

# SALT RIVER PROJECT AGRICULTURAL IMPROVEMENT AND POWER DISTRICT MEETING NOTICE AND AGENDA

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## CUSTOMER UTILITY PANEL Thursday, October 29, 2026, 9:30 AM

**SRP Administration Building  
1500 N. Mill Avenue, Tempe, AZ 85288**

Members: Mary Ann Przybylski, Chair; Joan Krueger, Vice Chair; and Tom Burris, Matt Busby, Cloves Campbell, Ken Cost, Doug Dunham, Jesse Gage, Natascha Ovando-Karadsheh, Mark Schnepf, Scott Stilgenbauer, and Mari Westerhausen

Roll Call

Safety Minute

Sustainability Minute

1. Request for Approval of the Minutes for the Meeting of August 27, 2026  
.....VICE CHAIR JOAN KRUEGER
2. President's Office Update .....VICE PRESIDENT BARRY PACELEY
3. Understanding SRP's Customers .....CASSIE MALLY  
  
Informational presentation regarding the diverse needs, priorities, and expectations of the customers SRP serves.
4. Marigold Energy Center .....ALEXIS LAURENCE  
  
Informational presentation regarding the status of the Marigold Energy Center, a mixed generation, transmission, and storage facility project designed to meet near-term energy and capacity needs in Central Arizona.
5. CUP Member Update.....VICE CHAIR JOAN KRUEGER
6. Report on Current Events by the General Manager and Chief Executive Officer or Designees .....JIM PRATT
7. Future Agenda Topics.....VICE CHAIR JOAN KRUEGER

Visitors: The public has the option to attend in-person or observe via Zoom and may receive teleconference information by contacting the Corporate Secretary's Office at (602) 236-4398. If attending in-person, all property in your possession, including purses, briefcases, packages, or containers, will be subject to inspection.



**THE NEXT CUSTOMER UTILITY PANEL MEETING IS  
SCHEDULED FOR THURSDAY, JANUARY 28, 2027**

10/22/2026





# **SAFETY MINUTE**

**SRP Customer Utility Panel**

**Sara McCoy  
Director, Safety  
October 29, 2026**



# Slips, Trips, and Falls: Unexpected Hazards

Every year SRP employees are injured by a slip, trip, or fall.

## Common causes:

- Uneven surfaces, wet surfaces, stairs, ladders, cluttered workspaces
- Rushing and distractions from task
- Rapidly changing work areas

## Expect the unexpected: Pause. Scan. Step Safely.

- Most injuries occur on familiar routes
- Routine paths require deliberate attention
- Housekeeping is safety





# **Sustainability Minute**

## **Reducing Energy Consumption**

**Customer Utility Panel**

**Cassie Mally | Senior Manager, Strategic Research & Insights**

**October 29, 2026**

# Saving Energy at Home



## 1. Switch to LED bulbs

- Led bulbs use 75% less energy than standard lightbulbs
- They also last longer than traditional lightbulbs, up to 25,000 hours

## 2. Use more natural lighting

- Open curtains to let in natural light instead of using artificial overhead lighting
- Turn off lights when you leave the house

## 3. Unplug devices

- Chargers that remain plugged in still draw electricity even when not actively charging a device. This can account for up to [10% of a household's energy costs](#).

## 4. Hang clothing to dry

- Saves from energy usage and costs associated with operating a dryer
- Preserves clothing longevity by avoiding the wear and tear of tumbling in a high heat dryer

## 5. Choose ENERGY STAR rated appliances

- When shopping for new home appliances such as dishwashers and washers, look for products with the ENERGY STAR logo. This indicates that the appliance [meets strict energy efficiency specifications set by the EPA](#).



MINUTES  
CUSTOMER UTILITY PANEL  
SALT RIVER PROJECT AGRICULTURAL IMPROVEMENT AND POWER DISTRICT  
**DRAFT**

August 27, 2026

A meeting of the Customer Utility Panel (CUP) of the Salt River Project Agricultural Improvement and Power District (the District) convened at 9:30 a.m. on Thursday, August 27, 2026, from the Hoopes Board Conference Room at the SRP Administration Building, 1500 North Mill Avenue, Tempe, Arizona. This meeting was conducted in-person and via teleconference in compliance with open meeting law guidelines.

CUP Members present at roll call were M. Przybylski, Chair; J. Krueger, Vice Chair; and K. Cost, D. Dunham, J. Gage, N. Ovando-Karadsheh, M. Schnepf, S. Stilgenbauer, and M. Westerhausen.

CUP Members absent at roll call were T. Burris, M. Busby, C. Campbell, O. Cazarez, and H. Studebaker.

Also present were President C. Dobson; Vice President B. Paceley; Board Liaison P. Rovey; Council Chair R. Shelton; Council Vice Chair S. Naylor; Council Liaison N. Brown; Board Members K. Clark and M. Harlan; Council Members N. Haddad, R. Miller, and C. Resch-Geretti; I. Avalos, M. Burger, H. Cruz, J. Felty, L. Hobaica, V. Kisicki, B. Koch, K. Lee, A. Lucas, B. McClellan, S. McCoy, L. Meyers, M. O'Connor, B. Olsen, M. Paydar, J. Potter, J. Pratt, S. Scharli, G. Smedley, and R. Taylor of SRP; John Borsch of JEB Power Pro LLC; and Elise Audrain of EdgeCore Digital Infrastructure.

In compliance with A.R.S. §38-431.02, Andrew Davis of the Corporate Secretary's Office had posted a notice and agenda of the CUP meeting at the SRP Administration Building, 1500 North Mill Avenue, Tempe, Arizona, at 9:00 a.m. on Tuesday, August 25, 2026.

#### Safety Minute

Using a PowerPoint presentation, Sara McCoy, SRP Director of Safety, provided a safety minute regarding school zones.

Copies of the PowerPoint slides used in this presentation are on file in the Corporate Secretary's Office and, by reference, made a part of these minutes.

#### Sustainability Minute

Using a PowerPoint presentation, Grant Smedley, SRP Director of Infrastructure Delivery, provided a sustainability minute regarding water-saving tips.

Copies of the PowerPoint slides used in this presentation are on file in the Corporate Secretary's Office and, by reference, made a part of these minutes.

### Approval of Minutes

On a motion duly made by CUP Member S. Stilgenbauer, and seconded by CUP Member N. Ovando-Karadsheh, the CUP approved the minutes for the meeting of April 30, 2026, as presented.

Corporate Secretary J. Felty polled the CUP Members on CUP Member S. Stilgenbauer's motion to approve the minutes for the meeting of April 30, 2026. The vote was recorded as follows:

|            |                                                                                                                                                                  |     |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| YES:       | CUP Members M. Przybylski, Chair; J. Krueger, Vice Chair; and K. Cost, D. Dunham, J. Gage, N. Ovando-Karadsheh, M. Schnepf, S. Stilgenbauer, and M. Westerhausen | (9) |
| NO:        | None                                                                                                                                                             | (0) |
| ABSTAINED: | None                                                                                                                                                             | (0) |
| ABSENT:    | CUP Members T. Burris, M. Busby, C. Campbell, O. Cazarez, and H. Studebaker                                                                                      | (5) |

### President's Office Update

President C. Dobson provided a President's Office update. They advised the CUP that Board Member Nicholas Brown in Voting Area 7 retired in late July and that Thomas Galvin was nominated on August 13, 2026, to fill the vacant Board seat in Voting Area 7.

S. McCoy of SRP left the meeting during the agenda item. CUP Member C. Campbell entered the meeting during the agenda item.

### Marigold Energy Center Project

Using a PowerPoint presentation, Bill McClellan, SRP Director of Resource Planning, Acquisition, and Development, stated that the purpose of the presentation was to provide information regarding the status of the Marigold Energy Center project.

B. McClellan presented an aerial image identifying the location and an overview of the development plan for the Marigold Energy Center. They provided a project timeline from 2026 through May 2033.

B. McClellan reviewed SRP's proactive outreach and community-informed development. They provided a peak load forecast from Fiscal Year 2020 (FY20) through FY35 and the project's contribution to Financial Plan 2027 (FP27) capacity needs.

B. McClellan explained how the project aligns with SRP's system strategies, as identified in the Integrated System Plan (ISP) and the 2035 sustainability goals. They stated that a hybrid proposal supports a balanced system plan by optimizing for both cost and carbon reduction goals. In conclusion, B. McClellan summarized key takeaways.

B. McClellan responded to questions from the CUP.

Copies of the PowerPoint slides used in this presentation are on file in the Corporate Secretary's Office and, by reference, made a part of these minutes.

CUP Member O. Cazarez entered the meeting during the agenda item.

### Infrastructure Construction

Using a PowerPoint presentation, G. Smedley stated that the purpose of the presentation was to provide information regarding SRP's efforts to construct transmission and distribution infrastructure, including an update on the Transmission Cluster Study. They reviewed infrastructure terminology.

G. Smedley discussed the significant growth in SRP's service territory from Fiscal Year 2015 (FY15) projected through FY35. They provided a transmission update, including the new large customer integration process and the Transmission Load Cluster Study.

G. Smedley provided a distribution update, including SRP's economic development requests, the current distribution economic development pipeline, the distribution load density challenge, and the challenges with adding distribution capacity. They concluded with a discussion regarding process improvements in progress.

G. Smedley responded to questions from the CUP.

Copies of the PowerPoint slides used in this presentation are on file in the Corporate Secretary's Office and, by reference, made a part of these minutes.

B. McClellan of SRP left the meeting during the agenda item.

### CUP Member Update

CUP Chair M. Przybylski conducted a roundtable discussion for CUP Members to provide updates to the CUP.

S. Scharli and G. Smedley of SRP left the meeting during the agenda item.

Report on Current Events by the General Manager  
and Chief Executive Officer or Designees

Jim Pratt, SRP General Manager and Chief Executive Officer, reported on a variety of federal, state, and local topics of interest to the CUP.

Future Agenda Topics

CUP Chair M. Przybylski asked the CUP if there were any future agenda topics. CUP Member M. Westerhausen requested a presentation on data centers. CUP Member N. Ovando-Karadsheh requested a presentation on rates and how SRP meets the needs of various customer classes.

There being no further business to come before the CUP, the meeting adjourned at 11:57 a.m.

