

BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE
STATE OF CALIFORNIA

Commissioners:

Marybel Batjer, President
Martha Guzman Aceves
Liane M. Randolph
Clifford Rechtschaffen
Genevieve Shiroma

Emergency Meeting on PG&E's Planning)
and Execution of the Public Safety)
Power Shut-Off Events in Northern) Record of the
California.) Emergency
Meeting
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SAN FRANCISCO, CALIFORNIA

OCTOBER 18, 2019 - 1:00 P.M.

* * * * *

PRESIDENT BATJER: Good afternoon.

This Commission meeting is called to order.

It is pursuant to the California Government Code Section 11125.5, which provides for a State body to hold an emergency meeting to address an emergency situation which must be determined by a majority of the members of the Commission at the beginning of this meeting.

To satisfy this requirement, I will now identify the emergency situation.

Pacific Gas and Electric Company (PG&E) initiated a series of Public Safety Power Shutoffs (PSPS) events during the week of October 7th. These PSPS events affected up to 700,000 accounts that serve approximately 2 million California residents.

Not only did this event have an unprecedented scale, but it turns out that the company's implementation of the PSPS protocol was flawed. Unless it is executed well, shutting off power has severe public health and safety consequences, from effects on transportation and roadways to effects on safety of residents at critical facilities,

1 such as hospitals and residents who need
2 electricity for medical equipment, basic
3 mobility or storage of medicine.

4 These impacts are at their most
5 severe in isolated, rural and/or tribal
6 communities.

7 The public health and safety impacts
8 become even more detrimental when electric
9 service is shut off over a large area without
10 effective coordination that prevents
11 emergency personnel from county or tribal
12 governments to do their jobs.

13 At this time, Northern California
14 continues to have a fire risk and additional
15 PSPS events may occur again at any time if
16 weather conditions change.

17 Without an effective best-event
18 evaluation and swift changes -- excuse me,
19 changes in both PG&E's policy and the
20 company's ability to implement them, the
21 events of the week of October 7th could be
22 repeated. The threat of a poorly-executed
23 wide-scale PSPS event compromises delivery of
24 electricity to the public, including homes,
25 hospitals and public facilities.

26 Until PG&E's conduct is reviewed and
27 corrective action are identified and
28 implemented, there remains a substantial risk

1 that the public health and safety of
2 Californians will be severely impaired with
3 potentially catastrophic results.

4 I now ask my fellow Commissioners to
5 confirm the situation qualifies as an
6 emergency situation as defined by Government
7 Code Section 11125.5.

8 Clerk, could you please call the
9 roll?

10 THE CLERK: For Item 1, Commissioner
11 Shiroma.

12 COMMISSIONER SHIROMA: Aye.

13 THE CLERK: Commissioner Guzman Aceves.

14 COMMISSIONER GUZMAN ACEVES: Aye.

15 THE CLERK: Commissioner Randolph.

16 COMMISSIONER RANDOLPH: Aye.

17 THE CLERK: Commissioner Rechtschaffen.

18 COMMISSIONER RECHTSCHAFFEN: Aye.

19 THE CLERK: President Batjer.

20 PRESIDENT BATJER: Aye.

21 Thank you. Please rise and join me
22 for the Pledge of Allegiance.

23 (Pledge of Allegiance recited by
24 parties present.)

25 PRESIDENT BATJER: Thank you.

26 Edgar, Robert, could you please play
27 the safety information and announcement for
28 everyone?

1 We are off the record for this.

2 Thank you.

3 (Off the record.)

4 PRESIDENT BATJER: I'm sorry. We have
5 to go back on the record. Okay. We are back
6 on the record.

7 And, staff, I will ask you to take
8 your seats in the audience.

9 At this time, I will ask for the
10 representatives of PG&E who will be speaking
11 to please take their seats at the hearing
12 table here.

13 You can come up, Mr. Johnson, or
14 separately, and then we'll have the other
15 representatives join you, when it's time, if
16 that's appropriate.

17 MR. JOHNSON: President Batjer, members
18 of the Commission --

19 PRESIDENT BATJER: Sir, I will make a
20 statement first. I'm sorry. I was waiting
21 for you to get settled.

22 MR. JOHNSON: Thank you.

23 PRESIDENT BATJER: Okay. First, I
24 would like to thank my fellow Commissioners
25 and all in attendance for making today's
26 emergency meeting on such short notice.

27 Just this past week, we recognized
28 the two-year anniversary of the Tubbs Fire in

1 Napa and Sonoma Counties, October 8th, 2017.
2 Twenty-two (22) people lost their lives and
3 more than 5,600 structures were destroyed.

4 And in just a few weeks from now,
5 we'll mark the one-year anniversary of the
6 Camp Fire in Butte County, November 8th,
7 2018, the deadliest and most destructive
8 wildfire in California's history. Eighty-six
9 (86) people tragically lost their lives, and
10 a staggering 18,804 structures were
11 destroyed.

12 Many of us in this room have a
13 personal connection to those destructive
14 wildfires. And we will always recognize the
15 tremendous loss of friends, family and loved
16 ones.

17 This brings us to today, where we
18 are at a historic peak of the wildfire season
19 and time is of the essence.

20 I called today's emergency meeting
21 and required the presence of the executives
22 and Board members from the Pacific Gas and
23 Electric Company, in an effort to ensure all
24 CPUC-regulated utilities are better-prepared
25 and that their customers are better-served
26 when our state faces the next wildfire
27 threat, and, if warranted, another power
28 shutoff incident.

1 California has been a global leader
2 in implementing -- excuse me, adjusting my
3 mic -- in implementing laws to reduce the
4 causes and impacts of climate change. It has
5 also been a leader in supporting climate
6 research which has forecasted increasing
7 threats and impacts from wildfires in coming
8 days -- decades. And, sadly, the state has
9 learned too well in recent years the level of
10 destruction climate-changed, induced-weather
11 events can have on our communities when
12 combined with neglect -- negligent
13 maintenance of electrical infrastructure.

14 California will become more
15 resilient. But resilience will not and
16 should never translate to Californians being
17 willing to put up with inadequate execution
18 of measures that are supposed to keep them
19 safe.

20 And for the CPUC, although utilities
21 are responsible for keeping their
22 infrastructure safe, we cannot and should
23 never stop demanding better ways to reduce
24 fire -- wildfire risk and to reduce the use,
25 scope and impacts of a power shutoff without
26 compromising public safety.

27 What we saw play out by PG&E last
28 week cannot be repeated. I have only been at

1 the CPUC a couple of months, but it does not
2 take long to see the privilege investor-owned
3 utilities have in being a unique provider of
4 essential services to the public. It also
5 has not taken me long to realize how some
6 utilities fail to understand what a privilege
7 it is and that with such privilege comes
8 great responsibility to those who they serve.

9 It is the CPUC's responsibility
10 therefore to identify and correct such
11 failures. This is why we are here today.

12 My specific goals of this meeting is
13 to make sure any future power shutoff event
14 is never like the one of last week.

15 In the past year, the CPUC adopted
16 the Wildfire Mitigation Plan for PG&E and
17 protocols for power shutoffs and continues to
18 examine current practices from each power
19 shutoff event. The utility's plans for these
20 events, however, are only effective when they
21 are implemented in a reasonable and competent
22 manner. This did not happen last week.

23 We will question and assess today --
24 what we will question and assess today is the
25 scope and scale of the last week's power
26 shutoff event. And equally important, its
27 inadequate execution by PG&E.

28 The impact of the scope and scale of

1 the power shutoff to lives, businesses and
2 the economy cannot be overstated. The loss
3 of power endangers lives, especially those
4 individuals who are reliant on power for
5 medical reasons. It also imposes additional
6 burdens on our most vulnerable populations,
7 and it causes major disruptions to
8 businesses, hospitals, schools and
9 transportation networks, as well as strain
10 state and local emergency and public safety
11 resources.

12 To exacerbate the situation, PG&E
13 was not fully-prepared to manage such a
14 large-scale power shutoff. Throughout the
15 event, PG&E had multiple issues with
16 communications, coordination and event and
17 resource management.

18 Among various problems identified,
19 we witnessed PG&E not adequately prepared, or
20 scale its business operations for the
21 increase in customers contacting the utility
22 during the power shutoff events, including
23 the crashing of its website and its inability
24 to answer the calls of customers seeking
25 assistance and critical information.

26 We have also heard from local and
27 tribal governments on the lack of
28 coordination until the power shutoffs

1 commenced, the lack of critical information
2 flow, and in some instances total breakdowns
3 in communication.

4 The CPUC acknowledges PG&E's staff
5 cooperated with the state agencies and were
6 transparent with problems as they arose.
7 Such collaboration is imperative in emergency
8 situations and must continue into the future.

9 This level of cooperation also needs
10 to be inclusive of all emergency response
11 personnel impacted by these events,
12 particularly county and tribal governments.

13 We also acknowledge the contribution
14 -- contributions of the front-line utility
15 workers. They face risks themselves as they
16 work long hours, often in rough terrain, to
17 notify customers in remote areas, monitor the
18 system during turnoff events and restore
19 service as quickly as possible afterwards.
20 However, failures in execution, combined with
21 the magnitude of this event, created an
22 unacceptable situation that should never be
23 repeated and that requires scrutiny and
24 correction.

25 While PG&E spent significant
26 resources warning the public about the risk
27 of the power shutoff events and what the
28 public should do to prepare for an event, it

1 is not clear that PG&E spent the time it
2 should to make sure the utility was prepared.

3 Today we focus on what we can learn
4 to ensure there is significant improvement in
5 determining the need and if required the
6 execution of any future power shutoff events
7 initiated by PG&E.]

8 With that, I would like Mr. Johnson to
9 introduce himself and provide his opening
10 statement.

11 STATEMENT OF BILL JOHNSON

12 My name is Bill Johnson. I'm the
13 president and CEO.

14 (Off the record.)

15 MR. JOHNSON: Try that again. I'm Bill
16 Johnson, the president and CEO of PG&E.

17 President Batjer, Commissioners,
18 members of the Commission staff, members of
19 the public, good afternoon. As the president
20 said, we're here to discuss today the
21 difficult decision PG&E made last week to
22 turn off power for safety across hundreds of
23 communities and 35 counties, a decision, I
24 believe, achieved its essential purpose but
25 one that also suffered from significant
26 shortcomings in execution.

27 Given those shortcomings, we're also
28 here to discuss how we're improving for the

1 next time we might need to turn off power
2 when weather conditions require it. And
3 we're also here to begin discussing how we're
4 working towards a future in California where
5 these types of shutoffs are no longer
6 necessary.

7 Let me assure you we do not like to
8 turn off the power. It runs contrary to the
9 reason any of us ever got in this business.
10 But as I look back at last week, one of the
11 things that stands out in my mind, we
12 actually didn't have any catastrophic fires
13 in Northern and Central California. And that
14 was the sole intent of the PSPS.

15 Now, it's hard to prove a negative.
16 We can't prove our decision avoided fires
17 that otherwise would have occurred. But we
18 do know this, that winds above 45 miles an
19 hour create a high risk of vegetation
20 contacting distribution lines. And
21 vegetation contacting those lines is the most
22 common cause of fire related to electrical
23 equipment.

24 In this event, we saw winds above 45
25 miles per hour in many locations for
26 sustained periods of time. And we have more
27 than a hundred confirmed cases of wind damage
28 to our electric system, things like trees and

1 branches and other things coming into contact
2 with our lines and actually power lines on
3 the ground. And these instances were
4 widespread across the system.

5 Contact of this type is known to
6 cause ignition when lines are energized,
7 which is what Cal Fire concluded caused many
8 of the North Bay fires two years ago, but we
9 would never want to experience that again.
10 No one ever wants to see anything like that
11 again, and it is our sincere commitment at
12 PG&E to make sure that we don't.

13 So how did PG&E, how did California
14 utilities and now many of the utilities
15 across the west get into this condition where
16 we have to shut off power? And the answer is
17 the risk of fires has grown significantly in
18 recent years driven by climate change in
19 various forms. PG&E's example is this: In
20 2012, the state's elevated fire threat
21 designation applied to 15 percent of our
22 territory, a very large territory. Today
23 more than 50 percent of our territory has
24 that designation.

25 So in response to this increase in
26 risk and after the horrific Camp Fire in
27 2018, PG&E did several things to reduce the
28 risk of wildfire: Inspected and repaired, as

1 needed, on a priority basis all of its assets
2 in the Tier 2 and Tier 3 fire districts,
3 adopted and is implementing much more
4 aggressive enhanced vegetation management,
5 accelerated a plan to harden its system
6 through changes in equipment and materials
7 and developed a more robust PSPS program,
8 which it submitted to this Commission as part
9 of its wildfire safety plan. That plan is
10 built on strong meteorological capability,
11 situational awareness and predictive
12 analytics. That's the plan and the program
13 we follow in instituting this PSPS.

14 Perhaps because of the history of
15 significant events of this company, I have
16 heard and read a lot of skepticism about our
17 actions. I hear skepticism about whether the
18 shutoff was truly necessary and whether the
19 scope was too large, skepticism that we did
20 this to save our own skin rather than for
21 public safety.

22 The fact is that we did this for one
23 reason, and that is safety. The only thing
24 we cared about in all of this was the safety
25 of our customers, our employees and the
26 people of California. Our efforts last week
27 were a product of that mindset.

28 You know, the reputation and

1 condition of this company has been adversely
2 affected by instances in the past where it
3 did not keep people safe. And in this
4 instance, we were doing our best to do just
5 the opposite.

6 Another misconception is that we
7 turned off power because our system is in,
8 quote, "shambles," but actually, our system
9 is in the best -- fire threat areas we serve
10 is in pretty good shape. We know this
11 because we just finished an unprecedented
12 inspection and repair process. So it's not
13 accurate to state that the condition of our
14 system drove this PSPS.

15 The PSPS was driven by a widespread
16 wind event and the desire to keep people
17 safe. Making the right decision on safety
18 isn't the same thing as executing that
19 decision well. In this aspect, some
20 skepticism is in order, and that's part of
21 the reason we're here today.

22 So instead, I believe shutting off
23 the power achieved this purpose, but it
24 caused hardship and different safety risks
25 for millions of our customers, friends and
26 neighbors. Anytime where we have to live
27 without power is difficult, but in this case,
28 the hardship was widespread, and it was made

1 worse by shortcomings in our communications,
2 our online maps and other areas. When people
3 needed information, our website and call
4 centers were underequipped to meet that
5 challenge. When people could access our
6 site, the map showing potentially impacted
7 areas were not dependable.

8 So we -- I acknowledge these
9 critical errors. They are not acceptable,
10 and they cannot happen again.

11 So to our customers who were
12 impacted by the shutoffs and to all those who
13 did not get timely accurate information about
14 them, I apologize for the hardship and the
15 lack of information, and we'll let you know
16 this cannot happen again.

17 There are other speakers behind me
18 that will give you more details about what it
19 is we're doing. Let me describe some of the
20 areas we're focused on. First,
21 communication. Should the prospect of
22 another safety shutoff arise, we commit to
23 communicating with the customers and
24 communities with as much notice as possible,
25 with as much clarity as possible and as
26 frequently as possible. We did not deliver
27 on that commitment last week. Our website
28 crashed several times, our maps were

1 inconsistent, perhaps incorrect. Our call
2 centers were overloaded. So we are
3 reinforcing our website and call centers to
4 handle a much higher volume in these events,
5 and we are working to improve the quality and
6 accessibility of our outage maps.

7 We will also continue improving
8 coordination with our government agency
9 partners. We welcomed members of Cal OES,
10 Cal Fire and the CPUC staff into our
11 Emergency Operations Center as we planned and
12 executed the work. We sought and accepted
13 feedback and counsel. We're grateful for
14 that assistance. We will ask for it again.
15 And in fact, we rely on it. So thank you to
16 all those folks.

17 Another area of focus for us is
18 narrowing the scope of safety shutoffs. We
19 made progress on this since last year, but
20 more is needed. And we will use all the
21 tools at our disposal. And those coming up
22 after me are more equipped to describe those
23 tools. But in time, we'll be able to use
24 shutoffs with more precision so that fewer
25 customers are impacted. And I believe and I
26 certainly hope that we get to a point where
27 the PSPS is not needed at all because
28 ultimately none of us want a future where

1 these shutoffs are commonplace or even
2 necessary. So we're working to reduce fire
3 risk in a multitude of ways, and this will
4 take some time.

5 In the shorter term, the conditions
6 are ripe for wildfire. We might have to
7 employ PSPS again. And we all need to be
8 prepared for this eventuality, and PG&E has
9 to be better prepared than it was this time.
10 If we do, we'll do the best we can with the
11 least impact possible. We're actually here
12 to improve the quality of life, not burden.

13 So to close, I want to thank the
14 Commission for bringing us together this
15 afternoon. This is a topic that millions of
16 Californians, including us, care deeply
17 about. We share a desire to get better at it
18 and eventually to render it unnecessary. Our
19 desire is to provide power to people, not to
20 take it away. And most important, we all
21 share a desire to prevent catastrophic
22 wildfire in our communities, and I look
23 forward to continue our work together to meet
24 that objective year after year. Those are my
25 comments.

26 Thank you.

27 PRESIDENT BATJER: Thank you, Mr.
28 Johnson. I'm going to turn to my fellow

1 Commissioners and ask whether they have
2 questions of Mr. Johnson at this time.

3 Yes, Commissioner Shiroma.

4 COMMISSIONER SHIROMA: Yes. Good
5 afternoon, Mr. Johnson. You know, in
6 September, PG&E conducted PSPS events in late
7 September, and it was of less magnitude than
8 the October period of time. And in a letter
9 that was required by the CPUC to be submitted
10 on that, on page 8 it talks about learning
11 from that particular episode and -- as far as
12 successes and things to improve. And are you
13 able to -- or are your other team members
14 able to speak to what things were identified
15 to be improved which were supposed to be used
16 or maybe were used for the October PSPS
17 event?

18 MR. JOHNSON: I think those who come
19 after me are -- probably helped write that
20 letter. I think those who come after me
21 probably helped write that letter and are
22 better able to speak to it, but a couple of
23 things were better communication and better
24 coordination with the state agencies, some of
25 the things I already mentioned.

26 The scope of those prior events were
27 in the tens of thousands of customers. This
28 was in the hundreds of thousands. And so I

1 think some of the things that appear as
2 weaknesses here probably wouldn't have been
3 obvious in those smaller ones, but I think
4 people behind me -- and I will make sure
5 there's someone behind me who can answer your
6 question.

7 COMMISSIONER RECHTSCHAFFEN: Mr.
8 Johnson, last Saturday after the PSPS was
9 over, you were quoted in an update as saying
10 something to the effect that wildfire risk is
11 greater than ever and moving faster than
12 regulations.

13 Do you recall saying something like
14 that?

15 MR. JOHNSON: You know, I said a lot of
16 things last week. I don't particularly
17 recall that -- saying that.

18 COMMISSIONER RECHTSCHAFFEN: Well,
19 given the risks involved to the public, that
20 was a very concerning statement to us because
21 it suggested that the extent of your
22 responsibility or duties were limited to
23 regulatory compliance. And it's especially
24 troubling given that we've been working with
25 PG&E for the past almost decade trying to
26 instill a safety culture in the company that
27 values continuous safety improvement beyond
28 compliance.

1 So I'm just wondering if you wanted
2 to comment now on that statement.

3 MR. JOHNSON: Thank you for the
4 opportunity. As I said, I don't remember
5 saying that. If I did, I certainly did not
6 mean to imply that anything we're doing is
7 hampered by regulation or the actions of this
8 Commission or the state. Actually, it's
9 quite the opposite. Your focus as the
10 Commission on things like safety culture, on
11 wildfire safety plans, on all of these things
12 is the right thing to do. And I am not
13 pointing the finger at anybody other than us.

14 PRESIDENT BATJER: Commissioners?
15 Commissioner Randolph.

16 COMMISSIONER RANDOLPH: I appreciate
17 your statement that you don't -- that you
18 want to get to a point where the system --
19 where widespread shutoffs are not necessary
20 on the system, but when do you anticipate
21 getting to that point? And what are the
22 steps? Whether you or the next panel wants
23 to provide further detail, you know, seeing a
24 path to getting to the point where these
25 widespread events are not necessary is, I
26 think, where we all need to be.

27 So how are we going to get there?

28 MR. JOHNSON: Thank you for that

1 question, Commissioner. And there are
2 people -- I'm not deferring every question.
3 But there are people specifically going to
4 speak to that point. But some of the answers
5 are, in the shorter term, more sectionalizing
6 equipment particularly on subtransmission so
7 that you can take out smaller sections of
8 line. I think there's a definite need to
9 move towards some form of microgrid
10 sectionalization so you can have small
11 contained -- you know, they do some of that
12 in other parts of the state. You have to
13 have some generation support behind that.
14 The use of different materials like covered
15 wire will help some. So it's called tree
16 wire hardening the system. Increased
17 vegetation management. All of these things
18 will help. And eventually I think the
19 technology will get us to a point where we
20 don't need to be doing it.]

21 PRESIDENT BATJER: What's the time line
22 you see for that?

23 MR. JOHNSON: So, better every year. I
24 think it is probably a 10-year time line to
25 get to a point where it is really ratcheted
26 down significantly. I think it would be
27 better every year. I think everybody gets
28 better at it every year with every event, and

1 we learn a lot from each other. The risk is
2 significant.

3 COMMISSIONER RANDOLPH: Have you
4 prepared sort of a prioritization of that so
5 that you can understand sort of which segment
6 of your system would achieve the first, you
7 know, the broadest benefit early in terms of
8 making these improvements?

9 MR. JOHNSON: The answer is yes. And
10 the specifics will come from an expert after
11 me.

12 PRESIDENT BATJER: Commissioner Guzman
13 Aceves.

14 COMMISSIONER GUZMAN ACEVES: Thank you,
15 Mr. Johnson. As Commissioner Rechtschaffen
16 stated, we've been looking within the Safety
17 Culture proceeding in examining PG&E's
18 treatment of its customers as if it is
19 entitled to them.

20 (Microphone adjustment.)

21 COMMISSIONER GUZMAN ACEVES: Thank you.

22 It is treating its customers as if
23 there is no way it could lose them. Is your
24 lack of preparedness and consideration for
25 your customers a reflection that
26 fundamentally you believe you are entitled to
27 them, instead of having the privilege to
28 serve them? Do you think the lack of care

1 you have for your customers merits you
2 retaining them as your customers?

3 MR. JOHNSON: I don't believe anybody
4 should think, and I certainly do not, that
5 you are entitled to your customers.
6 Regardless of the system and whether it is --
7 regardless of it, I think our objective
8 should be everyday make sure we feel like we
9 can't keep them, and doing everything we can
10 to keep them. To me, the key -- one of the
11 keys to success in this business is happy and
12 satisfied customers, which we don't have
13 today. So I certainly don't think that
14 myself, and I don't think the organization as
15 a whole, thinks that.

16 As far as whether that attitude
17 permeated this event, I don't see any of
18 that. I see a lot of good people doing hard
19 work everyday, trying to do the right thing
20 to serve the customer.

21 I will tell you, I haven't been
22 there long and something I've focused hard on
23 at every meeting and every opportunity. We
24 are here to serve customers as our primary
25 and only function.

26 And so I don't believe you should
27 think you are going to keep your customers.
28 In fact, some of our customers are talking

1 about doing something else right now. I
2 certainly don't think any of that attitude
3 affected this event.

4 PRESIDENT BATJER: Any other comments?
5 I have one more. I have one final,
6 Mr. Johnson. As was stated in my opening
7 remarks, and which I'm sure we will engage
8 the next panel in, I was actually astounded
9 at what I saw as pretty simple preparedness
10 for a major outage like the PSPS we
11 experienced last week. Simple things like
12 you have already enumerated, I did in my
13 letter to you, you did in your response back
14 do me, of the website, the call center.

15 But, you know, we will be judged by
16 outcomes, and not by plans. So I'm really
17 hoping that we hear today that you have done
18 a tremendous amount of review of the plans,
19 so we have much better outcomes. Thank you.

20 Any other questions?

21 (No response.)

22 PRESIDENT BATJER: Thank you,
23 Mr. Johnson.

24 We will ask the next panel to please
25 come up. I think you may have a couple of
26 folks that we didn't have on the agenda, so
27 I'll just allow the executives to introduce
28 themselves once they get seated and settled.

1 (Off the record.)

2 PRESIDENT BATJER: We will be
3 discussing the issues and problems identified
4 during the recent Public Service Power
5 Shutoff, the event, and the corrective
6 actions taken to date.

7 With that, we can turn to the panel
8 for your presentations.

9 STATEMENT OF ANDY VESEY

10 Thank you, President Batjer.
11 Commissioners, Commission staff, members of
12 the public, good afternoon. I'm Andy Vesey,
13 the CEO and President of the Pacific Gas and
14 Electric Company. Thank you for your
15 invitation to be here today.

16 I've been at PG&E for just about
17 two months. However, my entire 41-year
18 career has been in the energy utility
19 industry, both domestically and
20 internationally. I am an operator by
21 training and at heart. And I can attest that
22 no one gets into this line of work with the
23 dream of having to turn the lights off on
24 customers. It runs counter to our nature, it
25 is not in our DNA, and it is not what our
26 customers expect. But what is part of our
27 DNA is keeping people safe.

28 Throughout all the companies I've

1 worked for, safety is the golden thread. It
2 is the value that comes before anything else.
3 And I have learned the same is true at PG&E.
4 And what that means is, when faced with the
5 choice of turning off power or putting our
6 communities at risk of catastrophic wildfire,
7 we make the very difficult decision to go
8 dark. We have made this decision a handful
9 of times in the past couple of years. And,
10 unfortunately, we will likely need to
11 continue doing so in the near-term for the
12 sake of public safety. So we need to keep
13 getting better at doing it. We need to make
14 it as a minimally disruptive to our customers
15 as possible by being more targeted and
16 restoring more quickly.

