



SRP 2035 Sustainability Goals Recommendations

The following pages contain management recommendations for revising the SRP 2035 Sustainability goals. These recommendations reflect feedback obtained during the Sustainability Goal Stakeholder Engagement Process conducted from November 2018 through March 2019, additional staff analysis and subsequent discussions with SRP Executive Management. The original goal language and Management Recommendation for updated goal language are included in a summary table at the front end of this document.

The format of each goal recommendation page includes a table listing the original goal language and the current management recommendation, a summary of the chronology of goal discussions with stakeholders, stakeholder feedback and the evolution of the resulting management recommendation. During both phases of the 2035 Sustainability Goal Stakeholder Engagement Process, SRP goal owners utilized stakeholder feedback to consider how goals might be refined and this structure follows the evolution of each goal with the following content:

1. Stakeholder Feedback Themes on Original Goals
 - Summarizes key themes and sample shorthand comments collected on sticky notes from the larger stakeholder group during the November 14th Phase I Stakeholder Meeting
2. Current Thinking Presented to Advisory Group
 - Documents any updates, developments or proposed goal changes presented to the Advisory Group as part of the Phase II stakeholder meetings held between January 25th and March 29th
 - Reflects additional thinking and analyses performed by goal owners in response to Phase I stakeholder input
3. Advisory Group Feedback
 - Provides the verbatim feedback collected from the Advisory Group members as part of a survey administered after each goal owner presented their current thinking
 - Lists the Advisory Group's average score using a 5 point Likert scale, with 5 as the maximum score) for their satisfaction with the direction of the goal based on the current thinking presented to them
4. Management Recommendation
 - Contains the recommended SRP 2035 goal language as a result of both input from the stakeholders and additional analysis from SRP staff
 - All goals have an FY16 baseline unless noted otherwise

SRP 2035 Proposed Goal Language Changes Summary

*Denotes a goal with no proposed changes

Original Goal Number	Goal Name	Existing Goal Language	Management Recommendation
1.1	Generation Carbon	Reduce the amount of CO2 emitted by generation (per MWh) by 33%	Reduce the amount of CO2 emitted by generation (per MWh) by 50% from 2005 <ul style="list-style-type: none"> • 2035 Target: 700 lbs/MWh • Add FY50 target: 80% to 90% intensity reduction from 2005 • Change accounting to industry standard • Report both intensity and mass • Report emissions reductions due to electrification
1.2	Fleet & Facilities Carbon	Reduce carbon emissions from facilities and fleet by 30%	Reduce carbon emissions from facilities 30% on a mass basis <ul style="list-style-type: none"> • Carbon emissions will also be monitored on an intensity basis
			Reduce carbon emissions from fleet 30% on a mass basis <ul style="list-style-type: none"> • Carbon emissions will also be monitored on an intensity basis
2.1	Facilities Water	Reduce water intensity use at SRP facilities by 45%	Reduce water use at SRP facilities by 45% on an intensity basis <ul style="list-style-type: none"> • Monitor water use on a mass or absolute basis
2.2	Lost & Unaccounted for Water	Achieve lost and unaccounted for water rate of less than 5% on a 10-year rolling average	* Achieve lost and unaccounted for water rate of less than 5% on a 10-year rolling average
2.3	Power Generation Water	Eliminate power generation groundwater use in AMAs	Eliminate or offset power generation groundwater use in the Active Management Areas (AMAs)
			Reduce overall water use for all water types for SRP generation
2.4	Water Storage	Store 1 million acre-feet of renewable supplies underground	Store 1 million acre-feet of water supplies underground
2.5	Water Acquisition	Facilitate acquisition of 25,000 acre-feet per year of renewable supplies for use by municipal water providers in SRP service territory	Water Resources proposes to eliminate this goal

3.1	Supply Chain	Incorporate sustainability criteria into sourcing decisions for 80% of managed spend	Incorporate sustainability criteria into sourcing decisions for 100% of managed spend
3.2	Municipal Solid Waste	Divert 50% of Municipal Solid Waste (MSW)	Divert 75% of Municipal Solid Waste (MSW) <ul style="list-style-type: none"> Add FY50 target: Divert 100% of MSW
3.3	Investment Recovery (Non-hazardous Industrial Solid Waste)	Divert 95% Non-Hazardous Industrial Solid Waste sent to Investment Recovery	*Divert 95% Non-Hazardous Industrial Solid Waste sent to Investment Recovery
4.1	Grid Modernization (Customer Programs)	Deploy modern grid technologies to support items such as integration of distributed energy resources, demand management systems, energy efficiency programs, electric vehicles and other evolving technologies	Energy Efficiency – Deliver over 3 million MWh of annual aggregate energy savings
			Demand Response – Deliver at least 300 MW of dispatchable DR and load management programs
			Electric Transportation – Support the enablement of 500,000 EVs in SRP's service territory and manage 90% of EV charging through price plans, dispatchable load management, OEM integration, connected smart homes, behavioral and other emerging programs
			Electric Technologies – Expand portfolio of Electric Technology (non-EVs) programs to deliver 300,000 MWh of annual aggregate energy impact
4.2	Grid Modernization (Grid Enablement)	Ensure unified communication infrastructures are in place to proactively support all necessary grid and customer communication requirements	Grid Enablement – Enable the interconnection of all customer-sided resources, including solar PV and battery storage, without technical constraints while ensuring current levels of grid integrity and customer satisfaction
5.1	Customer Engagement	Achieve at least 80% of customers who give SRP a positive rating for its sustainability efforts.	*Achieve at least 80% of customers who give SRP a positive rating for its sustainability efforts.
5.2	Employee Engagement	Increasingly engage employees in SRP's sustainability programs or volunteer efforts that contribute to sustainability initiatives in the community	Engage 100% of employees in efforts that contribute to SRP's sustainability goals.

