

PG&E DIABLO CANYON DECOMMISSIONING ENGAGEMENT PANEL

PUBLIC MEETING

COUNTY GOVERNMENT CENTER

BOARD OF SUPERVISOR'S ROOM

1055 MONTEREY STREET

SAN LUIS OBISPO, CALIFORNIA

WEDNESDAY, NOVEMBER 13, 2019

6:01 P.M. - 8:26 P.M.

**CERTIFIED  
TRANSCRIPT**

REPORTED BY MELISSA PLOOY, CSR #13068

1 DR. O'MALLEY: Good evening. Welcome to  
2 tonight's meeting at the Diablo Canyon Decommissioning  
3 Engagement Panel. My name is Dr. Nancy O'Malley and I'm  
4 a member of the panel. On behalf of the entire panel, I  
5 want to welcome you here tonight, along with those of  
6 you that are live-streaming from home. This meeting is  
7 a follow-up to our public workshop, which was held  
8 October 17th, on the economic opportunities relating to  
9 the closure of Diablo Canyon Power Plant. Tonight we  
10 plan to summarize some of the discussions from that  
11 workshop and present a list of draft recommendations the  
12 panel has developed. We hope to refine some of these  
13 recommendations tonight based on public feedback. We  
14 want to thank all of you that have already submitted  
15 public feedback and we look forward to hearing more of  
16 it tonight. If you are live-streaming, you are able to  
17 give public feedback, which we will be able to read in  
18 real time tonight. Just click the submit comment icon  
19 that you'll see on the website. For those of you in the  
20 audience, you can actually do the same thing if you  
21 prefer that over writing out your comments.

22 Before we go any further, I want to have a  
23 brief safety minute. So first of all, thank you to the  
24 officers located in the rear, Deputies Ogden and  
25 Philips. Thank you for being here tonight. In the

1 event of an emergency, we have predesignated staff to  
2 assist with CPR, AED and calling 911. If you're one of  
3 those staff, please raise your hand. Thank you. If  
4 there's an earthquake, duck and cover until the shaking  
5 stops and then exit the building. The evacuation exits  
6 are to the back of the room. Once you exit, you can  
7 either go to the left to Monterey Street or to the right  
8 to Higuera. There is another exit to the left of the  
9 dais. If there's an active shooter, get out, hide out,  
10 take out or call out. Take out and call out. That  
11 concludes my safety remarks.

12 So, once again, I want to welcome you here  
13 tonight and we look forward to an active discussion  
14 about the economic opportunities and impacts related to  
15 the closure of Diablo Canyon Power Plant.

16 I'm going to hand it over to Chuck Anders.  
17 He's our facilitator. He'll go over the agenda.

18 MR. ANDERS: Thank you, Nancy. Just a quick  
19 review of the agenda so the panel and everyone here and  
20 watching knows what to expect. We are going to spend a  
21 few minutes. Scott Lathrop is going to give us an  
22 introduction to the panel's new website that was  
23 launched this last month and, again, as Nancy said,  
24 anyone viewing or anyone here can submit comments real  
25 time to the panel and by going to the submit comments

1 button on the website. Website URL is  
2 DiabloCanyonPanel.org.

3 And then we're going to -- the bulk of this  
4 meeting, as Nancy said, is focused on economic  
5 opportunities and impacts. In October -- on October  
6 17th, the panel held a workshop to discuss economic  
7 opportunities and impacts and Lauren Brown is going to  
8 provide an overview of those results. The panel has  
9 worked on some draft recommendations and Nancy is going  
10 to lead a discussion of those draft recommendations and  
11 then we will hear from PG&E on the decommissioning  
12 update and then we'll take a break and then Nancy -- or  
13 Kara Woodruff is going to present the panel's proposed  
14 meeting schedule and topics for 2020.

15 We wanted to get in all these topics and  
16 discussion before the public comments. So anyone who  
17 wishes to provide public comment, feel free to provide  
18 comments on any of those topics, whether it's the  
19 economic issues, decommissioning new panel website on  
20 some topics there you'd like to see for 2020 or even any  
21 comments on the decommissioning updates from PG&E.

22 After the public comments, the panel will continue the  
23 discussion on recommendations with regard to economic  
24 opportunities and impacts and then we'll adjourn the  
25 meeting after that.

1                   So with that, I will turn it over to Scott.

2                   I'll give you the clicker.

3                   MR. LATHROP:   Fantastic.   Can we get the  
4                   website up on the screen?

5                   MR. BROWN:   Scott, why don't you go to the  
6                   podium.

7                   MR. LATHROP:   I can do that?

8                   MR. BROWN:   And then you can point up here if  
9                   you want to show something.

10                  MR. ANDERS:   While they're doing that, I want  
11                  to mention if anybody wants to, you need to fill out a  
12                  blue card and put it in the box right over there or give  
13                  it to one of the PG&E members here, and, also, if you  
14                  want to make a comment, don't want to try to type it in  
15                  with your thumbs, so the panel sees it right away, write  
16                  a comment on the card, give it to one of the PG&E folks  
17                  and they will type it in so they will see it.   Scott.

18                  MR. LATHROP:   Great.   While we're kind of  
19                  getting set up with the overall website, first of all, I  
20                  just want to kind of mention, we had a subcommittee a  
21                  few months back come together to primarily set up the  
22                  website.   On that committee was Kara Woodruff, also,  
23                  Nancy O'Malley, and then, of course, all the technical  
24                  assistance and help was Chuck and Cammie.   So we really  
25                  appreciate everybody's effort as far as putting together

1 the website.

2 We had a few meetings with the web group. We  
3 presented some information to the overall panel, allowed  
4 them to have comments on the website to come up with  
5 what we have today. The whole goal of the website is to  
6 make that connection to the community, give a conduit  
7 directly to the panel without having to go through any  
8 additional hoops. The panel is essentially monitored by  
9 our steering committee and very much interested in the  
10 public comments and what will come through the overall  
11 website.

12 With that, just to kind of look at the website  
13 a little bit, you can see that the landing page that you  
14 see up on the screen we have some major topics there  
15 looking at panel reports, meetings, getting involved and  
16 different resources. We feel that it was good to kind  
17 of make sure we zeroed in on major categories and made  
18 it friendly for the user, be able to go directly to  
19 those different areas. Maybe you can click on one them  
20 just to see the drop-down and see how that works. Right  
21 now, we essentially have one major report, and as the  
22 panel puts together different reports, they will show up  
23 there where anyone and everyone can read and add  
24 comments, things of that nature.

25 If you take a look all the way to the right,

1 you'll see the submit comment. You'll notice that no  
2 matter what page you click on, you'll have an  
3 opportunity there to write a comment, positive,  
4 negative, things, whatever you'd like to do and that  
5 definitely will come to the panel subcommittee and be  
6 fed into the overall panel as far as comments or  
7 concerns. Again, this is also the area Chuck was  
8 talking about earlier. If you're out there tonight  
9 listening and want to write a comment, you can go ahead  
10 and click on that and fill in the appropriate  
11 categories.

12 So with that, that pretty much gives you a  
13 quick little oversight of the panel website. Again, we  
14 just want to do a little advertisement. It's  
15 DiabloCanyonPanel.org. Everyone should go right now and  
16 put that into their computer, might even want to make it  
17 their own main screen or whatever they call it, your  
18 landing page. We really do think of the overall website  
19 as being a really integral part of the communication  
20 with the community and so we hope everyone out there  
21 will take the time to look at it and add their thoughts  
22 and comments. With that, that concludes the report.

23 MR. ANDERS: Thank you, Scott. Our next  
24 presenter is Lauren Brown, who is going to discuss the  
25 results of the economic impacts and the opportunities

1 workshop on October 17th. Lauren.

2 MR. BROWN: Thank you, Chuck, and thanks to  
3 everybody who is attending. Thanks to those folks who  
4 may be viewing this on the community TV channel, and if  
5 you do have comments, be sure to submit them.

6 Well, as you heard, the purpose of tonight's  
7 meeting is to consider all the work that was done at our  
8 workshop on October 17th. There was a lot of  
9 information that was presented there and you want to put  
10 up my first -- oh, I can do that. There was a lot of  
11 work that was done there. There were six presentations  
12 followed by a panel discussion. That's almost a month  
13 ago. In order to sensibly consider any recommendations  
14 that might come out of that, I thought it would be  
15 useful to do a high level review of all of those six  
16 presentations, plus the panel discussion. So let's get  
17 started here and I'll see if I can do justice to it.

18 As you can see, here are the six presentations  
19 and the citizen panel discussion. Let's go to the first  
20 one. PG&E had a presentation offered by Maureen  
21 Zawalick and a lot of interesting updates from her.  
22 First of all, you should know that every three years,  
23 PG&E has to submit a decommissioning cost estimate, the  
24 NDCTP, and that hearing at the CPUC was conducted this  
25 fall and we learned that their reaction, CPUC will give



1 their feedback to PG&E either late this year or early  
2 next year.

3 Next thing that they talked about are the trust  
4 funds. I think it's important to underline that the  
5 trust funds are protected from bankruptcy. We are  
6 assured that the decommissioning can proceed and will  
7 have adequate funding.

8 Another good piece of news that came out was  
9 that the NRC approved PG&E's request to use some of the  
10 decommissioning trust funds in order to go forward with  
11 planning for an early decommissioning start. This is  
12 important because it avoids the SAFSTOR option that  
13 could take many decades for decommissioning to occur.  
14 So this was good news. It makes it highly likely now  
15 that the decommissioning will start in 2025.

16 We should all remember that every three years,  
17 there are updates to this decommissioning cost estimate  
18 that will happen in 2021 and 2024. Up to now, all of  
19 the planning activities are on or ahead of schedule.

20 Maureen gave us quite a bit of information  
21 about staffing. This applies to the nuclear staffing  
22 that is directly associated with the operation of the  
23 power plant. She also gave us information about the  
24 total staffing of PG&E and showed us some graphs of how  
25 these are going to change over time. I'm not going to

1 try to repeat all that, but maybe underline that  
2 currently total staffing is around 1,400. About 90  
3 percent of the staffing has elected to participate in  
4 the employee retention program. So that means that we  
5 are assured that there is going to be a committed  
6 capable staff that is continuing to run the nuclear  
7 power plant and keep PG&E operations going forward in a  
8 proper manner.

9 Here's something that is really important from  
10 my standpoint and from those of us on the panel. CPUC  
11 has authorized PG&E to begin discussions on repurposing  
12 and future land use. That's very important and we are  
13 pleased to hear that. PG&E has stated that they are  
14 accepting formal proposals for those repurposing and  
15 land use ideas between now and the end of 2020.

16 All right. Let's move to the next  
17 presentation. This was given by Guy Savage,  
18 representing the County of San Luis Obispo. He started  
19 off by giving us information about the Senate Bill 1090.  
20 This is the one that provided 85 million dollars in  
21 mitigation funds to help our broad community deal with  
22 the impacts, the negative impacts, of Diablo Canyon  
23 Power Plant closure and I just highlight here this 10  
24 million for the economic development fund. 3.8 of that  
25 went for the county's sole use and 400,000 of that was

1 for a regional economic fund. We'll hear about that  
2 later. If you're interested, we can talk about the  
3 breakdown of all of the proposed uses of this.

4 Mr. Savage also dealt with one of the items  
5 that was in the Berkeley report. There was a criticism  
6 that there are higher development fees in this area and  
7 Guy presented some information that if you look at the  
8 overall picture, that the total fees here in this area  
9 are comparable to other communities like Santa Barbara,  
10 Monterey and so that was an answer to the Berkeley  
11 report.

12 All right. Reuse, repurposing. The county is  
13 in favor. If proposals come forward at the appropriate  
14 time, they will give consideration to it from the  
15 standpoint of their role as being the lead agency in the  
16 decommissioning. They did mention that the process for  
17 considering proposals is not clear and that's something  
18 that PG&E needs to deal with.

19 Mr. Savage also commented that the current road  
20 to the power plant is non-compliant with current  
21 standards. Any future development would have to address  
22 that and that would be a big expense.

23 The proposal -- or the presentation was  
24 concluded with Dawn Boulanger and she talked about the  
25 Workforce Development Board. One of the interesting

1 things that she mentioned is that within 120 days of  
2 actual layoffs beginning, it would be possible to apply  
3 to the U.S. Department of Labor for a national  
4 dislocated worker grant and that would be helpful to our  
5 community and they intend to do that at the appropriate  
6 time.

7 All right. The next presentation was on the UC  
8 Berkeley or Monning Report. It's so named because  
9 Senate Bill 968 was sponsored by our local Senator  
10 Monning. It directed the CPUC to retain an agency to  
11 conduct an in-depth survey of the economic impact of the  
12 closure of Diablo Canyon Power Plant. So I'd like to  
13 just highlight the three major impacts that were  
14 identified in that report.

15 Impact Number 1 goes from now and through the  
16 end of 2023. This is a positive impact. There is a  
17 total of 363 million dollars flowing in extra as part of  
18 the employee retention program, plus the impact of the  
19 85 million dollars in community impact mitigation funds  
20 that came from the Senate Bill 1090.

21 Impact Number 2, clearly, negative impact.  
22 This is caused by almost 1,400 jobs being lost. That  
23 represents a 226-million-dollar payroll, plus the ending  
24 of 374 million dollars loss of goods and services and,  
25 finally, a reduction in property taxes of 426 million.

1           So Impact Number 3, beginning in 2026 and going  
2 through for the next decade, there is a positive impact  
3 again and this comes from the 4.8 billion dollars that  
4 is going to be spent to demolish and decommission the  
5 site. I think the Monning Report, if I understand it  
6 correctly, they assume that that 4.8 billion dollars is  
7 going to be spent in this area and that assumption has  
8 been contested. So I don't know how much of it's  
9 actually going to be spent here, but it's going to be  
10 substantial. So there will be a positive impact from  
11 that.

12           All right. The Monning Report did have some  
13 conclusions and recommendations. First of all, they  
14 have determined that there are likely to be as many  
15 opportunities as challenges associated with the closure  
16 of Diablo Canyon. They also assess that the overall  
17 economic impact is going to be relatively modest. They  
18 average it out at a 77-million-dollar reduction in  
19 economic activity per year for a decade. That  
20 represents only six-tenths of one percent of regional  
21 gross product and so they are asserting because of that,  
22 that this is really going to be a fairly modest impact  
23 on the area, but they also assert that there are some  
24 adjustments that are needed, and I'd like to read this  
25 one sentence from their report: "San Luis Obispo has

1 great potential to advance diversified economic  
2 presence, but only if social barriers and economic  
3 segmentation can be overcome."

4 So not everybody in this community is in favor  
5 of expansive economic growth. I think that's what they  
6 are referring to and we need to have that kind of an  
7 inclusive community dialogue to come to some conclusions  
8 about how we approach strategic planning. They  
9 recommend we aggressively welcome new business, they say  
10 that the local government should reconsider some of the  
11 high impact fees and they encourage local governments to  
12 increase efforts to coordinate across jurisdictions and  
13 to facilitate the establishment of public/private  
14 partnerships and, finally, they recommend that PG&E  
15 should emphasize local contracting during the  
16 decommissioning.

17 All right. The fourth presentation, this was  
18 the Hourglass Project and these presentations were given  
19 by three people, Melissa James, Andrew Hackleman and Bob  
20 Linscheid. The Hourglass Project is a relatively new  
21 alliance of business leaders committed to building a  
22 resilient inclusive and prosperous Central Coast economy  
23 and it rose out of concern that was stimulated by the  
24 news that Diablo Canyon was closing, but I think there  
25 was concern that beyond that, that we could be headed

1 for economic stagnation. Hourglass approach to this  
2 challenge is a regional one involving not only San Luis  
3 Obispo County, but northern Santa Barbara and southern  
4 Monterey. They have retained a world renowned business  
5 consulting company called Deloitte and they are  
6 collaborating with Hourglass, along with various  
7 government entities, private industry, academia and  
8 philanthropic organization.

9 Now, Hourglass Project only got launched just a  
10 year ago. They haven't been around very long. They got  
11 their start thanks to a \$300,000 grant from the County  
12 of San Luis Obispo out of the SB 1090 funds. Melissa  
13 James was hired as the CEO in February of this year. So  
14 they've been busy since Melissa came on board setting  
15 the stage. They have been evaluating major hurdles that  
16 they see that could get in the way of regional growth,  
17 they've conducted polls to gauge public sentiment.

18 For example, they found that there's extensive  
19 concerns among many residents of this area that it may  
20 not be possible for them to continue living here because  
21 of the high costs of housing and that kind of thing.  
22 They've identified some barriers to achieve such a  
23 regional approach to this planning. They mentioned  
24 inadequate cross-jurisdictional collaboration between  
25 the various governmental agencies, they see that there's

1 inadequate involvement by private sector job creators  
2 and they see there's been a lot of discussion, a lot of  
3 ideas being put forward, but short on actual  
4 implementation.

5 So why do they encourage a regional approach?

6 Well, they see that there are a lot of important factors  
7 that really should be considered in a wider ecosystem.  
8 These are some of these factors: Infrastructure, like  
9 highways, transportation, housing, education and  
10 business development, land use, transportation, air  
11 quality, open space, parks, water resources. All of  
12 these benefit in terms of proper and effective planning  
13 if all of the various jurisdictions work together on it.  
14 They wanted to -- us to understand that they selected  
15 Deloitte because of the breadth and depth of their  
16 experience in business consulting internationally.

17 Hourglass has been busy the last few months  
18 conducting various in-depth workshops. I think they've  
19 conducted five of these that go all the way from  
20 Vandenberg to the Camp Roberts, including one that's  
21 focused on Diablo Canyon. Their final plan -- well, we  
22 were hoping some of the final plan would emerge by this  
23 last meeting, right? But we've got to be patient. It  
24 is going to be released maybe by the end of this year  
25 with launch of implementation in early 2020.



1                   So Melissa and Andrew are here tonight. Thank  
2 you for being here. We may have some questions for you  
3 later on, but we want to wish you a lot of success with  
4 your efforts. Good luck with it. We will be here to  
5 help you in any way we can.

6                   All right. The next presentation, Fort Ord  
7 Reuse Authority. This was presented by Michael  
8 Houlemard, who is executive officer for their -- this is  
9 a community advisory panel that was created as part of  
10 the effort to respond to the closure of Fort Ord  
11 Military Base. Michael presented quite a bit of  
12 information that shows that we are comparable in many  
13 ways to what they experienced and including getting some  
14 millions of dollars from government grants to help  
15 alleviate the impact and help the communities prepare.  
16 He emphasized that their economic programs are based on  
17 what he called the three Es, economic recovery,  
18 including tourism, environmental and resource  
19 conservation and educational programs. So what once had  
20 been Fort Ord Military Base is now the home for Cal  
21 State Monterey Bay, Monterey College of Law and several  
22 other educational institutions. He mentioned that FORA,  
23 the reuse authority, was created in the 1990s by  
24 California State Legislature approved the formation of  
25 this engagement panel, their variety of engagement panel

1 and to provide ways for them to have funding.

2 So what lessons did they learn that they wanted

3 to pass on to us? Well, first of all, they wanted to

4 emphasize it's important to expand upon and leverage

5 what the community already does well, build on that.

6 It's also very important to have very active community

7 involvement, in their case, through FORA, which is a

8 state-mandated 25-member panel that represents every

9 jurisdiction impacted by the Fort Ord closure.

10 Mr. Houlemard asserted that it has worked quite

11 effectively for them and they recommended it is a model

12 for our use.

13 We have a final piece of advice that I found

14 compelling. He said you don't know what you don't know

15 and he said there are always going to be surprises,

16 unexpected surprises, so be prepared.

17 All right. The final presentation was a very

18 imaginative proposal that was submitted by Kailie

19 Johnson. Kailie is a recent graduate of Cal Poly School

20 of Architecture and she has great ideas for what might

21 happen out there. She said don't tear anything down,

22 repurpose it all. So let's look at one of her slides.

23 So here are the two domes up there. Those are going to

24 be seed banks for storage of seeds to protect long-term

25 safety of our seed stock. She has ideas for hydroponics

1 for conservatories and aquariums and research wings. So  
2 if you are intrigued, go to our website. Her  
3 presentation is up there.

4 All right. Next we had a citizen panel come  
5 forward and I'd like to acknowledge these members, James  
6 Worthley from San Luis Obispo County -- what's it  
7 called -- Council of Governments, yes; Jeremy Goldberg,  
8 who is with the Central Coast Labor Council; Dave Garth,  
9 who is a former CEO of the Chamber of Commerce here in  
10 San Luis; Larry Werner, who is a former CEO, now retired  
11 at North Coast Engineering; Michael Houlemard, who is  
12 the person from Fort Ord; and Cordelia Perry, who is the  
13 executive director of the County Builders Exchange.

14 So this panel was moderated by Dave Christy.  
15 He started off by asking the question what info is  
16 missing, what would you like to know more about. So we  
17 heard some of the comments that was received. What's  
18 going to be the impact on schools' enrollment, tax  
19 support, how to link current skills of displaced workers  
20 with the needs of emerging economy, how to take  
21 advantage of the available lead time between now and  
22 when the power plant actually starts closing down so  
23 that long-range effective planning can be conducted.  
24 One person wanted to know what are going to be the  
25 constraints and the process on repurposing ideas for the

1 DCPD site. One person asserted the regional approach is  
2 really good, they supported what the Hourglass Project  
3 is doing, but asserted that each individual jurisdiction  
4 still has to carry the weight in their areas and make  
5 sure that they are collaborating.

6 There was concern addressed for non-Diablo  
7 workforce. Is there any effort underway to protect the  
8 broader workforce in this area? One person wanted to  
9 know if there's a plan for tax breaks to attract larger  
10 companies with high-paying jobs. Another person  
11 asserted that planning only for economic growth misses  
12 the need to plan for what kind of community do we want.  
13 He is advising that we pay attention to this kind of  
14 discussion so that we can achieve a vibrant diversified  
15 population with a vibrant economy and he'd like to see  
16 that receive attention.

17 There was -- excuse me -- a consensus that  
18 seeking one large new company that would bring  
19 equivalent economic impact, as PG&E is not the answer.  
20 That's not what we're looking for. I would -- everybody  
21 on our panel agree that we should be looking for a  
22 diversity of smaller companies.