17 My colleagues and I will discuss
18 specific ways we are doing this during the
19 next two panels. But I'll also say it is our
20 goal not to do these type of shutoffs at all.
21 We want to be a safe and reliable operator,
22 and that is going to require transformation
23 in the years ahead to effectively adapt to
24 the changes and the challenges of climate.
25 We will talk about that work today as well.

26 So as an overview, let me lay out
27 our general areas of focus of our improvement
28 efforts. First, this work scaling our

1 support functions, specifically our IT
2 resources and call center workforce, to
3 handle the surge in activity that accompany
4 service disruptions of this type. No one
5 likes being without power, but we can't also
6 leave the public in the dark when it comes to
7 the information to help them plan and stay
8 safe.

9 Second, we have to improve our
10 coordination with local and state
11 governments, agency partners, and tribal
12 governments. We need better processes and
13 procedures for communicating with these
14 various entities so we are sharing timely and
15 accurate information, and collecting
16 important feedback on our performance in real
17 time. We need to team with these agencies to
18 plan and scale for these shutoffs so they can
19 effectively support their communities and
20 maintain their critical services.

21 Third, we must focus on improving
22 the information content of our outage maps
23 and develop better practices for sharing
24 those maps. Millions of people need to be
25 able to look up their addresses online to see
26 whether their home or business is going to be
27 impacted and have confidence in that
28 information.

1 While we believe that the
2 operational components of the Public Safety
3 Power Shutoff are well executed, we still
4 have opportunities to improve the process,
5 specifically the scope of those impacted, and
6 the speed of restoration. This is all about
7 keeping people safe in catastrophic
8 wildfires, and minimizing the time customers
9 are disrupted.

10 We are working hard to narrow the
11 scope and frequency of these shutoffs, and
12 speeding restoration through a variety of
13 near-term and longer term efforts. As I
14 said, safety shutoffs cannot be standard
15 practice. It is simply not sustainable. Our
16 challenge is to adapt, to rethink the system,
17 to use technology to our advantage, and to
18 enlist expertise from wherever it resides.
19 The risk we all face is real.

20 We operate an electric system in a
21 growing tinderbox. This is the challenge of
22 our time, and one that we are committing to
23 taking head on and solving with our customers
24 and the communities we are privileged to
25 serve.

26 What I want to say -- and I'm going
27 to go off prepared remarks because this is
28 about learning and this is about improving --

1 one of the things that was said earlier to
2 this inclusion, it is about anticipation. As
3 you approach these big events, you have to
4 think broadly. Anticipation is clearly a
5 part of the PSPS. We have to anticipate
6 weather before it happens. We have to
7 anticipate where we need to shut off the
8 system. We have to think through how we are
9 going to restore. But I have to say, our
10 anticipation was not adequate. We did not
11 anticipate the large volumes that were going
12 to our websites. We did not anticipate all
13 the local needs that were not being served,
14 by the information we were providing.

15 So one of the things that we need
16 to do broadly, not just with PSPS, but as a
17 company that deserves the right to serve the
18 customer it has, is we have to develop a
19 mindset or culture of anticipation. What
20 else can happen as we approach the PSPS?
21 What if we had a PSPS and experienced an
22 earthquake at the same time? What happens in
23 the local community that is ongoing that will
24 be impacted negatively by shutting off power?
25 What does this require?

26 It requires scenario planning,
27 running all the scenarios, asking all the
28 tough questions, and tabletop exercises to

1 see how he would perform. It requires an
2 ongoing basis scanning of the environment,
3 intimate knowledge of the communities that we
4 serve so we understand what would be
5 disrupted, what would be additional safety
6 concerns they may be facing.

7 This requires a greater engagement
8 with our communities. And it also tells us
9 that we should be thinking about PSPS all the
10 time, not just seven days in advance when we
11 see the weather changing. So there is
12 significant work to do, and my colleagues at
13 the table here all tell you about what we are
14 doing now, and what we will continue to work
15 on.

16 So let me again introduce them
17 before I conclude my remarks. We have Laurie
18 Giammona, who is our Senior Vice President,
19 Chief Customer Officer; Michael Lewis, the
20 Senior Vice President of Electric Operations;
21 Kathy Kay is Senior Vice President and Chief
22 Information Officer; Aaron Johnson, Vice
23 President of Customer Solutions. They all
24 have an active part of these operations. But
25 more importantly, they have an active part
26 every day in making sure we live up to the
27 expectations of serving our customers.

28 So with that, I'll conclude my

1 remarks. And with your permission, turn to
2 Michael.

3 STATEMENT OF MICHAEL LEWIS

4 Thank you, Andy. Good afternoon,
5 everyone. My name is Michael Lewis, Senior
6 Vice President of --

7 PRESIDENT BATJER: We need you closer
8 to the mic.

9 MR. LEWIS: Thank you very much.

10 PRESIDENT BATJER: Thank you.

11 MR. LEWIS: My name is Michael Lewis,
12 Senior Vice President, Electric Operations of
13 PG&E. I want to thank you for this
14 opportunity to share our lessons learned and
15 corrective actions from the October 9th PSPS
16 event. We strive to be a superior operating
17 team, and the pathway to this objective to be
18 highly self-critical, and to embrace
19 criticism as a means to improve.

20 As the officer in charge of this
21 event, the decision to de-energize power to
22 730,000 homes, businesses, and public service
23 facilities was gut wrenching, because I
24 recognize the hardship it created for
25 customers in our communities.

26 I have been with PG&E for 14 months,
27 and in the industry for almost 34 years. I
28 have made hurricane restoration efforts in

1 Florida and the Carolinas for 14 years. So
2 shutting the power off goes against all my
3 training and experience.

4 With that said, it is my true belief
5 that those actions preventing a catastrophic
6 wildfire, from an operation perspective,
7 allow me to share four items where we are
8 working to get better.]

9 The first is integration; how
10 PG&E's Electric Operations can better
11 integrate with State agencies, such as Cal
12 OES and CAL FIRE. This needs to be much more
13 than just a one-way flow of communication or
14 enhanced transparency.

15 We will work to create a unified
16 command structure so that PG&E and these
17 safety-focused state agencies communicate and
18 coordinate effectively, especially when we
19 are reaching a point of making key decisions
20 during the operations.

21 We will train all of our people who
22 respond to PSPS events and emergencies on the
23 protocols of the Standardized Emergency
24 Management Systems or SEMS protocol. This
25 will ensure that we speak the same language
26 as Cal OES and CAL FIRE.

27 And we will improve both the
28 precision and availability of our maps that

1 overlay the footprint with our circuits so
2 that all of us, PG&E, state agencies, local
3 agencies and customers are working from the
4 same playbook.

5 Let me just say that the question
6 regarding lessons learned from the September
7 event, we failed in executing the lessons of
8 that event to provide mapping for this event.
9 And so that will be a primary focus for us to
10 ensure that that doesn't happen again.

11 A second focus area for our team in
12 Operations, we need to do a better job of
13 making sure our grid is prepared as possible
14 for the PSPS event.

15 We need to ensure that all circuits
16 within a PSPS footprint are in service.
17 During this event, we had a transmission line
18 that was out of service due to planned
19 maintenance. And it resulted in customers in
20 Humboldt County being taken out of power.
21 They need to be -- which should not have
22 happened.

23 Going forward, during pre-event
24 planning, we'll make sure that all circuits
25 are energized to ensure that doesn't happen
26 again.

27 Another lesson learned is what I
28 would call societal continuity issues.

1 Basically that means, we need to do a better
2 job of planning for how a PSPS event will
3 impact key pieces of infrastructure
4 throughout our service areas, including
5 bridges, tunnels and mass transit systems
6 like BART, light rail systems and others.

7 During the event, we were able to
8 successfully work with them to ensure that
9 the tunnels and trains stayed energized.
10 This took place, however, during the
11 execution or operation phase of the event,
12 rather than the planning prior to the event.
13 We're going to change that to ensure that we
14 have a better plan to ensure we have all the
15 communications and coordination done prior to
16 moving to the execution phase of that.

17 We will do that with a robust
18 inventory down to the City and County level,
19 then factor in what is needed.

20 The last area where we know we need
21 to get better is involving our standard of
22 restoration. We have been telling customers,
23 stakeholders and our regulators that
24 preparations should be made for outages
25 lasting three to five days after the
26 all-clear notice is given. We now recognize
27 that five days as a benchmark is
28 unacceptable.

1 In this event, the vast majority of
2 our customers were restored within 48 hours.
3 And, frankly, that now needs to become the
4 new benchmark for us to beat.

5 In the future of PSPS events, we
6 will resource every circuit with a dedicated
7 restoration team, rather than this past event
8 it was every two to four circuits.

9 If that requires mutual assistance,
10 we will ask for it sooner and have outside
11 crews on the ground before restoration
12 begins.

13 We are also looking into the
14 possibility of doing aerial patrols
15 overnight. Right now nearly all of our line
16 inspection work occurs during the daylight
17 hours. There is a possibility that a
18 fixed-wing aircraft equipped with infrared
19 and high-definition cameras will allow us to
20 see our lines even at night.

21 Also, I want to note that we are
22 working with a consultant with much utility
23 and emergency response experience to do
24 several things for us.

25 First, over the next 8 to 10 weeks,
26 they will conduct a detailed assessment of
27 our performance with the same critical eye
28 that I mentioned earlier. It will help us

1 with integrated SEMS protocols within our
2 entire company and then take an advisory role
3 as we incorporate improvements and initiate
4 future PSPS events.

5 In closing, I do want to mention
6 the incredible commitment of our employees.
7 They didn't make the decision. I did. Yet
8 they carried it out in a way that humbles me
9 to be a part of this organization. They did
10 it in areas that I would consider to be
11 hostile.

12 Fundamental to our business is to
13 ensure that these shutoffs become
14 unnecessary.

15 As you have heard from Bill and
16 Andy, we are hardening the electric grid with
17 stronger poles and lines, putting power lines
18 underground in certain areas and adding new
19 technology that will allow us to further
20 sectionalize our system, in the end allowing
21 us to impact fewer customers with Public
22 Safety Power Shutoffs.

23 These improvements combined with
24 the steps I have outlined previously are
25 going to help us minimize this tool so that
26 one day PSPS becomes a true last resort. We
27 are moving as quickly as we can on all these
28 fronts.

1 As I have already said, this is an
2 opportunity for our team to get better, to
3 learn and adapt so that we will be serving
4 our customers in the best and safest manner
5 possible.

6 So now I will hand it over to my
7 colleague Laurie Giammona.

8 STATEMENT OF LAURIE GIAMMONA

9 Thank you. Good afternoon.

10 My name is Laurie Giammona. I
11 serve as PG&E's Senior Vice President and
12 Chief Customer Officer.

13 On behalf of our more than 20,000
14 employees, we understand and feel the
15 significant impact that turning off the power
16 has on the customers -- on our customers and
17 on the communities we serve and the
18 communities that we live in.

19 I acknowledge that we were not
20 fully prepared to support our customers to
21 the best of our ability, given the size and
22 scale of this Public Safety Power Shutoff
23 event. And I am personally committed to
24 fixing those gaps.

25 Last week's PSPS highlighted the
26 opportunity to further understand and
27 more-effectively plan for the various event
28 scenarios and the conditions that we were

1 dealing with, as Andy stated, including the
2 societal impacts that a disruption in service
3 has on our customers and our communities.

4 There are three areas of challenge
5 that I would like to focus on today and what
6 we're doing to address them immediately.

7 The first relates to the impact in
8 a dynamic and changing weather environment
9 and what that has on our customer
10 notification protocol.

11 The second was an impact to our
12 customer communications from our website
13 failure.

14 And the third relates to our
15 Community Resource Centers and our engagement
16 with our community partners.

17 Our goal, depending on weather, is
18 to send customer notifications once a
19 decision has been made by the officer in
20 charge and the required agency notifications
21 have occurred, at 48 hours, 24 hours and just
22 prior to shutting off the power. We use
23 automated calls, texts and e-mails.

24 Notifications were launched in English and
25 they were launched in Spanish to those
26 customers that have designated language
27 qualifications.

28 For medical baseline customers that

1 we are unable to reach via our outbound
2 messages and notifications, we continue to
3 try to reach them on an hourly basis by
4 contacting them via phone and other channels,
5 but in addition, we pre-positioned our field
6 crews so that they are able to go and do home
7 checks on our customers.

8 So for those medical baseline
9 customers that we are unable to contact via
10 our notification channels and we therefore
11 don't receive positive confirmation, we
12 actually send one of our employees to their
13 home to check on them. Should they find that
14 there is -- the customer has a need that
15 can't be met, we partner with having them
16 engage 911 or we escalate that through our
17 emergency protocols.

18 As part of our preparations, we
19 fully staffed our call centers. We were
20 ready for this event. We have four call
21 centers that are served by our employees in
22 California. And, in addition, we suppressed
23 all of our credit, billing and disconnect
24 activities, so that we could leverage our
25 billing and credit representatives and they
26 could take calls as well. We maximized
27 overtime. We brought in all available
28 staffing.

1 However, as we saw during the
2 latest PSPS event, the events were dynamics.
3 The weather changed, our notifications were
4 large in scale. And as a result of that, we
5 saw a tremendous surge in volume as we
6 launched notifications. And these
7 notifications were certainly at a velocity
8 that we had not launched before.

9 I acknowledge that it's
10 less-than-optimal to receive a notification
11 that your power is going to be shut off and
12 then not have your power shut off, but as
13 both Andy and Michael said, we are working in
14 a dynamic environment and we are working to
15 really reduce the scope of the outages. So
16 unfortunately customers did receive
17 notifications and then did not receive a
18 power shutoff. And that creates a very
19 uncomfortable situation for our customers and
20 one that can create a hardship.

21 As we launched our notifications,
22 we saw a surge of volume come to our are call
23 centers and our website. They first start
24 with our website. All of our notifications
25 are directed to go to our website because
26 that's where our customers can receive the
27 most dynamic alerts. They can sign up for
28 alerts.

1 When we started to experience
2 problems with the website, customers came
3 back into the call center. As we prepared
4 for this event, what we do in our call center
5 is we upfront loads, emergency calls and PSPS
6 calls, so that customers that are calling in
7 with an emergency or for PSPS purposes can be
8 moved to the front of the queue.

9 We put that in place. However,
10 unfortunately, customers didn't all opt to go
11 into that first prompt and ended up in our
12 general queue.

13 Our plan for these events will be
14 going forward that as we launch
15 notifications, we will immediately have the
16 emergency and PSPS prompts up front-loaded
17 and we will suppress all other call volume.
18 We will use technology so that we can call
19 customers back that are calling for general
20 questions and inquiries and we will focus
21 immediately after notifications on our
22 customers who are calling for the PSPS
23 events.

24 I think what's important to note is
25 that during our event, during the duration of
26 our event, the maximum delay that a customer
27 experienced, if they were calling for -- and
28 they were in the PSPS footprint, was

1 21 minutes. And that was on the day that our
2 website was crashing.

3 But overall, no emergency call or
4 PSPS call held longer than 11 seconds. So we
5 were able to handle all of our calls. And
6 then as call volume dropped, we were able to
7 bring back in our normal call volume.

8 But, as I said, going forward
9 immediately in all future PSPS events, when
10 the notification protocol is higher than
11 100,000 customers, we will immediately flip
12 to our emergency protocol within the call
13 center.

14 The other area I'd like to focus on
15 is our Community Resource Centers. We built
16 a plan to stand up Community Resource Centers
17 in advance of the power shutoffs so that they
18 would be open when customers' power was shut
19 off.

20 Our plan was to put at least one
21 Customer Resource Center in each community
22 and each county. These are sites that
23 provide information for our customers, water,
24 air conditioning and charging opportunities.
25 In this event, we were moving fast. We
26 obviously were serving many counties and we
27 did not do a good job in coordinating with
28 our communities. That is an opportunity for

1 us.

2 Going forward, we're going to be
3 working very closely to develop a playbook
4 with each of our counties so that we have
5 sites identified where we can stand up
6 Community Resource Centers and provide the
7 communities with the support that they need.
8 You have our commitment that we're going to
9 have that playbook built out by the end of
10 this year.

11 So looking forward, we will
12 continue to act to improve on the way we
13 support our customers by listening to their
14 concerns and making the following
15 improvements:

16 As I stated earlier, we will
17 immediately implement our PSPS call center
18 strategy so that in the event customers begin
19 to call, our PSPS customers will know they
20 are at the head of the queue and they will
21 receive immediate service from our live
22 agents.

23 We have upgraded our notification
24 system. We had upgraded it prior to coming
25 into this event. This notification platform
26 allowed for precise communication with our
27 customers, but obviously given the event
28 dynamics and the movement of the weather, we

1 over-communicated to some customers that did
2 not otherwise have their power shut off.

3 Going forward, regardless of the
4 size of the event, we will performance test
5 our systems to ensure we don't have technical
6 gaps or volume challenges.

7 We are developing a more-effective
8 plan and will develop a playbook with local
9 governments to understand their needs and
10 preferences for our Community Resource
11 Centers, while updating the criteria to
12 include self-service availability in those
13 sites. And we'll be doing that by the end of
14 the year.

15 And then we will continue to
16 coordinate with Cal OES for assistance with
17 leading a comprehensive review of our
18 potential customer impacts of PSPS, as well
19 as other extended outages; for example,
20 earthquakes, on all major transit providers,
21 refineries and business dependent on fuels
22 for operations, with support from those
23 customer agencies, as well as we'll work
24 closely with the other IOUs.

25 Additionally, I wanted to mention
26 we have been working very closely this year
27 with Cal OES and Vance Taylor, specifically,
28 with the Access and Functional Needs Chief

1 for Cal OES.

2 We have been partnering with
3 California Foundation for Independent Living.
4 We have a contract underway with them. We
5 are leveraging affinity groups so that we can
6 really better serve our customers that are in
7 need, be it backup generation or customers
8 that have functional needs that we need to
9 serve better during these outages.

10 Thank you.

11 PRESIDENT BATJER: Thank you. Who is
12 next? It is Ms. Kay?

13 STATEMENT OF KATHLEEN KAY

14 Good afternoon. My name is Kathy
15 Kay and I'm --

16 PRESIDENT BATJER: Please put the mic a
17 little closer and you have to speak directly
18 into it.

19 MS. KAY: Good afternoon. My name is
20 Kathy Kay. I'm a Senior Vice President and
21 the Chief Information Officer at PG&E.

22 From a technology standpoint, I
23 acknowledge that we were not fully prepared
24 to support our customers to the best of our
25 ability, given the size and scale of this
26 Public Safety Power Shutoff.

27 Our customer website crashed several
28 times over the course of two days and this

1 was extremely unfortunate and unacceptable.
2 We have taken concrete steps to fix the
3 issues and ensure our website is better
4 prepared for future events.

5 During the event, requests to our
6 website increased by more than 250 times the
7 peak load we have ever seen in the past from
8 any of our previous PSPS events or weather
9 events. To give you the size of this, we
10 normally have about 7,000 user requests an
11 hour and we saw it spike to over 1.7 million
12 user requests per hour.

13 We did anticipate an increase in
14 customer requests. We saw it in previous
15 PSPS events and in other weather events, and
16 we had more than scaled for that. In fact,
17 our site is scaled for three to four times
18 the normal load and we have a spillover site
19 that's over a hundred times the scale of our
20 peak load.

21 But what we didn't anticipate and
22 this was a lesson learned was the amount of
23 external interest coming to our site from
24 media outlets, from agencies. We had media
25 bots hitting the site repeatedly. We had a
26 lot of traffic in terms of the downloads of
27 the maps at much higher levels than we had
28 anticipated. And that was the cause of what

1 was causing a lot of the performance problems
2 that we experienced.

3 While we worked on the solution
4 during the event, we provided information to
5 customers through other channels. We used
6 Facebook, nine Twitter accounts and Nextdoor
7 to share updates on the PSPS event. And we
8 also conducted more than 900 interviews with
9 media during the event, but I acknowledge
10 this was not enough for our customers. They
11 needed a lot more information than we were
12 able to provide during those -- on those
13 channels. And even when we did provide it,
14 it was hard for them to see. So I
15 acknowledge that this was not an acceptable
16 alternative.

17 As a learning, we should have put up
18 a static website much earlier than we did.
19 That would have allowed our customers to have
20 some information while we were stabilizing
21 the site. Instead, our customers were unable
22 at times to get into the site. When they did
23 get into it, it was slow. Sometimes they
24 couldn't get information at all and other
25 times they received error messages. By
26 having put a static website up earlier, they
27 would have had access to some basic
28 information about the PSPS event. And that

1 is a lesson learned and we have already built
2 a static site, should we ever need to
3 leverage it in the future.

4 There's three things that customers
5 are looking for during a PSPS event. They
6 want maps. They want to be able to look at
7 where the impacted areas will be. Our local
8 governments also want to look at that and we
9 have an information portal that's available
10 for map files also behind pge.com.

11 The second thing they want to look
12 at is whether they will be personally
13 impacted. So they want to be able to enter
14 their address and be able to learn whether
15 they're impacted or not.

16 And then the third thing is when the
17 power is shut off, they want to be able to
18 see when it will be restored.

19 All three of those capabilities had
20 significant load that we had not anticipated.
21 And so during the event, we focused on
22 stabilizing those three features.

23 During the event itself, we solved a
24 number of problems. We were increasing
25 capacity. We actually moved the maps to a
26 cloud-based solution. Leveraging Amazon Web
27 Services, it allowed us to scale dynamically.
28 What I mean by that is as the traffic was

1 coming, it scaled up in capacity to meet the
2 load and the demand of the map requests.

3 We also reached out to many of our
4 vendor partners who leveraged Esri. I
5 mentioned AWS. We leveraged Service Watch.
6 We also sought and received assistance and
7 guidance from Amy Tong, the State's CIO and
8 her team that she had three people who joined
9 us Wednesday evening and stayed with us until
10 Friday afternoon.

11 We also got guidance and advice from
12 Deputy Executive Director Liz Malashenko.

13 As we prepare for the next event,
14 we've made improvements to the site already,
15 mainly at these three features. They all can
16 scale now dynamically in different
17 environments.

18 So we've moved the load all to a
19 web-based cloud in AWS. We can scale it
20 dynamically, so if people want maps, it
21 scales to whatever traffic we see. Address
22 lookup now scales as well so that as
23 customers want to look at their addresses and
24 see if they're impacted, we have a site that
25 does that.

26 And then from the restoration
27 perspective, we also have the capability in
28 an AWS environment that scales as well.

1 We have tested them all to two times
2 the peak load that we saw, that 1.7 million,
3 and we are testing them to even higher levels
4 this weekend.

5 In addition to that, we've leveraged
6 a content delivery network to take some of
7 the load off of our environment, so that if
8 pge.com starts to experience problems, they
9 are still able to see the content and we're
10 leveraging Akamai to do that. That also is
11 -- has been done and we are testing that this
12 weekend so it will be ready for Monday.

13 We also in the future will be
14 building a whole new site that really is
15 solely for weather events and PSPS events so
16 that all of the critical information for
17 these types of events are really going to be
18 on a whole different site externally
19 accessible; so that the main usage for
20 pge.com will be for the normal things that
21 our customers typically leverage it for,
22 which are things like looking at their
23 accounts, paying their bills and looking at
24 energy usage.

25 This will allow us to scale it
26 dynamically as needed to respond to any of
27 the events and any of the traffic that we are
28 unable to anticipate.

1 In the meantime, the entry point for
2 pge.com will remain the same, but we have
3 made the adjustments that I have already
4 mentioned, have tested them and are ready for
5 the next PSPS event.

6 I think it's important to note that
7 the immediate challenges we have faced have
8 been solved, but going forward as part of any
9 pre-event, we will performance test to high
10 volumes that we've seen to make sure that the
11 sites are all responding as we expect so that
12 we'll be ready for future events.

13 With that, I am going to turn it
14 over to Aaron.

15 STATEMENT OF AARON JOHNSON

16 Good afternoon.

17 My name is Aaron Johnson and I
18 serve as PG&E's Vice President of Customer
19 Energy Solutions and I have been working in
20 Electric Operations on the design of the
21 Public Safety Power Shutoff Program.

22 During the October PSPS event, I
23 supported the company's liaison function in
24 the Emergency Operation Center or EOC.
25 Specifically, I led the Operations briefings
26 for the local -- the various local agencies
27 impacted by the event, including counties and
28 tribal governments.

1 I am going to provide an overview
2 of our coordination efforts with local
3 governments, discuss where we fell short, and
4 what we are doing to fix these challenges.

5 To start, we understand and
6 recognize the significant impact that this
7 event had on our customers and communities.
8 We also recognize that in many ways we fell
9 short of what our local government partners
10 expected of us and frankly what we expected
11 of ourselves. And those shortcomings
12 resulted in considerable frustration. We
13 have to do better and we are taking steps to
14 be better.

15 To that end, PG&E leadership held
16 two hot-wash conference calls with counties
17 impacted by the recent PSPS events on
18 Wednesday. The focus was on quick wins or
19 things we can do immediately to improve
20 collaboration during a PSPS event.

21 In the coming weeks, PG&E
22 leadership will also hold in-person meetings
23 with counties and tribal governments impacted
24 by the latest PSPS event for individual
25 after-action reviews to add to our internal
26 review and improvement plan.

27 On the hot-wash calls this week, we
28 received feedback on the Operations

1 briefings, having dedicated points of
2 contact, our agency data transfer portal,
3 maps and the Community Resource Centers. I
4 will touch briefly on each of these.

5 During the most recent PSPS event,
6 PG&E utilized a regular cadence of
7 operational briefings that were held three
8 times per day to keep county and tribal
9 representatives updated. These calls were a
10 direct response to feedback during previous
11 PSPS events and the 17 planning workshops
12 held this summer with our local government
13 partners who expressed a desire for updated
14 realtime information, as well as a single
15 source of direct information from PG&E and
16 from our EOC.

17 While we received positive feedback
18 from proved sharing of information and
19 insights on the operational briefings, there
20 is clearly room for improvement. As the
21 leader of these calls, I did not
22 clearly-enough establish or enforce the
23 purpose of these calls early on, which is
24 overall situational awareness rather than the
25 resolution of individual issues.