John Felty  
Corporate Secretary



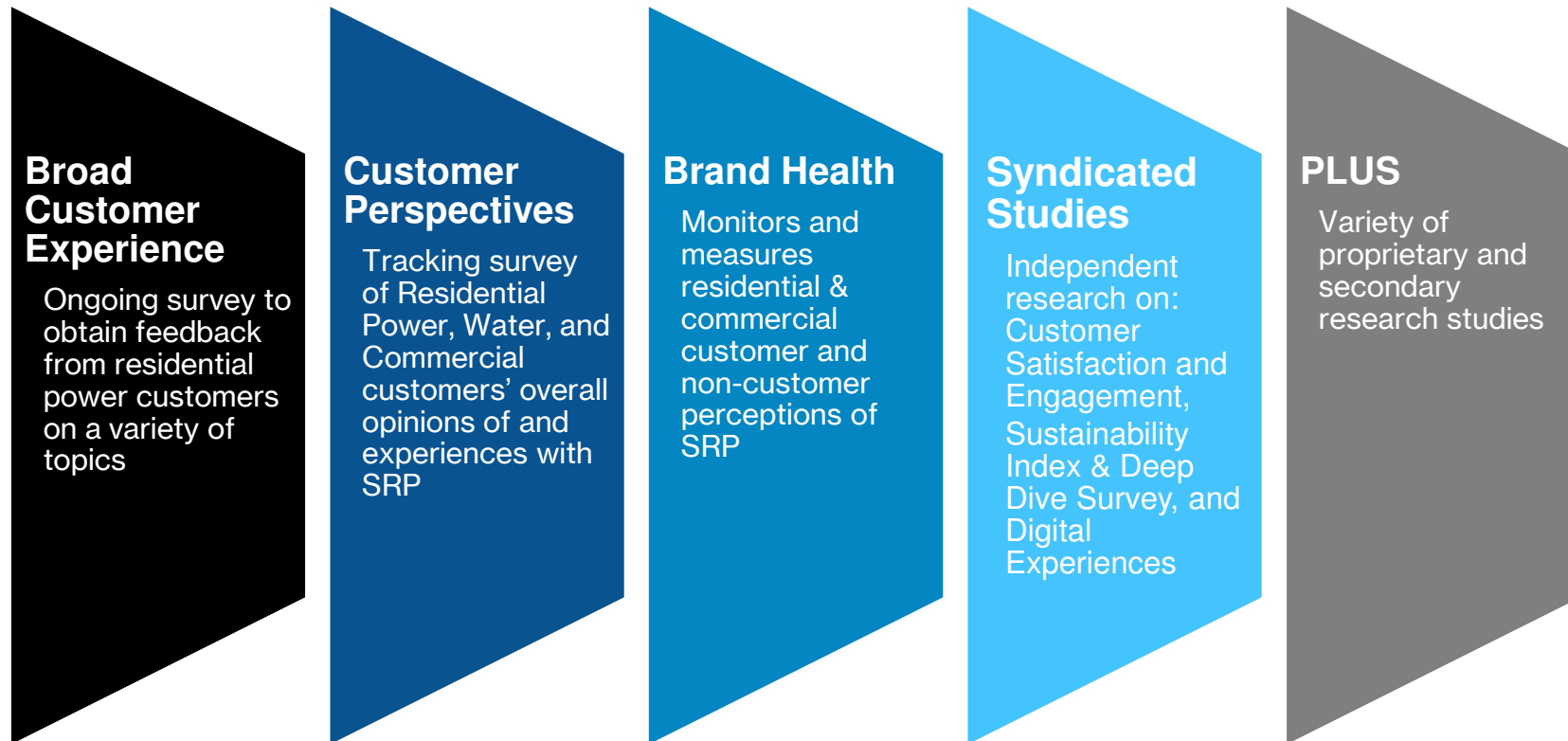
# Understanding SRP's Customers

Customer Utility Panel

Cassie Mally | Senior Manager, Strategic Research & Insights

October 29, 2026

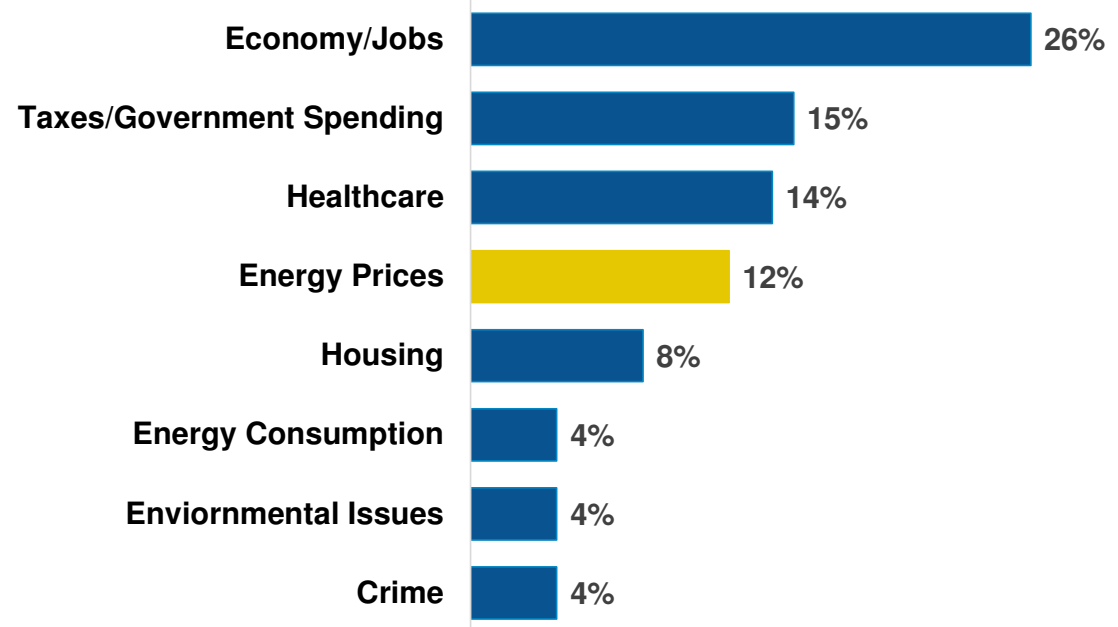
# Understanding our customers - the many ways SRP measures the Voice of the Customer



Financial and economic pressures (i.e., *jobs, government spending, healthcare and energy prices*) dominate national concerns.

## J.D. Power 2025 U.S. Electric Utility Residential Customer Satisfaction Study

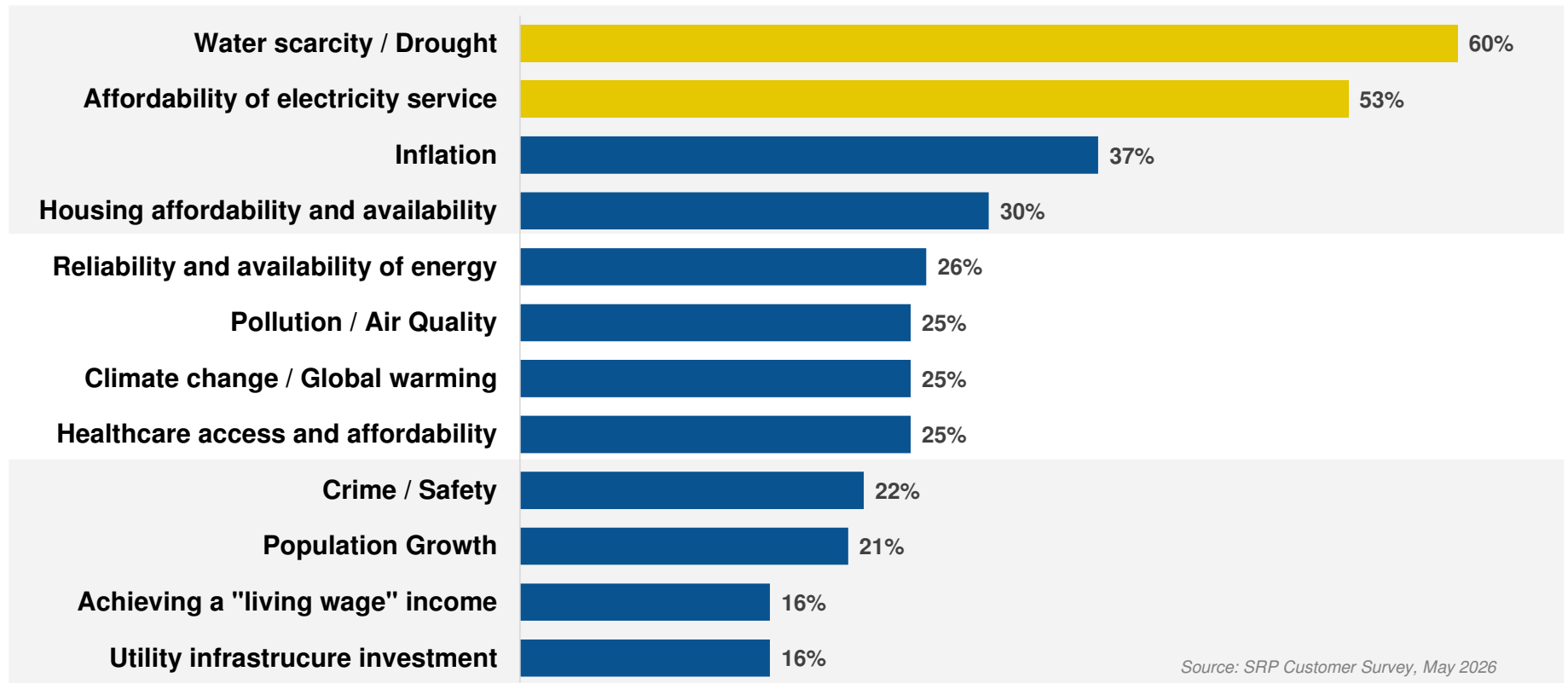
### Most Important Issue Facing Your Family - National



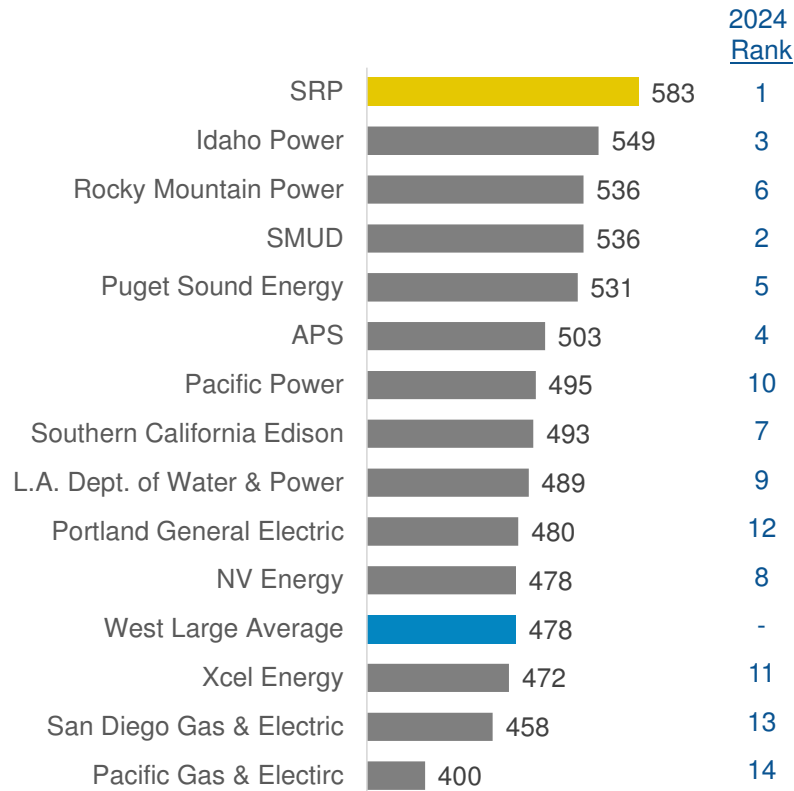
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2025 J.D. Power U.S. Electric Utility Residential Customer Satisfaction Study

