



**AGENDA ITEM NO.: 5.A.1**  
**MEETING DATE: 03/16/2026**  
**ADMINISTRATIVE REPORT NO.: 2026-56**  
**ACTION: FOR INFORMATION ONLY**

To: Honorable Public Utilities Board

Submitted by:           / S /            
Timothy Haines  
General Manager

From: Timothy Haines  
General Manager

Approved by:           / S /            
Timothy Haines  
General Manager

Subject: For Information and Feedback Only, Present Alameda Municipal Power’s Strategic Plan Revisit Community Outreach Survey Results

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### RECOMMENDATION

*For information and feedback only, present Alameda Municipal Power’s Strategic Plan Revisit Community Outreach survey results.*

### BACKGROUND

Alameda Municipal Power (AMP) is currently conducting a refresh of its strategic plan as part of the “AMPed for the Future!” initiative. During prior discussions, the Public Utilities Board expressed interest in incorporating customer input into the update.

AMP retained Great Blue Research to conduct a customer survey and related outreach activities as part of the Strategic Plan process.

### DISCUSSION

This report is provided for information only and accompanies a presentation by GreatBlue Research summarizing the results of AMP’s customer survey.

The community outreach effort was designed to collect customer input to help shape AMP’s strategic plan by assessing customer priorities across several areas of potential investment. To ensure its strategic planning decisions are informed by both breadth and depth of customer insight, AMP undertook a two-phase approach, a quantitative customer survey conducted through multiple outreach channels between October and December 2025 and three qualitative focus groups with a diverse mix of residential customers, including low-income, those in neighborhoods with less representation in the quantitative survey, and those in multi-family housing.

Staff is presenting the survey results at this time to provide the Board with visibility into this phase of the outreach and an opportunity to share observations in advance of the April Strategic Plan Workshop. The survey findings will inform the draft Strategic Plan to be presented at the Workshop.

Additional outreach efforts are still underway to connect with key stakeholder entities such as

sustainability groups, business chambers, homeowners' association (HOA) boards, and key commercial customers.

Staff remain on track to present the results of final outreach efforts and the draft strategic plan to the Public Utilities Board (Board) in April 2026 via a special workshop to allow for in-depth discussion and additional customer input, followed by the final strategic plan adoption in June 2026. Following adoption, staff will propose a separate implementation plan with specific deliverables for presentation to the Board in July 2026, with final adoption in September 2026, as shown below:

April 20	Strategic Plan Workshop with the Board
June 16	Board adoption of Strategic Plan
July 21	Draft Implementation Plan presented to Board
September 15	Board adoption of Implementation Plan

### FINANCIAL IMPACT

There is no financial impact.

### ENVIRONMENTAL REVIEW

No actions are recommended for approval, therefore, no CEQA review is required. (Save Tara v. City of West Hollywood (2008) 45 Cal.4th 116.)

Furthermore, Alameda Municipal Power finds that its actions are not a project as defined by CEQA Guidelines Section 15378, which excludes “continuing administrative...activities” and “organization or administrative activities of governments...” Alameda Municipal Power further finds that it can be seen with certainty that there is no possibility that the activity will result in a direct or reasonably foreseeable indirect change in the environment. The report involves the disclosure of factual information, and there is no potential for direct or indirect changes in existing conditions as a result.

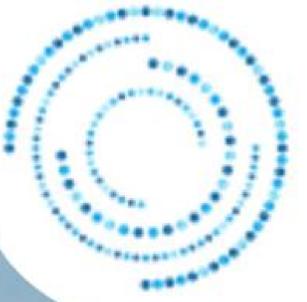
Alameda Municipal Power further finds that its actions are exempt pursuant to CEQA Guidelines §15268, which excludes ministerial actions. Alameda Municipal Power further finds that its actions are exempt from CEQA, including but not limited to CEQA Guidelines Section 15061(b)(3). More specifically, Alameda Municipal Power finds its action is subject to the commonsense exemption because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment.

### LINK TO STRATEGIC PLAN AND METRICS

The strategic plan update encompasses all aspects of AMP's operations and is linked to all initiatives.

### EXHIBITS

- A. Report of Findings: Strategic Planning Research Study 2025



**ALAMEDA  
MUNICIPAL POWER**

*A Department of the City of Alameda*

## Report of Findings

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# Strategic Planning Research Study 2025

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(Provided Separately)





## Research Objectives

- GreatBlue Research was commissioned by Alameda Municipal Power (hereinafter “AMP”) to conduct research among its residential and commercial customers.
- The primary goals of this research study were to collect customer input to help shape AMP's Strategic Plan by assessing customers' priorities regarding several areas of potential investment.
- The outcome of this research will enable AMP to a) more clearly understand customers' priorities, b) act on near-term opportunities for improvement, and c) inform the direction of their long-term Strategic Plan.



## Areas of Investigation

To ensure AMP's strategic planning decisions are informed by both breadth and depth of customer insight, a two-phase research approach was conducted, combining quantitative and qualitative methods.

### **Phase 1: Quantitative Customer Survey**

AMP conducted a statistically reliable survey of 696 customers.

The survey measured:

- Satisfaction with AMP's performance on several key metrics
- Customer priorities
- Support for/importance of:
  - Infrastructure investment
  - Renewable energy and electrification
  - Technology infrastructure improvements
  - Communications
  - AMP employee training
  - AMP consulting the community to inform decision-making

### **Phase 2: Qualitative Focus Groups**

Three (3) customer focus groups were conducted virtually, through Zoom, with a diverse mix of AMP residential customers.

The focus groups explored:

- The “why” behind survey responses
- Customer expectations around trade-offs and investments
- Reactions to strategic priorities and future initiatives
- Provided context, nuance, and customer voice, helping AMP better understand how customers interpret and experience AMP's services

