and 75% give the top ratings of “9” or “10”.

Additionally, satisfaction is higher than the Co-op Norms. Older members, longer-tenured members, those paying lower monthly electric bills, and females are significantly more satisfied than are their individual counterparts.

As with overall satisfaction, ratings for the other ACSI measures are positive and higher than the Co-op Norms.



ACSI Mean Ratings By Method



Holy Cross Energy's composite ACSI is 86 which is higher than Touchstone Energy and industry leaders. The retention estimate is 81% which is also higher than Touchstone Energy and most industry leaders.

In the second quarter of 2018, 121 individual Touchstone Energy co-ops received an ACSI. Of those, 99 co-ops scored 86 or lower, which places Holy Cross in the 82nd percentile among these co-ops. Below are examples of ACSIs obtained through online surveying of panels of U.S. citizens. This national industry data is for the first and second quarters of 2018.

Q1/Q2 2018 ACSI		Q1/Q2 2018 Retention %	
CenterPoint Energy	80	CenterPoint Energy	78
Atmos Energy	80	NiSource	78
Touchstone Energy	74	Atmos Energy	76
NiSource	78	DTE Energy	75
Southern	77	NextEra Energy	75
Dominion Resources	77	Dominion Resources	75
NextEra Energy	76	MidAmerican	75
MidAmerican	75	Consolidated Edison	75
Xcel Energy	75	Southern	74
Consolidated Edison	76	Xcel Energy	73
Sempra Energy	76	Touchstone Energy	70
Top ACSI and retention scores are listed above, along with the largest national companies and regional companies. A more comprehensive list and information about ACSI can be found in Appendix C.			

Any usage of the ACSI name, logo or data in consumer-facing materials (newsletters, flyers, press releases, webpages, etc.) requires ACSI's review and approval prior to use. To obtain permission from ACSI, please contact Jason McGrade at Touchstone. If any materials using the ACSI name, logo or data are used prior to receiving approval from ACSI, your cooperative's ACSI programming will be suspended, including the analysis and delivery of ACSI data.

Performance Quality Attributes

Members were asked to evaluate 18 performance quality attributes related to member service, electric service, communication, and billing. On all of the attributes measured, the mean ratings are 4.00 or higher, a “good” rating on a 5-point scale.

Additionally, mean ratings for ten attributes meet or exceed 4.50, which is considered excellent. These include:

- Having friendly, courteous employees (4.69)
- Keeping longer outages to a minimum (4.63)
- Having highly-trained, professional employees (4.60)
- Providing accurate, easy to understand bills (4.59)
- Being easy to reach (4.56)
- Having convenient payment options (4.56)
- Keeping blinks and momentary outages to a minimum (4.56)
- Restoring power quickly after an outage (4.55)
- Resolving any issues or problems (4.54)
- Communicating with members and keeping them informed (4.50)

Conversely, the attribute on which Holy Cross is rated least well is *helping members to be more efficient in their use of electricity* (71% rating “4” or “5”). However, with a mean rating of 4.00, this should not be cause for concern.

In a mixed methodology study, it is not unusual for telephone respondents to give higher ratings than online respondents. However, this is not the case among members of Holy Cross. Performance attribute mean ratings are very similar and just one of the differences between phone and online respondents is statistically significant – *providing accurate and easy to understand bills* is evaluated higher by phone respondents than online respondents, although both are above the “excellent” threshold (4.65 and 4.52, respectively).

Performance Quality Trends and Benchmarks

Just one of the performance attributes was also evaluated in the February 2018 study. *Delivering good value for the money* has decreased significantly since that study, from 4.43 to 4.25.

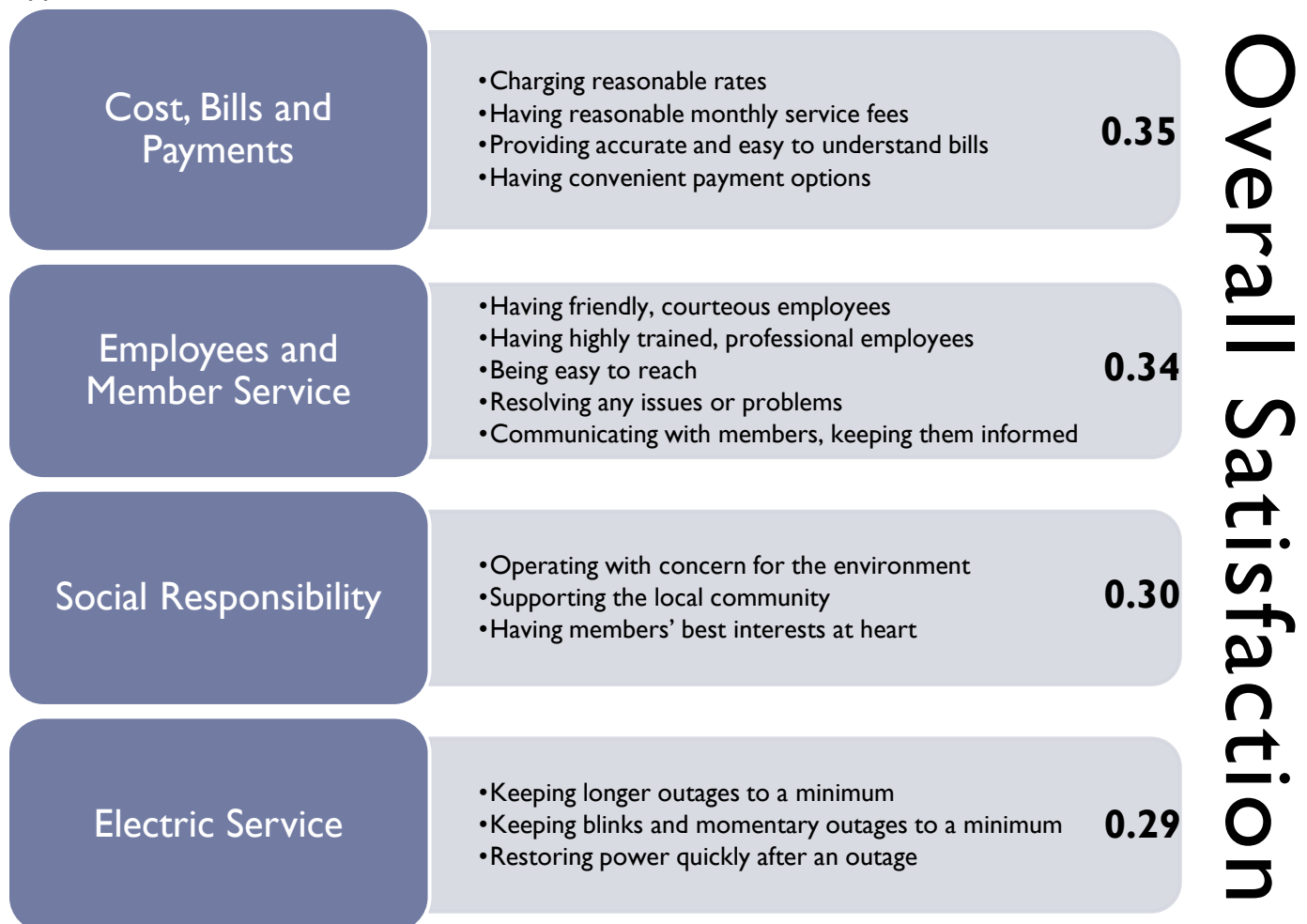
On all of the comparable attributes, the mean ratings among HCE members are higher than or similar to the Co-op Norms. The largest gaps between mean ratings are shown below.

	HCE Mean	Co-op Norms	Gap
<i>Reasonable monthly service fees</i>	4.10	3.71	+0.39
<i>Charging reasonable rates</i>	4.12	3.84	+0.28
<i>Having members' best interests at heart</i>	4.45	4.30	+0.15
<i>Keeping longer outages to a minimum</i>	4.63	4.51	+0.12
<i>Keeping blinks, momentary outages to a minimum</i>	4.56	4.44	+0.12
<i>Providing accurate, easy to understand bills</i>	4.59	4.48	+0.11
<i>Communicating with members and keeping them informed</i>	4.50	4.39	+0.11

Prioritizing Improvement and Maintenance Efforts

The key drivers of overall satisfaction among residential members are: cost, bills, and payments; employees and member service; social responsibility; and electric service. Going forward, these are the areas that Holy Cross Energy should focus on most.

