

From: Cherry, Brian K  
Sent: 9/13/2011 11:58:47 AM  
To: Mark Ferron (fer@cpuc.ca.gov) (fer@cpuc.ca.gov)  
Cc:  
Bcc:  
Subject: FW: Joining PG&E and Our Path Forward

FYI

**From:** A Message from Tony Earley  
**Sent:** Tuesday, September 13, 2011 11:16 AM  
**To:** All PG&E Mail Recipients; All PGE Corp Employees  
**Subject:** Joining PG&E and Our Path Forward

Fellow Employees:

This morning—my first as a PG&E employee—I wanted to take a moment to let all of you know how glad I am to be on board and to tell you about my immediate priorities.

Over the next several weeks, I am intent on getting to know the team at PG&E, understanding our gas and electric operations, and grounding myself in our issues. That includes getting a solid grasp on the turnaround efforts that you're already pursuing. In the process, I'll get out of my office and into the field as much as possible.

As you probably expect, there will be plenty of questions along the way. My ask of each of you is that you feel free to give me your candid thoughts and observations—from my immediate team to the front lines.

In particular, I'm ready to hear what we are doing well that we need to continue doing, what are we doing that we need to stop, and what should we be doing that we currently aren't. This kind of feedback will be invaluable in helping to sharpen my thinking about the path forward for PG&E.

Just as important, I will reach out and ask for this same frank input from customers, community partners, regulatory leaders, elected representatives, and others outside our company. We can never become the industry leader we want to be unless we have a crystal clear understanding of where we stand now.

As I rode in from the airport yesterday, I was struck by the reality that virtually every single person in sight was one of our customers. They put their confidence in PG&E to do what we do—safely, reliably, and affordably. For almost 30 years now, that thought has kept me excited about being in our business. It's also kept me focused on never taking our customers or communities for granted.

If I've become a true believer in one thing over that time, it's that we have to continuously invest in building healthy customer and community relationships. That means listening and understanding their needs. It means being honest about what we can do and what we can't. And it means following through and keeping our word.

I have every confidence that, if we work together to do this consistently, we'll be successful and we'll come back strong from the challenges we face.

In our business, we often like to talk about the rich histories our companies have, whether it's PG&E or DTE Energy. I'm incredibly proud to now be a part of that legacy here. But I joined PG&E not because it has a great past, but rather because it has a great future.

I look forward to working with all of you to build that future starting today.

Tony