# Research Methodology Snapshot

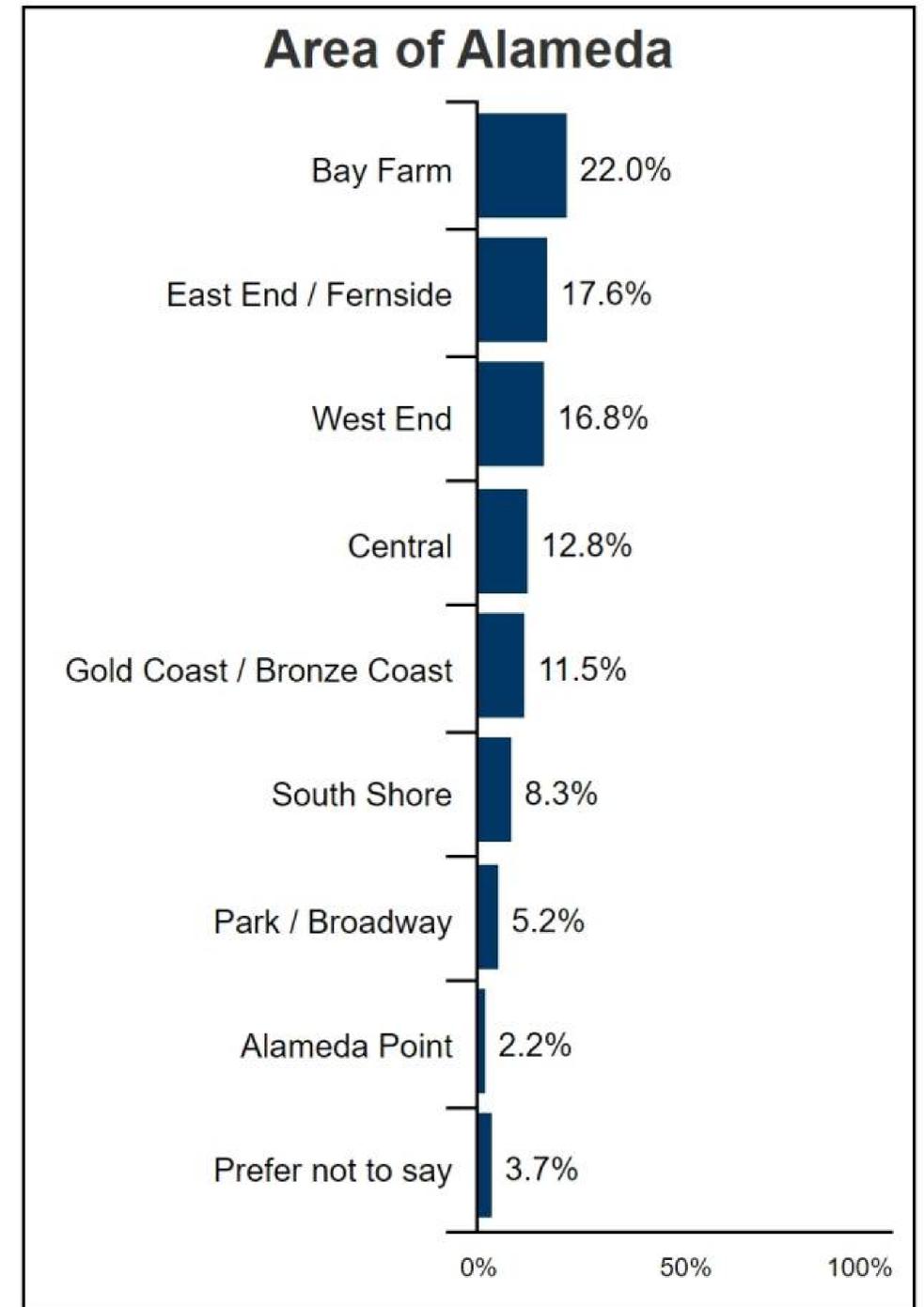
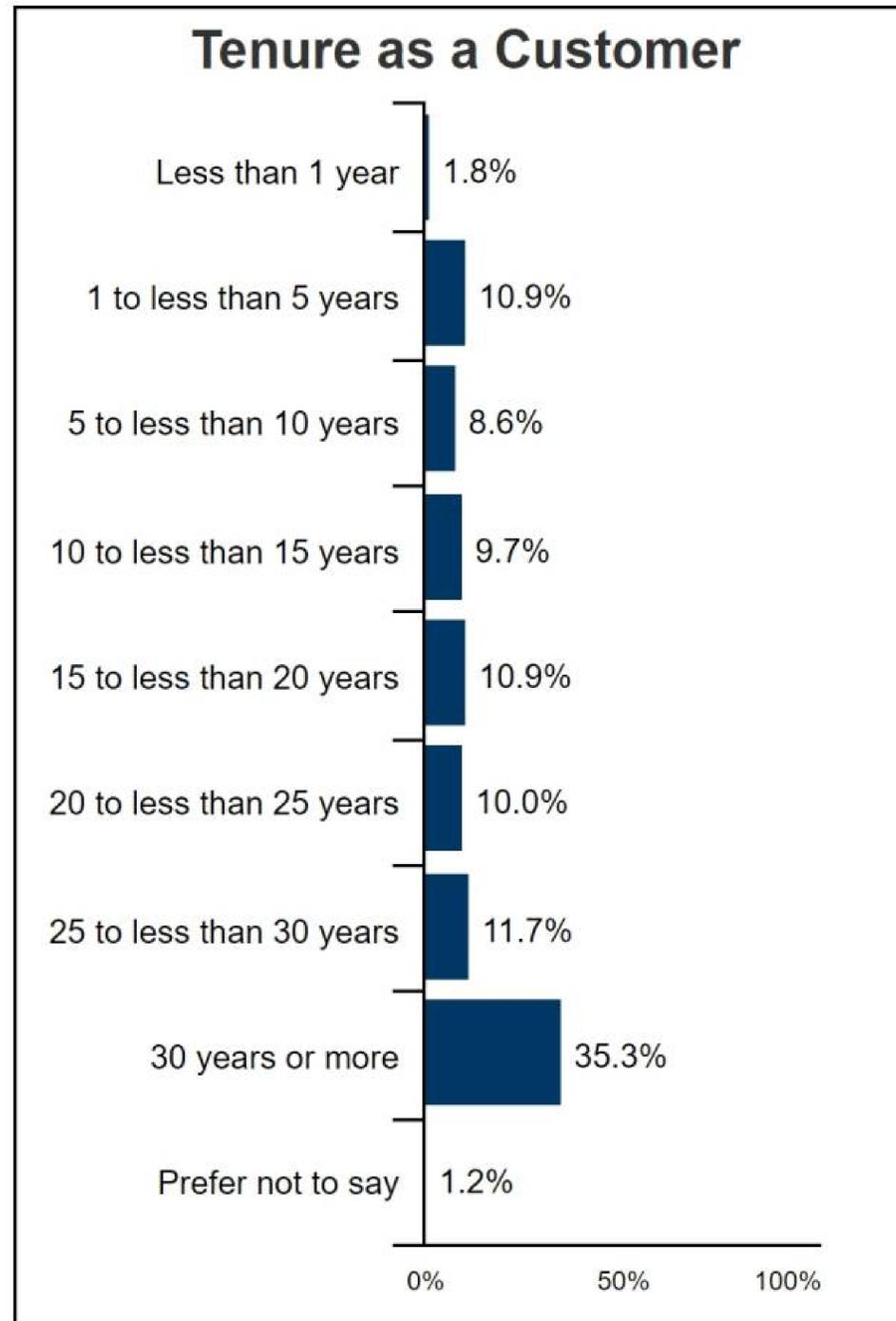
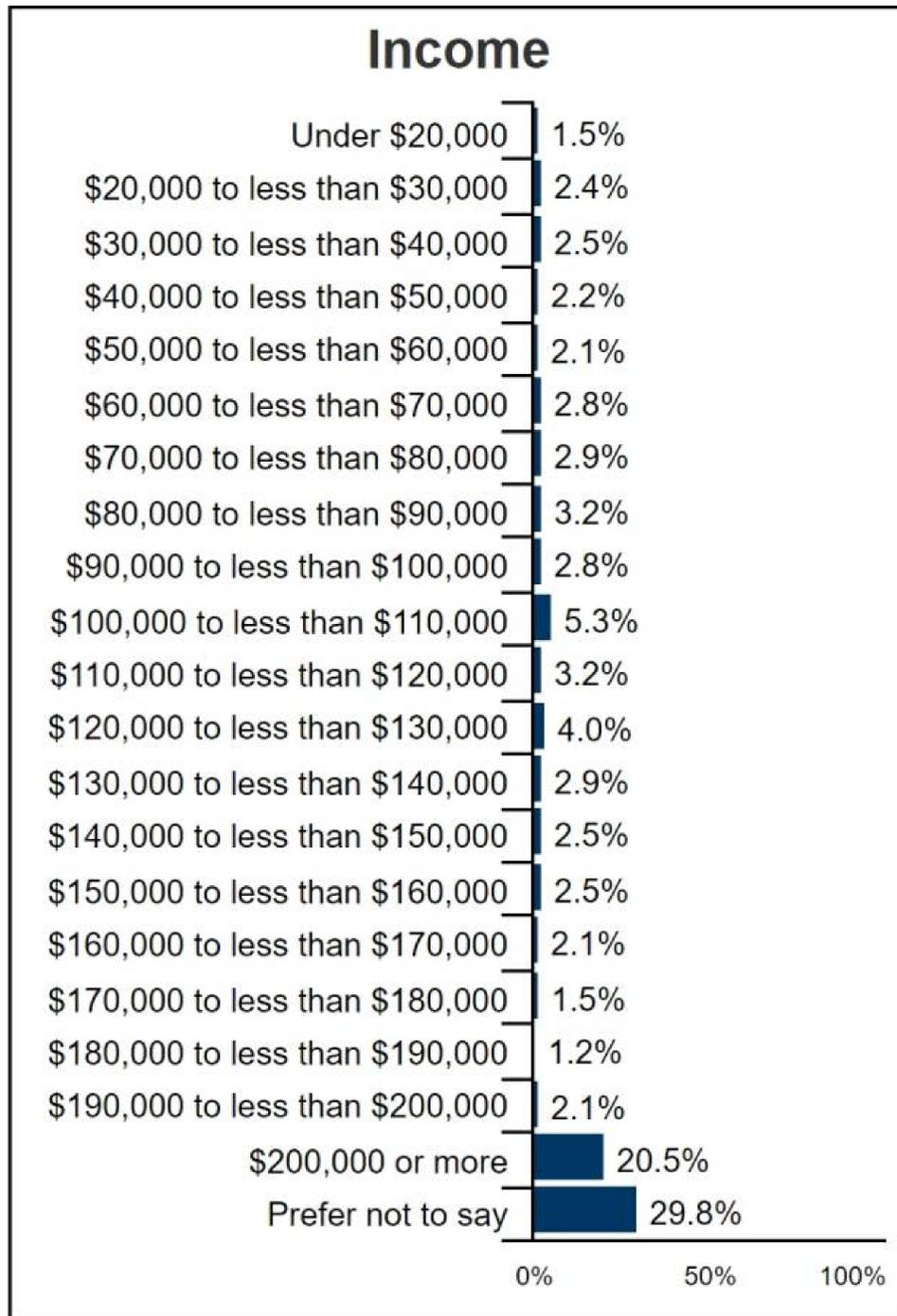


<b>Methodology</b> Digital Survey / Zoom Focus Groups	<b>No. of Completes</b> <i>Quantitative Survey</i> <b>Composite: 696</b> Residential: 678 Commercial: 18	<b>No. of Questions</b> <i>Quantitative Survey</i>  32*	<b>Quality Assurance</b> <i>Quantitative Survey</i>  Dual-level**	<b>Sample</b>  Customer List
<b>Target</b>  Residential and Commercial AMP Electric Customers	<b>No. of Participants</b> <i>Qualitative Focus Groups</i> Residential: <b>22</b>	<b>Margin of Error</b> <i>Quantitative Survey</i>  +/- 3.7%	<b>Confidence Level</b> <i>Quantitative Survey</i>  95%	<b>Research Dates</b> <i>Quantitative Survey</i> October 24 - December 5, 2025  <i>Qualitative Focus Groups</i> January 14, 15, and 20, 2026

\* This represents the total possible number of questions; not all respondents will answer all questions based on skip patterns and other instrument bias.

\*\* Data quality personnel, in addition to a computer-aided interviewing platform, ensure the integrity of the data is accurate.

# Respondent Profile | Residential Demographics



Only residential data shown

# Key Study Findings

# Key Study Findings



## Overall Performance and Satisfaction

- Over 80% of respondents provided positive ratings across four (4) of the six (6) key performance metrics, indicating strong overall performance.
- AMP's reliability of service stands out as a core strength, with more than nine-in-ten respondents (95.3%) providing positive ratings.
- Affordability of rates also performs strongly, with 85.1% providing positive ratings.
- Qualitative findings reinforce these results, with participants consistently expressing high satisfaction with AMP's reliability and low rates, often citing direct positive comparisons to PG&E.

## Customer Priorities and Strategic Initiatives

- When asked to identify important initiatives:
  - Keeping rates affordable was most frequently selected (84.3%).
  - Upgrading aging infrastructure (71.4%) and maintaining / improving reliability and resiliency (61.1%) followed.
- When asked to choose a single top priority:
  - Keeping rates affordable remained the top priority (41.8%).
  - However, upgrading aging infrastructure (18.2%) and maintaining / improving reliability and resiliency (12.4%) followed at a greater distance.
- Qualitative findings mirror this rank-order, with affordability clearly prioritized, followed by infrastructure and reliability.
  - Some participants specifically suggested burying electric lines as a long-term strategy to reduce tree-trimming costs and mitigate outage risk.

## Differences in Priorities by Age Group

- Younger respondents (under 55) were significantly more likely to prioritize enhancing digital infrastructure.
- Older respondents (55 or older) were significantly more likely to prioritize:
  - Strengthening cybersecurity and physical security
  - Improving the customer service experience

## Infrastructure and Technology Investment Attitudes

- Nearly all respondents (96.8%) believe upgrading aging infrastructure is at least somewhat important, with 78.0% rating it as "very important."
  - Three-quarters of respondents (75.1%) support infrastructure investments, even if they result in higher rates.
- Approximately nine-in-ten respondents (89.7%) believe investing in technology to strengthen communications, cybersecurity, and system efficiency is important, with 45.4% indicating it is "very important."
- More than nine-in-ten (92.1%) believe modernizing technology, communications, and security systems to reduce long-term costs is important.
- Similarly, nine-in-ten respondents (90.1%) believe investing in cybersecurity to protect customer information and the power grid is important.
- Consistent with these findings, focus group participants frequently cited frustrations with AMP's digital platforms, including difficulties using the mobile app and website to make payments, view bills and usage, and access rebate tools.

## Energy Strategy and Cost Tradeoffs

- When asked to choose, significantly more respondents preferred keeping customer costs low over expanding renewable or clean energy resources (48.6% compared to 39.2%).
- Nearly four-fifths (79.0%) believe investing in locally produced electricity over clean power purchased from outside sources is important.
- Focus group participants broadly agreed on the importance of local generation to increase self-reliance, with many emphasizing the need to prioritize established, lower-risk technologies to protect ratepayer investments.