## Water scarcity and affordability of electricity are the most concerning future issues facing Arizona.

### Most Concerning Future Issues Facing Arizona



## **J.D. Power 2025 U.S. Electric Utility *Residential Customer Satisfaction Index* (West Region: Large Segment)**

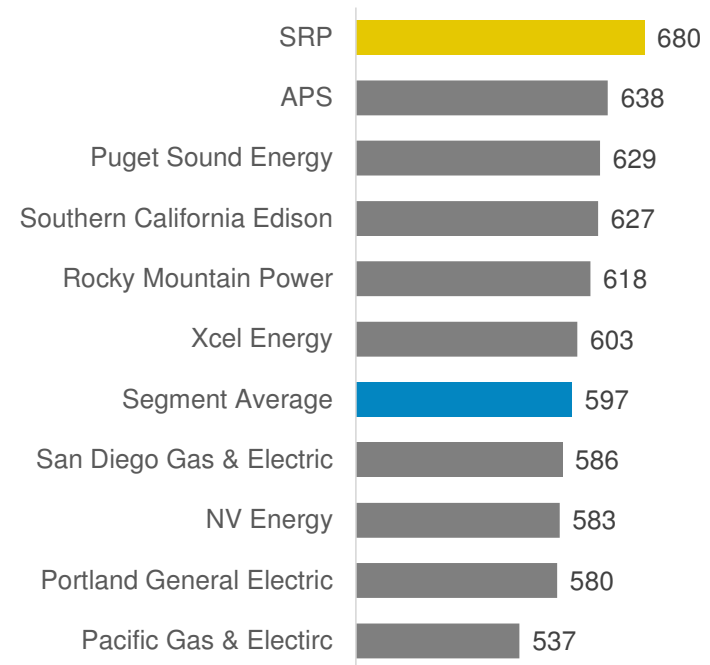


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2025 J.D. Power U.S. Electric Utility Residential Customer Satisfaction Study

**For Residential Electric Customers, SRP ranked 1st in West Region – Large Segment in 2025.**

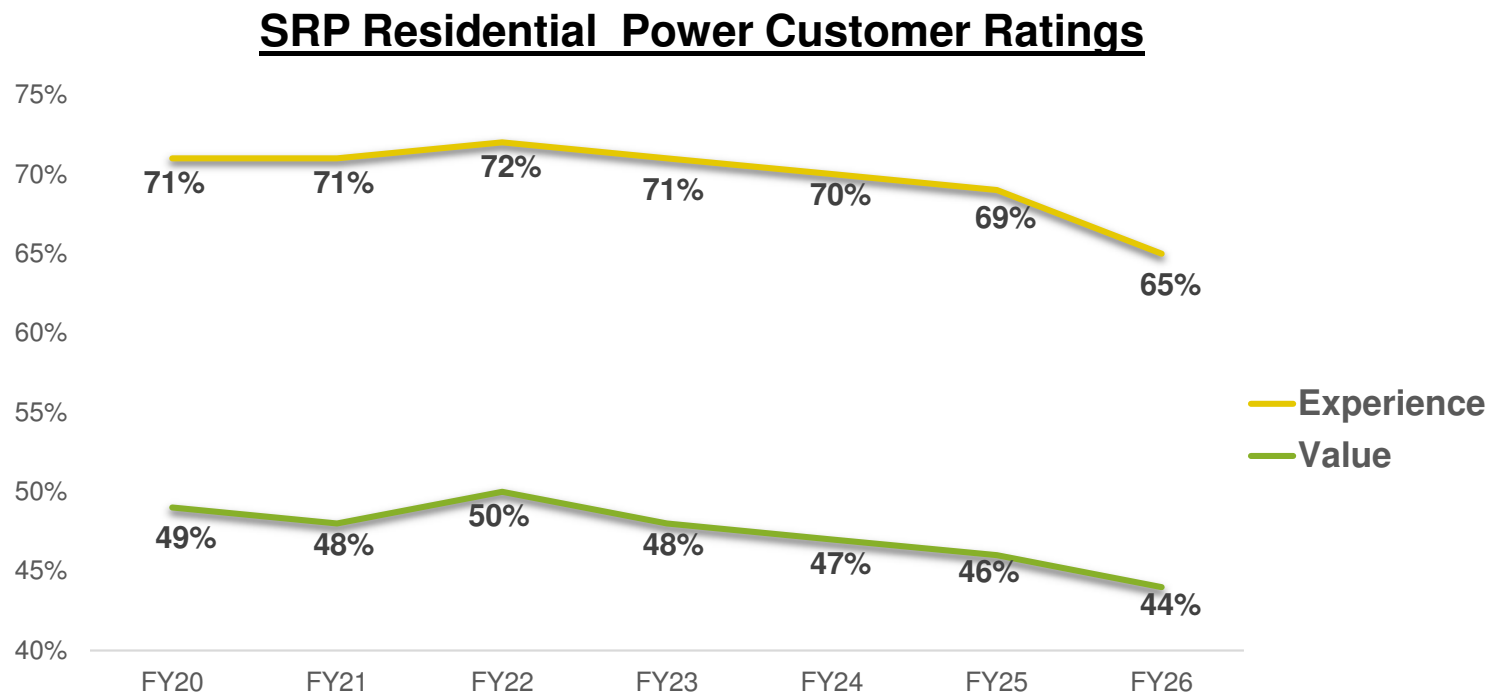
**For Business Electric Customers, SRP also ranked 1st in West Region - Large segment in 2025.**

**J.D. Power 2025 U.S. Electric Utility  
Business Customer Satisfaction Index  
(West Region: Large Segment)**



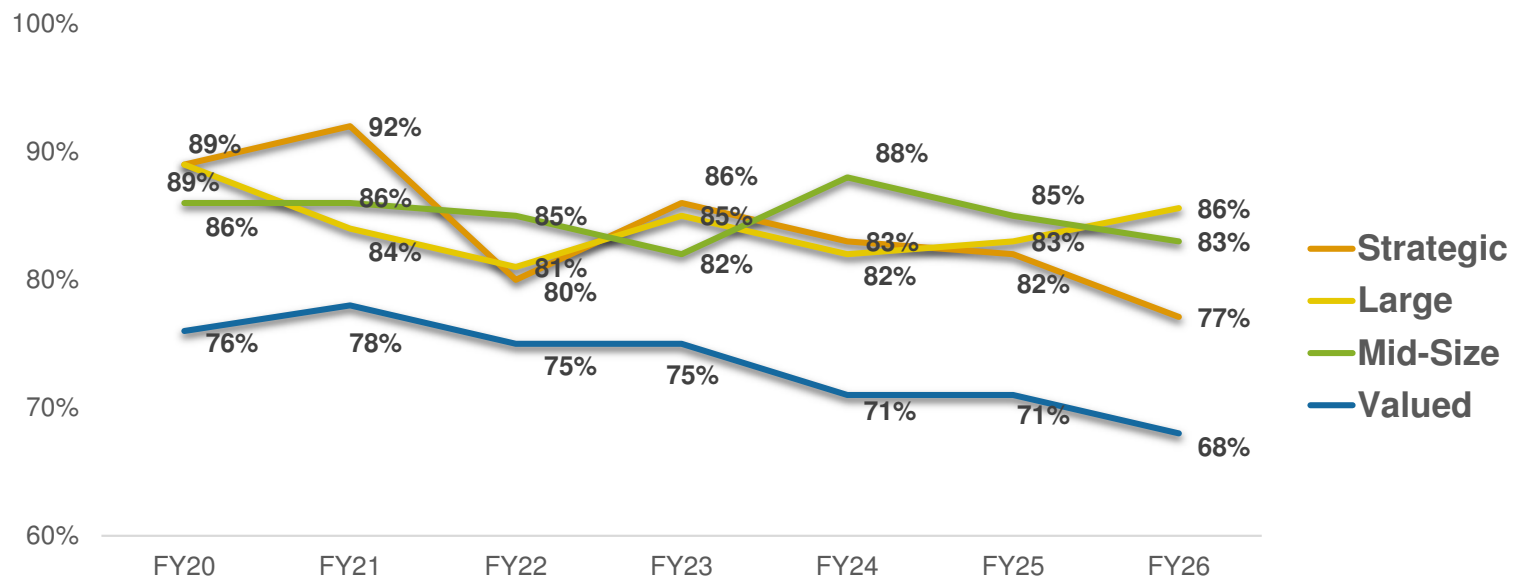
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J.D. Power 2025 U.S. Electric Utility Business Customer Satisfaction Study

