

Electric Operations 2021 Capital Review

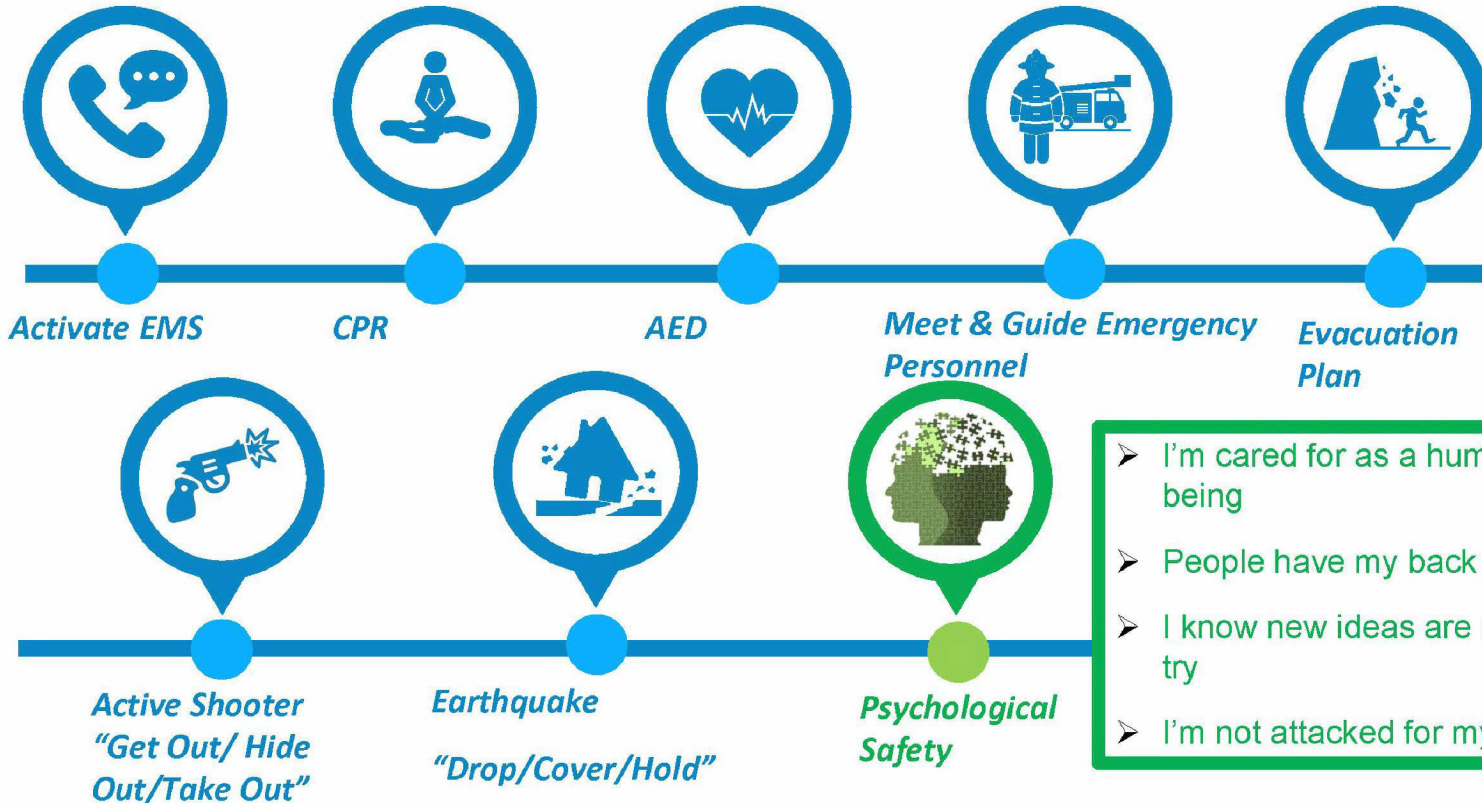
May 21, 2021



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Safety



- I'm cared for as a human being
- People have my back
- I know new ideas are safe to try
- I'm not attacked for my ideas

Call the Nurse Care Line for any discomfort at [REDACTED]

See Something/Say Something: Leader, HR or Compliance and Ethics Hotline [REDACTED]



Electric Operations 2021 Capital Review

Today's Agenda

Section	Description	Presenter	Timing (Min)	Page #
1. Opening Comments	Safety, Introductions, Purpose & Desired Outcomes		10	3
2. Electric Operations 2021 DET	Financial Summaries		10	4
3. Capital Portfolio Overview – TO, MPP & DO	Contains capital portfolio summaries for TO, MPP & DO(May 2021)		30 40 20	8
4. Plus/Delta/Next Steps			10	26
5. Appendix	Contains supplemental materials, including details on unit costs, performance, etc.	N/A	N/A	27

Electric Operations 2021 Capital Portfolio Financial Plan Overview

May 2021



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2021 Plan vs Prior Year Actuals



Key Takeaways:

Total 2021 planned spend is [Redacted] actual, driven by Capital ramp up, offset by embedded Earnings Impacting Expense challenges

Earnings-Impacting Expense



Non-Earnings Expense



Non-Core Expense

- Also known as "Items Impacting Comparability", 2019 and 2020 actual significantly higher than 2021 plan driven by higher previous year Wildfire OII write-offs.

Capital

- [Redacted]
- Executability of overall portfolio is dependent on internal/external resource capacity



2021 Plan vs Prior Year Actuals Capital by Program



Key Takeaways:

- [Redacted]
- Plan Distribution New Business and Work Requested by Others reduced based on assumed economic impacts of COVID-19 that did not materialize.
- Executability of overall portfolio is dependent on internal/external resource capacity
- Highlights of Outstanding Risk Items:
 - Executability and Resourcing of Capital portfolio including:
 - T&D Major Projects – T-Line, Sub, Capacity
 - System Hardening [Redacted] via updated risk model
 - Mobile Home Park
 - Transmission Capital portfolio prioritization to align with STAR Filing



Capital Assessment

Methodology: Proposed RET (Column E) based off Funding Requests in May. Adjustment (Column F) includes Spend highly likely to materialize + 50% of relevant RFP opportunities + possible Run Rate underruns in selected Programs.

Summary: Above methodology delivers an overall EO Capital spend <1% above Target. Assessment assumes Programs requesting funding in April/May will execute fully on new work plans. Also assumes RFP will deliver benefits in current year. Programs underrunning current work plan need to have executability assessed. Programs with execution at risk should be used to offset increases in work plan. Largest spend unknowns currently in Base Capacity/Reliability and System Hardening (significant UG this year)

Millions (\$000,000)'s		A	B	C	D	E	F	G = E - F	H = D - G	I	J	
Category	Program	YTD Spend	YTD Var	Run Rate	DET	Proposed RET	Adjust.	Assessment	Budget Variance	2020 Actuals	2020 DET	Comments
Base Transmission	WRO/SI/NERC/Poles	\$128	\$1	\$383	\$449	\$533	\$17	\$516	(\$67)	\$463	\$460	-(\$67M) RET Increase for Caltrain Project and a additional Tower Replacements + \$17M - 50% of RFP for T-Line Pole Replacement in Adjustment
	T-Line/Substation/Bus.Apps	\$327	\$45	\$981	\$1,164	\$1,161	\$8	\$1,153	\$11	\$944	\$829	+ \$8M - Favorability of Business Technology
	CIP	\$0	\$2	\$0	\$9	\$2	\$0	\$2	\$7			+ \$7M RET Decrease - Double Count of CIP Budget
	Tools/Support	\$6	(\$23)	\$19	(\$40)	(\$136)	(\$88)	(\$48)	\$8	\$14	\$45	+ (\$88M) - Removing adjustment to Corp Target
Base Distribution	Cap/Rel/Poles/WRO	\$177	\$66	\$531	\$644	\$677	\$123	\$554	\$90	\$480	\$537	+ (\$43M) WRO funding WRO risk due to underfunding during CBP + \$91M Cap/Rel Opportunity Adjustment due to resource plan changes + \$75M Run Rate (execution risk) + RFP Realization in Adjustment
	Maint/NB/Field Metering/Emerg	\$392	(\$111)	\$1,175	\$871	\$947	(\$128)	\$1,075	(\$204)	\$1,023	\$936	+ (\$150M) New Business overrun due to forecasted economic reductions from pandemic not materializing + \$22M - 50% of RFP Realization for Base Maintenance in Adjustment
	Substation/Bus.Apps	\$125	\$5	\$376	\$363	\$389	\$0	\$389	(\$26)	\$337	\$392	+ (\$26M) - D-Substation Projects requiring additional funding
	Tools/Support/EP&R	\$1	\$9	\$4	\$47	(\$86)	(\$100)	\$14	\$33	\$9	\$54	+ (\$100M) - Removing adjustment to Corp Target
Cap Bal/Memo	Butte/Support	\$28	\$3	\$85	\$129	\$129	\$0	\$129	(\$0)	\$100	\$148	
	System Hardening	\$34	\$107	\$102	\$640	\$640	\$200	\$440	\$200	\$460	\$365	+ \$200M - North Complex UG mileage at execution risk + RFP Realization
	WSIP/Ops Practices	\$108	\$21	\$323	\$411	\$411	\$8	\$403	\$8	\$306	\$289	+ \$8M - 50% of RFP in Poles in Adjustment
	Mobile Home/Rule 20A	\$34	\$10	\$101	\$124	\$124	\$14	\$110	\$14	\$73	\$138	+ \$14M - Mobile Home Park Favorability
	CEMA Emergency	\$16	\$21	\$49	\$142	\$142	\$0	\$142	(\$0)	\$184	\$57	
	MEBA Emergency	\$110	(\$84)	\$329	\$67	\$150	\$0	\$150	(\$83)	\$64	\$56	-(\$83M) MEBA RET Increase due to Q1 Storms
	WSIP	\$58	(\$25)	\$173	\$118	\$120	\$0	\$120	(\$2)	\$122	\$165	
	Other FRMMA	\$4	(\$16)	\$12	(\$64)	(\$55)	(\$21)	(\$34)	(\$30)	\$7	\$293	-(\$21M) PSPS Risk for additional events
Other Capital	Energy Storage	\$73	(\$5)	\$219	\$150	\$150	\$0	\$150	(\$0)	\$87	\$189	
	DRPTMA	\$0	\$1	\$0	\$3	\$3	\$0	\$3	\$0	\$0	\$1	
Total		\$1,621	\$27	\$4,864	\$5,226	\$5,300	\$32	\$5,268	(\$42)	\$4,674	\$4,954	

Capital Portfolio Summaries (TO, MPP & DO)

May 2021



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Transmission Operations Capital Portfolio Summary

May 2021



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Transmission Operations: 2021 YTD Performance

EFO

Non-Earnings Expense

Base + FRIMMA

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense																
Substation Management Support																
Work Requested by Others																
Grid Technology Applications																
Exp Bal/Memo Accts																
Substation Management Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program D																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Grid Operations																
Tower Coatings																
DGEM & Temp Generation																
Base Capital																
Electric Ops & Automation																
Substation Management Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Tower Coatings																
Cap Bal/Memo Accts																
Wildfire Safety Inspections Program D																
DGEM & Temp Generation																
Grand Total																

YTD Performance:

- [Redacted]
- [Redacted]
- [Redacted]

EOY Forecast & Risk/Opps:

- EOY Forecast: Expense – DGEM & Temp Gen going to change control to increase forecast
- EOY Forecast: Capital – Portfolio realigning with STAR work plan, will go to change control [Redacted]



Transmission & Substation Capital Summary

Program	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Distribution Substation Plan	[REDACTED]			
TO Transmission Substation Plan				
TO Transmission Line Plan				
TO Total Plan				
Execution Wedges				
TO Total Plan W/Wedge				

EOY Forecast

- Tracking to come in [REDACTED] over RET (or 6.8% over target)

Levers & Triggers

- Levers - [REDACTED]
- Triggers [REDACTED]
- Continue to monitor and develop levers and triggers list

Portfolio Risks:

- Continued financial pressure from increase in emergencies
- Substation test resource constraints
- Construction delays due to PSPS / Wildfire events
- Clearance Cancellations & Permitting
- Inclement Weather
- Tower Coatings Program [REDACTED]
 - PG&E to submit request to FERC to capitalize this work in mid-June.
 - Expect FERC response in Fall 2021

Internal

11 • INTERNAL

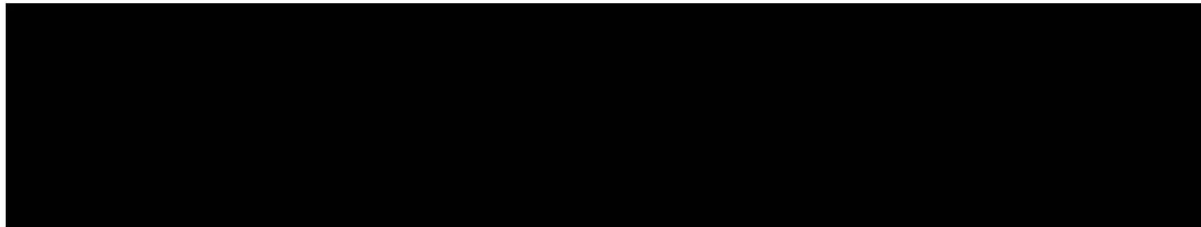


Distribution Substation

Program	MWC	MWC Description	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Distribution Substation	9	E Dist Autom/Protection				
	46	E Dist Subst Capacity				
	48	E Dist Repl Other Equip				
	54	E Dist Repl Transformer				
	58	E Dist Repl Subst Safety				
	59	E Dist Sub Emergency Repl				
TO Distribution Substation Plan						
Execution Wedge						
TO Distribution Substation Total						

Key Takeaways:

-
-
-
-
-



Project Risks:

- Potrero Emergency Rep Bk2 – Delta Star CEM XMFR has been stored at Martin Sub for 8 year. Parts needed. Needs undress, redress and retest.



Project Opportunities:

- Embarcadero Repl Bank 2 – XMFR
- Pueblo Bk 3 – Final Grading –
- Potrero Emergency Rep Bk2 – New CEM XERM shipping from Austria in Sept.



Transmission Substation

Program	MWC	MWC Description	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Transmission Substation	3F	ET Protective Relays				
	61	ET Substation Capacity				
	64	ET Substation Replace Breakers				
	65	ET Substation Emergency				
	66	ET Substation Replace Other Equip				
	67	ET Automation/SCADA				
	68	ET Substation Replace Transformers				
	94	ET Reliability General				
TO Transmission Substation Plan						
Execution Wedge						
TO Transmission Substation Total						

Key Takeaways:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Project Risks:

- Metcalf 230kV & 115kV MPAC's – change order to increase size to fix [Redacted]
- [Redacted] from change request going to May WRF for breaker failure installation for improved PSP response.

Project Opportunities:

- Pit PH Repl Banks 1 & 2 – FERC approval, construction contracts may [Redacted]
- MWC 3F – expect approximate [Redacted]
- Gates Bus Section E – engineering delays could push construction to [Redacted]
- Table Mountain 500/230kV XMFR [Redacted]
- [Redacted] giveback expected during June forecast cycle.



Transmission Line – Overview

Program	MWC	MWC Description	YTD ACT	2021 RET	2021 PRJ	Variance
Transmission Line	60	ET Line Capacity				
	71	Trans Rep Line ROW Access				
	72	Trans Rep Line Underground				
	92	Line Emergency Repl				
	93	Trans Preventative Work				
	93	Tower Coatings				
	94	Reliability General				
TO Transmission Line Plan						
Execution Wedge						
TO Transmission Line Total						

Key Takeaways:

- [Redacted]
- [Redacted]
- Greater spend expected during Fall clearance window.
- [Redacted]
- [Redacted]

Project Risks:

- Diable Gates #1 500kV Ins Repl – [Redacted]

Project Opportunities:

- Tower Coatings Program – Submission to FERC to capitalize work in mid-June. FERC response [Redacted]
- Exchequer-Yosemite – expect Sierra National Forest permit mid-June [Redacted]
- East Grand-San Mateo Cable Repl – Construction contract, encroachment [Redacted]
- Drum-Rio Oso – trying to schedule Nov/Dec clearance (\$1.5M) [Redacted]
- Eastshore-Oakland J – EAM decision [Redacted]
- Maple Creek-Willow Creek – permit [Redacted]

MPP Capital Portfolio & Current Status Summary

May 2021



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Major Projects & Programs: 2021 YTD Performance

	APR			MAY		JUN		YEAR TO DATE				ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS		
Base Capital																		
Capacity																		
Electric Ops & Automation																		
Pole Management																		
State Infrastructure Projects																		
System Hardening																		
Transmission Lines																		
Wildfire Safety Inspections Progra																		
Work Requested by Others																		
NERC Compliance																		
Maintenance																		
Reliability																		
Generation Interconnection																		
Cap Bal/Memo Accts																		
Butte Rebuild																		
Mobile Home Park																		
Support																		
System Hardening																		
Wildfire Safety Inspections Progra																		
Work Requested by Others																		
Miocene Canal																		
Wildfire Operational Practices																		
Other Capital																		
Energy Storage																		
Grand Total																		

Note: Programs labeled 'Transmission Lines' and 'Wildfire Safety Inspection Program Tran' are T-Line Pole Replacements and should be considered one budget/line item

YTD Performance:

- **Base Capital:** Electric [redacted] underrun driven by resource constraints in Capacity/Reliability and favorable unit cost in T&D Pole Replacements
- **Balancing Account:** \$ [redacted] by re-plan and ramp up in System Hardening

EOY Forecast & Risk/Opps:

- EOY Forecast: No Forecast Changes in May, but high likely givebacks will be considered to go to Change Control in June.
- Opportunity: [redacted]