Proposed New Goal	Forest Restoration	N/A	<p>Increase SRP's leadership role in forest restoration treatments through partnerships, influence, education and support for industry to thin 50,000 acres per year or 500,000 acres</p> <ul style="list-style-type: none"> • Complete the Cragin Watershed Protection Project thinning objective of 37,000 acres within 8-10 years of selecting an RFP contractor(s)
Proposed New Goal	Water Conservation	N/A	<p>In partnership with Valley cities, support municipal water conservation goal achievements by creating and executing programs to identify 5 billion gallons of potential water conservation by 2035</p>

Goal 1.1: Generation Carbon Emissions Reductions

Original Goal	Management Recommendation
Reduce the amount of CO2 emitted by Generation (per MWh) by 33%	<p>Reduce the amount of CO2 emitted by generation (per MWh) by 50% from 2005</p> <ul style="list-style-type: none"> • 2035 Target: 700 lbs/MWh • Add FY50 target: 80% to 90% intensity reduction from 2005 • Change accounting to industry standard • Report both intensity and mass • Report emissions reductions due to electrification

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Source of target* – Where did the numbers come from; how did you get to the goal
- *Achievement pathways* – What are the implications for the portfolio; what about growing electrification
- *Scale of target* – Mass vs. intensity; is it the right level; can it be sped up

2. Current Thinking Presented to Advisory Group (Phase II)

- Change target to ~50% intensity reduction by FY35
 - From 2005 baseline; results in intensity target ~ 700 lbs/MWh
- Add a stretch target of ~80-90% intensity reduction by FY50
- Change accounting to industry standard
 - Will require change in baseline to 2005
 - Moving Energy Efficiency (EE) into its own goal
- Regularly report progress on both intensity and mass basis
- Continue to take a measured and learning approach, expecting additional improvements in the future

3. Advisory Group Feedback (Phase II)

- Good piece of work.
- Truly agree with the direction. Science based target, 2035 and 2050 targets good, ongoing review and analysis. Need to ensure cost/benefit analysis of pathways to ensure informed decision-making. Continuing to review, analyze and report on pathway is critical.
- *3 - Current thinking.* Better: 50% carbon intensity by 2035, added mass reporting, new target for 2050 and SBT targets. *5 - Based on discussion.* Lead with mass based or parallel SBT target. Better target for 2035, add Electric Vehicle (EV) goal for carbon pillar. Resource/strategy to meet SBT and is affordable. More emphasis on affordability principle customer goals (sustainability) and customer value.
- This was an incredible information session. Thank you.
- Commercial & Industrial customers need new products to meet our internal GHG goals. Too many roadblocks and stipulations for interconnect currently. Let's partner and win-win together and share a good story.
- I appreciate SRP's adjusting the CO2 target to a more ambitious one.
- Satisfied with goal if SRP maintains to it economically.
- I would like to see a mass-based goal that gets SRP to 0 by 2050. I was glad to see a separate goal for energy efficiency. SRP is uniquely positioned to lead on carbon reductions, renewables (50% by 2030 is doable) and energy efficiency. Start now to transition coal communities to clean energy.
- Excellent that SRP is using IPCC analysis. Please publicly/widely state this. Pleased that you are looking at more aggressive goal of 2035 larger than 700 lb/MWH. I hope you end up with something

in the 550-650 range. If goal does not include an absolute mass, consider an aspirational mass goal and revisit in 2-3 years.

- Add mass target range for 2035 and 2050. Add a check on goals for economics, technology and science in 2025. Bring EV accounting into goal compliance process.
- Improved timeframe for goal and aligned with 3rd party is great. Move toward mass-based by 2035.
- Really appreciate strong acknowledgement of climate science and adjusting goal to align. Tracking and transparency are great. Could still do more.
- Would like to see more focus on emerging technologies. Don't underestimate the power of partnerships with cities and industrial customers and how that relates to the utility of the future and how it can be effective in changing policy, technology and financing.
- Appreciate your leadership, messaging important.
- Good to be more aggressive to 2035 and 2050. Need mass-based goal in line with climate science. Aim for 100% zero carbon by 2050.
- Good context with science, IPCC. Good to have EE goal separate. Good to track on both intensity and mass. Need to have stretch goal, strong mass goal. Need stronger EV target. Need to have more action earlier.
- Not nearly aggressive enough despite very thoughtful commitment to the effort. Not stretch. Doesn't adequately integrate proactive planning around transportation electrification.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.0/5**

4. Management Recommendation:

- **Reduce the amount of CO2 emitted by Generation (per MWh) by 50% from 2005.**
 - **2035 Target: 700 lbs/MWh**
 - **Add FY50 target: 80% to 90% intensity reduction from 2005**
 - **Change accounting to industry standard**
 - **Report both intensity and mass**
 - **Report emissions reductions due to electrification**

Goal 1.2: Carbon Emissions Reductions from Fleet and Facilities

Original Goal	Management Recommendation
Reduce carbon emissions from facilities and fleet by 30%	<p>Reduce carbon emissions from facilities 30% on a mass basis</p> <ul style="list-style-type: none"> Carbon emissions will also be monitored on an intensity basis <p>Reduce carbon emissions from fleet 30% on a mass basis</p> <ul style="list-style-type: none"> Carbon emissions will also be monitored on an intensity basis

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- Language* – be bold; more aggressive; absolute vs. intensity
- Partnerships* – collaborate with other utilities, EV companies, customers; share lessons learned and develop strategic partnerships
- Tactics* – LEED (Green Building Certification) practices for building retrofits; support employees' efforts; pilot and share lesson on carbon neutral items, heavy-duty vehicles, etc.
- Transparency* – share successes; participate in studies; provide incentives to suppliers; anticipate new technologies

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current goal is sufficient but will look for ways to:
 - Remodel and retrofit facilities with more efficient technologies
 - Evaluate LEED retrofit opportunities
 - Increase number of EV's and PHEV's in fleet
 - Evaluate opportunities for improvement in the areas of alternative fuels, infrastructure and vehicle technology
- Recommendation
 - Propose adjustment to goal language for clarity by splitting goal
 - Reduce carbon emissions from facilities and fleet by 30% on a mass basis

3. Advisory Group Feedback (Phase II)

- Additional actions besides just offering to employees. Assist with keeping transportation/transit funding in the cities they serve and with the state.
- Be prudent on cost. Surprised to hear a retrofit would cost 100K on a 300K asset (vehicle). Not in best interest of rate payers to satisfy a goal in this manner.
- The reduction target is ambitious, but it may not be the best investment, pound for pound, toward the over-arching goal of reduced emissions. Intensity information is worth tracking.
- Leadership in business and with customers. Appreciate separating from carbon goal, yet there are systemic interactivities.
- I am convinced that a mass goal is a good idea. A lot depends on a lifetime of coal units. Important that leadership elements are realized. Need embedded cost of carbon calculation for all of this.
- Move to reduction in mass terms very positive. Could be more aggressive than 30% in this category over 16 years.

