

WELCOME AND INTRODUCTION:



Richard Maullin, Chair, California ISO Board of Governors

The California State Senate confirmed Richard Maullin as chair of the California Independent System Operator Corporation Board of Governors on July 6, 2015. Governor Jerry Brown re-appointed Mr. Maullin on January 2, 2015 to a term that expires December 31, 2017. Mr. Maullin, of Santa Monica, has held high-level state government and corporate leadership positions since the 1960s. Currently, he is a founding partner and president of Fairbank, Maslin, Maullin, Metz & Associates, an opinion research and consulting firm. Previously, he was president and chief executive officer of MCR Geothermal Corporation (1980-1985). Mr. Maullin also served as chairman of the California Energy Commission (1975-1979) and as Deputy Secretary of State (1971-1974). A native Californian, Mr. Maullin was awarded bachelor, master and doctorate degrees in political science from the University of California, Los Angeles. In addition to membership in various professional organizations, he serves on the Board of Directors of the Los Angeles Regional Hillel Council. He also has taught international relations at UCLA and is the current President of the Friends of the Vilnius Yiddish Institute at Vilnius University in Lithuania. Mr. Maullin is bilingual in English and Spanish and has a working knowledge of French and Portuguese.



Steve Berberich, President and Chief Executive Officer, California ISO

Steve Berberich is the President and Chief Executive Officer of the California Independent System Operator (ISO). The ISO is one of the world's largest transmission organizations, managing the electric grid and wholesale power markets for 30 million customers. 2016 marks Mr. Berberich's eleventh year with the ISO and his fifth year as CEO. During his tenure, he has navigated the ISO through a series of major changes underway in the energy industry. He is a key voice in transforming the power grid to lower its reliance on fossil fuels, and driving energy policy to foster new ways to produce and consume electricity. Recognized as one of the nation's 10 most influential energy leaders, Mr. Berberich has overseen the integration of more renewable energy than any other region in the world. Most recently, Mr. Berberich directed the deployment of the nation's first Energy Imbalance Market, which welcomed five additional western states into the ISO's bulk power markets. He has served in a series of executive capacities at the ISO, including Vice President of Technology, Chief Financial Officer and Chief Operating Officer. Mr. Berberich brings more than 25 years of experience from fields such as utility leadership, business consulting, financial services, banking and finance. He holds a Bachelor's Degree in finance and a Master of Business Administration from the University of Tulsa.

SEPTEMBER 7 PANEL 1:



Michel Peter "Mike" Florio, (Moderator), Commissioner, California Public Utilities Commission

Michel Peter "Mike" Florio was appointed to the California Public Utilities Commission in January of 2011 by Governor Jerry Brown. Prior to this appointment, he served for over 30 years as an attorney for The Utility Reform Network (TURN), the leading utility consumer advocate group in California. Commissioner Florio is currently a member of Western Conference of Public Service Commissioners, the Committee on Regional Electric Power Cooperation of the Western Governors' Association, and the Transmission Expansion Planning Policy Committee of the Western Electricity Coordinating Council. Commissioner Florio also served on the governing board of the California Independent System Operator from May of 1997 through early 2005, and on the board of the California Power Exchange from May of 1997 until January of 2001. In 1978 Commissioner Florio received a J.D. from New York University School of Law and a Masters of Public Affairs (M.P.A.) from the Woodrow Wilson School of Public and International Affairs at Princeton University. He was admitted to the California State Bar that same year.

BIOGRAPHIES continued

PANELISTS:



Lisa A. Grow, Senior Vice President of Operations, Idaho Power

Lisa Grow assumed the role of Senior Vice President of Operations for Idaho Power in January 2016. Prior to this appointment, Grow served as Senior Vice President of Power Supply, overseeing operations and maintenance of the generation fleet, power plant engineering and construction, environmental affairs, water management, power supply planning, sustainability and wholesale electricity and gas operations. Grow began her career at Idaho Power in 1987 and held many engineering positions before moving into management. This broad background allowed her to gain valuable experience in many areas of the company. In 2005, Grow was named Vice President of Delivery Engineering and Operations, and she assumed the role of

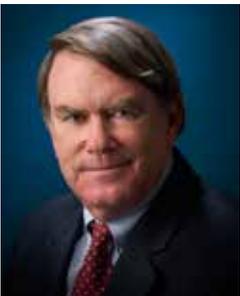
Vice President of Power Supply in 2009. Grow graduated from the University of Idaho in 1987 with a Bachelor of Science degree in electrical engineering and received a Master of Business Administration degree from Boise State University in 2008. Grow is involved in a number of industry groups, currently or previously serving on various committees and boards associated with the Western Electricity Coordinating Council (WECC), Northwest Power Pool (NWPP), National Hydro Association, and Pacific Northwest Utilities Conference Committee. She is also a current member of the University of Idaho Foundation Board and the College of Engineering Advisory Board at the University of Idaho and past member of the Advisory Board of the College of Engineering at Boise State University. She also serves on the Board of the Idaho Chapter of the American Heart Association.



Patrick M. Hogan, Senior Vice President, Electric Transmission and Distribution, Pacific Gas and Electric Company

Patrick (Pat) M. Hogan is senior vice president of Electric Transmission and Distribution at Pacific Gas and Electric Company. Pat oversees PG&E's electric transmission and distribution system, which delivers safe and reliable energy to more than 16 million people throughout the Northern and Central California. Prior to his promotion to senior vice president of Electric Transmission and Distribution in 2016, Pat served as vice president of Electric Strategy and Asset

Management where he oversaw the company's electric transmission and distribution assets. Pat also led the development and deployment of technology into PG&E's electric system. Before joining PG&E in 2013, Pat held leadership and officer roles in transmission, distribution, operations, engineering and asset management at British Columbia Hydro, National Grid, and KeySpan. Pat holds a bachelor's and master's degree in electrical engineering from Manhattan College and a master's degree in business administration from Hofstra University.