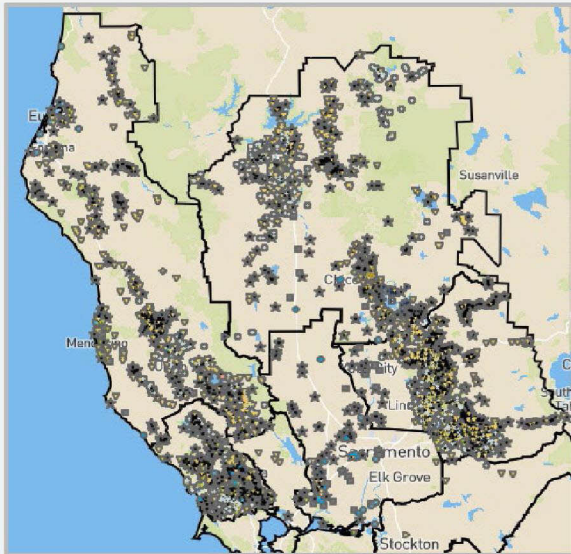


2021 Major Projects & Programs Capital Portfolio by the Numbers

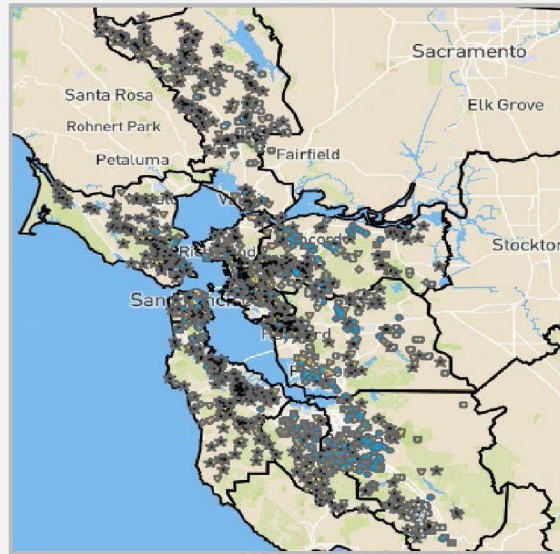
2020		2021	
Actuals	Target	Actual YTD	Target

Key Takeaway

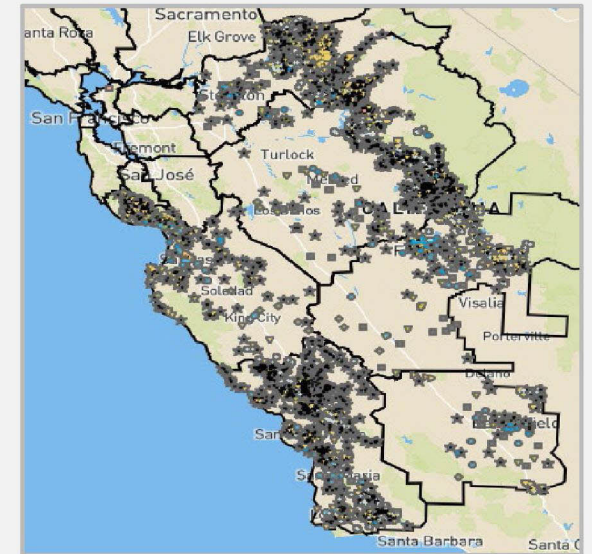
2021 MPP capital portfolio is an **80%+ unit increase**, and [REDACTED] over 2020



North: 9,849 Orders | 814k Hours**



Bay / Central: 3,667 Orders | 953k Hours**

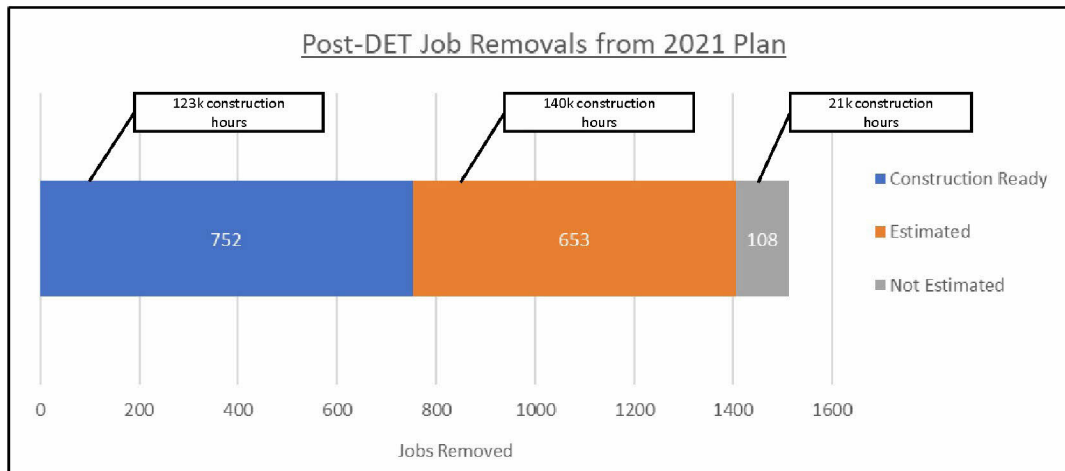
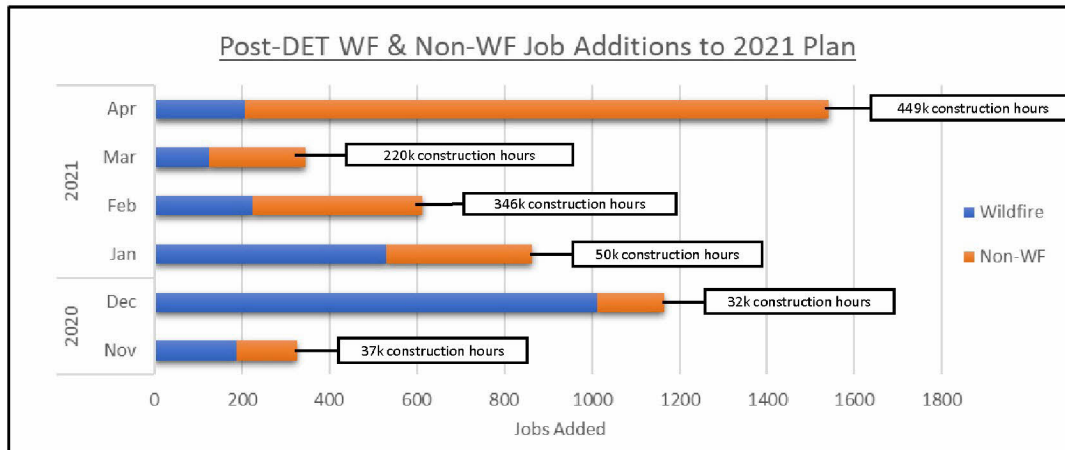


South: 8,780 Orders | 697k Hours**

* Units do not include Surge Arresters. 5,685 of the Units Increase is Poles.
 ** Surge Arresters, Ceramic Post Insulators, Mobile Home Park, Emergency, DO NB, DO WRO, NERC, TO Right of Way Access, TO EGI, TOWRO orders and hours not included in map, hours, or orders. Some orders will not show on map as they are missing GIS location, but are included in the order totals/hours total. Data pulled: 5.17.21



2021 Major Projects & Programs Portfolio Churn Highlights



Key Takeaways

MPP portfolio is currently ~2.5 M construction hours

~51,000 workplan change requests YTD

Since 2021 DET was set November 2020:

- 1.13 M construction hours (4,857 jobs) **added**
47% wildfire related
43% pre-estimating status
- 284 K construction hours (1,513 jobs) **removed**
50% were construction-ready

Note: Major emergencies YTD: ~26% (General Construction) and ~28% (Contract) of total available hours

Note: WF Mitigation programs in data above are: System Hardening, TOL, PSPS, Idle Facilities Removal, Microgrids, and Weather Stations



Major Programs & Project Delivery Dashboard

Accountable Sr. Director: Jonathan Seager
Operational Period 19: May 6– May 12

4DX	PMVI Actuals v. Target	0 / 2.87	▲
	DART Actuals v. Target	0 / .97	▲
	PSPS Mitigation Completion %	33%	▲

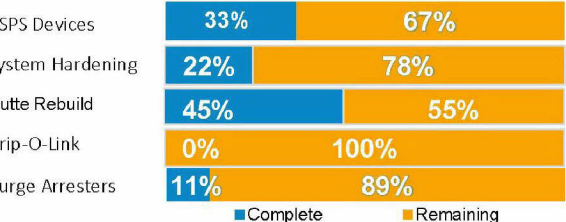
① 4DX METRICS

EXECUTION WIG

Employee Safety: Safely manage portfolio of approved and planned work by adhering to company safety standards.

Public Safety: Manage portfolio of approved and planned work to reduce the likelihood of a public safety event.

Workplan Completions



EXECUTION LEADING INDICATORS

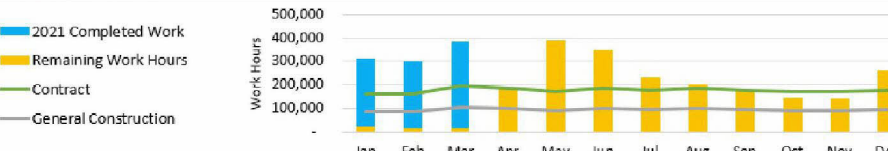
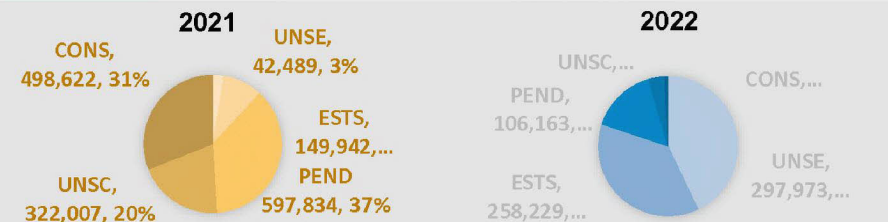
Work in the Pipeline	Projects	7,732	▲
	Hours	829,869	▼
Work that did not meet Estimate Out date	Projects	726	▼
	Hours	58,834	▼
Work that did not meet Contract Out Date	Projects	5	▲
	Hours	28,339	▲
Construction ready work (UNSC)	Hours	322,007	▲
	Total Portfolio	113%	-
Work Scope Availability*	Wildfire	124%	-

② SAFETY

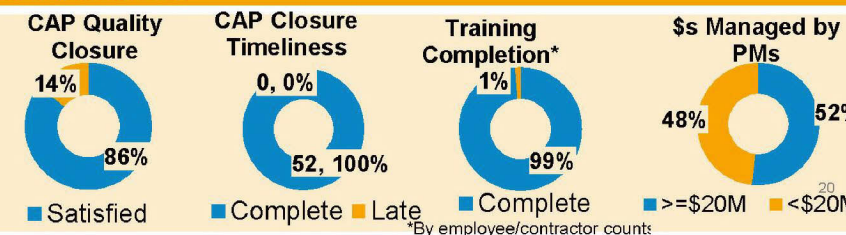
	Nurse Care	Near Hits	LWDC	DART	OSHA	SPMVI	PMVI	Fatigue Indicator
OP	0	-	0	0	0	0	0	-
YTD	2	-	0	0	2	0	0	-

③ OPERATIONS

YTD Completed:	6,089
EOY Target:	25,843



④ OTHER INITIATIVES





2021 MPP Workplan Status Report

Units pulled 5/11

EOY Target Units	YTD Units Completed	RAG Status	2021 RET Budget (\$)	Forecast + Actual	Spend to Date (\$)	RAG Status
25,843	6,089					

Program	Program Manager	EAM Scoped Date	Units as of 5/9/21 except System Hardening (5/10) and PSPS (5/12)					Financials as of 4/30/21 (\$1,000)					Say-Do				2021 Pipeline as of 5/12/21 (Hours)			
			2021 Target	YTD Target (RET)	YTD Forecast (PRI)	YTD Actual	RAG (YTD Actual vs Target)	2021 YTD Actual	2021 DET Budget	2021 RET Budget	EOY Forecast (Actuals + PRM)	RAG (Actual + PRM vs RET)	Forecast Next Week 5/16	Forecast This Week 5/9	Forecast Week of 5/2	Actuals Week of 5/2	Initiation (UNSE)	Estimating (ESTS, ADER, APPR)	Dependency (PEND)	Ready for and Rem in Construction
DO PSPS - New Devices (49H)		2/16/2021																		
DO PSPS - MSO Devices (49H)		2/16/2021																		
DO System Hardening (O8W)		3/15/2021																		
DO OH Idle Facilities (2AF - Tier 2/3)		4/12/2021																		
DO Surge Arresters (2AR)		1/20/2021																		
DO Ceramic Post Insulators (2AQ)		N/A																		
DO Non-exempt Fuses (2AP)		4/20/2021																		
DO REFCL (49R)		1/11/2021																		
DO Fuse Savers (49T)		4/1/2021																		
DO 4C Controllers (49A)		1/20/2021																		
DO PIH / MicroGrid (49M)		1/11/2021																		
SUBTOTAL - WILDFIRE PROGRAMS																				
DO Poles - Priority B Tags (07)		N/A																		
DO Poles - Other Priority Tags (07)		2/25/2021																		
DO Capacity (06, 48)		3/1/2021																		
DO Overloaded Transf. Repl. (06B)		Not Yet																		
DO LBOR (56S)		2/21/2020																		
DO Deteriorated Conductor (08I)		2/25/2021																		
DO Cable (56)		2/29/2020																		
DO Grasshopper (08S)		2/25/2021																		
DO Reliability (09A, 49B/C/D/E/F/G/I/S/X)		2/24/2021 - except 49I																		
DO Streetlights (2AG & 2AI)		N/A																		
DO New Business		N/A																		
DO WRO (10)		N/A																		
DO/TO WRO Expense (EW)		N/A																		
SUBTOTAL - CORE PROGRAMS																				
SUBTOTAL - GC&C WORK																				
TO NERC (93N)		12/1/2020																		
TO Poles (70Y)		12/1/2020																		
TO Towers (70S & 70P)		12/1/2020																		
TO WRO (82)		12/1/2020																		
TO EGI (82)		12/1/2020																		
SUBTOTAL - TRANSMISSION WORK																				
Community Rebuild																				
Energy Storage																				
State Infrastructure																				
Mobile Home Park																				
TO Right Of Way Access																				
Rule 20A																				
SUBTOTAL - OTHER WORK																				
Projected Volume of B Tag Poles for 2021																				
PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY																				



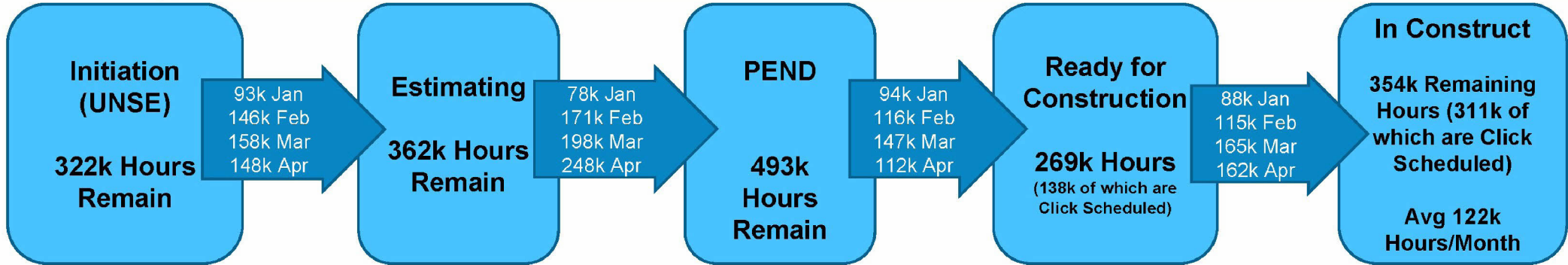
Path to Green – RAG Red Units Programs

Program	Primary Driver: Why We Are Behind on Units	Path to Green	Long Term Measures To Prevent Re-occurrence
DO Non-exempt Fuse Replacement	Program rescoped to align with MAV risk model; new scope received 4/20. Scoping delay caused program to miss original monthly targets. Revised 2021 locations are now in workplan. Work is expected to start in late-May, but prorated YTD targets will cause the units to show as RED until the end of May/early June.	Construction Mgmt. supplied new production schedule and the program re-baselined its monthly targets which will return it to Green for May month end. There is currently sufficient Ready work to meet revised targets through mid-Sept. (749 Ready for construction to schedule).	Permitting has committed to moving units to Ready status a rate sufficient to meet construction updated production schedule.
DO LBOR Switches	Targets were developed with the expectation that 61 of the 96 jobs were either already Pending Permit or already Ready for Construction entering January. However, after the job list was sent to MPP for execution, it was identified that most of these jobs do not meet current standards and therefore need to go back through Estimating.	All jobs complete out of estimating by 5/31 (18 left)	Asset Planning will do a Standards review as part of scoping before delivering the work to MPP to execute.
DO Deteriorated Conductor	Program competing for resources with programs with higher priority work (e.g., System Hardening, PSPS). 65% of the remaining 2021 plan remains in pre-construction status to date. EO Loading order is currently 7.	Accelerate 4.22 miles that are currently click scheduled beyond Q2. Work with Permitting to move 20.29 miles that have been in PEND more than 60 days.	EBO to implement resource loading into the workplan development process to ensure sufficient resources to complete work regardless of loading order.
DO Reliability	Behind YTD unit target due to resources (DLT and Construction) focused on higher priority work and delays in scheduling ready work.	39 jobs which are currently Ready for Construction scheduled to be able to start within 8 weeks (19 scheduled w/in 8 weeks currently).	EBO to implement resource loading into the workplan development process to ensure sufficient resources to complete work regardless of loading order.
TO Poles	Program annual unit distribution shows a bell curve, with lower amounts of poles replaced at the beginning and ending of the year. Therefore, small variances at the beginning of the year (storms) have larger impacts on the percentages.	Unit production expected to surpass target in May after slow initial ramp (no corrective action or re-baseline needed).	Future DET targets to be updated with closer monthly quantities from historical annual unit distribution.



