Transcript of the Testimony of FlexSTEP Discussion

Date:

Case:

CPS ENERGY MEETING

1	VOLUME 1 OF 1
2	
3	
4	
5	
6	* * * * * * * * * * * * * * * * * * * *
7	VIDEO TRANSCRIPTION OF:
8	
9	CPS ENERGY ZOOM MEETING CONVERSATION
10	
11	FlexSTEP Discussion
12	* * * * * * * * * * * * * * * * * * * *
13	
14	
15	
16	
17	DISCLAIMER the transcription and translation of
18	the contents of this VIDEO file recorded material are
19	based upon the recording as heard on the particular
20	electronic equipment used, the quality of the recording
21	provided, the speaking speed, and the content of the
22	conversation as understood by the reporter.
23	
24	Furthermore, proper names were spelled
25	phonetically.

1	Page 2 (Beginning of Zoom Transcription.)	1	Page 4 PAULA GOLD-WILLIAMS: Greg, I can't hear
2	RUDY GARZA: Good afternoon, Cyrus.	2	you.
3	KATHLEEN GARCIA: Good afternoon,	3	CRIS EUGSTER: I think you are on mute.
4	everybody.	4	GREG HARMAN: on another screen.
5	I'll go ahead and kick us off here.	5	But yeah, thank you very much.
6	First, we'd like to welcome everyone to	6	I noticed on the agenda is going to set
7	this meeting.	7	up for introductions and maybe we don't want go all
8	Please know, up front, we are recording	8	the way around the room, or we can but I did want
9	and it will be transcribed.	9	to just many of you do know Cyrus has been serving
-			
10	I am going to offer a few logistical and	10	
11	opening comments and then look to the members of Sierra	11	
12	Club to see if they have any opening comments they	12	
13	would like to make as well.	13	
14	We have an hour today. So we are going	14	
15	to do our best to cover the topics at hand.	15	
16	However, we want to say right up front,	16	
17	please know that we stand ready to continue meeting	17	
18	past today. We very much support continuing this	18	1 0,
19	dialogue.	19	5
20	I'll serve as timekeeper for us; and I'll	20	
21	provide periodic time checks.	21	Coming to Optimal Energy, prior to that,
22	Participating in the meeting today are	22	
23	executives of our utility, who I believe you-all know.	23	, , , , , , , , , , , , , , , , , , , ,
24	So I will highlight Rudy Garza, our chief	24	
25	customer engagement officer; Drew Higgins, our senior	25	Where he worked on maintaining the city
		-	
	Page 3		Page 5
1	Page 3 director of products and services; and Rick Luna,	1	Page 5 in the top one position with the ACEEE Scorecard.
1 2	Page 3 director of products and services; and Rick Luna, director of technology and product innovation.	1 2	
	director of products and services; and Rick Luna,		in the top one position with the ACEEE Scorecard.
2	director of products and services; and Rick Luna, director of technology and product innovation.	2	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst
23	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and	2 3	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls.
2 3 4	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit.	2 3 4	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns
2 3 4 5	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides	2 3 4 5	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist
2 3 4 5 6	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move	2 3 4 5 6	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I
2 3 4 5 6 7	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them.	2 3 4 5 6 7	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here.
2 3 4 5 6 7 8	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may	2 3 4 5 6 7 8	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may
2 3 4 5 6 7 8 9	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation.	2 3 4 5 6 7 8 9	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may
2 3 4 5 6 7 8 9 10	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the	2 3 4 5 6 7 8 9 10	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on
2 3 4 5 6 7 8 9 10 11	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion.	2 3 4 5 6 7 8 9 10 11	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good
2 3 4 5 6 7 8 9 10 11 12	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion	2 3 4 5 6 7 8 9 10 11 12	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able
2 3 4 5 6 7 8 9 10 11 12 13	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are	2 3 4 5 6 7 8 9 10 11 12 13	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light
2 3 4 5 6 7 8 9 10 11 12 13 14	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences.	2 3 4 5 6 7 8 9 10 11 12 13 14	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS.
2 3 4 5 6 7 8 9 10 11 12 13 14 15	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate	2 3 4 5 6 7 8 9 10 11 12 13 14 15	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input. And we know all of us on this call are	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to (inaudible) in January of to be able to kind of
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input. And we know all of us on this call are very passionate about our community, our environment,	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to (inaudible) in January of to be able to kind of
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input. And we know all of us on this call are very passionate about our community, our environment, and the services that this utility provides.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to (inaudible) in January of to be able to kind of close the loop on some of these recommendations and come to a clear understanding and what's moving forward
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input. And we know all of us on this call are very passionate about our community, our environment, and the services that this utility provides. So today, we really do look forward to	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to (inaudible) in January of to be able to kind of close the loop on some of these recommendations and come to a clear understanding and what's moving forward and the rationale behind that.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input. And we know all of us on this call are very passionate about our community, our environment, and the services that this utility provides. So today, we really do look forward to the conversation.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to (inaudible) in January of to be able to kind of close the loop on some of these recommendations and come to a clear understanding and what's moving forward and the rationale behind that. So I think limiting, you know Cyrus or
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	director of products and services; and Rick Luna, director of technology and product innovation. I highlight them because our STEP and FlexSTEP programs fall under their - Rudy's unit. In terms of approach, we have some slides that we've prepared and we are we are ready to move quickly through them. Yet, we also recognize that you may prefer to get straight to the conversation. If that's the case, we'll simply use the slides as topical components to support our discussion. In our materials and our discussion points, we have highlighted where we believe there are synergies, and where there may be some differences. Through this thoughtful and considerate conversation, we are very thankful to receive your input. And we know all of us on this call are very passionate about our community, our environment, and the services that this utility provides. So today, we really do look forward to the conversation. With that, Cyrus, Greg, Adam, all, I'll	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	in the top one position with the ACEEE Scorecard. And prior to that, was the energy analyst at Johnson Controls. And my name is Greg he/him pronouns local organizer out of San Antonio and journalist before that, going back to, I guess, to '07 when I first got here. So that's who is on the call. I think the interest in other folks may have Cyrus or Adam, feel free to interject. We wanted an opportunity to follow up on a conversation with staff that I thought it was a good one that we started back in the spring, and to be able to kind of come back around and revisit that in light of the work that's gone on inside of CPS. I know in the November presentation it was presented, all the different organizations y'all been in communication with before this goes about to (inaudible) in January of to be able to kind of close the loop on some of these recommendations and come to a clear understanding and what's moving forward and the rationale behind that. So I think limiting, you know Cyrus or Adam, if you would go through the presentation. I

1	Page 6 the November board meeting.	1	Page 8 highlight some of the things that I think you've
2	But I'll close there and let other folks	2	already pulled out of the report that I found to be,
3	step in.	3	you know, key findings.
4	Thank you. It is good to be here.	4	So, to start, I would just say that, you
5	CYRUS REED: Yeah and if I can just say	5	know, having a program that delivers energy efficiency
6	one thing by means of introduction just why Sierra Club	6	renewables and demand responses is quite comprehensive.
7	hired out to Optimal Energy.	7	So I want to commend you-all on having
8	I want y'all to know, we weren't just	8	that wide net that you're casting in the delivery of
9	picking on CPS Energy.	9	your programs for your customers.
10		9 10	It is something that is, I think, frankly
	Actually, last year we hired two		the envy of other program administrators that I work
11	different folks; one was Optimal Energy to look at your	11	
12	guys energy efficiency program.	12	with where they are more limited by statute in what
13	And then we hired Frontier, which I know	13	they can do.
14	has worked with you-guys to look at Austin Energy's	14	So I would say that a lot of the
15	energy program because they Austin Energy was going	15	agreements that we have are on some of the programmatic
16	through their resource planning process, and we were	16	approaches.
17	advocating certain goals.	17	I saw that, you know, obviously, CPS
18	So we never released the report. It was	18	wants to continue delivering energy efficiency in
19	more of an internal report, but we had Frontier to look	19	addition to these other services, such as demand
20	at some of their programs and some of their goals.	20	
21	So we're not this is not picking on	21	I think some of the questions that we had
22	CPS Energy. It is a goal of Sierra Club to get, in	22	6 6
23	particular, municipal utilities to, you know, get as	23	of the goal type, being based on noncoincident peak
24	much energy savings and peak amount savings as	24	o o , , o
25	possible, especially when you have a long-term plan,	25	measure in kilowatt hours, or, actually, also therms
	Page 7		Page 9
1	that's more than year to year.	1	for the gas side of the business.
2	So just to put that out there.	2	Then the quantification of how you set a
3	ADAM JACOBS: Sorry. Just a quick thank	3	goal, particularly, for a longer term, ten-year
4	you for having me today, and I'll clear up one quick	4	planning cycle, in that we usually see in fact, CPS
5	point is since I left the city of Boston they're now, I	5	did this for the past ten-year plan cycle.
6	believe, they are number two of the most energy	6	We see independent market potential
7	efficient city in the country.	7	studies conducted to determine how much both technical
8	I won't say it was all me, but, you know,	8	and economically viable energy efficiency and demand
9	they no longer maintain the top spot. But I just	9	response potential exists.
10	thought I'd throw that one out there.	10	So those were some of the higher level
11	I appreciate the opportunity to talk with	11	things. There are certainly some of the smaller
12		12	
13	planning has evolved since we last caught up, you know,	13	
14	back in the Spring, Rick and (inaudible).	14	-
15	So looking forward to the discussion.	15	But I think given the time crunch, the
16	KATHLEEN GARCIA: So, Greg, Cyrus, Adam:	16	-
17	Are you wanting to make to bring forward any key	17	
18	highlights of the report? Did you want us to flip	18	And I am happy to hear any sort of
19	quickly or did you want to maybe dive into the	19	responses to those.
20	conversation about synergies, differences? And we can	20	I do see you have the slides here so I
21	just utilize the slides as discussion points.	21	can jump down to those if that is helpful.
22	Would how would you like to does	22	
23	the latter sound like a good use of the 50 minutes that	23	
24	remain?	24	
25	ADAM JACOBS: I can just quickly	25	RICK LUNA: Okay. Can everyone see my
1		I i	

	Page 10		Page 12
1	screen there?	1	So I think that would be really good as
2	KATHLEEN GARCIA: Uh-huh.	2	people view this as a public document, rather than
3	RICK LUNA: Great. Well, okay. If you'd	3	community setting or an institutional setting; that
4	like I can maybe start with you brought up a couple	4	would be helpful.
5	of points.	5	So just a request.
6	Perhaps we can start with the discussion	6	CYRUS REED: Yeah. I mean, he mentioned
7	around the goal-setting question that you asked. We	7	Environment Texas as well because they also put out
8	have a slide relative to that. I'll jump right to	8	some recommendations.
9	that.	9	I don't know if they were invited to this
10	You know we, again well, let me	10 11	call, but that was the other group with some specific recommendations.
12	just start by saying, we do want to say thank you so	12	
	much for the feedback that we received from you. It	12	I know that they put something out there.
13	was very detailed.	-	
14	We spent a lot of time studying it. And	14	
15	so we are very much are looking forward to today's	15	frankly, they endorsed your report and then had some
16	discussion to really delve into the details of that.	16	additional comments around solar targets in addition to
	We do want to say one thing, we you	17 18	
18	will see throughout the slides. We are using the term "ESG" relative to the Environmental Stakeholder Group.		
19	•	19 20	•
20	We do that as a general term. You guys, of course, have been leaders at	20	5
21		21	PAULA GOLD-WILLIAMS: Rick, this is
	Sierra Club, Environment Texas, as well as the leaders		
23	in that group.	23	So good point, Greg. What we can make
24	We'll use that generally for the information that we're presenting today.	24 25	, , ,
25	mormation that we representing today.	25	be primarily representation of Sierra Club.
	Page 11		Page 13
1	And, again, very much appreciate the	1	So let's make sure we are documenting
2	And, again, very much appreciate the leadership roles that you had for, you know, as	2	So let's make sure we are documenting that in the in this in this conversation.
2 3	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning.	2 3	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look
2 3 4	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would	2 3 4	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do
2 3 4 5	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and	2 3 4 5	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into
2 3 4 5 6	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has	2 3 4 5 6	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the
2 3 4 5 6 7	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise.	2 3 4 5 6 7	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through.
2 3 4 5 6 7 8	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let	2 3 4 5 6 7 8	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on
2 3 4 5 6 7 8 9	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to	2 3 4 5 6 7 8 9	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case.
2 3 4 5 6 7 8 9 10	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick	2 3 4 5 6 7 8 9 10	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been
2 3 4 5 6 7 8 9 10 11	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal	2 3 4 5 6 7 8 9 10 11	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint.
2 3 4 5 6 7 8 9 10 11 12	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly.	2 3 4 5 6 7 8 9 10 11 12	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that?
2 3 4 5 6 7 8 9 10 11 12 13	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg.	2 3 4 5 6 7 8 9 10 11 12 13	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that,
2 3 4 5 6 7 8 9 10 11 12 13 14	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful	2 3 4 5 6 7 8 9 10 11 12 13 14	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with
2 3 4 5 6 7 8 9 10 11 12 13 14 15	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of	2 3 4 5 6 7 8 9 10 11 12 13 14 15	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom,	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom, that for the purpose of this call, that we refer to the	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into the sand a little bit.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom, that for the purpose of this call, that we refer to the Sierra Club rather than "Stakeholders" because I don't	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into the sand a little bit. I just, you know, for the purpose of
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom, that for the purpose of this call, that we refer to the Sierra Club rather than "Stakeholders" because I don't want to misrepresent who is on the call or where this	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into the sand a little bit. I just, you know, for the purpose of representation, I don't want any of the other
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom, that for the purpose of this call, that we refer to the Sierra Club rather than "Stakeholders" because I don't want to misrepresent who is on the call or where this came from.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into the sand a little bit. I just, you know, for the purpose of representation, I don't want any of the other organizations who are part of the stakeholders or
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom, that for the purpose of this call, that we refer to the Sierra Club rather than "Stakeholders" because I don't want to misrepresent who is on the call or where this came from. It was a Sierra Club product prior to	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into the sand a little bit. I just, you know, for the purpose of representation, I don't want any of the other organizations who are part of the stakeholders or wherever that process goes, to feel like we were trying
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	And, again, very much appreciate the leadership roles that you had for, you know, as advocates for stuff from the very beginning. I think that again, I think we would all agree that STEP has lived up to its goals and really has become a fifth fuel in our portfolio has lived up to that promise. And with the thanks out of the way, let me just jump to GREG HARMAN: Rick RICK LUNA: the goal GREG HARMAN: Sorry. Real quickly. RICK LUNA: Absolutely, Greg. GREG HARMAN: I think it will be helpful to because there are so many constellations of community organizations appearing in different places which I think maybe contributed to some of the misunderstanding about who's communicating with whom, that for the purpose of this call, that we refer to the Sierra Club rather than "Stakeholders" because I don't want to misrepresent who is on the call or where this came from.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	So let's make sure we are documenting that in the in this in this conversation. I will tell you that the way that we look at the strategy and the way that we are trying to do something comprehensively, we really have taken into consideration the meetings that we've had with the bigger group, the feedback that we've gone through. But we will try our best to focus on Sierra Club in this case. But know that our design has been comprehensive from that standpoint. Can we proceed under that? GREG HARMAN: Yeah. I recognize that, and that reflects kind of an ongoing conversation with the stakeholders, which again, as was described in the November board meeting was fairly high level. It is hard in a report like this is where we have the opportunity to dig down and get into the sand a little bit. I just, you know, for the purpose of representation, I don't want any of the other organizations who are part of the stakeholders or wherever that process goes, to feel like we were trying

1	Page 14	4	Page 16
1	elements of the Optimal report and gets clarity on	1	RICK LUNA: Sure.
2	where things are moving forward in relation to those	2	ADAM JACOBS: So I fully agree with, you
3	recommendations.	3	know, set your target based on coincident peak, you
4	So thank you. I agree with that.	4	will drive or you will motivate, you know, the program
5	PAULA GOLD-WILLIAMS: Okay. Sorry, Rick.	5	to go after things like demand response.
6	Go right ahead	6	Our recommendation was not to solely
7	RICK LUNA: All right. Thank you, Paula.	7	focus on coincident peak, but rather peak demand
8	So we put together this slide to	8	savings, which you would measure on the right side of
9	highlight, you know, the differences with respect to	9	your table here, but also energy savings.
10	how we set the goal for the STEP program.	10	And one thing I want to make sure we
11	As you know, the original STEP program	11	are not (inaudible) here is energy is measured in
12	was measured in NCPs.	12	kilowatt hours and therms.
13	We have you know, our approach has	13	The way that you're measuring the
14	been to continue that, and for a couple of reasons that	14	performance of noncoincidental peak is a kilowatt
15	I will highlight.	15	measure. That's an instantaneous demand reduction.
16	You know, first of all, let me say,	16	It does not account for the duration of
17	obviously, you know this: Goals matter. How you	17	that reduction.
18	measure a program will ultimately determine the types	18	So so fully agree that you do want to
19	of measures, the types of approaches that you use in	19	be able to get at those other measures. You want to
20	building a portfolio.	20	get at insulation. You want to get at, you know,
21	So that inherently gives a critical	21	things that are not, you know, just peaking measures.
22	point. We feel like NCP is a broad measure that is	22	But the pardon the pun the
23	reflective of how customers use energy.	23	"optimal" way to do that, as our report highlights is
24	So what do we mean by that?	24	to target energy consumption or energy use.
25	You know when you think about a goal,	25	So, again, I just want to make sure that
	, 5, ,		
	Page 15		Page 17
1	that would be narrowly focused on the peak; that would	1	when we are saying "energy" that is measured in
2	place a lot of emphasis on measures that are aligned	2	specific units, and noncoincident peak is not a measure
3	with, you know, summer afternoons.	3	of energy. That is a measure of demand
4	So things like demand response and things	4	RICK LUNA: That is right.
5	like air conditioning programs would would be	5	You know, uh, so the way we would think
6	rewarded in a CP-type of focus.	6	about that is, you know, the goal that we set for the
7	But we know that we have lots of	7	program is is, basically, the headline, right?
8	customers where strip heating, where insulation, you	8	And for ten years, was our goal.
9	know, really drive winter savings.	9	But it wasn't the only goal, right?
10	So we feel like that broader measure is	10	We as an offshoot of that were
11	more reflective of how customers use energy.	11	calculating energy savings. We were calculating
12	Plus, the fact that, you know, winter	12	participation by program, cost effectiveness, and
13	peak is becoming more of an issue more of a thing in	13	emissions reductions; all of which are encompassed in
14	Texas than maybe it used to be ten years ago.	14	the reports that we produce every quarter and every
15	So we feel like it's a broader measure	15	year and report on, right?
16	that will promote more equity and, ultimately, it will	16	So so I hear your point, and I agree.
17	drive decisions that are more reflective of community	17	Obviously, demand reduction doesn't
18	values.	18	encompass energy, but I think the larger point that we
19	So we have a second slide that I'll turn	19	have is that you know, whatever that headline goal
20	to. It will kind of highlight what we are talking	20	is going to drive the behavior of your portfolio, or it
21	about there.	21	is going to drive the priorities of your portfolio.
22	ADAM JACOBS: Rick, if I might, can we go	22	And for that perspective, we felt like
23	back one?	23	NCP is a broader measure and it is more reflective of
04	I just want to ask a follow-up question	24	some of the community programs that we think are
24			
24		25	important, and broadened participation.