Douglas Hunter, Chief Executive Officer and General Manager, Utah Associated Municipal Power Systems

Mr. Douglas Hunter is the Chief Executive Officer and General Manager of Utah Associated Municipal Power Systems ("UAMPS"). Mr. Hunter joined UAMPS in December of 1983 and is a 35 year veteran of the electric utility industry. Prior to his appointment as General Manager in 1995, he served as Assistant General Manager and Manager of Municipal Resources of UAMPS. Mr. Hunter holds a Masters of Business Administration degree from Utah State University and a Bachelor of Science degree in Biochemistry from the University of California, Davis. He currently serves as the past Chair on the American Public Power Association's (APPA) Executive Committee and has served on the APPA Board of Directors.

BIOGRAPHIES continued



Maria M. Pope, Senior Vice President of Power Supply, Operations and Resource Strategy Portland General Electric

Maria Pope serves as senior vice president, Power Supply, Operations and Resource Strategy. She oversees Portland General Electric's energy supply portfolio; operations, including wholesale power, fuels, marketing, trading and long-term resource strategy; and generation facilities, including 15 thermal, hydro and wind facilities. Pope joined PGE in 2009 as senior vice president of finance, chief financial officer and treasurer. She served on PGE's Board of Directors from 2006 to 2008. Prior to joining PGE, Pope was chief financial officer of Mentor Graphics Corporation. She has served in senior operating and finance positions within the forest products and consumer products industries. Pope is the vice chair of the governing board of Oregon Health Sciences University and serves on the board of Umpqua Financial Holdings Corporation. She is a graduate of the Stanford Graduate School of Business and earned her bachelor's degree from Georgetown University. She has three children and is married to Peter Beatty, a physician.



Mark Schiavoni, Executive Vice President and Chief Operating Officer Arizona Public Service Company

Mark Schiavoni is executive vice president and chief operating officer for Arizona Public Service Company (APS). Schiavoni oversees operations for the company's non-nuclear generation, transmission and distribution, strategy, supply chain, resource management, environmental and sustainability, and customer service components. Previously, Schiavoni served as executive vice president of operations and senior vice president, fossil generation. Prior to joining APS in 2009, Schiavoni spent nine years at Exelon Corporation as president of Exelon Power. He held various management positions with Florida Power Company and Centerior Energy Corp. prior to joining Exelon. Schiavoni is also a community leader, serving on the boards of the Valley of the Sun United Way, Heard Museum, Grand Canyon Association and Association of Edison Illuminating Companies. Prior to his utility experience, Schiavoni spent 22 years in the United States Navy's nuclear submarine program. He attended the Stanford Executive Program.



Elliot Mainzer, Administrator and CEO, Bonneville Power Administration

Elliot Mainzer was named Administrator in January 2014 but had served as Acting Administrator since July 2013. In that role, he is responsible for managing the nonprofit federal agency that markets carbon-free power from Columbia River hydroelectric dams and the region's one nuclear plant. BPA also operates most of the high-voltage power grid across the Pacific Northwest, distributing wind and other energy to the region and beyond. From February to July of 2013, Mainzer served as BPA's acting deputy administrator, responsible for Finance, Strategy, Legal, Public Affairs, Risk Management, Compliance, Governance and Internal Audit functions. He also served as the principal policy and strategy adviser to the BPA administrator. Mainzer, who joined BPA in 2002, has held a variety of management positions within the agency's Power, Transmission and Corporate organizations, including trading floor manager and manager of Transmission Policy and Strategy. Most recently, as executive vice president of Corporate Strategy, he led the agency's strategic planning process and provided policy leadership and cross-agency coordination on renewables integration, market design, climate change and integrated planning. He has provided leadership and coordination of significant regional initiatives, including the Northwest Wind Integration Action Plan in 2007 and the Northwest Power Pool Members' Market Assessment and Coordination Initiative. Prior to joining BPA, Mainzer established and managed Enron's Renewable Power Desk out of its offices in Portland, Ore. Mainzer earned his bachelor's degree in geography from the University of California, Berkeley. He has an MBA and Master of Environmental Studies degree from Yale University. An avid hiker and amateur jazz saxophonist, he lives in Portland with his wife and twin sons.

BIOGRAPHIES *continued*

SEPTEMBER 7 PANEL 2:



John Danner (Moderator), Lecturer, Senior Fellow, The Lester Center for Entrepreneurship at UC Berkeley's Haas School of Business

John Danner teaches a course on innovation, strategy and venture development at UC Berkeley's Haas School of Business and School of Information, as well as Princeton University. He is Faculty Advisor to the Global Social Venture Competition and has launched a number of initiatives on both campuses. John Danner consults widely for senior executives in a variety of organizational settings and is a frequent speaker on innovation and leadership at conferences and seminars around the world, as well as anchoring various executive education programs for companies and universities.

Danner is also a senior moderator with the Aspen Institute's executive and global leadership programs, in addition to the Federal Executive Institute. For those of you who are fans of TED, he's the guy who came up with the idea for TED U[niversity]; and has appeared on both TEDGlobal and TEDx stages. In 2015, his book "The Other 'F' Word" was published; it focuses on how effective leaders address and leverage failure to drive innovation and accelerate growth. He received his J.D, MPH and MAEd degrees from UC Berkeley.

PANELISTS:



Anne C. George, Vice President, External Affairs and Corporate Communications, ISO New England Inc.