## Economic pressures are impacting SRP customers' performance ratings.

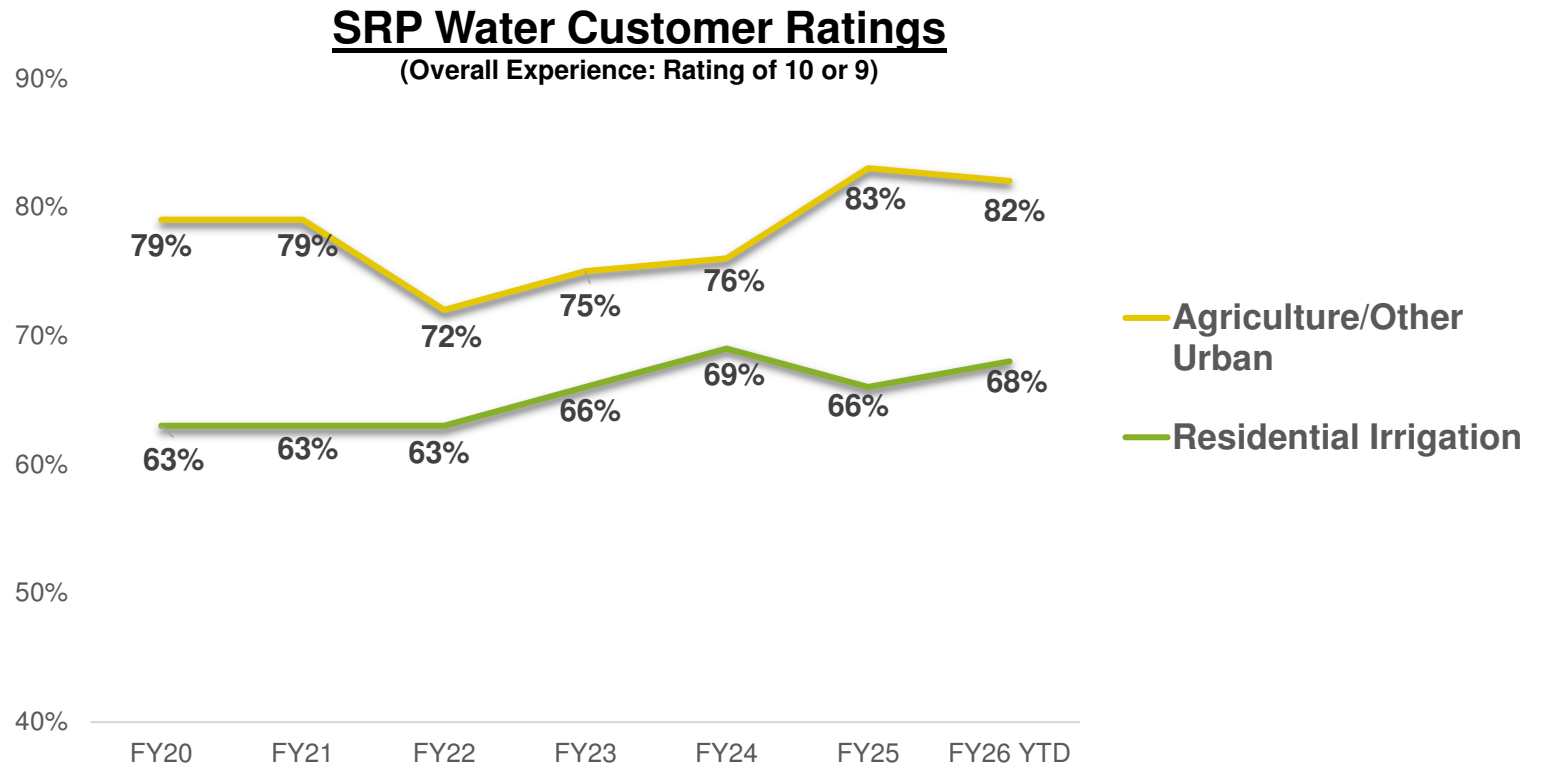


Similarly, among Commercial customers, experience ratings among *Strategic* and *Valued* customers shows recent declines

**SRP Business Customer Ratings**  
(Overall Experience: Rating of 10 or 9)



## Experience scores among Residential Water and Agriculture / Other Urban Water customers are stable.



## Needs Assessment research identified seven *universally important* residential customer needs.

- #1  Secure personal data
- #2  Lowest possible rates
- #3  Quick outage response
- #4  Reliable power
- #5  Outage updates
- #6  Planned-outage notices
- #7  Issues resolved on contact

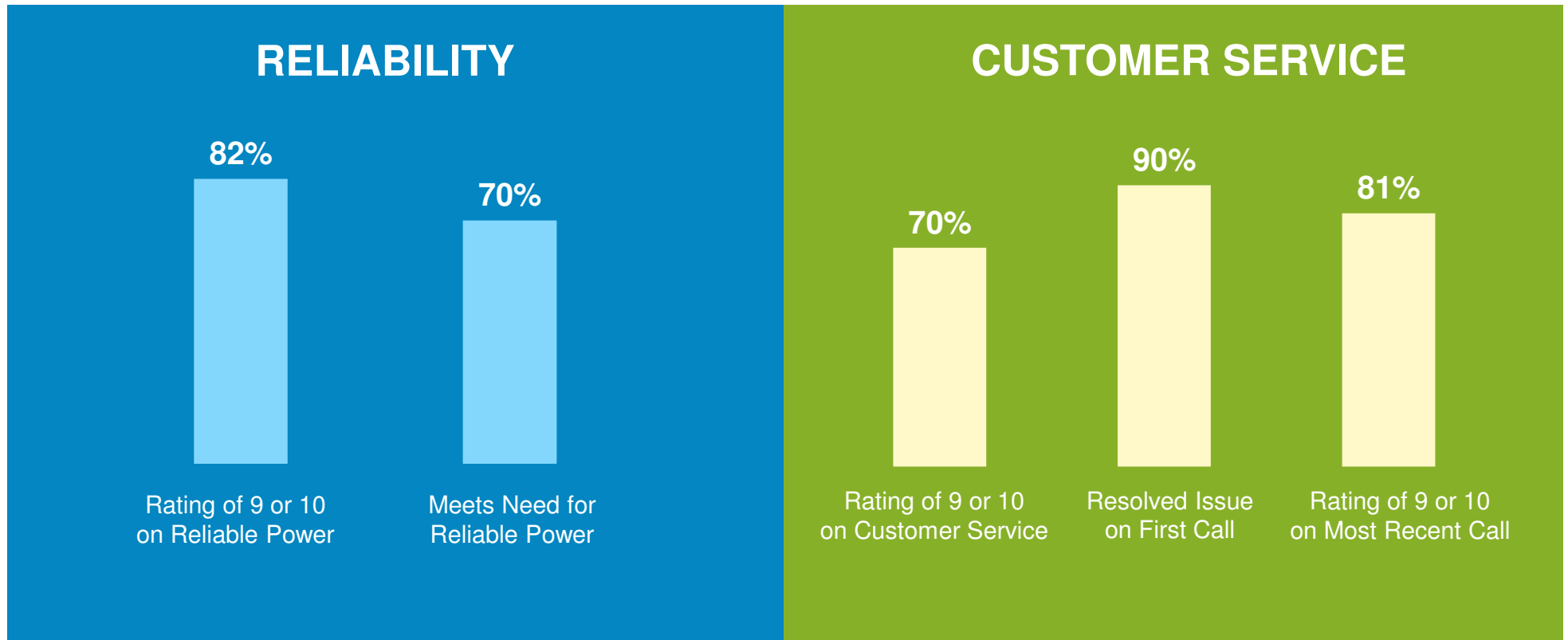
### **Critical Needs persisting from 2019**

- Outage response & updates
- First-contact resolution

### **Needs that declined in priority since 2019**

- Clean energy
- Grid modernization

## SRP excels where it matters most: ‘*Reliability*’ and ‘*Customer Service*’.



# SRP's '*Digital Experience*' is falling short of customer expectations.

## SRP is not meeting expectations on:

- Automated self-service
- Real-time usage visibility & high-usage alerts
- Recommendations to manage costs
- Consistent experience across App, website and other channels

What SRP is doing to close the gap:  
(expected March 2027)

**CUSTOMER**  
**MODERNIZATION**  
PROGRAM

## ‘Lowest Possible Rates’ is becoming harder to deliver as external factors exert growing pressure.



U.S. electricity prices increased

**~13%**

nationwide from 2022 to 2025.

(US Energy Information Administration)

National consumer sentiment fell to **58** in 2025 reaching historic lows, driven by high prices, uncertainty over tariffs and concerns about employment stability.

(U.S. Consumer Sentiment Index, University of Michigan)



Energy prices are now

**4th**

highest concern for U.S. families.



(J.D. Power, 2025)

Average national monthly energy bill rose



**34%**

from **\$141** to **\$189** from 2020 to 2025.

(J.D. Power, 2025)

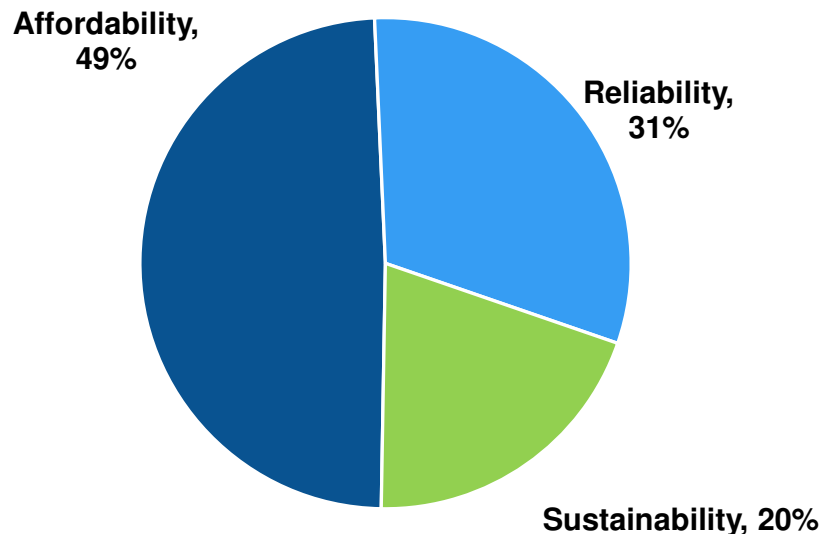


**34%** of households reduced basic necessities (food or medicine) to pay an energy bill.

(Census Bureau's 2024 Household Pulse survey)

# Affordability is the leading priority for residential customers

**Residential Power Customers**  
**Priority Ranking for SRP's Future Energy Mix:**  
**Affordability, Reliability & Sustainability**  
(% Ranked 1<sup>st</sup>)



## Reasons Affordability prioritized 1<sup>st</sup>:

- "Energy is a necessity, not a luxury. My priority is affordability...full stop."
- "I'd rather pay a little less every month than chase long-term benefits I may never see."
- "If the bill goes up, nothing else matters. Period."
- "Green is fine. Affordable is mandatory."

SRP Customer Survey, May 2026 n=1,467



## Serving our customers

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Understanding differing customer needs and expectations

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# NEW SEGMENT CONTINUUM

Updated the 2019 Customer Segmentation.

Six customer segments identified.

