

Transcript of the Testimony of
CPS ENERGY PUBLIC INPUT SESSION

Date:

November 27, 2018

Case:

CPS ENERGY FLEXIBLE PATH

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CPS ENERGY
BOARD OF TRUSTEES
PUBLIC INPUT SESSION RE: FLEXIBLE PATH

VILLITA ASSEMBLY BUILDING
401 VILLITA STREET
SAN ANTONIO, BEXAR COUNTY, TEXAS

NOVEMBER 27, 2018
6:00 P.M. - 8:30 P.M.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

A P P E A R A N C E S

BOARD OF TRUSTEES PRESENT AND PARTICIPATING:

- Dr. Homer Guevara, Jr., Vice Chair, Southwest Quadrant
- Dr. Willis Mackey, Trustee, Southeast Quadrant
- Edward Kelley, Trustee, Northwest Quadrant

CPS ENERGY SENIOR CHIEFS PRESENT AND PARTICIPATING:

- Paula Gold-Williams, CEO
- Fred Bonewell, Chief Security & Safety Officer
- Felecia Etheridge, Chief Customer Engagement Officer
- Cris Eugster, Chief Operating Officer
- Karen Kirwan, Chief Information Officer
- Carolyn Shellman, Chief Legal & Administrative Officer
- Vivian Bouet, Interim Chief Information Officer

CAC MEMBERS PRESENT AND PARTICIPATING:

- Klaus Weiswurm, Chair, Member at Large
- Robert A. Romeo, Chair Elect & District 8 Rep.
- Alvaro "Al" Rodriguez, Past Chair & District 6 Rep.
- George L. Britton, Jr., District 4 Rep.
- David Walter, CAC, Vice Chair, Member at Large

* * * * *

1 DR. H. GUEVARA: Thank y'all very much,
2 folks. This public meeting of the CPS Energy Board of
3 Trustees is hereby called to order. But, first, we'll
4 have a brief safety message from Mr. Fred Bonewell, our
5 Chief Security and Safety Officer; if you'll, please,
6 help us with that, sir.

7 MR. BONEWELL: Hello. Good evening.
8 Thank you for coming. Our number one value at CPS
9 Energy is your safety and security and so all of our
10 personnel, that are guard personnel around the building,
11 are trained in first aid and CPR, as well as the
12 operation of the AED, which is located just to my right
13 off the stage, and we want to make sure everybody's
14 experience is a safe one. So should we have an
15 emergency, you see all of the exits around me, and we
16 want to go to Villita Park, which is just in back of the
17 building here, and myself and Julius Moore will assist
18 you. And we have to do that. Thank you very much.

19 DR. H. GUEVARA: Thank you, Fred.
20 Appreciate that.

21 So good evening, everybody. My name is
22 Dr. Homer Guevara Jr. and I have the privilege of
23 serving as the Vice Chair for the CPS Energy Board of
24 Trustees. On behalf of the Board, I would like to
25 welcome you to this public input session about our

1 Flexible Path Plan. We appreciate your participation in
2 this process. Before we start, I would like to
3 introduce our Board, our CAC members, elected officials
4 and CPS Energy senior chiefs who have joined us here
5 today.

6 Our Board members: Over here to my right,
7 we have Mr. Ed Kelley; and we also have Dr. Willis
8 Mackey.

9 Our CAC members: Our 15-member Citizens
10 Advisory Committee that is comprised of individuals
11 throughout the greater San Antonio area, we have some
12 members here tonight. They happen to meet monthly to
13 consider major CPS Energy initiatives and provide a
14 channel for two-way communication between the community
15 and the utility. Mr. Klaus Weiswurm is currently the
16 Chair of the Committee. Thank you, sir, for being here
17 tonight.

18 Would members of the CAC stand and be
19 recognized, please.

20 (Applause.)

21 Thank you very much.

22 We have Mr. Robert Romeo that's here with
23 us tonight; Mr. Alvaro "Al" Rodriguez; Mr. George
24 Britton Jr.; and also Mr. David Walter is here with us.
25 Thank you very much.

1 I would also like to recognize the
2 following elected officials, chamber contacts and staff.
3 We have Councilman Courage is here. Councilman Courage,
4 thank you very much for being here with us.

5 (Applause.)

6 We also have Councilwoman Sandoval is here
7 with us tonight.

8 (Applause.)

9 We have the Mayor of Leon Valley,
10 Ms. Chris Riley. Chris Riley. Thank you.

11 (Applause.)

12 We have members of the Chambers of
13 Commerce here with us also. We have Will Garrett, Vice
14 President of CyberSecurity San Antonio. Will Garrett.
15 Thank you.

16 (Applause.)

17 We have Ray Chavez, President and CEO of
18 the San Antonio Manufacturers Association.

19 (Applause.)

20 We also have Kristi Villanueva who is the
21 President of our West Chamber. Thank you.

22 (Applause.)

23 Our CPS Energy Senior Chiefs: We have
24 Paula Gold-Williams, our President and CEO.

25 (Applause.)

1 Felecia Etheridge, our Chief Customer
2 Engagement Officer.

3 (Applause.)

4 Fred Bonewell, our Chief Security and
5 Safety Officer.

6 (Applause.)

7 To my left, we have Carolyn Shellman, our
8 Chief Legal Administrative Officer.

9 (Applause.)

10 We also have Vivian Bouet, our Interim
11 Chief Information Officer.

12 (Applause.)

13 This evening's public input session is
14 your opportunity to share with us your thoughts on our
15 Flexible Path Plan.

16 In a few minutes I will invite registered
17 speakers to the microphone so that we may hear your
18 comments. To be registered you must have filled out a
19 form at the registration table between the hours of 5:00
20 p.m. and 6:00 p.m. If you were not able to register by
21 that particular time, you may leave written comments by
22 completing the written comments form at the registration
23 table by 8:30 this evening and leaving your form in the
24 written comments box.

25 Before we get started with that, Ms. Paula

1 Gold-Williams, our President and CEO, will provide an
2 overview of the Flexible Path and other important
3 business strategies that we have moving forward. Please
4 allow Ms. Gold-Williams to give her presentation and
5 please hold your comments until registered speakers are
6 invited to the microphone. Ms. Gold-Williams.

7 MS. GOLD-WILLIAMS: Okay. All right.
8 Let's see. I'm going to try to find the best place for
9 me to stand.

10 Thank you all, again. As Fred said, thank
11 you so much for coming. We don't take it lightly that
12 you spend your evenings with us. And we have talked
13 about and we are going to give you some additional
14 context, but the core of the presentation is what we've
15 actually been talking about all week long. We will talk
16 about the Flexible Path.

17 I will provide some other information
18 relative to our programs, the things that we think will
19 lead us to a better unified San Antonio in terms of
20 finding new solutions, new technologies, smart cities,
21 those kind of things. And, additionally, I want to
22 indicate that I've actually --

23 Uh-oh. I don't know what I did there.
24 All right. Is this me?

25 AUDIO TECHNICIAN: Yes.

1 MS. GOLD-WILLIAMS: All right. Are you --
2 are you -- are you playing with me? Okay.

3 But -- but I think I have talked to all of
4 you, I think, as many as I can to -- I say encourage.
5 Of course, we absolutely continue to want input on the
6 Flexible Path. We are not facing a major decision that
7 we have to make tomorrow, and the conversations that
8 we've had all -- all year long about it really help us
9 think about what -- what are the possibilities for the
10 future, longer term than beyond this year, which is
11 almost over, but -- but the conversations will continue
12 into 2019. But you're not confined. If there are other
13 things that you feel like you want management to hear
14 and share with our Board, so -- as they give us
15 guidance, feedback and challenge to hear input from you
16 means a whole lot. So, once again, thank you for coming
17 out. Please share with us what you'd like after --
18 after I give you this briefing.

19 So I want to talk -- I'm going to talk
20 quickly through the slides in terms of some things that
21 you know. I have -- I have about three videos that I'm
22 going to try to squeeze in, giving us time here and not
23 going over, but I -- but ultimately, as you see, I'm
24 going to end the presentation talking about the Flexible
25 Path.

1 I want to continue to say that we
2 understand that we are -- the assets that we get to
3 manage every day are the community assets. You own
4 these assets. And even if you were sitting in Houston
5 or Dallas or Corpus, which is a competitive market for
6 that, even if you're sitting there, customers actually
7 pay for the investments that we make every day to
8 deliver you service. The way we manage it is, we take
9 it in as a business. We make sure that we look at all
10 of the qualitative things, but we also look at the
11 economics; and so we are a business owned by a community
12 that makes sure that we look at both sides:
13 Quantitative and qualitative. And our focus is to do a
14 good job for you and drive more value.

15 These are the general stats I can indicate
16 that we continue to grow. I got a question today, does
17 our growth, does that pay for all of the incremental
18 investments by itself? No. It does not. But we are in
19 a great situation. Texas continues to grow, and San
20 Antonio, in particular, is one of the fastest-growing
21 markets in the nation. That's a good thing.

22 We continue to run the company in terms of
23 people and principles, our commitment to people. We
24 understand that our customers are our beacon. We listen
25 to you. And there is a wide range to listen to, but we

1 think that's important. We need to make sure that all
2 of our activities are focused on this community, all of
3 the benefits that we can gather from around the globe or
4 the nation and bring them back here. And, in turn, we
5 continue to work on developing our people so that we can
6 continue to add value, grow and be better at our service
7 delivery model.

8 I'm going to -- I'm going to hit now some
9 things that I don't normally get a chance to talk about,
10 because I've had people say, you know, CPS Energy, how
11 involved and committed are they? When they say
12 "community" what does corporate responsibility and their
13 commitment to the community look like? This is not
14 comprehensive, but I thought they were some good
15 examples that I wanted to share.

16 Our focus is to make sure that we give
17 back and we contribute and so our -- our activity is
18 about giving our time. I mean, you will find that there
19 are a lot of people who volunteer their time after hours
20 and on weekends to do things that are passions for them.
21 We have a line, there are -- actually, these are things
22 that they really want to support, whether it be
23 education or just planting trees or helping people get
24 educated on activities well beyond their normal work
25 hours. We find that we have a lot of people committed

1 to that. We want to, you know, go ahead and advocate,
2 again, for our 3,000 plus employees. What we do is we
3 contribute. Our employees give back. And they give
4 back to United Way and they do fundraisers, and this was
5 the third year in a row that we were able to do at least
6 a million dollars. We met -- we broke the
7 million-dollar threshold. We understand that the United
8 Way program and many others are an important way for us
9 to give back to the community.

10 This is a busy slide. You may not be able
11 to -- to see it, but the -- but we do think that along
12 the way we have to make sure that we do have
13 opportunities to connect with customers. We will put
14 this set of slides on the internet so you can look at
15 them. And the real point is that we're using as many
16 vehicles to create outreach as we can. We are using
17 social media. We're using more public input sessions.
18 We've gotten great feedback from our Council members to
19 remind us the importance of having real focal points
20 where we can get that feedback. But as you -- as you
21 can see from this slide, there are many things that
22 we're doing and we continue to have more and more of our
23 employees come out to customers, come out to you.

24 And, in fact, what we expect when we're
25 doing things -- Broadway and energy programs -- we

1 actually expect more and more, that our vendors who --
2 who are wanting to do business and get the benefits of
3 the business that we have, in fact, believe in corporate
4 responsibility. So this is just an example of our -- we
5 have a new energy economy whole ecosystem of cust- -- of
6 companies, and so far they've given over \$3 million in
7 commitments back to education and we -- and that's
8 critical for them to actually be considered an NEE
9 partner.

10 Our corporate responsibility now is
11 extending into our value, our supply chain. We have a
12 supply chain and we are looking for ways to find more
13 companies that are local and community based and really
14 focusing on doing things that really, again, add value.

15 This we are really particularly proud of
16 for the Lighthouse for the Blind because they competed
17 with big national companies to do our supplies and they
18 beat them. They beat them in terms of the whole
19 portfolio value, they're local, and they do great work,
20 and we couldn't think of a better time than share part
21 of our stage tonight with how well they have done in
22 winning that award from us.

23 (Applause.)

24 Here's a little video if we can get it to
25 run.

1 (WHEREUPON, video was played.)

2 I -- I'd say one more clap. I mean,
3 that's San Antonio's pride right there.

4 (Applause.)

5 That was one of the best core meetings we
6 had actually, in my opinion, of course.

7 And, additionally, this actually -- I was
8 traveling looking at some new opportunities to, again,
9 attract businesses from across the globe here. And I
10 was able to go on a sister team [phonetic] trip
11 sponsored by the Mayor, so I was really unable to really
12 do a whole lot for Thanksgiving, but I was surprised
13 when I got back and I found this video and I wanted to
14 share it with you. It's a reflection of our crew group
15 that decided that they wanted to make people's
16 Thanksgiving special and I just wanted to give you a
17 little taste of that.

18 (WHEREUPON, video was played.)

19 So I --

20 (Applause.)

21 On behalf of our 3,000 employees I want to
22 tell you that means more to us than -- than the video
23 itself, and I actually want to thank the City Council
24 and I want to thank you. I mean, in particular, the
25 City Council suggested to us multiple years ago that we

1 need to do more, we need to get out and do outreach, we
2 needed to make our -- our services known, make a
3 difference and go to where the people are, and go to
4 homes if we needed to or go out and go to senior centers
5 or different things. That was a great suggestion and
6 our crew program has been in effect for about three
7 years now.

8 And I don't know if Jesse and Marie are
9 here. Are you here tonight? So Jesse helps lead that
10 effort, and Maria does as well, but we feel it's more
11 important for us to continue that program and do that
12 outreach. And so thank you all for continuing to give
13 us those suggestions.

14 (Applause.)

15 So I do want to talk a little bit about
16 kind of a message that, maybe, I haven't always been
17 clear on. And I want to tell you simplistically, it's
18 all in a message and I want to give you a couple of
19 examples. What we, again, know is that the San Antonio
20 community is growing and we have been accommodating
21 growth year after year after year. And that's a good
22 thing. At the same time, we have been very happy about
23 our ability to encourage conservation -- conservation
24 and energy efficiency. From our demand response
25 programs to our weatherization program to our solar

1 program and many, many others have helped us in
2 conservation which, in a growing community, has
3 basically left us in a position where we're not
4 demanding energy too much and we're really thinking
5 consciously about how we consume.

6 All -- While all of this is happening, we
7 have to experience and handle increasing costs. Cost of
8 benefits, cost of materials, cost of steel, cost of PV,
9 whatever it is, equipment, it's escalating just in the
10 normal CPI. So we have to absorb growth. We have to
11 make sure that we're careful about not overcharging and
12 encouraging conservation, having costs go up, and at the
13 same time the way that we've not come back to the
14 community for a rate increase in -- a base rate -- rate
15 increase in five years, the way we've done it, is that
16 we look for ways to save money internally. Because we
17 get it that it matters what we charge you and it matters
18 that we think about the cost and the value of things.
19 To create a litmus we actually compare our prices with
20 the competitive markets. That's one way that we know
21 that we're always thinking about it; even though
22 electric market is not competitive we compare. And so
23 we're doing all the things that we can to juggle, and
24 year after year it's been good.

25 Now, I know I'm going to get that

1 question, well, does that mean you're going to announce
2 a rate increase tonight? I am not. Am not.

3 (Applause.)

4 Yes, sir. Yes, ma'am.

5 But we think about it all the time, and it
6 is a juggling act, but -- and it's important. We know
7 the substance. So, but here's a couple of things to --
8 to have behind that. Hard to see this. But if you --
9 we'll put it on the website and you can look at it.
10 Again, it is real that we are growing, and we need
11 replacement infrastructure to keep this community and
12 the assets viable. We have to have \$11 billion in
13 assets invested in San Antonio and we've got to
14 accommodate that. And we all have been talking about
15 that over a million people are going to come to San
16 Antonio, so growth is good. But it's going to cause
17 some extra stress on what we have and we've got to think
18 about how to do the best we can with the new
19 investments.

20 And, at the same time, we realize that
21 we were -- we used to just push power to you and we
22 thought that's all it -- all it is, but now we think
23 about things in terms of new products and services, new
24 things that you can utilize. From our programs in Casa
25 Verde or any -- or -- or our new EV program that we're

1 going to pump up. We have some EVs. All of those
2 things. We know the San Antonio community deserves all
3 of the goodness that's happening all around the world,
4 we've got to bring it here, and so we have over 52
5 products and growing.

6 We continue -- this is just the chart that
7 shows the -- what it shows is, the orange is actually
8 the consumption of our community on the hottest days of
9 the summer this past July. July was the hottest month
10 this year. The green is the -- the capacity that was
11 not consumed because all of you collectively saved
12 energy.

13 (Applause.)

14 That -- that's -- that's right. That --
15 that's a good thing. That's a good thing.

16 (Applause.)

17 We have one of the biggest programs for
18 demand response, which -- which, again, what we're
19 saying is, you -- you have to turn up your thermostat
20 or -- or -- in the summer and not make it as cool or
21 make -- make it be a little bit cooler in the -- in the
22 winter so that we're not overconsuming. That happens
23 because we're working together. And we're going to look
24 for more opportunities to create more demand response
25 opportunities for San Antonio.

1 This is a reflection of the STEP program.
2 Again, I talk about weatherization, rebates, community
3 solar, some of the things that we're doing so that we're
4 not having to generate power with the power plants. We
5 have one of the biggest programs that is going to mature
6 in 2020. We're going to be thinking about what -- what
7 does STEP 2.0 look like. What we ultimately want to
8 indicate -- what that line says is that is capacity we
9 have not had to build and we put that -- we put that
10 off. If we had not done this program back in 2008, we
11 would have built a coal unit. All right. And so we
12 don't have to. That's what that means.

13 (Applause.)

14 You can tell where everybody -- where --
15 where their preferences are.

16 This is just another chart. Again, we
17 take saving money seriously from big to small and
18 there's a bunch of stuff in between. If it -- if we can
19 save \$10,000 or \$100,000 we'll go after it. If we can
20 save \$70,000 we're going to go after it. Wherever we
21 can we're looking for savings in our own operation. And
22 as we implement things like AMI that helps us become
23 more efficient. So we are constantly looking at being
24 good financial stewards of your resource.

25 Okay. I'm going to -- I'm going to go

1 through this. So here is -- I'm going to go into the
2 Flexible Path. The real thing about -- about Flexible
3 Path, I think, at the last public input session you had
4 really good analogies about cars, you know, with -- you
5 know, how to use like cars, but I -- I do use it.

6 Eventually cars get old and you ultimately
7 have to replace them. You can think about it. You can
8 say, oh, God, my carburetor just went out or my
9 transmission. But when you start having to replace
10 engines and cooling systems ten times, things like that,
11 you ultimately realize that the maintenance costs that
12 you have on it doesn't justify keeping it. And when we
13 constantly look at what it costs to maintain, we look at
14 the age, and we understand that not today, but
15 eventually we're going to need a substantial amount of
16 capacity to replace the aging capacity that we have.

17 And so we've done -- we've done a -- a
18 good thing with diversification. We have all types of
19 energy sources now because we've had good fossil fuel
20 performance. I mean, it -- it is because we were early
21 adopters in the renewable space and so we have a -- we
22 have a sizable amount of wind and solar in our
23 portfolio, which we are proud of, and we know that
24 continuing to make sure that we update our types of
25 technology are really important.

1 We are looking at doing more energy
2 storage. It's not as economical as we think it has to
3 be to -- to get wide penetration, but we're going to
4 implement it so we can learn it, figure it out, be ready
5 to utilize it and move forward. So we are looking at
6 where we are and looking at where we think we need to
7 go.

8 And this is the chart that normally causes
9 people angst interestingly. It causes people angst
10 because if you love renewables you go it should be a
11 hundred percent, right? 20/40. Maybe 20/30. And if
12 you are on the other end of the spectrum you say is that
13 too fast, how do you do it, what are you -- where do you
14 fund it, how do you make that decision. I'll say,
15 again, it's not a plan that we have, it's a path.
16 Because we're going to update and make decisions with
17 your input that are the right ones to make. But we
18 definitely can see that the -- the technology is going
19 to change.

20 Just like your phones have changed over
21 the last 20 years, it's going to change in our industry,
22 and we want to make sure that we are paying attention
23 and not stuck. That's all the Flexible Path is.

24 So far, I just want to reiterate again,
25 our plan has worked: Our -- our incorporation of

1 renewables, our commitments in terms of closing certain
2 plants, and our thought about how do we -- how do we
3 think about new technology has allowed us to reduce
4 our -- our emissions: Carbon, SOx/NOx, and the Flexible
5 Path has a pathway potentially to reduce those even
6 more.

7 Is this exactly what's going to happen?
8 Don't know. We can't predict the future. But we can
9 envision it and we can continue to look for solutions
10 there. And the point is, we do this all the time, but
11 we want to create opportunities where you can see what
12 we're doing and then share those results. And what are
13 we doing now?

14 So we showed you this. Well, hey, you've
15 been doing this for a year. Now, we're starting to fine
16 tune different scenarios: What it looks like if you
17 close plants early; what it looks like if you to try put
18 in new and more energy storage; what if you have to do
19 more gas. There's definitely no nuclear in the plan.
20 What the options look like and how do they look in terms
21 of how you implement them. We are working on them,
22 we're fine tuning them, and we're going to make them
23 available to the entire public, then we're going to talk
24 to you about it, what does it look like and what do we
25 want to pay for it.

1 Here's what -- always say everything costs
2 money. Even when we're conserving, it costs money. The
3 STEP plan costs money. The question we have to decide
4 as a community, okay, if it all costs money, what do we
5 want to do with our choices, and how do we want to make
6 those decisions, and what benefits do we get with
7 whatever choices those are. We're going to feed you
8 scenarios and information. We'll -- Those will start
9 coming through in 2019, and then we'll continue our
10 discussion so that we can have a city that's ready to be
11 flexible for how you want to live and that allows us to
12 put in -- and make it a Smart City. Everybody talks
13 about what a Smart City is. A Smart City will be what
14 we want it to be. We collectively.

15 And so we have a little video that we show
16 other people what it means when we talk about a Smart
17 City. I -- I'm getting close to the end.

18 (WHEREUPON, video was played.)

19 So we've done some of that. And we're
20 going to do more of that and we're going to update it.
21 But that's, we think, kind of the view to think about
22 what -- what we're doing.

23 And, in summary, what we want is we want
24 technology to respond to how our community wants to --
25 to live. Whether we want, again, dark skies or bright

1 skies, whatever you want, we want our technology and our
2 foundation to support that. So, along the way, we're --
3 we're giving -- we're -- we're really trying to think
4 about how to effectuate that, how to not just be fraught
5 with activity.

6 Well, one thing I wanted to highlight to
7 you is, recently we had a joint Board meeting. Our
8 Board met collectively with the SAWS Board, management
9 teams got together and talked about potential. And --
10 and the core of it is -- is to talk about there are many
11 opportunities, including trying to find ways to benefit
12 the water/energy nexus points, where we can really drive
13 more value to operationally how could we leverage our
14 dollars and save the community money. We have a long
15 list of items. We're thinking about how do we do it and
16 we're working on it. Our Board has supported that
17 continued effort and -- and, in fact, the SAWS Board has
18 been very receptive. They hosted the first meeting.
19 We're going to host the next meeting.

20 We also are and have started by the -- by
21 the help of our environmental -- we have an
22 environmental stakeholders group. We have situations
23 where we have San An- -- CPS Energy and SAWS at the
24 table so we can talk about environmental issues, and, in
25 fact, we have an environmental meeting today and we're

1 going to continue that work. There is just a lot of
2 ability for us in those particular entities to help with
3 us bringing more value back to the community.

4 And the other thing I'd like to say is,
5 Sheryl Sculley has created a situation where all of the
6 municipal entities that are interested in there -- VIA
7 is involved and SARA and SAHA, including SAWS and CPS
8 Energy, and -- and many more will continue to be
9 invited. We are working together to think about what is
10 the best way to leverage --

11 Sorry. You know, I think my -- Hold on.
12 I think my chameleon is -- is biting my thing. I have
13 technical -- Okay. All right. Can you hear me? Can
14 you hear me? I'm almost done.

15 So -- so but -- but that's important.
16 Because when a community owns its municipal entities, in
17 particular, its energy company and its water company, we
18 believe that we have a great way to figure out how,
19 again, to leverage what's good for the community
20 overall. You can go to a lot of other big cities around
21 the world -- and I am doing that -- nobody has the
22 ability to put everybody at the table and focus, and
23 focus about what's good to serve and think about our
24 citizens and our community in a broad way in terms of
25 doing the right thing the right way.

1 Interestingly, we just had a meeting
2 today. We continue to have those meetings. You will
3 start to see more and more output. But this meeting is
4 a meeting of all of the CEOs of those organizations,
5 along with our CIOs and other executives, talking about
6 how are we going to make a difference for San Antonio,
7 the metropolitan community.

8 The last thing I'll say is, somebody asked
9 me today, Hey, Paula, are you going to create a rule
10 that requires people to do something and -- and, you
11 know, all people? In reality, we are not the regulator
12 and we don't create the rules. We follow the rules. We
13 effectuate the rules. We help take input and we help
14 provide input, but -- but our owner through the wisdom
15 of the Council and the input of the community help think
16 about rules, and it -- and I would con- -- encourage
17 you. Now, if you -- if I come out to talk to you, I'm
18 going to tell you, you have your voice given to our
19 Board and to give to the Council members so they can
20 hear what's important to you.

21 As we're thinking about our solutions and
22 as the city's thinking about their policy views, it will
23 be shaped by everybody really coming forward not in the
24 case of voting, per se, but in the case of having fluid
25 conservation. But what this signifies is, our role is

1 to also help that listening process happen. Our role is
2 important in terms of looking and evaluating and
3 offering data possibilities and options, and then we
4 look to our owner to help us think about the policies
5 that will be effectuated.

6 So with that, this is a bunch of summary
7 stuff, but I want to thank you, again, for coming out.
8 I hope that gives you a view of a lot of things that
9 we're committed to and committed to you. I look forward
10 to hearing from you myself. I'll be listening intently
11 in the audience with you.