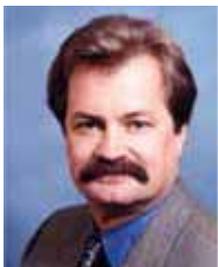
Anne C. George joined ISO New England Inc. as its Vice President for External Affairs and Corporate Communications in 2008. In this role, she directs ISO New England's outreach to and communications with public officials, consumer representatives, stakeholders and the media. Ms. George also oversees the ISO's website and the development of corporate reports and external presentations. ISO New England is the independent system operator for New England. In addition to operating the bulk electricity system for the six-state region, ISO New England administers the wholesale electricity marketplace, as well as the regional transmission planning process. ISO New England is based in Holyoke, Massachusetts. Prior to joining the ISO, she served as a Commissioner of the Connecticut Public Utility Control Authority. As Commissioner, Ms. George was active in electricity and natural gas issues and represented the state on several national and regional bodies, serving as Chair of the National Association of Regulatory Utility Commissioners' Committee on Electricity and as President of the New England Conference of Public Utility Commissioners. Ms. George was also a member of the National Council on Electricity Policy, the Board of Directors for the Regional Greenhouse Gas Initiative and the Leadership Group for the National Action Plan on Energy Efficiency. Previously, Ms. George served as the Connecticut Governor's Special Counsel on Energy, Chief Legal Counsel and Deputy Legal Counsel. Ms. George received a Bachelor of Arts degree from the University of Maryland and a J.D degree from Georgetown University Law Center in Washington, D.C.



Marc D. Joseph, Principal, Adams Broadwell Joseph & Cardozo

Marc Joseph is a principal in the South San Francisco law firm of Adams Broadwell Joseph & Cardozo. He practices in the areas of energy and utility law, along with environmental law. Since 1994, he has represented the Coalition of California Utility Employees, a coalition of IBEW and UWUA unions representing employees of almost all private and publicly owned electric utilities in California. On behalf of CUE and other labor clients, he has actively participated before the California Public Utilities Commission on matters related to the electric and natural gas industry. These proceedings have included electric deregulation, numerous rate cases, standards for inspection and maintenance of distribution systems, incentives for improved distribution reliability and employee safety, gas and electric safety, direct access, electric generation procurement, rate design, community choice aggregation, the PG&E bankruptcy and a utility merger. Since its formation in 1997, Mr. Joseph has represented the California Unions for Reliable Energy. CURE is a coalition of several building trades and utility unions. Mr. Joseph represents these unions in the permitting of power plants and other industrial developments. Mr. Joseph has participated in crafting numerous pieces of legislation affecting the utility industry, CEQA and other environmental and energy issues. These include the major RPS bills, SB 350 and SBx1-2. Mr. Joseph has negotiated hundreds of Project Labor Agreements for gas-fired and renewable energy power plants on behalf of building trades unions. He graduated in 1981 from Georgetown University Law Center. After graduation, he was a law clerk for a United States District Court Judge in Washington, D.C. before moving to California.

BIOGRAPHIES continued



Jan Smutny-Jones, Chief Executive Officer, Independent Energy Producers Association

Jan Smutny-Jones is Chief Executive Officer of the Independent Energy Producers Association (IEP) located in Sacramento, California. Mr. Smutny-Jones has represented IEP since 1987. He has been a pivotal player in the California restructuring efforts, market reform, global climate change, and renewable energy policies. He served as Chair of the Governing Board of the California Independent System Operator, was a member of the Governing Board of the California Power Exchange, and he served on the Board of Directors for the Renewable Certification Program, "Green-E". He also served as a member of the California Air Resources Board's Economic and Technology Advancement Advisory Committee for Climate Change, and is an active member of the Yolo Basin Foundation. Mr. Smutny-Jones is a graduate of Loyola Law School and is a member of the American, California State and Sacramento County Bar Associations. He has a Bachelor of Arts in Political Science from California State University, Long Beach, and he holds a certificate in Environmental Management from the University of Southern California.



Rob Lapsley, President, California Business Roundtable

Rob Lapsley was named President of the California Business Roundtable in 2011. As President, Rob leads an organization comprised of senior executive leadership of major California employers representing a combined workforce of over six hundred thousand employees. Their mission is to strengthen California's economy by enhancing competitiveness and ensuring an educated workforce is prepared for the next generation of jobs. During his tenure, CBRT has successfully launched the nonpartisan California Center for Jobs and the Economy which provides objective and comprehensive economic and jobs data at the state, county, region, senate and assembly level. The Center for Jobs mission is to provide state and local policy makers with a definitive source of information pertaining to job creation and economic trends in California. Prior to this, Rob served as the vice president and state political director for CalChamber. During this time, he also served as executive director of JobsPAC, a broad, employer-based, bipartisan committee for CalChamber that has helped elect over twenty pro-business Republicans and Democrats in the Senate and Assembly. Previously, Rob served as president of RCL Consultants, a firm specializing in business, government, political and public affairs consulting. He has also served as vice president for Arnel Development, one of the largest private real estate companies in Southern California, where he was responsible for new business projects. As an appointee of President George W. Bush, Rob served in the U.S. State Department as special assistant to the U.S. Ambassador to Spain during the Iraq war. In addition to his diplomatic duties, Rob was responsible for working with private sector firms and the U.S. Department of Commerce in the Spanish-American and European Union business arenas on trade and investment strategies. He was a long-time policy and political aide to former Secretary of State Bill Jones, serving as Undersecretary of State from 1995 to 2001 and managed both of Jones's successful campaigns for that constitutional office. Rob also served as a senior appointee in the administration of Governor Pete Wilson and held positions in the California Legislature for over six years. Rob is a graduate fellow of the Coro Foundation and is a veteran of the U.S. Air Force. He holds a B.S. in biology and political science from Illinois State University.