2021 MPP Workplan Pipeline Health

Pulled 05/12/2021



~2.5 Months of Work

~3 Months of Work

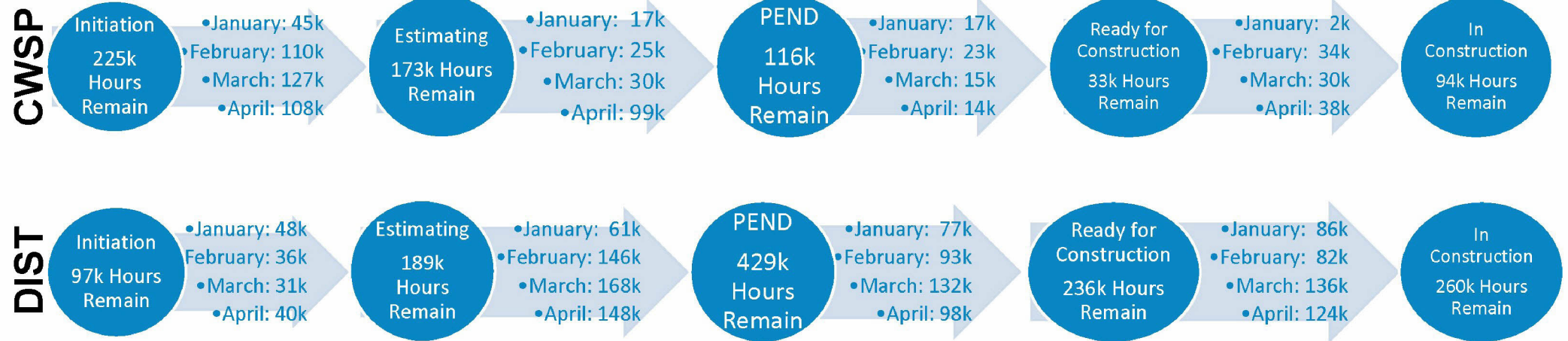
~4 Months of Work

~2 Months of Work

~2.5 Months of Work

Note: PSPS Devices Scoped 2/16
Hardening Scoped 3/15

~50% of Remaining Hours are with Contract



PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

Note: Hours listed do not include allocations (emergency)

23 • INTERNAL



Ready Work Breakdown – MPP(D) Core Programs

[Link to Ready Work Dashboard](#)

MPP Core Programs	Count of Notif Count..	Const Ready (UNSC)		Scheduled in 8 Weeks (UNSC)		Scheduled Past 8 Weeks		Not Scheduled (UNSC)	
		Non-Project Managed Work	Project Managed Work	Non-Project Managed Work	Project Managed Work	Non-Project Managed Work	Project Managed Work	Non-Project Managed Work	Project Managed Work
4C Controllers	10	1,060		514				546	
Cable	1	139				139			
	27		10,540		9,541		938		61
Capacity	26		18,057		12,672		5,211		174
	42	3,590		1,402		936		1,252	
Det. Conductor	1	147						147	
	9		10,811		8,059		2,752		
DO New Business	21	3,719		849				2,870	
DO Poles	4,210	157,806		38,630		24,364		94,812	
DO WRO	6		4,454		1,028		2,200		1,226
	96	17,437		8,165		4,207		5,064	
Fuse Savers	12	491		169		200		122	
Grasshopper	6	433		102		201		130	
LBOR	21	1,569		1,260				309	
Non-Exempt Fuses (TOL)	12		55						55
	166	1,452						1,452	
OH Idle Facility Removal	20		197						197
	452	3,307		636		138		2,534	
PSPS	78	7,454		3,845		1,673		1,936	
Reliability	4		2,940		2,584				356
	24	7,227		1,828		982		4,417	
Surge Arresters	7,034	14,072		2,420				11,652	
System Hardening	1	1,487						1,487	
	4		4,840		3,975				865
Grand Total		221,390	51,893	59,819	37,858	32,841	11,100	128,731	2,934

- **273k Ready Work**
 - Project Managed: 52k
 - Non-PM: 221k
- **132k remaining to be scheduled**
 - Project Managed: 3k
 - Non-PM: 129k
- **44k hours are scheduled more than 8 weeks out**
 - Project Managed: 11k
 - Non-PM: 33k

Note: Surge Arrester Hours are significantly understated, being corrected this month

Distribution Operations Capital Portfolio & Program Summary

May 2021



Together, Building
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DO Proposed Forecast: Summary

System R&O = submitted in SAP (new for 2020) /
Corp signal
Watch item = Not submitted in system / EO level RO

Takeaway:

- Forecast: Exp
- Risk/Opps: Co

Base Expense

- Electric Distribution
 - Emergency Response
 - Maintenance
 - Grid Operations
 - Field Metering
 - New Business

Exp Bal/Memo Accts

- CEMA Expense - Electr
 - Emergency Response
- Major Emergency
 - Emergency Response
- FRMMA/WMPMA - Elec
 - Wildfire Safety Inspect
- CEMA Reserve - Electri
 - Emergency Response

Grand Total

Takeaway:

- Base Capital \$

EFO

Non-Earnings

Capital

Base Capital

- Electric Distribution
 - New Business
 - Maintenance
 - Emergency Response
 - Field Metering

Cap Bal/Memo Accts

- CEMA Capital Electric
 - Emergency Response
- FRMMA/WMPMA - Elec
 - Wildfire Safety Inspect
- Major Emergency
 - Emergency Response

Grand Total



Closing

Plus (+)

Deltas (-)

Next Steps

Appendix



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Electric Operations | April Unit Cost Performance

Program	Asset	MWC	MAT	MAT Description	UOM	
System Inspection	Dist	BF	BFA	OH Patrol	Notification	
		BF	BFB	OH Insp	Notification	
		BF	BFD	UG Patrol	Notification	
		BF	BFE	UG Insp Infrared	Notification	
		GA	GAA	Pole Test & Treat	Pole	
	Trans	BF	BFT	Annual Climbing Inspections	Notification	
		BF	BFX	Annual Air Patrols ¹	Notification	
		BF	BFY	Non-Routine Ground Patrol	Notification	
		BF	BFZ	Detailed Ground Inspections	Notification	
	Vegetation Management	Veg	HN	HNA	Tree Trim - Routine	Tree
IG			IGI	CEMA	Tree	
IG			IGJ	Enhanced Veg Management	Circuit Mile	
System Hardening	Dist	08	08W	System Hardening - Overhead	Circuit Mile	
Substation	Dist	GC	GCA	Dsbn: TXfmr - prev maint.	Notification	
		GC	GCB	Dsbn: Breaker - prevent maint.	Notification	
		GC	GCC	Dist Sub: Substation Test Dpt	Notification	
		GC	GCD	Dsbn: Station Read_prev maint.	Notification	
		GC	GCE	Dsbn: Gnrl station_prev maint.	Notification	
		GC	GCF	Dsbn: Batteries - prev maint.	Notification	
		GC	GCI	Dsbn: Switches_prevent maint.	Notification	
		GC	GCI	Dist Sub: Corrective (T80)	Notification	
		GC	GCM	Breaker Mechanism Services	Notification	
		GC	GCO	Transformer Overhauls	Notification	
		GC	GCW	Dist Sub: Station Washes	Notification	
		Trans	AM	AMA	Trans: TXfmr - prevent maint.	Notification
			AM	AMB	Trans: Breaker - prev maint.	Notification
	AM		AMC	Trans Sub: Relay Test	Notification	
	AM		AMD	Trans: Statio Read_prev maint.	Notification	
	AM		AME	Trans: Gen station_prev maint.	Notification	
	AM		AMF	Trans: Batteries_prev maint.	Notification	
	AM		AMI	Trans: Switches - prevent main	Notification	
	AM		AMJ	Trans Sub: Corrective (T80)	Notification	
	AM		AMM	Breaker Mechanism Services	Notification	
	AM		AMS	CKSW MOAS Mechanism Services	Notification	
	AM		AMW	Trans Sub: Station Washes	Notification	

¹Annual Air Patrols includes Drone + Helicopter



Electric Operations | April Unit Cost Performance

Notes:

Historical Unit Cost | 2021 April YTD | 2021 Annual | Incremental Savings Opportunity

Program	Asset	MWC	MAT	MAT Description	UOM
Distribution Maintenance	Dist	2A	2AA	OH Genl Repl	Notification
		2B	2AB	Bird Safe Inst/Repl	Notification
		2A	2AC	Bird Safe Inst/Repl Annual	Notification
		2A	2AE	OH COE Repl	Notification
		2A	2AF	OH Idle Facility Remove	Notification
		2A	2AS	FAS Overhead Capital	Notification
		2B	2BA	UG Genl Repl	Notification
		2A	2BD	UG COE Repl	Notification
		KA	KAA	OH Genl CM Tag	Notification
	KB	KAC	Bird Safe Retrofit	Notification	
	KA	KAD	Bird Safe Retrofit Annual	Notification	
	KB	KAF	OH COE CM Tag	Notification	
	KA	KAH	Streetlights Repl Burnouts	Notification	
	KA	KAS	FAS Overhead Expense	Notification	
	KA	KBA	UG Genl CM Tag	Notification	
	KA	KBC	UG COE CM Tag	Notification	
	KC	KCD	Ntwk Xfmr PrevMaint/Retst NWTX	Notification	
	KC	KCE	Ntwk Protector Prev Maint NWTX	Notification	
Transmission Maintenance	Trans	93	93A	Anti-climb guards	Notification
		93	93E	Wood Pole Reframe	Notification
		93	93I	Insulator Replacement - Wood	Notification
		93	93K	Insulator Replacement - Steel	Notification
	IC	ICD	Insulator Wash Ground	Notification	
	IC	ICI	Insulator Heli-wash	Notification	
	IC	ICQ	Steel Struct Prev Maint_Tower	Notification	
	IC	ICS	Maintain Steel Structure_TLINE	Notification	
	IC	ICW	Maintain Wood Structures	Notification	
Poles	Dist	07	07D	Pole Repl	Pole
		07	07O	Overloaded Pole Replacements	Pole
	Trans	70	70Y	Pole Replacement	Pole

System Inspection and Vegetation
Mgmt programs

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Electric Operations Financial Review

Supplemental Materials



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Transmission Operations: 2021 YTD Performance

EFO

Non-Earnings Expense

Base + FRMIMA

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense	[REDACTED]															
Substation Management Support																
Work Requested by Others																
Grid Technology Applications																
Exp Bal/Memo Accts																
Substation Management Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program D																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Grid Operations																
Tower Coatings																
DGEM & Temp Generation																
Base Capital																
Electric Ops & Automation																
Substation Management Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Tower Coatings																
Cap Bal/Memo Accts																
Wildfire Safety Inspections Program D																
DGEM & Temp Generation																
Grand Total																

YTD Performance:

[REDACTED]

EOY Forecast & Risk/Opps:

- EOY Forecast: Expense – DGEM & Temp Gen going to change control to increase forecast
- [REDACTED]



Major Projects & Programs: 2021 YTD Performance

	APR			MAY		JUN		YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS	
Base Capital																	
Capacity																	
Electric Ops & Automation																	
Pole Management																	
State Infrastructure Projects																	
System Hardening																	
Transmission Lines																	
Wildfire Safety Inspections Program T																	
Work Requested by Others																	
NERC Compliance																	
Maintenance																	
Reliability																	
Generation Interconnection																	
Cap Bal/Memo Accts																	
Butte Rebuild																	
Mobile Home Park																	
Support																	
System Hardening																	
Wildfire Safety Inspections Program D																	
Work Requested by Others																	
Miocene Canal																	
Wildfire Operational Practices																	
Other Capital																	
Energy Storage																	
Grand Total																	

Note: Programs labeled 'Transmission Lines' and 'Wildfire Safety Inspection Program Tran' are T-Line Pole Replacements and should be considered one budget/line item

YTD Performance:

- **Base Capital: Electric Distribution:** [REDACTED] in Capacity/Reliability and favorable unit cost in T&D Pole Replacements
- **Balancing Account:** [REDACTED] in System Hardening

EOY Forecast & Risk/Opps:

- **EOY Forecast:** No Forecast Changes in May, but high likely givebacks will be considered to go to Change Control in June.
- **Opportunity:** [REDACTED]



DO Executive Summary

System R&O = submitted in SAP (new for 2020) /
Corp signal
Watch item = Not submitted in system / EO level RO

Takeaway:

- Forecast: Expe
- Risk/Opps: Co

EFO

Base Expense
Electric Distribution
Emergency Response
Maintenance
Grid Operations
Field Metering
New Business
Exp Bal/Memo Accts
CEMA Expense - Electric
Emergency Response
Major Emergency
Emergency Response
FRMMA/WMPMA - Electric
Wildfire Safety Inspections
Grand Total

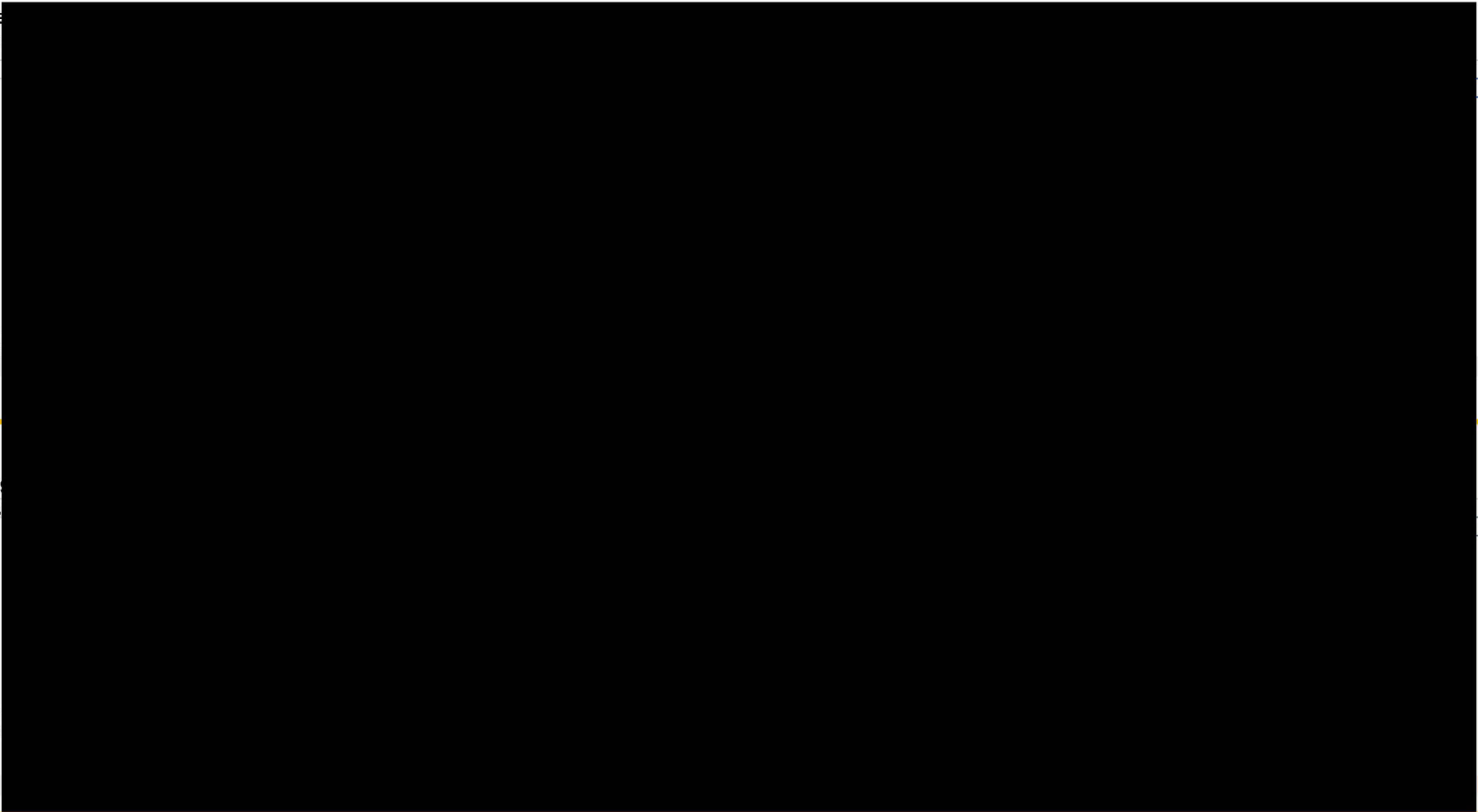
Non-Earnings

Takeaway:

- YTD
- Base Capital \$
- Risk: New Bus

Capital

Base Capital
Electric Distribution
New Business
Maintenance
Emergency Response
Field Metering
Cap Bal/Memo Accts
CEMA Capital Electric
Emergency Response
FRMMA/WMPMA - Electric
Wildfire Safety Inspections
Major Emergency
Emergency Response
Grand Total





ARM: Executive Summary



Expense

	APR			MAY	JUN	YEAR TO DATE				ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense																
Electric Distribution																
Exp Bal/Memo Accts																
TO - Electric																
Elec Pgm Investment Charge (EPIC) - PG&E																
FRMMA/WMPMA - Electric																
Integrated Distributed Energy Resources																
Grand Total																

Capital

Base Capital																
Electric Distribution																
Electric Transmission																
Cap Bal/Memo Accts																
FRMMA/WMPMA - Electric																
Other Capital																
DRPTMA - Capital																
Grand Total																



2021 Plan vs Prior Year Actuals Capital by Program



Key Takeaways:

- [Redacted]
- Plan Distribution New Business and Work Requested by Others reduced based on assumed economic impacts of COVID-19 that did not materialize.
- Executability of overall portfolio is dependent on internal/external resource capacity
- Highlights of Outstanding Risk Items:
 - Executability and Resourcing of Capital portfolio including:
 - T&D Major Projects – T-Line, Sub, Capacity
 - [Redacted] vs [Redacted]
 - Mobile Home Park
 - Transmission Capital portfolio prioritization to align with STAR Filing



2021 YTD Performance Capital Summary

April 2021

YTD Actual YTD Budget YTD Variance Forecast

YTD Variance



Electric Operations

Wildfire Risk

Total

YTD Electric Operations

constraints/work progression on expanded 2021 work plan; partially offset by higher cost/volume than reduced 2021 funding level, and related to January 2021 atmospheric river weather event

Note: Transmission Lines are offsetting misalignments between plan / actuals

System Hardening
Transmission Line
Capacity
Wildfire Operational Practice
Transmission Substation
Public Safety Power Shutoff
Wildfire Safety Inspections Pr.
Support
Emergency Respons
New Business
Wildfire Safety Inspections Pr.

EOY Forecast Variance

Support
Work Requested by Others
Transmission Substations
Maintenance
Reliability
Substation Management
Work Requested by Others
Generation Interconnection
Support
Transmission Lines
State Infrastructure Projects
New Business

thus forecast was reduced



Capital Risks & Opps

Total R&O

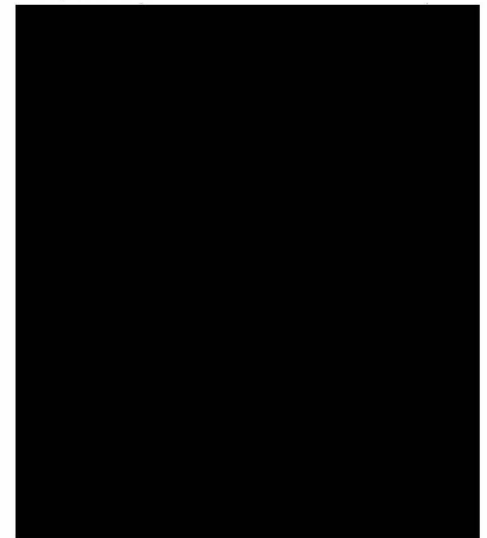


Electric Operati

M

Key Risks & Opportunities Electric Operations:

Wildfire R



● Risk ● Oppo

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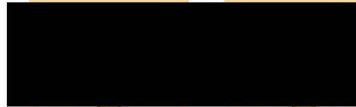


EO | Capital

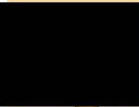
Description & Drivers of Risk

Severity of January weather, assumed economic slowdown on customer-driven work did not materialize, work progress on State Infrastructure and Generation Interconnection projects

Risk



Opportunity



Forecast Change Request

-

Owners

Executive



Program

Various

Action Plan

Resolution Date

6/30/2021

Key Capital Risks (including internally funded items):

- New Business / Work Requested by [redacted] to expected economic impacts of COVID-19 which did not materialize.
- [redacted] Salt Pond Boardwalks and Caltrain projects
- Generation Interconnection/Transmission Substation [redacted] due to work progress and funding overstressed breaker replacement to meet state mandates and energy forecasts
- [redacted] pull forward 27 miles of deteriorated conductor projects from 2022 into 2021

Forecast increase not being requested at this time due to additional opportunities not reflected above:

- Strategic Sourcing - T&D Construction RFP potential opportunity [redacted]
- Resource constraints - analysis ongoing to determine if we have the internal and external resource capacity to execute the full remaining 2021 Capital portfolio that each program is forecasting.