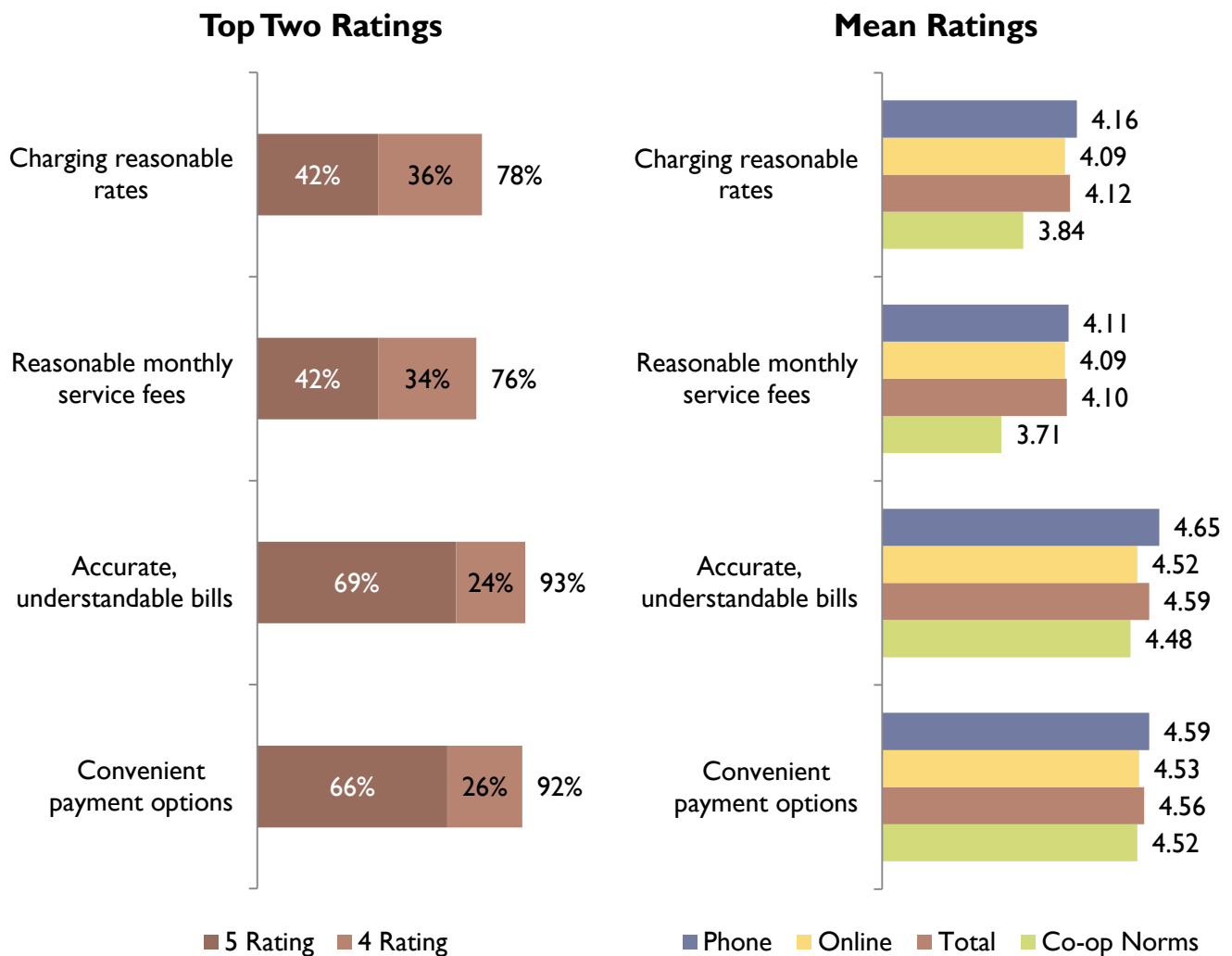
Regression analysis was used to determine the key drivers of overall satisfaction. The scores are to be interpreted relative to each other. For Holy Cross Energy, there is no one factor that is clearly the strongest key driver of overall satisfaction among members. With an importance score of 0.35, *cost, bills, and payments* has an almost identical impact on satisfaction as *employees and member service* with an importance score of 0.34. Meaning that members' perceptions of the co-op employees and the member service they receive has as much of an impact on their overall satisfaction as the cost of their electricity. 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 A.



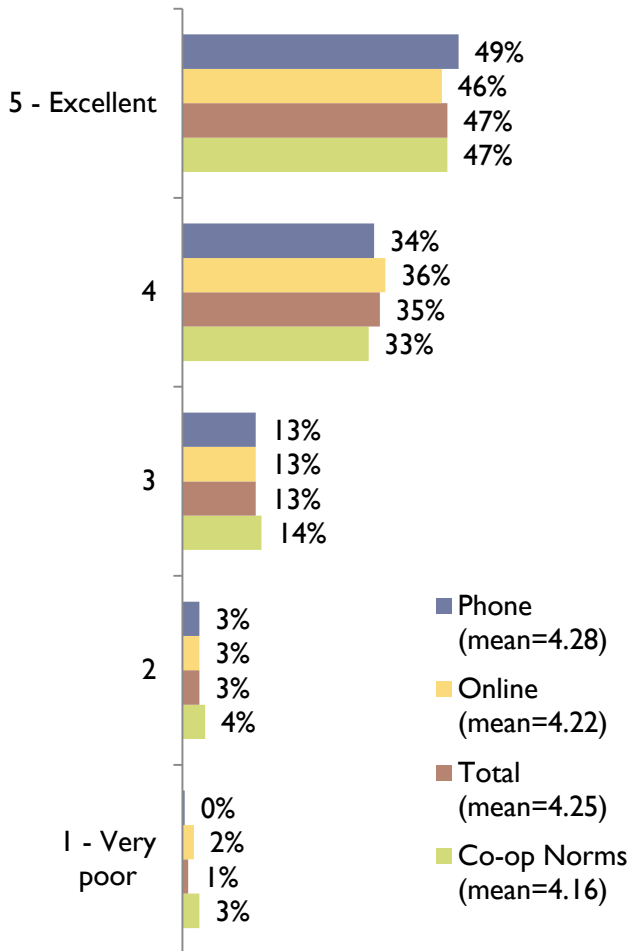
Cost, Bills, and Payments

The first of the two strongest key drivers of overall satisfaction is “Cost, Bills, and Payments”. Mean ratings for the four attributes included in this driver are all above 4.0.

Additionally, providing accurate and easy to understand bills and having convenient payment options are evaluated as being excellent.



Value for the Money



Members evaluate *the value they receive for their money* as good, with a mean rating of 4.25 on a 5-point scale.

A regression analysis was also conducted to determine the key drivers of *delivering good value for the money*. As seen in the table below, it was found that four factors are significant drivers of value. It is not surprising that the perceptions of the cost of electricity, having clear/understandable bills, and payment options has the strongest impact on the value members feel they receive but it is not the only factor that enters into the “value equation” among members of Holy Cross Energy.

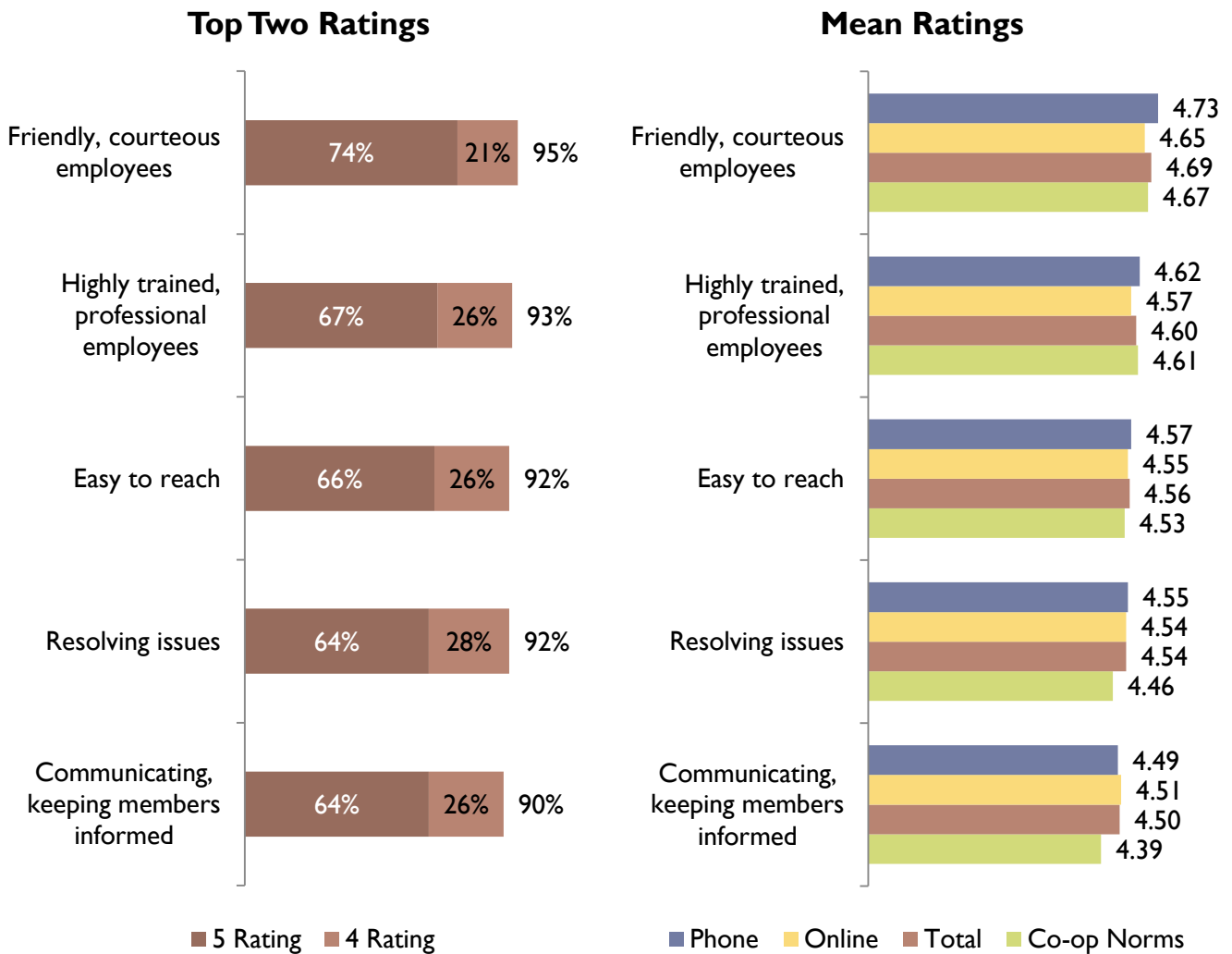
Key Drivers of Value	
Cost, Bills, and Payments	0.64
Social Responsibility	0.41
Electric Service	0.29
Employees and Member Service	0.21

The attribute was also measured in the February 2018 study. The mean rating in that study (4.43) is significantly higher than in the current study (4.25). Additionally, significantly more members in February gave the highest rating of “5”.

Employees and Member Service

The second of the two strongest key drivers of overall satisfaction is “Employees and Member Service”. This is an area in which the co-op receives excellent performance ratings.

The mean ratings for all five attributes are at or above the 4.50 “excellent” threshold. Additionally, *having friendly, courteous employees* is the highest rated performance attribute in the study and *having highly trained, professional employees* is the third-highest.

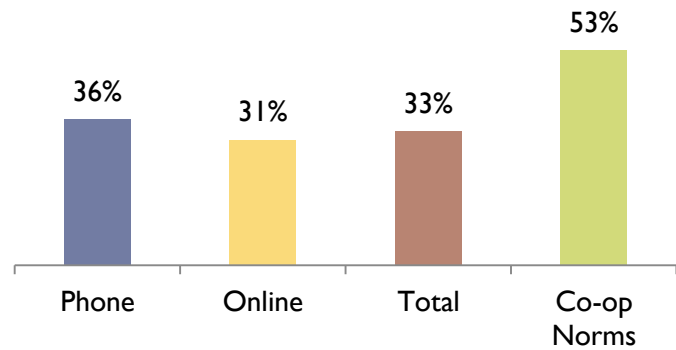


One-third indicate they contacted HCE in the past year. Year-round residents, younger members, newer members, and those living in larger households (three or more people) are significantly more likely than their counterparts to have contacted the co-op.

