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**From:** Bravo, Summer B [Summer.B.Bravo@xcelenergy.com]  
**Sent:** 4/25/2017 2:21:54 PM  
**To:** Lyons, Troy [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=15e4881c95044ab49c6c35a0f5eef67e-Lyons, Troy]  
**Subject:** Site Visit - Xcel Energy  
**Attachments:** Xcel Energy Overview.pdf

Troy,

Hope you had a good weekend. Just wanted to follow up with you on the potential Administrator visit. I was able to talk to our CEO and other members of the executive team and we would be honored to host your guys to one of our sites for a visit. Do you have a timeframe in mind of when this would happen? Did you figure out what state would work best? I have attached an overview of our company and below I have some talkers/messaging points from our side that might be helpful in explaining our key priorities for the EPA.

Again, we are truly honored to host the Administrator and his team. Thank you for the opportunity, so happy that you reached out to me.

**Summer Bravo**  
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XCELENERGY.COM

1. Background. Xcel Energy is a public utility holding company headquartered in Minneapolis. We serve three million electric customers in eight states, including parts of Minnesota, Wisconsin, North and South Dakota, Michigan, Colorado, New Mexico and Texas. We operate a diverse mix of energy resources including coal, gas, nuclear and renewables. Xcel Energy has been the nation's number one utility wind provider for over a decade.
2. Xcel Energy is Committed to Clean, Low-Cost Energy. Xcel Energy is committed to providing its customers with power that is reliable, safe, reasonably priced and clean. We are pro-energy and pro-environment. Most of our customers and policy makers want us to reduce our emissions if we can do so at a reasonable price. Following this philosophy, we have been able to dramatically reduce emissions associated with our operations. We have reduced carbon dioxide emissions by 30% below 2005 levels while maintaining rates at or below the national average. Today, we are implementing a "steel-for-fuel" strategy – replacing aging fossil-based energy with lower priced renewables – that will enable us to achieve a 45% reduction in CO<sub>2</sub> by 2021 while simultaneously lowering customer costs.
3. Federalism is Key to Environmental Success. We have worked with states for years to develop effective environmental and energy policies that support our customers' interest in low-priced, reliable and reasonably priced energy. Federal policy should recognize that states are key to the success of any environmental program. As EPA reconsiders the Clean Power Plan, we encourage it to embrace flexible, legally defensible federal targets and give states the authority to design programs that meet their specific needs and desires, i.e. encourage states to do what our states have been doing for over a decade.

4. Regulatory Reform is a Critical Need. Xcel Energy recognizes the need for reform of the existing environmental regulatory structure. It is too costly and difficult to permit, build and operate all kinds of facilities, whether coal, gas or renewables. For example, the Texas Regional Haze rule and EPA's proposed BART determination for our Texas facilities are among the biggest challenges to operation of our Texas coal plants. We hope to be able to work with EPA to ensure that the future of our generating fleet is determined by sound policy and economics instead of federal regulatory mandates.