## STATE OF CALIFORNIA

SACRAMENTO MUNICIPAL UTILITY DISTRICT

SMUD 2021 RATE CHANGE PROPOSAL PUBLIC WORKSHOP NUMBER 1

REPORTER'S TRANSCRIPT FROM VIDEOTAPE OF VIRTUAL ONLINE MEETING

## CERTIFIED

Thursday, July 8th, 2021
Scheduled to Begin at 5:30 p.m.
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Reported by CHERYL L. KYLE, CSR No. 7014

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> (Beginning of videotape, time marker 00:00:00.) $--000--$

MS. STALEY-BROOKS: All right. Good
evening, again. Hello, and welcome to SMUD's 2021 Rate Change Proposal Public Workshop.

My name is Rhonda Staley-Brooks, and I'm a member of Corporate Communications, Marketing, and Community Relations here at SMUD. I will be moderating today's session.

I'm also joined by my other colleagues and subject-matter experts from SMUD who will be answering your questions this evening.

We are here tonight to have a conversation about a rate change proposal that our Board of Directors will vote on later this year. This presentation includes a broad overview of the proposal and time for specific questions and comments at the end.

Before we get into the details, I'd like to go over a few housekeeping items. Next slide.

First, we'd like to inform you that this meeting is being recorded. The meeting and questions answered through Q\&A will be transcribed and be available post-meeting at SMUD.org\RateInfo.

If you have questions related to the rates
topic, please type those in the chat. I will moderate at the end questions for our SMUD experts to answer.

Others questions on topics not related to tonight's topic will be answered either directly in the Q\&A text window or referred to a team member to respond directly to you at a later time, and general comments and statements placed in the Q\&A box will not be addressed in the meeting.

Our goal is to get to the Q\&A and get as many questions answered that you have this evening. So our preregistered members of the public can provide verbal comments, and if you weren't able to preregister to make a verbal public comment, three-minute limit, please email

PublicComment@SMUD.org to get in the queue. Otherwise, you can type your question in the chat, and we will address that at the end of the presentation. Next slide.

So it's my absolute pleasure to introduce my colleagues this evening. We have Jennifer Davidson, who is our Chief Financial Officer; Alcides Hernandez, who's our Pricing Supervisor; and Eric Poff, Energy and Finance Manager here at SMUD. They will be walking us through the presentation
this evening, and then they will join us again at the end for questions.

Please welcome Jennifer. Next slide.
SMUD CFO JENNIFER DAVIDSON: Thank you very much, Rhonda.

So there are a bunch of really interesting facts about SMUD on this slide. I'm going to highlight a few key ones that are really relevant.

Number one, we are community-owned. We are a not-for-profit electric company and have been so for over 70 years.

And one of the things that's really key, especially in a rate process, is we are governed by a seven-member board, and they live in the wards that they serve, and they are very much interested in your proposal -- in your feedback on this proposal, and they will be voting on it in September.

Another key point: Our priority is to keep rates low, to provide safe and reliable service, and develop programs and services that help you manage your energy but also protect the environment and benefit the full community.

Today, we are one of the cleanest utilities in the nation, and we are committed to
eliminating 100 percent of our greenhouse gas emissions from our power supply by 2030.

You may have already heard about the 2030 Zero Carbon Plan. It is one of the most ambitious carbon reduction plans in the U.S. We are doing this because providing carbon-free energy is essential to improve our air quality and to create a better and cleaner environment for our region, both for today and for the future. You can learn more about this on the website.

And so you might be thinking: Wait, this is a rates workshop. Why are you talking about your environmental goals? And you're going to hear that these -- our rates and achieving our environmental goals are very much linked. And so $I$ want to take a step back and provide some context.

So SMUD has long been a supporter of the solar industry, both utility-scale and rooftop solar. We were a contributor to the success story helping to turn a nascent industry into the thriving industry it is today.

And as we move towards accomplishing our new zero carbon plan, we recognize there is no silver bullet. The solution is going to be a silver buckshot, meaning multiple solutions. We just
cannot rely on one technology. We want to -- we must be able to invest in many technologies. Moreover, when it's really time to press on the accelerator of certain technology, we want to be able to do so.

And the time is now for storage. And just like we helped solar, we very much want to be part of the success story for storage. And you're going to hear more about this in our proposals and how our rates are really a key strategic lever to be able to achieve our very important 2030 goals. Next slide, please.

A little bit of repeating of what Rhonda said, but I think it's really important that this is a rates workshop, and what we have in front of you is a proposal. And so we really want to be able to answer your questions, and we want to hear your feedback.

And you can give us your feedback both in the Q\&A format or verbally, but either way, it will be captured and will be part of the official record, and we will share that feedback with our board members, as we said, who will be the ultimate deciders of this proposal in September. Next slide, please.

And at this point, $I$ am going to pass it on to Alcides Hernandez, and he is the person who leads the rates team at SMUD.

So thank you, Alcides.
SMUD ALCIDES HERNANDEZ: Thank you, Jennifer, and good evening, everyone.

There are three main proposed changes; however, only one affects all our customers, so we will discuss those in varying details in the next few slides.

First, the proposed rate increases for all customers in 2022 and in 2023. And second is a new solar-and-storage rate for customers who generate energy and/or storage energy with an additional program incentive options that we will combine. And, lastly, we are proposing an optional rate for residential customers to help them when energy is at its highest, for example, during a heat storm. And the term that we're using for now is "critical heat pricing." The final name of the rate will be discussed later. The proposal also includes some minor -- (inaudible) language changes to certain targets. With that, the next slide, please.

Now, let's talk about why the proposed changes are needed. SMUD rates and programs are
designed to meet -- to be community focused and offer our customers choices. We need to make these changes to continue to deliver safe, reliable, clean, and affordable energy solutions.

We continue to update our pricing to better align rates with costs: Cost to supply energy, support new technologies, invest in environmental initiatives, and ultimately better serve our region.

Through our 2030 Zero Carbon Plan, while encouraging the adoption of things like solar and battery storage, electric vehicles, and other electrification efforts to better benefit the reliability and clean energy future for all our customers. The next slide, please.

So, this is the first five of the rate recommendation. We know that rate increases are never easy, and we want to be sure we are transparent about how we are requesting this. So we are committed to keeping future rate changes at or below the forecast of later inflation through 2030. Next slide, please.

As Jennifer mentioned, as a not-for-profit community-owned utility, we have a policy to ensure that SMUD rates remain among the lowest in state.