- The biggest value I see in this goal is leading by example. I do believe that more focus should be on electric production/generation emission reductions because that is such a large part of the portfolio. I agree that renewable natural gas is something SRP should focus on.
- Would like to see it split into sub goals with fleet goal much higher. Maybe an interim goal as well to help with transition and uncertainty of the future. Support having SRP track and report carbon intensity, but primary goal should be mass based.
- Surpasses an outcome - fleet electrification. Need to also look at long-term alternatives, i.e. hydrogen, gasification. Not a lot of discussion on facility infrastructure improvements.
- Advances in EV's are accelerating rapidly so it should be feasible to best 30%. Don't overlook NGV's (Natural Gas Vehicles) fueled by renewable natural gas, either indirect or direct.
- Can add intensity as tracker of progress - but goal should remain mass. Account for leadership "cost" by public education and partnerships to spread advancements.
- This goal should be more aggressive. Fleet could be replaced more. Make clear we are not just talking about CO2 but all gas.
- Agree with staged goal to more aggressive and later time point like 2035. Have a two-stage goal and consider fleet and facilities separately.
- The goal is too conservative, especially as imagined on the fleet side.
- The goal should be more aggressive as we need to aggressively address climate change.
- Good to have specific goal. Need more background on how arrived at numbers. Helps to have trend information. Would be good to separate out facilities and fleet. If lead in valley, state on fleet - more EV related. Appreciate EV efforts thus far, but potential exists to go further and faster.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 3.6/5**

4. Management Recommendation:

- As a result of previous Phase II feedback, the Facilities and Fleet goal owners proposed a modified goal at the final Advisory Group meeting:
 - Split the fleet and facilities carbon goals into two separate 30% carbon mass reduction goals instead of one combined goal
 - The Advisory Group supported the proposed change
- **Reduce carbon emissions from facilities 30% on a mass basis**
- **Reduce carbon emissions from fleet 30% on a mass basis**

Goal 2.1: Reduce Water Intensity Use at SRP Facilities

Original Goal	Management Recommendation
Reduce water intensity use at SRP facilities by 45%	Reduce water use at SRP facilities by 45% on an intensity basis <ul style="list-style-type: none"> • Monitor water use on a mass or absolute basis

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Strengths* - Good data, measurable, focused on conservation; experience and expertise in sustainable water solutions will support those we serve
- *Partnerships* - Share best practices with large customers and look for common goals/shared expertise
- *Tactics* – LEED practices; sub-metering; use of effluent; improve landscaping
- *Language* – Be more aggressive; may be too aggressive; measure usage by employee

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current goal is sufficient but looked to Advisory Group for guidance on absolute vs. per employee goal
- Recommendation
 - Propose to keep goal the same while tracking both absolute and intensity by employee

3. Advisory Group Feedback (Phase II)

- Add per employee metrics. Devote savings to an environmentally beneficial project and get employee buy-in.
- Good goal. Well presented.
- Lots of room for demonstrating progress and leadership with this goal. Very good start.
- More theoretical and empirical calculations and estimates can aid in the validation of whether absolute goals are realistic and achievable.
- Tie goals to some kind of employee recognition or compensation for meeting annual goal. Our Sustainability Goals are factored into a multiplier on bonuses which is a big motivator.
- The value of this goal comes from educating employees and customers on what you learn trying to achieve this goal.
- Good discussion. Both goals are important - designate savings for something good.
- 45% appears to be a good aggressive goal given the limited data you have. Agree that SRP should have both an absolute and a water intensity goal (e.g. reduction in a per person or per square foot basis).
- Need both goals = total water use reduction and reduction in water use intensity (gallons per employee)/ 45% probably ok (not my area of technical expertise).
- Might be good to benchmark goals against other comparable organizations/utilities.
- I would add per employee (keep internal) but show trends.
- Like the discussion to fine-tune this goal.
- Agree with overall and per employee approaches. Look at combining with facilities goals on energy in next/existing buildings. Agree good opportunity for SRP to lead conversations in this regard.
- Appreciate this is area SRP is working to get better handle on. Implementing new activities etc. Appreciate thinking this is based on recent experience/stretch goal. More comprehensive list where/how savings occur would be helpful.
- I'd like to see the goal tied more closely to meaningful usage projections. Also, it would be awesome if SRP could translate the quantity conserved into a benefit (i.e. habitat or public space).

- Definitely think this is going in the right direction but it feels too arbitrary and not backed up well enough. If you don't know the current breakdown of water use (irrigation, cooling, domestic, etc.) how can you evaluate savings? Also, goal should be limited to number of gallons saved, not the 39 million gallons used, because growth is likely to happen. This is an important goal though, as an example to employees and to understand how you are using water.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.3/5**

4. Management Recommendation:

- **Keep current goal - Reduce water use at SRP facilities by 45% on an intensity basis**
 - **Monitor water use on a mass or absolute basis**

Goal 2.2: Lost & Unaccounted For Water Rate

Original Goal	Management Recommendation
Achieve lost and unaccounted for water rate of less than 5% on a 10-year rolling average	Achieve lost and unaccounted for water rate of less than 5% on a 10-year rolling average

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Strengths* - Exceeds state standards of less than 10% on rolling 3-year
- *Goal Context and Transparency* – Calculation of water loss; collect more data to improve analytics
- *Technology Solutions and Conservation* – Reduce water evaporation; Increase use of variable speed pumping; greater water conservation tactics using aggregated customer data at the residential neighborhood level; look for conservation solutions through city partnerships

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current goal is sufficient

3. Advisory Group Feedback (Phase II)

- Needs some additional work in refinement on the time-period, standard deviations. Also, would caution against considering loss/leaks that benefit habitat against the goal. Do measure it, but then embark in intentional programs to maintain and protect these benefits (maybe with NGOs like Nature Conservancy, etc.) not just have them be products. The water that is providing those benefits is still being diverted from habitat somewhere else.
- Good explanation.
- This seems more like an operational goal than a sustainability goal but appreciate the effort.
- With clarification of it being an annual 5% goal, reported as an average.
- I am interested in system conservation but there may be places where the loss is beneficial to the environment.
- Adding more specifics and details would be helpful.
- Good direction. Appreciate the numbers provided to help with determining specific goal. Also, great to have top line areas where further reduction can occur. More trend dates and ideally yearly as well as shorter time frame than 10 years.
- I would adjust the length of the rolling average.
- The goal achievement date was not clear to me. As I thought the 10-year rolling avg of 5% was to be achieved in 2035 which would be the rolling average from 2025-2035. However, from the discussion, my assumption was incorrect.
- Other water districts might be tracking/caring about these metrics. Might be a good exercise to see how SRP compares.
- Would like a bit more understanding of statistics but seems good ambitious goal.
- Seems like a strong goal but agree on looking at whether 10 years is the right timeframe. Look at how to correct with customer use and potential problems on that side as well.
- Framing of goal with both a percentage and a rolling average is good. But need 10 years of data plus SRP analysis of the proposed goal to assess whether number are appropriate.
- I'd like to see this goal tied to a sustainability outcome. Other than that, I'm satisfied with it.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.1/5**

4. Management Recommendation:

- **Keep current goal - Achieve lost and unaccounted for water rate of less than 5% on a 10-year rolling average**

