

The Friday Burrito

Memora.i.l Da.i.

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I let my blind friend borrow money the other day. He told me he was gonna pay me back the next time he saw me...
Wait a minute...

"Seeing unhappiness in the marriage of friends, I was content to have chosen music and laughter as a substitute for a husband."

Elsa Maxwell

"People seldom do what they believe in. They do what is convenient, then repent."

Bob Dylan

Troubled Parent Posted...
THIS MORNING MY KID SAID THEIR EAR HURT AND I SAID ON THE INSIDE OR OUTSIDE, SO THEY WALKED OUT THE FRONT DOOR, CAME BACK IN & SAID BOTH. MOMENTS LIKE THIS GOT ME WONDERING IF I'M SAVING TOO MUCH FOR COLLEGE..

Monday will be Memorial Day to honor and remember the men and women who have died while serving in the U.S. Armed Forces. The holiday makes for a 3-day weekend. Our country has been blessed with the bravery of individuals who have made the ultimate sacrifice for our freedom. One day of tribute is a small token of appreciation.

This weekend also includes the birthday of my 37-year-old son. It's hardly necessary to provide a birthday gift from a dad to a son when the recipient is almost middle aged (Gen what?). I've been tracking his life through Burrito editions since I first started writing them.

This year I had a flash of an idea now that he is a first-year father with a son of his own. And I think he'll more highly value the following: I created a document of memories based on Burrito passages where I wrote something about him. He was 14-years old when I began my journey. My original intent was to review all 27 years' worth of editions and compile the lot. However, I underestimated the number of citations I scribed. Thus, with sad resignation I abridged the document to the first six years. That alone comprised over 10,000 words. I'll wait to review the second six years for another birthday assuming he likes the idea. Words stored away for +20 years acquire a certain warmth and affection ... to be savored.

Weekends are Made for Renewables Curtailments

Often a topic for comment in these pages is the growth of renewables curtailments; the misnomer for energy bids submitted by schedulers of wind and solar generation assets that don't clear in the day-ahead market. The prices for day-ahead delivery during the sunshine hours are well into the negative zone this year, more so than I can ever recall. It's neither a bad thing nor a good thing. It's just a thing.

Memorial Day traditionally has been the lowest gross demand on the grid, and absent any disruption to the wind and solar generation of late,

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Western States Ticker

CAISO YTD Renewables Curtailment:

As of 4/30/24: 1,899,738 MWh

As of 4/30/23 1,570,570 MWh

% of solar and wind output curtailed:

YTD as of Apr. 2024 8.64%

YTD as of Apr. 2023 8.17%

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the net demand next Monday should be deep into the basement. For example, consider last Sunday's net demand. It had a maximum nadir at -3,405 MW at 1:20 p.m. Additionally, last Sunday also posted the sixth highest curtailment volume since the data were first collected.

In the chart to the left, the top ten curtailment days are highlighted:

	Date	CURT	DOW
1	4/2/2023	75,887	Sun
2	5/7/2023	69,235	Sun
3	4/1/2023	63,753	Sat
4	4/6/2024	62,695	Sat
5	3/25/2023	61,769	Sat
6	5/19/2024	58,588	Sun
7	3/26/2023	57,405	Sun
8	4/7/2024	57,167	Sun
9	4/2/2024	56,931	Tue
10	5/29/2022	56,674	Sun

2024 entries in yellow, 2023 values in light orange, and the single 2022 datum in pink. I bet the pink row will drop off the list before May is over. Examining a histogram of the top 50 curtailment days instead of just the top ten reveals that 2024 is already significantly ahead, with 16 days, surpassing all previous

years for the entire year.