This graph shows that SMUD rates are very low compared to other utilities in the state and will still be among the lowest with the proposed rate adjustment. In fact, the projected 2021 system (inaudible) rate -- is a way to compare utilities -is about 35 points -- 5 percent lower than Pacific Gas and Electric Company's, our neighboring utility.

And as you can see in the chart, SMUD is highlighted in the orange part, and it represents the average rate, you can see we are among the lowest in the state. Next slide, please.

Now, let's take a look at the proposed rate change and how it will affect all customers. And just to let you know, before coming to the public to discuss a rate proposal, SMUD focuses is on finding cost savings to ensure that these rate adjustments will have as little financial impact on our customers as possible. For example, we have been making improvements to power line inspections and controls that have resulted in ongoing cost savings but also, very periodically, refunding bonds to capture savings from lower interest rates.

So the recommendation is as follows: We are proposing that the rate increase of 1.5 percent on March 1, 2022, and an additional 2 percent
increase on January 1 of 2023, which is in alignment with our commitment to keep future rate changes at or below the rate of inflation.

Each rate class will see an overall rate increase of 1.5 percent in the first year and an additional overall revenue increase of 2.0 percent in the second year. To translate this, the residential customer, the average customer, will see about $\$ 1.91$ increase on average for the residential customer in their bills in 2022 and about another $\$ 2.57$ per month in 2023. This is an average.

Also reflected on this chart -- you'll see in the second (inaudible) row in the table -- is an example of what the increases would look like for an average small business customer. There are more details in the General Manager's Report and Recommendations.

Customers on our low-income Energy Assistance Program rate and Medical Equipment Discount rate will see slightly different billing impacts than the standard-rate customers. And just a note that the amount and prices may reflect minor rounding differences. The next slide, please.

The proposed adjustments are needed because -- like many businesses because (inaudible)
now to provide services is going up. We are seeing higher costs for wildfire insurance and the need for ongoing wildfire prevention and mitigation efforts, including new requirements. We need to continue to make infrastructure improvements to maintain reliable pole power, keep the lights on, and to meet regulatory requirements. We are also investing in clean energy resources like wind, solar, biogas, and in general more renewables to meet state requirements. And as you may already know, the COVID-19 pandemic had significant impacts on global supply chains, so we are seeing increasing operating costs including materials and (inaudible). This covers the first item of the rate recommendation. The next slide, please.

So, now, we will go on to the proposed new solar-and-storage rate. We are very excited about this recommendation. And these changes, to let you know, will only affect those customers who have solar and storage or plan to get one.

And before going into details -- and Eric Poff is going to provide the full extent of the recommendation -- I just want to share the good news that customers who already have solar, those customers who have already invested in this
technology, under this proposal, the rate will not impact them. They can stay on the current rate (inaudible phrase) through the December 31 of 2030, and that's staff recommendation.

And so with that, Eric Poff, Energy and Finance Manager, would provide the full details of this recommendation.

SMUD ERIC POFF: Thank you, Alcides.
And I'm Eric Poff. I am the manager for Energy and Finance and really excited to be able to go over this new solar-and-storage rate proposal that is in our recommendation to the Board. Next slide.

So just as Alcides alluded to, the customers that are currently solar -- solar and storage customers, they're on what we call a net energy metering rate, or what will be often referred to as NEM 1.0.

And going back in history a little bit here to give you some kind of context, this went into effect back in 1998 when the State was really trying to encourage and get a nascent rooftop solar industry off the ground.

And give you a little bit of education about how this works: Look down in this pictorial
that we have at the bottom, when there's poor, you know, solar resource, a rooftop solar customer acts very much just like a non-solar customer where they will receive power from SMUD and pay retail rate compensation for that power.

But during -- on the other side here, where the solar is really being productive and rooftop solar is actually producing more power than they can self-consume, if you will, they will sell back that exported power to SMUD. And under this NEM 1.0 rate, we would pay retail compensation for that power, and that is significantly higher than the power that we could produce at full sale. And this was done very much on purpose. It was a generous rate to help, you know, get the nascent industry off the ground.

So we met all of those state requirements back in 2017. And so now we've actually spent the last few years working on and thinking about, being very purposeful of how do we continue to encourage solar and storage and have a healthy thriving storage industry within our service territory. Next slide.

So Alcides alluded to this earlier. I think he said it really well, but $I$ don't think it
can be said enough. If you are an existing solar or solar-and-storage customer, we are making a
recommendation to the Board in this proposal that those existing customers can stay on this NEM 1.0 rate through 2030.

And why are we doing that? Well, these customers -- we call them our PV pioneers, our early adopters -- they made significant investments, you know, pretty high on the price curve on these technologies; and we want to honor and recognize that they made those investments, so we are making that recommendation to the Board.

But now, with this solution, we are really leaning into trying to transition our solar-only market to a solar-and-storage market. Why are we doing that? We think there is a tremendous amount of value that we can log partnering with your solar-and-storage customers to help achieve our 2030 Zero Carbon Plan that Jennifer alluded to too. So I think there's benefits there for not just these customers but for all of our customer base.

And I really want to spend -- on this last bullet, spend how much time staff has spent, you know, over a thousand hours of staff time working with customers, working with solar industry, storage
industry, environmental experts, lots of stakeholders, to ensure that we put together a proposal, a rate design, that is optimal. And we're very proud of the environmental -- national environmental experts of Natural Resources Defense Council, often referred to as NRDC, and the Environmental Defense Fund, EDF, that have come out in public support of this rate design. They've refer to it as a national outliner, a national approach of -- other utilities can follow. Next -next slide, please.

So let's go through a few different examples. And, again, I keep harping on this: If you're an existing solar customer, there's going to be no change to you -- again, this is where we're recommending to the Board in this proposal that those customers continue to see full retail rate compensation through December 31, 2030, if they choose to stay on this NEM 1.0 rate.

Now, let's get into if you're a new solar-only customer, meaning you're going to be interconnected on or after January 1st, SMUD is going to buy back all of that energy at 7.4 cents per kilowatt hour regardless of what time it's produced or what season it might be in, and SMUD
staff is also going to start a new interconnection fee. We're one of the few remaining utilities that do not currently have an interconnection fee. And so this is very much just a direct cost recovery. There is no revenue generation for this. But for a vast majority of residential customers, that new interconnection fee would be at \$475. Okay. Next slide.

So let's go through a couple more different customer type categories here. So if you're an existing solar customer and you want to add storage, but you're not really interested in participating in any of our storage incentives that I'll go over here in more detail, then no changes. You definitely can do that. We will encourage it, and you can stay on your existing NEM 1.0 at full retail rates.