Goal 2.3: Eliminate Power Generation Groundwater Use in AMAs

Original Goal	Management Recommendation
Eliminate power generation groundwater use in AMAs	<p>Eliminate or offset power generation groundwater use in the Active Management Areas (AMAs)</p> <p>Reduce overall water use reduction for all SRP generation and all water types</p>

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Strengths* – Appreciation of goal; aggressive attempt to protect a finite resource; focused on data and measurement; holistic approach to water and power
- *All Generation/All Water* - Desire for the goal to go beyond groundwater use inside AMAs and encompass overall water use by all generation inside and outside of AMAs
- *Tell Us More* - We have not been communicating what we're doing or have already done, such as recharge and comparing current status with other utilities. Opportunities and challenges at each plant should be researched and demonstrated
- *Other Benefits* - Interest in refinement of goal to include other benefits, such as recharge of water for environmental benefit and a requirement to recharge where water is withdrawn

2. Current Thinking Presented to Advisory Group (Phase II)

- Eliminate or Offset Groundwater Use in the AMAs
 - Replace groundwater use with alternative supplies
 - If alternative supplies are not practicable, replace groundwater use with recovery of water recharged as close to the withdrawal point as possible
 - If alternative supplies and recharge near the point of withdrawal are not practicable, offset remaining groundwater use with recharge elsewhere in the AMA that provides environmental benefits
- Overall Water Use Reduction: All SRP Generation/All Water Types

3. Advisory Group Feedback (Phase II)

- Expanding goal good idea. Feels well thought through. Very clear presentation from Bill.
- Well done. Recognize the difficulty in determining and measuring the tradeoffs.
- Very relevant goal and tied to SRP operations. Note: it's not too hard to value the environmental benefits from streamflow restoration, meadow restoration for example. There are many environmental economists who this regularly.
- Very good development of goal. Appreciate expansion to overall water use. Industrial customers could benefit from sharing progress and best practices.
- There is much additional work/analysis left to do to get this goal finalized but the direction (including what you are considering) is right on. Need to look at different optimization models (for gal/MWh, mt CO2/MWh, \$/MWh, etc.).
- Accomplishing this goal will result in a net benefit to the Phoenix AMA and arguably the Pinal AMA and it puts SRP in a leadership position with respect to future groundwater management strategies in AZ.
- Great to use addition of overall water reduction goal. Agree with point made about connecting water goals to resource planning. Agree with direction related to recharge at or near point of withdrawal if possible. Do we know if there will be enough "alternative supply" in a drier future if we don't reduce overall use?

- What is the \$ value of water use in determining economic xx? Or in gen/resource procurement?
- Direction is very good, and especially appreciate focusing on total water use (not just ground water). Thank you for response to stakeholder ideas. Would be a 5 if there was a commitment to two numerical targets - reducing total use and water intensity.
- Goal is well thought out but emphasis on cost (a total cost model) is missing. i.e. trade off & cost of using less water and moving toward more renewable.
- I would like to see this more focused on no or low water use technologies, but appropriate focus on overall water use reduction and providing environmental benefit. Use "surface" water vs "renewable" water.
- I appreciate SRP's willingness to tackle this complex goal. The reason I didn't rate a 5 is because I want to see more on how different elements (carbon intensity, water use, \$) will be ranked and used.
- Details on the additional "overall" water use for metric are key to getting a meaningful goal.
- Add overall implementation plans to help clarify goal.
- Overall direction is good. Appreciate incorporation of group feedback to expand purview. Hard to know if priorities are the most important w/o some more specific data.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.4/5**

4. Management Recommendation:

- **Eliminate or offset power generation groundwater use in the Active Management Areas (AMAs)**
- **Add new goal - Reduce overall water use for all water types for SRP generation**

Goals 2.4 and 2.5: Water Acquisition and Storage

Original Goal	Management Recommendation
Goal 2.4: Store 1 million acre-feet of renewable supplies underground	Goal 2.4: Store 1 million acre-feet of water supplies underground
Goal 2.5: Facilitate acquisition of 25,000 acre-feet per year of renewable supplies for use by municipal water providers in SRP service territory	Eliminate Goal 2.5

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Strengths* – Planning for a long-term future with continued drought as a possibility; active cooperation with communities; and proactive approach
- *Goal Definition* – Goal definition is not clear; should have a clear link between location of recharge and recovery; are the goals set at the right numbers; goal should include additional information on water sources
- *Goal Validity* – Are the goals within SRP's role; relation to growth
- *Tactics* – Partnerships; new storage projects; water reuse and adoption of new technologies; conservation
- *Scope of Goal* – Need to factor in climate change; should include educating the public about water; should include management of SRP Watershed/Stakeholder Water

2. Current Thinking Presented to Advisory Group (Phase II)

- Combine goals 2.4 and 2.5 into a single goal
- *Goal 2.4* Acquisition of Renewable Water Supplies for Future Growth within SRP's Electric Service Area
 - Acquire or store 1 million AF of renewable supplies underground to serve future growth and facilitate recovery to occur within the area of storage
 - Facilitate acquisition of 25,000 AF per year of renewable supplies by municipal water providers within SRP's Electric Service Area

3. Advisory Group Feedback (Phase II)

- Encouraged to see SRP is pursuing strategy for future growth. This is a major consideration when we look to geographical location for expansion. Need to know we have reliable infrastructure and sources.
- Mostly satisfied in direction of the end of conversation - but "current thinking" would need to be reused substantively and reworded. Better to add more words to be very clear.
- Not sure I understand all the local nuances of this set of goals (CAGR issues, etc.) but I like the comments about making this be about smart water/one water management. Not sure I understand the full distinction between the IM AF and the 25,000 AF goals fully.
- I like the modification but needs to further define the current thinking of how it is written.
- This goal needs more clarity. I appreciate SRP's desire to do this, but not clear on the how, what, why, where and who.
- Agree about need to better explain why this is needed and better than status quo. Encouraged if could help shift AZ water discussion and growth planning conversation. SRP can be a leader.
- Current thinking needs to reword goal to address purpose is to improve the current approach to water resource planning in the eastern electric service area.