23 All right. Dave Christy asked the question how  
24 should the 10-million-dollar grant for economic  
25 development be used. One person asserted the importance

1 of establishing a community-wide consensus of what we  
2 want it to be and how we plan for that. One person  
3 recommended the Paso Robles model. This is called BEST,  
4 headed by an economic development director and includes  
5 a 25-member team of mentors, Business and  
6 Entrepreneurial Success Team. When proposals come to  
7 Paso Robles, they have the opportunity to tap into this  
8 team and receive valuable guidance.

9 There was an assertion of the importance of  
10 broadly leveraging the current local labor force, not  
11 just the Diablo community workers. There was an  
12 expression of concern about community workforce  
13 agreements and they were concerned that this might  
14 effectively eliminate non-union contractors from bidding  
15 on the decommissioning.

16 All right. I think final thoughts from the  
17 panel. There's one caution that as PG&E emerges from  
18 bankruptcy, the ownership may not have the same degree  
19 of commitment to the local community as we experienced  
20 with the leaders of PG&E that we are working with here.  
21 So that's just on alert. Keep our eyes open. It's  
22 vital that more funding be provided to support  
23 improvements to the regional transportation  
24 infrastructure and an assertion that it is currently  
25 woefully inadequate and it needs extensive much more

1 funding than is now available and a final hope that the  
2 whole effort will bring positive results to the region.

3 So I hope I have refreshed your memory and that  
4 this will provide a foundation for discussion on  
5 recommendations. Thank you.

6 MR. ANDERS: Thank you, Lauren. We did have  
7 one question come in over the website, which is how to  
8 access or download the agenda for tonight's meeting and  
9 you can either click on the tonight's meeting icon right  
10 on the front page and/or you can actually go to meetings  
11 and upcoming meetings in the menu and click on that and  
12 you will get tonight's agenda and you'll have the  
13 opportunity to download all the range of resources for  
14 tonight's meeting, including a copy of the Monning  
15 Report and many others and, also, a link to view the  
16 workshop if you would like to view it live.

17 So our next speaker is Nancy O'Malley. Nancy  
18 is going to discuss the draft recommendations that have  
19 resulted from the workshop that the panel has developed.  
20 Nancy.

21 DR. O'MALLEY: Okay. So I want to point out  
22 here that these are our draft recommendations hot off  
23 the press and note the word draft. So we are really  
24 open to public comment and feedback on these draft  
25 recommendations. So our recommendations cover four

1 topic areas, decommissioning, repurposing, local  
2 government and local labor.

3 The first one has to do with decommissioning.  
4 We recommend that PG&E and the county ensure an  
5 efficient and collaborative permitting process that  
6 includes a comprehensive public involvement in order to  
7 prevent any delays -- that's the key word -- any delays  
8 to the start of decommissioning immediately upon  
9 shutdown and precluding SAFSTOR, which would have  
10 potentially severe economic impacts. So the key is we  
11 really want the permitting process to go smoothly  
12 because we want to go right into decommissioning once  
13 the plant closes. So any delay in permitting really  
14 could have some severe economic impacts.

15 Keep in mind that the Monning Report, the  
16 Berkeley study, it was based on the idea that they would  
17 go right into decommissioning. There was no time lag  
18 factored in there. So that's an important thing to  
19 note.

20 Okay. Next, repurposing. Recommend that local  
21 government entities and PG&E look at other repurposing  
22 programs, including the Fort Ord Reuse Authority and the  
23 Concord Reuse Project for guidance on successful  
24 economic development measures and pitfalls to be  
25 avoided. So both of those are retired military bases

1 that are actively being redeveloped. So there's a lot  
2 that can be learned there.

3 Point Number 3, recommend that PG&E and the  
4 county actively engage with decision-makers at  
5 University of California, California State University  
6 and community college systems to promote the potential  
7 repurposing of facilities to advance the educational  
8 mission of those entities and provide local economic  
9 enhancement.

10 So as far as I know, that there has been some  
11 dialogue with the California State Universities and  
12 community colleges, but I haven't heard that there's  
13 been any dialogue with the California university system,  
14 which is important because those are Ph.D.-granting  
15 institutions and may have access to other grants and  
16 funds. So we're encouraging PG&E to begin those  
17 dialogues.

18 Number 4, recommend that PG&E undertake a  
19 detailed and thorough analysis of the existing facility  
20 on Parcel P. Parcel P is the industrial site and their  
21 potential for repurposing given site constraints and the  
22 potential conflicts created by management of spent  
23 nuclear fuel and other demolition waste.

24 So this detail and thorough analysis, my  
25 understanding is that once funding is approved, that the



1 next NDCTP funding, that they will have funding to do  
2 that thorough analysis. It's not clear whether that  
3 analysis -- whether PG&E will do that, if they'll do it  
4 in part or whether they will hire outside consultants.  
5 Recommend that PG&E undertake an analysis of the  
6 potential for construction of new facilities on already  
7 disturbed areas of Parcel P to support repurposing of  
8 existing on-site facilities.

9 So once again, I mean, this is such a complex  
10 project. You've got the spent nuclear fuel being stored  
11 there. So this analysis, you know, is really going to  
12 be comprehensive and detailed. So we're hoping that  
13 that will be started soon, as soon as possible, and if  
14 they need to hire outside consultants, we're hoping that  
15 the money materializes for that.

16 Repurposing. Recommend that PG&E consider  
17 repurposing of facilities on Parcel P, the conservation  
18 and public access of Diablo Canyon lands and the  
19 recommendations relative to dry cask systems in the  
20 strategic vision when choosing a new spent nuclear fuel  
21 storage management system. So one of the comments there  
22 is that if we don't have safe fuel storage, then you  
23 can't really think about repurposing. So that is a  
24 point that needs to be made.

25 And Number 7, recommend that PG&E consider

1 making facilities available outside of the Diablo Canyon  
2 property, such as the Energy Education Center on Kendall  
3 Road -- on Ontario Road and the Kendall Road facility  
4 for repurposing early in the decommissioning process.  
5 So some of those facilities could be repurposed sooner.  
6 Repurposing, recommend that PG&E, the county and the  
7 local land conservancy engage with State Parks and other  
8 potential management entities as soon as possible to  
9 create and begin implementing a conservation and public  
10 access plan for the Diablo Canyon lands to stimulate  
11 economic growth in the tourism sector.

12 So, really, a case can be made that some of the  
13 lands could be freed up earlier and this could help  
14 stimulate economic growth and tourism, so particularly  
15 Wild Cherry Canyon and perhaps the South Ranch and some  
16 other areas because tourism is a leading sector in our  
17 economy, and even though some people might say that some  
18 of these jobs are low wage, they aren't all and that is  
19 definitely something to consider.

20 Okay. Point 9, recommend that the County of  
21 San Luis Obispo evaluate whether the hiring of a skilled  
22 economic specialist position with a focus on the  
23 development of new and retention of existing businesses  
24 in the region would lead to definite and measurable  
25 positive economic results and this was an idea that was

1 put forth by the county and so we'd like to see some  
2 follow-up with this. This might be -- have some  
3 potential.

4 When we looked at the program that Paso Robles  
5 has going with their BEST program, perhaps looking at  
6 some ideas there of the individual that they hired to  
7 run their BEST program and something like that can be  
8 implemented through the county.

9 Recommendation Number 10, recommend that local  
10 governments perform an analysis of impact and other fees  
11 to determine whether any changes could be made to  
12 encourage businesses to relocate to this area and ensure  
13 retention of existing businesses.

14 So in the Monning Report, UC Berkeley study,  
15 one of their recommendations, they were critical of the  
16 impact fees in San Luis Obispo. They compared the  
17 impact fees in San Luis Obispo to Santa Barbara and show  
18 that they were higher. The county in their presentation  
19 and workshop stated that some of that was cherry-picking  
20 of what data they used, but at any rate, we would like  
21 to see some analysis there, their impact fees, and if  
22 there can be any lowering or any incentives that can be  
23 provided.

24 Local government recommendation Number 11,  
25 recommend that the county and other local economic or

1 governmental entities involved with the Hourglass  
2 Project direct that specific and realistic  
3 recommendations be developed that are supported by the  
4 local community and promote sustainable and viable  
5 economic development to offset potential economic  
6 impacts of decommissioning. So these are sustainable  
7 and viable economic development and then some people  
8 also say that we should add the word diversify. We had  
9 public feedback saying that we really want to focus on a  
10 diversified -- growing into a diversified economy.

11           Number 12, recommend that local governments and  
12 PG&E support and promote the recommendations of the  
13 Hourglass Project -- oh, we just read this. Oh, wait --  
14 the Hourglass Project that are viable, sustainable,  
15 embrace community values and build upon existing  
16 economic drivers, including tourism, agriculture,  
17 education and technology, and were feasible, offer  
18 incentives to bring these recommendations to fruition.  
19 So the idea of incentives was brought up by people on  
20 our panel at the workshops and through public comment,  
21 so if some targeted incentives could be offered to bring  
22 different industries into the area.

23           Local labor, Number 13, recommend that PG&E  
24 enter into a project labor agreement for decommissioning  
25 activities to ensure that local labor is used to the

1 greatest extent possible to ease the impacts of the loss  
2 of local jobs due to the closure of Diablo Canyon Power  
3 Plant. And so, really, the thoughts of the panel here  
4 is that we want to focus on local labor and, you know,  
5 our desire is that local labor be used as much as  
6 possible and our understanding of project labor  
7 agreements is that the best way to have teeth to that  
8 and to really ensure the local labor is used is through  
9 a project labor agreement and our understanding is that  
10 a project labor agreement was used with the  
11 decommissioning of Humboldt Bay up in the north when  
12 PG&E decommissioned Humboldt Bay and it's been used  
13 historically at PG&E -- through PG&E in the past. Large  
14 complex projects, they tend to use local labor  
15 agreements. I know that is a loaded word and we are not  
16 experts on labor agreements and our encouragement is  
17 that PG&E will meet with labor and all interested  
18 parties and really come up with something that is  
19 pleasing to all and that really has some teeth to it so  
20 that local labor can be used.

21 Also, just to note that it will be two years  
22 before, really, this is -- any decisions are made. So  
23 there's still plenty of time to work on this. And one  
24 person gave comments that they would recommend adding  
25 the word diversify, that potentially we can add the

1 word -- that PG&E enter into a diversified project labor  
2 agreement, and there's all kinds of wording that can be  
3 added to these project labor agreements. In order to  
4 emphasize it, you want to not discriminate and that you  
5 want to include veterans and minorities and small  
6 businesses and that you want to include training  
7 programs and mentorships as part of the labor  
8 agreements.

9 So that's the end of our 13 recommendations  
10 here and I'm sure there are some things we're probably  
11 leaving out and changes that we can make and we're going  
12 to leave that to our discussion time and we'd love to  
13 hear more public comment on these things. Okay. Thank  
14 you.

15 MR. ANDERS: Thank you, Nancy. Thank you,  
16 Nancy. Again, after we have open comment, the panel  
17 will have an opportunity to discuss these  
18 recommendations and at that time.

19 So let's move on to our next item, which is a  
20 decommissioning update, and before we hear from Tom  
21 Jones is going to talk about some -- some things that  
22 are going on, we'll hear from Jim Welsch, a member of  
23 our committee.

24 MR. WELSCH: Thanks, Chuck. So, yeah, we'll  
25 turn it over to Tom Jones here in a minute for all of

1 our details on PG&E's activities relative to  
2 decommissioning. I just want to reiterate that I'm here  
3 to listen, my PG&E team is here to listen. I'm  
4 impressed and continue to be excited about what this  
5 panel is doing. We look forward to the panel finalizing  
6 these recommendations so we can begin to evaluate and  
7 recognize that they're a draft. This is a very  
8 important part of our planning. I'll emphasize that,  
9 again, there's three main customers I'm in charge with  
10 representing, it's our community, it's our customers and  
11 it's our shareholders and all three of those groups have  
12 shared in the benefits and risks associated with Diablo  
13 Canyon. So as we move forward in understanding how to  
14 act, we will take all that into consideration, but  
15 clearly the community input component is a critical  
16 component and the work that this panel is doing, pulling  
17 together, tapping the power of participation from our  
18 community, we intend to evaluate all the recommendations  
19 and we've already made some adjustments based on panel  
20 recommendations.

21 The request for proposal relative to dry cask  
22 storage, our team is making revisions to that request  
23 for proposal in draft form. As we work through this, we  
24 anticipate being ready to issue that RFP in the first  
25 quarter of 2020 and we expect that to show significant

1 adjustments based on the recommendations from this  
2 panel.

3 As you're familiar, we are doing more detailed  
4 risk analysis on two subjects that this panel has raised  
5 of significant concern. One is the process on how we  
6 manage to spend fuel in the spent fuel pools and dry  
7 cask storage, looking forward to the outcome of that  
8 risk analysis study work from UCLA Garrick Institute  
9 late this year, early next year, and as well as the  
10 question raised by this panel relative to transportation  
11 of waste off the side.

12 So we've engaged that same independent  
13 institute to bring more facts to the table to help us  
14 make a very informed decision that can help us make a  
15 decision that honors the concerns of the community and  
16 brings those -- that risk information to the table.

17 So with that, I'm mainly here to listen, not  
18 talk. So I'm going to turn it over to Tom to provide a  
19 more detailed decommissioning update. Thank you.

20 MR. JONES: Thanks, Jim, and panel members.  
21 Tom Jones on the update on decommissioning. I have a  
22 number of issues to briefly walk through. I'm happy to  
23 answer any questions the panel might have.

24 One, Lauren Brown already alluded to it  
25 earlier. Since we last met, we've concluded the Nuclear



1 Decommissioning Cost Triennial Proceeding, the NDCTP  
2 hearings up in San Francisco on the week of September  
3 23rd. It was several days of hearings with sworn  
4 testimony and subject to cross-exam by the other legal  
5 counsel for the intervenors felt that the company made a  
6 strong showing, as did the other participants in the  
7 rate case. As a result of that, there's been a public  
8 notice that we forward to the panel, but for the  
9 public's awareness, the parties have decided to pursue  
10 settlement negotiations. Now, those topics are  
11 confidential under CPUC rules until a decision -- if a  
12 decision or accord can be reached by the parties, but  
13 that's underway now. While that can delay the project's  
14 schedule by a couple of weeks potentially, it also can  
15 bring parties together and greatly narrow the gaps that  
16 the administrative law judge will evaluate in their  
17 proposed decision and ultimately the issues before the  
18 Utilities Commission. So we'll see what the results of  
19 that settlement might be. Could be quite productive,  
20 could be where we were before they started. We just  
21 don't know yet.

22           Lauren also touched on the NRC's approval of  
23 our exemption request and that is key to some of the  
24 issues that you raised, particularly Dr. O'Malley  
25 raised, in terms of continuing to pursue permitting in a

1 timely basis. With the NRC's action, we now have all of  
2 the budget we've requested between now and 2025 to  
3 pursue all of the regulatory approvals concurrently with  
4 the Nuclear Regulatory Commission, the California State  
5 Lands Commission, the County of San Luis Obispo, the  
6 California Coastal Commission and other entities like  
7 the Water Board. There's a long list of agencies and  
8 permitting we'll be dealing with, it's quite voluminous,  
9 but now let's us move ahead uninhibited to pursue all  
10 those approvals on the charts that you've grown so fond  
11 of over the last year or two. So that was a major  
12 positive development in the project schedule.

13 As a result of that, we've already begun agency  
14 consultations. So we've already met with the County of  
15 San Luis Obispo, we've met with several other entities,  
16 including State Lands Commission, and we'll meet with  
17 the Coastal Commission shortly. We want to establish a  
18 working group to address some of those issues that the  
19 county raised, mainly which agency is focused on which  
20 issue, and we're doing these prior to application  
21 submission so that everyone is clear where we stand as  
22 an applicant and we flush out issues prior to  
23 submission. That's ideal. We're trying to take  
24 advantage of this long planning horizon that we've  
25 afforded ourselves under the joint proposal and remember

1 the theme was always to pursue an orderly transition.  
2 So, again, the NRC's action to approve that preplanning  
3 funding for us really let's us pursue those in an  
4 unbridled fashion now and keep projects scheduled.  
5 Very, very important.

6 I mentioned the California Coastal Commission.  
7 On October 17th, one of the biggest benchmarks that we  
8 pursue is San Onofre Power Plant since it's slightly  
9 ahead of us in the decommissioning arena. The Coastal  
10 Commission took favorable action on their coastal  
11 development permit on October 17th. It's still in its  
12 period for legal challenge. So the SONGS team cannot go  
13 to work yet, but once that window closes, they will  
14 begin mobilization in pursuing that decommissioning  
15 project. We will be breaking down the final permit  
16 conditions. There were numerous ones, including some  
17 added the day of the hearing, and that will be, again, a  
18 very informative benchmark for us and what to expect for  
19 mitigation measures in the approval of CDP, Coastal  
20 Development Permit, for decommissioning Diablo Canyon.

21 We also have with that related a trio of  
22 filings coming up with Nuclear Regulatory Commission.  
23 Three of them are the post-shutdown decommissioning  
24 activities report. The good news is we have more  
25 five-letter acronyms for you. It's the PSDAR, we also

1 have the site-specific decommissioning cost estimate,  
2 which in our case will very much look like our nuclear  
3 decommissioning cost triennial proceeding. It's the  
4 same numbers put in the NRC's package. So those will  
5 look very similar to you. You will see the same  
6 numbers, for instance, for site repurposing, dry cask  
7 storage, et cetera, and then the third is the radiated  
8 fuel management plan. It's how we handle the used fuel  
9 storage going forward in decommissioning space. Those  
10 three documents do speak somewhat together. We'll be  
11 submitting them by December 6th and that will also  
12 trigger the NRC to host public meetings sometime in 2020  
13 based on PG&E making that filing.

14 So I know we've gone rather quickly through  
15 those, but I think that's what's on the regulatory  
16 horizon in addition to your future agenda item about the  
17 issues you wish to pursue this year, but, again, the  
18 agency consultations, we had really favorable reaction  
19 to that. They were pleased to see us come in so early  
20 and let them think about the different issues that we'll  
21 be contemplating through the decommissioning process.  
22 So I'd be happy to address any questions that the panel  
23 might have.

24 Where's Chuck? Are you facilitating this?

25 MR. ANDERS: Thank you, Tom.

1 Nancy, do have a question?

2 DR. O'MALLEY: I'm thinking the public might  
3 want to know when that request for proposal for the dry  
4 cask storage system would be back, and, also, if you  
5 have to do a filing to the NRC in December on a radiated  
6 fuel management plan, how do you do that if you don't  
7 know what cask system you're going to be using?

8 MR. JONES: I'll go in reverse order. The  
9 regulations for Nuclear Regulatory Commission require an  
10 applicant to update them if there's a significant change  
11 in schedule or circumstances change.

12 So, for instance, our radiated fuel management  
13 plan when we file it will clearly specify our current  
14 technical specifications, but it greatly emphasizes we  
15 are in this request for proposal phase for a new system.  
16 Once that selection is made, we will then have to  
17 formally go back to the NRC and make them aware of that  
18 selection process.

19 And to your first question, we intend to have  
20 the finalized request for proposal in the first quarter  
21 of next year and we are wrapping up our engagement and  
22 consultation plan with the California Energy Commission  
23 as we speak. That's an active ongoing dialogue right  
24 now.

25 MR. ANDERS: Thank you. Any further questions?

1 Yes, Linda.

2 MS. SEELEY: Thank you, Tom. Will the filing  
3 with the NRC, that will be available to the public as  
4 soon as you file it, right?

5 MR. JONES: Correct. It's a  
6 several-hundred-page trio of documents. We'll make it,  
7 of course, available for your website. The NRC will  
8 docket it, as well, but we'll make sure that  
9 stakeholders that express interest in this, we'll give  
10 them copies of the filing and the package of their  
11 choosing and we're going to highlight attention how  
12 people can further follow that process once the NRC  
13 receives the application.

14 MS. SEELEY: Okay. Good. And then, you know,  
15 I had a question about timing for PG&E. It said in our  
16 slides the process for negotiations for repurposing is  
17 not clear. We don't know how those negotiations are  
18 going to be done for repurposing, but the proposals for  
19 repurposing are due to PG&E by the 1st of December of  
20 2020.

21 So if we don't even know how the -- what the  
22 negotiation process is, how could a company, say a  
23 company that wants to utilize the Parcel P, a part of  
24 Parcel P, how could they get it together in that amount  
25 of time?

1           MR. JONES: I'll address your -- I heard three  
2 questions in there. So I'll back them up.

3           MS. SEELEY: Okay.

4           MR. JONES: So the first is I would say how do  
5 they interact with us would depend on the proposal. So  
6 if it's a modest request for a facility or, say, access  
7 to property through an easement, really simple. If it  
8 involves repurposing the facilities, more complex.  
9 That's why we're starting with some of the agency work  
10 now because our permitting and our planning process will  
11 help inform some of those future uses with that.

12           That being said, we've advertised for several  
13 months and have had conversations with parties, but no  
14 one has come forward to say I am interested in this. We  
15 intend to pick up the public engagement in the first  
16 quarter of next year now that we have our preplanning  
17 funds to do that.

18           In addition, now that the NRC has granted us  
19 access to those funds, we can move ahead with technical  
20 studies and other things with agencies to really inform,  
21 set some boundaries of what that might look like. We  
22 have had conversations with, for instance, the San Luis  
23 Harbor District. I think a representative is here from  
24 that agency tonight, has expressed at least tentative  
25 interest in a long laundry list of items. I think there

1 were 11 or 13 things they were interested in. They  
2 appeared before this panel in a workshop. So we will  
3 continue that. Some of your recommendations are already  
4 in our plan in terms of how it reached to other  
5 institutions to seek that engagement.

6 Our ultimate goal is to try to put those  
7 repurposing ideas in both the permitting process and in  
8 the next NDCTP we file in 2021, but we need something to  
9 react to sometime next calendar year. It could be a  
10 little longer depending on the complexity, but we need  
11 something to react to to help it inform those filings.  
12 Does that address your question, Linda?

13 MS. SEELEY: Yeah, it does. Thank you. And  
14 one comment is that in the permitting process, I can't  
15 remember how it's -- the term for it, but streamlined  
16 permitting process, I just want to emphasize that I --  
17 the public comment opportunities cannot be ignored or  
18 bypassed.

