

**PACIFIC GAS AND ELECTRIC COMPANY  
SmartMeter™ CPUC Staff Inquiry  
Data Response**

PG&E Data Request No.:	DRA_001		
PG&E File Name:	SM CSI_DR_DRA_001-Q03		
Request Date:	December 20, 2010	Requester DR No.:	11/16/10
Date Sent:	March 21, 2011	Requesting Party:	DRA
PG&E Witness:	N/A	Requester:	Tom Roberts

**QUESTION 3**

Following the December 6, 2010 TAP meeting, PG&E circulated an organization chart with 31 functional areas reporting to Greg Kiraly, Vice President SmartMeter™ Operations. Provide an updated organization chart and any other figures, charts, or tables to provide the following:

- a. How the staff listed in response to questions 1 and 2 fit into these 31 functional areas and/or report to the lead executive responsible for the SmartMeter program,
- b. Lines indicating how the functional areas are related,
- c. Names of managers for each of the functional areas,
- d. A brief yet complete description of the tasks performed within each of the 31 functional areas,
- e. The meaning of the gold dashed line surrounding 15 of the 31 functional areas,
- f. If not provided in responses to the questions above, provide additional figures, charts, or tables showing how all employees or subcontractors supporting the SmartMeter program report to the lead executive responsible for the SmartMeter program.

**ANSWER 3**

Attachment DRA\_001-03-1 is a five-page organization chart for the SmartMeter™ Operations organization as of March 17, 2011. The positions and people shown on the chart are assigned to the SmartMeter™ Operations organization and report to the Vice President (VP) of SmartMeter™ Operations, Gregory Kiraly.

Page 1 of Attachment DRA\_001-03-1 shows the VP and the four department heads reporting directly to the VP:

- The Senior Director of Strategy and Policy, Cliff Gleicher;
- The Director of Field Delivery, Lou Fusco;
- The Director of Field Delivery Solutions, Duncan Clendenin; and
- The Director of Business Operations, Tanya Moniz-Witten.

Pages two through five of Attachment DRA\_001-03-1 show the detailed organization charts for these four departments, including managers' and all employee names.

On these organization charts, consultants are denoted with a [C] following the individual's name. PG&E employees who are on rotation from another PG&E

department are denoted with an [R] following the individual's name. The Business Operations chart (page 5) shows two managers reporting to the Directors on a dotted-line basis: Finance and Vendor and Contract Management. These managers and their employees are assigned to other PG&E departments, but spend all or most of their time supporting the SmartMeter™ Program. They are considered to be "seconded" to the SmartMeter™ Operations organization.

The organization chart distributed to the Technology Advisory Panel members in December 2010 shows a high-level view of the SmartMeter™ Operations organization, as well as other groups that support the SmartMeter™ Program. The four organizations outside the gold dashed line are the current four SmartMeter™ Operations departments shown in Attachment DRA\_001-03-1. The twelve subgroups shown reporting to the four departments have since been reorganized; the organization charts in Attachment DRA\_001-03-1 present the current structure of SmartMeter™ Operations.

The gold dashed line surrounding 15 of the areas was intended to denote that these business partner groups do not report to SmartMeter™ Operations, but work collaboratively with SmartMeter™ Operations employees and support the Program. Note that some of the groups shown within the gold dashed line are subgroups of departments that are also shown. For example, Media & Advertising is a subgroup of Corporate Communications and Customer Impact is a subgroup of Customer Engagement.

Descriptions of these departments within the gold dashed line, as well as the four SmartMeter™ Operations departments, follow.

SmartMeter™ Strategy and Policy: The Strategy and Policy Department works with the other SmartMeter™ operational organizations (Field Delivery, Field Delivery Solutions, and Business Operations) to develop a cohesive and strategic approach to PG&E's successful deployment of SmartMeter™ technology.

Field Delivery: Field Delivery is responsible for the overall field deployment of SmartMeter™ network nodes and endpoints across PG&E's service area. This includes detailed work and resource planning, ensuring all endpoints exhibit robust meter read/on-demand performance, and delivery of all customer and operational benefits.

Field Delivery Solutions: Field Delivery Solutions is responsible for managing the resolution of SmartMeter™ engineering issues, including design, test, and implementation of solutions, and for the transition of SmartMeter™ engineering services to operations.

Business Operations: Business Operations is responsible for the day-to-day program management functions of SmartMeter™ Operations, including compliance and reporting, vendor and contract management, and financial analysis.

Law Department: The Law Department provides legal services to the Company on all matters.

Regulatory Relations: Regulatory Relations manages the Utility's relationships with its regulators, primarily the CPUC and FERC.

Governmental Relations: Governmental Relations' mission is to position and protect PG&E by interacting in the development of public policy, at all levels of government (local, state and federal). The Department identifies issues, develops strategies, and implements these strategies in partnership with other departments.

Corporate Communications: Corporate Communications presents PG&E's positions to the general public and employees by researching, designing, and developing strategic messages and implementing communication vehicles and tools.

Customer Relations: The Customer Relations department manages the handling of customer complaints. Customer Relations also works with the CPUC's Consumer Affairs Branch to address escalated customer complaints.

Billing Operations: The Billing Operations department is responsible for calculating bills for customers taking service under complex rate schedules and non-energy related services. This includes maintenance of customer account information and operations of meter and data retrieval systems associated with the SmartMeter™ program.

Customer Engagement: The Customer Engagement organization provides essential customer care services to customers including account services to meet the wide-ranging needs of business customers, customer research and data management, and tariffed program outreach and education.

Change Management: The Customer Care Change Management department plans and executes employee programs through education, communication, engagement and outreach.

Information Systems and Technology Services (ISTS): ISTS provides computer and telecommunication services and solutions that PG&E needs to deliver energy and services to electric and gas customers in a cost-effective and reliable manner.

Controller: The Controller organization is responsible for managing PG&E's financial and regulatory accounting and reporting to ensure it meets generally accepted accounting principles, Securities and Exchange Commission, CPUC, FERC, and other regulatory requirements. The Controller is also responsible for establishing and implementing accounting policy, ensuring that operating lines of business comply with policies and procedures, developing and monitoring the Company budget, and performing the accounts payable and payroll functions.

Business Finance: The Business Finance department is responsible for collecting, analyzing and delivering centralized strategic information on financial performance to senior management.