12 Thank you so much.

13 (Applause.)

14 DR. H. GUEVARA: Thank you, Paula, we
15 appreciate that.

16 Councilman Courage, would you like to say
17 a couple of words before we get started with the -- all
18 of the speakers?

19 COUNCILMAN COURAGE: Yes, sir.

20 DR. H. GUEVARA: Thank you.

21 COUNCILMAN COURAGE: Thank you. I just
22 want to say that I've interacted now with CPS for many
23 years as a consumer like you. But for the last year and
24 a half, I've had to interact with them as your
25 representative as a City Council member.

1 You've heard a lot of interesting things
2 about the Flexible Path and where CPS is going and I
3 have to say that I've seen what they're doing today.
4 For example, I have satellite office hours that I have
5 at the libraries and other places, and Sandy on the CPS
6 crew shows up and is there to talk to the people who
7 come to that to talk about what their concerns are with
8 CPS.

9 I've had a chance to go out and look at
10 their facilities and walk through and understand what
11 their goals are and what the obstacles are that they
12 face in supplying energy, and that helps me, as a
13 Council person, understand when they come to us and say
14 these are our needs and these are our concerns or these
15 are the directions that we're going in. But it's up to
16 all of us collectively to provide the real direction to
17 CPS, which is why I've encouraged CPS to have more
18 public opportunities to meet.

19 I think that it's great that today that
20 you got to know that they have a Citizens Advisory
21 Council; several of those members are here. I, as a
22 District 9 representative, appoint a member to that
23 council and I'm going to -- I have encouraged him to get
24 out in the community and talk to people. So you need to
25 find out from your Council person who represents you on

1 that Advisory Committee and let them know what your
2 concerns and what your interests are. That is going to
3 help us all.

4 Also you need to remember, as a Council,
5 all we can do is provide the priorities that we think
6 that -- that CPS or SAWS or our other agencies should
7 take. We can set the policy, but we don't implement it.
8 It's up to them to implement that. We can set policy.
9 We can appoint or agree to appoint the Board members.
10 So that's some of the flexibility that we have. Also we
11 can go ahead and approve or not approve the rates.
12 Again, that's where your influence on your Council can
13 have a role to play in the direction CPS goes in.

14 But all of us need to understand our city
15 is growing. It is going to need more energy. Where is
16 that energy going to come from? I am one who hopes it
17 comes from renewables. I hope it comes from
18 understanding development of new battery storage
19 capability that's going to allow us to get rid of the
20 coal fire -- coal-fired power plants and rely on those
21 other alternatives. All of that is coming down the
22 road. I think, to a certain extent, we all need to be
23 patient as that comes. But we also need to push, always
24 push CPS to do the best that it can to provide the best
25 services for us.

1 seconds to wrap up. I will call a speaker's name three
2 times. If there is no response that person will forfeit
3 their opportunity to speak and the next speaker will be
4 called.

5 After I call the current speaker's name, I
6 will also call the names of the next two registered
7 speakers, and they may move up to the reserve seats up
8 here in the front by the microphone. All speakers are
9 asked to introduce themselves to the Board and state
10 their address when they step up to the microphone. If a
11 registered speaker is using time from other registered
12 speakers, please also provide their names in addition to
13 your name.

14 There will be no signs or props other than
15 the CPS Energy displays that any speaker may use to
16 illustrate a point. Carrying personal signs or props
17 could block the view of the audience. Please be
18 courteous so that we can hear each speaker without
19 interruption. Speakers' time is limited and any
20 applause or talking from the audience will interfere
21 with their -- with their time.

22 If you have comments but prefer not to
23 speak, you may put your thoughts in writing by
24 completing a written comment card available at the
25 registration table. No person attending this event may

1 delay, interrupt or disrupt the meeting or refuse to
2 follow a request from the Board Vice Chairman.
3 Attendees shall remain seated, except for the person
4 speaking at the microphone and registered speakers
5 moving to the front row near the microphone.

6 Please note that this meeting was
7 scheduled to end at 8:30; we may go a little bit longer
8 than that. If, for any reason, you did not get the
9 opportunity to convey all of your input, we will accept
10 written comments through this evening. You may put your
11 thoughts in writing on the comment card and place them
12 in the comments box located at the registration table.
13 We are now ready to begin hearing from our registered
14 speakers. I will go ahead and call the first three
15 speakers.

16 The first speaker is David McGee. On deck
17 is Alice Canestaro-Garcia. And after that, it's Will
18 Garrett. We will hear from Mr. McGee first.

19 MR. D. MCGEE: Good evening, Trustees.
20 I'm David McGee and I'm here tonight as the Chairman of
21 the Economic Development Foundation.

22 I live on Mill Rock Road in San Antonio,
23 Texas, and I want to thank you all for giving us the
24 opportunity to be here -- to be here tonight and be
25 heard about these really important issues. But I want

1 to start by just saying, in terms of economic
2 development in San Antonio CPS Energy is absolutely one
3 of our strongest partners in San Antonio, and CPS Energy
4 is one of the most important assets that we have in --
5 in terms of economic development and attracting
6 businesses to our community.

7 Your competitive rates and your reliable
8 power are absolutely an important element that we bring
9 out in every single presentation to every company that
10 considers locating to San Antonio and the effect of that
11 is that we've been able together to create thousands of
12 new jobs for San Antonio. Having the most affordable
13 rates in the country, or one of the most affordable
14 rates in our country for a city the size of San Antonio
15 is an enormous competitive advantage and it helps us to
16 be able to recruit companies in our targeted industries
17 like IT, biotech, cyber security, advanced
18 manufacturing, and so I want to thank you on behalf of
19 EDF for your leadership in those areas.

20 With your help, as an example, recently
21 we've been able to attract companies like TJX (you may
22 know them as TJ Maxx), HULU, and OKIN BPS to San
23 Antonio. So I'm here officially as the Chairman of the
24 Economic Development Foundation to -- to make sure that
25 you understand that San Antonio's EDF supports CPS

1 Energy's efforts to continue continuing to lead San
2 Antonio on a path to build a clean and diverse energy
3 portfolio. But I challenge you to -- to pursue that
4 diversification strategy with an eye on competitive
5 rates. So thank you all very much.

6 DR. H. GUEVARA: Thank you very much,
7 Mr. McGee. Appreciate that.

8 (Applause.)

9 Alice Canestaro-Garcia, Will Garrett, and
10 after that will be Joshua Resendiz.

11 MS. CANESTARO-GARCIA: Good evening,
12 Board. Good evening, everybody. My name is Alice
13 Canestaro-Garcia. I'm in District 1. I represent
14 Nuestra Energia, which means "our energy," and my
15 address: 520 West Mistletoe Avenue.

16 "CPS" means City Public Service. And I
17 see y'all doing heck of a job keeping our rates pretty
18 low. I would like to encourage you to allow humans to
19 continue on this planet. I, as an elder, am one of the
20 people at risk because our air is out of compliance, and
21 death from coal -- I've noticed more coughing in my
22 family. I think your main job is to care for the entire
23 planet. I know your focus is on San Antonio, but, you
24 know, think globally, plan locally.

25 The United Nations has asked us to get out

1 of fossil fuels in the next 12 years. More important
2 than mere money is to allow humans to continue on the
3 planet and I'd like to encourage you to consider
4 community geothermal. Y'all are doing pretty good with
5 the solar community stuff. Geothermal is really suited
6 to our -- our area.

7 And I'd like to say some of us in the
8 community are encouraging something like meatless
9 Mondays to transition away from meat by using as little
10 energy as possible on certain days of the week. 350.org
11 recommends not using cars a certain day of the week.
12 We've got to do this.

13 (Applause.)

14 DR. H. GUEVARA: Thank you very much.
15 Will Garrett.

16 MR. W. GARRETT: Members of the Board,
17 thank you for the opportunity to address you tonight.

18 My name is Will Garrett. I serve as
19 Director of CyberSecurity San Antonio, a public/private
20 partnership between the city of San Antonio and the San
21 Antonio Chamber of Commerce. Home address is 2910
22 Burnside Drive in District 10.

23 CyberSecurity of San Antonio was launched
24 three years ago, really, building on over 80 years of
25 foundational industry growth in the cyber security space

1 foundationally built by the United States Air Force
2 here. The program was launched as a strategic way to
3 accelerate the growth of the ecosystem and build a
4 global brand for the unique way that cyber security
5 acts, responds and builds a resilient community in San
6 Antonio.

7 From day one and continuing on CPS has
8 been a true leader in that space, and when we think
9 about cyber security, the uniqueness San Antonio can
10 provide, it is grounded more and more, and that is
11 collaboration, that is partnerships, that's resiliency
12 and security.

13 And when I look at your team at CPS that
14 we work with daily, as we think about what is truly
15 unique about San Antonio's cyber security sector, I
16 think about three areas: The collaboration piece: Your
17 team here has brought together, government, industry,
18 academia to figure out best practices, to figure out how
19 to harden the grid, make it more resilient, make it
20 rebound quicker in the event of an attack. Innovation:
21 Working with startups, finding new entrepreneurs, new
22 ideas to enhance the technology and enhance the security
23 of the grid. And investment, like Paula talked about:
24 Investment in technology, in infrastructure, the
25 Flexible Path, the new power generation ideas, all of

1 that comes with security concerns on the back end. So
2 for the San Antonio Chamber of Commerce, the business
3 community, and the cyber security community I think I
4 wanted to say today, thank you. Thank you for not
5 putting security second. Thank you for keeping it
6 first. And thank you for working collaboratively and
7 leading the effort across the community to build a model
8 city for the globe, a resilient, secure and safe
9 critical infrastructure. Thank you.

10 (Applause.)

11 DR. H. GUEVARA: Thank you very much.

12 Joshua Resendiz is next. And then

13 Dr. Singh and Dr. Sweet.

14 MR. J. RESENDIZ: Hello. I am Joshua. My
15 only qualifications are that I pay my bill on time and I
16 am the IT department at my -- for my family.

17 I just wanted to say, we've had a mostly
18 flawless interaction with CPS up to this point. There
19 was a thing in the past where we had that thermostat put
20 in and it just snapped and it cost a bunch of money to
21 replace, but since then no other problems. And so we
22 had a -- we also opted out of doing the Smart meter
23 thing due to info available to me said, not a good idea,
24 and we've had less than honest transactions coming from
25 CPS.

1 Starting about two weeks ago caught a
2 worker just sneaking around my house. He was going to
3 replace it. If I hadn't been there, he would have done
4 it. We did the proper paperwork. We opted out. And
5 it -- you know, it's real off putting. And I think it's
6 really important for any attraction in any way is to
7 have respect. When somebody says no, you respect no.
8 If you don't do that, there is -- there is -- you know,
9 there is -- we have nothing. And at this point if there
10 was an option to go to another company, we would do it
11 in a second because respect means more to us than
12 anything else.

13 And, you know, it's like, for example, my
14 mom went to Jiffy Lube one day, they put too much oil.
15 Another occasion, they put no oil and their car just
16 snapped. You know, a lot of money. So we never -- I
17 told them, Never go back to Jiffy Lube. They listened
18 to me since then, but they had -- you know, it was just
19 an old guy. Respect. I respect you guys. I know you
20 guys are doing some good stuff. That gas detecting
21 thing -- awesome. You know, other cities are -- all of
22 their pipes are all snapping left and right, leaking gas
23 everywhere. Very dangerous, you know. Appreciate that.
24 You know, no explosions. That's a good thing. Thank
25 you so much.

1 (Applause.)

2 DR. H. GUEVARA: Appreciate it.

3 We have Dr. Singh, Tanuja Singh, and then
4 Dr. William Sweet after that, and then Krystel Castillo.

5 DR. T. SINGH: Good evening. Thank you
6 very much to the Board.

7 My name is Tanuja Singh. I am the Dean of
8 the Greehey School of Business at St. Mary's University,
9 and I am here in my capacity as the Dean of the Greehey
10 School of Business to talk about how CPS Energy has been
11 a great partner with us in helping us in multiple areas.
12 So as an educator one of the biggest goals we have for
13 our students is to get, what we call, experiential
14 learning, which is outside of the classroom, and that
15 really has multiple facets to it.

16 One is, of course, the thought leadership
17 part. And we have been very fortunate to invite your
18 leadership, Paula Gold-Williams, to come and speak with
19 our -- with our students on a regular basis not merely
20 about energy issues but also issues pertaining to
21 growth, personal development, integrity, career paths,
22 et cetera. And this is a long-term partnership, and not
23 just in vocational talk, they have been very gracious in
24 sharing their expertise with our students.

25 At the second level, CPS Energy has been

1 wonderful in providing us with project opportunities for
2 our students. When they have worked in some of the
3 projects that you are working on for the city and be
4 able to get mentorship from your leadership at various
5 levels, not just in engineering, but in the business
6 school as well, I'm very, very thankful for that.

7 And the third part has been individual
8 mentorship of students when they have found internships
9 with the CPS Energy. I know that our engineering school
10 does a lot, but it's also the business school which has
11 found opportunities within CPS Energy.

12 So I want to thank you for providing the
13 kind of leadership, the partnerships that the
14 universities and colleges are looking for through
15 various forums. We have events like business week and
16 other thought-leadership events where participation by
17 your leaders has been paramount and I want to thank you
18 for being a true leader in corporate social
19 responsibility from an educational perspective. Thank
20 you.

21 (Applause.)

22 DR. H. GUEVARA: Thank you very much.

23 Dr. William Sweet, Krystel -- and
24 Dr. Krystel Castillo, and then Klaus Weiswurm after
25 that.

1 DR. W. SWEET: When I signed in, I was
2 told that James Wize had surrendered his time to me.

3 DR. H. GUEVARA: That is correct, sir.
4 You have four minutes.

5 DR. W. SWEET: Okay. Thank you.

6 As introduced, my name is Dr. Bill Sweet.
7 I'm a retired scientist representing myself. I live at
8 9134 Gothic Drive, Universal City, Texas. CPS
9 electricity customer.

10 Public television had a program that
11 researched the genealogy of public personalties. One
12 episode featured Gloria Steinem. In 1938 the Nazis
13 shipped her grandfather (a Jew living in Frankfurt) to a
14 concentration camp. For unknown reasons, he was
15 released and told to get out of Germany. However, he
16 stayed. No one can know his reasons, but it is
17 reasonable to think that he minimized the abundant
18 warnings. Oh, they're -- they're educated and
19 civilized. This will all blow over soon. Or perhaps he
20 lacked the courage to uproot himself from the familiar.
21 I don't know anyone in foreign countries. I'm too old
22 to learn their language. It's so much trouble to start
23 over. Perhaps typical ordinary human reactions. He was
24 murdered in a Nazi extermination camp.

25 Thirty years ago, James Hanson's testimony

1 to Congress raised public consciousness to several that
2 previous decades of warnings about human-caused climate
3 change -- we've learned a lot since then, but the
4 message has not changed. It's only become more certain
5 and specific. The latest summaries of thousands or tens
6 of thousands, perhaps, of scientific papers, the IPCC's
7 one-and-a-half degree report published just about six
8 weeks ago, and the U.S. Global Change Research Program's
9 National Climate Assessment published just last Friday
10 are very clear. We (humanity) must eliminate burning
11 fossil fuels by 2050 -- a mere 31 years from now -- to
12 avoid the most severe consequences of human-caused
13 climate change. The faster that we reduce fossil fuel
14 use the lesser the risk. Delay only makes the job
15 harder and the risk greater.

16 Bluntly said, the CPS Energy Flexible Path
17 Plan timeline absolutely and utterly fails to meet the
18 requirements for the long-term continuance of civil
19 society, national security and human welfare. Do you
20 minimize, ignore the more than 30 years of warnings from
21 San Antonians and humanity? Do you lack the courage to
22 turn from the comfortable familiar and take the
23 uncomfortable actions needed to preserve a livable
24 climate for San Antonio, for civilization and for
25 humanity? Courage? Or not?

1 (Applause.)

2 DR. H. GUEVARA: Thank you.

3 Next is Dr. Krystel Castillo. Klaus
4 Weiswurm after that, and then Chris Rivera.

5 DR. K. CASTILLO: Good evening. I'm
6 Krystel Castillo, Professor of Mechanical Engineering at
7 the University of Texas San Antonio (UTSA) and director
8 of the Texas Sustainable Energy Research Institute also
9 known as TSERI.

10 Last year CPS and TSERI proudly announced
11 four strategic research initiatives, including the Smart
12 Grid cyber security, development of new machine-learning
13 techniques to improve solar forecasting, smart buildings
14 meaning energy systems for integrated control of better
15 energy storage in solar power buildings, and also two
16 technologies to harvest both mechanical and thermal
17 energy from roadways. Very cool projects. And all of
18 these efforts highly complement the Flexible Path
19 initiative.

20 We would like to invite the community to
21 visit our website and to follow the educational research
22 and outreach activities.

23 TSERI has organized in the past few years
24 workshops, project status review meetings, and
25 conferences called Equinox and -- in which we have

1 witnessed the hard work of our students and their
2 incredible ownership and commitment to make outstanding
3 contributions to the betterment of CPS's energy systems
4 and our community. And I can go on and on about the
5 technical outcomes and the tangible deliverables. But
6 we know that people will be first.

7 And following the people first philosophy,
8 I would like to share that so far, at least, seven
9 students have transitioned into full-time jobs here at
10 CPS Energy. Many of our students have conducted summer
11 internships, they have been monitored by CPS personnel.
12 And these allow, of course, at least 30 students every
13 academic year. So when the students are holding in
14 their hands their diplomas, they understand that their
15 efforts have dual unique experiences and opportunities
16 that could not be possible without the support of CPS
17 Energy.

18 San Antonio requires more experts and more
19 leaders in these fields. So I would like to thank the
20 Board and the CPS Energy leadership for allowing us to
21 serve the community. Thank you.

22 (Applause.)

23 DR. H. GUEVARA: Thank you.

24 Klaus Weiswurm. You have time ceded from
25 Mr. Alvaro Rodriguez; you have four minutes.

1 MR. K. WEISWURM: Thank you. Good
2 evening, Board members of CPS Energy. Thank you for
3 hosting this event; I think it's important for the
4 community.

5 I am Klaus Weiswurm. I live in Comal
6 County at 7965 Garden Oaks Drive. Both my house and my
7 business are CPS customers. I am the current Chair of
8 the CPS Citizens Advisory Committee serving in an at
9 large position for this organization. I am joined this
10 evening by four other Board members: Robert Romeo, who
11 is the incoming Chair; Al Rodriguez, who is the past
12 chair; and members George Britton and David Walter.

13 As many of you do, we, the CAC members,
14 attend community events and infrastructure development
15 events where we hear directly from the community on
16 items that are important to them as we are doing here
17 this evening. We then return to our own communities and
18 disseminate this information. I speak today in support
19 of the public dialogue of the Flexible Path and support
20 this type of public engagement. We, those of us that
21 live in San Antonio, are extremely fortunate to have
22 leadership that CPS engages in constant improvement,
23 looking for the best, most economic sources of energy
24 while maintaining a very reliable network.

25 Speaking on behalf of the CAC, we

1 collectively approve of the Flexible Path as it provides
2 opportunities to be proactive, looking at all
3 opportunities for future electric generation
4 possibilities. Speaking as a local businessman, I
5 appreciate that CPS has my best interest in their
6 planning process. Thank you for what you do for San
7 Antonio, all of you. It's obviously working as the city
8 is growing faster than ever. Thank you.

9 (Applause.)

10 DR. H. GUEVARA: Thank you very much.

11 Chris Rivera. Then after that Kimberly
12 Britton, and then Patrick Garcia.

13 MR. C. RIVERA: Hello. Can I have his
14 time?

15 Hello, everybody. My name is Chris
16 Rivera. I'm a native of San Antonio. My ZIP code is
17 78207.

18 I'm a former foster care youth and I'm a
19 UTSA graduate. I come here today because of the
20 importance of climate change, the importance of
21 safeguarding the health and well being of every citizen.

22 On July 18, 2018 the EPA designated Bexar
23 County as the non-attainment area for the ground level
24 ozone under Federal Mandate Air Quality Standards
25 meaning that SA is not currently meeting air quality

1 standards. We are not making the grade. We are not
2 fulfilling the Clean Air Act.

3 Clean air and water is essential to life.
4 It is also a fundamental right to everyone. The right
5 must be protected and safeguarded. Pollution, on a
6 minimum level, it affect -- it affects and irritates our
7 eyes, our nose, our respiratory systems. But we also
8 know that long exposure aggregates heart and lung
9 disease. Among newborns, there's been defects with
10 regards to arteries and valves. We need to take a
11 progressive and aggressive stance when it comes to
12 reducing and eliminating air pollution like greenhouse
13 gases and the burning of coal-fired power plants that
14 create harmful toxics in our environment and jeopardizes
15 our health.

16 Personally, I like to bike, I like to go
17 for a good run, I like to work out and I just like to be
18 outdoors. I don't want to have to worry about my health
19 when I am taking steps for my health.

20 I think what CPS is doing here and with
21 the city of San Antonio with their initiatives is great,
22 but I feel we need to fast forward it. We need to take
23 those plunges. We need to invest heavily. And we need
24 to be the go -- the go-to city that people look to and
25 that are modeled after, but -- we have the perfect

1 opportunity here. I just think we just need to do it a
2 lot quicker and be -- don't be -- be afraid to take
3 those risks. Because we have the potential and we have
4 great leadership and I would like to see that shine
5 more. I appreciate all of y'all's work here. Thank
6 you.

7 (Applause.)

8 DR. H. GUEVARA: Thank you very much.
9 Kimberly Britton, Patrick Garcia, and then
10 Russell Seal.

11 MS. K. BRITTON: Good evening, I'm
12 Kimberly Britton. I'm the CEO of EPICenter and I live
13 at 306 West Elsmere Place here in San Antonio. And
14 thank you for this opportunity to address you all this
15 evening.

16 As you may recall, EPICenter is an energy
17 innovations center borne out of the vision of CPS Energy
18 and its new energy economy partners that you've heard
19 about already this evening. Having founders like these
20 who lead at the vanguard of modernization is essential
21 to our progressing organization. Specifically, CPS
22 Energy's advanced Solar Plus Storage Project is exactly
23 the type of venture that puts San Antonio on the map as
24 a nexus for energy innovation. Moreover, it fosters an
25 environment conducive to EPICenter's work in energy,

1 thought leadership and incubation.

2 I don't know if you know, but our new
3 energy incubator and accelerator is fully operational
4 now, and you're supporting the development of new
5 businesses and their energy innovations that are primed
6 to deliver cutting-edge strategies and tech for
7 forward-thinking utilities like CPS Energy and projects
8 such as these.

9 I applaud the Board of Trustees and the
10 leadership of CPS Energy for your deft balancing of
11 providing a safe, reliable, affordable grid with the
12 need to pursue creative and innovative projects. And we
13 need to do that. I encourage the continuation and
14 expansion of your good work and I look forward to our
15 ongoing collaboration. Thank you all.

16 (Applause.)

17 DR. H. GUEVARA: Thank you.

18 Hector Garcia's next. With Russell Seal
19 and then Aaron Stein.

20 MR. H. GARCIA: Thank you for the
21 opportunity. My name is Patrick Garcia. I'm on the
22 Board of -- first, my address, 6649 US West Highway 90
23 for our business and 5415 Princess Donna. So I'm in
24 Brock -- Brock House district and I'm in Sandoval's
25 district. I also do a lot of business with CPS. I did

1 find out that we are -- our business is the sixth
2 largest consumer of natural gas from CPS and we provide
3 over 400 jobs in the city of San Antonio.

4 I -- I'm here because I believe that we're
5 all in a learning curve to understand all about
6 renewable energy, starting with which one is the most
7 efficient. Cost of fuel and production and
8 environmental damages we're looking at wind, geothermal,
9 hydrothermal, nuclear and solar. The other question:
10 Which one has the most promise? Which one replaces
11 fossil fuels? And I believe that CPS has been held
12 accountable for maintaining (1) affordability, (2)
13 reliability, and (3) sustainability, and that has been
14 the backbone of the economics of San Antonio, and I do
15 not want to deviate from the ball that's rolling now.
16 The momentum is great.

17 And I -- I know many members of -- of --
18 I've been a water person, I've given 15 years of my life
19 to SAWS as a member of SAMA [phonetic] representing
20 water efficiency and everything. And the community
21 conservation community that SAWS did has a lot of good
22 accomplishments and I think that CPS can mirror some of
23 the -- some of the things that SAWS did accomplish in
24 providing the funds to do audits and many things to
25 mentor and pay for conservation efforts.

1 That being said, we all are cost
2 conscious. How many of us have shopped at Wal-Mart and
3 Target and Sams because we're cost conscious? And I
4 think that's what's going on here. Thank you.

5 (Applause.)

6 DR. H. GUEVARA: Thank you very much.

7 Next is Mr. Russell Seal, then Aaron
8 Stein, and then Wendell Fuqua.

9 MR. R. SEAL: Thank you, Chair.

10 Russell Seal from the Alamo Group of the
11 Sierra Club. I'm a -- a retired pharmacist, 35 years on
12 the west and south side of San Antonio. I have two
13 address -- CPS Energy addresses: 202 East Park Avenue
14 and 628 County Road 5711 in the county in the southwest
15 quadrant. I've been following and working on CPS Energy
16 issues for the better part of ten years now and being an
17 activist and a thorn in the side. A lot of good things
18 have happened in those ten years, but we still have a
19 lot of progress to make, which you've already heard.

20 One initiative I want to point out from
21 Councilman Courage is having us address EV ready and
22 solar ready. I also serve on a CAP Committee with the
23 city, and, hopefully, this code will go forward, with
24 y'all's support, that we will have our houses wired for
25 electric vehicles on all new homes very shortly; we'd be

1 the second city in the nation to adopt that. Solar
2 ready is a -- a no-brainer; everybody else has already
3 done it. It's time for us to get our houses, the meters
4 and the roof ready, so when it's time to deploy it can
5 be deployed. So please support Councilman Courage's
6 initiative on getting those houses wired.