Now, if you're an existing solar customer who wants to add storage and you want to participate in our storage incentives, then you will need to transition to our new solar-and-storage rate where you'll be compensated at the 7.4 cents per kilowatt hour.

And then the last one here, if you're a new solar-and-storage customer and you're going to
interconnect on or after January 1st, again, you will be compensated at the 7.4 cents. You will have an interconnection fee, and you can choose one of three different storage incentive programs that I'm going to go over here in a moment. Next slide.

So, again, what Jennifer mentioned earlier, think of this new solar-and-storage rate as, you know, one -- one tool. It's not a silver bullet. It's not going to get us all the way to our zero carbon footprint, but this rate was specifically designed to help us get to our goal of zero carbon by 2030.

This is a really neat -- we went back and did a little study on average customer has a carbon footprint of 1.3 metric tons annually for their household. And we're really leaning into this: If they go onto this new solar-and-storage rate and partner with us through Virtual Power Plant, we could remove one metric ton per household.

And we've set a goal of having 30,000 customers to go onto this new solar and storage, adopt solar and storage. So doing that math, that would be equivalent to removing 7500 gasoline cars off the road annually, so major impact. Next slide, please.

So, now, I want to talk about this third and final new Critical Peak Pricing. This is a completely optional rate -- please keep that in mind -- but this is an option that we want to provide to a whole host of different customers. Please, next slide.

So let's get to who can participate first: Anybody with a smart thermostat would be eligible to go onto this optional Critical Peak Pricing rate. Customers with solar storage, customers with storage only, customers with solar only all would be available to participate in this time.

So what is Critical Peak Pricing; what is this about, right? So think about times where we have a heat wave or when the grid as it its most stressed, SMUD would be able to call a Critical Peak Pricing event, and this would be a pricing over. The prices would go up during this Critical Peak Pricing event, and it's to send a message for customers with those smart thermostats to dial back and conserve energy. And it also sends a signal with customers with batteries to dispatch their batteries and take advantage of this, and they can also optimize their -- the use of their battery during these high -- higher prices. So, again, in
exchange for customers that opt onto this, SMUD is going to provide a discount for those off-peak and mid-peak hours.

So when is this going to happen and what time periods? So think January 1st through September 30th, and SMUD is going to call anywhere between is one- to a four-hour event and give plenty advanced notice and no more than 50 hours per summer, right? Not 50 events, but 50 hours per summer is what it would be limited to.

So, again, why are we doing this? We're trying to conserve energy and during those high kind of grid-stressed periods, instead of, you know, dispatching those -- what's called less environmental or less efficient gas-fired power plants, we can kind of lean into this conservation and partner with our customers with storage to meet those energy needs. All right, next slide.

Okay. Really excited to kind of wrap up here and tell you about some of these supporting programs and incentives that I've been alluding leading to. Please, next slide.

So this is probably my favorite slide. It really gives you a good visual of kind of what's been happening. As Jennifer mentioned, we've
invested over $\$ 250$ million to help support and really get the solar industry off the ground in our service territory. And since 1998, we've taken on 35,000 solar customers.

But you can see that we've had a less than a 1 percent storage attachment rate or adoption rate, so that's only 300 customers. So we, as part of really transforming the market and taking that leadership position, we're going to put $\$ 25$ million forward to support customer adoption of solar and storage. We think that we can transform that existing 300 solar storage number to $\mathbf{3 0 , 0 0 0}$ solar-storage customers by 2030. That's a 100 X multiplier. Transformation of the -- leadership transformation. Next slide.

So I've alluded to those three different programs, and I'll go through these real briefly for those $\$ 25$ million of incentives. So think of this first one -- I'll call this battery storage -- is up to $\$ 500$, and these are incentives to help reduce those upfront initial capital cost of the battery. And these are for customers that really just want to use their storage device to reduce their peak loads, which in turn is going to reduce SMUD's peak loads, so we've got some real, you know, win/win, you know,
partnership there.
And then we've already talked about the Critical Peak Pricing, and we're going to incent up to $\$ 1500$ for customers that want to adopt storage and enroll into that rate.

And then I'm going to spend a minute on this third one, which we'll calling Virtual Power Plant partnership, and that's up to \$2500, and think of this as a true partnership with SMUD. And SMUD would be able to dispatch a percentage of some of that behind-the-meter storage device when the grid needs batteries. And on top of that $\$ 2500$ that - in addition to that incentive, SMUD is going to be making ongoing participation payments. Think of these as grid benefit payments for these customers to stay enrolled and engaged in these Virtual Power Plant partnerships. All right. Next slide.

So probably the program that we're most excited about within SMUD staff is this Virtual Net Energy Metering program often, referred to as VNEM. And this is -- really looking at this as trying to get these technologies that have historically not gone out into our underresourced communities, so this is really SMUD's commitment to ensure that we are not leaving these communities behind and that
we're getting these technologies out into these underresourced multi-family dwelling communities.

If we're not really familiar with VNEM, it can be, you know, a little bit of a tricky subject, so $I$ put this little pictorial together so $I$ can talk you through so we can all understand what VNEM is. So imagine we have at an underresourced affordable housing unit on-site solar generating. SMUD is going to buy all of that energy. We typically in utility-speak call that in-front-of-the-meter interface.

And then we're going to turn around and we're going to provide credits to all of those VNEM customers that reside in these communities, and those credits, bill credits, will be on top of or in addition to any type of energy assistance program or med rate discount they might already be in. So it's not going to, you know, discount any of those discounts that they're already on or water those down. It will be in addition to those discounts that are already happening. Okay. Next slide, please.

So we do have some additional minor changes, miscellaneous changes, if you will, on transmission rates and minor amendments to clarify
tariff language. Strongly encourage it, go to SMUD.org\RateInfo to get more details. So don't really have time to kind of go into these, but we do want to just let you know that there are some additional minor rate tariff language in that that you can find at SMUD.org. Next slide.

So a little bit of the timeline, kind of what happens next: July 8th is our first public workshop, which you're at right now. We're going to have another one of these public workshops on July 27 th, pretty much the same pitch you're seeing here today. And then on August 31st will be a public -- Board public hearing, and then a final decision or a board vote will occur on September 16th.

And all of these are open to the public, so we strongly encourage you to participate and ask questions, make comments in these, and these are the purpose of these. Next slide.

So I went through a lot today. We -- all three of us did, and there's a lot of information coming at you. But $I$ want to make you aware that there's additional resources. Again, the CEO and GM Report, I would say is $30-\mathrm{pl}$ us pages of kind of that traditional tariff language for those who want to
get into that level of detail, and also at SMUD.org\RateInfo, we have summaries of those who kind of want to understand everything that's in there but may not want to go into that level of detail.