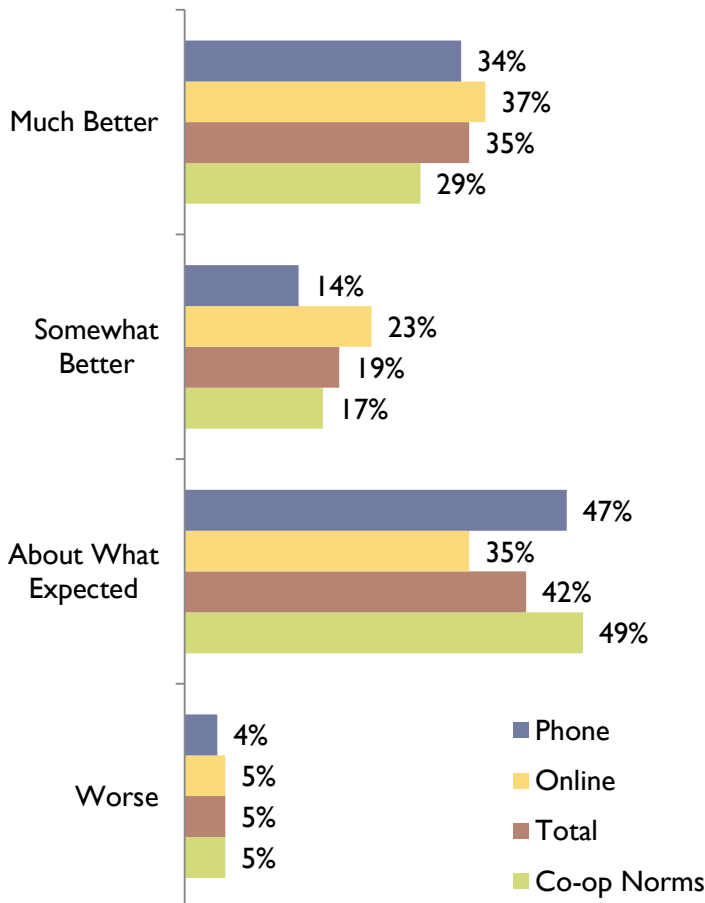
Almost all of those who contacted the co-op in the past year say their expectations were met or exceeded, including 54% who say it was somewhat or much better than expected. Compared to the Co-op Norms, HCE members are less likely to have contacted their co-op and are more likely to say the contact was much better than expected.

Although overall satisfaction does not differ significantly between those who did and those who did not contact the co-op in the past year, satisfaction is significantly higher among those who evaluate their contact as “much better than expected”.

Contacted Co-op in Past Year



Contact Evaluation



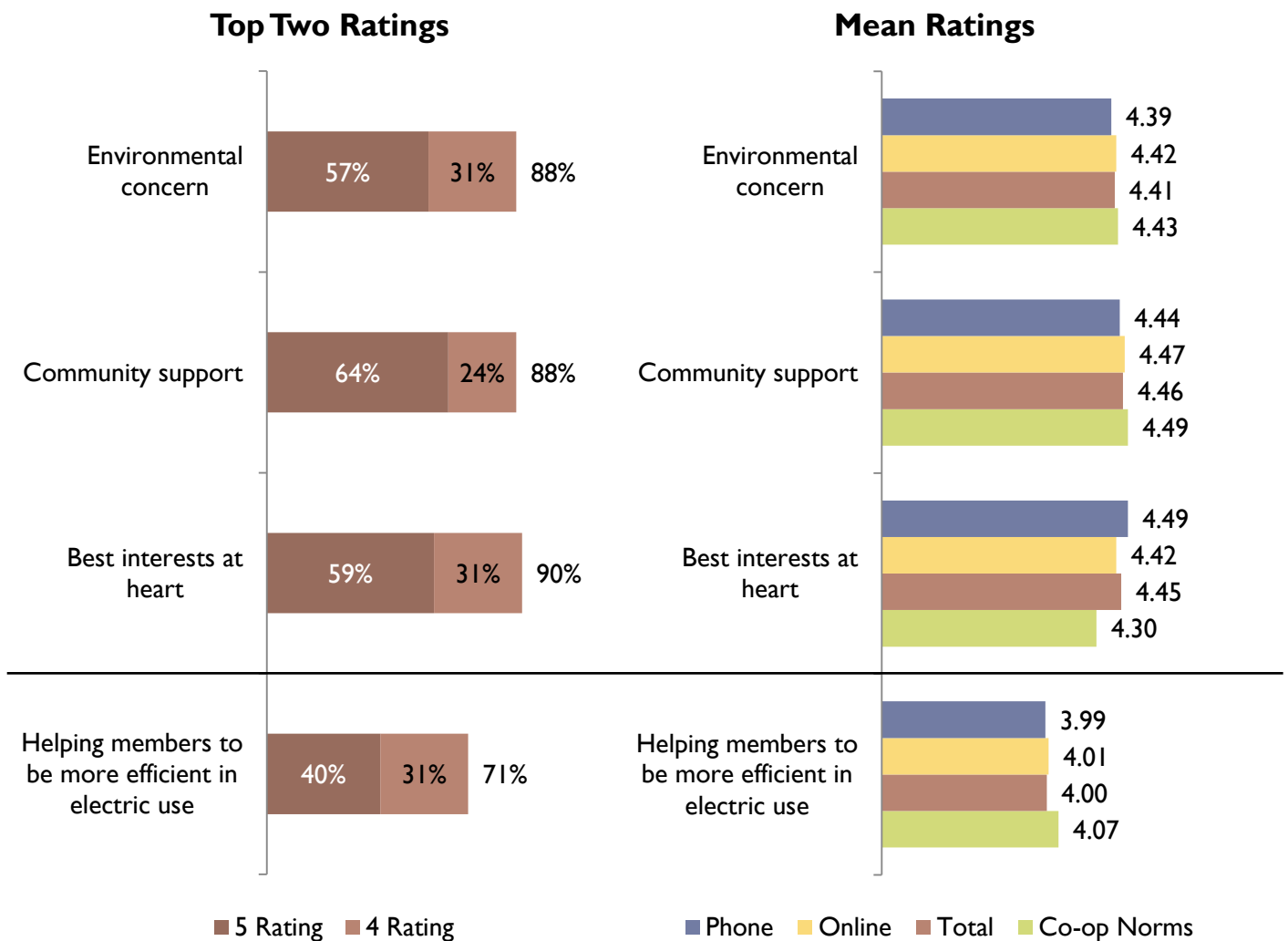
Contact Rating	Overall Satisfaction
No Contact	9.14
Much Better	9.71
Somewhat Better	8.89
As Expected	8.81
Worse Than Expected	6.33

Social Responsibility

Similar to there being no one strongest key driver of satisfaction, the next two key drivers are nearly identical in their impact on overall satisfaction. “Social Responsibility” is the first of the final two key drivers.

The three attributes included in this driver – *operating with concern for the environment, supporting the local community, and having members’ best interests at heart* – are evaluated just below the “excellent” threshold of 4.50.

Helping members to be more efficient in their use of electricity is not a key driver of satisfaction but is another attribute for which the co-op is evaluated as being good.

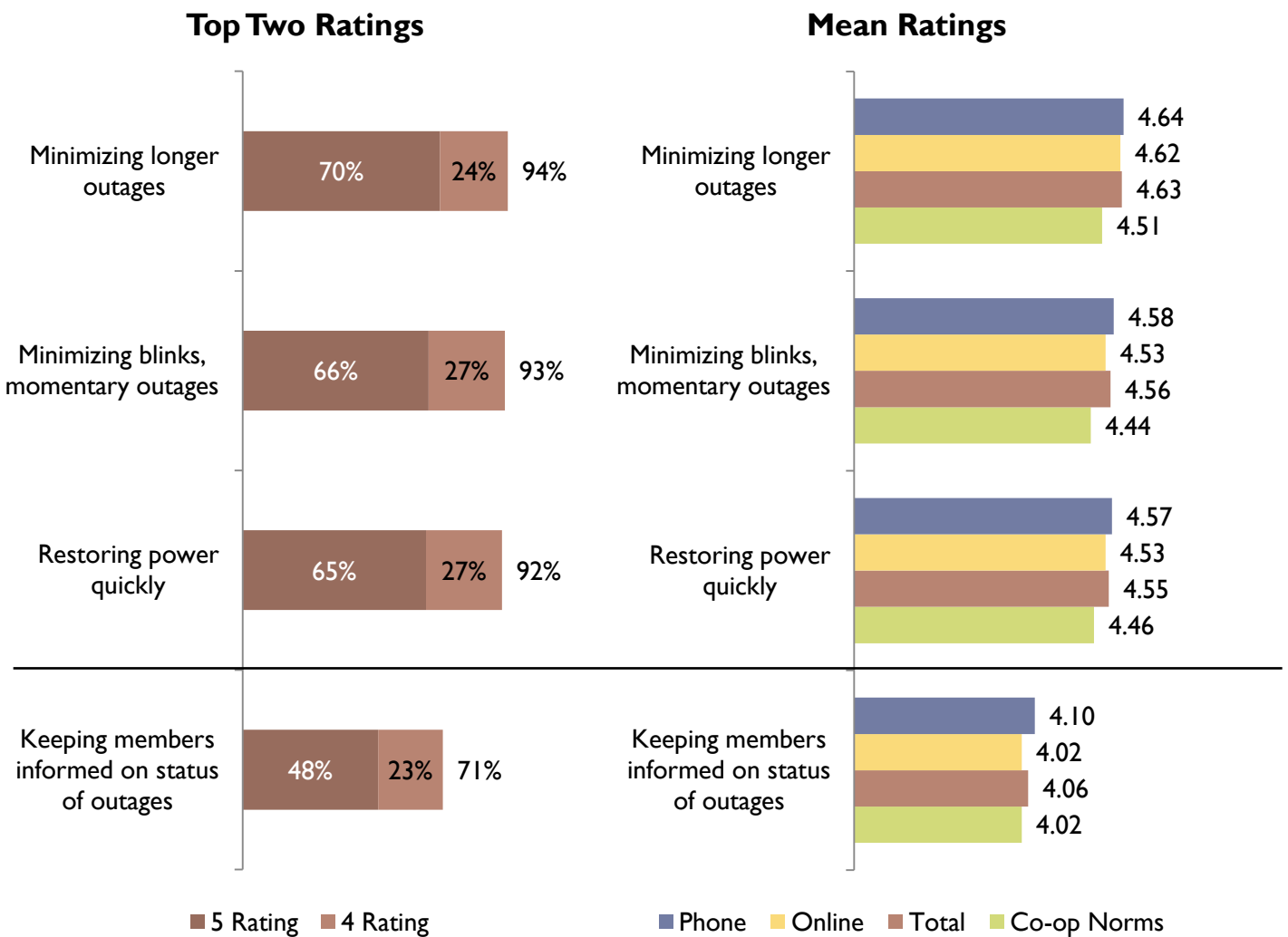


Electric Service

“Electric Service” is the second of the final two strongest key drivers of overall satisfaction. This is another area for which the co-op receives excellent ratings.