Speaking of things, check out the ICE forward prices for today and tomorrow, below: The on-peak price for the Friday/Saturday package in southern California is -\$16.85/MWh. If it was only for today, then that alone would blow my mind. However, it is the average settled price for

WEST Day Ahead Indices										
Hub	Wtd Avg Index	Change(\$)	Change(%)	High	Low	Vol(Mwh)	No. of Trades	No. of Companies	W	A
Mead Off-Peak	12.13	-2.87	-19.14%	12.25	12.00	1,600	2	3		
Mead Peak	3.95	-5.05	-56.11%	6.00	.00	8,000	12	9		
Mid C Off-Peak	12.25	-2.67	-17.90%	14.00	11.00	10,400	12	8		
Mid C Off-Peak Sunday 1X16	11.14	2.66	31.35%	13.00	7.00	13,200	30	16		
Mid C Peak	6.99	-11.39	-61.96%	8.00	5.00	16,800	40	16		
Palo Verde Off-Peak	10.00	-5.31	-34.68%	12.00	8.00	1,600	2	4		
Palo Verde Peak	1.35	-6.00	-95.64%	1.75	-1.00	2,000	5	8		
SP15 EZ Gen DA LMP Peak	-16.85	-11.72	228.46%	-14.50	-17.75	8,000	18	15		

today and tomorrow! Today's CAISO day-ahead average price in SP15 for the on-peak hours printed yesterday was around -\$6/MWh. Therefore, the Saturday on-peak forward price should be close to around -\$30/MWh to get close to the ICE two-day average.

The year-to-date curtailment volumes this year versus 2023 have been greater by almost 500,000 MWh ... more than the annual electricity consumption in 2022¹ of the utility serving the City of Lodi, CA. The reasons for May's vault are not hard to discern. Solar generation has been way up all year, including this month. Wind power has tracked very well and steadily for the last three weeks. Thus, the combination of strong wind and solar power injected into the grid, even with the crush of power exports leaving California, has triggered the results we see.

What we believe...

Competition yields lower electricity costs. Stable and transparent rules and regulations promote private investment.

Private investors, rather than utilities, will spend money on new power plants and transmission facilities if they can earn a return that is balanced with the risks.

Private sector investment results in lower average prices without risking consumers' money.

However, when IOUs do the investing, the risks to them are minimal or non-existent because ratepayers effectively cover the utilities' costs.

Overcapacity lowers electricity spot market prices; yet retail rates can still increase in this case due to full cost-of-service regulation.

Markets work best when there are many buyers and sellers.

At-risk money will be put to investment where markets exist that are well regulated and yield credible prices.

And what we should do ...

Believe in ourselves.

Actively support the creation of independent, multi-state regional transmission organizations that coordinate policies with respective state utility commissions.

Support rules for resource adequacy that apply uniformly to all load-serving entities.

Enforce competitive solicitations by utilities for purchasing either thermal or renewable power.

A Plug-in Hybrid in Every Garage

The news about EVs and such has been hitting the mainstream media in stride. Many things to consider such as the tariffs on Chinese EV imports (plus parts such as batteries), failure of nascent startups such as Fisker, the declining sales of EVs, and so on. I don't need to cover the things that you can read, hear, or watch on your own. However, one element of the EV picture that makes enormous sense is the boom in hybrid vehicles, although my concern as expressed last week was, how do hybrids including the plug-in types qualify as zero-emission vehicles? They shouldn't.

Onward. The Japanese auto manufacturers have owned the U.S. hybrid space for the last year because of the quality of their products, the demand for the drive-train technology, and the weak yen relative to the dollar. While domestic global auto companies have been losing EV-only

[Continued on the next page](#)

Support choice among retail electricity customers.

Lobby for core/non-core split of retail customers.

Advocate against policies that limit, through bid mitigation, merchant returns on investment that are comparable to utility returns.

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The question most asked about FERC's long-awaited transmission planning and cost allocation order is whether it will really make a difference. My answer is yes—but we won't see change overnight, and it will manifest differently in each of the nine FERC-jurisdictional transmission planning regions across the U.S. FERC's order will make a difference because it provides ("mandates" might be the better word) promising solutions to two of the three biggest hurdles to getting transmission built. Those hurdles are (1) inability to get ambitious transmission plans agreed to; (2) plans thwarted by brawls over cost allocation (leading both to stalemates finalizing the plan and delaying litigation afterwards); and (3) siting the line. The last challenge is not within FERC's jurisdiction to solve.