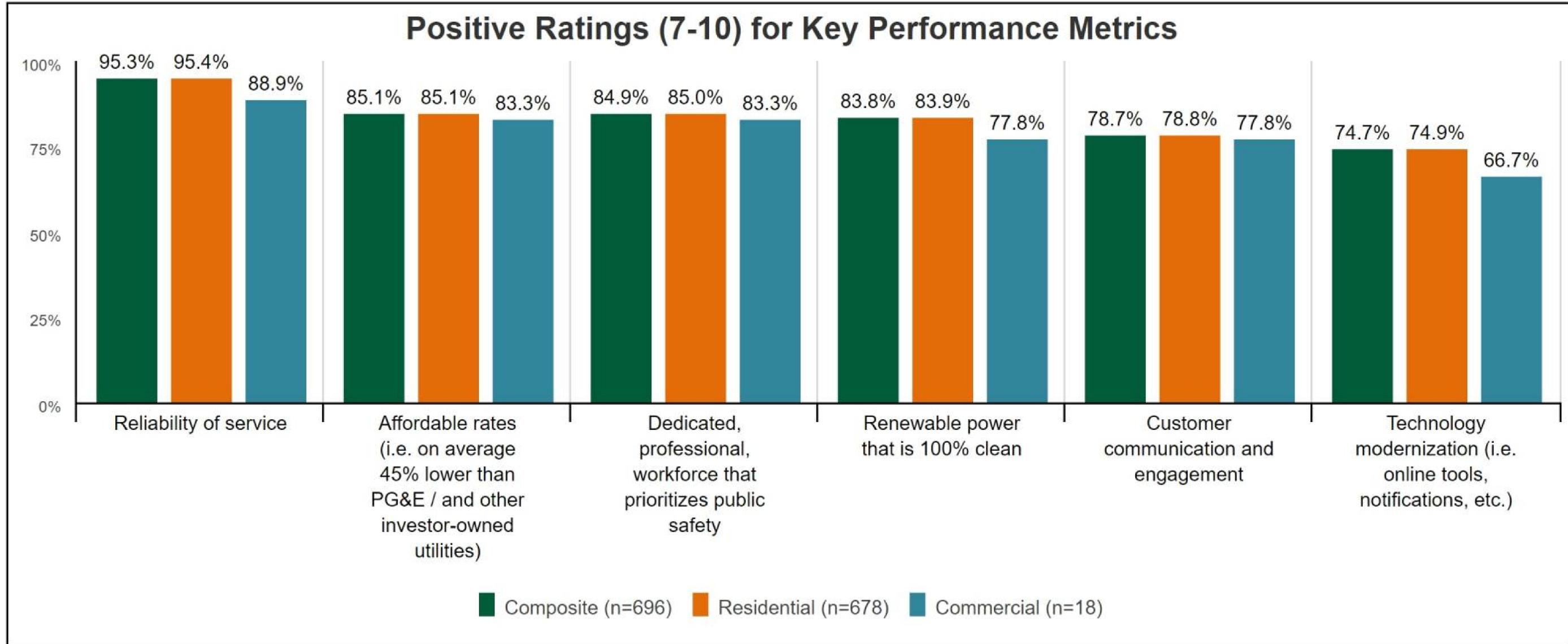
## Workforce and Organizational Trust

- More than nine-in-ten respondents (91.9%) believe investing in training and retaining skilled employees is important.
- Nearly nine-in-ten (88.8%) also believe offering competitive salaries and benefits to retain employees is important.
- Almost nine-in-ten respondents (88.1%) value AMP making decisions after allowing for direct community input.
  - While some focus group participants were aware of AMP's presence at community events, others questioned the purpose and impact of these efforts. Participants suggested AMP could strengthen community connections by clearly communicating what was learned at events and providing more useful, actionable information to attendees.

# Key Metrics

# Performance | Satisfaction Ratings

Over 80% of respondents provided positive ratings across four (4) of the six (6) key performance metrics listed below. Notably, more than nine-out-of-ten respondents provided positive ratings for AMP's "reliability of service," and 85.1% provided positive ratings for their "affordable rates." Conversely, while still strong, fewer respondents provided positive ratings for AMP's "customer communication and engagement" and "technology modernization."



[utility\_performance]: How well would you say AMP is performing in the following areas? Please use a scale of one to ten, where one (1) is "very poor" and ten (10) is "very good."

Similar trends were observed in the qualitative data, with most participants expressing a favorable view of AMP's reliability and of AMP's low rates.

Notably, AMP's reliability and rates were seen as highly favorable in comparison to neighboring towns being serviced by PG&E. Furthermore, some participants cited first or second hand experiences with PG&E, such as higher average monthly bills and a higher frequency of outages, to further explain their satisfaction with AMP.

## Low Frequency of Outages, Affordable Rates, and Comparisons to PG&E Drive Positive Perceptions

***"I think Alameda, it's far superior because, especially in the news lately, all you hear about is PG&E having outages and how long it takes for them to get everything back online, and we just don't have that."***

*"I've rarely ever had a power outage, and I'm in a condo that's fully electric, and it's been remarkable. You hear about power outages all around you, and we still have our power on."*

*"I think I've only experienced one in the two years I've been here, and it was pretty short. And I had been in San Francisco for a decade before, and that certainly had not been the case."*

*"I had always heard many years ago when I lived in San Francisco about how Alameda had a better pay rate. I've never compared to PG&E, but everybody always said that Alameda Municipal Power had a much better electrical rate, besides being more reliable. I never did a comparison, but I've always felt comfortable telling other people I live in Alameda, and we never have power outages, not like you guys do."*

*"AMP is very reliable, and it extends beyond being reliable in terms of leaving the lights on. It also does not have the power bumps that destroy delicate electronics."*

*"I think they're doing a really good job. I mean, we're blessed to have them here, rather than PG&E, so I have no complaints at all."*

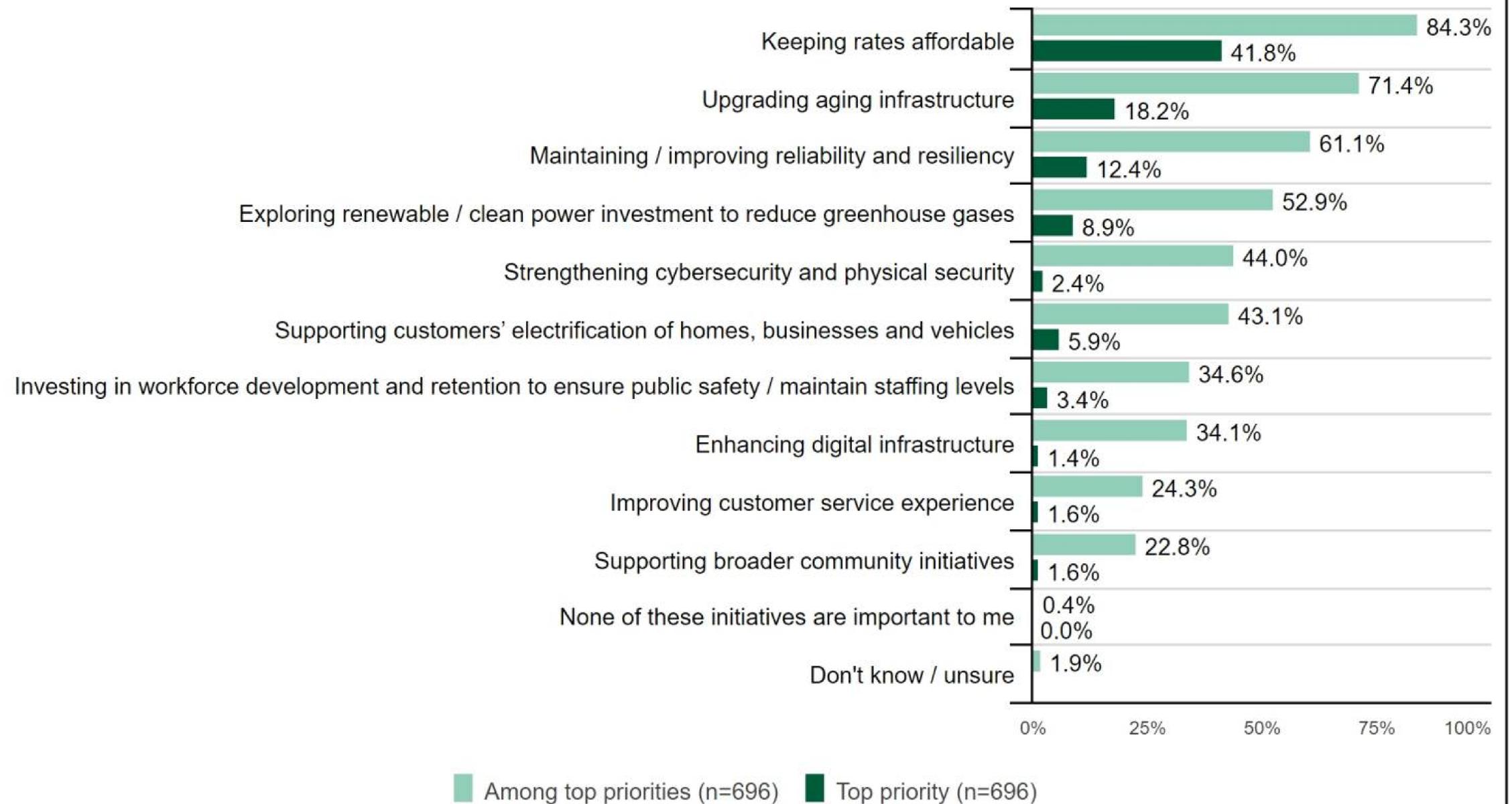
*"The rates are so cheap, and I'll disclose this, I think for a whole month, my standard rate, I only spend, like \$80 to about \$100 every month."*

# Priorities | Most Important Initiatives

Survey respondents were asked to select all initiatives they find important to them as an AMP customer. Over four-fifths indicated "keeping rates affordable" as an important initiative, followed by 71.4% for "upgrading aging infrastructure" and 61.1% for "maintaining / improving reliability and resiliency."

Next, respondents were asked to choose their top priority among the initiatives they previously selected. The same trend emerged, with 41.8% selecting "keeping rates affordable" as their top priority, followed by 18.2% for "upgrading aging infrastructure" and 12.4% for "maintaining / improving reliability and resiliency."