Additionally, *keeping longer outages to a minimum* is the second-highest rated attribute in the study.

Keeping members informed on the status of outages is not a key driver of satisfaction. Although it is evaluated lower than the other attributes related to electric service, the mean rating is above the “good” threshold.



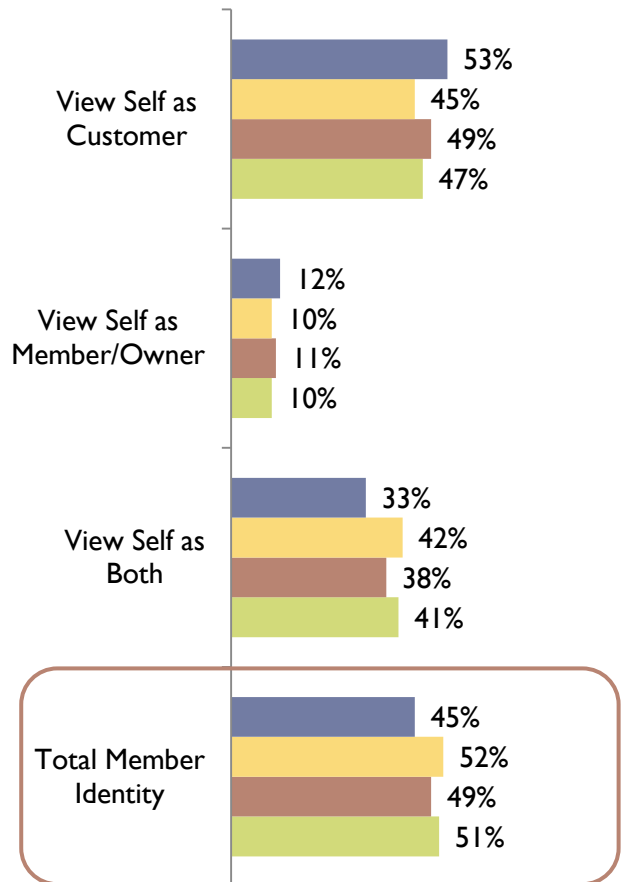
Member Identity and Loyalty

Approximately half have member identity, viewing themselves as a member-owner or both a member-owner and a customer.

Those more satisfied with Holy Cross overall, older members, longer-tenured members, married members, and more affluent members are significantly more likely than their individual counterparts to have member identity. Member identity is almost identical to the Co-op Norms.

“Members” give more positive evaluations than do those who view themselves as “customers” on all of the performance attributes as well as overall satisfaction and the other ACSI measures with all of the differences being statistically significant. “Members” are also significantly more likely to have member loyalty.

Member Identity



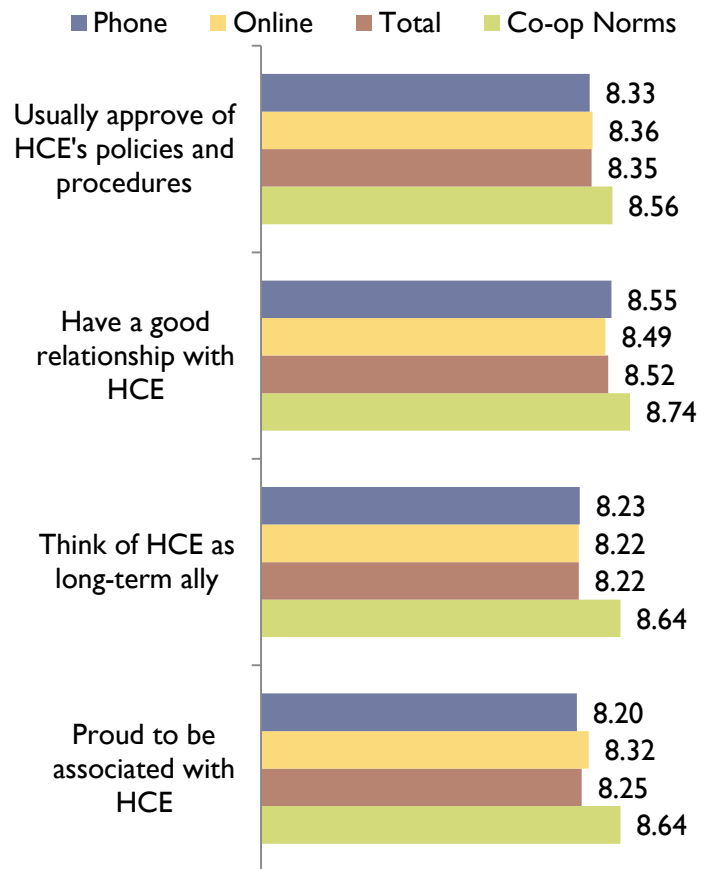
Overall, members express strong loyalty and commitment to their co-op, with more than half giving a top rating of “9” or “10” and mean ratings above 8.0 for all four loyalty statements. Agreement with these statements is highly correlated with satisfaction and member identity.

Members who have the strongest agreement with these statements include those more satisfied with HCE overall, older members (65 or older), those paying lower electric bills, those with less formal education, married members, and females.

Compared to the Co-op Norms, HCE member agreement with these statements is lower.

Level of Agreement With Loyalty Statements

(Mean agreement on 10-point scale)

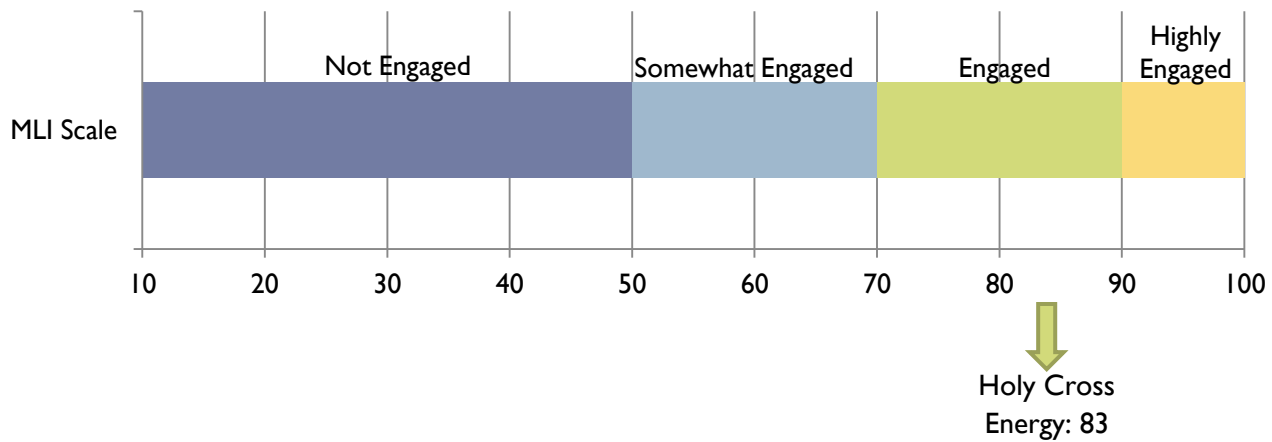


Member Loyalty Index

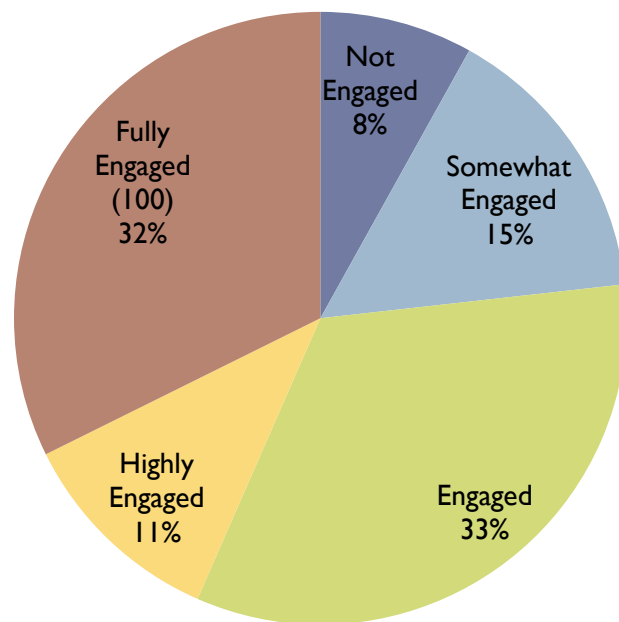
The Member Loyalty Index (MLI) is a statistically significant and reliable measure of member engagement and loyalty. It measures a member’s emotional attachment to his/her co-op. Increasing emotional attachment is the key to increasing member trust in the cooperative, member-owner identity, and willingness to take grassroots action on the co-op’s behalf.

The Member Loyalty Index consists of the following four measures which survey participants are asked on a likert-type agreement scale. These four measures are then collated into one index on a 10 to 100 scale.

- I usually approve of Holy Cross Energy’s policies and procedures
- I feel I have a good relationship with Holy Cross Energy
- I think of Holy Cross Energy as a long-term ally
- I am proud to be associated with Holy Cross Energy



As shown on the scale above, an index of 70 or higher indicates that members are engaged. **Holy Cross Energy’s indexed score is 83**, revealing a high level of loyalty and engagement among members. In fact, as shown in the pie graph to the right, 32% of the members give the top rating of “10 – strongly agree” for all four statements listed above.