26 The overwhelming interest in the
27 calls from government partners starting in
28 the 200-to-400 entity range and surpassing a

1 thousand callers at peak necessitated a shift
2 in technology and call format. The changes
3 we made improved the capacity and the
4 structure of the calls. We will continue
5 utilizing this operator-moderated calling
6 format for future PSPS events and are
7 exploring to a WebEx approach that would
8 allow the sharing of documents and the
9 ability to take questions in writing.

10 In addition, PG&E will consider a
11 regional call structure for future large
12 events as suggested by this Commission, but
13 many counties indicated a preference for a
14 single call with a more streamlined
15 structure.

16 The early calls were flooded with
17 individual questions. In response, PG&E
18 identified a dedicated single point of
19 contact that supported each impacted county
20 and a dedicated tribal liaison. At the
21 county's request, that single point of
22 contact was embedded in the county's EOC.
23 Eight counties took us up on this offer.
24 This approach improved our coordination and
25 received significant positive feedback from
26 the counties. PG&E will continue this
27 practice for all future events recognizing
28 that the single tribal liaison was

1 insufficient for the tribal needs in this
2 event and so we will be expanding our
3 staffing there for future events.

4 We also received feedback from our
5 local government partners regarding the
6 agency data transfer portal we used to share
7 information. Challenges we heard, including
8 gaining access to the portal, access to
9 confidential customer information, the
10 organization of data and maps in the portal,
11 and more clearly signalling when new and
12 changed information was placed into that
13 portal.

14 As an immediate action, we will be
15 doing outreach to counties and tribes to
16 update and validate portal access lists and
17 improve the user experience in the portal
18 layout and design. These actions will be
19 completed in two weeks.

20 In addition, I want to thank the
21 CPUC staff for helping us resolve privacy
22 issues to get specific medical baseline and
23 critical facility information to counties and
24 tribes that wanted it. And that will be our
25 practice going forward in future events.

26 The lack of precision in the maps
27 we provided was also raised by the counties.

28 The maps were developed in

1 consultation with Cal OES and provided outage
2 polygons, or broader-affected geographic
3 areas, rather than precise meter-by-meter
4 delineation which can understate affected
5 areas. Checking whether specific facilities
6 were affected, especially on the boundaries
7 of those maps, was intended to be
8 accomplished on the online address checker
9 tool, which was not available, given the
10 website challenges.

11 Going forward, we will be drawing
12 tighter polygons and exploring suggestions
13 from Cal OES and the counties to provide a
14 more seamless data transfer capability for
15 their GIS needs, as well as developing the
16 capability for counties and tribes to use the
17 address checker tool with batches of
18 facilities. Checking individual facilities
19 when they were concerned about hundreds of
20 facilities was a challenge in the event.

21 Finally, on Community Resource
22 Centers, I want to acknowledge that we missed
23 the mark on collaborating with the counties
24 and tribes and where to locate these
25 facilities.

26 Laurie spoke to our plan to better
27 predetermine these locations with counties
28 and tribes in advance. Going forward for all

1 events, site-selection will be a
2 collaborative process with counties and
3 tribes.

4 Stepping back from all of these
5 specific items, the broader way to enhance
6 our partnership with the tribes and counties
7 is working with them to better understand the
8 electric grid in their jurisdictions. Some
9 examples include what facilities are on which
10 circuits, how the local grid is configured
11 and what areas are more or less likely to be
12 affected by a PSPS. And what is the likely
13 sequencing when it comes time for
14 restoration? In some, a more technical deep
15 dive to provide transparency into the
16 operation of the grid to help them with their
17 planning.

18 We have done this with certain
19 counties that have asked for more-specific
20 information, but we will be doing this
21 systematically with all counties and tribes
22 in the coming months.

23 Thank you.

24 PRESIDENT BATJER: Thank you,
25 Mr. Johnson.

26 Okay. We will now turn to questions
27 of -- by the Commissioners of each panel
28 member. Okay.

1 Commissioner Randolph.

2 COMMISSIONER RANDOLPH: This is a
3 question for Laurie and I want to focus on
4 vulnerable customers.

5 So, first, do you have records of
6 all the contacts that you made for, you know,
7 with vulnerable customers and kind of the
8 results of those that you could provide?

9 But then also, you know, as you
10 know, medical baseline is really a very crude
11 proxy for trying to identify the vulnerable
12 customers.

13 So, what are the steps that you are
14 making to identify beyond just medical
15 baseline?

16 And then I think my last question to
17 you is: The anecdotal evidence that I've
18 heard is that while some of those contacts
19 were like, "Gee, sorry, you know, there's not
20 much you can do." And so I want to kind of
21 understand how the -- those contacts can be
22 improved and how the potential solutions for
23 vulnerable customers could be improved.]

24 MS. GIAMMONA: Great. Thank you for
25 the question. So we don't disagree that the
26 proxy of medical baseline doesn't capture the
27 entire population, but I'll address medical
28 baseline and then I'll talk about how we're

1 extending the outreach to connect with more
2 customers that might not have this
3 designation.

4 For this event, we had 34,568
5 customers that have medical baseline
6 designee -- designation. When we sent the
7 outbound notifications to those customers, we
8 received confirmation in our initial bursts
9 as we got confirmation back from 32,670 of
10 those customers. That left 1,877 customers
11 that we needed to contact before we shut off
12 power.

13 We scheduled our available field
14 personnel to make home visits and assure that
15 they received positive confirmation. Of
16 those, 743 received face-to-face
17 communications. 702, there was no access.
18 They were not at home. We door-tagged and
19 continued to call those customers, and then
20 another 432 customers we had no -- they were
21 not home. We rolled several trucks. We left
22 the door hanger, continued to contact them.

23 So as we look at that for our
24 medical baseline population, that is a focus
25 that we continue hourly to focus on to ensure
26 that we know that those customers have been
27 reached. I'll give you an example of a
28 situation that we had with a customer who was

1 not -- did not have the designation of
2 medical baseline but was actually a hospice
3 customer. As I mentioned, we've been working
4 with Cal OES and certain foundations,
5 affinity groups to reach these customers.
6 We've been doing that in preparation of these
7 events, but in this event, we received a call
8 in the call center from a customer.
9 Actually, it wasn't the customer of record.
10 It was actually the hospice provider. And
11 the customer had a "do not resuscitate"
12 order; therefore, they were not going to be
13 able to transport the customer to the
14 hospital. They lived in the Half Moon Bay
15 area. We took the call in the call center.
16 We escalated it to the emergency center, to
17 customer branch worked with Cal OES as well
18 as one of our agency partners. Through our
19 agency partner, we were able to have the
20 agency partner deliver a generator to the
21 customer's home. They did not have an
22 interruption of power. In fact, one of our
23 linemen went in to visit the customer
24 throughout the duration of outage because we
25 flagged that and was able to ensure that the
26 generator had fuel throughout the duration of
27 the outage.

28 I share that example with you

1 because that's how we believe that through
2 partnerships, through the affinity groups,
3 through Cal OES and their partnerships is the
4 best way that we can reach this community
5 group, because they don't have a designee
6 potentially of medical baseline. So that is
7 an example of how we're leveraging our
8 partnerships and we're leveraging affinity
9 groups to reach out to those vulnerable
10 customers. We're not done. We know we can
11 do a lot more. And we're going to continue
12 that outreach with those partnerships.

13 COMMISSIONER RANDOLPH: So you'll
14 expand the number of groups you're
15 interacting with and the information that you
16 can provide to them.

17 MS. GIAMMONA: Absolutely. Absolutely.

18 COMMISSIONER GUZMAN ACEVES: Can I ask
19 a follow-up to that?

20 PRESIDENT BATJER: Yes, of course.
21 Commissioner Guzman.

22 COMMISSIONER GUZMAN ACEVES: What about
23 the leveraging of partnerships with the
24 counties? I don't know if you saw the
25 county's letter, but they were particularly
26 available for this population and having even
27 more resources and more connectivity, and
28 I've heard some efforts with the counties.

1 But this has really been like the most
2 disappointing element of not having that
3 preexisting relationship with all the
4 elements of operationalizing county
5 relationships.

6 Mr. Vesey, you talked about
7 anticipation, but partnerships and long-term
8 relationships and understanding your
9 customers, sure, would be helpful in
10 understanding your distribution grid, but
11 what about you understanding your customers?
12 Did you work with the counties -- you
13 mentioned you had 722 consumers that you did
14 not get to. Did you give that list to the
15 counties? Did you say, "Can you help us find
16 these"?

17 MS. GIAMMONA: Thank you for the
18 question. Yes. We've been working with the
19 counties throughout the year as we've been
20 preparing for these power shutoffs. And
21 certainly, as part of the emergency
22 preparation, we're going to be doing more
23 work with the counties so that we can
24 leverage their resources and we can provide
25 them with the information that's necessary
26 for their customer demographics. We do have
27 a lot of customer information. With this
28 population, though, we don't have a designee.

1 So some of these customers don't
2 self-identify through a process by which we
3 can segment those customers.

4 So to answer your question, we will
5 be working much closer with the counties to
6 not only leverage their resources but provide
7 them the information that we have so that we
8 can partner on supporting these customers.
9 And we are leveraging our community-based
10 organizations as well.

11 COMMISSIONER GUZMAN ACEVES: Did you
12 give that 722 list of people to the counties?

13 MS. GIAMMONA: Yes. We were
14 communicating with the counties on our
15 medical baseline contacts and the contacts we
16 had made with the customers and those that we
17 had not. We believe these customers -- these
18 were homes that were not available. So we
19 don't have a positive -- there were some
20 customers we don't have positive confirmation
21 on. We are also checking and going back in
22 the records to ensure that they are still the
23 customer of record.

24 PRESIDENT BATJER: Commissioner
25 Rechtschaffen.

26 COMMISSIONER RECHTSCHAFFEN: I would
27 like to follow-up on the larger point
28 Commissioner Guzman Aceves made about

1 coordination with the counties and local
2 governments and also go back to something
3 President Batjer said. We received scathing
4 letters of criticism from local
5 governments -- I'm sure you've seen them as
6 well -- including one from rural county
7 representatives who said communication needs
8 to be vastly improved as the existing
9 processes have proven neither timely nor
10 effective.

11 Perhaps even more damning they feel
12 like they are not listened to. We have
13 systematically heard that there has been
14 little follow-through when IOUs are given
15 feedback from local jurisdiction.

16 I received briefing from PG&E staff
17 about the number of meetings and town halls
18 and outreach efforts that PG&E's undertaken,
19 but clearly, they are not working. My
20 question is -- it's a two-part question --
21 what's going to be different this time and
22 more particularly, what outcome these
23 measures are going to report to us. It's not
24 going to be okay simply to say, We had
25 another town hall meeting of 500 meetings.
26 What are we going to hear from you about
27 outcome-based measures that you report to us?

28 MS. GIAMMONA: Do you want --

1 MR. VESEY: Well, let me start since I
2 have more responsibility to this and make
3 sure I address the question you ask. But I'd
4 like to go back, Commissioner Aceves, to you.
5 We're facing a new and different challenge in
6 the industry. And this last event made it
7 crystal clear we're in shortcomings where it
8 has been stressed everything that we did, and
9 we're acknowledging that.

10 As I said, that this whole idea of
11 anticipation requires intimacy, which is a
12 different level of engagement with the
13 communities and customers. We don't have
14 that right now. They are -- the time of
15 unilateralism in terms of action that the
16 utility can take when it comes to these type
17 of crises situations no longer works. It no
18 longer works for a number of reasons. One is
19 that the needs of individual communities,
20 individual customers are paramount. The
21 impact -- the shutting off power impacts
22 people differently. And our ability to do it
23 right requires a very deep knowledge of our
24 communities, our customers and others who
25 have to serve them as well. And we are not
26 there. We need to get there. We need to
27 establish different interrelationships and
28 connections on an ongoing basis with local

1 communities.

2 One of the things that is apparent,
3 at least to me from where we sit, is that
4 there has been a lot of consolidation, a lot
5 of bringing to the center, a lot of bringing
6 to the top in a way of creating efficiencies
7 in productivity. Much is lost in that.
8 That, indeed, one of the things about this
9 industry over my 41 years of experience it's
10 very local. It's very much based and
11 integrated with the communities we serve.

12 Most of our people are -- employees
13 are part of -- integrated with these
14 communities, yet somehow when we come to take
15 decisions we withdraw from that because it
16 was a standard service provided broadly to a
17 homogenized group of recipients. That
18 doesn't work anymore. It doesn't work
19 anymore because technology allows us to get
20 more granular. It allows us to disaggregate.
21 It allows us to get information. It allows
22 us to know things we didn't know before and
23 be much more effective at the granular data
24 than with broad assumptions about our
25 customers. We're in that transition now.
26 And we have to quickly find stock measures to
27 become more intimate with these communities.

28 So all these issues you point out

1 are on point. We have to develop standing
2 relationships. We have to develop trusted
3 interactions with the people we serve. Some
4 of the steps that we're going to take
5 immediately is to appoint individuals whose
6 only responsibility it will be to understand
7 and learn those things. One of the things I
8 had in my written comments were that we were
9 going to solve this problem. The original
10 wording was, "We will solve this on behalf of
11 our customers." I looked at it, and I
12 changed the wording to, "We will work with
13 the communities and customers to solve this
14 because we have to know the intimate details
15 of the relationship that the services we
16 provide with the people who use them." It's
17 a shortcoming, and it's something we have to
18 get on.

19 Commissioner Rechtschaffen, we don't
20 have those outcome-based measures yet, but we
21 need to get them to hold ourselves
22 accountable to the performance that we have
23 to provide. So this whole experience is not
24 just about improving the way we do PSPS.
25 It's fundamental about picking on the way we
26 interact and serve our customers every day,
27 and that's what we have to think about.

28 COMMISSIONER RECHTSCHAFFEN: So I

1 appreciate that, but the only thing specific
2 I heard from that is you're going to hire
3 some additional people whose job it is just
4 to develop relationships with local
5 governments.

6 MR. VESEY: We're not going to hire
7 people. We are going to assign people,
8 people such as Aaron Johnson whose role will
9 become to be much more integrative liaison
10 with communities. We'll do that as much as
11 we need to do to refocus our people to get
12 more regional in the way we react with our
13 customers. It's a pivot in our business. I
14 didn't say we have to hire anybody, but we
15 have to change our priorities in the way we
16 interact with and understand what our
17 customers' needs are on a realtime basis and
18 not just during times of PSPS.

19 PRESIDENT BATJER: It seems
20 extraordinary to me, extraordinary, that
21 we're two or three PSPSs in and other IOUs
22 too and that you're just now realizing that
23 you really ought to have a liaison designated
24 to each one of your impacted counties and
25 that you're just realizing that maybe you
26 should have done some preplanning to have
27 your Community Resource Centers already sited
28 and that you don't have your liaisons SEMS

1 trained, that we're -- I'm hearing, "We're
2 gonna." "We're planning." "We're gonna have
3 a playbook by the end of the year." This
4 isn't hard. This is not hard. You've been
5 in the business 41 years.

6 You gave a very nice speech or a few
7 words about anticipation, but I can tell you
8 guys failed on so many levels on pretty
9 simple stuff: Creating liaisons, setting up
10 CRCs, understanding that your website needed
11 to scale.

12 In the response to me that Mr.
13 Johnson gave, you spoke about possible 5.2
14 million people. Doubtful it will happen, but
15 it's a possibility. You're going to scale to
16 1.7. I will get to some more questions on
17 the website shortly. But you said, "We need
18 to get there." You need to get there now,
19 not at the end of the year. How many
20 counties have you talked to since last week?
21 How many county managers or how many direct
22 EOC managers have you already called and
23 said, "Oops, we blew it, but we're going to
24 have a better relationship and it's going to
25 start today"? Have you?

26 MR. JOHNSON: Well, the hot wash calls
27 that I described --

28 PRESIDENT BATJER: I don't know what a

1 hot wash is --

2 MR. JOHNSON: I'm sorry. They are sort
3 of a -- sorry to use jargon. It is a -- a
4 sort of an after-action review of the event.
5 So we met -- with we invited all 35 counties,
6 emergency managers to be on that
7 conversation. We had the vast majority of
8 them participate on very short notice. I
9 spoke with a couple of them individually,
10 myself and other folks on our team. We spoke
11 with others but --

12 PRESIDENT BATJER: And I understand you
13 only have eight right now, liaisons, that you
14 have sort of identified, right?

15 MR. JOHNSON: No. We have -- we have
16 had single -- we have relationships with each
17 county and people designated from both --
18 from a government affairs perspective and
19 from a public safety perspective. There
20 are -- all those roles exist. Many of them
21 serve multiple counties.

22 So what we did in the event was
23 narrow their focus and have -- assign more
24 people to that role so that they were serving
25 individually. We had eight actually go to
26 the EOCs at the request of the counties.
27 Many of the other counties said, "We prefer
28 to work with you by phone. We don't actually

1 need someone here." So -- but those are the
2 numbers that you were asking about. I don't
3 want to leave the impression that I don't
4 think that that is sufficient.

5 PRESIDENT BATJER: Well, I just repeat:
6 You need to do it now.

7 Commissioner Shiroma.

8 COMMISSIONER SHIROMA: Thank you. I
9 have a comment, and then I have three
10 questions. You know, I'm trying to think of
11 sort of an analogy, and I keep coming back to
12 the Wizard of Oz where -- you know, the smoke
13 and mirrors and this and that, and then you
14 pull back the curtain and there's some guy
15 back there, you know, trying to do publicity
16 and, I guess, some sort of an impression of
17 what the entity is all about. And, look, I
18 know that the five of you are taking
19 responsibility. All right? And at first,
20 Mr. Lewis, I thought are you taking it on the
21 chin for everyone by saying you made the
22 decision on those PSPSs? But all five of you
23 are taking responsibility. I appreciate
24 that. I'm not sure if you got some sort of
25 short straw to take the responsibility.

26 Now, look, back on that April 10th
27 letter from you all, PG&E, to us it says in
28 there the kind of criteria that are used for

1 PSPSs, and of course red-fire zone,
2 temperatures, humidity, wind speed and so
3 forth. But it has in there from you all,
4 from PG&E to the Commission, the inadequacy
5 of alternatives to de-energization, such as
6 additional patrols and repairs or vegetation
7 management work that could be completed
8 before the predicted event time and the
9 footnote saying, "PG&E is also pursuing
10 long-term mitigation through its wildfire
11 mitigation plan such as system hardening to
12 reduce the frequency of PSPSs."

13 So here -- here are my questions.
14 With a hundred incidences identified, are you
15 analyzing how good was your prediction in
16 terms of where those are located, what was
17 caused? Was it the vegetation? Was it
18 wires? There were pictures on TV and what
19 have you of those. And to do that deep
20 analysis, how good you're doing on the
21 predictions to how far in advance are you
22 asking for mutual aid especially in the sheer
23 magnitude of the shutdown and all the
24 inspections that have you done. I heard that
25 you did ask for mutual aid and on -- and you
26 were able to get everything back on in 48
27 hours but, really, how far it goes into
28 advanced planning.

1 And then, three, have you talked
2 with your line crews and workers and members
3 of IBEW 1245 and others to hear feedback from
4 your workers on improvements to be made,
5 observations in the field and so forth, and
6 in and around that, involve them in looking
7 at -- especially, Mr. Lewis, you have deep
8 experience from Duke Energy, hurricanes and
9 so forth, I imagine. Have you looked at the
10 worst-case scenario that -- like you said
11 before, there's earthquakes. There's
12 30 hour -- 45-mile-per-hour winds, the
13 humidity and so forth and maybe a couple of
14 tanks exploding in Crockett. Have you looked
15 at and done that deep analysis of what do you
16 do in a worst-case analysis and what do you
17 do ahead of time towards addressing it and
18 then mitigating it?

19 Those three questions for the time
20 being.

21 MR. LEWIS: Thank you for the
22 questions. Can I answer all three?

23 COMMISSIONER SHIROMA: Yes.

24 MR. LEWIS: Let me begin with the
25 preparation. Back in April, I assigned one
26 of my senior directors to develop a playbook
27 in all of our divisions to expedite the
28 restoration in case of a worst-case scenario.

1 So we drilled -- we actually staged the
2 actual PSPS throughout the summer. We shut
3 down operations completely to facilitate, not
4 as a tabletop, but actually, we flew
5 helicopters. We did everything realtime
6 except turn the power off in preparation for
7 the worst-case scenario. As I mentioned in
8 my opening comments, this number was the
9 actual benchmark, five days. Okay. So --
10 and that was where, in my view, there needs
11 to be improvement because if the benchmark
12 was two days I would have asked for mutual
13 assistance earlier. I did ask for mutual
14 assistance when it was in the operation
15 phase, when that occurred, and we did receive
16 a few crews. By the way, it's not mandatory
17 that we get resources. They have to choose
18 to come and support us. And we had teams
19 from Oregon and other places that was on-site
20 ready to work, but they were still small
21 number of resources.

22 PRESIDENT BATJER: If I -- I want to
23 interrupt for one minute.

24 MR. LEWIS: I'm sorry.

25 PRESIDENT BATJER: Because I was on the
26 PSPS calls, and OES -- I don't know what hour
27 this was. Maybe the second or third.
28 Probably third PSPS call -- offered to help

1 you with mutual aid. Eric Lamoureux said,
2 "Do you need help with mutual aid? We are
3 here to help you. We're here to make the
4 calls for you, create the relationships if
5 you don't have them." The answer's up. "We
6 got it. We got it."

7 MR. LEWIS: So after that call, I had a
8 conversation with Mark Ghilarducci, and we
9 reversed that decision.

10 PRESIDENT BATJER: Okay.

11 MR. LEWIS: Okay.

12 PRESIDENT BATJER: Thank you. I just
13 wanted that clarification for Commissioner
14 Shiroma's point.

15 MR. LEWIS: Thank you. So in terms of
16 preparation for the worst-case scenario,
17 we -- this event here was the worst-case
18 scenario as far as history is concerned. It
19 mirrors the October 17th wind event in every
20 way. So having this, you know, type of
21 impact in terms of -- the original impact was
22 1.6 million customers. We did reconfigure
23 our system in a way to get that down from
24 738. Furthermore, we were able to
25 reconfigure about 48,000 customers after we
26 did a shutoff and turned it back on sooner
27 because we were able to reconfigure the
28 service ones that were in Tier 1 and to get

1 them back on -- back in service sooner than
2 waiting for the "all clear."

3 So we accomplished a lot of
4 reconfiguration on the front end and the back
5 end, but we were still left with the 738,000
6 customers to keep de-energized.

7 COMMISSIONER SHIROMA: The hundred
8 incidences --

9 MR. LEWIS: So the hundred incidences,
10 we are still going through the evaluation of
11 those events right now and trying to
12 categorize them in ways to see, you know, are
13 we getting a pattern in terms of where we are
14 with our maintenance program, particularly
15 the enhanced vegetation management program
16 and what does that allow in these particular
17 events themselves. We have not concluded
18 that analysis yet. I am not able to speak
19 about a pattern in terms of our current
20 findings.

21 COMMISSIONER SHIROMA: Will that be
22 included in the report due to the CPUC within
23 10 days of the PSPS? I imagine you're
24 working on that, communicating to us. By the
25 way, this letter that I'm referring to is on
26 our website. It's an October 10 letter from
27 the September PSPS.

28 COMMISSIONER RECHTSCHAFFEN: Let me ask

1 another follow-up question about restoration.
2 We've heard from the general manager of the
3 Northern California Power Association who
4 said they had offered to establish mutual-aid
5 relationships with you. There had field
6 crews available. They did call them to ask
7 for help until the very end of the PSPS.

8 Do you want to comment about that?

9 MR. LEWIS: As I stated, you know,
10 earlier, we -- within a five-day benchmark,
11 we had planned that resource available --
12 6,000 resources, 41 helicopters all
13 pre-positioned to execute the restoration
14 effort. So initially, yes, we did have the
15 event, from our way of thinking, in terms of
16 restoration performance, covered. As we got
17 into the event, we decided to pursue more
18 resources to bring that restoration time
19 further in.

20 So at the beginning, absolutely, as
21 I already stated, we did not pursue mutual
22 assistance. We did. And we did receive
23 mutual assistance into our service territory.
24 But I'm not familiar with the specifics of
25 this one engagement.

26 PRESIDENT BATJER: Commissioner
27 Randolph. Oh. I'm sorry.

28 COMMISSIONER SHIROMA: And the feedback

1 from your workers, your line crew workers,
2 and the folks who are out there inspecting
3 it, are you including their feedback in the
4 lessons learned and actions to be taken in
5 the future?

6 MR. LEWIS: Yes. In fact, we are -- a
7 lot of our practices that we have in place
8 now are from our workers. For example, we
9 de-energized all of our reclosers for the
10 full wildfire season, whereas before we
11 were -- you know, as we had a red flag, one
12 in particular we had re-closing status, that
13 came from one of our operators.

14 We are constantly gaining insight
15 from our field workforce who knows this
16 better than anyone to ensure they incorporate
17 it in their overall plan. We gathered their
18 feedback as well as part of our after-action
19 review.

20 COMMISSIONER SHIROMA: Okay.

21 COMMISSIONER RANDOLPH: I just have a
22 quick question. From what you all are
23 saying, it sounds like electric operations
24 was the only group that did tabletop
25 exercises, scenario planning. It doesn't
26 sound like any of you -- other divisions did
27 that. Is that correct?

28 MS. KAY: No. We do a tabletop all as

1 a whole event. So we're all involved in
2 tabletop exercises.

3 COMMISSIONER RANDOLPH: Okay. On the
4 customer side, though, how much of that kind
5 of scenario work did you do ahead of time?
6 Because I heard a commitment from Mr. Vesey
7 that that was going to be increased. So I'm
8 just trying to understand why there wasn't
9 more of that before.

10 MS. GIAMMONA: Yeah. I think that
11 really -- as Andy stated, I think we've
12 been -- we've been planning for wildfire
13 season. And now we're in wildfire season.
14 And so we've had multiple events
15 back-to-back, and we were trying to move
16 quickly with the lessons learned. But we do
17 do integrated tabletops. I think what
18 Michael was specifically referring to with
19 the divisions was the restoration work that
20 he planned for and tested from an electric
21 perspective.