SEPTEMBER 7 LUNCH KEYNOTE SPEAKER:



Mauricio Gutierrez, President and Chief Executive Officer, NRG Energy

Mauricio Gutierrez is President and CEO of NRG. Mauricio joined NRG in 2004 and helped build it from a regional wholesale generation business to a national, Fortune 200 diversified energy company. NRG is the nation's largest competitive power generator. The company is also a major competitive energy retailer that serves nearly 3 million recurring retail customers and is one of the country's largest owners and operators of renewable power facilities. Prior to becoming President and CEO, Mauricio held the position of Chief Operating Officer. In this role, he held top responsibility for ensuring that NRG's generating fleets operate at the highest levels of safety, performance and environmental sustainability. During his tenure, he also led NRG's engineering and construction activities related to new generation and repowering projects while overseeing commodities trading as Executive Vice President, Commercial Operations

BIOGRAPHIES *continued*

and Senior Vice President, Commodities Trading, Mauricio helped maximize NRG's financial performance through increasingly volatile energy commodity markets. Mauricio began his career as a senior consultant and project manager at Mexico City-based DTP Consultores, working on various energy and infrastructure projects in Mexico. When the U.S. merchant energy industry started to emerge, he joined Dynegy's management program and served in various positions, including Managing Director for the Southeast and Texas regions, Senior Trader for East Power and Asset Manager. Mauricio has served on the Boards of the Mexican National Chamber of Consulting Firms and the Electric Power Supply Association in the U.S. He holds a bachelor's degree in industrial engineering from the Universidad Panamericana and two master's degrees—one in mineral economics from the Colorado School of Mines and one in petroleum economics from the French Petroleum Institute.

SEPTEMBER 7 PANEL 3:

John Danner, (*Moderator*) see biography on page 12

PANELISTS:



Jennifer E. Gardner, Staff Attorney, Western Resource Advocates

Jennifer E. Gardner is an attorney and policy analyst with an LL.M. (Master of Laws) in Natural Resources and Environmental Law and Policy. Her practice focuses on Western Interconnection grid reliability, markets, and demand-side management issues. Ms. Gardner is a staff attorney with the Clean Energy Program at Western Resource Advocates (WRA). In this capacity, she represents WRA as an attorney and policy advocate before western state public utility commissions, regional energy planning forums, legislative bodies, and other venues where energy decisions impacting the West are made. She is responsible for local engagement in Utah and regional engagement

throughout the Western Interconnection on such topics as rate design, net metering, electric grid reliability, market function and structure (including the Energy Imbalance Market and the expansion of the California ISO market), and environmental regulatory compliance.



Amanda Ormond, Managing Director, Western Grid Group

Amanda Ormond serves as the Managing Director of the Western Grid Group. She has worked in energy and public policy for over twenty years in Arizona and the West. For the past decade she has managed the Ormond Group LLC, a consulting firm that specializes in education, advocacy, and lobbying for clean energy. Prior to starting her consulting firm, Amanda served as Director of the Arizona Energy Office for seven years where she was responsible for developing state policy and promoting energy efficiency, renewable energy and alternative fueled vehicles.

She also held various positions at the state energy office, a division of the Arizona Department of Commerce. Amanda holds a B.S. in Environmental Earth Science. For Western Grid Group, Amanda covers the Southwest and participates in SWAT and its subgroups that deal with renewable energy transmission planning; such as the Renewable Transmission Task Force. She was the co-chair of the Arizona Renewable Resource and Transmission Identification (ARRTIS) subcommittee and served as co-chair of WGA's Zone Identification and Technical Analysis Subcommittee for the Western Renewable Energy Zone initiative. Amanda is a seasoned communicator who strives to identify and implement collaborative solutions to develop the West's vast renewable energy resources and the transmission to bring these resources to market.



Travis Ritchie, Associate Attorney, Sierra Club Environmental Law Program

Sierra Club is a national, nonprofit environmental and conservation organization that is dedicated to the protection of public health and the environment. Mr. Ritchie joined Sierra Club in 2010 and works primarily on environmental, utility, and regulatory issues to encourage the transition away from coal and natural gas toward energy efficiency and clean energy. As part of the Beyond Coal Campaign, Mr. Ritchie has appeared on behalf of the Sierra Club in public utility commission proceedings across the Western United States related to rate cases, integrated resource planning, and rate design. Mr. Ritchie graduated from U.C. San Diego and earned his J.D. from the UCLA School of Law.

BIOGRAPHIES continued



Carl Zichella, Director Western Transmission, Natural Resource Defense Council

Carl Zichella directs NRDC's ongoing effort to make the siting of renewable energy transmission in the West more efficient and environmentally responsible. Working with stakeholders from environmental organizations, renewable energy companies, regulatory agencies, and the general public, he crafts solutions that will help accelerate clean energy development while respecting wildlife and habitat. Zichella served in various leadership capacities at the Sierra Club for 23 years prior to joining NRDC. In November 2013, he was appointed to the U.S. Department of Energy's Electricity Advisory Committee. He is a member of the Gridwise Architectural Council and the Western Electricity Coordinating Council's Transmission Expansion Planning and Policy Committee. He works out of NRDC's San Francisco and Sacramento offices.