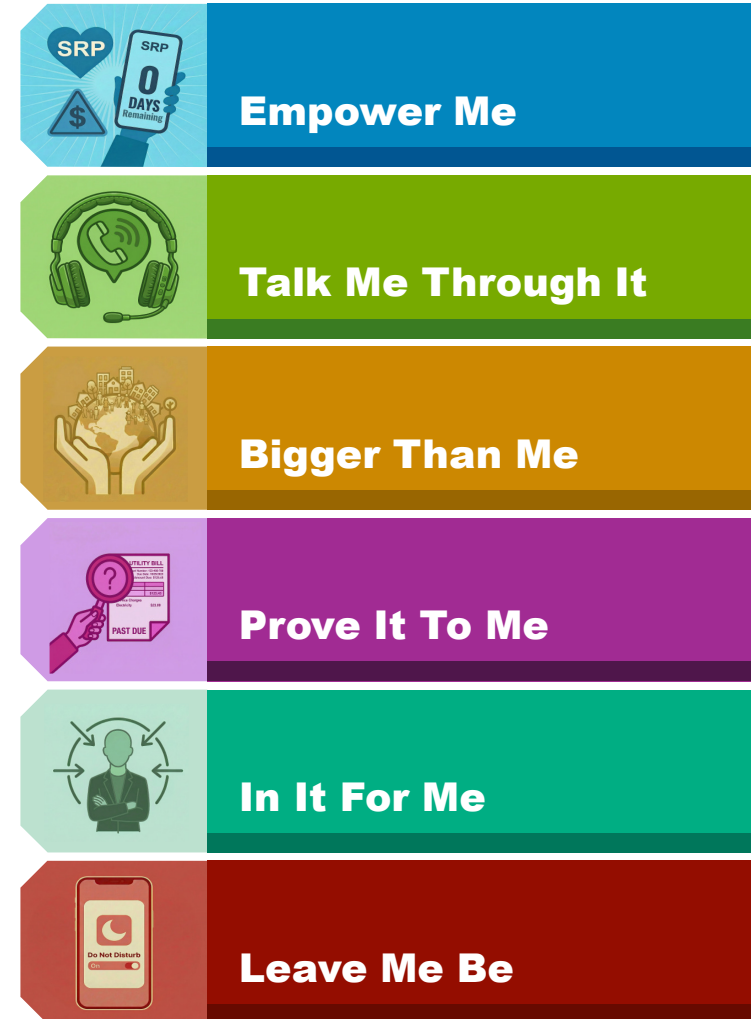
Continuum ranges from customers who ***actively want SRP involvement*** to those who ***prefer minimal contact***.

Segment names focus on customer needs and engagement.

HIGHER  
ENGAGEMENT



LOWER  
ENGAGEMENT



## SEGMENT OVERVIEWS



### Empower Me (17%)

Key Descriptor: ***Financially strained but highly loyal***

- **Who:** Younger, single, female, larger HHs; renters with high energy burden
- **SRP Relationship:** Highest trust & advocacy
- **What's different:** High enrollment in M-Power & IQD; actively manage usage; most digitally engaged
- **What matters:** Affordability support and cost control



### Talk Me Through It (25%)

Key Descriptor: ***Community-minded and loyal to SRP but strongly tech-averse***

- **Who:** Older, longer-tenured homeowners
- **SRP Relationship:** Strong trust & loyalty
- **What's different:** preference for human interaction; Tech averse
- **What matters:** Reliability, reassurance regarding outages, and live support

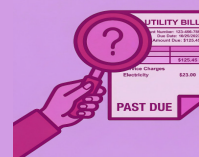
## SEGMENT OVERVIEWS (Cont'd)



### Bigger Than Me (21%)

Key Descriptor: ***Future-focused, socially responsible, blends personal ambition & sustainability values.***

- **Who:** Higher income; newer residents
- **SRP Relationship:** Positive, but conditional trust; expect SRP's values to align with personal values
- **What's different:** Community is a priority; motivated by sustainability
- **What matters:** Transparency, purpose, and future-focused planning



### Prove It to Me (13%)

Key Descriptor: ***Digitally adept yet distrustful and financially strained***

- **Who:** Younger renters, smaller households; short Phoenix tenure; lower incomes & higher energy burden
- **SRP Relationship:** low trust, transactional (view SRP as a bill)
- **What's different:** Digitally capable; disengaged; under enrolled in assistance programs
- **What matters:** Clear value, affordability, frictionless digital experiences

## SEGMENT OVERVIEWS (Cont'd)



### In It For Me (16%)

Key Descriptor: ***Characterized by, self-focus and disengagement***

- **Who:** Higher income homeowners; larger homes with energy-intensive amenities; heavy users of smart tech and EV's
- **SRP Relationship:** Low satisfaction & advocacy despite long tenure; transactional relationship
- **What's different:** Self-focused, seek personal benefit (rebates)
- **What matters:** Control, optimization (bill comparison) and "Best" price plan confidence

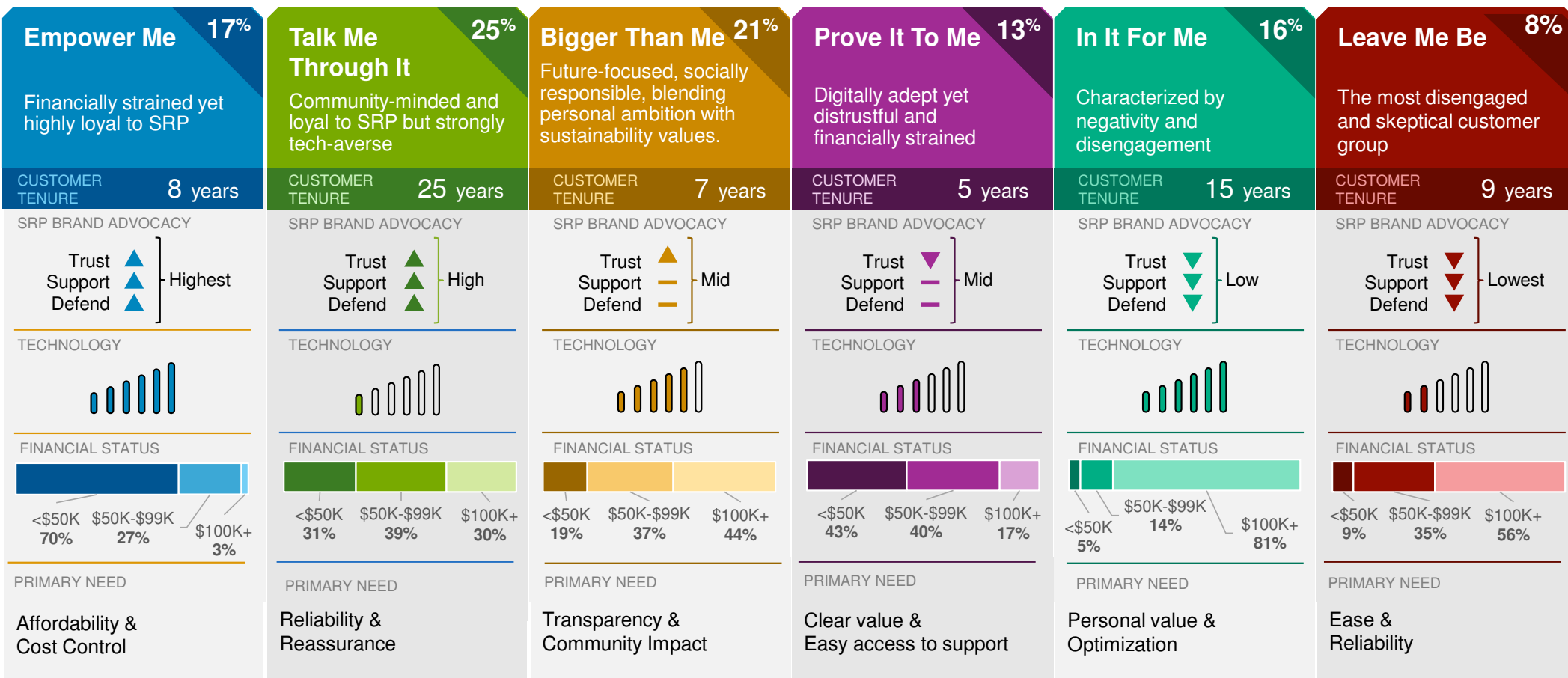


### Leave Me Be (8%)

Key Descriptor: ***Most disengaged and skeptical, unmotivated by community, financially comfortable***

- **Who:** Financially comfortable homeowners; low concern about cost
- **SRP Relationship:** Lowest trust and advocacy; minimal desire for interaction
- **What's different:** Actively disengaged; Op-out/ unsubscribe mindset
- **What matters:** Reliability (outweighs affordability; effortless, self-service

# Six customer types. Six very different sets of expectations.



# Key Takeaways

- **Affordability has emerged as the dominant customer priority**, fundamentally reshaping expectations of SRP.
- **SRP remains strong on core delivery**—leading in reliability, customer service, and overall satisfaction vs. peers.
- **Customer sentiment is softening**, driven primarily by rising costs and external economic pressures.
- **Expectations are shifting** toward proactive, digital, and self-service experiences, where gaps still exist.
- **Customer needs vary significantly by segment**, requiring more targeted, differentiated approaches to effectively deliver value.