7 Other thing is coal plants. I'm the
8 former Air Advisory Committee representative for AACOG
9 that has been disbanded. We were there today on a --
10 Dr. Colleen Bridger initiated a meeting on control
11 strategies and initiatives. We are operating a coal
12 plant without the SCRs in a noncompliance area. We've
13 asked y'all not to put the SCRs on there at \$140
14 million, but you can't keep running the thing without
15 it. \$140 million. And running them in the future
16 without putting a huge investment into that.

17 I really appreciate the modeling that CPS
18 Energy and Paula Gold-Williams is doing on the coal
19 plants and being shut down by 2025. Hopefully, we'll
20 see that soon, but that has to be incorporated with the
21 social cost of running SCR -- a coal plan without an
22 SCR. It's an immediate decision to be made. Thank you.

23 (Applause.)

24 DR. H. GUEVARA: Thank you, sir.

25 Appreciate it.

1 Aaron Stein, Wendell Fuqua, and then Jeff
2 Buell. And I apologize if I mispronounce anybody's
3 names. Sorry about that.

4 MR. A. STEIN: You got mine right.

5 Aaron Stein. I live at 410 Redcliff
6 Drive. I am the Director of Energy and Sustainability
7 for the San Antonio Independent School District, and I
8 wanted to start by saying that SAISD has found
9 CPS Energy to be a great partner in providing affordable
10 and reliable energy for decades.

11 In the recent years the district has also
12 become actively engaged in your demand response and
13 commercial energy efficiency programs. Both the demand
14 response and energy efficiency programs have been
15 instrumental in helping establish energy and
16 sustainability efforts for the district, including
17 submitting a 30 percent energy savings goal by 2021.

18 The district has found great value in the
19 new and low-cost offerings offered through the
20 commercial programs, including air conditioning
21 tune-ups, benchmarking and energy master planning
22 services, research management services and express
23 building tune-ups. The availability of these offerings
24 has allowed the district to accelerate the development
25 of an energy management program and achieve several

1 important milestones faster than would have been
2 possible without them.

3 SAISD supports continuing and even
4 expanding the current offerings. Especially commercial
5 demand response, rebates for energy efficiency, no-cost
6 offerings to encourage energy efficiency, such as
7 building commissioning and building tune-ups. And
8 additional energy conservation options, such as ways
9 that we could further engage students and build energy
10 conservation into educational programs.

11 Taken together these will ensure that we
12 meet our 30 percent energy savings goal and also
13 incorporate educational opportunities for students in
14 the areas of energy and sustainability.

15 So I appreciate the opportunity to -- to
16 speak to you this evening and I appreciate your
17 attention to my comments and look forward to continuing
18 a successful partnership with you. Thank you, CPS.

19 (Applause.)

20 DR. H. GUEVARA: Thank you.

21 Wendell Fuqua, and then Jeff Buell, and
22 Brenda Thibault.

23 MR. W. FUQUA: My name is Wendell Fuqua.
24 I live in District 1, 224 West Rosewood Avenue and I'm a
25 member of the Sierra Club. Good evening. Thank you for

1 this public input session. I encourage you to
2 incorporate such sessions into your regular Board
3 meetings.

4 I'm assuming that most of you, like most
5 of us, have children and grandchildren. As I say these
6 few words, I'd like to consider -- you to consider how
7 climate change relates to them.

8 As you know, recent reports from the
9 United Nations and our own government tell us that the
10 window to take action against climate change is almost
11 closed. We have only a decade or two to avoid economic
12 and environmental catastrophe. This country has never
13 shied away from tackling grand and expensive projects
14 when the need and the political will were there. We
15 mobilized to win World War II. We built great
16 hydroelectric dams and the interstate highway system.
17 We sent men to the moon. Our next great project must be
18 nothing less than to save future generations by weaning
19 ourselves from fossil fuels because, simply stated,
20 fossil fuels are killing us. And in the effort to get
21 off fossil fuels San Antonio needs to step up its game.

22 Nearly a hundred U.S. cities have
23 committed themselves to 100 percent clean energy by a
24 date certain. In Texas, Georgetown has already gone to
25 a hundred percent renewables. Denton has pledged to get

1 there by 2020. CPS, on the other hand, has set no such
2 goal. It has not even committed to getting off the
3 worst possible fuel (coal) until 2040. Where is the
4 "Can do" spirit that landed a man on the moon? This is
5 where you, gentleman, can make your presence felt. You
6 can help save those future generations. You can push
7 for a CPS goal of a rapidly-achieved 100 percent clean
8 energy.

9 Let me bring my comments back full circle,
10 back to your children and grandchildren. We hear the
11 argument that combating climate change will be too
12 expensive, but let me ask you this: If a mother points
13 a gun at your child's head and demands money, what price
14 will you not pay? Fossil fuels are a gun pointed at the
15 heads of our children and our grandchildren. Here in
16 San Antonio you gentlemen have the power to unload that
17 gun. Thank you.

18 (Applause.)

19 DR. H. GUEVARA: Jeff Buell, Brenda
20 Thibault and Timothy Heinle.

21 MR. J. BUELL: Hi. Good evening. It's
22 Jeff Buell. I'm the incoming President of the Greater
23 San Antonio Builders Association, an organization of
24 over 800 members up to 20,000, right around 20,000
25 employees of those members.

1 We wanted to thank CPS Energy for being a
2 true partner to us and thank Paula Gold-Williams as well
3 for all of the work that she does in the industry. You
4 guys value relationships and we really enjoy being able
5 to work through those relationships. We appreciate the
6 opportunity to collaborate on projects in order to get
7 things done.

8 This Flexible Path is -- is -- it's
9 actually quite amazing. It -- it really is when you --
10 when you read in all of the things that are being done
11 along the path. Because you can't just stop a car. If
12 their light turns red, the car doesn't stop
13 instantaneously. It has to -- it has to know it's going
14 to turn red and move forward, and -- and that's what
15 this Flexible Path is doing. It's taking us forward
16 into the future.

17 Your staff is very well versed in how to
18 work with people. It -- it's great. It -- it's such a
19 refreshing thing to have them be there to work with you
20 versus, no, we don't do it that way, what have you. And
21 we hear that in -- in other parts of the country, so
22 that's -- that's a -- that's a commendation to your
23 leadership, Paula's leadership, and we are very excited
24 about moving forward. In fact, Paula was out at our
25 organization last week, you know, speaking with many

1 members there, and we'll be working as well hand in hand
2 with her in the near future.

3 So, in short, we look forward to working
4 with CPS Energy over the years to come. Thank you.

5 (Applause.)

6 DR. H. GUEVARA: Thank you. Brenda
7 Thibault. And I apologize again if I mispronounce
8 names. Timothy Heinle and Jordyn Fetter.

9 MS. B. THIBAULT: Good evening. Thank you
10 for your attention and consideration. I am Brenda
11 Thibault, new to the city relatively, 11 years and
12 counting, at 2647 Pebble Breeze in District 10. This is
13 my first time speaking before a Board.

14 It occurs to me that this is a hard thing.
15 It's hard to figure out the best thing to do for so many
16 people, so many different interests. As a newcomer,
17 I've observed that the topography of our city is a bowl;
18 and it's no secret about the air quality.

19 I came here from Georgia. I lived there
20 many years. For a long time I was part of an electric
21 co-op. We'd get a check once in a while, a check that
22 would pay another electric bill many times. As I've
23 looked at all of the information this evening --
24 everyone has been extremely professional -- I've noticed
25 in the graphs and charts that there's not information

1 about parts per million and I've noticed that there's a
2 lot of emphasis on growth. I see that the population is
3 growing.

4 I believe that some of the reason the
5 population is going to continue to grow is because of
6 climate refugeeism; people who will relocate here, with
7 good reason, trying to start their lives over. I ask
8 for consideration of leadership that is willing to go
9 forward not backwards. Coal cannot be any long-term
10 answer. Thank you.

11 (Applause.)

12 DR. H. GUEVARA: Thank you. Timothy
13 Heinle, Jordyn Fetter, and then Andrew Wood.

14 MR. T. HEINLE: Good evening. I'm Timothy
15 Heinle. I'm Vice President of Business Development for
16 OCI Solar Power.

17 As many of you all know, we've had a nice
18 relationship with CPS for a number of years that's
19 culminated in over 500 megawatts of new renewable solar
20 energy, as well as significant job creation through the
21 new energy economy: Companies like KACO and Mortenson,
22 and our sister company, Mission Solar Energy, that
23 designs, engineers and assembles solar modules here in
24 San Antonio at Brooks City Base. It's been a great
25 partnership, and going forward we're looking -- we're

1 looking forward to continuing that relationship. As it
2 specifically relates to the Flexible Path Plan or
3 strategy, we're in support, especially when we see 4
4 gigawatts of new renewables being procured down the
5 road.

6 Now, obviously, as a business, we'd like
7 to see that sooner, but we understand that CPS has an
8 ample amount of generation currently. We're looking
9 forward to being a partner going forward to supplying
10 some of these new renewables down the road.

11 The reality, though, is that renewables
12 are intermittent and we'll never be 100 percent reliant
13 on just solar and wind. We need battery backup. We
14 need storage. And this is something that we at OCI look
15 at every day and we are proud to have been a part of the
16 small solar and battery storage project at our Alamo 1
17 site here in San Antonio. We commend CPS for what it's
18 doing with Southwest Research Institute as it relates to
19 a new solar and storage project which I understand is
20 under construction. The only mistake CPS made there is
21 not including us in that. I'm just kidding.

22 But going forward, batteries I -- we all
23 believe are going to be the answer. Unfortunately,
24 right now, there's not agreement among the financial
25 community, the commercial community and the technical

1 community as to the number one source or type battery
2 and where costs are going to -- are going to end up.
3 And so that is the future for all of us. We believe
4 it's solar and storage, and OCI, once again, thanks CPS
5 for the collaboration over the years. Thank you.

6 (Applause.)

7 DR. H. GUEVARA: Thank you.

8 Next up, Jordyn Fetter. After that Andrew
9 Wood, and then Darby Riley.

10 MS. J. FETTER: Hi. My name is Jordyn
11 Fetter, and I live up near Bulverde and 1604; and I'm
12 here because sustainability is my passion, so I just
13 wanted to share my thoughts about the whole Flexible
14 Path.

15 So I actually just moved here a few months
16 ago. And I was living over in Virginia and I had
17 demean -- demeaning energy and I actually saw right
18 before I moved here that they had something called --
19 let's see -- the green power program, and so what I was
20 able to do was actually go into their little portal page
21 that they had and I could opt for, like, I could choose
22 to match my monthly electricity use and purchase
23 renewable energy certificates. And I don't know what
24 all of it really goes into detail with, but it was
25 pretty cool to be able to just go into the website and

1 contribute to something that I cared about and feel like
2 I was making a difference.

3 And so coming here, I was really excited
4 about the -- the roofless solar program, and I've
5 actually been disappointed to see that since I got here
6 it's been at full capacity. So that's just something
7 that I -- I'd like to see more availability. And
8 different things that I could just go into the website
9 and -- and anybody could use it that has CPS Energy, you
10 could just go in and feel like what you're doing -- and,
11 hopefully, actually contribute.

12 So I do -- I do think we should be moving
13 quicker than just hitting 50 percent renewable energy by
14 2040. I think we need to be going faster than that.
15 Climate change is a pretty good -- big deal.

16 So, yeah. I talk pretty quickly, so --
17 but, yeah, I want to thank you guys and I appreciate
18 your time, so -- Thank you.

19 (Applause.)

20 DR. H. GUEVARA: Thank you very much.

21 Andrew Wood is next. Then Darby Riley and
22 then Mayor Chris Riley.

23 MR. A. WOOD: Hi. My name is Andrew Wood.
24 I am the Director of Sales Operations for Go Smart
25 Solar. My home address is 11006 Gilpin Canyon in

1 Helotes, Texas.

2 I've been in the solar industry for about
3 ten years now, so I've been able to witness it grow from
4 33 installations here in San Antonio to over 12,000.
5 That's thanks to the STEP program that CPS put in place.
6 So I've been able to witness firsthand CPS proving to be
7 a renewable energy champion throughout the U.S.

8 As CPS continues to lead the way for
9 renewable energy, I think we need to definitely keep an
10 eye on climate change, keep it in the front of our
11 minds. Being in the solar industry, I'd love nothing
12 more than to see 100 percent solar, 100 percent
13 renewable energy; however, I also know it's not possible
14 to make that switch right away. So I -- I majored in
15 environmental science at UTSA so I'm fully aware of --
16 excuse me -- climate change and all of the impacts; but
17 I really think CPS is on the right path with the -- the
18 Flexible Plan they've put in place.

19 I do want to say that CPS leads the
20 utility market in the solar industry. They currently
21 offer an excellent rebate that includes additional
22 incentives for using local solar panels made by Mission
23 Solar; so I think they're sort of hitting the nail on
24 the head with that. I think they could be getting more
25 out of the rebate program, the solar rebate program, by

1 whenever they give a homeowner or a business owner a
2 rebate, CPS should have access to that inverter on the
3 side of the house or the business in order to help
4 forecast solar production, gain valuable insights into
5 the assets that are actually on the CPS grid.

6 So overall I think CPS is doing a great
7 job. I'm proud to be a CPS customer. Thank you.

8 (Applause.)

9 DR. H. GUEVARA: Thank you very much.

10 Darby Riley is next, Mayor Chris Riley,
11 and then Dr. Meredith McGuire.

12 MR. D. RILEY: Good evening. I'm Darby
13 Riley. I live at 6939 Forest Way in Leon Valley. We're
14 CPS customers and we're some of the relatively few folks
15 who have actually gotten rebates for the solar panels.

16 The primary purpose of CPS Energy as a
17 publicly-owned utility is not to make profits but to
18 serve its customers with reliable energy. Over the
19 years CPS has also evolved as a big money maker for the
20 city of San Antonio supplying one-third of the city's
21 budget from the CPS profits: \$350 million this year.
22 The pressure on CPS to make money to support San Antonio
23 and to pay its obligations has created a conflict of
24 interest for CPS.

25 While it wants to promote efficiency and

1 renewables it gets 8 percent of its revenues, at least,
2 from selling polluting fuels: Coal, natural gas,
3 nuclear. As Paula Gold-Williams has told us in -- in
4 these quarterly environmental stakeholder meetings and I
5 guess, again, tonight, conservation cost money. The
6 California utilities 30 years ago and the state of
7 California figured out how to solve this conflict
8 between conservation and the need for revenue.

9 They adopted 30 years ago something called
10 decoupling. Decoupling of the profits from -- or the
11 sales of energy from the profits so that, in other
12 words, this allows the company to make money by
13 promoting efficiency in renewables than -- rather than
14 by selling energy. Decoupling allows the utility to
15 generate all of its needed revenues while furthering the
16 public goals of gradually eliminating fossil fuel
17 emissions.

18 As a result of decoupling, California uses
19 half the energy per person of San Antonio. The number
20 one source of energy in California is efficiency. That
21 is not the case here. CPS cannot afford it under its
22 current rate situation. Time's up. Thank you.

23 (Applause.)

24 DR. H. GUEVARA: Thank you very much.
25 Appreciate it.

1 Next we have Mayor Chris Riley, and then
2 Dr. Meredith McGuire, and then Mike Gilliam.

3 MAYOR C. RILEY: Thank you. Good evening.
4 I'm Mayor Chris Riley from the city of Leon Valley, a
5 suburb in northwest Bexar County completely surrounded
6 by the city of San Antonio. I was elected in 2004, and
7 my address is 6400 El Verde Road, Leon Valley, Texas.

8 In 2017 our city adopted El Verde by 2020,
9 a policy to reduce our carbon footprint by 2020. I want
10 to thank CPS Energy for its partnership with our city by
11 providing solar panels on three of our four city
12 buildings. The fourth building, we received a grant
13 from the stimulus money in 2009.

14 We also appreciate CPS Energy's donation
15 of trees to help meet our goal of planting 10,000 trees
16 by the year 2020. CPS Energy is also changing out our
17 streetlights to the more energy-efficient LED lights,
18 and educates our community through participation in our
19 annual Earthwise Living Day -- the oldest environmental
20 affair in the county -- and we will be celebrating
21 our 30th annual on March the 2nd of 2019. But we still
22 need to do more to reduce our fossil fuel emissions,
23 especially in light of the recent United Nations
24 government panel on climate change which stated we now
25 have only until 2030 to realize major reductions in our

1 fossil fuel emissions. Originally, I thought that
2 number was 2050.

3 Additionally, last week, the federal
4 government came out with a report about economic impacts
5 on our economy as a result of the climate change. An
6 example that comes to mind is Hurricane Michael that
7 wiped out, basically, Tinker Air Force Base in the
8 Panhandle and destroyed 17 F-22s at a value of
9 \$6 billion. So how do we work together to modify CPS
10 Energy's Flex Plan in a bold and creative manner?

11 A suggestion that I have is to look at how
12 Georgetown, Texas, transitioned to 100 percent renewable
13 energy. What if we learned from them and actually
14 applied it to, maybe, say, a suburban city like Leon
15 Valley and power our city with 100 percent renewable
16 energy, learn from that and then spread it to rest of
17 the suburban cities? We have 27 of them.

18 Anyway, my time's up. But thank you very
19 much for your attention, and have a good evening.

20 (Applause.)

21 DR. H. GUEVARA: Thank you.

22 Next we have Dr. Meredith McGuire, then
23 Mike Gilliam, and I believe this is Greg Harman.

24 DR. M. McGUIRE: Hello. I am Dr. Meredith
25 McGuire, recently retired professor of Trinity

1 University. I am also working on the city's Climate
2 Action and Adaptation Planning process and I'm a member
3 of the Alamo Sierra Club. I live at 30545 Bridlegate
4 Drive, Bulverde, Texas, and I'm one of the proud first
5 adopters of solar energy. We -- which supplies
6 80 percent of our energy used at my house.

7 I'm going to skip over some of the things
8 I was going to say because Dr. Sweet already did a much
9 better job than I talking about the really catastrophic
10 climate impacts that we have to avoid. I would like to
11 turn to the business case for why we need to do
12 something urgently.

13 Texas is one of the states that's most
14 seriously threatened by human-caused warming. There is
15 a very real likelihood that our economic progress will
16 be severely hurt by climate change. Already since 1980
17 climate -- climate-related disasters have led to between
18 \$100 and \$200 billion losses in this state. Texas is
19 one of two of the most-likely-to-be-affected states in
20 the United States.

21 The Climate Action and Adaptation process
22 that we're talking about is going to be very expensive.
23 It will cost a lot to protect our city and also to do
24 what we need to do to reduce the emissions, but the cost
25 of business as usual is far greater than the cost of

1 what we have to put up. Basically, the cost of doing
2 business as usual is completely unaffordable.

3 I appreciate what CPS Energy is doing, or
4 has been doing, but I want to warn you that we -- we are
5 at a situation in which CPS Energy has to change its
6 entire business model, be -- because it's part of what
7 we need to do to prevent worse impacts, but it's also
8 very much something that we have to do so that we can
9 have more equity in this community as we face those
10 negative impacts.

11 So I am going to skip over some of what I
12 was going to say because Darby O'Riley has already --
13 Darby Riley has already mentioned the whole issue about
14 decoupling. We really must be using less energy, less
15 water and a lot of other resources that right now is so
16 cheap that people waste it. And we have to find a way
17 to set rates not just for residents but also very much
18 so for businesses such that there is a real incentive, a
19 real incentive, not to use anymore energy than
20 absolutely necessary. So --

21 DR. H. GUEVARA: Thank you, ma'am. I'm --
22 I'm sorry.

23 DR. M. MCGUIRE: I'm sorry. Okay.

24 DR. H. GUEVARA: In the interest of time,
25 I mean --

1 DR. M. McGUIRE: Thank you.

2 (Applause.)

3 DR. H. GUEVARA: Thank you very much.

4 Thank you.

5 Next is Mike Gilliam, Greg Harman, and
6 then Kristi Villanueva.

7 MR. M. GILLIAM: Mike Gilliam, CEO of the
8 San Antonio Lighthouse for the Blind. Home address:
9 640 Terrell Road. My office is at 2305 Roosevelt Avenue
10 on the south side of town. I've been a happy and
11 satisfied consumer of CPS for over 20 years and a
12 fortunate privileged partner in the last three to four
13 months. I want to say just a few comments on Paula's
14 slides on corporate responsibility.

15 We see firsthand at the Lighthouse not
16 only professionalism but also that corporate
17 responsibility is more than a slide and more than words
18 from Paula and her team, who have not only embraced us,
19 but they've encouraged all of their team members to come
20 out to the Lighthouse and take a visit and not only
21 learn more about blindness but also people with
22 disabilities that are capable.

23 So when you're out buying office supplies
24 think about not that you're making a purchase, but that
25 you're helping a four-year-old girl see her mom's face

1 for the first time, you're helping a third grader keep
2 up with her society peers at school, you're helping a
3 13-year-old girl, finally, for the first time in her
4 life, be able to put makeup on like everyone else,
5 you're helping an 80 year old be able to read the
6 newspaper and travel and live in their homes.

7 We've been so impressed with CPS Energy
8 that, to us, at the Lighthouse now, even after only
9 three months, CPS, to us, means community partner
10 supreme; and our Board of Directors has been so
11 impressed that next week, a week from this Thursday,
12 we'll be recognizing CPS Energy with our highest and
13 most privileged award: Our Community Partner of the
14 Year for 2018. Thank you.

15 (Applause.)

16 DR. H. GUEVARA: Thank you very much.
17 Greg Harman, Kristi Villanueva, and
18 Adelita Cantu.

19 MR. G. HARMAN: Yeah. Greg Harman, state
20 Sierra Club, Steering Committee on the Climate Action
21 Plan, and 239 Southholme, District 5. But if anybody
22 comes to my house uninvited to see my solar panels, I
23 will throw my poodle at you.

24 I just want -- I have a couple of
25 comments: Atlanta, 100 percent renewable electricity by

1 2035; Columbia, South Carolina, 100 percent renewable
2 energy by 2036; Blacksburg, Virginia, 100 percent
3 renewable energy by 2050; Boulder, Colorado, 100 percent
4 renewable energy by 2030; Berkeley, California,
5 100 percent community wide by 2030.

6 I was going to list other California
7 cities, but they are now -- California is the second
8 state in the U.S. to set a goal of 100 percent renewable
9 energy by 2045. Of course, Georgetown, Texas, is
10 already 100 percent renewable; Denton, Texas, has just
11 committed to 100 percent renewable by 2020; and the list
12 goes on, and so the question is, San Antonio, where are
13 we?

14 The Flex Plan shows potential reductions
15 ahead. The Climate Action Plan and Development could
16 require big reductions in the near future, but will
17 either get us far enough knowing what we know about the
18 gathering violence in our climate system now, growing
19 global violence that we refer to as storms, tornadoes,
20 hurricanes, floods, drought by fire, some of us Acts of
21 God, violence that we've created from coal, dirty fuels,
22 a habit that's proven hard to break.

23 So I want to respond so much to say, but I
24 do want to respond about -- Paula used a metaphor around
25 automobiles. I was in a -- a car accident over the

1 weekend. My six-month pregnant wife, we had a big
2 scare, we had to go into the hospital, and I was
3 thinking about that, when I heard that, it just
4 triggered that memory, and I can't think of a better
5 metaphor for climate change.

6 We don't have time for a slow break. We
7 need to take radical action -- I know we can do it -- on
8 an economic case and commitment to our community while
9 prioritizing the needs of those most at risk from
10 climate change who are really the least culpable for
11 what's happened. And that's the low-income people in my
12 neighborhood.

13 While I'm 100 percent solar, there's
14 people that have lived for a year or more without
15 electricity. They didn't have access to knowledge and
16 information about what's available. So I'm glad Paula
17 Gold-Williams mentioned today in our meeting that --
18 that CPS is going to do more to reach out to communities
19 with that information. So thank you very much for your
20 time.

21 (Applause.)

22 DR. H. GUEVARA: Thank you.

23 Next up is Kristi Villanueva, and Adelita
24 Cantu, and then Alejandra Bueno.

25 MS. K. VILLANUEVA: Good evening,

1 everyone. My name is Kristi Villanueva and I am the
2 President of West San Antonio Chamber of Commerce. I'm
3 also a member of the Steering Committee for SA Climate
4 Ready with Greg and proud to be a part of that group.

5 The reason that I am here speaking is,
6 obviously, I want to applaud CPS and the team members
7 for being a wonderful community partner. CPS has been
8 an integral part of the West San Antonio Chamber and
9 we're very proud of that; and we were one of the first
10 organizations to invite Ms. Paula Gold-Williams to come
11 and speak on the Flexible Path.

12 Now, with that said, there is still so
13 many more people in the community that still haven't
14 been reached and we hope that you will consider
15 including our Chamber and our associate organizations to
16 help pass on that information. It is so important.
17 There are people that would never make it to this
18 meeting, but still need to be heard and still want to
19 know how they can help and participate. So that's who I
20 represent on one side.

21 On the other side, it's the business
22 owners. There is still not enough incentives for them,
23 there is still not enough opportunities, and they still
24 feel that they are being left behind. And we're talking
25 about the small, minority business owners that are here

1 in San Antonio and the surrounding areas. They are
2 still looking for more avenues. So I have to challenge
3 you to, please, do more.

4 The Flex Plan is a wonderful direction for
5 CPS and for our city, but you have to challenge those
6 that are bringing that knowledge and that technology
7 to -- to the table for you to review. Please challenge
8 them to do more, because we are running out of time not
9 only for our community but for our businesses, so we can
10 make that progress that we need to. But thank you for
11 your service.

12 (Applause.)

13 DR. H. GUEVARA: Thank you.

14 Next we have Adelita Cantu, then Alejandra
15 Bueno, and then Judith Norman.

16 MS. A. CANTU: Good evening. My name is
17 Adelita Cantu. I live at 370 West Broadview. My
18 District is 7, and I am an associate professor at UT
19 Health San Antonio School of Nursing. I also am a
20 member of the Alliance of Nurses for Healthy
21 Environments as well as on the climate and equity CAP
22 for the city.

