

IN RE: PAUL STEINBRECHER-TERMINATION OF EMPLOYMENT AGREEMENT WITH JEA

SWORN STATEMENT OF PAUL STEINBRECHER

DATE TAKEN: Wednesday, July 8, 2020
TIME: 2:55 p.m. - 4:04 p.m.
PLACE: 21 West Church Street Jacksonville, Florida

REPORTED BY: Heather M. Thomas, Court Reporter

1 APPEARANCES FOR THE CITY OF JACKSONVILLE:
2 LEE WEDEKIND, ESQUIRE
3 DANIEL NUNN, ESQUIRE
4 Nelson, Mullins, Riley & Scarborough, LLP
5 50 North Laura Street, 41st Floor
6 Jacksonville, FL 32202
7 ADINA TEODORESCU, ESQUIRE
8 ARIEL COOK, ESQUIRE (Appearing telephonically)
9 Office of General Counsel
10 117 West Duval Street, Suite 480
11 Jacksonville, FL 32202
12 KEVIN BLODGETT, ESQUIRE
13 Smith, Hulsey & Busey
14 One Independent Drive, Suite 3300
15 Jacksonville, FL 32202

ALSO PRESENT: JAMES POINDEXTER, ESQUIRE

INDEX

1
2
3 WITNESS: PAUL STEINBRECHER
4
5 EXAMINATION
6 By Mr. Wedekind 4
7 CERTIFICATE OF OATH 45
8 CERTIFICATE OF REPORTER 46
9 ERRATA SHEET 47
10
11
12 ---
13 (No Exhibits)
14 ---
15
16
17
18
19
20
21
22
23
24
25

1 PAUL STEINBRECHER,
2 having been produced and first duly sworn as a witness,
3 testified as follows:
4 THE WITNESS: I do.
5 BY MR. WEDEKIND:
6 Q Would you please state your name and address
7 for the record?
8 A My name is Paul Steinbrecher, and I live at
9 7676 Wexford, W-E-X-F-O-R-D, Club Drive East,
10 Jacksonville, Florida, 32256.
11 Q And, Mr. Steinbrecher, you understand that you
12 are currently on administrative leave with JEA?
13 A I do.
14 Q And this interview is being conducted as part
15 of an investigation to determine whether there exists
16 grounds to terminate your employment for cause. Yes?
17 A I do, yes.
18 Q Okay. As a result, you were provided a
19 statement of your Garrity rights. Do you remember
20 receiving that?
21 A I do.
22 Q And did you sign the form?
23 A I forgot to bring it with me. Do you have a
24 copy?
25 Q We'll get one and get it to you, and we'll

Page 5

1 make sure that you sign it and that I sign it and that
2 if he hasn't already, that Mr. McElroy signs it.
3 A And I have the signed copy from Mr. McElroy.
4 I beg your pardon.
5 Q Okay. So what that statement of rights does
6 is because you're appearing here under penalty of
7 discipline, including termination for cause, the Garrity
8 rights protect you from criminal punishment as a result
9 of anything that you testify to here today.
10 Do you understand that?
11 A I do.
12 Q Okay. Do you have any questions about the
13 Garrity rights?
14 A I don't think I do.
15 Q If you could please -- we're all here. We all
16 have masks on because we're being responsible with
17 respect to the COVID epidemic. But if, as a result, you
18 can't hear or understand any of the questions that I
19 ask, please ask me to either repeat them or restate
20 them. I'll be happy to do that.
21 If you could also please help me by waiting
22 until I finish my question before you begin your answer.
23 I'll wait for you to finish your answer before I ask my
24 next question. And that way our court reporter can take
25 down a clean transcript of everything that we say today.

Page 6

1 Can you do that?
2 A Certainly.
3 Q This is not a deposition. It looks like one,
4 but it's not one. There's no pending litigation, and so
5 the Rules of Civil Procedure don't apply here. So while
6 you are -- you have your attorney here as a witness, he
7 doesn't have the right to object to my questions as he
8 typically would in a deposition. But I would ask both
9 you and him that if any of my questions are confusing
10 that -- and you know that you can bring clarity to them,
11 I ask you to please do that.
12 Just to set JEA's expectations about your
13 answers today, you have two duties with respect to your
14 answers: One, to answer all of my questions completely.
15 And by that I mean if there's information that you think
16 could potentially be useful or responsive to any of my
17 questions, I'd ask that you would provide it instead of
18 just answering a very precise question with a very
19 precise answer, if you know there's more information
20 that's available.
21 I don't think that I need to explain to you
22 what it means to be honest, so I won't.
23 All right. If you could please provide me
24 with the cell phone numbers of all of the cell phones
25 you have used in the last two years.

Page 7

1 A There's just one number. It's (904) 536-8885.
2 Q And that's your personal cell phone number?
3 A Correct.
4 Q Did you ever use your cell phone for
5 work-related business?
6 A Yes.
7 Q Okay. Did you email on it?
8 A Rarely, but occasionally.
9 Q How about text?
10 A Yes.
11 Q Okay. How about actually using it to make
12 phone calls?
13 A Certainly phone calls.
14 Q Okay. And did you ever use the GroupMe app?
15 A There's one app that the senior leadership
16 team used if we wanted to copy all, and that may be
17 called GroupMe.
18 Q Did you have that app on your phone?
19 A Yes.
20 Q Any other apps that you used to message with
21 the SLT?
22 A No.
23 Q What did you do to prepare for today's
24 interview?
25 A I reread my testimony from January.

Page 8

1 Q Anything else?
2 A No.
3 Q Did anybody related to JEA reach out to you
4 about the interview?
5 A No. I had a call last week just asking if I
6 had been scheduled yet.
7 Q Who was that with?
8 A Deryle Calhoun.
9 Q When you went back and looked at your
10 transcript, were there any corrections or additions that
11 you feel like you need to have made?
12 A No. I was okay with the answers.
13 Q Okay. Is there any information that you've
14 learned since your last interview that would have been
15 responsive had you known it at the time you were asked?
16 A I don't think so as I just reread it. I
17 wouldn't have changed the answers. We've learned more
18 in the media or there's been a lot more media coverage
19 since that time, but ...
20 Q When was the last time that you talked to
21 Aaron Zahn?
22 A On or about the day he was dismissed. I
23 haven't talked to him since whatever day that was in
24 December.
25 Q What about Melissa Dykes?

1 A Ms. Dykes -- the last time I spoke with her
 2 was two times: The night before her dismissal, and
 3 about two or three weeks ago I called her to ask if she
 4 had recollection of a letter I had given her in January.
 5 Q What was that letter?
 6 A It was a letter -- at the time there was
 7 Ms. Miller and maybe somebody from the council was
 8 asking us to resend our contracts. And so I wanted to
 9 have on the record with Ms. Dykes, our president and
 10 COO, that I was willing to look at any and all elements
 11 of the contract at any time, that I had not asked for a
 12 contract and never had a contract before, and so that
 13 was fine by me to renegotiate those terms.
 14 Q Okay. And when you say Ms. Miller, that's
 15 Carla Miller?
 16 A Yes.
 17 Q Who's the city ethics officer?
 18 A Yes.
 19 Q All right. Before we really get into the meat
 20 of my questions today, I wanted to provide you with the
 21 opportunity -- because this isn't a deposition -- to say
 22 anything that you want to say on the record. I'll give
 23 you the opportunity at the end of the interview to do
 24 the same thing, but because this isn't a deposition, we
 25 have a little bit more reign to do things like this. So

1 I just wanted to provide you with that opportunity if
 2 you wanted to say anything.
 3 A I guess the only thing I'd say in opening is
 4 that it's been a great pleasure to me to be a career
 5 employee of JEA. I came here because of the mission,
 6 and my background was a good fit for it, so I've enjoyed
 7 serving JEA over the years. And I'm here to answer your
 8 questions.
 9 Q Great. Thank you very much.
 10 It would be helpful if you briefly walked me
 11 through your employment history with JEA in reverse
 12 chronological order.
 13 A Okay.
 14 Q So starting now and then going back in time
 15 for at least a few years.
 16 A Okay. I'll go back about 19 and a half years,
 17 but I'll do it in three or four steps so it will go
 18 fairly quickly.
 19 I'm currently on administrative leave as vice
 20 president and chief environmental services officer for
 21 JEA. I've served in that role for just over two years
 22 now. I got the call for that role in April of 2018.
 23 At the time, JEA had been through a couple of
 24 controversial years and difficult years for career
 25 employees of JEA, including myself, where a former board

1 chair had asked to look at the value of JEA, and we call
 2 that a microphone drop in a board meeting.
 3 Q That was Tom Petway?
 4 A Mr. Petway.
 5 Some time passed -- well, let me cover my
 6 career first, because this ties in.
 7 So at the time I was asked to come upstairs,
 8 we had been in a period of uncertainty. Melissa Dykes
 9 had been -- Paul McElroy had resigned suddenly and
 10 unexpectedly and had been a long-term, well-thought-of
 11 CEO here. Melissa became the interim CEO, which I was
 12 very happy for. She had been here a while and appeared
 13 to have been being groomed, to me, by the CEO for that
 14 position. So she served for a short period as the
 15 interim.
 16 At a board meeting -- maybe it was March,
 17 approximately March of that year -- the board made a
 18 sudden change and named Aaron the ongoing interim CEO
 19 for JEA. That was a great surprise.
 20 About a week later I was out of town -- I had
 21 previously served for many years as director of -- I'm
 22 trying to think what we call it -- permitting and
 23 regulatory conformance. So I'll cover in a moment what
 24 that included.
 25 So at the time I got a call from Melissa about

1 a week later, I was on out-of-town duties at one of the
 2 industry associations --
 3 (Discussion off the record.)
 4 THE WITNESS: So I got a call from Melissa
 5 about a week later. I was concerned at the time
 6 because I thought we were going to lose a lot of
 7 people. And she said to me that she had decided to
 8 stay and that they were going to do a
 9 reorganization; that they were going to have all
 10 the operational folks under her and then move some
 11 of the others, the chief financial officer and the
 12 government relations person, off on their own.
 13 And I had previously reported to -- they
 14 called it public affairs, which had government
 15 relations, media, external media, and environmental
 16 services, because environmental services has
 17 regulatory components in the state of Florida that
 18 sometimes tie into Tallahassee rule making.
 19 BY MR. WEDEKIND:
 20 Q Was that Hightower?
 21 A That was Hightower.
 22 Q Okay.
 23 A I was reporting to him at the time.
 24 Q Okay.
 25 A So Melissa said to me, look, Paul, I've always

1 appreciated how you do your work, I'm a fan, and I need
2 operational people under me, how we're going to be
3 organized, would you serve as vice president under me.
4 That was a great honor to me. I accepted.

5 It was a strange time. I will tell you that.
6 I reported that to my friends that I was a little -- it
7 was unusual. We had a board member resign and come on
8 as the CEO. So -- and we've all read that in news
9 reports.