Financials

YTD Actual

Year-End Forecast

Year-End Budget



Progress from Prior Month

Specific capital funding authorizations continued to be reviewed and in some cases approved at Electric's internal Transmission and Distribution Work Resource & Financial governance forums. Approved work exceeds current financial plan within April's [redacted] with the expectation that there will planned work that will not progress to execution [redacted] and that impacts of overall resource constraints have not be fully reflected in each programs forecast.

Help Needed

TO Program Review

Supplemental Materials



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T&D Grid Technology Applications- TO Capital (63)

Financial Performance

Financials
\$ Thousands

	APR	MAY	JUN	YEAR TO DATE	ANNUAL	SYSTEM R&Os	WATCH ITEMS
Base Capital	[REDACTED]						
Electric Transmission Deal, [REDACTED]	[REDACTED]						
Grid Technology Applications	[REDACTED]						
Grand Total	[REDACTED]						

Key Takeaways

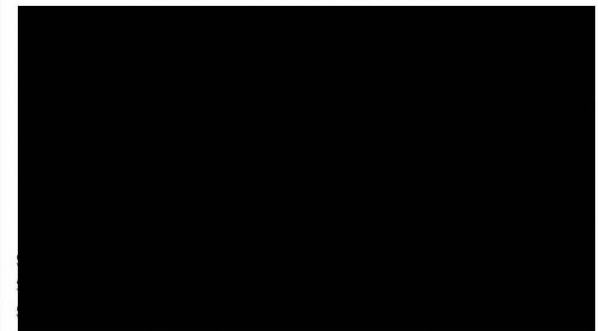
April Results

- April under-run primarily driven by TSRP Program not having worked as many as hours as expected due to work not being kicked off yet
- Additional driver: [REDACTED] was approved through ICR process as a result of PMU project being phased out

Risks & Opportunities

- No Risk & Opportunities identified at this time
- Current end of year forecast aligns with original plan/DET

Financial Performance



ACT PRB FCST



T&D Grid Technology Applications- DO Capital (63)

Financial Performance

Financials
\$ Thousands

	APR			MAY	JUN	YEAR TO DATE				ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Capital	[REDACTED]															
Electric Distribution	[REDACTED]															
Deal, [REDACTED]	[REDACTED]															
Grid Technology Applications	[REDACTED]															
Grand Total	[REDACTED]															

Key Takeaways

April Results

- Under-run primarily driven by ADMS Program launching new projects that have not started yet (still in Phase 1 – Designing/Planning)
- Spending is expected to increase later in June

Risks & Opportunities – None identified at this time

- Potential Risk of [REDACTED]

Financial Performance

[REDACTED]



Transmission Maintenance – April YTD

MWCs 70, 93 and IC

Financials
\$ Thousands

	Actuals				Actuals	RET Budget	Current Budget	Remaining Budget
	Jan	Feb	March	April Adj	April Adj YTD	April YTD	EOY (RET)	RET
Total Spend								
Capital								
70 Pole & Tower Replacements								
70Y Pole Replacements								
93 Capital Maintenance								
Expense								
IC Expense Maintenance								

YTD Budget View UC

Unit Cost		Actuals	CBP Budget
		April YTD	2021
Capital			
70Y Pole & Tower Replacements			
93 Capital Maintenance			
Expense			
IC Expense Maintenance			

Program Highlights

- Remaining in invoices for Quanta 2020 maintenance work. (as of 5/3)

Capital - 70

- Added to 70Y in April. Total contract resource group amount was only. This fills the gap between 2020 April YTD and the current 2021 YTD spend.

Capital – 93

- 153 Pole Replacements will move from 93 to 70Y.

Expense – IC

-

Key Takeaways

	2021				2021	2021
	Jan	Feb	Mar	Apr	April YTD	Full Year
70Y Units						
DET Units	171	219	243	340	974	3,093
TLM Scheduled Units	55	158	251	459	923	2,620
Scheduled Find & Fix (DET - TLM)	116	61	(8)	(119)	51	473
Units Completed	58	169	269	440	936	
93 Units						
DET Units	149	167	188	286	789	3,107
TLM Scheduled Units	126	232	253	264	875	2,057
Scheduled Find & Fix (DET - TLM)	23	(65)	(65)	22	-86	1,050
Units Completed	145	240	257	258	900	
IC Units						
DET Units	877	1,139	1,284	1,777	5,077	16,446
TLM Scheduled Units	645	883	1,068	1,471	4,067	9,726
Scheduled Find & Fix (DET - TLM)	232	256	216	306	1,010	6,720
Units Completed	1,040	1,172	1,462	1,429	5,103	



Transmission Line Projects

Financials	ANNUAL						Risks & Opportunities
	YTD ACT +	DET	RES	VAR	FCST	VAR	
TRANSMISSION LINE	PRM		TARGET	(VS RES T)	(RET)	(VS FCST)	Accomplishments
T-LINE							
T-Line w/o Execution Wedge							
60: ET Line Capacity							
71: E Trans Repl Line ROW Access							
72: E Trans Repl Line Underground							
92: ET Line Emergency Repl							
94: ET Reliability General							
T-Line Execution Wedge							
21: Misc Capital							
Other							
93: E-Trans Preventative Work (Unitized)							
93: E-Trans Preventative Work (Project)							
93: E-Trans Preventative Work (Tower Coatings)							
MPP							
70: ET Line Repl Poles							
93: E-Trans Preventative Work (NERC Compliance)							
Grand Total							

Planned Units

- Miles of Reconductoring (# miles): No month units attained. Aligns with April forecast. On track to meet EOY Target.
- Targeted Circuits: No units attained. Aligns with April forecast and on target to meet
- SCADA Switches (DET): MTD units attained ahead of schedule due to resource & system availability. Increase in EOY Target to 52 units occurred after the DET Plan has been set to include planned units for both HFTD & non-HFTD areas.

--

Category	Planned Unit Description	2021 Plan	April			Apr YTD		May			May YTD Fcst to Plan Variance			EOY
			Plan	Actual	Var	Plan	Actual	Plan	Fcst	Var	Plan	Fcst	Var	Forecast
T-Line	Miles of Reconductoring													
Capital	Targeted Circuits													
Units	SCADA Switches (DET)													



Transmission Substation Projects

Financials

ANNUAL

Risks & Opportunities

TRANSMISSION SUBSTATION

TRANSMISSION SUBSTATION

- Trans Sub w/o Execution Wedge
 - 3F: ET Protection Relays
 - 60: ET Line Capacity
 - 61: ET Subst Capacity
 - 64: ET Subst Repl Breakers
 - 65: ET Subst Emergency Replace
 - 66: ET Subst Repl Other Equip
 - 67: ET Automation / SCADA
 - 68: ET Subst Repl Transformer
 - 94: ET Reliability General

Trans Sub Execution Wedge

- 21: Misc Capital

WSIP-T

- 65: ET Subst Emergency Replace

Grand Total

Planned Units

Category	Planned Unit Description	2021 DET Plan	YTD Act	DET Units Remain	YTD % Comp	EOY Fcst	EOY Var	EOY %	RAG Status Thresholds				
									Not Met	Caution	On Track	Met	
									< 85%	85-90%	90-100%	100%	
										Notes			
T-Sub	Animal Abatement	2	0	2	0%	2	0	100%					
	Breakers	23	5	18	22%	20	3	87%		Glenn - pushed 3 units to 2022 due to Test Resources			
	Bus Upgrade	3	1	2	33%	3	0	100%					
	OB Insulator	157	52	105	33%	137	20	87%					
	Switches	56	3	53	5%	51	5	91%		Glenn - pushed 5 units to 2022 due to Test Resources			
	Transformers	4	0	4	0%	3	1	75%		Glenn - pushed 1 units to 2022 due to Test Resources			

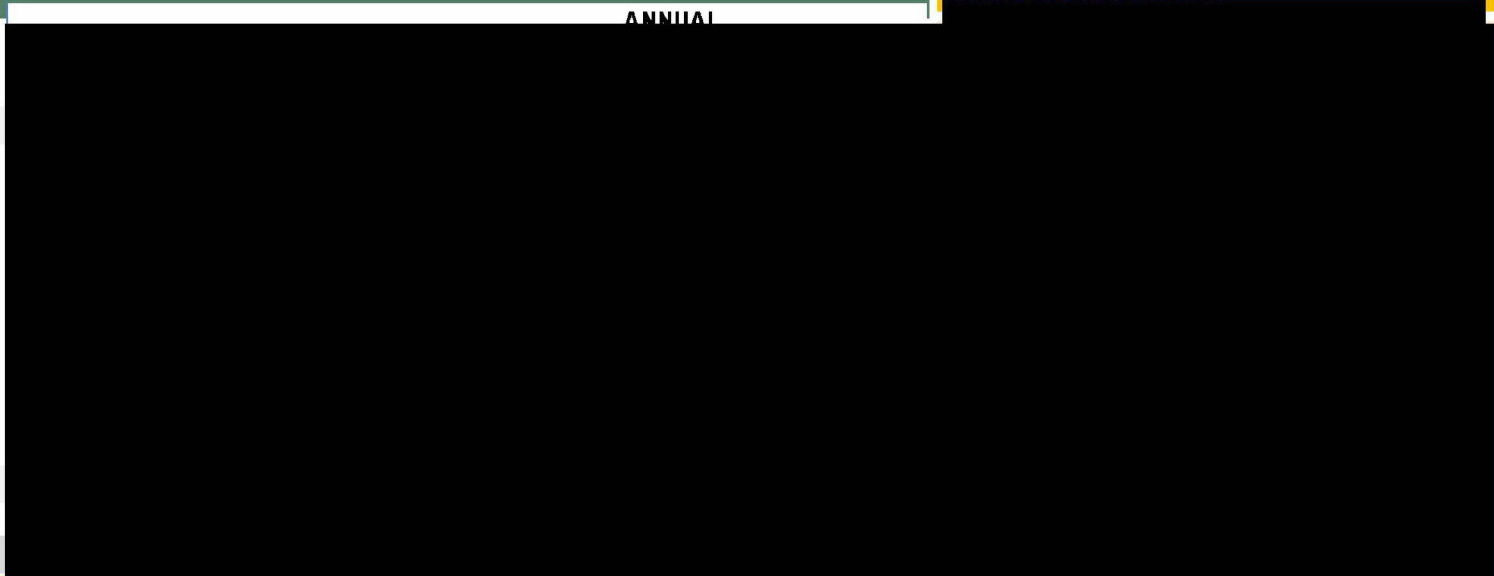


Distribution Substation

Financials

Risks & Opportunities

ANNUAL



DISTRIBUTION SUBSTATION

DISTRIBUTION SUBSTATION

Dist Sub w/o Execution Wedge

- 09: E Dist Automation & Protection
- 46: E Dist Subst Capacity
- 48: E Dist Subst Repl Other Equip
- 54: E Dist Subst Repl Transformer
- 58: E Dist Repl Substation Safety
- 59: E Dist Subst Emergency Repl

Dist Sub Execution Wedge

- 21: Misc Capital

WSIP-D

- 59: E Dist Subst Emergency Repl

Grand Total

Planned Units

Category	Planned Unit Description	2021 DET Plan	YTD Act	DET Units Remain	YTD % Comp	EOY Fcst	EOY Var	EOY %	RAG Status Thresholds				
									Not Met	Caution	On Track	Met	
									< 85%	85-90%	90-100%	100%	
										Notes			
D-Sub	Animal Abatement	19	4	15	21%	18	1	✓ 95%	Coarsegold - work was WSIP related under wrong MWC.				
	Batteries	3	1	2	33%	2	1	✗ 67%	Pueblo - 1 unit. Battery enclosure added to scope. Req permit.				
	Breakers	18	4	14	22%	18	0	✓ 100%					
	Switches	49	20	29	41%	49	0	✓ 100%					
	Switchgear	1	0	1	0%	1	0	✓ 100%					
	Transformers	8	2	6	25%	8	0	✓ 100%					



2021 Transmission Maintenance Affordability Unit Cost Performance | Capital

MWC	MAT	MAT Code Description	Affordability Baseline UC	(A)			(B)			(C) = (A + B)			(F)			(G) = (C - F)			Analysis		
				Units	UC	Savings in (M)	Units	UC	Savings in (M)	Units	UC	Savings in (M)	Units	UC	Savings in (M)	VAR Unit	VAR UC	Savings in (M)	Savings Run-Rate	YTD UC Trend	
93	93B	Raptor Protection - Wood																			
93	93E	Wood Pole Reframe																			
93	93S	Switch Replacement - Steel																			
93	93G	GO95 Mitigation - Wood																			
93	93A	Anti-climb guards																			
93	93I	Insulator Replacement - Wood																			
93	93K	Insulator Replacement - Steel																			
93	93H	Switch Replacement - Wood																			
93	93R	Raptor Protection - Steel																			
		Subtotal - Maintenance - T - Capital																			

Transmission Maintenance Capital

YTD Performance

- [REDACTED] Affordability savings April YTD is lower compared to last month which was favorable as [REDACTED]
- 93K – Insulator Replacement Steel [REDACTED] YTD has significantly increased from the previous month [REDACTED]

Risks/Opportunities

- Potential savings from the T&D construction services RFP
- Accruals continue to be an overall risk for the portfolio

EOY Forecast

- [REDACTED] Affordability Unit Cost Savings target for 2021
- At the current run rate, capital will fall short of the [REDACTED]

MPP Program Review

Supplemental Materials



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PSPS Distribution Sectionalizing Devices - MSOs and PSPS Automated Devices Combined

Report Date: 05/13/2021 (Completions thru Wed.)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	1	2

- Key CAP Learnings:
- Main item from 2020 was insufficient clearance between the controller and communications wire.
- Other Notes:
- MSO replacement project not re-purposing radio into new device (Resolution submitted)
 - Projects not constructed per Design Standards

WEEKLY SAY-DO (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals wo 5/2
ESTS	7	10	10
PEND	15	15	13
PRE-C	6	12	17
GC	7	5	5
CONT	10	7	7
COMM	6	6	5

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Estimating	15 / week	14 / week
PEND	45 days	41 days
Pre-comm	45 days	40 days
GC	56 days	34 days
Contract	28 days	40 days
Comm	14 days	7 days

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.
 PREPARED BY MAJOR PROJECTS & PROGRAMS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

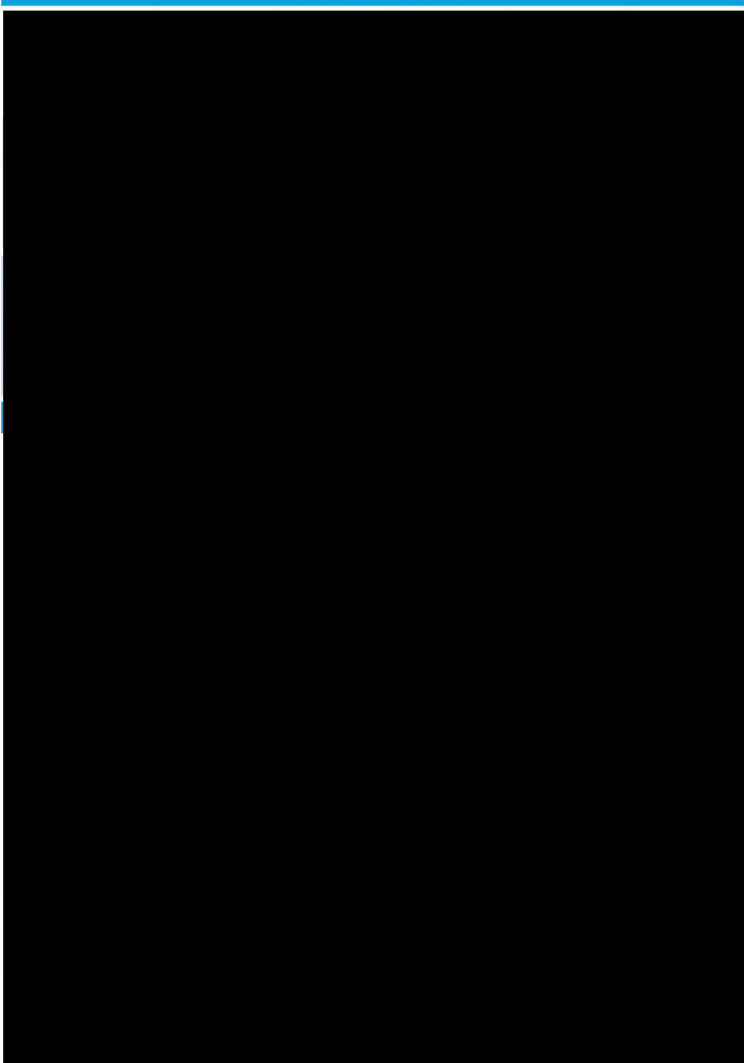
- Priority Risks & Support Requested:**
- 4 of the 250 CWSP devices are projected to miss the 9/1 deadline
- Other Notes:**
- Currently re-baselining program to split out targets by MSOs and CWSPs.
 - 2020 QA Passed: 606/611 – 99%**
 - 1 Contracting, 1 GC
 - ¹Includes PIH Commissioned

2021 YTD STATUS

Phase	Cont.	GC	DLT	Total
Initiation w/ Standards	0	0	0	0
Estimating	9	12	0	21
Pending Permits and Pre-comm	9	14	0	23
Pending Permits (Pre-comm comp)	14	14	0	28
Pending Pre-comm (Permits comp)	18	22	0	40
Ready for Construction	51	49	1	101
Installed Awaiting Commissioning	12	20	0	32
Installed, Comm not Req (Manual)	2	2	0	4
Commissioned (DLT's)	46	51	1	98
TOTAL	161	184	2	347

Targets vs Actuals	Jan	Feb	Mar	Apr	May	Jun	July	Aug	> Aug
Month Target - CWSP	2	10	18	39	40	49	49	43	0
Month Act / FCST - CWSP	2	0	6	27	62	55	69	32	12
Cumul. Target - CWSP	2	12	30	69	109	158	207	250	250
Cumul. Act / FCST - CWSP	2	2	8	35	97	152	221	253	265
Cumul Target – MSO to V	0	0	9	24	39	45	45	46	46
Cumul Actuals / Forecast – MSO to V	0	0	9	24	39	45	45	46	56
Cumul Act / FCST - Manual	0	0	3	4	4	4	5	9	9

KEY METRICS





System Hardening Work Completed thru 5/10

47.1 / 200
MILES CONSTRUCTED
(23.6%)

44.7 / 200
QA MILES PASSED²
(22.4%)

5.6
IA MILES VALIDATED²
(2.8%)



2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
0	3	3

Key CAP Learnings:

- Completed two (2) CAPs relating to WSD Inspections follow up action items to document mitigation completion. QA team provided completed audits per standard process.
- Completed one (1) CAP from 2019 suggesting input from Meteorology department regarding planning and execution of projects. Response highlights current processes to address concerns.