23 I am here today to talk about something
24 that -- I certainly want to say, I appreciate the
25 presentation, as we started out this evening, but one of

1 the things that was not mentioned at all was the health
2 of the community, and, as a public health nurse, I know,
3 intimately know, that as I advocate for healthy
4 lifestyles that lifestyles -- healthy lifestyles are
5 intricately connected with the community in which we
6 live, work and play. So I have partnered with CPS too,
7 in the past, to get the most vulnerable people aware of
8 the weatherization program because it is intricately
9 connected to their health. So my students have gone out
10 into the community to inform the most vulnerable about
11 the weatherization program of CPS.

12 So as CPS thinks about the Flexible Plan
13 and where we need to go, I would encourage you to think
14 about the health of the community. And we know that
15 climate change has a tremendous impact on health; not
16 only air pollution, but excessive heat days. We've been
17 working down in Rockport helping individuals that have
18 been traumatized by Hurricane Harvey and
19 understanding -- trying to help them understand the
20 connection there and what it is they can do to improve
21 their infrastructure.

22 Again, health is very important. I would
23 encourage CPS, as you look at the Flexible Plan and how
24 that works out, is, look at some of the metrics of the
25 community: How many asthma days, how many

1 hospitalizations, how can CPS play a part in reducing
2 that. So I would encourage you not to forget about the
3 health of the community. Thank you.

4 (Applause.)

5 DR. H. GUEVARA: Thank you.

6 Next we have Alejandra Bueno, then Judith
7 Norman, and then Ray Chavez.

8 MS. A. BUENO: Good evening, Justice.
9 Thank you so much for the opportunity to be here
10 tonight. My name is Alejandra Bueno. I live at 25135
11 Fairway Springs. I am a U.S. and Mexican attorney and I
12 have two thoughts that I would like to -- to express
13 tonight.

14 First of all, I would like to commend CPS
15 Energy and -- and the Board for Flexible Path. I see --
16 I think that the best energy is an energy that we don't
17 use and, for that, I -- I'd like to see this Flexible
18 Path. Many other things together with generation, like
19 energy storage, investigation, research, et cetera,
20 right? Also many other options that will save energy
21 for us, so I think it's a -- it's a very good thing that
22 we are thinking on saving energy.

23 On the other side, I am Chair of the
24 Energy Committee on Asociacion de Empresarios Mexicanos
25 international organization and I have had opportunity to

1 partner with CPS Energy on different fronts regarding
2 the energy relation with Mexico, and I -- I commend CPS
3 Energy as an energy leader of the city of San Antonio
4 for the mission to establish that great energy relation
5 with the Mexican federal authorities under Mexican
6 energy reform, and with other solar and natural gas
7 associations and many new players under the new
8 wholesale electricity market that Mexico has in place
9 now.

10 CPS has been very generous, sharing their
11 best practices and fostering real strong energy
12 collaboration and discussion with Mexico, and putting
13 San Antonio and its great energy model and the Flexible
14 Path in the center of many discussions with Mexico.

15 Some examples that I can bring regarding
16 the relationship with AEM we organized here in San
17 Antonio two successful events: The Bi-National Energy
18 Forum and the Energy Economic sector between Texas and
19 Mexico with a strong participation from CPS Energy. I
20 congratulate CPS Energy for being very active in the
21 discussion with Mexico in many other Mexico energy
22 events.

23 So with -- with that, my time is up. But
24 thank you so much for the opportunity and thank you,
25 Paula, for the leadership.

1 (Applause.)

2 DR. H. GUEVARA: Thank you.

3 Next is Judith Norman, then Ray Chavez,
4 and then Mario Bravo.

5 MS. J. NORMAN: Thank you for the
6 opportunity to speak. I'm here as an educator. I'm a
7 professor at Trinity University. As a citizen, I live
8 in District 1 at 407 East Park Avenue and as a mother of
9 children in SAISD schools.

10 As a mother -- I'd like to lead with
11 that -- I was -- there is a term that's been on the
12 forefront of my mind for these recent past years and
13 that is "climate change." And I was disappointed not to
14 see that as a term being used in terms of discussing the
15 Flexible Path, because I have the unenviable, the
16 horrible responsibility of looking my children in the
17 face and letting them know that the planet that they're
18 living on is in an unsustainable course, that they're
19 going to be faced with catastrophic weather events,
20 catastrophic humanitarian events. I have no way of
21 preparing them. And so this is kind of raw. I'm asking
22 you -- I mean, all politics is local. This global
23 environmental politics are local and you are the vector
24 by which some of the decisions that can help us are
25 made, and, as a mother, I'm asking you to please listen.

1 As a citizen, I'm no expert in this. This
2 is not my area that I teach at Trinity so I've been
3 doing a lot of listening. I'm listening to your plans
4 saying, this is as fast as we can go. We need time.
5 These things take time. But I'm listening to other
6 citizens giving testimony and the clear takeaway I'm
7 getting from that is you can do better. There are
8 communities that are doing better. This uncoupling
9 issue seems obvious to me. There are models that are
10 improving on what San Antonio's doing and I'm asking you
11 to please do that.

12 I know one of the counterarguments against
13 this has to do with the costs. And, again, as a parent
14 of children in SAISD schools, I'd like the cost,
15 whatever cost, the cheapness of using coal, to be -- to
16 take into account the fact that children in the schools
17 there's an epidemic of asthma. They go around with
18 these inhalers. They can't go out for recess because of
19 the air quality. That is a cost to using coal. It's a
20 cost being borne by the bodies of the children who don't
21 have a say in this and I urge you to take account of
22 that as well in your calculations. Thank you.

23 (Applause.)

24 DR. H. GUEVARA: Thank you very much.

25 Next we have Ray Chavez. With Mario Bravo

1 after that, and then Matthew Romero.

2 MR. R. CHAVEZ: Good evening. And, Board
3 of Trustees, thank you for allowing us to be here. I'm
4 Ray Chavez. I'm the President and CEO of the San
5 Antonio Manufacturers Association. We're a 105-year-old
6 trade association, and we represent, advocate and voice
7 for manufacturers, and, specifically, we want to ensure
8 that we want to advocate for reliable, competitive,
9 cost-of-service-based and sustainable energy and make
10 clear its importance to the manufacture -- to
11 manufacturing and our community.

12 I want to thank CPS for putting together
13 the Flex Path. I think it's a great thing for us to be
14 looking at and working towards making our environment
15 safer. I can tell you that our manufacturers have
16 already started doing that and we really do want to work
17 with CPS Energy and make that happen.

18 Just a couple of points right off the bat.
19 We support the Flex -- CPS Energy Flex Path in concept.
20 We believe that diversity of production sources and
21 flexibility has been part of CPS's recipe for success in
22 the past and we advocate for the importance of clarity
23 of costs. In order to make informed choices for our
24 community, CPS needs to make clear the financial impact
25 for each of its decisions in terms of both total dollars

1 as well as financial impact or final impact on rates to
2 users.

3 Balanced score card: We advocate that
4 CPS's policies get measured by a balanced score card
5 which considers several factors in its policy decisions,
6 which include Reliability: 24/7, the power must be on.
7 Manufacturing suffers greatly from power outages.
8 Competitiveness: Affordability rates that are in the
9 lowest cost per trail have been a hallmark of CPS and
10 the growth in advancement of our community.
11 Sustainability: In the long term our production of
12 power must be sustainable. We need to be aware of
13 the -- and accommodate for future changes that will
14 affect reliability and competitiveness to include air
15 quality non-attainment, regulation, perception. Cost of
16 service: Base pricing, prices and rates programs to
17 use -- to users need to be based on the cost of
18 providing the service and should avoid cost
19 subsidization. Diversity: We believe that electricity
20 generation costs from all sources are volatile and
21 unpredictable and that CPS should have a balanced
22 portfolio of generation source to protect against that
23 volatility.

24 So we appreciate the opportunity to be a
25 part and we will work together with CPS Energy to make

1 that happen. Thank you.

2 (Applause.)

3 DR. H. GUEVARA: Thank you.

4 Next we have Mario Bravo, and Matthew
5 Romero, and then Val Liveoak.

6 MR. M. BRAVO: Good evening, Board of
7 Trustees. I see you've got your attorney Carolyn
8 Shellman. I didn't bring my attorney; I hope that's
9 okay. I'm going to try and give three speeches and get
10 it all in two minutes. You might want to start the
11 clock.

12 So I wear multiple hats. One of the hats
13 I wear is as the liaison between the Broader
14 Environmental Community here in San Antonio and CPS
15 Energy for the purpose of our -- the environmental
16 stakeholder meetings that a lot of your senior staff
17 participate in and we -- and we appreciate that
18 opportunity. We had one -- our most recent one this
19 morning. I think that --

20 You know, today we weren't able to get
21 through all of our agenda items, and if I were to
22 distill, I guess, an ask from that community, a "big
23 picture" ask, it would probably be that asking for more
24 opportunities for meaningful two-way communication so
25 that we can explore more ways in which we can find ways

1 for CPS Energy to make -- make progress on our issues.

2 I also work for Environmental Defense
3 Fund. That's my -- my day job. And in my work with
4 Environmental Defense Fund I -- I -- I've been engaged
5 with CPS Energy on two different projects: One is,
6 we've had a series of meetings with Frank Almaraz and
7 Dawn Stanton and your natural gas team concerning the
8 Smart Sniffer that you guys have right out front, and,
9 you know, we're glad that you all have adopted that --
10 that leading-edge technology. It's going to -- it's
11 going to enable you to -- to make your gas network safer
12 and more reliable. It's going to enable you all to use
13 advance leak detection analytics where -- so that your
14 team will be able to predict where your leaks are most
15 likely to occur so they can find them faster.

16 And equally as important to us is that --
17 that you can use that technology more where -- we had
18 our most recent meeting today discussing how you can use
19 it to -- to be able to find not just the hazardous leaks
20 but sometimes you're going to have nonhazardous leaks
21 that haven't -- that are leaking large volumes of
22 natural gas and it will enable you to find those. And
23 if you can find them faster, fix them faster, it saves
24 product, it saves you money, and it also reduces your
25 impact from those greenhouse gas emissions, because

1 methane is an extremely potent gas.

2 That, and I -- my time is up. But I also
3 wanted to say we had a great meeting with Cris Eugster
4 and all of the team working on electric vehicles and
5 we -- we are really excited about where we can go from
6 there. Thank you.

7 (Applause.)

8 DR. H. GUEVARA: Thank you. Next up we
9 have Matthew Romero, then Val Liveoak, and then Michael
10 Taylor.

11 MR. M. ROMERO: Good evening, Board.
12 Thank you for having me this evening and thanks to the
13 community for showing up and being engaged and speaking
14 up. My name is Matthew Romero and I'm a Senior Director
15 for CLEAResult. It's the mission of CLEAResult to
16 change the way that people use energy.

17 We do this with about 300 electric and gas
18 utilities across North America, implementing around 900
19 energy efficiency response programs, and we're very
20 proud and honored to be doing this work with CPS in
21 their demand site management efforts as well.

22 It's with this national and continental
23 footprint that we have that we can say with conviction
24 that CPS is a stand out among its peers in terms of its
25 customer focus and supporting them in their energy

1 MS. V. LIVEOAK: Good evening. My name is
2 Val LiveOak. I live at 306 Avant Avenue in District 3,
3 which you haven't heard from (before) tonight, and I
4 wanted to talk to you about the concerns that others
5 have expressed and that I also believe are great, about
6 the re- -- reduction in fossil fuel and the need to
7 increase the speed at which we do that.

8 When I moved here 25 years ago, I was
9 working as a registered nurse. And now I'm retired and
10 even though I have a very limited income comparatively,
11 I'm glad to make the sacrifice to pay a little extra and
12 get a certificate that wind energy is being provided to
13 CPS, and I've been trying to figure out how to get some
14 solar into my personal portfolio of energy. I've come
15 to several CPS events and they're all saying, oh, well,
16 we don't have it yet or you can -- or maybe -- nobody
17 knows -- seems to know any information, and it's been
18 quite frustrating for me personally.

19 I also think that we need to look more at
20 carbon offsets as well as conservation. And I would
21 suggest that, even though there is no carbon tax in the
22 state or in the country, that CPS tax itself. If it
23 means raising rates, that's fine. I would willingly pay
24 a carbon tax that I knew that was going towards offsets
25 and more conservation.

1 We need to cut down and shut down that
2 coal plant as quickly as possible, since it's the worst
3 and the dirtiest of the energy, and make strong steps to
4 move against -- to turning -- finishing out the gas.
5 I've been down in the Eagle Ford Shale area and it is
6 truly hellish, just the production, not even counting
7 the use of it. We need to stop that. Please help us.

8 (Applause.)

9 DR. H. GUEVARA: Thank you.

10 Next up we have Michael Taylor, and then
11 Lauro DeLeon Jr, and then John Huffaker.

12 MR. M. TAYLOR: Good evening, Trustees.
13 My name is Michael Taylor and I'm the Vice President at
14 Habitat for Humanity of San Antonio. Our office is
15 located at 311 Probandt and I'm a resident of District 7
16 at 7919 Rugged Ridge.

17 So Habitat for Humanity of San Antonio, we
18 build affordable housing and provide home ownership
19 opportunities for low-income families, hardworking
20 low-income families in San Antonio. And, first of all,
21 I just wanted to thank -- to thank you all and to thank
22 the CPS Energy staff, Paula Gold-Williams, of course,
23 for your support for what we do. We wouldn't even be
24 able to build our subdivisions as cost effectively
25 without -- without your support. And then we have CPS

1 employees out on our build sites swinging hammers, so
2 it's -- it's definitely a benefit.

3 So I think everyone is recognizing now
4 that San Antonio is on the verge of an affordable
5 housing crisis, if we're not there already. And, you
6 know, when we talk about the million plus people that
7 are coming to San Antonio what's often lost in that
8 conversation is that a lot of those people will be low
9 income. A lot of those people are coming from within,
10 and it's -- it's -- people are living longer, so it's
11 elderly folks who will outlive their resources and will
12 be in need of -- of affordable housing.

13 And when we talk about affordable housing,
14 we often times talk about rents, we talk about
15 mortgages, but what we don't often talk about is the
16 utility bills; and that's a huge part of every person's
17 housing cost every month.

18 And so we do what we can at Habitat to
19 build very energy-efficient homes; but there's really
20 only so much we can do. At the end of the day, CPS
21 Energy sets rates and that's whatever it -- you know,
22 everyone is -- everyone pays, and so we definitely
23 appreciate the Flexible Path and the commitment to
24 renewable energy resources. We think it's certainly a
25 laudable goal. But we also have to keep in mind that we

1 do have an affordability crisis in San Antonio and
2 raising rates even a tiny bit on -- for a family that's
3 on the margin could be catastrophic. So I just think we
4 have to definitely keep that in mind.

5 Thank you again for your support and for
6 your time.

7 (Applause.)

8 DR. H. GUEVARA: Thank you.

9 Next we have Lauro DeLeon Jr, and then
10 John Huffaker and Alan Montemayor.

11 MR. L. DELEON: My name is Lauro DeLeon
12 Jr. I live on 622 Acuna and I'm from District 6.
13 Mr. President and Board members, the President of CPS,
14 thank you for your customer service. It's a tribute to
15 your supervision and your leadership.

16 I'm here today because our veterans -- and
17 I'm a veteran and I'm pretty sure there's a lot of
18 veterans out there -- they're being left behind. All
19 entities of government don't count your disability --
20 and CPS does -- and this is something that -- that
21 prohibits the veterans from getting weatherization
22 and -- and other benefits.

23 So I would like to address you, as the
24 leadership of CPS and our Council people -- I think
25 they're gone. But I -- I will make a presentation to

1 the City Council unless -- maybe, we can get together
2 and -- and -- and work so we can service our veterans.
3 Remember their sacrifices. And some of them are now
4 retired so the veteran's pension is like Social Security
5 pensions. So I'd like to make you aware of that and I
6 hope that you look at -- into it and -- and support our
7 veterans of San Antonio.

8 By the way, thank you very much for
9 supporting the Westside Walking Coalition. Thank you
10 very much.

11 (Applause.)

12 DR. H. GUEVARA: Thank you, sir.

13 Up next we have John Huffaker, then Alan
14 Montemayor, and then James McVey.

15 MR. J. HUFFAKER: Good evening. Thank you
16 for your time this evening. And my name is John
17 Huffaker. My address is (Inaudible) and I'm in
18 District 9, so thank you even more for being here.

19 I work for Itron Inc. as their local
20 representative here in San Antonio and, as of August of
21 this year, CPS has one of the best-performing best
22 net -- mesh networks in the United States. So it's a
23 tremendous asset that you've invested in and it's now
24 part of the San Antonio asset base; and the great part
25 about and the exciting part about this asset is that you

1 can now use it in your cooperation with SAWS for your
2 Smart meters. You can now develop gas IMUs that will
3 have automatic shut -- shut-off valve mechanisms. You
4 can do methane detection through these. You can do
5 Smart street lighting, which includes dynamic lighting.
6 There's a lot of tools that are now at your beck and
7 call and a lot of new technology that's coming out that
8 is, frankly, just exciting.

9 The Smart Grid and the Smart City is not
10 just a theory. It's something that's -- we just hit the
11 tip of the iceberg in terms of the benefits that can be
12 brought to the city; benefits commercially, benefits
13 environmentally, benefits socially, things that can be
14 garnered and circulated and brought to all citizens of
15 this fair city.

16 So thank you for what you're doing, for
17 your leadership forward. We obviously support the
18 flexible grid and flexible city approach and appreciate
19 your time today. Thank you.

20 (Applause.)

21 DR. H. GUEVARA: Thank you.

22 Up next we have Alan Montemayor, then
23 James McVey and then Terry Burns.

24 MR. A. MONTEMAYOR: Good evening. Alan
25 Montemayor, lifelong resident of San Antonio. I live at

1 152 Bluet in Castle Hills. I have no direct
2 representation on the City Council; however, I've been a
3 CPS Energy customer for 62 years.

4 I want to thank you for the opportunity to
5 speak to you tonight and, like Mr. Fuqua, I too hope
6 fervently that we will be able to address you as Citizens
7 to be Heard at your Board meetings in the foreseeable
8 future.

9 I also want to thank you guys for leading
10 CPS Energy towards electric vehicles. There's a huge
11 opportunity for CPS in the area of electric vehicles to
12 sell more electricity to charge them at night when
13 their -- the demand is low to make better utilization of
14 the equipment that you have. It's a win-win for all of
15 us. It's cleaner air. It's -- it's quieter operation
16 for our citizens. It's less heat generation over the
17 city. It's -- it's really a win-win.

18 So I would like to ask that CPS Energy
19 have more of its fleets and more of its -- its vehicle
20 fleet go electric; specifically, the administrative
21 vehicles. And beyond that, I would like to see CPS
22 Energy encouraging all of their fleet customers to adopt
23 electric vehicles and charge them at night. It just
24 makes sense.

25 I drove an electric vehicle down here.

1 There was no electric vehicle charger in the parking
2 area there. So I'm hoping that the Volkswagen funds
3 will be used to establish more infrastructure, electric
4 vehicle charging throughout San Antonio.

5 You guys are doing some great things at
6 Southwest Research looking at installing a huge solar
7 array out there with storage. I applaud that.
8 You're -- Paula Gold-Williams is cooperating with SAWS
9 potentially for a new solar facility out at the H2Oaks
10 facility. That's great. I'm hoping that all of those
11 move forward and more.

12 And -- and your emphasis on storage I
13 think is -- is really key to bringing more electricity
14 to San Antonio to moving away from natural gas. And the
15 incentives you're giving for people to change from
16 electrical appliances to gas should go away, and,
17 obviously, we need to get out of coal.

18 So, again, thank you for kind attention
19 tonight.

20 (Applause.)

21 DR. H. GUEVARA: Thank you.

22 Next we have James McVey, then Terry
23 Burns, and then Aaron Parenski.

24 MR. J. McVEY: Good evening. My name is
25 James McVey. Can you hear me? Kind of tall, right?

1 So my name's James McVey. I live in Fair
2 Oaks Ranch. I'm a CPS customer. I'm here representing
3 Green Star LED. We're a manufacturer of LED
4 streetlights in the city of San Antonio.

5 So I sat and listened to Ms. Williams talk
6 about the Flexible Path and the first tier that I hear
7 is creating new industry generation into renewables, but
8 I think one thing that CPS does not get enough credit
9 for is, how they're working on conservation. If you
10 look at the cost to light up the city of San Antonio,
11 it's one of the largest expenses to the city. For every
12 old HPS streetlight we switch to LED, we save up to
13 60 percent in energy savings.

14 I've heard a lot of people talk about air
15 pollution. If you look at the estimates that -- they
16 equate 1 kilowatt hour of energy to produce about
17 830 grams of CO2 to the environment. Since 2011, CPS
18 has installed over 75,000 LED streetlights. If you add
19 up those savings, it equates to thousands of tons of
20 energy of CO2 reduction into the environment, so I think
21 CPS should be applauded for that.

22 On top of the energy savings and the CO2
23 conservation, all LED streetlights also are Dark Sky
24 compliant, so CPS is doing a very good job of keeping
25 our light pollution down as well.

1 address climate change. We've had our time. It's time
2 to protect our families, their health, their livelihood,
3 their ability to be outside. San Antonio's future
4 viability depends on this and the Flex Plan is simply
5 not enough.

6 It is time for you to make a commitment, a
7 commitment to shut down coal- and gas-fired plants as
8 soon as practical, and, certainly, by 2030. You can do
9 it. The technology is evolving quickly. It can be
10 done. You have to lead the revolution not wait and sit
11 aside. And this is what your high-paid management is
12 paid to do. They can do it. They make a lot of money.
13 They need to know how and find a way to do it. Give
14 them the goals.

15 As Councilman Courage (my councilman)
16 said, We need to keep pushing, and so I urge you to
17 really push management. Don't let them lead you. You
18 lead them. Let the city lead you, if it takes that; but
19 get us to clean energy quickly. It's time to -- You
20 know, this is not just about economics. It's about,
21 really, a moral crisis we've been delaying for decades.

22 Our youth are currently pursuing
23 litigation through the U.S. courts about climate change.
24 We are going to be held accountable. Our children, our
25 grandchildren -- you heard about -- they are going to

1 hold us accountable for this failure of our times; and,
2 please, it's time to act, to lead and commit to removing
3 carbon from our energy now. Thank you.

4 (Applause.)

5 DR. H. GUEVARA: Thank you, sir.

6 Next we have Aaron Parenski, then Brianna
7 Barrera, and then Justice Lovin.

8 MS. A. PARENSKI: Good evening. Thank you
9 for hosting this public forum. My name is Aaron
10 Parenski. I live at 8219 San Fidel Way in the Cross
11 Mountain area. I'm a civil engineer with Kimley-Horn.
12 I'm here representing the Real Estate Council of San
13 Antonio tonight.

14 The Real Estate Council and the real
15 estate community have had, obviously, a long
16 relationship with CPS. Just about every project,
17 whether it's new development or redevelopment, power is
18 a key component to that, and that relationship and that
19 partnership was taken to a new level with Mayor --
20 Mayor Taylor's Utility Task Force Initiative.

21 We now have an open forum between the
22 customer engineering staff and the real estate community
23 to consistently and regularly talk about customer
24 service processes and continuing to stay on the same
25 page and improve those processes, so that has been a

1 huge advantage to our industry. And as we grow and as
2 more people move here that's going to be even more
3 important, and it's -- and on behalf of the real estate
4 community and the -- and the Real Estate Council,
5 specifically, we want to be that partner with CPS.
6 Especially when some of these ideas come out of the
7 Flexible Path and start coming into specific plans and
8 talk about implementation and how those potential plans
9 would affect the community, we want to be that partner
10 to talk to those ideas and provide that feedback.

11 So we look forward to our continuing
12 partnership. And, again, thank you for the opportunity
13 to -- to speak tonight.

14 (Applause.)

15 DR. H. GUEVARA: Thank you.

16 Next we have Brianna Barrera, then Justice
17 Lovin, and then Roberto Ramos.

18 MS. B. BARRERA: Hi. Ooh, that's loud.
19 My name's Brianna.

20 I am a member of the generation that
21 people have been talking about that's going to really
22 suffer the consequences of living on a dying planet.

23 So by no uncertain terms the latest
24 inter-governmental panel on climate change report states
25 that we globally must 100 percent stay below 1.5 degrees

1 Celsius of warming if we want to prevent mass suffering
2 and ecological devastation worldwide.

3 Warming above 1.5 degree Celsius degree --
4 means that every coastal city in the world floods; every
5 island nation disappears under rising sea levels;
6 millions of people become climate refugees; drought,
7 food scarcity and disease would all become increasingly
8 severe problems; and we run the risk of feedback loops
9 leading us into even more climate catastrophe and
10 warming.

11 So Mayor Nirenberg has committed to a
12 1.5 degree Celsius compliant plan, which is awesome, for
13 the Climate Action and Adaptation Plan that's currently
14 under development. Functionally, this means that we
15 need to rapidly transition to renewable energy and shut
16 down all fossil fuel power plants.

17 Since CPS is our sole energy provider in
18 San Antonio and the surrounding area, you must play an
19 integral role in that just rapid transition to renewable
20 energy. The climate plan must set interim goals that
21 prioritize near term reductions; specifically no coal
22 for electricity production by 2025 and no fossil fuels
23 for electricity production by 2030.

24 We know what we need to do. These goals
25 are aligned with climate science. This isn't a matter

1 of asking what they can do and accepting gradualism, but
2 setting necessary goals and then figuring out how to get
3 there. I ask you -- Fossil fuels are the foundation of
4 our existential threat from climate change and they must
5 be dismantled with swift and decisive action.

6 I ask you that you be a forward-thinking
7 utility that accepts responsibility to help create a
8 healthier and safer world and not be an outdated
9 complicit oil and gas peddler that simply didn't do what
10 was necessary at the expense of public, social and
11 ecological health.