The challenges within FERC's purview emanate from the fact that transmission planning in the U.S., at least outside of Texas, is, with rare exception (Colorado being a recent one), a bottoms-up, consensus-driven process, with the planners trying to get most everyone on the same page. Since "everyone" comes from a different place and has different objectives, that's a tough task. FERC's Order 1920 solution is to mandate transmission plans be designed to serve needs twenty years from today and to look at those needs broadly (including serving broad economic interests in addition to reliability). By mandating a bigger goal for transmission planning than has been mandated before (with MISO arguably being an exception), this should help surmount the first hurdle. FERC's solution to the second obstacle is to mandate a cost-allocation scheme be put in place before transmission planning takes place. This is promising because it will eliminate the case-by-case fights over each transmission line being planned and constructed. That's not to say this is going to be easy or that it will be implemented without litigation; but hopefully the litigation will be once and done.

As the saying goes, FERC's order will not please everyone. But undeniably it is a well-thought-out, responsible approach to solving a huge problem America faces.

¹ [From the CEC Website:](#) Publicly owned utility

Lodi Electric Utility

2022 455 GWh.

market share to Chinese manufacturers, Honda and Toyota are raking in healthy profits from non-plug-in and plug-in hybrid sales. According to an article that [ran last week in the WSJ](#), *"In the U.S., hybrid sales rose 62% from a year earlier in February, according to the latest Kelley Blue Book data, while EV sales fell. Only the much smaller market for plug-in hybrids grew faster. The trend is similar in Europe."*

The Japanese auto companies are not ignoring EV-only transport because they are investing heavily in new models and improving the supply chains for parts and materials. Funding these investments are, of course, sales of hybrid vehicles, especially in the U.S. The business model makes plenty of sense. The [Journal](#) reported, *"But Toyota and Honda aren't taking their recent success as a cue to ease off on their push into EVs, where they lag behind. If anything, the fat profits they are raking in on relatively mature hybrid technology are allowing them to spend even more massively on alternatives."*

In contrast, U.S. auto companies went out on a limb to play political nice with the Administration and chose the EV-only route. It's a good thing that U.S. sales of light trucks and SUVs have continued to remain solid thereby erasing some of the deficits accumulated from chasing the EV mystique.

IEA Report on Global Critical Minerals

As the demand for clean technologies in different applications grow, in some cases surging, the derived demand for the critical minerals needed to build clean-energy stuff is alarming, according to a [report published last week by the International Energy Agency](#) (IEA). The report provides an outlook for key energy transition minerals including copper, lithium, nickel, cobalt, graphite and rare earth elements. The report takes the long view of demand and supply and contrasts such with last year's easing of refined mineral prices. Observed the IEA, *"The price of lithium dropping by 75% and the prices of cobalt, nickel and graphite falling by between 30% and 45% – [helped] drive battery prices 14% lower. With demand growth remaining robust, these declines were mostly driven by a strong increase in global supply – helping to offset the steep price rises in 2021 and 2022."* Last year's price declines were good news on the purchase side, but not to be confused with the growing requisite to increase mining and refining funded through long-term investments. Again, per IEA, *"In 2023, investment in critical minerals mining grew by 10% and exploration spending rose by 15% – still healthy, but slower than in 2022."*

In a [WSJ review of the IEA report](#), recycling previously used materials will aid the supply picture but at best will only provide a third of the demand. Billions of dollars of new investment will be required to meet the balance. Per the [WSJ](#), *"For base metals such as aluminum, recycling practices are well-established, but this isn't yet the case for many energy transition metals such as lithium and nickel that are found in electric vehicles and storage batteries, or rare earth elements in wind turbines and electric vehicle motors."*

Recent futures contracts for minerals such as copper have reflected the IEA projections. Copper last Monday reached a record-breaking high at \$5.20/lb. (though eased by Thursday to \$4.77/lb), whereas a year ago the contract was traded at \$3.56/lb. The [WSJ reported that](#), *"Markets are just waking up to the long-term impact of artificial intelligence and nationalistic industrial policies, including defense spending ... That is in addition to the already well-established trend of green-energy investment."* Save those copper wires and other scraps. They might someday be worth their weight in copper.

