

From: Ralff Douglas, Kristin  
Sent: 8/7/2013 10:13:10 AM  
To: Allen, Meredith (/O=PG&E/OU=Corporate/cn=Recipients/cn=MEAE)  
Cc: Affonsa, Deborah (/O=PG&E/OU=CORPORATE/CN=RECIPIENTS/CN=DTA31);  
Reilly, Brooke A (/O=PG&E/OU=Corporate/cn=Recipients/cn=BARII)  
Bcc:  
Subject: Re: Draft En Banc Agenda

First, thank you all for the rapid response team efforts! Overall, I think this is a very strong agenda, and could be a great meeting.

I just spoke with Meredith and expressed a few concerns, particularly around Atul Dighe and Joe Scalise. The other two look like they fit what I was hoping for perfectly.

As a kick off speaker, I would like to articulate that we are at a critical juncture in the utility industry. Lots and lots of challenges and opportunities and now is the time to start talking about them and engaging in a deliberative process to maximize the opportunities. This speaker would help to outline what is happening on a broad scale, so that we signal very strongly from the outset that we are not just talking about the over-hyped death spiral. It may also help to explain why the challenges ahead are not the same as the challenges the industry faced in the past. I am not sure that Atul can do this. (If we can't find someone who can speak to this, I can have one of our commissioners outline the issue and state that that is why we are having the enbanc. I think that's a perfectly good plan B, but I'd really rather find an expert to do it.)

Also, I have a lot of concerns with Joe, as the focus of his writings (those I could find on the internet) and the write up for this agenda appear to be on helping utilities maximize profits. While I can see why you and the other five utilities would hire him, his focus is not appropriate for this meeting. Specifically, I am looking for someone to outline in a very neutral way the three main directions that the utility business model could go (from T&D only on one end, to full service vertically integrated on the other end, sandwiching the "smart integrator" in the middle.) That person would help our process greatly by stating what each model is, give examples of the types of services the utility would or wouldn't offer, and the pro's and con's of each from the view of the regulators, utilities, energy markets, and customers. (If there is not time for the customer, we can address that in the customer-specific section.)

I'm available anytime today to discuss any of this, and again, really appreciate all your work on

this!

**From:** Allen, Meredith [mailto:MEAe@pge.com]  
**Sent:** Wednesday, August 07, 2013 8:49 AM  
**To:** Ralff Douglas, Kristin  
**Cc:** Affonsa, Deborah; Reilly, Brooke A  
**Subject:** Draft En Banc Agenda

Kristin,

Attached is an agenda that Brooke prepared. Brooke also inserted potential timing for each speaker using the assumption of a four-hour meeting but that can be adjusted. Also below is message from Brooke regarding Bain.

Deb has reached out to Matt, Joe and Atul. She will know by COB Monday whether Matt and Joe are available. Deb hasn't heard back yet from Atul. We will keep you posted.

Thanks for taking the time to meet with us yesterday. It was a great conversation. We appreciate your leadership in moving the en banc forward. We will let you know how the conversation with the other IOUs goes.

Thanks,

Meredith

Our recommendation of Joe is based on the work he is currently doing – namely, he is engaged with five other major utilities outside of CA and is helping them set up the framework, signposts, and scenarios for what their “utility of the future” is. He can bring good context to the discussion of the “three scenarios” you mentioned today, how other utilities are thinking about them/implications of each, and major signposts to track as we move toward them (or not). We’ve worked with Joe in the past and have found him to be thoughtful and well-

respected. I haven't done a search on what's available from him on the internet, but I'm not surprised you're finding things that speak to how utilities can make more money ... after all, that's one of the key things strategy firms are brought in to figure out! But he's capable of thinking and speaking well beyond that.

PG&E is committed to protecting our customers' privacy.  
To learn more, please visit <http://www.pge.com/about/company/privacy/customer/>