19 MR. JONES: I think you're referring to the  
20 consolidated coastal development process where a local  
21 government can work with the Coastal Commission to have  
22 one hearing. Not totally viable in our case for one  
23 important reason. If you look at the coastal's own  
24 boundary on our properties, including Parcel P, it  
25 bifurcates the parcel around the 500 KV yard. So since



1 our project is both in and out of the coastal zone, it  
2 will go to the County of San Luis Obispo for evaluation  
3 first and the Coastal Commission maintains something  
4 called original jurisdiction. From the median-high tide  
5 line out to three miles, the county doesn't play there.  
6 That's exclusively the jurisdiction of the Coastal  
7 Commission. What we have done in past complex  
8 applications like this, steam generator, for instance,  
9 had a building out of the coastal zone and development  
10 inside the coastal zone. We concurrently filed with the  
11 Coastal Commission and the County of San Luis Obispo,  
12 had an EIR that was conducted, pursued the county  
13 process, then appealed to the Coastal Commission where  
14 they addressed both items in the local coastal program  
15 inside the coastal zone in the county and the original  
16 jurisdiction.

17 So the application process we foresee is  
18 identical to that because the project spans both the  
19 coastal zone and areas that are exclusively the  
20 jurisdiction of the County of San Luis Obispo.

21 MS. SEELEY: Thank you.

22 MR. ANDERS: Thank you. Any further questions  
23 or comments? Nancy.

24 DR. O'MALLEY: Are you going to talk a little  
25 bit about project labor agreements? Can you just talk a

1 little bit about the precedence of how you used project  
2 labor agreements in the past and what types of things  
3 can be written into them?

4 MR. JONES: Well, I'll go in reverse order  
5 again. What things can be written into them are subject  
6 to negotiation between the parties. So that can have  
7 open-ended concept of it. Specifically, PG&E has  
8 utilized project labor agreements a number of times, at  
9 Diablo Canyon, for both the construction of our dry cask  
10 storage facility and also for our steam generator  
11 replacement project. We utilize project labor  
12 agreements because it gives us a steady access and  
13 reliable access to well-trained workforce.

14 In Humboldt Bay, PG&E contracted out large  
15 components of that work, we didn't have a huge workforce  
16 there, and the contractor that PG&E selected at Humboldt  
17 selected to use project labor agreement in that  
18 instance. It's not a requirement, but it has been a  
19 useful tool for the company in the past.

20 And the next question I was going to  
21 anticipate, when will PG&E make those decisions. In our  
22 current rate case, what we point out is that contracting  
23 decisions will be laid out for 2021 NDCTP filing. So in  
24 the next couple of years, we're going to get our hands  
25 around those issues, but, again, it goes back to this

1 rate case, what's the budget that's approved, do we have  
2 that adequate funding to really aggressively pursue the  
3 project that then informs those strategies, right?

4 So the current decision before the Utilities  
5 Commission and subject to these negotiations will give  
6 us such a good view and framework within which to  
7 operate the next couple of years.

8 MR. ANDERS: Lauren and then Linda and then  
9 Kara.

10 MR. BROWN: Tom, I'm aware there are some  
11 companies in our country who specialize in  
12 decommissioning nuclear power plants; is that correct?

13 MR. JONES: Yes. It's a growing issue and  
14 several parties are getting into it now.

15 MR. BROWN: So is that something that PG&E will  
16 consider and, if so, when might such a decision be made?

17 MR. JONES: The contracting strategies, again,  
18 will be addressed in the next couple of years and I'm  
19 going to glance over at Jim here and make sure that I'm  
20 accurate so far. So far, so good. So here's where  
21 we're at. We'll make those decisions in the next couple  
22 years and there's basically a range of options that a  
23 utility like PG&E faces. There's something that's  
24 called self-perform. You do it all. Unlikely for PG&E  
25 to do that. We didn't do that at Humboldt Bay. There

1 are some specialists out there that do things that we  
2 just don't do. Reactor vessel segmentation, cutting up  
3 that thick reactor wall is not something that we have  
4 employees trained to do. That's obviously going to be  
5 contracted out. Things like security, those are our  
6 employees. We'll do that throughout the project and  
7 that's what our proposed budget shows. Items in  
8 between, subject to those contracting strategies.

9 Then there's a hybrid model, which is where we  
10 employed at Humboldt. PG&E did some of the work. PG&E  
11 contracted out for other scopes of work. And then  
12 there's models where -- like the San Onofre model where  
13 you employ a contractor, the utility provides oversight  
14 of that contractor, but the contractor ostensibly does  
15 all the work. And then the fourth model that some have  
16 expressed reservation about and some excitement about,  
17 depending on your perspective, is a complete sale of the  
18 license and transfer. That doesn't seem as viable in  
19 California as others because of the regulated  
20 environment in which we're in. The plants that have  
21 been sold outright to another entity were called  
22 merchant plants. They were in unregulated markets.

23 MR. BROWN: So just to follow up here, if you  
24 end up contracting with one of these specialist  
25 companies, I assume that those companies have their own

1 workers who do that kind of specialized work and do you  
2 have any ability to encourage them to contract as much  
3 as possible with local labor force?

4 MR. JONES: In the instance of our Humboldt Bay  
5 facility, the contractor did use a project labor  
6 agreement for some of those reasons. We can't  
7 completely direct what a contractor does. There's some  
8 co-employment issues; however, there's other things that  
9 this county has done I've seen on other permits, for  
10 instance, where they require carpool locations, bus  
11 stops, other things like that so it helps define the  
12 workforce. You will see that if you look at the solar  
13 farms and how they were pursued. I don't recall if  
14 those had project labor agreements or not, but the  
15 county in the conditioning of the permits took great  
16 steps to ensure we help encourage local workforce.

17 MR. BROWN: Thank you.

18 MR. ANDERS: Thank you, Lauren. Linda, you had  
19 a question?

20 MS. SEELEY: Just a quick one. In the slides,  
21 it said that 90 percent of the workforce signed a  
22 retention agreement through 2023?

23 MR. JONES: Not quite. What we have is we have  
24 a two-tiered retention program and it's offered in four  
25 years and then three years and we've just passed the end

1 of the third year of the first four-year program. So  
2 we're 75 percent through that. That program is prorated  
3 so that if people retire that didn't participate and a  
4 new employee comes on board, they can join in progress  
5 on that term. That first tier is what's over 90  
6 percent. Between now and next August, we'll have  
7 additional enrollments for the second tier that covers  
8 years -- I'm going to look to Jim here to correct me --  
9 '21, '22 and '23 work periods.

10 MR. WELSCH: We did complete the tier-two  
11 sign-ups and the initial sign-ups were 86 percent. It  
12 will probably come up some. Just...

13 MS. SEELEY: Can you safely operate a nuclear  
14 power plant with 86 percent of the employees?

15 MR. WELSCH: Absolutely. I guess my point  
16 would be in the last six years, we've averaged 100-plus  
17 retirements' departures. I mean, we have a model that  
18 solicits talent, trains, qualifies, brings them into our  
19 culture. So it's -- and our staffing plan is coming  
20 down at the same time as our work scope projects,  
21 capital expenditures are coming down precipitously, we  
22 actually require less workers. So I'm very confident in  
23 that, Linda.

24 MR. ANDERS: Thank you, Linda.

25 Kara, did you make a bid?

1                   MS. WOODRUFF: I'm going to hold my comments  
2 until we get to the end.

3                   MR. ANDERS: Thank you. Alex.

4                   MR. KARLIN: Thank you. Perhaps I could  
5 address briefly the project labor agreement question.  
6 Lauren raised a question with Tom, which was, I think,  
7 started with I assume that when you hire some outside  
8 company to do decommissioning work, they bring in their  
9 own workforce and then he proceeded to ask, well, can  
10 you control that, can PG&E address that, and Tom talked  
11 about that. I'm not sure that assumption is entirely  
12 correct. I think we all agree that to the greatest  
13 extent possible, the decommissioning work and the monies  
14 that are spent in this community should be people who  
15 are from this community and in this community in the  
16 local labor force, whether it's union or non-union, and  
17 we should keep those dollars here to the maximum extent  
18 possible.

19                   In a former life, before I was a judge at the  
20 Nuclear Regulatory Commission, I was a deputy general  
21 counsel with a company that did remediation of nuclear  
22 waste sites, power plants and department of energy  
23 facilities, Oakridge, Tennessee, Hanford, Washington,  
24 Idaho Falls. We had contracts, multi-hundred-million,  
25 billion-dollar contracts from these DOE facilities and

1 we would hire a thousand or more people all from the  
2 local community. The management team of 20 or so people  
3 would come in, but the workforce was the local community  
4 and we signed -- the NFL signed project labor agreements  
5 with the local workforce.

6 So I think we should separate the local  
7 workforce versus, you know, outsiders coming in from the  
8 project labor agreement dichotomy. They're not the  
9 same. An outsider will come in and they can have  
10 project workforce, as well, and they won't come rolling  
11 in with a thousand people from Idaho or from New York or  
12 Utah. They hire the local workforce because it's the  
13 cheapest way to go.

14 So I think we ought to at least examine and  
15 understand that retention of an outside firm to help  
16 with the decommissioning or to do the decommissioning  
17 does not necessarily mean no project labor agreement and  
18 does not necessarily and really doesn't mean that  
19 they're going to bring in a whole workforce of thousands  
20 of people outside this community. They're going to use  
21 the people here to the maximum extent possible.

22 MR. ANDERS: Thank you, Alex. Any further  
23 questions? Yes, Nancy.

24 DR. O'MALLEY: Since we have a few more minutes  
25 on the agenda.



1           So, Tom, I wanted to ask about the analysis of  
2 reuse. So is there funding now to begin this process  
3 and how will you be going about that and do you feel  
4 like it's -- when you want to do an analysis of reuse of  
5 the properties on Parcel P, do you feel like PG&E is  
6 able to do that or are you going to need to hire outside  
7 consultants? Can you tell us how you're going to go  
8 about that and if you have funding?

9           MR. JONES: We'll be informing the plant and  
10 we'll also be using some specialist insider company. We  
11 have a pretty adept corporate real estate program that  
12 looks at a lot of facilities. We'll look to them to  
13 help us analyze the marketplace. After they complete  
14 their analysis, we might use additional external folks,  
15 but at the same time, we're also going to be soliciting  
16 public interest to see what comes in. That will inform  
17 some of our strategies.

18           So we don't have a final plan yet. I think Jim  
19 talked about it also in the lens with which we're going  
20 to look through it, which is does it make sense to our  
21 community and our shareholders as a company and also  
22 help inform the project and makes sense to our  
23 regulators.

24           So that's going to be the principal driver, but  
25 we don't have a final plan. What we do have is a site

1 analysis of the square footage of facilities, which  
2 building depends on which waterline, those types of  
3 things. And so sometimes at Diablo Canyon, we can't  
4 just say I want that one because that one thing might  
5 require four or five other things to function as a  
6 building. It will need power, water, sewage, et cetera.  
7 So we have those blocked up and identified in key areas,  
8 but we don't think like developers. So that's one of  
9 the reasons why we want to seek outside input, as well.

10 MR. WELSCH. I'll just add it's a draft  
11 recommendation. So we're not strategizing yet. I will  
12 say that, you know, we need to be clear that we can use  
13 decommissioning trust funds for that. If it's not  
14 decommissioning trust funds, then we don't have any  
15 money to do it and we don't have clarity yet that that's  
16 an appropriate use. Economic redevelopment is not part  
17 of the charter of a decommissioning trust fund, it's not  
18 part of the charter of the CPUC. So we've got to be  
19 clear that when we use those funds, we use it in a way  
20 that they are authorized for.

21 So I just want to be careful about getting  
22 ahead. It's a draft recommendation. We want to support  
23 the community and PG&E. I'm not supportive of PG&E  
24 being the lead on helping determine for the community  
25 what we should or shouldn't consider for repurposing.

1 So it's a high-level recommendation, but the devil will  
2 be in the details on that, quite honestly. I'm really  
3 looking for between our Engagement Panel, you know, the  
4 Board of Supervisors, the Hourglass Project to inform us  
5 in a way that we can then update our filing in December  
6 2021 to inform the CPUC. The CPUC is not authorized to  
7 fund redevelopments. We've just got to be thoughtful  
8 about that piece. Very interested in doing the  
9 redevelopment. Don't get me wrong, we want to do that,  
10 but we just -- and we have to do it in a way that we  
11 don't over-extend our decommissioning funds because  
12 we've got to complete decommissioning with the trust  
13 fund. I mean, if I had to bet a 10 dollar bill, we  
14 probably won't get everything we asked for in our  
15 decommissioning trust fund with this filing. So we're  
16 trying to be thoughtful in how we use customer money.

17 MR. ANDERS: Thanks, Jim. Any further  
18 comments? Lauren.

19 MR. BROWN: Well, the County of San Luis Obispo  
20 got 27 million dollars for economic development. Maybe  
21 we should be directing our recommendation to Mr. Savage.

22 MS. WOODRUFF: We are.

23 MR. BROWN: Huh?

24 MS. WOODRUFF: We have a lot of  
25 recommendations.

1 MR. BROWN: All right. Thanks.

2 MR. ANDERS: Thank you, Panel. We've got a  
3 whole time set aside for ongoing discussion on  
4 recommendations.

5 So now is the time for our break. Before we  
6 break, I'd like to remind anybody here in the audience  
7 if you wish to speak during the upcoming public comment  
8 period, please fill out a blue card, put it in the box  
9 over there or give it to one of the folks here from  
10 PG&E.

11 So with that, let's take a break. It is 7:21.  
12 So let's be back at 7:30.

13 (Recess.)

14 MR. ANDERS: So right now, I have two people  
15 that would like to speak. If anybody else would like to  
16 speak, please make sure to fill out a blue card. Before  
17 we have our public comment period, Kara Woodruff is  
18 going to give us a briefing on the schedule for 2020 for  
19 the panel. Kara.

20 MS. WOODRUFF: Hi, everybody. Thank you for  
21 sticking with us. It's a long night.

22 So I'm going to talk briefly about what next  
23 year looks like. We have a lot of interesting topics  
24 that we are going to bring to your attention. The first  
25 one -- and all of this, by the way, is on the website.

1 You heard it earlier today. Go to DiabloCanyonPanel.org  
2 and right there on the home page you'll see a list of  
3 upcoming topics. They will change from time to time,  
4 but our tentative plan right now is that in January we  
5 will discuss the CPUC ruling on this document. This is  
6 a very tentative date, but I want to give you a little  
7 background information.

8 So you heard a lot of people refer to the  
9 NDCTP. That is the Nuclear Decommissioning Cost  
10 Triennial Proceeding. That is a document. This is the  
11 first volume of several volumes that are about this  
12 thick and they were submitted to the PUC by PG&E in  
13 December of last year. So the next step -- and what  
14 this is, it's just an estimate of the total cost to  
15 decommission Diablo, and in this filing, PG&E created  
16 this voluminous report to show that 4.8 billion dollars  
17 is needed to fully decommission Diablo and they've asked  
18 the PUC to approve that amount and then charge  
19 ratepayers enough money to get the trust fund up to that  
20 4.8-billion-dollar level.

21 So the next step in this process is the  
22 administrative law judge has to make a ruling about  
23 whether they agree with this cost estimate or whether  
24 it's some other different amount. Once that ruling is  
25 made, I guess 30 days have to pass and then it's taken

1 up by the California Public Utilities Commission. At  
2 that point, they could agree what the administrative law  
3 judge's conclusions are, they can modify it, they can  
4 change it, but eventually there will be a final decision  
5 that will be issued by the PUC that says this is the  
6 number we believe is necessary to fully decommission  
7 Diablo and then ratepayers would make up the difference  
8 between whatever that amount is and what's already in  
9 the trust fund. It's over a billion dollars, probably  
10 beyond that.

11 So, theoretically, we could hear back about a  
12 final decision in January, but it sounds like that's  
13 very optimistic and more likely it could be March or  
14 even April. If it should miraculously come to be in  
15 January, then we have a place setter in January to hold  
16 this meeting. Otherwise, this meeting that I just  
17 discussed might be discussed in March, along with the  
18 CEQA meeting, or maybe it will be thereafter. It kind  
19 of depends what we hear from the CPUC.

20 From PG&E, is that kind of an accurate summary  
21 of that issue? Okay.

22 So moving on. The next meeting that we have a  
23 date for is March 11th. In this case, the topic is CEQA  
24 and the California Coastal Act and the point of this  
25 meeting is try to understand what is CEQA, the

1 California Environmental Quality Act? How does it  
2 relate to decommissioning? What does this mean? And I  
3 think for a lot of people, it's a very confusing  
4 process, but to make something that's very complex very  
5 simple in order to decommission Diablo, many, many, many  
6 dozens of permits are required, and, in fact, if you  
7 want a list of some of those, you'll find it in this  
8 document.

9 One entity will have to take the lead in  
10 organizing all the activities and all the permits that  
11 are required, and in this case, that lead agency is the  
12 County of San Luis Obispo, and in being lead agency, it  
13 means that they are responsible to prepare and release  
14 an environmental impact report for the entire  
15 decommissioning process.

16 It's such a mysterious process that we wanted  
17 to vote a meeting to discuss this process, why is CEQA  
18 around, why is the county the lead agency, how does this  
19 affect decommissioning, and something I think that's  
20 very important that might come out of this meeting is  
21 what are the opportunities that CEQA and the  
22 environmental impact report will bring to this  
23 community.

24 There is some precedent. So in the past, for  
25 example, when the steam generator had to be replaced, a

1 permit was required, and in the process of getting that  
2 permit, PG&E's required to conserve 1,200 acres that was  
3 adjacent to Point San Luis, and in receiving all the  
4 permits they need for the dry cask storage, what we call  
5 the ISFSI, PG&E had to receive a permit to do that, as  
6 well, and mitigation for that permit was the Buchon  
7 Trail that's north of the plant, and then years ago,  
8 there was another permit to allow for the construction  
9 of the simulator and training building and the  
10 mitigation for that permit was the Pecho Coast Trail.

11 So we have this precedent over the many years  
12 that when permits are required, PG&E has to mitigate for  
13 those permits and that mitigation has been in at least  
14 three instances real land conservation outcomes and so  
15 it will be interesting if we can get good speakers to  
16 talk about what is the potential for the mitigation  
17 under CEQA, can we preserve this 12,000 acres under CEQA  
18 law. We'll see. Lots to discuss.

19 Then I'll speed through the rest. The next  
20 meeting after that is June 24th of 2020 and we're going  
21 to talk about transportation. This is a really  
22 significant topic. So even putting aside the spent  
23 nuclear fuel issue, so much of the non-contaminated  
24 building structures, facilities, et cetera, have to  
25 leave the site and be transported out of the area and



1 we're going to talk about what that looks like, what are  
2 the hazards, what are the risks, what are the timelines  
3 involved. Extremely complex issue.

4 And then the following meeting, which will be  
5 in September -- see, we plan ahead here -- September  
6 9th, we're going to talk about spent nuclear fuel  
7 storage and an update on that, not only what the cask  
8 systems might look like, but we will possibly also touch  
9 on ultimate transportation away from the dry cask  
10 storage to some interim consolidated facility or perhaps  
11 a permanent facility, something like Yucca Mountain, in  
12 theory.

13 That's all we have discussed. We intend to  
14 have another meeting in the fourth quarter of 2020,  
15 maybe sometime towards the end of October, but we don't  
16 have any topic set yet.

17 So to summarize, lots of things going on. If  
18 you forget what I said, check out the website. If you  
19 think there are other topics that we should address  
20 publicly, let us know. There is a really easy submit  
21 comment button on the website. So get your thoughts in  
22 and we'll be very happy to hear those. I think that's  
23 it. Thank you.

24 MR. ANDERS: Thank you, Kara.

25 It's time for public comment and we have two

1 members of the public that would wish to speak to the  
2 panel. So Cordelia Perry will be first. Each  
3 participant -- oh, we have three. Great. Each  
4 participant will get four minutes and please adhere to  
5 that. Before you speak, please state your name, your  
6 city of residence and any group affiliation you might  
7 have. So Cordelia followed by Jane Swanson and then  
8 Mark Simonin.

9 MS. PERRY: Okay. Thank you very much for all  
10 of you for being here tonight and allowing us to address  
11 this issue. I am Cordelia Perry, and that's P-E-R-R-Y,  
12 and I'm the executive director for the San Luis Obispo  
13 County Builders Exchange. We actually represent 500  
14 construction firms here locally, all of which they do  
15 work here on the entire Central Coast, and our members  
16 are union and non-union, and despite the mix of our  
17 organization, we have strongly opposed PLAs. I  
18 understand that you guys feel that the PLAs would  
19 provide you with local hire. Unfortunately, they do  
20 not. PLAs are tied directly to the unions, and with the  
21 unions, these local men and women that have their  
22 companies here have to pay union dues, all of their  
23 medical benefits, retirement and their other benefit  
24 programs all go into the union coffers. So when they  
25 guys are working on these projects for three or four

1 years, they lay out about \$20 an hour out of every  
2 paycheck just for their benefit program. When they  
3 leave this project, they do not receive any of that  
4 money. So this is money that they have been asked to  
5 pay into the union for the privilege of holding a job  
6 and working on Diablo or any other public works project  
7 that has a PLA. With the PLAs, you end up with about a  
8 30 percent hire -- with being local hire, is what they  
9 tell you, but you can achieve that just here locally.  
10 If there is -- forgive me.

11 So with your push for the local -- with the  
12 PLAs, you need to talk to the local licensed  
13 contractors, find out who wishes to sign on with the  
14 union and those who do not, and with PLAs, the locals  
15 are actually forced to become signatory to the union.  
16 If they wish to join the union, they have that option,  
17 and as far as a living wage goes, when you deal in  
18 projects such as this, they have to pay prevailing wage  
19 rates anyways and all of those rates were written by the  
20 union. That's why we have California prevailing wage.  
21 So whether they're an apprentice or if they're a  
22 journeyman, they still have to pay the same as anyone in  
23 the union would have to. So nobody -- and they say  
24 there's no more \$15-an-hour jobs. Well, when you're an  
25 apprentice, that's exactly what a lot of the trades do

1 pay, whether you're prevailing wage or not.