10 Previous to that time, I'd served as director
11 of permitting and regulatory conformance. In that role,
12 I oversaw, over the years, nearly all the permitting and
13 conformance -- regulatory compliance functions for most
14 of JEA's areas. I'll describe them by media: Air
15 permitting -- we have 5 large generating stations, 11
16 large wastewater plants, 38 water plants, and so forth.
17 So overseeing the air permitting and compliance at
18 different times. Sometimes that was shuffled between
19 directors. Over the years, assignments changed.

20 The -- what you would think of as drinking
21 water, the consumptive use permit. We have the largest
22 cup in the state of Florida. I negotiated that, oversaw
23 all of that.

24 All environmental liabilities for JEA. We buy
25 properties that have environmental remediation

1 obligations, or we owned them back in old days, and we
2 created environmental liability, so I oversee those.

3 Incident response. So if a -- somebody in
4 town hits a transformer, it falls on the ground and
5 leaks, or we have a sanitary sewer overflow, oversee
6 that incident response.

7 And all the areas for which JEA regulates,
8 from an environmental perspective, people in our
9 community, such as we regulate about 100 industries in
10 town for the industrial pretreatment program. If they
11 stick something in our sewer, we're their environmental
12 regulator, and they get a permit from us.

13 So I had served in that role for many years
14 with various special assignments coming and going in
15 there. I would say in my own mind I served as the
16 senior director. If they needed somebody as a liaison
17 directly with the secretary of the DEP or the executive
18 director of a water management district or even
19 testifying in front of -- I've done this in front of a
20 congressional committee or in front of the governor and
21 cabinet on environmental matters. That had been my role
22 for a long time.

23 Q Did you in that role interface with
24 Mr. Vinyard when he was the secretary of DEP?

25 A Occasionally. Not often. And secretaries

1 before and after that, certainly. And their deputies.

2 So the last jump I'm going to make, what first
3 brought me here. So I had served in that role with
4 special assignments coming and going over the years. I
5 first came here in 2001, just after the federal
6 elections in January, to take on what was called -- I
7 think we called it -- I don't know if we called it
8 industrial pretreatment or regulatory conformance, but
9 that was the industrial pretreatment program, anywhere
10 that we regulated the industries or others in town.

11 And I had that job for seven or eight months
12 when the current vice president elevated me to the
13 director role and gave me substantially larger
14 responsibilities.

15 Q As part of your role up to the director level,
16 did you ever interact with Aaron Zahn in his capacity as
17 the CEO of the wastewater treatment company?

18 A Really only once, to my recollection. I want
19 to say maybe four or five years ago, the public
20 relations group -- Bud Para was the vice president at
21 that time just immediately prior to Mike Hightower.

22 I can't remember what the event was, but they
23 were hosting a public event. It was a workshop to take
24 input from the public on their thoughts about this or
25 that, and Aaron was an attendee at that. And that's the

1 only time I had met him -- well, I'll say two times. I
2 had met him there. And people would rotate tables, so
3 you were with different people. So I met him in that
4 setting. And then I don't think I met him before.

5 They asked me to do a review. He was pitching
6 his BCR biosolids product to JEA probably four or five
7 years ago, and the general manager of the water system
8 at the time asked me to take a quick look and proffer an
9 opinion on is this thing real.

10 Q What was your opinion?

11 A That it was and is a real product. It serves
12 a market niche. It's -- in my opinion, it was good for
13 smaller utilities. It was kind of small modular stuff.
14 For us, we're so big you would need 10 or 50 or 100 of
15 the units, and it didn't seem to scale well, in my
16 opinion, to JEA's biosolids needs.

17 Q I think I remember that it had a contract with
18 GRU; is that right?

19 A I don't know. I know he has one with Clay
20 County, because Ray Avery, the former executive director
21 down there, told me they liked what they had.

22 Q The product --

23 A What Clay County Utility Authority had.

24 Q With BCR?

25 A Yeah.

1 Q Okay. What was your impression of Mr. Zahn
 2 meeting him four or five years ago in connection with --
 3 A It was just so brief. I didn't know him at
 4 all. But I thought he was -- he came across as
 5 interested and fairly knowledgeable about the utility
 6 industry and trends.
 7 Q Okay. So you were elevated to, you call it
 8 the CE -- CESO? You just called yourself a VP. How do
 9 you refer to your title?
 10 A You know, the full title is vice president and
 11 chief environmental services officer. And that was in
 12 about April of '18.
 13 Q Who served in that role before you?
 14 A The way we've been organized over the years,
 15 sometimes we've had a vice president of environmental
 16 services and sometimes we haven't. So when I was first
 17 hired, I was hired by such a vice president back in
 18 2000, December 2000, essentially. I came on board in
 19 January of '01. Susan Hughes was a VP of environmental.
 20 After her, Athena Mann was the vice president of
 21 environmental.
 22 Then, when Paul McElroy took over as CEO, he
 23 slimmed down the executive suite. I don't remember how
 24 many they had at the time. Maybe there were 12 or
 25 something, and he slimmed it down to 6 or 7.

1 And he took the environmental and placed it in
 2 public affairs at that time with government relations,
 3 media relations, and environmental services, ostensibly
 4 so that you wouldn't have -- so that you would have
 5 alignment on any regulatory -- you know, the government
 6 relations does legislative stuff. Someone like me would
 7 do the executive branch environmental regulatory work.
 8 Q But then in April of 2018, Mr. McElroy was
 9 gone, and the C suite was reorganized?
 10 A He was gone. Melissa -- I can't remember how
 11 long Melissa served as the interim. But when Aaron came
 12 on board and she agreed to team with him, that's when
 13 they made that decision, in April of '18. And so they
 14 took what you would think of as operational people -- we
 15 didn't have a planning VP, so they took -- they made
 16 that a vice president.
 17 They reinstated an environmental VP. We
 18 hadn't had one in -- I don't know -- five or six years,
 19 something. They reinstated that. I can't remember if
 20 they added any others; maybe the supply chain with John
 21 McCarthy. I think those are the ones that they added at
 22 that time.
 23 And we had had a structure similar to that in
 24 the past. We had had a two-tier senior structure in the
 25 past, but Paul McElroy slimmed it both in terms of the

1 number of members and he made it a one-tier -- during
 2 his tenure it was just one single tier.
 3 Q When you talk about the two-tier organization,
 4 what do you mean by that?
 5 A So there were two very clear tiers. The CEO
 6 and his reports, which would be Melissa Dykes as COO,
 7 chief operating officer; Ryan Wannemacher as chief
 8 financial officer. They had a chief innovation officer,
 9 Julio Romero. I'm missing one.
 10 Q Herschel?
 11 A Herschel was not there for a year. It was at
 12 least those three. That's the first tier, the CEO and
 13 his direct reports.
 14 The second tier is that whole other list of
 15 vice presidents: Kerri Stewart for customer service --
 16 the ones with the largest number of direct reports. The
 17 general manager of electric, the general manager of
 18 water.
 19 Kerri Stewart oversees a lot of people in her
 20 customer relations role. Then it drops off from there,
 21 the procurement VP, the planning VP. I have about 60 to
 22 65 people in environmental.
 23 Q HR?
 24 A HR. HR has a large number. Thank you.
 25 The HR one's a little fuzzy, because they have

1 a lot of assignments that are direct with the CEO. That
 2 one's a little bit fuzzy. And Kerri as the
 3 communications one is a little bit fuzzy. But they
 4 didn't report to the CEO. They just would have special
 5 assignments frequently related.
 6 So that's what I mean by a two-tier system.
 7 Q Why were you concerned in the March/April 2018
 8 time period that JEA was going to lose a lot of people?
 9 A You know, this just all happened so suddenly.
 10 Paul McElroy at a board meeting in February or March
 11 unexpectedly -- nobody saw it coming -- made a speech
 12 and said it's just time for different leadership, not
 13 better, not worse, just different, and he resigned that
 14 day.
 15 And there had been controversy next door with
 16 PFM, who does financial analysis for utilities.
 17 Mr. McElroy and PFM had provided some testimony to the
 18 City Council, and that had gone roughly. So the
 19 organization, the employees inside the organization,
 20 were -- were and had been uneasy for, I'd say, the
 21 previous year. Because we knew there was a study
 22 underway on potential privatization of JEA at that time,
 23 but it wasn't real -- it did not appear real transparent
 24 at the time.
 25 Q And that was through PFM?

Page 21

1 A You know, I don't -- to this day I don't know
2 the details of all that.
3 Q Okay. All right. So --
4 A But any -- let me just simplify it.
5 Q Sure.
6 A Any time your CEO steps down, that just
7 creates unease. He had been -- he had provided
8 stability to the organization for a long time. So
9 that's why.
10 Q And there had been talk -- I know you
11 mentioned Mr. Petway's mic drop at the November 2017
12 board meeting.
13 So carry me forward from the March 2018 time
14 period to when Mr. Zahn comes on. Did you notice any
15 change in the organization as a result of his leadership
16 other than the structural changes that you've just
17 talked about?
18 A You'll probably need to ask a few more
19 specific questions than that. Aaron's management style
20 is very different than Paul McElroy's, so that's one, of
21 course. They're just very different people.
22 Q Can you describe the difference in their
23 management styles?
24 A Sure. Paul is very staid and operates in a
25 very small, close-knit team. Aaron is -- Aaron does not

Page 22

1 mind taking the stage -- that was a characteristic of
2 his -- and was more comfortable with media interviews or
3 standing in front of all management meetings or almost
4 TED-like talks or presentations. That tends to be his
5 style.
6 Q Mr. McElroy had previously been the CFO before
7 he was the CEO. Did you notice any difference between
8 Mr. McElroy's understanding of JEA's business and
9 Mr. Zahn's?
10 A I wouldn't really know how to comment on that.
11 My expertise is in engineering and environmental
12 regulatory matters. But I'm not a financial person.
13 Q When JEA needs to construct a new generating
14 station, would your group be responsible for the
15 permitting process?
16 A That's correct.
17 Q Okay. So did you work with Mr. McInall's
18 group to develop the IRP?
19 A No.
20 Q Would his group handle that?
21 A His group handled the IRP.
22 Q Okay. And then when does the handoff occur?
23 A We were on the cusp of a handoff to begin
24 permitting for another -- I'll try to not get too
25 technical -- a gas combined cycle unit.