1	Page 18 So, if it is okay, I'll jump to the next	1	Page 20 And, again, for traditional energy
2	slide to try to highlight that point, unless there's	2	efficiency programs, I have not seen any example
3	another question here.	3	anywhere elsewhere else where noncoincident peak is the
4	ADAM JACOBS: No, that's fine	4	primary or even any part of the goal structure.
5	RICK LUNA: Okay. So I just want to	5	
		6	If there are examples that you can refer
6	highlight what we are talking about here. Is what we did is we went back and	-	me to, I would love to see them.
		7	But I think things like weatherization
8	looked at our portfolio of programs to highlight sort	8	and things like, you know, lighting as you mentioned
9	of this tilt that would have happened if we were to	9	are best quantified by looking at the actual energy
10	•	10	reduction that accounts for that delta of the wattage,
11	So what we have done here is is lay	11	the reduction in in kilowatts over a period of time.
12	out the programs to indicate the ones that are high	12	So what in effect and I do acknowledge
13	coincidence with the peak.	13	that, yes, in the reports you do report out those
14	This is the CPS system peak.	14	factors, which is where we were able to do some
15	And, of course, no surprise our demand	15	benchmarking of CPS's performance against other
16	response programs are right there.	16	utilities in terms of energy savings.
17	Our residential HVAC rebate program is	17	But, again, if you are trying to optimize
18	right there.	18	a portfolio of efficiency measures and I'll leave
19	All of all of these programs that we	19	efficiency to the side for the moment because I do
20	know save most of their energy I'm sorry most of	20	think it does make obviously, you know, you are
21	peak demand occurs, you know, in the summer afternoons.	21	going to measure demand in kilowatts, and that's your
22	If you look over to the right, you see	22	demand response portfolio.
23	the programs that we've highlighted as sort of the	23	But if you're measuring energy efficiency
24	lower ones on that CP scale.	24	measures, the wattage reduction matters, but equally
25	So this is where we think that that tilt	25	important is how long does that wattage reduction last.
	Page 19		Page 21
1	would be away from these types of programs.	1	So, you know, there are technical
2	Weatherization is one that has got a high	2	reference manuals abound throughout the US that
3	winter peak savings value and less less on peak	3	quantify hours of operations for various pieces of
4	because a lot of the measures are envelope measures;	4	equipment that lead into the overall savings associated
5	and that's where the insulations and strip heating	5	with the measures being delivered.
6	comes into play.	6	So, I guess, the point is not to set, you
7	Likewise, even some of our solar programs	7	know, a single goal for various services.
8	and some of our lighting programs.	8	I think I started off my point here and
9	Which I will point out with lighting is a	9	that you have a very comprehensive portfolio of various
10		10	services, and I think the way you measure the
11	Because the conversion from LED to an	11	effectiveness of those different services, be it demand
12		12	response or energy efficiency, it it matters.
13	coincident peak value.	13	Optimizing your goals for those various
14	And so anyway, again, the main point	14	services may require looking at different metrics for
15	here being that that goal matters that we set.	15	different services.
16	And we feel like, you know, trying to run	16	And one thing I'll just return back to
17	a broad portfolio that addresses a lot of different	17	
18	needs, you know, NCP gives us more flexibility to layer	18	for natural gas savings, which may be captured through
19	in these types of more community focused programs.	19	some of the work you're doing through weatherization,
20	ADAM JACOBS: Right.	20	through other measures.
21	RICK LUNA: On this topic, let me see if	21	But a comprehensive, you know uh,
22	you have any other questions.	22	modern program targets both electric and gas energy
23	ADAM JACOBS: So, I guess, the way this	23	savings potential.
24	is displayed is, is saying that two obtions are to	Z4	SO TH JUST, YOU KNOW, TEILETALE LITE
		24 25	So I'll just, you know, reiterate the comprehensive goals would lend itself better to the

	Page 22		Page 24
1	comprehensive portfolio of measures that CPS delivers	1	all of that is quantified.
	right now.	2	And we can share a copy of that if y'all
3	RICK LUNA: Fair enough.	3	don't already have it.
4	l will I will again, just two	4	CYRUS REED: Yeah. I guess my thinking
5	comments on that.	5	is, rather than get in a he said/she said, CP versus
6	One is, traditionally, natural gas	6	NCP, if there is a way to get I think what Sierra
7	efficiency has not been a component of the STEP	7	Club cares more about than anything else is energy
8	program.	8	savings because that's where you get the most benefit
9	Not to say that we do have a gas	9	to consumers, but also you get benefits in terms of
10	rebate program, but that's not encompassed in our STEP	10	emissions.
11	and it is not part of the savings that we that we	11	You know, if you don't have to run a
12	report.	12	power plant, then you don't produce those emissions,
13	It was specifically focused on electric	13	right?
14	demand savings, STEP, that is.	14	And so, I think it would be important to
15	The other thing is, you know, we read the	15	know that number and then as you-guys think about the
16	report the Optimal report; and, uh, you know, there	16	next ten years, you know we put out I say "we"
17	were some language in there that was pretty strong	17	Adam put out a recommendation of 1.5 percent that is
18	about NCP not having society value societal value or	18	more aggressive than most utilities in Texas.
19	delivering savings and so forth.	19	It is less aggressive than some utilities
20	We took issue with that comment just	20	around the country.
21	because we do think and, again, we do report on	21	Okay. So you've got .84 percent annual
22	those numbers, and we've seen, you know, significant	22	
23	emission reductions from our portfolio approach.	23	So I guess I would, you know, just
24	Maybe this issue about, you know, whether	24	reacting to that and, you know, Adam was suggesting
25	CP or NCP, is really more around uh, you know, what	25	that 1.5 percent is achievable.
1	Page 23 you want to emphasize in your portfolio.	1	Page 25 I mean, maybe it is thinking about
2	And you said that we have a broad		whatever you use for peak savings, what kind can you
3	portfolio. I think it is an outcome of the goal that	3	set a secondary goal of energy savings and can you look
4	we have set.	4	at the potential you know, what would it cost to get
5	So I think it has worked well from that	5	to 1.5 percent annual savings?
6	perspective.	6	So rather than having a big debate about
7	But, I guess, I'll stop there and see if		coincident versus noncoincident peak, I think what we
8	we want I don't want to eat all the time on this one	8	really care about is energy savings because that's what
9	subject.	9	most consumers care about.
10	CYRUS REED: Hey, Rick?	10	So I am wondering if that is something
11	RICK LUNA: Shall we move on to the next	11	that, you know, I don't know whether it is through your
12	topic?	12	RFP, or if that is something you can think about.
13	CYRUS REED: Rick, you mentioned that	13	Or a potential study to look at how could
14	you-guys already met for things like energy savings.	14	we as we do all of these programs, how could we
15	Your overall goal is set on the NCP, but you are	15	really prioritize energy savings going forward?
16	measuring energy savings.	16	I'll say Austin Energy did set through
17	What are what have you achieved in	17	their resource plan, they set a 1 percent goal, which
18	terms of annual savings on said annual basis? What	18	they have been meeting.
19	percentage?	19	And, you know, we know that a lot of
20	Do you know the answer to that?	20	utilities Adam had some examples from Los Angeles
21	RICK LUNA: I don't know that off the top	21	and a lot of states are setting 2 or 3 percent goals.
22	of my head. We did produce a report uh, last	22	So, you know, we thought 1.5 percent was
23	November that was a ten-year look-back of the STEP	23	a reasonable sort of thing to aim for.
24	program, where all of those numbers are laid out, both	24	And knowing that you may not be able to
25		25	
1 -	-	1	

	Page 26		Page 28
1	but that would be the goal to work towards.		have even more constraints based upon this year.
2	I don't know if that is something	2	So we hear you, and we would be glad to
3	you-guys can think about.	3	kind of explore that.
4	PAULA GOLD-WILLIAMS: Hey, Cyrus. This	4	But it is not infinite because the
5	is Paula.	5	funding doesn't come from anywhere else but the
6	I think, yes.	6	customers. That's our challenge.
7	I think trying to set a secondary goal		Let us go talk about that, and then we'll
8	can make sense. And, you know, we have the data in	8	circle back around to your comment about that.
9	there, but haven't cited.	9	ADAM JACOBS: Sure.
10	We do have other goals all over the place	10	, , ,
11	and other things that we measure.	11	uh I know because I serve on the local, kind of,
12	But I think the request to set a	12	
13	secondary goal matters, and you-all raise a, you know,	13	
14	very viable point about that.	14	
15	I would like us to move on and talk about	15	, ,
16	the thing that constrains us the most is this ability	16	5,
17	to try to figure out the balance of how much emphasis	17	
18	to put on this program versus other things that are in	18	
19	our portfolio, which is primarily constrained by our	19	
20	funding requirement.	20 21	something like, right, to fund these programs? PAULA GOLD-WILLIAMS: We have we have
	I want to get to that.		
22	But is there before we do that, is	22	
23	there another point in the report that you want to emphasize?	23	
24	ADAM JACOBS: Yeah. And it nicely segues	24	
25	ADAM SACODS. Tean. And it flicely segues	20	program.
	Page 27		Page 29
1	into your point there, Paula.	1	In other words, when we size it out, and
2	into your point there, Paula. One note I am seeing here on this slide	2	In other words, when we size it out, and design it based upon the savings that are supposed to
2 3	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your	2 3	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a
2 3 4	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point.	2 3 4	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates.
2 3 4 5	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based	2 3 4 5	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying
2 3 4 5 6	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what	2 3 4 5 6	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a
2 3 4 5 6 7	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve.	2 3 4 5 6 7	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program?
2 3 4 5 6 7 8	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically	2 3 4 5 6 7 8	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your
2 3 4 5 6 7 8 9	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and	2 3 4 5 6 7 8 9	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match
2 3 4 5 6 7 8 9 10	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to	2 3 4 5 6 7 8 9 10	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together?
2 3 4 5 6 7 8 9 10 11	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies.	2 3 4 5 6 7 8 9 10 11	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It
2 3 4 5 6 7 8 9 10 11 12	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for	2 3 4 5 6 7 8 9 10 11 12	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called
2 3 4 5 6 7 8 9 10 11 12 13	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable,	2 3 4 5 6 7 8 9 10 11 12 13	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel.
2 3 4 5 6 7 8 9 10 11 12 13 14	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are	2 3 4 5 6 7 8 9 10 11 12 13 14	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick
2 3 4 5 6 7 8 9 10 11 12 13 14 15	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints.	2 3 4 5 6 7 8 9 10 11 12 13 14 15	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	 into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the 	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say about this: The goal isn't always to figure out	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside through the program rolls through the bills
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say about this: The goal isn't always to figure out where whether or not you can reach for something	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside through the program rolls through the bills automatically.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	 into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say about this: The goal isn't always to figure out where whether or not you can reach for something based upon the community. 	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside through the program rolls through the bills automatically. So that you know, it really has a
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say about this: The goal isn't always to figure out where whether or not you can reach for something based upon the community. Part of the thing that we have to do all	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside through the program rolls through the bills automatically. So that you know, it really has a self-contained mechanism to make sure that we recover
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say about this: The goal isn't always to figure out where whether or not you can reach for something based upon the community. Part of the thing that we have to do all the time is to know the constraints that we have.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside through the program rolls through the bills automatically. So that you know, it really has a self-contained mechanism to make sure that we recover what we invest into the program.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	into your point there, Paula. One note I am seeing here on this slide is the cost one; and I completely agree with your point. You know our recommended goals are based on, one, what CPS has done in the past; and, two, what other similarly situated utilities can and do achieve. But the way you would specifically determine how much it would cost to get there and you're getting at your budget constraint would be to conduct those independent potential studies. That's the industry standard practice for how you go about determining cost achievable, potential, and determining what you know, what are your, you know, budget constraints. So that's what we see done all around the country. PAULA GOLD-WILLIAMS: Okay. I will say about this: The goal isn't always to figure out where whether or not you can reach for something based upon the community. Part of the thing that we have to do all	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	In other words, when we size it out, and design it based upon the savings that are supposed to be achieved, then we get reimbursed. So it is a mechanism above base rates. CYRUS REED: Okay. But what I am saying is, there's not in your rate design, there is not a line item that funds this program? It is more you look overall at your revenues, you look at your goals, and you try to match those together? PAULA GOLD-WILLIAMS: It is designed. It is designed inside of our rates, but it is called it's treated like, uh, like fuel. And that's when with what Rick mentioned we call it the fifth fuel. So it actually has some perfection to it because just like we would go out and buy a commodity of this fuel, whatever we're costing inside through the program rolls through the bills automatically. So that you know, it really has a self-contained mechanism to make sure that we recover what we invest into the program. It is built and designed to do that.

1	Page 30 coming through the fuel factor.	1	Page 32 competitive rates.
2	CYRUS REED: It is part of the fuel	2	So that helps frame up our thought
3	factor?	3	process about the future and what FlexSTEP could look
4	Okay. I got it.	4	like and what we have done here is set up a table to
5	PAULA GOLD-WILLIAMS: Yes. Yes.	5	show you you know, again, you know, bill impact at
6	Okay. Rick, I'll turn it back over to	6	different funding levels.
7	you and we'll just keep talking about.	7	So I'll just call out, you know, if we
8	Because we do want to keep evolving.	8	were to double the STEP program, you know, we would get
9	Go ahead, Rick.	9	\$7 a month.
10	RICK LUNA: Okay. And thank you, Paula.	10	If we were to triple the STEP investment,
11	And we just have a short set of slides	11	it would be \$11.
12	here. We just talk about how we are thinking about	12	So it really starts to grow quite a bit.
13	this decision and cost, and what is the appropriate	13	We did take a look at the goals that we
14	size of the program and so forth.	14	are setting in your reports.
15	You've seen this slide. We show this at	15	We got lots of cost data. We got lots of
16	the board every time.	16	experience.
17	You know financial responsibility and	17	We came up with an estimate of about \$1.5
18	affordability are critical components of everything we	18	billion to achieve the targets that you laid out.
19	do.	19	You can see that translates to about \$8 a
20	About a year ago, we kicked off a number	20	month.
21	of focus groups, surveys, and so forth really trying	21	So getting back to you know, she
22	to get at this issue of, you know, how customers are	22	quoted the loop on the discussion of cost. That was
23	thinking about efficiency and conservation, and what is	23	sort of our early look at what we think that would
24	their willingness to pay for these programs.	24	
25	I want to share this graph that that	25	So I'll stop there.
	Page 31		Page 33
1	if you look there.	1	ADAM JACOBS: Yeah.
2	We ask customers, "How much are you	2	RICK LUNA: Would you like me to do
3	willing to pay per month to support efficiency and	3	another slide before I hand it over?
4	conservation?"	4	PAULA GOLD-WILLIAMS: I'm sorry. Can you
5	And you will see kind of a sweet spot	5	indulge us for, like, a few minutes because I really
6	there, is \$1 to \$5 or \$60 a year.	6	want him to get to those other slides.
7	And after that, the support really, you	7	Because it is not you know, from the
8	know, drops off, you know, 10 percent and 3 percent.	8	original thing that we talked about. Like, we can set
9	Now, 40 percent of customers said, you		traditional goals.
10	know, we are not really willing to pay anything.	10	It gets to be prioritization of the STEP
11	Well, we don't think it is viable. These	11	potential, relative to other things that we are being
12	programs are important, you know. And efficiency is	12	
13	important.	13	understand is extremely important.
14	So we are really focused in on that on	14 15	And so so I really if you could give us just a couple of minutes and Rick, go very
15	that sweet spot. Again, we shared this slide that shows	15	fast.
17	this is our bill view today gas and electric	17	And then we'll turn it over to you.
18	combined bill for the last 12 months.	18	GREG HARMAN: Just real quick, and I'm
19	You will see there, you know, what we are	19	not sure who's watching the stack on the comments, but
20	spending on conservation programs in the green,	20	I just wanted to drop something in when we talk about
21	relative to other markets.	21	the economics, right?
22	You know, the basic take-away there is we	22	I think one of things from the community
23	are underneath that sweet spot underneath that \$60	23	level, uh, a frustration maybe is an expectation on
	per year. We are in about \$49.	24	messaging.
24			
24 25	And yet, we are able to maintain very	25	When the message is simply, you know,

1	Page 34 "Will you pay more for this or less for that?"	1	Page 36 So I'll stop there.
2	We know that the full cost of some of our	2	GREG HARMAN: I think the mayor brought
3	energy decisions are not reflected in the amount of	3	it up at this last board meeting is what are the
4	energy somebody uses in their home, but there's	4	assumptions that are baked into when you talk about
5	external cost.	5	closing Spruce 1 and 2?
6	I think utilities a city owned utility	6	Are you talking are these this \$12
7	can you know, in a city, like, working through,	7	figure about closing both units in 2021? Both units in
8	like, the CAAP.	8	2030?
9	So the CAAP develop did a really poor	9	Maybe we can hear a little bit more about
10	job, I think, especially on the first draft and got a	10	that as we transition back to the STEP itself.
11	lot of important blowback because it wasn't reflecting	11	PAULA GOLD-WILLIAMS: I'll step in and
12	the potential benefits of making potential you know,	12	•
13	some of these decisions that are typically called	13	•
14	"environmental decisions."	14	
15	But there is there is a larger cost to	15	-
16	certain energy choices that I think sometimes that	16	
17	that utility could be communicating in surveys such as	17	And I think we are loudly hearing the
18	this, for instance.	18	
19	I then dropped in the Chat just a note	19	What exact year that is it is
20	and if we get to in the course of this conversation	20	-
21	a potential for rolling in gas into the STEP, or at	21	Are we going to get in a situation where
22	least beginning to measure, in a way that the	22	
23	conservation and zeroing out those emissions is a	23	the timing?
24	priority.	24	But I think in general, we are just
25	Thanks.	25	saying a general estimate of the values that we see
1	Page 35 RICK I LINA: Okay Okay	1	Page 37
1	RICK LUNA: Okay. Okay.		today.
2	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as	2	today. By 2030, those units will not be
2 3	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said.	23	today. By 2030, those units will not be significantly depreciated, and the debt on those units
2 3 4	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70	2 3 4	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2
2 3	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year.	23	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2.
2 3 4 5	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact.	2 3 4 5	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is
2 3 4 5 6	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month.	2 3 4 5 6	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values.
2 3 4 5 6 7	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact.	2 3 4 5 6 7	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't
2 3 4 5 6 7 8	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a	2 3 4 5 6 7 8	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values.
2 3 4 5 6 7 8 9	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills.	2 3 4 5 6 7 8 9	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We
2 3 4 5 6 7 8 9	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it	2 3 4 5 6 7 8 9 10	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly
2 3 4 5 6 7 8 9 10 11	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7.	2 3 4 5 6 7 8 9 10 11	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials.
2 3 4 5 6 7 8 9 10 11 12	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the	2 3 4 5 6 7 8 9 10 11 12	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of
2 3 4 5 6 7 8 9 10 11 12 13	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2.	2 3 4 5 6 7 8 9 10 11 12 13	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line.
2 3 4 5 6 7 8 9 10 11 12 13 14	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any	2 3 4 5 6 7 8 9 10 11 12 13 14	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the
2 3 4 5 6 7 8 9 10 11 12 13 14 15	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and	2 3 4 5 6 7 8 9 10 11 12 13 14 15	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth. So I think to Paula's point, this is	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and that number also assumes we are replacing the capacity.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth. So I think to Paula's point, this is really to show you these decisions altogether, right?	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and that number also assumes we are replacing the capacity. And we made some (Zoom sound
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth. So I think to Paula's point, this is really to show you these decisions altogether, right? So if you stack these on top of each	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and that number also assumes we are replacing the capacity. And we made some (Zoom sound interruptions) probably isn't that expensive.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth. So I think to Paula's point, this is really to show you these decisions altogether, right? So if you stack these on top of each other, you know, we are way beyond the \$5 that we had	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and that number also assumes we are replacing the capacity. And we made some (Zoom sound interruptions) probably isn't that expensive. So the majority of that cost is coming
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth. So I think to Paula's point, this is really to show you these decisions altogether, right? So if you stack these on top of each other, you know, we are way beyond the \$5 that we had talked about earlier.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and that number also assumes we are replacing the capacity. And we made some (Zoom sound interruptions) probably isn't that expensive. So the majority of that cost is coming from the asset (inaudible).
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	RICK LUNA: Okay. Okay. So I'll just touch on two slides, as Paula said. So this slide shows you going from 70 million a year to 210 million a year. It shows you that bill impact. Of course, it jumps to \$11 a month. So that is an increase of about \$7 a little more than \$7 per month in the customer bills. And that's important because we frame it up here in this slide where we show you that's \$7. But also with a high and low case for the Flexible Path, and then the closure of Spruce 1 and 2. We'll note that this does not include any amounts for, you know, everyday maintenance and operations and growth in our service, number of customers, and so forth. So I think to Paula's point, this is really to show you these decisions altogether, right? So if you stack these on top of each other, you know, we are way beyond the \$5 that we had talked about earlier. So that's why we had the discussion	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	today. By 2030, those units will not be significantly depreciated, and the debt on those units will not be gone, particularly relative to Spruce 2 to Spruce 2. So they're general estimates and it is tied primarily to those values. But what happens for us and I don't it is not because we are trying to defend anything. We have to push that values those values, particularly the asset value through the financials. When we do that, it drops a lot of negativity to the bottom line. Then when we go and get compared by the rating agencies and the bondholders, we've just got to deal with that. So that drives rate increase support and that number also assumes we are replacing the capacity. And we made some (Zoom sound interruptions) probably isn't that expensive. So the majority of that cost is coming from the asset (inaudible). GREG HARMAN: Thank you for that.