WEEKLY SAY-DO (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals Wo 5/2
ESTS	7.5	0.9	10.6
PEND	1.4	0.6	6.5
GC	2.8	1.7	1.5
CONT	2.4	0.8	1.8

¹ ESTS may include projects for Construction beyond 2021

FORECASTED TIMELINES (2021)

Group	Forecast ²	YTD Average
Estimating	130 days	33 days
PEND	65 days	67 days
Scheduling	22 days	47 days
Construction	88 days	TBD

² Based on cycle time analysis on 2020 portfolio
Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROJECTS & PROGRAMS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Due to change in risk model, 360+ miles removed from project pipeline. All upstream stakeholders (Asset Management, Estimating/Design, Dependency, Project Management) are working to re-fill project pipeline.
 - Q3/Q4 execution schedule risk due to majority of 2021 work (58% of 2021 target) in pre-construction phases
 - Wildfire Risk Governance Steering Committee reviews and approves all projects in the portfolio including field safety re-evaluations of previously deferred projects.
 - Dialogue with CalTrans on permitting requirements (DSDD process and requirement for PE-stamped drawings) is ongoing – projects pending these permits have been deferred to 2022.
 - No escalation needs at this time
- Variance Drivers:**
- Budget:** YTD Actuals includes \$12M credit driven by timing of the 2020 Fire Rebuild accrual; YTD spend is lower than plan (DET) due to the plan not incorporating seasonality or actual project schedules after the risk model update. Program expects significant ramp up in Q3/Q4 spend.

2021 YTD STATUS

Phase (Miles)	Base Projects (08W)		Fire Rebuild (08W)		Idle Facilities (2AF)	Other	2021 Total
	GC	Contract	GC	Contract			
Constructed (CONS+)	25.8	13.0	-	2.4	1.5	4.4	47.1
In-Progress (CONS)	18.3	3.8	3.0	-	0.3	1.4	26.8
Ready for Construction (UNSC)	4.2	1.7	0	2.9	1.4	0.1	10.4
In Dependency (PEND)	27.7	25.6	3.8	10.9	0.4	-	68.3
In Estimating (ESTS)	34.5	28.9	1.5	19.7	1.0	-	85.6
Scoped (UNSE)	35.7		24.9		-	-	60.6
In-Scoping (UNSE)	0		17.8		-	0	17.8
Pre-Scoping (UNSE)	-		-		-	-	-
TOTAL	219.2		86.9		4.6	5.9	316.6

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	5	5	10	15	20	25	25	30	30	17	12	6
Cumul.	5	10	20	35	55	80	105	135	165	182	194	200
Completion	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	5.1	6.1	14.3	18.2	3.4							
Cumul.	5.1	11.2	25.5	43.7	47.1							

KEY METRICS

UNITS	2021 Target*	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
		200	41.7	47.1	15	18.2
UNIT COST	Planned (DET)		EOY Forecast		YTD (Completed Projects)	
	\$2,068k		\$1,685k		\$1,296k	
BUDGET (\$k)	2021 Budget (RET)	EOY Forecast (PRM)**	YTD Target (DET)	YTD Actual	Last Month Forecast	Last Month Actual
	\$640.3 M	\$469.1 M	\$141.1 M	\$34.3 M	\$22.9 M	\$18.8 M

* PG&E's 2021 WMP commitment is to complete 180 system hardening miles in 2021, however the internal program target and budget is to complete at least 200 miles.
** **Current PRM Forecast is understated. More accurate, offline forecast is \$539.7M, PRJ to be updated for next month's cycle.**

Q2 WEEKLY ACTUALS VS FORECAST TRENDING

Refer to Page 61



System Hardening – Supporting Materials

Work Completed thru 5/10

DEFERRED PROJECTS (Previous Risk Model)

Phase	Miles	Notes
In Progress (CONS)	14.6	No work was started / Contracts have been canceled
Ready for Construction (UNSC)	36.5	Contracts have been canceled
In Dependency (PEND)	126.9	All efforts halted – those permits that had already been acquired will likely have expired if projects are restarted.
In Estimating (ESTS)	117.9	All efforts halted
Scoped (UNSE)	67.1	All efforts halted
TOTAL	363.2	Asset Management reviewing PSPS Mitigation and PSS related projects to determine if some will be brought back to WRGSC for adding back to the approved project portfolio

SCOPING EFFORT STATUS (Identification and approval of projects)

	OH Miles	UG Miles	Relocate	Removal	Total Miles	Scoping Bucket
WRGSC (Wildfire Risk Governance Steering Committee) Approved	201.6	107.3	1.7	31.8	342.38	Scoped
Ready to be scheduled WFGC	-	-	-	-	-	In-Scoping
Asset Mgmt Document Building for WFGC	32.4	0.5	-	0.8	33.68	In-Scoping
Planning Engineers Review	-	-	-	-	-	In-Scoping
ADE - Field Scope	53.9	-	-	-	53.87	In-Scoping
Table Top	107.1	-	-	-	107.14	In-Scoping
TOTAL					537.07	

Notes:

- Use table above for leading indicator discussions only due to time lag between Scoping and addition to approved portfolio (up to 1 week lag).
- Table above does not include 2020 carryover projects approved by Wildfire Governance Committee and is not categorized by construction year

CUSTOMER REFUSALS (As of 5/10/2021)

Status	Construct.	Veg.	Both	Total
Open	5	0	0	5
Closed	1	0	0	1
Total	6	0	0	6

OVERALL MULTI-YEAR PORTFOLIO STATUS

Phase (Miles)	2021	2022	Unallocated Year	Total Portfolio
Constructed (CONS+)	47.1	0	0	47.1
In-Progress (CONS)	26.8	1.5	(1.1)	27.2
Ready for Construction (UNSC)	10.4	0	(1.6)	8.9
In Dependency (PEND)	68.3	17.4	(0.5)	85.2
In Estimating (ESTS)	85.6	44.5	(1.0)	129.2
Scoped (UNSE)	60.6	131.1	9.4	201.2
In-Scoping (UNSE)	17.8	0	171.5	189.3
Pre-Scoping (UNSE)	-	0	97.3	97.3
TOTAL	316.6	194.5	274.3	785.3
TARGET	200	480		

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.



System Hardening – 3 Months' Actuals and Forecast Trend

Work Completed thru 5/10



Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

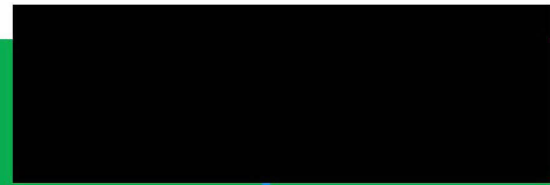


Surge Arresters

Report Date: 5/11/2021 • Units Through: 05/10/2021
 2021 Completed Scope Received from Asset Strategy: 01/20/2021

3,285 / 21,383
 Completed Units
 Actuals/ Pgm Target
 (15.4%)

3,285 / 15,000
 Completed Units
 Actuals/ WMP Target
 (21.9%)



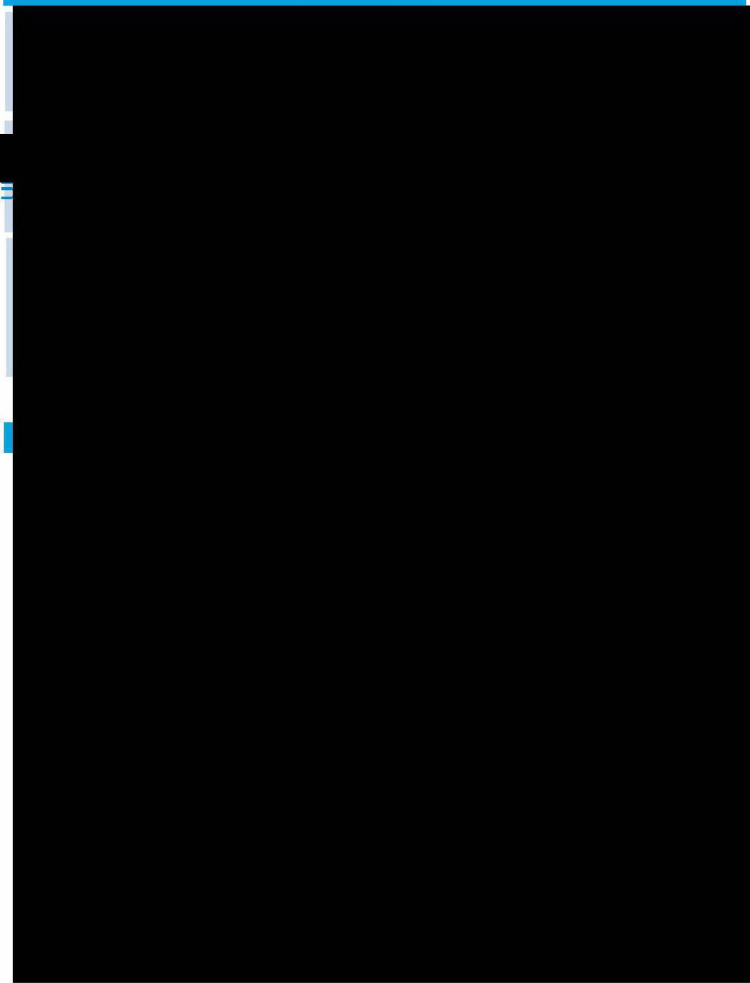
2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
0	0	0

- Key CAP Learnings:
- No assigned CAPs to the SA program
- Other Notes:
- N/A

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Construction Management is tracking Contractor Ramp up plans to ensure enough crews are on property to meet Q2 unit goals.
- Variance Drivers:**
- Units: Units are ahead of estimated May Unit targets for both Baseline and recovery plan unit expectations.
 - Unit Cost: Current YTD Program All-In unit [REDACTED] Sourcing RFP.
 - [REDACTED]
- Action Plan to Get Back to Green:**
- Units: Construction Management has granted Rokstad, FPW, and Intren the opportunity to work 6/10s. This will allow each of the contractors to ramp up crews as necessary and put the program in a better position to meet our WMP wildfire commitment goals in 2021
- HFTD:**
 All 2021 units are in T2/T3 HFTD

KEY METRICS



WEEKLY SAY-DO (Sun-Sat)

Phase	Forecast wo 5/9	Forecast Wo 5/2	Actuals wo 5/2
Pre-Constr	879	919	750
Scheduled	489	518	522
Construction	459	429	410
QA ²	NA	NA	NA

2021 YTD STATUS (effective 5/11/2021)

Phase	Count
In Pre-Construction	750
Scheduled for Construction	522
Construction Completed ¹	1,717
Mitigated	1,568
QA Reviewed ²	0
TOTAL	4,557

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Pre-Construction	450 / week	Not Available
Scheduled	450 / week	Not Available
Completed	450 / week	Not Available
QA Reviewed	14 days	TBD
QA Verified	28 days	TBD

¹ YTD Ceramic Post Insulators Replaced: 0 / Target Post Insulators Locations: 1500.

	Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Baseline	Month	0	0	300	1348	3126	3516	3872	3574	3464	1102	600	481
	Cumul	0	0	300	1648	4774	8290	12162	15736	19200	20302	20902	21383
Recovery	Month	0	16	152	1354	1734	2576	3131	2697	1456	1043	693	148
	Cumul	0	16	168	1522	3256	5832	8963	11660	13116	14159	14852	15000

² Will be updated once QA Review team starts reporting.

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

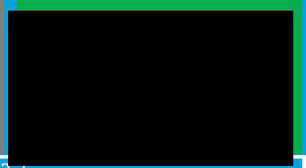


DO Non-Exempt Fuse Replacements

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 04/20/2021

0 / 1,200
 Completed Units
 Actuals/Target
 (0%)

\$TBD / 13K
 Unit Cost
 Actuals/Target
 (TBD%)



2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:
 N/A
Other Notes:
 N/A

WEEKLY SAY-DO ¹ (Sun-Sat)			
Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals wo 4/2
PEND (PEND Out)	TBD	TBD	TBD
In Const (CONS In)	TBD	TBD	TBD
Installed (CN24/DC33)	TBD	TBD	TBD

FORECASTED TIMELINES (2021)		
Group	Forecast	YTD Average
Permitting	TBD	TBD
Contract	60/week	TBD
As BUILTs	14 days	TBD
QA	7 days	TBD

¹ Weekly Say-Do will be populated in future dashboards
² Core Programs Financial Dashboard 05.11.21
³ Distribution Operations Toolset 5.11.21

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:
 2020 Program:
 • Contractor continues to submit As-Built; Expect all to be complete by May
 2021 Program:
 • Decision to use MAV risk model to complete highest risk circuit analysis. Workplan re-scoping will cause construction execution delays and program re-baselining;
 • Asset Strategy provided list of all 1,690 locations on 4/20. AM request to contract 1,311 locations.
 • MPP Leadership guidance confirmed 1200 Target, Ready 1690 locations (379 locations – “buffer”) **Variance Drivers:**
 • Given timing needed for permitting activities, construction work on remaining sites not expected to be ready until July
Action Plan to Get Back to Green:
 • 187 initial sites meet the updated risk model; 176 Of 187 locations have a valid permit or permit not needed (NOTN). Contractor (Outsource and Wilson) will begin field assessments/construction 176 of 187 locations. Remaining locations, permitting will apply for a permit.
 • Contract Specialist will proceed with CWA for initial 187 locations.
HFTD Completions YTD: Buffer Zone/Non-HFTD - 0; Zone 1 - 0; Tier 2 - 0; Tier 3 - 0

2021 YTD STATUS ³

Phase	Target
Locations Being Identified	10
In Dependency (PEND)	1,510
Ready (UNSC)	180
Completed by Others	0
In Construction (CONS)	0
Installed (CN24/DC33)	0
QA Complete	0
Total	1,700

Target ³	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	0	0	0	0	10	70	100	280	330	330	80	-
Cumul.	0	0	0	0	10	80	180	460	790	1,120	1,200	-

KEY METRICS ^{2,3}

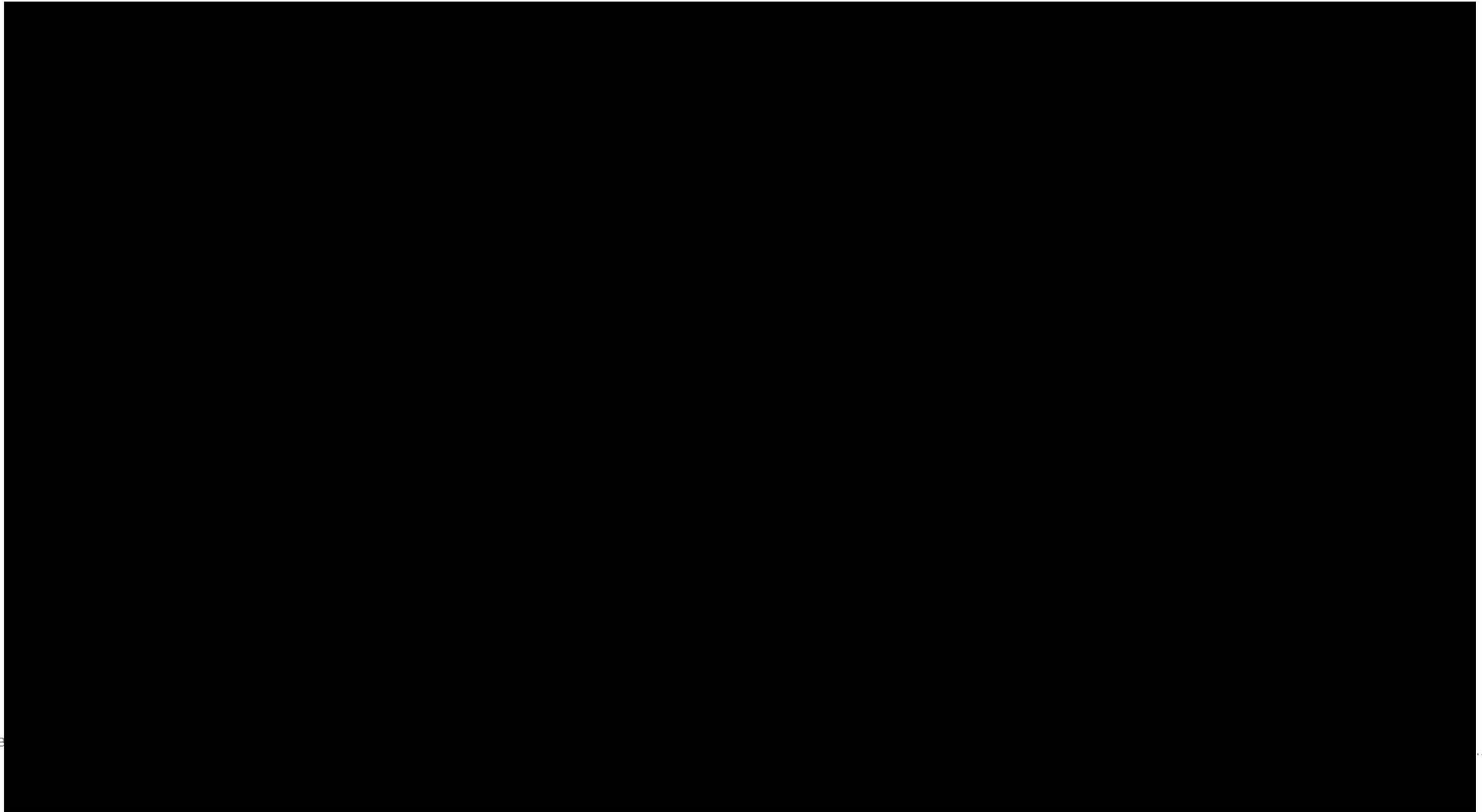




DO Non-Exempt Fuse Replacements – Weekly Actuals vs. Forecast Trending (Production Model)

Report Date: 05/11/2021 • Units Through: 05/09/2021

2021 Completed Scope Received from Asset Strategy: 04/20/2021



PREPARED BY

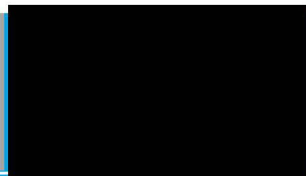


DO REFCL

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: N/A

0 / 0
 Completed Units
 Actuals/Target
 (0%)

N/A
 Unit Cost
 Actuals/Target



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	0	1

Key CAP Learnings:
 • Project has had many setbacks and issues due to first installation of the program.