SEPTEMBER 7 DINNER KEYNOTE SPEAKER:



Tom Steyer, Founder and President, NextGen Climate

Tom Steyer is a business leader and philanthropist who believes we have a moral responsibility to give back and help ensure that every family shares the benefits of economic opportunity, education, and a healthy climate. In 2010, Tom and his wife, Kat Taylor, pledged to contribute most of their wealth to charitable causes during their lifetimes. That same year, Tom worked to defeat Proposition 23, an attempt by the oil industry to roll back California's historic plan to reduce pollution and address climate change. In 2012, Tom led a campaign to invest hundreds of millions of dollars in California schools annually by closing a corporate tax loophole. To date, Proposition 39 has put nearly a billion dollars into California schools and clean energy projects, saving millions of dollars in annual energy costs. Tom founded a successful California business, which he left to work full-time on non-profit and advocacy efforts. He now serves as President of NextGen Climate, an organization he founded in 2013 to prevent climate disaster and promote prosperity for all Americans. Tom also serves as co-chair of Save Lives California, the coalition to prevent teen smoking and fund cancer research. Tom's dedication to public service is greatly inspired by his wife, Kat, the co-CEO of Beneficial State Bank in Oakland. They founded this nonprofit community bank in 2007 to provide loans to people and small businesses shut out by the traditional banking system. Unlike most banks, by statute Beneficial State Bank invests any profits back into the community. Tom and Kat live in San Francisco and have four children.

SEPTEMBER 8 KEYNOTE CONVERSATION:



Introduction by:

Ashutosh Bhagwat, California ISO Board of Governors

Governor Jerry Brown reappointed Ashutosh Bhagwat on January 29, 2014 to a second term to the California Independent System Operator Corporation Board of Governors that expires on December 31, 2016. He was first appointed on May 2, 2011. Mr. Bhagwat is a Professor of law at the University of California at the Davis School of Law. From 1994 to 2011, he served as Professor of law at the University of California, Hastings College of the Law in San Francisco. He has taught courses in antitrust, regulated industries, administrative and constitutional law. From 1992 to 1994, he was an associate at the law firm of Sidley & Austin. He also served as a law clerk to U.S. Supreme Court Justice Anthony Kennedy (1991-1992) and Judge Richard Posner of the U.S. Court of Appeals, Seventh Circuit (1990-1991). Mr. Bhagwat received his undergraduate degree from Yale University, graduating summa cum laude with Honors in History in 1986. He was awarded a J.D. with Honors in 1990 from the University of Chicago Law School, where he was the Articles Editor of the University of Chicago Law Review. Mr. Bhagwat has published books and articles on a wide variety of subjects, ranging from the structure of constitutional rights, to free speech law, to the California electricity crisis. He often speaks at conferences on constitutional law issues.

BIOGRAPHIES continued



Norman Bay, Chairman, Federal Energy Regulatory Commission

Chairman Norman C. Bay was nominated by President Barack Obama to the Federal Energy Regulatory Commission in January 2014 and was confirmed by the U.S. Senate for a term that expires June 30, 2018. He served as a Commissioner at FERC from August 4, 2014 through April 14, 2015. From July 2009 to July 2014, Chairman Bay was the Director of the Office of Enforcement (OE). Under his leadership, OE enhanced its ability to conduct market oversight and surveillance and to investigate wrongdoing. OE created a Division of Analytics and Surveillance that designs and employs innovative algorithms to screen the markets on a daily basis to detect potentially improper conduct. OE successfully investigated allegations of manipulation of the gas and electric markets, and the Commission approved settlements that returned almost \$1 billion to ratepayers and taxpayers. OE also led several inquiries into major reliability events, including the Arizona-Southern California outages of September 8, 2011, and issued reports that contained dozens of findings and recommendations. This work protected consumers, enhanced the integrity of the markets, and improved grid reliability. In December 2013, a leading energy publication listed Chairman Bay as one of the 10 most influential people in energy. Before coming to FERC, Chairman Bay was a Professor of Law at the University of New Mexico School of Law, where he taught Criminal Law, Evidence, and Constitutional Law. He was named Dickason Professor of Law, and UNM students voted him "Best Law Professor." Chairman Bay served in the Department of Justice from 1989 to 2001. From 1989 to 2000, he was an Assistant U.S. Attorney in the District of Columbia and New Mexico. From 2000 to 2001, he was the U.S. Attorney in the District of New Mexico, having been nominated by President Clinton and confirmed by unanimous consent of the Senate. Prior to his Justice Department service, Chairman Bay was an Attorney-Adviser in the Office of Legal Adviser at the State Department. He also clerked for the Hon. Otto R. Skopil of the U.S. Court of Appeals for the Ninth Circuit in Portland, Oregon. From 2013 to 2014, Chairman Bay was a member of the NCAA Division I Committee on Infractions. Chairman Bay is from New Mexico. He is a graduate of Dartmouth College and Harvard Law School. He and his wife, Yuri, live in Washington, D.C.



Michael Picker, President, California Public Utilities Commission

Michael Picker was named President of the California Public Utilities Commission (CPUC) on December 23, 2014, by Governor Edmund G. Brown Jr., who first appointed President Picker as a Commissioner on January 29, 2014. Prior to his appointment, President Picker was Senior Advisor for Renewable Energy in the Office of the Governor from 2009 to 2014. He was a principal at Lincoln Crow Strategic Communications from 2000 to 2009, Deputy Treasurer in the Office of the California State Treasurer from 1998 to 1999, Chief of Staff to Sacramento Mayor Joe Serna Jr. from 1992 to 1999, and Deputy Assistant for toxic substance control in the Office of the Governor from 1981 to 1982. President Picker was a member of the Sacramento Municipal Utility District Board of Directors from 2012-2014. President Picker is a former lecturer at UCLA's Graduate School of Architecture and Urban Planning, and instructor at Occidental College's Urban and Environmental Policies Institute. He holds an MBA from UC Davis, specializing in marketing, social marketing, and nonprofit management.