Also, if you want to send us questions or comments at ContactUs@SMUD.org or via that number. And then for energy tips or energy management, SMUD.org\EnergyTips. And then we also have customer service numbers for commercial and residential at these numbers provided here, and you can also find these numbers at SMUD.org as well. Okay. Next slide.

I think I am ready to turn it back over for Rhonda to kick off our Q\&A section.

SMUD RHONDA STALEY-BROOKS: Thank you, Eric.

A big thanks to Jennifer, Alcides, and Eric for providing all of that information for us this evening.

All right. Ladies and gentlemen, just to recap, we're going to be answering the questions that are currently in our Q\&A chats. And then we will go to live testimonials.

So let's see. Eric, you might as well
stay here with me because the first question is coming to you. So we have one that says:

I have solar panels but no solar.
Will the new solar-and-storage rate
structure apply to me if I add
panels for storage?
SMUD ERIC POFF: Yeah, great question.
So just to make sure $I$ understand that, so
they're currently a NEM, Net Energy Metering, 1.0 customer. And really the question depends if you're going to partake of our in-storage incentives, then that would require you to transition to our new solar-and-storage rate. But if you are just wanting to put storage on all by yourself and not be -- you know, partake of the storage incentives, then that would not impact your NEM 1.0 rate.

SMUD RHONDA STALEY-BROOKS: Perfect.
Alcides, can you join us. The next question is for you.

Is the revised NEM rate index to anything whether it's wholesale for Cal-ISO or bank or anything else?

SMUD ALCIDES HERNANDEZ: Yes, thank you. Thank you, Merrick (phonetic). Thank you for the question.

The proposed 7.47 cents is actually the result of a comprehensive study developed by a third party, independent consultant -- I think Eric mentioned briefly about that -- and that includes several components. Those components, again, that is a cost-based rate. It represents the -- we'll say the natural -- SMUD being a -- as a not-for-profit entity. It includes the cost of energy, greenhouse gases, transmission and distribution, the displaced land that solar does, and also other more -- a small components of ancillary services and components like that. All of that together add up -- and something called generation capacity, all of that together adds up to approximately 7.4 cents.

And in regards to the index, the staff recommendation considers reviewing this rate every four years. So at that point, we come use the same components, the same components that were used in this calculation, and we will use local indices in 2026, if that were to be the first year if the Board approves this is recommendation, so it will be consistent with how the rate was originally calculated.

I hope that addresses the question,

Rhonda.
SMUD RHONDA STALEY-BROOKS: Perfect.
Thank you so much, Alcides.
All right. Eric, I'm coming back to you. Why would be any surplus push from storage during peak not compensated at a higher rate given higher view estering hours ending in 1600 to 2100, which is 4:00 to 9:00 military time?

SMUD ERIC POFF: So the question is why would they participate in the -- I'm sorry. I'm not getting...

SMUD RHONDA STALEY-BROOKS:
Why would there be any surplus push from storage during peak not compensated at a higher rate given the higher bill estering hours ending in 4:00 to 9:00?

SMUD ERIC POFF: Oh, well, okay. I got it. Thank you.

So now that's a great question. When we talked to -- we met with the solar storage industry, one of the key components, you know, when folks are signing up for solar was that the rate had really --
was important for them to understand how the mechanisms would work. And so we did look at it -kind of the -- I think what the question was -- is getting towards is like a TOD-type of export compensation, and we really did look at that.

And it was actually more important for the customer to understand when I export energy, it's going to be this price. So that's where we went with the flat price tieing back to the value of solar study that E3 completed at the 7.4 cents regardless of what season it is or what time of day it is. We really wanted customers to understand that this is going to be the rate at all times.

SMUD RHONDA STALEY-BROOKS: Perfect.
All right. So I'm going to ask James -he is not one of our presenters tonight, but he is one of our subject matter experts -- to come to the camera. James, are you there?

SMUD JAMES FRASHER: Yes.
SMUD RHONDA STALEY-BROOKS: All right.
Perfect. I have a couple of questions for you -actually, the next two will be for you, if you can stay with me.

So if I'm getting . 07.4 kWh during
a Critical Peak Pricing event, why
would I dispatch added power to the grid?

SMUD JAMES FRASHER: Awesome. Thank you for the question.

So if you're participating in or you are on the Critical Peak Pricing rate, during a Critical Peak Pricing event, you will actually receive the Critical Peak Price instead of the 0.74 cents for your export. So you will actually receive that higher value for exporting.

The idea being that when an event is called, its an identification by SMUD that we need those resources to participate, and we want to really empower battery-energy storage to do as much as it can to help the grid in those situations. So during those events, you would not be getting the 0.74 cents, instead you would be getting the Critical Peak Price compensation.

SMUD RHONDA STALEY-BROOKS: Fantastic.
All right. This next question is also for you.

Will you have a storage-only incentive program given the impact of the duck curve.

SMUD JAMES FRASHER: Yes.

So the incentives that Eric went through, we're looking at those incentives to be available to both solar-plus-storage customers as well as storage-only customers. We understand that not every customer can have solar on their roof due to any number of circumstances, but we also understand that battery-energy storage is a necessary component for achieving the future grid that we're aspiring to. And so we want to make sure that we're not just incentivizing those systems that are paired with solar but we're also looking at customers that are willing to and interested in making that investment in battery-only opportunities.

SMUD RHONDA STALEY-BROOKS: Great. Thank you, James. Might see you a little bit later, but.

I'm going to turn this back over to Alcides. Welcome back.

So the interconnection charge is a slippery slope. Sorry to see it.

Has SMUD considered a zero
interconnect charge for de minimis
systems, say residential systems?
SMUD ALCIDES HERNANDEZ: Thanks, Rhonda.
As I understand, the question is related to the interconnection and the value of zero for a
threshold load, I think you said, 3 kW and below.
So, first, well thank you, the customer, for the question, a very, very good question. Because I just want to share with the public that with SMUD, we are one of the few utilities in the state that we don't assess an interconnection fee. And, you know, the program, Net Energy, has been in place for a number of years, but we haven't assessed that, and so many utilities have charges due significantly higher than the one the staff is recommending.

And the recommendation is based on the cost. So what we're simply trying to recover is the cost to provide that service for reviewing the application, doing the inspection and all related work to the interconnection of that solar system to the SMUD system.

So in that regard, the recommendation that staff is bringing is to have two tiers: One is for a group of customers and they will be paying about \$475, and the other group of customers will be paying about -- in the recommendation higher than that.