**Percentage Who Find Importance in Each Initiative**



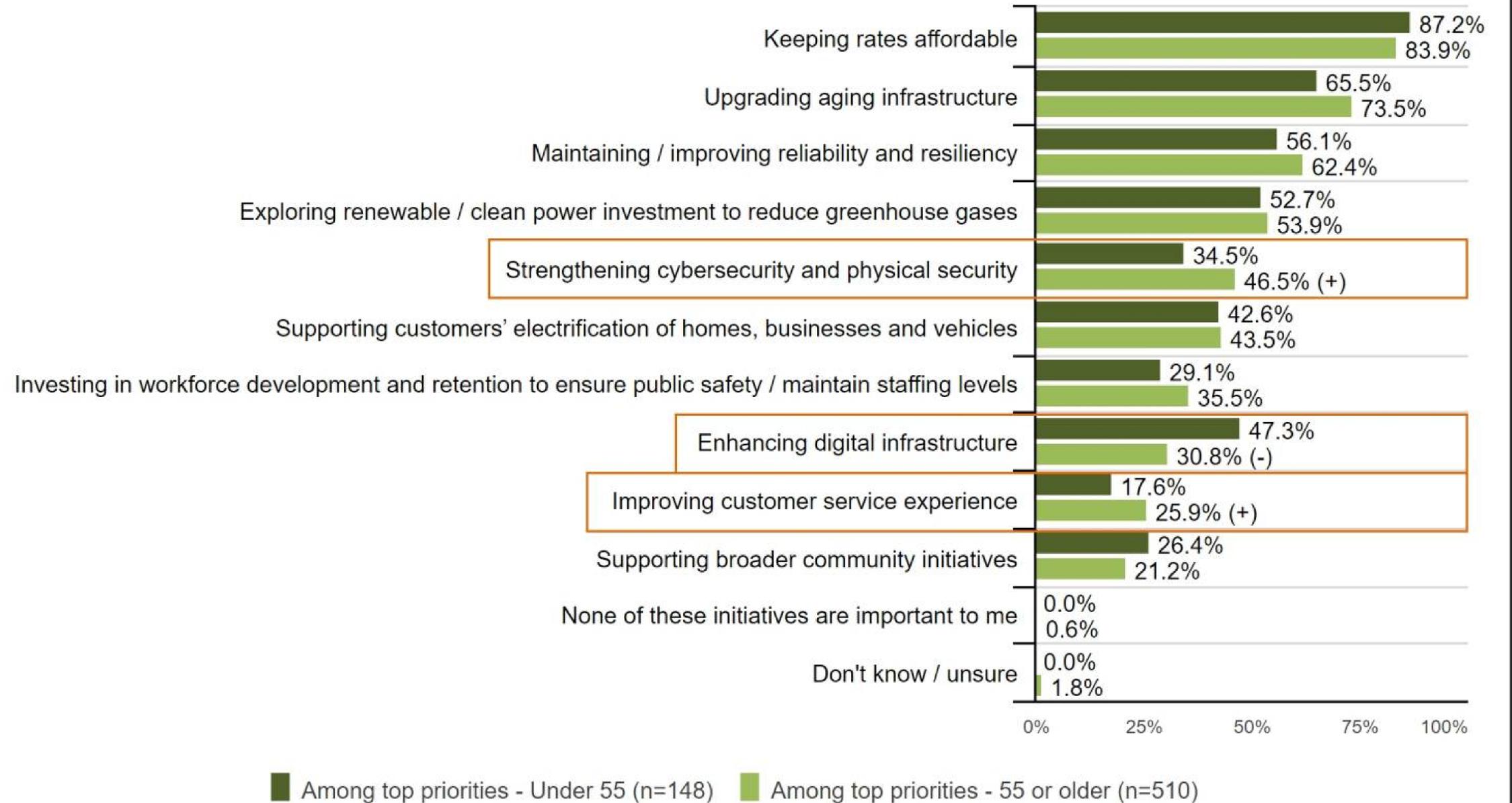
*[initiatives\_priority]: Below is a list of initiatives AMP is considering as part of its strategic planning efforts. Please select the most important initiatives for you as a customer of AMP. (Select all that apply)*  
*[top\_priority]: Out of the options you just selected above, if AMP had to prioritize one of the following, which would you want it to focus on most? (Select only one)*

# Priorities | Most Important Initiatives by Age

Some significant differences exist between respondents younger than 55 and those 55 or older regarding the initiatives they prioritize.

Significantly more respondents under 55 selected "enhancing digital infrastructure" as an important initiative compared to those 55 or older. Conversely, more respondents 55 or older selected "strengthening cybersecurity and physical security" and "improving the customer service experience" compared to those under 55.

### Percentage Who Find Importance in Each Initiative



[initiatives\_priority]: Below is a list of initiatives AMP is considering as part of its strategic planning efforts. Please select the most important initiatives for you as a customer of AMP. (Select all that apply)  
 (+/-) indicates statistical significance at a 95% confidence level

The qualitative focus group findings aligned with the quantitative survey findings, placing affordability on top, followed by infrastructure upgrades and overall reliability. As reported previously, many focus group participants had high praise for AMP's affordability and reliability, especially in comparison to PG&E. However, there were thoughtful insights into how reliability could be further enhanced to prepare for the future.

Some participants specifically mentioned burying electric lines in high-risk areas to mitigate future costs of tree trimming and further increase reliability.

## Infrastructure Upgrades

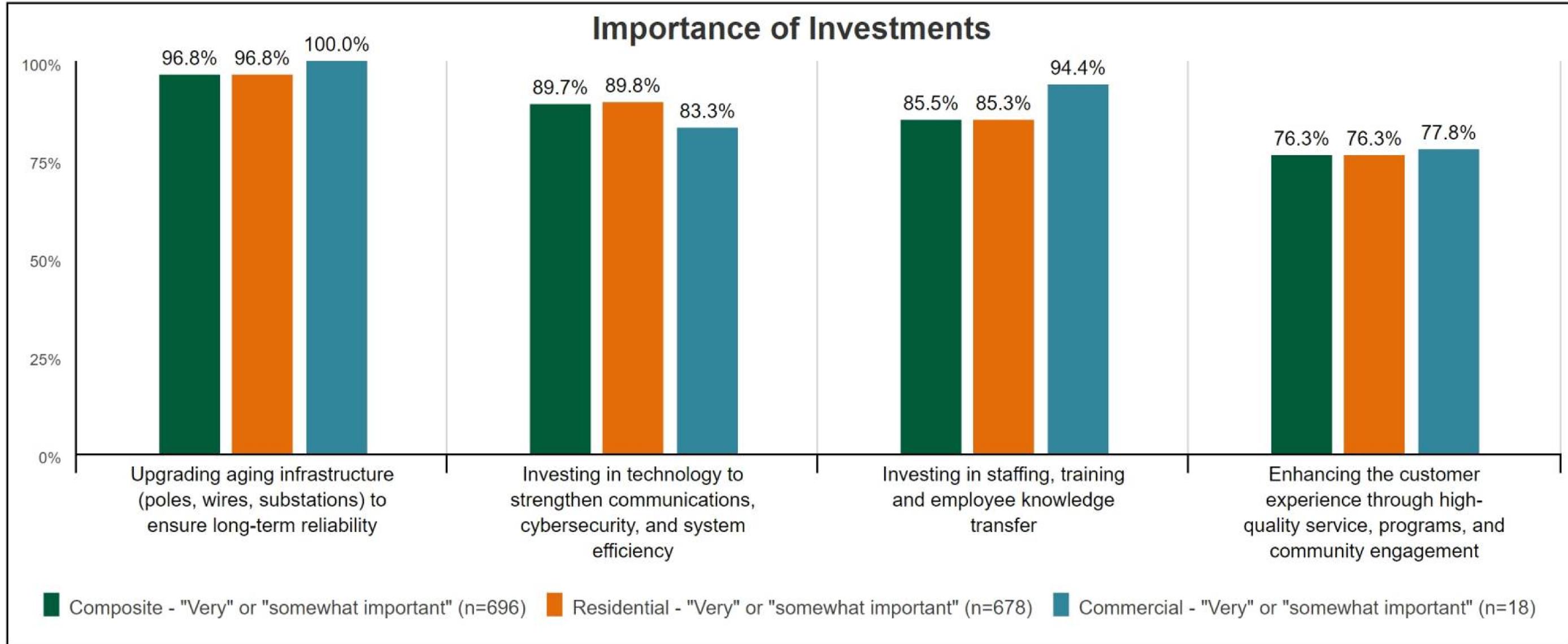
***"Because you're not going to have reliability without maintaining infrastructure. Electricity needs to stay on. That should be the number one, period."***

*"What AMP should do is do more hotspots. [For example] this power line runs, and this air is clear and never has a problem. Then it should be fine, don't need to bury it, right? **But let's say this line runs through this tree, can't cut this tree because it's part of the city, or whatever, and it always has an issue, then we should bury that line.** Because it's always causing a problem. It's costing more money to maintain it, keep cutting the tree, and keep adjusting the lines, and it keeps causing power outages, have to keep reimbursing customers, then that's gonna keep costing us more and more over time. Now, we remove that line, bury that section, right? **That's gonna save a lot more money down the line.** It will cost more in the beginning, but now, long term, we're gonna be saving money. **Focus on areas where it has a problem, fix those. Areas that don't have the problem, leave it alone.**"*

*"I firmly believe as many lines as possible to be put under ground, because it adds to a necessary cost of tree trimming every year, in anticipation of the storms. And yes, that's a necessity, but can some of the urgency be taken down a step or two if those lines aren't exposed."*