22 So I think we've been -- as we do
23 tabletops, we do it integrated across the
24 organization.

25 Does that answer your question?

26 COMMISSIONER RANDOLPH: That does
27 answer my question.

28 PRESIDENT BATJER: Yes, Commissioner

1 Rechtschaffen.

2 COMMISSIONER RECHTSCHAFFEN: I had
3 questions about the Community Resource
4 Centers without relitigating the failure
5 of -- identified in advance. Are they all
6 accessible to the staple people?

7 MS. GIAMMONA: We -- as we were
8 planning for the wildfire season and
9 beginning our work with the communities to
10 identify locations, we identified 200
11 locations that we already have land
12 agreements on. We've been vetting those with
13 the communities. They are base camp
14 locations. Some are accessible, and some are
15 not. Some would be appropriate, and some
16 would not be appropriate for use for our
17 Customer Resource Centers.

18 Our intention, as we build up this
19 model, is that there are versions of a
20 Customer Resource Center based on what the
21 needs are of the community. Our optimal
22 location would be some of the locations that
23 we had in Sonoma County where they were a
24 hardened facility that had proper indoor,
25 restrooms, et cetera, and had full
26 accessibility. For the other sites that we
27 stood up, we worked to ensure that they were
28 ADA compliant and accessible.

1 But I'll tell you. In some of our
2 more rural areas, that was a bit more of a
3 challenge. And our plan is to work very
4 closely with our communities. In some cases,
5 we leveraged our sprinters to very small
6 populations, but as you can imagine, some of
7 these communities, the roads are not lit even
8 when there is power. So we're going -- that
9 is an area that we have to continue to work
10 on with the communities.

11 COMMISSIONER RANDOLPH: Why were you
12 limited to areas where you just -- you
13 already had preexisting land agreements?
14 Because it seems like one opportunity in
15 working with counties is to say, "Hey,
16 County, do you have something we can use on
17 an emergency basis?"]

18 MS. GIAMMONA: And, unfortunately, I
19 mean, we have, you know, in our own
20 portfolio, we had a vast amount of land. As
21 we got into these events, and back-to-back
22 events in the Sierra Foothills and Sonoma
23 County, we have areas that we've agreed upon
24 are the right locations. In some cases, we
25 have recommendations by the counties that we
26 then pursue, but maybe the owner of the
27 property does not want us to be there, or it
28 is a merchant. So it is clearly an

1 opportunity for us as we build this out with
2 our counties.

3 COMMISSIONER RECHTSCHAFFEN: Will you
4 commit to making them all accessible at --

5 MS. GIAMMONA: Absolutely. We are
6 committed to making them ADA accessible, and
7 we are committed to providing the resources
8 necessary that are necessary for customers.

9 COMMISSIONER RECHTSCHAFFEN: Excuse me.

10 MS. GIAMMONA: I'm sorry.

11 COMMISSIONER RECHTSCHAFFEN: Go ahead.

12 MS. GIAMMONA: These are not designed
13 to be overnight shelters. These are designed
14 to be resource centers that provide for
15 charging; provide for cell service; WiFi,
16 where available; restrooms; cooling; heating;
17 and water.

18 COMMISSIONER RECHTSCHAFFEN: How late
19 do you plan to keep them open? That was
20 another concern, that they closed early,
21 early evening.

22 MS. GIAMMONA: In this event, we worked
23 with the counties, and they provided
24 additional security measures for us. And
25 where it was safe, we kept them open until
26 8:00 p.m., so after the dinner hours, and
27 into the evening. So our hours of operation
28 in most locations were 8:00 to -- 8:00 a.m.

1 to 8:00 p.m. through the duration of the
2 outage. We did not demobilize any of the
3 sites until we had confirmation from the
4 counties that we had their approval to
5 demobilize.

6 We also partnered with the state and
7 with the counties individually to ensure that
8 we had appropriate security. We provided
9 security, but as we got into the later hours
10 of the evening, we partnered with local law
11 enforcement and the county sheriffs to ensure
12 that customers and employees were safe.

13 PRESIDENT BATJER: Okay. Commissioner
14 Guzman Aceves.

15 COMMISSIONER GUZMAN ACEVES: Thank you,
16 President Batjer.

17 Mr. Lewis, I want to agree with a
18 point you made earlier and acknowledge all of
19 your hardworking men and women, particularly
20 those restoring the lines, did a tremendous
21 amount of work, everybody who is doing their
22 best at the call centers, all of the
23 workforce. And I appreciate you taking the
24 responsibility that this was a decision and a
25 lack of planning and preparedness of
26 executive management, and we think we agree
27 in the failure being there.

28 I wanted to ask a two-part question,

1 Mr. Vesey. Mr. Lewis actually mentioned that
2 some of the populations, most notably
3 Humboldt County, did not have to lose power.
4 Will you be reimbursing those customers and
5 other customers? Obviously, the Governor has
6 asked you to provide a rebate to all
7 customers.

8 And as a second part of the
9 question, could you also clarify what funding
10 was used to fund the exclusive dinner that
11 took place in Napa for some of the gas
12 customers.

13 MR. VESEY: So the answer to the first
14 question is that the issue of reimbursement
15 of customers for service disruption is a
16 topic that is appropriately discussed here.
17 I don't have a response for you at the
18 moment. It is not our intention at this
19 moment to undertake a reimbursement for those
20 customers, or other customers that suffered
21 consequential damages as a result of this.
22 However, that said, that is a conversation
23 and deliberations that are appropriately with
24 this Commission and with us for future
25 conversations.

26 COMMISSIONER GUZMAN ACEVES: So is that
27 to say, just to clarify, that you will not be
28 reimbursing customers unless you are mandated

1 to, even those customers that you just
2 acknowledged should never have been cut off?

3 MR. VESEY: What I'm saying at this
4 point in time we are not committed to doing
5 those reimbursements at this moment. We have
6 not taken that decision.

7 COMMISSIONER GUZMAN ACEVES: I would
8 argue you don't need this venue to make that
9 decision.

10 MR. VESEY: Okay. Well, we will take
11 that under advisement. I'm just answering
12 the question you asked and --

13 COMMISSIONER GUZMAN ACEVES: Okay. You
14 can answer the second one.

15 MR. VESEY: You will have to remind me
16 now what the second one was, I apologize, the
17 second question.

18 COMMISSIONER GUZMAN ACEVES: It was
19 reported that PG&E --

20 MR. VESEY: That's right.

21 PRESIDENT GUZMAN ACEVES: -- had a very
22 lucrative and expensive dinner in Napa
23 County, same day as the anniversary of the
24 Santa Rosa fires, and all the North Valley
25 fires. What is the funding source for those
26 expenditures?

27 MR. VESEY: The funding source of those
28 expenditures will not be the customer, all

1 right? I am answering it to you that way,
2 because I don't know the details. But it
3 will not be; if it was, it will not be. It
4 is not the intention there, and we've taken
5 actions to deal with the accountability for
6 that decision.

7 Both Bill Johnson and I were in the
8 EOC. When that event happened, we were not
9 aware of it. We have taken appropriate
10 measures to ensure that it will never happen
11 again, and that there will be no customer
12 funds that will support any of the activities
13 that took place here. I just can't tell you
14 at this moment where they were, but I will
15 tell you what the commitment is, is that they
16 will not be funded, other than out of
17 shareholders' pockets. And those types of
18 events will not happen going forward.

19 COMMISSIONER GUZMAN ACEVES: Okay.

20 COMMISSIONER SHIROMA: How are you
21 going to assure that is not going to happen
22 going forward?

23 MR. VESEY: We -- Bill Johnson and I
24 have made it clear. We have communicated it
25 broadly. Everybody understands that in the
26 actions that were taken as a result, how the
27 accountability was acted on. So it is very
28 clear and sends a very clear and significant

1 measure -- message that that will no longer
2 be acceptable practice at PG&E.

3 PRESIDENT BATJER: Thank you.

4 I have a question for Ms. Kay,
5 please. There were several things that you
6 listed, that I'm aware of from the letter
7 that Mr. Johnson sent to me, that you are
8 doing or have done. Some of those were
9 actually done during the PSPS. Some of them
10 I think were initiated by the California
11 Department of Technology in real time,
12 actually with your team and some of your
13 vendors.

14 We were pretty surprised that you
15 had not already had cloud services as part of
16 your services, and that your server was on
17 the premise. And some of the other things,
18 you didn't have the proper testing software.
19 My understanding is, yes, Esri was there, AWS
20 was there, Microsoft was there. But they
21 were people that perhaps couldn't even make
22 real-time decisions. They were junior in
23 nature. And that we helped you all make
24 real-time contact up the chain of command so
25 we could get quick decisions, the best minds
26 at the table at the time.

27 Is there a resource issue or is
28 there a lack of attention on your technology

1 shop?

2 MS. KAY: I think this is an area that
3 we need to improve. I can talk about cloud
4 first. We do leverage cloud services in,
5 this space, though, you are absolutely right.
6 Our customer website, pge.com, is still on
7 prem. Some of the services behind it are in
8 the cloud. You know, they are served by SaaS
9 providers, Software as a Service, providers.

10 As for the utilization of our
11 vendors, I'm accountable for the fact that we
12 were not engaging at the right level. I do
13 appreciate the help we got. When Amy's team
14 came, they were able to get resources at
15 higher levels. We had been working with a
16 lot of the teams. We had a lot of the work
17 completed. But you are absolutely right,
18 they helped us with the testing at a level
19 that we weren't able to do in that evening at
20 that speed.

21 PRESIDENT BATJER: Right. My
22 understanding at the time was that, it was
23 quoted to me, that it was going to take
24 12 hours to do the testing.

25 MS. KAY: Yeah.

26 PRESIDENT BATJER: And CDD said we will
27 take it and do it in an hour.

28 MS. KAY: Actually, they did it in the

1 cloud.

2 PRESIDENT BATJER: Yeah, cloud
3 environment. It is very concerning to me
4 that a corporation, a company of your size,
5 seems to be very lacking or not very modern
6 in your IT practices and infrastructure.

7 I've sat in many a legislative
8 hearing with Amy Tong and her team, who used
9 to report to me in my previous job, where we
10 would take a little bit of a scolding because
11 what were we doing in the IT area, because,
12 after all, we are the home of Silicon Valley,
13 and we should have the best and brightest.

14 I'm very proud of her team, and so
15 is the Governor's office. And I thank you
16 for allowing us to be a partner with you.
17 But we were pretty astonished at the lack of
18 your infrastructure.

19 May I ask you too, Ms. Kay: Were
20 you there the whole time during the outage,
21 the PSPS, and when the website crashed?

22 MS. KAY: Yeah. I was not there on
23 Tuesday. I was actually, right as the site
24 started experiencing problems, I was actually
25 flying to a meeting of all the CIOs of 20
26 utilities.

27 When I landed, I started
28 troubleshooting with my team. I was on Webex

1 throughout the night. The next morning when
2 I -- when it started experiencing problems, I
3 flew back. I never did participate in any of
4 the meetings.

5 PRESIDENT BATJER: Okay. Thank you.

6 Are there any other questions of the
7 panel at this time?

8 (No response.)

9 PRESIDENT BATJER: Okay. I thank you
10 very much. Appreciate it.

11 We are going to ask our next panel
12 to come to the table, please. I do thank you
13 for waiting.

14 Thank you. And if you will please
15 introduce yourself, this panel. We are going
16 to discuss the scope and scale of the recent
17 PSPS events and expectation for the future.
18 Some of that, obviously, has already taken
19 place, but is the subject of this panel. So
20 please introduce yourself with your title.

21 STATEMENT OF SUMEET SINGH

22 Absolutely. Thank you, President
23 Batjer, and respectful Commissioners. My
24 name is Sumeet Singh, and I lead PG&E's
25 Community Wildfire Safety Program. As part
26 of our discussion, I'll also be referring to
27 some slides, which I will also navigate as
28 part of the discussion.

1 So to your point, President Batjer,
2 the focus of this decision will be used, will
3 be focused on using the past PSPS events to
4 provide insights on the approach and the
5 process that PG&E uses to inform the scope of
6 such events. We will focus a discussion on
7 leveraging the most recent event which, by
8 all accords, was unprecedented for PG&E, and
9 perhaps the electric utility industry, in
10 terms of the number of customers and
11 communities involved.

12 As can be seen from this table,
13 these are the four events that PG&E
14 implemented Public Safety Power Shutoffs for
15 this year. The recorded wind gusts, and the
16 amount of damage we experienced on our system
17 from the October 9th event, was significant.
18 As stated by Mr. Johnson, no catastrophic
19 wildfires occurred. But we understand the
20 hardship of this event and potential events
21 that this scale have to our customers and our
22 communities, and have an unwavering focus on
23 doing better.

24 I believe, Commissioner Shiroma,
25 you had requested what were some of the
26 lessons learned, specifically from the
27 September 23rd to 26th PSPS event. I think
28 you may have been referring to Section 14 of

1 that October 10th letter. And there were
2 three specific items that were identified
3 within that letter. The first related to the
4 scope refinement process. And through our
5 discussion, I will touch on that in terms of
6 the practices that we have employed to target
7 from a scale standpoint, not only narrowing
8 the scope of the event, but also minimizing
9 the duration of the outages that our
10 customers and communities experience.

11 The second item was around the
12 accuracy and timeliness of submitting the
13 notification forms to the state agency, Cal
14 OES. And we put a significant focus on this
15 past October 9th event to have dedicated
16 numbers within our emergency operation center
17 that are focused on ensuring the timely and
18 accurate reporting of the data related to the
19 event to the respective state agency.

20 And then the third lesson learned
21 that we stated was notification and
22 communication process. And I think the panel
23 before me addressed that, given the scale and
24 scope of this event, and the unprecedented
25 nature, we have a lot more work to do in that
26 space.

27 If I go to the next slide, our
28 focus as part of the PSPS events is the

1 prevention of any potential ignition caused
2 by utility assets, especially during
3 conditions of high fire risk. As you started
4 off our engagement today, in the hearing
5 today, Commissioner Batjer, you talked about
6 the destructive nature of the fires that we
7 have all experienced within our service
8 territory, both in 2017, and last year in
9 Paradise. That cannot be repeated. And that
10 is our unwavering focus as part of our PSPS
11 events and our broader Community Wildfire
12 Safety Program, while minimizing the impact
13 to our customers and communities.

14 And really that minimization we
15 focus on is two dimensions. First dimension
16 is number of customers and counties. I will
17 touch on this in more detail. And the second
18 dimension is the duration of the shutoff
19 itself.

20 So what you see in these maps is,
21 if you look at the map on the left-hand side
22 that has the label of 3.8 Million Customers
23 on the top, this map shows the potential
24 customer impact as a result of an overlay of
25 high fire risk with critical burn environment
26 designation. And this designation is the
27 highest fire risk rating that is issued by
28 the north and the south operations Predictive

1 Services which, to our understanding, is an
2 interagency entity that is used by CAL FIRE
3 to inform the fire risk within the state of
4 California. You can see the footprint for
5 this specific event in regards to the high
6 fire risk and critical burn environment as it
7 pertains to our service territory.

8 The next map you see from the left
9 of that, which has the heading of the
10 2.1 Million Customers, shows the potential
11 customer impact as a result of an overlay of
12 the red flag warning. And this is issued by
13 the National Weather Service. The map that
14 you see next to that, that 1.6 Million
15 Customers, that is an overlay of PG&E's
16 utility potential fire risk. And in two
17 slides I will discuss the underlying
18 methodology that we use to help inform our
19 utility potential fire risk.

20 The utility potential fire risk is
21 in part informed by the National Weather
22 Service, as well as the Northern Operations
23 Predictive Services, on PG&E's predefined
24 Fire Index Areas. These are regions that
25 have been used by the state and federal
26 agencies, such as CAL FIRE and the US Forest
27 Services, that are designated as fire danger
28 waiting areas. And we leveraged these areas

1 to further align with the high fire threat
2 district maps that were issued by the CPUC in
3 January of last year.

4 In essence, what the Fire Index
5 Areas do is they further break down our
6 service territory that is made up of about
7 38,000 square miles of high fire threat
8 districts, which represents 54 percent of our
9 overall service territory. And we have 109
10 Fire Index Areas that cover the 38,000 square
11 miles.

12 And we have planned and canned
13 execution playbooks at each of these
14 respective fire index levels, so that we can
15 streamline the notification to state
16 agencies, counties, cities, customers; and
17 have detailed steps to de-energize, inspect,
18 and, subsequently, restore service. But
19 given the scale of this event of October 9th,
20 we did not rest on the Fire Index Areas. And
21 this is the number that Mr. Lewis cited as
22 part of his comments in regards to the 1.6
23 customers.

24 We further narrowed and targeted
25 our focus on areas within the FIAs that have
26 the highest potential of utility fire risk.
27 As an example as part of this effort, we were
28 able to narrow down 42,000 potential

1 customers impacted in Kern County, which
2 would have been the impact if we just focused
3 on the Fire Index Areas, and reduced that
4 down to 4,000 customers as part of the event.

5 Our weather forecasts are informed
6 by the broader meteorology community within
7 the state of California. We do not do this
8 work in isolation. As an example, for this
9 specific event, five days before the event,
10 on a daily basis, our meteorology team was
11 engaged in interacting with the Northern
12 Operations Predictive Services, as well as
13 the National Weather Services.

14 And, additionally, given the scope
15 and scale of this event we, at the request of
16 Cal OES, held an interagency video conference
17 on October 6th with the referenced agencies
18 to review in detail what we were forecasting
19 in regards to a widespread high risk event
20 with a potential for significant fires, an
21 event that was looking like the highest fire
22 risk event of the season, and likely the
23 strongest offshore wind event since
24 October 2017. And there was consensus in
25 that community of metrologists in regards to
26 that assessment.

27 Although we reduced the scope of
28 the PSPS from the initial projections, as you

1 can see from these maps, we know we need to
2 do better going forward, and we will discuss
3 our approach on how we plan to do so further.

4 Our focus on reducing the impact is
5 not only on the number of customers, as we
6 discussed in the prior slide, but it is also
7 to minimize the duration of the outage based
8 on the weather forecast and the associated
9 fire risk. And what you actually see in this
10 chart is the X axis shows the number of
11 customers impacted and the -- I'm sorry, it
12 is the opposite. The Y axis shows the number
13 of customers impacted, and the X axis shows
14 the respective time line.

15 And given the scope and scale of
16 the weather impact, the event evolved through
17 early morning on Wednesday 10/9 into Friday
18 afternoon 10/11. And as can be seen on this
19 chart, some customers were restored as other
20 customers were being de-energized, given the
21 fact that the fire risk varied in our service
22 territory at different points in time.

23 And as Mr. Lewis stated in his
24 comments, right after the de-energization
25 happened on Phase 1, we were actually able to
26 further reconfigure our grid through
27 switching operations to provide an alternate
28 supply source to restore service of 38,000

1 customers that were outside of the potential
2 fire risk before the all clear.

3 Another takeaway from this chart is
4 nearly all customers restored within
5 48 hours, as Mr. Lewis also mentioned. But
6 as was stated, we know we need to do better,
7 and we are committed to do so.

8 The next slide I will touch on the
9 underlying basis of the methodology that we
10 used to help inform the scope. So the scope
11 of our Public Safety Power Shutoff event is
12 based on two primary factors. The first
13 factor is something called "outage producing
14 wind," which is, the way to think about it,
15 is the likelihood of ignition that could take
16 place from a utility asset in our asset. And
17 the second parameter threat is a Fire
18 Potential Index, which is if an ignition
19 happens, what is the likelihood of spread,
20 meaning fire turning into a catastrophic
21 wildfire.

22 Let me first touch on the Fire
23 Potential Index. It uses both weather, which
24 includes wind speed, temperature, and
25 relative humidity; and fuel loading factors,
26 which includes the type of vegetation on the
27 ground, because that is the proxy for fuel,
28 and the associated moisture content. This is

1 a very similar approach to the spread element
2 that is used by the US Forest Service to
3 inform the National Fire Danger Rating
4 System.

5 Regarding the outage producing
6 winds, what we have done, and you will see
7 this in one of my slides that correlates the
8 damage that will be found as part of this
9 event, because we were forecasting that. And
10 I think there was a question in regards to
11 the forecasted damage, the actual damage,
12 compared to our forecast. And what we have
13 done is we've established and correlated
14 sustained wind speeds, which directly
15 correlate to wind gusts, and looked at last
16 10 years of data regarding outages and the
17 cause of the outages as it pertains to our
18 distribution system, aligned with the peak
19 wind gusts and sustained wind gusts. So we
20 have leveraged nearly 300,000 data points
21 regarding the performance of the system to be
22 able to help inform how it is going to
23 perform over the course of a certain
24 forecasted wind speed.

25 We further calibrated this model
26 using 1600 fires that are greater than --
27 approximately 1600 fires greater than
28 40 acres from the US Forest Services dataset,

1 which dated back to 1992, and this is the
2 basis of our forecasted utility risk model.

3 The map on this slide shows the
4 primary basis of the outage producing winds,
5 which is directly correlated to the sustained
6 and the peak wind gusts. And as Mr. Johnson
7 mentioned, at the time speeds of about 40 to
8 45 miles an hour for our distribution system,
9 we start to see vegetation coming in contact
10 with our lines. What you can see is there is
11 a significant footprint within our service
12 territory that exceeded that threshold for
13 this particular event in October 9th.

14 The scope that was specifically
15 identify is based on the forecasted wind
16 speed, coupled with our assets that are
17 located in the high fire risk areas. So
18 areas that where our assets traverse, high
19 fire spread, coupled with high wind gusts.

20 So one example, I'll point you to
21 the map, is if you look at the Sacramento
22 Valley area, you can see that the wind, peak
23 wind gusts, were fairly high. However, we
24 did not include this area within our scope,
25 and the reason is because it is primarily
26 located in Tier 1, which has a low potential
27 for fire spread.

28 And as can also be seen, the damage

1 locations that we've identified and confirmed
2 so far, the 100 plus, which is the blue dots
3 that show up on this map, there is a strong
4 correlation to what we forecasted, and the
5 confirmed hazards and damages that were
6 identified on the system as we did these
7 safety inspections after the all clear.

8 One other item I wanted to touch
9 on, because we received a lot of questions
10 from a lot of our customers and counties, is:
11 Well, where I was in a particular county or
12 location, I did not experience the high wind
13 gusts or the extreme wind gusts. However,
14 you still turn my power off.

15 And this example is an actual
16 depiction of the October 9th event, which
17 illustrates an example of a radio
18 distribution system within the city of
19 Pinole. So if you look at the pink triangle,
20 which is the substation, and think about that
21 as the supply source of electricity, that
22 supply source has to traverse that yellow
23 shaded area, which is the high fire threat
24 district, through the lines that are shaded
25 in orange, because those are the lines that
26 are the high fire risk areas that we were
27 looking to mitigate.

28 As we de-energized those lines, we

1 also had an unintended impact to customers in
2 the lower fire risk area. For example, if
3 you take your attention to the north section
4 of that illustration and schematic, hard to
5 see, but that is Pinole Valley Road. But
6 that entire community is served through that
7 one radio distribution system. And in this
8 specific instance, there were approximately
9 4,000 customers that were impacted that were
10 in the lower fire risk areas. Now, there is
11 other circumstances that were part of this
12 event in a similar configuration.

13 If you will reflect on the comments
14 that Mr. Johnson made in regards to the
15 installation of sectionalization devices,
16 sectionalization devices help. But in the
17 instances in this specific situation,
18 sectionalization device would not help in the
19 isolated section of the north part of that
20 system, because there is no additional supply
21 source. This is where there is opportunity
22 to integrate microgrid as a potential supply
23 source. So the sectionalization devices is
24 not the panacea. It is one tool within the
25 toolkit for us to be able to reduce the
26 overall impact of PSPS.

27 COMMISSIONER GUZMAN ACEVES: Just a
28 follow-up question to that, Mr. Singh.

1 MR. SINGH: Sure.

2 PRESIDENT GUZMAN ACEVES: I assume
3 there are many communities like this. And
4 investing in microgrids is not something that
5 will be cheap. Do you have some thought on
6 how you are planning to prioritize the
7 investment of microgrids in communities like
8 this?

9 MR. SINGH: Absolutely. And that
10 prioritization that we are looking at really
11 is based on three parameters. And that
12 parameter really is around the areas of our
13 circuit that traverse the highest fire risk
14 areas. So when you look at the high fire
15 threat district maps, even Tier 2 and Tier 3,
16 there is some communities that are at higher
17 risk as compared to others. So we are
18 looking at not only the performance of our
19 system, the condition, the vegetation in and
20 around the area, but also looking at the
21 spread likelihood in terms of catastrophic
22 wildfires, including communities that are
23 challenged from an egress standpoint.

24 As we all reflect on lessons learned
25 from Paradise, we understand what the
26 implication was given the limited egress for
27 that community. We are also looking at and
28 we've done a 30-year climatological study to

1 help inform 30 years of wind speed history
2 with a specific focus on looking at the
3 phenomenon of the northeast wind pattern,
4 which is something what we call "Diablo
5 winds" here. It is very similar to the Santa
6 Ana winds down in Southern California. And
7 we have a prioritization model to identify
8 those communities, those circuits. And those
9 are the ones that we going after first.

10 In regards to your microgrid
11 question, then we further expand that to
12 identify the communities that would be the
13 greatest impact as a result of a PSPS
14 de-energization, and those would be the areas
15 that we would prioritize first.]

16 What item I did want to touch on,
17 we don't have an example here, but turning to
18 our transmission system and our higher
19 voltage system, because that is also in scope
20 of the Public Safety Power Shutoff and that
21 was in scope for this event, and I know
22 that's a question on top of a lot of people's
23 minds, as well.

24 Our higher voltage systems, which
25 is the 115 kV, the 230 kV and the 500, which
26 really is the interconnection between us and
27 the Cal ISO, the Independent System Operator
28 for California, they tend to be more

1 networked in nature, given the reliability
2 standards that are promulgated by the North
3 American Electric Liability Corporation.