12 The choice is yours and you must make it
13 now.

14 (Applause.)

15 DR. H. GUEVARA: Thank you.

16 Next we have Justice Lovin, then Roberto
17 Ramos, and then Sharron Brown.

18 MR. J. LOVIN: Hello. I'm Justice Lovin,
19 District 1. I'm here, maybe, pretentiously, to speak on
20 behalf of other people. Eight p.m. on a Tuesday night
21 in the middle of downtown, after all, is not an
22 accessible venue for most of the stakeholders in this
23 conversation, but I assure you I am qualified to speak
24 for them.

25 I have been block walking on the east side

1 through CASA and other organizations and, in my work as
2 a student teacher, I've gotten to spend time with
3 communities all around the city, and they know about
4 things like non-attainment, if not in name then in their
5 lived experiences with asthma and through their decades
6 shorter lifetimes that are due, in part, to
7 environmental racism and pollution.

8 But I'm also speaking or trying to speak
9 for the hundreds of millions of people whose lives will
10 be destroyed by rising sea levels if we do not end
11 fossil fuel -- fuel use by 2030, and the billions who
12 stand to die before the end of the century if we don't
13 change as soon as possible.

14 You are not facing a major decision or --
15 I'm sorry.

16 As Paula Gold-Williams said you are not
17 facing a major decision that has to be made tomorrow.
18 You're facing a major decision that should have been
19 made decades ago. You asked how can we change so
20 quickly; but the much harder question is, how can we
21 not?

22 Transitioning will be expensive, but
23 nothing costs more than an eco system. We need clear
24 air, water and a habitable planet more than corporate
25 charity programs or profitability for the shareholders.

1 To put it bluntly, most of you will be dead before
2 climate change becomes a threat, but I will not and my
3 students will not.

4 I imagine that you have learned to steel
5 yourself against the terrible inevitability of death,
6 but imagine having to do it in your teens or your --
7 your 20s as my generation and the next one will have to.
8 Imagine having to give up any hope of having a family
9 because there's not going to be a planet for them to
10 live on, to give up the whole vision of your life that
11 you were taught was what you deserved.

12 To speak, again, from, like, the youth,
13 for young people, we can't stop you from pursuing this
14 path that will kill us; but nor are we obligated to die
15 quietly, and I hope we can work together rather than be
16 enemies.

17 (Applause.)

18 DR. H. GUEVARA: Thank you.

19 Next we have Roberto Ramos, and then
20 Sharron Brown, and then Antonio Diaz.

21 MR. R. RAMOS: Good evening, Board. How
22 are you doing today? My name's Roberto Rolando Ramos,
23 III. I know. It's such a great name, they had to name
24 me three times.

25 It has come to my attention that CPS

1 Energy's STEP program has asked for more RFPs for
2 installations of smaller micro grid systems here in its
3 territory. If CPS Energy is navigating towards a new
4 solar community model are new incentives like
5 power-based incentives, feed-in tariffs or even solar
6 renewable energy credits like other utility companies
7 are already realizing for business owners and homeowners
8 alike -- are they being considered? Such as --

9 Even as incentivizing home builders in the
10 area with our great economic boom, how can we be able to
11 incentivize our homebuilders in the local area to
12 provide homes that have PV generation sources? Would
13 that be a key ingredient to help us with our renewable
14 energy plans in the Flex Path?

15 I know these questions won't be answered
16 today nor tomorrow; but, hopefully, in the future these
17 questions will be answered. Thank you.

18 (Applause.)

19 DR. H. GUEVARA: Thank you.

20 Next we have Sharron Brown, and then
21 Antonio Diaz, and then Jerry Morrisey.

22 Sharron Brown? No Sharron Brown?

23 All right. Antonio Diaz, and then Jerry
24 Morrisey.

25 MR. A. DIAZ: Thank you for this

1 opportunity to represent my people. I am Pamaque from
2 the -- from the Coahuiltecan Nation from here from
3 (inaudible). We have very little representation at all,
4 if any, most of the time. So thank you for this
5 opportunity. My issue, again, is the quality of life
6 and the pollution of our Mother Earth.

7 Digging for coal is the beginning of it,
8 and right now we have some of our people protesting
9 the -- that excavation for coal here in Texas, because
10 it's destroying our history, the knowledge of our
11 people. So very little knowledge of ourselves to
12 ourselves is available and that's being destroyed simply
13 to dig out coal, which is very pollutant to all human
14 beings, and so we're -- we're here to address that and
15 to say no to coal.

16 You have a coal-burning plant here that is
17 not in compliance and it should not be financed and
18 continued to be of use here in San Antonio. So I'm here
19 to speak on, hopefully, making life a little better.

20 I've heard some speakers say that they're
21 willing to pay more. Well, I'm not willing to pay more.
22 Because this has been a low-wage city ever since I was a
23 child and probably before, so affordability is also an
24 issue. And I'm glad to hear that solar, even though
25 it's not moving as rapidly as it should be, is -- is --

1 it seems to be a mainstay now with -- with the research
2 being done at Southwest Research for a capacitor for
3 battery use and storage.

4 All of that needs to be done. It needs to
5 be done faster. Faster. No to coal and stop the
6 pollution. Plus the economics. Thank you.

7 (Applause.)

8 DR. H. GUEVARA: Thank you.

9 Now, we have Jerry Morrissey.

10 MR. J. MORRISEY: I'm Jerry Morrissey, 1961
11 Encino Way.

12 I've been following the environmental
13 issues with CPS Energy since about 1989 when I moved to
14 town. I want -- I want to compliment what's happened.

15 Over the years, I've seen much more
16 accountability, much more for environmental issues, much
17 more community involvement, especially over the last ten
18 years, so that I'm thinking I'm glad to hear all of the
19 complex issues that were brought forth here tonight
20 about affordability, about moving forward in -- into
21 sustainable situations.

22 I -- Basically, what I've observed over my
23 life is human kind's problem is we're mostly
24 self-centered. We do not consider the future. We do
25 not have any accounting now for taking care of the

1 future. One idea that's out there, there hasn't been --
2 what was mentioned tonight was the carbon tax. That
3 would cover the issues of all of the health issues and
4 all of the issues that are going to arise from climate
5 change.

6 I always believe that all politics is
7 local. We are not -- we have not been able to move
8 forward on any carbon tax simply because of the terrible
9 politics of this country right now. So that -- that
10 means that we -- we have to rise up and start at the
11 local level and to address these issues if -- like one
12 speaker said, as if we had a carbon tax.

13 I know there is a lot of complexity in
14 moving to totally renewable energy. That's the issue
15 that we really need to look at. We also have an issue
16 about -- about how and about affordability. I'm a -- I
17 am a -- have been a relatively blessed person here. I
18 think we do need to look at -- need to look at
19 affordability.

20 We have big issues there that, obviously,
21 we have to address. But we also have to address the
22 fact that everybody, including those who cannot afford
23 it, are going to suffer and they may suffer the most
24 from -- from the issues out there. So I hope that you
25 move forward and try to meet the goals of zero carbon by

1 2030. Thank you.

2 (Applause.)

3 DR. H. GUEVARA: Thank you very much.

4 I think that we are done for the evening
5 with speakers.

6 So I would like to express the Board's
7 sincere appreciation to everybody who took the time to
8 share comments tonight. We realize that we manage your
9 community's assets and, in doing so, this feedback that
10 you've provided for us is vital to the success of the
11 utility, to the organization and to our community's
12 future.

13 Members of the Board, if there is no more
14 business for today, do I have a motion to adjourn this
15 meeting?

16 TRUSTEE E. KELLEY: Motion.

17 DR. H. GUEVARA: We have a motion.

18 Do we have a second?

19 DR. W. MACKEY: Second.

20 DR. H. GUEVARA: We have a second.

21 All in favor of adjourning this meeting,
22 please say "Aye."

23 TRUSTEE E. KELLEY: "Aye."

24 DR. W. MACKEY: "Aye."

25 DR. H. GUEVARA: "Aye."

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

Anyone opposed?

No. The ayes have it. This meeting is
adjourned.

Thank y'all very much. Everybody have a
safe trip back home.

(Applause.)

* * * * *

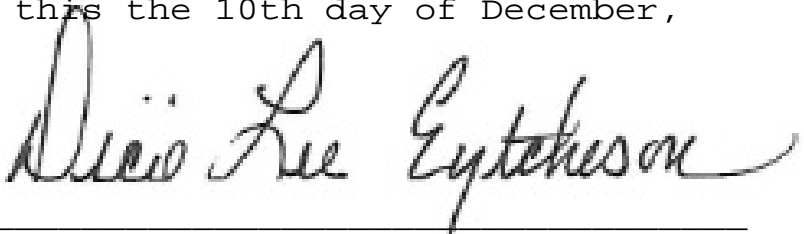
1 THE STATE OF TEXAS)

2 COUNTY OF BEXAR)

3 I, DICIE LEE EYTCHESON, a Certified Shorthand
4 Reporter in and for the State of Texas, do hereby
5 certify that the facts stated by me in the foregoing
6 caption hereto are true, and later transcribed from
7 stenograph into typewriting.

8 I further certify that the above and foregoing
9 transcript as set forth in typewriting, is a full,
10 true, and a correct transcription of the statements
11 made at the time of the taking of said oral/videotaped
12 deposition.

13 WITNESS MY HAND, this the 10th day of December,
14 2018.



15
16
17 DICIE LEE EYTCHESON, Texas CSR 5392
Expiration Date: 10/31/21
Firm Registration No. 631
18 Kim Tindall & Associates, LLC
16414 San Pedro Avenue, Suite 900
19 San Antonio, Texas 78232
(210) 697-3400
20
21
22
23
24
25

	152 92:1	2305 69:9
<hr/> \$ <hr/>	1604 60:11	239 70:21
\$10,000 18:19	17 66:8	247 81:6
\$100 67:18	18 45:22	25 86:8
\$100,000 18:19	1938 40:12	25135 76:10
\$11 16:12	1961 105:10	2647 57:12
\$13 85:8	1980 67:16	27 66:17
\$140 51:13,15	1989 105:13	2910 34:21
\$200 67:18	<hr/> 2 <hr/>	2nd 65:21
\$3 12:6		<hr/> 3 <hr/>
\$350 63:21	2,000 85:14	
\$6 66:9	2.0 18:7	3 86:2
\$70,000 18:20	20 20:21 69:11	3,000 11:2 13:21
<hr/> (<hr/>	20,000 55:24	30 41:20 43:12 52:17 53:12 64:6,9 95:24
	20/30 20:11	300 84:17
(1) 49:12	20/40 20:11	30545 67:3
(2) 49:12	2004 65:6	306 47:13 86:2
(3) 49:13	2008 18:10	30th 65:21
<hr/> 1 <hr/>	2009 65:13	31 41:11
	2011 94:17	311 87:15
1 33:13 53:24 59:16 78:8 94:16 100:19	2016 85:5,14	33 62:4
1.5 98:25 99:3,12	2017 65:8	35 50:11
10 34:22 57:12	2018 45:22 70:14	350.org 34:10
10,000 65:15	2019 8:12 22:9 65:21	370 74:17
100 54:23 55:7 59:12 62:12 66:12, 15 70:25 71:1,2,3,5,8,10,11 72:13 98:25	202 50:13	<hr/> 4 <hr/>
105-year-old 80:5	2020 18:6 55:1 65:8,9,16 71:11	4 59:3
11 57:11	2021 52:17	40 85:7
11006 61:25	2025 51:19 99:22	400 49:3
12 34:1	2030 65:25 71:4,5 96:8 99:23 101:11 107:1	407 78:8
12,000 62:4	2035 71:1	410 52:5
13-year-old 70:3	2036 71:2	45 29:16
15 49:18	2040 55:3 61:14	<hr/> 5 <hr/>
15-member 4:9	2045 71:9	
150 85:6	2050 41:11 66:2 71:3	
	20s 102:7	5 70:21
	224 53:24	

50 61:13		actions 41:23
50,000 95:7	9	active 77:20
500 58:19	9 27:22 90:18	actively 52:12
52 17:4	90 48:22	activist 50:17
520 33:15	900 84:18	activities 10:2,24 42:22
5415 48:23	9134 40:8	activity 10:17 23:5
5711 50:14	A	acts 35:5 71:20
5:00 6:19		Acuna 89:12
6	AACOG 51:8	Adaptation 67:2,21 99:13
6 89:12	Aaron 48:19 50:7 52:1,5 93:23 95:13 97:6,9	add 10:6 12:14 94:18
60 94:13	ability 14:23 24:2,22 96:3	addition 30:12
600 85:17	absolutely 8:5 32:2,8 41:17 68:20	additional 7:13 53:8 62:21
62 92:3	absorb 15:10	additionally 7:21 13:7 66:3
622 89:12	abundant 40:17	address 30:10 33:15 34:17,21 47:14 48:22 50:13,21 61:25 65:7 69:8 89:23 90:17 92:6 96:1 104:14 106:11,21
628 50:14	academia 35:18	addresses 50:13
640 69:9	academic 43:13	Adelita 70:18 72:23 74:14,17
6400 65:7	accelerate 35:3 52:24	adjourn 107:14
6649 48:22	accelerator 48:3	adjourned 108:3
6939 63:13	accept 31:9	adjourning 107:21
6:00 6:20 29:16	accepting 100:1	administration 95:20
7	accepts 100:7	administrative 6:8 92:20
7 74:18 87:15	access 63:2 72:15	admits 95:21
75,000 94:18	accessible 100:22	adopt 51:1 92:22
78207 45:17	accident 71:25	adopted 64:9 65:8 83:9
7919 87:16	accommodate 16:14 81:13	adopters 19:21 67:5
7965 44:6	accommodating 14:20	advance 83:13
8	accomplish 49:23	advanced 32:17 47:22
8 64:1	accomplishments 49:22	advancement 81:10
80 34:24 67:6 70:5	account 79:16,21	advantage 32:15 98:1
800 55:24	accountability 105:16	Advisory 4:10 27:20 28:1 44:8 51:8
8219 97:10	accountable 49:12 96:24 97:1	advocate 11:1 75:3 80:6,8,22 81:3
830 94:17	accounting 105:25	AED 3:12
8:30 6:23 31:7	achieve 52:25	AEM 77:16
	act 16:6 46:2 97:2	affair 65:20
	action 54:10 67:2,21 70:20 71:15 72:7 99:13 100:5	

affect 46:6 81:14 98:9
affects 46:6
afford 64:21 106:22
affordability 49:12 81:8 89:1
104:23 105:20 106:16,19
affordable 32:12,13 48:11 52:9
87:18 88:4,12,13
afraid 47:2
age 19:14
agencies 28:6
agenda 82:21
aggregates 46:8
aggressive 46:11
aging 19:16
agree 28:9
agreement 59:24
ahead 11:1 28:11 29:7 31:14 71:15
aid 3:11
air 33:20 35:1 45:24,25 46:2,3,12
51:8 52:20 57:18 66:7 75:16 79:19
81:14 92:15 94:14 101:24
Alamo 50:10 59:16 67:3 95:18
Alan 89:10 90:13 91:22,24
Alejandra 72:24 74:14 76:6,10
alert 29:24
Alice 31:17 33:9,12
aligned 99:25
alike 103:8
Alliance 74:20
allotted 29:25
allowed 21:3 52:24
allowing 43:20 80:3
Almaraz 83:6
alternatives 28:21
Alvaro 4:23 43:25
amazing 56:9
America 84:18
AMI 18:22
amount 19:15,22 59:8
ample 59:8
An- 23:23
analogies 19:4
analytics 83:13
Andrew 58:13 60:8 61:21,23
angst 20:9
announce 16:1
announced 42:10
annual 65:19,21 85:8
Antonians 41:21
Antonio 4:11 5:14,18 7:19 9:20
14:19 16:13,16 17:2,25 25:6 31:22
32:2,3,10,12,14,23 33:2,23 34:19,
20,21,23 35:6,9 36:2 41:24 42:7
43:18 44:21 45:7,16 46:21 47:13,
23 49:3,14 50:12 52:7 54:21 55:16,
23 58:24 59:17 62:4 63:20,22
64:19 65:6 69:8 71:12 73:2,8 74:1,
19 77:3,13,17 80:5 82:14 87:14,17,
20 88:4,7 89:1 90:7,20,24 91:25
93:4,14 94:4,10 95:2 97:13 99:18
102:20 103:21,23 104:18
Antonio's 13:3 32:25 35:15 79:10
96:3
anybody's 52:2
anymore 68:19
apologize 52:2 57:7
appearance 29:21
applaud 48:9 73:6 93:7
applauded 94:21
applause 4:20 5:5,8,11,16,19,22,
25 6:3,6,9,12 12:23 13:4,20 14:14
16:3 17:13,16 18:13 26:13 29:5
30:20 33:8 34:13 36:10 38:1 39:21
42:1 43:22 45:9 47:7 48:16 50:5
51:23 53:19 55:18 57:5 58:11 60:6
61:19 63:8 64:23 66:20 69:2 70:15
72:21 74:12 76:4 78:1 79:23 82:2
84:7 85:22 87:8 89:7 90:11 91:20
93:20 95:11 97:4 98:14 100:14
102:17 103:18 105:7 107:2 108:6
appliances 93:16
applied 66:14
appoint 27:22 28:9
appreciation 107:7
approach 91:18
approve 28:11 45:1
area 4:11 34:6 45:23 51:12 79:2
87:5 92:11 93:2 97:11 99:18
103:10,11
areas 32:19 35:16 38:11 53:14
74:1
argument 55:11
arise 106:4
array 93:7
arteries 46:10
Asociacion 76:24
assembles 58:23
Assessment 41:9
asset 90:23,24,25
assets 9:2,3,4 16:12,13 32:4 63:5
107:9
assist 3:17
associate 73:15 74:18
association 5:18 55:23 80:5,6
associations 77:7
assuming 54:4
assure 100:23
asthma 75:25 79:17 101:5
Atlanta 70:25
attack 35:20
attend 44:14
attendees 29:17 31:3
attending 30:25
attention 20:22 53:17 57:10 66:19
93:18 102:25
attorney 76:11 82:7,8
attract 13:9 32:21
attracting 32:5
attraction 37:6
audience 26:11 30:17,20

AUDIO 7:25	beacon 9:24	16,17 25:19 28:9 30:9 31:2 33:12
audits 49:24	beat 12:18	34:16 38:6 43:20 44:2,10 48:9,22
August 90:20	beck 91:6	54:2 57:13 70:10 76:15 80:2 82:6
authorities 77:5	begin 31:13	84:11 89:13 92:7 102:21 107:13
automatic 91:3	beginning 104:7	Board's 107:6
automobile 95:21	behalf 3:24 13:21 29:4 32:18 44:25	bodies 79:20
automobiles 71:25	98:3 100:20	bold 66:10
availability 52:23 61:7	beings 104:14	Bonewell 3:4,7 6:4
Avant 86:2	benchmarking 52:21	boom 103:10
Avenue 33:15 50:13 53:24 69:9	benefit 23:11 88:2	borne 47:17 79:20
78:8 86:2	benefited 85:15	Bouet 6:10
avenues 74:2	benefits 10:3 12:2 15:8 22:6 89:22	Boulder 71:3
avoid 41:12 54:11 67:10 81:18	91:11,12,13	bowl 57:17
award 12:22 70:13	Berkeley 71:4	box 6:24 31:12
aware 62:15 75:7 81:12 90:5	best-performing 90:21	BPS 32:22
awesome 37:21 99:12	betterment 43:3	brand 35:4
Aye 107:22,23,24,25	Bexar 45:22 65:5	Bravo 78:4 79:25 82:4,6
ayes 108:2	Bi-national 77:17	break 71:22 72:6
	big 12:17 18:17 24:20 61:15 63:19	Breeze 57:12
	71:16 72:1 82:22 106:20	Brenda 53:22 55:19 57:6,10
B	biggest 17:17 18:5 38:12	Brianna 95:14 97:6 98:16,19
	bike 46:16	Bridger 51:10
back 3:16 10:4,17 11:3,4,9 12:7	bill 36:15 40:6 57:22 85:8	Bridlegate 67:3
13:13 15:13 18:10 24:3 29:10 36:1	billion 16:12 66:9 67:18	briefing 8:18
37:17 55:9,10 108:5	billions 101:11	bright 22:25
backbone 49:14	bills 88:16	bring 10:4 17:4 32:8 55:9 77:15
backup 59:13	biotech 32:17	82:8
backwards 58:9	bit 14:15 17:21 31:7 89:2	bringing 24:3 74:6 93:13
balanced 81:3,4,21	biting 24:12	Britton 4:24 44:12 45:12 47:9,11,
balancing 48:10	Blacksburg 71:2	12
ball 49:15	blessed 106:17	broad 24:24
Barrera 95:14 97:7 98:16,18	Blind 12:16 69:8	Broader 82:13
base 15:14 58:24 66:7 81:16 90:24	blindness 69:21	Broadview 74:17
based 12:13 81:17	block 30:17 100:25	broadway 11:25
basically 15:3 66:7 68:1 95:23	blow 40:19	Brock 48:24
105:22	Bluet 92:1	broke 11:6
basis 38:19	bluntly 41:16 102:1	Brooks 58:24
bat 80:18	Board 3:2,23,24 4:3,6 8:14 23:7,8,	brought 35:17 91:12,14 105:19
batteries 59:22		
battery 28:18 59:13,16 60:1 105:3		

Brown 100:17 102:20 103:20,22
budget 63:21
Buell 52:2 53:21 55:19,21,22
Bueno 72:24 74:15 76:6,8,10
build 18:9 33:2 35:3 36:7 53:9
 87:18,24 88:1,19
builders 55:23 103:9
building 3:10,17 34:24 52:23 53:7
 65:12
buildings 42:13,15 65:12
builds 35:5
built 18:11 35:1 54:15
Bulverde 60:11 67:4
bunch 18:18 26:6 36:20
burning 41:10 46:13
Burns 91:23 93:23 95:13,15,17
Burnside 34:22
business 7:3 9:9,11 12:2,3 36:2
 38:8,10 39:5,10,15 44:7 48:23,25
 49:1 58:15 59:6 63:1,3 67:11,25
 68:2,6 73:21,25 85:17 95:9 103:7
 107:14
businesses 13:9 32:6 48:5 68:18
 74:9
businessman 45:4
busy 11:10
buying 69:23