	Page 38		Page 40
1	worth noting that analysis done within, like a Synapse	1	those dollars are being used most effectively.
2	(phonetic) Reports don't necessarily be aren't	2	So while I think coincident peak demand
3	reflected or jive with what maybe we are hearing from	3	is a great measure of a demand response program,
4	CPS and that's because there is a lack of information	4	perhaps fine-tuning the energy efficiency part of the
5	sharing.	5	portfolio to better reflect the metric that optimizes
6	I recognize the previous discussions and	6	that specific service, you know, is is spot-on with
7	justifications for that.	7	exactly of [sic] what you're looking to accomplish
8	But I just want to drop that note in and	8	here.
9	maybe turn it back to Adam.	9	So those are just two quick points on
10	ADAM JACOBS: Yeah. If I may, I do have	10	that.
11	a question on or just a point of clarity on Slide 14.	11	CYRUS REED: And I will add to that
12	If you can jump back there, Rick.	12	point.
13	KATHLEEN GARCIA: While you're	13	I started to put something in the Chat.
14	transitioning, I will just point out that we have about	14	I just put it in the Chat.
15	15 minutes remaining. Just time check.	15	Is if you go to that next slide, Rick.
16	ADAM JACOBS: Thank you, Kathleen.	16	Where you compare the utilities. Well,
17	So so as I totally understand, you	17	maybe this is I guess it is rates versus bills.
18	know, this is a common exercise conducted.	18	One thing to consider is yeah, you
19	One thing that jumps off the page to	19	probably don't want to quadruple or triple the amount
20	me which I don't think we talked about it all is	20	you're spending on STEP immediately.
21	that last bullet point.	21	But remember that if you do expend STEP,
22	In that 82 percent of the respondents	22	and particularly it is focused on energy efficiency,
23	indicated that they were not aware that STEP is funded	23	then people's bills may not really go up by \$5 or \$7
24	from their monthly electric bills.	24	because they are also using less energy.
25	This is something that we see in a lot of	25	So the impact may not be as great as if
	Page 39		P 44
	Fage 39		Page 41
1	places where, frankly, there is just not a great	1	Page 41 you just look at it as if as if everything is
1 2	places where, frankly, there is just not a great understanding of how these programs are structured	1 2	you just look at it as if as if everything is additive.
	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for		you just look at it as if as if everything is
2	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount	2	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in.
23	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach.	2 3	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably
2 3 4	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of	2 3 4	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think,
2 3 4 5 6 7	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of	2 3 4 5	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency,
2 3 4 5 6 7 8	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are	2 3 4 5 6	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because
2 3 4 5 6 7 8 9	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I	2 3 4 5 6 7 8 9	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in
2 3 4 5 6 7 8 9 10	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that	2 3 4 5 6 7 8 9 10	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that,
2 3 4 5 6 7 8 9 10 11	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily.	2 3 4 5 6 7 8 9 10 11	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right?
2 3 4 5 6 7 8 9 10 11 12	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know,	2 3 4 5 6 7 8 9 10 11 12	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less
2 3 4 5 6 7 8 9 10 11 12 13	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand	2 3 4 5 6 7 8 9 10 11 12 13	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis.
2 3 4 5 6 7 8 9 10 11 12 13 14	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into	2 3 4 5 6 7 8 9 10 11 12 13 14	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of
2 3 4 5 6 7 8 9 10 11 12 13 14 15	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets.	2 3 4 5 6 7 8 9 10 11 12 13 14 15	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider,
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know,	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget. That to me, gives even more reason to set	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets really granular, but just that's one of the reasons
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget. That to me, gives even more reason to set goals with a much finer and more granular view of which	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets really granular, but just that's one of the reasons we thought a potential study might be really good
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget. That to me, gives even more reason to set goals with a much finer and more granular view of which goals you're setting for which services.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets really granular, but just that's one of the reasons we thought a potential study might be really good because if you just look at things as linear, you know,
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget. That to me, gives even more reason to set goals with a much finer and more granular view of which goals you're setting for which services. So I understand the ease of a single	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets really granular, but just that's one of the reasons we thought a potential study might be really good because if you just look at things as linear, you know, you spend you have this goal. You spend this much
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget. That to me, gives even more reason to set goals with a much finer and more granular view of which goals you're setting for which services. So I understand the ease of a single top-line goal, but understanding that you are	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets really granular, but just that's one of the reasons we thought a potential study might be really good because if you just look at things as linear, you know, you spend you have this goal. You spend this much money. Here is the impact on rates. It doesn't really
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	places where, frankly, there is just not a great understanding of how these programs are structured where the funding comes from, who is even eligible for them which is why we do spend a significant amount of time and energy on marketing and outreach. So I think drawing conclusions off of this with an understanding that a vast majority of customers actually don't understand what they are paying for and how is maybe a little broad. And I wouldn't draw a lot of conclusions off of that necessarily. I would just add to this, you know, understanding cost constraints are real. I understand you have a number of other things you're working into the portfolio, looking at generating assets. I would just say that, you know, understanding you are constrained, you do need to fit it into a broader budget. That to me, gives even more reason to set goals with a much finer and more granular view of which goals you're setting for which services. So I understand the ease of a single	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	you just look at it as if as if everything is additive. So I think that's one thing that needs to be factored in. Example is Austin. Austin has probably higher rates than San Antonio, but because, I think, they have done a pretty good job on energy efficiency, Austinites and, again, it is very different because Austin has very modern buildings and people live in different types of homes. I understand all of that, right? But in general, Austinites use less energy on a per month basis. So even if they are spending a lot of money on rates or on the energy efficiency rider, overall the impact isn't as great in terms of the impact on people's bills. So, you know, all of this stuff gets really granular, but just that's one of the reasons we thought a potential study might be really good because if you just look at things as linear, you know, you spend you have this goal. You spend this much

	Page 42		Page 44
1	slide where you compare the different yeah, that	1	that we failed to think about the grandeur of the
2	one.	2	program.
3	I mean, I don't think we are advocating	3	So I do want to clarify to your point
4	necessarily getting to those, you know, to those last	4	some of the items on here weren't coming from you.
5	two if it is really going to be that much money.	5	But it is very refreshing to hear that
6	So we are not saying spend \$11 per bill	6	you understand just put it out there to kind of show
7	to or even \$8.	7	it collectively; and then, ultimately, again, do want
8	I think we are saying we think if you set	8	to get the size correct.
9	a 1.5 percent goal and do a study, it may not cost that	9	And then, Adam, to your point: We get
10	much.	10	the iterative nature of what you're proposing and that,
11	ADAM JACOBS: Well, just and I do want	11	ultimately, the whole point is to the whole point is
12	to turn it back to the CPS folks and give them a chance	12	to save is to save energy, right?
13	to respond.	13	And so we do believe that that is one of
14	I will just note that you are holding	14	the lowest, direct and most effective ways to move
15	constant this 1,000 kilowatt-hour bill, and to the	15	through this goal of getting (inaudible) for San
16	point Cyrus just made, presumably energy efficiency	16	Antonio.
17	would reduce those 1,000 kilowatt hours, and perhaps	17	So very good points for us to continue to
18	also some therm savings if you were to roll in gas.	18	work on.
19	So, yeah, I definitely agree that holding	19	I will say you know, and he raised a
20	steady the volume while increasing the rider doesn't	20	really good point about we took a survey. Not
21	necessarily make sense because you are increasing your	21	everybody knew what it was. So you have to take it
22	spending on energy efficiency presumably, you know,	22	
23	doing a good job that you're doing. You are going to	23	I think we also have to take it with a
24	generate more savings and customers' average	24	grain of salt that even the \$5 was surveyed before
25	consumption should go down.	25	Covid.
	Page 43		Page 45
1	PAULA GOLD-WILLIAMS: So I appreciate all	1	And we are going to have to figure out an
2	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close.	2	And we are going to have to figure out an interesting way to manage through this as people have a
2 3	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing?	2 3	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge.
2 3 4	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all	2 3 4	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point
2 3 4 5	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to	2 3 4 5	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all
2 3 4 5 6	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation.	2 3 4	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult.
2 3 4 5 6 7	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful.	2 3 4 5 6 7	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I
2 3 4 5 6 7 8	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our	2 3 4 5 6 7 8	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that
2 3 4 5 6 7 8 9	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by	2 3 4 5 6 7 8 9	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint.
2 3 4 5 6 7 8 9 10	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you.	2 3 4 5 6 7 8 9 10	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the
2 3 4 5 6 7 8 9 10 11	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that	2 3 4 5 6 7 8 9 10 11	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a
2 3 4 5 6 7 8 9 10 11 12	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal.	2 3 4 5 6 7 8 9 10 11 12	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows.
2 3 4 5 6 7 8 9 10 11 12 13	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I	2 3 4 5 6 7 8 9 10 11 12 13	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are
2 3 4 5 6 7 8 9 10 11 12 13 14	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that	2 3 4 5 6 7 8 9 10 11 12 13 14	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really
2 3 4 5 6 7 8 9 10 11 12 13 14 15	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation.	2 3 4 5 6 7 8 9 10 11 12 13 14 15	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the conversations that we are having all the time.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole lot more time trying to get people to be aware of
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the conversations that we are having all the time. And there were others you know,	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole lot more time trying to get people to be aware of what's happening and what the possibilities are.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the conversations that we are having all the time. And there were others you know, admittedly, it wasn't you.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole lot more time trying to get people to be aware of what's happening and what the possibilities are. We are partnered with council members and
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the conversations that we are having all the time. And there were others you know, admittedly, it wasn't you. But there were others in the group that,	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole lot more time trying to get people to be aware of what's happening and what the possibilities are. We are partnered with council members and they are helping us, uh, reach.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the conversations that we are having all the time. And there were others you know, admittedly, it wasn't you. But there were others in the group that, you know, were very frustrated that the size of the	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole lot more time trying to get people to be aware of what's happening and what the possibilities are. We are partnered with council members and they are helping us, uh, reach. But we probably in the city of our
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	PAULA GOLD-WILLIAMS: So I appreciate all of that. I know that we are close. Hey, can I do one thing? Can I can I extend to you-all again, Kathy started there another invitation to continue the conversation. I think it was very helpful. We really want to refresh our relationship with everyone, but we are invigorated by having this conversation with you. We are open very much to things that you're mentioning like a secondary goal. I will, you know, put it out there, and I will leave some time at the end to respond to that open invitation. I will say there is this element inside of the presentation you were clear, Greg. You are not here representing the ESG. We really do pay attention to the conversations that we are having all the time. And there were others you know, admittedly, it wasn't you. But there were others in the group that,	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	And we are going to have to figure out an interesting way to manage through this as people have a general affordability challenge. And, Greg, that's been your real point overall that affordability and helping people and all of these things are really difficult. We do have a huge digital divide. I think we are very different from Austin from that standpoint. When we are trying to educate the community about our programs, we do have a bit of a challenge trying to make sure everybody knows. I do want to assure you that we are passionate about San Antonio, and what we are really trying to do is use Carid (phonetic) to make sure that we bring as many people in. We try not to be as jargony. In some ways STEP is our jargony term, but the real point is we want to save energy, and we have got to spend a whole lot more time trying to get people to be aware of what's happening and what the possibilities are. We are partnered with council members and they are helping us, uh, reach. But we probably in the city of our