4 So one example that I will point to
5 on the October 9th event, of the 738,000
6 customers that were impacted, roughly
7 16 percent of those were directly impacted as
8 a result of transmission. So that's about
9 120,000 customers. And as Mr. Lewis
10 previously mentioned, 80,000 of the 120 were
11 in the Humboldt area, and that was not a
12 direct impact as a result of transmission.
13 The issue there was that we had one of our
14 lines out of service for a planned project
15 and that is one of the lessons learned that
16 he spoke of in regards to our operational
17 learning.

18 So to really narrow --

19 PRESIDENT BATJER: Mr. Sumeet, if I may
20 interrupt. Excuse me. But how long before a
21 planned maintenance, planned outage, do you
22 plan an outage? Like how close to this
23 weather event was that maintenance planned?

24 MR. SINGH: So, it varies. And it's
25 not necessarily just a maintenance outage.
26 So if it's a maintenance outage, we can
27 typically plan that within 60 to 90 to
28 120 days. I mean, unless there's an

1 immediate safety issue, that we will take
2 that action right away because we do have
3 reliability built into the network system.

4 In regards to this specific type of
5 a project, it could be a multi-year project
6 because of the permitting and the
7 environmental restrictions that we have to
8 follow to be able to get the permit to do the
9 work itself. But we do look at all of the
10 work that's happening within our system so
11 that at any given point in time, we are not
12 compromising the overall reliability of the
13 grid.

14 And in this specific instance, one
15 of the learnings we had is this type of work
16 now we're going to plan in the shoulder
17 months, which would be outside of the peak
18 time period of when we anticipate or
19 experience the highest fire risk.

20 PRESIDENT BATJER: Thank you.

21 COMMISSIONER RANDOLPH: But
22 increasingly, though, I mean as our fire
23 season gets longer, it's going to get more
24 challenging to schedule that maintenance,
25 right? Because you want to avoid the summer
26 months, but you -- and you also want to
27 avoid, you know, October because wildfire
28 season, you know, October is a key month, but

1 as wildfire season gets longer, it's going to
2 get more challenging scheduling that
3 maintenance; is that right?

4 MR. SUMEET: It is. And that's an
5 element that we are looking at from an asset
6 strategy perspective for the current
7 transmission grid that we have in
8 identifying: Are there areas where we need
9 to bring in additional resiliency? For
10 example, switching stations to be able to
11 provide additional flexibility on the system
12 to be able to continue to enable us to do the
13 important safety work that we need to do on
14 the system, yet ensure we're meeting the
15 reliability standards that we have put
16 forward and the various regulating entities
17 of looking forward.

18 COMMISSIONER RANDOLPH: On the topic of
19 transmission, you know, as you noted, those
20 lines can have a significant impact in terms
21 of number of our customers. Are there any
22 operational steps that you can take to
23 protect those lines and potentially avoid
24 PSPSs in particular locationalized areas that
25 might serve a lot of customers where you
26 might want to try to do other ways to keep
27 that transmission line on, on -- on
28 energized?

1 MR. SINGH: Thank you for that
2 question.

3 Absolutely. So, when you look at
4 our transmission lines, not every line is the
5 same, right? Even in terms of the
6 right-of-way, and when you start looking at
7 some of our higher voltage lines that I spoke
8 of, we tend to have a greater right-of-way
9 and a greater clearance. So the likelihood
10 of, for example, vegetation impacting our
11 lines creating an ignition is much lower, as
12 compared to some of our lower voltage
13 transmission lines.

14 For example, when you look at our 60
15 kV or 70 kV, which we referred to as
16 subtransmission, tend to be very similar in
17 terms of our right-of-way and have a much
18 tighter right-of-way.

19 So one example is identifying the
20 lines of 60 kV, 70 kV that provide service to
21 a significant amount of customers in creating
22 a much broader right-of-way as part of that
23 risk reduction measure, and that's exactly
24 some of the things that we're doing.

25 Let me --

26 COMMISSIONER SHIROMA: Quick question.
27 I'm sorry.

28 COMMISSIONER RECHTSCHAFFEN: I'm sorry.

1 Go ahead.

2 COMMISSIONER SHIROMA: No. Go ahead.

3 PRESIDENT BATJER: Commissioner
4 Rechtschaffen?

5 COMMISSIONER RECHTSCHAFFEN: No. I
6 don't know if we're -- have you finished?

7 PRESIDENT BATJER: We're interrupting.
8 I'm sorry.

9 COMMISSIONER RECHTSCHAFFEN: I want to
10 let you finish before asking a question. Go
11 ahead.

12 MR. SINGH: Sure. I have got two more
13 slides I will be able to get through in short
14 order.

15 So on slide 7, I think Commissioner
16 Shiroma, you had asked this question in
17 regards to the assessment of the hazards. So
18 what we have done is for the confirmed
19 locations of our hazards, we have correlated
20 specifically the location, the type of the
21 hazard, and our teams are currently
22 identifying what work was done from a
23 maintenance perspective, previously, the
24 specific type of work, when was it done, to
25 be able to further help inform the
26 effectiveness of our risk reduction measures.

27 But one thing I do want to highlight
28 on this slide, there's a couple of things.

1 So if you look at the map, on the right-hand
2 side, it basically shows in blue shade the
3 area that was in scope or that was impacted
4 as a result of PSPS, and those exclamation
5 points as a location of the confirmed hazards
6 or damages.

7 And what you can see is that there's
8 a fairly strong correlation. It really
9 speaks to a statistical-based, 10-year model
10 in terms of forecast versus the actuals of
11 what we observed.

12 The other take-away is that those
13 hazards included trees or branches into
14 lines, downed wires, fallen poles, and the
15 work that we are doing and the other IOUs in
16 California are doing does not necessarily
17 guarantee that we can eliminate all PSPS
18 events, because we do have bare conductor in
19 a dynamic environment. We fully realize that
20 that's the future that we are aspiring
21 towards. So I will give a few examples as to
22 why I make that statement.

23 The first example is the additional
24 vegetation work that we're doing on enhanced
25 vegetation, which goes beyond the regulatory
26 requirements, does not guarantee that a tree
27 branch that may be 40 or more feet away from
28 our line cannot come in contact with the line

1 during the high-wind event. So it's not
2 immune to that, or having a covered
3 conductor, it's not immune to a large tree
4 from failing into the line and leading to a
5 wires-down situation.

6 So when we have a covered conductor,
7 the potential ignition likelihood is far
8 lower than it is for the current bare
9 conductors that we have or the bare wires,
10 but there is still a likelihood of ignition
11 as a result of the downed conductor.

12 COMMISSIONER RECHTSCHAFFEN: Can I ask
13 you a question?

14 Do you take those things into
15 account in determining whether to shut off
16 the power as your part of hardening efforts
17 of vegetation management efforts?

18 MR. SINGH: Thank you for that
19 question, Sir.

20 So, we're on the first evolution as
21 part of the implementation of those risk
22 reduction measures for system hardening. So
23 far we've done about a hundred miles for our
24 enhanced vegetation, a little north of a
25 thousand. So we don't have enough data set
26 yet. And actually, this is what we are doing
27 working jointly with the CPUC Safety &
28 Enforcement Division, as well as the other

1 California IOUs, to evaluate the operational
2 performance of those circuits to really
3 understand the data-driven effective risk
4 reduction measure of those measures.

5 COMMISSIONER RECHTSCHAFFEN: So right
6 now, you don't do it?

7 MR. SINGH: We do not currently
8 leverage that information, but we plan to do
9 that on a going-forward basis as we continue
10 to collect the data set. And this is one
11 area that I think us working jointly with the
12 CPUC as well as the other IOUs, because they
13 have got a broader data set as well, that we
14 can leverage and leapfrog the state of
15 California and the utilities on a much faster
16 pace, as opposed to each of our IOUs only
17 relying on our data sets.

18 PRESIDENT BATJER: Could you repeat the
19 number of lines? I think you said a hundred
20 miles and a thousand lines. Could you repeat
21 that again?

22 MR. SINGH: Sure, President Batjer.

23 I apologize for --

24 PRESIDENT BATJER: No. That's quite
25 all right.

26 MR. SINGH: So in our Wildfire
27 Mitigation Plan, we had put forward a goal of
28 150 miles for system hardening. And we are

1 at about north of a hundred miles at the
2 moment year-to-date, and for our enhanced
3 vegetation management program, we had put
4 forward 2,455 miles. And we are north of a
5 thousands miles of that work being completed.

6 PRESIDENT BATJER: Now more numbers,
7 but can you give for all of our edification,
8 mostly the public's, what would be your total
9 miles? I mean, how far are you into your
10 vegetation reaching total and how far are you
11 into your hardening reaching total?

12 MR. SINGH: So in terms of our
13 hardening, it's envisioned to be a
14 10-to-14-year program. We are targeting
15 7,100 miles of the highest risk miles within
16 our high-fire-threat districts. And for the
17 Enhanced Vegetation Management Program, it's
18 intended to be an 8-year program because we
19 are targeting all of the miles, which is the
20 25,000 miles of distribution that we have
21 within the high-fire-threat districts.

22 PRESIDENT BATJER: Thank you. We
23 interrupted you again. I'm sorry.

24 MR. SINGH: No problem.

25 This is the last slide. And what I
26 was going to share here is that there is no
27 silver bullet solving this issue, but we will
28 leave no block unturned to leverage every

1 tool, every technology that's available in
2 the industry to address the ongoing risk of
3 not just the unprecedented wildfire risk, but
4 the risk presented as a result of a PSPS
5 event of this scale.

6 As we've discussed, the fundamental
7 redesign of the electric infrastructure to be
8 more resilient and flexible will take time,
9 as we have just discussed, and this also
10 includes the insulation of permanent
11 microgrids and distributed generation as we
12 discussed, Commissioner. But what we are
13 doing now is to implement mitigations that
14 can potentially reduce the impact of our
15 customers and communities during the PSPS
16 event.

17 So Mr. Johnson mentioned the
18 additional installation of sectionalization
19 devices. That actually benefitted us in this
20 specific event from October 9th.

21 So, so far we have installed this
22 year more than 200 sectionalization devices.
23 And as a result in this event, we were able
24 to mitigate impact to 77,000 customers, so
25 that there is benefit that we can draw upon
26 now as a result of this.

27 We have plans to do more than 550
28 devices and get those installed within the

1 next 12 months or less.

2 COMMISSIONER RANDOLPH: When you say
3 will "mitigate," what do you mean? Those
4 77,000 customers were not --

5 MR. SINGH: They were not de-energized.

6 COMMISSIONER RANDOLPH: De-energized.
7 Okay.

8 MR. SINGH: Another item that we
9 actually employed as part of the October 9th
10 event is the resilient zones.

11 So we have a resilient zone in
12 Angwin that was operational during the event
13 that maintained service to -- critical
14 services within the community like the fire
15 station. And we have plans to do an
16 additional 40 or more.

17 And the last item is where we have
18 provided backup generation, both at the grid
19 level. So, specifically in the October 9th
20 event, we did roll in mobile generation
21 within some of our -- one of our substations
22 and we were able to maintain service to
23 downtown Calistoga, even during the
24 de-energized event.

25 We also worked with some of the
26 critical infrastructure entities of Cal Trans
27 to maintain service to mass transit like
28 Caldecott Tunnel.

1 So those are all of the things that
2 we are doing now and we're going to continue
3 to do more of very aggressively.

4 The last thing I will state is that
5 it's going to be imperative for us to
6 continue to engage and partner very closely,
7 not only with the CPUC, Cal OES, CAL FIRE
8 counties, cities, our customers to really
9 work as a collective us, because that is what
10 it's going to face, this unprecedented risk
11 our customers and communities are facing and
12 also in addressing the ongoing risk of this
13 scale of PSPS events.

14 PRESIDENT BATJER: Thank you.

15 COMMISSIONER SHIROMA: And so assuming
16 --

17 PRESIDENT BATJER: Do you have some
18 questions, Commissioner Shiroma?

19 COMMISSIONER SHIROMA: So, what is your
20 time frame for those 40 other Angwin-type of
21 microgrids and are they located all over your
22 territory?

23 MR. SINGH: Yes, Commissioner. So
24 they're specifically targeted --

25 COMMISSIONER SHIROMA: To be located?

26 MR. SINGH: -- using the same
27 prioritization methodology that I articulated
28 previously, in terms of likelihood of

1 ignition, the consequence of a fire spread
2 turning into a catastrophic wildfire, egress,
3 as well as looking at the northeast wind
4 patterns. So those are all of the elements.

5 Initially, the plans that we had put
6 forward were approximately three years. But
7 we know we need to do better and we are in
8 the process of reevaluating our plans to
9 identify what we can get done and how quickly
10 we can get some of these things done in a
11 safe manner.

12 COMMISSIONER SHIROMA: My other
13 question for you, at this point, is you're
14 the Vice President of Asset and Risk
15 Management Wildfire Safety Program. Are you
16 also involved in enterprise risk management
17 and assessment, insofar as do you participate
18 in looking at, ahead of time, at the
19 worst-possible situation that could occur and
20 also in an enterprise risk management, are
21 you also involved in looking at the
22 horticulture of the utility which seems to be
23 part of the risk map?

24 MR. SINGH: My specific focus is on the
25 risk related to Electric Operations and all
26 the Electric Operations assets, where we work
27 and I work very closely and my team works
28 very closely with our Enterprise Risk

1 Management Team, to ensure that the work that
2 we're doing as part of the RAMP proceedings
3 within the CPUC Risk Assessment Mitigation
4 Phases are completely in sync with the
5 methodology that is being used at the
6 enterprise level, as well as the granular
7 risk analysis that our terms are doing within
8 Electric Operations.

9 COMMISSIONER SHIROMA: So that was a
10 "yes?"

11 MR. SINGH: That was a "yes."

12 PRESIDENT BATJER: Liane, yes.

13 COMMISSIONER RANDOLPH: Have you done
14 any analysis in looking at all the map that
15 showed where the damage was identified? Have
16 you done any analysis about where those
17 locations were, kind of in your
18 prioritization list, in your veg management
19 program and in your hardening program, were
20 there any locations where the veg management
21 was behind the plan?

22 MR. SINGH: So, Commissioner Randolph,
23 that is the work that is happening at the
24 moment.

25 What I can tell you is that when we
26 did look at some of the hazards and damages,
27 we did have some locations where tree
28 branches impacted or came in contact with

1 covered conductors. So that's an indication
2 of where we have actually done system
3 hardening work.

4 So there are instances where we have
5 implemented the risk reduction measures to
6 your point of that full analysis of the
7 hundred plus confirmed hazards and damaged
8 locations is on board.

9 COMMISSIONER RECHTSCHAFFEN: Quick
10 qualification question.

11 Did your fire index tool accurately
12 predict where the damage was going to occur
13 and where it didn't occur?

14 MR. SINGH: Yeah. So if we go back to
15 slide 7, right, when you just overlay, that
16 was the intent of this map here, what we
17 forecasted is what is shaded in blue, because
18 that is what we made the decision on in
19 regards to the scope of the Public Safety
20 Power Shutoff event. And as you can see,
21 with the confirmed hazard and damage
22 locations so far, there is a good correlation
23 in terms of that overlay.

24 COMMISSIONER RECHTSCHAFFEN: Let me ask
25 you a question about -- I don't know if I --
26 San Diego Gas & Electric is the state of the
27 art. They do a simulation where they run
28 10,000 wildfire scenarios a day. Are you

1 capable of doing that with your fire index
2 tool?

3 MR. SINGH: We are, Commissioner.

4 We're actually leveraging and
5 working with the same entity and service
6 provider. And we have actually deployed that
7 fire spread tool and capabilities. So that's
8 another analytical element that comes into
9 play, which is not just the potential
10 forecast of an outage, because an outage is a
11 leading indicator for fire ignition, but also
12 if that outage does result in a fire ignition
13 based on the weather forecast, what would be
14 the potential spread and what could be the
15 associated consequence?

16 So we have a model, and it's the
17 same exact vendor, same exact methodology
18 that we are employing and using for that
19 purpose.

20 COMMISSIONER RANDOLPH: Are there any
21 other operational things you mentioned
22 including the corridor on the subtransmission
23 line? This fire reason, are there
24 operational things that you can do to help
25 you be able to limit de-energization in
26 certain areas?

27 MR. SINGH: So those are the things I
28 spoke of, Commissioner, in regards to the

1 continued installation of the
2 sectionalization devices which we're doing;
3 identifying areas within our substations
4 because that's a supply source that are not
5 in high-fire-threat districts, and bring in
6 mobile generation just like we did for
7 Calistoga.

8 Just given the fact that a lot of
9 the infrastructure related upgrades to align
10 with the level of risk that we are seeing in
11 the environment, they take a bit of time, as
12 we go through the permitting process. There
13 is a planned execution of work, including
14 getting qualified personnel to do that work.

15 But outside of the elements that I
16 talked about in terms of short-term, which
17 we're already employing, the physical upgrade
18 to the infrastructure is challenging to do
19 within this current short time period.

20 COMMISSIONER RECHTSCHAFFEN: What about
21 more weather -- more rapid employment of
22 weather stations? You have three times the
23 number of San Diego Gas & Electric, but
24 they're in one county and your in 49, 50
25 counties?

26 MR. SINGH: Yes, sir. So coming into
27 last year, over the 12 months, we have
28 installed 600 weather stations, a hundred

1 high-definition cameras, and we have plans to
2 get to more than 1,300 weather stations
3 within the next 18 to 24 months or less, and
4 get to an additional 500 cameras for a total
5 of 600 within the next couple of years as
6 well. So those are elements in all of the
7 things that we are working on rapidly, as
8 well. This year alone in 9 months we have
9 installed 400 incremental weather station.

10 PRESIDENT BATJER: Are those weather
11 stations that are in this area of the impact
12 for the October 9th to 12 PSPS, were they all
13 activated and useful?

14 MR. SINGH: They were, President
15 Batjer, and we made all of the that
16 information that we have for situational
17 awareness available publicly through our
18 website pge.com/weather, but we are actively
19 using those weather stations not just to
20 inform our forecasts but also to monitor the
21 actual wind conditions and relative humidity
22 conditions.

23 COMMISSIONER RANDOLPH: I have a
24 question for Mr. Vesey.

25 MR. VESEY: Yes.

26 COMMISSIONER RANDOLPH: We have had a
27 lot of conversations, you know, with Aaron
28 about communicating with the counties, with

1 Laurie about vulnerable populations, with
2 Sumeet on the operational issues. Where does
3 the buck stop? Because everybody here has a
4 different -- has a job in addition to this
5 that they're working on.

6 So as you're looking at all of the
7 things that you want to do better, who is
8 going to be like at the VP level or higher,
9 who is going to be responsible over the next
10 several weeks and months to make sure that
11 this work gets done?

12 MR. VESEY: Well, that lays -- the buck
13 stops with me. That's my accountability
14 working with this team to make sure that all
15 of these things that we are talking about are
16 implemented correctly.

17 COMMISSIONER RANDOLPH: But you have a
18 lot on your plate, too. So is there somebody
19 who can just do this?

20 MR VESEY: Well, "just doing this" is a
21 team effort.

22 If you will look at what's going on
23 here, it is a close coordination between the
24 actual prosecution of our wild safety (sic)
25 -- with our Wildfire Safety Program, which
26 sits with Sumeet; with the engagement of the
27 communities and our customers and
28 understanding their needs, that sits with our

1 Chief Customer Officer; whereas the overall
2 day-to-day operations of our electric system,
3 it sits with Michael; with the supporting
4 efforts on IT, it sits with the CIO, but I
5 want to let you know that this is a full-out
6 team effort.

7 One of the things in coming here to
8 do this was the priority of this effort in a
9 big way. This is a major threat to our
10 customers and to the citizens of California.
11 We are part of it. There is almost no higher
12 priority that I have than to make sure we're
13 on top of this and that we do it in a
14 competent -- and we do it quickly, quite
15 honestly. It's a lot of pieces. It's
16 complicated.

17 It's also fully integrated into what
18 we do day-to-day. It's all about service to
19 the customer that the increasing interaction
20 and growing industry with the needs of our
21 customers supports our regular business as
22 well as it supports this; are the quality and
23 integrity of our assets increasing their
24 flexibility will not only serve us well in
25 the prevention of events like catastrophic
26 wildfires, but as we move to much more
27 de-centralized grid and more control with the
28 consumer, it will support that. Having an

1 agile, flexibility and resilient grid will
2 support that; applying ourselves to
3 increasing ability to communicate with our
4 customers through the internet and other
5 means of communication which will support
6 this, supports the daily business.

7 So many of the lessons learned that
8 we had in these kind of disruptive events,
9 they're learnings for the whole business. So
10 they're not separate and apart from and it's
11 always in our mind. It's a coordinated
12 effort, and I will also tell you, you don't
13 limit it to just the groups you see here.
14 During the PSPS event, we utilized a number
15 of our field people in the Gas Operations to
16 go on an ops for us to get in touch with
17 vulnerable customers. So it's a full-out
18 company effort.

19 But that said, the buck stops with
20 me. The messages and the improvement
21 opportunities that we have discussed here are
22 my responsibility. This is a
23 high-functioning team. We work together
24 quite well. There is an underlying cultural
25 aspect of this that we need to deal with that
26 is a change from past performance and we need
27 to up our game, get very focused and increase
28 the speed by which we are executing.

1 It's all in front of us. At the end
2 of the day, I have a hope for the operations
3 of PG&E that accountability -- accountability
4 not only to my shareholders but to our
5 customers as well and to this Commission.
6 And I will stand to those accountabilities.
7 It's a lot of work. It's a big effort. And
8 you asked the question: Have you
9 prioritized? Well, it's always about
10 prioritization. And that's something we
11 think about all the time in terms of impact
12 and our ability to execute and to peel back
13 risks every day so we can get to a place
14 where we can operate and rebuild the
15 confidence that our customers have to have in
16 our ability to perform our jobs.

17 So the answer to the question is
18 that it sits with me.

19 COMMISSIONER GUZMAN ACEVES: Just a
20 follow-up to that. And it's a question on
21 prioritization that you just mentioned.

22 Mr. Vesey, do you know where
23 Roseland is?

24 MR. VESEY: No. I do not.

25 COMMISSIONER GUZMAN ACEVES: Do you
26 know where Agua Caliente is?

27 MR. VESEY: No. I do not.

28 COMMISSIONER GUZMAN ACEVES: Okay. I

1 am just wondering why Calistoga was chosen as
2 one of the communities that received the
3 backup power. Is that your decision? Is
4 there some prioritization? Is wealth or
5 community wealth a factor there? Or is that
6 just an unforeseen correlation?

7 MR. SUMEET: It was not attributed to
8 the wildfire or any of those elements driving
9 that prioritization factor. This was
10 intended to be the opportunity for us to be
11 able to pilot the installation of the mobile
12 generation through pre-installed hubs. And
13 this is a blueprint now that we are
14 establishing and it also is a -- it speaks to
15 the configuration of the grid itself. So
16 having a mobile generator interconnected in a
17 substation that may be in a high-fire-threat
18 district creates another potential ignition
19 source through that mobile generation. So we
20 also have to look at the configuration of the
21 grid, the location of the electric supply,
22 and the ability for us in that specific
23 station to be able to take the infrastructure
24 and the amount of upgrade we have to make to
25 infrastructure to be able to connect the
26 mobile generator.

27 So those were the primary elements
28 that we are used to help drive the

1 prioritization.

2 COMMISSIONER GUZMAN ACEVES: Could you
3 in your report back, please include what that
4 decision-making was in terms of those limited
5 resources on backup generation that you were
6 supplying and how you prioritized those?

7 Thank you.

8 MR. SUMEET: Will do.

9 PRESIDENT BATJER: Are there any other
10 questions of Mr. Singh or Mr. Vesey?

11 (No response.)

12 PRESIDENT BATJER: Okay. Seeing none,
13 thank you, gentlemen.

14 We're going to move on to the next
15 panel.

16 Our final panel is entitled
17 Accountability and Commitments. And like
18 your other colleagues, I would like you each
19 to introduce yourselves and your titles.

20 STATEMENT OF NORA MEAD BROWNELL

21 My name is Norma Mead Brownell and
22 I'm the Chair of the corporation and I am
23 happy to be here again.

24 I have spent many hours in this
25 room, as a matter of fact.

26 On behalf of the Board, I want to
27 extend my personal appreciation to the first
28 responders and community leaders and to the

1 Governor and the Commissioners and all of
2 their staffs for the continued guidance and
3 oversight.

4 And I want to thank our customers
5 for working with us in our efforts to keep
6 our communities safe.

7 I spent much of my professional
8 life as a utility regulator, both with the
9 state and federal governments and I realize
10 the importance of collaboration. And I think
11 we have heard some good examples today and I
12 think we've heard some examples where we
13 could do a vast improvement. And I give you
14 my personal commitment that will be far more
15 engaged in those community efforts than we
16 have been because that is going to be
17 critical.

18 I understand that we have a
19 different job here and we all have a
20 difficult job here, but I deeply believe that
21 safety is our common purpose. Safety is the
22 primary mission of PG&E, and as a Board, it's
23 our responsibility to ensure that mission is
24 fulfilled. And I am going to go into some
25 detail as we go on about how we are
26 fulfilling that oversight role.

27 We recognize that PG&E's operations
28 have a significant impact on the public life,

1 public safety, health and personal health in
2 the communities that we serve and that the
3 issues that we discuss here today are
4 critically important to millions of
5 Californians as we move into a new regime, a
6 new environment, a new critical
7 customer-importance needs.]

8 And that's why my board colleagues
9 and I, along with our CEOs, Bill Johnson and
10 Andy Vesey, joined this company.

11 Collectively, we bring decades of
12 experience in the energy and technology
13 industries to our roles. We're here to use
14 that experience to help transform PG&E's
15 culture, its operational health, its
16 financial stability and restore the public's
17 trust. We want to provide you with an
18 increased level of transparency that will
19 allow all of us to do our jobs more
20 effectively. Building that trust depends on
21 our actions and not mere words. We've taken
22 actions.