SEPTEMBER 8 PANEL 4:



David Olsen (Moderator), California ISO Board of Governors

Mr. Olsen served as Managing Director of Western Grid Group (2003-2013), an organization of former western state energy officials advocating grid modernization, transition to a clean energy economy and creation of an Energy Imbalance Market in the western U.S. He organized and led California's Renewable Energy Transmission Initiative (2007-2010), and served as coordinator of the Tehachapi Collaborative Study Group (2005-2007), and of the Imperial Valley Study Group (2004-2005). In 2000-2001, he led creation of the California Climate Action Registry, the first state registry of greenhouse gases and foundation for The Climate Registry that now includes 31 states. As a business leader, he helped pioneer the clean energy industry in the U.S. and led development of wind, solar, hydro and geothermal power projects in more than 20 countries, as President of Clipper

BIOGRAPHIES continued

Windpower Development Company (2001-2003), Founder and President of Peak Power Corporation (1988-1995), Vice President of Magma Power (1993-1995), and President/CEO of Northern Power Systems (1984-1988). As President/CEO of Patagonia Inc. (1996-1999), he led the company to track and reduce its carbon emissions and to become the first U.S. corporation to get its electricity from wind and solar power. Mr. Olsen was a founding member of the Business Council for Sustainable Energy in the U.S. (1991), its sister council in Europe (1995), and a member of the Pacific Council on International Policy and the Institute of the Americas. He served as president of the CEO Coalition to Advance Sustainable Technologies, 1998-2001, helping lay the groundwork for creation of the GridWise Alliance. He served on the board of directors of the Center for Energy Efficiency and Renewable Technologies from 1991 to 2012, and as its Chair 1994-1996. He has been a director or member of the American Wind Energy Association, Independent Energy Producers, Geothermal Energy Association, National Hydropower Association, Nevada Geothermal Council, Northwest Electric Light & Power Association and the World Geothermal Congress. In the 1980s, he served on the California Utility Research Council and the California Commission on Industrial Innovation. Mr. Olsen is an honors graduate of the University of California, Berkeley (1968) and received a Master's Degree from the University of Massachusetts (1974).

PANELISTS:



Lorraine H. Akiba, Commissioner, Hawaii Public Utilities Commission

Lorraine H. Akiba was appointed to the Hawaii Public Utilities Commission in January 2012 by Governor Neil Abercrombie for a term to expire June 30, 2018. Prior to this appointment, she worked in private practice as a law partner at McCorriston Miller Mukai MacKinnon LLP and Cades Schutte Flemming & Wright LLP. She headed the Environmental Practice Groups at both law firms with an emphasis in environmental and natural resources law in addition to her commercial and business litigation practice. Commissioner Akiba also previously served the public as the Director of the State of Hawaii Department of Labor and Industrial Relations and as Chair of the State of Hawaii Environmental Council. Commissioner Akiba is currently a member of the Advisory Council to the Board of Directors of the Electric Power Research Institute. She has also held leadership positions at a number of professional organizations and currently serves on the Board of Directors of the National Association of Regulatory Utility Commissioners and its Energy Resources and Environment Committee. She also is a member of the State and Local Energy Efficiency Action Network (SEE Action) Financial Solutions Working Group. Commissioner Akiba holds a J.D. from the University of California, Hastings College of the Law and graduated with honors from the University of California at Berkeley with a B.A. in political science.



Luigi Michi, Head of Strategy and Development, Terna Spa CEO, Terna Plus

Luigi Michi, born in Italy in 1958, is currently Head of Strategy and Development Division in Terna Spa, the Italian Transmission System Operator, being particularly responsible for regulatory affairs, grid planning and development and market analysis. He is also CEO of Terna Plus Srl, (company group focused on Non Regulated Activities). He joined the company after a long and intense experience in Enel as Executive Vice President, Head of the Energy Management Business Area, engaged in managing and dispatching the entire Italian generation portfolio, as well as dealing with the trading activities in the European markets, over the last ten years. Before joining the generation industry in 1988, he was involved in several activities related to the grid and power transmission line world (design, construction, control). From 1984 to 1987 he joined the ENI group, dealing with turbogas power station design and job management (turn key contracts).

BIOGRAPHIES *continued*



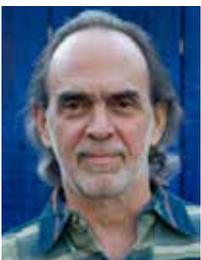
Ronald O. Nichols, President, Southern California Edison

Ronald O. (R.O.) Nichols is president of Southern California Edison (SCE). He is responsible for external affairs, compliance, power production and procurement, and other operations. He is a member of SCE's board of directors. Nichols has more than 35 years of experience in the electric and water utility industry. He has been a strategic and operational advisor to utilities, state and local government, power suppliers and the financial community on complex energy and utility matters throughout the United States, particularly in the West. Previously, Nichols was senior vice president of Regulatory Affairs and Nuclear for SCE, overseeing regulatory policy and affairs, regulatory operations and environmental affairs. Prior to joining SCE in 2014, Nichols served for three years as general manager of the Los Angeles Department of Water and Power (LADWP), where he provided leadership for the utility in supplying reliable and competitively priced water and electricity while continuing to maintain and implement environmentally conscious policies and priorities. Previously, Nichols was a managing director at the energy practice of Navigant Consulting, an international consulting organization with 2,000 employees. From 1980 to 1997, before his position at Navigant, he was a co-founder and senior vice president of the energy and water utility consulting firm, Resource Management International, which was headquartered in Sacramento with offices throughout North America and in Europe and Asia. Prior to starting his energy and water utility consulting career in 1980, he held positions with the California Department of Water Resources and the California Energy Commission. Nichols is a graduate of the University of California, Davis with a degree in agricultural economics and business management.