As indicated previously, more than one-third of the members (145 respondents) give the highest agreement rating of “10” for all four statements, which translates to an MLI of 100. Following is a profile of these members in contrast with those who are not engaged or somewhat engaged (MLI of 70 or lower).

Profile of Members with MLI = 100	Profile of Members with MLI <= 70
Mean satisfaction = 9.85	Mean satisfaction = 7.98
Mean likelihood to choose = 9.58	Mean likelihood to choose = 7.05
Evaluate all service attributes significantly higher	Evaluate all service attributes significantly lower
66% have Member Identity	23% have Member Identity

As with overall satisfaction and delivering good value, regression and factor analyses were used to determine the key drivers of the Member Loyalty Index among the service attributes evaluated in the study. The scores are to be interpreted relative to each other. For example, since *cost, bills, and payments* has a score of 0.46 and *electric service* has a score of 0.21, we can say that members’ perceptions of the cost of their electricity have more than twice the impact on their loyalty and engagement as their perceptions of their actual electric service. Attributes and factors not shown in the table to the right are not significant drivers of the MLI.

Key Drivers of MLI	
Cost, Bills, & Payments	0.46
Social Responsibility	0.46
Employees & Member Service	0.35
Electric Service	0.21

Member segments that have a significantly higher MLI than their counterparts are shown in the table below, along with the mean MLI for each:

Segment (significantly higher MLI)	Mean MLI	Segment (significantly lower MLI)	Mean MLI
Very satisfied – “10”	92	Satisfaction “8” or lower	67
Member Identity (view self as member-owner or both)	90	View self as customer	76
55 or older	85	45-54 years of age	77
Under 45	83		
Served 20+ years	85	Served 10-19 years	81
Electric bill \$100 or less	86	Electric bill > \$150	76
High school education	86	Education past high school	82
Female	86	Male	81

Member Demographics and Segmentation

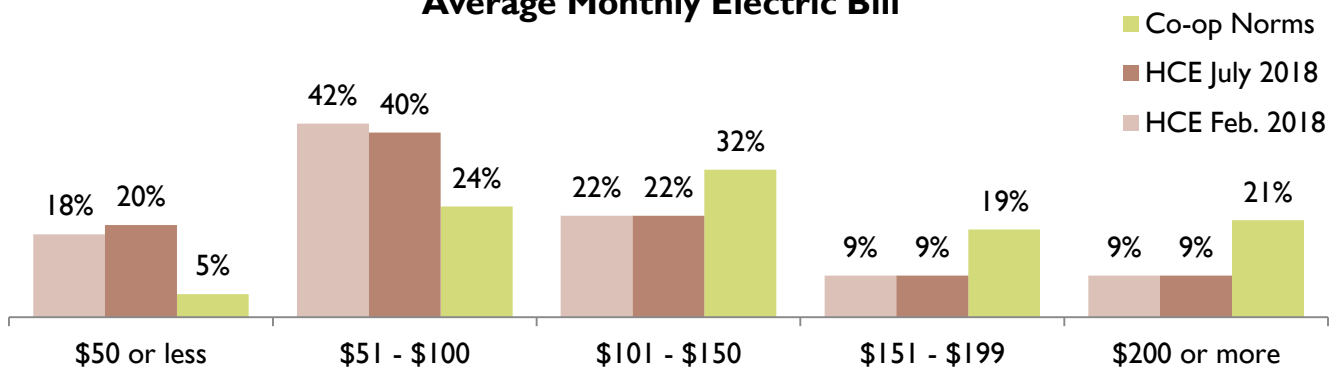
Similar to the February study, 42% of HCE’s members are between the ages of 45 and 64 and 42% have been serviced by HCE for less than 10 years.

Compared to the Co-op Norms, HCE members are younger, are newer to the co-op, and pay lower electric bills. Nearly two-thirds of HCE’s members have at least a college degree and seven in ten own their home.

	HCE July 2018	HCE Feb. 2018	Co-op Norms
Under 45	25%	25%	17%
45 to 64	42%	48%	43%
65 or Older	34%	27%	40%
Served Less Than 10 Yrs	42%	44%	31%
Served 10 – 19 Years	25%	21%	24%
Served 20+ Years	33%	36%	45%
Married	43%	45%	
Home Owner	71%	73%	
1 or 2 in Household	62%	59%	
HS Education	37%	38%	
Post HS Education	63%	62%	
Income \$100,000+	45%	45%	

Demographics Purchased From Acxiom

Average Monthly Electric Bill



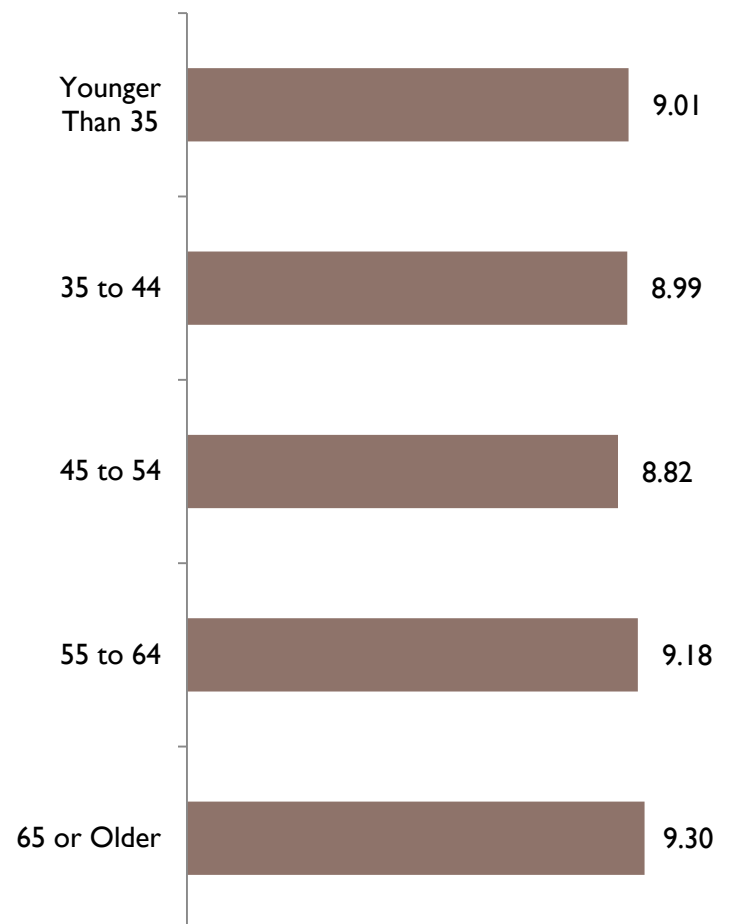
Older members (65 or older) give the highest rating for their overall satisfaction with the difference being significant when compared to those between the ages of 45 and 54. Other member segments that are significantly more satisfied with HCE than their individual counterparts include longer-tenured members, those paying lower monthly electric bills, and females.

Older members also give higher ratings for the other three ACSI measures and the performance attributes, with most of the differences compared to the 45-54 age group being significant.

It is interesting to note that the youngest age group, under 45, also give higher ratings than the 45-54 age group for their overall satisfaction and performance attributes with the difference being significant for *keeping blinks and momentary outages to a minimum* and *delivering good value for the money*.

Those 55 or older are significantly more likely than those under the age of 55 to have member identity and indicate engagement with the co-op while younger members are significantly more likely to have contacted the co-op in the past year.

Mean Satisfaction Ratings by Age



Members in the Northern District give the highest rating for their overall satisfaction, but differences from the other two districts are not statistically significant.

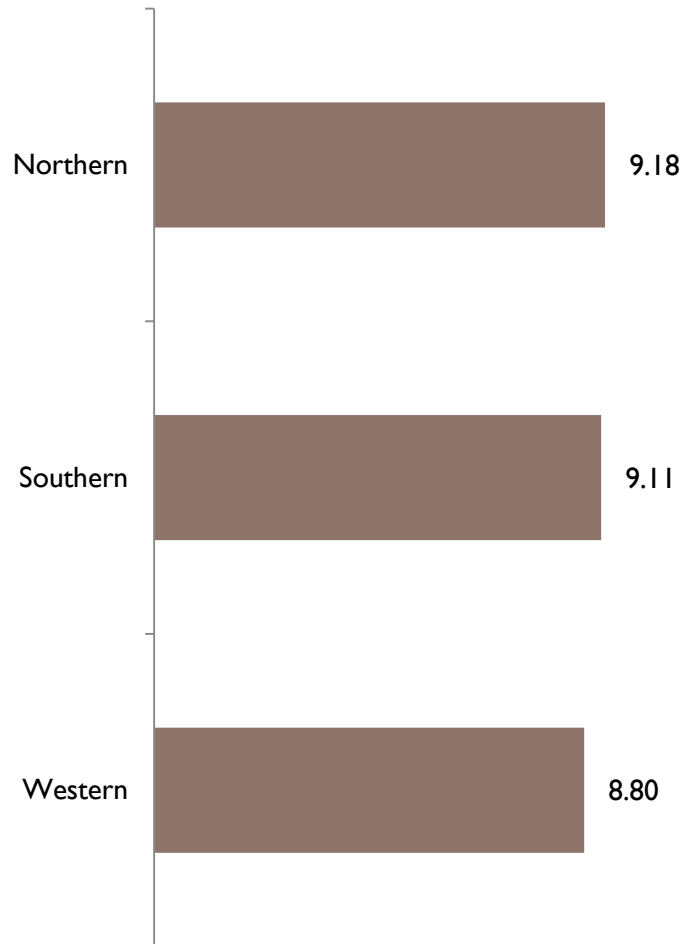
Additionally, there are few significant differences between the districts in the performance attributes. There are three attributes for which those in the Northern district give significantly higher ratings than those in the Western district:

- Having members' best interests at heart
- Keeping blinks and momentary outages to a minimum
- Keeping longer outages to a minimum

Other significant differences between districts include:

- Members in the Southern and Western districts are more likely than those in the Northern district to have contacted HCE in the past year
- Those in the Southern district are more likely to be 65 or older while those in the Northern and Western districts are more likely to be between 55 and 64
- Members in the Northern district are more likely to be seasonal residents
- Those in the Southern district are longer-tenured

Mean Satisfaction Ratings by District



Those in Eagle County give the highest ratings for their overall satisfaction, but, as with Districts, differences are not significant.