23 In the last six months, we brought
24 together 13 new board members to our boards,
25 just two this week, John Woolard and Bill
26 Smith, who bring deep expertise on innovating
27 and scaling world class complex grid and
28 network-based technologies, which I think

1 will help with a lot of the issues we
2 discussed here today.

3 As a board, safety is our most
4 important oversight, and we've intentionally
5 assembled boards with the right experience to
6 provide oversight and guidance, maybe more
7 guidance some days than they would like, to
8 our new management. Individual members of
9 our boards have a deep technical and
10 operational experience related to gas
11 pipeline safety, electronic transmission and
12 distribution safety, electric generation
13 safety, nuclear safety and occupational
14 safety.

15 We also have members with expertise
16 related to physical asset security and cyber
17 threats, enterprise risk management, safety
18 culture and restructuring culture. We're
19 working closely cross-functionally to
20 leverage the individual -- sorry. I'm just
21 getting a little note here -- individual
22 expertise to add value as a group.

23 Having served on boards of other
24 large energy companies, I can tell you this
25 board is exceptionally active and engaged,
26 meeting as a board at least once a week,
27 meeting as committees and individuals more
28 frequently some weeks than that. We review

1 on those meetings the decisions on issues
2 ranging from operations to wildfire safety to
3 bankruptcy proceedings to developing culture
4 change mechanisms and to dealing with
5 compensation issues.

6 We understand the need to be more
7 engaged than any usual board would be working
8 with everyone at every level in PG&E in order
9 to make those changes that are desperately
10 needed to improve the trajectory of our
11 performance. We are absolutely committed to
12 taking the actions needed to accomplish that.

13 We visited many of the communities
14 damaged by catastrophic wildfires including
15 Paradise and the cities in North Bay. We
16 visited San Bruno, the site of the explosion
17 caused by our gas pipeline. We met with
18 community leaders, spoken to victims and seen
19 the lasting devastation firsthand. We have
20 instituted a program of field safety visits
21 for each board member to inform our
22 understanding of the company's critical
23 operations. This perspective is always with
24 us as we make important decisions and move
25 the company forward.

26 I'd like to take this opportunity
27 to speak briefly about the board's oversight
28 function, our focus on wildfire safety and

1 our view of events last week. Our top
2 priority as board members is to get wildfire
3 victims paid. One of our first actions as a
4 board was to set up a hundred million dollar
5 housing assistance fund to support wildfire
6 victims who had lost their homes. We settled
7 with two of the three groups of victims, and
8 we are committed to fairly resolving claims
9 from the remaining group of individuals.
10 We're guiding the company as it works through
11 this Commission's regulatory processes in
12 order to emerge from bankruptcy before the
13 end of next June so we can participate in the
14 state's Go-Forward Wildfire Fund. We have
15 increased the board's oversight for a
16 wildfire safety plan, and we do this as a
17 full board and also through our board
18 committee structure.

19 In addition to operating oversight
20 by our Safety & Nuclear Ops Committee, our
21 compliance and public policy committee
22 receives regular reports from management on
23 our progress implementing and complying with
24 that plan.

25 And this is a good example of where
26 there's a lot of cross-functional dialogue
27 with the two committees to make sure that
28 we're covering all aspects of that, both from

1 a safety and a performance perspective. A
2 critical part of that plan has been vastly
3 improving our awareness of weather conditions
4 that create an unacceptably high threat of
5 PG&E equipment becoming damaged and starting
6 fires.

7 That information, as you know,
8 informs our PSPS decision-making, which is
9 guided by the most conservative framework we
10 feel is prudent as we balance public safety
11 against the disruption of power loss.

12 With each PSPS event, and
13 unfortunately, we had three this fire season
14 alone, we are gaining critical insight into
15 how we improve the process involved in
16 shutting down and restarting our core
17 services efficiently.

18 Operationally, I think we have made
19 progress. But as you clearly heard today --
20 and I feel your sense of urgency -- our
21 communications and coordination in that
22 collaboration needs to improve, and it does
23 need to improve now.

24 Our PSPS event last week was an
25 example of some of these things. Along with
26 other members of the board, I was in the EOC
27 during the shutdown both before and during
28 observing and drawing lessons from that

1 event. We executed our decision-making
2 implementation of the safety shutdown
3 according to the protocols and procedures
4 outlined in our wildfire safety management
5 plan. That's obviously not enough. We were
6 able to restore power consistent with
7 industry safety practices, but we want to
8 improve on that record.

9 However, we obviously, as we've
10 discussed, fell short on our customer-facing
11 issues, and I've made this commitment again
12 that we will be more engaged in our oversight
13 of those activities and more personally
14 involved in meeting with community members.
15 It's incumbent upon the management team to do
16 better and for our boards to hold them
17 accountable to do so.

18 There's no doubt there are many
19 lessons from last week's events and the
20 changes that management must make. As you
21 heard, improvements have begun, and we will
22 be monitoring very closely the commitments
23 they've made in their filings with you but
24 also the recommendations that the board has.

25 To be clear, we do stand behind
26 management's decision to implement the PSPS
27 event. That decision, though very difficult
28 and a major consequence to everyone, was the

1 right one for public safety, but we could do
2 it better. Further, I'd like reiterate our
3 boards's confidence in our management team to
4 run PG&E safely and responsibly both in
5 making the tough operational decisions like
6 the power shutoff and making the needed
7 changes for the future we've been discussing
8 today and making those changes in a timely
9 and expedited fashion. None of us as board
10 members or members of leadership came into
11 these roles expecting to be able to fix PG&E
12 overnight. Our progress will come in stages,
13 but those stages will move faster than anyone
14 would like. But it is our goal for all of us
15 to move in the right direction and to do so,
16 as I said, expeditiously. Part of that is
17 expanding our communications with you, the
18 Commission, the community, government leaders
19 as well as customers and employees.

20 More importantly, we're expanding
21 our deployment of new technologies that will
22 give us better tools to manage and protect
23 our assets from wildfire threats. We are
24 including in our review both other utilities
25 throughout the country, other utilities here
26 but also the universities and our advanced
27 technology center that I had the opportunity
28 to visit the other day.

1 As we move forward, we will
2 continue to depend on the constructive
3 engagement of all of our stakeholders to
4 prepare for future events and to collaborate
5 on long-term solutions to the growing
6 wildfire threat facing our state. And we
7 will hold our leadership team accountable for
8 making improvements we talked about today. I
9 commit to you that we can and we will do
10 better for our customers.

11 President Batjer, I'm very, very
12 grateful that you recognize our line
13 employees who are working under serious
14 duress. They are our neighbors, our friends,
15 our families, and they are working hard. And
16 they deserve our respect, and I hope that we
17 can all give them a round of applause for the
18 extraordinary work that they are doing on
19 behalf of all of us.

20 Thank you.

21 PRESIDENT BATJER: Thank you, Ms.
22 Brownell.

23 MS. BROWNELL: And I'd like to
24 introduce Jeff Bleich, who is my colleague,
25 who is the chair of the Utility Board.

26 PRESIDENT BATJER: Thank you.

27 STATEMENT OF JEFF BLEICH

28 MR. BLEICH: Yes. Thank you. Thank

1 you, President Batjer. I'm Jeff Bleich. I'm
2 a member of both the Corporate Board and the
3 Utility Board and chair of the Utility Board.

4 I want to thank you and the other
5 members of the Commission for this
6 opportunity to participate in today's very
7 important discussion. As a long time
8 California resident, I'm also a long-time
9 customer of PG&E. I live in a town that was
10 affected by the recent public safety power
11 shutoff, one that lost partial or complete
12 power along with many other towns here in
13 California. And like all my neighbors, I
14 count on PG&E to provide safe, reliable,
15 clean and affordable energy. So I depend on
16 its long-term success in doing that. I
17 joined the board this year and became chair
18 of the board of the utility with that mission
19 in mind. And now I'm responsible, along with
20 Nora and the other board members, to ensure
21 that the leadership of PG&E has the right
22 skills, resources and incentives to make the
23 changes that we talked about here today.

24 Last week's power shutoff
25 accomplished our primary goal, which was to
26 reduce the risk of catastrophic fire during
27 high-risk conditions. But, in part, because
28 we're doing something that we've never done

1 of this scope or scale before, we had some
2 real system failures particularly on our
3 website and then the cascading effect that
4 had on our call centers.

5 We know these failures caused major
6 disruptions in a large swath of the state.
7 It created confusion, anxiety, hardship and
8 in some cases, justifiable anger.

9 We've talked extensively today about
10 the changes we're already making to ensure
11 that any future power shutoffs affect a
12 smaller number of customers, are limited in
13 their frequency and are communicated early
14 and clearly. It's up to our leadership to
15 execute those changes, and it's up to all of
16 us on the board, to Nora, to me and our
17 colleagues on the Boards of Directors to hold
18 our leadership accountable. And I can assure
19 you that we will do that.

20 As to bill, Andy and the other top
21 leaders of PG&E, we have confidence that they
22 are the right team to lead the company into
23 this future. This is not the old PG&E, as
24 Nora mentioned. Nearly our entire board is
25 new. Bill and Andy are new, and they bring
26 significant operational safety and leadership
27 experience to this critical task.

28 Now, the scope and scale of last

1 week's event is a reminder of the complexity
2 facing California. Most of the system was
3 built during the last climate. Since then,
4 temperatures here in California have risen by
5 twice the global average. And as
6 Commissioner Randolph pointed out, our
7 wildfire seasons, they used to be five months
8 long. They've increased by more than 50
9 percent. Now they are more than eight plus
10 months long. As climate changes and the risk
11 profile in PG&E service area increases, PG&E
12 must continue to mitigate wildfire risk,
13 transform its grid and develop into the
14 utility that the people of this great state
15 deserve. I take that as a solemn
16 responsibility. So thank you for holding
17 today's proceeding and for ensuring that we
18 receive your important feedback.

19 PRESIDENT BATJER: Thank you, sir.

20 Either comments to be made by the
21 president or the CEO? The CEO -- excuse
22 me -- and COO.

23 MS. BROWNELL: They always get the last
24 word.

25 MR. JOHNSON: And they will be brief --
26 relatively brief. Bill Johnson, president
27 and CEO of PG&E.

28 When I got into this business almost

1 four decades ago, I was taught that our
2 mission was safe, reliable, affordable energy
3 to customers. That was the standard. We
4 then added the word "clean" into that
5 standard. Safe, reliable, affordable, clean.
6 That started here in California, but it seems
7 to be catching on elsewhere. And four
8 decades later, I still believe our mission as
9 an industry at PG&E is that: Safe, reliable,
10 affordable, clean energy to our customers.
11 And those words of mission are actually quite
12 important to me. They are why I came to PG&E
13 and California. And those words are why I am
14 still laboring in the vineyard at a time and
15 an age when I would most appropriately be
16 retired. But I am here. And I am a person
17 who takes my accountability very seriously.
18 I am accountable for this PSPS. I am
19 accountable for the performance of PG&E, and
20 I feel my highest accountability is safety.

21 I believe PG&E, this Commission, the
22 state's, our society's highest priority has
23 to be safety. So I will do everything I can
24 to keep customers, employees, the public,
25 everyone safe. But those other words:
26 Reliable, affordable, clean and customer also
27 have meaning to me. I believe focus on and
28 service to the customer is the best course of

1 action for any business including this one.
2 And in this event, we focused on the issue of
3 safety with less focus on the customer and
4 the public. We focused on the important
5 operational aspects with insufficient
6 attention to the customer and public-facing
7 aspects. And for that, I apologize. Let me
8 thank our customers for their patience with
9 us and thank you to this Commission and the
10 governor for your unwavering focus on safety.

11 And we want to thank everybody who
12 helped us last week. Our decision to turn
13 off the power had consequences for customers,
14 for everybody. And we recognize that
15 California, as the leader in technology in so
16 many other areas, must have a utility
17 position to power consistently and reliably
18 even in the face of extraordinary wildfire
19 risk and climate.

20 I was asked, I believe, by
21 Commissioner Randolph how long a period
22 before we're out of the PSPS, and I said a
23 10-year answer. Now, I didn't mean to say
24 we'll dealing with this scale for 10 years.
25 I think it will decrease in size and scope
26 every year, but at the same time we're doing
27 this, the risk is not static. It's dynamic
28 and goes up every year.

1 And you saw from Sumeet's
2 presentation several programs that go on for
3 8 to 10 years. The Wildfire Fund under AB
4 1054 is a 10-year construct. So I think our
5 focus ought to be every year reducing scope,
6 reducing scale, giving California the utility
7 it needs.

8 Thank you.

9 PRESIDENT BATJER: Thank you, Mr.
10 Johnson.

11 MR. VESEY: Andy Vesey, chief executive
12 officer of PG&E Company.

13 Let me briefly echo Bill's comments
14 on behalf of the utility. The scope and
15 scale of last week's operation burdened our
16 state and our local agencies, first
17 responders, local businesses and of course
18 our customers. We thank you for your
19 patience last week as our employees and
20 contractors worked tirelessly to inspect our
21 lines, repair damages from the wind event and
22 restore power as quickly as possible, in many
23 cases, to their own homes and communities.
24 We thank you for your partnership and for
25 your constructive feedback as we work to
26 improve our systems and processes to meet the
27 challenges faced in California.

28 As we discussed, we have a lot of

1 hard work ahead of us. It will take time for
2 PG&E to harden it's systems to the ever
3 increasing risk for the service territory and
4 to transform its assets into the flexible and
5 resilient grid this new reality demands. In
6 the meantime, I commit to you that we will
7 work to narrow the scope of PSPS events and
8 minimize their impacts. We appreciate the
9 areas of focus the Commission identified for
10 improvement for the PSPS program, and we are
11 working to address them quickly and
12 deliberately. We, likewise, appreciate the
13 opportunity to hear directly from the public
14 today.

15 Thank you.

16 PRESIDENT BATJER: Thank you, Mr.
17 Vesey. Are there any questions of the panel
18 by the Commissioners at this time?

19 Yes, Commissioner Shiroma.

20 COMMISSIONER SHIROMA: I'll start.
21 Thank you very much. I appreciate the
22 introductory statements, and I have a
23 question for our Chairwoman Brownell and then
24 also for CEO Bill Johnson.

25 Ms. Brownell, I really appreciate
26 that you have served on a Commission just as
27 this, and you also served on FERC as
28 appointee and also you've been the president

1 and chair of NARUC.

2 And recently I had a chance to
3 attend the policy conference of NARUC, and we
4 went through a poverty simulation there. I
5 was very insightful as far as walking in the
6 shoes of people who are just trying to
7 survive and oftentimes don't even have a
8 phone to even know what's going on. The
9 information is so important.

10 As someone who has sat in our chairs
11 and held utilities accountable, what specific
12 advise or specific laser-like thing, if
13 you're sitting here, you would be telling
14 PG&E to effectuate in the aftermath of these
15 PSPSs?

16 MS. BROWNELL: Thanks for the question,
17 and I wouldn't presume to tell you how to do
18 your jobs. But I think that the letters this
19 week, for example, and the ongoing focus on
20 very specific outcome-based measures is very,
21 very, very important. I think it's one thing
22 to talk platitudes. It's another to actually
23 measure people by the outcomes that you talk
24 about.

25 And in fact, at NARUC, at FERC, even
26 when I was a Pennsylvania state Commissioner,
27 we talked a lot about moving from that
28 ratebase model to a business model that was

1 more performance-based. In fact, as you may
2 know, I served on the board of National Grid,
3 which is headquartered, although they have a
4 lot of U.S. assets in the UK where they have
5 a performance-based business model that
6 focuses more on the outcomes that they have
7 identified -- the regulators have identified
8 as important, efficiency gains, operating
9 excellence, safety outcomes. So I'd be happy
10 to follow up with you and talk about some
11 more specifics.

12 I think one of the things that's a
13 challenge as a Commissioner -- it certainly
14 was for me -- although I come from banking,
15 which has undergone a massive transformation
16 in IT early, early days, if you remember the
17 first stages of ATMs, that -- I think what we
18 all have a challenge about is learning what
19 does the best IT platform look like? What
20 are the technologies that can really make a
21 difference? And we don't get as much
22 opportunity, I think, as Commissioners as we
23 should to understand the tools that are out
24 there.

25 One of the things that we did at the
26 FERC -- actually, one of the things we did
27 when we co-chaired a Commission meeting with
28 the California Commission and the CEC during

1 the energy crisis in 2000, 2001 was hold
2 tactical conferences to get really smart
3 people with no vested interest to give us a
4 lot of information, to give us a lot of data
5 about what was out there to help solve this
6 problem. Those were early days of artificial
7 intelligence, of massive databases, of
8 hardwire technologies, but it was enormously
9 helpful. I'd encourage you to do that or
10 have your staff do that because we learned a
11 lot during that process and leveraged, as I
12 said, a lot of very expensive but free to us
13 advice to do that. So those are some of the
14 things that I think I would focus on. Does
15 that help? And again, I'm happy to
16 follow-up. I always have -- I have lots of
17 ideas. Sometimes too many.

18 PRESIDENT BATJER: Are there other
19 questions?

20 COMMISSIONER SHIROMA: I guess -- and
21 this is for Mr. Johnson. Now, I'm a lifetime
22 PG&E customer first as a child in Acampo just
23 outside of Lodi and then in Davis going to
24 university and then in Sacramento as a gas
25 customer. Just even as a child growing up in
26 poverty on the couple of occasions when a
27 PG&E rep needed to come and turn off our
28 electricity because mom didn't pay our bill

1 and thankfully we got it turned back on, that
2 individual was very kind. And I just really
3 felt that that person was a member of the
4 community.

5 And this leads, actually, to my
6 question. You sent a letter to the governor
7 today, October 18, and I appreciate that.
8 Much responsibility has been taken and
9 expressed today, many apologies and so forth.
10 But I am perplexed about one thing you say in
11 this letter, and I thought would you clarify,
12 please. You want to be transparent about
13 process, that you've read and heard comments
14 about PG&E's motives as to the PSPS and
15 whether you can be trusted to do the right
16 thing, and in that vein you want a policy
17 conversation about whether somebody else
18 should make the decision -- you're not trying
19 to shirk for the responsibility, but you want
20 to bolster public confidence. Honestly, I'm
21 just a human being, but I took that to mean
22 that you were looking to give somebody else
23 the responsibility versus digging down deep
24 and looking at what meaningful changes need
25 to be made for the future, is advanced
26 communication -- I mean, information is a key
27 thing.

28 I was in the Loma Prieta earthquake

1 30 years ago. I was here in San Francisco on
2 my way to the airport to pick up my
3 father-in-law. I'll tell you, information --
4 realtime information was key for figuring out
5 how did we get from the airport back to
6 Sacramento. And I tell you, the radio at
7 that point in time was really helpful, which
8 bridges were closed, which parts of San
9 Francisco were on fire and so forth.

10 So I just wanted you to clarify that
11 it's not that you were -- I mean, I know it's
12 hard. It stinks. It stinks to be
13 criticized, but I surely hope you weren't
14 trying to say, "Well, never mind, you guys
15 take it."

16 MR. JOHNSON: Oh, no. I was absolutely
17 not trying to say that. And I'm not trying
18 to evade liability or inverse or anything of
19 those things at all. It just seemed in an
20 effort of this size public confidence in the
21 decision is really important. That drives
22 public safety. I think it drives a number of
23 things. There is commentary out there that
24 we can't be trusted to do this. I've
25 actually seen transcripts from legislative
26 hearings where this has been an issue. I'm
27 not suggesting that we won't do it. I'm not
28 suggesting if the decision authority goes

1 somewhere else we would still all do all the
2 analysis and everything else. I do think in
3 Australia and perhaps in Europe this is the
4 way the system works.

5 But just a moment ago I said I take
6 my accountability seriously, and I will keep
7 this one. I am really looking for the best
8 answer here for the public.

9 COMMISSIONER SHIROMA: Thank you.

10 PRESIDENT BATJER: Are there any other
11 questions for this panel?

12 COMMISSIONER RECHTSCHAFFEN: What are
13 the cultural change mechanisms and incentive
14 changes you are referring to?

15 MS. BROWNELL: I think -- you mean when
16 I talked about performance-based outcomes?

17 COMMISSIONER RECHTSCHAFFEN: Well, you
18 said, "We are looking at cultural change
19 mechanisms of compensation" --

20 MS. BROWNELL: Yes.

21 COMMISSIONER RECHTSCHAFFEN: -- as part
22 of your supervision of management.

23 MS. BROWNELL: Yes. So we have a
24 pretty active consultation committee, in
25 fact, I met with them this morning, looking
26 to make sure that even though we made changes
27 to make sure that objectives and payments are
28 made in accordance with performance-based

1 safety outcomes. We want to continue to
2 fine-tune that. So compensation is one way
3 to do that. Training is another way to do
4 that, that you invest in training people to
5 do the things that you need them to do.
6 Making sure that we have tools. Making sure
7 all our linemen, for example, have electronic
8 communication so that they are not stuck with
9 paperwork and they can focus on the job more
10 carefully. Making sure superintendents are
11 doing what superintendents should be doing
12 instead of filling out paperwork. Rewarding
13 people for making tough decisions, rewarding
14 people for making sensitive decisions for
15 those who are showing exemplary care for
16 customers. Finding reward systems that
17 aren't necessarily monetary that are
18 recognizing outstanding performance. Those
19 are many of the ways.

20 We're also talking to a number of
21 consultants about how we can more effectively
22 lead cultural change, but I think -- I've
23 always been suspicious about programs because
24 they end up being just that, a program. How
25 do you incorporate them into the everyday way
26 you do business? Those are --

27 COMMISSIONER RECHTSCHAFFEN: Well, it
28 sounds pretty unspecific, and we've been

1 struggling to get the corporation to change.
2 So it would be very helpful if you could come
3 back to us and tell us specifically what
4 you're doing that's different.

5 MS. BROWNELL: Okay. I would be happy
6 to.

7 COMMISSIONER RECHTSCHAFFEN: Thank you.

8 MS. BROWNELL: But I will say one thing
9 that I think is a difference from every other
10 corporation I've been involved, including
11 when I worked at one, and every other board
12 I've served on is we have a continuous
13 feedback loop so that in our weekly meetings,
14 but often five days a week, myself, Jeff, and
15 committee head particularly are communicating
16 directly with management and others about
17 things that we need -- we believe need to
18 change and need to change quickly. And
19 it's -- it is a collaborative effort, but it
20 is one in which we are, I think, possibly
21 more actively involved in day-to-day
22 management decisions than you otherwise would
23 be.

24 But we recognize, as does the
25 management with whom we are working pretty
26 successfully, understand this is different
27 times. And you have asked a lot, and
28 frankly, you haven't gotten as much as you

1 would like in return. But I'm happy to get
2 back to you with details.

3 COMMISSIONER RECHTSCHAFFEN: Thank you.

4 PRESIDENT BATJER: Chair Brownell, I'd
5 like to follow-up on what you just said in
6 that you have a feedback loop with
7 management. Does that work in terms of
8 conversations? Is it something that you get
9 in written form? How honest and open is the
10 feedback loop, and how deep into the
11 organization does it go? Is it just a cease
12 week to the board. Is it everybody with a VP
13 title and above, and how open is that loop?

14 MS. BROWNELL: You can ask the team. I
15 think possibly they would say it's more open
16 and frequent than they are used to. That is
17 typically found, as I said, but they
18 understand the commitment that this board has
19 made. And they understand the need to expand
20 the kind of information and feedback that you
21 get.

22 In a typical utility, there isn't a
23 lot of dialog. It's a risk-averse operation.
24 The business model doesn't lend itself to
25 that. That's something that's changing along
26 with the externalities that are driving
27 change, whether they be storms in the
28 northeast, whether -- which I experienced a

1 lot of, whether they be fires in California,
2 whether they be the need to communicate with
3 customers differently. So that involves
4 different skill sets, different way of
5 looking at the world.

6 So I think it's very open. It's
7 very candid. No, it's not written down. You
8 must do this. You must do that. It's a,
9 "Look, I see this. I really feel we have to
10 pay attention to it. Let's sit down and talk
11 about it. Let's put together a team." It's
12 not limited to any level. One of the things
13 that we instituted as soon as I arrived is we
14 call them safety visits, but they are also
15 visits just to get to know employees at every
16 level to get their feedback, to give
17 observations, you know, when you walk by
18 people working in the middle of the street
19 with equipment and an open manhole, as one of
20 our board members did the other day, you see
21 people on their cellphones, you say, "We need
22 to work differently. Can we talk about
23 that?"]

24 So it is an effort for all of us to
25 improve every day. The only way you do that,
26 in my opinion, is to have very open
27 conversations. And I think you've all
28 probably been through a situation where you

1 have to give evaluations to employees every
2 year. Well, I learned pretty young everybody
3 hates them, nobody does them very well. You
4 have to consider it is ongoing coaching, and
5 ongoing coaching does not happen once. We
6 are not hearing from you once. We shouldn't
7 hear from you once. We are hearing from you
8 on a continuous basis, and we hope to. It is
9 the same thing that we really are working on
10 with all of us.

11 But I ask the people who are living
12 the dream. So, I don't know, Andy, how do
13 you feel, or Bill?

14 PRESIDENT BATJER: It is probably the
15 folks that are sitting behind you and the
16 folks that are actually sitting behind them
17 and behind them. I don't mean that
18 literally. I mean that figuratively. So we
19 won't do that. We won't go there.

20 I think, Martha, you had a question?

21 COMMISSIONER GUZMAN ACEVES: Thank you,
22 President Batjer.

23 Mr. Johnson, you were mentioning
24 that the primary driver for the calling of
25 this large-scale PSPS was safety. And I
26 certainly acknowledge that, and I appreciate
27 that difficult call.

28 I think what we've heard from the

1 local governments in their formal statements,
2 even including the other extreme of that,
3 which is that you did not consider the safety
4 impacts of the PSPS, and the lack of
5 coordination with the local governments that
6 led to near deaths, as they stated. That
7 there could have been, had another 24 or
8 48 hours lapsed, even more deaths than the
9 fires themselves. And that, of course, is
10 another safety issue.