Page 23

1 Q To replace Northside 3?
2 A Yes. Northside was getting long in the tooth,
3 and we've been dragging that out for years. We thought
4 three to five years ago it might have to be retired, but
5 because regulatory things change or don't come to
6 fruition, okay, we could keep running it.
7 And there were some benefits to running
8 Northside 3. It has really high turn-up and turn-down
9 capacity every day. That's the benefit. You can really
10 ramp it up and down as we all turn on the
11 air-conditioning in the middle of the day and turn it
12 off at night.
13 So we were contemplating another unit at
14 Greenland, and we were ready and prepared to begin the
15 permitting for that, but that decision had not been
16 completed, and I'll give you a couple examples why.
17 We're also contemplating -- and I'm a voice in
18 the organization of -- we're in a transition time. You
19 see it out there in the news all the time on solar is
20 becoming more and more real and a much larger scale.
21 JEA's become fairly large in solar.
22 So right now is a period of uncertainty where
23 utilities are trying to figure out if I build another
24 fossil fuel plant, even though gas is the lowest cost
25 and it's clean burning and it's fairly low carbon --

Page 24

1 that's my wheelhouse, those things -- even though that,
2 it could look like a bad bet ten years from now. It
3 could look like your next Vogtle.
4 Q What you don't want to do, as I understand it,
5 is be the last utility to construct, for example, a
6 combined cycle --
7 A A fossil fuel plant.
8 Q Right.
9 A And nobody has that crystal ball. How much
10 longer will gas be the right economic answer and how are
11 the winds of change blowing at the federal government,
12 that goes election by election on whether you're going
13 to have really serious greenhouse gas requirements in
14 the United States or, right now, not. So those things
15 affect that decision.
16 Q What is your take on the timing to reach grid
17 parity?
18 A I don't know. I saw materials from McKinsey
19 and others that led me to believe 5 to 15 years. I know
20 that's a broad range of time.
21 Q I think the McKinsey report assumed grid
22 parity in 2024.
23 A So that's close to five years. As early as
24 2024.
25 Q In your opinion, does that seem like an

Page 25

1 aggressive assumption to make or realistic?
2 A A lot of it has to do with state regulation,
3 because some of how net metering -- that is determined
4 on a state-by-state basis. And so there are states out
5 west that there's arguably grid parity right now.
6 Q California and Hawaii?
7 A I have a brother in San Diego that put it on
8 his roof eight or ten years ago, and it had a five-year
9 payoff, and it was federally and state subsidized. And
10 because California, in my opinion, has -- I think I
11 looked at it the wrong way. That falls on the backs on
12 ratepayers at the lower end of the socioeconomic scale
13 to subsidize that.
14 Q Talk to me about --
15 A So that goes on a state-by-state level.
16 Q Sorry to step on you there.
17 Talk to me about JEA's net metering policy.
18 A What we've done -- and this happened under
19 Mr. McElroy. He made a pretty strong change about three
20 to four years ago. We pay essentially the avoided fuel
21 cost. So if you think about it, if you put solar on
22 your roof, we don't pay the retail rate that you're
23 avoiding, because there's wires that we have to send it
24 over, and from our view, you owe part of the cost of
25 owning that.

Page 26

1 And we also have sunk costs in electric
2 generating capacity in town that we're required to have
3 and we all want to have to make sure that power is
4 reliable each and every day.
5 So the big change Mr. McElroy made a few years
6 ago is he said, you know, the cost of the solar panels
7 has come down substantially; the panels have gotten
8 better. He says, we're not going to incentivize people
9 to put the panels on anymore. We used to do that. But
10 what we will subsidize is batteries.
11 And so JEA will subsidize -- I forget the
12 dollar amounts, but if you want to put a Tesla or other
13 battery system on your house, that's helpful to us
14 because then we can use it later and draw back off from
15 the battery to our system, and then it becomes a
16 meaningful part of the electric system and it's mutually
17 beneficial. So currently we're incentivizing batteries.
18 Q Did those policies discourage the adoption of
19 distributed generation?
20 A That's a complex answer. If you were to pay
21 more than the avoided cost, I would contend that you're
22 subsidizing people in this room who have strong incomes
23 to be able to put solar on their house for a subsidized
24 rate, and that subsidy is being drawn from lower income
25 people. So it's --

Page 27

1 Q Who are people that are substantially less
2 likely to make the investment to switch over to --
3 A Would not have the ability to do that. And
4 not only that, already live in houses that are not
5 energy efficient. And, you know, it's harder to keep
6 their houses cool. So there are multiple disadvantages.
7 So I know that's a little different than what
8 you asked, but that's why many states don't have --
9 that's why some states early on started with net
10 metering programs. They were trying to promote the
11 solar. California is the biggest example in the U.S.,
12 and they were highly subsidizing that. But it comes
13 with a lot of very strong societal results.
14 I would say we took more of a market approach.
15 Q Did you attend the -- switching gears a little
16 bit.
17 Did you attend the featured JEA workshop at
18 White Oak Plantation in May of 2018?
19 A Yes.
20 Q What was the purpose of that meeting, as you
21 understood it?
22 A You know, it had two components mainly. It
23 was mostly a team building meeting. Aaron had two
24 different speakers. I forget the first gentleman's
25 name. We never saw him again.

Page 28

1 MR. NUNN: Alex Willis?
2 THE WITNESS: Alex is the person we saw again.
3 Alex is a management team coach. Alex really
4 specializes at the employee level. We all really
5 liked Alex. And we actually wanted to use the same
6 team building and kind of resiliency stuff Alex
7 brought down at the staff level. And he was later
8 kept on board and worked with the whole
9 organization. So that was one component.
10 We spent, I want to say, at least the whole
11 morning on that and maybe an hour after lunch. I
12 can't remember.
13 And there was some brainstorming in the
14 afternoon session, and I couldn't even tell you
15 what it was on, but it was the type where you
16 have -- you have easels with the paper boards on
17 them and you have your yellow stickies and you
18 multi-load on things. But I couldn't tell you what
19 the topics were. You broke down in small teams and
20 discussed with your teams what the conclusions
21 were.
22 BY MR. WEDEKIND:
23 Q There were also a series of off-sites with the
24 SLT at Ponte Vedra. Do you remember those?
25 A I do. I attended three of them. I was on

1 vacation for the one that occurred in June.

2 Q Okay. What was the purpose of those meetings?

3 A The one I wasn't at, I can't tell you. The

4 other three were all working sessions essentially with

5 McKinsey, so you would -- you would be reviewing

6 business ideas as related to our -- it was a year of

7 strategic planning. You've probably heard about the

8 five different options we were looking at, three

9 nongovernment, two government. And they were workshop

10 sessions for those types of things.

11 Q What was your involvement in McKinsey's

12 long-term strategic planning process?

13 A To proffer -- to collect from my own

14 department salient information about environmental

15 trends and to provide environmental -- to provide

16 information about environmental services, how many

17 people we have. You know, they're looking at efficiency

18 things, how much capital and how much operations do you

19 need, and they're benchmarking you versus others.

20 So it's mostly providing them data on how many

21 plants do you have and how many people do you have to do

22 the work that you're doing so that they can then go and

23 compare and contrast that versus, well, what's that

24 department look like in other utilities and are there

25 efficiency savings to be gained here.

1 Q As part of the Status Quo 2 scenario --

2 A Yeah.

3 Q -- were you tasked with thinning your

4 department?

5 A I was tasked with looking at that. So no,

6 thank goodness. Nobody said go cut this or cut that.

7 But Status Quo 1 was if you didn't do anything different

8 than what you're doing now, what would you look like --

9 I think the time frame was in ten years -- you know,

10 would you be at revenue shortfalls, for example, and how

11 much would you need to raise rates to keep things -- all

12 the same people here doing exactly what they're doing.

13 Status Quo 2 was a different -- I'm going to

14 call them bookends, and in my mind, ultimately, if you

15 were to remain government-owned, you'd pick something in

16 between. These are bookends for planning purposes.

17 Status Quo 2 is -- okay. If it's Status Quo 1, if we

18 need -- if we need to raise revenue and you're just

19 going to do that through raising rates, SQ2 was all

20 about bearing as much of the brunt as JEA so that the

21 community did not have to bear the brunt, but with lower

22 service rates, lower service levels.

23 So I did participate in that exercise as it

24 related to my group.

25 Q And so I think the way that you just described

1 it makes a lot of sense to me. So SQ1 and SQ2 were

2 bookends in terms of the range of options available,

3 and --

4 A One is it falls on the ratepayer; one is it

5 falls on JEA and its employees.

6 Q Did you infer from those two scenarios that

7 management was attempting to drive the board towards

8 Scenario 3?

9 A One of the IPO -- and Scenario 3, I'm going to

10 give you three parts: IPO, co-op, or privatization,

11 what became to be known as the ITN, a sale, because the

12 other two were still local ownership.

13 I didn't know. I really didn't know, and in

14 that second tier, I wasn't privy to that.

15 Q What about knowing what you know about the

16 process now?

17 A I still don't know, because I wasn't privy to

18 that.

19 Q Did you have any involvement in the

20 development of the co-op alternative?

21 A No.

22 Q Are you familiar with any utilities of JEA's

23 size that are operated as a co-op?

24 A I'm not. But again, I'm not the financial

25 person, so it's not my area, and they -- they wouldn't

1 consult me for those things.

2 Q How about the IPO?

3 A Same thing.

4 Q Did you have any involvement in the ITN

5 process?

6 A Yes.

7 Q Okay. Can you walk me through your

8 involvement with that, please.

9 A I can. That came up in the fall, late summer

10 or fall of 2019, and my department's responsibility was

11 just to produce for -- I think it was Pillsbury. I

12 don't know ultimately who the attorney firm was that

13 compiled it all. It was for some bankers and attorneys

14 to compile information about the whole company.

15 And our area of responsibility was to make

16 sure that they knew what all of our permits were, what

17 our compliance history was, and had all of the documents

18 related to all of that and understood fully what our

19 environmental liabilities were. So I had a staff member

20 that primarily loaded that information.

21 Q Who was that?

22 A Lindsay Starner.

23 Q What's her title?

24 A She is manager of -- I think we've got it

25 called manager of environmental permitting.

1 And she reached out to members of my
2 department to get all the various documents. And we
3 loaded them into what's called a data room, and then if
4 one of the attorney firms or banker firms had questions
5 about it, they would send a written question. We would
6 farm it out -- that was our process. We would farm it
7 out to the area of environmental services. I have
8 several directors and a number of managers. We would
9 farm it out to the issue owner, let them answer it. I
10 would review it and we would send it back.

11 Q When you talk about the data room, is that the
12 Intralinks website?

13 A I think so. We just knew it as the data room.

14 Q Did you participate in the presentations to
15 the bidders in Atlanta?

16 A I did.

17 Q Okay. What was your involvement?

18 A Mine was limited to a brief discussion of
19 environmental matters and primarily water. Water's my
20 special area of expertise. That's what I did before I
21 came here, water resource planning for governments and
22 industry.

23 And so I talked about water trends in the
24 southeast U.S. and in Florida, and I highlighted a
25 couple of our real strengths, which are the nutrient

1 removal in town for protection of the river, and where
2 we were in our pursuit of alternative water supplies for
3 the future for JEA.