- I still have concerns about how this goal can drive unstable growth. I appreciate the honest discussion. More conversation.
- Appreciated capturing need for advance planning; thinking through H2O use/development in more strategic/sustainable way. Need baseline for arriving at goals numbers, what means, alternatives.
- Good discussion, but goal needs more work. Clarify very diverse interests that need resolution. I disagree with dropping the term "renewable waters". As used here, it is renewable. Renewable does not imply unlimited.
- While I agree that growth on a storage-then-recovery basis is better than pump-then-replenish, I'm still not convinced that this goal belongs in SRP's official sustainability goals. It is, at bottom, a critique of the CAGRD. I would like to see it restated in terms of leveraging SRP's relationship in its Power Service Territory to promote long-term water resilience.
- I don't really have the expertise to balance this goal and my satisfaction with it.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 3.9/5**

4. Management Recommendation:

- As a result of previous Phase II feedback, the Water Storage and Acquisition goal owner proposed to eliminate goals 2.4 and 2.5 at the final Advisory Group meeting based on previous feedback from the Advisory Group:
 - The Advisory Group was split on whether or not to remove these goals
 - Some supported these goals as SRP business goals at a minimum regardless of whether or not they are included in SRP 2035
- **Goal 2.4 - Store 1 million acre-feet of water supplies underground**
- **Eliminate Goal 2.5 - Facilitate acquisition of 25,000 acre-feet per year of renewable supplies for use by municipal water providers in SRP service territory**

Goal 3.1: Supply Chain

Original Goal	Management Recommendation
Incorporate sustainability criteria into sourcing decisions for 80% of managed spend	Incorporate sustainability criteria into sourcing decisions for 100% of managed spend

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Strengths* – Aggressive goal; partnership with Alliance is positive and will help influence suppliers; creates demand for business to improve sustainability efforts
- *Local/Small Business* - Promote local sourcing; support small businesses (education and specific targets)
- *Water* - Think about full life cycle impacts on water
- *Influence* – Suppliers certified to B-Lab

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current language is sufficient but will look for ways to:
 - Include sustainability criteria in RFP awards and supplier evaluations
 - Align SRP processes with industry best practices developed by the Utility Alliance
 - Refine measurement and validation processes. Establish supplier expectations and provide support
 - Partner with Supplier Diversity to incorporate sustainability criteria for local suppliers
 - Engage with local organizations to identify training and certification programs for suppliers
 - Foster cross collaboration with SRP's Corporate Sustainability initiatives through the Supply Chain process and participate on the Sustainability Oversight Committee

3. Advisory Group Feedback (Phase II)

- I like the direction of the goal with some of the modifications suggested by the panel (e.g. interim goals and assistance to small suppliers to meet criteria).
- Very good that you are having a goal. Should have an interim goal and be prepared to later raise the bar.
- I thought the comments made during the feedback session were excellent and should be included with the goal and strategy.
- With the addition and changes suggested by the AG, I am mostly satisfied. The suggestion that SRP weight impact somehow, so that it is giving a preference to high-sustainability impact sourcing is worth trying to incorporate.
- Goal could add emphasis on most important supply chain components for environmental impacts. Perhaps rank the purchase plan each year.
- Agree with comment of making this 100% but with clarity of what not included, i.e. fuel.
- Agree that goal should be 100% with qualifications so that sustainability is at least a factor in all sourcing.
- Consider sustainability in 100% of purchasing decisions. Consider layering an "impact" analysis component.
- Seems like a great opportunity for SRP to lead in this space and shape more sustainable markets.
- 80% is a realistic and prudent goal. What is the cost of going the other 20%? Need to be cost conscious.
- Support idea of prioritizing, creating a pathway for suppliers. Thank you for your leadership.

- Broader - consider sustainability on 100%, use criteria at 80%. 2035 too far off. Have a 2025 interim goal.
- Agree with discussion to increase goal to 100% and provide incremental benchmarks.
- Really appreciate SRP's leadership in this area - as SRP and with the Alliance! Agree with suggestions to vary the level and implementation for the criteria across the RFPs over time. Move where it matters most and is more feasible for vendors to respond.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 3.9/5**

4. Management Recommendation:

- As a result of previous Phase II feedback, the Supply Chain goal owner proposed a modified goal at the final Advisory Group meeting:
 - Increase the percentage from 80% to 100%
 - The Advisory Group fully supported the proposed goal modification
- **Incorporate sustainability criteria into sourcing decisions for 100% of managed spend**

Goal 3.2: Municipal Solid Waste

Original Goal	Management Recommendation
Divert 50% of Municipal Solid Waste (MSW)	Divert 75% of Municipal Solid Waste (MSW) <ul style="list-style-type: none"> Add FY50 target: Divert 100% of MSW

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Partner* – partner with clients and employees in reducing and managing waste
- *Lead* – desire for SRP to lead by example; drive circular innovations, share data on impacts, escalate the goal over time and shoot for zero waste
- *Additional efforts* – consider additional opportunities in renewable energy waste, waste from power plants and decommissioning and customer/employee e-waste

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe we can be more aspirational in this area
- In addition, perform waste inventory to determine other waste streams, establish 2050 aspirational goal of zero waste
- Based on recent pilots and waste audits, we see pathways to be able to deliver on this and examine waste aversion opportunities
- Recommendation: Divert 75% of Municipal Solid Waste (MSW)

3. Advisory Group Feedback (Phase II)

- Appreciate the revisions and stretching since the original goal. Love the increase to 75% and aspiration zero target. Sufficiently aggressive to be aspirational. Add benchmarks.
- 100% would be better. Nothing happens overnight but it would be more impactful to show a road map to 100%.
- Appreciate the creativity and energy behind this goal.
- Great start. The lessons learned will enable SRP to eventually get to 100% or close.
- Appreciate employee engagement.
- Strongly satisfied with the goal as enhanced by the "current thinking."
- Appreciate the difficulty of not adequate data but setting the target higher. Get the data. It is hard to get goals without having confidence in data.
- Good job of increasing goal for 2035 and 2050 aspirational goal and waste diversion.
- Supportive of SRP's commitment to confirm ultimate outcomes, what actually happens with waste in the end and challenging to get data.
- Great that SRP is focused on waste diversion. Focus on waste aversion where it makes sense.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.8/5**

4. Management Recommendation:

- **Divert 75% of Municipal Solid Waste (MSW)**
 - **Add FY50 target: Divert 100% of MSW**

Goal 3.3: Non-Hazardous Industrial Solid Waste Goal

Original Goal	Management Recommendation
Divert 95% Non-Hazardous Industrial Solid Waste sent to Investment Recovery	Divert 95% Non-Hazardous Industrial Solid Waste sent to Investment Recovery

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Partner* – partner with clients and employees in reducing and managing waste
- *Lead* – desire for SRP to lead by example; drive circular innovations, share data on impacts, escalate the goal over time and shoot for zero waste
- *Additional efforts* – consider additional opportunities in renewable energy waste, waste from power plants and decommissioning and customer/employee e-waste

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current language is sufficient but will look for ways to:
 - Scale our impact by communicating our success and lessons learned at the local, state and national levels
 - Monitor the adoption of new technologies (RE and Grid Mod) to minimize end of life impacts
 - Over time evaluate opportunities to support employees, customers and community with their NHISW disposal
- Recommend keeping goal language as: Divert 95% Non-Hazardous Industrial Solid Waste Sent to Investment Recovery