But, again, what we're simply doing is recovering the cost, and we believe it's right step
to moving that direction. And I hope that addresses the question.

SMUD RHONDA STALEY-BROOKS: Okay. Thank you.

So, Jennifer, I'm going to ask you to take the next couple of questions for me. So this first one says:

The post 2030 pricing structure appears to be designed to put large added pressure on legacy solar-only customers to force them to spend large amounts on added systems, i.e., storage, in order to continue to utilize the economic benefits of the investment we've made based on the NEM 1.0 pricing. Am I missing something on this?

SMUD CFO JENNIFER DAVIDSON: So I think there's actually a lot of good questions in there, so I'm going to try to kind of unpack it.

And so, first of all, we looked at how -when will a customer's investment be paid off. And the typical customer's investment and/or SMUD pays off in ten years. So that was one of the reasons that really talked to why do we want to protect the
legacy customers through 2030. So by that point, the typical customer, at that point, will have their system either paid off or mostly paid off. So that is one thing.

Number two, we're also really very closely looking at the price of storage, and we expect -- we really want customers to be adopting storage. But by that point in time, we expect -- and there's experts that we're looking at that have price curves and price predictions for what storage is going to be. And at that point, we think that storage is going to be much more affordable and is going to make a lot more sense for customers to be able to invest in storage.

So there's been a lot of thought into some of these different dates and these different points, but we envisioned by that point in time, in 2030, both the customer's system will be paid off in terms of their investment and, number two, the price of storage will be lower.

And if not, you remember part of the 2030 is that it's not cast in stone. It's a flexible path. And so as new information comes in, we will be able to adjust our programs to be able to adjust to achieve our goals. And so if we need to in 2030
have a different program, we'll do it differently.
SMUD RHONDA STALEY-BROOKS: Thank you for that, Jennifer.

I'm going to go ahead and have you stay on with me and address this next question, if you don't mind:

> Will SMUD consider wintertime discount rates for customers who have all-electric homes or have chosen to electrify their home? It seems like a good idea to incentivize adoption of all electric technology.

SMUD CFO JENNIFER DAVIDSON: Well, first of all, we, again, definitely believe in electrification. It is the way for us to be able to achieve our environmental goals. And we are moving towards incenting use of electricity and, in fact, we are moving for our commercial customers to have some lower daytime rates in the non-summer months. And so we're already moving in that direction for our commercial customers.

We are looking at a suite of programs, and you can see part is just the practical nature. We are pushing out a lot of very ambiguous programs.

We've got programs. We've got rates. As I mentioned, we've got rates on the commercial side. We've got CPP. We've got storage.

And so many of it, obviously, to be frank, is we are stacking up our work and are prioritizing it. And so I can't say that that's for sure not going to be done, but $I$ can tell you it's not going to be done in the next year or so just because of the body of work in front of us.

However, being said, that while we may not have rates, $I$ firmly envision that we're going to have other programs that incent electrification and help reduce the cost for those customers who are making those investments.

SMUD RHONDA STALEY-BROOKS: Great. Thank you so much, Jennifer.

Alcides, you're back. Are you ready?
SMUD ALCIDES HERNANDEZ: Okay.
SMUD RHONDA STALEY-BROOKS: Welcome back.
All right. This next question is for you:
So in response to my written questions, SMUD told me on July 6th, 2021, SMUD has not backed the 9.2 percent scalar out of the proposed rates.

Am I saying that right, scalar, scalar (pronunciation)?

This refers to the scalar that SMUD built into the original
time-of-day rates in 2017 and then an increase and extended in 2019.

My question is:
What law authorizes SMUD to build
this scalar into its rates?
SMUD ALCIDES HERNANDEZ: Thank you,
Rhonda, for the question.
And I'd just like to also share with the audience listening to the conversation that the staff -- because this is a legal-related question on a specific load, so staff does not provide a legal opinion on laws in general, and considering especially that there is a legal case from a prior rate action, my interpretation that this is related to it. So we don't provide opinions on legals provided to that matter.

Back to you, Rhonda.
SMUD RHONDA STALEY-BROOKS: Thank you so much.

All right. Jennifer, it looks like you're back up again. Hope you got some water in between
there, all right.
So when will the details of the
VNEM program come out and will staff considering extending the NEM to all multifamily complexes?

Finally, is SMUD also planning to support community solar stand-alone PV installations? Nonprofits have done this at other utilities, and the City of Sacramento is also considering it.

SMUD CFO JENNIFER DAVIDSON: Right. And I
know SMUD has very much been a supporter of working with grid alternatives where we have worked to help install solar throughout the community.

And as you said, yes, we are working to see if we can install more income. We are starting with looking at multifamily tenants, low income, because we really want to work on getting solar to customers who haven't been able to have access to it.

So at the moment, this is our priority so we make sure that these important customers also have access to solar. So not to say that we will work on it in the future, just to be really clear at
this point, VNEM is really focused on disadvantaged communities as a priority right now.

SMUD RHONDA STALEY-BROOKS: Great. Thank you, Jennifer.

All right. So next up, Alcides, you're back again.

What is the Critical Peak Pricing
event compensation rate that was
referred to in the answering
questions?
SMUD ALCIDES HERNANDEZ: Thank you, Rhonda, for the question.

And more information, actually, on the proposed Critical Peak Pricing structure and some terms and conditions can be found in the GM Report, and I'm looking at page 43 of the report. It's where more information can be read.

The price will be posted on SMUD.org, so staff will calculate that price annually or when it's needed. And then it will reflect the cost of providing, you know, that capacity price. So we're estimating -- and this is an approximation -- of about 50 cents for $k W h$. That's an approximation of the Critical Peak Pricing. But, again, this price will be made available to the public when we have
the actual final calculation. It is a price that will be updated frequently and posted on SMUD.org.

SMUD RHONDA STALEY-BROOKS: Okay.
(Simultaneously speaking, inaudible.)
SMUD RHONDA STALEY-BROOKS: Great. Thank you so much.

All right. Eric, $I$ have a couple of questions for you if you want to come back on. There you are. Welcome back. All right. So the first one is:

So was E3's position on a
single-compensation rate for exports something decided before SMUD adopted TOD rates for consumption? It seems counterintuitive to have TOD retail rates and then not compensate better for exports during the same time period.

SMUD ERIC POFF: Yeah. No. Great question, Andy. Let me be -- let me be clear, right?

E3 did a value-of-solar study, meaning they went back and did a completely, you know, 100 percent independent valuation of what is the value of solar in SMUD's territory, and they came
back with an average, you know, rate for during those solar-producing hours of what that value is.