MONTHLY SAY-DO

Phase	May Forecast	April Forecast	April Actuals
ESTS	0	0	0
PRE-COMM	0	0	0
PEND	0	0	0
UNSC	0	0	0
CONS	0	0	0
QA	2	10	8
COMM	0	31	29

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Estimating	N/A	N/A
Pre-Commissioning	2 weeks	N/A
PEND	8-10 weeks	N/A
CONS	8 weeks	N/A
QA	1 week	N/A
COMM	2 weeks	N/A

¹MPP Financial Dashboard 05/12/2021
 Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.
 PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Key piece of the FAN design is not functioning. FAN team is working with the contractor to determine path forward. Note: this does not affect the ability to move forward with REFCL system testing.

Variance Drivers:

- Units: N/A – units completed in 2020; Two units did not require commissioning due to removing fusesavers from service. All commissioning complete.
- Unit Cost: N/A
- Budget: April variance [redacted] due to miscellaneous charges and overheads. YTD underrun due to [redacted] from capital to EPIC for 2020 work and inability to post accruals or pay invoices in February.

Action Plan to Get Back to Green:

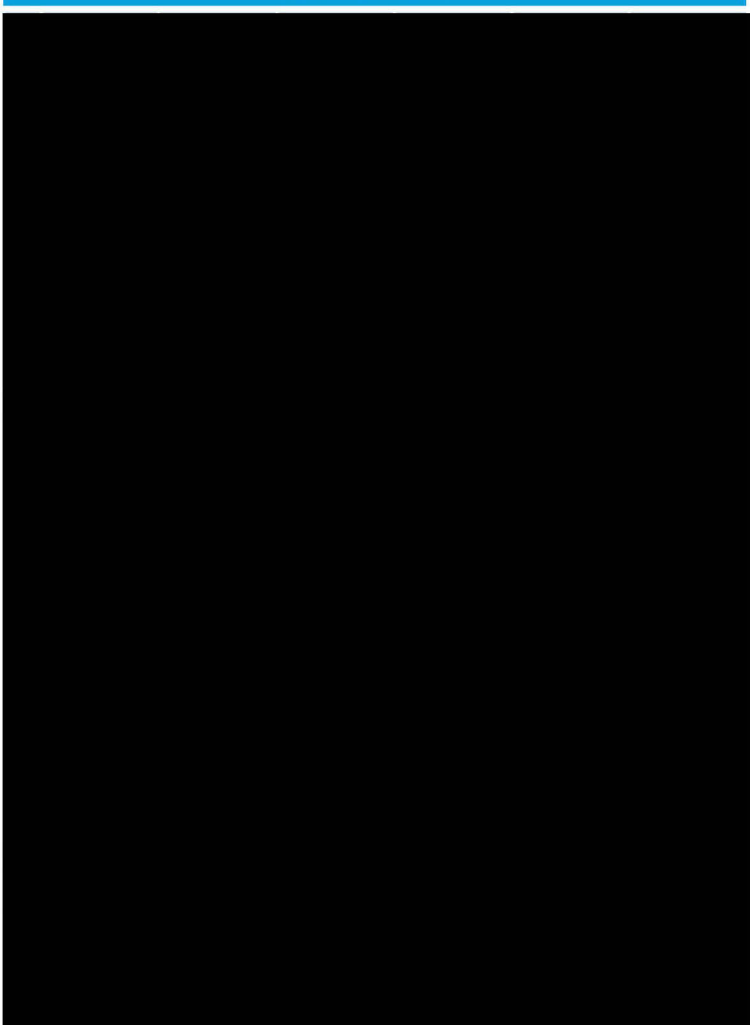
- FAN project manager working with contractor to assess health issues found during optimization and determine path forward..
- WMP commitment to complete testing by 9/1 still on track.

2021 YTD STATUS (effective 5/11/21)

Phase	Cont.	GC	Unassigned	Total
Estimating	0	0	0	0
Pre-Commissioning	0	0	0	0
Dependencies	0	0	0	0
Ready for Construction	0	0	0	0
Construction	0	0	0	0
Installed Awaiting Commission	0	0	0	0
QA	2	0	0	2
Commissioned (Complete)	29	0	0	29
TOTAL	31	0	0	31

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	0	0	0	0	0	0	0	0	0	0	0	0
Cumul.	0	0	0	0	0	0	0	0	0	0	0	0

KEY METRICS¹



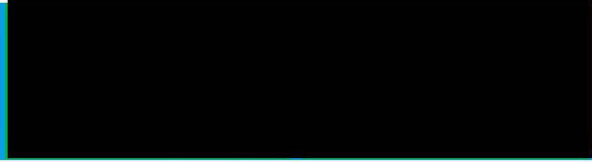


DO PIH Microgrid

Report Date: 5/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 01/11/2021

4 / 5
 Completed Units
 Actuals/WMP Target
 (80%)

4 / 10
 Completed Units
 Actuals/Target
 (40%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:
 No 2021 CAPs at this time

Other Notes:

MONTHLY SAY-DO

Phase	Forecast May	Forecast April	Actuals April
ESTS	0	2	2
PEND	1	1	0
UNSC	0	1	0
COMP	0	3	3

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Target	1	1
Jan	1	1
Feb	0	1
Mar	0	1
Apr	3	4
May	0	4
Jun	1	5
July	2*	7
Aug	0	7
Sept	2	9
Oct	1	10
Nov	0	10
Dec	0	10

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- 2 projects currently pending Caltrans Permits – are planned for July but currently at risk. Jobs have been escalated through the land department. Will not be able to start until August/September at the earliest, at risk to not meet internal target

Variance Drivers:

- Program is overspent due to escalated schedules prior to PSPS season. Still expecting to complete all 10 orders within budget. If two at risk projects are not able to be completed in 2021, will be underspent

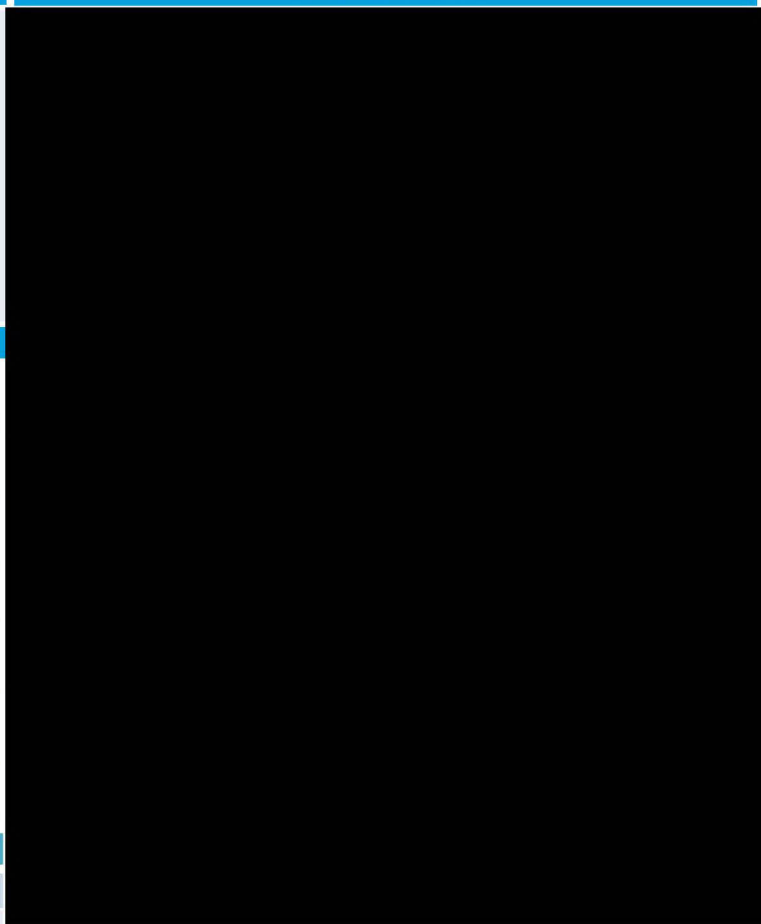
Notes:

- Of the 4 completions, 1 is still awaiting CN24 completion
- Last completion needed to hit WMP commitment expected in June (On Track)

2021 YTD STATUS

Phase	Cont.	Total
Estimating	2	2
Dependencies	3	3
Ready for Construction	1	1
In Construction	1	1
Complete	4	4
TOTAL	11	11

KEY METRICS



January | February | March | April | May | June | July | August | September | October | November | December



Fuse Savers

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 04/01/2021

0 / 70
 Completed Units
 Actuals/Target
 (0%)

N/A
 Unit Cost
 Actuals/Target



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- None

Other Notes:

- None

WEEKLY SAY-DO ¹

Phase	W/O 5/9 Forecast	W/O 5/2 Forecast	W/O 5/2 Actuals
ESTS	2	0	9
PRE-COMM	0	0	0
PEND	0	0	0
UNSC	0	0	0
CONS	0	0	0
COMM	0	0	0
QA	0	0	0

FORECASTED TIMELINES (2021)

Group	Forecasted Completion ³	YTD Average
Estimating	6/30/21	1 week
Pre-Comm / PEND	8/30/21	3 weeks
CONS	10/31/21	N/A
COMM	11/15/21	N/A
QA	11/15/21	N/A

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Balancing DLT resources among other priority work (PSPS) working in parallel. Mitigation - coordinating with PSPS team to ensure both programs remain on track.
- Working with IT to ensure DS83 pre-commissioning task holds jobs in PEND until complete.

Variance Drivers:

- Units: N/A – no units forecasted to complete to date.
- Unit Cost: N/A – no units completed to date.
- Budget: April Variance: \$8.9K overrun due to additional engineering planning / DLT labor than forecasted as some of the package preparation work spilled over from March to April.

Action Plan to Get Back to Green:

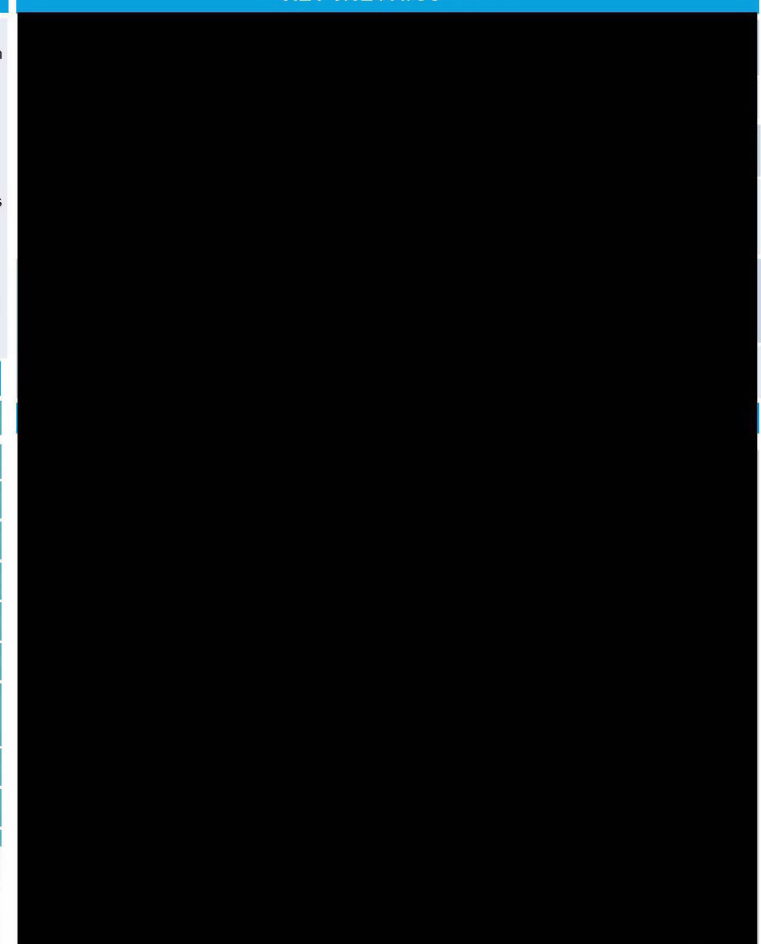
- Estimating to complete by 6/30/21.
- Pre-commissioning to occur in parallel to ESTS and PEND where possible. Pre-commissioning process started on 5/10

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	0	0
Estimating (ESTS, ADER, APPR)	49	0	0	49
Pre-Commissioning	0	0	0	0
In Dependency (PEND)	26	0	0	26
Ready (UNSC)	0	0	0	0
Construction (CONS)	0	0	0	0
Const complete awaiting comm (CN24)	0	0	0	0
Commissioned	0	0	0	0
QA	0	0	0	0
TOTAL	75	0	0	75

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	0	0	0	0	0	1	20	20	14	15	0	0
Cumul.	0	0	0	0	0	1	21	41	55	70	70	70

KEY METRICS ^{1,2,4}



¹ MPP Workplan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.



4C Controllers

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 01/20/2021

10 / 81

Completed Units
 Actuals/Target
 (12%)

KEY METRICS 1,2,4

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- None identified

Other Notes:

- None

WEEKLY SAY-DO ¹

Phase	w/o 5/9 Forecast	w/o 5/2 Forecast	w/o 5/2 Actuals
ESTS	1	1	0
PRE COMM	4	8	7
PEND	3	2	2
CONS	4	6	4
COMM	2	1	2
QA	0	2	1

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
Estimating	2 weeks	2 weeks
Pre-Commissioning	By 8/15/2021	TBD
PEND	By 8/15/2021	19 weeks
CONS	4 weeks	5 weeks
COMM	2 weeks	2 weeks
QA	2 weeks	TBD

¹ MPP Work plan 05/11/2021

² MPP Financial Dashboard 05/12/2021

³ Forecast from Business Partner s

⁴ Distribution Operations Toolset

(ADA) PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Financial risk due to one additional job added that has an authorized amount of [REDACTED] that was not included in the initial budget plan. Will assess actual costs as more jobs complete and submit a funding request as needed.
- One additional job that was identified as being in a HFTD has been added to the workplan and is in ESTS.
- 13 jobs on hold due to RFP contractor issue in CC, LP & FR. CM looking into possible GC or other contractor support.

Variance Drivers:

- Units: Met recovery plan target for April. Construction field completed 14 jobs YTD (7 in April).
- Unit Cost: Unit cost tracking with planned cost.
- Budget: April [REDACTED] overrun due to more materials ordered than anticipated. YTD underrun due to delay in contract award, scheduling of ready work, pre-commissioning, and clearing dependencies.

Action Plan to Get Back to Green:

- Pre-commission remaining devices by 8/15. Field Engineers to verify vipers have been shipped & delivered. DLT to determine what devices have been pre-commissioned to date and develop weekly plan for pre-commissioning remaining devices.
- Construction to schedule ready work within 4 weeks.

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Estimating (ESTS)	1	0	1	2
Pre-Commissioning	7	6	0	13
Dependencies (PEND)	31	9	0	40
Ready for Construction (UNSC)	7	3	0	10
Construction (CONS)	19	2	0	21
Const complete awaiting commissioning	4	0	0	4
Commissioned	5	5	0	10
QA	0	3	0	3
TOTAL	74	28	1	103

	Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Baseline	Month	0	1	37	16	25	1	0	0	0	0	0	0
	Cumul.	0	1	38	54	79	80	80	80	80	80	80	80
Recovery	Month	0	0	1	4	6	19	20	20	10	1	0	0
	Cumul.	0	0	1	5	11	30	50	70	80	81	81	81

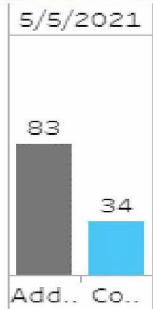


Distribution Poles (B-Tags)

Report Date: 05/11/2021 • Units Through: 05/09/2021

2021 Completed Scoped Received from Asset Strategy: N/A

Weekly Throughput



PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- FSR process will drive volume of B Tags in the coming months (Volume increase in last few weeks).
- Tag creation is out numbering tag completion

Variance Drivers:

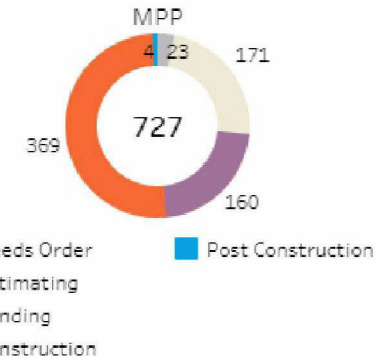
Action Plan to Get Back to Green:

- Work with Construction to prioritize B Tags (Loading order #1)
- Ensure incoming volume of B tags does not exceed 1,000 units in backlog

HFTD: Non-HFTD/Buffer: **435** Zone 1: 0 Tier 2: **268** Tier 3: **137**

KEY METRICS

Break Out of Current B-Tag Population by Phase



Average Open to Close Cycle Time (Days)

Total Tags Completed	840
Avg. Cycle Time	156*
On Time Percentage	37%*

*Cycle Time and on-time percentage measurements exclude any tags created prior to 2019 and exclude tags that were upgraded without an FSRP date.