Greening Fatigue in \$\$ and €€

There's no free lunch. There may be a subsidy for the luncheon, but someone else has to pay. Such is the story of individuals in the U.S. and Western Europe attempting to follow the green-brick road. In an [article entitled, "Households Wince at the Rising Price of Going Green,"](#) examples of homeowners, apartment renters, and small businesses attempting to comply with new regulations promoting net zero emissions are finding the options costly. Are you surprised? *"Governments that were among the earliest in the world to adopt climate legislation tried to take the sting out of the transition by motivating consumers with subsidies. Now, however, the same*

capitals are cash-strapped and many are passing the bill to the consumer. Subsidies are being scaled back, taxes tied to carbon emissions are being phased in, and rules requiring expensive renovations are starting to bite."

Here is a data point in the news piece that one should keep in reserve for just the right moment. "Energy-transition fatigue is setting in. Three-quarters of energy consumers say they have already done as much as they can to be sustainable, according to a survey of 100,000 people over 20 countries by the research arm of accounting firm Ernst & Young."

Things In the World

The False Idols of Technology Adoration

WSJ technology columnist, Christopher Mims, has amassed over 500 separate articles predicting trends that may change our lives. Sometimes for the better. I find his research excellent and pay close attention to his sobering claims and thoughtful predictions. Yet, despite my accolade [he recently inked](#) an article confessing to his many missteps and incorrect forecasts entitled, "What I Got Wrong in a Decade of Predicting the Future of Tech". To err is human, and I thought it was unnecessary for him to cry *mea culpa* for using his best efforts. However, he not only identified his blunders but explained why he went in the direction he did thus leading to a flowery prediction that didn't come about. His lessons apply to all of us. Without exception. Especially to journalists (I'll include myself) who foretell of a beautiful world to come with all the things we want because we believe in technology and so-called science. We want to believe, and therefore we blithely pine for what we hope will be.

Another relevant [quest essay that appeared in the NYT last week was written by Julia Angwin](#) and entitled, "Press Pause on the Silicon Valley Hype Machine." Her piece drilled a hole in my noggin because I've been anxious/hopeful/scared by the A.I. surge. It seems to affect everything including electric power demand driven by the growth in datacenters, the portfolio of resources needed to meet the newly created demand, and even the equity prices for publicly traded companies in the supply space such as investor-owned electric utilities and merchant power developers.

My purpose today is to review both pieces and to question whether we are allowing our political aspirations to become manipulative tools, driven by an eager engagement in faulty beliefs.

First, let's take Mims' entry that is rich in lessons about his well-intended prophesies. He starts with technology disruptions. He admits that "*Disruption is overrated. The most-worshiped idol in all of tech—the notion that any sufficiently nimble upstart can defeat bigger, slower, sclerotic competitors—has proved to be a false one ... It's not that disruption never happens. It just doesn't happen nearly as often as we've been led to believe.*" Amen, amen. How often have we seen in our power supply space that the newest and greatest advances need subsidies now to achieve scale later on? It simply assumes away the problem, or question, whether the disruption model can be predicted. I say either it can't or at least it is challenging to know. For example, the likelihood of another, say, smart phone phenom is extremely small, as much as we would like to believe otherwise that it is certain.

Second, R&D spending isn't the answer to technology acceptance. Reports about billions of dollars going to this or that technology darling-of-the-day is pretty much useless to predict success. Wrote Mims: "*But what's most often holding back mass adoption of a technology is our humanity. A new technology has to fit with the quirky, unpredictable, and far-from-rational set of predilections, needs and biases resident in all of us ... The*

challenge of getting people to change their ways is the reason that adoption of new tech is always much slower than it would be if we were all coldly rational utilitarians bent solely on maximizing our productivity or pleasure ... Our tendency to be creatures of habit is why electric-vehicle adoption has slowed, and in a broader sense why we're still so hooked on cars in general." Tell me if you don't agree with me that we learn more from our mistakes than our habits?

Third, false optimism when talking one's book. That is, we promote that which will aid our enlightened self-interest, not to mention our wealth. CEOs are paid to talk up their new products. Ratings analysts stuck in their dead-end jobs are eager to write about new product(s) that will boost sales and profits. Bored journalists are told by their editors to cover a new technology event because it will be interesting to read or hear about. It's all bullshit. Don't get sucked into it. Here's what Mims wrote: *"Tech is, to put it bluntly, full of people lying to themselves. As countless cult leaders, multilevel marketing recruits, and CrossFit coaches know, one powerful way to convince people that following you will change their life is to first convince yourself."* Add aspiring pols to higher office (and higher pay) to the list of self-delusionists. The incentives are obvious to anyone familiar with selling snake oil.