# Priorities | Importance of Investments

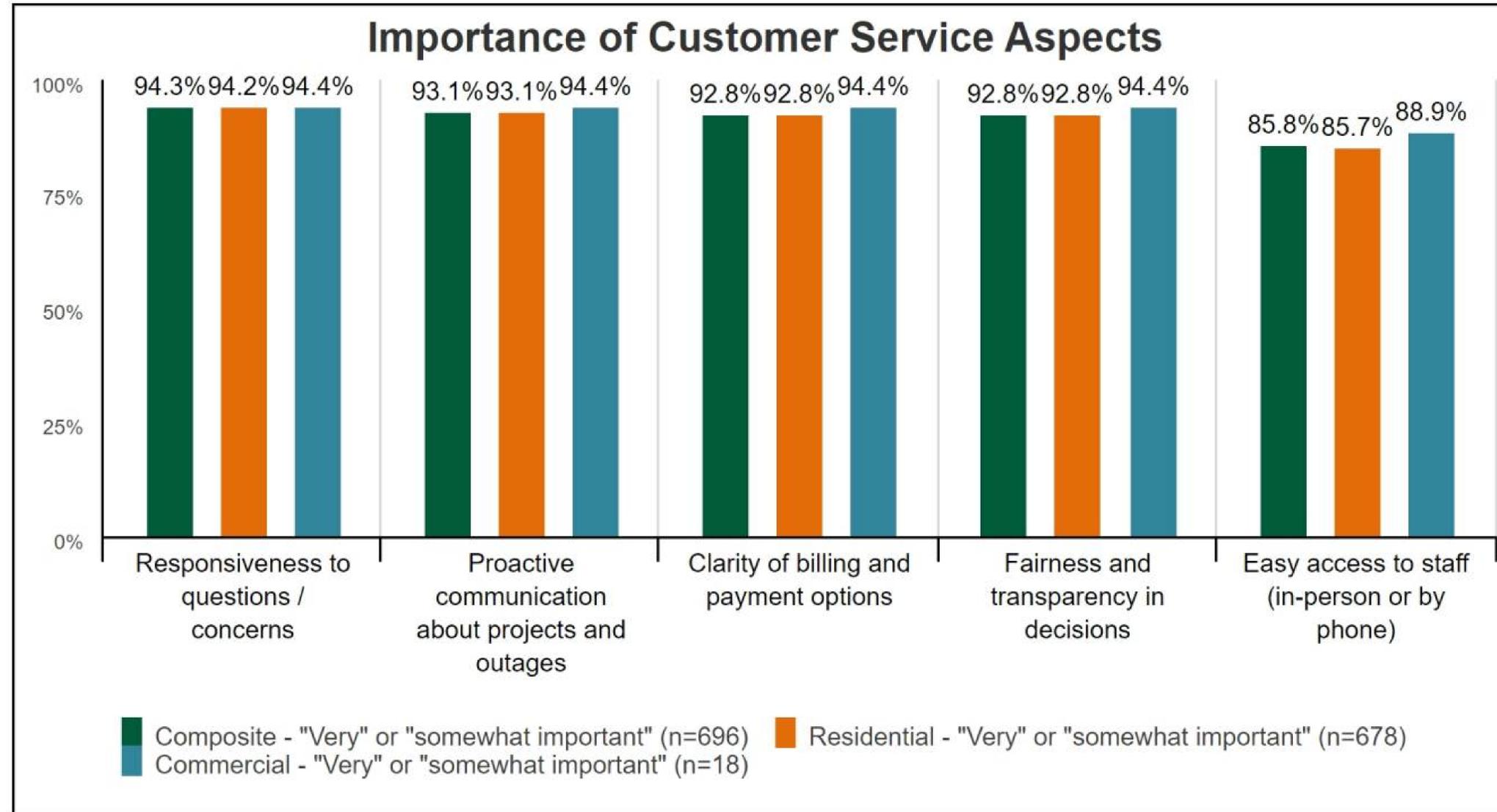
Nearly all respondents (96.8%) believe investing in "upgrading aging infrastructure" is either "very" or "somewhat important," with 78.0% indicating it is "very important" (not shown in chart). Furthermore, approximately nine-in-ten (89.7%) believe "investing in technology to strengthen communications, cybersecurity, and system efficiency" is either "very" or "somewhat important," with 45.4% indicating it is "very important" (not shown in chart).



[importance\_priorities]: How important is it to you that AMP prioritize each of the following?

# Priorities | Importance of Customer Experience

Over 85% of respondents indicated each of the five (5) aspects of customer service listed below are either "very" or "somewhat important." While not shown in the chart below, over half of respondents indicated "fairness and transparency in decisions" (58.3%), "responsiveness to questions / concerns" (55.2%), and "clarity of billing and payment options" (54.9%) are "very important." Although fewer survey respondents saw "easy access to staff (in-person or by phone)" as important, many focus group participants passionately advocate for the need for live personnel to aid in problem solving, especially when digital channels are not sufficient.



## Easy Access to Staff Still Top of Mind

*"I'm of the feeling that, good old customer service, a real human being, is very helpful, instead of punching 1, 2, 3, 5, 9, to get to where you need to go. And especially since Alameda has that feel of a smaller town, it just goes with it. And I'm for, in terms of customer service, having real customer service."*

*"Technology, it could be frustrating. I think there should always be a number you could call to talk to someone."*

[importance\_priorities]: How important is it to you that AMP prioritize each of the following?

Regarding live customer service interactions, AMP received high praise for their telephonic customer service representatives. Most participants who had a phone interaction with AMP were very pleased with their problem solving and promptness, commending them for being able to quickly resolve any issues.

However, one participant cited a negative experience with an in-person office visit, particularly at the Grand Street office, which presents an area for AMP to enhance their service to customers. Specifically, they were critical of the atmosphere in the office and that they were unable to be helped with anything other than making a payment.

## Participants Had Positive Experiences with Phone Interactions

***"I have been blown away with the customer service of AMP. Everything that I need to be done is done efficiently and right then when I'm on the phone. I hang up every time, I go, wow, that was amazing!"***

***"Even with the issues that I had in the middle of the night, I called in. Oh, we'll get someone right on it, and they were here. It was just having that peace of mind that there was someone on the other end who was gonna get it done."***

***"The woman I talked to, she got it done. She told me what I needed to do. It wasn't all smiley and nice, but I didn't care, because there was a human being there that I know they understand, I can talk to them, and I can explain a complicated problem."***

***"When I go on the website, and I have a problem, I call them, and they get right on it."***

## In-Person Service May Be an Area of Opportunity

***"When I went to the office here, on Grand Street, it was very eerie, not in a good way. There's a nasty sign that says, this is only for payments here. You can't get any other help, you can only pay your bill here. The lady was very off-putting. And, you can't get internet help, all you can do is pay. I feel like if you're already there, they should be able to help you with everything, not just one thing."***

Focus group participants were partially aware of AMP's current involvement in community events, with some citing their presence at the Fourth of July Parade and other events. However, some questioned the purpose of AMP's participation in these events. It was agreed by many that AMP is not fulfilling the goal of connecting with the community simply by being present at those events, but that the utility should focus on providing value to the community at these events.

Suggestions to better connect with the community at these events include AMP having listening sessions with customers and following-up internally on what they learned or distributing useful information while at events.

## Desire for Continued Direct Community Input

***"What is their purpose to be there [at community events]? If it's just to let everybody know that they're there, then they probably meet the purpose. If it's that they want to connect with the community, then it's something else. You have to have people that are there that are really taking the information [from the community] and then there's something that shows up later that says, hey, we just were here, here's our top concerns that we heard from the public."***

*"If you're asking is there something that's memorable about it that I feel like it's adding value? I'm sure they're there [at community events], but I'm not sure that it would matter if they weren't."*

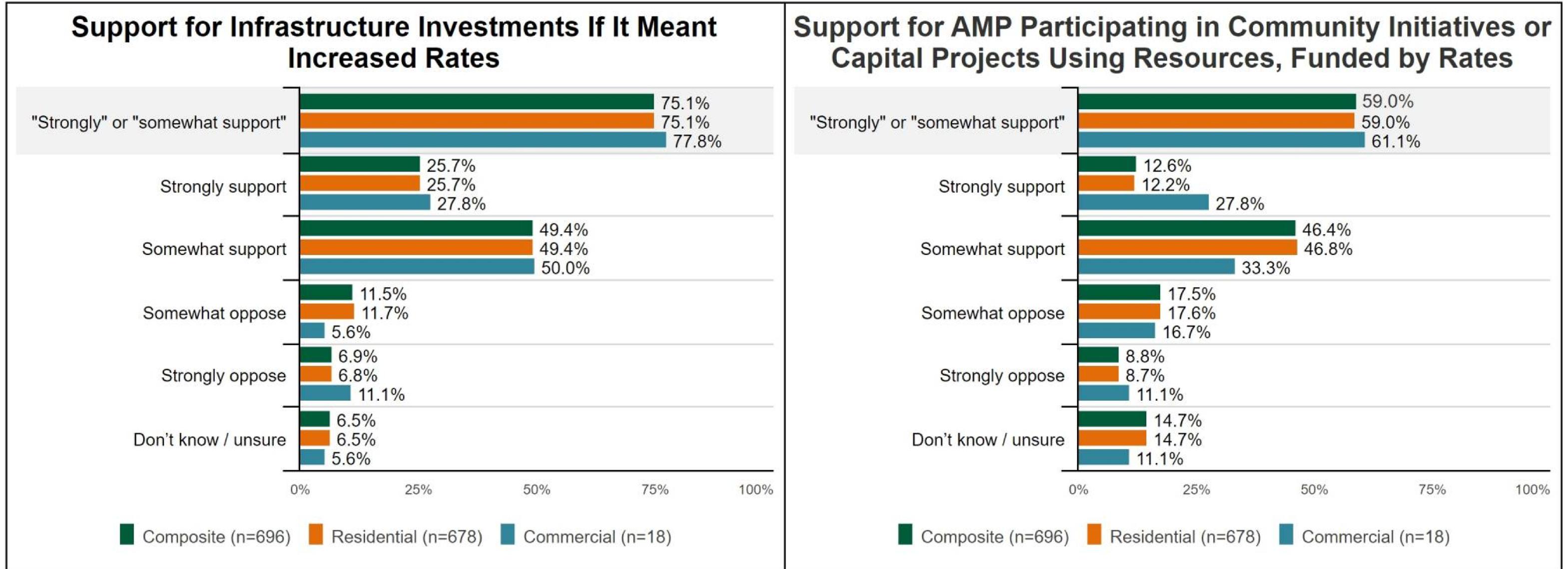
***"They let me know about the monthly or bi-monthly board meeting where the customer could voice concerns and interest in continuing to allow or support EV users. I found that was my only community interaction with AMP, so I found that that was helpful to see them out there in the community."***

*"I think one of the ways that they can engage more with the public is safety overall. Safety in the home, what to do if X happens, kind of thing, brochures, workshops. Things like that, online, on site."*

***"I could see Alameda Municipal Power participating in the parade, and handing out something. Not just candy, but handing out something that would be beneficial, like something you could put on your refrigerator, like if you have an issue, contact Alameda Municipal Power."***

# Infrastructure | Support for Investments

Three-quarters of respondents indicated they either "strongly" or "somewhat support" AMP's infrastructure investments, even if it means increasing rates. Furthermore, just under three-fifths of respondents indicated they either "strongly" or "somewhat support" AMP using resources, funded by rates, to participate in community initiatives or capital projects.



[infrastructure\_costs]: Knowing that there is an associated cost with infrastructure investments for both the utility and customers, how strongly would you support or oppose AMP pursuing infrastructure investments if it meant increased electric rates for customers?

[support\_projects]: How strongly do you support or oppose AMP using resources, funded by rates, to participate in community initiatives or capital projects?