C

CAC 4:3,9,18 44:13,25
calculations 79:22
California 64:6,7,18,20 71:4,6,7
call 30:1,5,6 31:14 38:13 91:7
called 3:3 30:4 42:25 60:18 64:9
camp 40:14,24
Canestaro-garcia 31:17 33:9,11
Canestero-garcia 33:13
Cantu 70:18 72:24 74:14,16,17
Canyon 61:25
CAP 50:22 74:21
capability 28:19
capable 69:22
capacitor 105:2
capacity 17:10 18:8 19:16 38:9
 61:6
car 37:15 56:11,12 71:25
carbon 21:4 65:9 86:20,21,24 97:3
 106:2,8,12,25
carburetor 19:8
card 29:16 30:24 31:11 81:3,4
care 33:22 45:18 105:25
cared 61:1
career 38:21
careful 15:11
Carolina 71:1
Carolyn 6:7 82:7
Carrying 30:16
cars 19:4,5,6 34:11
Casa 16:24 101:1
case 25:24 64:21 67:11 72:8
Castillo 38:4 39:24 42:3,5,6
Castle 92:1
catastrophe 54:12 99:9
catastrophic 67:9 78:19,20 89:3
caught 37:1
cede 29:19
ceded 43:24
celebrating 65:20
Celsius 99:1,3,12
center 47:17 77:14
centers 14:4
century 101:12
CEO 5:17,24 7:1 47:12 69:7 80:4
CEOS 25:4
certificate 86:12
certificates 60:23
cetera 38:22 76:19
chain 12:11,12
chair 3:23 4:16 44:7,11,12 50:9
 76:23 95:17
Chairman 31:2,20 32:23
challenge 8:15 33:3 74:2,5,7
chamber 5:2,21 34:21 36:2 73:2,8,
 15
Chambers 5:12
chameleon 24:12
champion 62:7
chance 10:9 27:9
change 20:19,21 41:3,8,13 45:20
 54:7,10 55:11 61:15 62:10,16
 65:24 66:5 67:16 68:5 72:5,10
 75:15 78:13 84:16 93:15 95:19,25
 96:1,23 98:24 100:4 101:13,19
 102:2 106:5
changed 20:20 41:4
changing 65:16
channel 4:14
charge 15:17 92:12,23
charger 93:1
charging 93:4
charity 101:25
chart 17:6 18:16 20:8
charts 57:25
Chavez 5:17 76:7 78:3 79:25 80:2,
 4
cheap 68:16
cheapness 79:15
check 57:21
Chief 3:5 6:1,4,8,11
chiefs 4:4 5:23
child 104:23
child's 55:13
children 54:5 55:10,15 78:9,16
 79:14,16,20 96:24
choice 100:12
choices 22:5,7 80:23

choose 60:21	closing 21:1	commit 85:20 97:2
Chris 5:10 42:4 45:11,15 61:22 63:10 65:1,4	Club 50:11 53:25 67:3 70:20 95:18	commitment 9:23 10:13 43:2 72:8 85:4 88:23 96:6,7
CIOS 25:5	co-op 57:21	commitments 12:7 21:1
circle 55:9	CO2 94:17,20,22	committed 10:11,25 26:9 54:23 55:2 71:11 99:11
circulated 91:14	Coahuiltecan 104:2	Committee 4:10,16 28:1 44:8 50:22 51:8 70:20 73:3 76:24
cities 7:20 24:20 37:21 54:22 66:17 71:7	coal 18:11 28:20 33:21 51:7,11,18, 21 55:3 58:9 64:2 71:21 79:15,19 87:2 93:17 99:21 104:7,9,13,15 105:5	communication 4:14 82:24
citizen 45:21 78:7 79:1	coal- 96:7	communities 44:17 72:18 79:8 101:3
citizens 4:9 24:24 27:20 44:8 79:6 91:14 92:6,16	coal-burning 104:16	community 4:14 9:3,11 10:2,12, 13 11:9 12:13 14:20 15:2,14 16:11 17:2,8 18:2 22:4,24 23:14 24:3,16, 19,24 25:7,15 27:24 32:6 34:4,5,8 35:5 36:3,7 42:20 43:4,21 44:4,14, 15 49:20,21 59:25 60:1 65:18 68:9 70:9,13 71:5 72:8 73:7,13 74:9 75:2,5,10,14,25 76:3 80:11,24 81:10 82:14,22 84:13 97:15,22 98:4,9 103:4 105:17
city 13:23,25 22:10,12,13,17 26:25 28:14 32:14 33:16 34:20 36:8 39:3 40:8 45:7 46:21,24 49:3 50:23 51:1 57:11,17 58:24 63:20 65:4,6,8,10, 11 66:14,15 67:23 74:5,22 77:3 90:1 91:9,12,15,18 92:2,17 94:4, 10,11 95:2 96:18 99:4 101:3 104:22	coal-fired 28:20 46:13	community's 107:9,11
city's 25:22 63:20 67:1	Coalition 90:9	companies 12:6,13,17 32:16,21 58:21 103:6
civil 41:18 97:11	coastal 99:4	company 9:22 24:17 32:9 37:10 58:22 64:12
civilization 41:24	code 45:16 50:23	comparatively 86:10
civilized 40:19	collaborate 56:6	compare 15:19,22
clap 13:2	collaboration 35:11,16 48:15 60:5 77:12	competed 12:16
clarity 80:22	collaboratively 36:6	competitive 9:5 15:20,22 32:7,15 33:4 80:8
class 29:12	collectively 17:11 22:14 23:8 27:16 45:1	competitiveness 81:8,14
classroom 38:14	Colleen 51:10	complement 42:18
clean 33:2 46:2,3 54:23 55:7 96:19	colleges 39:14	completed 29:15
cleaner 92:15	Colorado 71:3	completely 65:5 68:2
clear 14:17 41:10 79:6 80:10,24 101:23	Columbia 71:1	completing 6:22 30:24
CLEARRESULT 84:15 85:20	Comal 44:5	complex 85:12 105:19
climate 41:2,9,13,24 45:20 54:7,10 55:11 58:6 61:15 62:10,16 65:24 66:5 67:1,10,16,17,21 70:20 71:15, 18 72:5,10 73:3 74:21 75:15 78:13 95:19,24 96:1,23 98:24 99:6,9,13, 20,25 100:4 102:2 106:4	combating 55:11	complexity 106:13
climate-related 67:17	comfortable 41:22	compliance 33:20 104:17
clock 82:11	commend 59:17 76:14 77:2	compliant 94:24 99:12
close 21:17 22:17	commendation 56:22	complicit 100:9
closed 54:11	comment 30:24 31:11	compliment 105:14
	comments 6:18,21,22,24 7:5 30:22 31:10,12 53:17 55:9 69:13 70:25 107:8	
	Commerce 5:13 34:21 36:2 73:2	
	commercial 52:13,20 53:4 59:25 85:5,9,14	
	commercially 91:12	
	commissioning 53:7	

component 97:18	consumed 17:11	coughing 33:21
comprehensive 10:14	consumer 26:23 49:2 69:11	council 11:18 13:23,25 25:15,19 26:25 27:13,21,23,25 28:4,12 89:24 90:1 92:2 95:6 97:12,14 98:4
comprehensiveness 85:1	consumption 17:8	councilman 5:3 26:16,19,21 29:6 50:21 51:5 96:15
comprised 4:10	contacts 5:2	Councilwoman 5:6
con- 25:16	context 7:14	count 89:19
concentration 40:14	continental 84:22	counterarguments 79:12
concept 80:19	continuance 41:18	counting 57:12 87:6
concerned 95:5	continuation 48:13	countries 40:21
concerns 27:7,14 28:2 36:1 86:4	continue 8:5,11 9:1,16,22 10:5,6 11:22 14:11 17:6 21:9 22:9 24:1,8 25:2 33:1,19 34:2 58:5	country 32:13,14 54:12 56:21 86:22 106:9
conditioning 52:20	continued 23:17 85:21 104:18	county 44:6 45:23 50:14 65:5,20
conducive 47:25	continues 9:19 62:8	couple 14:18 16:7 26:17 70:24 80:18
conducted 43:10	continuing 14:12 19:24 33:1 35:7 53:3,17 59:1 97:24 98:11	courage 5:3 26:16,19,21 40:20 41:21,25 50:21 96:15
conferences 42:25	contribute 10:17 11:3 61:1,11	Courage's 51:5
confined 8:12	contributions 43:3	courteous 30:18
conflict 63:23 64:7	control 42:14 51:10	courts 96:23
congratulate 77:20	conversation 88:8 100:23	cover 106:3
Congress 41:1	conversations 8:7,11	CPI 15:10
connect 11:13	convey 31:9	CPR 3:11
connected 75:5,9	conviction 84:23	CPS 3:2,8,23 4:4,13 5:23 10:10 23:23 24:7 26:22 27:2,5,8,17 28:6, 13,24 29:3 30:15 32:2,3,25 33:16 35:7,13 36:18,25 38:10,25 39:9,11 40:8 41:16 42:10 43:10,11,16,20 44:2,7,8,22 45:5 46:20 47:17,21 48:7,10,25 49:2,11,22 50:13,15 51:17 52:9 53:18 55:1,7 56:1 57:4 58:18 59:7,17,20 60:4 61:9 62:5,6, 8,17,19 63:2,5,6,7,14,16,19,21,22, 24 64:21 65:10,14,16 66:9 68:3,5 69:11 70:7,9,12 72:18 73:6,7 74:5 75:6,11,12,23 76:1,14 77:1,2,10, 19,20 80:12,17,19,24 81:9,21,25 82:14 83:1,5 84:20,24 85:3,12,19 86:13,15,22 87:22,25 88:20 89:13, 20,24 90:21 92:3,10,11,18,21 94:2, 8,17,21,24 95:1 97:16 98:5 99:17 102:25 103:3 105:13
connection 75:20	cool 17:20 42:17 60:25	CPS's 43:3 80:21 81:4
conscious 50:2,3	cooler 17:21	create 11:16 15:19 17:24 21:11
consciously 15:5	cooling 19:10	
consciousness 41:1	cooperating 93:8	
consequences 41:12 98:22	cooperation 91:1	
conservation 14:23 15:2,12 25:25 49:21,25 53:8,10 64:5,8 86:20,25 94:9,23	core 7:14 13:5 23:10	
conserving 22:2	corporate 10:12 12:3,10 39:18 69:14,16 101:24	
consideration 57:10 58:8	Corpus 9:5	
considered 12:8 103:8	correct 40:3	
considers 32:10 81:5	cost 15:7,8,18 36:20 49:7 50:1,3 51:21 64:5 67:23,24,25 68:1 79:14, 15,19,20 81:9,15,17,18 87:24 88:17 94:10	
consistently 97:23	cost-of-service-based 80:9	
constant 44:22	costs 15:7,12 19:11,13 22:1,2,3,4 60:2 79:13 80:23 81:20 101:23	
constantly 18:23 19:13		
construction 59:20		
constructive 29:2		
consume 15:5		

25:9,12 32:11 46:14 100:7	David 4:24 31:16,20 44:12	demeaning 60:17
created 24:5 63:23 71:21	Dawn 83:7	demonstrates 85:3
creating 94:7	day 9:3,7 34:11 35:7 37:14 59:15 65:19 83:3 88:20	Denton 54:25 71:10
creation 58:20	days 17:8 34:10 75:16,25	department 36:16
creative 48:12 66:10	de 76:24	depends 96:4
credit 94:8	dead 102:1	deploy 51:4
credits 103:6	deal 61:15	deployed 51:5
crew 13:14 14:6 27:6	Dean 38:7,9	deserved 102:11
Cris 84:3	death 33:21 102:5	deserves 17:2
crisis 88:5 89:1 96:21	decade 54:11	designated 45:22
critical 12:8 36:9 85:13	decades 41:2 52:10 96:21 101:5, 19	designs 58:23
Cross 97:10	decide 22:3	destroyed 66:8 101:10 104:12
culminated 58:19	decided 13:15	destroying 104:10
culpable 72:10	decision 8:6 20:14 51:22 101:14, 17,18	detail 60:24
current 30:5 44:7 53:4 64:22	decisions 20:16 22:6 78:24 80:25 81:5	detecting 37:20
curve 49:5	decisive 100:5	detection 83:13 91:4
cust- 12:5	deck 31:16	devastation 99:2
customer 6:1 40:9 63:7 84:25 89:14 92:3 94:2 95:1 97:22,23	decoupling 64:10,14,18 68:14	develop 91:2
customers 9:6,24 11:13,23 44:7 63:14,18 85:5,9,14,16 92:22	defects 46:9	developing 10:5
cut 87:1	Defense 83:2,4	development 28:18 31:21 32:2,5, 24 38:21 42:12 44:14 48:4 52:24 58:15 71:15 97:17 99:14
cutting-edge 48:6	deft 48:10	deviate 49:15
cyber 32:17 34:25 35:4,9,15 36:3 42:12	degree 41:7 99:3,12	dialogue 44:19
Cybersecurity 5:14 34:19,23	degrees 98:25	Diaz 102:20 103:21,23,25
	delay 31:1 41:14 95:25	die 101:12 102:14
	delaying 96:21	difference 14:3 25:6 61:2
D	Deleon 85:25 87:11 89:9,11	dig 104:13
daily 35:14	deliver 9:8 48:6	Digging 104:7
Dallas 9:5	deliverables 43:5	diplomas 43:14
damages 49:8	delivery 10:7	direct 92:1
dams 54:16	demand 14:24 17:18,24 52:12,13 53:5 84:21 85:7 92:13	direction 27:16 28:13 74:4
dangerous 37:23	demanding 15:4	directions 27:15
Darby 60:9 61:21 63:10,12 68:12, 13	demands 55:13	directly 44:15 85:14
dark 22:25 94:23	demean 60:17	director 34:19 42:7 52:6 61:24 84:14
data 26:3		Directors 70:10
date 54:24		dirtiest 87:3

dirty 71:21		elected 4:3 5:2 65:6
disabilities 69:22		electric 15:22 45:3 50:25 57:20,22 84:4,17 92:10,11,20,23,25 93:1,3
disability 89:19		electrical 93:16
disappears 99:5		electricity 40:9 60:22 70:25 72:15 77:8 81:19 92:12 93:13 99:22,23
disappointed 61:5 78:13		element 32:8
disasters 67:17		eliminate 41:10
disbanded 51:9		eliminating 46:12 64:16
discussing 78:14 83:18		Elsmere 47:13
discussion 22:10 77:12,21		embraced 69:18
discussions 77:14		emergency 3:15
disease 46:9 99:7		emissions 21:4 64:17 65:22 66:1 67:24 83:25
dismantled 100:5		emphasis 58:2 93:12
displayed 29:23		employees 11:2,3,23 13:21 55:25 88:1
displays 30:15		Empresarios 76:24
disrupt 31:1		enable 83:11,12,22
disseminate 44:18		Encino 105:11
distill 82:22		encourage 8:4 14:23 25:16 33:18 34:3 48:13 53:6 54:1 75:13,23 76:2
district 27:22 33:13 34:22 48:24, 25 52:7,11,16,18,24 53:24 57:12 70:21 74:18 78:8 86:2 87:15 89:12 90:18 100:19		encouraged 27:17,23 69:19
diverse 33:2		encouraging 15:12 34:8 92:22
diversification 19:18 33:4		end 8:24 20:12 22:17 31:7 36:1 60:2 88:20 101:10,12
diversity 80:20 81:19		enemies 102:16
dollars 11:6 23:14 80:25		Energia 33:14
donation 65:14		energy 3:2,9,23 4:4,13 5:23 10:10 11:25 12:5 14:24 15:4 17:12 19:19 20:1 21:18 23:23 24:8,17 27:12 28:15,16 30:15 32:2,3 33:2,14 34:10 38:10,20,25 39:9,11 41:16 42:8,14,15,17 43:3,10,17,20 44:2, 23 47:16,17,18,24,25 48:3,5,7,10 49:6 50:13,15 51:18 52:6,9,10,13, 14,15,17,21,25 53:5,6,8,9,12,14 54:23 55:8 56:1 57:4 58:20,21,22 60:17,23 61:9,13 62:7,9,13 63:16, 18 64:11,14,19,20 65:10,16 66:13, 16 67:5,6 68:3,5,14,19 70:7,12 71:2,3,4,9 76:15,16,19,20,22,24 77:1,2,3,4,6,11,13,17,18,19,20,21 80:9,17,19 81:25 82:15 83:1,5
Donna 48:23		
downtown 100:21		
drive 9:14 23:12 34:22 40:8 44:6 52:6 67:4		
drought 71:20 99:6		
drove 92:25		
dual 43:15		
due 36:23 101:6		
dying 98:22		
dynamic 91:5		
	E	
	Eagle 87:5	
	early 19:20 21:17	
	Earth 104:6	
	Earthwise 65:19	
	east 50:13 78:8 100:25	
	eco 101:23	
	ecological 99:2 100:11	
	economic 31:21 32:1,5,24 44:23 54:11 66:4 67:15 72:8 77:18 103:10	
	economical 20:2	
	economics 9:11 49:14 96:20 105:6	
	economy 12:5 47:18 58:21 66:5	
	ecosystem 12:5 35:3	
	Ed 4:7	
	EDF 32:19,25	
	educated 10:24 40:18	
	educates 65:18	
	education 10:23 12:7	
	educational 39:19 42:21 53:10,13	
	educator 38:12 78:6	
	effect 14:6 32:10	
	effectively 87:24	
	effectuate 23:4 25:13	
	effectuated 26:5	
	efficiency 14:24 49:20 52:13,14 53:5,6 63:25 64:13,20 84:19 85:1, 13	
	efficient 18:23 49:7	
	effort 14:10 23:17 36:7 54:20	
	efforts 33:1 42:18 43:15 49:25 52:16 84:21 85:1	
	EI 65:7,8	
	elder 33:19	
	elderly 88:11	

84:16,19,25 85:12,13 86:12,14 87:3,22 88:21,24 92:3,10,18,22 94:13,16,20,22 96:19 97:3 99:15, 17,20 103:3,6,14 105:13 106:14	equipment 15:9 92:14	expansion 48:14
Energy's 33:1 47:22 65:14 66:10 103:1	equity 68:9 74:21	expect 11:24 12:1
energy-efficient 65:17 88:19	escalating 15:9	expense 100:10
engage 53:9	essential 46:3 47:20	expenses 94:11
engaged 52:12 83:4 84:13	establish 52:15 77:4 93:3	expensive 54:13 55:12 67:22 101:22
engagement 6:2 44:20	estate 97:12,14,15,22 98:3,4	experience 3:14 15:7
engages 44:22	estimates 94:15	experiences 43:15 101:5
engineer 97:11	Etheridge 6:1	experiential 38:13
engineering 39:5,9 42:6 97:22	Eugster 84:3	expert 79:1
engineers 58:23	EV 16:25 50:21	expertise 38:24
engines 19:10	evaluating 26:2	experts 43:18
enhance 35:22	evening 3:7,21 6:23 31:10,19 33:11,12 38:5 42:5 44:2,10,17 47:11,15,19 53:16,25 55:21 57:9, 23 58:14 63:12 65:3 66:19 72:25 74:16,25 76:8 80:2 82:6 84:11,12 86:1 87:12 90:15,16 91:24 93:24 95:15 97:8 102:21 107:4	expired 29:25
enjoy 56:4	evening's 6:13 29:14	explore 82:25
enormous 32:15	evenings 7:12	explosions 37:24
ensure 53:11 80:7	event 30:25 35:20 44:3	exposure 46:8
entire 21:23 33:22 68:6	events 39:15,16 44:14,15 77:17,22 78:19,20 86:15	express 52:22 76:12 107:6
entities 24:2,6,16 89:19	eventually 19:6,15	expressed 86:5
entrepreneurs 35:21	everybody's 3:13	extending 12:11
environment 46:14 47:25 80:14 94:17,20 95:5	evolved 63:19	extent 28:22
environmental 23:21,22,24,25 49:8 54:12 62:15 64:4 65:19 78:23 82:14,15 83:2,4 101:7 105:12,16	evolving 96:9	extermination 40:24
environmentally 91:13	EVS 17:1	extra 16:17 86:11
Environments 74:21	examples 10:15 14:19 77:15	extremely 44:21 57:24 84:1
envision 21:9	excavation 104:9	eye 33:4 62:10
EPA 45:22	excellent 62:21	eyes 46:7
EPICENTER 47:12,16	excessive 75:16	
EPICenter's 47:25	excited 56:23 61:3 84:5	<hr/> F <hr/>
epidemic 79:17	exciting 90:25 91:8	F-22S 66:8
episode 40:12	excuse 62:16	face 27:12 68:9 69:25 78:17
equally 83:16	executives 25:5	faced 78:19
equate 94:16	existential 100:4	facets 38:15
equates 94:19	exits 3:15	facilities 27:10
Equinox 42:25	expanding 53:4	facility 93:9,10
		facing 8:6 101:14,17,18
		fact 11:24 12:3 23:17,25 56:24 79:16 106:22
		factors 81:5

fails 41:17	fine 21:15,22 86:23	fortunate 38:17 44:21 69:12
failure 97:1	finishing 87:4	forum 77:18 97:9,21
fair 91:15 94:1	fire 28:20 71:20	forums 39:15
Fairway 76:11	firsthand 62:6 69:15	forward 7:3 20:5 25:23 26:9 46:22 48:14 50:23 53:17 56:14,15,24 57:3 58:9,25 59:1,9,22 85:20 91:17 93:11 98:11 105:20 106:8,25
familiar 40:20 41:22	fix 83:23	forward-thinking 48:7 100:6
families 87:19,20 96:2	flawless 36:18	fossil 19:19 34:1 41:11,13 49:11 54:19,20,21 55:14 64:16 65:22 66:1 86:6 99:16,22 100:3 101:11
family 33:22 36:16 89:2 102:8	fleet 92:20,22	foster 45:18
fast 20:13 46:22 79:4	fleets 92:19	fostering 77:11
faster 41:13 45:8 53:1 61:14 83:15,23 105:5	Flex 66:10 71:14 74:4 80:13,19 96:4 103:14	fosters 47:24
fastest-growing 9:20	flexibility 28:10 80:21	found 13:13 39:8,11 52:8,18
favor 107:21	flexible 4:1 6:15 7:2,16 8:6,24 19:2 20:23 21:4 22:11 27:2 35:25 41:16 42:18 44:19 45:1 56:8,15 59:2 60:13 62:18 73:11 75:12,23 76:15, 17 77:13 78:15 85:19 88:23 91:18 94:6 95:10 98:7	foundation 23:2 31:21 32:24 100:3
featured 40:12	floods 71:20 99:4	foundational 34:25
federal 45:24 66:3 77:5	fluid 25:24	foundationally 35:1
feed 22:7	focal 11:19	founders 47:19
feed-in 103:5	focus 9:13 10:16 24:22,23 33:23 84:25	four-year-old 69:25
feedback 8:15 11:18,20 98:10 99:8 107:9	focused 10:2	fourth 65:12
feel 8:13 14:10 46:22 61:1,10 73:24	focusing 12:14	Frank 83:6
Felecia 6:1	folks 3:2 29:18 63:14 88:11	Frankfurt 40:13
felt 55:5	follow 25:12 31:2 42:21	frankly 91:8
fervently 92:6	food 99:7	fraught 23:4
Fetter 57:8 58:13 60:8,10,11	footprint 65:9 84:23	Fred 3:4,19 6:4 7:10
Fidel 97:10	Force 35:1 66:7 97:20	Friday 41:9
fields 43:19	Ford 87:5	front 30:8 31:5 62:10 83:8
figure 20:4 24:18 35:18 57:15 86:13	forecast 63:4	fronts 77:1
figured 64:7	forecasting 42:13	frustrating 86:18
figuring 100:2	forefront 78:12	fuel 19:19 41:13 49:7 55:3 64:16 65:22 66:1 86:6 99:16 101:11
filled 6:18	foreign 40:21	fuels 34:1 41:11 49:11 54:19,20,21 55:14 64:2 71:21 99:22 100:3
final 81:1	foreseeable 92:7	fulfilling 46:2
finally 70:3	Forest 63:13	full 55:9 61:6 101:11
financed 104:17	forfeit 30:2	full-time 43:9
financial 18:24 59:24 80:24 81:1	forget 76:2	fully 48:3 62:15 85:20
find 7:8 10:18,25 12:12 23:11 27:25 49:1 68:16 82:25 83:15,19, 22,23 96:13	form 6:19,22,23	
finding 7:20 35:21		

Functionally 99:14	Georgetown 54:24 66:12 71:9	grade 46:1
fund 20:14 83:3,4	Georgia 57:19	grader 70:1
fundamental 46:4	geothermal 34:4,5 49:8	gradualism 100:1
fundraisers 11:4	Germany 40:15	gradually 64:16
funds 49:24 93:2	gigawatts 59:4	graduate 45:19
Fuqua 50:8 52:1 53:21,23 92:5	Gilliam 65:2 66:23 69:5,7	grams 94:17
furthering 64:15	Gilpin 61:25	grand 54:13
future 8:10 21:8 45:3 51:15 54:18 55:6 56:16 57:2 60:3 71:16 81:13 92:8 96:3 103:16 105:24 106:1 107:12	girl 69:25 70:3	grandchildren 54:5 55:10,15 96:25
<hr/> G <hr/>	give 7:4,13 8:14,18 10:16 11:3,9 13:16 14:12,18 25:19 63:1 82:9 96:13 102:8,10	grandfather 40:13
gain 63:4	giving 8:22 10:18 23:3 31:23 79:6 93:15	grant 65:12
game 54:21	glad 72:16 83:9 86:11 104:24 105:18	graphs 57:25
Garcia 45:12 47:9 48:20,21	global 35:4 41:8 71:19 78:22	great 9:19 11:18 12:19 14:5 24:18 27:19 38:11 46:21 47:4 49:16 52:9, 18 54:15,17 56:18 58:24 63:6 77:4, 13 80:13 84:3 86:5 90:24 93:5,10 102:23 103:10
Garcia's 48:18	globally 33:24 98:25	greater 4:11 41:15 55:22 67:25
Garden 44:6	globe 10:3 13:9 36:8	greatly 81:7
garnered 91:14	Gloria 40:12	Greehey 38:8,9
Garrett 5:13,14 31:18 33:9 34:15, 16,18	go-to 46:24	green 17:10 60:19 94:3 95:1
gas 21:19 37:20,22 49:2 64:2 77:6 83:7,11,22,25 84:1,17 87:4 91:2 93:14,16 100:9	goal 52:17 53:12 55:2,7 65:15 71:8 88:25	greenhouse 46:12 83:25
gas-fired 96:7	goals 27:11 38:12 64:16 96:14 99:20,24 100:2 106:25	Greg 66:23 69:5 70:17,19 73:4
gases 46:13	God 19:8 71:21	grid 35:19,23 42:12 48:11 63:5 91:9,18 103:2
gather 10:3	Gold-williams 5:24 7:1,4,6,7 8:1 38:18 51:18 56:2 64:3 72:17 73:10 87:22 93:8 101:16	ground 45:23
gathering 71:18	good 3:7,21 9:14,21 10:14 14:21 15:24 16:16 17:15 18:24 19:4,18, 19 24:19,23 29:2 31:19 33:11,12 34:4 36:23 37:20,24 38:5 42:5 44:1 46:17 47:11 48:14 49:21 50:17 53:25 55:21 57:9 58:7,14 61:15 63:12 65:3 66:19 72:25 74:16 76:8, 21 80:2 82:6 84:11 86:1 87:12 90:15 91:24 93:24 94:24 95:15 97:8 102:21	grounded 35:10
genealogy 40:11	goodness 17:3	group 13:14 23:22 50:10 73:4
general 9:15	Gothic 40:8	grow 9:16,19 10:6 58:5 62:3 98:1
generate 18:4 64:15	government 35:17 54:9 65:24 66:4 89:19	growing 14:20 15:2 16:10 17:5 28:15 45:8 58:3 71:18
generation 35:25 45:3 59:8 76:18 81:20,22 92:16 94:7 98:20 102:7 103:12	gracious 38:23	growth 9:17 14:21 15:10 16:16 34:25 35:3 38:21 58:2 81:10
generations 54:18 55:6		guard 3:10
generous 77:10		guess 64:5 82:22
gentleman 55:5		Guevara 3:1,19,22 26:14,20 29:6 33:6 34:14 36:11 38:2 39:22 40:3 42:2 43:23 45:10 47:8 48:17 50:6 51:24 53:20 55:19 57:6 58:12 60:7 61:20 63:9 64:24 66:21 68:21,24 69:3 70:16 72:22 74:13 76:5 78:2 79:24 82:3 84:8 85:23 87:9 89:8
gentlemen 55:16		
George 4:23 44:12		