2 So we're asking you to please do not recommend  
3 a PLA and to ask the questions, the tough questions of  
4 what is involved with a PLA. Most of you have thought  
5 it was all about local hire. It's not. You're tied to  
6 a union and we're here to help you find the other side  
7 of the puzzle and to answer those questions that are now  
8 running through your head.

9 I'm always available at the office Monday  
10 through Friday. I'm always going to answer questions  
11 for you, but I do ask that you please do not recommend  
12 the PLA and that you do your homework and you get both  
13 sides because the union will graciously write that  
14 contract for you and it will tie to their master  
15 contract and nobody reads those 2,000 pages.

16 So I do have a letter if you want it. I will  
17 submit it tonight as a matter of record and we do oppose  
18 the PLAs, not just on Diablo, but all public works  
19 projects. You don't have to put yourself into a box.  
20 If it's going to be specialized work and some of it will  
21 guaranteed be done strictly by union guys that know what  
22 they're doing out there, but when it comes to the  
23 refurbishing, you don't have to be union, you have to be  
24 qualified and these guys got 40 years experience in the  
25 construction industry, they're just as qualified, if

1 not, more.

2 So please don't box yourself in, please ask the  
3 questions and we're here to help you. Thank you.

4 MR. ANDERS: Thank you. Our next speaker is  
5 Jane Swanson, followed by Mark Simonin.

6 MS. SWANSON: Good evening. Jane Swanson. I'm  
7 with San Luis Obispo Mothers For Peace. I live just  
8 outside of the City of San Luis Obispo, but in a few  
9 months, I'll live in San Luis Obispo.

10 What I want to do is point out a positive  
11 financial impact with Diablo closure that was not listed  
12 in the Berkeley report. It's no fault of the Berkeley  
13 study that it wasn't included because the figures were  
14 not the financial figures, were not available when they  
15 completed their study. The positive impact that I refer  
16 to is cost savings for the ratepayers. Continuing  
17 reductions in the costs of electricity from solar, wind  
18 and other sources has resulted in the cost of  
19 electricity produced by Diablo being economically  
20 uncompetitive. PG&E projects 1.168 billion above market  
21 costs to ratepayers for 2019 and 1.258 billion for 2020.  
22 I'm sure you can verify those figures with PG&E. I got  
23 them out of a legal document.

24 My point is that the ratepayers are now  
25 subsidizing PG&E and will be as long as it's operating.

1 So when it closes, our electricity rates can be expected  
2 to go down. Thank you.

3 MR. ANDERS: Thank you. Our final speaker is  
4 Mark Simonin. I will see if I've been pronouncing his  
5 name right.

6 MR. SIMONIN: Yeah. That was perfect. Thank  
7 you.

8 Good evening, Panel. We sure appreciate the  
9 ability to come up and do public comment, appreciate all  
10 your volunteer efforts. I know it's taken a lot of  
11 time. It seems like it's probably taken more time than  
12 you were aware of when you were getting on the panel.  
13 You guys are doing a terrific job and you're very  
14 thoughtful.

15 I was just coming up, really, just to make some  
16 positive comments. Mr. Jones had indicated talking  
17 about the solar farms that were project labor agreements  
18 on the two solar farms, might not have been aware of it,  
19 I wasn't aware of it, and the positive impacts it had on  
20 our local community. I was in charge of distributing  
21 the manpower out there at the time. There were  
22 opportunities for the larger contractors to bring  
23 out-of-town workers in. Somebody brought up the teeth  
24 in these agreements. We were able to stop that and go  
25 to the priority, which was local. That's what the PLA

1 is all about, is local hire.

2 I didn't want to get into a back-and-forth with  
3 Mrs. Perry, but if it wasn't for misinformation, there  
4 would be no information. 2,000 pages for a project  
5 labor agreement. There was 4 billion dollars worth of  
6 solar work in the plains. The project labor agreement  
7 was 32 pages long. So they aren't big agreements. They  
8 accentuate local hire priority. It's very important on  
9 projects of this size, this magnitude. Hopefully, there  
10 will be local contractors to participate, but chances  
11 are it's going to be out-of-town contractors that have  
12 the qualifications to perform this work and we need to  
13 protect our local workforce.

14 So thanks again. I appreciate your time and  
15 consideration.

16 MR. BROWN: Your name is --

17 MR. SIMONIN: Mark --

18 MR. BROWN: -- and your affiliation?

19 MR. SIMONIN: Oh. Mark Simonin. I'm with the  
20 International Brotherhood of Electrical Workers. Sorry  
21 about that. Thank you.

22 MR. ANDERS: Thank you. Okay, Panel. It is  
23 time to begin dialogue and discussion. Yes, Linda.

24 MS. SEELEY: Just a quick comment. I can't  
25 remember your name, but this is not a public works

1 project. This is a private undertaking. You referred  
2 to it as a public works project in your statement twice,  
3 but it's not. Thank you.

4 MR. ANDERS: It is time to discuss your  
5 comments and your recommendations with regard to  
6 economic opportunities and impacts. So who wants to  
7 start out? All right. Sherri and then Kara.

8 MS. DANOFF: I'd like to suggest adding another  
9 recommendation to our list and it's based on a comment  
10 made earlier, not tonight, from an audience member,  
11 something that we might consider and it would be  
12 recommend that PG&E and the county encourage instructors  
13 of planning classes at Cal Poly to have classes develop  
14 repurposing plans for Parcel C -- Parcel P. Sorry.

15 MR. ANDERS: Thank you, Sherri.

16 MS. DANOFF: Thank you.

17 DR. O'MALLEY: Can you say that again, Sherri?

18 MS. DANOFF: Yes. Recommend PG&E and the  
19 county encourage instructors of planning classes at Cal  
20 Poly to have classes develop repurposing plans for  
21 Parcel P.

22 MR. ANDERS: Is that a recommendation that came  
23 from one of our speakers?

24 MS. DANOFF: I'm sorry?

25 MR. ANDERS: Is that a recommendation that came



1 from Kat -- Kailie Johnson?

2 MS. DANOFF: No. It came from somebody who has  
3 made a lot of recommendations.

4 MR. ANDERS: Okay.

5 MS. DANOFF: It's tailored a little bit, but  
6 that basically is the essence of what was recommended.

7 MR. ANDERS: All right. Kara.

8 MS. WOODRUFF: Thank you. Appreciate everybody  
9 showing up today and listening online.

10 In addition to the comments we received today,  
11 there are two individuals from the community who  
12 submitted online comments that I thought were really  
13 appropriate. One was Chip Fishy, who has a journalism  
14 background, as we all know, and the other is Don Maruska  
15 and I think they both submitted some very thoughtful  
16 comments. I think Don's comments have really been  
17 incorporated into the recommendations already. So I  
18 don't know that we need to change anything, but I think  
19 you have all seen the memo from Chip Fishy and he had  
20 four changes he wanted to make to the section on local  
21 government, Items 9, 10, 11 and 12, and I think they're  
22 not major changes, they're more wording changes, and I  
23 think he has a little eloquent touch that probably  
24 recommend making the changes, except for on the last  
25 one, Item Number 12, he would encourage taking out the

1 words tourism, agriculture, education and technology. I  
2 would be inclined to keep those in because I think those  
3 are primary economic drivers locally, and I think when  
4 it comes to decommissioning and the economic  
5 opportunities, a huge part of that is tourism. That's  
6 probably the one thing we can do right away after  
7 decommissioning to boost our local economy, is to  
8 provide sustainable public access to the Diablo Canyon  
9 land. So I really like naming those elements of our  
10 economy because I think that's who we are.

11 I just had a couple comments about project  
12 labor agreements. I think it's interesting that we can  
13 point to the dry cask storage, the replacement of the  
14 steam generator and also maintenance project. All three  
15 of those have been subject to project labor agreement  
16 that PG&E entered into. So there's definitely some very  
17 real precedent here. As we also mentioned, at Humboldt,  
18 there's a project labor agreement and there's also one  
19 that operates at San Onofre.

20 So there is this experience and I think from  
21 what I'm hearing on the reports, they have been  
22 successful in securing local labor and I think that is  
23 our goal. I'd also mention that other -- we have  
24 already addressed this issue earlier in the strategic  
25 vision. There's another section that's already online

1 that we adopted some time ago that makes reference to  
2 non-discriminatory recommendations for the use of  
3 project labor agreements. So I consider what we have  
4 now is rather consistent with what we already  
5 discussed.

6 Anyways, thank you everyone for being here  
7 tonight. Appreciate it.

8 MR. ANDERS: Thank you, Kara. Any other  
9 comments? Alex.

10 MR. KARLIN: Yeah. On the project labor  
11 agreement issue, it seems to me what that what we want,  
12 what I think we want from the community as much as  
13 anything, we want the job to be done right and safely  
14 and to maximize the use of local labor force, whether  
15 it's union or non-union, and to have people paid an  
16 appropriate and living wage, a good wage, and for there  
17 to be a diverse and inclusive workforce and all these  
18 things, and then we have the word project labor  
19 agreement in there and, you know, I've been in this  
20 industry for 25 years and I've seen them and I don't  
21 know that much about them. I'm not a labor lawyer, I'm  
22 an environmental lawyer by training for 45 years, but I  
23 don't know whether -- I don't really feel -- I don't  
24 know why we're saying we need a project labor agreement.  
25 Why don't we just say we want it done locally, we want

1 it done well, we want it done safely, we want people to  
2 get a living, all those good things. If we -- and I  
3 think -- I listened to this question, asked the  
4 questions, understand it better and I don't understand  
5 it enough to say, oh, the only way to achieve these  
6 things is through a project labor agreement, but I guess  
7 we could say, you know, vote for the union label. I  
8 mean, I think unions are good things, I think they  
9 promote a good workforce and good results. If we just  
10 want to endorse a union -- hiring union people because  
11 they're good things, okay, then we'll say project labor  
12 agreement, but I think we ought to separate all those  
13 desirable goals and say why are we adding the word  
14 project labor agreement into that mix? Is it necessary?  
15 If so, maybe we should, but I don't know enough to  
16 endorse that very well.

17 MR. ANDERS: Thank you, Alex. Thanks, Alex.  
18 Other comments, thoughts? Sherri.

19 MS. DANOFF: Just one more about the project  
20 labor agreements. I'd like to hold off on that until we  
21 have the benefit of David Baldwin being with us just for  
22 his input, too. That's all.

23 MR. ANDERS: Any other comments? Lauren and  
24 then Dena.

25 MR. BROWN: Well, I'd like to come back to this

1 idea that it would be a good thing if an outside agency  
2 were to evaluate the potential at the Parcel P for  
3 repurposing and, Jim, you've mentioned it's not clear  
4 that the funds that you have available to you can be  
5 tapped in for this use, and probably given your  
6 company's status as being in bankruptcy, there's  
7 probably not a lot of leeway otherwise, okay, but I  
8 think it's really important that this go forward and I  
9 take note of the fact that part of the 85 million  
10 dollars that came from the 1090 funds went to the county  
11 and there's a big chunk of it.

12 So I would like to modify our recommendations  
13 to direct it to the County of San Luis Obispo to use  
14 some of those funds to retain an outside consulting  
15 agency who would work with PG&E to evaluate all the  
16 potentials out there. They may see things because of  
17 their experience that PG&E by itself wouldn't, and I  
18 actually think that given the responsibility of the  
19 County of San Luis Obispo, to look at the -- for the  
20 overall economic benefit of this area, they should take  
21 responsibility for it. So I'd like to modify it and  
22 send that request to the county.

23 MR. ANDERS: Thank you, Lauren. Dena, then  
24 Alex.

25 MS. BELLMAN: So this is kind of minor, but I

1 would tend to agree with Chuck Fishy about the detailing  
2 those particular items. I think we all know that those  
3 are some of our stimulators, but I would disagree that  
4 we want to focus people towards those when maybe there  
5 is a new potential coming out of this. So I feel like,  
6 you know, our economic drivers now, I think that  
7 definitely captures them, but I felt this previously,  
8 but it was difficult because, I'm sorry, I wasn't at the  
9 meeting in person, but I'm not sure that we need to  
10 detail those specifically only because I think what  
11 we're looking for out of this is new discovery and,  
12 actually, Lauren, I may have misheard what you just  
13 said. So I'll transition from saying I would be fine  
14 with removing those items only because I don't know that  
15 we need to detail them, but on the -- having someone  
16 come in and assess, you know, the potential for the  
17 repurposing, I'm wondering, I may sort have missed this,  
18 but isn't that partially what Hourglass is supposed to  
19 be doing?

20 MR. BROWN: That's a good question. I don't  
21 know the answer to that. Maybe we should have a  
22 discussion with Hourglass about this idea before we firm  
23 it up. How about that?

24 MS. BELLMAN: Fine by me. I was kind of  
25 looking, but I think they've left.

1 MR. ANDERS: All right. Alex.

2 MR. KARLIN: On repurposing, we all endorse the  
3 optimal repurposing to the extent viable and  
4 sustainable. We don't want -- but I wonder why are we  
5 limiting it to Parcel P? I mean, there's 12,500 acres  
6 out there. Maybe we're saying the lands are one thing  
7 and the industrial facilities are something else, but  
8 right now, the 12,500 acres minus 700 or so that are  
9 Parcel P are being used for grazing cattle. Can we  
10 repurpose those lands in some way and make them into a  
11 park or wildlife preserve? Does repurposing stop at the  
12 border of Parcel P? I don't think so, but maybe it's a  
13 different discussion, lands versus the industrial  
14 facilities.

15 I also would suggest, and PG&E had said this to  
16 us, Tom and others when we've talked about it, they've  
17 talked about the decommissioning costs and repurposing,  
18 that it may very well cost more to repurpose the  
19 facility than to decommission it. That is,  
20 decommissioning, you get a wrecking ball out there, you  
21 knock the dome down, you knock the buildings down, you  
22 rip it and you ship it out to dispose of it in a  
23 landfill. That's cheap. Taking that building and  
24 scaffolding it to remove residual radioactive materials  
25 in such a way that it can be used for a seed bank or

1 something like that is -- costs more. So it's a more  
2 expensive option and, indeed, as Jim says, the NRC,  
3 which requires the facility to be decommissioned to  
4 remove radiological contamination, ain't going to let  
5 that money be paid to make a seed bank out of the place.  
6 They're going to say what does it cost to clean this  
7 place up and that's how much is in the bank to do that  
8 job. So finding funds for that. I hope there are ways  
9 to use it, but it could be more expensive to repurpose  
10 than to just flat-out decommission.

11 And I guess there's one final thing that in the  
12 economic impact analysis arena, it's kind of a funny  
13 dynamic. As a general rule, I would think we all want  
14 the decommissioning to be done safely, cost effectively,  
15 quickly and to see that property either reused or made  
16 into a preserve of some kind. We all want that, but  
17 there is also a dynamic in this community. They want  
18 4.8 billion dollars to decommission a facility. There's  
19 some elements in the community that say let's make that  
20 10 billion dollars because the more they spend the more  
21 is infused into this community and so let's jack it up  
22 as high as we can, and we don't want that, none of us  
23 really want that, but, I mean, there is a tendency to  
24 say we want the maximum infusion of money into this  
25 community as possible and we don't care what it costs



1 and I think we do care what it costs.

2 MR. ANDERS: Thank you, Alex.

3 Kara and then Linda.

4 MS. WOODRUFF: I just wanted to mention there  
5 is one exception to what you said, Alex, about it's  
6 cheaper to perhaps demolish than to repurpose and that's  
7 the breakwater. It will be much more expensive to  
8 remove and demolish and transport away the breakwater  
9 than to repurpose it and use the marina for a new --  
10 something else. That's a huge part of the cost  
11 estimate, is that breakwater and --

12 MR. KARLIN: NRC doesn't require removal of  
13 breakwater.

14 MR. ANDERS: Thank you, Kara.

15 Linda and then Nancy and then Scott.

16 MS. SEELEY: This may be a little, I don't  
17 know, out there, but lately, somebody, I can't remember  
18 who it is, was saying that maybe the domes could be  
19 preserved and the hardened -- the dry casks can be  
20 stored inside the domes because they're hardened and  
21 would be very safe and I don't know if there's enough  
22 room inside the domes for that or if that could be done.  
23 No? You don't think there's enough room?

24 MR. WELSCH: My suspicion is there's not enough  
25 square footage. If you compare size, the footprint is

1 actually pretty small. Inside is large air volume, but  
2 the square footage is pretty small.

3 MR. ANDERS: Thank you, Linda.

4 And I just have to comment just for anybody out  
5 here. Linda is sitting out in right field and that's  
6 because the monitor next -- over there is the clerk's  
7 monitor and it doesn't work the way the rest of them  
8 does and we've learned not to sit there if you don't  
9 have to.

10 Okay. Nancy and then Scott and then Sherri.

11 DR. O'MALLEY: I just want to bring up the  
12 point that, you know, the economic impacts begin as soon  
13 as the first reactor shuts down; yet, the  
14 decommissioning -- you know, the repurposing of Parcel P  
15 won't take place, you know, for ten years later at the  
16 soonest and so, really, the important time is the next  
17 15 years. So we really have five years to spur economic  
18 development to help offset the losses that will take  
19 place as soon as the reactors shut down and so your idea  
20 of maybe having the county use some of the funds to  
21 develop a plan for Parcel P and promote that, you know,  
22 I feel like their funds for economic development are  
23 probably best spent trying to recruit businesses now and  
24 focusing on that and not focusing so much on trying to  
25 recruit for Parcel P. I feel like that's really the

1 purview of Hourglass. I think Hourglass is involved and  
2 strategically, and some of you that might not have been  
3 to our workshop, they actually discussed the possibility  
4 of setting up a trust, some sort of a land trust in  
5 order to, you know, maybe bring different public/private  
6 partnerships together in order to develop the land out  
7 there on Parcel P, which is the industrial site, because  
8 the risks out there, you know, you don't know until you  
9 find out -- what's the phrase? You don't know until you  
10 know? You don't know what you don't know. You don't  
11 know what you're going to find out there and, you know,  
12 no one entity really wants to take on the risk.

13 And so, anyhow, to me, that's exciting that  
14 they may be able to develop some sort of a trust that  
15 can really take that on as a project and try to recruit,  
16 but in the meantime, we want PG&E to do what they can do  
17 with their budget and whatever funds they do have in  
18 terms of doing an analysis of reuse and making sure that  
19 information is available and I wonder if you guys could  
20 set up a website or something where -- I don't know if  
21 it's already on there now, but some sort of a site where  
22 it's easily accessible to people that are interested  
23 where all the information is there.

24 And, also, Tom, you had mentioned something  
25 about advertising. For the last several months, you

1 said something about you guys have been advertising  
2 about redevelopment of Parcel P and I'm just wondering  
3 what you did for that advertising and how you're getting  
4 the word out. So whatever can be done by PG&E, I know  
5 they can't do everything, but what exactly have you been  
6 doing to try and recruit offers?

7 MR. JONES: We've been doing pushes through  
8 social media and then we've talked to specific  
9 stakeholders like the CSU system and others that have  
10 expressed some interest. We've offered tours to  
11 agencies, we've conducted briefings and tours for wind  
12 developers, for offshore transmission groups. So we've  
13 done a lot with folks. People are following your  
14 project and this project and then what I mentioned is  
15 we'll be working with our corporate real estate group to  
16 push out through development channels people that might  
17 be interested. That's the next task that I intend to do  
18 and then also get additional feedback as we move  
19 forward.

20 So we don't have a fulsome plan yet. Some of  
21 it's been ad hoc, some of it's been reactionary and some  
22 of it's been targeted with people we know that are  
23 interested based on other benchmarks. So we've pursued  
24 the things that were low cost, high value with people  
25 that already have a presence in the area, is the main

1 one, and we've had a number of folks come to us. I  
2 think in your two workshops we've heard simultaneously  
3 from people in Germany and Japan about wanting to put a  
4 thermal battery bank there. So attraction has come to  
5 it. People are aware of the site and also in the  
6 industry circles, folks interested in that industrial  
7 footprint, it's well-known that that site's going to  
8 become available.

9 MR. ANDERS: Thank you, Nancy.

10 Scott and then Sherri.

11 MR. LATHROP: Yes. I was just trying to get  
12 some clarification. We've been talking a lot about  
13 repurposing, whether we're talking about Parcel P or  
14 lands and things of that nature, but if I understand  
15 correctly, is the land itself is owned by the  
16 subsidiary, not the utility. So how does that come into  
17 play in reference to Parcel P? If you're trying to take  
18 one of the buildings and repurpose it, how does the land  
19 owner come into play there? I mean, how does that all  
20 work?

21 MR. JONES: So the lands from Parcel P south  
22 are owned by Eureka Energy, the affiliate. The lands  
23 north of the power plant are owned outright by the  
24 utility and there's different procedures in terms of  
25 divestiture.

1 I think -- I'm getting there. I think what we  
2 heard is that PG&E and Eureka don't have a long-term  
3 interest for those properties and that we seek to divest  
4 in those areas over time. Again, with the lenses that  
5 Jim had mentioned about what looks like -- what does  
6 good look like.

7 So, for instance, if someone in Parcel P was  
8 interested in the site, we'd have to find a way to make  
9 sure that through the Utilities Commission under the 851  
10 process, because the asset has been encumbered by  
11 ratepayers, that it would need Utilities Commission  
12 approval, it would need to be compatible with the  
13 zoning.

14 So Mr. Karlin had mentioned earlier about why  
15 are there not others. That is on public facilities so  
16 it can handle things like universities, power plants,  
17 things like that. The rest of the properties have  
18 different zoning that aren't favorable to other types of  
19 large developments and then Eureka Energy would also  
20 have to strike some deal with the entity that would  
21 succeed it to own the fee title underneath the asset.

22 MR. LATHROP: So just for clarification, Parcel  
23 P right now is owned by a separate entity, it's not  
24 owned by the utility or the land wasn't purchased by the  
25 utility, that it's basically a leaseholder, if you will?

1                   MR. JONES: That's correct. When the utility  
2 first built the power plant, it entered into a lease and  
3 subsequently acquired those lands with its affiliate and  
4 I'll look to Jim if he wants to expand upon my issue --  
5 my answer.

6                   MR. LATHROP: For any repurposing, it will be  
7 the additional entity that has to weigh in on what is  
8 needed to be decided there?