4 Q Is that desalinization?

5 A That's one option. That's probably the most
6 expensive option. So desalinization --

7 Q Reclaim?

8 A Purified water, purified reclaimed water will
9 be the most economical, because it's far less salty than
10 the ocean. It's cleaner to begin with. But it's got
11 public perception issues for obvious reasons, and that's
12 the real task at hand is to have utilities that are
13 successful in that.

14 And they're growing. That's a growing
15 technique in the world and the United States. Spend two
16 to four years with strong public outreach programs in
17 their community to make sure the community understands
18 and is accepting of it.

19 Q But it's not really a technology issue; it's
20 more of a communications issue?

21 A You took my -- that's my punchline everywhere
22 I go. It's not a technology issue. They do it on the
23 space station every day. And there's cities like
24 Singapore that most of the water supply comes from that.
25 Orange County, California, produces 130 million gallons

1 each and every day through reverse osmosis. It's the
2 cleanest water you can produce. So it's not a
3 technology issue at all.

4 Q Is it cleaner than what we draw from the
5 aquifer?

6 A Yeah. Now, what we draw from the aquifer is
7 outstanding water as well. We've got a great water
8 source. The only knock on aquifer water is it's hard.
9 Yeah.

10 Q Were you involved as part of your role -- and
11 you obviously have a passion for water -- in the IWRP?

12 A Yes.

13 Q That fell within your purview?

14 A I tag team with the planning department, but I
15 would also say I have a special role in -- CEOs over the
16 years, because of my background -- this is one of those
17 kind of special assignments.

18 Normally I would be planning only, but I came
19 from a large global consulting firm and designed water
20 and wastewater plants worldwide, and because of that
21 background, I'm usually asked to be an executive sponsor
22 and participant on this. So I tag team with the
23 planning department. And that's in flight right now.

24 Q Mr. McInall is not offended by your
25 co-participation?

1 A No. And similarly, he would say to you, it's
2 not in my wheelhouse to do IRPs. Yeah.

3 Q We talked a lot about the development of the
4 IRP --

5 A Yeah.

6 Q -- during his interview today.

7 A So he's -- his background and his strength is
8 those electrical ones, and my background and strength
9 are these.

10 Q Those are -- essentially those documents, the
11 IRP on the electric side and the IWRP on the water side,
12 are -- have the same purpose; right?

13 A They have similar purposes, yeah. They do.
14 The timelines are different. There's not a regulatory
15 requirement for an IWRP at all. It's very structured on
16 the electric side, those IRPs, and that's driven by
17 state level regulation. They want to make sure that you
18 have sufficient capacity.

19 That's done wholly different on the water
20 side. The water side has something called a capacity
21 analysis report. You provide those -- I forget the time
22 frame, but if you're within 75 percent of the capacity
23 of the wastewater plant, you provide those each and
24 every year just to ensure reasonable assurance to the
25 DEP that you'll be able to serve capacity.

Page 37

1 An integrated water resources plan really is
 2 wholly voluntary, but it's also known as a master plan,
 3 and it's common at this point to do them -- I would say
 4 they were done every ten years or so years ago. In
 5 Florida they're being done every five years or so,
 6 because we're over 20 million people now, and we've got
 7 water sustainability issues. And people are moving to
 8 alternative supplies, and it won't all be groundwater in
 9 the future.

10 So that plan is a big deal in town. It's in
 11 flight now, and it'll come out in -- in the fall
 12 sometime.

13 Q So the IRP process that we talked about with
 14 Mr. McInall was -- the way that he described it -- done
 15 to justify an infrastructure investment to construct,
 16 for example, a generating station?

17 A Yeah. You have to show a need for power on
 18 the electric side before you're allowed to build it.

19 Q So is the IWRP the beginning of a -- to
 20 justify an infrastructure upgrade?

21 A We absolutely use it for our capital planning
 22 over time on the water side, but it doesn't have that
 23 same regulatory function. The PSC or others aren't
 24 looking at that document. It's not required. It's
 25 solely for us to put a buffet together and say, all

Page 38

1 right, ten years from now in these different parts of
 2 town, I'm going to need X capacity; how do I want to do
 3 it, and it's -- it's just smart planning. That's what
 4 it is. Nobody requires you to do that. You don't
 5 submit it to the state for their review or anything like
 6 that.

7 What that does, real simply, it looks at
 8 demands. We look at different parts of town, how
 9 they're growing, what the demographics are, because
 10 there's high water users and low water users. And then
 11 we match it up with where the water is. We look for
 12 where the shortfalls are going to be, where do we have
 13 reclaimed already, and then where there's gaps, then we
 14 look at alternative supply technologies to serve those
 15 in those time frames.

16 MR. WEDEKIND: Can we go off for just a
 17 second?

18 (Discussion off the record.)

19 BY MR. WEDEKIND:

20 Q As part of the IWRP that's in process right
 21 now, is JEA considering additional river crossings?

22 A Yes. That's -- that will be compared and
 23 contrasted, the cost of that versus other alternatives.
 24 That's one.

25 Q And we've already talked about some of the

Page 39

1 others, I guess?

2 A Continued expansion of the conventional
 3 reclaim system. The river crossings, its component is
 4 water is plentiful on this side of the river. The river
 5 has springs in it, so there's less water available on
 6 the ocean side, what we call the south grid. That's our
 7 area of water constraint.

8 So river crossings, which we have two of right
 9 now, so adding more of those is an option. Additional
 10 reclaimed water or a whole list of alternative water
 11 supplies, the leading candidate of which is probably
 12 purified reclaimed water for a host of reasons.

13 Oh, and of course additional conservation.

14 MR. NUNN: Let me take you back briefly to the
 15 White Oak meeting. The second speaker, was that
 16 Chip Schultz?

17 THE WITNESS: That was the first speaker.
 18 Chip was first. And Chip -- yes. And he was
 19 sharing personal experiences, and then we were to
 20 go around and share intensely personal experiences.
 21 That wasn't a big hit.

22 MR. NUNN: That sounds awkward.

23 THE WITNESS: Yes. I can't remember what his
 24 was, but I remember it was awkward. I wouldn't
 25 have shared it myself.

Page 40

1 MR. NUNN: So coming back, then, to the status
 2 quo presentation that was prepared by McKinsey.
 3 Did you at the time or later on form any
 4 independent analysis as to whether that status quo
 5 scenario made sense, was what was likely to happen,
 6 or was just a scenario that was more of the worst
 7 case scenario?

8 THE WITNESS: I viewed it as a worst -- thanks
 9 for saying that. I viewed it as a worst case
 10 scenario. It certainly would not have been my own
 11 preferred option, because it was strong. It was
 12 drastic.

13 And I think I said this in the earlier
 14 testimony. I view it if you're going to remain
 15 government-owned, the right answer would be
 16 somewhere in between SQ1, where the ratepayer takes
 17 the brunt of increased costs in the future, and
 18 SQ2, which was designed for the utility to take the
 19 full brunt.

20 BY MR. WEDEKIND:

21 Q Why wasn't that type of scenario presented to
 22 the board as part of its long-term strategic planning?

23 A That was the intent was to come out -- that's
 24 what I always believed the strategic planning process
 25 was about, but the ITN was never finished. So the ITN

Page 41

1 was supposed to be finished, and then all five of those
2 options -- SQ1, SQ2, co-op, IPO, and then ITN -- where
3 the ITN's the easiest to understand. X people made bids
4 on us and here's the top two or three. Because they
5 were very different too. Some of them left JEA like a
6 concession, yeah, and some of them were like, no, now we
7 own you.

8 So they were all very different. And the idea
9 was to present all five of those options first to the
10 board, and our expectation was that was going to happen
11 in March or April, sometime like that that just passed.
12 Then whatever that recommendation was of all those
13 options and have a community discussion about that.

14 And Lord knows it had been in the media
15 plenty, so -- but there would be a lot of transparency
16 about that was what the intent was. Then whatever the
17 board recommends, we'd go to City Council for the same
18 thing, intense scrutiny; what do you want to do. The
19 government owns the utility; it's the government's
20 decision. They're all viable. They're all plausible
21 things that you could do.

22 And then lastly to a city referendum. So it
23 would need to go through all three of those steps.

24 MR. NUNN: Was there a point at which prior to
25 July of 2019 you came to the conclusion that

Page 42

1 Mr. Zahn was intent on selling the utility?
2 THE WITNESS: I did not. I really looked at
3 it as that five-part compare and contrast and the
4 board selects and it goes through that process;
5 board, council, community referendum, so that it
6 would have to go through all of that. And it would
7 have to go through all of that.

8 MR. WEDEKIND: By the charter?
9 THE WITNESS: Yeah. One person isn't capable
10 of making that decision and selling the utility.

11 MR. NUNN: Prior to Mr. Zahn becoming CEO, was
12 there much conversation about the legal constraints
13 on JEA's ability to do business?
14 THE WITNESS: There was some, because we
15 had -- again, I was not -- I was not on the senior
16 leadership team. I was -- I'll call it a senior
17 director level before that.

18 But we occasionally participated in, hey, can
19 we get into other types of similar affiliated
20 businesses, and liquified natural gas was one. We
21 had a site in town. And I was involved in it
22 because it has some environmental liability.

23 I was looking at the liability issues, could
24 we put this LNG facility on it and so forth. And
25 Melissa was actually the issue leader on that

Page 43

1 internally.

2 And that became a famous internal example of
3 how hard or maybe impossible it is to develop other
4 business lines, because what really happened in
5 that is people can just request public records
6 about the business plan you're putting together, go
7 to city hall, lobby elected officials and say, we
8 don't think this is good, your local utility is
9 trying to compete with the private sector here or
10 whatever, lobbying, various means, and kill it, or
11 take your business plan and one-up you. And, quite
12 frankly, that's exactly what happened in town.
13 There is an LNG facility.

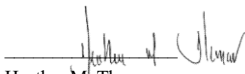
14 MR. WEDEKIND: Can we take a quick break?
15 (Recess taken from 3:59 p.m. to 4:04 p.m.)
16 MR. WEDEKIND: Mr. Steinbrecher, thank you
17 very much for your time today. I don't have any
18 further questions.

19 THE WITNESS: Okay.
20 MR. WEDEKIND: I do, however, as I said in the
21 beginning, want to give you the opportunity to
22 provide any additional information, as I said that
23 I would. I don't know that you need to, but I at
24 least wanted to give you the opportunity.
25 THE WITNESS: I just want to thank you for

Page 44

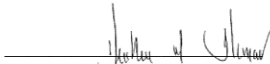
1 your time. These are important matters to
2 individuals and to the community at large, and I
3 appreciate the time and effort you-all are putting
4 into that.