90:12 91:21 93:21 95:12 97:5 98:15 100:15 102:18 103:19 105:8 107:3,17,20,25	heads 55:15	home 34:21 61:25 69:8 87:18 103:9 108:5
guidance 8:15	health 45:21 46:15,18,19 74:19 75:1,2,9,14,15,22 76:3 96:2 100:11 106:3	homebuilders 103:11
guidelines 29:8,13	healthcare 85:17	homeowner 63:1
gun 55:13,14,17	healthier 100:8	homeowners 103:7
guy 37:19	healthy 74:20 75:3,4	Homer 3:22
guys 37:19,20 56:4 61:17 83:8 92:9 93:5	hear 6:17 8:13,15 24:13,14 25:20 30:18 31:18 44:15 55:10 56:21 93:25 94:6 104:24 105:18	homes 14:4 50:25 70:6 88:19 103:12
<hr/> H <hr/>	heard 27:1 31:25 47:18 50:19 72:3 73:18 86:3 92:7 94:14 96:25 104:20	honest 36:24
H2oaks 93:9	hearing 26:10 31:13	honored 84:20
habit 71:22	heart 46:8	hope 26:8 28:17 29:1 73:14 82:8 90:6 92:5 95:2 102:8,15 106:24
habitable 101:24	heat 75:16 92:16	hopes 28:16
Habitat 87:14,17 88:18	heavily 46:23	hoping 93:2,10
half 26:24 64:19	heck 33:17	horrible 78:16
hallmark 81:9	Hector 48:18	hospital 72:2
hammers 88:1	Heinle 55:20 57:8 58:13,14,15	hospitalizations 76:1
hand 55:1 57:1	held 49:11 96:24	host 23:19
handle 15:7	hellish 87:6	hosted 23:18
hands 43:14	Helotes 62:1	hosting 44:3 97:9
Hanson's 40:25	helped 15:1	hottest 17:8,9
happen 4:12 21:7 26:1 80:17 82:1	helping 10:23 38:11 52:15 69:25 70:1,2,5 75:17 85:19	hour 94:16
happened 50:18 72:11 105:14	helps 14:9 18:22 27:12 32:15	hours 6:19 10:19,25 27:4 85:6
happening 15:6 17:3	hey 21:14 25:9	house 37:2 44:6 48:24 63:3 67:6 70:22
happy 14:22 69:10	high-paid 96:11	houses 50:24 51:3,6
hard 16:8 43:1 57:14,15 71:22	highest 70:12	housing 87:18 88:5,12,13,17
harden 35:19	highlight 23:6	Houston 9:4
harder 41:15 101:20	highly 42:18	HPS 94:12
hardworking 87:19	highway 48:22 54:16	Huffaker 87:11 89:10 90:13,15,17
Harman 66:23 69:5 70:17,19	Hills 92:1	huge 51:16 88:16 92:10 93:6 98:1
harmful 46:14	history 104:10	HULU 32:22
harvest 42:16	hit 10:8 91:10	human 40:23 41:19 104:13 105:23
Harvey 75:18	hitting 61:13 62:23	human-caused 41:2,12 67:14
hats 82:12	hold 7:5 24:11 97:1	humanitarian 78:20
hazardous 83:19	holding 43:13	humanity 41:10,21,25 87:14,17
head 55:13 62:24		humans 33:18 34:2
		hundred 20:11 54:22,25

hundreds 101:9	include 81:6,14	innovative 48:12
Hurricane 66:6 75:18	includes 62:21 91:5	input 3:25 6:13 8:5,15 11:17 19:3 20:17 25:13,14,15 29:14 31:9 54:1
hurricanes 71:20	including 23:11 24:7 42:11 52:16, 20 59:21 73:15 106:22	insights 63:4
hurt 67:16	income 86:10 88:9	insignificant 85:9
hydroelectric 54:16	incoming 44:11 55:22	installations 62:4 103:2
hydrothermal 49:9	incorporate 53:13 54:2	installed 94:18
<hr/> I <hr/>	incorporated 51:20	installing 93:6
iceberg 91:11	incorporation 20:25	instantaneously 56:13
idea 36:23 106:1	increase 15:14,15 16:2 86:7	Institute 42:8 59:18
ideas 35:22,25 98:6,10	increasing 15:7	instrumental 52:15
ignore 41:20	increasingly 99:7	integral 73:8 99:19
II 54:15	incredible 43:2	integrated 42:14
III 102:23	incremental 9:17	integrity 38:21
illustrate 30:16	incubation 48:1	intently 26:10
imagine 102:4,6,8	incubator 48:3	inter-governmental 98:24
impact 75:15 80:24 81:1 83:25	Independent 52:7	interact 26:24
impacts 62:16 66:4 67:10 68:7,10	individual 39:7	interacted 26:22
implement 18:22 20:4 21:21 28:7, 8	individuals 4:10 75:17	interaction 36:18
implementation 98:8	industries 32:16	interest 45:5 63:24 68:24
implementing 84:18	industry 20:21 34:25 35:17 56:3 62:2,11,20 94:7 98:1	interested 24:6 29:14
importance 11:19 45:20 80:10,22	inevitability 102:5	interesting 27:1
important 7:2 10:1 11:8 14:11 16:6 19:25 24:15 25:20 26:2 31:25 32:4,8 34:1 37:6 44:3,16 53:1 73:16 75:22 83:16 98:3	influence 28:12	interestingly 20:9 25:1
impressed 70:7,11	info 36:23	interests 28:2 57:16
improve 42:13 75:20 97:25	inform 75:10	interfere 30:20
improvement 44:22	information 6:11 7:17 22:8 44:18 57:23,25 72:16,19 73:16 86:17	interim 6:10 99:20
improving 79:10	informed 80:23	intermittent 59:12
IMUS 91:2	infrastructure 16:11 35:24 36:9 44:14 75:21 93:3	internally 15:16
inaudible 90:17 104:3	ingredient 103:13	international 76:25
incentive 68:18,19	inhalers 79:18	internet 11:14
incentives 62:22 73:22 85:2 93:15 103:4,5	initiated 51:10	internships 39:8 43:11
incentivize 103:11	initiative 42:19 50:20 51:6 97:20	interrupt 31:1
incentivizing 103:9	initiatives 4:13 42:11 46:21 51:11	interruption 30:19
	innovation 35:20 47:24	interstate 54:16
	innovations 47:17 48:5	intimately 75:3
		intricately 75:5,8
		introduce 4:3 30:9

introduced 40:6	Joshua 33:10 36:12,14	largest 49:2 94:11
inverter 63:2	Jr 3:22 4:24 85:25 87:11 89:9,12	late 29:12
invest 46:23	Judith 74:15 76:6 78:3	latest 41:5 98:23
invested 16:13 90:23	juggle 15:23	laudable 88:25
investigation 76:19	juggling 16:6	launched 34:23 35:2
investment 35:23,24 51:16	Julius 3:17	Lauro 85:25 87:11 89:9,11
investments 9:7,18 16:19	July 17:9 45:22	lead 7:19 14:9 29:3 33:1 47:20 62:8 78:10 96:10,17,18 97:2
invite 6:16 38:17 42:20 73:10	Justice 76:8 97:7 98:16 100:16,18	leader 35:8 39:18 77:3
invited 7:6 24:9	justify 19:12	leaders 39:17 43:19
involved 10:11 24:7		leadership 32:19 38:16,18 39:4, 13 43:20 44:22 47:4 48:1,10 56:23 58:8 77:25 89:15,24 91:17
involvement 105:17		leading 36:7 92:9 99:9
IPCC's 41:6	<hr/> K <hr/>	leading-edge 83:10
irritates 46:6	KACO 58:21	leads 62:19
island 99:5	keeping 19:12 33:17 36:5 94:24	leak 83:13
issue 68:13 79:9 104:5,24 106:14, 15	Kelley 4:7 107:16,23	leaking 37:22 83:21
issues 23:24 31:25 38:20 50:16 83:1 105:13,16,19 106:3,4,11,20, 24	key 93:13 97:18 103:13	leaks 83:14,19,20
items 23:15 44:16 82:21	kidding 59:21	learn 20:4 40:22 66:16 69:21
Itron 90:19	kill 102:14	learned 41:3 66:13 102:4
	killing 54:20	learning 38:14 49:5
<hr/> J <hr/>	kilowatt 85:6 94:16	leave 6:21 29:11
James 40:2,25 90:14 91:23 93:22, 25 94:1	Kimberly 45:11 47:9,12	leaving 6:23
Jeff 52:1 53:21 55:19,22	Kimley-horn 97:11	led 65:17 67:17 94:3,12,18,23 95:4
jeopardizes 46:14	kind 7:21 14:16 22:21 39:13 78:21 93:18,25	left 6:7 15:3 37:22 73:24 89:18
Jerry 103:21,23 105:9,10	kind's 105:23	Legal 6:8
Jesse 14:8,9	Klaus 4:15 39:24 42:3 43:24 44:5	Leon 5:9 63:13 65:4,7 66:14
Jew 40:13	knew 86:24	lesser 41:14
Jiffy 37:14,17	knowing 71:17	letting 78:17
job 9:14 33:17,22 41:14 58:20 63:7 67:9 83:3 94:24	knowledge 72:15 74:6 104:10,11	level 38:25 45:23 46:6 85:2 97:19 106:11
jobs 32:12 43:9 49:3	Kristi 5:20 69:6 70:17 72:23 73:1	levels 39:5 99:5 101:10
John 87:11 89:10 90:13,16	Krystel 38:4 39:23,24 42:3,6	leverage 23:13 24:10,19
joined 4:4 44:9		liaison 82:13
joint 23:7	<hr/> L <hr/>	libraries 27:5
Jordyn 57:8 58:13 60:8,10	lack 41:21	life 46:3 49:18 70:4 102:10 104:5, 19 105:23
	lacked 40:20	
	landed 55:4	
	language 40:22	
	large 44:9 83:21 85:12	

lifelong 91:25	loops 99:8	makeup 70:4
lifestyles 75:4	losses 67:18	making 46:1 61:2 69:24 80:14 104:19
lifetimes 101:6	lost 88:7	man 55:4
light 56:12 65:23 94:10,25 95:23, 24	lot 8:16 10:19,25 13:12 24:1,20 26:8 27:1 37:16 39:10 41:3 47:2 48:25 49:21 50:17,19 58:2 67:23 68:15 79:3 82:16 88:8,9 89:17 91:6,7 94:14 96:12 106:13	manage 9:3,8 107:8
Lighthouse 12:16 69:8,15,20 70:8	loud 98:18	management 8:13 23:8 52:22,25 84:21 96:11,17
lighting 91:5	love 20:10 62:11	Mandate 45:24
lightly 7:11	Lovin 97:7 98:17 100:16,18	manner 66:10
lights 65:17 95:7	low 33:18 88:8 92:13	manufacture 80:10
likelihood 67:15	low-cost 52:19	manufacturer 94:3
limit 29:17	low-income 72:11 87:19,20	manufacturers 5:18 80:5,7,15
limited 30:19 86:10	low-wage 104:22	manufacturing 32:18 80:11 81:7
list 23:15 71:6,11	lowest 81:9	map 47:23
listen 9:24,25 78:25	Lube 37:14,17	March 65:21
listened 37:17 94:5	lung 46:8	margin 89:3
listening 26:1,10 79:3,5		Maria 14:10
litigation 96:23		Marie 14:8
litmus 15:19		Mario 78:4 79:25 82:4
livable 41:23	<hr/> M <hr/>	market 9:5 15:22 62:20 77:8
live 22:11,25 31:22 40:7 44:5,21 47:12 52:5 53:24 60:11 63:13 67:3 70:6 74:17 75:6 76:10 78:7 86:2 89:12 91:25 94:1 97:10 102:10	machine-learning 42:12	markets 9:21 15:20
lived 57:19 72:14 101:5	Mackey 4:8 107:19,24	Mary's 38:8
livelihood 96:2	made 51:22 59:20 62:22 78:25 101:17,19	mass 99:1
Liveoak 82:5 84:9 85:24 86:1,2	main 33:22	master 52:21
lives 58:7 101:9	mainstay 105:1	match 60:22
living 40:13 60:16 65:19 78:18 88:10 98:22	maintain 19:13	materially 85:4
local 12:13,19 45:4 62:22 78:22,23 90:19 103:11 106:7,11	maintaining 44:24 49:12	materials 15:8
locally 33:24	maintenance 19:11	matter 99:25
located 3:12 31:12 87:15	major 4:13 8:6 65:25 101:14,17,18	matters 15:17
locating 32:10	majored 62:14	Matthew 80:1 82:4 84:9,14
long 7:15 8:8 23:14 46:8 57:20 81:11 97:15	make 3:13 8:7 9:7,9 10:1,16 11:12 13:15 14:2 15:11 17:20,21 19:24 20:14,16,17,22 21:22 22:5,12 25:6 29:10 32:24 35:19 43:2 50:19 55:5 62:14 63:17,22 64:12 73:17 74:10 80:9,17,23,24 81:25 83:1,11 86:11 87:3 89:25 90:5 92:13 96:6,12 100:12	mature 18:5
long-term 38:22 41:18 58:9	maker 63:19	maximum 29:17
longer 8:10 31:7 88:10	makes 9:12 41:14 92:24	Maxx 32:22
looked 57:23		Mayor 5:9 13:11 61:22 63:10 65:1, 3,4 97:19,20 99:11
		Mcgee 31:16,18,19,20 33:7
		Mcguire 63:11 65:2 66:22,24,25 68:23 69:1

Mcvey 90:14 91:23 93:22,24,25 94:1
meaning 42:14 45:25
meaningful 82:24
means 8:16 13:22 18:12 22:16 33:14,16 37:11 70:9 86:23 99:4,14 106:10
measured 81:4
meat 34:9
meatless 34:8
mechanical 42:6,16
mechanisms 91:3
media 11:17
meet 4:12 27:18 41:17 53:12 65:15 106:25
meeting 3:2 23:7,18,19,25 25:1,3, 4 29:14 31:1,6 45:25 51:10 72:17 73:18 83:18 84:3 107:15,21 108:2
meetings 13:5 25:2 42:24 54:3 64:4 82:16 83:6 92:7
megawatts 58:19 85:7
member 26:25 27:22 49:19 53:25 67:2 73:3 74:20 98:20
members 4:3,6,9,12,18 5:12 11:18 25:19 27:21 28:9 34:16 44:2,10,12, 13 49:17 55:24,25 57:1 69:19 73:6 89:13 95:6 107:13
memory 72:4
men 54:17
mentioned 68:13 72:17 75:1 106:2
mentor 49:25
mentorship 39:4,8
mere 34:2 41:11
Meredith 63:11 65:2 66:22,24
mesh 90:22
message 3:4 14:16,18 41:4
met 11:6 23:8
metaphor 71:24 72:5 95:22
meter 36:22
meters 51:3 91:2
methane 84:1 91:4
metrics 75:24
metropolitan 25:7
Mexican 76:11 77:5
Mexicanos 76:24
Mexico 77:2,8,12,14,19,21
Michael 66:6 84:9 85:24 87:10,13
micro 103:2
microphone 6:17 7:6 30:8,10 31:4,5
middle 100:21
Mike 65:2 66:23 69:5,7
milestones 53:1
military 85:16
Mill 31:22
million 11:6 12:6 16:15 51:14,15 58:1 63:21 85:6,8 88:6
million-dollar 11:7
millions 99:6 101:9
mind 66:6 78:12 88:25 89:4
minds 62:11
mine 52:4
minimize 41:20
minimized 40:17
minimum 46:6
minority 73:25
minutes 6:16 29:18 40:4 43:25 82:10
mirror 49:22
mispronounce 52:2 57:7
mission 58:22 62:22 77:4 84:15
mistake 59:20
Mistletoe 33:15
mobilized 54:15
model 10:7 36:7 68:6 77:13 103:4
modeled 46:25
modeling 51:17
models 79:9
modernization 47:20
modify 66:9
modules 58:23
mom 37:14
mom's 69:25
momentum 49:16
Mondays 34:9
money 15:16 18:17 22:2,3,4 23:14 34:2 36:20 37:16 55:13 63:19,22 64:5,12 65:13 83:24 96:12
monitored 43:11
Montemayor 89:10 90:14 91:22, 24,25
month 17:9 88:17
monthly 4:12 60:22
months 60:15 69:13 70:9
moon 54:17 55:4
Moore 3:17
moral 96:21
morning 82:19
Morrissey 103:21,24 105:9,10
Mortenson 58:21
mortgages 88:15
most-likely-to-be-affected 67:19
mother 55:12 78:8,10,25 104:6
motion 107:14,16,17
motivate 85:3
Mountain 97:11
move 20:5 30:7 56:14 87:4 93:11 98:2 106:7,25
moved 60:15,18 86:8 105:13
moving 7:3 31:5 56:24 61:12 85:4 93:14 104:25 105:20 106:14
multiple 13:25 38:11,15 82:12
municipal 24:6,16
municipalities 85:16
murdered 40:24

<hr/> N <hr/>	North 84:18	one-and-a-half 41:7
nail 62:23	northwest 65:5	one-third 63:20
name's 94:1 98:19 102:22	nose 46:7	ongoing 48:15
names 30:6,12 52:3 57:8	note 31:6	Ooh 98:18
nation 9:21 10:4 51:1 99:5 104:2	noticed 33:21 57:24 58:1	open 97:21
national 12:17 41:9,19 84:22	nuclear 21:19 49:9 64:3	operating 51:11
Nations 33:25 54:9 65:23	Nuestra 33:14	operation 3:12 18:21 92:15
native 45:16	number 3:8 58:18 60:1 64:19 66:2 85:10	operational 48:3
natural 49:2 64:2 77:6 83:7,22 93:14	nurse 75:2 86:9	operationally 23:13
navigating 103:3	Nurses 74:20	Operations 61:24
Nazi 40:24	Nursing 74:19	opinion 13:6
Nazis 40:12	<hr/> O <hr/>	opportunities 11:13 13:8 17:24, 25 21:11 23:11 27:18 39:1,11 43:15 45:2,3 53:13 73:23 82:24 87:19
NEE 12:8	O'RILEY 68:12	opportunity 6:14 30:3 31:9,24 34:17 47:1,14 48:21 53:15 56:6 76:9,25 77:24 78:6 81:24 82:18 92:4,11 95:16 98:12 104:1,5
needed 14:2,4 41:23 64:15	Oaks 44:6 94:2	opposed 108:1
needle 85:4	obligated 102:14	opt 60:21
negative 68:10	obligations 63:23	opted 36:22 37:4
neighborhood 72:12	observed 57:17 105:22	option 37:10
net 90:22	obstacles 27:11	options 21:20 26:3 53:8 76:20
network 44:24 83:11	obvious 79:9	orange 17:7
networks 90:22	occasion 37:15	order 3:3 56:6 63:3 80:23
newborns 46:9	occur 83:15	ordinary 40:23
newcomer 57:16	occurs 57:14	organization 44:9 47:21 55:23 56:25 76:25 107:11
newspaper 70:6	OCI 58:16 59:14 60:4	organizations 25:4 73:10,15 101:1
nexus 23:12 47:24	offer 62:21 85:2	organized 42:23 77:16
nice 58:17	offered 52:19	Originally 66:1
night 92:12,23 100:20	offering 26:3	outages 81:7
Nirenberg 99:11	offerings 52:19,23 53:4,6	outcomes 43:5
no-brainer 51:2	office 27:4 69:9,23 87:14	outdated 100:8
no-cost 53:5	Officer 3:5 6:2,5,8,11	outdoors 46:18
non-attainment 45:23 81:15 101:4	officially 32:23	outlive 88:11
noncompliance 51:12	officials 4:3 5:2	output 25:3
nonhazardous 83:20	offsets 86:20,24	
normal 10:24 15:10	oil 37:14,15 100:9	
Norman 74:15 76:7 78:3,5	OKIN 32:22	
	oldest 65:19	

outreach 11:16 14:1,12 42:22	58:25 65:10 97:19 98:12	66:12,15 67:6 70:25 71:1,2,3,5,8,10,11 72:13 94:13 98:25
outstanding 43:2	partnerships 35:11 39:13	
overcharging 15:11	parts 56:21 58:1	perception 81:15
overconsuming 17:22	pass 73:16	perfect 46:25
overview 7:2	passion 60:12	performance 19:20
owned 9:11	passions 10:20	permitted 29:22
owner 25:14 26:4 63:1	past 17:9 36:19 42:23 44:11 75:7 78:12 80:22	person 27:13,25 29:14 30:2,25 31:3 49:18 64:19 106:17
owners 73:22,25 85:17 103:7	path 4:1 6:15 7:2,16 8:6,25 19:2,3 20:15,23 21:5 27:2 33:2 35:25 41:16 42:18 44:19 45:1 56:8,11,15 59:2 60:14 62:17 73:11 76:15,18 77:14 78:15 80:13,19 85:19 88:23 94:6 95:10 98:7 102:14 103:14	person's 88:16
ownership 43:2 87:18		personal 30:16 38:21 86:14
owns 24:16		personally 46:16 86:18
ozone 45:24		personalities 40:11
<hr/> P <hr/>		
p.m. 6:20 29:16 100:20	paths 38:21	personnel 3:10 43:11
paid 96:12	pathway 21:5	perspective 39:19
Pamaque 104:1	patient 28:23	pertaining 38:20
panel 65:24 98:24	Patrick 45:12 47:9 48:21	pharmacist 50:11
panels 62:22 63:15 65:11 70:22	Paula 5:24 6:25 25:9 26:14 35:23 38:18 51:18 56:2,24 64:3 69:18 71:24 72:16 73:10 77:25 87:22 93:8 101:16	philosophy 43:7
Panhandle 66:8	Paula's 56:23 69:13	phones 20:20
pants 99:16	pay 9:7,17 21:25 36:15 49:25 55:14 57:22 63:23 86:11,23 104:21	phonetic 13:10 49:19
papers 41:6	paying 20:22	physician 95:17
paperwork 37:4	pays 88:22	picture 82:23
paramount 39:17	Pebble 57:12	piece 35:16 85:11
Parenski 93:23 95:14 97:6,8,10	peddler 100:9	pipes 37:22
parent 79:13	peers 70:2 84:24	place 7:8 31:11 47:13 62:5,18 77:8
Park 3:16 50:13 78:8	penetration 20:3	places 27:5
parking 93:1	pension 90:4	plan 4:1 6:15 20:15,25 21:19 22:3 33:24 41:17 51:21 59:2 62:18 66:10 70:21 71:14,15 74:4 75:12,23 96:4 99:12,13,20
part 12:20 38:17 39:7 50:16 57:20 59:15 68:6 73:4,8 76:1 80:21 81:25 88:16 90:24,25 101:6	pensions 90:5	planet 33:19,23 34:3 78:17 98:22 101:24 102:9
participate 73:19 82:17	people 9:23 10:5,10,19,23,25 14:3 16:15 20:9 22:16 25:10,11 27:6,24 33:20 43:6,7 46:24 56:18 57:16 58:6 68:16 69:21 72:11,14 73:13,17 75:7 84:16 88:6,8,9,10 89:24 93:15 94:14 98:2,21 99:6 100:20 101:9 102:13 104:1,8,11	planning 45:6 52:21 67:2
participation 4:1 39:16 65:18 77:19	people's 13:15	plans 79:3 98:7,8 103:14
partner 12:9 38:11 52:9 56:2 59:9 69:12 70:9,13 73:7 77:1 98:5,9	percent 20:11 52:17 53:12 54:23,25 55:7 59:12 61:13 62:12 64:1	plant 51:12 87:2 104:16
partnered 75:6		planting 10:23 65:15
partners 32:3 47:18		plants 18:4 21:2,17 28:20 46:13 51:7,19 96:7
partnership 34:20 38:22 53:18		play 28:13 75:6 76:1 99:18
		played 13:1,18 22:18

players 77:7	presentation 7:4,14 8:24 32:9 74:25 89:25	professionalism 69:16
playing 8:2	preserve 41:23	professor 42:6 66:25 74:18 78:7
pledged 54:25	President 5:14,17,21,24 7:1 55:22 58:15 73:2 80:4 87:13 89:13	profitability 101:25
plunges 46:23	pressure 63:22	profits 63:17,21 64:10,11
point 11:15 21:10 30:16 36:18 37:9 50:20	pretentiously 100:19	program 11:8 14:6,11,25 15:1 16:25 18:1,10 35:2 40:10 52:25 60:19 61:4 62:5,25 75:8,11 103:1
pointed 55:14	pretty 33:17 34:4 60:25 61:15,16 89:17	Program's 41:8
points 11:19 23:12 55:12 80:18	prevent 68:7 99:1	programs 7:18 11:25 14:25 16:24 17:17 18:5 52:13,14,20 53:10 81:16 84:19 85:2,15 101:25
policies 26:4 81:4	previous 41:2	progress 50:19 67:15 74:10 83:1
policy 25:22 28:7,8 65:9 81:5	price 55:13	progressing 47:21
political 54:14	prices 15:19 81:16	progressive 46:11
politics 78:22,23 106:6,9	pricing 81:16	prohibits 89:21
pollutant 104:13	pride 13:3	project 39:1 42:24 47:22 54:17 59:16,19 97:16
polluting 64:2	primary 63:16	projects 39:3 42:17 48:7,12 54:13 56:6 83:5
pollution 46:5,12 75:16 94:15,25 101:7 104:6 105:6	primed 48:5	promise 49:10
poodle 70:23	Princess 48:23	promote 63:25
population 58:2,5	principles 9:23	promoting 64:13
portal 60:20	priorities 28:5	proper 37:4
portfolio 12:19 19:23 33:3 81:22 86:14	prioritize 99:21	props 30:14,16
position 15:3 44:9	prioritizing 72:9	protect 67:23 81:22 96:2
possibilities 8:9 26:3 45:4	priority 95:3	protected 46:5
potent 84:1	privilege 3:22	protesting 104:8
potential 23:9 47:3 71:14 98:8	privileged 69:12 70:13 85:18	proud 12:15 19:23 59:15 63:7 67:4 73:4,9 84:20
potentially 21:5 93:9	proactive 45:2	proudly 42:10
power 16:21 18:4 28:20 32:8 35:25 42:15 46:13 55:16 58:16 60:19 66:15 81:6,7,12 97:17 99:16	Probandt 87:15	proven 71:22
power-based 103:5	problem 105:23	provide 4:13 7:1,17 25:14 27:16 28:5,24 30:12 35:10 49:2 87:18 98:10 103:12
practical 96:8	problems 36:21 99:8	provided 86:12 107:10
practices 35:18 77:11	process 4:2 26:1 45:6 67:2,21	provider 99:17
predict 21:8 83:14	processes 97:24,25	providing 39:1,12 48:11 49:24 52:9 65:11 81:18
prefer 30:22	procured 59:4	proving 62:6
preferences 18:15	produce 94:16	public 3:2,25 6:13 11:17 19:3 21:23 27:18 29:14 33:16 40:10,11
pregnant 72:1	product 83:24	
preparing 78:21	production 49:7 63:4 80:20 81:11 87:6 99:22,23	
presence 55:5	products 16:23 17:5	
	professional 57:24	