Fourth, the story moral and the moral of the story ... cultural change may be due to technology innovation, but not always. In fact, it may be rare, but it does occur like a [black swan event](#). Mims concludes with: *"I've now witnessed enough of both technological and social change to understand that ... collectively, we have agency over how new tech is developed, released, and used, and we'd be foolish not to use it ... When the self-appointed superheroes of tech try to sell us their vision, it's often in millenarian terms, and they speak as if innovation were a force independent of the people making it happen. If we believed them, we would conclude that superhuman A.I. is inevitable, deepfakes and misinformation are unavoidable, and that the erosion of the American middle class is the predetermined endpoint of all automation.*

"But this simply isn't the case."

So, picking up on one of Mims' last points about A.I., the opinions of Julia Angwin are spot on for my purposes. About the A.I. hype: *"The question isn't really whether A.I. is too smart and will take over the world. It's whether A.I. is too stupid and unreliable to be useful ... In my eyes, it's looking less like an all-powerful being and more like a bad intern whose work is so unreliable that it's often easier to do the task yourself."* I am a bit annoyed by her passage but I have to admit that she has a valid argument. I love using ChatGPT for language translations and routine text editing whenever possible. However, there are many occasions when the results are less than satisfactory, and I end up reverting to my tried-and-true Google search engine. (NB: I used ChatGPT to edit the previous sentence. Reads much better.)

But what about the promise of a better future with A.I.? Angwin weighs in with this: *"Of course, A.I. companies are always promising that an actually useful version of their technology is just around the corner ... The reality is that A.I. models can often prepare a decent first draft. But I find that when I use A.I., I have to spend almost as much time correcting and revising its output as it would have taken me to do the work myself. And consider for a moment the possibility that perhaps A.I. isn't going to get that much better anytime soon. After all, the A.I. companies are running out of new data on which to train their models, and they are [running out of energy](#) to fuel their [power-hungry A.I. machines](#)."*

I asked my son (you see, I'm preparing for his 47th birthday surprise ten years from now) who is employed at Microsoft as a senior engineer (even though he has a PhD in philosophy from USC), what he thought about Angwin's article. He wrote: *"I mostly agree, A.I. is way over-hyped but in that hype the cloud providers like Amazon, Microsoft, and Google are making money selling shovels to the A.I. gold miners."* Such a negative attitude. I wonder from where he got that? Angwin concluded her column with: *"We can't abandon work on improving A.I. The technology, however middling, is here to stay, and people are going to use it. But we should reckon with the possibility that we are investing in an ideal future that may not materialize."*

Grand Phunk Salsa a la Energy GPS

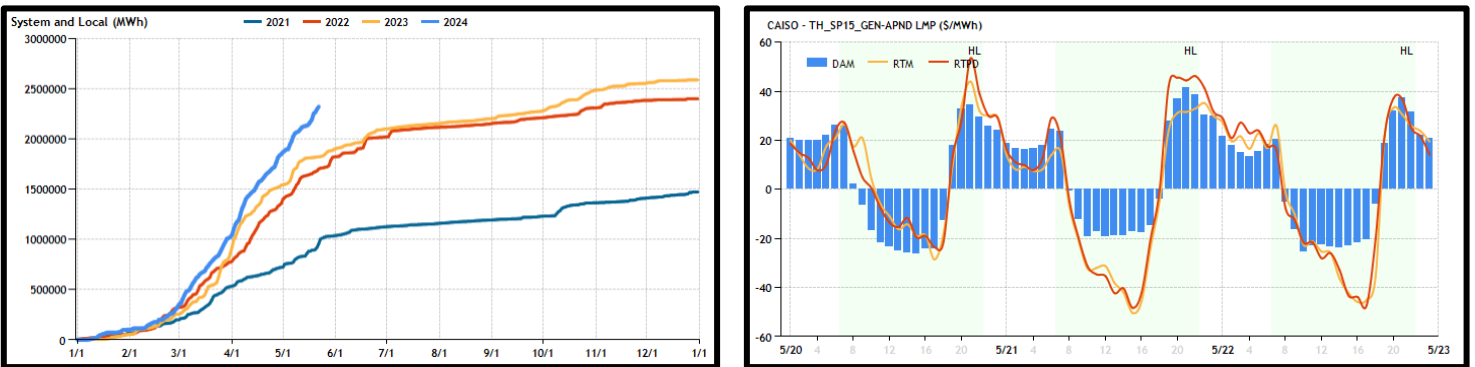
The Op Ed below is from the team at EnergyGPS with Jeff Richter as the lead author. They delve into the ins and outs of regional energy commodities in their [West Power and Natural Gas Product](#). To learn more about Energy GPS' offerings please email them at sales@energygps.com.