 some huge challenges. some hore hore have hore challenges of the huge short hills. the some huge challenges. some huge				_
2 So if you would come back and maybe talk approaches and things that you're seen that you think 5 really work. 2 efficiency programs. 3 to us and share with us some more about marketing approaches and things that you're seen that you think 5 really work. 3 It is going to be open-ended. We are 4 going to have a tred and true RFP for commercial, 5 realdential energy efficiency and weatherization. 6 Then left think about what really helps 6 6 That will go out nearly January. 7 San Antonio make this this transition. 8 advance our program goals in the ways that we are 9 10 people have about this cost. 10 to cyrus. 11 board our program goals in the ways that we are 9 10 to cyrus. 12 consciously thinking about the cost. 10 to til vou think we need to phrase things a certain 10 12 to til everybody this is what we are doing and get 11 10 10 10 10 10 10 13 the approaches about what that is. 11 10 10 10 10 10 10 10 10 10 10 10 10 10 10 10 10	1	Page 46	1	Page 48
3 It is going to be open-ended. We are going to have a there RFP for commercial, for early work. 6 Then left think about what really helps for going to have a the and true RFP for commercial, for early and no early built and the state of the state and the endergy efficiency and weatherization. 7 San Antoin make this - this transition. for any out know, the shock that in the program you are not to people have about not knowing this is on your bill is to consciously thinking about this const. for any out know, the ways that we are to conversions about what the 2008 time frame to totel verybody this is what we are doing and get to conversions about what that is. for any out for any out are not to totel verybody this is what we are doing and get to conversions about what that is. 16 board and council approval. We had multiple to conversions about what that is. for any out for any out the connection to that. 21 would, but it is going through the fuel factor. for any out the conservation, they to toda's, un, uh, offering that will take us into a new to the decisions out the early thinking about the connection to that. 23 So participation - you know, the way we tare on trangly thinking about the connection to that. 34 canget more participation any to do its any to potential, when you do this RFP out the market to the decisions out the serve trans that are not included in to today's, un, uh, offering that will take us and the any to that way what we are thy the weath that the to any that you have to that ceris is doing an Pix Poeter Mandle eight.				
4 approaches and things that you've seen that you think 5 really work. 5 really work. 6 Then let's think about what really helps 7 San Antonio make this this transition. 7 You know, any measure that allows us to 8 And, you know. the shock I think the 9 takting about hor knowing this is on your bill is 10 people have about hot knowing this is on your bills 10 to Cyrus. 11 boccuse if you are not the program you are not 10 to Cyrus. 12 consciously thinking about this cost. 11 So - I we really are interested. 13 The only way that we get the funds, which 14 way to get better responses, you know, offer it up. 15 to tall everybody this is what we are doing and get 16 W are agoing to follow up what we are 17 conversations about what that is. 18 W if you on thick we need to phrase things actain 14 way to get better responses, you know, offer it up. 15 to tall everybody this is what we are doing and get 16 board and council approval. We had multiple 16 W are agoing to follow up what we are 17 conversations about what theil - ike a rider 19 forward-thinking programs that are not included in 20 to day sut, hu, biffering that will take we into a new 21 generation of energy efficiency and conservation, they 24 can get more participation - you know, the way we 24 soring the weay that we can so				
5 really work. 5 residential energy efficiency and weatherization. 6 Then lefs think about what really helps 7 You know, any measure that allows us to 8 And, you know, the shock hat 5 residential energy efficiency and weatherization. 10 people have about hot knowing this is on your bills 1 because if you are not in the program you are not 11 because if you are not in the program you are not 10 to. Cyrus. 13 The only way that we get the funds, which 13 We do have a framework for RFP witten, 14 is a huge public process back in the 2008 time frame 15 to tell everybody this is what we are doing and get 16 board and council approval. We had multiple 14 way to get better responses, you know, wy bet are 17 conversations about what that is. 17 calling our tired and true RFP with our innovation RFP. 18 It just goes on the billlike a rider 18 The innovation RFP is giong to be our 19 would but the connection to that. 23 That will probably come out in the early 24 can get more participation - you know, the way the and is in, ikke, you are going to prosay 1 resolukkey, which we are for in a w		-		
6 Then lefs think about what really helps 7 That will go out in early January. 7 San Antonio make this this transition. 8 And, you know, the shock I think the 9 last thing I want to say about this. The shock that 9 talking about here we're we're completely open 10 poople have about on thomowing this is on your bill is 11 because if you are not in the program you are not 11 because if you are not in the program you are not 10 to, Cyrus. 13 The only way that we get the funds, which 14 is a huge public process back in the 2008 time frame1 14 is a huge public process back in the 2008 time frame-15 15 totall weyrybody this is what we are doing and get 16 board and council approval. We had multiple 16 We are going to follow up what we are 17 calling about the stim, fa person is not really 18 It inking about energy efficiency and conservation, they 21 thinking about the connection to that. 23 So participation - you know, the way we 23 can get more participation so that as people are paying 24 Spring, you know, maybe April time frame. 24 cang et more participation on thear aspeople are paying <				• •
7 San Antonio make this – this transition. 7 You know, any measure that allows us to 8 And, you know, the shock I think – the 9 last thing I want to say about this. The shock that 10 people have about not knowing this is on your bill is advance our program goals in the ways that we are effect thave about hor knowing this is on your bill is 11 because back in the 2008 time frame. bit if you think we need to phrase things a certain 14 way to be there responses, you know, offer it up. 15 to tell everybody this is what we are doing and get but if you think we need to phrase things a certain 14 way to get better responses, you know, offer it up. 16 board and council approval. We had multiple 17 can get more participation – you know, the way we 21 are not reargly thinking about the connection to that. 23 So participation – you know, the way we 24 can get more participation so that as people are paying 21 deliver sub the? 23 That will probably come out in the early 24 Again, we would love to hear more of your 26 and it is going to go out the? 27 potential, when you do this RFP out to the market of see		-	-	
 And, you know, the shock I think the glast thing I want to say about this. The shock that people have about not knowing this is on your bills because if you are not in the program you are not consciously thinking about this cost. The only way that we get the funds, which is a huge public process back in the 2008 time frame15 to tell everybody this is what we are doing and get board and council approval. We had multiple conversations about what that is. It is going proval. We had multiple conversations about what that is. It is going through the fuel factor. But, again, if a person is not really are not really thinking about the connection to that. So participation - you know, the way we can get more participation so that as people are paying in, they are benefiting. Page 47 Again, we would love to hear more of your deliver some of these programs, to do it in a way that that might lead to answers that would get at no energy savings? I aldin't know if you are doing RFP for te market and size what we can sort of test the market and size its its RFP ou to the market to gladiver some of these programs, to do it in a way that that might lead to answers that would get at no for another or? I aldin't know if you are doing RFP for everything or you've got one for - one type of program the market and size symta trings at there at andone for another or? about what you think sould be in the RFP, we will the and see what's out there? I about what you think sould be in the RFP, we will the and see what's out there? the market and see what's ou				
 9 last thing I want to say about this. The shock that 10 people have about not knowing this is on you are not 11 because if you are not in the program you are not 12 consciously thinking about this cost. 13 The only way that we get the funds, which 14 is a huge public process back in the 2008 time frame 15 to tell everybody this is what we are doing and get 16 board and council approval. We had multiple 17 conversations about what that is. 18 It just goes on the bill - like a rider 19 would, but it is going through the fuel factor. 10 but it is going through the fuel factor. 11 Again, we would love to hear more of your 22 are not really thinking about the connection to that. 23 So participation - you know, the way we 24 can get more participation so that as people are paying 25 in, they are benefiting. 24 Again, we would love to hear more of your 25 in, they are benefiting. 25 Add we would love to hear more of your 26 and it is going to go out there? 3 I guess, what I am getting at, is there a 29 optication, why are doing not presson 29 and it is going to go out there? 3 I the market and see what's out there? 3 I the market and see what's out there? 3 I cryst see worthing or you've got one for one type of program. 3 I the market and see what's out there? 3 I cryst seeming or you've got one for one type of program 15 and one for another or? 3 I the market and see what's out there? 4 work that crist is doing on Fiex Power pundle side. 5 was the we offer the the tab. 4 programs that crist be program shi tare not crist for the set of the set of			7	-
 10 people have about not knowing this is on your bill is 11 because if you are not in the program you are not 12 consciously thinking about this cost. 13 The only way that we get the funds, which 14 is a huge public process back in the 2008 time frame. 15 to tell everybody this is what we are doing and get 16 board and council approval. We had multiple 17 conversations about what that is. 18 It just goes on the bill like a rider 19 would, but it is going through the fuel factor. 20 But, again, if a person is not really 21 thinking about energy efficiency and conservation, they 22 are not really thinking about the connection to that. 23 So participation so that as people are paying 24 can get more participation so that as people are paying 25 in, they are benefiting. 24 can get more participation so that as people are paying 25 in, they are benefiting. 26 and that. 27 OPUS REED: Has the RFP itself already 49 been written and is ii, like, you are going to frees 30 to it in a way 31 the arket and see what's out there? 31 didn't know if you are doing RFP for 31 about what you think should be in the RFP is partnered 31 didn't know if you are doing RFP for 31 about what you think should be in the RFP, winit 31 about what you think should be in the RFP, winit 32 and point form the RFI work that weidd. 33 and point form the RFI work that weidd. 34 and yoil turn it over to Rudy. 34 and littin tin to ver to Rudy. 34 and liki turn i	8	-	8	
11 because if you are not in the program you are not 11 So - I - we really are interested. 12 consciously thinking about this cost. 13 The only way that we get the funds, which 13 The only way that we get the funds, which 14 We do have a framework for RFP written, 14 way to get better responses, you know, offer it up. 15 Nond well certainly take a look at it. 16 board and council approvall. We had multiple 16 We are going to follow up - what we are train 17 conversations about what that is. 16 We are going to follow up - what we are train 18 The innovation RFP is going to be our 19 forward-thinking programs that are not included in 20 But, again, if a person is not really 21 forward-thinking programs that are not included in 21 thinking about the connection to that. 22 gorgams. 23 23 So participation - you know, the way we 24 can get more participation so that as people are paying 24 Spring, you know, maybe April time frame. 25 24 Again, we would love to hear more of your 1 really kind of a match the timing of PlexerWP to the 1 24 been writ	9	- · ·	9	
12 consciously thinking about this cost. 13 The only way that we get the funds, which 14 is a luge public process back in the 2008 time frame 15 to tell everybody this is what we are doing and get 16 beard and council approval. We had multiple 17 conversions about what that is. 18 It just goes on the billlike a rider 19 would, but it is going trough the fuel factor. 20 But gain, if a person is not really 21 thinking about energy efficiency and conservation, they 23 are nor really thinking about the connection to that. 24 can get more participation - you know, the way we 24 can get more participation - you know, the way we 25 in, they are benefitting. 26 loguess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that	10			to, Cyrus.
13 The only way that we get the funds, which 13 but if you think we need to phrase things a certain 14 is a huge public process back in the 2008 time frame - 14 way to get better responses, you know, offer it up. 15 to tell everybody this is what we are doing and get 16 Way to get better responses, you know, offer it up. 16 to tell everybody this is what we are doing and get 16 We are going to follow up what we are 17 conversations about what that is. 16 We are going to follow up what we are 18 It just goes on the bill like a rider 18 The innovation RFP is going to be our 19 would, but it is going through the fuel factor. 20 Expression of energy efficiency and conservation, they 21 are not really thinking about energy efficiency and conservation. 21 forward-thinking programs that are not included in 22 are not really thinking about energy efficiency and demand response 22 programs. 23 That will probably come out in the early 24 24 can get more participation you know, the way we 24 24 and not hat. 3 canled on that. 3 CYRUS REED: Has the RFP istelf already	11	because if you are not in the program you are not	11	So I we really are interested.
14 is a huge public process back in the 2008 time frame - 14 way to get better responses, you know, offer it up. 15 to tell everybody this is what we are doing and get 15 And we'll certainly take a look at it. 16 board and council approval. We had multiple 15 And we'll certainly take a look at it. 17 conversations about what that is. 16 We are going to follow up - what we are 18 It just goes on the bill like a rider 19 Way to get better responses, you know, offer it up. 18 It just goes on the bill like a rider 19 We are going to follow up - what we are 10 mould, but it is going though the fuel factor. 10 to todays, uh, uh, offering that will take us into a new 21 thinking about energy efficiency and conservation, they 20 todays, uh, uh, uh, offering that will take us into a new 22 are nor really kinking about the connection to that. 20 That will are beeffiting. 21 24 can get more participation - you know, the way we 22 That will are beeffiting. 22 25 in, they are benefiting. Page 47 really kind of a match the timing of PlextTep to the 26 and it is going to go out there?	12	consciously thinking about this cost.	12	We do have a framework for RFP written,
15 to tell everybody this is what we are doing and get 16 And we'll certainly take a look at it. 16 board and council approval. We had multiple 16 We are going to follow up - what we are 17 colling our tride and true RFP with our innovation RFP. 18 The innovation RFP is going to be our 19 would, but it is going through the fuel factor. 19 forward-thinking programs that are not included in 20 But, again, if a person is no treally 20 forward-thinking programs. 22 23 so participation - you know, the way we 24 can get more participation so that as people are paying 25 Because what we are trying to do is is 24 can get more participation so that as people are paying 26 Spring, you know, maybe April time frame. 25 idea on that. 26 Because what we are trying to do is is 2 idea on that. 3 CYRUS REED: Has the RFP itsel faready 1 really kind of a match the timing of FlextTPF to the 4 of the decisions on the Flex Power Bundle side. 7 potential, when you do this RFP out to the market to 3 6 5 and one for another or? 1 crerewich wourb cowan asked us to accelerate, so	13	The only way that we get the funds, which	13	but if you think we need to phrase things a certain
16 board and council approval. We had multiple 16 We are going to follow up what we are 17 conversations about what that is. 17 18 It just goes on the bill like a rider 18 19 would, but it is going through the fuel factor. 19 20 But, again, if a person is not really 10 21 thinking about energy efficiency and conservation, they 2 21 are not really thinking about the connection to that. 20 23 So participation you know, the way we 23 24 can get more participation so that as people are paying 2 25 is dea on that. 25 3 CYRUS REED: Has the RFP itself already 4 4 been written and is it, like, you are going to press go 1 reality kind of a match the timing of PlexSTEP to the 6 I guess, what I am getting at, is there a 7 work that Cris is doing on Flex Power Bundle, which 3 wer which our board has aked us to accelrate, some 4 of the decisions on the Flex Power Bundle, which 4 been written and is it, like, you are going to press go 1 really kind of a match the timing of PlexSTEP to the	14	is a huge public process back in the 2008 time frame	14	way to get better responses, you know, offer it up.
17 conversations about what that is. 17 conversations about what that is. 18 It just goes on the bill – like a rider 17 calling our tried and true RFP with our innovation RFP. 18 It just goes on the bill – like a rider 18 The innovation RFP is going to be our 19 would, but it is going through the fuel factor. 10 today's, uh, uh, offering that will take us into a new 20 thinking about energy efficiency and conservation, they 2 are not really thinking about the connection to that. 23 So participation – you know, the way we 23 That will probably come out in the early 24 can get more participation so that as people are paying 25 That will probably come out in the early 25 idea on that. 26 Page 47 Page 47 1 Again, we would love to hear more of your 16 really kind of a match the timing of PlexSTEP to the 2 work that Crie is doing on Flex Power Bundle side. 2 So that when we offer them to the 3 cYRUS REED: Has the RFP itself already 4 we which our board has asked us to accelerate, some 4 then withen you do this RFP out to the market to 5 So that when we offer them to the <th>15</th> <td>to tell everybody this is what we are doing and get</td> <th>15</th> <td>And we'll certainly take a look at it.</td>	15	to tell everybody this is what we are doing and get	15	And we'll certainly take a look at it.
18 It just goes on the bill like a rider 18 The innovation RFP is going to be our 19 would, but it is going through the fuel factor. 19 forward-thinking programs that are not included in 20 But, again, if a person is not really 10 today's, uh, uh, offering that will take us into a new 21 thinking about energy efficiency and conservation, they 2 generation of energy efficiency and demand response 22 are not really thinking about the connection to that. 23 That will probably come out in the early 23 spanticipation - you know, the way we 24 Spring, you know, maybe April time frame. 25 in, they are benefiting. Page 47 7 Again, we would love to hear more of your 2 2 idea on that. 2 3 CYRUS REED: Has the RFP itself already 1 4 been written and is it, like, you are going to press go 5 and it is going to out there? 6 I guess, what I am getting at, is there a 7 work that Cris is doing on Flex Power Bundle, which 3 weire which our bas aked us to accelerate, some 6 community, it is a comprehensive look at., you know, 7 potent	16	board and council approval. We had multiple	16	We are going to follow up what we are
 19 would, but it is going through the fuel factor. 20 But, again, if a person is not really 21 thinking about energy efficiency and conservation, they 22 are not really thinking about the connection to that. 23 So participation you know, the way we 24 can get more participation so that as people are paying 25 in, they are benefiting. 26 and that. 27 Again, we would love to hear more of your 2 idea on that. 2 idea on that. 3 CYRUS REED: Has the RFP itself already 4 been written and is it, like, you are going to press go and it is going to go out there? 6 I guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings? 11 Is there a way that we can sort of test 12 the market and see what's out there? 13 I didn't know if you are doing RFP for 14 everything or you've got one for one type of program 15 and one for another or? 16 Rick Rudy, let me just say that Cris's RFP partmered 17 Rick Rudy, let me just say that Cris's RFP partmered 18 with Rudy's until we got some information from a global 19 standpoint from the RFI work that we did. 20 I will say that if you have suggestions 21 about what you think should be in the RFP, we will 22 definitely tak those. 23 And I will turn it over to Rudy. 24 And Will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 	17	conversations about what that is.	17	calling our tried and true RFP with our innovation RFP.
 19 would, but it is going through the fuel factor. 20 But, again, if a person is not really 21 thinking about energy efficiency and conservation, they 22 are not really thinking about the connection to that. 23 So participation you know, the way we 24 can get more participation so that as people are paying 25 in, they are benefiting. 26 and that. 27 Again, we would love to hear more of your 2 idea on that. 2 idea on that. 2 (YRUS REED: Has the RFP itself already 4 been written and is it, like, you are going to press go 3 and it is going to go out there? 1 guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings? 11 Is there a way that we can sort of test 12 the market and see what's out there? 13 I didn't know if you are doing RFP for 14 everything or you've got one for one type of program 15 and one for another or? 16 Rick Rudy, let me just say that Cris's RFP partmered 17 Kick Rudy, let me just say that Cris's RFP partmered 18 with Rudy's until we got some information from a global 19 standpoint from the RFI work that we did. 20 And I will turn it over to Rudy. 21 about what you think should be in the RFP, we will 22 definitely tak those. 23 And I will turn it over to Rudy. 24 And Will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 	18	It just goes on the bill like a rider	18	The innovation RFP is going to be our
 But, again, if a person is not really Buthinking about the connection to that. So participation - you know, the way we can get more participation so that as people are paying in, they are benefiting. Page 47 Again, we would love to hear more of your idea on that. CYRUS REED: Has the RFP itself already been written and is it, like, you are going to press go and it is going to go out there? I guess, what I am getting at, is there a I guess, what I am getting at, is there a I guess, what I am getting at, is there a I guess, what I am getting at, is there a I guess, what I am getting at, is there a I didn't know if you are doing RFP for I didn't know if you are doing RFP for I didn't know if you are doing RFP for I didn't know if you are doing RFP for I didn't know if you are doing RFP for Rubry AdGLD-WILLIAMS: I'll jump in and Rick Rudy, let me just say that Cris's RFP partnered with Rudy's until we gots some information from a global standpoint from the RFI work that we did. I with sy that if you have suggestions and ne for another or? RUDY GARZA: I was just going to say, if 	19	would, but it is going through the fuel factor.	19	forward-thinking programs that are not included in