**THANK YOU**





Delivering water and power®

# **MARIGOLD ENERGY CENTER**

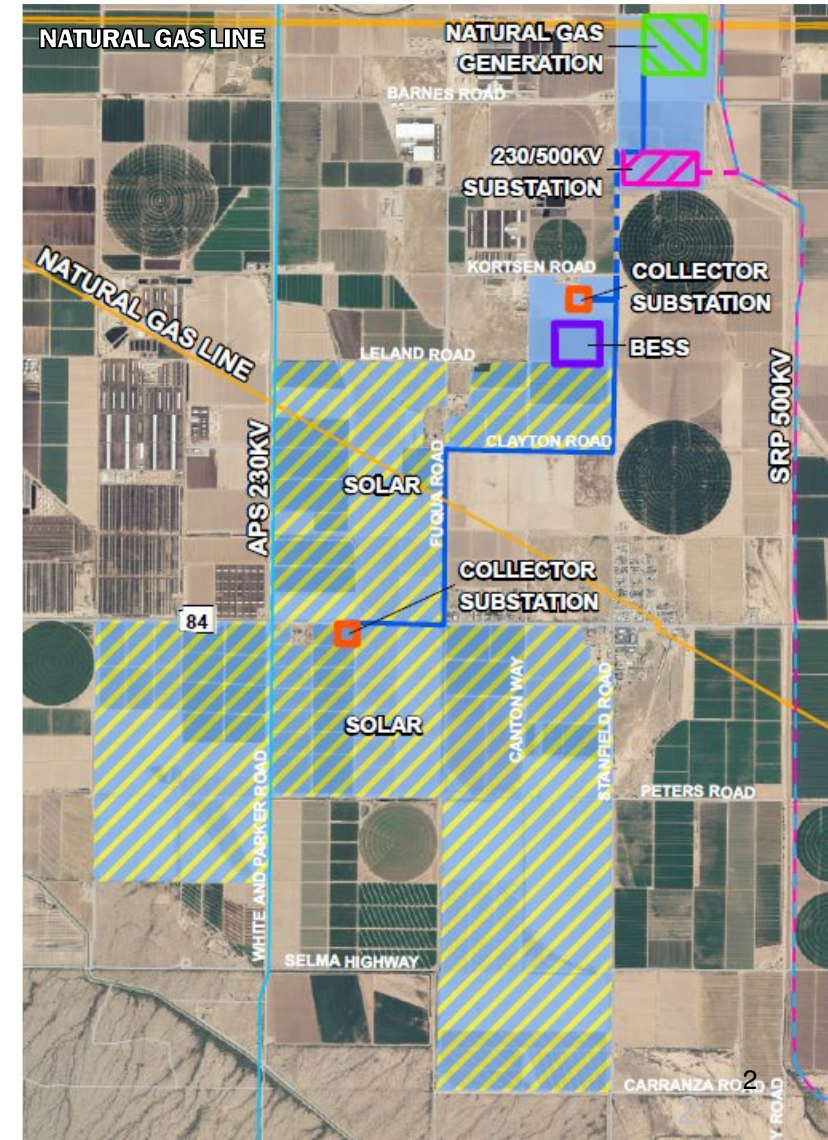
## **CUSTOMER UTILITY PANEL**

**Alexis Laurence | October 29, 2026**

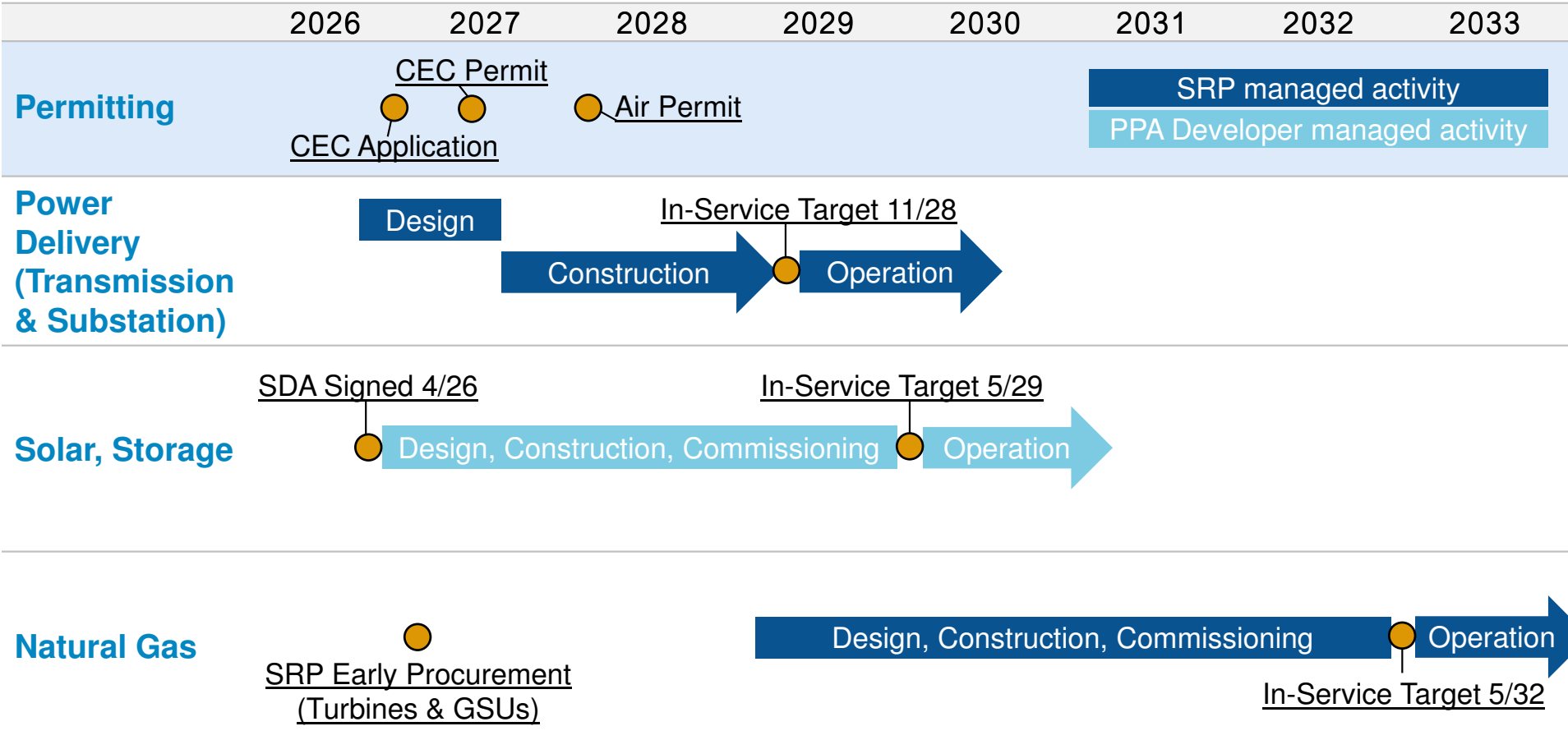
# Marigold Energy Center

## Integrated Development Plan

| Facility Type      | Size       | In-Service | Developer           |
|--------------------|------------|------------|---------------------|
| Solar              | 600 MW     | Q2 2029    | 3rd-Party Developer |
| Battery Storage    | 400 MW     | Q2 2029    | 3rd-Party Developer |
| Transmission Lines | 230 kV     | Q2 2029    | SRP                 |
| Substation         | 500/230 kV | Q2 2029    | SRP                 |
| Natural Gas        | 675 MW     | Q2 2032    | SRP                 |



# Project Timeline: 2026 Activities Drive 2032 In-Service



# Proactive Outreach and Community-Informed Development



## Engagement Activities



## Support for the Community

WHAT WE'VE DONE SO FAR >>> COLLABORATE AND REFINE WITH COMMUNITY >>> FORWARD-LOOKING



**Phased approach** to educate and receive input



**Collaborate** with Electrical District No.3



Sustained **community presence**



Project website: [www.srp.net/marigold](http://www.srp.net/marigold)



**Three Open Houses** – December 2025, March 2026, July 2026





**Infrastructure Improvements**

- Local Highway Road Paving to Reduce Dust
- Fire Department Building Upgrade & Fire Truck



**Community & Education**

- Stanfield Elementary School Support
- Community Resource Center Building Refurbishing



**Direct Community Support**

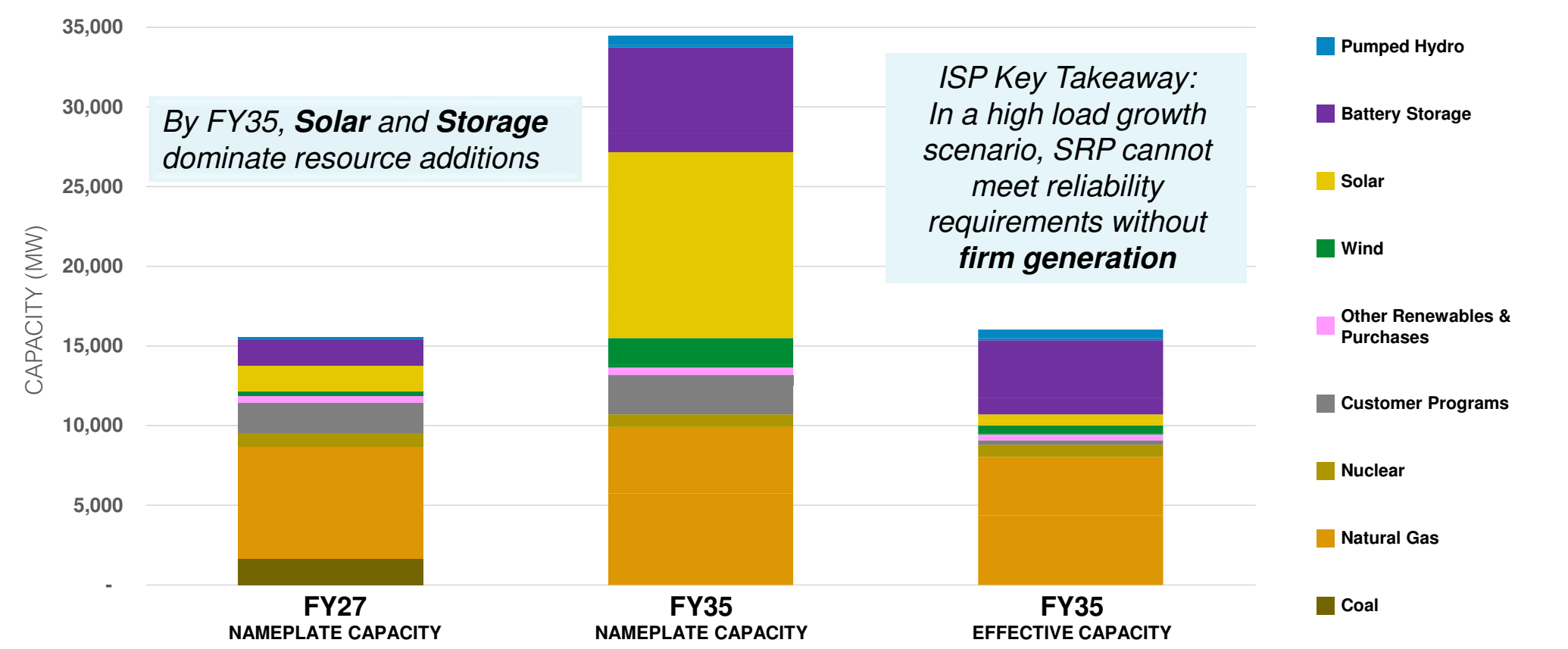
- Utility/Basic Needs Fund

# Marigold Energy Center Aligned with SRP Strategy

- Investment in renewables and firm capacity align with ISP System Strategies
- Supports 2035 sustainability goals for carbon and water reductions
- Hybrid proposal provides optimal balance for affordability, reliability, and sustainability