While most survey respondents indicated some level of willingness to invest in infrastructure upgrades, despite an accompanying rate increase, focus group participants provided further insight into the 18.4% who did not support such investments.

There were some participants who viewed increasing rates as necessary to upgrade infrastructure, and were willing to make the trade-off to keep high-quality service. However, some pushed back on this idea, believing AMP already should have been maintaining and upgrading their infrastructure using the revenues from previous rate increases and other funds.

## Willingness to Fund Infrastructure Upgrades Mixed Among Participants

*"That's what it's gonna cost to have a reliable, quality electric system, and so we've got to say, hey, sure, I would like to have low rates, and I would like them to be 45% less than PG&E, but I don't want PG&E's quality. I want high quality."*

*"[Participant] I think [rate increases are] a given, because we have to deal with it. [Moderator] So you'd sort of expect the rates to go up with those types of investments. [Participant] Right."*

*"As long as I can see a return on that investment within a reasonable amount of time. Well, depending upon what you're doing, I'd like to see something within 5 years."*

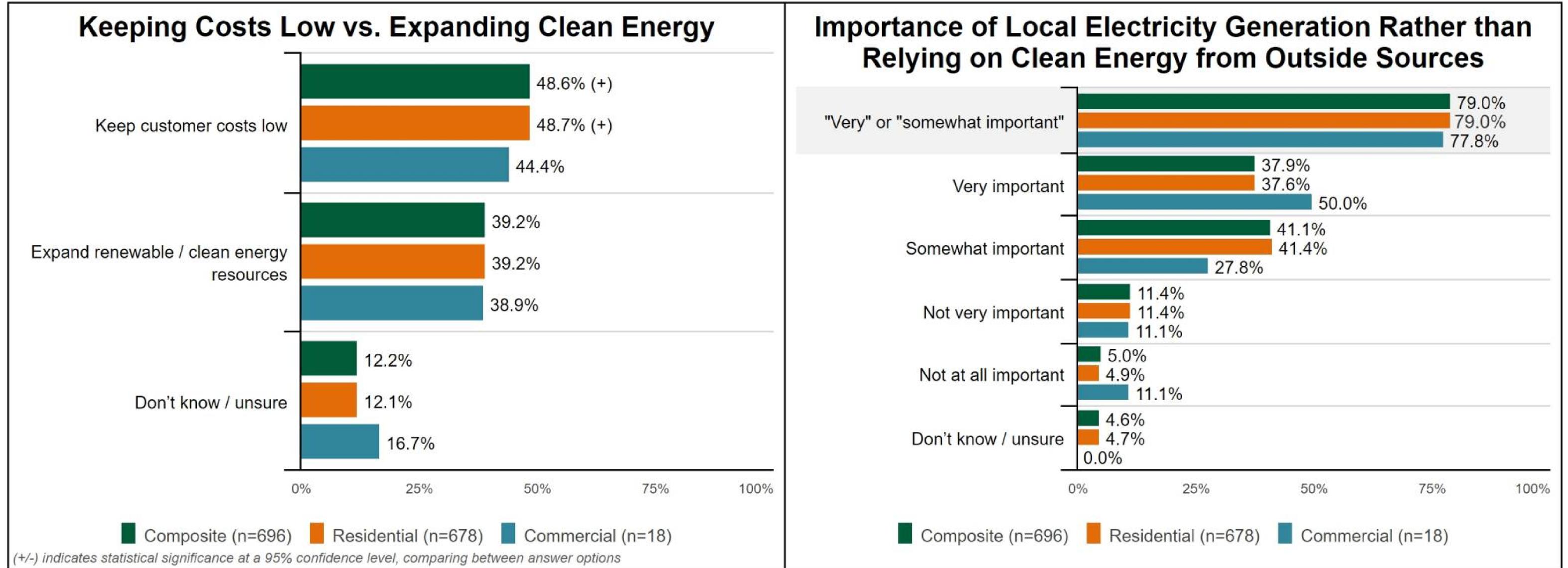
*"What we're saying is, if our bill goes up, we don't know why. They don't send us a letter and say, Well, there's this new building over here, and we're putting up these power poles, and that's the reason your bills are going up. They really keep us in the dark over that."*

*"I know they've been raising the rates over the 16 years I've been here. Why haven't they been using those raises to start doing the upgrades? Why do we all of a sudden have to have a big increase to do all these upgrades when they should have been maintaining it all along? I mean, look at PG&E and the entire debacle of the wildfires. They're doing nothing, and all of a sudden there's a big wildfire, and now everyone's rates have gone sky high. Should we not be a little more proactive?"*

*"Alameda, they are a non-profit, but how they stay a non-profit is they like to donate a lot of money back to Alameda City. So they take, I think, a lot of millions of dollars donated back to the city. Why didn't they use that money to invest in the infrastructure?"*

# Renewables | Support for Investments

When asked to choose between the two, significantly more respondents would opt for AMP to "keep customer costs low" versus "expand renewable / clean energy resources." However, it is important to note that nearly two-fifths of respondents opted for AMP "expanding renewable / clean energy resources" instead of "keeping customer costs low." Nearly four-fifths of respondents believe that AMP investing in locally produced electricity over clean power purchased from outside sources is either "very" or "somewhat important."



[renewable\_costs]: AMP currently provides 100% clean energy, but the cost of expanding renewables may increase in the future. If AMP had to choose between keeping customer costs low or expanding its renewable / clean energy resources, which would you choose?

[local\_generation]: How important is it that AMP invest in generating electricity locally in Alameda (such as solar, microgrids, or other local clean energy projects), rather than relying only on clean power purchased from outside the community?

The majority of focus group participants preferred to keep rates low rather than expand clean energy investment, citing that AMP already has 100% of its power supply sourced from clean energy. However, some participants were very vocal supporters of green energy, and argued that AMP isn't as clean as advertised since they purchase most of their power from suppliers rather than generate their own green energy.

However, both groups were in support of local generation to obtain self-reliance on power. Many also supported green energy generated locally, emphasizing that AMP should rely on established technologies in order to be less risky with rate payer money.

## Keeping Costs Low vs. Expanding Clean Energy

*"I think keeping costs low is much more important than renewable energy."*

*"With renewable energy, there's gonna be upfront costs on it. There may be long-term, it may even out, it may come out ahead, or it may not. But certainly, if we don't do anything, all of it is going to be a lot more expensive to live on a planet that is too warm."*

## Importance of Local Electricity Generation Rather than Relying on Clean Energy from Outside Sources

*"They're buying it from the lowest bidder from all these different sources, and they're amalgamating that through those PG&E high voltage lines to get to the island, and then it's distributed. It would be nice if we had some of that more localized here, whether it's through microgrids from wind or tidal, since we have access to those types of things around here. But I would like to see that as, in terms of a green energy initiative, is bringing it closer here, so we don't also have those giant transmission losses from those long distances."*

*"I think the one advantage we have, being where we're located and that we don't have the severe climate impact, is that we don't have to be leaders, we can be followers, right? If I heard, for example, of an initiative that said the power company was going to go and do some sort of new initiative, which was leading edge, I would probably say, why? Why are we spending the resources on that, when we can learn from somebody else that's deployed, look at how efficient it is, determine what the ROI is to implement, and put the right timing?"*

*"Anytime you're transmitting power across large distances, you're wasting a ton of it. A huge percentage. So, if we're getting power from the Central Valley or wherever, we were probably paying 20% more than we should if we could generate it here in Alameda. Should be looking at that."*

Electrification was generally seen as positive and desirable among focus group participants, with some even giving testimonials regarding how their EV and solar panels have lowered their monthly expenses. Others who have not currently implemented many electrification products were still in support of AMP investing and expanding them.

However, there were some financial concerns and general skepticism regarding electrification. Some who were in support of electrification still did not see it as currently attainable, for example needing to upgrade their electric panels and wiring to support EV charging. Furthermore, some were generally skeptical of electrification, as a whole, and were against the idea of their rates subsidizing rebates for a product they themselves were unlikely to purchase.

## Thoughts on Electrification Primarily Positive

*"I drive about 1,000-1,200 miles a month. \$240 a month is what I would be spending on fuel, and [with my EV] I pay half of that, maybe. There's no maintenance on the car, there's no oil changes. It's a lot more economical. And then I've got solar panels that came with the house, so it's basically free electricity."*

*"I have an electric car, and I love my electric car, and I think it, for me, the gas savings have been incredible."*

*"I would totally go for electrifying everything. Just because I grew up with electric stuff, so I trust it."*

*"I guess I wouldn't really mind, you know, AMP focusing on that, even if it was a little extra charge for me, even though I wouldn't be participating in it. Because it's gonna make it more reliable for everybody, then."*