11 I want to couple that with a
12 statement that was made by one of your board
13 members -- I'm sorry if you mispronounce your
14 last name wrong -- Bleich, that inherently
15 spoken of value of being in California, of
16 being connected to the communities who are
17 being disconnected.

18 And I can't help but notice that the
19 three of you today don't -- well, currently,
20 you live here. But I'm not sure, Ms.
21 Brownell, if you live in California?

22 MS. BROWNELL: I have family here with
23 whom I've been staying, and I have an
24 apartment in Redwood City.

25 COMMISSIONER GUZMAN ACEVES: Thank you.

26 This seems to me like something that
27 I would really see value in a board of PG&E,
28 board that really reflected California. That

1 is reflected in terms of the communities that
2 are impacted, and certainly they are
3 reflected in the demographics of California.
4 And I saw you noted the next two board
5 members, one is a Californian, and two white
6 men, but at least one is Californian. So I
7 just -- I want to, you know, ask the
8 question: Is the board demographics and
9 experience and knowledge of California?

10 I asked Mr. Vesey earlier on if he
11 knew the communities of Roseland and Agua
12 Caliente, two communities in Sonoma County
13 that are low resourced, and terribly
14 important for the economy of Sonoma County.
15 How important is it to you that your board be
16 representative of California?

17 MR. JOHNSON: My personal opinion, and
18 then I'm going to turn to the chair because I
19 don't get to comment on the other board
20 members, I think it is really important to
21 have a board that reflects constituency and
22 customer base in the state and understands
23 it. I think eventually this board will get
24 there.

25 I think this board was assembled in
26 unusual circumstances, having to do with a
27 bankruptcy, and some other things. But as to
28 your basic premise how a board should look

1 and be able to relate, particularly a utility
2 board to utility customers, I agree with
3 that.

4 MR. BLEICH: I would like to add to
5 that one observation that I have had being a
6 member of the board. The other board
7 members, those who are not originally from
8 California, and I have been travelling all
9 over the state. We've been to substations in
10 counties up and down the state. We have
11 been, as Nora said, to places in which
12 disasters had occurred, to which we are
13 connected. We have been everywhere from
14 Diablo Canyon to up in Oroville and to the
15 Cal ISO. And we have spent a lot of time
16 touring the state of California together.

17 And in those conversations, we've
18 had a chance to really talk about the unique
19 values and challenges here in California, and
20 the importance of really understanding and
21 being empathetic to the people who are
22 struggling to find confidence in their energy
23 system in a very stressed environment.

24 I think that I've seen tremendous --
25 tremendous development in our board as one
26 that is California focused. And I have great
27 confidence in my colleagues to reflect those
28 values in our decision making and to be aware

1 of it.

2 I think also just spending a lot of
3 time out there in the field and talking to
4 people who work day in and day out for PG&E
5 on the line, either on the underground and in
6 the gas operations, or up on the poles
7 digging trenches with the linemen, these are
8 individuals who we are all getting to know
9 and becoming a part of our family. I think
10 that makes a big difference as well.

11 PRESIDENT BATJER: I appreciate your
12 commenting on -- I appreciate you commenting
13 on the fact that you visited the various
14 places in the state and where you have
15 facilities. And, most importantly, that you
16 are visiting the hardworking folks that work
17 for PG&E out on the line. They have to have
18 tough jobs, especially in this atmosphere.

19 I don't mean to be snarky, but you
20 all were ordered by a judge to go to
21 Paradise. I just want to make that finer
22 point.

23 MR. BLEICH: That is absolutely right.

24 PRESIDENT BATJER: I think you all
25 probably learned from that. But it was long
26 before I came here. I was reading it in the
27 paper, like any other citizen.

28 MR. BLEICH: That is absolutely right.

1 I will say though --

2 PRESIDENT BATJER: I think you learned
3 from it.

4 MR. BLEICH: -- many of us, we are
5 already planning to go, and some had already
6 visited. I know that Bill has been up there
7 at least four times. This is not by
8 compunction. I think it is coming from the
9 heart.

10 MS. BROWNELL: President Batjer, I just
11 would like to comment. I appreciated the
12 judge's order. The fact is, and there is
13 probably a note to somebody from this, the
14 first thing I did upon joining the board was
15 to say we must go to these communities. But
16 more than that, we must go more extensively
17 to all of the communities and the facilities
18 that we serve. So I respect his order, and
19 we did learn a lot, and continue to learn a
20 lot.

21 And I can't say it any better than
22 Jeff has said it. This is a group of people
23 with broad experience in various areas that
24 we need, and they are bringing those
25 experiences to California with a goal of
26 understanding California. When I talked
27 about cross-functional meetings and work,
28 that also includes really understanding the

1 critical issues that face California that are
2 unique, for example, in terms of climate
3 change. But we have had people trying to
4 figure out how to solve affordable housing,
5 health care on our trips. There is a lot of
6 commitment to really being part of this
7 community.

8 PRESIDENT BATJER: Thank you. Are
9 there any other comments before we go to
10 closing?

11 (No response.)

12 PRESIDENT BATJER: We are going to be
13 taking public comment shortly. And I do ask,
14 we all have been here a long time this
15 afternoon, but our public members have been
16 waiting a very long time to comment. So I do
17 hope and trust that you will remain until the
18 public comment has finished, after we have
19 made comments, and then gone on to public
20 comments.

21 So I really appreciate, Chair
22 Brownell, you pointing out how important the
23 outcomes are. I think I said earlier to
24 Mr. Johnson that I really do believe, you
25 all, we all, will be judged by the outcomes,
26 not the plans; not all these plans even, in
27 some ways, I must say, poorly executed as
28 they were.

1 Again, I would like to express my
2 appreciation to my fellow Commissioners and
3 all in attendance. And appreciate so much
4 for the long afternoon of staying with us for
5 this emergency meeting.

6 In the days, the weeks, and months
7 to come, we will continue to examine last
8 week's events and monitor how well the
9 commitments made today, and the corrective
10 actions identified are indeed implemented.
11 Within a few days we expect PG&E to submit a
12 detailed report on last week's power shutoff
13 events, which will be followed by a staff
14 report and investigation.

15 In addition, we will be working on
16 advancing the second phase of the PSPS
17 proceedings here at the PUC. And we are
18 planning to update the wildfire mitigation
19 plans to be considered by the first half of
20 next year.

21 However, despite the importance of
22 these regulatory processes and these actions,
23 they are meaningless to the public unless
24 they translate into real-world demonstrations
25 that PG&E and other utilities are truly
26 taking actions that place the safety of the
27 public before their financial interests.

28 Commissioners, I welcome your

1 remarks as well.

2 COMMISSIONER RANDOLPH: I'll just be
3 very brief, because I really do want to hear
4 from the public. We've had a lot of
5 conversation about specific things that went
6 wrong, and specific things that we would like
7 to see. So I just want to reiterate my
8 earlier point that, you know, there needs to
9 be -- there needs to be progress. Someone
10 needs to be coordinating this group of people
11 and making sure to fulfill the commitments
12 that have been made here in front of us.

13 And I recognize that de-energization
14 is a safety imperative. But the scope of it,
15 the timing of it, the communication, the
16 implementation of it, all of those are areas
17 where we have not seen the performance that
18 the people of California deserve. So I look
19 forward to seeing improvements in that
20 performance.

21 COMMISSIONER RECHTSCHAFFEN: I think it
22 is important as we sit here and talk about
23 technical fixes that we don't lose sight of
24 the impact of the human dimension of what
25 these power shutoffs entail. They have
26 potentially devastating sequences, and the
27 poor and the vulnerable are the most at risk.
28 As Commissioner Guzman Aceves has said, we

1 are very, very lucky that people didn't die
2 or suffered injury from this event.

3 Some of the failures that you've
4 testified today are astonishing, given the
5 amount of time to prepare for this. These
6 have to be executed as well as possible using
7 the best technology, the state-of-the-art IT,
8 and so forth.

9 And to the new board members, I just
10 want to say one thing. We had a hearing in
11 April in our safety culture proceeding where
12 we've been struggling to figure out how to
13 instill safety culture at PG&E. Because
14 traditional fines and penalties, even a
15 \$1.5 billion fine after the San Bruno
16 accident, haven't deterred ongoing
17 violations.

18 In April we were dealing with
19 Paradise, which was the most destructive and
20 deadly fire ever, as well as revelations
21 about the 2017 fires where PG&E was the cause
22 of 12 fires that caused 20 deaths, as well as
23 serious safety violations in the gas locate
24 and mark program, which included
25 falsification of data. And your predecessor,
26 Chair Kelly, said I absolutely commit to you
27 it is a different day, safety compliance are
28 at the top of our list.

1 So Mr. Vesey, when you or Mr.
2 Johnson talk about your surprise or concern
3 about the skepticism surrounding the decision
4 to do the power shutoffs by the public and
5 others, that is why. You have a very, very
6 long way to go to rebuild the trust and
7 confidence of the public, the legislature,
8 and us as regulators, because we have heard
9 this before multiple times. We heard it just
10 four months ago from your predecessor. We
11 really will expect you to deliver different
12 results in order for us to change our
13 thinking.

14 PRESIDENT BATJER: Thank you.

15 Commissioner Shiroma.

16 COMMISSIONER SHIROMA: Oh, next? Thank
17 you.

18 As I mentioned before, your
19 Enterprise Risk Map surely must include
20 safety culture, your customer service, your
21 customer experience. And in having those
22 elements in your Enterprise Risk Map, it
23 means that real changes must occur bottom to
24 top, top to bottom. And there are specific
25 metrics along the way that have to be met.
26 That is how businesses, and what have you,
27 deal with risks. And I have no doubt that
28 the people on the ground, your employees,

1 they know it, they live it, they are working
2 on it every single day.

3 And I am just perplexed and
4 astounded that why isn't there absolutely a
5 viewpoint, the system, the utility, the
6 various pieces of it, they are the crown
7 jewels of the utility, and why not? Why
8 isn't there more -- and you are new, you are
9 expressing that you are committing to it, and
10 so forth, but they are the crown jewels of
11 the utility. It is what makes the whole
12 thing work.

13 And the customers are so key to it,
14 and the customer satisfaction, and the
15 customer experience with you. I mentioned
16 the very kind guy who came by and was so
17 sorry he had to turn off the electricity,
18 because mom couldn't pay the bill. These
19 things all make a difference.

20 And your economic engine for
21 California as the fifth largest economy of
22 the world, you have a key part in that. It
23 is essential and important. And, you know,
24 to -- I don't know how else to express it,
25 but deep love of where we live, of
26 California. And your role for California is
27 so essential. And a deep course correction
28 needs to be made, and the real tangible

1 results from that.

2 And we just had an en banc in San
3 Joaquin Valley on the economic vitality of
4 contracting. Again, I'm from the San Joaquin
5 Valley. You are there in the San Joaquin
6 Valley.

7 And the impact that you have with
8 your contracting, and the people who work for
9 you, and the buying power, and so forth, it
10 is essential. So your enterprise circuit --
11 wonkish, aye -- your Enterprise Risk Map must
12 include these elements. And as you've
13 committed to, you must address these things.

14 I'm looking forward to hearing from
15 the public, for as long as they've been here,
16 until the last person has spoken to us.
17 Thank you.

18 PRESIDENT BATJER: Commissioner Guzman
19 Aceves.

20 COMMISSIONER GUZMAN ACEVES: Thank you.
21 I'll be very brief, and agree with everything
22 my fellow Commissioners have said.

23 Bill you -- Jeff, excuse me, you
24 mentioned that customers are justifiably
25 angry. And I heard an apology from all of
26 you acknowledging that justified anger. I
27 would just call upon you again, particularly
28 as board members, to show a little, in the

1 form of action, and provide the rebate that
2 the Governor has called for. As board
3 members, that is a decision you obviously can
4 take and ensure happens quickly and
5 justifiably. So I would ask that you do
6 that, and not have to go down a longer route.
7 Thank you very much.

8 PRESIDENT BATJER: Thank you. Thank
9 you all very much. If you could take your
10 seats back in the audience, because staff
11 needs to come back to the table for a public
12 comment. Thank you very much.

13 We are now moving on to the public
14 comment section of our meeting today. I'm
15 going to call the elected officials who are
16 in the room first. G. Khalsa is Chief Deputy
17 Council for Kern County. Could you please
18 come forward. The podium here. And, sir, if
19 you could state your name and your title for
20 the record. Thank you.

21 STATEMENT OF GURUJODHA KHALSA

22 Good afternoon, Madam President.
23 My name is Gurujodha Khalsa, K-h-a-l-s-a. As
24 you said, I am a Chief Deputy with Kern
25 County. I would like to present some
26 comments on behalf of Kern County. We've
27 also submitted some written comments as well.
28 Let me just jump in Kern's experience, our

1 principle concerns, and its recommendations
2 for mediation.

3 Rather than rehash the things that
4 have been said here today, I want to focus on
5 communication as a key aspect of remedying
6 the situation and kind of the bad outcome
7 that we experienced at Kern County.

8 The conference calls that were
9 scheduled were scheduled with too many people
10 on the line. And the postevent conference
11 call had 18 to 20 counties on the line. One
12 size doesn't really fit all.

13 So really in terms of
14 recommendations for remedy, there really does
15 need to be an effort on behalf of PG&E to
16 come to a more granular level, to come to a
17 county by county level, because each county
18 has its own distinct demographics and graphic
19 elements that need to be addressed with
20 respect to these power shutoffs.

21 The -- for example, in one of our
22 communities, Bear Valley and Stallion
23 Springs, they lost their landline phone
24 capabilities as a result of the shutoff.
25 This was about 8,000 people who are
26 negatively affected by the shutoff. Again,
27 knowing the grid, knowing the elements of the
28 community is extremely important.

1 Access to emergency medical care,
2 these are some concerns that my board wanted
3 me to raise with your board. We believe that
4 PG&E needs to share their action plan, their
5 mitigation plan with the counties, in advance
6 of submission to allow us to comment on some
7 of the elements that they plan to implement,
8 to make sure that they are going to work in
9 the various geographic areas that they are
10 going to be implementing.

11 There does need to be adherence to
12 the standardized emergency -- excuse me, the
13 Standardized Emergency Management System,
14 SEMS. There was some inaccurate
15 communication and information that was given
16 to Kern County. Some of it in a critical
17 regard, because misinformation was given to a
18 health care provider, a large health care
19 provider. This was documented to my office
20 by our emergency services personnel. So
21 again, the critical need for clear
22 information, accurate information from PG&E
23 can't be underestimated.

24 We heard comments today about
25 intimacy. PG&E is already in everybody's
26 house and everybody's business. So I think
27 it is time for them to understand and get to
28 know the people they serve. This is going to

1 require them to be on the ground, have boots
2 on the ground talking to people,
3 understanding the needs of the community, and
4 addressing those needs in advance. This fire
5 emergency situation is not going away. It is
6 relatively longstanding. It is an
7 opportunity for a dialogue.

8 Finally, I want to focus on better
9 provision and planning for medically
10 sensitive residents. This is of extreme
11 concern in Kern County. We have a large
12 county, perhaps the largest geographic county
13 in California. Many of our residents are in
14 far-out places, in Ridgecrest and Mojave.
15 They don't have access to emergency medical
16 care on their own. If the power goes out
17 they are in dire circumstances.

18 So again, PG&E needs to consider, I
19 think, several things: Consider circulating
20 written authorizations to their customers
21 that can be responded to as part of the
22 billing. That gives PG&E the authority to
23 share their medical information with county
24 providers, county emergency folks, so that
25 they don't run into issues. They can
26 consider public service announcements on TV
27 and radio so that these folks, many of who
28 watch hours and hours of television can be

1 better prepared in the event of one of these
2 emergencies.

3 Finally, I want to suggest that
4 your board, perhaps on its website or through
5 another mechanism, develop a PG&E report card
6 so the counties -- thank you very much -- so
7 that the counties can give their feedback
8 substantively, in a very clarified manner to
9 many of the action steps that PG&E has
10 represented they are going to be taking. We
11 can give you a report as to whether or not
12 those things have actually been done.

13 Thank you very much for your time.

14 PRESIDENT BATJER: Thank you,
15 Mr. Khalsa.

16 I should have reminded the public
17 before I opened up comments that we do have
18 limited time. I apologize. We are 2
19 minutes, 2 minutes? 3 minutes, 3 minutes for
20 each speaker.

21 Mark Chekal-Bain, please.

22 MR. CHEKAL-BAIN: I'll pass.

23 PRESIDENT BATJER: You are going to
24 pass? Okay.

25 Diane Dillon.

26 STATEMENT OF DIANE DILLON

27 Thank you. Diane Dillon, Napa
28 County Supervisor. Thank you for the

1 opportunity. My board hasn't met, didn't
2 have this agendized for last Tuesday, so I'm
3 here on my own. But I've been very active
4 with this issue over the last year.

5 As a local government
6 representative, I can say that we felt that
7 we were heard by you when the decision came
8 down about de-energization last May.
9 Unfortunately, I don't think PG&E heard you,
10 because they were unable to carry out that
11 directive in the way that I think we all
12 anticipated and hoped that they would do. So
13 your letter, Chair, last Monday night, was
14 most welcome and most agreed with. And so
15 thank you very much.

16 I would be remiss if I didn't
17 mention something that we don't hear. We
18 haven't heard at all afternooon. It is the
19 context in which at least my constituents
20 live, and that is the context of having PG&E
21 having four companies, subcontractors, doing
22 vegetation management work in our county on a
23 continual basis, almost in a frenzy, for
24 almost a year cutting hundreds of trees,
25 trimming thousands of others, because of work
26 that hasn't been done for decades. That,
27 yes, we've had a -- it has caused us to be in
28 the situation we are in. It is not all about

1 climate change. So living in that context,
2 and hearing: Oh, this is all for your
3 safety. Yes, but it is because of actions
4 that weren't taken, that should have been.

5 The other thing I would like to
6 emphasize is that many of the things that
7 you've heard today, and many of the things we
8 saw in your letter, are things we have been
9 asking PG&E to let us work with them on. And
10 I'll give you a couple of examples. We
11 didn't anticipate media interest. We have
12 been trying to engage with PG&E for the last
13 year about how to message what we anticipated
14 would happen. We experienced the first big
15 PSPS last October and could foresee that a
16 larger one wouldn't go down very well.

17 We have a lot of experience doing
18 media work. We had three fires happened
19 simultaneously in our county two years ago,
20 and worldwide media attention. And I dare
21 say, and is not boastful, that we handled it
22 a little better than PG&E handled three days
23 last week. I mention that to say we've had
24 experience, we know how to reach locals, and
25 we've asked PG&E repeatedly to engage with
26 us. Hearing eight years, 10 years, 14 years
27 today, I don't know how I'm going to convey
28 that message to the small businessowners, to

1 the people who live paycheck to paycheck,
2 that these events are going to go on for that
3 long.

4 Thank you so much for your actions.
5 Thank you on the local government's behalf.

6 PRESIDENT BATJER: Thank you,
7 Supervisor Dillon. Appreciate it very much.

8 We will now move to the general
9 public. I am going to call Ms. Shaw, and
10 Ms. Hall will be right after.

11 STATEMENT OF MARISSA SHAW

12 My name is Marissa Shaw. I live in
13 Richmond.

14 I need to tell you that I'm deeply
15 routed in my community with people with
16 disabilities. And no one that I know
17 received notification, either written, or
18 phone call, or otherwise.

19 Many years ago I was on medical
20 baseline, and so I should -- PG&E should have
21 my documentation. Currently, though,
22 however, I live in Section 8 development, so
23 my landlord pays the PG&E. It is part of my
24 rent. The reason why I mention that is
25 because people like me, and others like me
26 who live in different types of housing, will
27 wind up through the cracks unless something
28 is done.

1 We had the administer say that they
2 reached out to I think 7,000 people, and
3 other people weren't home. My population
4 wasn't in that at all. And I live in
5 Section 8. If they had worked closer with
6 the counties, in my case Contra Costa County,
7 and I know also in Berkeley, Berkeley wanted
8 PG&E's assistance and guidance and got
9 nothing.

10 So let me also just say that the
11 community resource centers, well, they don't
12 serve people with disabilities. Why do I say
13 that? People with disabilities have, as you
14 mentioned, specialized equipment and need
15 specialized care. And also the Oakland
16 center, which was in the hills, I can't get
17 to. For specialized populations there needs
18 to be centers near Bart stations and major
19 hubs of transportation. And also, there
20 needs to be some sort of plan for people with
21 disabilities. I don't hear anything from any
22 of the execs saying that they will reach out
23 to populations with disabilities, or have any
24 type of special meetings regarding our needs,
25 or anything.]

26 And there needs to be specialized
27 plans for this specialized community of
28 people with disabilities and also there needs

1 to be a specialized group -- sorry, I got
2 distracted -- group and discussions for
3 people on ventilators, because without that,
4 people will die and PG&E will have further
5 blood on their hands.

6 And the other thing I want to just
7 say that none of this is happening and it can
8 all be avoided. So this is ridiculous. I
9 don't support what PG&E is saying that they
10 have done their outreach because it's
11 absolutely ridiculous and this could be
12 totally fixed.

13 PRESIDENT BATJER: Thank you, Ms. Shaw.
14 I appreciate that.

15 And I trust that the executives of
16 PG&E have just heard that; that you have a
17 gap in your notifications, particularly with
18 folks who are in the baseline or critical
19 care in Section 8 housing.

20 Marge Hall.

21 MS. HALL: I'm right here.

22 PRESIDENT BATJER: Oh. Sorry.

23 STATEMENT OF MARGE HALL

24 Yes. I am a disability climate
25 activist.

26 When my son was in high school, in
27 the principal's office, there was a sign that
28 said, "Your lack of planning is not my

1 emergency." I kind of feel like your lack of
2 planning is now our emergency.

3 As we said to teenagers, "You could
4 have seen it coming." You could have
5 invested in green infrastructure that would
6 have been clean, resilient and decentralized,
7 democratic and safe.

8 But here we are. I collected three
9 stories from people with disabilities who
10 live in the East Bay Hills who are affected
11 by this recent shutoff. I really, really ask
12 you, please, to take the time to read them.
13 I have just given them to you. I think that
14 will open your eyes a little bit to what I am
15 going to say because my comments are based
16 upon those stories.

17 The harsh reality is there is no
18 infrastructure in place to help people with
19 disabilities. What everyone fails to
20 understand is that backup batteries for
21 medical devices like ventilators only come
22 with batteries that last several hours. So
23 then what? Dirty, noisy generators may be
24 possible in certain rural areas, but they're
25 not appropriate for cities and apartments and
26 nor can many people manage to operate them
27 safely.

28 Furthermore, there's

1 wheelchair-accessible shelter problems. It's
2 very hard to find, especially in an
3 emergency. Many people who are low income
4 have significant constraints. Not everyone
5 can afford an inaccessible hotel room; some
6 are even afraid to call 911 or go to the
7 emergency room because of the cost and
8 stress. Besides, do you really want the
9 emergency room to be the default solution
10 here?

11 As you will see in these stories,
12 the PG&E resource centers are a joke. More
13 than that, they are, in fact, dangerous.
14 This is because they promote to the public
15 the illusion of being able to help people,
16 but they really can't help you if you're
17 running out of battery life for your
18 ventilator and it's 7:00 p.m.

19 Reliable information is important
20 and notification essential, but this is a
21 very low bar. The discussion in this room is
22 claustrophobic. Even if the notification was
23 perfect, people with disabilities and old
24 people would be in a world of hurt.

25 Expecting low-income people and
26 people with disabilities to, quote, "plan
27 accordingly" when they have limited options
28 is disturbingly clueless and wreaks of

1 ableism and class tunnel vision.

2 This is a lot more than an
3 inconvenience or, quote, "hardship." It's
4 life-threatening. This is naked abandonment
5 of poor, disabled and old people.

6 Thank you.

7 PRESIDENT BATJER: Will Abrams, please.
8 And next will be Shirley Bennett.

9 STATEMENT OF WILL ABRAMS

10 Thanks very much. My name is Will
11 Abrams. And I am a resident of Sonoma County
12 and I appreciate the Commission's look at
13 this. This certainly is an emergency
14 situation and I appreciate you treating it as
15 such.

16 As I reach out to wildfire
17 survivors in my community such as myself,
18 there's a lot of sense that there's
19 incompetence from PG&E. And what I saw today
20 and what I have seen before is anything but.
21 I think there's a lot of competent folks who
22 are trying to get things done, but what the
23 public sees is a disparity. So in the
24 communications plans, post public shutoff,
25 there was a lot of communications around
26 pictures of all the trees that were not
27 trimmed prior to, then ended up in the wires.
28 There was a very deliberate strategic public

1 relations campaign around that. Prior to, I
2 go to an open house in my community to
3 understand what's going to be in store for
4 power safety shutoffs and I ask, "How are
5 these going?" "Well, they're going pretty
6 good," was the response. No customer
7 satisfaction survey; no understanding of
8 whether the message they were trying to get
9 across was received; basic blocking and
10 tackling for a communications plan, not
11 there.

12 Similarly on the dollars. I don't
13 understand. On the one hand, you come to the
14 public and say, "We need a \$21 billion fund
15 on which we expect you to pay half, 10.5
16 billion."

17 On the other hand, you come today
18 with a very reasonable request from the
19 Governor for a hundred dollar rebate. "Oh,
20 sorry. We have to talk about that one." So,
21 when it's time for handouts, everything is
22 okay. When it's time for making good on your
23 responsibilities, that isn't there.

24 Then we look at your Wildfire
25 Mitigation Plan. There is absolutely nothing
26 in that Wildfire Mitigation Plan that
27 measures risk; nothing that measures risk
28 reduction.

1 I hear today when you're talking
2 about covered conductors, I hear it
3 referenced that, "Well, yes. We think that's
4 going to help some." Great. "Help some."
5 There needs to be more analytics around those
6 things for safety, the same way you're
7 measuring things around your profitability.
8 That needs to come.