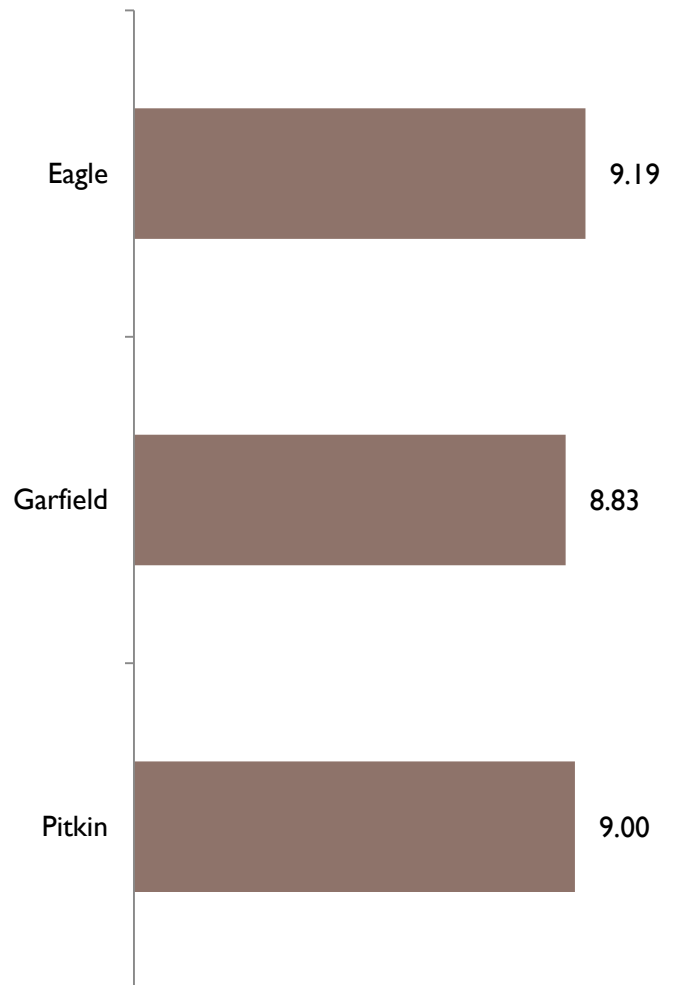
There are just two attributes where there is a significant difference between counties. These are:

- Having members' best interests at heart (Eagle > Garfield)
- Having reasonable monthly service fees (Garfield > Eagle)

Other significant differences by county include:

- Members in Garfield County are more likely than those in both Eagle and Pitkin Counties to have contacted the co-op in the past year
- Those in Pitkin County are more likely than those in Eagle and Garfield Counties to be 65 or older
- Members in Eagle and Pitkin Counties are more likely to be seasonal residents

Mean Satisfaction Ratings by County



Verbatim Comments

At the conclusion of the survey, members were given the opportunity to share any comments, concerns, or questions they had. Twenty-seven 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 B.

Subject/Topic	Total # Comments	Positive	Negative	Neutral
<i>Operations/Engineering</i>	44	25	14	5
<i>Overall Satisfaction</i>	35	35	0	0
<i>Renewable Energy</i>	27			
<i>Member Services/Marketing</i>	14	8	3	3
<i>Rates/Fees</i>	14	4	9	1
<i>Billing/Finance</i>	11	3	3	5
<i>Management/Board</i>	9	3	4	2
<i>Energy Efficiency/Energy Audits</i>	7	2	2	3
<i>Additional Services</i>	4	2	0	2
<i>Newsletter/Information</i>	4	1	3	0
<i>Co-op Membership/Member Identity</i>	3	3	0	0

Appendix A:

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 Employees and Member Service; Cost, Bills, and Payments; Electric Service; and Social Responsibility.

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.

Employees and Member Service Factor

- Having friendly, courteous employees
- Having highly trained, professional employees
- Being easy to reach
- Resolving any issues or problems
- Communicating with members and keeping them informed

Cost, Bills, and Payments Factor

- Charging reasonable rates
- Having reasonable monthly service fees
- Providing accurate and easy to understand bills
- Having convenient payment options

Electric Service Factor

- Keeping longer outages to a minimum
- Keeping blinks and momentary outages to a minimum
- Restoring power quickly after an outage

Social Responsibility Factor

- Operating with concern for the environment
- Supporting the local community
- Having members' best interests at heart

The following attributes are not included in the factors found because they are not highly correlated with other attributes, and therefore were entered into the next step on their own:

- Keeping members informed on the status of outages
- Helping members to be more efficient in their use of electricity

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.

Separate analyses were done to find the key drivers of value and loyalty (MLI) among residential members of Holy Cross Energy. Rather than regressing the factors and attributes on overall satisfaction, they were regressed on the attribute “delivering good value for the money” and the Member Loyalty Index. The key drivers of value are shown in a separate figure.

Appendix B:

Verbatim Responses

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/Good company/No problems (35 general comments like this)

Management/Board – Positive Responses

I feel that the Holy Cross board does a good job, but has an agenda of the more green power the better and not taking into consideration it will cost the consumer/owner more money.

I think they need to keep hiring good people and keep up the good work.

This utility seems to be better organized than most utilities.

Management/Board – Negative Responses

I feel the move to wind farm investments were too aggressive and drove the cost of kilowatts up unnecessarily. Same with the solar credits you offer. Considering the cost and payback time, I feel this was a poor decision on the board's part. Monies spent for other means of efficiency would have been a wiser choice.

I'm not happy that they had us basically finance the line burying up Brush Creek Village. The subdivision subsidized it. We thought it was only going to be for 7 years, but it was forever.

They are failing the poor and helping the rich. Super poor customers don't agree with HC keeping equity, picnics, solar prizes to already wealthy homeowners, high salaries, etc. when we can barely afford heat and light. Clue in. Act better. Also Pitkin County deed restricted trailer parks are legal subdivisions! We deserve power to each lot and safe shut offs too! For the money we put in, we get less back. That's not okay.

Management/Board – Neutral Responses

Directors need term limits. Expensive. Too much emphasis on sun and wind power too.

Holy Cross should be sold to an investor owned public utility.

I feel that the Holy Cross board does a good job, but has an agenda of the more green power the better and not taking into consideration it will cost the consumer/owner more money.

Operations/Engineering – Positive Responses

Great service, never had any problems.

Additional Comments
Operations/Engineering – Positive Responses
(continued)

Have had Holy Cross device for approximately 50 years and they have ALWAYS been friendly, helpful, efficient, and dependable. Thank you.

I am happy with the service; this is coming from a consultant in the electric service trade.

I had one service call this year and I would like to say thank you for the great service. I do greatly appreciate all the office has done on the Basalt fire.

I have had a problem with the short outages where I have had to reset all of my electronics. It does seem to be improving, so they are doing that right.

I have never had problems with my service.

I have received excellent service and unexpected support from Holy Cross investigating, installing, and benefiting from a solar panel system on our home. Rebates have been wonderful and the attitude towards encouraging alternative energy sources a very pleasant surprise.

I never had any issues and the power is always on. Continue your wonderful and happy service. Thank you for doing an excellent job.

I really appreciate the fast work on getting my power back on when it snows. The office does a great job.

I think it is a good utility. They provide power when it is cold.

I think they are excellent and doing great with the fires.

I think they have done an excellent job, especially with the wildfire in Basalt, by keeping the power on.

I've been happy with their service.

Keep up the good service and the low costs.

My electric bills are way too high for the amount of usage levels. While I understand that I live in the mountains and think that Holy Cross does a fine job of providing electric, I feel the rates that I pay are a bit too much.

THANK YOU for your wonderful service in response to the Lake Christine fire! Courteous, friendly, prompt, and professional service to keep us safe and powered up. My feedback is that here in the land of constant sunshine, I would love to see more use of solar and other sustainable energy supplies.

Thanks for the continued service.

The only issue I had when I first moved in, and this may be the gas company not Holy Cross. I smelled gas at the fireplace. It is a fireplace that starts with electric. I don't have a relationship with the gas company so I think I called Holy Cross. They came the very next day and were very responsible.

They are very, very good. I appreciate the service that they give in the mountains and I like the refund check.

Additional Comments
Operations/Engineering – Positive Responses
(continued)

They work hard on the outages.

Very happy with service, rates, communication. Great job!

Very much appreciate the hard work they have done after our wildfire to get the lines up and power on.

We had a big outage and they took care of it. They are awesome.

When we built the house, they did a great job hooking it up and have kept the electric on as best they can.

Operations/Engineering – Negative Responses

I have had a problem with the short outages where I have had to reset all of my electronics. It does seem to be improving, so they are doing that right.

I have solar panels which the new "smart" meters don't allow me to see if my meter is running forward or backward. It also "assumes" my usage based on previous usage instead of actual usage. I was told that Holy Cross could cut the top off of the pole that no longer has wire running to my mobile home, but the wire was disconnected at the top of the pole with wires still attached. It was supposed to have been disconnected at the pump breaker box (with top hole in breaker box capped) and pole cut off above the breaker box. Looks dangerous with wires, still attached to breaker, just sticking out at top of pole.

I love Holy Cross and think it's a great little utility. Nowadays I'm feeling some frustration with a spring power surge that fried my new stereo equipment. I hope Holy Cross can reduce that kind of thing.

I think there are too many short outages that require everything to have to be reset all the time.

Lived in Elk Springs 8 years; found the frequent voltage spikes and interrupted power quite frustrating and irritating. Now in Carbondale; assuming such issues won't happen.

My biggest complaint is that there are a lot of outages in our area, but I do like their environmental programs.

My meter failed recently while I was out of town. They failed to put an alarm on my meter and I was out of power for 2 days and did not know it.

Only issue with Holy Cross was around tree trimming in my back yard. I was called about a choice as to how to handle the matter; gave them my response and was then ignored. Also took equipment into my backyard that left tracks in the backyard.

The concern is for the charges for the power poles, they don't maintain their power poles.

The scary moments with the fires and potential days long outages frightens me. It would seem prudent to have more than one way to get power to various areas.

The significant amount of outages is frustrating.

Additional Comments
Operations/Engineering – Negative Responses
(continued)

Too many power outages!!!