So I totally understand your question about, you know, the counterintuitive-ness of not kind of following some type of TOD retail, you know, cycle, but really where this came from was from the solar-and-storage industry.

We met with them over a six-month period, and it was really enlightening, I would say. They really took us to that kitchen-table discussion, as they called it, when they're meeting and trying to do -- have, you know, their customers adopt these technologies.

And that single, you know, rate was much more understandable. And what they expressed to us: If the customer doesn't understand it, they're not going to adopt it. So if you start saying it's 18 cents during this period at this time of year at this hour, and it's only worth 3 cents at this period, people go "Whoa, I don't get it," versus one value no matter what time of season, what time of rate it is, was much more advantageous.

So we're really trying to work with our local solar installers, and that's where that flat rate came back, so.

SMUD CFO JENNIFER DAVIDSON: If I may add, Eric.

What that 7.4 cents means is an average, which means, frankly, at some points we're actually overpaying, at some points we're underpaying. And so -- but we just decided that to the customer the number is right because it's an average, but we also get the benefit of simplicity.

SMUD ERIC POFF: Yeah.
One more thing $I$ would pile on top of that is the solar -- the value-of-solar study that E3 did came back with a range of 3 cents to 7.4 cents, and that 7.4 cents is the absolute maximum value that they came back with, and that is what we're putting into the rate proposal to the Board.

SMUD RHONDA STALEY-BROOKS: Great, Eric.
So can you clarify, if $I$ have solar but add storage after January 1st, '22, does SMUD decrease my reimbursement rate from 10 kWh to the 7 --

SMUD ERIC POFF: Yes.
SMUD RHONDA STALEY-BROOKS:
-- even though my solar is already installed?

SMUD ERIC POFF: Yeah. No. Great question, Lou.

And so my question back to you is that if you are not going to participate in our storage incentives or take advantage of those, then it would not impact you. You would still remain on your NEM 1.0 retail rate compensation through 2030.

If you wanted to participate and take advantage of those storage incentives, then you would need to go onto our new solar-and-storage rate.

SMUD RHONDA STALEY-BROOKS: Okay.
Perfect. Thank you for that, Eric.
Alcides, I'm going to come back to you.
I'm going to go back -- I had two at the same time that came in, so $I$ want to make sure $I$ didn't miss this one.

The 2020 rate costing study presents the generation marginal costs by time and day period 2020 for each of the five TOD periods in Table 3.1. The units are --

I don't know if this -- I guess --
-- the dollar per kWh for the 2020
rate costing study does not present
the demand-related marginal costs or the customer-related marginal costs.

So a lot of iteration in here.
Does SMUD plan to present all of the costs in the units as it did in the residential TOD rate design study draft?

Did you catch all of that, Alcides?
SMUD ALCIDES HERNANDEZ: I think so.
SMUD RHONDA STALEY-BROOKS: I butchered
that completely --
(Simultaneously speaking, inaudible.)
SMUD ALCIDES HERNANDEZ: You know, every
year when we have -- for the audience in general, every time when we have a rate action, we do prepare a costing study. It is the source and some of the recommendations that we use. In fact, the third-party consultant used parts of that in the analysis, so.

And typically we summarize the study in a 10, 12-pages document. I could be off by a couple of pages, but it's what I'm thinking the customer is referring to, and that is a summary of that study.

And for the purpose of the second part of the question, $I$ think you said is we're going to do
that for the time-of-day rate. This recommendation is not making changes to the time-of-day rate.

The proposal is to increase that rate with a general rate increase that we're recommending. So we're not -- we don't have that other study that, perhaps, the customer is asking since we're not restructuring or making changes to the time-of-day rate as we know it.

I hope that addresses the question, Rhonda.

SMUD RHONDA STALEY-BROOKS: I hope so.
And I want to put it back out there: I hope that answered your question out there because I -- I did do a butcher job on that reading for him.

So let's keep you here, Alcides.
The proposed rates in the CEO and GM Report show that some classes or categories of customers will pay higher rates than others for the electricity at the same time of day or time of year. Are the classes or categories of customers that are paying the higher rates subsidizing the others?

That's question one, and then:

What law authorizes SMUD to cause some customers to subsidize others? Question two.

SMUD ALCIDES HERNANDEZ: Thanks, once again, for the question.

I think the customer is asking about the proposed rates and why some customers, perhaps, pay more than others. And, you know, in general, that's a different pattern, load pattern. That's why we have different customer classes.

So in the General Manager's Report, we have a table -- and I'm looking at it on my other side of the screen. It's on page 25 of the current General Manager's Report. There are six or seven different rate classes. They are different because their consumption is different.

And as the customers and the audience can is see in that table, the rate increases are going to be the same across every single class. All of them are going to pay 1.5 percent with increase in the first year, and all of the different classes are going to pay 2.0 percent in the second year. So what we're simply doing is increasing the existing rates with proposed rate increases, and the rates are cost-based, and it reflects the cost, the
reasonable cost, of service.
And I hope that addresses the question, Rhonda.

SMUD RHONDA STALEY-BROOKS: That's good.
So let's -- I'll keep you here for one more, if you're okay.

Is there any way to structure rebates differently, perhaps payment direct to a contractor or some other way, such that they would not be taxable to ratepayer rebate recipient. The taxable nature of the rebates reduces their impacts significantly.

Jennifer? Alcides?
SMUD CFO JENNIFER DAVIDSON: You know, actually, because we're not tax experts, I actually think it's a good suggestion. And what I'm going to do is we'll take note of it, but we would certainly need to do some research. And so I'll just say thank you for the idea.

SMUD RHONDA STALEY-BROOKS: All right. Thank you, Jennifer.

I am trying to catch up on all of my chats here.

SMUD CFO JENNIFER DAVIDSON: There is something I might say, if you don't mind, Rhonda.

Some of the questions that are coming in are pretty technical. And so some of the questions, they're super technical, we may want to go ahead and respond in writing, so I offer that opportunity to too. Just because they're technical, I want to make sure that we answer them correctly.

SMUD RHONDA STALEY-BROOKS: Great. Thank you so much.

So I wanted to check: Was there any verbal comments? Toni, is there any verbal comments that we need to get in at this time?

SMUD TONI SPELLING: Yes.
SMUD JOSUE SWAY GARCIA: We do have a verbal comment from Harrison Reynolds.

Harrison, I'm going to go ahead and unmute your microphone -- or activate your microphone. You'll need to unmute it.

PUBLIC MEMBER HARRISON REYNOLDS: Hello. Can you hear me?