Jon Wellinghoff, Chief Policy Officer, Solar City

Jon Wellinghoff is Chief Policy Officer at SolarCity and oversees regulatory and legislative affairs on federal and state policy for the company. Jon was the longest serving Chairman of the Federal Energy Regulatory Commission (FERC/2009-2013), where he was known for his international expertise and thought leadership in energy policy, electric markets and the interface of disruptive energy systems with traditional utility structures. During this time, Jon worked to formulate new policies and rules to improve electric market efficiency and integrate new disruptive energy resources into wholesale energy markets. Prior to joining SolarCity, Jon served as partner at the law firm Stoel Rives, where he provided knowledge and experience in energy law and the development of clean energy technology, consulting on energy policy with leaders in the U.S., China, Australia and Europe. While at Stoel Rives, Jon represented clients in emerging energy technology fields including energy storage, demand response, big energy data analytics and distributed generation. Jon holds a Bachelor of Science degree in mathematics from the University of Nevada, a Master of Science degree in teaching mathematics from Howard University and a J.D degree from Antioch School of Law.



Lorenzo Kristov, Principal, Market and Infrastructure Policy, California ISO

Lorenzo Kristov, Principal, Market and Infrastructure Policy at the California Independent System Operator (ISO). For most of the 2000s he was a lead designer of the locational marginal pricing-based market structure the ISO implemented in 2009. He later led initiatives to redesign the transmission planning process and the new generator interconnection process to accommodate rapid growth of renewable energy projects triggered by California's renewable portfolio standards. Since then he has focused on integrating distributed energy resources into the ISO markets and grid operations, and has led ISO's engagement in CPUC proceedings dealing with distributed energy resources. He also represents the ISO in national forums on electric system evolution. During the industry restructuring of the 1990s he worked at the California Energy Commission in collaboration with the CPUC and stakeholders to develop the rules for retail direct access. In 1993-1994 he was a Fulbright Scholar in Indonesia working on a commercial and regulatory framework for direct foreign investment in power generation. Lorenzo has a B.S. in mathematics from Manhattan College, an M.S. in statistics from North Carolina State University, and a Ph.D. in economics from the University of California at Davis.

BIOGRAPHIES *continued*

SEPTEMBER 8 FEATURED PRESENTATION



Introduction by:

Mark Ferron, California ISO Board of Governors

Governor Jerry Brown reappointed Mark Ferron on January 7, 2016 to the California Independent System Operator Corporation Board of Governors. His three-year term will expire on December 31, 2018. Mr. Ferron, of Mill Valley, served as a member of the California Public Utilities Commission from 2011 to 2014. Previously, he was a partner at the Silicon Valley Social Venture Fund from 2010 to 2014 and held several positions at Deutsche Bank from 1996 to 2009, including that of managing director and chief operating officer at the Global Markets Division in London. He served as vice president at Salomon Brothers from 1994 to 1996 and at Security Pacific (merged with Bank of America in 1992) from 1986 to 1994. Mr. Ferron holds a bachelor's degree in mathematics from the University of Notre Dame and a master's degree in economics from Stanford University. A well-known advocate for solar energy, he was awarded recognition in 2014 as a "Solar Champion" by the nonprofit organization VoteSolar. In May 2015, he participated in the "Climate Ride California 2015", a 5-day charitable bicycle ride down the California coast from Fortuna to San Francisco to raise awareness and support sustainability, active transportation, and environmental causes through cycling.



Liane M. Randolph, Commissioner, California Public Utilities Commission

Commissioner Liane Randolph was appointed to the CPUC by Governor Jerry Brown in January 2015. She formerly served as Deputy Secretary and General Counsel at the California Natural Resources Agency and was appointed to that position by Governor Brown in May 2011.

Commissioner Randolph is an expert in government and administrative law. She was formerly an attorney at the law firm of Pillsbury Winthrop Shaw Pittman. Commissioner Randolph served as Chair of the California Fair Political Practices Commission (FPPC) from 2003 to 2007. As Chair of the FPPC, Commissioner Randolph managed a staff of 70 in the implementation and enforcement of

California's Political Reform Act. Prior to her service at the FPPC, Commissioner Randolph practiced municipal law and previously served as City Attorney for the Cities of San Leandro and Suisun City on a contract basis. Commissioner Randolph obtained her law degree from the University of California, Los Angeles, where she also earned a B.A. in History. Commissioner Randolph resides in Oakland with her husband and two children. In her spare time she enjoys running, travel, and reading.

SEPTEMBER 8 PANEL 5:



Introduction by:

Angelina Galiteva, California ISO Board of Governors

Governor Jerry Brown reappointed on January 29, 2014 Angelina Galiteva to a second term on the California Independent System Operator Corporation Board of Governors that expires on December 31, 2016. The California Senate unanimously confirmed Ms. Galiteva on September 21, 2014.

Ms. Galiteva, of Fountain Valley, was first appointed on May 2, 2011. Ms. Galiteva is currently President for NEOptions, Inc., a renewable energy and new technology product design and project

development firm. Her industry experience includes serving as Executive Director of the Los Angeles Department of Water and Power and head of its Green LA, Environmental Affairs and New Product Development Organization. While at the municipal utility, she was responsible for strategic positioning and the environmental compliance departments. Her career includes working with the California ISO and Power Exchange on their initial launches and she also worked as a power analyst for the New York Power Authority. Ms. Galiteva graduated from Pace University School of Law with a J.D degree in 1993 and a LL.M. degree in 1994 in Environmental and Energy Law. She specialized in electric utility strategic policy analysis and decision making focused on pending industry transition and deregulation issues. Ms. Galiteva works to advance the deployment of renewable energy and distributed energy technologies worldwide. She also serves as Chairperson of the World Council for Renewable Energy, where she is one of their spokespersons, among other duties.