We have had four brush fires very close to our house over the last couple of years due to sparking from the transformer in the transmission lines. We live in an area very prone to forest fires. Holy Cross has not yet rectified this problem and we remain at high risk for a fire catastrophe.

When we had a tree fall in the middle of the night, they fixed the line, but didn't move the tree that was in their easement. Other than that, no complaints.

Operations/Engineering – Neutral Responses

A few of my answers are guesses. I mean, how do I know if the outage is short or not? All I know is I have to reset all the clocks.

I want them to have more power transmission line redundancy in the valley. Major feeder line redundancy.

One comment would be to reinvest and put our power lines underground.

Please do more with regards to preparing for emergencies such as wild fires. Consider putting major cables underground.

They need to bury power lines before they have an extensive outage from a fire. They did provide extended warning for the power outage, which didn't occur, but would have been terrible.

Member Services/Marketing/Communications – Positive Responses

Everyone is very professional.

Have had Holy Cross device for approximately 50 years and they have ALWAYS been friendly, helpful, efficient, and dependable. Thank you.

I had one service call this year and I would like to say thank you for the great service. I do greatly appreciate all the office has done on the Basalt fire.

I like to give a shout out to Tiffany, Veronica, Nancy, and Olympia.

I think the customer service has been great. I appreciate that they are very personable. That is very important to me.

I think the staff is very nice and communicates well.

Since you got rid of meter readers (one was really snoopy!), we have loved Holy Cross even more. We feel our privacy is much more respected! Thank you!

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

Very happy with service, rates, communication. Great job!

Member Services/Marketing/Communications – Negative Responses

Great company. The only negative issue I have had with HC is a rude employee that came by here, years ago. We had some trees that were in the way, which I totally understood needed cutting, but he was beyond rude and every time I think of HC, I unfortunately associate it with this person.

I had wanted somebody to do the annual maintenance courtesy reminder, would have liked a follow up. Also, when I had an issue, I could not depend on them; I had to go with another local company because of the co-op's cost.

Need better notification with power outages in area or lightning strikes in my area. Have had some electrical damage.

Member Services/Marketing/Communications – Neutral Responses

Rebates for energy efficient appliances and offering text messages for outages.

They can improve communication through social media like Facebook or to Twitter to communicate about outages and restoration time or provide updates.

They need to bury power lines before they have an extensive outage from a fire. They did provide extended warning for the power outage, which didn't occur, but would have been terrible.

Billing/Finance – Positive Responses

I have not had any complaints. It was a little complicated to change to Visa instead of American Express on my auto-pay, but it's all okay now

I really appreciate the ladies who work the billing department. They've helped me out when I REALLY need it.

Billing/Finance – Negative Responses

I have not had any complaints. It was a little complicated to change to Visa instead of American Express on my auto-pay, but it's all okay now.

Many years ago we purchased the adjacent apartment (2H) and physically combined it with our original apartment (2G). I asked that I receive only one bill for the combined apartment (2G/H). I am very disappointed that you could not make this happen.

Additional Comments**Billing/Finance – Negative Responses
(continued)**

This residence is a summer home and they do not get my billing address changed as it should be so that there is no delay in getting payment made. I pay my bills on time, but have trouble getting Holy Cross to change the address when I tell them to with my payment.

Billing/Finance – Neutral Response

I wish Holy Cross accepted Amex. I could get points for travel if they did. Not a big deal though. I have been a member since 1967. And I have climbed Mount of the Holy Cross three times.

I would like to pay a set amount each month instead of more in the winter and less in the summer. I currently do auto-pay and since my electric bills are higher because we have electric heat, it would be nice to just pay an average amount per month as an auto-pay. Thank you.

My main thing is the paying online, as long as I can do that it's good. It says my account number or name is incorrect and must be activated. I don't understand it or why it says I must contact a supervisor.

My sons are the ones living in Avon and using Holy Cross. I am in the process of having them pay the bill direct.

The only comment I have is it would be more convenient if Holy Cross supported electronic bill payment by direct deposit from my bank. I pay all bills via the internet. I request payment to you via my bank's website and they end up creating a check and mailing it to you.

Rates/Fees – Positive Responses

Holy Cross is excellent and they strive to keep the rates as low as possible within their means. Even though I haven't taken advantage of it, they are very strong at accommodating people that want to use renewable energy sources such as wind and solar power. I use very little electricity and I work a lot, and I haven't gotten around to figuring out if I should go to all renewable energy, and Holy Cross offers alternatives. All in all, Holy Cross is an excellent company.

I inherited solar panels when I bought this house. My bill is very low. Do continue to encourage solar panels for people! Thank you!!!

Keep up the good service and the low costs.

Very happy with service, rates, communication. Great job!

Rates/Fees – Negative Responses

Directors need term limits. Expensive. Too much emphasis on sun and wind power too.

Additional Comments
Rates/Fees – Negative Responses
(continued)

I had wanted somebody to do the annual maintenance courtesy reminder, would have liked a follow up. Also, when I had an issue, I could not depend on them; I had to go with another local company because of the co-op's cost.

I think the cost is a little high, but everything else is really great.

I wish my bill was cheaper, basic rate.

My electric bills are way too high for the amount of usage levels. While I understand that I live in the mountains and think that Holy Cross does a fine job of providing electric, I feel the rates that I pay are a bit too much.

The concern is for the charges for the power poles, they don't maintain their power poles.

The only thing is my bill has increased and I haven't done anything different in my usage.

The utilities companies used to charge by usage and now they charge fixed fees and that's basically screwing the average customer that doesn't use much electricity.

Rates/Fees – Neutral Responses

Fluctuating electric rates - explaining why this occurs would be beneficial.

Energy Efficiency/Energy Audits - Positive Responses

They are very efficient.

Energy Efficiency/Energy Audits - Negative Responses

Heat tapes are such an expense in the winter. Is there any way we can reduce that expense?

I think I would appreciate a little more energy efficiency within the co-op. Also, I am interested in credits for replacing energy inefficient appliances or at least having the knowledge of those credits. More focus on renewable energy is important to me.

Energy Efficiency/Energy Audits - Neutral Responses

I think they should try to promote the lightbulb and energy savings programs and rebates more and make them more accessible.

I would like them to help us on how to conserve our electricity.

Additional Comments**Energy Efficiency/Energy Audits – Neutral Responses
(continued)**

I think I would appreciate a little more energy efficiency within the co-op. Also, I am interested in credits for replacing energy inefficient appliances or at least having the knowledge of those credits. More focus on renewable energy is important to me.

Additional Services – Positive Responses

I am thrilled with my solar livestock tank that HC assisted in obtaining at a discount.

My biggest complaint is that there are a lot of outages in our area, but I do like their environmental programs.

Additional Services – Neutral Responses

Please start an on-bill repayment plan for deep energy retrofits. Simplify your rebate program.

Rebates for energy efficient appliances and offering text messages for outages.

Newsletter/Information/Social Media – Negative Responses

I think the only thing I would say is they need to improve their website. The interface is not very user friendly.

The online app for looking at energy usage is a little awkward to use.

The website is difficult.

Co-op Membership/Member Identity – Positive Responses

Holy Cross is the only electric company that I've ever had that's been a co-op and that's given me a rebate which was a pleasant surprise.

I would just like to thank them. We have debated moving to town, but I don't want to because I don't want to have to change electric providers.

They are very, very good. I appreciate the service that they give in the mountains and I like the refund check.

Renewable Energy

Appreciate their focus on green energy.

Directors need term limits. Expensive. Too much emphasis on sun and wind power too.

Get more alternative energy.

Additional Comments
Renewable Energy
(continued)

Good electric company. More sustainable (solar energy incorporated).

Holy Cross is excellent and they strive to keep the rates as low as possible within their means. Even though I haven't taken advantage of it, they are very strong at accommodating people that want to use renewable energy sources such as wind and solar power. I use very little electricity and I work a lot, and I haven't gotten around to figuring out if I should go to all renewable energy, and Holy Cross offers alternatives. All in all, Holy Cross is an excellent company.

Holy Cross supports solar energy which is a waste and they should support geothermal, but they don't have any discount on geothermal.

I appreciate their environmental concerns and their support for hydro and wind power.

I feel the move to wind farm investments were too aggressive and drove the cost of kilowatts up unnecessarily. Same with the solar credits you offer. Considering the cost and payback time, I feel this was a poor decision on the board's part. Monies spent for other means of efficiency would have been a wiser choice.

I have received excellent service and unexpected support from Holy Cross investigating, installing, and benefiting from a solar panel system on our home. Rebates have been wonderful and the attitude towards encouraging alternative energy sources a very pleasant surprise.

I inherited solar panels when I bought this house. My bill is very low. Do continue to encourage solar panels for people! Thank you!!!

I support that Holy Cross is using more sustainable energy sources.

I think I would appreciate a little more energy efficiency within the co-op. Also, I am interested in credits for replacing energy inefficient appliances or at least having the knowledge of those credits. More focus on renewable energy is important to me.

I wish I knew more about their green efforts. I think that's the right thing to do for a utility company.

I would like to find out more about alternative energies.

I would like to see more of a focus on alternative energy and a complete separation from fossil fuels.

I would like to see them use more renewable energy sources.

I would love to see you guys get away from using any coal for electric generation. My answers would go up if you guys stopped using coal, I would never leave.

More renewable energy. Global warming is a huge issue and a threat to our valleys. While I am happy to pay a bit more for wind energy to cover our usage, I think renewable energy should be provided at the same average cost for all electricity to customers.

Additional Comments

Renewable Energy (continued)

THANK YOU for your wonderful service in response to the Lake Christine fire! Courteous, friendly, prompt, and professional service to keep us safe and powered up. My feedback is that here in the land of constant sunshine, I would love to see more use of solar and other sustainable energy supplies.

The solar credit program is fantastic. I wish I could switch my business building to Holy Cross, but it's in Xcel territory.

They need more renewable energy.

They need more renewables.

They need to embrace solar and pay back the customers for having solar panels.

We are glad to be able to cover a large part of our bill from a solar farm supply credit.

Would like to see Holy Cross get involved with homeowners and encourage and develop photovoltaic options.

Would like to see more renewable energy included in the mix. Time to ditch the fossil fuels.