The Eyes Have It

The 'eye of the storm' is defined as the area within the center where calmness exists while the swirling winds miles away are wreaking havoc when touching the ground. Another type of storm that has a similar feature is a tornado, which has been in the headlines for Houston, recently experiencing tornado-like winds that had the downtown skyscrapers swaying, trees falling and power lines/towers falling while temperatures were rising. In the Upper Midwest, Iowa had a tornado touchdown on May 21st while residents in Southern Minnesota and Wisconsin hunkered down in their basements due to the severe weather and tornado warnings.

The West has been spared of these weather events but the power and natural gas sectors within our region have several concurrent 'storms' with 'eyes' where the balancing area control rooms are trying to navigate the components of supply/demand. The first storm, renewable curtailments, has been stuck over California for months as solar growth (both utility-scaled and behind the meter) has been in play along with South to North congestion within the CAISO.

Figure 1 | CAISO Curtailment and Price Summary



The figure above displays the cumulative renewable curtailments within CAISO for the past four years with the current year displayed using the lighter blue line. The renewable energy credit (REC) market has moved higher over the past couple of years which has led to real-time prices within SP15 to settle deep into negative territory. Over the past couple of weeks, NP15's real-time prices have been associated with the curtailment storm as their settlement level is also in negative territory.

This leads us to the second storm, which pertains to the California natural gas landscape. It was not long ago that the headlines were all about how high the spot PG&E and SoCal Citygate prices were during the cold days of December 2022. The storm did enough damage that SoCal Gas begged the CPUC for more gas to be injected into Aliso Canyon (this facility is another kind of storm but we will leave that for another day). The application was granted last summer (i.e., August 2023). Since that time, Mother Nature held off on extreme winter weather and both SoCal Gas and PG&E started the summer injection season with healthy storage volumes.

When you strip away the power demand component (renewable curtailments led to less gas-fired generation needed), the California natural gas landscape has days where the 'hurricane-like' fundamentals drive the spot

price for SoCal Citygate below the transport cost to SoCal Border. Since these two hubs are joined at the hip, both move down to where the former is at \$1.19/mmBtu while the latter sits at \$0.92/mmBtu . PG&E is in a similar situation where High Operational Flow Orders (OFO) are being dispatched as the storage facilities are near capacity or their daily injection rates and the power burns have dissipated to a point that the molecules have to be pushed back to the Pacific Northwest via the Redwood compressor.

These factors lent itself to the Pacific Northwest natural gas 'storm' we alluded to last week when the Sumas daily index dropped down to \$0.25/mmBtu and the Westcoast Station 2 was a mere \$0.17/mmBtu. As we move into June, there will plenty of other energy 'storms' that are worth keeping an 'eye' on, not only in the West but other parts of the country such as the South Central, Midwest and East where, for example, Texas is primed for another hot summer. Also, the Midwest is taking on more solar generation each month, and the East has load growth tied to datacenters popping up in certain parts of PJM.