9                   MR. WELSCH: I can help you on that, Scott.  
10 The Eureka Energy is owned by PG&E Corporation because  
11 the shareholder money was used to purchase the property.  
12 So the PG&E site pays a lease fee to Eureka Energy.

13                   The bottom line is this is what we want. We  
14 want a plan that's palatable to the shareholders and the  
15 customers that excites this community. Do not assume  
16 there's any special complications associated with the  
17 Eureka Energy property. That's all an internal issue  
18 for us to manage. It's all managed. Decisions are made  
19 by the same -- same Board of Directors and executives.  
20 So there's really -- it's pretty transparent. When I  
21 offer caution on certain aspects, I'm not looking for  
22 ways not to support what this community wants. I'm just  
23 trying to point out some logistics, some challenges, you  
24 know, like on the cost piece.

25                   So, yeah, I would not have any -- any concern

1 around the Eureka Energy versus PG&E ownership on the  
2 properties. That's all an internal issue that we manage  
3 through -- PG&E doesn't intend to be a real estate  
4 company. PG&E doesn't have any interest in leasing  
5 property to businesses. We're electric and gas utility.  
6 So as we decommission Diablo Canyon, our goal is to move  
7 those assets on, and as much as we can honor the  
8 community's desires while staying within the bounds of  
9 the shareholders and the ratepayers, AKA, the customers  
10 of the CPUC, then that's what I want to help with. So  
11 that's why this work is so important, and I'll add on a  
12 little bit.

13 The conversation earlier around, you know,  
14 would we sell it wholesale, et cetera, once Diablo  
15 Canyon is decommissioned, PG&E, this is still our  
16 service territory. This isn't emergent facility owned  
17 by a corporation 3,000 miles away that is now  
18 decommissioning a plant. So we have an interest. This  
19 is what I believe and I think my bosses believe. No  
20 matter how this gets decommissioned, if we sold it, et  
21 cetera, this community is still going to hold PG&E  
22 accountable and we want to control our fate. So we have  
23 a very strong interest in knowing that the  
24 decommissioning is done safely in a way that honors the  
25 community, stays within the bounds of the CPUC and



1 doesn't require significant additional expenditure for  
2 the shareholder because, quite honestly, our futures  
3 change, the shareholder well is pretty dry and it's  
4 going to be for a very long time.

5 So, anyway, it's a little extra, but I would  
6 just say that we don't have any interest in long-term  
7 real estate management. We look forward to working with  
8 the community on how we can transition, repurpose, et  
9 cetera, get our permits and be able to exercise  
10 responsibly our decommissioning responsibilities. So...

11 MR. ANDERS: Thank you, Jim.

12 Sherri and then Linda.

13 MS. DANOFF: I want to go back to what Linda  
14 mentioned. I like the idea conceptually having dry  
15 casks in existing storage containment buildings. Is it  
16 possible for PG&E to give us some estimate about how  
17 many dry casks, what proportion of the total number that  
18 we're going to have, could be in containment that  
19 exists, give us a rough estimate?

20 MR. KARLIN: Absolutely. Isn't there a number  
21 in the decommissioning cost estimate of how many casks  
22 will be out on the pad at the end of the life?

23 MR. JONES: It's 138, not including greater  
24 than Class C waste. So we'd have to look at the square  
25 footage inside the facility. Yeah. Correct.

1 MR. KARLIN: 138, 148. That's it. They've got  
2 a number in there.

3 MR. DANOFF: Yeah, but I'd like to know what  
4 proportion is in containment.

5 MR. WELSCH: We can absolutely put together  
6 that rough estimate of understanding what the  
7 feasibility is or isn't and we'd be glad to do that.

8 MS. DANOFF: That would be great. Thank you.

9 MR. WELSCH: You bet.

10 MR. ANDERS: Linda.

11 MS. SEELEY: I have a question that has been  
12 plaguing me for a while, Jim. Is there -- like, if  
13 you're a stockholder of PG&E, do you have a guaranteed  
14 return on your investment?

15 MR. WELSCH: Based on recent experience, I'd  
16 say no.

17 MS. SEELEY: So no?

18 MR. WELSCH: No.

19 MS. SEELEY: Okay.

20 MR. ANDERS: Any other --

21 MR. WELSCH: It's been suspended now for, what,  
22 going on two years and the stock price hit as high as  
23 \$70. What is it today? Six or seven bucks. So I  
24 wouldn't call that anywhere close to a guarantee.

25 MS. WOODRUFF: It's a speculative investment at

1 this point.

2 MR. WELSCH: Some would say that's where it's  
3 at right now, yeah.

4 MR. ANDERS: Okay. So any other comments or  
5 discussion? Does anybody have a plan, what you want to  
6 do with the recommendations? You can approve them, you  
7 can modify them and approve them, you could wait for  
8 additional public comment, deal with them in the future,  
9 you could approve part of them and some of them subject  
10 to future consideration. You could do a range of  
11 things. Anybody have any suggestions? Sherri and then  
12 Lauren.

13 MS. DANOFF: I'd like to briefly go over them  
14 again in an administrative meeting. Lauren had  
15 mentioned or somebody mentioned that we -- or based on  
16 what we learned tonight from PG&E, that we shouldn't  
17 expect PG&E to do certain planning, you know, for  
18 dealing with the economic impacts. So I think we should  
19 go over them and maybe make sure that we're not saying  
20 that and also go over the one about local labor,  
21 consider that further with David present and maybe -- my  
22 suggestion, which did come from Dan -- was based on Dan  
23 Maruska. Anyway, check the wording on that and see if  
24 it's satisfactory. So, I mean, I think we can do it in  
25 a half hour quite easily. That's my suggestion.

1 MR. ANDERS: Lauren.

2 MR. BROWN: Well, I think there's a little bit  
3 of follow-up work that we could do to refine some of  
4 these conversations with the county, with PG&E, with  
5 Hourglass. I think -- I think we could make some  
6 progress on at least one or two of these things.

7 So my suggestion is that we give ourselves time  
8 to do that and we have a meeting scheduled in January,  
9 and if PG&E isn't ready for us to have that one topic,  
10 let's make that an administrative meeting and we can  
11 deal with this then. We have a firm date on that?

12 MR. ANDERS: Not in January.

13 MR. BROWN: But January, we could schedule an  
14 administrative meeting, and if that's okay with  
15 everybody, we can deal with it then.

16 MR. ANDERS: When is Hourglass supposed to have  
17 its recommendations out?

18 DR. O'MALLEY: January.

19 MR. ANDERS: January?

20 MR. BROWN: Yeah.

21 MR. ANDERS: Any comments on Lauren's  
22 suggestion or Sherrie's suggestion? Nancy.

23 DR. O'MALLEY: I agree. I'd like to have more  
24 time for the public to give more input and I think that  
25 we can also have conversations with people and see if we

1 have anything else to add. I don't think there's a big  
2 rush to get the recommendations out there to publish  
3 them and we can hear more from Hourglass, also, and  
4 hopefully we'll get more public input. So spread the  
5 word, and if people have more suggestions or comments,  
6 we look forward to reading them.

7 MR. ANDERS: Thank you, Nancy.

8 Kara, did you have --

9 MS. WOODRUFF: I was going to say I agree to  
10 meet in January and take further public comments in the  
11 meantime.

12 MR. ANDERS: You almost brought two things  
13 tonight.

14 MS. WOODRUFF: What's that?

15 MR. ANDERS: I called you on you twice and I  
16 misread your signal.

17 MS. WOODRUFF: I've got to work on that. Thank  
18 you.

19 MR. ANDERS: Any other comments? So what I'm  
20 hearing is that you want to do some additional work, do  
21 some additional discussion and investigation before you  
22 move forward. Lauren has proposed that you come  
23 together again in January and discuss it further. Alex?

24 MR. KARLIN: I would agree with that approach,  
25 Lauren's approach. It makes a lot of sense. It seems

1 to me, and this is an aside, that the odds of the CPUC  
2 making a final decision on the triennial proceeding  
3 rate-making case by January are exceedingly, exceedingly  
4 remote. Best we might hope for is that the ALJ issues a  
5 proposed decision, what they call as a proposed  
6 decision. I believe she has said that she is shooting  
7 for that date. I'm not sure if the settlement agreement  
8 or discussions will change or delay that, but even if  
9 the PU -- the judge issues a proposed decision, it's  
10 going to take the PUC itself three, four, five months to  
11 issue a final decision and go through that process.

12 So I think our meeting -- well, we could have a  
13 meeting on the ALJ's proposed decision and then have  
14 another meeting on the PUC's final decision four, five,  
15 six months later, but we probably ought to just wait  
16 until the final decision. So that's going to be way  
17 late and so January is a good time to have some other  
18 meeting, an administrative meeting.

19 MR. ANDERS: Thank you, Alex. So does that  
20 make sense, to do additional work, review the  
21 recommendations, meet with some other folks, gather some  
22 additional information, refine and understand the  
23 language better and come together back in January of  
24 2020 to discuss economic impacts and their  
25 recommendations? Okay. Sounds good.

1           With that, I would also recommend that anybody  
2     in the audience or anyone watching on live stream and  
3     others provide comments and provide any thoughts on the  
4     proposed recommendations. The proposed recommendations  
5     that we went over today are actually on the website. So  
6     people can see those and offer comments through the  
7     website. They can also contact any of you if they want  
8     to talk about it further. Yes, Nancy.

9           DR. O'MALLEY: Just going back to Kara's  
10    discussion of future topics for meetings, I think that  
11    we do want to address repurposing again in more detail,  
12    particularly the breakwater, the desalinization plant.  
13    So I know we haven't decided on our final topic of the  
14    year, but I think that that might be worth revisiting.

15          MR. ANDERS: Thank you. Okay. So the path  
16    forward is to talk with more people, do more study,  
17    understand the issue better, come back together in  
18    January.

19          A quick overview of -- just a heads-up. We've  
20    been talking about our January meeting. Right now, it  
21    says on January and March we're going to talk about the  
22    NDCTP ruling and understanding decommissioning and seek  
23    a coastal act, as Kara indicated. Right now we just  
24    adjusted that. So we'll be talking about economic  
25    impact for sure and perhaps some aspect of the CPUC

1 ruling. So that's in January. We'll announce the date  
2 as we get closer and have more information.

3 Before we adjourn, quick meeting summary. Any  
4 recommendations, anything you liked about this meeting,  
5 things you want to continue to do or things that you  
6 would change or think about changing? This is something  
7 that the panel has done consistently, is just do a quick  
8 assessment of the evening and identify opportunities to  
9 do it differently in the future. Linda.

10 MS. SEELEY: I just want to thank Nancy and  
11 Lauren for their great work on this meeting tonight.

12 MR. ANDERS: Any other thoughts? Sherri.

13 MS. DANOFF: Well, I want to appreciate that  
14 it's a brief meeting.

15 MR. ANDERS: Anyone else? Okay. With that,  
16 let's adjourn and safe travels to all.

17 (The meeting adjourned at 8:26 p.m.)

18

19

20

21

22

23

24

25



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

REPORTER'S CERTIFICATE

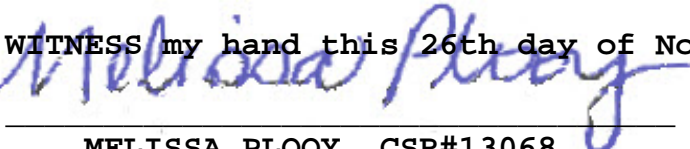
STATE OF CALIFORNIA) SS.

I, MELISSA PLOOY, Certified Shorthand Reporter,  
licensed in the State of California, holding CSR License  
No. 13068, do hereby certify:

That said proceeding was verbatim-reported by me by  
the use of computer shorthand at the time and place  
therein stated and thereafter transcribed into writing  
under my direction.

I further certify that I am not of counsel nor  
attorney for or related to the parties hereto, nor am I  
in any way interested in the outcome of this action.

In compliance with Section 8016 of the Business and  
Professions Code, I certify under penalty of perjury  
that I am a Certified Shorthand Reporter with License  
No. 13068 in full force and effect.

WITNESS my hand this 26th day of November 2019.  
  
\_\_\_\_\_  
MELISSA PLOOY, CSR#13068

	<b>23rd</b> 33:3	
<b>\$</b>	<b>24th</b> 56:20	<b>9</b>
<b>\$15-an-hour</b> 59:24	<b>25</b> 67:20	<b>9</b> 26:20 65:21
<b>\$20</b> 59:1	<b>27</b> 51:20	<b>90</b> 45:21 46:5
<b>\$70</b> 82:23		<b>9th</b> 57:6
	<b>3</b>	
<b>1</b>	<b>3</b> 24:3	<b>A</b>
<b>1,200</b> 56:2	<b>3,000</b> 80:17	<b>ability</b> 45:2 62:9
<b>1.168</b> 61:20	<b>30</b> 53:25 59:8	<b>absolutely</b> 46:15 81:20 82:5
<b>1.258</b> 61:21	<b>32</b> 63:7	<b>accentuate</b> 63:8
<b>10</b> 27:9 51:13 65:21 72:20		<b>access</b> 22:8 24:15 25:18 26:10 39:6,19 42:12,13 66:8
<b>100-plus</b> 46:16	<b>4</b>	<b>accessible</b> 75:22
<b>1090</b> 69:10	<b>4</b> 24:18 63:5	<b>accord</b> 33:12
<b>11</b> 27:24 40:1 65:21	<b>4.8</b> 53:16 72:18	<b>accountable</b> 80:22
<b>11th</b> 54:23	<b>4.8-billion-dollar</b> 53:20	<b>accurate</b> 43:20 54:20
<b>12</b> 28:11 65:21,25	<b>40</b> 60:24	<b>achieve</b> 59:9 68:5
<b>12,000</b> 56:17	<b>45</b> 67:22	<b>acquired</b> 79:3
<b>12,500</b> 71:5,8		<b>acres</b> 56:2,17 71:5,8
<b>13</b> 28:23 30:9 40:1	<b>5</b>	<b>acronyms</b> 35:25
<b>138</b> 81:23 82:1	<b>500</b> 40:25 58:13	<b>act</b> 31:14 54:24 55:1 87:23
<b>148</b> 82:1		<b>action</b> 34:1 35:2,10
<b>15</b> 74:17	<b>6</b>	<b>active</b> 37:23
<b>17th</b> 35:7,11	<b>6th</b> 36:11	<b>actively</b> 24:1,4
<b>1st</b> 38:19		<b>activities</b> 28:25 31:1 35:24 55:10
	<b>7</b>	<b>ad</b> 76:21
<b>2</b>	<b>7</b> 25:25	<b>add</b> 28:8 29:25 50:10 80:11 85:1
<b>2,000</b> 60:15 63:4	<b>700</b> 71:8	<b>added</b> 30:3 35:17
<b>20</b> 48:2	<b>75</b> 46:2	<b>adding</b> 29:24 64:8 68:13
<b>2019</b> 61:21	<b>7:21</b> 52:11	<b>addition</b> 36:16 39:18 65:10
<b>2020</b> 31:25 36:12 38:20 52:18 56:20 57:14 61:21 86:24	<b>7:30</b> 52:12	<b>additional</b> 46:7 49:14 76:18 79:7 81:1 83:8 85:20,21 86:20,22
<b>2021</b> 40:8 42:23 51:6		<b>address</b> 34:18 36:22 39:1 40:12 47:5,10 57:19 58:10 87:11
<b>2023</b> 45:22	<b>8</b>	<b>addressed</b> 41:14 43:18 66:24
<b>2025</b> 34:2	<b>85</b> 69:9	<b>adept</b> 49:11
<b>21</b> 46:9	<b>851</b> 78:9	<b>adequate</b> 43:2
<b>22</b> 46:9	<b>86</b> 46:11,14	
<b>23</b> 46:9	<b>8:26</b> 88:17	

<b>adhere</b> 58:4	<b>allowing</b> 58:10	<b>assets</b> 80:7
<b>adjacent</b> 56:3	<b>alluded</b> 32:24	<b>assume</b> 44:25 47:7 79:15
<b>adjourn</b> 88:3,16	<b>amount</b> 38:24 53:18,24 54:8	<b>assumption</b> 47:11
<b>adjourned</b> 88:17	<b>analysis</b> 24:19,24 25:2,3,5,11 27:10,21 32:4,8 49:1,4,14 50:1 72:12 75:18	<b>attention</b> 38:11 52:24
<b>adjusted</b> 87:24	<b>analyze</b> 49:13	<b>attraction</b> 77:4
<b>adjustments</b> 31:19 32:1	<b>and/or</b> 22:10	<b>audience</b> 52:6 64:10 87:2
<b>administrative</b> 33:16 53:22 54:2 83:14 84:10,14 86:18	<b>ANDERS</b> 22:6 30:15 36:25 37:25 41:22 43:8 45:18 46:24 47:3 48:22 51:17 52:2,14 57:24 61:4 62:3 63:22 64:4,15,22,25 65:4,7 67:8 68:17,23 69:23 71:1 73:2,14 74:3 77:9 81:11 82:10,20 83:4 84:1,12,16,19,21 85:7,12,15,19 86:19 87:15 88:12,15	<b>August</b> 46:6
<b>adopted</b> 67:1		<b>Authority</b> 23:22
<b>advance</b> 24:7		<b>authorized</b> 50:20 51:6
<b>advantage</b> 34:24		<b>averaged</b> 46:16
<b>advertised</b> 39:12		<b>avoided</b> 23:25
<b>advertising</b> 75:25 76:1,3		<b>aware</b> 37:17 43:10 62:12,18,19 77:5
<b>affect</b> 55:19	<b>announce</b> 88:1	<b>awareness</b> 33:9
<b>affiliate</b> 77:22 79:3	<b>anticipate</b> 31:24 42:21	
<b>affiliation</b> 58:6 63:18	<b>appealed</b> 41:13	<hr/> <b>B</b> <hr/>
<b>afforded</b> 34:25	<b>appeared</b> 40:2	<b>back</b> 37:4,17 39:2 42:25 52:12 54:11 68:25 81:13 86:23 87:9,17
<b>agencies</b> 34:7 39:20 76:11	<b>applicant</b> 34:22 37:10	<b>back-and-forth</b> 63:2
<b>agency</b> 34:13,19 36:18 39:9,24 55:11,12,18 69:1,15	<b>application</b> 34:20 38:13 41:17	<b>background</b> 53:7 65:14
<b>agenda</b> 22:8,12 36:16 48:25	<b>applications</b> 41:8	<b>Baldwin</b> 68:21
<b>aggressively</b> 43:2	<b>apprentice</b> 59:21,25	<b>ball</b> 71:20
<b>agree</b> 47:12 53:23 54:2 70:1 84:23 85:9,24	<b>approach</b> 85:24,25	<b>bank</b> 71:25 72:5,7 77:4
<b>agreement</b> 28:24 29:9,10 30:2 42:17 45:6,22 47:5 48:8,17 63:5,6 66:15,18 67:11,19,24 68:6,12,14 86:7	<b>approval</b> 33:22 35:19 78:12	<b>bankruptcy</b> 69:6
<b>agreements</b> 29:7,15,16 30:3,8 41:25 42:2,8,12 45:14 48:4 62:17, 24 63:7 66:12 67:3 68:20	<b>approvals</b> 34:3,10	<b>Barbara</b> 27:17
<b>agriculture</b> 28:16 66:1	<b>approve</b> 35:2 53:18 83:6,7,9	<b>based</b> 23:16 31:19 32:1 36:13 64:9 76:23 82:15 83:15,22
<b>ahead</b> 34:9 35:9 39:19 50:22 57:5	<b>approved</b> 24:25 43:1	<b>bases</b> 23:25
<b>air</b> 74:1	<b>April</b> 54:14	<b>basically</b> 43:22 65:6 78:25
<b>AKA</b> 80:9	<b>area</b> 27:12 28:22 56:25 69:20 76:25	<b>basis</b> 34:1
<b>Alex</b> 47:3 48:22 67:9 68:17 69:24 71:1 73:2,5 85:23 86:19	<b>areas</b> 23:1 25:7 26:16 41:19 50:7 78:4	<b>battery</b> 77:4
<b>ALJ</b> 86:4	<b>arena</b> 35:9 72:12	<b>Bay</b> 29:11,12 42:14 43:25 45:4
<b>ALJ's</b> 86:13	<b>aspect</b> 87:25	<b>begin</b> 24:16 26:9 31:6 35:14 49:2 63:23 74:12
	<b>aspects</b> 79:21	<b>begun</b> 34:13
	<b>assess</b> 70:16	<b>BELLMAN</b> 69:25 70:24
	<b>assessment</b> 88:8	<b>benchmark</b> 35:18
	<b>asset</b> 78:10,21	<b>benchmarks</b> 35:7 76:23

**benefit** 58:23 59:2 68:21 69:20  
**benefits** 31:12 58:23  
**Berkeley** 23:16 27:14 61:12  
**bet** 51:13 82:9  
**bid** 46:25  
**bifurcates** 40:25  
**big** 63:7 69:11 85:1  
**biggest** 35:7  
**bill** 51:13  
**billion** 53:16 54:9 61:20,21 63:5  
72:18,20  
**billion-dollar** 47:25  
**bit** 41:25 42:1 65:5 80:12 84:2  
**blocked** 50:7  
**blue** 52:8,16  
**board** 34:7 46:4 51:4 79:19  
**boost** 66:7  
**border** 71:12  
**bosses** 80:19  
**bottom** 79:13  
**boundaries** 39:21  
**boundary** 40:24  
**bounds** 80:8,25  
**box** 52:8 60:19 61:2  
**break** 52:5,6,11  
**breaking** 35:15  
**breakwater** 73:7,8,11,13 87:12  
**briefing** 52:18  
**briefings** 76:11  
**briefly** 32:22 47:5 52:22 83:13  
**bring** 22:2 28:18,21 32:13 33:15  
47:8 48:19 52:24 55:22 62:22  
74:11 75:5  
**brings** 32:16 46:18  
**Brotherhood** 63:20  
**brought** 28:19 62:23 85:12  
**Brown** 32:24 43:10,15 44:23  
45:17 51:19,23 52:1 63:16,18  
68:25 70:20 84:2,13,20