SMUD JOSUE SWAY GARCIA: We can hear you.
PUBLIC MEMBER HARRISON REYNOLDS: Perfect.
Hi. My name is Harrison Reynolds. I'm a CSUS graduate with a degree in environment studies
and currently am an energy analyst at the California Energy Commission.

As I live downtown Sacramento in an older apartment with little to no energy efficiency, single pane windows, window $A / C$ units, little to no attic insulation, and a poor building envelope, with my career and my degree, I'm still on a strict utility budget. During the cold spell this year, my apartment easily reached freezing levels inside. During our heat waves, rooms without window A/C units reached 90-plus degrees.

As I work from home, a level of comfort is a necessity to my production and my health. I even go as far as to shut down all appliances during peak rates to save energy and money. However, in order to maintain a level of comfort and health, I pay a hefty utility fee.

Your website states that your portfolio includes 340 megawatts of solar, adding 100 megawatts by the end of the year and another 250 megawatts of solar by the end of 2024. That's almost 700 megawatts of free zero-input solar energy. On top of that, SMUD customers operate 210 megawatts of rooftop solar giving you a grand total of 910 megawatts of zero-input energy, yet you
want to raise rates. You operate 230 megawatts of zero-input wind energy and expect to add 300 megawatts more by 2022, yet you want to raise rates.

With the rising costs of living throughout the nation and legislative goal for electric cars and 100 percent electric state, you're not only hindering the progress to better life but price gouging its citizens. And that is why I urge you not to raise electricity rates. Thank you.

SMUD RHONDA STALEY-BROOKS: Thank you for your time.

Josue, any other comments?
SMUD JOSUE SWAY GARCIA: No further
comments.
SMUD RHONDA STALEY-BROOKS: Okay. Let's see where we're at.

We have a question about how do they submit written comments. I think, can we go back to the slide, Bella, that has all of the information?

So if you would like to take a snapshot of this slide right here, this has all of the informations that you were looking for.

Oh, and I have someone saying they are emailing for comments, so we'll hold for that.

But as we're waiting for that, please take
a snapshot of this information here. There's the email addresses and also where you can read our CEO and GM's Report at SMUD.org\RateInfo.

And then, again, questions, comments, concerns, anything that we were not able to get to this evening, please hit ContactUs@SMUD.org.

And we are going to wait here for a second to see about the other verbal comments.

SMUD CFO JENNIFER DAVIDSON: And while we're waiting, Rhonda, can $I$ just state a quick comment.

I did want to say that $I$ do appreciate everybody's ideas that they came forward, and that they definitely are being noted. And just because we're not doing them right now does that mean that we haven't taking note of them -- haven't taken note of them and that we won't make sure that we put them on your list of prioritized and -- because we do -are going to need, as we said, multiple programs, multiple ideas, partnering with our customer, for us to be able to achieve our zero carbon plan. And so I did want to thank the customers that gave us ideas.

SMUD RHONDA STALEY-BROOKS: Thank you, Jennifer, for that. Appreciate that.

All right. Bella, if you can go back to the timer, I think we are ready for our next speaker.

SMUD JOSUE SWAY GARCIA: Thank you. And we have Mark Graham.

I'm going to go ahead and activate the microphone. I see a Mark in here.

Mark, can you go ahead and confirm that you are the Mark Graham? Let's see.

PUBLIC MEMBER HARRISON REYNOLDS: Okay.
You can hear me, Sway?
SMUD JOSUE SWAY GARCIA: I can hear you.
PUBLIC MEMBER HARRISON REYNOLDS:
Excellent.
This is Mack Graham. I'm a SMUD customer owner for many years and appreciate the work that you've put into this workshop and in answering questions tonight.

Let's see, $I$ agree with what the previous speaker said, Mr. Harrison Reynolds.

Now, Alcides, I think you would have given a different answer to my question about the units of measurement in the 2020 rate costing study if you had seen my question. Because it was read to you with some of the -- some of the words in my
questions were left out, and so you didn't really get my question.

Perhaps, if you could circle back to it. If there's a way, Sway, that you could show Alcides my question so he can see it in writing, then he'll know what I really asked.

Regarding the scalar -- S-C-A-L-A-R is how I are pronounce it -- it's true that's the subject of a pending lawsuit, but that really has nothing to do with this workshop, and this workshop has nothing to do with the lawsuit. According to SMUD's own attorney, the only evidence that's admissible in that pending lawsuit is the -- is the evidence that's in the administrative, and that closed on June 24th, 2019, more than two years ago. So no matter what happens or is said or is done here tonight, it will not and cannot affect that lawsuit.

I think regarding my question on subsidies, yes, you know, I don't think that the answer really answered the question. But what it seems to me is that some classes and categories of customers are actually subsidizing other classes and categories of customers. And I think -- I don't think that that's proper. I think that the rates really ought to be based on what it really costs
you, what it costs SMUD, to generate and deliver a unit of electricity, like 1 kilowatt hour of electricity.

Back to my earlier question -- let's see. Well, you know, there are other questions that I've sent over to the Board of Directors that $I$ did not get answers to.

I would like if SMUD would commit to written answers to the questions that you did not answer tonight, and you said you might do that. I'm not sure if you're committing to it, but I'm asking you to commit to provide written answers to the questions that you did not answer tonight.

And if you could review the email that I sent to the Board on June 18, 2021, it was directed to the directors of SMUD and the staff. And if $I$ could -- if you would kindly respond to the questions and the comments that $I$ made in there, $I$ would really appreciate it.

The 2020 rate costing study is really not comparable to the one that you produced for -- that was in the 2017 CEO and GM Report, and yet those rates, as $I$ showed you from the quotation from SMUD, SMUD has not backed that scalar out of the rates, and so they're still built into the rates, and what
you're proposing is to increase them, again, by 1.5 percent.

Well, 1 think we need to see a new rate design study that presents everything, as you did in that earlier rate design study, where every one of the marginal costs components is presented in dollars per kilowatt hour. Because if you have it in terms of dollars per customer year or per customer or something like that, it's comparing apples and oranges. It's a matter of units. Anybody that works in the fields of science, mathematics, or accounting or costs of any kind understands the costs -- I mean, the units of measurements need to be the same.

All right. $I$ think that $I$ have just about said it, so thank you.

SMUD RHONDA STALEY-BROOKS: Thank you, Mr. Graham, and, again, apologies. You know, I definitely will tell you that we are committed to responding to all of your questions in full in writing. You can, again, submit any questions at ContactUs@SMUD.org, and we will follow up in writing. Again, thank you for your comments.

Are there any other comments out there?
Toni, Sway?