3. Advisory Group Feedback (Phase II)

- Do involve this group with purchasing. Not sure why need to wait over time to re-evaluate opportunities to support others. Why not now?
- Perhaps opportunity for SRP to lead/guide regulated utilities in this area that have less of a natural incentive to pursue IR.
- Amazing progress on this. I love the creativity and flexibility. This needs to be advertised more widely.
- 95% is an impressive goal. Most industries hover ~ 85-90%.
- Like the commitment and looking to create markets.
- Excellent - look for more opportunities to partner.
- SRP is taking a pro-active, aggressive approach to NHISW reduction.
- Great work happening at investment recovery focus on what you are a buying and its life cycle cost.
- Work to coordinate markets with regional utilities.
- Seems aggressive and innovative. Opportunities to connect to supply side.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.8/5**

4. Management Recommendation:

- **Keep current goal - Divert 95% Non-Hazardous Industrial Solid Waste sent to Investment Recovery**

Goal 4.1: Grid Modernization (Customer Programs)

Original Goal	Management Recommendation
Deploy modern grid technologies to support items such as integration of distributed energy resources, demand management systems, energy efficiency programs, electric vehicles and other evolving technologies	<p>Energy Efficiency – Deliver over 3 million MWh of annual aggregate energy savings</p> <p>Demand Response – Deliver at least 300 MW of dispatchable DR and load management programs</p> <p>Electric Transportation – Support the enablement of 500,000 EVs in SRP's service territory and manage 90% of EV charging through price plans, dispatchable load management, OEM integration, connected smart homes, behavioral and other emerging programs</p> <p>Electric Technologies – Expand portfolio of Electric Technology (non-EVs) programs to deliver 300,000 MWh of annual aggregate energy impact</p>

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Greater Goal Specificity* - Better defined metrics, clear goals with specific targets
- *System Optimization* – More flexibility, ensure resiliency, increase utilization, ensure security
- *Customer Enablement* - Greater customer choice, empowerment, and awareness of options
- *Partnerships* - Leverage new technologies through partnerships and private investment. Work with tech companies, municipalities, and others
- *Energy Efficiency and DERs* – More energy efficiency long-term, more focus on enabling solar
- *Electric Vehicles* - Use EVs as a grid resource, and public charging infrastructure
- *Price Plans & Incentives* - Use pricing and incentives to help customers use zero carbon technologies, incent energy efficiency, and remove pricing structure barriers to solar
- *Education & Outreach* - Provide customer education on how new grid technology can be beneficial, make customers more aware of services offered.

2. Current Thinking Presented to Advisory Group (Phase II)

- Deliver multiple program options to help customers manage their energy usage, adopt new technologies, and meet their sustainability needs
- Propose specific program-related metrics/targets: 1) Energy Efficiency, 2) Demand Response, 3) Distributed Energy Resources – Solar PV and Battery Storage, 4) Electric Transportation & Technologies
- Proposed update of Goal 4.2 Statement: Offer customer programs in the areas of energy efficiency, demand response, distributed energy resources, and electrification to meet customer expectations, provide additional options and value, and contribute to our customers' and SRP's sustainability goals
- Proposed switching this goal to be first instead of the grid-centric goal to stress customer focus

3. Advisory Group Feedback (Phase II)

- Great that customer focus is at forefront of thinking. Customers want to participate, especially if it helps them achieve goals (cost/environment). Pricing needs clear tie to activities.
- This goal is appropriately framed to account for future opportunities. Please pro-actively work to reduce demand-side. Through UHI programs, including education. SRP should have a strong business interest in urban heat island reduction.

- SRP is thinking about all the right ways to modernize the grid. Continue to engage your customer along the way.
- Good flexibility. Good integration. Consider urban heat reduction progress, trees, etc. Pricing is an important driver. Like you being customer focused.
- Bolder target for EV. Coordinate energy management with highest reduction in carbon and criteria pollutants and inform customers of how and why.
- The reframed goal focused on serving customers is a real plus. Energy efficiency is excellent beyond 2020 and meeting 2020 goal. The DER section needs a little work. Remove barriers. Appreciate continued support of goal.
- Need to provide all customers with real time and other data so they can learn and effectively take advantage of the SRP programs. Ensure that pilots for new technology and applications are encouraged and implemented. Do not limit DER to solar and battery, although those will be vast majority. Encourage other RE technology and implementation.
- As presented today, with new/reframed 4.2 goal and with separate distinct goals and numerical targets for EE, DR, DERs and EVs. Need higher end of range for EVs. Make sure to cover utility scale renewables and storage in some way. Pricing should send more effective price signals, consistent with sustainability. Explicitly cover four energy services and support.
- Best overall goal to date :). Strong on EE. Good DR numbers and upper end of EV's (500,000 by 2035). Like having roadmaps. Need more short-term goals.
- Would like to see a measured approach where SRP evaluates success/failure, new technology and adjusts goals/programs.
- Work with cities. Distributed energy and inspections of battery systems.
- I think it is improved but goals are still weak. As well not thinking about commercial into 2020. This will impact the service areas and ability to attract large customers.
- Encouraged by direction, especially of the EV goal. But it can and should be further strengthened. In particular, transportation electrification should be moved up to the front of the overall goal.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.2/5**

4. Management Recommendation:

- **Energy Efficiency – Deliver over 3 million MWh of annual aggregate energy savings**
- **Demand Response – Deliver at least 300 MW of dispatchable DR and load management programs**
- **Electric Transportation – Support the enablement of 500,000 EVs in SRP's service territory and manage 90% of EV charging through price plans, dispatchable load management, OEM integration, connected smart homes, behavioral and other emerging programs**
- **Electric Technologies – Expand portfolio of Electric Technology (non-EVs) programs to deliver 300,000 MWh of annual aggregate energy impact**

Goal 4.2: Grid Modernization (Grid Enablement)

Original Goal	Management Recommendation
Ensure unified communication infrastructures are in place to proactively support all necessary grid and customer communication requirements	Grid Enablement – Enable the interconnection of all customer-sided resources, including solar PV and battery storage, without technical constraints while ensuring current levels of grid integrity and customer satisfaction

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Greater Goal Specificity* - Better defined metrics, clear goals with specific targets
- *System Optimization* – More flexibility, ensure resiliency, increase utilization, ensure security
- *Customer Enablement* - Greater customer choice, empowerment, and awareness of options
- *Partnerships* - Leverage new technologies through partnerships and private investment. Work with tech companies, municipalities, and others
- *Energy Efficiency and DERs* – More energy efficiency long-term, more focus on enabling solar
- *Electric Vehicles* - Use EVs as a grid resource, public charging infrastructure
- *Price Plans & Incentives* - Use pricing and incentives to help customers use zero carbon technologies, incent energy efficiency, remove pricing structure barriers to solar
- *Education & Outreach* - Provide customer education on how new grid technology can be beneficial, make customers more aware of services offered