 21 thinking about energy efficiency and demand response 22 are not really thinking about the connection to that. 23 So participation so that as people are paying 24 can get more participation so that as people are paying 25 in, they are benefiting. 21 Again, we would love to hear more of your 21 idea on that. 3 CYRUS REED: Has the RFP itself already 4 been written and is it, like, you are going to press go 5 and it is going to go out there? 1 guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings? 11 Is there a way that we can sort of test 12 the market and see what's out there? 13 I didn't know if you are doing RFP for 14 everything or you've got one for one type of program 13 and one for another or? 16 PAULA GOLD-WILLIAMS: I'll jump in and 17 Rick Rudy, let me just say that Criss RFP partnered 18 with Rudy's until we got some information from a global 14 will say that if you have suggestions 21 about what you think should be in the RFP, we will 22 definitely take those. 23 And I will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 	20		20	
22 are not really thinking about the connection to that. 23 So participation you know, the way we 24 can get more participation so that as people are paying 24 That will probably come out in the early 25 in, they are benefiting. 24 Spring, you know, maybe April time frame. 25 in, they are benefiting. 24 Spring, you know, maybe April time frame. 26 Again, we would love to hear more of your 24 27 idea on that. 3 CYRUS REED: Has the RFP itself already 3 been written and is it, like, you are going to press go 3 really kind of a match the timing of PlexSTPP to the 3 and it is going to go out there? 5 So that when we offer them to the 6 I guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 through these two programs which make up the basis of 9 the arket and see what's out there? 10 GREG HABMAN: Yeah. 11 Is there a way that we can sort of test 11 CYRUS REED: Is it through 2030 or is it a ten-year program? 13 I didn't know if you are doing RFP for <	21		21	
23 So participation you know, the way we 23 That will probably come out in the early 24 can get more participation so that as people are paying 24 Spring, you know, maybe April time frame. 25 in, they are benefiting. 23 That will probably come out in the early 25 in, they are benefiting. 24 26 Again, we would love to hear more of your 25 26 and the second that. 26 3 CYRUS REED: Has the RFP itself already 4 4 been written and is it, like, you are going to press go 5 5 and it is going to go out there? 5 6 I guess, what I am getting at, is there a 7 7 potential, when you do this RFP out to the market to 8 8 deliver some of these programs, to do it in a way 9 9 that that might lead to answers that would get at 1 10 more energy savings? 10 GREG HARMM: Yeah. 11 Is there a way that we can sort of test 11 CYRUS REED: Is it through 2030 r is it a ten-year program? 13 I didn't know if you are doing RFP for 12 program through	22	• • • • •		
24 can get more participation so that as people are paying 24 Spring, you know, maybe April time frame. 25 in, they are benefiting. 24 Spring, you know, maybe April time frame. 25 Again, we would love to hear more of your 24 Spring, you know, maybe April time frame. 26 Again, we would love to hear more of your 24 Spring, you know, maybe April time frame. 26 Magain, we would love to hear more of your 24 Spring, you know, maybe April time frame. 27 Again, we would love to hear more of your 24 Magain, we want the som the fill the state of the decisions on the Flax Power Bundle, which 3 CYRUS REED: Has the RFP itself already 4 we which our board has asked us to accelerate, some 4 of the decisions on the Flax Power Bundle, which 3 we which our board has asked us to accelerate, some 6 I guess, what I am getting at, is there a 7 So that when we offer them to the 6 I guess, what I am getting at, is there a 7 we which our board has asked us to accelerate, some 7 potential, when you do this RFP out to the market to 6 community, it is a comprehensive look at, you know, 10 more energy savings? 10				
25 in, they are benefiting. 25 Because what we are trying to do is is Page 47 Again, we would love to hear more of your idea on that. Page 47 1 Again, we would love to hear more of your idea on that. Page 49 3 CYRUS REED: Has the RFP itself already wer - which our board has asked us to accelerate, some 4 been written and is it, like, you are going to press go of the decisions on the Flax Power Bundle, which 6 I guess, what I am getting at, is there a of the decisions on the Flax Power Bundle side. 5 so that when we offer them to the 6 I guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 through these two programs which make up the basis of 9 that that might lead to answers that would get at 10 more energy savings? 11 Is there a way that we can sort of test 12 the market and see what's out there? 13 I didn't know if you are doing RFP for 14 everything or you've got one for one type of program 15 and one for another or? 16 PAULA GOLD-WILLIAMS: I'll jump in and				
Page 47Page 471Again, we would love to hear more of your2idea on that.3CYRUS REED: Has the RFP itself already4been written and is it, like, you are going to press go5and it is going to go out there?6I guess, what I am getting at, is there a7potential, when you do this RFP out to the market to8deliver some of these programs, to do it in a way9that that might lead to answers that would get at10more energy savings?11Is there a way that we can sort of test12the market and see what's out there?13I didn't know if you are doing RFP for14everything or you've got one for one type of program15and one for another or?16PAULA GOLD-WILLIAMS: I'll jump in and17Ruby's until we got some information from a global19standpoint from the RFI work that we did.20I will say that if you have suggestions21about what you think should be in the RFP, we will22C will say that if you have suggestions23And I will turn it over to Rudy.24RUDY GARZA: I was just going to say, if				
1Again, we would love to hear more of your1really kind of a match the timing of FlexSTEP to the2idea on that.2work that Cris is doing on Flex Power Bundle, which3CYRUS REED: Has the RFP itself alreadywe which our board has asked us to accelerate, some4been written and is it, like, you are going to press goof the decisions on the Flex Power Bundle side.5and it is going to go out there?5So that when we offer them to the6I guess, what I am getting at, is there a6community, it is a comprehensive look at, you know,7potential, when you do this RFP out to the market to8deliver some of these programs, to do it in a way9that that might lead to answers that would get at0ur of our flexible10more energy savings?10GREC HAMANN: Yeah. Yeah.11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12programs through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program15years or eight years or two years or you don't know16PAULA GOLD-WILLIAMS: I'll jump in and16yet?17Rick Rudy, let me just say that Cris's RFP partnered18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.20But we will have to go through multipl		,		
2idea on that.2work that Cris is doing on Flex Power Bundle, which3CYRUS REED: Has the RFP itself already4work that Cris is doing on Flex Power Bundle, which4been written and is it, like, you are going to press go5and it is going to go out there?5and it is going to go out there?5So that when we offer them to the6I guess, what I am getting at, is there a5So that when we offer them to the7potential, when you do this RFP out to the market to6community, it is a comprehensive look at, you know,8through these two programs which make up the basis of9uur of our flexible10more energy savings?10GREG HARMAN: Yeah. Yeah.11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for true16PAULA GOLD-WILLIAMS: I'll jump in and16on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.19years, maybe max.20I will say that if you have suggestions20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the <th></th> <th></th> <th></th> <th></th>				
2Note of initial3CYRUS REED: Has the RFP itself already 4 been written and is it, like, you are going to press go 5 and it is going to go out there?3we which our board has asked us to accelerate, some of the decisions on the Flex Power Bundle side.6I guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings?3we which our board has asked us to accelerate, some of the decisions on the Flex Power Bundle side.7potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings?6community, it is a comprehensive look at, you know, what value the community is going to be extracting 8 through these two programs which make up the basis of 9 our of our flexible11Is there a way that we can sort of test 1111CYRUS REED: Is it through 2030? Is it a 1212the market and see what's out there? 1312program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for 14programs is it are you trying to do an RFP for tree 1514PAULA GOLD-WILLIAMS: I'll jump in and 17Rick Rudy, let me just say that Cris's RFP partnered 1819standpoint from the RFI work that we did. 201920I will say that if you have suggestions 212021about what you think should be in the RFP, we will 222022And I w		•		
4been written and is it, like, you are going to press go 5 and it is going to go out there?4of the decisions on the Flex Power Bundle side.5and it is going to go out there?5So that when we offer them to the6I guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings?6community, it is a comprehensive look at, you know, what value the community is going to be extracting through these two programs which make up the basis of our of our flexible10more energy savings?10GREG HARMAN: Yeah. Yeah.11Is there a way that we can sort of test 1211CYRUS REED: Is it through 2030? Is it a program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for 1313Like for the RFP for tried and true14everything or you've got one for one type of program 14programs is it are you trying to do an RFP for ten 1515years or eight years or two years or you don't know1616PAULA GOLD-WILLIAMS: I'll jump in and 17Rick Rudy, let me just say that Cris's RFP partnered 181719standpoint from the RFI work that we did. 2019years, maybe max.20I will say that if you have suggestions 2120But we will have to go through multiple21ahout what you think should be in the RFP, we will 2220But we will have to go through the 2223And I will turn it ov				
 5 and it is going to go out there? 6 I guess, what I am getting at, is there a 7 potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings? 11 Is there a way that we can sort of test 12 the market and see what's out there? 13 I didn't know if you are doing RFP for 14 everything or you've got one for one type of program 15 and one for another or? 16 PAULA GOLD-WILLIAMS: I'll jump in and 17 Rick Rudy, let me just say that Cris's RFP partnered 18 with Rudy's until we got some information from a global 19 standpoint from the RFI work that we did. 10 I will say that if you have suggestions 21 about what you think should be in the RFP, we will 22 And I will turn it over to Rudy. 23 And I will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 	3	-	3	
6I guess, what I am getting at, is there a6community, it is a comprehensive look at, you know,7potential, when you do this RFP out to the market to8deliver some of these programs, to do it in a way99that that might lead to answers that would get at9through these two programs which make up the basis of10more energy savings?10GREG HARMAN: Yeah. Yeah.11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for ten15and one for another or?13Like for the RFP for tried and true16PAULA GOLD-WILLIAMS: I'll jump in and16yet?17Rick Rudy, let me just say that Cris's RFP partnered17RUDY GARZA: Well, typically, when we put18with Rudy's until we got some information from a global18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.20But we will have to go through multiple21about what you think should be in the RFP, we will20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the22And I will turn it over to R	4			of the decisions on the Flex Power Bundle side.
7potential, when you do this RFP out to the market to 8 deliver some of these programs, to do it in a way 9 that that might lead to answers that would get at 10 more energy savings?7what value the community is going to be extracting through these two programs which make up the basis of our of our flexible10more energy savings?10GREG HAMAN: Yeah. Yeah.11Is there a way that we can sort of test 1111CYRUS REED: Is it through 2030? Is it a program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for 1413Like for the RFP for tried and true14everything or you've got one for one type of program 1514programs is it are you trying to do an RFP for ten years or eight years or two years or you don't know16PAULA GOLD-WILLIAMS: I'll jump in and 1516yet?17Rick Rudy, let me just say that Cris's RFP partnered 18on an RFP, Cyrus, it is going to be for three to five 	5	and it is going to go out there?		
8deliver some of these programs, to do it in a way8through these two programs which make up the basis of9that that might lead to answers that would get at9our of our flexible10more energy savings?10GREG HARMAN: Yeah. Yeah.11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for ten15and one for another or?15years or eight years or two years or you don't know16PAULA GOLD-WILLIAMS: I'll jump in and16yet?17Rick Rudy, let me just say that Cris's RFP partnered17RUDY GARZA: Well, typically, when we put18with Rudy's until we got some information from a global18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the22And I will turn it over to Rudy.23And I will turn it over to Rudy.2324RUDY GARZA: I was just going to say, if24Our program never stays static. So we	6		6	
9that that might lead to answers that would get at9our of our flexible10more energy savings?10GREG HARMAN: Yeah. Yeah.11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for ten15and one for another or?14programs is it are you trying to do an RFP for ten16PAULA GOLD-WILLIAMS: I'll jump in and1617Rick Rudy, let me just say that Cris's RFP partnered1718with Rudy's until we got some information from a global1819standpoint from the RFI work that we did.1920I will say that if you have suggestions2021about what you think should be in the RFP, we will2122definitely take those.2223And I will turn it over to Rudy.2324RUDY GARZA: I was just going to say, if2424Our program never stays static. So we	7	potential, when you do this RFP out to the market to	7	what value the community is going to be extracting
10more energy savings?10GREG HARMAN: Yeah. Yeah.11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for ten15and one for another or?14programs or eight years or two years or you don't know16PAULA GOLD-WILLIAMS: I'll jump in and16yet?17Rick Rudy, let me just say that Cris's RFP partnered17RUDY GARZA: Well, typically, when we put18with Rudy's until we got some information from a global18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.20But we will have to go through multiple21about what you think should be in the RFP, we will20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the22And I will turn it over to Rudy.23And I will turn it over to Rudy.2324RUDY GARZA: I was just going to say, if24Our program never stays static. So we	8	deliver some of these programs, to do it in a way	8	through these two programs which make up the basis of
11Is there a way that we can sort of test11CYRUS REED: Is it through 2030? Is it a12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for ten15and one for another or?15years or eight years or two years or you don't know16PAULA GOLD-WILLIAMS: I'll jump in and16yet?17Rick Rudy, let me just say that Cris's RFP partnered17RUDY GARZA: Well, typically, when we put18with Rudy's until we got some information from a global18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.19years, maybe max.20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the2223And I will turn it over to Rudy.23to just refresh our pricing.24Our program never stays static. So we	9	that that might lead to answers that would get at	9	our of our flexible
12the market and see what's out there?12program through 2030 or is it a ten-year program?13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program14programs is it are you trying to do an RFP for ten15and one for another or?15years or eight years or two years or you don't know16PAULA GOLD-WILLIAMS: I'll jump in and1617Rick Rudy, let me just say that Cris's RFP partnered1718with Rudy's until we got some information from a global1819standpoint from the RFI work that we did.1920I will say that if you have suggestions2021about what you think should be in the RFP, we will2122definitely take those.2223And I will turn it over to Rudy.2324RUDY GARZA: I was just going to say, if2424Our program never stays static. So we	10	more energy savings?	10	GREG HARMAN: Yeah. Yeah.
13I didn't know if you are doing RFP for13Like for the RFP for tried and true14everything or you've got one for one type of program13Like for the RFP for tried and true15and one for another or?14programs is it are you trying to do an RFP for ten16PAULA GOLD-WILLIAMS: I'll jump in and15years or eight years or two years or you don't know17Rick Rudy, let me just say that Cris's RFP partnered17RUDY GARZA: Well, typically, when we put18with Rudy's until we got some information from a global18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.19years, maybe max.20I will say that if you have suggestions20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the22And I will turn it over to Rudy.23And I will turn it over to Rudy.2424RUDY GARZA: I was just going to say, if24Our program never stays static. So we	11	Is there a way that we can sort of test	11	CYRUS REED: Is it through 2030? Is it a
14everything or you've got one for one type of program14everything or you've got one for one type of program15and one for another or?16PAULA GOLD-WILLIAMS: I'll jump in and17Rick Rudy, let me just say that Cris's RFP partnered18with Rudy's until we got some information from a global19standpoint from the RFI work that we did.20I will say that if you have suggestions21about what you think should be in the RFP, we will22definitely take those.23And I will turn it over to Rudy.24RUDY GARZA: I was just going to say, if	12	the market and see what's out there?	12	program through 2030 or is it a ten-year program?
 15 and one for another or? 16 PAULA GOLD-WILLIAMS: I'll jump in and 17 Rick Rudy, let me just say that Cris's RFP partnered 18 with Rudy's until we got some information from a global 19 standpoint from the RFI work that we did. 20 I will say that if you have suggestions 21 about what you think should be in the RFP, we will 22 definitely take those. 23 And I will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 15 years or eight years or two years or you don't know 15 years or eight years or two years or you don't know 16 years or eight years or two years or you don't know 17 RUDY GARZA: Well, typically, when we put 18 on an RFP, Cyrus, it is going to be for three to five 19 years, maybe max. 20 But we will have to go through multiple 21 iterations of vendor selection through the 22 throughout the longevity of the program to, you know, 23 Our program never stays static. So we 	13	I didn't know if you are doing RFP for	13	Like for the RFP for tried and true
16Child only for unother of the16PAULA GOLD-WILLIAMS: I'll jump in and17Rick Rudy, let me just say that Cris's RFP partnered18with Rudy's until we got some information from a global19standpoint from the RFI work that we did.20I will say that if you have suggestions21about what you think should be in the RFP, we will22definitely take those.23And I will turn it over to Rudy.24RUDY GARZA: I was just going to say, if	14	everything or you've got one for one type of program	14	programs is it are you trying to do an RFP for ten
17Rick Rudy, let me just say that Cris's RFP partnered17RUDY GARZA: Well, typically, when we put18with Rudy's until we got some information from a global18on an RFP, Cyrus, it is going to be for three to five19standpoint from the RFI work that we did.18on an RFP, Cyrus, it is going to be for three to five20I will say that if you have suggestions20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the22definitely take those.22throughout the longevity of the program to, you know,23And I will turn it over to Rudy.23Our program never stays static. So we	15		15	years or eight years or two years or you don't know
 17 Rick Rudy, let me just say that Cris's RFP partnered 17 RUDY GARZA: Well, typically, when we put 18 with Rudy's until we got some information from a global 19 standpoint from the RFI work that we did. 20 I will say that if you have suggestions 21 about what you think should be in the RFP, we will 22 definitely take those. 23 And I will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 17 RUDY GARZA: Well, typically, when we put 18 on an RFP, Cyrus, it is going to be for three to five 18 years, maybe max. 20 But we will have to go through multiple 21 iterations of vendor selection through the 22 throughout the longevity of the program to, you know, 23 Our program never stays static. So we 	16	PAULA GOLD-WILLIAMS: I'll jump in and	16	yet?
 18 with Rudy's until we got some information from a global 19 standpoint from the RFI work that we did. 20 I will say that if you have suggestions 21 about what you think should be in the RFP, we will 22 definitely take those. 23 And I will turn it over to Rudy. 24 RUDY GARZA: I was just going to say, if 18 on an RFP, Cyrus, it is going to be for three to five years, maybe max. 20 But we will have to go through multiple 21 iterations of vendor selection through the 22 throughout the longevity of the program to, you know, 23 Our program never stays static. So we 	17		17	RUDY GARZA: Well, typically, when we put
19standpoint from the RFI work that we did.19years, maybe max.20I will say that if you have suggestions20But we will have to go through multiple21about what you think should be in the RFP, we will20But we will have to go through multiple22definitely take those.21iterations of vendor selection through the23And I will turn it over to Rudy.23to just refresh our pricing.24RUDY GARZA: I was just going to say, if24Our program never stays static. So we	18		18	on an RFP, Cyrus, it is going to be for three to five
20I will say that if you have suggestions20But we will have to go through multiple21about what you think should be in the RFP, we will21iterations of vendor selection through the22definitely take those.22throughout the longevity of the program to, you know,23And I will turn it over to Rudy.23to just refresh our pricing.24RUDY GARZA: I was just going to say, if24Our program never stays static. So we			19	years, maybe max.
21 about what you think should be in the RFP, we will21 iterations of vendor selection through the22 definitely take those.21 iterations of vendor selection through the23 And I will turn it over to Rudy.23 to just refresh our pricing.24 RUDY GARZA: I was just going to say, if24 Our program never stays static. So we		-	20	But we will have to go through multiple
22definitely take those.22throughout the longevity of the program to, you know,23And I will turn it over to Rudy.23to just refresh our pricing.24RUDY GARZA: I was just going to say, if24Our program never stays static. So we			21	iterations of vendor selection through the
23And I will turn it over to Rudy.23to just refresh our pricing.24RUDY GARZA: I was just going to say, if24Our program never stays static. So we		-	22	throughout the longevity of the program to, you know,
24 RUDY GARZA: I was just going to say, if 24 Our program never stays static. So we		-	23	
		-	24	
			1	