**Buchon** 56:6  
**bucks** 82:23  
**budget** 34:2 43:1 44:7 75:17  
**build** 28:15  
**Builders** 58:13  
**building** 41:9 50:2,6 56:9,24  
71:23  
**buildings** 71:21 77:18 81:15  
**built** 79:2  
**bus** 45:10  
**businesses** 26:23 27:12,13 30:6  
74:23 80:5  
**button** 57:21  
**bypassed** 40:18

---

**C**

---

**Cal** 64:13,19  
**calendar** 40:9  
**California** 24:5,11,13 34:4,6 35:6  
37:22 44:19 54:1,24 55:1 59:20  
**call** 56:4 82:24 86:5  
**called** 41:4 43:24 44:21 85:15  
**Canyon** 25:18 26:1,10,15 29:2  
31:13 35:20 42:9 50:3 66:8 80:6,  
15  
**capital** 46:21  
**captures** 70:7  
**card** 52:8,16  
**care** 72:25 73:1  
**careful** 50:21  
**carpool** 45:10  
**case** 26:12 33:7 36:2 40:22 42:22  
43:1 54:23 55:11 86:3  
**cask** 25:19 31:21 32:7 36:6 37:4,  
7 42:9 56:4 57:7,9 66:13  
**casks** 73:19 81:15,17,21  
**cattle** 71:9  
**caution** 79:21  
**CDP** 35:19

**Center** 26:2  
**Central** 58:15  
**CEQA** 54:18,23,25 55:17,21  
56:17  
**cetera** 36:7 50:6 56:24 80:14,21  
81:9  
**challenge** 35:12  
**challenges** 79:23  
**chances** 63:10  
**change** 37:10,11 53:3 54:4 65:18  
81:3 86:8 88:6  
**changing** 88:6  
**channels** 76:16  
**charge** 31:9 53:18 62:20  
**charter** 50:17,18  
**charts** 34:10  
**cheap** 71:23  
**cheaper** 73:6  
**cheapest** 48:13  
**check** 57:18 83:23  
**Cherry** 26:15  
**cherry-picking** 27:19  
**Chip** 65:13,19  
**choosing** 25:20 38:11  
**Chuck** 30:24 36:24 70:1  
**chunk** 69:11  
**circles** 77:6  
**circumstances** 37:11  
**city** 58:6 61:8  
**clarification** 77:12 78:22  
**clarity** 50:15  
**Class** 81:24  
**classes** 64:13,19,20  
**clean** 72:6  
**clear** 25:2 34:21 38:17 50:12,19  
69:3  
**clerk's** 74:6  
**click** 22:9,11

<b>close</b> 82:24	<b>complex</b> 25:9 29:14 39:8 41:7 55:4 57:3	<b>containment</b> 81:15,18 82:4
<b>closer</b> 88:2	<b>complexity</b> 40:10	<b>contamination</b> 72:4
<b>closes</b> 23:13 35:13 62:1	<b>complications</b> 79:16	<b>contemplating</b> 36:21
<b>closure</b> 29:2 61:11	<b>component</b> 31:15,16	<b>continue</b> 31:4 40:3 88:5
<b>co-employment</b> 45:8	<b>components</b> 42:15	<b>continuing</b> 33:25 61:16
<b>Coast</b> 56:10 58:15	<b>comprehensive</b> 23:6 25:12	<b>contract</b> 45:2 60:14,15
<b>coastal</b> 34:6,17 35:6,9,10,19 40:20,21 41:1,3,6,9,10,11,13,14, 15,19 54:24 87:23	<b>concept</b> 42:7	<b>contracted</b> 42:14 44:5,11
<b>coastal's</b> 40:23	<b>conceptually</b> 81:14	<b>contracting</b> 42:22 43:17 44:8,24
<b>coffers</b> 58:24	<b>concern</b> 32:5 79:25	<b>contractor</b> 42:16 44:13,14 45:5, 7
<b>collaborative</b> 23:5	<b>concerns</b> 32:15	<b>contractors</b> 59:13 62:22 63:10, 11
<b>college</b> 24:6	<b>concluded</b> 32:25	<b>contracts</b> 47:24,25
<b>colleges</b> 24:12	<b>conclusions</b> 54:3	<b>control</b> 47:10 80:22
<b>comment</b> 22:24 28:20 30:13,16 40:14,17 52:7,17 57:21,25 62:9 63:24 64:9 74:4 83:8	<b>Concord</b> 23:23	<b>conversation</b> 80:13
<b>comments</b> 25:21 29:24 41:23 47:1 51:18 62:16 64:5 65:10,12, 16 66:11 67:9 68:18,23 83:4 84:21 85:5,10,19 87:3,6	<b>concurrently</b> 34:3 41:10	<b>conversations</b> 39:13,22 84:4,25
<b>Commission</b> 33:18 34:4,5,6,16, 17 35:6,10,22 37:9,22 40:21 41:3, 7,11,13 43:5 47:20 54:1 78:9,11	<b>conditioning</b> 45:15	<b>copies</b> 38:10
<b>committee</b> 30:23	<b>conditions</b> 35:16	<b>copy</b> 22:14
<b>community</b> 24:6,12 28:4,15 31:10,15,18 32:15 47:14,15 48:2, 3,20 49:21 50:23,24 55:23 62:20 65:11 67:12 72:17,19,21,25 79:15,22 80:21,25 81:8	<b>conducted</b> 41:12 76:11	<b>Cordelia</b> 58:2,7,11
<b>community's</b> 80:8	<b>confident</b> 46:22	<b>corporate</b> 49:11 76:15
<b>companies</b> 43:11 44:25 58:22	<b>confidential</b> 33:11	<b>corporation</b> 79:10 80:17
<b>company</b> 33:5 38:22,23 42:19 47:8,21 49:10,21 80:4	<b>conflicts</b> 24:22	<b>correct</b> 38:5 43:12 46:8 47:12 79:1 81:25
<b>company's</b> 69:6	<b>confusing</b> 55:3	<b>correctly</b> 77:15
<b>compare</b> 73:25	<b>conservancy</b> 26:7	<b>cost</b> 33:1 36:1,3 53:9,14,23 61:16,18 71:18 72:6,14 73:10 76:24 79:24 81:21
<b>compared</b> 27:16	<b>conservation</b> 25:17 26:9 56:14	<b>costs</b> 61:17,21 71:17 72:1,25 73:1
<b>compatible</b> 78:12	<b>conserve</b> 56:2	<b>counsel</b> 33:5 47:21
<b>complete</b> 44:17 46:10 49:13 51:12	<b>consideration</b> 31:14 63:15 83:10	<b>country</b> 43:11
<b>completed</b> 61:15	<b>consistent</b> 67:4	<b>county</b> 23:4 24:4 26:6,20 27:1,8, 18,25 34:5,14,19 41:2,5,11,12,15, 20 45:9,15 51:19 55:12,18 58:13 64:12,19 69:10,13,19,22 74:20 84:4
<b>completely</b> 45:7	<b>consistently</b> 88:7	<b>couple</b> 33:14 42:24 43:7,18,21 66:11
	<b>consolidated</b> 40:20 57:10	<b>cover</b> 22:25
	<b>constraints</b> 24:21	<b>covers</b> 46:7
	<b>construction</b> 25:6 42:9 56:8 58:14 60:25	
	<b>consultants</b> 25:4,14 49:7	
	<b>consultation</b> 37:22	
	<b>consultations</b> 34:14 36:18	
	<b>consulting</b> 69:14	
	<b>contact</b> 87:7	

<b>CPUC</b> 33:11 50:18 51:6 53:5 54:19 80:10,25 86:1 87:25	14,17 51:11,12,15 53:9 55:2,15, 19 66:4,7 71:17,20 72:14 74:14 80:18,24 81:10,21 87:22	<b>dialogues</b> 24:17
<b>create</b> 26:9		<b>dichotomy</b> 48:8
<b>created</b> 24:22 53:15	<b>define</b> 45:11	<b>difference</b> 54:7
<b>critical</b> 27:15 31:15	<b>definite</b> 26:24	<b>differently</b> 88:9
<b>cross-exam</b> 33:4	<b>delay</b> 23:13 33:13 86:8	<b>difficult</b> 70:8
<b>CSU</b> 76:9	<b>delays</b> 23:7	<b>direct</b> 28:2 45:7 69:13
<b>culture</b> 46:19	<b>demolish</b> 73:6,8	<b>directing</b> 51:21
<b>current</b> 37:13 42:22 43:4	<b>demolition</b> 24:23	<b>directly</b> 58:20
<b>customer</b> 51:16	<b>Dena</b> 68:24 69:23	<b>director</b> 58:12
<b>customers</b> 31:9,10 79:15 80:9	<b>department</b> 47:22	<b>Directors</b> 79:19
<b>cutting</b> 44:2	<b>departures</b> 46:17	<b>disagree</b> 70:3
	<b>depend</b> 39:5	<b>discovery</b> 70:11
	<b>depending</b> 40:10 44:17	<b>discriminate</b> 30:4
<b>D</b>	<b>depends</b> 50:2 54:19	<b>discuss</b> 22:18 30:17 53:5 55:17 56:18 64:4 85:23 86:24
<b>Dan</b> 83:22	<b>deputy</b> 47:20	<b>discussed</b> 54:17 57:13 67:5 75:3
<b>DANOFF</b> 64:8,16,18,24 65:2,5 68:19 81:13 82:3,8 83:13 88:13	<b>desalinization</b> 87:12	<b>discussion</b> 22:4 30:12 52:3 63:23 70:22 71:13 83:5 85:21 87:10
<b>data</b> 27:20	<b>desirable</b> 68:13	<b>discussions</b> 86:8
<b>date</b> 53:6 54:23 84:11 86:7 88:1	<b>desire</b> 29:5	<b>dispose</b> 71:22
<b>David</b> 68:21 83:21	<b>desires</b> 80:8	<b>distributing</b> 62:20
<b>day</b> 35:17	<b>detail</b> 24:24 70:10,15 87:11	<b>District</b> 39:23
<b>days</b> 33:3 53:25	<b>detailed</b> 24:19 25:12 32:3,19	<b>disturbed</b> 25:7
<b>deal</b> 59:17 78:20 83:8 84:11,15	<b>detailing</b> 70:1	<b>diverse</b> 67:17
<b>dealing</b> 34:8 83:18	<b>details</b> 31:1 51:2	<b>diversified</b> 28:10 30:1
<b>December</b> 36:11 37:5 38:19 51:5 53:13	<b>determine</b> 27:11 50:24	<b>diversify</b> 28:8 29:25
<b>decided</b> 33:9 79:8 87:13	<b>develop</b> 64:13,20 74:21 75:6,14	<b>divest</b> 78:3
<b>decision</b> 32:14,15 33:11,12,17 43:4,16 54:4,12 86:2,5,6,9,11,13, 14,16	<b>developed</b> 22:19 28:3	<b>divestiture</b> 77:25
<b>decision-makers</b> 24:4	<b>developers</b> 50:8 76:12	<b>docket</b> 38:8
<b>decisions</b> 29:22 42:21,23 43:21 79:18	<b>development</b> 23:24 26:23 28:5, 7 34:12 35:11,20 40:20 41:9 51:20 74:18,22 76:16	<b>document</b> 53:5,10 55:8 61:23
<b>decommission</b> 53:15,17 54:6 55:5 71:19 72:10,18 80:6	<b>developments</b> 78:19	<b>documents</b> 36:10 38:6
<b>decommissioned</b> 29:12 72:3 80:15,20	<b>devil</b> 51:1	<b>DOE</b> 47:25
<b>decommissioning</b> 23:1,3,8,12, 17 26:4 28:6,24 29:11 30:20 31:2 32:19,21 33:1 35:9,14,20,23 36:1, 3,9,21 43:12 47:8,13 48:16 50:13,	<b>Diablo</b> 25:18 26:1,10 29:2 31:12 35:20 42:9 50:3 53:15,17 54:7 55:5 59:6 60:18 61:11,19 66:8 80:6,14	<b>dollar</b> 51:13
	<b>Diablocanyonpanel.org</b> 53:1	<b>dollars</b> 47:17 51:20 53:16 54:9 63:5 69:10 72:18,20
	<b>dialogue</b> 24:11,13 37:23 63:23	<b>dome</b> 71:21

<b>domes</b> 73:18,20,22	<b>Electrical</b> 63:20	<b>essence</b> 65:6
<b>Don</b> 65:14	<b>electricity</b> 61:17,19 62:1	<b>establish</b> 34:17
<b>Don's</b> 65:16	<b>elements</b> 66:9 72:19	<b>estate</b> 49:11 76:15 80:3 81:7
<b>download</b> 22:8,13	<b>eloquent</b> 65:23	<b>estimate</b> 36:1 53:14,23 73:11 81:16,19,21 82:6
<b>dozens</b> 55:6	<b>embrace</b> 28:15	<b>Eureka</b> 77:22 78:2,19 79:10,12, 17 80:1
<b>draft</b> 22:18,22,23,24 31:7,23 50:10,22	<b>emergent</b> 80:16	<b>evaluate</b> 26:21 31:6,18 33:16 69:2,15
<b>driver</b> 49:24	<b>emphasize</b> 30:4 31:8 40:16	<b>evaluation</b> 41:2
<b>drivers</b> 28:16 66:3 70:6	<b>emphasizes</b> 37:14	<b>evening</b> 61:6 62:8 88:8
<b>dry</b> 25:19 31:21 32:6 36:6 37:3 42:9 56:4 57:9 66:13 73:19 81:3, 14,17	<b>employ</b> 44:13	<b>eventually</b> 54:4
<b>due</b> 29:2 38:19	<b>employed</b> 44:10	<b>examine</b> 48:14
<b>dues</b> 58:22	<b>employee</b> 46:4	<b>exceedingly</b> 86:3
<b>dynamic</b> 72:13,17	<b>employees</b> 44:4,6 46:14	<b>exception</b> 73:5
	<b>encourage</b> 27:12 45:2,16 64:12, 19 65:25	<b>Exchange</b> 58:13
	<b>encouragement</b> 29:16	<b>excited</b> 31:4
<b>E</b>	<b>encouraging</b> 24:16	<b>excitement</b> 44:16
	<b>encumbered</b> 78:10	<b>excites</b> 79:15
<b>earlier</b> 26:13 32:25 53:1 64:10 66:24 78:14 80:13	<b>end</b> 30:9 44:24 45:25 47:2 57:15 59:7 81:22	<b>exciting</b> 75:13
<b>early</b> 26:4 32:9 36:19	<b>endorse</b> 68:10,16 71:2	<b>exclusively</b> 41:6,19
<b>ease</b> 29:1	<b>energy</b> 26:2 37:22 47:22 77:22 78:19 79:10,12,17 80:1	<b>executive</b> 58:12
<b>easement</b> 39:7	<b>engage</b> 24:4 26:7	<b>executives</b> 79:19
<b>easily</b> 75:22 83:25	<b>engaged</b> 32:12	<b>exemption</b> 33:23
<b>easy</b> 57:20	<b>engagement</b> 37:21 39:15 40:5 51:3	<b>exercise</b> 81:9
<b>economic</b> 23:10,14,24 24:8 26:11,14,22,25 27:25 28:5,7,16 50:16 51:20 64:6 66:3,4 69:20 70:6 72:12 74:12,17,22 83:18 86:24 87:24	<b>enhancement</b> 24:9	<b>existing</b> 24:19 25:8 26:23 27:13 28:15 81:15
<b>economically</b> 61:19	<b>enrollments</b> 46:7	<b>exists</b> 81:19
<b>economy</b> 26:17 28:10 66:7,10	<b>ensure</b> 23:4 27:12 28:25 29:8 45:16	<b>expand</b> 79:4
<b>education</b> 26:2 28:17 66:1	<b>enter</b> 28:24 30:1	<b>expect</b> 31:25 35:18 83:17
<b>educational</b> 24:7	<b>entered</b> 66:16 79:2	<b>expected</b> 62:1
<b>effectively</b> 72:14	<b>entire</b> 55:14 58:15	<b>expenditure</b> 81:1
<b>efficient</b> 23:5	<b>entities</b> 23:21 24:8 26:8 28:1 34:6,15	<b>expenditures</b> 46:21
<b>effort</b> 22:2	<b>entity</b> 44:21 55:9 75:12 78:20,23 79:7	<b>expensive</b> 72:2,9 73:7
<b>efforts</b> 62:10	<b>environment</b> 44:20	<b>experience</b> 60:24 66:20 69:17 82:15
<b>EIR</b> 41:12	<b>environmental</b> 55:1,14,22 67:22	<b>experts</b> 29:16
<b>electric</b> 80:5		<b>express</b> 38:9



<b>expressed</b> 39:24 44:16 76:10	<b>filings</b> 35:22 40:11	<b>four-year</b> 46:1
<b>extent</b> 29:1 47:13,17 48:21 71:3	<b>fill</b> 52:8,16	<b>fourth</b> 44:15 57:14
<b>external</b> 49:14	<b>final</b> 22:1 35:15 49:18,25 54:4,12 62:3 72:11 86:2,11,14,16 87:13	<b>framework</b> 43:6
<b>extra</b> 81:5	<b>finalized</b> 37:20	<b>Francisco</b> 33:2
<b>Extremely</b> 57:3	<b>finalizing</b> 31:5	<b>freed</b> 26:13
<hr/>	<b>financial</b> 61:11,14	<b>Friday</b> 60:10
<b>F</b>	<b>find</b> 55:7 59:13 60:6 75:9,11 78:8	<b>front</b> 22:10
<hr/>	<b>finding</b> 72:8	<b>fruition</b> 28:18
<b>faces</b> 43:23	<b>fine</b> 70:13,24	<b>fuel</b> 24:23 25:10,20,22 32:6 36:8 37:6,12 56:23 57:6
<b>facilitating</b> 36:24	<b>firm</b> 48:15 70:22 84:11	<b>fully</b> 53:17 54:6
<b>facilities</b> 24:7 25:6,8,17 26:1,5 39:8 47:23,25 49:12 50:1 56:24 71:7,14 78:15	<b>firms</b> 58:14	<b>fulsome</b> 76:20
<b>facility</b> 24:19 26:3 39:6 42:10 45:5 57:10,11 71:19 72:3,18 80:16 81:25	<b>Fishy</b> 65:13,19 70:1	<b>function</b> 50:5
<b>fact</b> 55:6 69:9	<b>five-letter</b> 35:25	<b>fund</b> 50:17 51:7,13,15 53:19 54:9
<b>factored</b> 23:18	<b>flat-out</b> 72:10	<b>funding</b> 22:1 24:25 25:1 35:3 43:2 49:2,8
<b>facts</b> 32:13	<b>flush</b> 34:22	<b>funds</b> 24:16 39:17,19 50:13,14, 19 51:11 69:4,10,14 72:8 74:20, 22 75:17
<b>Falls</b> 47:24	<b>focus</b> 26:22 28:9 29:4 70:4	<b>funny</b> 72:12
<b>familiar</b> 32:3	<b>focused</b> 34:19	<b>future</b> 36:16 39:11 83:8,10 87:10 88:9
<b>farms</b> 45:13 62:17,18	<b>focusing</b> 74:24	<b>futures</b> 81:2
<b>fashion</b> 35:4	<b>folks</b> 49:14 52:9 76:13 77:1,6 86:21	<hr/>
<b>fate</b> 80:22	<b>follow</b> 38:12 44:23	<b>G</b>
<b>fault</b> 61:12	<b>follow-up</b> 27:2 84:3	<hr/>
<b>favorable</b> 35:10 36:18 78:18	<b>fond</b> 34:10	<b>gaps</b> 33:15
<b>feasibility</b> 82:7	<b>footage</b> 50:1 73:25 74:2 81:25	<b>Garrick</b> 32:8
<b>feasible</b> 28:17	<b>footprint</b> 73:25 77:7	<b>gas</b> 80:5
<b>fee</b> 78:21 79:12	<b>force</b> 45:3 47:16 67:14	<b>gather</b> 86:21
<b>feedback</b> 22:24 28:9 76:18	<b>forced</b> 59:15	<b>gave</b> 29:24
<b>feel</b> 49:3,5 58:18 67:23 70:5 74:22,25	<b>foresee</b> 41:17	<b>general</b> 47:20 72:13
<b>fees</b> 27:10,16,17,21	<b>forget</b> 57:18	<b>generator</b> 41:8 42:10 55:25 66:14
<b>felt</b> 33:5 70:7	<b>forgive</b> 59:10	<b>Germany</b> 77:3
<b>field</b> 74:5	<b>form</b> 31:23	<b>give</b> 38:9 43:5 52:9,18 53:6 81:16,19 84:7,24
<b>figures</b> 61:13,14,22	<b>formally</b> 37:17	<b>glad</b> 82:7
<b>file</b> 37:13 38:4 40:8	<b>Fort</b> 23:22	<b>glance</b> 43:19
<b>filed</b> 41:10	<b>forward</b> 31:5,13 32:7 33:8 36:9 39:14 69:8 76:19 81:7 85:6,22 87:16	<b>goal</b> 40:6 66:23 80:6
<b>filing</b> 36:13 37:5 38:2,10 42:23 51:5,15 53:15	<b>foundation</b> 22:4	