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Initiation	3 days	13 days
Estimating	28 days	13 days
Pending	22 days	22 days
Ready	28 days	59 days

2021 YTD STATUS (effective 4/13/21)

	Notifications
Total Tags OPEN	727
Open - Past Due	123
Open - Current	604

At-Risk Current B Tags

	Notifications
Scheduled Past Due Date	38

Past Due tags by Readiness and Scheduled Status

	Notifications
After CONS Check or Close Tag	0
Not Ready Reschedule or Close, Scheduled in Past	0
Not Scheduled	6
Scheduled	15
Ready Reschedule or Close, Scheduled in Past	14
Not Scheduled	11
Scheduled	77

[Link To Tableau Dashboard](#)

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

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Community Rebuild and Resiliency Program (CRRP)

Information Thru: 4/30/2021

10.3 / 23 (WMP)
11.2 / 29 (Internal)
Completed Units
Actuals/Target



CRRP PROGRAM – 2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	1	3
<ul style="list-style-type: none"> 2 Open CAP – 1 on AFPO due to transition from North Complex emergency response to Fire Rebuild AND debris cleanup process after emergency / right of way entry 		

Monthly SAY-DO

Month (miles)	Actual Internal	Fcst. Internal	Target Internal	Actual WMP	Fcst. WMP	Target WMP
Jan	0.1		0	0.1		0
Feb	1.4		2	1.4		1
Mar	7.0		6	6.3		4
Apr	2.7		5	2.5		4
May		3.5	2		3.3	2
Jun		0.1	0		0.1	0
Jul		3.6	2		3.4	0
Aug		5	2		4.8	2
Sep		0	2		0	2
Oct		2	2		1.8	2
Nov		6	3		5.9	3
Dec		1.1	3		1.1	3
EOY	EXCEEDING 32.5		29	EXCEEDING 30.7		23

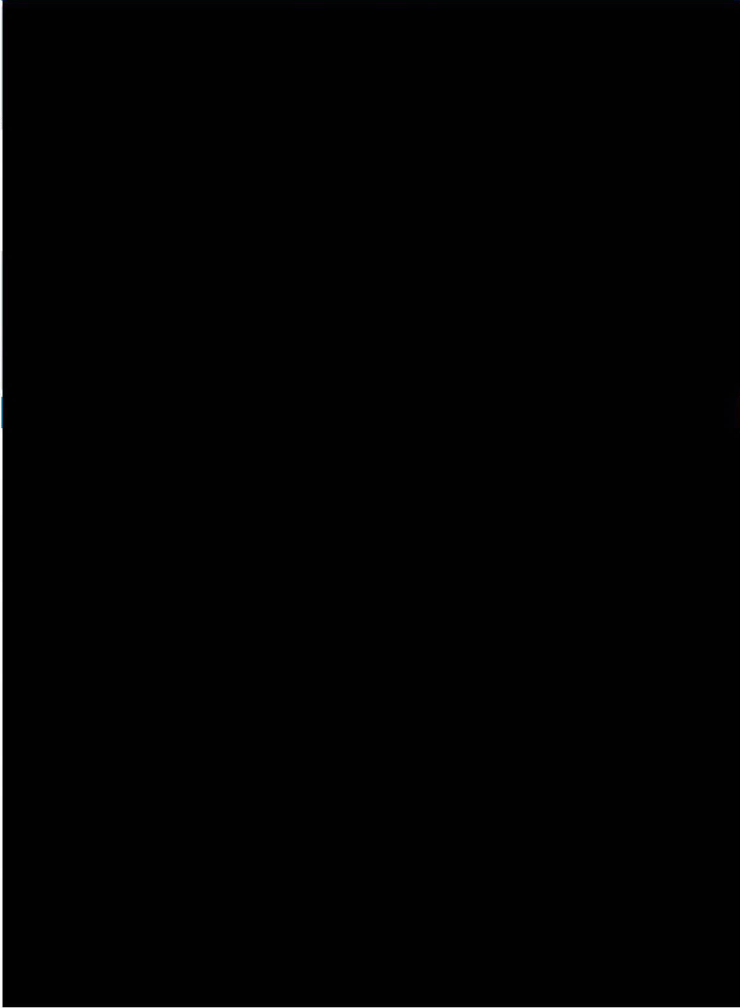
PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Risks due to the acceleration: 1. Land Rights – ROE Pilot in North Complex, approved moving forward with W1 Construction; 2. Onboarded Estimating/Design Contract Resources and target to complete civil joint trench RFP by 6/21
 - Finalizing draft of WMCE and GRC Testimony/Workpaper. Executive Challenge Session during the week of 5/5, PG&E submit by 6/30
 - Onboarded 2 Interns for Summer; Requested 3 FTE to support CZU/Creek Fire and NCF (Program Manager, 2 Outreach Specialists)
 - Creating a CRRP Playbook and roles for future rebuilds. Target to finalize by 7/2021.
- Variance Drivers:**
- Units: On track
 - Unit Cost: Currently within 3% of target.
 - Budget: 4% Variance for April, 1% Variance YTD Budget vs. Actual [REDACTED] vs. Budget. April Variance [REDACTED] in underspend for vegetation due to less OH work.

2021 YTD STATUS (through April 2021)

Phase	YTD Total
Total Trenching	4 miles
Install/Operational Gas Main	1.6 miles
Gas Commitment (%)	29% of 9 miles
Claimed 2021 WMP Electric Main	11.2 miles
WMP Commitment (%)	45% of 23 miles
2021 Estimates (%)	81% Complete
2022 Base maps (%)	13% Complete
2022 Estimates (%)	10% Complete
Completed Easements	46 easements
Pending Easements	139 easements
UG Spend (Gas)	\$9.6M
UG Spend (Elec)	\$18.3M
UG Spend (Gas + Elec)	\$27.9M

KEY METRICS



PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY



DO Poles (Non B-Tags)

Report Date: 05/10/21 • Units Pulled: 5/5/2021 • Units through: 4/30/21
 2021 Completed Scope Received from Asset Strategy: 2/25/21

3,397 / 10,185

Completed Units
 Actuals/Target
 (33.3%)

KEY METRICS

PSPS PROGRAM – 2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
25	6	31

Key CAP Learnings:

- 25 OPEN CAPs related to WSD Infractions
- All Tags on MPP Work Plan

Other Notes

MONTHLY SAY-DO

Phase	Forecast wo May	Forecast wo Apr	Actuals mo Apr
ESTS	33	149	601
PEND	990	845	1,037
Ready for Const.	1294	782	1454
GC	285	300	173
DIV	50	108	84
CONT	745	600	920

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Estimating	120 days	64 days
PEND	48 days	77 days
UNSC to CONS	56 days	135 days

Target	Jan	Feb	Mar	Apr
Month	465	528	858	1055
Cumulative Act/Target	446/465	1043/993	2066/1851	3397/2906

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Non B-Tags are Loading Order #6. Risk on not executing End of Year target due to loading order. However, currently on target to meet end of year target of 14,185. FSR tags converted to B Tags may impact Non-B Tag completion as B Tags are loading order #1.

Variance Drivers:



Action Plan to Get Back to Green:

- Continue to schedule Construction Ready work with a ramp up in units March – July to recover from event activity in Jan/Feb
- Complete JE to ensure costs are allocated correctly to orders

HFTD: Non-HFTD/Buffer: **288** Zone 1: 5 Tier 2: **1,497** Tier 3: **1,607**

2021 YTD STATUS (effective 5/05/2021)

Phase	Unassigned	Cont.	GC	DIV	Total
Estimating	458	446	122	37	1063
Pending	670	765	253	71	1759
Ready for Construction	1072	1961	1184	112	4329
In Construction	13	999	291	31	1334
TOTAL	2213	4171	1850	251	8485

	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	1151	1195	1192	1090	1055	791	491	314
Cumulative Act/Target	TBD/4057	TBD/5252	TBD/6444	TBD/7534	TBD/8589	TBD/9380	TBD/9871	TBD/10185

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Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as add



2021 FAN Deployment

Report Date: 05/11/2021

42/300
FAN Installed
(14%)

32/46
MESH Available
(70%)

105/300
Locations Ready for
FAN
(35%)

300/300
Locations Identified
(100%)

291/300
Locations PLC'd
(97%)

63/132
PT Installed
(40%)

15/15
Poles Replaced
(100%)

Overall FAN Scoping & Completions

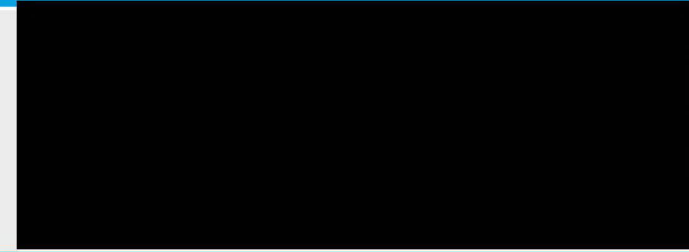
Phase	Count	Say-Do Forecast
Awaiting Identification (IT)	0	All Completed
Order Creation & PLC (Ests)	9	T-Line supporting Dist Underbuild poles. Includes 84 from Wave 4
No PT or Pole Replace Needed	27	Includes locations that are CANC meaning ready for FAN
Total Locations Ready for FAN (27 tags were approved with no actions needed)	105	NA
Pole location rejected (PT)	10	NA

PRIORITY RISKS & SUPPORT REQUESTED

Actions Needed:

- PT: One orders at risk of not completing until June (PM 35199750 requires a 60 days Transmission Clearance due to pole replacement; scheduled for 5/17/2021 construction.
- 5 of 21 FAN orders in PLC phase with EOD of 5/31/2021.
- FAN:

Other Notes:



FAN Pole Replacements – 15 Locations To Date, 15 Completed

Phase	Count	Forecast w/o 5/09	Forecast w/o 5/02	Actual w/o 5/02
ESTS	0	0	0	0
PEND	0	0	0	0
Cons	0	0	1	1

FAN PT Installations – 188 Locations To Date, 63 Completed (CN24), 56 Locations CANC/RJCT Locations Remaining to Hit 6/1 Commitment of 118: 12 (11 Ready for Construction, 1 in PEND)

Phase	Count	Forecast w/o 5/09	Forecast w/o 5/02	Actuals w/o 5/02
ESTS	6	TBD	6	7
PEND	27	0	0	3
Construction (Must be CN24 to complete)	36	3	5	0

FAN POLE REPLACEMENTS - WEEKLY FORECAST / ACTUAL

FAN PT INSTALLATIONS - WEEKLY FORECAST / ACTUAL

[Redacted Weekly Forecast and Actual Data]																											
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24-Jan	31-Jan	7-Feb	14-Feb	21-Feb	28-Feb	7-Mar	14-Mar	21-Mar	28-Mar	4-Apr	11-Apr	18-Apr	25-Apr	2-May	9-May	16-May	23-May	30-May	6-Jun	31-Jan	7-Feb	14-Feb	21-Feb	28-Feb	7-Mar	14-Mar	21-Mar	28-Mar	4-Apr	11-Apr	18-Apr	25-Apr	2-May	9-May	16-May	23-May	30-May	6-Jun
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DO Capacity

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy:
 03/01/2021*

109 / 362
 Completed Units
 Actuals/Target
 (40%)

KEY METRICS ^{1,2,4}

2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- N/A

Other Notes:

- N/A

WEEKLY SAY-DO ¹ (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals wo 5/2
ESTS (EST Out/DS18)	1	1	13
PEND (Forecast ³ /RP56)	5	4	11
Complete (Click End/CN24)	16	11	3

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
Estimating (06A/D/E/H)	90 days	71.25
Estimating (06 B/G)	30 days	26.5
Estimating (48L)	120 days	111
Estimating (06 I/K/P)	60 days	54
Dependency	90 Days (overall) 60 days (SP56-RP56)	156
Internal	6-8 weeks	TBD ⁵
Contract	8 weeks	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- February WRFR - Capacity Loading Order 3, 4, 5 & 7. Capacity program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target 362 jobs at risk of execution.
- 43% of jobs in workplan are still in pre-construction status (Initiation, Estimating, Dependency). This creates an execution risk based on forecasted timelines to make work Ready. 50% of the jobs are emergent/break-in MAT 06B/MAT 06G jobs.
- Emergent Customer Voltage Complaints (that must be addressed in 20 days) account for 47% of YTD completions; Work in other MAT Codes is not being executed at a rate to hit the EOY target.

Variance Drivers:

- Capacity program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target 362 jobs at risk of execution.

Action Plan to Get Back to Green:

- Proactively meeting on a regular cadence with LOB stakeholders (i.e., Estimating, Permitting, Construction Management) to ensure sufficient "ready" Capacity work.

HFTD Completions YTD: Buffer Zone/Non-HFTD - 83; Tier 2 - 13; Tier 3 - 13

2021 YTD STATUS ¹ - Including MAT 06B (O/L Transformer Replacements)

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	1	0	16	17
Estimating (ADER/APPR/ESTS)	2	29	50	81
In Dependency (PEND)	44	46	25	115
Ready (UNSC)	19	38	12	69
In Construction (CONS)	16	79	0	95
Beyond CONS (no CN24)	2	6	0	8
Complete (CN24)	27	82	0	109

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	17	23	43	21	23	40	37	39	34	28	28	29
Cumul.	17	40	83	104	127	167	204	243	277	305	333	362

¹ MPP workplan data (MPP-WPML) 05.11.2021

² Core Programs Financial Dashboard 05.11.2021

³ Say-Do forecast based on forecasted timelines from SP56

⁴ Distribution Operations Toolset (ADA)

⁵ MAT Code 06G (Voltage Complaint) omitted from average

* Additional 06B Overloaded Transformer locations still need to be added to the workplan

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DO Capacity Breakdown by MAT 06B Overloaded Transformers & 06G Customer Voltage Complaints

Report Date: 05/04/2021 • Units Through: 05/02/2021
2021 Completed Scope Received from Asset Strategy: 03/01/2021

Overloaded Trans 06B: 2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	0	0
Estimating (ADER/ESTS)	0	10	16	26
In Dependency (PEND)	7	3	6	16
Ready (UNSC)	5	5	1	11
In Construction (CONS)	2	2	0	4
Beyond CONS (No CN24)	0	5	0	5
Complete (CN24)	6	9	0	15
TOTAL	20	34	23	77

Customer Voltage Complaints 06G: 2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	14	14
Estimating (ADER/APPR/ESTS)	1	3	20	24
In Dependency (PEND)	10	10	11	31
Ready (UNSC)	8	12	11	31
In Construction (CONS)	0	18	0	18
Beyond CONS (No CN24)	0	0	0	0
Complete (CN24)	1	50	0	51
TOTAL	20	93	56	169

Capacity Program (excluding 06B & 06G): 2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	1	0	2	3
Estimating (ADER/APPR/ESTS)	1	16	14	31
In Dependency (PEND)	27	33	8	68
Ready (UNSC)	6	21	0	27
In Construction (CONS)	14	59	0	73
Beyond CONS (No CN24)	2	1	0	3
Complete (CN24)	20	23	0	43
TOTAL	71	153	24	248

Overloaded Transformer Replacement (06B)

- YTD Completions: 15
- 14% of all Capacity completions
- EOY Target 140 – 11% complete
- Currently 77 orders in workplan - orders for the remaining by July
- Asset Strategy plans to add additional orders to cover all T2/T3 (500 total)
- Loading Order: 4

Customer Voltage Complaints (06G)

- YTD Completions: 51
- 47% of all Capacity completions
- Emergent work (no EOY Target)
- Loading Order: 3

Capacity Program Status (excluding 06B & 06G)

- YTD Completions: 43
- 39% of all Capacity completions
- EOY Target: 222
- Loading Order: 3, 5, 6 & 7

MONTHLY TARGETS ²	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
DO Capacity (excluding 06B)	16	20	25	15	19	27	21	22	16	11	13	17	222
Overloaded Transformer (06B)	1	3	18	6	4	13	16	17	18	17	15	12	140
Total Monthly Target	17	23	43	21	23	40	37	39	34	28	28	29	362
Total Cumulative Target	17	40	83	104	127	167	204	243	277	305	333	362	

¹ MPP workplan data (MPP-WPML) 05.11.2021

² Distribution Operations Toolset (ADA) 05.11.2021



Load Break Oil Rotary (LBOR) Switches

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 12/21/2020

16 / 90
 Completed Units
 Actuals/Target
 (18%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:
 • None identified.

Other Notes:
 • None

WEEKLY SAY-DO (Sat – Sun) ¹

Phase	W/O 5/9 Forecast	W/O 5/2 Forecast	W/O 5/2 Actuals
ESTS	12	3	6
PEND	1	0	1
CONS	0	0	0

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
Estimating	13 weeks	12 weeks
PEND	8 - 10 weeks	87 weeks
CONS	8 weeks	10 weeks

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Targets were developed with the expectation that **61 of the 96** jobs were either already Pending Permit or Ready for Construction entering January. However, after the job list was sent to MPP for execution, it was identified that most of these jobs do not meet current standards and therefore need to go back through Estimating. Estimating expects to complete all jobs by 5/31 (18 left).

Variance Drivers:

- Units:** Completed 4 units in April (+3 awaiting CN24 as they are part of a bundle of 3 jobs). Behind YTD target due to majority of “ready” jobs identified by asset strategy not able to be constructed.
- Unit Cost:** Unit cost coming in at 2-3x planned due to new switches now requiring enclosure replacements (the new standard), difficulty finding locations for enclosures, night work in San Francisco, providing generators for customers, and police presence.
- Budget - April Variance:** \$582K underrun due to not completing (4) jobs forecasted due to site challenges (ex: roots identified in the area where the box was to be set), additional permit needs, re-estimating needs, and a cancelled clearance.

Action Plan to Get Back to Green: All jobs complete out of estimating by 5/31, approval of incremental budget needed to complete units (June WRFR). Weekly check-ins in place to aid in progress.

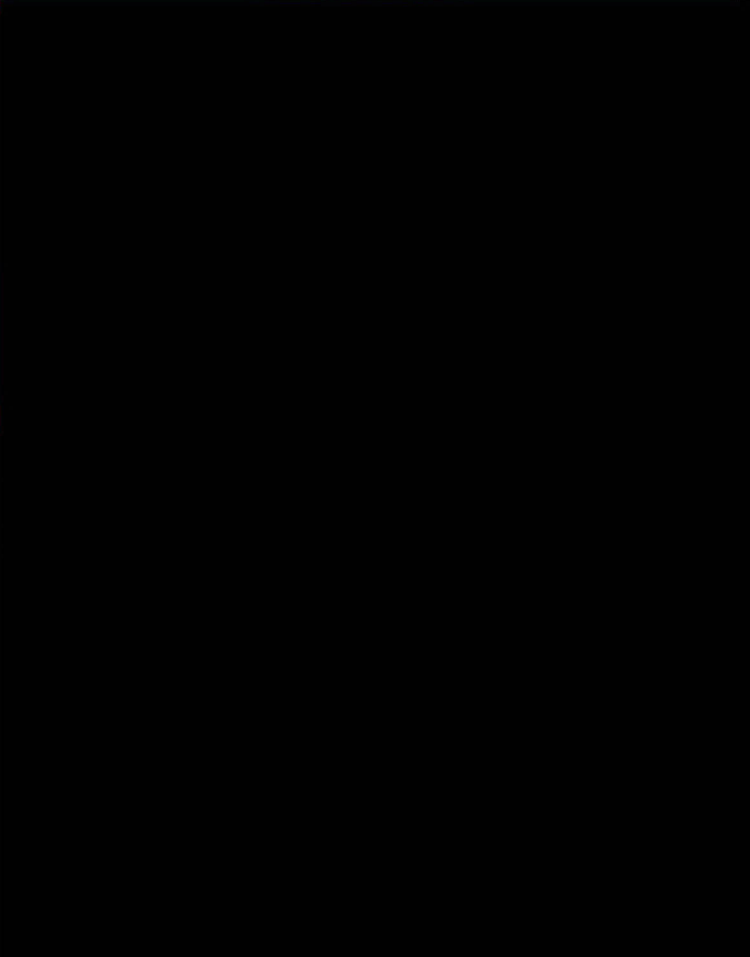
Root Cause Mitigation (Future Years): Asset Planning will do a Standards review as part of scoping before delivering the work to MPP to execute.

