



## 2024 Salt River Project (SRP) Candidate Questionnaire

*Please answer the following questions so that Arizonans whose electricity is provided by SRP can learn more about what you hope to accomplish if elected to the board of governors and councilors. We plan to make all responses available through our website.*

1 - What is your name?

Anda McAfee

2 - Why are you running for a position on SRP's board of directors and councilors?

As a candidate for SRP's board of directors, my motivation stems from a genuine passion for reliability, affordability, and sustainability in energy. I am deeply committed to environmental stewardship, understanding its pivotal role in our collective future. Having completed one term as a director, I've cultivated strong relationships and trust with management and fellow board members, positioning me to effectively advocate for solar initiatives that align with our shared values and objectives.

3 - What type(s) of energy resources do you want to see SRP build more of?

I believe in fostering a diversified energy portfolio for SRP that prioritizes sustainability while leveraging advancements in technology. Technology is moving quickly and even more quickly with AI as another tool in the toolbox. This means exploring a mix of renewable energy sources such as solar, wind, and hydroelectric power, alongside innovative energy storage solutions. Embracing a variety of resources ensures resilience, affordability, and environmental responsibility, while staying adaptable to the rapid pace of technological evolution. Every solution has its pros and cons. For every resource decision made, the impact needs on reliability, affordability and sustainability needs to be understood.

4 - Do you think that SRP should make it easier for customers to install solar on their homes and businesses? If so, how would you achieve this?

Addressing the question of whether SRP should make it easier for customers to install solar on their homes and businesses is crucial for promoting renewable energy adoption and supporting customer satisfaction. I understand the importance of streamlining the process while ensuring quality and reliability. There's room for improvement.

I have had extensive experience with improving process in Fortune 100/500 companies and it always starts with first identifying the areas for improvement, defining what you want to achieve, involving the stakeholders in the improvement process because their insights and perspectives are valuable for identifying issues and generating solutions, implementing changes, monitoring progress and continuing to improve.

In the case of residential and commercial solar, I would be looking at the process flow for design review, inspection and the commissioning processes. Specifically, I would look at: a) streamlining permitting processes to reduce administrative burdens, b) improving communication channels between customers, installers and SRP and c) enhancing training for installers about any SRP specific requirements.

My story: I purchased my rooftop solar with coop pricing through Solar United Neighbors and did not run into any obstacles from SRP. I did run into numerous problems with my system and it took the installer about 2 years before I had a system that operated correctly and consistently. The inverter was replaced twice. The battery was replaced three times. The configuration was altered multiple times. It was NOT a positive experience.

5 - Do you believe that the credit SRP provides to customers who have solar is fair compensation for the energy they provide to the grid? If not, what changes would you propose?

I will answer the above collectively. I think that there should be an overall rate structure overhaul that does the following:

a- encourages reducing carbon emissions.

b - reduces strain on the grid, especially during peak loads which would reduce costs for both customer and SRP

c - addresses the situation where SRP may incur costs associated purchasing excess energy from individuals at retail rates while having to sell it on the wholesale market at lower rates which can potentially increase costs for non-solar customers leading to concerns about fairness and equity.

d- prevents non-solar customer from subsidizing solar customers through higher rates or fixed charges leading to concerns about fairness and equity in cost-sharing.

And no, I don't like the demand charge. The vast majority of my constituents are very happy with SRP - except for the demand charge.

6 - What is your position on the customer charges and demand charges that SRP currently charges to solar customers?

*(Did not answer separately)*

7 - Do you think SRP should encourage adoption of residential battery storage by its customers? If so, how?

Yes. I would encourage it through the overall rate structure overhaul that I mentioned previously.

The upfront costs of residential battery storage systems can be prohibitive for some customers, particularly low-income households. Utilities must consider issues of customer equity and affordability when designing incentive programs and rate structures to encourage adoption of battery storage.

8 – Should SRP help its customers be more energy efficient? If so, how?

Yes, helping customers become more energy-efficient aligns with the goals of providing reliable, affordable, and sustainable energy services. By investing in energy efficiency programs and initiatives, utilities can benefit both their customers and the broader community while also supporting their own long-term business objectives.

SRP is already doing many of these things such as: Energy audits and assessments, education and outreach, incentive programs and rebates, time-of-use pricing, smart thermostat programs, collaborations with community organizations and non-profits.

9 – Should SRP help customers integrate electric vehicles? If so, how?

Yes, SRP can play a significant role in helping customers integrate electric vehicles into their lives.

As the adoption of EVs increases they will have a significant impact on electricity demand. SRP can help manage this increased demand by implementing smart charging programs that encourage EV owners to charge during off-peak hours.

Technology is changing rapidly and I will be keeping an eye on how this evolves.

One example of evolving technology is leveraging EV batteries as a grid resource for grid stabilization and demand response.

10 – Do you think SRP should work to increase customer participation in its elections? If so, how would you achieve this?

Yes. First is to understand the reason(s) for low participation.

Originally, I believed that it was because people didn't know about this election and for some that is true.

But for many of those that DO know about it, they are not taking the next step in requesting ballots – this includes people that I personally know and have reminded. They are happy with SRP and they don't feel compelled or a need to participate in the election.

Other incumbents are agreeing with me that it is hand-holding exercise to get people to request a ballot and even to turn it in once they receive it.

So, what to do?

Lack of information can be addressed by enhancing communication. Counteracting apathy takes a lot of community outreach and engagement.

What are your views on customer participation in SRP's planning process and stakeholder meetings?

I was an observer at some of the Integrated System Plan meetings. SRP is one of the first utilities in the nation to change from an Integrated Resource Plan to an Integrated System Plan which is a holistic roadmap that considers the evolving power system needs, energy affordability and carbon reduction goals.

The new plan was developed through collaboration with stakeholders and involved modeling potential system plans under varying Valley growth scenarios and possible regulatory and supply chain environments.

Regarding customer participation I was impressed at the following:

- The Advisory Group included 32 representatives from 23 different community organization and met 18 times over the course of 2 years.
  - I observed SRP respond to inputs from the advisory group and go back to the drawing board to modify their approach.
- A Large Stakeholder Group, including 250 representatives from 140 organizations convened 8 times

- Industry experts were gathered together through four Technical Working Session
- Residential customer research was done with several focus groups and surveys of over 1,400 SRP customers. External consultants were engaged to ensure that this was a representative sample based on demographics.

It was trailblazing on the part of SRP and the effort was impressive.

One area that I noted that could be improved was inconsistent attendance from participants in the Advisory Group. It is a lot to ask to have so many meetings over such a long duration of time. For the Advisory Group representatives that had low attendance, SRP reached out to them individually to get their inputs as best they could, but it is not the same as what happens in a group setting.

11 - Is there anything else that you want to make sure voters know about you?

My voice on the board is unique because as an engineer, I have experience ramping new technologies in Fortune 100 and Fortune 500 companies. SRP is ramping new technology as they transition from fossil fuels to renewable energy and doubling or tripling their generating capacity in the next 10 years. People want to reduce the challenge to sound bites with no regard to the actual complexity of what is required in execution. I will be making informed decisions based on their impact on reliability AND affordability AND sustainability.

For more information about me, I have a website at [www.andamcafee.com](http://www.andamcafee.com).

**Solar United Neighbors** is a 501(c)3 nonprofit organization that works in Arizona and nationwide to represent the needs and interests of solar owners and supporters.