BIOGRAPHIES continued



Steve Chadima (Moderator), Senior Vice President, External Affairs and Director, California Initiatives, Advanced Energy Economy

Steve Chadima is a member of the executive team at Advanced Energy Economy and leads the California effort to encourage the adoption of clean, affordable energy. Steve has been involved with energy efficiency and renewable energy since 1983 when he managed a nonprofit corporation in Portland, Oregon, providing services and financial incentives for energy conservation, solar and alternative energy to residents, schools and businesses. Since that time, Steve has been involved with a wide variety of solar and other technology start-ups, including hardware, software and Internet companies, and has worked extensively in Washington, DC and Sacramento to shape policies and programs to help grow nascent industries. Previously Steve was Vice President, External Affairs, of Suntech Power Holdings, responsible for public policy, investor relations and corporate communications. He also served two terms as chairman of the board of directors of the Solar Alliance, an association of the leading PV manufacturers, integrators and financiers working with states to adopt cost-effective solar policies and programs and was on the board of the Large-scale Solar Association, which focuses on both federal and state policies in the US southwest that affect utility-scale solar installations. Steve earned his BA from UC Irvine and MBA from Stanford University.

PANELISTS:



Elizabeth Echols, Director, Office of Ratepayer Advocates

Elizabeth Echols was appointed by Governor Jerry Brown to serve as Director of the California Public Utilities Commission's Office of Ratepayer Advocates in February 2016. Ms. Echols previously served as Administrator of the U.S. Small Business Administration Pacific Region. Under Ms. Echols' leadership, her region led the nation in supporting more than 28,000 small business loans worth over \$12 billion. She also launched a new initiative to assist small businesses in gaining access to capital to "green" their businesses, and leverage opportunities in clean tech and energy efficiency. Ms. Echols served as Director of the Northern California chapter of the U.S. Green Building Council from 2009 to 2010 where she built the public policy program to successfully impact green building policy and regulation, including advancing renewable energy, energy efficiency, and water conservation. She was a member of the Obama-Biden Presidential Transition Team from 2008 to 2009, Director of Policy at Google Inc. from 2004 to 2008, and Chief Executive Officer at OpNet Community Ventures from 2001 to 2004. Ms. Echols served as Executive Director of the E-Commerce Working Group at the White House from 1999 to 2001, Senior Advisor on telecommunications and Internet policy at the U.S. Department of Commerce from 1994 to 1999, and an attorney at Steptoe and Johnson from 1990 to 1994. She earned a J.D. degree from Stanford Law School and a Bachelor's Degree in Economics and Political Science from Yale University.



Sean Gallagher, Vice President of State Affairs, Solar Energy Industries Association

Sean Gallagher is SEIA's Vice President of State Affairs where he oversees SEIA's legislative, regulatory, and policy development work in states nationwide. Previously he served as an executive for firms developing utility scale solar power projects, including supporting the first utility scale solar plant developed on an Indian reservation in the United States. Sean was the director of the California Public Utilities Commission's Energy Division for nearly four years, including the period during which the California Solar Initiative was developed. He has a wide range of expertise in the solar industry and government sector, having worked with legislatures and agencies in California, Nevada, and Arizona, as well as with Congress and various federal agencies. In those roles he has supported the development of specific utility-scale solar development projects and worked on development and implementation of the Section 1603 Treasury Grant Program, the Department of Energy's loan guarantee program, state RPSs, state tax incentive and rebate programs in California and Nevada, energy storage policy and rate design.

BIOGRAPHIES *continued*



Sam Harper, Regional Energy Manager, Gerdau Steel

Sam Harper is Regional Energy Manager for Gerdau Steel. In this capacity he is responsible for the procurement of electricity and natural gas, regulatory affairs, and demand response activities to support steel recycling facilities throughout the western United States and Mexico. Prior to joining Gerdau, Mr. Harper held the position of Sourcing Manager of Electricity for ArcelorMittal Steel, responsible for electricity market and regulatory activities for steel making facilities throughout the United States. Mr. Harper also held roles in Systems & Technology and Procurement. Mr. Harper has started and operated wholesale electricity supply operations in PJM and ERCOT and has market and regulatory experience in the California ISO, MISO, SPP and Mexico. Mr. Harper holds a Bachelor of Science degree in Business Administration from the University of Illinois at Urbana-Champaign.



Susan Kennedy, Chief Executive Officer and Board Member, Advanced Microgrid Solutions

Susan served for two decades at the highest levels of state and federal government, most recently as chief of staff to Governor Arnold Schwarzenegger, cabinet secretary and deputy chief of staff to Governor Gray Davis and communications director for U.S. Senator Dianne Feinstein. She served from 2003-2006 on California Public Utilities Commission, regulating the state's investor-owned electric utilities, telecommunications providers and private water companies. Susan was at the center of many of California's groundbreaking environmental policies, including the carbon reduction mandate and the cap-and-trade program under AB 32, the Low-Carbon Fuel Standard, auto emission standards and Renewable Portfolio Standard. She coordinated the State's emergency demand response efforts during the energy crisis of 2000-2001, and as a member of the PUC she authored what was then the largest energy efficiency program in utility history. She holds a B.A. in Management from Saint Mary's College of California.