## Financial Viability and General Skepticism Can be a Barrier for Some

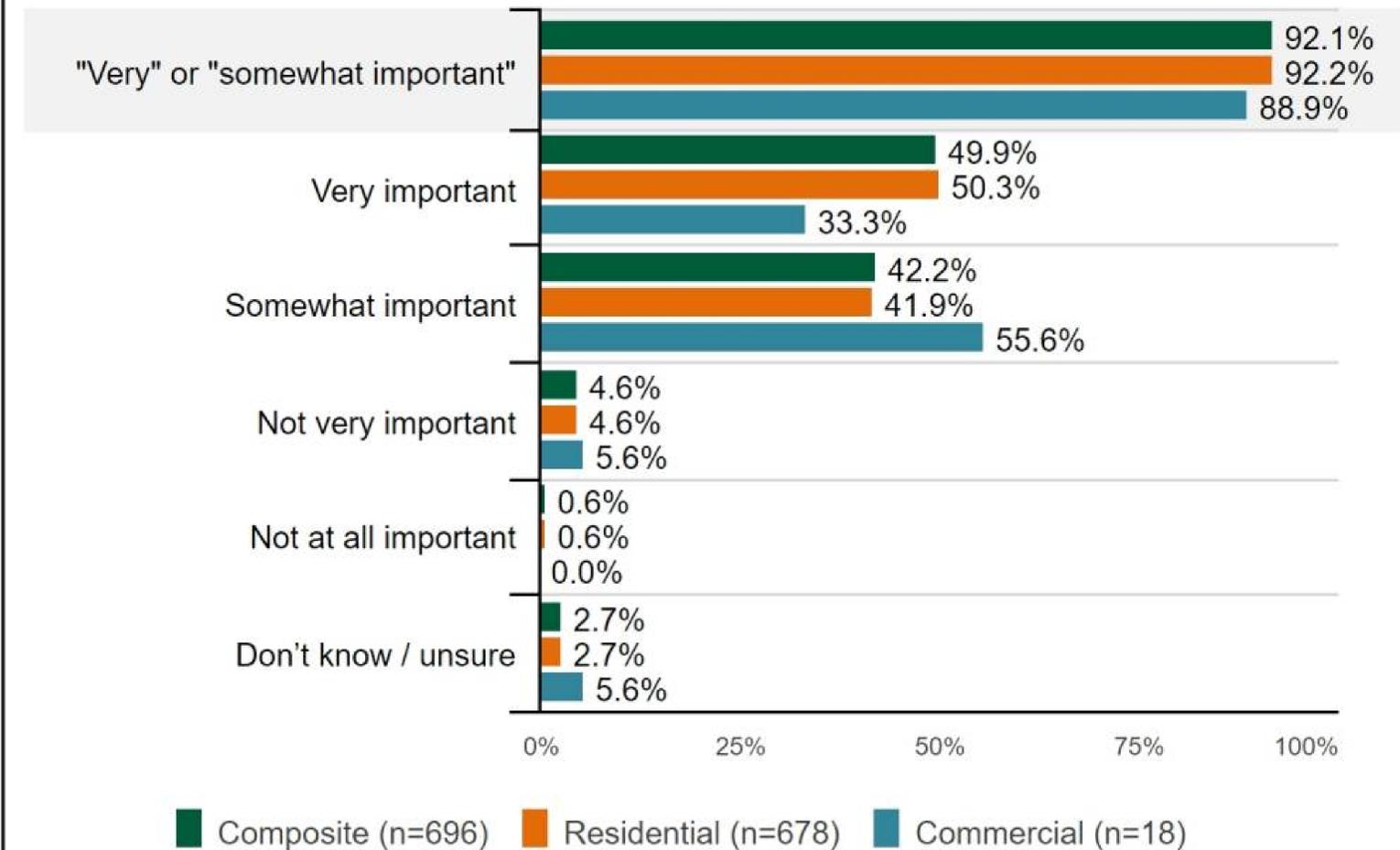
*"There's plenty of incentives now for upgrading a panel. But the incentive doesn't, for me at least, move the needle. I don't have an electric car. I know if I get one, and I need to upgrade my panel, and I know that's gonna be about 10 grand. That's not in the cards right now for me. even with the \$1,000 or \$1,500, whatever it is, discount they throw at you to incentivize that panel upgrade. And, not only that, it's gonna probably trigger me to rewire a lot of my house, because it is a 100-year-old house."*

*"I have two issues with, technology. One is, does it really work? Has it really been proven? And, the other issue, I don't consider it valuable if someone's giving me a subsidy to take it. And, without that subsidy, it's the wrong choice. It's a bad economic choice to do it. It's gotta be economically viable all the way around now, or I don't want it now. I have an issue of my rates going up so that I can subsidize someone else having an EV charger in their house. I don't want to subsidize someone else putting solar panels on their roof."*

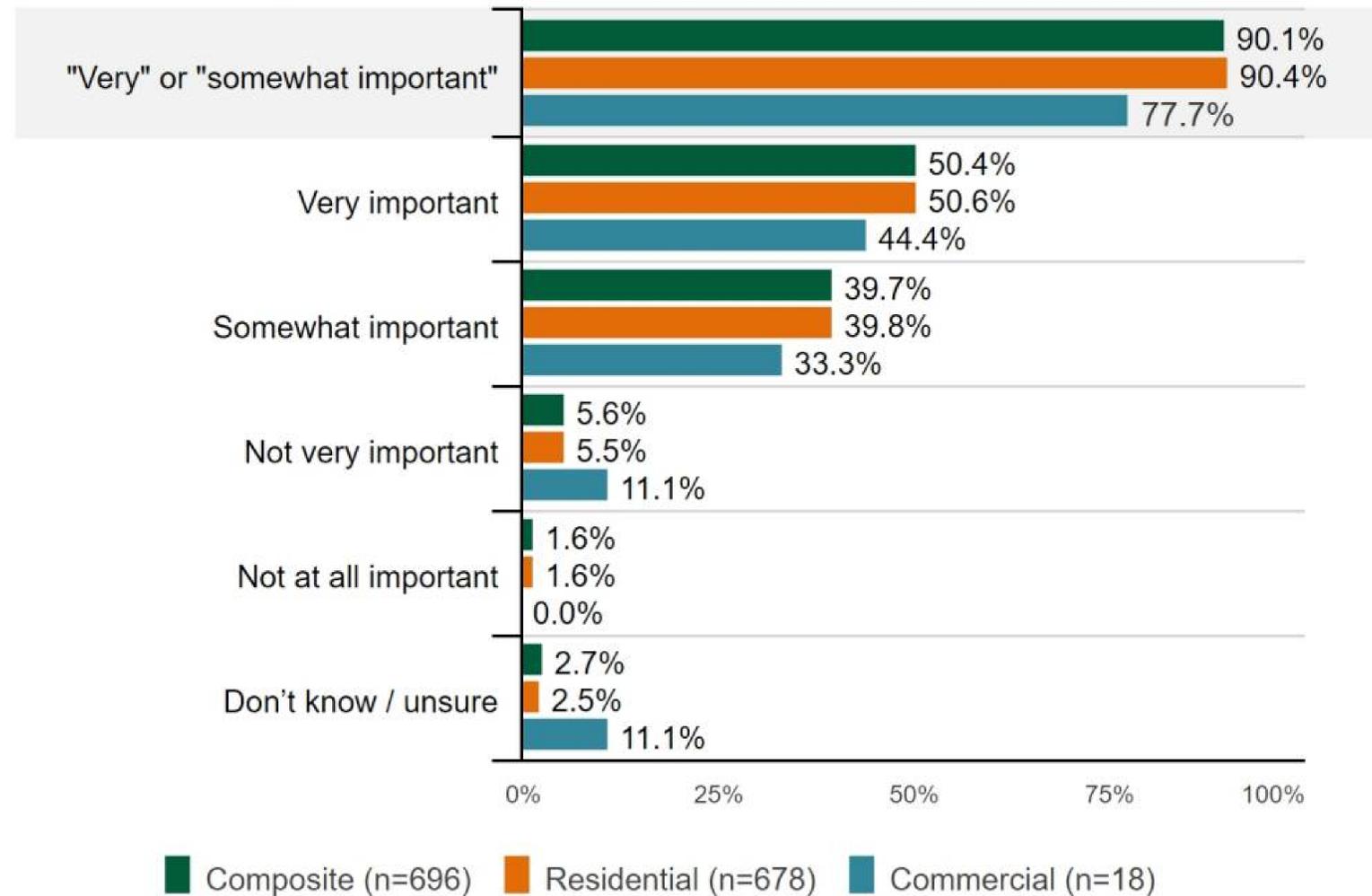
# Technology | Importance of Investments

More than nine-in-ten respondents indicated that modernizing technology, communications, and security systems to reduce costs over time is either "very" or "somewhat important." Furthermore, nine-in-ten respondents also indicated that investing in cybersecurity to protect customer information and the power grid is either "very" or "somewhat important."

## Importance of Modernizing Technology, Communications, and Security Systems to Reduce Costs



## Importance of Cybersecurity Investment



[cybersecurity\_investments]: How important is it that AMP invest in cybersecurity to protect customer information and the power grid?  
 [modernize\_technology]: How important is it that AMP modernize its technology, communications and security systems to improve efficiency and reduce costs over time?

Echoing the quantitative findings, many focus group participants saw importance in AMP modernizing its technology and communication, specifically due to frustrations with its digital platforms.

Several participants recounted difficulties with AMP's mobile app and website, specifically mentioning difficulties making payments, checking bills/usage, and using the rebate tool.

Furthermore, some participants cited being redirected to a separate AMP website when trying to pay their bill online, leading to confusion over the distinction between the two sites.

## Many Cited Frustrations with Existing AMP Digital Platforms

***“Make an app where I can actually pay and see my electricity in real time, please? Because it's terrible. I hate going into the website, and it takes forever to load. It's not very fluid. It's very hard to navigate.”***

***“Sometimes I can't pay my bill. I can log in and see everything, but then I get an error to pay my bill. And I'm like, what do you mean? Why can't I pay my bill? And then I call, and they're like, oh, well, just do this. Use a different browser, use a different computer, use your phone. I'm like, no, I want you to solve the problem I'm having.”***

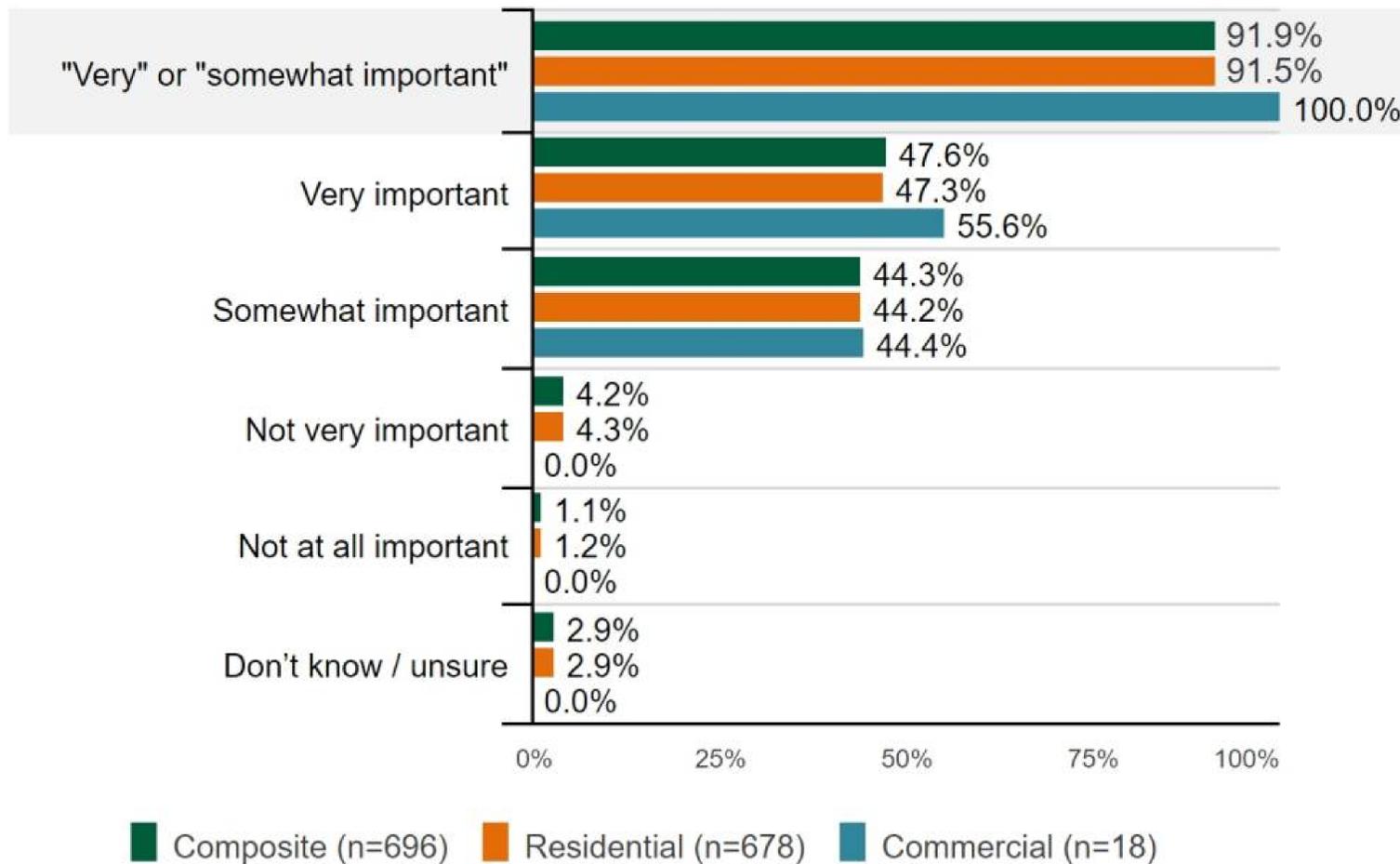
***“If I expect that my question could be easily answered, then I look for it on the internet. But **with AMP**, I really get frustrated that they have two different websites.”***