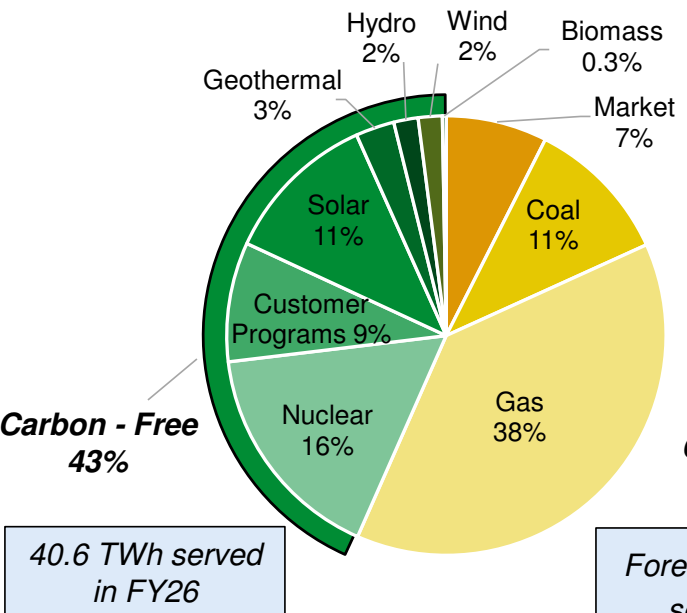


# Solar & Storage Lead Additions; Firm Capacity Ensures Reliability



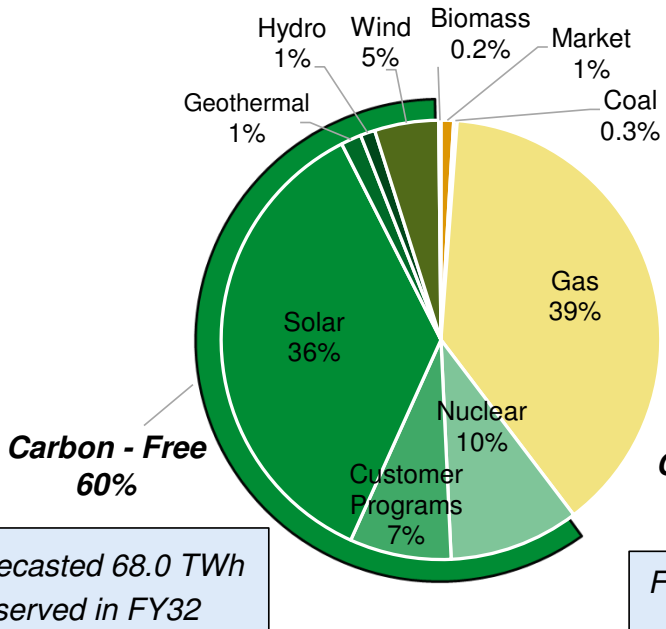
# Forecasted Energy Mix

Preliminary  
FY26 Actuals



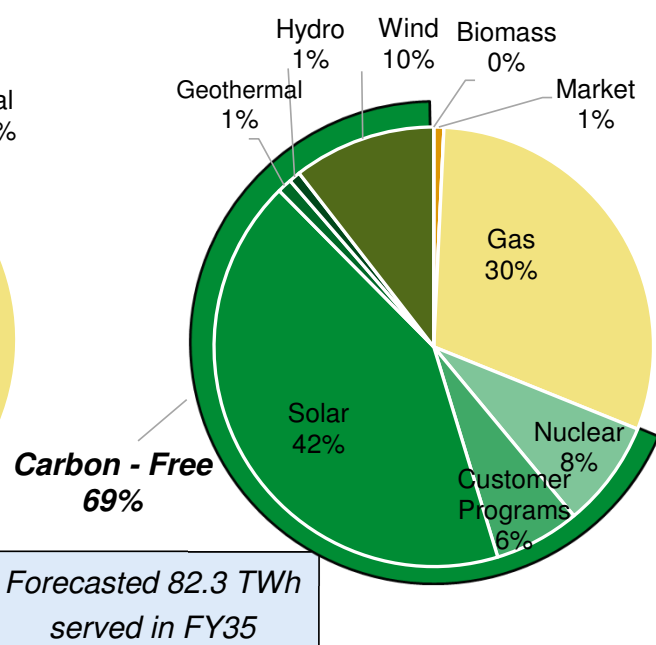
FY32 Projection

(FP27)



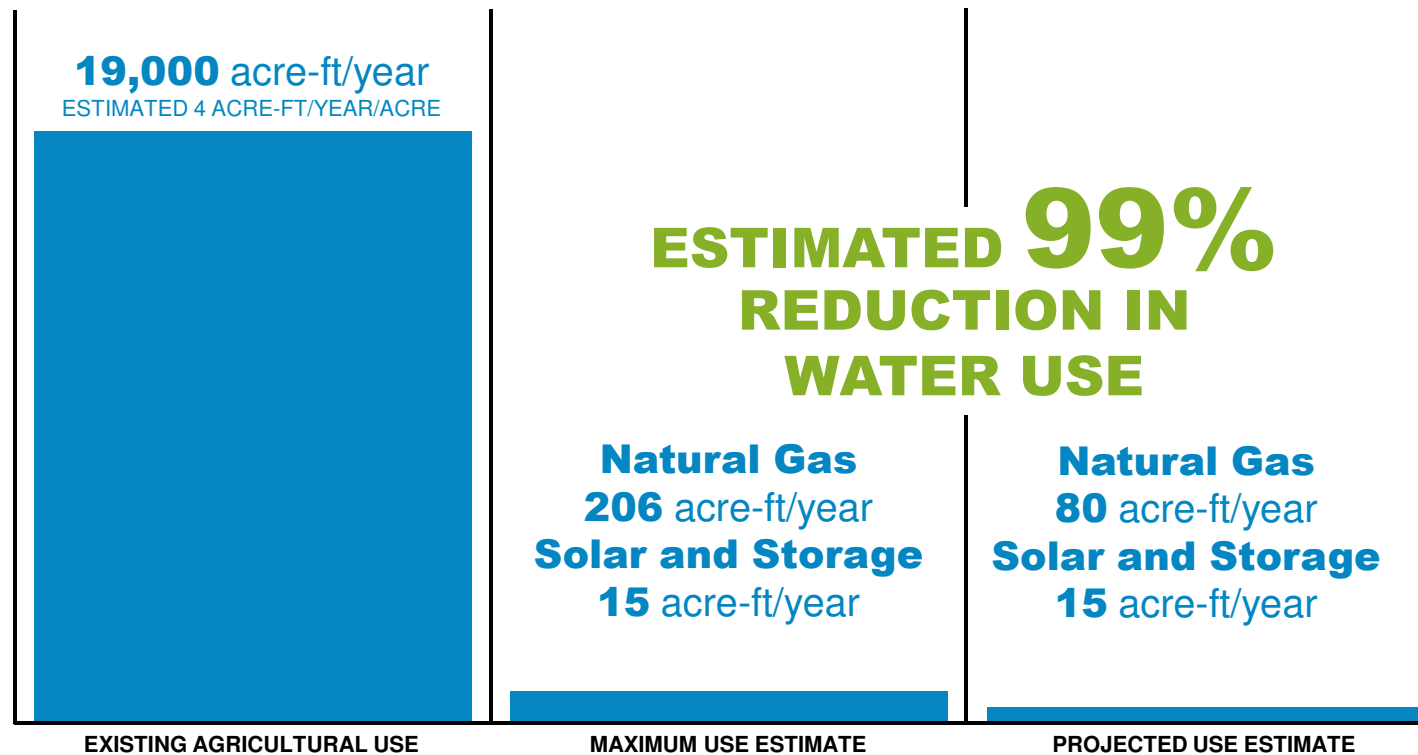
FY35 Projection

(FP27)



- Notes:
- Customer Programs = Energy Efficiency Programs
  - Renewables = Solar, Wind, Hydro, Geo, Biomass
  - Carbon Free = Solar, Wind, Hydro, Geo, Customer Programs, Nuclear
  - Projected FY32 energy mix may change based on load growth and resource mix

# Marigold Energy Center Reduces Water Use in the Area

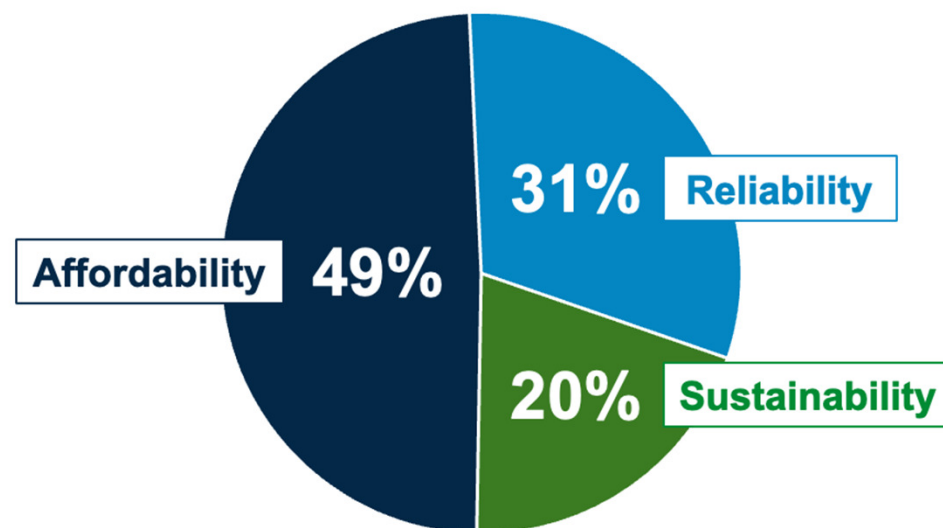


- 4600 Farmable Acres (Converted)
- Marigold Energy Center will utilize Long Term Storage Credits (LTSC).
- Recovery of the LTSCs will result in negligible impacts to neighboring wells.

# Affordability

is the leading priority today for SRP customers and for SRP's future energy mix.