9 Look, there are a lot of wonderful
10 people who work for PG&E and certainly we
11 respect the work that they provide, but it
12 needs to be more targeted. There needs to be
13 measures. There needs to be responsibility
14 built within PG&E and that is how they need
15 to be coming forward.

16 And the last thing that I would
17 say, so I heard Mr. Singh talk about fire
18 index areas. And I certainly hope those
19 aren't the same fire index areas that are
20 referenced in your plan which were developed
21 in the 1950s and last updated in 1962. So I
22 am happy to hear that they weren't.

23 Thank you.

24 PRESIDENT BATJER: Thank you.

25 Shirley Bennett, please. And that
26 will be followed by Melissa Kasnitz.

27 STATEMENT OF SHIRLEY BENNETT

28 Good afternoon. My name is Shirley

1 Bennett. I am also a resident of Sonoma
2 County, Santa Rosa, and I know where Agua
3 Caliente and Rosland are.

4 I am also a ratepaying member of
5 the public reliant upon PG&E. And I am a
6 survivor of the recent disastrously-conceived
7 and implemented shutdown by PG&E. And I am
8 an angry survivor.

9 My State Senator Mike McGuire
10 attempted to coordinate with PG&E on this
11 issue before, during and after the PSPS.
12 Remarks today have concerned last week's
13 event, but I believe a deeper and broader
14 review and restructuring of PG&E is what we
15 really need to look at.

16 PG&E's job is to provide an
17 essential, indeed existential service to the
18 public. They also have the responsibility to
19 keep their equipment updated in safe working
20 order. They have failed miserably in this.
21 They insist the customers pay for the
22 service, and we paid for it, and indeed they
23 have a request for a hike at the moment.

24 The structure of PG&E needs to be
25 totally overhauled, and the CPUC should do
26 its mandated job in overseeing and regulating
27 this unwieldy, irresponsible and dangerous
28 mega company.

1 The shutdown was far too massive,
2 ill-conceived, misimplemented, and put
3 thousands of people in an extremely
4 difficult, if not life and
5 economy-threatening situations.

6 PG&E did a horrendous job of
7 interfacing before and during the event with
8 governmental entities on the state, county
9 and city levels. This is not what a public
10 utility should do.

11 Both of PG&E's websites, its
12 primary and a hastily-created secondary one
13 crashed quickly, even though they had been
14 then advised earlier more than once to
15 upgrade to other more-powerful platforms. If
16 there had been a true natural, rather than a
17 manufactured disaster like this one, how
18 would they have been communicated by PG&E?
19 This is not what a public utility should be.

20 Going forward, I believe that the
21 monopoly needs to be broken up. I believe
22 that the -- since PG&E was able to create a
23 fund for the victims of the wildfires, I
24 believe they should create a fund for the
25 victims of PSPS. I believe that profits and
26 bonuses should be taxed heavily and create a
27 funding stream for lawsuits and
28 mismanagement. I know that AB 1054 addresses

1 this issue and it ties executives' salaries
2 to safety records.

3 The grid needs to be upgraded and
4 futurized to adapt to the changing climate
5 impacts of droughts, weather and fires, as
6 well as reducing emissions, increasing the
7 reduction of onsite and neighborhood
8 renewables, moving to 100 percent clean
9 energy, and make battery storage islanding
10 and microgrid components common.

11 Shutdowns of this magnitude cannot
12 continue. PG&E must find ways to upgrade
13 their equipment at their own cost as soon as
14 possible, not over 5 or 10 years, but now,
15 since it is PG&E which has neglected its duty
16 for decades. They must also find a way to
17 update technology immediately and they should
18 establish a dedicated safety department.

19 What they have done over the years
20 is shameful and needs to be totally revamped.
21 That is what public utilities should do.

22 Thank you very much.

23 PRESIDENT BATJER: Thank you,
24 Ms. Bennett.

25 Ms. Kasnitz.

26 STATEMENT OF MELISSA KASNITZ

27 Thank you, Commissioners, for
28 calling this meeting this afternoon.

1 To the PG&E executives, my name is
2 Melissa Kasnitz. I am the Legal Director
3 with the Center for Accessible Technology,
4 where I regularly represent the interests of
5 customers with disabilities here before the
6 Public Utilities Commission.

7 If you ask your attorneys and
8 regulatory staff, I believe you will find I
9 am well-known here. And I would like to
10 think that they would say that while I'm
11 willing take PG&E to task, I am also willing
12 to work constructively with the utility
13 wherever possible to advance the interests of
14 the people I represent.

15 I am here today to express my deep
16 frustration with what I am hearing for all
17 the executives are saying that the problems
18 that took place in the recent power shutoff
19 were unanticipated. I'm here to say that
20 every problem that took place not only was
21 predictable but was actually predicted in
22 filings before this Commission where numerous
23 parties expressed concern that exactly the
24 types of harms that people suffered were
25 likely to take place during an extended power
26 shutoff.

27 Each time someone today referenced
28 recent events is a learning opportunity, they

1 diminished the actual harm suffered by people
2 who suffered through extended power outages;
3 people who didn't have money to buy supplies;
4 people who didn't know if their medical
5 equipment was going to continue to function;
6 people who didn't know what was happening or
7 what they could do.

8 It's not enough to do better in the
9 future when the harms were predicted and
10 known and took place now.

11 Real people experienced real fear,
12 real out-of-pocket costs, real medical costs,
13 lost wages, lost schooling for their
14 children, and for every executive to say,
15 "Wow. Now we know what we need to do better
16 next time." You should have done better this
17 time.

18 A lot of the conversation today was
19 in abstractions, but the harms people
20 suffered were real. There were too few
21 resource centers with short hours and no
22 transportation, support that wasn't
23 accessible to people with disabilities.
24 We've heard dismissive responses about
25 customer losses and questions about whether
26 reimbursement would be possible. We have
27 heard one heartwarming story about one
28 generator provided for one hospice customer,

1 but we have no idea how many customers were
2 in similar situations and simply weren't able
3 to access any resources.

4 The costs of the shutoff are being
5 externalized onto people who aren't capable
6 of absorbing them. This isn't okay.

7 Every time PG&E considers turning
8 off the power, we must think about the risks
9 that come with the shutoff and the real harm
10 that people suffer, as well as the risks of
11 keeping the power on. That needs to be a
12 fundamental part of any equation.

13 Thank you.

14 PRESIDENT BATJER: Thank you.

15 Next is Deborah Kaplan and she will
16 be followed by Tom Dalzell.

17 Ms. Kaplan? Maybe she's left.

18 UNIDENTIFIED SPEAKER: No. She's right
19 here.

20 PRESIDENT BATJER: Oh. She's right
21 here. Thank you very much.

22 STATEMENT OF DEBORAH KAPLAN

23 Thank you very much for holding
24 this hearing.

25 I'm a person -- I live in Oakland,
26 a person with a disability. I live in an
27 apartment building where I get to my place in
28 an elevator. I have to power my electric

1 wheelchair every night. I sleep with a
2 ventilator with oxygen and an electric bed.

3 If a shutoff happened to me, which
4 it didn't, I honestly don't know what I would
5 have done. And I think my situation is not
6 that unusual and in a varying degree, many
7 people, even those who rely on refrigeration
8 for medications don't know what they would
9 do.

10 So I think the risks are very, very
11 broad, people with a wide variety of
12 disabilities.

13 I think it's a shame, though, that
14 we need to sort of parade our stories in
15 trying to evoke attention, but at the risk of
16 evoking stereotypes about disabled people as
17 vulnerable, as victims, when the reality is
18 we're some of the best solution providers,
19 innovators, because we have to think outside
20 the box and solve problems every day.

21 The problem of providing
22 alternative power storage and generation for
23 people who need it, who have no alternative,
24 who can't just go somewhere else is a very,
25 very complex one. It involves many actors in
26 the state in order to figure out what can be
27 done and can be done quickly.

28 I think your job as Commissioners

1 is to figure out what is possible within your
2 purview, within the authority that you've
3 currently got. But I'm afraid that is
4 probably fairly limited. I think you do,
5 though, have a major role to play as leaders
6 in this state in making sure that other state
7 agencies, legislators, and people with
8 disabilities at the table to help figure out
9 what the solutions are and should be, all get
10 together and act quickly. And don't forget
11 about this when the public attention shifts
12 elsewhere.

13 That really is the challenge that I
14 think you have and that we expect you to do.
15 If you don't do it, we'll do it ourselves,
16 but we need help, because we need a program
17 that will guarantee that we are not
18 casualties during the next shutoff.

19 Thank you very much.

20 PRESIDENT BATJER: Thank you,
21 Ms. Kaplan.

22 Moving to Tom Dalzell.

23 STATEMENT OF TOM DALZELL

24 Good afternoon. My name is Tom
25 Dalzell. I am the Business Manager of IBEW
26 Local 1245. We represent 12,000 PG&E
27 employees and about 6,000 members who are
28 working for contractors doing vegetation

1 management and line work.

2 Madam President, I cannot thank you
3 enough for your mention of the extraordinary
4 job that our members did, and both the PG&E
5 and contractor in the restoration. That was
6 really our role and it's been largely missing
7 in the public narrative. And several of you
8 have mentioned it, and on behalf of our
9 members, I thank you for that.

10 And I also appreciate the
11 acknowledgement of the extremely difficult
12 conditions under which they did their job.
13 It's tough work to start with, but then when
14 you add the normal hazards of the job, there
15 was physical danger.

16 Many of our members were insulted
17 and verbally abused in the field. One was
18 shot at driving down Highway 55. A bullet
19 lodged in the padding on the dashboard. That
20 anger is misplaced and counterproductive.
21 Our members are there to restore. We should
22 not be subjected to threats, insults and
23 bullets.

24 What it points to is how careful we
25 have to be and the Commission is on the
26 criticism; that it's constructive criticism.
27 It's not just saying PG&E doesn't care about
28 its customers.

1 The letter that you sent to PG&E
2 was the most focused and articulate document
3 that I have ever seen from the Commission.
4 It's really, really zeroed in. You can't
5 cascade nuance. And I think your criticisms
6 today have been fair and will not lead to
7 angry people taking it as their mission to
8 avenge PG&E's wrongs.

9 Significant fast change is
10 possible. And Commissioner Shiroma and I
11 have talked about SMUD, 1978, third worst
12 nuclear accident in American history;
13 92 percent rate increases in one year; 39
14 percent capacity; today a brilliant utility,
15 big change quickly.

16 And the same, you know, we all hold
17 San Diego up as a Gold Standard for the work
18 they are doing on their system. The parent
19 company, Sempra, we're not that far away from
20 Aliso Canyon. We're not that far away from
21 the disaster at San Onofre.]

22 There is a company that had made
23 big mistakes, and they are doing it. And I
24 have confidence in PG&E, eternal vigilance by
25 the Commission is really important.

26 The last thing that I would say
27 really quickly is you want to know how long
28 the PSPS will go on. I would look at San

1 Diego, because they are the gold standard.
2 For seven years they've been doing it. They
3 still have PSPS, but maybe there is something
4 to be learned from there, and how quickly it
5 can happen here. Thank you

6 PRESIDENT BATJER: Thank you, sir.

7 Ms. Elkins followed by Eric Paine.

8 STATEMENT OF LOUISA ELKINS

9 Good afternoon. This is Louisa
10 Elkins, Senior Deputy City Attorney with the
11 City of San Jose.

12 On behalf of the City of San Jose,
13 I want to thank the Commission for calling
14 this special meeting. San Jose is conducting
15 a comprehensive evaluation of the impacts of
16 the power outage of last week, and we will
17 present written comments in due time. At
18 this time, we have identified some
19 preliminary issues, I want to present them to
20 you today.

21 The power outage impacted 20,000
22 accounts in San Jose, about 60,000
23 residences, many neighborhoods. San Jose has
24 been preparing for PSPS events since May of
25 2019, convening an emergency task force, and
26 created a power vulnerability plan.

27 After receiving the outage
28 notification from PG&E last week, San Jose

1 activated the City's Emergency Operations
2 Center on Tuesday evening, and proceeded to
3 implement its power vulnerability plan. The
4 City of San Jose coordinated with the County
5 and with PG&E to respond to the outage. It
6 undertook several actions, such as contacting
7 medical baseline customers, and school
8 districts, deploying police department and
9 Department of Transportation staff to a web
10 traffic flow, and launching a special mobile
11 app to crowd source information from San Jose
12 residents.

13 San Jose spent about half a million
14 dollars in city staff overtime and costs for
15 fuelling the emergency generators required to
16 maintain city drinking water supply and other
17 vital services. This figure is likely to be
18 much higher as we unveil the actual impact of
19 the power outage, and does not include the
20 costs incurred by our residents to prepare
21 for and respond to the outage.

22 PSPS events cannot be used to
23 protect PG&E from liability while
24 transferring costs to local governments and
25 the public. Also, had there been emergency,
26 such as a fire or earthquake, all the
27 resources deployed to further protect
28 citizens for the PSPS event would have been

1 already committed.

2 The redirection of the emergency
3 response resources compounds local public
4 safety concerns. There were myriad
5 operational problems as well, as has been
6 discussed today. Some areas that were not a
7 projected area were impacted. San Jose did
8 not receive information from PG&E. We
9 received information from the crowd sharing
10 app. Other areas where supposed to be
11 impacted, but were not. That meant that San
12 Jose had to deploy resources to those areas,
13 and those resources are scarce. This wasn't
14 necessary. Lack of precision, precision in
15 disinformation during a PSPS event, is
16 unacceptable.

17 Medical baseline customers,
18 information was not shared was -- impacted
19 cities only with costs to counties. The
20 counties' resources were overwhelmed -- (bell
21 sounds) -- just one second. Thank you.

22 And San Jose spent a lot of time
23 trying to reach medical baseline customers.
24 Unjustified delays in transfer of critical
25 PG&E medical base information is
26 unacceptable.

27 We will present further comments
28 and report as filed. Thank you very much for

1 this opportunity.

2 PRESIDENT BATJER: Thank you very much.

3 Eric Paine, and you will be followed
4 by Jessica Tovar.

5 STATEMENT OF ERIC PAINE

6 Good evening, Commissioners, Madam
7 Chair, and to the other Commissioners. Thank
8 you for calling this emergency meeting today.

9 My name is Eric Paine, Executive
10 Director with the Central Valley Urban
11 Institute in Fresno, California. I will be
12 speaking from a place of Kern County today as
13 one of the impacted jurisdictions from the
14 emergency response plan.

15 Some of our concerns have been
16 mentioned specifically around greater
17 investment opportunities for procurement in
18 the Central Valley for the vegetation
19 management issues that we are experiencing,
20 and also looking at taking a deep reflection
21 around being more -- creating a culture of
22 diversity and inclusion within management and
23 within the board. And I think those
24 executives, and the board members that were
25 present today that were able to hear that and
26 take it as a takeaway as something that is
27 actionable, that can be measured in the
28 future. But also, looking at the emergency

1 response impact mitigation fund, that could
2 possibly include the purchase of generators
3 for those local municipalities.

4 And we also would concur with the
5 Commission as looking further into some type
6 of restitution for those ratepayers that have
7 been impacted by the series of events that
8 have taken place over the last month.

9 We would also encourage our offer
10 to the executive leadership the
11 prioritization of counties that are like Kern
12 County for the expansion of those resource
13 centers, specifically in our rural
14 communities, to give them greater access.

15 I would like to thank the
16 Commission for their time today and for
17 offering public comment. Thank you.

18 PRESIDENT BATJER: Thank you, Eric.
19 Jessica.

20 STATEMENT OF JESSICA TOVAR

21 Jessica Tovar, Local Clean Energy
22 Alliance. I'm also -- I have an invisible
23 illness, so I also depend on electricity to
24 feel healthy and not be disabled.

25 And one of the things I want to
26 note, I waited over four hours to make my
27 comments, which I think is absolutely
28 ridiculous.

1 You know, last November we came in
2 here pretty much after the fires to pretty
3 much say that enough was enough, and that
4 what we wanted to see was a public takeover
5 of our electrical system. That we were done
6 with PG&E, and that we didn't want to see
7 anymore deaths as a result of their
8 negligence.

9 This last January the CPUC
10 unanimously voted to approve a \$6 billion
11 loan to -- for PG&E to move forward with its
12 bankruptcy protection, and the excuse was to
13 keep the lights on. And here we are now
14 dealing with power shutoffs again at the
15 hands of PG&E.

16 I feel like you are not taking this
17 seriously and not getting to the root of the
18 problem. Because if you would, you would
19 actually acknowledge that PG&E is only
20 beholden to their shareholders, and that they
21 don't care about how they affect people,
22 literally leaving us in the dark.

23 One of the things that has been
24 mentioned today is about microgrids and
25 decentralized energy. Yes, those are
26 solutions to the problem, but they should not
27 be through PG&E. They should be owned and
28 operated by the people so that it is

1 accountable to the people, so that we don't
2 leave our valuable communities in the dark
3 when they need energy the most.

4 We live in the communities where
5 the dirtiest energy is processed. We live in
6 the communities that struggle to make ends
7 meet, and have to make choices between buying
8 groceries and paying our energy bills. This
9 corporation has shown no mercy to any of us,
10 to the point where after murdering 85 people,
11 we have to bear the brunt and pay for that.
12 And to continue having this discussion like:
13 Oh, what are you going to do? What is your
14 plan, you know, for the next 10 years? That
15 is not taking it seriously.

16 There are people who have to rely
17 on electricity just to breathe. Those are
18 the lives that are at stake. And if you
19 don't do something about it now, you are
20 never going to do it. We are going to be
21 coming back here over and over again. How
22 many times do we have to say we need a public
23 takeover of our electrical system so that it
24 is accountable to the people?

25 PRESIDENT BATJER: Thank you,
26 Ms. Tovar.

27 Next will be Walter Park followed by
28 Mindy Spatt.

1 STATEMENT OF WALTER PARK

2 Thank you, Commissioners, for
3 holding this meeting timely.

4 At about 3:45 today your
5 telecommunications provider said that there
6 were about 200 people on your call-in line.
7 I would guess that many of them are people
8 with disabilities, because of course it is
9 more difficult for many people with
10 disabilities to come here. Actually, I don't
11 know if you are going to take testimony from
12 that line. In any case, I wanted you to know
13 there is a high interest in what you are
14 doing today.

15 I'm not so concerned about
16 95 percent, unfortunately, of what PG&E
17 talked about today in terms of earlier
18 warning, narrower, more accurate maps, and so
19 on. What I'm concerned about, what the
20 community is concerned about, is continuous
21 power, which is something that PG&E is not
22 providing and is now saying: Well, eight,
23 10, 12 years we will do it everywhere, and we
24 will do it in a lot of places before then.

25 During that time period of
26 10 years, we need local power generation,
27 solar power generators, whatever. There are
28 some people with disabilities who cannot

1 survive without their electrical power. And
2 PG&E is sending out notice after notice after
3 notice that has the word "safety" written on
4 the top doesn't help, because they are not
5 providing anything that will help people.

6 As you probably read in the paper,
7 one person died during this last emergency.
8 This person made the emergency of chronic
9 heart failure when his oxygen stopped. It
10 only took 13 minutes for the first responders
11 to get there, but that was too long. That
12 wasn't even the worst case. A friend of mine
13 who lives in the Burlingame Hills, when her
14 power went off, she has cancer, she has
15 medication that has to be keep cool. She had
16 to move down the hill and spend the night at
17 her friend's house. She was in an urban area
18 where she had that support. In rural areas,
19 rural areas, we do not have that kind of
20 support.

21 We need continuous power. PG&E
22 wrote a letter to OAS on September 27th
23 saying they did not have any plan to provide
24 generation, local generators, that is
25 household generators, because of potential
26 liabilities, they're potential danger
27 problems with the gas power generators, for
28 instance, if that was the way it had gone.

1 And so I mentioned -- to hear the story that
2 they did provide one for someone who needed
3 it. I have to say that, given the letter of
4 September 27th, I don't think that is -- I
5 think that is the exception, not the rule.

6 We need to see a full out company
7 effort. When you asked about who was the
8 person, who is the point person who is
9 responsible here, you did not get an answer.
10 You were told the buck stops here. Well,
11 sure, the buck stops at the top. But if
12 there is not a team leader who is in charge
13 of this day-to-day, whose primary job is to
14 coordinate all this, I don't have a lot of
15 hope for that.

16 I would like to see PG&E have a
17 real disability advisory council, committee
18 that they group with, a task force. And
19 frankly, I want to see the CPUC have a
20 disability advisory council that you talk to
21 regularly. Because we have a lot of details
22 to talk about that are vital to the way we
23 live our lives, and we can't do it
24 three minutes in time. Thank you.

25 PRESIDENT BATJER: Thank you, Mr. Park.
26 Mindy Spatt.

27 STATEMENT OF MINDY SPATT

28 Thank you, Commissioners. Hello

1 again. I'm Mindy Spatt with TURN, The
2 Utility Reform Network.

3 It is sadly appropriate that the
4 public is going last today, because the
5 public comes last with PG&E again and again
6 and again. That has been true since 1994,
7 which is the first time they were found
8 criminally negligent in tree trimming. So it
9 is sort of stunning to hear the latest round
10 of top brass talking about this like it is a
11 new problem. It is an old problem.

12 And if PG&E wants to get intimate
13 with its customers, I have an idea how to do
14 it. Pay their claims. That is how you can
15 make your customers like you, is pay their
16 claims. How can you allow this company to
17 put another 2.5 billion of damages onto the
18 rest of the state? This is something they've
19 done over and over again. They did it in
20 their bankruptcy. They've done it with their
21 wildfire expenses.

22 Customers want this Commission to
23 stop proving -- approving rate hikes and get
24 this company under control. So I'm here to
25 ask you, Commissioners, where is your
26 authority here, and what are you going to do
27 about this?

28 The planned shutoffs were

1 authorized by this Commission. Do you expect
2 us customers to pay the cost of that program?
3 The cost of prime time ads directing us to a
4 website that doesn't work? The cost of the
5 customer information service that our members
6 are telling us was not reachable at all,
7 period, over the phone, not at all?

8 So we think that, of course,
9 shareholders should pay every dime of this
10 debacle. Not only the damages that customers
11 experienced, but also the cost of the program
12 itself. And this Commission should send a
13 much stronger message to PG&E that they need
14 to start operating not only safely, reliably,
15 but competently, because they are not. Thank
16 you.

17 PRESIDENT BATJER: Thank you, Mindy.

18 Is there anyone else in the audience
19 that would like to address the Commission at
20 this time? Anybody that wants to speak to
21 the public comment?

22 (No response.)

23 PRESIDENT BATJER: Okay. I see none.

24 Is there any other comments from the
25 commissioners at this time?

26 (No response.)

27 PRESIDENT BATJER: I want to thank you
28 all for coming today. I appreciate very much

1 your attendance, that you took away from your
2 busy lives.

3 I want to in particular thank the
4 PUC staff that helped us put this emergency
5 meeting together, Elizaveta Malashenko, Ed
6 Randolph, Saul Gomez, Rohimah Moly, for all
7 of their hard work in a very expedited
8 manner.

9 Again, thank you all very much for
10 coming. This meeting is adjourned.

11 (Whereupon, at the hour of 5:26
12 p.m., this matter having been
13 concluded, the Commission then
14 adjourned.)

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BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE
STATE OF CALIFORNIA

CERTIFICATION OF TRANSCRIPT OF PROCEEDING
I, ANA M. GONZALEZ, CERTIFIED SHORTHAND REPORTER
NO. 11320, IN AND FOR THE STATE OF CALIFORNIA, DO
HEREBY CERTIFY THAT THE PAGES OF THIS TRANSCRIPT
PREPARED BY ME COMPRISE A FULL, TRUE, AND CORRECT
TRANSCRIPT OF THE TESTIMONY AND PROCEEDINGS HELD IN
THIS MATTER ON OCTOBER 18, 2019.

I FURTHER CERTIFY THAT I HAVE NO INTEREST IN THE
EVENTS OF THE MATTER OR THE OUTCOME OF THE PROCEEDING.
EXECUTED THIS OCTOBER 24, 2019.

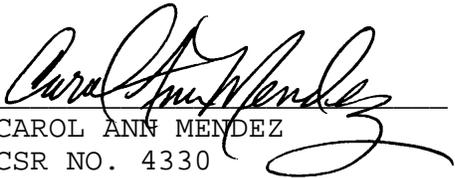

ANA M. GONZALEZ
CSR NO. 11320

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BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE
STATE OF CALIFORNIA

CERTIFICATION OF TRANSCRIPT OF PROCEEDING
I, CAROL ANN MENDEZ, CERTIFIED SHORTHAND REPORTER
NO. 4330, IN AND FOR THE STATE OF CALIFORNIA, DO
HEREBY CERTIFY THAT THE PAGES OF THIS TRANSCRIPT
PREPARED BY ME COMPRISE A FULL, TRUE, AND CORRECT
TRANSCRIPT OF THE TESTIMONY AND PROCEEDINGS HELD IN
THIS MATTER ON OCTOBER 18, 2019.

I FURTHER CERTIFY THAT I HAVE NO INTEREST IN THE
EVENTS OF THE MATTER OR THE OUTCOME OF THE PROCEEDING.
EXECUTED THIS OCTOBER 24, 2019.

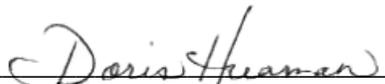

CAROL ANN MENDEZ
CSR NO. 4330

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BEFORE THE PUBLIC UTILITIES COMMISSION
OF THE
STATE OF CALIFORNIA

CERTIFICATION OF TRANSCRIPT OF PROCEEDING
I, DORIS HUAMAN, CERTIFIED SHORTHAND REPORTER
NO. 10538, IN AND FOR THE STATE OF CALIFORNIA, DO
HEREBY CERTIFY THAT THE PAGES OF THIS TRANSCRIPT
PREPARED BY ME COMPRISE A FULL, TRUE, AND CORRECT
TRANSCRIPT OF THE TESTIMONY AND PROCEEDINGS HELD IN
THIS MATTER ON OCTOBER 18, 2019.

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EXECUTED THIS OCTOBER 24, 2019.


DORIS HUAMAN
CSR NO. 10538

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