Pages 50 to 53

Page 50 Page 50 2 onset of PlexSTEP may look different that the programm 3 3 in the middle of PlexSTEP. 3 4 And it should be evolving to reflect the some field of PlexSTEP. 3 5 market. 3 6 GEEG HARMON: Thank you. 4 7 We are right on the hour, obviously. 5 8 I want to insert I think it is 5 9 important to insert here that, you know, apprecision 7 10 that you guys are working closely with you as well. 10 11 We wat to work closely with you as well. 10 12 Appreciate that invitation. 10 13 Obviously. I think this is you know, a 11 14 grapma that developed out of cooperation and 12 15 communication with the breader environmental community 13 16 town to this hillion-dollar Spruce unit. 14 17 yue know, that the gair, you know, they all have 15 16 town to this hillinendef Spruce unit. 16	_			Pages 50 to 53
3 in the middle of FlexTTEP. 3 So don't I don't want you then hear we 4 And It should be evolving to reflect the said ten years and not and then not and send 5 GEEG BARDANE: Thank you. so call very good points. 7 We are right on the borr, obviously. 7 I'll turn it back to Kathy, and we'll 8 I want to insert I think it is 5 something that's confusing. 9 important to insert here that, you know, appeciation 10 UNIDENTIFIED SPRARER: Thank you. 11 We want to work closely with you as well. 11 Withere that, you know, appeciation 12 Apprecisite that invitation. 11 Just a sincer thank-you for the conversation today: 13 Obvicualy, I think this is, you know, a 11 Lucre so we can continue the conversation today: 14 program that developed out of cooperation and 10 Unure so we can continue the conversation in think we 16 to for an economic and as well as a social end 10 I'lucre so we can continue the conversation in the wear 16 down to this billion-dollar spruce unit. 10 I'lucre so we can continue the conversation. 10 sor a recoursy mechania my bein in relation to	1			
4 And it should be evolving to reflect the 4 said ten years and not and then not and send 5 market. 5 something that 's confusing. 6 GESG HAMMAN: Thank you. 6 So all very good points. 7 We are right on the hour, obviously. 6 So all very good points. 9 important to insert here that, you know, appreciation 9 But thank you so much. 10 that you gay are working closely with council. 9 But thank you so much. 11 Ne want to work closely with you as well. 11 KATTLENE GRATEA: To conclude, again, 13 Obviously. I think this is, you know, 11 and, again, and open invitation to continue the 14 program that developed out of cooperation and 12 yus a sincere thank-you for the conversation, I think we 15 communication with the broader environmental community 15 future so we stand ready to meet and continue 16 to consequences public health or, you know, 18 talking. 19 put the costs of the centralised unit like we are tied 19 PAULA GOL-WILLIAMS: Thanks everyone. 20 If I don't talk to you again, have a very 18 talking. <td>2</td> <td>onset of FlexSTEP may look different than the programs</td> <th>2</th> <td>Rudy said.</td>	2	onset of FlexSTEP may look different than the programs	2	Rudy said.
5 market. 5 accelling that's confusing. 6 GEES HARMAN: Thank you. 5 a confusion. 7 We are right on the hour, obviously. 6 So all very good points. 7 We are right on the hour, obviously. 7 Fill turn it back to Kathy, and we'll 8 I want to insert here that, you know, appreciation 9 But thank you so much. 10 that you guys are working closely with you as well. 10 UNIDENTIFIED SPEARER: Thank you. 11 Appreciate that invitation. 00 UNIDENTIFIED SPEARER: Thank you. 12 Appreciate that invitation. 10 UNIDENTIFIED SPEARER: Thank you. 13 odviously, I think this is, you know, at 11 KATHLERN GARCIA: To conclude, again, 14 program that developed out of cooperation and 14 dialogue. If there are dates that work in the near 15 comminication with the broader environmental community 13 and, again, an open invitation to continue the 16 to for an economic and as well as a social end 17 you know, that the pair, you know, they all have 18 talking. 12 you know, that the pair, you know, offer encourasgement 14 </td <td>3</td> <td>in the middle of FlexSTEP.</td> <th>3</th> <td>So don't I don't want you then hear we</td>	3	in the middle of FlexSTEP.	3	So don't I don't want you then hear we
6 GREG HAMMAN: Thank you. 6 So all very good points. 7 We are right on the hour, obviously. 7 I'll turn it back to Kathy, and we'll 8 I want to insert I think it is 8 continue our outreach with you. 9 Inter that, you know, appreciation 9 But thank you so much. 10 that you guys are working closely with you as well. 10 UNIDENTIFIED SPEAKER: Thank you. 11 We want to work closely with you as well. 11 KATHEED MARCIA: To conclude, again, 12 Appreciate that invitation. 11 KATHEED MARCIA: To conclude, again, 13 Obviously, I think this is, you know, a 13 and, again, an ogen invitation to continue the 14 for one acconnei and as well as a social end 14 dialogue. If there are dates that work in the near 15 communic consequences public health or, you know, 18 talking. 19 gut the coste of the centralized unit like we are tied 19 PAULA GOLD-WILLIANS: Thanks everyone. 10 that those conversation mathed in relation to STEP be 23 GREG HARMAN: everybody. 21 So I jut want to offer encouragement 24 ADM JACOBS: Mer	4	And it should be evolving to reflect the	4	said ten years and not and then not and send
7 We are right on the hour, obviously. 7 I'll turn it back to Kathy, and we'll 8 I want to insert I think it is 9 continue our outreach with you. 9 important to insert here that, you know, appreciation 9 But thank you so much. 10 that you gays are working closely with you as well. 9 But thank you so much. 11 We want to work closely with you as well. 11 KATHLEEN GARCIA: To conclude, again, 12 Appreciate that invitation. 12 just a sincer thank-you for the conversation to continue the 14 program that developed out of cooperation and 11 KATHLEEN GARCIA: To conclude, again, 15 communication with the broader environmental community 14 dialogue. If there are dates that work in the near 16 to for an economic and as well as a social end 7 So we stand ready to meet and continue 18 economic consequences public health or, you know, 18 talking. 19 pattak social end So I just want to offer encouragement 21 21 So I just want to offer encouragement 22 Merry Christmas. 22 Merry Christmas. 23 GERE EARANN:	5	market.	5	something that's confusing.
8 I want to insert I think it is 8 continue our outreach with you. 9 important to insert here that, you know, appreciation 9 But thank you so much. 10 that you guys are working closely with council. 9 But thank you so much. 11 Me wont to work closely with you as well. 10 UNIDENTIFIED SPEAKER: Thank you. 11 Me wont to work closely with you as well. 10 UNIDENTIFIED SPEAKER: To conclude, again, 12 Appreciate that invitation. 10 UNIDENTIFIED SPEAKER: Thank you. 13 Obviously, I think this is, you know, a 13 ad, again, an open invitation to continue the 14 program that developed out of cooperation and 15 future so we can continue the conversation, I think we 16 to for an economic and as well as a social end 17 You know, that the pair, you know, 18 19 just the costs of the centralised unil like we are tied 14 16 would really like to d that. 19 just the costs of the centralised unil like we are tied 12 PAULA GOLD-WILLIAMS: Thanks everyone. 21 So I just want to offer encouragement 21 Safe and hopefully beautiful holiday season.	6	GREG HARMAN: Thank you.	6	So all very good points.
 9 important to insert here that, you know, appreciation 10 that you guys are working closely with council. 11 We want to work closely with you as well. 12 Appreciate that invitation. 13 Obviouly, I think this is, you know, a 14 program that developed out of cooperation and 15 communication with the broader environmental community 16 to for an economic and as well as a social end 17 you know, that the pair, you know, they all have 18 economic consequences public health or, you know, 19 just the costs of the centralized unit like we are tied 19 FAULA GOLD-WILLIAMS: Thanks everyone. 20 down to this billion-dollar Spruce unit. 21 that those conversations may be in relation to STEP be 22 broadened across the city so that we can look at this 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 people, particularly low-income folks that didn't know 26 I realny I've been disappointed that 36 A using commission, or move into a conversation with the 36 adout the benefit of weatherization. 26 I really I've been disappointed that 36 a did of the CAA When recovery processes were worked 37 out the the may or and city council. 38 aff of the chart has centered in the goals and the 39 and to be thinking about it in terms of 30 it that there is a treenendous amount 30 of potential. 31 And to be thinking about it in terms of 31 It has done a lot of good already. 34 At to be thinking about it in terms of 34 At to be thinking about it in terms of 34 At to be thinking about it in terms of 35 representing that was centered in the goals and the 36 and to be thinking about it in terms of 36 and to be thinking about it in terms of <li< td=""><td>7</td><td>We are right on the hour, obviously.</td><th>7</th><td>I'll turn it back to Kathy, and we'll</td></li<>	7	We are right on the hour, obviously.	7	I'll turn it back to Kathy, and we'll
10 that you guys are working closely with council. 10 UNIDENTIFIED SPEAKER: Thank you. 11 Ne want to work closely with you as well. 11 KATHLEEN GARCTA: To conclude, again, 12 Appreciate that invitation. 11 KATHLEEN GARCTA: To conclude, again, 13 Obviously, I think this is, you know, a 11 KATHLEEN GARCTA: To conclude, again, 14 program that developed out of cooperation and 12 just a sincere thank-you for the conversation today; 14 program that developed out of cooperation and 12 iust a sincere thank-you for the conversation today; 15 future so we can continue the conversation, I think we 14 dialogue. If there are dates that work in the near 16 to for an economic and as well as a social end 15 future so we can continue the conversation, I think we 16 to for an economic and as well as a social end 10 So i you want to offer encouragement 11 As a recovery mechanism because it does benefit so many 20 If I don't talk to you again, have a very 12 About the benefit of weatherisation. Page 53 13 about the benefit of weatherisation. 21 14 tas anecovery mechanism be	8	I want to insert I think it is	8	continue our outreach with you.
11 We want to work closely with you as well. 11 KATHLEEN GARCIA: To conclude, again, 12 Appreciate that invitation. 11 KATHLEEN GARCIA: To conclude, again, 13 Obviously, I think this is, you know, a 13 and, again, an open invitation to continue the 14 program that developed out of cooperation and 13 and, again, an open invitation to continue the 14 dialogue. If there are dates that work in the near 14 dialogue. If there are dates that work in the near 15 ture so we can continue the conversation, I think we 16 would really like to do that. 17 19 just the costs of the centralized unit like ware tied 18 talking. 19 PAULA GOLD-WILLIAMS: Thanks everyone. 10 So I just want to offer encouragement 19 PAULA GOLD-WILLIAMS: Thanks everyobdy. 21 21 So I just want to offer encouragement 22 Merry Christmas. 23 23 broadened across the city so that we can look at this 23 GREG HARMAN: everybody. 24 24 about the benefit of weatherization. 24 ADAM JACOBS: Merry Christmas. 25 25 in trainings. 1	9	important to insert here that, you know, appreciation	9	But thank you so much.
12 Appreciate that invitation. 12 just a sincere thank-you for the conversation today: 13 Obviously, I think this is, you know, a 13 and, again, an open invitation to continue the 14 program that developed out of cooperation and 13 and, again, an open invitation to continue the 14 program that developed out of cooperation and 14 dialogue. If there are dates that work in the near 15 communication with the broader environmental community 16 dualogue. If there are dates that work in the near 16 to - for an economic and as well as a social end 16 would really like to do that. 17 you know, that the pair, you know, they all have 17 So we stand ready to meet and continue 18 economic consequences public health or, you know, 18 talking. 19 just the costs of the centralized unit like weat tee 20 If I don't talk to you again, have a very 21 So I just want to offer encouragement 21 Sefe and hopefully beautiful holiday season. 22 Merry Christmas. 22 Merry Christmas. 23 Drade across the city so that we can look at this 23 ADAM JACOBS: Merry Christmas. 24	10	that you guys are working closely with council.	10	UNIDENTIFIED SPEAKER: Thank you.
13 Obviously, I think this is, you know, a 13 and, again, an open invitation to continue the 14 program that developed out of cooperation and 13 and, again, an open invitation to continue the 15 communication with the broader environmental community 16 there are dates that work in the near 16 to for an economic and as well as a social end 7 You know, that the pair, you know, the all heat 17 So we stand ready to meet and continue 18 economic consequences public health or, you know, 18 talking. 19 just the costs of the centralized unit like we are tied 19 PAULA GOLD-WILLIAMS: Thanks everyone. 20 down to this billion-dollar Spruce unit. 18 talking. 21 So I just want to offer encouragement 21 safe and hopeiluly beautiful holiday season. 22 Merry Christmas. 23 GREG HARMAN: everybody. 24 about the benefit of weatherization. 24 ADAM JACOBS: Merry Christmas. 25 It can move into a conversation with the 1 I, Tiffani June-Yeates, Certified Shorthand 3 not the mayor and city council. 1 1 10 I just think the	11	We want to work closely with you as well.	11	KATHLEEN GARCIA: To conclude, again,
14 program that developed out of cooperation and 14 dialogue. If there are dates that work in the near 15 communication with the broader environmental community 16 future so we can continue the conversation, I think we 16 to for an economic and as well as a social end 17 you know, that the pair, you know, they all have 18 economic consequences public health or, you know, 16 would really like to do that. 19 pauta GOLD-WILLIAMS: Thanks everyone. 18 20 down to this billion-dollar Spruce unit. 19 PAULA GOLD-WILLIAMS: Thanks everyone. 21 So I just want to offer encouragement 20 If I don't talk to you again, have a very 21 So I just want to offer encouragement 21 Safe and hopefully beautiful holiday season. 22 Merry Christmas. 22 Merry Christmas. 23 broadened across the city so that we can look at this 23 GREG HANNA: everybody. 24 about the benefit of weatherization. 24 ADAM JACOBS: Merry Christmas. 2 It can move into a conversation with the 1 I., Tiffani June-Yeates, Certified Shorthand 4 recorein and for the State of Texas hereby certify that	12	Appreciate that invitation.	12	just a sincere thank-you for the conversation today;
15 communication with the broader environmental community 16 communication with the broader environmental community 16 to for an economic and as well as a social end 17 you know, that the pair, you know, they all have 18 economic consequences public health or, you know, 19 just the costs of the centralized unit like we are tide 20 Mart talk to you again, have a very 21 So I just want to offer encouragement 22 Marry Christmas. 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 (End of Zoom Transcription.) 21 about the benefit of weatherization. 22 It can move into a conversation with the 3 housing commission, or move into a conversation with 4 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 10 T thas done a lot of good already. 13 And to be thinking about it in terms of	13	Obviously, I think this is, you know, a	13	and, again, an open invitation to continue the
16 to for an economic and as well as a social end 16 would really like to do that. 17 you know, that the pair, you know, they all have 16 would really like to do that. 18 economic consequences public health or, you know, 18 talking. 19 just the costs of the centralized unit like we are tied 19 PAULA GOLD-WILLIAMS: Thanks everyone. 20 If I don't talk to you again, have a very 20 21 So I just want to offer encouragement 21 22 Merry Christmas. 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 (End of Zoom Transcription.) 26 It can move into a conversation with the 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10	14	program that developed out of cooperation and	14	dialogue. If there are dates that work in the near
17 you know, that the pair, you know, they all have 17 So we stand ready to meet and continue 18 economic consequences public health or, you know, 18 talking. 19 just the costs of the centralized unit like we are tied 19 PAULA GOLD-WILLIAMS: Thanks everyone. 20 down to this billion-dollar Spruce unit. 19 PAULA GOLD-WILLIAMS: Thanks everyone. 21 So I just want to offer encouragement 20 If I don't talk to you again, have a very 21 So I just want to offer encouragement 21 Safe and hopefully beautiful holiday season. 22 Merry Christmas. 22 Merry Christmas. 23 GREE HARNAN: everybody. 24 24 ADAM JACOBS: Merry Christmas. 25 25 (End of Zoom Transcription.) Page 53 1 about the benefit of weatherization. REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 2 It can move into a conversation with the 1 3 It can move into a conversation with 1 4 the work force in terms of getting community solar back 5 5 in trainings. I further certify that I am neither counsel for, related	15	communication with the broader environmental community	15	future so we can continue the conversation, I think we
18 economic consequences public health or, you know, 19 just the costs of the centralized unit like we are tied 20 down to this billion-dollar Spruce unit. 21 So I just want to offer encouragement 22 that those conversations may be in relation to STEP be 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 people, particularly low-income folks that didn't know 21 about the benefit of weatherization. 2 It can move into a conversation with the 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of	16	to for an economic and as well as a social end	16	would really like to do that.
19 just the costs of the centralized unit like we are tied 19 PAULA GOLD-WILLIAMS: Thanks everyone. 20 down to this billion-dollar Spruce unit. 11 If I don't talk to you again, have a very 21 So I just want to offer encouragement 20 If I don't talk to you again, have a very 22 that those conversations may be in relation to STEP be 20 Merry Christmas. 23 broadened across the city so that we can look at this 23 GREG HARMAN: everybody. 24 as a recovery mechanism because it does benefit so many 24 ADAM JACOBS: Merry Christmas. 25 people, particularly low-income folks that didn't know 24 ADAM JACOBS: Merry Christmas. 25 It can move into a conversation with the 1 Page 51 1 about the benefit of weatherization. 2 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 2 It can move into a conversation with 3 I, Tiffani June-Yeates, Certified Shorthand 4 the work force in terms of getting community solar back 1 I, Tiffani June-Yeates, Certified Shorthand 5 in trainings. I treally I've been disappointed that 7 6 I really I've been disapp	17	you know, that the pair, you know, they all have	17	So we stand ready to meet and continue
20 down to this billion-dollar Spruce unit. 21 So I just want to offer encouragement 22 that those conversations may be in relation to STEP be 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 people, particularly low-income folks that didn't know Page 51 1 about the benefit of weatherization. 2 It can move into a conversation with the 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of	18	economic consequences public health or, you know,	18	talking.
21 So I just want to offer encouragement 22 that those conversations may be in relation to STEP be 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 people, particularly low-income folks that didn't know Page 51 1 1 about the benefit of weatherization. 2 It can move into a conversation with the 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of	19	just the costs of the centralized unit like we are tied	19	PAULA GOLD-WILLIAMS: Thanks everyone.
22 that those conversations may be in relation to STEP be 22 Merry Christmas. 23 broadened across the city so that we can look at this 23 GREG HARMAN: everybody. 24 as a recovery mechanism because it does benefit so many 24 ADAM JACOBS: Merry Christmas. 25 people, particularly low-income folks that didn't know 25 (End of Zoom Transcription.) 1 about the benefit of weatherization. 26 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 2 It can move into a conversation with the 1 REPORTER'S CERTIFICATION OF TEAMSCRIPTION OF VIDEOTAPED 3 housing commission, or move into a conversation with 1 Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the 5 in trainings. 1 I, Tiffani June-Yeates, Certified Shorthand 6 I really I've been disappointed that 5 best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. 6 I just think there is a tremendous amount 1 I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further 8 that I am not financially or otherwise interested in the outcome of this matter. <td>20</td> <td>down to this billion-dollar Spruce unit.</td> <th>20</th> <td>If I don't talk to you again, have a very</td>	20	down to this billion-dollar Spruce unit.	20	If I don't talk to you again, have a very
 23 broadened across the city so that we can look at this 24 as a recovery mechanism because it does benefit so many 25 people, particularly low-income folks that didn't know 26 Page 51 1 about the benefit of weatherization. 2 It can move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of 	21	So I just want to offer encouragement	21	safe and hopefully beautiful holiday season.
24 as a recovery mechanism because it does benefit so many 24 ADAM JACOBS: Merry Christmas. 25 people, particularly low-income folks that didn't know 25 (End of Zoom Transcription.) 1 about the benefit of weatherization. 2 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS 2 It can move into a conversation with 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS 3 housing commission, or move into a conversation with 1 I. Tiffani June-Yeates, Certified Shorthand 4 the work force in terms of getting community solar back 1 I. Tiffani June-Yeates, Certified Shorthand 6 I really I've been disappointed that 4 Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the 5 best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. 6 7 related to, nor employed by any of the parties to the action in which this proceeding was taken, and further 8 agenda of the CAAP when recovery processes were worked 9 9 out with the mayor and city council. 6 10 I just think there is a tremendous amount 11 11 of potential. </td <td>22</td> <td>that those conversations may be in relation to STEP be</td> <th>22</th> <td>Merry Christmas.</td>	22	that those conversations may be in relation to STEP be	22	Merry Christmas.
25 people, particularly low-income folks that didn't know 25 (End of Zoom Transcription.) Page 51 1 about the benefit of weatherization. Page 51 2 It can move into a conversation with the 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS 3 housing commission, or move into a conversation with 4 Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the 4 Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of	23	broadened across the city so that we can look at this	23	GREG HARMAN: everybody.
Page 51 1 about the benefit of weatherization. Page 51 2 It can move into a conversation with the 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of	24	as a recovery mechanism because it does benefit so many	24	ADAM JACOBS: Merry Christmas.
1 about the benefit of weatherization. 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 2 It can move into a conversation with the 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 3 housing commission, or move into a conversation with 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 4 the work force in terms of getting community solar back 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED 5 in trainings. 1 I. Tiffani June-Yeates, Certified Shorthand 6 I really I've been disappointed that 1 Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the 7 wasn't something that was centered in the goals and the 6 8 agenda of the CAAP when recovery processes were worked 6 9 out with the mayor and city council. 6 10 I just think there is a tremendous amount 7 11 of potential. 9 12 It has done a lot of good already. 11 13 And to be thinking about it in terms of 12	25	people, particularly low-income folks that didn't know	25	(End of Zoom Transcription.)
1 about the benefit of weatherization. 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS 2 It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back 5 in trainings. 1 REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 1 I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further 8 that I am not financially or otherwise interested in the outcome of this matter. 11 of potential. 9 12 It has done a lot of good already. 9 13 And to be thinking about it in terms of 11				
2It can move into a conversation with the 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings.2 3 31, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the 5 best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter.6I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council.6I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further 8 that I am not financially or otherwise interested in the outcome of this matter.10I just think there is a tremendous amount911of potential.912It has done a lot of good already.913And to be thinking about it in terms of1112It has done a lot of good already.1112It has done a lot of good already.1113And to be thinking about it in terms of12				
 3 housing commission, or move into a conversation with 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of 2 	1		1	
 4 the work force in terms of getting community solar back 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of 		about the benefit of weatherization.		REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED
 5 in trainings. 6 I really I've been disappointed that 7 wasn't something that was centered in the goals and the 8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of 4 Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. 6 I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further 8 that I am not financially or otherwise interested in the outcome of this matter. 9 Certified to by me this Thth day of January, 10 2021. 	2	about the benefit of weatherization. It can move into a conversation with the	2	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED
 I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of I really I've been disappointed that best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. 	2	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with	2 3	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand
7 wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked 6 I further certify that I am neither counsel for, 8 agenda of the CAAP when recovery processes were worked 6 I further certify that I am neither counsel for, 9 out with the mayor and city council. 6 I further certify that I am neither counsel for, 10 I just think there is a tremendous amount 7 related to, nor employed by any of the parties to the action in which this proceeding was taken, and further 11 of potential. 9 Certified to by me this Tith day of January, 12 It has done a lot of good already. 11 13 And to be thinking about it in terms of 11	2 3 4	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back	2 3	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify
8 agenda of the CAAP when recovery processes were worked 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. 9 Certified to by me this with day of January, 10 12 It has done a lot of good already.	2 3 4 5	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings.	2 3 4	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me
 9 out with the mayor and city council. 10 I just think there is a tremendous amount 11 of potential. 12 It has done a lot of good already. 13 And to be thinking about it in terms of 14 and to be thinking about it in terms of 15 and to be thinking about it in terms of 16 action in which this proceeding was taken, and further action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. 9 Certified to by me this 1th day of January, 10 12 	2 3 4 5 6	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that	2 3 4 5	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me
10 I just think there is a tremendous amount 8 that I am not financially or otherwise interested in the outcome of this matter. 11 of potential. 9 Certified to by me this 1th day of January, 12 It has done a lot of good already. 10 2021. 13 And to be thinking about it in terms of 11	2 3 4 5 6 7	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the	2 3 4 5	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for,
11 of potential. 9 12 It has done a lot of good already. 13 And to be thinking about it in terms of	2 3 4 5 6 7 8	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked	2 3 4 5	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the
12 It has done a lot of good already. Certified to by me this lith day of January, 13 And to be thinking about it in terms of 11 12 12	2 3 4 5 6 7 8 9	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council.	2 3 4 5 6 7	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in
13 And to be thinking about it in terms of 12	2 3 4 5 6 7 8 9 10	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount	2 3 4 5 6 7 8	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in
	2 3 4 5 6 7 8 9 10 11	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential.	2 3 4 5 6 7 8 9	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the the other of January,
	2 3 4 5 6 7 8 9 10 11 12	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already.	2 3 4 5 6 7 8 9 10	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the the other of January,
	2 3 4 5 6 7 8 9 10 11 12 13	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of	2 3 4 5 6 7 8 9 10 11 12	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the the other of January,
15 up and new opportunities. /s/Tiffani June-Yeates	2 3 4 5 6 7 8 9 10 11 12 13 14	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors	2 3 4 5 6 7 8 9 10 11	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the the other of January,
	2 3 4 5 6 7 8 9 10 11 12 13 14 15	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities.	2 3 4 5 6 7 8 9 10 11 12 13 14	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me there the day of January, 2021. /s/Tiffani June-Yeates
14	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you.	2 3 4 5 6 7 8 9 10 11 12 13 14	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me there in the day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924
16 So, thank you. 14 17 PAULA GOLD-WILLIAMS: So is that a "yes," 15 Tiffani June- Yeates, CSR. 6924 10 will mote fill mote fills So is that a "yes," 16 16 KIM TINDALL & ASSOCIATES	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes,"	2 3 4 5 6 7 8 9 10 11 12 13 14 15	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES
16 So, thank you. 14 17 PAULA GOLD-WILLIAMS: So is that a "yes," 15 Tiffani June- Yeates, CSR. 6924 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 KIM TINDALL & ASSOCIATES	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again?	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the out of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road
16 So, thank you. 14 16 So, thank you. 15 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 18 you will meet with us again? 16 19 GREG HARMAN: I think this is a you 17 20 because becau	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056
16 So, thank you. 14 17 PAULA GOLD-WILLIAMS: So is that a "yes," 15 Tiffani June- Yeates, CSR. 6924 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 KIM TINDALL & ASSOCIATES 18 you will meet with us again? 16 KIM TINDALL & ASSOCIATES 19 GREG HARMAN: I think this is a you 17 Suite 200 20 know, related to STEP a good can be a good ongoing 18 (832) 408-2844 21 conversation. Firm No. 631	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16 So, thank you. 14 16 So, thank you. 15 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 18 you will meet with us again? 16 19 GREG HARMAN: I think this is a you 17 20 know, related to STEP a good can be a good ongoing 18 21 conversation. 19	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16 So, thank you. 14 16 So, thank you. 15 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 18 you will meet with us again? 16 19 GREG HARMAN: I think this is a you 17 20 know, related to STEP a good can be a good ongoing 18 21 Conversation. 19 22 PAULA GOLD-WILLIAMS: Well, we'll take 19 23 all this in. 21	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16So, thank you.1416So, thank you.1517PAULA GOLD-WILLIAMS: So is that a "yes,"1618you will meet with us again?1619GREG HARMAN: I think this is a you1720know, related to STEP a good can be a good ongoing1821conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take1923all this in.212422	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take all this in.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16So, thank you.1416So, thank you.15Tiffani June- Yeates, CSR. 692417PAULA GOLD-WILLIAMS: So is that a "yes,"16Expiration Date: 12-2118you will meet with us again?16KIM TINDALL & ASSOCIATES19GREG HARMAN: I think this is a you17Suite 20020know, related to STEP a good can be a good ongoing18(832) 408-284421conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take2023all this in.2124I just want to highlight again: The2325program will always talk about it, Cyrus, in term of24	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take all this in. I just want to highlight again: The	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
/d/Tiffoni Tuno-Vostod	2 3 4 5 6 7 8 9 10 11 12 13 14	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors	2 3 4 5 6 7 8 9 10 11 12	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this of the day of January, 2021.
	2 3 4 5 6 7 8 9 10 11 12 13 14	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors	2 3 4 5 6 7 8 9 10 11 12 13	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this of the day of January, 2021.
	2 3 4 5 6 7 8 9 10 11 12 13 14 15	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities.	2 3 4 5 6 7 8 9 10 11 12 13 14	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me there the day of January, 2021. /s/Tiffani June-Yeates
16 So, thank you. 14 15 Tiffani June- Yeates, CSR. 6924	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you.	2 3 4 5 6 7 8 9 10 11 12 13 14	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924
16 So, thank you. 14 17 PAULA GOLD-WILLIAMS: So is that a "yes," 15 Tiffani June- Yeates, CSR. 6924 10 will mote fill mote fills So is that a "yes," 16 16 KIM TINDALL & ASSOCIATES	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes,"	2 3 4 5 6 7 8 9 10 11 12 13 14 15	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES
16 So, thank you. 14 16 So, thank you. 15 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 18 you will meet with us again? 16 19 GREG HARMAN: I think this is a you 17 17 Suite 200	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again?	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me the Thth day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200
16 So, thank you. 14 16 So, thank you. 15 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 18 you will meet with us again? 16 19 GREG HARMAN: I think this is a you 17 20 know, related to STEP a good can be a good ongoing 18 18 (832) 408-2844	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16So, thank you.1416So, thank you.1517PAULA GOLD-WILLIAMS: So is that a "yes,"1618you will meet with us again?1619GREG HARMAN: I think this is a you1720know, related to STEP a good can be a good ongoing1821conversation.19	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16So, thank you.1416So, thank you.1517PAULA GOLD-WILLIAMS: So is that a "yes,"1618you will meet with us again?1619GREG HARMAN: I think this is a you1720know, related to STEP a good can be a good ongoing1821conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take1921PAULA GOLD-WILLIAMS: Well, we'll take1922PAULA GOLD-WILLIAMS: Well, we'll take1921Conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take1921Conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take20	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16 So, thank you. 14 16 So, thank you. 15 17 PAULA GOLD-WILLIAMS: So is that a "yes," 16 18 you will meet with us again? 16 19 GREG HARMAN: I think this is a you 17 20 know, related to STEP a good can be a good ongoing 18 21 Conversation. 19 22 PAULA GOLD-WILLIAMS: Well, we'll take 19 23 all this in. 21	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me this Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16So, thank you.1416So, thank you.15Tiffani June- Yeates, CSR. 692417PAULA GOLD-WILLIAMS: So is that a "yes,"Expiration Date: 12-2118you will meet with us again?16KIM TINDALL & ASSOCIATES19GREG HARMAN: I think this is a you17Suite 20020know, related to STEP a good can be a good ongoing18(832) 408-284421conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take2023all this in.2124I just want to highlight again: The23	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take all this in.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844
16So, thank you.1416So, thank you.1517PAULA GOLD-WILLIAMS: So is that a "yes,"1618you will meet with us again?1619GREG HARMAN: I think this is a you1720know, related to STEP a good can be a good ongoing1821conversation.1922PAULA GOLD-WILLIAMS: Well, we'll take1923all this in.2124I just want to highlight again: The23	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	about the benefit of weatherization. It can move into a conversation with the housing commission, or move into a conversation with the work force in terms of getting community solar back in trainings. I really I've been disappointed that wasn't something that was centered in the goals and the agenda of the CAAP when recovery processes were worked out with the mayor and city council. I just think there is a tremendous amount of potential. It has done a lot of good already. And to be thinking about it in terms of Covid recovery kind of creates new puts new mirrors up and new opportunities. So, thank you. PAULA GOLD-WILLIAMS: So is that a "yes," you will meet with us again? GREG HARMAN: I think this is a you know, related to STEP a good can be a good ongoing conversation. PAULA GOLD-WILLIAMS: Well, we'll take all this in. I just want to highlight again: The	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	REPORTER'S CERTIFICATION OF TRANSCRIPTION OF VIDEOTAPED PROCEEDINGS I, Tiffani June-Yeates, Certified Shorthand Reporter in and for the State of Texas hereby certify that the foregoing is a correct transcription to the best of my ability from the VIDEO recording provided me of the proceedings in the above-entitled matter. I further certify that I am neither counsel for, related to, nor employed by any of the parties to the action in which this proceeding was taken, and further that I am not financially or otherwise interested in the outcome of this matter. Certified to by me these Tith day of January, 2021. /s/Tiffani June-Yeates Tiffani June-Yeates, CSR. 6924 Expiration Date: 12-21 KIM TINDALL & ASSOCIATES 5100 Westheimer Road Suite 200 Houston, Texas 77056 (832) 408-2844