5 MR. WEDEKIND: Thank you very much.
6 (Sworn statement concluded at 4:04 p.m.)
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1 CERTIFICATE OF OATH
 2 STATE OF FLORIDA)
 3 COUNTY OF DUVAL)
 4 I, the undersigned authority, certify that
 5 PAUL STEINBRECHER personally appeared before me and was
 6 duly sworn.
 7
 8 WITNESS my hand and official seal this 17th
 9 day of July, 2020.
 10
 11 
 12 Heather M. Thomas
 13 Court Reporter
 14 Notary Public-State of Florida
 15 My Commission No. GG 281865
 16 My Commission Expires 2/1/2023
 17
 18
 19
 20
 21
 22
 23
 24
 25



1 ERRATA SHEET
 2 DO NOT WRITE ON TRANSCRIPT-ENTER CHANGES HERE
 3
 4 IN RE: PAUL STEINBRECHER-TERMINATION OF EMPLOYMENT
 5 AGREEMENT WITH JEA
 6
 7 PAGE NUMBER LINE NUMBER CHANGE REASON
 8 -----
 9 -----
 10 -----
 11 -----
 12 -----
 13 -----
 14 -----
 15 -----
 16 -----
 17 -----
 18 -----
 19 -----
 20 Under penalties of perjury, I declare that I have read
 21 my deposition and that it is true and correct subject to
 22 any changes in form or substance entered here.
 23 _____
 24 DATE NAME
 25

1 CERTIFICATE OF REPORTER
 2
 3 STATE OF FLORIDA
 4 COUNTY OF DUVAL
 5
 6 I, HEATHER M. THOMAS, Court Reporter and
 7 Notary Public, State of Florida, was authorized to and
 8 did stenographically report the foregoing proceedings;
 9 and that the transcript, pages 4 through 47, is a true
 10 and accurate record of my stenographic notes.
 11 I further certify that I am not a relative, or
 12 employee, or attorney, or counsel of any of the parties'
 13 attorney or counsel connected with the action, nor am I
 14 financially interested in this action.
 15 DATED this 17th day of July, 2020.
 16
 17 
 18 Heather M. Thomas
 19 Court Reporter
 20
 21
 22
 23
 24
 25

A					
Aaron 8:21 11:18 15:16,25 18:11 21:25,25 27:23	38:23 amounts 26:12 analysis 20:16 36:21 40:4 answer 5:22,23 6:14,19 10:7 24:10 26:20 33:9 40:15 answering 6:18 answers 6:13,14 8:12,17 anybody 8:3 anymore 26:9 app 7:14,15,18 appear 20:23 APPEARAN... 2:1 appeared 11:12 45:5 appearing 2:6 5:6 apply 6:5 appreciate 44:3 appreciated 13:1 approach 27:14 approximately 11:17 apps 7:20 April 10:22 17:12 18:8,13 41:11 aquifer 35:5,6,8 area 31:25 32:15 33:7,20 39:7 areas 13:14 14:7 arguably 25:5 ARIEL 2:6 asked 8:15 9:11 11:1,7 16:5,8 27:8 35:21 asking 8:5 9:8 assignments 13:19 14:14 15:4 20:1,5 35:17 associations 12:2 assumed 24:21	assumption 25:1 assurance 36:24 Athena 17:20 Atlanta 33:15 attempting 31:7 attend 27:15,17 attended 28:25 attendee 15:25 attorney 6:6 32:12 33:4 46:12,13 attorneys 32:13 authority 16:23 45:4 authorized 46:7 available 6:20 31:2 39:5 Avery 16:20 avoided 25:20 26:21 avoiding 25:23 awkward 39:22 39:24	43:21 believe 24:19 believed 40:24 benchmarking 29:19 beneficial 26:17 benefit 23:9 benefits 23:7 bet 24:2 better 20:13 26:8 bidders 33:15 bids 41:3 big 16:14 26:5 37:10 39:21 biggest 27:11 biosolids 16:6 16:16 bit 9:25 20:2,3 27:16 BLODGETT 2:10 blowing 24:11 board 10:25 11:2,16,17 13:7 17:18 18:12 20:10 21:12 28:8 31:7 40:22 41:10,17 42:4 42:5 boards 28:16 bookends 30:14 30:16 31:2 brainstorming 28:13 branch 18:7 break 43:14 brief 17:3 33:18 briefly 10:10 39:14 bring 4:23 6:10 broad 24:20 broke 28:19 brother 25:7 brought 15:3 28:7 brunt 30:20,21 40:17,19	Bud 15:20 buffet 37:25 build 23:23 37:18 building 27:23 28:6 burning 23:25 Busey 2:10 business 7:5 22:8 29:6 42:13 43:4,6 43:11 businesses 42:20 buy 13:24	C
				C 18:9 cabinet 14:21 Calhoun 8:8 California 25:6 25:10 27:11 34:25 call 8:5 10:22 11:1,22,25 12:4 17:7 30:14 39:6 42:16 called 7:17 9:3 12:14 15:6,7,7 17:8 32:25 33:3 36:20 calls 7:12,13 candidate 39:11 capable 42:9 capacity 15:16 23:9 26:2 36:18,20,22,25 38:2 capital 29:18 37:21 carbon 23:25 career 10:4,24 11:6 Carla 9:15 carry 21:13 case 40:7,9 cause 4:16 5:7 CE 17:8 cell 6:24,24 7:2	

7:4	clear 19:5	12:17 27:22	42:12	data 29:20 33:3
CEO 11:11,11	close 24:23	concerned 12:5	COO 9:10 19:6	33:11,13
11:13,18 13:8	close-knit 21:25	20:7	COOK 2:6	DATE 1:16
15:17 17:22	Club 4:9	concession 41:6	cool 27:6	47:23
19:5,12 20:1,4	co-op 31:10,20	concluded 44:6	copy 4:24 5:3	DATED 46:15
21:6 22:7	31:23 41:2	conclusion	7:16	day 8:22,23
42:11	co-participation	41:25	correct 7:3	20:14 21:1
CEOs 35:15	35:25	conclusions	22:16 47:20	23:9,11 26:4
certainly 6:2	coach 28:3	28:20	corrections 8:10	34:23 35:1
7:13 15:1	collect 29:13	conducted 4:14	cost 23:24 25:21	45:9 46:15
40:10	combined 22:25	conformance	25:24 26:6,21	days 14:1
CERTIFICA...	24:6	11:23 13:11,13	38:23	deal 37:10
3:7,8 45:1 46:1	come 11:7 13:7	15:8	costs 26:1 40:17	December 8:24
certify 45:4	23:5 26:7	confusing 6:9	council 9:7	17:18
46:11	37:11 40:23	congressional	20:18 41:17	decided 12:7
CESO 17:8	comes 21:14	14:20	42:5	decision 18:13
CFO 22:6	27:12 34:24	connected 46:13	counsel 2:7	23:15 24:15
chain 18:20	comfortable	connection 17:2	46:12,13	41:20 42:10
chair 11:1	22:2	conservation	County 16:20,23	declare 47:20
change 11:18	coming 14:14	39:13	34:25 45:3	demands 38:8
21:15 23:5	15:4 20:11	considering	46:4	demographics
24:11 25:19	40:1	38:21	couple 10:23	38:9
26:5 47:6	comment 22:10	constraint 39:7	23:16 33:25	DEP 14:17,24
changed 8:17	Commission	constraints	course 21:21	36:25
13:19	45:13,13	42:12	39:13	department
changes 21:16	committee 14:20	construct 22:13	court 1:20 5:24	29:14,24 30:4
47:2,21	common 37:3	24:5 37:15	45:12 46:6,18	33:2 35:14,23
characteristic	communicatio...	consult 32:1	cover 11:5,23	department's
22:1	20:3 34:20	consulting 35:19	coverage 8:18	32:10
charter 42:8	community 14:9	consumptive	COVID 5:17	deposition 6:3,8
chief 10:20	30:21 34:17,17	13:21	created 14:2	9:21,24 47:20
12:11 17:11	41:13 42:5	contemplating	creates 21:7	deputies 15:1
19:7,7,8	44:2	23:13,17	criminal 5:8	Deryle 8:8
Chip 39:16,18	company 15:17	contend 26:21	crossings 38:21	desalinization
39:18	32:14	Continued 39:2	39:3,8	34:4,6
chronological	compare 29:23	contract 9:11,12	crystal 24:9	describe 13:14
10:12	42:3	9:12 16:17	cup 13:22	21:22
Church 1:18	compared 38:22	contracts 9:8	current 15:12	described 30:25
cities 34:23	compete 43:9	contrast 29:23	currently 4:12	37:14
city 2:1 9:17	compile 32:14	42:3	10:19 26:17	designed 35:19
20:18 41:17,22	compiled 32:13	contrasted	culp 22:23	40:18
43:7	completed 23:16	38:23	customer 19:15	details 21:2
Civil 6:5	completely 6:14	controversial	19:20	determine 4:15
clarity 6:10	complex 26:20	10:24	cut 30:6,6	determined 25:3
Clay 16:19,23	compliance	controversy	cycle 22:25 24:6	develop 22:18
clean 5:25 23:25	13:13,17 32:17	20:15		43:3
cleaner 34:10	component 28:9	conventional		development
35:4	39:3	39:2		31:20 36:3
cleanest 35:2	components	conversation		Diego 25:7
			D	
			D 3:1	
			DANIEL 2:2	