SMUD JOSUE SWAY GARCIA: No further comment at this time.

SMUD RHONDA STALEY-BROOKS: Okay. Well, thank you, thank you again for attending our first workshop. Again, we have another one coming up, and you can also have your answers -- if you filled out your questions to ContactUs@SMUD.org, you can have your answers definitely completed in writing from one of our subject matter experts at SMUD.

I cannot thank you enough. You could be doing anything with your time tonight, which you spent a good matter of time with us, so we thank you for coming. We take your information, and we will do our best to incorporate changes.

I want to thank you all. Thank our speakers tonight: Jennifer Davidson, Alcides, and Eric, really appreciate your time.

Have a good evening.
(End of audio at 01:06:42.)
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## REPORTER'S CERTIFICATE

--000--
I, CHERYL L. KYLE, a Certified Shorthand Reporter for the State of California, duly commissioned and a disinterested person, certify:

That the foregoing transcript, pages 1 through 55, was taken from an audio file as herein set forth;

That all audible statements of all parties contained on the audio file are contained in the foregoing transcript.

IN WITNESS WHEREOF, I subscribe my name on this 23rd day of August, 2021.

Ref. No. 21187

| \$ | $\begin{aligned} & \text { 26:13;41:1,18;49:2 } \\ & \text { added (3) } \\ & 29: 1 ; 32: 10,12 \end{aligned}$ | $\begin{aligned} & \text { ahead (5) } \\ & 34: 4 ; 47: 5,17 ; 51: 6,8 \\ & \text { air (1) } \end{aligned}$ | $\begin{aligned} & \text { 48:14 } \\ & \text { application (1) } \\ & 31: 15 \end{aligned}$ | $\begin{aligned} & \text { 15;44:12;49:18;51:1; } \\ & 52: 3 ; 53: 4 \\ & \text { backed }(2) \end{aligned}$ |
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| \$1.91 (1) | adding (1) | 5:7 | apply (1) | 35:23;53:2 |
| 10:9 | 48:19 | Alcides (28) | 25: | bank (1) |
| \$1500 (1) | addition (3) | 3:23;7:2,4,5;12:8 | appreciate (5) | 25:22 |
| $21: 4$ | 21:13;22:16,20 | 14;13:24;24:18; | 50:12,25;51:16; | base (1) |
| \$2.57 (1) | additional (6) | 25:18,23;27:3;30:17, | 53:19;55:17 | 14:21 |
| 10:11 | 7:14;9:25;10:6 | 23;35:17,18;36:10; | approach (1) | based (3) |
| \$25 (2) | 22:23; $23: 5,23$ address (2) | $38: 5,11 ; 42: 14 ; 43: 8,9$, $13 \cdot 44 \cdot 15 \cdot 45 \cdot 4 \cdot 46 \cdot 15$. | 15:10 | $31: 12 ; 32: 15 ; 52: 25$ |
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| \$250 (1) | 3:18;34:5 addressed (1) | 51:21;52:4;55:16 | 26:2 | 18:22,23;21:12 <br> battery (4) |
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| \$475 (2) | 26:25;32:1;44:9; | 10:1 | 38:22,23 | battery-energy (2) |
| 16:7;31:21 | 46:2;50:2 | all-electric (1) | around (1) | 29:14;30:7 |
| \$500 (1) | adds (1) | 34:9 | 22:12 | battery-only (1) |
| 20:20 | 26:14 | alluded (4) | aspiring (1) | 30:13 |
| A | $\begin{aligned} & \text { adjust (2) } \\ & 33: 24,24 \\ & \text { adjustment (1) } \end{aligned}$ | $\begin{aligned} & 12: 14 ; 13: 24 ; 14: 19 \\ & 20: 16 \end{aligned}$ | $30: 8$ | Beginning (1) |
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| A/C (2) | 9:4adjustments (2) |  | assessed (1) | 21:25 |
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| 3:13;6:2,5,10,16; | $\underset{52: 14}{\operatorname{administrative}(\mathbf{1})}$ | $\begin{aligned} & \text { alternatives (1) } \\ & 37: 14 \end{aligned}$ | $\begin{gathered} 10: 19 ; 22: 16 \\ \text { attachment }(1) \end{gathered}$ | Bella (2) 49:19•51:1 |
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| absolute (2) | adopt (4) | ambitious (1) | 55:4 | benefit (4) |
| 3:20;41:13 | 17:22;21:4;40:12, | 5:4 | attic (1) | 4:23;8:13;21:15; |
| accelerator (1) | $17$ | amendments | 48:6 attorney (1) | 41:8 |
| 6:4 | $\begin{array}{\|c} \hline \text { adopted (1) } \\ 39: 14 \end{array}$ | $\begin{gathered} 22: 25 \\ \text { among (3) } \end{gathered}$ | $\begin{gathered} \text { attorney (1) } \\ 52: 12 \end{gathered}$ | $\begin{aligned} & \text { benefits (2) } \\ & 14: 20 ; 32: 14 \end{aligned}$ |
| $\begin{gathered} \text { access }(\mathbf{2}) \\ 37: 20,24 \end{gathered}$ | $\begin{gathered} 39: 14 \\ \text { adopters (1) } \end{gathered}$ | $\underset{8: 25 ; 9: 3,10}{\operatorname{among}(3)}$ | $\begin{gathered} 52: 12 \\ \text { audience (3) } \end{gathered}$ | $\begin{aligned} & 14: 20 ; 32: 14 \\ & \text { best (1) } \end{aligned}$ |
| accomplishing (1) | 14:8 | amount (2) | 36:13;43:14;45:17 | 55:14 |
| 5:22 | adopting (1) | 10:22;14:16 | audio (1) | better (6) |
| $\begin{gathered} \text { According (1) } \\ 52: 11 \end{gathered}$ | $\begin{gathered} 33: 7 \\ \text { adoption (4) } \end{gathered}$ | amounts (1)$32: 12$ | 55:19 | $\begin{aligned} & 5: 8 ; 8: 6,8,13 ; 39: 17 \\ & 49: 7 \end{aligned}$ |
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| accounting (1) | $\begin{aligned} & \text { 8:11;20:6,10;34:12 } \\ & \text { advanced (1) } \end{aligned}$ | analysis $43: 19$ |  | big (1) |
| 54:12 | 19:8 | analyst (1) | 36:8;45:1 | $\begin{aligned} & \text { 24:18 } \\ & \text { bill (2) } \end{aligned}$ |
| achieve (5) $6 \cdot 11 \cdot 14 \cdot 18 \cdot 33.25$ |  |  |  | bill (2) |
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