<b>goals</b> 68:13	<b>heads-up</b> 87:19	<b>hybrid</b> 44:9
<b>good</b> 35:24 38:14 43:6,20 56:15 61:6 62:8 67:16 68:2,8,9,11 69:1 70:20 78:6 86:17,25	<b>hear</b> 30:13,20,22 54:11,19 57:22 85:3	<hr/>
<b>government</b> 23:2,21 27:24 40:21 65:21	<b>heard</b> 24:12 39:1 53:1,8 77:2 78:2	<b>I</b>
<b>governmental</b> 28:1	<b>hearing</b> 35:17 40:22 66:21 85:20	<b>icon</b> 22:9
<b>governments</b> 27:10 28:11	<b>hearings</b> 33:2,3	<b>Idaho</b> 47:24 48:11
<b>graciously</b> 60:13	<b>helping</b> 50:24	<b>idea</b> 23:16 26:25 28:19 69:1 70:22 74:19 81:14
<b>granted</b> 39:18	<b>helps</b> 45:11	<b>ideal</b> 34:23
<b>grants</b> 24:15	<b>high</b> 72:22 76:24 82:22	<b>ideas</b> 27:6 40:7
<b>grazing</b> 71:9	<b>high-level</b> 51:1	<b>identical</b> 41:18
<b>great</b> 45:15 58:3 82:8 88:11	<b>higher</b> 27:18	<b>identified</b> 50:7
<b>greater</b> 81:23	<b>highlight</b> 38:11	<b>identify</b> 88:8
<b>greatest</b> 29:1 47:12	<b>hire</b> 25:4,14 47:7 48:1,12 49:6 58:19 59:8 60:5 63:1,8	<b>immediately</b> 23:8
<b>greatly</b> 33:15 37:14	<b>hired</b> 27:6	<b>impact</b> 27:10,16,17,21 55:14,22 61:11,15 72:12 87:25
<b>group</b> 34:18 58:6 76:15	<b>hiring</b> 26:21 68:10	<b>impacts</b> 23:10,14 28:6 29:1 62:19 64:6 74:12 83:18 86:24
<b>groups</b> 31:11 76:12	<b>historically</b> 29:13	<b>implemented</b> 27:8
<b>growing</b> 28:10 43:13	<b>hit</b> 82:22	<b>implementing</b> 26:9
<b>grown</b> 34:10	<b>hoc</b> 76:21	<b>important</b> 23:18 24:14 31:8 35:5 40:23 55:20 63:8 69:8 74:16 80:11
<b>growth</b> 26:11,14	<b>hold</b> 47:1 54:15 68:20 80:21	<b>impressed</b> 31:4
<b>guarantee</b> 82:24	<b>holding</b> 59:5	<b>incentives</b> 27:22 28:18,19,21
<b>guaranteed</b> 60:21 82:13	<b>home</b> 53:2	<b>inclined</b> 66:2
<b>guess</b> 46:15 53:25 68:6 72:11	<b>homework</b> 60:12	<b>include</b> 30:5,6
<b>guidance</b> 23:23	<b>honestly</b> 51:2 81:2	<b>included</b> 61:13
<b>guys</b> 58:18,25 60:21,24 62:13 75:19 76:1	<b>honor</b> 80:7	<b>includes</b> 23:6
<hr/>	<b>honors</b> 32:15 80:24	<b>including</b> 22:14 23:22 28:16 34:16 35:16 40:24 81:23
<b>H</b>	<b>hope</b> 22:1,3 72:8 86:4	<b>inclusive</b> 67:17
<hr/>	<b>hoping</b> 25:12,14	<b>incorporated</b> 65:17
<b>half</b> 83:25	<b>horizon</b> 34:24 36:16	<b>independent</b> 32:12
<b>handle</b> 36:8 78:16	<b>host</b> 36:12	<b>individual</b> 27:6
<b>hands</b> 42:24	<b>hot</b> 22:22	<b>individuals</b> 65:11
<b>Hanford</b> 47:23	<b>hour</b> 59:1 83:25	<b>industrial</b> 24:20 71:7,13 75:7 77:6
<b>happy</b> 32:22 36:22 57:22	<b>Hourglass</b> 28:1,13,14 51:4 70:18,22 75:1 84:5,16 85:3	<b>industries</b> 28:22
<b>Harbor</b> 39:23	<b>huge</b> 42:15 66:5 73:10	<b>industry</b> 60:25 67:20 77:6
<b>hardened</b> 73:19,20	<b>Humboldt</b> 29:11,12 42:14,16 43:25 44:10 45:4 66:17	
<b>hazards</b> 57:2		
<b>head</b> 60:8		

<b>inform</b> 39:11,20 40:11 49:16,22 51:4,6	<b>ISFSI</b> 56:5	<b>Kara's</b> 87:9
<b>information</b> 32:16 53:7 63:4 75:19,23 86:22 88:2	<b>issue</b> 31:24 34:20 43:13 54:21 56:23 57:3 58:11 66:24 67:11 79:4,17 80:2 86:11 87:17	<b>Karlin</b> 47:4 67:10 71:2 73:12 78:14 81:20 82:1 85:24
<b>informative</b> 35:18	<b>issued</b> 54:5	<b>Kat</b> 65:1
<b>informed</b> 32:14	<b>issues</b> 32:22 33:17,24 34:18,22 36:17,20 42:25 45:8 86:4,9	<b>Kendall</b> 26:2,3
<b>informing</b> 49:9	<b>item</b> 30:19 36:16 65:25	<b>key</b> 23:7,10 33:23 50:7
<b>informs</b> 43:3	<b>items</b> 39:25 41:14 44:7 65:21 70:2,14	<b>kind</b> 45:1 54:18,20 69:25 70:24 72:12,16
<b>infused</b> 72:21		<b>kinds</b> 30:2
<b>infusion</b> 72:24		<b>knock</b> 71:21
<b>initial</b> 46:11	<hr/> <b>J</b> <hr/>	<b>knowing</b> 80:23
<b>input</b> 31:15 50:9 68:22 84:24 85:4	<b>jack</b> 72:21	<b>KV</b> 40:25
<b>inside</b> 41:10,15 73:20,22 74:1 81:25	<b>Jane</b> 58:7 61:5,6	<hr/> <b>L</b> <hr/>
<b>insider</b> 49:10	<b>January</b> 53:4 54:12,15 84:8,12, 13,18,19 85:10,23 86:3,17,23 87:18,20,21 88:1	<b>label</b> 68:7
<b>instance</b> 36:6 37:12 39:22 41:8 42:18 45:4,10 78:7	<b>Japan</b> 77:3	<b>labor</b> 23:2 28:23,24,25 29:4,5,6, 8,9,10,14,16,17,20 30:1,3,7 41:25 42:2,8,11,17 45:3,5,14 47:5,16 48:4,8,17 62:17 63:5,6 66:12,15, 18,22 67:3,10,14,18,21,24 68:6, 11,14,20 83:20
<b>instances</b> 56:14	<b>Jim</b> 30:22 32:20 43:19 46:8 49:18 51:17 69:3 72:2 78:5 79:4 81:11 82:12	<b>lag</b> 23:17
<b>institute</b> 32:8,13	<b>job</b> 59:5 62:13 67:13 72:8	<b>laid</b> 42:23
<b>institutions</b> 24:15 40:5	<b>jobs</b> 26:18 29:2 59:24	<b>land</b> 26:7 56:14 66:9 75:4,6 77:15,18 78:24
<b>instructors</b> 64:12,19	<b>Johnson</b> 65:1	<b>landfill</b> 71:23
<b>intend</b> 31:18 37:19 39:15 57:13 76:17 80:3	<b>join</b> 46:4 59:16	<b>lands</b> 25:18 26:10,13 34:5,16 71:6,10,13 77:14,21,22 79:3
<b>interact</b> 39:5	<b>joint</b> 34:25	<b>language</b> 86:23
<b>interest</b> 38:9 39:25 49:16 76:10 78:3 80:4,18,23 81:6	<b>Jones</b> 30:21,25 32:20,21 37:8 38:5 39:1,4 40:19 42:4 43:13,17 45:4,23 49:9 62:16 76:7 77:21 79:1 81:23	<b>large</b> 29:13 42:14 74:1 78:19
<b>interested</b> 29:17 39:14 40:1 51:8 75:22 76:17,23 77:6 78:8	<b>journalism</b> 65:13	<b>larger</b> 62:22
<b>interesting</b> 52:23 56:15 66:12	<b>journeyman</b> 59:22	<b>late</b> 32:9 86:17
<b>interim</b> 57:10	<b>judge</b> 33:16 47:19 53:22 86:9	<b>LATHROP</b> 77:11 78:22 79:6
<b>internal</b> 79:17 80:2	<b>judge's</b> 54:3	<b>laundry</b> 39:25
<b>International</b> 63:20	<b>June</b> 56:20	<b>Lauren</b> 22:6 32:24 33:22 43:8 45:18 47:6 51:18 68:23 69:23 70:12 83:12,14 84:1 85:22 88:11
<b>intervenors</b> 33:5	<b>jurisdiction</b> 41:4,6,16,20	<b>Lauren's</b> 84:21 85:25
<b>investigation</b> 85:21		<b>law</b> 33:16 53:22 54:2 56:18
<b>investment</b> 82:14,25	<hr/> <b>K</b> <hr/>	<b>lawyer</b> 67:21,22
<b>involved</b> 28:1 57:3 60:4 75:1	<b>Kailie</b> 65:1	
<b>involvement</b> 23:6	<b>Kara</b> 43:9 46:25 52:17,19 57:24 64:7 65:7 67:8 73:3,14 85:8 87:23	
<b>involves</b> 39:8		

<b>lay</b> 59:1	<b>locals</b> 59:14	36:8 37:6,12 48:2 81:7
<b>lead</b> 26:24 50:24 55:9,11,12,18	<b>locations</b> 45:10	<b>manpower</b> 62:21
<b>leading</b> 26:16	<b>logistics</b> 79:23	<b>March</b> 54:13,17,23 87:21
<b>learned</b> 24:2 74:8 83:16	<b>long</b> 34:7,24 39:25 52:21 61:25 63:7 81:4	<b>marina</b> 73:9
<b>lease</b> 79:2,12	<b>long-term</b> 78:2 81:6	<b>Mark</b> 58:8 61:5 62:4 63:17,19
<b>leaseholder</b> 78:25	<b>longer</b> 40:10	<b>market</b> 61:20
<b>leasing</b> 80:4	<b>looked</b> 27:4	<b>marketplace</b> 49:13
<b>leave</b> 30:12 56:25 59:3	<b>loss</b> 29:1	<b>markets</b> 44:22
<b>leaving</b> 30:11	<b>losses</b> 74:18	<b>Maruska</b> 65:14 83:23
<b>leeway</b> 69:7	<b>lot</b> 24:1 49:12 51:24 52:23 53:8 55:3 59:25 62:10 65:3 69:7 76:13 77:12 85:25	<b>master</b> 60:14
<b>left</b> 70:25	<b>lots</b> 56:18 57:17	<b>materializes</b> 25:15
<b>legal</b> 33:4 35:12 61:23	<b>love</b> 30:12	<b>materials</b> 71:24
<b>lens</b> 49:19	<b>low</b> 26:18 76:24	<b>matter</b> 60:17 80:20
<b>lenses</b> 78:4	<b>lowering</b> 27:22	<b>maximize</b> 67:14
<b>letter</b> 60:16	<b>Luis</b> 26:21 27:16,17 34:5,15 39:22 41:2,11,20 51:19 55:12 56:3 58:12 61:7,8,9 69:13,19	<b>maximum</b> 47:17 48:21 72:24
<b>level</b> 53:20		<b>means</b> 55:13
<b>license</b> 44:18	<b>M</b>	<b>meantime</b> 75:16 85:11
<b>licensed</b> 59:12		<b>measurable</b> 26:24
<b>life</b> 47:19 81:22		<b>measures</b> 23:24 35:19
<b>limiting</b> 71:5		<b>media</b> 76:8
<b>Linda</b> 38:1 40:12 43:8 45:18 46:23,24 63:23 73:3,15 74:3,5 81:12,13 82:10 88:9	<b>made</b> 25:24 26:12 27:11 29:22 31:19 33:5 37:16 43:16 53:25 64:10 65:3 72:15 79:18	<b>median-high</b> 41:4
<b>link</b> 22:15	<b>magnitude</b> 63:9	<b>medical</b> 58:23
<b>list</b> 34:7 39:25 53:2 55:7 64:9	<b>main</b> 31:9 76:25	<b>meet</b> 29:17 34:16 85:10 86:21
<b>listed</b> 61:11	<b>maintains</b> 41:3	<b>meeting</b> 22:8,9,14 54:16,18,22, 25 55:17,20 56:20 57:4,14 70:9 83:14 84:8,10,14 86:12,13,14,18 87:20 88:3,4,11,14,17
<b>listen</b> 31:3 32:17	<b>maintenance</b> 66:14	<b>meetings</b> 22:10,11 36:12 87:10
<b>listened</b> 68:3	<b>major</b> 34:11 65:22	<b>member</b> 30:22 64:10
<b>listening</b> 65:9	<b>make</b> 30:11 32:14 37:17 38:6,8 42:21 43:19,21 46:25 49:20 52:16 53:22 54:7 55:4 62:15 65:20 71:10 72:5,19 78:8 83:19 84:5,10 86:20	<b>members</b> 32:20 58:1,15
<b>live</b> 22:16 61:7,9 87:2	<b>makes</b> 49:22 67:1 85:25	<b>memo</b> 65:19
<b>living</b> 59:17 67:16 68:2	<b>making</b> 26:1 31:22 36:13 65:24 75:18 86:2	<b>memory</b> 22:3
<b>loaded</b> 29:15	<b>manage</b> 32:6 79:18 80:2	<b>men</b> 58:21
<b>local</b> 23:1,2,20 24:8 26:7 27:9,24, 25 28:4,11,23,25 29:2,4,5,8,14,20 40:20 41:14 45:3,16 47:16 48:2,3, 5,6,12 58:19,21 59:8,11,12 60:5 62:20,25 63:1,8,10,13 65:20 66:7, 22 67:14 83:20	<b>managed</b> 79:18	<b>mention</b> 66:23 73:4
<b>locally</b> 58:14 59:9 66:3 67:25	<b>management</b> 24:22 25:21 26:8	<b>mentioned</b> 35:6 66:17 69:3 75:24 76:14 78:5,14 81:14 83:15
		<b>mentorships</b> 30:7
		<b>menu</b> 22:11

<b>merchant</b> 44:22	<b>multi-hundred-million</b> 47:24	41:24 48:24 64:17 74:11 84:18,23 87:9
<b>met</b> 32:25 34:14,15	<b>mysterious</b> 55:16	
<b>miles</b> 41:5 80:17		<b>Oakridge</b> 47:23
<b>military</b> 23:25	<b>N</b>	<b>Obispo</b> 26:21 27:16,17 34:5,15 41:2,11,20 51:19 55:12 58:12 61:7,8,9 69:13,19
<b>million</b> 51:20 69:9	<b>naming</b> 66:9	<b>October</b> 35:7,11 57:15
<b>mind</b> 23:15	<b>Nancy</b> 22:17,20 30:15,16 37:1 41:23 48:23 73:15 74:10 77:9 84:22 85:7 87:8 88:10	<b>odds</b> 86:1
<b>minor</b> 69:25	<b>narrow</b> 33:15	<b>offer</b> 28:17 79:21 87:6
<b>minorities</b> 30:5	<b>nature</b> 77:14	<b>offered</b> 28:21 45:24 76:10
<b>minus</b> 71:8	<b>NDCTP</b> 25:1 33:1 40:8 42:23 53:9 87:22	<b>offers</b> 76:6
<b>minute</b> 30:25	<b>necessarily</b> 48:17,18	<b>office</b> 60:9
<b>minutes</b> 48:24 58:4	<b>needed</b> 53:17 79:8	<b>offset</b> 28:5 74:18
<b>miraculously</b> 54:14	<b>negotiation</b> 38:22 42:6	<b>offshore</b> 76:12
<b>misheard</b> 70:12	<b>negotiations</b> 33:10 38:16,17 43:5	<b>on-site</b> 25:8
<b>misinformation</b> 63:3	<b>news</b> 35:24	<b>ongoing</b> 37:23 52:3
<b>misread</b> 85:16	<b>NFL</b> 48:4	<b>online</b> 65:9,12 66:25
<b>missed</b> 70:17	<b>night</b> 52:21	<b>Onofre</b> 35:8 44:12 66:19
<b>mission</b> 24:8	<b>non-contaminated</b> 56:23	<b>Ontario</b> 26:3
<b>mitigate</b> 56:12	<b>non-discriminatory</b> 67:2	<b>open</b> 22:24 30:16
<b>mitigation</b> 35:19 56:6,10,13,16	<b>non-union</b> 47:16 58:16 67:15	<b>open-ended</b> 42:7
<b>mix</b> 58:16 68:14	<b>north</b> 29:11 56:7 77:23	<b>operate</b> 43:7 46:13
<b>mobilization</b> 35:14	<b>note</b> 22:23 23:19 29:21 69:9	<b>operates</b> 66:19
<b>model</b> 44:9,12,15 46:17	<b>notice</b> 33:8	<b>operating</b> 61:25
<b>models</b> 44:12	<b>NRC</b> 36:12 37:5,17 38:3,7,12 39:18 72:2 73:12	<b>opportunities</b> 40:17 55:21 62:22 64:6 66:5 88:8
<b>modest</b> 39:6	<b>NRC's</b> 33:22 34:1 35:2 36:4	<b>opportunity</b> 22:13 30:17
<b>modify</b> 54:3 69:12,21 83:7	<b>nuclear</b> 24:23 25:10,20 32:25 34:4 35:22 36:2 37:9 43:12 46:13 47:20,21 53:9 56:23 57:6	<b>oppose</b> 60:17
<b>Monday</b> 60:9	<b>number</b> 24:3,18 25:25 27:9,24 28:11,23 32:22 42:8 54:6 65:25 77:1 81:17,20 82:2	<b>opposed</b> 58:17
<b>money</b> 25:15 50:15 51:16 53:19 59:4 72:5,24 79:11	<b>numbers</b> 36:4,6	<b>optimal</b> 71:3
<b>monies</b> 47:13	<b>numerous</b> 35:16	<b>optimistic</b> 54:13
<b>monitor</b> 74:6,7		<b>option</b> 59:16 72:2
<b>Monning</b> 22:14 23:15 27:14	<b>O</b>	<b>options</b> 43:22
<b>months</b> 39:13 61:9 75:25 86:10, 15	<b>O'MALLEY</b> 22:17,21 33:24 37:2	<b>Ord</b> 23:22
<b>Mothers</b> 61:7		<b>order</b> 23:6 30:3 37:8 42:4 55:5 75:5,6
<b>Mountain</b> 57:11		<b>orderly</b> 35:1
<b>move</b> 30:19 31:13 34:9 39:19 76:18 80:6 85:22		<b>organization</b> 58:17
<b>moving</b> 54:22		



<b>post-shutdown</b> 35:23	<b>produced</b> 61:19	<b>publicly</b> 57:20
<b>potential</b> 24:6,21,22 25:6 26:8 27:3 28:5 56:16 69:2 70:5,16	<b>productive</b> 33:19	<b>publish</b> 85:2
<b>potentially</b> 23:10 29:25 33:14	<b>program</b> 27:4,5,7 41:14 45:24 46:1,2 49:11 59:2	<b>PUC</b> 53:12,18 54:5 86:10
<b>potentials</b> 69:16	<b>programs</b> 23:22 30:7 58:24	<b>PUC's</b> 86:14
<b>power</b> 29:2 31:17 35:8 43:12 46:14 47:22 50:6 77:23 78:16 79:2	<b>progress</b> 46:4 84:6	<b>pulling</b> 31:16
<b>precedence</b> 42:1	<b>project</b> 23:23 25:10 28:2,13,14, 24 29:6,9,10 30:1,3 34:12 35:15 41:1,18,25 42:1,8,11,17 43:3 44:6 45:5,14 47:5 48:4,8,10,17 49:22 51:4 59:3,6 62:17 63:4,6 64:1,2 66:11,14,15,18 67:3,10,18,24 68:6,11,14,19 75:15 76:14	<b>purchase</b> 79:11
<b>precedent</b> 55:24 56:11 66:17	<b>project's</b> 33:13	<b>purchased</b> 78:24
<b>precipitously</b> 46:21	<b>projects</b> 29:14 35:4 46:20 58:25 59:18 60:19 61:20 63:9	<b>pursue</b> 33:9,25 34:3,9 35:1,3,8 36:17 43:2
<b>precluding</b> 23:9	<b>promote</b> 24:6 28:4,12 68:9 74:21	<b>pursued</b> 41:12 45:13 76:23
<b>prepare</b> 55:13	<b>pronouncing</b> 62:4	<b>pursuing</b> 35:14
<b>preplanning</b> 35:2 39:16	<b>properties</b> 40:24 49:5 78:3,17 80:2	<b>purview</b> 75:1
<b>presence</b> 76:25	<b>property</b> 26:2 39:7 72:15 79:11, 17 80:5	<b>push</b> 59:11 76:16
<b>present</b> 83:21	<b>proportion</b> 81:17 82:4	<b>pushes</b> 76:7
<b>presentation</b> 27:18	<b>proposal</b> 31:21,23 34:25 37:3, 15,20 39:5	<b>put</b> 27:1 36:4 40:6 52:8 60:19 77:3 82:5
<b>preserve</b> 56:17 71:11 72:16	<b>proposals</b> 38:18	<b>putting</b> 56:22
<b>preserved</b> 73:19	<b>proposed</b> 33:17 44:7 85:22 86:5, 9,13 87:4	<b>puzzle</b> 60:7
<b>press</b> 22:23	<b>prorated</b> 46:2	
<b>pretty</b> 49:11 74:1,2 79:20 81:3	<b>protect</b> 63:13	<hr/> <b>Q</b> <hr/>
<b>prevailing</b> 59:18,20 60:1	<b>provide</b> 22:4 24:8 32:18 58:19 66:8 87:3	<b>qualifications</b> 63:12
<b>prevent</b> 23:7	<b>provided</b> 27:23	<b>qualified</b> 60:24,25
<b>previously</b> 70:7	<b>PSDAR</b> 35:25	<b>qualifies</b> 46:18
<b>price</b> 82:22	<b>PU</b> 86:9	<b>Quality</b> 55:1
<b>primary</b> 66:3	<b>public</b> 22:24 23:6 25:18 26:9 28:9,20 30:13 33:7 36:12 37:2 38:3 39:15 40:17 49:16 52:7,17 54:1 57:25 58:1 59:6 60:18 62:9 63:25 64:2 66:8 78:15 83:8 84:24 85:4,10	<b>quarter</b> 31:25 37:20 39:16 57:14
<b>principal</b> 49:24	<b>public's</b> 33:9	<b>question</b> 22:7 32:10 37:1,19 38:15 40:12 42:20 45:19 47:5,6 68:3 70:20 82:11
<b>prior</b> 34:20,22	<b>public/private</b> 75:5	<b>questions</b> 32:23 36:22 37:25 39:2 41:22 48:23 60:3,7,10 61:3 68:4
<b>priority</b> 62:25 63:8		<b>quick</b> 45:20 63:24 87:19 88:3,7
<b>private</b> 64:1		<b>quickly</b> 36:14 72:15
<b>privilege</b> 59:5		<hr/> <b>R</b> <hr/>
<b>procedures</b> 77:24		<b>radiated</b> 36:7 37:5,12
<b>proceeded</b> 47:9		<b>radioactive</b> 71:24
<b>proceeding</b> 33:1 36:3 53:10 86:2		<b>radiological</b> 72:4
<b>process</b> 23:5,11 26:4 32:5 36:21 37:18 38:12,16,22 39:10 40:7,14, 16,20 41:13,17 49:2 53:21 55:4, 15,16,17 56:1 78:10 86:11		