difference 21:22 22:7	driven 36:16	entered 47:21	F	Florida 1:18 4:10 12:17
different 13:18 16:3 20:12,13 21:20,21 27:7 27:24 29:8 30:7,13 36:14 36:19 38:1,8 41:5,8	drop 11:2 21:11	environmental 10:20 12:15,16 13:24,25 14:2 14:8,11,21 17:11,15,19,21 18:1,3,7,17 19:22 22:11 29:14,15,16 32:19,25 33:7 33:19 42:22	facility 42:24 43:13	13:22 33:24 37:5 45:2,12 46:3,7
difficult 10:24	drops 19:20	epidemic 5:17	fairly 10:18 17:5 23:21,25	folks 12:10
direct 19:13,16 20:1	duly 4:2 45:6	ERRATA 3:9 47:1	fall 32:9,10 37:11	follows 4:3
directly 14:17	duties 6:13 12:1	ESQUIRE 2:2,2 2:6,6,10,13	falls 14:4 25:11 31:4,5	foregoing 46:8
director 11:21 13:10 14:16,18 15:13,15 16:20 42:17	Duval 2:7 45:3 46:4	essentially 17:18 25:20 29:4 36:10	familiar 31:22	forget 26:11 27:24 36:21
directors 13:19 33:8	Dykes 8:25 9:1,9 11:8 19:6	ethics 9:17	famous 43:2	forgot 4:23
disadvantages 27:6	E	event 15:22,23	fan 13:1	form 4:22 40:3 47:21
discipline 5:7	E 3:1	example 24:5 27:11 30:10 37:16 43:2	far 34:9	former 10:25 16:20
discourage 26:18	earlier 40:13	examples 23:16	farm 33:6,6,9	forth 13:16 42:24
discussed 28:20	early 24:23 27:9	executive 14:17 16:20 17:23 18:7 35:21	featured 27:17	forward 21:13
discussion 12:3 33:18 38:18 41:13	easels 28:16	EXAMINATI... 3:5	February 20:10	fossil 23:24 24:7
dismissal 9:2	easiest 41:3	exercise 30:23	federal 15:5 24:11	four 10:17 15:19 16:6 17:2 25:20 34:16
dismissed 8:22	East 4:9	Exhibits 3:13	federally 25:9	frame 30:9 36:22
distributed 26:19	economic 24:10	exists 4:15	feel 8:11	frames 38:15
district 14:18	economical 34:9	expansion 39:2	fell 35:13	frankly 43:12
document 37:24	efficiency 29:17 29:25	expectation 41:10	figure 23:23	frequently 20:5
documents 32:17 33:2 36:10	efficient 27:5	expectations 6:12	financial 12:11 19:8 20:16 22:12 31:24	friends 13:6
doing 29:22 30:8 30:12,12	effort 44:3	expensive 34:6	financially 46:14	front 14:19,19 14:20 22:3
dollar 26:12	eight 15:11 25:8	experiences 39:19,20	fine 9:13	fruit 23:6
door 20:15	either 5:19	expertise 22:11 33:20	finish 5:22,23	fuel 23:24 24:7 25:20
dragging 23:3	elected 43:7 24:12	external 12:15	finished 40:25 41:1	full 17:10 40:19
drastic 40:12	elections 15:6		firm 32:12 35:19	fully 32:18
draw 26:14 35:4 35:6	electric 19:17 26:1,16 36:11 36:16 37:18		firms 33:4,4	function 37:23
drawn 26:24	electrical 36:8		first 4:2 11:6 15:2,5 17:16 19:12 27:24 39:17,18 41:9	functions 13:13
drinking 13:20	elements 9:10		fit 10:6	further 43:18 46:11
drive 2:11 4:9 31:7	elevated 15:12 17:7		five 15:19 16:6 17:2 18:18 23:4 24:23 29:8 37:5 41:1 41:9	future 34:3 37:9 40:17
	email 7:7		five-part 42:3	fuzzy 19:25 20:2 20:3
	employee 10:5 28:4 46:12		five-year 25:8	G
	employees 10:25 20:19 31:5		FL 2:4,8,11	gained 29:25
	employment 1:6 4:16 10:11 47:3		flight 35:23 37:11	gallons 34:25
	energy 27:5		Floor 2:3	gaps 38:13
	engineering 22:11			Garrity 4:19 5:7
	enjoyed 10:6			
	ensure 36:24			

5:13	11:19 13:4	hey 42:18	industry 12:2	it'll 37:11
gas 22:25 23:24	35:7	high 23:8 38:10	17:6 33:22	ITN 31:11 32:4
24:10,13 42:20	greenhouse	highlighted	infer 31:6	40:25,25 41:2
gears 27:15	24:13	33:24	information	ITN's 41:3
general 2:7 16:7	Greenland	highly 27:12	6:15,19 8:13	IWRP 35:11
19:17,17	23:14	Hightower	29:14,16 32:14	36:11,15 37:19
generating	grid 24:16,21	12:20,21 15:21	32:20 43:22	38:20
13:15 22:13	25:5 39:6	hired 17:17,17	infrastructure	
26:2 37:16	groomed 11:13	history 10:11	37:15,20	J
generation	ground 14:4	32:17	innovation 19:8	Jacksonville
26:19	grounds 4:16	hit 39:21	input 15:24	1:18 2:1,4,8,11
gentleman's	groundwater	hits 14:4	inside 20:19	4:10
27:24	37:8	honest 6:22	integrated 37:1	JAMES 2:13
getting 23:2	group 15:20	honor 13:4	intense 41:18	January 7:25
GG 45:13	22:14,18,20,21	host 39:12	intensely 39:20	9:4 15:6 17:19
give 9:22 23:16	30:24	hosting 15:23	intent 40:23	JEA 1:6 4:12 8:3
31:10 43:21,24	GroupMe 7:14	hour 28:11	41:16 42:1	10:5,7,11,21
given 9:4	7:17	house 26:13,23	interact 15:16	10:23,25 11:1
global 35:19	growing 34:14	houses 27:4,6	interested 17:5	11:19 13:24
go 10:16,17	34:14 38:9	HR 19:23,24,24	46:14	14:7 16:6 20:8
29:22 30:6	GRU 16:18	19:25	interface 14:23	20:22 22:13
34:22 38:16	guess 10:3 39:1	Hughes 17:19	interim 11:11,15	26:11 27:17
39:20 41:17,23		Hulsey 2:10	11:18 18:11	30:20 31:5
42:6,7 43:6	H		internal 43:2	34:3 38:21
goes 24:12 25:15	half 10:16	I	internally 43:1	41:5 47:4
42:4	hall 43:7	idea 41:8	interview 4:14	JEA's 6:12
going 10:14 12:6	hand 34:12 45:8	ideas 29:6	7:24 8:4,14	13:14 16:16
12:8,9 13:2	handle 22:20	immediately	9:23 36:6	22:8 23:21
14:14 15:2,4	handled 22:21	15:21	interviews 22:2	25:17 31:22
20:8 24:12	handoff 22:22	important 44:1	Intralinks 33:12	42:13
26:8 30:13,19	22:23	impossible 43:3	investigation	job 15:11
31:9 38:2,12	happen 40:5	impression 17:1	4:15	John 18:20
40:14 41:10	41:10	incentivize 26:8	investment 27:2	Julio 19:9
good 10:6 16:12	happened 20:9	incentivizing	37:15	July 1:16 41:25
43:8	25:18 43:4,12	26:17	involved 35:10	45:9 46:15
goodness 30:6	happy 5:20	incident 14:3,6	42:21	jump 15:2
gotten 26:7	11:12	included 11:24	involvement	June 29:1
government	hard 35:8 43:3	including 5:7	29:11 31:19	justify 37:15,20
12:12,14 18:2	harder 27:5	10:25	32:4,8 33:17	
18:5 24:11	Hawaii 25:6	income 26:24	IPO 31:9,10	K
29:9 41:19	hear 5:18	incomes 26:22	32:2 41:2	keep 23:6 27:5
government's	heard 29:7	increased 40:17	IRP 22:18,21	30:11
41:19	Heather 1:19	independent	36:4,11 37:13	kept 28:8
government-o...	45:11 46:6,17	2:11 40:4	IRPs 36:2,16	Kerri 19:15,19
30:15 40:15	help 5:21	individuals 44:2	issue 33:9 34:19	20:2
governments	helpful 10:10	industrial 14:10	34:20,22 35:3	KEVIN 2:10
33:21	26:13	15:8,9	42:25	kill 43:10
governor 14:20	Herschel 19:10	industries 14:9	issues 34:11	kind 16:13 28:6
great 10:4,9	19:11	15:10	37:7 42:23	35:17
				knew 20:21

32:16 33:13 knock 35:8 know 6:10,19 15:7 16:19,19 17:3,10 18:5 18:18 20:9 21:1,1,10 22:10 24:18,19 26:6 27:5,7,22 29:17 30:9 31:13,13,15,17 32:12 43:23 knowing 31:15 knowledgeable 17:5 known 8:15 31:11 37:2 knows 41:14	32:19 liability 14:2 42:22,23 liaison 14:16 liked 16:21 28:5 limited 33:18 Lindsay 32:22 LINE 47:6 lines 43:4 liquified 42:20 list 19:14 39:10 litigation 6:4 little 9:25 13:6 19:25 20:2,3 27:7,15 live 4:8 27:4 LLP 2:3 LNG 42:24 43:13 loaded 32:20 33:3 lobby 43:7 lobbying 43:10 local 31:12 43:8 long 14:22 18:11 21:8 23:2 long-term 11:10 29:12 40:22 longer 24:10 look 9:10 11:1 12:25 16:8 24:2,3 29:24 30:8 38:8,11 38:14 looked 8:9 25:11 42:2 looking 29:8,17 30:5 37:24 42:23 looks 6:3 38:7 Lord 41:14 lose 12:6 20:8 lot 8:18 12:6 19:19 20:1,8 25:2 27:13 31:1 36:3 41:15 low 23:25 38:10 lower 25:12	26:24 30:21,22 lowest 23:24 lunch 28:11	<hr/> M <hr/> M 1:19 45:11 46:6,17 making 12:18 42:10 management 14:18 21:19,23 22:3 28:3 31:7 manager 16:7 19:17,17 32:24 32:25 managers 33:8 Mann 17:20 March 11:16,17 20:10 21:13 41:11 March/April 20:7 market 16:12 27:14 masks 5:16 master 37:2 match 38:11 materials 24:18 matters 14:21 22:12 33:19 44:1 McCarthy 18:21 McElroy 5:2,3 11:9 17:22 18:8,25 20:10 20:17 22:6 25:19 26:5 McElroy's 21:20 22:8 McInall 35:24 37:14 McInall's 22:17 McKinsey 24:18 24:21 29:5 40:2 McKinsey's 29:11 mean 6:15 19:4 20:6	meaningful 26:16 means 6:22 43:10 meat 9:19 media 8:18,18 12:15,15 13:14 18:3 22:2 41:14 meeting 11:2,16 17:2 20:10 21:12 27:20,23 39:15 meetings 22:3 29:2 Melissa 8:25 11:8,11,25 12:4,25 18:10 18:11 19:6 42:25 member 13:7 32:19 members 19:1 33:1 mentioned 21:11 message 7:20 met 16:1,2,3,4 metering 25:3 25:17 27:10 mic 21:11 microphone 11:2 middle 23:11 Mike 15:21 Miller 9:7,14,15 million 34:25 37:6 mind 14:15 22:1 30:14 Mine 33:18 missing 19:9 mission 10:5 modular 16:13 moment 11:23 months 15:11 morning 28:11 move 12:10 moving 37:7	Mullins 2:3 multi-load 28:18 multiple 27:6 mutually 26:16
<hr/> L <hr/> large 13:15,16 19:24 23:21 35:19 44:2 larger 15:13 23:20 largest 13:21 19:16 lastly 41:22 late 32:9 Laura 2:3 leader 42:25 leadership 7:15 20:12 21:15 42:16 leading 39:11 leaks 14:5 learned 8:14,17 leave 4:12 10:19 led 24:19 LEE 2:2 left 41:5 legal 42:12 legislative 18:6 letter 9:4,5,6 level 15:15 25:15 28:4,7 36:17 42:17 levels 30:22 liabilities 13:24	<hr/> N <hr/> N 3:1 name 4:6,8 27:25 47:23 named 11:18 natural 42:20 nearly 13:12 need 6:21 8:11 13:1 16:14 21:18 29:19 30:11,18,18 37:17 38:2 41:23 43:23 needed 14:16 needs 16:16 22:13 negotiated 13:22 Nelson 2:3 net 25:3,17 27:9 never 9:12 27:25 40:25 new 22:13 news 13:8 23:19 niche 16:12 night 9:2 23:12 nongovernment 29:9 Normally 35:18 North 2:3 Northside 23:1 23:2,8 Notary 45:12 46:7 notes 46:10 notice 21:14 22:7 November 21:11 number 7:1,2 19:1,16,24 33:8 47:6,6 numbers 6:24 NUNN 2:2 28:1 39:14,22 40:1 41:24 42:11				