Shout Outs and Recipes

Big congratulations to Nico Procos who on June 10th will begin as the new COO at Silicon Valley Power. I've known Nico for a long time, and I've tracked his career, at least in my faulty memory initially at the City of Palo Alto, to Alameda Power to his latest conquest. He added a few other steps he took along the route as follows: *"First I was with Alameda, then Palo Alto, then the Port of Oakland, and then I returned to Alameda a 2nd time as General Manager."*

One brief letter in the mailbag this week that was anonymous: *"Any thoughts on how PCC1 RECS traded at \$65-75 as of last Sunday? Weird times."*

Weird times? Take another look at the figure on page 2, above. Well, I'm only a little surprised by the REC values traded because midday CAISO system marginal energy costs (SMEC) have been negative. I suppose the exporters out of the CAISO have been tapping CAISO energy on the cheap or getting paid for the same and transshipping the lot to Washington State via Mid-C. The REC value covers the export fees of the CAISO and transmission fees to Mid-C ... plus a healthy margin to cover any risks. The wholesale market is alive and well across the West.

Homemade Wheat Rolls with Chef [Laura Manz](#)

"Not wanting to make one more car trip just to pick up rolls, this homemade version was a great success."



Heat 1 cup of water for 40 seconds in the microwave until it's a temperature of about 110°. Add the warm water, 1 package of active yeast, 1 beaten egg, 1/3 cup olive oil and 1 Tbsp. of maple syrup to the bowl of a stand mixer that has been fitted with a dough hook. Give the ingredients a quick stir. Add 1 tsp. of salt, 2 cups AP flour, 1 cup whole wheat flour, and 1/2 cup bread flour. Knead ingredients for 10 minutes

with the dough hook.

Turn dough onto a floured work surface and divide into six equal parts. Shape each part like a bun and transfer to a parchment-lined baking sheet.

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Optionally brush with a beaten egg and sprinkle with sesame seeds. Bake at 425° for 10-12 minutes.

Great idea, Laura. I bet the same baking instructions in one's air fryer would do just as well, and maybe the dough can be frozen for later cooking when the mood strikes (?).

Odds & Ends (_!_)



Below are your stories if you are reading the red-meat edition. No Burrito next week. Have a safe and wonderful long weekend.

gba

Class Project Gone Wrong

An elementary school class started a class project to make planters to take home to their parents. They wanted to have a plant in it that was easy to take care of, so they decided to use cactus plants. The students were given green-ware pottery planters in the shape of clowns which they painted with glaze. The clown planters were professionally fired at a class outing so they could see the process. It was great fun!

They planted cactus seeds in the finished planters and they grew nicely, but unfortunately, the children were not allowed to take them home.

The cactus plants were removed and small ivy replaced them and the children were then allowed to take them home instead.

The teacher said cactus seemed like a good idea at the time!



Know What You Want in Life

A boat docked in a tiny Mexican village. An American tourist complimented the Mexican fisherman on the quality of his fish and asked how long it took him to catch them.

"Not very long," answered the Mexican.

"But then, why didn't you stay out longer and catch more?" asked the American. The Mexican explained that his small catch was sufficient to meet his needs and those of his family.

The American asked, "But what do you do with the rest of your time?"

"I sleep late, fish a little, play with my children, and take a siesta with my wife. In the evenings, I go into the village to see my friends, have a few drinks, play the guitar, and sing a few songs. I have a full life."

The American interrupted, "I have an MBA from Stanford and I can help you! You should start by fishing longer every day. You can then sell the extra fish you catch. With the extra revenue, you can buy a bigger boat."

And after that?" asked the Mexican.

With the extra money the larger boat will bring, you can buy a second one and a third one and so on until you have an entire fleet of trawlers. Instead of selling your fish to a middleman, you can then negotiate directly with the processing plants and maybe even open your own plant. You can then leave this little village and move to Mexico City, Los Angeles, or even New York City! From there you can direct your huge new enterprise."

"How long would that take?" asked the Mexican.

"Twenty, perhaps twenty-five years," replied the American.

"And after that?"

"Afterwards? Well, my Friend, That's when it gets really interesting," answered the American, laughing. "When your business gets really big, you can start selling stocks and make millions!"

"Millions? Really? And after that?" said the Mexican.

"After that you'll be able to retire, live in a tiny village near the coast, sleep late, play with your children, catch a few fish, take a siesta with your wife and spend your evenings drinking and enjoying your friends."

And the moral of the story is: Know where you're going in life... you may already be there.