Kim Tindall and Associates, LLC 16414 San Pedro, Suite 900 210-697-3400

San Antonio, Texas 78232 210-697-3408

Index: \$1..assure

\$	5	advance 48:8
Ψ		advisory 28:12,13
\$1 31:6	50 7:23	advocates 11:3
\$1.5 32:17		advocating 6:17 42:3
\$11 32:11 35:7 42:6	7	affirm 12:24
\$12 36:6	70 35:4	affordability 30:18 45:3,5
\$49 31:24		afternoon 2:2,3
\$5 31:6 35:21 40:23 44:24	8	afternoons 15:3 18:21
\$60 31:6,23	82 38:22	agencies 37:15
\$7 32:9 35:8,9,11 40:23 84 24:21		agenda 4:6
\$8 32:19 42:7		aggressive 24:18,19
0	A	agree 11:5 14:4 16:2,18 17:16 27:3 42:19
0	ability 26:16	agreements 8:15
07 5:6	abound 21:2	ahead 2:5 12:20 14:6 30:9
1	Absolutely 11:13	aim 25:23
I	accomplish 40:7	air 15:5
1 25:17 35:13 36:5	account 16:16 21:17	aligned 15:2
1,000 42:15,17	accounts 20:10	altogether 35:19
1.5 24:17,25 25:5,22 42:9	ACEEE 5:1	amount 6:24 9:14 34:3 39:4 40:19
10 31:8	achievable 24:25 27:13	amounts 35:15
12 31:18	achieve 25:25 27:7 32:18	analysis 4:20 38:1
14 38:11	achieved 23:17 29:3	analyst 5:2
15 38:15	acknowledge 20:12	Angeles 25:20
2	activity 11:25	annual 23:18 24:21 25:5
2	actual 20:9	answers 47:9
2 25:21 35:13 36:5 37:4,5	Adam 3:23 4:16,18 5:10,24 7:3,16,	Antonio 5:5 41:6 44:16 45:14 46:7
2008 46:14	25 15:22 16:2 18:4 19:20,23 24:17, 24 25:20 26:25 28:9 33:1 37:24	appearing 11:16
2021 36:7	38:9,10,16 42:11 44:9	approach 3:5 14:13 22:23
2030 36:8,18 37:2	add 39:12 40:11	approaches 8:16 14:19 46:4
210 35:5	addition 8:19 12:16	approval 46:16
	additional 12:16	April 48:24
3	additive 41:2	asset 36:16 37:11,22
3 25:21 31:8	address 13:25	assets 39:15
	addresses 19:17	assumes 37:18
4	administrators 8:11	assumptions 36:4
40 31:9	admittedly 43:22	assure 45:13

attention 43:19

Austin 6:14,15 25:16 28:12,16 41:5, 9 45:8,25 Austinites 41:8,12 automatically 29:20 average 42:24 aware 38:23 45:20 В back 5:6,13,14 7:14 15:23 18:7 21:16 28:8 30:6 32:21 36:10 38:9.12 42:12 46:2,14 background 4:19 baked 36:4 balance 26:17 base 28:18 29:4 based 8:23 16:3 27:5,21 28:1 29:2 basic 31:22 basically 17:7 28:15 basis 23:18 41:13 beginning 2:1 11:3 34:22 43:25 behavior 17:20 benchmarking 20:15 benefit 24:8 benefiting 46:25 benefits 24:9 34:12 big 19:12 25:6 35:25 bigger 13:7 45:25 **bill** 31:17,18 32:5 35:6 42:6,15 46:10.18 billion 32:18 36:15 bills 29:19 35:9 38:24 40:17,23 41:17 bit 13:19 32:12 36:9 37:25 45:11 blowback 34:11 board 6:1 13:16 30:16 36:3 46:16 bondholders 37:15 **Boston** 4:22,23 7:5

bottom 37:13 bring 7:17 45:16 broad 14:22 19:17 23:2 39:9 broadened 17:25 broader 15:10,15 17:23 39:18 brought 10:4 36:2 budget 27:10,15 39:18 building 14:20 buildings 41:9 built 29:24 bullet 38:21 business 9:1 buy 29:17

С

CAAP 34:8,9 calculating 17:11 call 3:18 5:8 11:19,21 12:10 29:15 32:7 called 29:12 34:13 calling 48:17 capacity 37:18 capitally 39:24 captured 21:18 care 25:8,9 cares 24:7 Carid 45:15 case 3:10 13:9 35:12 casting 8:8 caught 7:13 challenge 28:6 45:3,12 challenges 46:1 **chance** 4:17 42:12 Chat 34:19 40:13.14 check 38:15 checks 2:21 chief 2:24

Index: attention..components

choices 34:16 circle 28:8 **cited** 26:9 city 4:22,25 7:5,7 28:12 34:6,7 45:24 clarify 44:3 clarity 14:1 36:22 38:11 **clean** 4:15 36:12 clear 5:21 7:4 43:17 close 5:20 6:2 33:12 43:2 **closing** 36:5,7 **closure** 35:13 Club 2:12 4:11 6:6,22 10:22 11:20, 23 12:25 13:9 24:7 coal 33:12 coincidence 18:13 coincident 16:3,7 18:10 19:13,25 25:7 40:2 collectively 44:7 combined 31:18 commend 8:7 comment 22:20 28:8 comments 2:11,12 12:16 22:5 33:19 commercial 9:12 48:4 commission 28:12 commodity 29:18 common 38:18 communicating 11:18 34:17 communication 5:18 **community** 3:19 11:16,24 12:3 15:17 17:24 19:19 27:21 33:22 35:24 45:11 compare 40:16 42:1 compared 37:14 competitive 32:1 completely 27:3 48:9 component 22:7 components 3:11 30:18

		index. comprehensiveduraci
comprehensive 8:6 13:11 21:9,21, 25 22:1	cover 2:15	depreciated 37:3
	Covid 11:24 27:25 44:25	design 13:10 29:2,6
comprehensively 13:5	CP 18:24 22:25 24:5	designed 29:11,12,24
conclusions 39:6,10	CP-TYPE 15:6	detailed 10:13
conditioning 15:5	CPS 5:15 6:9,22 8:17 9:4 18:14 22:1	details 9:12 10:16
conduct 27:11	27:6 38:4 42:12	determine 9:7 14:18 27:9
conducted 9:7 38:18	CPS's 20:15	determining 27:13,14
connection 46:22	create 28:22	develop 34:9
consciously 46:12	Cris 4:3 36:12	developed 11:25
conservation 4:12 30:23 31:4,20	Cris's 47:17	dialogue 2:19
34:23 46:21	critical 14:21 30:18	differences 3:14 7:20 14:9
considerate 3:15	crunch 9:15	difficult 45:6
consideration 13:6	customer 2:25 8:20 35:9	dig 13:18
constant 42:15	customers 8:9 14:23 15:8,11 28:6	digital 45:7
constellations 11:15	30:22 31:2,9 35:17 39:8	direct 44:14
constrained 26:19 39:17,24	customers' 42:24	director 3:1,2 4:10,12
constrains 26:16	cycle 9:4,5	
constraint 27:10	Cyrus 2:2 3:23 4:9 5:10,23 6:5 7:16	discussion 3:11,12 7:15,21 10:6,1 32:22 35:23
constraints 27:15,23,24 28:1 39:13	12:6 23:10,13 24:4 26:4 28:10 29:5 30:2 40:11 42:16 47:3 48:10	discussions 38:6
consumers 24:9 25:9		displayed 19:24
consumption 16:24 42:25	D	dive 7:19
continue 2:17 8:18 14:14 43:6 44:17	data 26:8 32:15	divide 45:7
continuing 2:18	deal 37:16	document 12:2
contributed 11:17	debate 25:6	documenting 13:1
Controls 5:3	debt 36:15 37:3	dollars 36:15,16 40:1
	decision 30:13 35:24	double 32:8
conversation 3:9,16,22 5:12 7:20 9:17 13:2,14 34:20 43:6,10	decisions 15:17 34:3,13,14 35:19	draft 34:10
conversations 43:20 46:17	defend 37:9	draw 39:10
conversion 19:11	deliver 47:8	drawing 39:6
сору 24:2	delivered 21:5	Drew 2:25
correct 12:13 44:8	delivering 8:18 22:19	drive 15:9,17 16:4 17:20,21
cost 17:12 25:4 27:3,9,13 30:13	delivers 8:5 22:1	drives 37:17
32:15,22,24 34:2,5,15 37:21 39:13	deliverv 8:8	drop 33:20 38:8
32:15,22,24 34:2,5,15 37:21 39:13 42:9 46:12	delivery 8:8 delta 20:10	drop 33:20 38:8 dropped 34:19
32:15,22,24 34:2,5,15 37:21 39:13 42:9 46:12 costing 29:18	delta 20:10	•
32:15,22,24 34:2,5,15 37:21 39:13	•	dropped 34:19

		index. earlieriranki
	engagement 2:25	factored 41:4
E	engages 4:12	factors 20:14
earlier 35:22	engineering 4:20	failed 44:1
early 32:23 48:6,23	envelope 19:4	Fair 22:3
ease 39:22	environment 3:19 10:22 12:7,14	fairly 13:16
eat 23:8	environmental 4:19 10:19 34:14	fall 3:4
economically 9:8	envy 8:11	familiar 5:25
economics 4:20 33:21	equal 28:23	fast 33:16
educate 45:10	equally 20:24	feedback 10:12 12:14 13:7
effect 20:12	equipment 21:4	feel 5:10 13:23 14:22 15:10,15 19:16
effective 44:14	equity 15:16	felt 17:22
effectively 40:1	ESG 10:19 43:18	figure 26:17 27:19 36:7,22 45:1
effectiveness 9:12 17:12 21:11	estimate 32:17 36:25	financial 27:24 30:17
efficiency 6:12 8:5,18 9:8 19:10	estimates 37:6	financials 37:11
20:2,18,19,23 21:12 22:7 28:19	EUGSTER 4:3	findings 8:3
30:23 31:3,12 40:4,22 41:7,15 42:16,22 46:21 48:2,5,21	everyday 35:15	fine 18:4
efficient 7:7	evolved 7:13	fine-tuning 40:4
electric 21:22 22:13 24:22 31:17	evolving 30:8	finer 39:20
38:24	exact 36:19	fit 39:17
element 43:16	examples 20:5 25:20	fixed 9:13
elements 14:1	executives 2:23	flexibility 19:18
eligible 39:3	exercise 38:18	Flexible 35:13
emission 22:23 23:25	exists 9:9	Flexstep 3:4 7:12 32:3
emissions 17:13 24:10,12 34:23	expectation 33:23	flip 7:18
emphasis 15:2 26:17	expend 40:21	focus 13:8 15:6 16:7 18:10 30:21
emphasize 23:1 26:24	expensive 37:20	focused 15:1 19:19 22:13 31:14
encompass 17:18	experience 32:16	40:22
encompassed 17:13 22:10	expert 4:14	folks 5:9 6:2,11 42:12
end 43:14	explore 28:3	follow 5:11 48:16
endorsed 12:15	extend 43:4	follow-up 15:24
energy 4:15,18,20,21,22 5:2 6:7,9, 11,12,15,22,24 7:6 8:5,18,24 9:8	external 34:5	forward 3:21 5:21 7:15,17 10:15 14:2 25:15
14:23 15:11 16:9,11,24 17:1,3,11,18 18:20 19:10,12 20:1,9,16,23 21:12,	extremely 33:13	forward-thinking 48:19
22 23:14,16 24:7 25:3,8,15,16	F	found 8:2
28:16,19 34:3,4,16 39:5 40:4,22,24 41:7,13,15 42:16,22 44:12 45:19	• 	frame 32:2 35:10 46:14 48:24
46:21 47:10 48:1,5,21	fact 9:4 15:12 36:18	framework 48:12
Energy's 6:14	factor 30:1,3 46:19	frankly 8:10 12:15 39:1

free 5:10 front 2:8,16 13:24 Frontier 6:13,19 frustrated 43:24 frustration 33:23 fuel 11:6 29:13,15,18 30:1,2 46:19 full 34:2 fully 16:2,18 fund 28:18,20 funded 38:23 funding 26:20 28:5 32:6 39:3 funding 29:7 46:13 future 32:3

G

GARCIA 2:3 7:16 9:22 10:2 38:13 Garza 2:2,24 47:24 gas 9:1 21:18,22 22:6,9 31:17 34:21 42:18 **general** 10:20 28:18 36:24,25 37:6 41:12 45:3 generally 10:24 generate 42:24 generating 39:15 generation 48:21 give 21:17 33:15 42:12 glad 28:2 global 47:18 goal 6:22 8:22,23 9:3,16 11:11 14:10,25 17:6,8,9,19 19:15 20:4 21:7 23:3,15 25:3,17 26:1,7,13 27:19 39:23 41:22 42:9 43:12 44:15

goal-setting 10:7

goals 6:17,20 11:5 14:17 21:13,25 25:21 26:10 27:5 29:9 32:13 33:9 39:20,21 48:8

GOLD-WILLIAMS 4:1 12:19,21 14:5 26:4 27:18 28:21 29:11 30:5 33:4 36:11 43:1 47:16 good 2:2,3 5:12 6:4 7:23 12:1,23 41:7,20 42:23 43:25 44:17,20 grain 44:22,24 grandeur 44:1 granular 39:20 41:19 granularity 41:24 graph 30:25 great 10:3 39:1 40:3,25 41:16 green 31:20 **Greq** 3:23 4:1,4 5:4 7:16 11:10,12, 13.14 12:23 13:13 33:18 36:2 37:23 43:17 45:4 group 10:19,23 12:10 13:7 28:13 43:23 groups 13:24 30:21 grow 32:12 growth 35:16

guess 5:6 19:23 21:6 23:7 24:4,23 40:17 47:6

guys 6:12 10:21 28:10,17

Н

hand 2:15 33:3 happened 18:9 happening 45:21 happy 9:18 hard 13:17 HARMAN 4:4 11:10,12,14 13:13 33:18 36:2 37:23 he/him 5:4 head 23:22 headline 17:7,19 hear 4:1 9:18 17:16 28:2 36:9 44:5 47:1 hearing 36:17 38:3 heating 15:8 19:5 helpful 9:21 11:14 12:4 43:7 helping 45:5,23 helps 32:2 46:6

Index: free..inherently

Hey 12:19 23:10 26:4 43:3 Higgins 2:25 high 13:16 18:12 19:2 35:12 higher 9:10 41:6 highlight 2:24 3:3 8:1 14:9,15 15:20 18:2,6,8 highlighted 3:13 18:23 highlights 7:18 16:23 hired 6:7,10,13 holding 42:14,19 home 34:4 homes 41:10 hour 2:14 23:25 hours 8:25 16:12 21:3 42:17 huge 19:10 45:7 46:1,14 **HVAC** 18:17

idea 47:2 immediately 40:20 **impact** 32:5 35:6 40:25 41:16,17,23 important 17:25 20:25 24:14 31:12, 13 33:13 34:11 35:10 39:25 inaudible 5:19 7:14 8:20 16:11 36:13 37:22 44:15 incentives 9:13 include 35:14 included 48:19 increase 35:8 37:17 increasing 42:20,21 increasingly 4:14 independent 9:6 27:11 indulge 33:5 industry 27:12 48:1 infinite 28:4 information 10:25 38:4 47:18 inherently 14:21

innovation 3:2 48:17,18 input 3:17 inside 5:15 29:12,18 43:16 instance 34:18 instantaneous 16:15 institutional 12:3 insulation 15:8 16:20 insulations 19:5 interest 5:9 interested 48:11 interesting 45:2 interim 4:10 interject 5:10 internal 6:19 interruptions 37:20 introduction 6:6 introductions 4:7 invest 29:23 investment 32:10 invigorated 43:9 invitation 43:5,15 invited 12:9 issue 15:13 22:20.24 30:22 **issues** 35:25 item 29:7 items 44:4 iterative 44:10 J **JACOBS** 7:3,25 15:22 16:2 18:4 19:20,23 26:25 28:9 33:1 38:10,16