41:1 44:19,20 54:1 64:16 75:2 85:16 97:9 100:10	<hr/> R <hr/>	recent 52:11 54:8 65:23 78:12 82:18 83:18
public/private 34:19	racism 101:7	recently 23:7 32:20 66:25
publicly-owned 63:17	radical 72:7	receptive 23:18
published 41:7,9	raised 41:1	recess 79:18
pump 17:1	raising 86:23 89:2	recipe 80:21
purchase 60:22 69:24	Ramos 98:17 100:17 102:19,21,22	recognize 5:1
purpose 63:16 82:15	Ranch 94:2	recognized 4:19
pursue 33:3 48:12 85:19	range 9:25	recognizing 70:12 88:3
pursuing 96:22 102:13	rapid 99:19	recommends 34:11
push 16:21 28:23,24 55:6 95:6 96:17	rapidly 99:15 104:25	recruit 32:16
pushing 96:16	rapidly-achieved 55:7	red 56:12,14 95:24
put 11:13 16:9 18:9 21:17 22:12 24:22 30:23 31:10 36:19 37:14,15 51:13 62:5,18 68:1 70:4 102:1	rate 15:14 16:2 64:22	Redcliff 52:5
puts 47:23	rates 28:11 32:7,13,14 33:5,17 68:17 81:1,8,16 86:23 88:21 89:2	redevelopment 97:17
putting 36:5 37:5 51:16 77:12 80:12	raw 78:21	reduce 21:3,5 41:13 65:9,22 67:24
puzzle 85:12	Ray 5:17 76:7 78:3 79:25 80:4	reduces 83:24
PV 15:8 103:12	re- 86:6	reducing 46:12 76:1
	reach 72:18	reduction 86:6 94:20
<hr/> Q <hr/>	reached 73:14	reductions 65:25 71:14,16 99:21
quadrant 50:15	reactions 40:23	refer 71:19
qualifications 36:15	read 56:10 70:5	reflection 13:14 18:1
qualified 100:23	ready 20:4 22:10 31:13 50:21,22 51:2,4 73:4	reform 77:6
qualitative 9:10,13	real 11:15,19 16:10 19:2 27:16 37:5 67:15 68:18,19 77:11 95:19 97:12,14,22 98:3,4	refreshing 56:19
quality 45:24,25 57:18 79:19 81:15 104:5	reality 25:11 59:11	refugeeism 58:6
Quantitative 9:13	realize 16:20 19:11 65:25 107:8	refugees 99:6
quarterly 64:4	realizing 103:7	refuse 31:1
question 9:16 16:1 22:3 49:9 71:12 101:20	reason 31:8 58:4,7 73:5	register 6:20
questions 29:2,3 103:15,17	reasonable 40:17	registered 6:16,18 7:5 29:19,21 30:6,11 31:4,13 86:9
quicker 35:20 47:2 61:13	reasons 40:14,16	registration 6:19,22 29:15,16 30:25 31:12
quickly 8:20 61:16 87:2 96:9,19 101:20	rebate 62:21,25 63:2	regular 38:19 54:2
quieter 92:15	rebates 18:2 53:5 63:15	regularly 97:23
quietly 102:15	rebound 35:20	regulation 81:15
	recall 47:16	regulator 25:11
	received 65:12	reiterate 20:24
		relates 54:7 59:2,18
		relation 77:2,4

relationship 58:18 59:1 77:16
97:16,18
relationships 56:4,5
relative 7:18
released 40:15
reliability 49:13 81:6,14
reliable 32:7 44:24 48:11 52:10
63:18 80:8 83:12
reliant 59:12
relocate 58:6
rely 28:20
remain 31:3
remaining 29:24
remember 28:4 90:3
remind 11:19 29:10
removing 97:2
renewable 19:21 49:6 58:19 60:23
61:13 62:7,9,13 66:12,15 70:25
71:1,3,4,8,10,11 88:24 99:15,19
103:6,13 106:14
renewables 20:10 21:1 28:17
54:25 59:4,10,11 64:1,13 94:7
rents 88:14
replace 19:7,9,16 36:21 37:3
replacement 16:11
replaces 49:10
report 41:7 66:4 98:24
reports 54:8
represent 33:13 73:20 80:6 104:1
representation 92:2 104:3
representative 26:25 27:22 51:8
90:20
representing 40:7 49:19 94:2
97:12
represents 27:25
request 31:2
require 71:16
requirements 41:18
requires 25:10 43:18
research 41:8 42:8,11,21 52:22
59:18 76:19 93:6 105:1,2
researched 40:11
Resendiz 33:10 36:12,14
reserve 30:7
resident 87:15 91:25
residents 68:17
resiliency 35:11
resilient 35:5,19 36:8
resource 18:24
resources 68:15 88:11,24
respect 37:7,11,19
respiratory 46:7
respond 22:24 71:23,24
responds 35:5
response 14:24 17:18,24 30:2
52:12,14 53:5 84:19
responsibility 10:12 12:4,10
39:19 69:14,17 78:16 100:7
rest 66:16
result 64:18 66:5
results 21:12
retired 40:7 50:11 66:25 86:9 90:4
95:17
return 44:17
revenue 64:8
revenues 64:1,15
review 42:24 74:7
revolution 96:10
RFPS 103:1
rid 28:19
Ridge 87:16
Riley 5:10 60:9 61:21,22 63:10,12,
13 65:1,3,4 68:13
rise 106:10
rising 99:5 101:10
risk 33:20 41:14,15 72:9 99:8
risks 47:3
Rivera 42:4 45:11,13,16
road 28:22 29:3 31:22 50:14 59:5,
10 65:7 69:9
roadways 42:17
Robert 4:22 44:10
Roberto 98:17 100:16 102:19,22
Rock 31:22
Rockport 75:17
Rodriguez 4:23 43:25 44:11
Rolando 102:22
role 25:25 26:1 28:13 85:19 99:19
rolling 49:15
Romeo 4:22 44:10
Romero 80:1 82:5 84:9,11,14
roof 51:4
roofless 61:4
Roosevelt 69:9
Rosewood 53:24
row 11:5 31:5
Rugged 87:16
rule 25:9
rules 25:12,13,16
run 9:22 12:25 46:17 99:8
running 51:14,15,21 74:8
Russell 47:10 48:18 50:7,10

S

SA 45:25 73:3
sacrifice 86:11
sacrifices 90:3
safe 3:14 36:8 48:11 108:5
safeguarded 46:5
safeguarding 45:21
safer 80:15 83:11 100:8
safety 3:4,5,9 6:5
SAHA 24:7
SAISD 52:8 53:3 78:9 79:14

sales 61:24 64:11
SAMA 49:19
Sams 50:3
San 4:11 5:14,18 7:19 9:19 13:3
 14:19 16:13,15 17:2,25 23:23 25:6
 31:22 32:2,3,10,12,14,22,25 33:1,
 23 34:19,20,23 35:5,9,15 36:2
 41:21,24 42:7 43:18 44:21 45:6,16
 46:21 47:13,23 49:3,14 50:12 52:7
 54:21 55:16,23 58:24 59:17 62:4
 63:20,22 64:19 65:6 69:8 71:12
 73:2,8 74:1,19 77:3,13,16 79:10
 80:4 82:14 87:14,17,20 88:4,7 89:1
 90:7,20,24 91:25 93:4,14 94:4,10
 95:2 96:3 97:10,12 99:18 104:18
Sandoval 5:6
Sandoval's 48:24
Sandy 27:5
SARA 24:7
sat 94:5
satellite 27:4
satisfied 69:11
save 15:16 18:19,20 23:14 54:18
 55:6 76:20 94:12
saved 17:11 85:6
saves 83:23,24
saving 18:17 76:22
savings 18:21 52:17 53:12 85:8
 94:13,19,22
SAWS 23:8,17,23 24:7 28:6 49:19,
 21,23 91:1 93:8
scarcity 99:7
scare 72:2
scenarios 21:16 22:8
scheduled 31:7
school 38:8,10 39:6,9,10 52:7
 70:2 74:19
schools 78:9 79:14,16 85:16
science 62:15 99:25
scientific 41:6
scientist 40:7
score 81:3,4
SCR 51:21,22
screen 29:23
SCRS 51:12,13
Sculley 24:5
sea 99:5 101:10
Seal 47:10 48:18 50:7,9,10
seated 31:3
seats 30:7
seconds 30:1
secret 57:18
sector 35:15 77:18
secure 36:8
security 3:5,9 6:4 32:17 34:25
 35:4,9,12,15,22 36:1,3,5 41:19
 42:12 90:4
self-centered 105:24
sell 92:12
selling 64:2,14
senior 4:4 5:23 14:4 82:16 84:14
sense 92:24
series 83:6
serve 24:23 34:18 43:21 50:22
 63:18
service 9:8 10:6 33:16 74:11
 81:16,18 89:14 90:2 97:24
services 14:2 16:23 28:25 52:22
servicing 3:23 44:8
session 3:25 6:13 19:3 54:1
sessions 11:17 54:2
set 11:14 28:7,8 55:1 68:17 71:8
 99:20
sets 88:21
setting 100:2
severe 41:12 99:8
severely 67:16
Shale 87:5
shaped 25:23
share 6:14 8:14,17 10:15 12:20
 13:14 21:12 43:8 60:13 107:8
shareholders 101:25
sharing 38:24 77:10
Sharron 100:17 102:20 103:20,22
Shellman 6:7 82:8
Sheryl 24:5
shied 54:13
shine 47:4
shipped 40:13
shopped 50:2
short 57:3
shorter 101:6
shortly 50:25
show 22:15
showed 21:14
showing 84:13
shows 17:7 27:6 71:14
shut 51:19 87:1 91:3 96:7 99:15
shut-off 91:3
side 50:12,17 63:3 69:10 73:20,21
 76:23 100:25
sides 9:12
Sierra 50:11 53:25 67:3 70:20
 95:18
sign 29:11
signed 29:17 40:1
significant 58:20
signifies 25:25
signs 30:14,16
simplistically 14:17
simply 54:19 96:4 100:9 104:12
 106:8
sincere 107:7
Singh 36:13 38:3,5,7
single 32:9
sir 3:6 4:16 16:4 26:19 40:3 51:24
 90:12 97:5
sister 13:10 58:22
sit 96:10

site 59:17 84:21	source 60:1 64:20 81:22	stand 4:18 7:9 84:24 101:12
sites 88:1	sources 19:19 44:23 80:20 81:20 103:12	standards 45:24 46:1
sitting 9:4,6 29:9	south 50:12 69:10 71:1	Stanton 83:7
situation 9:19 24:5 64:22 68:5	Southolme 70:21	Star 94:3 95:1
situations 23:22 105:21	southwest 50:14 59:18 93:6 105:2	start 4:2 19:9 22:8 25:3 32:1 40:22 52:8 58:7 82:10 98:7 106:10
six-month 72:1	SOX/NOX 21:4	started 6:25 23:20 26:17 29:8 74:25 80:16
sixth 49:1	space 19:21 34:25 35:8	starting 21:15 37:1 49:6
sizable 19:22	speak 29:17,20 30:3,23 38:18 44:18 53:16 73:11 78:6 92:5 95:16 98:13 100:19,23 101:8 102:12 104:19	startups 35:21
size 32:14	speaker 29:18,19,20,22,25 30:3, 11,15,18 31:16 106:12	state 30:9 64:6 67:18 70:19 71:8 86:22
skies 22:25 23:1	speaker's 29:15 30:1,5	stated 54:19 65:24
skip 67:7 68:11	speakers 6:17 7:5 26:18 29:21,24 30:7,8,12 31:4,14,15 104:20 107:5	states 35:1 67:13,19,20 90:22 98:24
Sky 94:23	Speakers' 30:19	stats 9:15
slide 11:10,21 69:17	speaking 29:15 31:4 44:25 45:4 56:25 57:13 73:5 84:13 101:8	status 42:24
slides 8:20 11:14 69:14	special 13:16	stay 97:24 98:25
slow 72:6	specific 41:5 98:7	stayed 40:16
small 18:17 59:16 73:25 85:9,11, 17,19	specifically 47:21 59:2 80:7 92:20 98:5 99:21	steel 15:8 102:4
smaller 103:2	spectrum 20:12	Steering 70:20 73:3
smart 7:20 22:12,13,16 36:22 42:11,13 61:24 83:8 91:2,5,9	speeches 82:9	Stein 48:19 50:8 52:1,4,5
snapped 36:20 37:16	speed 86:7	Steinem 40:12
snapping 37:22	spend 7:12 101:2	step 18:1,7 22:3 30:10 54:21 62:5 103:1
sneaking 37:2	spirit 55:4	steps 46:19 87:3
Sniffer 83:8	sponsored 13:11	stewards 18:24
social 11:17 39:18 51:21 90:4 100:10	spread 66:16	stimulus 65:13
socially 91:13	Springs 76:11	stop 56:11,12 87:7 102:13 105:5
society 41:19 70:2	squeeze 8:22	storage 20:2 21:18 28:18 42:15 47:22 59:14,16,19 60:4 76:19 93:7, 12 105:3
solar 14:25 18:3 19:22 34:5 42:13, 15 47:22 49:9 50:22 51:1 58:16,19, 22,23 59:13,16,19 60:4 61:4,25 62:2,11,12,20,22,23,25 63:4,15 65:11 67:5 70:22 72:13 77:6 86:14 93:6,9 103:4,5 104:24	St 38:8	storms 71:19
sole 99:17	staff 5:2 56:17 82:16 87:22 97:22	strategic 35:2 42:11
solutions 7:20 21:9 25:21	stage 3:13 12:21	strategies 7:3 48:6 51:11
solve 64:7	stakeholder 64:4 82:16	strategy 33:4 59:3
sooner 59:7	stakeholders 23:22 100:22	street 91:5
sort 62:23	stance 46:11	streetlight 94:12
		streetlights 65:17 94:4,18,23 95:4

stress 16:17	supreme 70:10	tariffs 103:5
strong 77:11,19 87:3	surprised 13:12	Task 97:20
strongest 32:3	surrendered 40:2	taste 13:17
stuck 20:23	surrounded 65:5	taught 102:11
student 101:2	surrounding 74:1 99:18	tax 86:21,22,24 106:2,8,12
students 29:9 38:13,19,24 39:2,8 43:1,9,10,12,13 53:9,13 75:9 102:3	sustainability 49:13 52:6,16 53:14 60:12 81:11	Taylor 84:10 85:25 87:10,12,13
stuff 18:18 26:7 34:5 37:20	sustainable 42:8 80:9 81:12 105:21	Taylor's 97:20
subdivisions 87:24	Sweet 36:13 38:4 39:23 40:1,5,6	teach 79:2
submitting 52:17	Sweet already 67:8	teacher 101:2
subsidization 81:19	swift 100:5	team 13:10 35:13,17 69:18,19 73:6 83:7,14 84:4
substance 16:7	swinging 88:1	teams 23:9
substantial 19:15	switch 62:14 94:12 95:3	tech 48:6
suburb 65:5	switched 95:7	technical 24:13 43:5 59:25
suburban 66:14,17	system 54:16 71:18 101:23	TECHNICIAN 7:25
success 29:4 80:21 107:10	systems 19:10 42:14 43:3 46:7 103:2	techniques 42:13
successful 53:18 77:17		technologies 7:20 42:16
suffer 98:22 106:23		technology 19:25 20:18 21:3 22:24 23:1 35:22,24 74:6 83:10,17 91:7 96:9
suffering 99:1	<hr/> T <hr/>	teens 102:6
suffers 81:7	table 6:19,23 23:24 24:22 29:16 30:25 31:12 74:7	television 40:10
suggest 86:21	tackling 54:13	ten 19:10 50:16,18 62:3 105:17
suggested 13:25	takeaway 79:6	tens 41:5
suggestion 14:5 66:11	takes 96:18	term 8:10 78:11,14 81:11 99:21
suggestions 14:13	taking 46:19 56:15 105:25	terms 7:19 8:20 9:22 12:18 16:23 21:1,20 24:24 26:2 32:1,5 78:14 80:25 84:24 91:11 98:23
suited 34:5	talk 7:15 8:19 10:9 14:15 18:2 21:23 22:16 23:10,24 25:17 27:6,7, 24 38:10,23 61:16 74:23 86:4 88:6, 13,14,15 94:5,14 97:23 98:8,10	Terrell 69:9
summaries 41:5	talked 7:12 8:3 23:9 35:23	terrible 102:5 106:8
summary 22:23 26:6	talking 7:15 8:24 16:14 25:5 30:20 67:9,22 73:24 98:21	territory 103:3
summer 17:9,20 43:10	talks 22:12	Terry 91:23 93:22 95:13,17
supervision 89:15	tall 93:25	testimony 40:25 79:6
supplies 12:17 67:5 69:23	tangible 43:5	Texas 9:19 31:23 40:8 42:7,8 54:24 62:1 65:7 66:12 67:4,13,18 71:9,10 77:18 104:9
supply 12:11,12	Tanuja 38:3,7	thankful 39:6
supplying 27:12 59:9 63:20	Target 50:3	Thanksgiving 13:12,16
support 10:22 23:2 43:16 44:18,19 50:24 51:5 59:3 63:22 80:19 85:21 87:23,25 89:5 90:6 91:17 95:10	targeted 32:16	theory 91:10
supported 23:16		
supporting 48:4 84:25 90:9		
supports 32:25 53:3		

thermal 42:16	Tinker 66:7	triggered 72:4
thermostat 17:19 36:19	tiny 89:2	Trinity 66:25 78:7 79:2
Thibault 53:22 55:20 57:7,9,11	tip 91:11	trip 13:10 108:5
thing 9:21 14:22 17:15 19:2,18 23:6 24:4,12,25 25:8 36:19,23 37:21,24 51:7,14 56:19 57:14,15 76:21 80:13 94:8	TJ 32:22	trouble 40:22
things 7:18,21 8:13,20 9:10 10:9, 20,21 11:21,25 12:14 14:5 15:18, 23 16:7,23,24 17:2 18:3,22 19:10 26:8 27:1 49:23,24 50:17 56:7,10 61:8 67:7 75:1 76:18 79:5 91:13 93:5 101:4	TJX 32:21	true 35:8 39:18 56:2
thinking 15:4,21 18:6 23:15 25:21, 22 72:3 76:22 105:18	today 4:5 9:16 19:14 23:25 25:2,9 27:3,19 36:4 44:18 45:19 51:9 72:17 74:23 82:20 83:18 89:16 91:19 102:22 103:16 107:14	Trump 95:20,21
thinks 75:12	told 37:17 40:2,15 64:3	TRUSTEE 107:16,23
Thirty 40:25	tomorrow 8:7 101:17 103:16	Trustees 3:3,24 31:19 48:9 80:3 82:7 87:12
thorn 50:17	tonight 4:12,17,23 5:7 12:21 14:9 16:2 31:20,24 34:17 64:5 76:10,13 86:3 92:5 93:19 97:13 98:13 105:19 106:2 107:8	TSERI 42:9,10,23
thought 10:14 16:22 21:2 38:16 48:1 66:1	tons 94:19	Tuesday 100:20
thought-leadership 39:16	tools 91:6	tune 21:16
thoughts 6:14 30:23 31:11 60:13 76:12	top 94:22	tune-ups 52:21,23 53:7
thousands 32:11 41:5,6 94:19	topography 57:17	tuning 21:22
threat 100:4 102:2	tornadoes 71:19	turn 10:4 17:19 41:22 56:14 67:11 95:24
threatened 67:14	total 80:25	turning 87:4
threshold 11:7	totally 106:14	turns 56:12
throw 70:23	town 69:10 105:14	two-way 4:14 82:24
Thursday 70:11	toxics 46:14	type 44:20 47:23 60:1
tier 94:6	trade 80:6	types 19:18,24
time 6:21 8:22 10:18,19 12:20 14:22 15:13 16:5,20 21:10 29:17, 19,24,25 30:11,19,21 36:15 40:2 43:24 45:14 51:3,4 57:13,20 61:18 68:24 70:1,3 72:6,20 74:8 77:23 79:4,5 84:2 89:6 90:16 91:19 96:1, 6,19 97:2 101:2 104:4 107:7	trail 81:9	typical 40:23
time's 64:22 66:18	trained 3:11	<hr/> U <hr/>
timeline 41:17	transactions 36:24	U.S. 41:8 54:22 62:7 71:8 76:11 96:23
timer 29:23	transition 34:9 99:15,19	Uh-oh 7:23
times 19:10 30:2 57:22 88:14 97:1 102:24	transitioned 43:9 66:12	ultimately 8:23 18:7 19:6,11
Timothy 55:20 57:8 58:12,14	Transitioning 101:22	unable 13:11
	translates 85:7	unaffordable 68:2
	transmission 19:9	uncertain 98:23
	traumatized 75:18	uncomfortable 41:23
	travel 70:6	uncoupling 79:8
	traveling 13:8	understand 9:2,24 11:7 19:14 27:10,13 28:14 32:25 43:14 49:5 59:7,19 75:19
	trees 10:23 65:15	understanding 28:18 75:19
	tremendous 75:15 90:23	unenviable 78:15
	tribute 89:14	

unified 7:19	vector 78:23	volunteer 10:19
uninvited 70:22	vehicle 92:19,25 93:1,4	voting 25:24
unique 35:4,15 43:15	vehicles 11:16 50:25 84:4 92:10, 11,21,23	vulnerable 75:7,10
uniqueness 35:9	vendor 95:2	<hr/>
unit 18:11	vendors 12:1	W
United 11:4,7 33:25 35:1 54:9 65:23 67:20 90:22	venture 47:23	<hr/>
Universal 40:8	venue 100:22	wait 96:10
universities 39:14	Verde 16:25 65:7,8	Wal-mart 50:2
University 38:8 42:7 67:1 78:7	verge 88:4	walk 27:10
unknown 40:14	versed 56:17	walking 90:9 100:25
unload 55:16	versus 56:20	Walter 4:24 44:12
unpredictable 81:21	veteran 89:17	wanted 10:15 13:13,15,16 23:6 29:10 36:4,17 52:8 56:1 60:13 84:3 86:4 87:21
unsustainable 78:18	veteran's 90:4	wanting 12:2
update 19:24 20:16 22:20	veterans 89:16,18,21 90:2,7	War 54:15
uproot 40:20	viability 96:4	warming 67:14 99:1,3,10
urge 79:21 96:16	viable 16:12	warn 68:4
urgent 95:25	Vice 3:23 5:13 31:2 58:15 87:13	warnings 40:18 41:2,20
urgently 67:12	video 12:24 13:1,13,18,22 22:15, 18	waste 68:16
users 81:2,17	videos 8:21	water 24:17 46:3 49:18,20 68:15 101:24
usual 67:25 68:2	view 22:21 26:8 30:17	water/energy 23:12
UT 74:18	views 25:22	ways 12:12 15:16 23:11 53:8 82:25
utilities 48:7 64:6 84:18	Villanueva 5:20 69:6 70:17 72:23, 25 73:1	weaning 54:18
utility 4:15 62:20 63:17 64:14 88:16 97:20 100:7 103:6 107:11	Villita 3:16	wear 82:12,13
utilization 92:13	violence 71:18,19,21	weather 78:19
utilize 16:24 20:5	Virginia 60:16 71:2	weatherization 14:25 18:2 75:8, 11 89:21
UTSA 42:7 45:19 62:15	vision 47:17 102:10	website 16:9 42:21 60:25 61:8
utterly 41:17	visit 42:21 69:20	week 7:15 34:10,11 39:15 56:25 66:3 70:11
<hr/>	vital 107:10	weekend 72:1
V	Vivian 6:10	weekends 10:20
<hr/>	vocational 38:23	weeks 37:1 41:8
Val 82:5 84:9 85:24 86:2	voice 25:18 80:6	Weiswurm 4:15 39:24 42:4 43:24 44:1,5
Valley 5:9 63:13 65:4,7 66:15	volatile 81:20	welfare 41:19
valuable 63:4	volatility 81:23	Wendell 50:8 52:1 53:21,23
valve 91:3	Volkswagen 93:2	
valves 46:10	volumes 83:21	
vanguard 47:20		

west 5:21 33:15 47:13 48:22 50:12
53:24 73:2,8 74:17
Westside 90:9
wholesale 77:8
wide 9:25 20:3 71:5
wife 72:1
William 38:4 39:23
Williams 94:5
willingly 86:23
Willis 4:7
win 54:15
win-win 92:14,17
wind 19:22 49:8 59:13 86:12
window 54:10
winning 12:22
winter 17:22
wiped 66:7
wired 50:24 51:6
wisdom 25:14
witnessed 43:1
Wize 40:2
wonderful 39:1 73:7 74:4
Wood 58:13 60:9 61:21,23
words 26:17 54:6 64:12 69:17
work 10:5,24 12:19 24:1 35:14
43:1 46:17 47:5,25 48:14 56:3,5,
18,19 66:9 75:6 80:16 81:25 83:2,3
84:20 85:18 90:2,19 101:1 102:15
worked 20:25 39:2
worker 37:2
working 17:23 21:21 23:16 24:9
35:21 36:6 39:3 45:7 50:15 57:1,3
67:1 75:17 80:14 84:4 86:9 94:9
works 75:24
workshops 42:24
world 17:3 24:21 54:15 99:4 100:8
worldwide 99:2
worry 46:18
worse 68:7
worst 55:3 87:2
wrap 30:1
writing 30:23 31:11
written 6:21,22,24 30:24 31:10

Y

y'all 3:1 33:17 34:4 51:13 108:4
y'all's 47:5 50:24
year 8:8,10 11:5 14:21 15:24 17:10
21:15 26:23 42:10 43:13 63:21
65:16 70:5,14 72:14 90:21
years 13:25 14:7 15:15 20:21
26:23 34:1,24 40:25 41:11,20
42:23 49:18 50:11,16,18 52:11
57:4,11,20 58:18 60:5 62:3 63:19
64:6,9 69:11 78:12 86:8 92:3 95:24
105:15,18
yellow 95:23
young 102:13
youth 45:18 96:22 102:12

Z

ZIP 45:16