2. Current Thinking Presented to Advisory Group (Phase II)

- SRP's transmission and distribution grids will enable other goals
- Proposed adoption of objectives related to Grid Integration, Grid Integrity, Grid Utilization and Communication
- Proposed metrics/targets: 1) Interconnection Process and Siting Advisory Service, 2) Power Reliability & Quality, 3) Grid Utilization promotion, 4) Annual Grid Modernization Roadmap reporting
- Proposed update of Goal 4.1 Statement: Enable integration of distributed energy resources, efficient electrification and customer programs while ensuring the integrity of the grid

3. Advisory Group Feedback (Phase II)

- Like emphasis of enabling sustainable RE. Like idea of advisory committee.
- Thank you for the thought that went into this! Providing a user interface to utilization that users can subscribe to can also influence behaviors.
- Forward thinking. Not modernized. More of a dynamic adaptive goal. The technology challenges will evolve. Appreciate the expertise sharing. Help customers evaluate cost/benefit. Messaging is good.
- This goal is well developed. Would like the goal statement to include "in order to achieve SRP's sustainability goals" or something like that.
- Good to have a goal that connects the integration of the grid with integrity.
- Make sure this one is focused on sustainability for SRP 2035 process. Be careful of "distributed energy resources" wording because some DER's are not sustainable. Focus on enabling sustainable DERs.
- Agree that goals should be stated to more clearly address sustainability. Metrics are hard to quantify.
- Still thinking about this one and how it fits with actual transmission. Generation electricity close to where it is used is more efficient.
- SRP has identified all the right points of focus on but there needs to be a more clear plan for different renewable gen/EV scenarios.

- Couch the goal and four target areas on how they maximize use of sustainable generation.
- PQ and reliability are important to our organization and glad to see you formally address this. Must not be dismissed as a non-concern when grid is rapidly evolving.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.3/5**

4. Management Recommendation:

- **Grid Enablement – Enable the interconnection of all customer-sided resources, including solar PV and battery storage, without technical constraints while ensuring current levels of grid integrity and customer satisfaction**

Goal 5.1: Customer Engagement

Original Goal	Management Recommendation
Achieve at least 80% of customers who give SRP a positive rating for its sustainability efforts	Achieve at least 80% of customers who give SRP a positive rating for its sustainability efforts

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Communication of Goal Progress:* Public reporting, scorecard of goals, break down metric into categories to reveal strengths & weaknesses
- *Program Participation Compared to Impact:* Scorecard, information on marketing and spend efforts on sustainability efforts, engagement and measurement of programs
- *Social Responsibility and Community:* Diversity and Inclusion, address equitability and targeted outreach

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current language is sufficient but will look for ways to coordinate marketing programs & communications to drive awareness and engagement

3. Advisory Group Feedback (Phase II)

- Opportunities to link internal SRP sustainability initiatives/accomplishments w programs offered to customer that assist them in doing the same. Demonstrate leadership.
- Being a volunteer engaged organization helps with branding.
- Interesting to see what is driving customer ranking. Sources of information that shapes and intensify. Good work on the diversity and inclusion.
- Strong goal. Good connection to providing customers w relevant information.
- I'm convinced that 80% is an appropriately ambitious goal. Haters gonna hate.
- Focus community outreach to support sustainability transition. Do EV support programs, water savings and recycling.
- Aggressive target of 80% is aspirational and hopefully achievable.
- How will this information be used in your future decision-making?
- Does seem aggressive and will take work to achieve. Important to walk the walk as a way to get there.
- Appreciate the 80% goal, which is aspirational and challenging. Probably will need to evolve and update survey questions over time, which I believe SRP fully understands. Also impressed with SRP's efforts in community including efforts of employees and SRP encouraging and supporting those efforts.
- SRP must focus on the face it presents to its customer when working on this goal. Focus on what the public sees.
- Sounds to me like it is still in development in terms of measurement but good overall.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.6/5**

4. Management Recommendation:

- **Keep existing goal - Achieve at least 80% of customers who give SRP a positive rating for its sustainability efforts**

Goal 5.2: Employee Engagement

Original Goal	Management Recommendation
Increasingly engage employees in SRP's sustainability programs or volunteer efforts that contribute to sustainability initiatives in the community	Engage 100% of employees in efforts that contribute to SRP's sustainability goals.

1. Stakeholder Feedback Themes on Original Goal (Phase I)

- *Employee Attraction:* recruitment and attraction of new talent to SRP; promote sustainability more, include in onboarding process
- *Operationalize:* flexible work schedules, benchmarking, and volunteer efforts, connect sustainability to job functions, align with other goals
- *Communicate:* social media, education of employees and customers, partnering to scale impacts, be clear on benefits for employees, help employees connect sustainability to what they can do at work and at home

2. Current Thinking Presented to Advisory Group (Phase II)

- Believe the current goal is sufficient but will look for ways to:
 - Build a culture of sustainability similar to safety
 - Involve all employees in at least one sustainability goal or program
 - Communicate our efforts and process internally and externally
- Also considering change in goal language to be more explicit about how engagement is bound/defined (100%)

3. Advisory Group Feedback (Phase II)

- 100% is aspirational - culture forming.
- Outstanding effort on this.
- Very satisfied with the direction.
- 100% engagement - great. Important to make this part of the culture.
- Perhaps set more definitive internal goals to help induce the 100% engagement goal, e.g. one sustainability event per quarter, EV ride and drive, etc
- Your efforts are far beyond anything we are doing. Bravo. If anything, consider pulling in the timeline.
- Fantastic goal 100%. A lot of great achievement to date.
- 100% of employees, engagement goals - very good, support. Agree for the need to consider change in goal language over time and determine how best to define "engagement". Will need to change definition and metric over time as the bar raises in 2025, 2030, 2035.
- Use employee engagement to learn best pathway for broad adoption of sustainable goals in metro area.
- Great goal. Will help to better define what engagement means.
- More specifics on metrics are needed.
- Good job :). Delicate balance on how much you ask employees to do on volunteer basis.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.8/5**

4. Management Recommendation:

- **Engage 100% of employees in efforts that contribute to SRP's sustainability goals.**