nutrient 33:25	29:18	pardon 5:4	permitting	Ponte 28:24
<hr/> O <hr/>	opinion 16:9,10	parity 24:17,22	11:22 13:11,12	position 11:14
Oak 27:18 39:15	16:12,16 24:25	25:5	13:15,17 22:15	potential 20:22
OATH 3:7 45:1	25:10	part 4:14 15:15	22:24 23:15	potentially 6:16
object 6:7	opportunity	25:24 26:16	32:25	power 26:3
obligations 14:1	9:21,23 10:1	30:1 35:10	person 12:12	37:17
obvious 34:11	43:21,24	38:20 40:22	22:12 28:2	precise 6:18,19
obviously 35:11	option 34:5,6	participant	31:25 42:9	preferred 40:11
occasionally 7:8	39:9 40:11	35:22	personal 7:2	prepare 7:23
14:25 42:18	options 29:8	participate	39:19,20	prepared 23:14
occur 22:22	31:2 41:2,9,13	30:23 33:14	personally 45:5	40:2
occurred 29:1	Orange 34:25	participated	perspective 14:8	present 2:13
ocean 34:10	order 10:12	42:18	Petway 11:3,4	41:9
39:6	organization	parties' 46:12	Petway's 21:11	presentation
off-sites 28:23	19:3 20:19,19	parts 31:10 38:1	PFM 20:16,17	40:2
offended 35:24	21:8,15 23:18	38:8	20:25	presentations
Office 2:7	28:9	passed 11:5	phone 6:24 7:2,4	22:4 33:14
officer 9:17	organized 13:3	41:11	7:12,13,18	presented 40:21
10:20 12:11	17:14	passion 35:11	phones 6:24	president 9:9
17:11 19:7,8,8	osmosis 35:1	Paul 1:6,14 3:3	pick 30:15	10:20 13:3
official 45:8	ostensibly 18:3	4:1,8 11:9	Pillsbury 32:11	15:12,20 17:10
officials 43:7	out-of-town	12:25 17:22	pitching 16:5	17:15,17,20
Oh 39:13	12:1	18:25 20:10	PLACE 1:18	18:16
okay 4:18 5:5,12	outreach 34:16	21:20,24 45:5	placed 18:1	presidents 19:15
7:7,11,14 8:12	outstanding	47:3	plan 37:1,2,10	pretreatment
8:13 9:14	35:7	pay 25:20,22	43:6,11	14:10 15:8,9
10:13,16 12:22	overflow 14:5	26:20	planning 18:15	pretty 25:19
12:24 17:1,7	oversaw 13:12	payoff 25:9	19:21 29:7,12	previous 13:10
21:3 22:17,22	13:22	penalties 47:20	30:16 33:21	20:21
23:6 29:2	oversee 14:2,5	penalty 5:6	35:14,18,23	previously 11:21
30:17 32:7	overseeing	pending 6:4	37:21 38:3	12:13 22:6
33:17 43:19	13:17	people 12:7 13:2	40:22,24	primarily 32:20
old 14:1	oversees 19:19	14:8 16:2,3	plant 23:24 24:7	33:19
once 15:18	owe 25:24	18:14 19:19,22	36:23	prior 15:21
one's 19:25 20:2	owned 14:1	20:8 21:21	Plantation 27:18	41:24 42:11
one-tier 19:1	owner 33:9	26:8,22,25	plants 13:16,16	private 43:9
one-up 43:11	ownership	27:1 29:17,21	29:21 35:20	privatization
ones 18:21 19:16	31:12	30:12 37:6,7	plausible 41:20	20:22 31:10
36:8	owning 25:25	41:3 43:5	please 4:6 5:15	privy 31:14,17
ongoing 11:18	owns 41:19	percent 36:22	5:19,21 6:11	probably 16:6
opening 10:3	<hr/> P <hr/>	perception	6:23 32:8	21:18 29:7
operated 31:23	p.m 1:17,17	34:11	pleasure 10:4	34:5 39:11
operates 21:24	43:15,15 44:6	period 11:8,14	plentiful 39:4	Procedure 6:5
operating 19:7	PAGE 47:6	20:8 21:14	plenty 41:15	proceedings
operational	pages 46:9	23:22	POINDEXTER	46:8
12:10 13:2	panels 26:6,7,9	perjury 47:20	2:13	process 22:15
18:14	paper 28:16	permit 13:21	point 37:3 41:24	29:12 31:16
operations	Para 15:20	14:12	policies 26:18	32:5 33:6
		permits 32:16	policy 25:17	37:13 38:20

40:24 42:4 procurement 19:21 produce 32:11 35:2 produced 4:2 produces 34:25 product 16:6,11 16:22 proffer 16:8 29:13 program 14:10 15:9 programs 27:10 34:16 promote 27:10 properties 13:25 protect 5:8 protection 34:1 provide 6:17,23 9:20 10:1 29:15,15 36:21 36:23 43:22 provided 4:18 20:17 21:7 providing 29:20 PSC 37:23 public 12:14 15:19,23,24 18:2 34:11,16 43:5 46:7 Public-State 45:12 punchline 34:21 punishment 5:8 purified 34:8,8 39:12 purpose 27:20 29:2 36:12 purposes 30:16 36:13 pursuit 34:2 purview 35:13 put 25:7,21 26:9 26:12,23 37:25 42:24 putting 43:6 44:3	Q	question 5:22,24 6:18 33:5 questions 5:12 5:18 6:7,9,14 6:17 9:20 10:8 21:19 33:4 43:18 quick 16:8 43:14 quickly 10:18 quite 43:11 quo 30:1,7,13,17 30:17 40:2,4	R	raise 30:11,18 raising 30:19 ramp 23:10 range 24:20 31:2 Rarely 7:8 rate 25:22 26:24 ratepayer 31:4 40:16 ratepayers 25:12 rates 30:11,19 30:22 Ray 16:20 reach 8:3 24:16 reached 33:1 read 13:8 47:20 ready 23:14 real 16:9,11 20:23,23 23:20 33:25 34:12 38:7 realistic 25:1 really 9:19 15:18 22:10 23:8,9 24:13 28:3,4 31:13 34:19 37:1 42:2 43:4 REASON 47:6 reasonable 36:24 reasons 34:11 39:12	receiving 4:20 Recess 43:15 reclaim 34:7 39:3 reclaimed 34:8 38:13 39:10,12 recollection 9:4 15:18 recommendati... 41:12 recommends 41:17 record 4:7 9:9 9:22 12:3 38:18 46:10 records 43:5 refer 17:9 referendum 41:22 42:5 regulate 14:9 regulated 15:10 regulates 14:7 regulation 25:2 36:17 regulator 14:12 regulatory 11:23 12:17 13:11,13 15:8 18:5,7 22:12 23:5 36:14 37:23 reign 9:25 reinstated 18:17,19 related 8:3 20:5 29:6 30:24 32:18 relations 12:12 12:15 15:20 18:2,3,6 19:20 relative 46:11 reliable 26:4 remain 30:15 40:14 remediation 13:25 remember 4:19 15:22 16:17 17:23 18:10,19	28:12,24 39:23 39:24 removal 34:1 renegotiate 9:13 reorganization 12:9 reorganized 18:9 repeat 5:19 replace 23:1 report 20:4 24:21 36:21 46:8 reported 1:19 12:13 13:6 reporter 1:20 3:8 5:24 45:12 46:1,6,18 reporting 12:23 reports 13:9 19:6,13,16 request 43:5 required 26:2 37:24 requirement 36:15 requirements 24:13 requires 38:4 reread 7:25 8:16 resend 9:8 resign 13:7 resigned 11:9 20:13 resiliency 28:6 resource 33:21 resources 37:1 respect 5:17 6:13 response 14:3,6 responsibilities 15:14 responsibility 32:10,15 responsible 5:16 22:14 responsive 6:16 8:15 restate 5:19	result 4:18 5:8 5:17 21:15 results 27:13 retail 25:22 retired 23:4 revenue 30:10 30:18 reverse 10:11 35:1 review 16:5 33:10 38:5 reviewing 29:5 right 6:7,23 9:19 16:18 21:3 23:22 24:8,10 24:14 25:5 35:23 36:12 38:1,20 39:8 40:15 rights 4:19 5:5,8 5:13 Riley 2:3 river 34:1 38:21 39:3,4,4,8 role 10:21,22 13:11 14:13,21 14:23 15:3,13 15:15 17:13 19:20 35:10,15 Romero 19:9 roof 25:8,22 room 26:22 33:3 33:11,13 rotate 16:2 roughly 20:18 rule 12:18 Rules 6:5 running 23:6,7 Ryan 19:7
	S			sale 31:11 salient 29:14 salty 34:9 San 25:7 sanitary 14:5 savings 29:25 saw 20:11 24:18 27:25 28:2			