Your power sharing thing, keep up the good work. And let's all do some more of it. Keep using more of the sun and less of the black stuff.

Other Comments

Due to the length of the following comment, it is listed just once. It is counted as Operations / Engineering (positive), Billing / Finance (positive), Rates/Fees (negative), Energy Efficiency / Energy Audits (positive), and Newsletter / Information (positive)

The reason I am so pleased is that when we first purchased we had an energy audit and a very pleasant person came by. I was not home but my wife was. My wife is not very interested in these things. The representative was so precise and knowledgeable and pleasant that my wife was thrilled that she understood everything the representative presented (which included many energy saving tips). I then was the recipient of a very detailed report from my wife. Thanks so much for that audit and information. That primarily is the reason that I am satisfied with my dealings with you all. The billing has been easy also. There have been no interruptions of our service while here so that is a plus also. The price on the other hand is a problem with all energy services. Keep up the good work and keeping us informed via the newsletter. Thank you.

Because I do not live there year round, I couldn't rate certain questions.

I don't think you want to hear them.

I have not been here long enough to be of much help, ask me these questions in a year or two.

I think they have an interesting survey.

Additional Comments
Renewable Energy
(continued)

I wish you could offer service in Denver.

I'm glad that the survey person has a job, but I don't think that they should have a survey for a co-op that has no competition.

This is a meaningless survey. I am rarely at my condo so I would not have any relationship with the co-op.

This is a VRBO rental, so could not answer the question of how many people "live" in my household.

This survey would be perfect online. I would happily do this online. It is much harder to do over the telephone.

Appendix C: Questionnaire

Holy Cross Energy
2018 RESIDENTIAL MEMBER SATISFACTION SURVEY

07/18/18 FINAL
 ACSI questions in blue
 MLI questions in purple

INTRODUCTION:

May I please speak with the head of household who has or shares responsibility for the electric utility bills?
 Hello, my name is _____ and I am calling on behalf of Holy Cross Energy, your electric service provider. They have asked us to conduct a confidential survey with co-op members about the service they receive. As a cooperative member, you have a say in how your co-op is run. *(If asked – you are with NRECA Market Research Services – you are NOT with the cooperative)* **LET ME ASSURE YOU WE ARE NOT SELLING OR SOLICITING ANYTHING.** May I have about 7 minutes of your time to ask you some questions now? *[If hesitant, please offer the following option.] If you would like to first verify the legitimacy of this survey with Holy Cross Energy (Phone # xxx-xxx-xxxx), I would be happy to schedule a convenient time to call you back.*

Yes ... **Continue** No ... When would be a more convenient time for me to call back?
 Date to call: _____ Time to call: _____ (Eastern time)

Screen to ensure not interviewing employee or Board member

1. First, how long have you received your electric service from Holy Cross Energy? *(tenure!)*

- | | | | |
|---|---|---|---|
| <input type="checkbox"/> 1 Less than 1 year | <input type="checkbox"/> 3 3 to 5 years | <input type="checkbox"/> 5 10 to 14 years | <input type="checkbox"/> 7 20 years or more |
| <input type="checkbox"/> 2 1 to 2 years | <input type="checkbox"/> 4 6 to 9 years | <input type="checkbox"/> 6 15 to 19 years | <input type="checkbox"/> 8 Don't Know/Refused |

Overall Performance

2. Using a 10-point scale where 1 is “very dissatisfied” and 10 is “very satisfied,” how satisfied overall would you say you are with Holy Cross?

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

3. Considering all of your expectations, to what extent has Holy Cross fallen short or exceeded your expectations? Please use a 10-point scale where 1 means “falls short of your expectations” and 10 means “exceeds your expectations.”

Falls short 1 2 3 4 5 6 7 8 9 10 Exceeds expectations

4. Now, I'd like you to imagine an ideal utility company. **[Pause]** How well do you think Holy Cross compares with that ideal utility company? Use a 10-point scale where 1 means “not very close to your ideal” and 10 means “very close to your ideal.”

Not close 1 2 3 4 5 6 7 8 9 10 Very close to ideal

5. Now, on a 5-point scale where 1 means “very poor” and 5 means “excellent,” how would you rate Holy Cross on the following? *(randomize)*

On ...

	Very Poor				Excellent	NA/DK
a. resolving any issues or problems	1	2	3	4	5	6
b. having highly trained, professional employees	1	2	3	4	5	6
c. having friendly, courteous employees	1	2	3	4	5	6
d. being easy to reach	1	2	3	4	5	6
e. having members' best interests at heart	1	2	3	4	5	6
f. communicating with you and keeping you informed	1	2	3	4	5	6
g. operating with concern for the environment	1	2	3	4	5	6
h. supporting the local community	1	2	3	4	5	6

Contact With Cooperative

6. In the past year, did you contact Holy Cross for any reason?
 1 Yes 2 No **Skip to Q8**
7. Would you say the contact you've had with Holy Cross 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

8. Again, on a scale from 1 to 5 where 1 means "very poor" and 5 means "excellent," how would you rate Holy Cross on the following electric service attributes? (*randomize after b*)
 On ...

	Very Poor				Excellent	NA/DK
a. keeping blinks and momentary outages to a minimum	1	2	3	4	5	6
b. keeping longer outages to a minimum	1	2	3	4	5	6
c. restoring power quickly after an outage	1	2	3	4	5	6
d. keeping you informed on the status of outages	1	2	3	4	5	6

Rates, Value and Billing

9. How would you rate Holy Cross on the following, using the 5-point scale where 1 means "very poor" and 5 means "excellent?" [*randomize after a*]
 On ...

	Very Poor				Excellent	NA/DK
a. delivering good value for the money	1	2	3	4	5	6
b. charging reasonable rates	1	2	3	4	5	6
c. having reasonable monthly service fees	1	2	3	4	5	6
d. providing accurate and easy to understand bills	1	2	3	4	5	6
e. having convenient payment options	1	2	3	4	5	6
f. helping you to be more efficient in your use of electricity	1	2	3	4	5	6

Member Identity and Loyalty

10. Do you view yourself as a member-owner or as a customer of your electric co-op, or both?
 1 Member/owner 2 Customer 3 Both 4 Don't Know / Refused
11. Assume for a moment that you could choose your electric service provider from among more than one utility. Using a 10-point scale where 1 means "very unlikely" and 10 means "very likely," how likely would you be to choose Holy Cross?
 Very unlikely 1 2 3 4 5 6 7 8 9 10 Very likely
12. For each of the following statements, please use a 10-point scale again, but this time 1 means you "strongly disagree" and 10 means you "strongly agree". (Randomize)

	Strongly Disagree										Strongly Agree	DK
a. I usually approve of Holy Cross' policies and procedures	1	2	3	4	5	6	7	8	9	10	11	
b. I feel I have a good relationship with Holy Cross	1	2	3	4	5	6	7	8	9	10	11	
c. I think of Holy Cross as a long-term ally	1	2	3	4	5	6	7	8	9	10	11	
d. I am proud to be associated with Holy Cross	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. This information is completely confidential.*

1. Into which category does your age fall? 1 Under 25 3 35 to 44 5 55 to 64
 2 25 to 34 4 45 to 54 6 65 or older
2. What is your average monthly electric bill? 1 \$50 or less 3 \$101 - \$150 5 \$200 or more
 2 \$51 - \$100 4 \$151 - \$199
3. Including yourself, how many people live in your household?
 1 1-Self only 3 3 people 5 5 or more people
 2 2 people 4 4 people
4. Do you live in the home served by Holy Cross year round or on a seasonal or recreation basis?
 []1 Year round []2 Seasonal/recreation

Additional Comments you would like to make about Holy Cross Energy: _____

DO NOT ASK:

Pre-coded geographic areas from co-op database/member files: _____
Gender: 1 Male. 2 Female.

Thank you for your time and input. It is very much appreciated.

Appendix D: American Customer Satisfaction Index

The American Customer Satisfaction Index (ACSI) is provided through Touchstone Energy. It is designed to provide a continuous update of residential consumer evaluations of the top electric, gas, and combination electric and gas energy utilities in the country. ACSI began operations in 1994 and updated results are published every quarter. The central ACSI component is the core customer satisfaction index. The index is a weighted average of three questions on a 0 to 100 scale: overall consumer satisfaction, meeting consumers' expectations, and comparing one's own utility to an ideal utility. The second component of the ACSI measurements is the retention percentage, which is calculated using consumers' ratings of their likelihood to stay with their cooperative if they had a choice.

ACSI creates separate categories for the largest investor-owned (the 24 largest), municipal (the three largest), and cooperative (the largest) utility plus aggregates of the "all other" smaller utilities within each of the three categories.

Q4 2017/Q1 2018 ACSI		Q4 2017/Q1 2018 Retention %	
CenterPoint Energy	82	CenterPoint Energy	82
Touchstone Energy	79	Consolidated Edison	79
Southern	78	Southern	77
Cooperative Utilities	78	NextEra Energy	76
All Others - Municipal Utilities	78	Dominion Resources	75
Consolidated Edison	77	NiSource	75
Dominion Resources	77	Touchstone Energy	75
Sempra Energy	77	Sempra Energy	74
Municipal Utilities	77	All Others - Municipal Utilities	74
NextEra Energy	76	Edison International	73
Entergy	75	Atmos Energy	73
Atmos Energy	75	Ameren	73
Ameren	75	Cooperative Utilities	73
NiSource	75	Municipal Utilities	73
Edison International	74	Entergy	72
MidAmerican	74	Exelon	72
WEC Energy	74	MidAmerican	72
All Others - Cooperative Utilities	74	PPL	71
Investor Owned Utilities	73	WEC Energy	71
All Others - Investor Owned Utilities	73	Investor Owned Utilities	70
Exelon	73	CMS Energy	70
First Energy	72	Xcel Energy	70
PPL	72	All Others - Investor Owned Utilities	69
Xcel Energy	72	First Energy	69
National Grid	71	DTE Energy	69

Q4 2017/Q1 2018 ACSI		Q4 2017/Q1 2018 Retention %	
Duke Energy	70	Eversource Energy	69
CMS Energy	69	National Grid	68
DTE Energy	69	PSEG	66
Eversource Energy	69	All Others - Cooperative Utilities	64
PSEG	69	Duke Energy	63
PG&E	68	American Electric Power	62
American Electric Power	66	PG&E	62