Proposed New Goal: Forest Health

Original Goal	Management Recommendation
Not currently included in SRP 2035 goals	<p>Increase SRP's leadership role in forest restoration treatments through partnerships, influence, education and support for industry to thin 50,000 acres per year or 500,000 acres</p> <ul style="list-style-type: none"> Complete the Cragin Watershed Protection Project thinning objective of 37,000 acres within 8-10 years of selecting an RFP contractor(s)

1. Stakeholder Feedback and Key Context on Goal Area (Phase I)

- Forest Health is not currently included in the SRP 2035 goals and stakeholders identified it as an opportunity during several break-out sessions on other topics.
 - *Comments under Goal 1.1 Carbon Emissions Reductions* - Address challenge of forest thinning; sequestering carbon from wildfires through thinning; link between carbon and healthy forest
 - *Comments under Goal 2.4/2.5 Water Storage* - Incorporate forest management into water goal
 - *Comments under Goal 3.1 Supply Chain* - Supply Chain includes healthy forests/watersheds
 - *Comments under Goals 5.1/5.2 Customer and Employee Engagement* - Focus on issues important to customer i.e. forest health; Engage employees on forest restoration

2. Current Thinking Presented to Advisory Group (Phase II)

- Implement forest restoration treatments and forest health management
 - Complete the Cragin Watershed Protection Project thinning objective of 37,000 acres by 2035
 - Increase SRP's leadership role in forest restoration treatments through partnerships, influence, and support to thin 50,000 acres per year or 500,000 acres by 2035
- Implement monitoring initiatives in partnership with relevant stakeholders
 - Implement a full suite of snow/flowtopography monitoring equipment across the SRP watersheds

3. Advisory Group Feedback (Phase II)

- Needs some small tweaks (i.e. Cragin by 2035) but overall on right path. Great opportunity to flip the economics of restoration with demonstrating the success of approach.
- A tremendous amount of work has gone into this initiative. I like the engagement with all the other stakeholders. It could create a model for other forests to follow.
- Necessary goal. Talks to water supply. Doesn't go far enough as it doesn't address necessary financial resources. Success incentives, gasification may be a visible post-thinning process. Additional ops following restorative for municipal solid waste processing.
- I would love to see a more comprehensive look and that includes post treatment activities advocating for limiting livestock grazing for example.
- Appreciate SRP leadership in forest restoration. Need to add aspect for dealing with thinning and materials. Cannot wait for USFS or state legislature to address it.
- More education, focus on R&D of end use for harvested material, consider surcharge to fund more aggressive action.
- Consider including sub-bullets regarding forest restoration that it must be done as sustainably as feasible. Encourage/support implementation of different/new technology to deal with biomass. Pilot liquid fuel/gasification plants. Possibly embedded to reduce transportation costs.
- Good for SRP to lead on this issue. Support suggestion to speed up goal timeline. Curious how the goal relates to planning for climate changes, not really mentioned in the discussion.
- More focus on potential use of forest production. There have to be creative new applications.

- Educate the larger customer population about involvement in forest health issue. Too easy to ignore or discount the link between healthy forests/conservation and water supply. Better angle to depolarize.
- There needs to be innovation on what to do with the material. My biggest concern is that this is too late. Needs to be a priority.
- Thank you for including. Some way link to carbon storage. It can be a real compliment to your carbon goal and in to water resilience goal. Consider calling out your investment to advancing the biomass issue, as it is the major impediment and links to your energy expertise.
- Adding this goal shows broad leadership in sustainable infrastructure for water and power. Need to speed up the first project as demonstration for the larger forest goal.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 4.1/5**

4. Management Recommendation:

- **Increase SRP's leadership role in forest restoration treatments through partnerships, influence, education and support for industry to thin 50,000 acres per year or 500,000 acres**
 - **Complete the Cragin Watershed Protection Project thinning objective of 37,000 acres within 8-10 years of selecting an RFP contractor(s)**

Proposed New Goal: Water Conservation

Original Goal	Management Recommendation
Not currently included in SRP 2035 goals	In partnership with Valley cities, support municipal water conservation goal achievements by creating and executing programs to identify 5 billion gallons of potential water conservation by 2035

1. Stakeholder Feedback and Key Context on Goal Area (Phase I)

- Water conservation is not currently included in the SRP 2035 goals and stakeholders identified it as an opportunity during break-out sessions on other SRP 2035 water goals.
 - *Comments under Goal 2.1 Water Facilities* - explore new technology for maximizing water conservation; incentivize employee behavior change for work and personal water conservation; conservation awareness; real time pricing for water use, drive conservation in HVAC; focus on conservation
 - *Comments under Goal 2.2 Lost and Unaccounted for Water* - water conservation must be an Arizona priority; greater water conservation tactics using aggregated customer data at the residential neighborhood level
 - *Comments under Goal 2.4/2.5 Water Storage* - water conservation plans; stronger messaging about conservation savings/groundwater; there is a false sense of security having storage that deters conservation; customer water conservation tactics as part of goal setting; integrating water conservation/storage goals and planning into power supply planning

2. Current Thinking Presented to Advisory Group (Phase II)

- In partnership with Valley cities, support municipal water conservation goal achievements by creating and executing programs to identify 5 billion gallons of potential water conservation by 2035.

3. Advisory Group Feedback (Phase II)

- SRP stepped up where it did not have to. Glad to see it.
- Believe the goal isn't aggressive enough. Need to address regulatory hurdles relative to water capture.
- Excellent. Please consider how to leverage irrigation to reduce potable water used for landscape. Thank you!
- I think the goal needs to be more aggressive. More than five billion gallons.
- Good addition to leverage wholesale expertise to retail. Rethink scope of goal to be a greater reduction in overall water use in the valley.
- Could be more ambitious. Thank for including. Make connection between the tree planting program, carbon and habitat as lower trends lower water and energy use.
- Would like to see the goal restated - perhaps in terms of customers participating in some form of water conservation. The overall goal of fifteen thousand acre feet is modest.
- Goal could be a lot more aggressive.
- Great that you have a goal - thank you! Goal needs to be more ambitious. Also need full set of effective programs and services, with an adequate budget and staff. Similar to the energy efficiency programs.
- Great to add this goal. Agree it seems "light". Could it be bigger, year by year targets? Goal is only to identify the gallons and the cities need to implement.
- Good approach but works out to 125% of SRP's deliveries; not aggressive enough. Also, definitely need to track and monitor against a business as usual scenario. At least 2-3% seems consistent with energy efficiency programs.
- The direction is good. It's a tough one. Would love to see conservation for a purpose, i.e. rivers, riparian areas, etc.
- **Advisory Group Satisfaction Survey Results on Direction of the Goal: 3.6/5**

4. Management Recommendation:

- **In partnership with Valley cities, support municipal water conservation goal achievements by creating and executing programs to identify 5 billion gallons of potential water conservation by 2035.**