saying 40:9	set 6:12	south 39:6	45:5	20:9
says 26:8	setting 16:4	southeast 33:24	STEINBREC...	sufficient 36:18
scale 16:15	seven 15:11	space 34:23	1:6 47:3	suite 2:7,11
23:20 25:12	sewer 14:5,11	speaker 39:15	stenographic	17:23 18:9
Scarborough	share 39:20	39:17	46:10	summer 32:9
2:3	shared 39:25	speakers 27:24	stenographica...	sunk 26:1
scenario 30:1	sharing 39:19	special 14:14	46:8	supplies 34:2
31:8,9 40:5,6,7	SHEET 3:9 47:1	15:4 20:4	step 25:16	37:8 39:11
40:10,21	short 11:14	33:20 35:15,17	steps 10:17 21:6	supply 18:20
scenarios 31:6	shortfalls 30:10	specializes 28:4	41:23	34:24 38:14
scheduled 8:6	38:12	specific 21:19	Stewart 19:15	supposed 41:1
Schultz 39:16	show 37:17	speech 20:11	19:19	sure 5:1 21:5,24
scrutiny 41:18	shuffled 13:18	Spend 34:15	stick 14:11	26:3 32:16
seal 45:8	side 36:11,11,16	spent 28:10	stickies 28:17	34:17 36:17
second 19:14	36:20,20 37:18	spoke 9:1	strange 13:5	surprise 11:19
31:14 38:17	37:22 39:4,6	sponsor 35:21	strategic 29:7,12	Susan 17:19
39:15	sign 4:22 5:1,1	springs 39:5	40:22,24	sustainability
secretaries	signed 5:3	SQ1 31:1 40:16	Street 1:18 2:3,7	37:7
14:25	signs 5:2	41:2	strength 36:7,8	switch 27:2
secretary 14:17	similar 18:23	SQ2 30:19 31:1	strengths 33:25	switching 27:15
14:24	36:13 42:19	40:18 41:2	strong 25:19	sworn 1:12 4:2
sector 43:9	similarly 36:1	stability 21:8	26:22 27:13	44:6 45:6
see 23:19	simplify 21:4	staff 28:7 32:19	34:16 40:11	system 16:7 20:6
selects 42:4	simply 38:7	stage 22:1	structural 21:16	26:13,15,16
selling 42:1,10	Singapore 34:24	staid 21:24	structure 18:23	39:3
send 25:23 33:5	single 19:2	standing 22:3	18:24	
33:10	site 42:21	Starner 32:22	structured	T
senior 7:15	six 18:18	started 27:9	36:15	tables 16:2
14:16 18:24	size 31:23	starting 10:14	study 20:21	tag 35:14,22
42:15,16	slimmed 17:23	state 4:6 12:17	stuff 16:13 18:6	take 5:24 15:6
sense 31:1 40:5	17:25 18:25	13:22 25:2,9	28:6	15:23 16:8
series 28:23	SLT 7:21 28:24	36:17 38:5	style 21:19 22:5	24:16 39:14
serious 24:13	small 16:13	45:2 46:3,7	styles 21:23	40:18 43:11,14
serve 13:3 36:25	21:25 28:19	state-by-state	subject 47:20	taken 1:16 43:15
38:14	smaller 16:13	25:4,15	submit 38:5	takes 40:16
served 10:21	smart 38:3	statement 1:12	subsidize 25:13	talk 19:3 21:10
11:14,21 13:10	Smith 2:10	4:19 5:5 44:6	26:10,11	25:14,17 33:11
14:13,15 15:3	societal 27:13	states 24:14 25:4	subsidized 25:9	talked 8:20,23
17:13 18:11	socioeconomic	27:8,9 34:15	26:23	21:17 33:23
serves 16:11	25:12	station 22:14	subsidizing	36:3 37:13
service 19:15	solar 23:19,21	34:23 37:16	26:22 27:12	38:25
30:22,22	25:21 26:6,23	stations 13:15	subsidy 26:24	talks 22:4
services 10:20	27:11	status 30:1,7,13	substance 47:21	Tallahassee
12:16,16 17:11	solely 37:25	30:17,17 40:1	substantially	12:18
17:16 18:3	somebody 9:7	40:4	15:13 26:7	task 34:12
29:16 33:7	14:3,16	stay 12:8	27:1	tasked 30:3,5
serving 10:7	Sorry 25:16	Steinbrecher	successful 34:13	team 7:16 18:12
session 28:14	sounds 39:22	1:14 3:3 4:1,8	sudden 11:18	21:25 27:23
sessions 29:4,10	source 35:8	4:11 43:16	suddenly 11:9	28:3,6 35:14

35:22 42:16	43:8	26:2 34:1	understanding	Vinyard 14:24
teams 28:19,20	thinning 30:3	37:10 38:2,8	22:8	Vogtle 24:3
technical 22:25	Thomas 1:19	42:21 43:12	understands	voice 23:17
technique 34:15	45:11 46:6,17	transcript 5:25	34:17	voluntary 37:2
technologies	thought 12:6	8:10 46:9	understood	VP 17:8,19
38:14	17:4 23:3	TRANSCRIP...	27:21 32:18	18:15,17 19:21
technology	thoughts 15:24	47:2	underway 20:22	19:21
34:19,22 35:3	three 9:3 10:17	transformer	unease 21:7	
TED-like 22:4	19:12 23:4	14:4	uneasy 20:20	<hr/> W <hr/>
telephonically	25:19 28:25	transition 23:18	unexpectedly	W-E-X-F-O-R...
2:6	29:4,8 31:10	transparency	11:10 20:11	4:9
tell 13:5 28:14	41:4,23	41:15	unit 22:25 23:13	wait 5:23
28:18 29:3	tie 12:18	transparent	United 24:14	waiting 5:21
ten 24:2 25:8	tier 19:2,12,14	20:23	34:15	walk 32:7
30:9 37:4 38:1	31:14	treatment 15:17	units 16:15	walked 10:10
tends 22:4	tiers 19:5	trends 17:6	unusual 13:7	Wannemacher
tenure 19:2	ties 11:6	29:15 33:23	upgrade 37:20	19:7
TEODORES...	time 1:17 8:15	true 46:9 47:20	upstairs 11:7	want 9:22 15:18
2:6	8:19,20 9:1,6	try 22:24	use 7:4,14 13:21	24:4 26:3,12
terminate 4:16	9:11 10:14,23	trying 11:22	26:14 28:5	28:10 36:17
termination 5:7	11:5,7,25 12:5	23:23 27:10	37:21	38:2 41:18
terms 9:13 18:25	12:23 13:5,10	43:9	useful 6:16	43:21,25
31:2	14:22 15:21	turn 23:10,11	users 38:10,10	wanted 7:16 9:8
Tesla 26:12	16:1,8 17:24	turn-down 23:8	usually 35:21	9:20 10:1,2
testified 4:3	18:2,22 20:8	turn-up 23:8	utilities 16:13	28:5 43:24
testify 5:9	20:12,22,24	two 6:13,25 9:2	20:16 23:23	wasn't 20:23
testifying 14:19	21:6,8,13	9:3 10:21 16:1	29:24 31:22	29:3 31:14,17
testimony 7:25	23:18,19 24:20	19:5 27:22,23	34:12	39:21 40:21
20:17 40:14	30:9 36:21	29:9 31:6,12	utility 16:23	wastewater
text 7:9	37:22 38:15	34:15 39:8	17:5 24:5	13:16 15:17
thank 10:9	40:3 43:17	41:4	40:18 41:19	35:20 36:23
19:24 30:6	44:1,3	two-tier 18:24	42:1,10 43:8	water 13:16,21
43:16,25 44:5	timelines 36:14	19:3 20:6		14:18 16:7
thanks 40:8	times 9:2 13:18	type 28:15 40:21	<hr/> V <hr/>	19:18 33:19,21
thing 9:24 10:3	16:1	types 29:10	vacation 29:1	33:23 34:2,8,8
16:9 32:3	timing 24:16	42:19	value 11:1	34:24 35:2,7,7
41:18	title 17:9,10	typically 6:8	various 14:14	35:8,11,19
things 9:25 23:5	32:23		33:2 43:10	36:11,19,20
24:1,14 28:18	today 5:9,25	<hr/> U <hr/>	Vedra 28:24	37:1,7,22
29:10,18 30:11	6:13 9:20 36:6	U.S 27:11 33:24	versus 29:19,23	38:10,10,11
32:1 41:21	43:17	ultimately 30:14	38:23	39:4,5,7,10,10
think 5:14 6:15	today's 7:23	32:12	viable 41:20	39:12
6:21 8:16	told 16:21	uncertainty 11:8	vice 10:19 13:3	Water's 33:19
11:22 13:20	Tom 11:3	23:22	15:12,20 17:10	way 5:24 17:14
15:7 16:4,17	tooth 23:2	undersigned	17:15,17,20	25:11 30:25
18:14,21 24:21	top 41:4	45:4	18:16 19:15	37:14
25:10,21 30:9	topics 28:19	understand 4:11	view 25:24	we'll 4:25,25
30:25 32:11,24	town 11:20 14:4	5:10,18 24:4	40:14	we're 5:15,16
33:13 40:13	14:10 15:10	41:3	viewed 40:8,9	13:2 14:11

16:14 23:17,18 26:2,8,17 37:6 we've 8:17 13:8 17:14,15 23:3 25:18 32:24 35:7 37:6 38:25 website 33:12 Wedekind 2:2 3:6 4:5 12:19 28:22 38:16,19 40:20 42:8 43:14,16,20 44:5 Wednesday 1:16 week 8:5 11:20 12:1,5 weeks 9:3 well-thought-of 11:10 went 8:9 west 1:18 2:7 25:5 Wexford 4:9 wheelhouse 24:1 36:2 White 27:18 39:15 wholly 36:19 37:2 willing 9:10 Willis 28:1 winds 24:11 wires 25:23 witness 3:3 4:2,4 6:6 12:4 28:2 39:17,23 40:8 42:2,9,14 43:19,25 45:8 work 13:1 18:7 22:17 29:22 work-related 7:5 worked 28:8 working 29:4 workshop 15:23 27:17 29:9 world 34:15 worldwide	35:20 worse 20:13 worst 40:6,8,9 wouldn't 8:17 18:4 22:10 31:25 39:24 WRITE 47:2 written 33:5 wrong 25:11 <hr/> X <hr/> X 3:1 38:2 41:3 <hr/> Y <hr/> yeah 16:25 30:2 35:6,9 36:2,5 36:13 37:17 41:6 42:9 year 11:17 19:11 20:21 29:6 36:24 years 6:25 10:7 10:15,16,21,24 10:24 11:21 13:12,19 14:13 15:4,19 16:7 17:2,14 18:18 23:3,4 24:2,19 24:23 25:8,20 26:5 30:9 34:16 35:16 37:4,4,5 38:1 yellow 28:17 you-all 44:3 <hr/> Z <hr/> Zahn 8:21 15:16 17:1 21:14 42:1,11 Zahn's 22:9 <hr/> 0 <hr/> 01 17:19 <hr/> 1 <hr/> 1 30:7,17 10 16:14 100 14:9 16:14 11 13:15 117 2:7	12 17:24 130 34:25 15 24:19 17th 45:8 46:15 18 17:12 18:13 19 10:16 <hr/> 2 <hr/> 2 30:1,13,17 2/1/2023 45:13 2:55 1:17 20 37:6 2000 17:18,18 2001 15:5 2017 21:11 2018 10:22 18:8 20:7 21:13 27:18 2019 32:10 41:25 2020 1:16 45:9 46:15 2024 24:22,24 21 1:18 281865 45:13 <hr/> 3 <hr/> 3 23:1,8 31:8,9 3:59 43:15 32202 2:4,8,11 32256 4:10 3300 2:11 38 13:16 <hr/> 4 <hr/> 4 3:6 46:9 4:04 1:17 43:15 44:6 41st 2:3 45 3:7 46 3:8 47 3:9 46:9 480 2:7 <hr/> 5 <hr/> 5 13:15 24:19 50 2:3 16:14 536-8885 7:1 <hr/> 6 <hr/> 6 17:25 60 19:21 65 19:22 <hr/> 7 <hr/> 7 17:25 75 36:22 7676 4:9 <hr/> 8 <hr/> 8 1:16 <hr/> 9 <hr/> 904 7:1
--	--	--