42:11

jive 38:3

January 5:19 48:6

jargony 45:17,18

job 34:10 41:7 42:23

Johnson 5:3

journalist 5:5 jump 9:21 10:8 11:9 18:1 38:12 47:16 jumps 35:7 38:19 justifications 38:7 Κ Kathleen 2:3 7:16 9:22 10:2 38:13, 16 Kathy 43:5 key 7:17 8:3 13:25 kick 2:5 kicked 30:20 kilowatt 8:25 16:12,14 23:25 42:17 kilowatt-hour 42:15 kilowatts 20:11.21 kind 4:13 5:14,19 13:14,25 15:20 25:2 28:3,11 31:5 44:6 47:25 knew 44:21 knowing 25:24 46:10 L lack 38:4 laid 23:24 32:18 language 22:17 larger 9:14 17:18 34:15 lay 18:11 layer 19:18 lead 21:4 47:9 leaders 10:21,22 leadership 11:2 **learn** 7:12 leave 20:18 43:14

Index: innovation..maintaining

level 9:10 13:16 33:23 levels 32:6 light 5:14 lighting 19:8,9 20:8 Likewise 19:7 limited 8:12 limiting 5:23 linear 41:21 live 41:9 lived 11:5,7 lobbyist 4:12 local 5:5 28:11 logistical 2:10 long 4:11 20:25 long-term 6:25 longer 7:9 9:3 look-back 23:23 **looked** 18:8 loop 5:20 32:22 Los 25:20 **lot** 8:14 10:14 11:24 15:2 19:4,17 25:19.21 28:16 34:11 37:12 38:25 39:10 41:14 45:20 lots 15:7 32:15 loudly 36:17 love 20:6 47:1 low 35:12 lower 18:24 lowest 44:14 Luna 3:1 9:25 10:3 11:11,13 12:13, 20 14:7 16:1 17:4 18:5 19:21 22:3 23:11,21 30:10 33:2 35:1 Μ

made 37:19 42:16 main 9:16 19:14 maintain 7:9 31:25 maintaining 4:25

LED 19:11,12

legislative 4:13

left 7:5

lend 21:25

maintenance 35:15
majority 37:21 39:7
make 2:13 7:17 12:23 13:1 16:10,25 20:20 26:8 28:14 29:22 39:25 42:21 45:12,15 46:7
making 34:12
manage 45:2
manager 4:22
manuals 21:2
market 9:6 47:7,12
marketing 39:5 46:3
markets 31:21
match 29:9
materials 3:12
matter 14:17
matters 19:15 20:24 21:12 26:13
mayor 36:2
means 6:6
measure 8:25 14:18,22 15:10,15 16:8,15 17:2,3,23 20:21 21:10 26:11 34:22 40:3 48:7
measured 14:12 16:11 17:1
measures 14:19 15:2 16:19,21 19:4 20:18,24 21:5,20 22:1
measuring 16:13 20:23 23:16
mechanism 21:17 29:4,22
meet 4:17
meeting 2:7,17,22 6:1 13:16 25:18 36:3
meetings 13:6
members 2:11 45:22
mentioned 12:6 20:8 23:13 29:15
mentioning 43:12
message 33:25
messaging 33:24
met 23:14
metric 40:5
metrics 21:14
million 35:5

minutes 7:23 33:5,15 38:15 misrepresent 11:21 misunderstanding 11:18 modern 21:22 41:9 moment 20:19 money 41:15,23 42:5 month 31:3 32:9,20 35:7,9 41:13 monthly 38:24 months 31:18 motivate 16:4 move 3:6 23:11 26:15 44:14 moving 5:21 14:2 37:24 multiple 46:16 municipal 6:23 mute 4:3

Ν

narrowly 15:1 natural 21:18 22:6 nature 44:10 NCP 14:22 17:23 19:18 22:18,25 23:15 24:6 NCPS 14:12 necessarily 38:2 39:11 42:4,21 negativity 37:13 net 8:8 nicely 26:25 noncoincident 8:23 17:2 19:25 20:3 25:7 noncoincidental 16:14 **note** 27:2 34:19 35:14 38:8 42:14 noticed 4:6 noting 38:1 November 5:16 6:1 13:16 23:23 number 4:11 7:6 24:15 30:20 35:16 37:18 39:14 numbers 22:22 23:24

Index: maintenance..past

occurs 18:21 offer 2:10 48:14 offering 48:20 officer 2:25 offshoot 17:10 ongoing 13:14
offering 48:20 officer 2:25 offshoot 17:10
officer 2:25 offshoot 17:10
offshoot 17:10
ongoing 13:14
open 43:11,15 48:9
open-ended 48:3
opening 2:11,12 3:24
operations 21:3 35:16
opportunity 5:11 7:11 13:18
optimal 4:18,21 6:7,11 14:1 16:23 22:16
Optimal's 37:25
optimize 20:17
optimizes 40:5
Optimizing 21:13
options 19:24
ordinance 28:22
organizations 5:17 11:16 13:22
organizer 5:5
original 14:11 33:8
outcome 23:3
outreach 39:5
owned 34:6

Ρ

pardon 16:22 part 13:22 20:4 22:11 27:22 30:2 40:4 Participating 2:22 participation 17:12,25 46:23,24 partnered 45:22 47:17 passionate 3:19 45:14 past 2:18 9:5 27:6

Index: Path..reacting

45:11 47:8 48:2,19,22

Path 35:13	poor 34:9
Paula 4:1 12:19,21,22 14:5,7 26:4,5 27:1,18 28:21 29:11 30:5,10 33:4 35:3 36:11 43:1 47:16	portfolio 11:6 14:20 17:20,21 18:8 19:17 20:18,22 21:9 22:1,23 23:1,3 26:19 39:15 40:5
Paula's 35:18	position 5:1
pay 30:24 31:3,10 34:1 43:19	possibilities 45:21
paying 39:9 46:24	potential 9:6,9 21:23 25:4,13 27:11, 14 33:11 34:12,21 41:20 47:7
peak 6:24 8:23 15:1,13 16:3,7,14 17:2 18:10,13,14,21 19:3,13,25 20:3 25:2,7 40:2	power 24:12
peaking 16:21	practice 27:12
	prefer 3:9
people 12:2 41:9 45:2,5,16,20 46:10,24	prepared 3:6 9:23
people's 40:23 41:17	presentation 5:16,24 43:17
percent 24:17,21,25 25:5,17,21,22	presented 5:17
31:8,9 38:22 42:9	presenting 10:25
percentage 23:19	press 47:4
perfection 29:16	pretty 22:17 41:7
performance 16:14 20:15	previous 38:6
period 20:11	primarily 12:25 13:25 26:19 37:7
periodic 2:21	primary 20:4
person 46:20	prior 4:17,21 5:2 11:23,24
perspective 17:22 23:6	priorities 17:21
phonetic 38:2 45:15	prioritization 33:10 35:24
phrase 48:13	prioritize 25:15
picking 6:9,21	priority 34:24
pieces 21:3	proceed 3:25 13:12
place 15:2 26:10	process 6:16 13:23 32:3 46:14
places 11:16 39:1	produce 17:14 23:22 24:12
plan 6:25 9:5 25:17	product 3:2 11:23
planning 6:16 7:13 9:4	productive 9:17
plant 24:12	products 3:1
play 19:6	program 6:12,15 8:5,11 14:10,11,18
point 7:5 12:23 14:22 17:16,18 18:2 19:9,14 21:6,8 26:14,23 27:1,4 35:18 38:11,14,21 40:12 42:16 44:3, 9,11,20 45:4,18	16:4 17:7,12 18:17 21:22 22:8,10 23:24 25:25 26:18 28:25 29:7,19,23 30:14 32:8 40:3 43:25 44:2 46:11 47:14 48:8
points 3:13 7:21 10:5 40:9 44:17	programmatic 8:15
poke 48:1	programs 3:4 6:20 8:9 15:5 17:24 18:8,12,16,19,23 19:1,7,8,19 20:2
policy 28:14	25:14 28:18,20 30:24 31:12,20 39:2

:20 17:20,21 18:8 progressive 28:24 1:9 22:1,23 23:1,3 promise 11:7 promote 15:16 pronouns 5:4 21 proposing 44:10 1:23 25:4,13 27:11, 41:20 47:7 provide 2:21 public 12:2 46:14 pulled 8:2 **pun** 16:22 3 purpose 11:19 13:20 6,24 43:17 push 37:10 put 7:2 12:7,12 14:8 24:16,17 26:18 40:13,14 43:13 44:6 5 quadruple 40:19 quantification 9:2 3:25 26:19 37:7 quantified 20:9 24:1 quantify 21:3 11:23,24 quarter 17:14 question 10:7 15:24 18:3 38:11 3:10 35:24 questions 8:21 19:22 quick 7:3,4 33:18 40:9 quickly 3:7 7:19,25 11:12 :12 quoted 32:22 23 32:3 46:14 3:22 24:12 3

R

Q

raise 26:13 raised 44:19 rate 9:13,14 29:6 37:17 8:5,11 14:10,11,18 rates 28:18 29:4,12 32:1 40:17 41:6, 15,23 rating 37:15 rationale 5:22 **reach** 27:20 45:23

reacting 24:24

read 22:15	released 6:18	
ready 2:17 3:6	releasing 4:17	
real 11:12 33:18 39:13 45:4,18	remain 7:24	
realm 4:14	remaining 38:15	
reason 39:19	remarks 3:24	
reasonable 25:23	remember 40:21	
reasons 14:14 41:19	renewables 8:6	
rebate 18:17 22:10	replacing 37:18	
receive 3:16 12:14	report 6:18,19 7:18 8:2 12:15	
received 10:12	14:1 16:23 17:15 20:13 22:12 23:22 26:23 37:25	
recognize 3:8 13:13 38:6	reports 17:14 20:13 32:14 38	
recommendation 16:6 24:17	representation 12:25 13:21	
recommendations 4:18 5:20 12:8, 11 14:3 28:15	representing 43:18	
recommended 27:5	request 12:5,24 26:12	
recording 2:8	require 21:14	
recover 29:22	requirement 26:20	
reduce 42:17	residential 18:17 48:5	
reduction 16:15,17 17:17 20:10,11,	resource 6:16 25:17	
24,25	respect 14:9	
reductions 17:13 22:23 23:25	respond 42:13 43:14	
REED 6:5 12:6 23:10,13 24:4 28:10	respondents 38:22	
29:5 30:2 40:11 47:3 refer 9:24 11:19 20:5	response 8:20 9:9 15:4 16:5 20:22 21:12 40:3 48:21	
reference 12:18 21:2	responses 8:6 9:19 48:14	
reflect 40:5	responsibility 30:17	
reflected 34:3 38:3	return 21:16	
reflecting 34:11	revenue 28:18	
reflective 14:23 15:11,17 17:23	revenues 29:9	
reflects 13:14	revisit 5:14	
refresh 43:8	rewarded 15:6	
refreshing 44:5	RFI 47:19	
regularly 4:12	RFP 25:12 47:3,7,13,17,21 48	
reimbursed 29:3	17,18	
reiterate 21:24	Rick 3:1 7:14 9:22,25 10:3 1	
relation 14:2	13 12:13,19,20,21 14:5,7 15: 17:4 18:5 19:21 22:3 23:10,1	
relationship 43:9	29:14 30:6,9,10 33:2,15 35:1 40:15 47:17	
relative 10:8,19 31:21 33:11 37:4		

Rudy 2:2,24 47:17,23,24 Rudy's 3:4 47:18 8,19 7:18 8:2 12:15 13:17 run 19:16 24:11 17:15 20:13 22:12,16,21 S 7:14 20:13 32:14 38:2 said/she 24:5 salt 44:22,24 San 5:5 41:6 44:15 45:14 46:7 sand 13:19 save 18:20 44:12 45:19 saver 19:10 saving 28:23 savings 6:24 15:9 16:8,9 17:11 19:3 20:16 21:4,18,23 22:11,14,19 23:14, 16,18,25 24:8,22 25:2,3,5,8,15 29:2 42:18,24 47:10 scale 18:24 8:20 9:9 15:4 16:5 18:16 Scorecard 5:1 screen 4:4 10:1 screenshare 9:23 secondary 25:3 26:7,13 43:12 segues 26:25 selection 8:22 self-contained 29:22 senior 2:25 sense 26:8 42:21 47:3,7,13,17,21 48:4,12, serve 2:20 28:11 service 35:16 40:6 14 9:22,25 10:3 11:10,11, services 3:1,20 8:19 21:7,10,11,14, 9,20,21 14:5,7 15:22 16:1 15 39:21 9:21 22:3 23:10,11,13,21 ,9,10 33:2,15 35:1 38:12 serving 4:9 sessions 4:13

rider 28:19 29:25 41:15 42:20 46:18

roles 11:2

roll 42:18 rolling 34:21

rolls 29:19

room 4:8

set 4:6 9:2 14:10 16:3 17:6 19:15 21:6 23:4,15 25:3,16,17 26:7,12 28:14 30:11 32:4 33:8 39:19 42:8 setting 8:22 9:16 12:3 25:21 32:14 39:21 **share** 9:23 24:2 30:25 46:3 shared 31:16 sharing 38:5 shock 46:8,9 **short** 30:11 **show** 30:15 32:5 35:11,19 44:6 **shows** 31:16 35:4,6 **sic** 4:10 40:7 side 9:1 16:8 20:19 Sierra 2:11 4:10 6:6,22 10:22 11:20, 23 12:25 13:9 24:6 significant 22:22 39:4 significantly 37:3 similarly 27:7 **simply** 3:10 33:25 single 21:7 39:22 situated 27:7 situation 36:21 size 29:1 30:14 43:24 44:8 45:25 **slide** 10:8 12:18 14:8 15:19 18:2 27:2 30:15 31:16 33:3 35:4,11 38:11 40:15 42:1 slides 3:5,11 7:21 9:20,23 10:18 30:11 33:6 35:2 smaller 9:11 societal 22:18 **society** 22:18 solar 8:20 9:12 12:16 19:7 **solely** 16:6 sort 9:18 18:8,23 25:23 32:23 47:11 sound 7:23 37:19 speak 13:24 specific 12:10 17:2 28:19,22 40:6 specifically 22:13 27:8

spend 39:4 41:22 42:6 45:19 **spending** 31:20 40:20 41:14 42:22 spent 10:14 **spot** 7:9 31:5,15,23 **spot-on** 40:6 spring 5:13 7:14 48:24 **Spruce** 35:13 36:5 37:4,5 stack 33:19 35:20 **staff** 5:12 Stakeholder 10:19 stakeholders 11:20 13:15,22 stand 2:17 standard 27:12 standpoint 13:11 45:9 47:19 start 8:4 10:4,6,11 started 5:13 21:8 40:13 43:5 starts 32:12 State's 4:10 states 25:21 statute 8:12 steady 42:20 step 3:3 6:3 11:5 13:24 14:10,11 22:7,10,14 23:23 32:8,10 33:10 34:21 36:10,11 38:23 40:20,21 45:18 stop 23:7 32:25 36:1 straight 3:9 strategy 13:4 strip 15:8 19:5 strong 22:17 structure 20:4 structured 39:2 studies 9:7 27:11 study 25:13 41:20 42:9 studying 10:14 **stuff** 11:3 41:18 subject 23:9 suggesting 24:24

Index: set..thing

suggestions 47:20,25 summer 15:3 18:21 support 2:18 3:11 31:3,7 37:17 supposed 29:2 surprise 18:15 survey 44:20 surveyed 44:24 surveys 30:21 34:17 sweet 31:5,15,23 Synapse 38:1 synergies 3:14 7:20 system 18:14 systems 9:14

Т

table 16:9 32:4 take-away 31:22 talk 7:11 26:15 28:7 30:12 33:20 36:4 46:2 talked 33:8 35:22 38:20 talking 15:20 18:6 30:7 36:6 48:9 target 16:3,24 19:25 targets 12:16 21:22 32:18 technical 9:7 21:1 technology 3:2 ten 15:14 17:8 24:16 ten-year 9:3,5 23:23 25:25 term 9:3 10:18,20 45:18 terms 3:5 19:12 20:16 23:18 24:9 41:16 test 47:11 **Texas** 10:22 12:7,14 15:14 24:18 thankful 3:16 therm 42:18 therms 8:25 16:12 thing 6:6 10:17 15:13 16:10 21:16 22:15 25:23 26:16 27:22 33:8 38:19 40:18 41:3 43:3 46:9

things 8:1 9:11,16 14:2 15:4 16:5,21 20:7,8 23:14 26:11,18 33:11,22 39:14 41:21 43:11 45:6 46:4 48:13
thinking 24:4 25:1 30:12,23 46:12, 21,22
thought 5:12 7:10 9:16 25:22 32:2 41:20
thoughtful 3:15
thoughts 3:25
throw 7:10
tied 37:7
tilt 18:9,25
time 2:21 9:15 10:14 20:11 23:8 27:23 30:16 38:15 39:5 43:14,20 45:20 46:14 48:24
timekeeper 2:20
timing 36:23
today 2:14,18,22 3:21 7:4,12 9:17 10:25 31:17 37:1
today's 10:15 48:20
tomorrow 36:20
top 5:1 7:9 23:21 35:20
top-line 39:23
topic 19:21 23:12
topical 3:11
topics 2:15
totally 38:17
touch 35:2
traditional 20:1 33:9
traditionally 22:6
transcribed 2:9
Transcription 2:1
transition 36:10 46:7
transitioning 38:14
translates 32:19
treated 29:13
tremendous 27:24
triple 32:10 40:19
true 48:4,17

turn 3:24 15:19 30:6 33:17 38:9 42:12 47:23 type 8:23 47:14 types 14:18,19 19:1,19 41:10 typically 34:13 U Uh-huh 10:2 ultimately 14:18 15:16 44:7,11 underneath 31:23 understand 33:13 38:17 39:8,13,22 41:10 44:6 understanding 5:21 39:2,7,13,17, 23

unit 3:4

units 17:2 36:7,16 37:2,3

utilities 6:23 20:16 24:18,19 25:20 27:7 34:6 40:16

utility 2:23 3:20 28:12 34:6,17

utilize 7:21

v

values 15:18 36:25 37:7,10 vast 39:7 versus 8:24 24:5 25:7 26:18 40:17 viable 9:8 26:14 31:11 view 12:2 31:17 39:20 volume 42:20

w

wanted 5:11 33:20 wanting 7:17 watching 33:19 water-policy 4:14 wattage 20:10,24,25 ways 44:14 45:18 47:25 48:8 weatherization 19:2 20:7 21:19 48:5 Index: things..zoom

wide 8:8 willingness 30:24 winter 15:9,12 19:3 wondering 25:10 words 29:1 work 5:15 8:11 21:19 26:1 44:18 46:5 47:19 worked 4:25 6:14 23:5 working 34:7 39:14 works 4:18 worth 38:1 written 47:4 48:12 Y

y'all 5:17 6:8 24:2

year 6:10 7:1 17:15 25:25 28:1 30:20 31:6,24 35:5 36:19

years 4:11 15:14 17:8 24:16

you-all 2:23 7:12 8:7 26:13 43:4

you-guys 4:23 6:14 23:14 24:15 26:3

Ζ

zeroing 34:23 **zoom** 2:1 37:19