SRP Customer Survey, May 2026



# Project Configurations Developed for Analysis

***Marigold Energy Center will provide 1,050 MW of effective capacity.  
All alternatives are configured to achieve this capacity***

|                                         | NAMEPLATE CAPACITY (MW) |                |                 |             |
|-----------------------------------------|-------------------------|----------------|-----------------|-------------|
|                                         | SOLAR                   | 8 HOUR BATTERY | 10 HOUR BATTERY | FRAME UNITS |
| Natural Gas                             | -                       | -              | -               | 1,125       |
| Hybrid: Solar, 8hr Storage, Natural Gas | 600                     | 400            | -               | 675         |
| 10hr Storage – Grid Charged             | 600                     | 400            | 1,025           | -           |
| 8hr Storage – Grid Charged              | 600                     | 1,675          | -               | -           |
| 10hr Storage – Solar Charged            | 3,000                   | 400            | 1,025           | -           |
| 8hr Storage – Solar Charged             | 3,100                   | 1,675          | -               | -           |

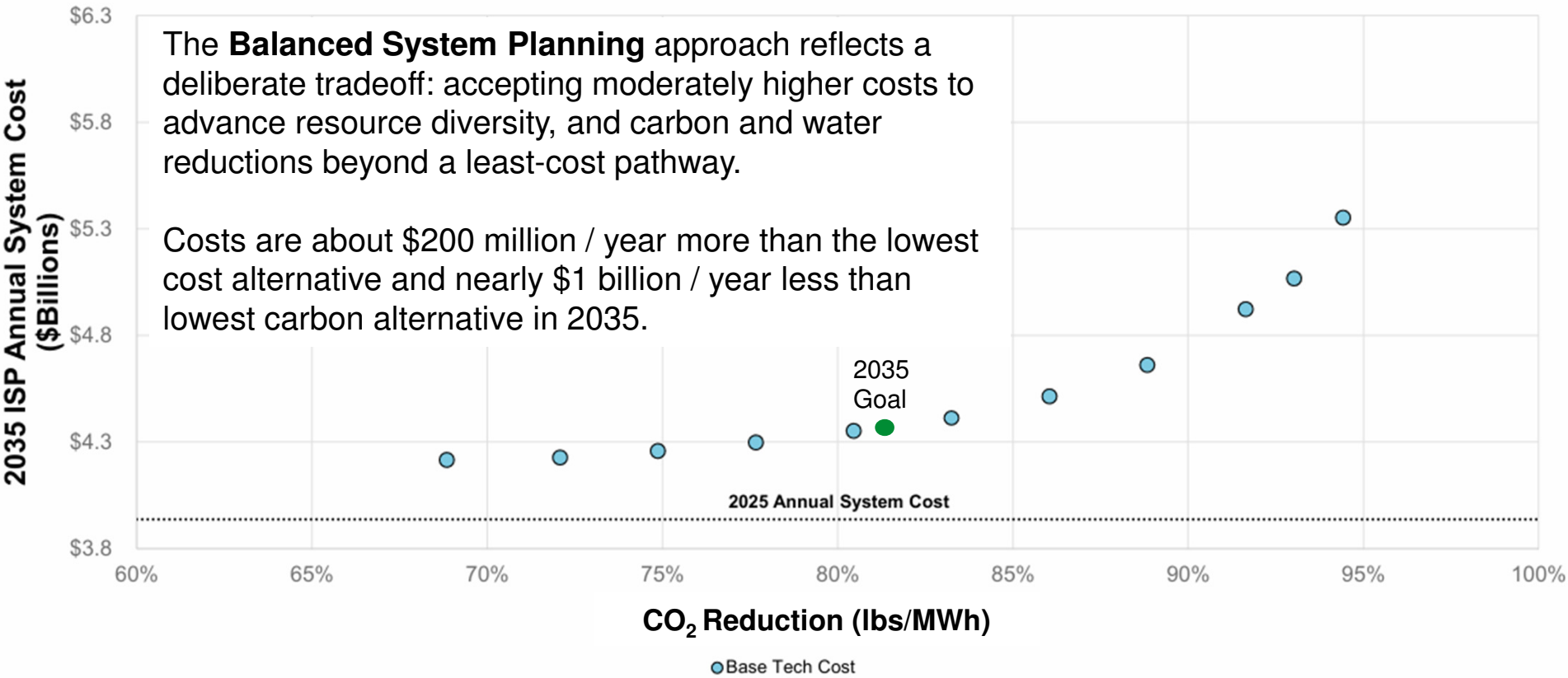
# Analysis Supports Hybrid Approach as Optimal Strategy

| RESOURCE                                                                                          | TOTAL NPV \$M  | CARBON INTENSITY REDUCTION |
|---------------------------------------------------------------------------------------------------|----------------|----------------------------|
|                                                                                                   | (Through FY50) | (2005 Baseline)            |
| Marigold Energy Center Development Comparison                                                     |                |                            |
| All Self-Build   Natural Gas Only<br>Combustion Turbines                                          | \$3,200        | 81%                        |
| Hybrid (Proposed)<br>PPA Solar, PPA 8hr Storage, Self-Build Natural Gas                           | \$3,900        | 82%                        |
| All PPA   10hr Storage Alternative – Grid Charged<br>PPA Solar, PPA 8hr Storage, PPA 10hr Storage | \$4,600        | 82%                        |
| All PPA   8hr Storage Alternative – Grid Charged                                                  | \$4,700        | 82%                        |
| All PPA   10hr Storage Alternative – Solar-Only Charged                                           | \$7,800        | 86%                        |
| All PPA   8hr Storage Alternative – Solar-Only Charged                                            | \$8,000        | 86%                        |

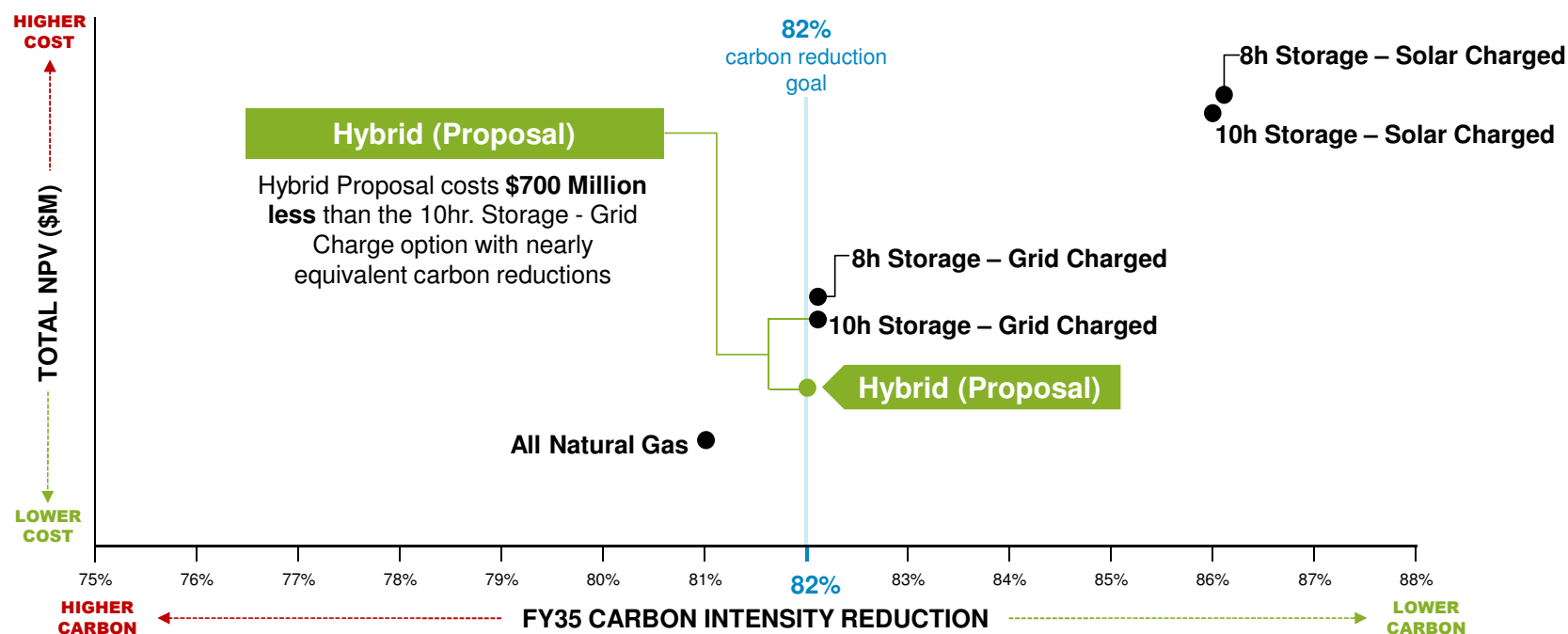
**KEY TAKEAWAY:** Hybrid Proposal is the lowest cost alternative that meets SRP’s Carbon Reduction Goals.

# Finding Balance

## System Costs Based on 2023 Estimates



# Hybrid Proposal Balances Cost and Sustainability



## KEY TAKEAWAY:

The Hybrid Proposal supports a balanced system plan by optimizing for both **cost** and **carbon reduction** goals.

# Key Takeaways

- Marigold Energy Center will meet growing customer demand while aligning with SRP customers' top priorities of reliability and affordability.
- Compared to storage-only alternatives, the Hybrid Proposal delivers nearly equivalent carbon reductions while reducing lifecycle costs by approximately \$700 million.
- The Hybrid Proposal supports SRP's Balanced System Planning approach and 2035 carbon and water reduction goals.
- The Hybrid Proposal combines low-cost renewable energy with the firm capacity needed to serve customers during days and times of high reliability risk.
- The Hybrid Proposal represents the best overall balance of cost, reliability, and sustainability among the alternatives evaluated.



**Public Comments for the 10/29/2026 Customer Utility Panel as received in the  
Corporate Secretary's Office**

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10/24/2026  
Carla Baker

Dear SRP Corporate Secretary and Customer Utility Panel,

Please accept the following public comment and policy proposal for the October 29, 2026 Customer Utility Panel meeting. I request that it be included in the public meeting record and shared with the Panel and appropriate SRP leadership. Please confirm receipt and whether it will be included.

Subject: Reform of Cash-Only Payment Restrictions and Mandatory Consumer Harm Reporting

Electricity is an essential service, and customers within SRP's service territory generally lack a competing provider. This creates a heightened need for fair, accessible payment policies and public accountability.

I am concerned that extended cash-only payment restrictions following returned payments can create additional hardship for financially vulnerable households, people with disabilities, older adults, and customers with limited transportation. Payments may fail because of insufficient funds, fraud-prevention measures, processing errors, or other banking complications. A restrictive response may make it harder—not easier—for customers to pay.

I respectfully request that SRP consider the following reforms:

1. Replace prolonged blanket cash-only restrictions with proportionate safeguards, including immediately authorized debit-card payments and a clear path to restore electronic payment privileges.
2. Preserve reasonable access to payment extensions and installment arrangements for customers experiencing hardship, with transparent eligibility criteria.
3. Provide accessible alternatives for customers unable to travel to physical payment locations.
4. Establish individualized review and a meaningful appeal process, including examination of bank errors, fraud-related declines, and repeated attempts to collect the same payment.
5. Publish annual aggregated, privacy-protected statistics on restricted-payment accounts, restriction durations, payment-arrangement requests and outcomes, complaints, appeals, accommodations, and reversals.
6. Commission an independent assessment of the financial, accessibility, and disconnection-related consequences of these restrictions.

I also encourage SRP to support standardized public reporting of consumer harm across essential utilities, so that policymakers and the public can evaluate these practices using evidence rather than anecdotes alone.

Please provide a written response explaining the rationale for SRP's restrictions, whether repeat processing attempts on one payment count separately, what accommodations are available, and whether these proposals will be considered for future policy review.

A utility's responsibility to collect payment should be balanced with its responsibility to offer fair, accessible, and reasonable ways for customers to pay.

Thank you for your consideration.

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