<b>raised</b> 32:4,10 33:24,25 34:19 47:6	18 31:6,18,20 32:1 40:3 51:25 52:4 64:5 65:3,17 67:2 69:12 83:6 84:17 85:2 86:21,25 87:4 88:4	<b>removing</b> 70:14
<b>Ranch</b> 26:15		<b>replaced</b> 55:25
<b>range</b> 22:13 43:22 83:10	<b>recommended</b> 65:6	<b>replacement</b> 42:11 66:13
<b>rate</b> 27:20 33:7 42:22 43:1	<b>record</b> 60:17	<b>report</b> 22:15 23:15 27:14 35:24 53:16 55:14,22 61:12
<b>rate-making</b> 86:3	<b>recruit</b> 74:23,25 75:15 76:6	<b>reports</b> 66:21
<b>ratepayers</b> 53:19 54:7 61:16,21, 24 78:11 80:9	<b>redeveloped</b> 24:1	<b>represent</b> 58:13
<b>rates</b> 59:19 62:1	<b>redevelopment</b> 50:16 51:9 76:2	<b>representative</b> 39:23
<b>reached</b> 33:12 40:4	<b>redevelopments</b> 51:7	<b>representing</b> 31:10
<b>react</b> 40:9,11	<b>reductions</b> 61:17	<b>repurpose</b> 71:10,18 72:9 73:6,9 77:18 81:8
<b>reaction</b> 36:18	<b>refer</b> 53:8 61:15	<b>repurposed</b> 26:5
<b>reactionary</b> 76:21	<b>reference</b> 67:1 77:17	<b>repurposing</b> 23:1,20,21 24:7,21 25:7,16,17,23 26:4,6 36:6 38:16, 18,19 39:8 40:7 50:25 64:14,20 69:3 70:17 71:2,3,11,17 74:14 77:13 79:6 87:11
<b>reactor</b> 44:2,3 74:13	<b>referred</b> 64:1	<b>request</b> 31:21,22 33:23 37:3,15, 20 39:6 69:22
<b>reactors</b> 74:19	<b>referring</b> 40:19	<b>requested</b> 34:2
<b>read</b> 28:13	<b>refine</b> 84:3 86:22	<b>require</b> 37:9 45:10 46:22 50:5 73:12 81:1
<b>reading</b> 85:6	<b>refreshed</b> 22:3	<b>required</b> 55:6,11 56:1,2,12
<b>reads</b> 60:15	<b>refurbishing</b> 60:23	<b>requirement</b> 42:18
<b>ready</b> 31:24 84:9	<b>regard</b> 64:5	<b>requires</b> 72:3
<b>real</b> 49:11 56:14 66:17 76:15 80:3 81:7	<b>region</b> 22:2 26:24	<b>reservation</b> 44:16
<b>realistic</b> 28:2	<b>regulated</b> 44:19	<b>residence</b> 58:6
<b>reason</b> 40:23	<b>regulations</b> 37:9	<b>residual</b> 71:24
<b>reasons</b> 45:6 50:9	<b>regulators</b> 49:23	<b>resources</b> 22:13
<b>recall</b> 45:13	<b>regulatory</b> 34:3,4 35:22 36:15 37:9 47:20	<b>responsibilities</b> 81:10
<b>receive</b> 56:5 59:3	<b>reiterate</b> 31:2	<b>responsibility</b> 69:18,21
<b>received</b> 65:10	<b>relate</b> 55:2	<b>responsible</b> 55:13
<b>receives</b> 38:13	<b>related</b> 35:21	<b>responsibly</b> 81:10
<b>receiving</b> 56:3	<b>relative</b> 25:19 31:1,21 32:10	<b>rest</b> 56:19 74:7 78:17
<b>recent</b> 82:15	<b>release</b> 55:13	<b>result</b> 33:7 34:13
<b>Recess</b> 52:13	<b>reliable</b> 42:13	<b>resulted</b> 22:19 61:18
<b>recognize</b> 31:7	<b>relocate</b> 27:12	<b>results</b> 22:2 26:25 33:18 68:9
<b>recommend</b> 23:4,20 24:3,18 25:5,16,25 26:6,20 27:9,25 28:11, 23 29:24 60:2,11 64:12,18 65:24 87:1	<b>remediation</b> 47:21	<b>retain</b> 69:14
<b>recommendation</b> 27:9,24 50:11,22 51:1,21 64:9,22,25	<b>remember</b> 34:25 40:15 63:25 73:17	<b>retention</b> 26:23 27:13 45:22,24 48:15
<b>recommendations</b> 22:5,18,22, 25 25:19 27:15 28:3,12,18 30:9,	<b>remind</b> 52:6	
	<b>remote</b> 86:4	
	<b>removal</b> 73:12	
	<b>remove</b> 71:24 72:4 73:8	

<b>retire</b> 46:3	<b>satisfactory</b> 83:24	<b>shareholders</b> 31:11 49:21 79:14 80:9
<b>retired</b> 23:25	<b>Savage</b> 51:21	<b>Sherri</b> 64:7,15,17 68:18 74:10 77:10 81:12 83:11 88:12
<b>retirement</b> 58:23	<b>savings</b> 61:16	<b>Sherrie's</b> 84:22
<b>retirements'</b> 46:17	<b>scaffolding</b> 71:24	<b>ship</b> 71:22
<b>return</b> 82:14	<b>schedule</b> 33:14 34:12 37:11 52:18 84:13	<b>shooting</b> 86:6
<b>reuse</b> 23:22,23 49:2,4 75:18	<b>scheduled</b> 35:4 84:8	<b>shortly</b> 34:17
<b>reused</b> 72:15	<b>scope</b> 46:20	<b>show</b> 27:17 31:25 53:16
<b>reverse</b> 37:8 42:4	<b>scopes</b> 44:11	<b>showing</b> 33:6 65:9
<b>review</b> 86:20	<b>Scott</b> 73:15 74:10 77:10 79:9	<b>shows</b> 44:7
<b>revisions</b> 31:22	<b>section</b> 65:20 66:25	<b>shut</b> 74:19
<b>revisiting</b> 87:14	<b>sector</b> 26:11,16	<b>shutdown</b> 23:9
<b>RFP</b> 31:24	<b>securing</b> 66:22	<b>shuts</b> 74:13
<b>rip</b> 71:22	<b>security</b> 44:5	<b>side</b> 32:11 60:6
<b>risk</b> 32:4,8,16 75:12	<b>seed</b> 71:25 72:5	<b>sides</b> 60:13
<b>risks</b> 31:12 57:2 75:8	<b>seek</b> 40:5 50:9 78:3 87:22	<b>sign</b> 59:13
<b>Road</b> 26:3	<b>SEELEY</b> 38:2,14 39:3 40:13 41:21 45:20 46:13 63:24 73:16 82:11,17,19 88:10	<b>sign-ups</b> 46:11
<b>Robles</b> 27:4	<b>segmentation</b> 44:2	<b>signal</b> 85:16
<b>rolling</b> 48:10	<b>selected</b> 42:16,17	<b>signatory</b> 59:15
<b>room</b> 73:22,23	<b>selection</b> 37:16,18	<b>signed</b> 45:21 48:4
<b>rough</b> 81:19 82:6	<b>self-perform</b> 43:24	<b>significant</b> 31:25 32:5 37:10 56:22 81:1
<b>rule</b> 72:13	<b>sell</b> 80:14	<b>similar</b> 36:5
<b>rules</b> 33:11	<b>send</b> 69:22	<b>Simonin</b> 58:8 61:5 62:4,6 63:17, 19
<b>ruling</b> 53:5,22,24 87:22 88:1	<b>sense</b> 49:20,22 85:25 86:20	<b>simple</b> 39:7 55:5
<b>run</b> 27:7	<b>separate</b> 48:6 68:12 78:23	<b>simulator</b> 56:9
<b>running</b> 60:8	<b>September</b> 33:2 57:5	<b>simultaneously</b> 77:2
<b>rush</b> 85:2	<b>service</b> 80:16	<b>sit</b> 74:8
<hr/> <b>S</b> <hr/>	<b>set</b> 39:21 52:3 57:16 75:20	<b>site</b> 24:20,21 36:6 49:25 56:25 75:7,21 77:5 78:8 79:12
<b>safe</b> 25:22 73:21 88:16	<b>setter</b> 54:15	<b>site's</b> 77:7
<b>safely</b> 46:13 67:13 68:1 72:14 80:24	<b>setting</b> 75:4	<b>site-specific</b> 36:1
<b>SAFSTOR</b> 23:9	<b>settlement</b> 33:10,19 86:7	<b>sites</b> 47:22
<b>sale</b> 44:17	<b>several-hundred-page</b> 38:6	<b>sitting</b> 74:5
<b>San</b> 26:21 27:16,17 33:2 34:5,15 35:8 39:22 41:2,11,20 44:12 51:19 55:12 56:3 58:12 61:7,8,9 66:19 69:13,19	<b>severe</b> 23:10,14	<b>size</b> 63:9 73:25
<b>Santa</b> 27:17	<b>sewage</b> 50:6	<b>skilled</b> 26:21
	<b>shared</b> 31:12	
	<b>shareholder</b> 79:11 81:2,3	



<b>slides</b> 38:16 45:20	<b>square</b> 50:1 73:25 74:2 81:24	<b>strongly</b> 58:17
<b>slightly</b> 35:8	<b>staffing</b> 46:19	<b>structures</b> 56:24
<b>small</b> 30:5 74:1,2	<b>stakeholders</b> 38:9 76:9	<b>studies</b> 39:20
<b>smoothly</b> 23:11	<b>stand</b> 34:21	<b>study</b> 23:16 27:14 32:8 61:13,15 87:16
<b>social</b> 76:8	<b>start</b> 23:8 64:7	<b>subject</b> 33:4 42:5 43:5 44:8 66:15 83:9
<b>solar</b> 45:12 61:17 62:17,18 63:6	<b>started</b> 25:13 33:20 47:7	<b>subjects</b> 32:4
<b>sold</b> 44:21 80:20	<b>starting</b> 39:9	<b>submission</b> 34:21,23
<b>soliciting</b> 49:15	<b>state</b> 24:5,11 26:7 34:4,16 58:5	<b>submit</b> 57:20 60:17
<b>solicits</b> 46:18	<b>stated</b> 27:19	<b>submitted</b> 53:12 65:12,15
<b>SONGS</b> 35:12	<b>statement</b> 64:2	<b>submitting</b> 36:11
<b>sooner</b> 26:5	<b>status</b> 69:6	<b>subsequently</b> 79:3
<b>soonest</b> 74:16	<b>staying</b> 80:8	<b>subsidiary</b> 77:16
<b>sort</b> 70:17 75:4,14,21	<b>stays</b> 80:25	<b>subsidizing</b> 61:25
<b>sounds</b> 54:12 86:25	<b>steady</b> 42:12	<b>succeed</b> 78:21
<b>sources</b> 61:18	<b>steam</b> 41:8 42:10 55:25 66:14	<b>successful</b> 23:23 66:22
<b>south</b> 26:15 77:21	<b>step</b> 53:13,21	<b>suggest</b> 64:8 71:15
<b>space</b> 36:9	<b>steps</b> 45:16	<b>suggestion</b> 83:22,25 84:7,22
<b>spans</b> 41:18	<b>sticking</b> 52:21	<b>suggestions</b> 83:11 85:5
<b>speak</b> 36:10 37:23 52:7,15,16 58:1,5	<b>stimulate</b> 26:10,14	<b>summarize</b> 57:17
<b>speaker</b> 22:17 61:4 62:3	<b>stimulators</b> 70:3	<b>summary</b> 54:20 88:3
<b>speakers</b> 56:15 64:23	<b>stock</b> 82:22	<b>Supervisors</b> 51:4
<b>special</b> 79:16	<b>stockholder</b> 82:13	<b>support</b> 25:7 28:12 50:22 79:22
<b>specialist</b> 26:22 44:24 49:10	<b>stop</b> 62:24 71:11	<b>supported</b> 28:3
<b>specialists</b> 44:1	<b>stops</b> 45:11	<b>supportive</b> 50:23
<b>specialize</b> 43:11	<b>storage</b> 25:21,22 31:22 32:7 36:7,9 37:4 42:10 56:4 57:7,10 66:13 81:15	<b>supposed</b> 70:18 84:16
<b>specialized</b> 45:1 60:20	<b>stored</b> 25:10 73:20	<b>suspended</b> 82:21
<b>specific</b> 28:2 76:8	<b>strategic</b> 25:20 66:24	<b>suspicion</b> 73:24
<b>specifically</b> 42:7 70:10	<b>strategically</b> 75:2	<b>sustainable</b> 28:4,6,14 66:8 71:4
<b>specifications</b> 37:14	<b>strategies</b> 43:3,17 44:8 49:17	<b>Swanson</b> 58:7 61:5,6
<b>speculative</b> 82:25	<b>strategizing</b> 50:11	<b>sworn</b> 33:3
<b>speed</b> 56:19	<b>stream</b> 87:2	<b>system</b> 24:13 25:21 37:4,7,15 76:9
<b>spend</b> 32:6 72:20	<b>streamlined</b> 40:15	<b>systems</b> 24:6 25:19 57:8
<b>spent</b> 24:22 25:10,20 32:6 47:14 56:22 57:6 74:23	<b>strictly</b> 60:21	
<b>spread</b> 85:4	<b>strike</b> 78:20	
<b>spur</b> 74:17	<b>strong</b> 33:6 80:23	
		<hr/> <b>T</b> <hr/>
		<b>table</b> 32:13,16

<b>tailored</b> 65:5	<b>thoughtful</b> 51:7,16 62:14 65:15	<b>Trail</b> 56:7,10
<b>taking</b> 65:25 71:23	<b>thoughts</b> 29:3 57:21 68:18 87:3 88:12	<b>trained</b> 44:4
<b>talent</b> 46:18	<b>thousand</b> 48:1,11	<b>training</b> 30:6 56:9 67:22
<b>talk</b> 30:21 32:18 41:24,25 52:22 56:16,21 57:1,6 59:12 87:8,16,21	<b>thousands</b> 48:19	<b>trains</b> 46:18
<b>talked</b> 47:10 49:19 71:16,17 76:8	<b>tide</b> 41:4	<b>transfer</b> 44:18
<b>talking</b> 62:16 77:12,13 87:20,24	<b>tie</b> 60:14	<b>transition</b> 35:1 70:13 81:8
<b>tapped</b> 69:5	<b>tied</b> 58:20 60:5	<b>transmission</b> 76:12
<b>tapping</b> 31:17	<b>tier</b> 46:5,7	<b>transparent</b> 79:20
<b>targeted</b> 28:21 76:22	<b>tier-two</b> 46:10	<b>transport</b> 73:8
<b>task</b> 76:17	<b>time</b> 23:17 29:23 30:12,18 38:25 46:20 49:15 52:3,5 53:3 57:25 62:11,21 63:14,23 64:4 67:1 74:16 78:4 81:4 84:7,24 86:17	<b>transportation</b> 32:10 56:21 57:9
<b>team</b> 31:3,22 35:12 48:2	<b>timelines</b> 57:2	<b>transported</b> 56:25
<b>technical</b> 37:14 39:19	<b>timely</b> 34:1	<b>travels</b> 88:16
<b>technology</b> 28:17 66:1	<b>times</b> 42:8	<b>triennial</b> 33:1 53:10 86:2
<b>teeth</b> 29:7,19 62:23	<b>timing</b> 38:15	<b>triennial</b> 36:3
<b>ten</b> 74:15	<b>title</b> 78:21	<b>trigger</b> 36:12
<b>tend</b> 29:14 70:1	<b>today</b> 53:1 65:9,10 82:23 87:5	<b>trio</b> 35:21 38:6
<b>tendency</b> 72:23	<b>Tom</b> 30:20,25 32:18,21 36:25 38:2 43:10 47:6,10 49:1 71:16 75:24	<b>trust</b> 50:13,14,17 51:12,15 53:19 54:9 75:4,14
<b>Tennessee</b> 47:23	<b>tonight</b> 39:24 58:10 60:17 64:10 67:7 83:16 85:13 88:11	<b>turn</b> 30:25 32:18
<b>tentative</b> 39:24 53:4,6	<b>tonight's</b> 22:8,9,12,14	<b>two-tiered</b> 45:24
<b>term</b> 40:15 46:5	<b>tool</b> 42:19	<b>types</b> 42:2 50:2 78:18
<b>terms</b> 33:25 40:4 75:18 77:24	<b>topic</b> 23:1 54:23 56:22 57:16 84:9 87:13	<hr/> <b>U</b> <hr/>
<b>terrific</b> 62:13	<b>topics</b> 33:10 52:23 53:3 57:19 87:10	<b>UC</b> 27:14
<b>territory</b> 80:16	<b>total</b> 53:14 81:17	<b>UCLA</b> 32:8
<b>testimony</b> 33:4	<b>totally</b> 40:22	<b>ultimate</b> 40:6 57:9
<b>theme</b> 35:1	<b>touch</b> 57:8 65:23	<b>ultimately</b> 33:17
<b>theoretically</b> 54:11	<b>touched</b> 33:22	<b>unbridled</b> 35:4
<b>theory</b> 57:12	<b>tough</b> 60:3	<b>uncompetitive</b> 61:20
<b>thermal</b> 77:4	<b>tourism</b> 26:11,14,16 28:16 66:1, 5	<b>underneath</b> 78:21
<b>thick</b> 44:3 53:12	<b>tours</b> 76:10,11	<b>understand</b> 48:15 54:25 58:18 68:4 77:14 86:22 87:17
<b>thing</b> 23:18 50:4 66:6 69:1 71:6 72:11	<b>trades</b> 59:25	<b>understanding</b> 24:25 29:6,9 31:13 82:6 87:22
<b>things</b> 30:10,13,21 39:20 40:1 42:2,5 44:1,5 45:8,11 50:3,5 57:17 67:18 68:2,6,8,11 69:16 76:24 77:14 78:16,17 83:11 84:6 85:12 88:5		<b>undertake</b> 24:18 25:5
<b>thinking</b> 37:2		<b>undertaking</b> 64:1
<b>thought</b> 60:4 65:12		<b>underway</b> 33:13
		<b>uninhibited</b> 34:9

**union** 47:16 58:16,22,24 59:5,14,  
15,16,20,23 60:6,13,21,23 67:15  
68:7,10

**unions** 58:20,21 68:8

**universities** 24:11 78:16

**university** 24:5,13

**unregulated** 44:22

**upcoming** 22:11 52:7 53:3

**update** 30:20 32:19,21 37:10  
51:5 57:7

**Utah** 48:12

**Utilities** 33:18 43:4 54:1 78:9,11

**utility** 43:23 44:13 77:16,24  
78:24,25 79:1 80:5

**utilize** 38:23 42:11

**utilized** 42:8

---

**V**

---

**values** 28:15

**verify** 61:22

**versus** 48:7 71:13 80:1

**vessel** 44:2

**veterans** 30:5

**viable** 28:4,7,14 40:22 44:18 71:3

**view** 22:15,16 43:6

**vision** 25:20 66:25

**volume** 53:11 74:1

**volumes** 53:11

**voluminous** 34:8 53:16

**volunteer** 62:10

**vote** 55:17 68:7

---

**W**

---

**wage** 26:18 59:17,18,20 60:1  
67:16

**wait** 28:13 83:7 86:15

**walk** 32:22

**wall** 44:3

**wanted** 49:1 55:16 65:20 73:4

**wanting** 77:3

**Washington** 47:23

**waste** 24:23 32:11 47:22 81:24

**watching** 87:2

**water** 34:7 50:6

**waterline** 50:2

**ways** 72:8 79:22

**website** 22:7 38:7 52:25 57:18,  
21 75:20 87:5,7

**week** 33:2

**weeks** 33:14

**weigh** 79:7

**well-known** 77:7

**well-trained** 42:13

**Welsch** 30:22,24 46:10,15 50:10  
73:24 79:9 82:5,9,15,18,21 83:2

**wholesale** 80:14

**Wild** 26:15

**wildlife** 71:11

**wind** 61:17 76:11

**window** 35:13

**wishes** 59:13

**women** 58:21

**wondering** 70:17 76:2

**Woodruff** 47:1 51:22,24 52:17,  
20 65:8 73:4 82:25 85:9,14,17

**word** 22:23 23:7 28:8 29:15,25  
30:1 67:18 68:13 76:4 85:5

**wording** 30:2 65:22 83:23

**words** 66:1

**work** 29:23 31:16,23 32:8 35:13  
39:9 40:21 42:15 44:10,11,15  
45:1 46:9,20 47:8,13 58:15 60:20  
63:6,12 69:15 74:7 77:20 80:11  
84:3 85:17,20 86:20 88:11

**workers** 45:1 46:22 62:23 63:20

**workforce** 42:13,15 45:12,16,21  
47:9 48:3,5,7,10,12,19 63:13  
67:17 68:9

**working** 34:18 58:25 59:6 76:15  
81:7

**works** 59:6 60:18 63:25 64:2

**workshop** 22:16,19 27:19 40:2  
75:3

**workshops** 28:20 77:2

**worth** 63:5 87:14

**wrapping** 37:21

**wrecking** 71:20

**write** 60:13

**written** 42:3,5 59:19

**wrong** 51:9

---

**Y**

---

**yard** 40:25

**year** 32:9 34:11 36:17 37:21  
39:16 40:9 46:1 52:23 53:13  
87:14

**years** 29:21 42:24 43:7,18,22  
45:25 46:8,16 56:7,11 59:1 60:24  
67:20,22 74:15,17 82:22

**York** 48:11

**Yucca** 57:11

---

**Z**

---

**zone** 41:1,9,10,15,19

**zoning** 78:13,18