***“AMP's website rebate tool is very clunky. I've done it a few times myself, I've helped a couple of neighbors do it, and each time it's an hour project by the time you figure it all out. Somebody emails later saying, oh, you need to upload such and such. Well, there's no place to do that, no problem, just email it to me, I'll upload it, and blah blah blah, but **they're kind of like assisting their system, rather than fixing the system so that it's much more user-friendly and works better.**”***

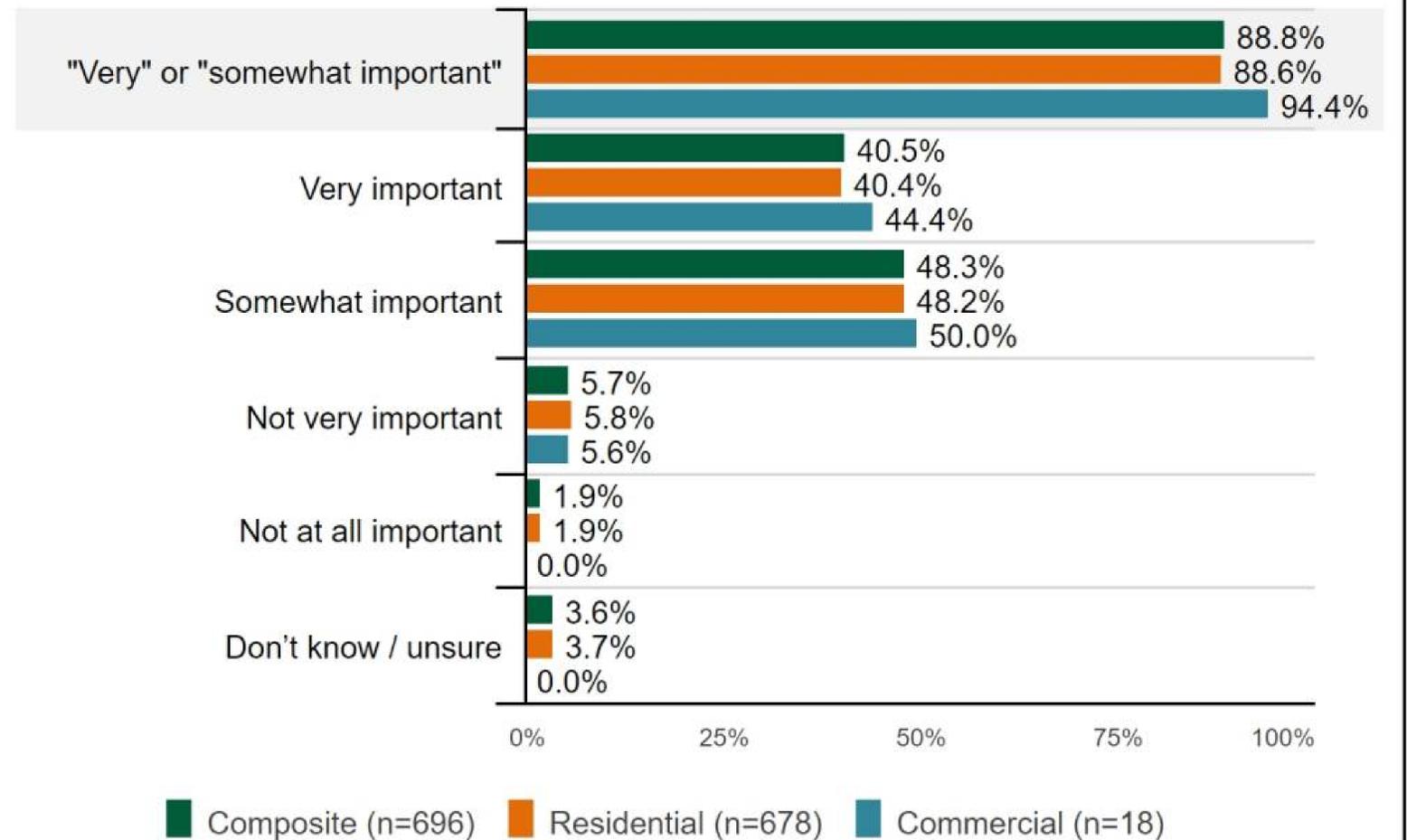
# Workforce | Importance for Investments

More than nine-in-ten respondents indicated that AMP investing in training and retaining skilled employees is either "very" or "somewhat important" to them. Furthermore, nearly nine-in-ten respondents also indicated that AMP offering competitive salaries and benefits in order to retain these types of employees is either "very" or "somewhat important" to them.

## Importance of AMP Investing in Training and Retaining Skilled Employees



## Importance of AMP Offering Competitive Salaries and Benefits to Retain Employees



[training\_and\_retaining]: How important is it to you that AMP invest in training and retaining skilled employees, long-term, to ensure reliable, safe service?  
[competitive\_salaries\_benefits]: How important is it to you that AMP offers competitive salaries / benefits to attract and retain skilled employees?

Focus groups participants unanimously agreed that AMP should invest in training and paying employees fair wages in order to retain a skilled workforce. Many simply stated that fair wages and proper training are important to invest in, while others explicitly mentioned the need for proper training to ensure public safety. These participants argued that competitive wages are essential for retaining a skilled workforce and, consequently, maintaining safety.

## Importance of AMP Investing in Training and Retaining Skilled Employees

***"Paying your employees a fair wage, giving them education, and doing whatever you can to retain that employee is beneficial."***

*"I think it is very important to pay people a wage that they can support themselves in this area."*

*"I think it's very important, because **you retain workers if you make them happy, and by allowing them to take classes, or whatever it is that they need.** That keeps them happy and keeps them dedicated to the company. So, I think it's very important."*

***"The public safety's real important. You have to be able to respond in a safe manner, and to have a safe work environment."***

# Considerations



## Affordability and Long-Term Investments

AMP's reputation for reliable service and affordable rates is deeply embedded in customer perceptions and is frequently reinforced through direct comparisons to PG&E. While customers broadly support infrastructure and technology investments, qualitative findings suggest there is an underlying tension: some customers view future rate increases as reasonable and necessary, while others question whether prior rate increases and existing revenues should have already addressed infrastructure needs. Addressing this tension proactively will be essential to sustaining trust and minimizing resistance as AMP plans for long-term system upgrades.

### Suggestions:

- Anchor communications around AMP's core value proposition, high reliability at comparatively low cost, using language and comparisons customers already make themselves.
- Increase transparency around how infrastructure investments are planned, funded, and phased over time, helping customers understand why upgrades may be needed now versus earlier.
- Clearly link major capital projects to specific, customer-relevant outcomes, such as outage reduction, wildfire risk mitigation, or long-term cost stability.
- When rate impacts are anticipated, pair messaging with explanations of what costs are being avoided in the future by investing now.
- Consider providing periodic, plain-language updates on infrastructure progress to reinforce accountability and demonstrate responsible stewardship of customer funds.

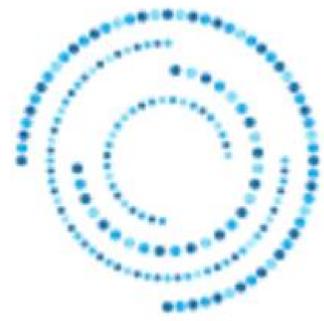
## Clean Energy and Local Generation

While most customers prioritize keeping rates low over expanding clean energy, both quantitative and qualitative findings indicate strong support for locally produced electricity and a desire for greater clarity around AMP's energy mix. Qualitative feedback suggests that some customers question the credibility of clean energy claims when power is largely purchased from external suppliers. Developing and clearly communicating a cohesive clean energy strategy, grounded in cost control, reliability, and self-reliance, will help AMP align expectations across diverse customer perspectives.

### Suggestions:

- Clearly define what "clean energy" means in AMP's context, distinguishing between purchased clean power and locally generated clean resources.
- Emphasize the role of local generation in enhancing energy independence, reducing exposure to external market risks, and supporting long-term reliability.
- Frame clean energy investments through a cost-conscious lens, highlighting AMP's focus on proven, lower-risk technologies that protect ratepayer dollars.
- Acknowledge differing customer views by reinforcing that AMP's approach seeks to balance environmental goals, affordability, and operational reliability, rather than prioritizing one at the expense of the others.
- Use future planning communications to clarify how clean energy and local generation fit into AMP's broader infrastructure and resiliency strategy.

# About GreatBlue



# Harnessing the Power of Data

...to help clients achieve organizational goals.

 **Data** supporting strategic decisions to improve products and services. Since 1979, our experience with study and instrument design, data collection, analysis, and formal presentation assists our clients in identifying the “why” and “what’s next.”

 **Talent** with a knowledge base in a wide range of industries and methodologies ensures a 360° view of the challenges faced and the expertise to address them.

 **Solutions** that are customized to provide a personalized approach to understanding organizational, employee, and customer needs, allowing for more informed decisions.

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## Studies:



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