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	2	0	0	2
Estimating (ESTS, ADER, APPR)	4	3	9	16
Dependencies (PEND)	27	6	5	38
Ready for Construction (UNSC)	16	4	1	21
Construction (CONS)	1	2	0	3
Complete (CN24)	3	13	0	16
TOTAL	53	28	15	96

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	9	22	14	9	4	6	11	8	2	2	2	1
Cumul	9	31	45	54	58	64	75	83	85	87	89	90

KEY METRICS ^{1,2,4}



¹ MPP Workplan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)

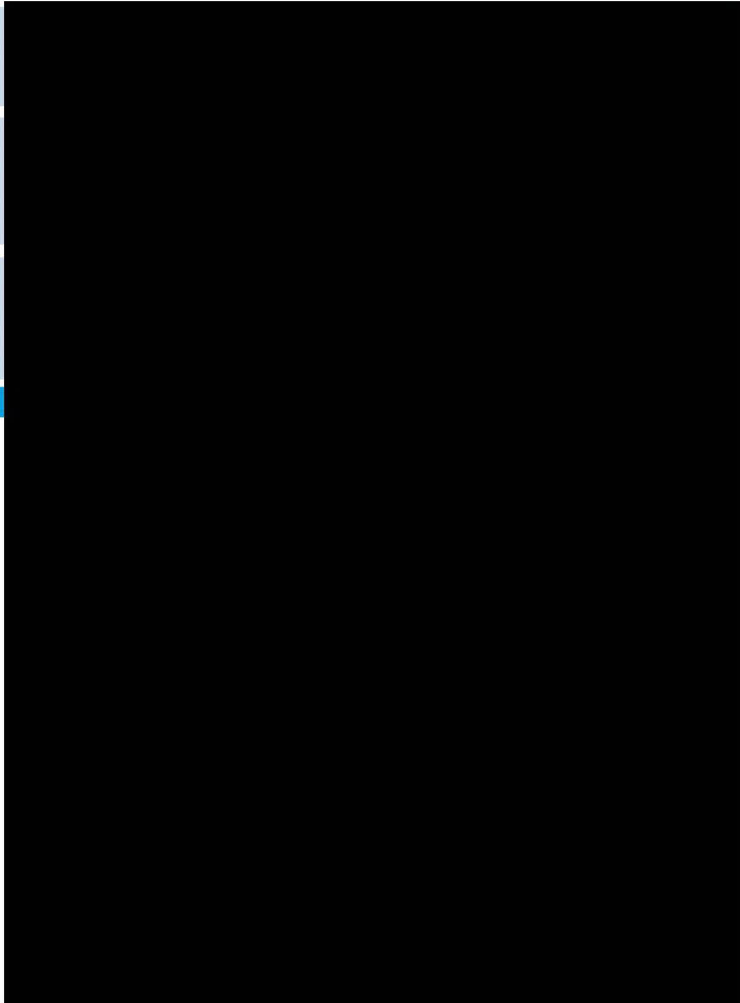


DO Deteriorated Conductor

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scoped Received from Asset Strategy: 02/25/2021

10.2 / 74
 Completed Units
 Actuals/Target
 (13.8%)

KEY METRICS ^{1,2,4}



PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Request

- Additional 29 miles of deteriorated conductor to be added to 2021 work plan per Asset Mgmt request; approved by MPP Sr Director.
- Deteriorated Conductor loading order 7 (February 2021 WRFR) , loading order creates risk to achieving 2021-mile target.
- GRC Commitment – 2020-96 miles / 2021 – 98 miles / 2022 – 98 miles. Total 292 mile

Variance Drivers:

- Deteriorated Conductor program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target at risk of execution.

Action Plan to Get Back to Green:

- Proactively meeting on a regular cadence with LOB stakeholders (i.e., Estimating, Permitting, Construction Management) to ensure "ready" Deteriorated Conductor work.

HFTD Completions YTD: Buffer Zone/Non-HFTD – 21 Orders/10.2 Miles; Tier 2 - 0; Tier 3 - 0

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	0	0*
Estimating (ESTS/ADER)	0	2.4	8.6	11.0*
Dependency (PEND)	4.9	23.4	1.6	29.9
Ready (UNSC)	1.1	8.7	0	9.8
In Construction (CONS)	2.1	4.9	0	7.0
Installed	1.6	8.6	0	10.2
TOTAL	9.7	48.0	10.2	67.9*

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	2	4	3	3	8	10	10	10	5	5	8	6
Cumul.	2	6	9	12	20	30	40	50	55	60	68	74

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- TBD

Other Notes:

- TBD

MONTHLY SAY DO ¹

Phase	May Forecast	April Forecast	April Actual
ESTS Out (DS18)	0	NA	NA
PEND (RP56) ³	1.6	NA	NA
GC Complete (CN24)	0	NA	0.3
Cont. Complete (CN24)	0	NA	1.3

COMMITTED TIMELINES (2021) ³

Group	Commitment	YTD Average
Estimating	60 days	54 days
Dependency	TBD	TBD
GC	TBD	TBD
Contract	TBD	TBD

Data Sources:

¹ MPP workplan data (MPP-WPML) 04.13.2021

² Core Programs Financial Dashboard 04.12.2021

³ Offline forecast from Business Partner 03.10.2021

⁴ Distribution Operations Toolset (ADA)

*Please note that these data are in research to determine the discrepancy from last month. The 2021 program goal is currently 74 miles, with the newly added 29 miles to be included in next month's update

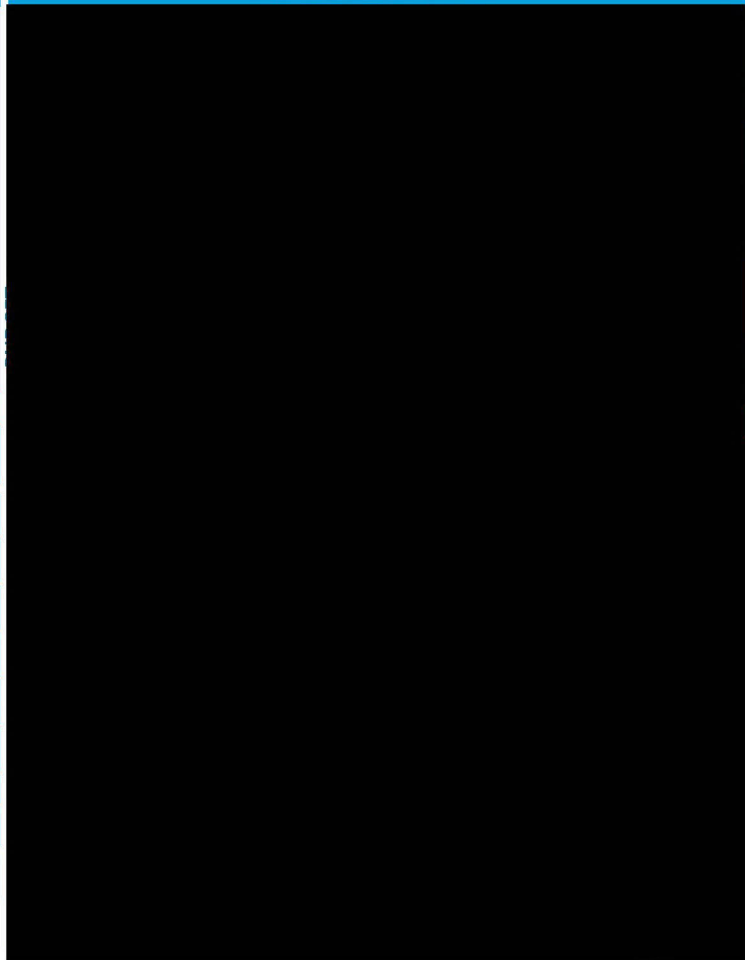


DO Cable

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/29/2020

22 / 320
 Completed Units
 Actuals/Target
 (8%)

KEY METRICS ^{1,2,4}



68 - INTERNAL

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Risk: 45 56C jobs that were previously assigned to contractors are awaiting new resource assignments due to the new RFP rollout. Project Manager is working with Contract Specialist to resolve.

Variance Drivers:

- Units: Four 56C clearances were cancelled due to DO calendar closed, confusion regarding circuit map, division moving a job, issues with operating a switch gear and Tman availability. One job was pending a work authorization and another had an unsuccessful repull attempt.
- Unit Cost: N/A
- Budget: April Variance: \$936K underrun due to: MAT 56C: [REDACTED] due to clearance cancellations and one invoice [REDACTED] that was approved at month end, but not GR'd. MWC 56: Variance [REDACTED] mainly due to a cable delivery delay for April to May for one 56A job (\$460K) and final restoration for a 56N job that rolled over to May.

Action Plan to Get Back to Green:

- Weekly meetings are being held with each 56C contractor to mitigate further delays and maintain accountability.

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total								
Initiate (UNSE)	83	10	1	94								
Estimating (ADER, APPR, ESTS)	39	13	4	56								
In Dependency (PEND)	54	15	1	70								
Ready (UNSC)	20	8	0	28								
In Construction (CONS)	43	6	0	49								
Complete (CN24)	21	2	1	24								
TOTAL	260	54	7	321								
Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	17	21	39	24	30	38	25	30	23	23	25	25
Cumul.	17	38	77	101	131	169	194	224	247	270	295	320

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	-	1

Key CAP Learnings:

- A 2004 project to replace a TGRAL switch got mapped and closed in SAP but never constructed in the field.

Other Notes:

- None

MONTHLY SAY-DO ¹

Phase	May Forecast	April Forecast	April Actuals
ESTS	7	17	27
PEND	11	38	27
CONSTRUCTION	27	19	7

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
ESTIMATING	12 weeks	16 weeks
PEND	8-10 weeks	10 weeks
CONSTRUCTION	8 weeks	11 weeks

¹ MPP Workplan 05/11/2021

² MPP Financial Dashboard 05/12/2021

³ Forecast from Business Partners

⁴ Distribution Operations Toolset (ADA)



DO Grasshoppers

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 02/25/2021

2 / 30

Completed Units
 Actuals/Target
 (6%)

KEY METRICS ^{1,2,4}

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- TBD

Other Notes:

- TVD

MONTHLY SAY-DO ¹

Phase	May Forecast	April Forecast	April Actuals
ESTS (DS18)	0	0	0
PEND (RP56) ³	4	-	0
Internal Complete (CN24)	0	0	0
Cont. Complete (CN24)	0	0	0

FORECASTED TIMELINES (2021) ³

Group	Forecast	YTD Average
Estimating	30 days	25 days
Dependency	TBD	TBD
GC	TBD	TBD
Contract	TBD	TBD

Data Sources:

- ¹ MPP workplan data (MPP-WPML) 04.13.2021
- ² Core Programs Financial Dashboard 04.12.2021
- ³ Offline forecast from Business Partner
- ⁴ Distribution Operations Toolset (ADA)

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROJECTS & PROGRAMS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Grasshopper Switches loading order 7, which creates risk to achieving 2021 target.

Variance Drivers:

- Grasshopper Switches program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target 30 units at risk of execution.

Action Plan to Get Back to Green:

- Proactively meeting on a regular cadence with LOB stakeholders (i.e., Estimating, Permitting, Construction Management) to ensure "ready" Grasshopper Switches work.

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	1	1
Estimating (ESTS/ADER)	2	0	2	4
In Dependency (PEND)	7	3	0	10
Ready (UNSC)	1	5	0	6
In Construction (CONS)	0	5	0	5
Completed	1	1	0	2
TOTAL	11	14	3	28

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	0	0	0	1	4	3	4	5	2	4	3	4
Cumul.	0	0	0	1	5	8	12	17	19	23	26	30



Reliability

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 02/24/2021 (Except 49I)

20 / 136
 Completed Units
 Actuals/Target
 (15%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:
 • None identified
 Other Notes:
 • None

MONTHLY SAY-DO ¹

Phase	May Forecast	April Forecast	April Actuals
ESTS	1	1	4
PEND	4	11	6
Complete	9	4	3

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
Estimating	12 weeks	16 weeks
PEND	8 – 10 weeks	75 weeks
CONS	8 weeks	85 weeks

¹ MPP Workplan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- MAT code 49I newly created notifications for Early Fault Detection work need PMs and estimating support. Execution risk by EOY due to late scope identification.
- Due to DLT resource constraints, there is a risk of deferring tripsaver work. Material code has been DNP'd and the program has been having challenges getting material to work sites.
- Financial risk: [REDACTED]
- **Variance Drivers:**
 - Units: Below unit target for April due to a cancelled clearance by the DO. Behind YTD unit target due to resources focused on higher priority work and delays in scheduling ready work.
 - Unit Cost: N/A
 - Budget: April Variance: [REDACTED] due to delay in anticipated start date for contractor for one FLSIR job and lower internal labor costs for 49I work. YTD overrun due to #49 overrun and carryover FLISR work.

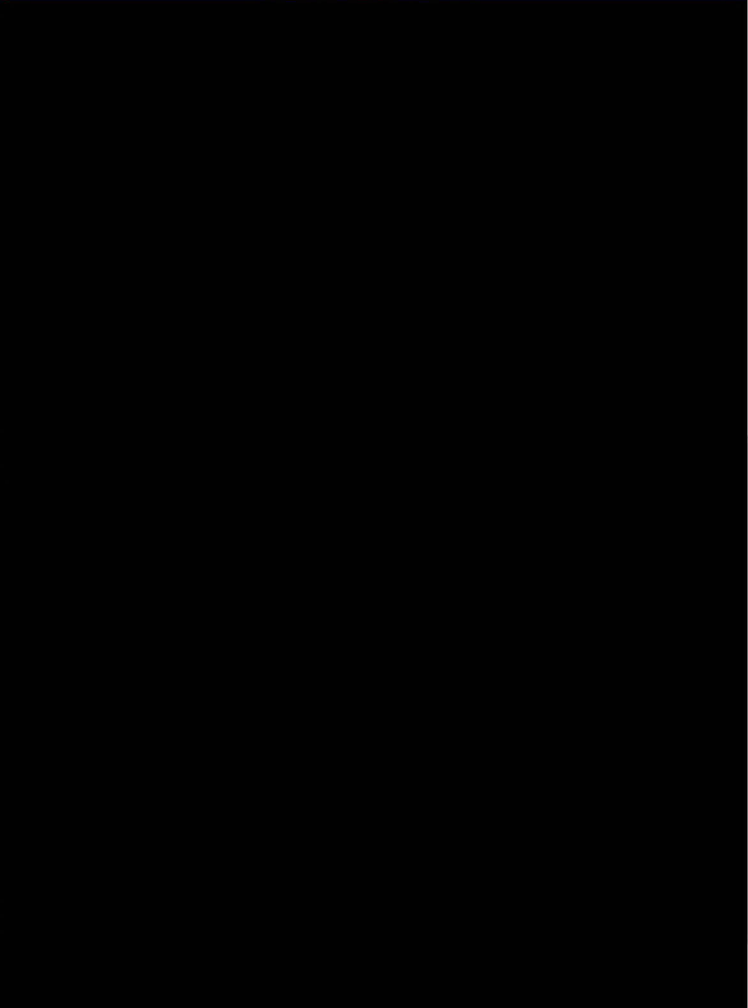
Action Plan to Get Back to Green:

- Implement mitigation strategies identified in the reliability root cause analysis, such as weekly check-ins with estimating, dependency groups, and construction management to ensure work is progressing, being scheduled and executed.

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total	CEMI-5							
Initiate (UNSE)	2	3	2	7	4							
Estimating (ESTS, ADER, APPR)	3	4	3	10	4							
In Dependency (PEND)	20	30	4	54	24							
Ready (UNSC)	18	21	0	39	23							
In Construction (CONS)	7	5	0	12	8							
Complete (CN24)	9	12	0	21	18							
TOTAL	59	75	9	143	81							
Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	4	9	20	28	15	11	9	12	15	9	4	0
Cumul.	4	13	33	61	76	87	96	108	123	132	136	136

KEY METRICS ^{1,2,4}





DO WRO (MWC 10)

Report Date: 05/11/2021 • Units Pulled: 04/30/2021
 2021 Completed Scoped Received from Asset Strategy: N/A

794 / 2,478
 Completed Units
 Actuals/Target
 (31%)

NA
 Unit Cost
 Actuals/Target

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	1	1

Key CAP Learnings:

- Double charging of overheads on substation projects lead to creation of two new MAT codes for EGI substation projects. Change management efforts currently underway.

Other Notes: No Safety Related CAPs YTD.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Primary risk for program is the current level of funding. [REDACTED] are currently forecasting a [REDACTED] for EOY. Current forecast places net spend at [REDACTED]
- Variance Drivers:**
- 2021 Budget Risk identified in 2020. 2021 Q1/Q2 high volume of work, as forecasted. No slow down of work due to lack of inclement weather during Q1.
 - [REDACTED] April forecast led to significant under-forecast.
- Action Plan to Get Back to Green:**
- Request additional funding through WRFR.
 - Continue to work to identify opportunities to drive down costs. Current focus is on evaluating Field Ops contract costs.

KEY METRICS

MONTHLY SAY-DO

Phase	CM Forecast	CM-1 Forecast	CM-1 Actual
Initiating	0	0	0
Engineering			0
Environmental			0
Internal Comm	-	-	-
External Comm	-	-	-

2021 Forecasted YTD STATUS (effective 3/9/21)

Phase	Cont.	Internal	Unassigned	Total
Cancelled	0	0	7	7
Initiating	0	1	424	434
Estimating	0	1	228	229
Dependency	0	62	448	510
Ready for Construction	4	151	258	413
In Construction	6	119	35	160
Post Construction	8	56	810	874
TOTAL	18	390	2210	2618

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Asset Strategy (AA)	-	TBD
TO Engineering	-	TBD
Environmental	-	TBD
Internal Comm	-	TBD
External Comm	-	TBD

Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Mnth	163	163	218	190	179	180	202	153	169	179	193	160
Cum	163	326	544	734	913	1093	1295	1448	1617	1796	1989	2149

PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY



TO NERC (93N)

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/1/2020

N/A
 Unit Cost
 Actuals/Target
 (N/A%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	0	1

Key CAP Learnings:

- Active CAP is in place to complete the as-built process for completed project. Reviewing past projects to verify as-builts completed.

Other Notes:

- Closely monitoring CWA expiration dates and Field Authorizations

MONTHLY SAY-DO¹ (May)

Phase	Forecast May	Forecast April	Actuals April
On Hold	0	0	0
Initiating	0	0	0
Dependencies	0	0	0
Construction	0	0	0
Project Closeout	0	0	2

FORECASTED TIMELINES (2021)

Group	Commitment	YTD Average
Design/EST	180 Days	TBD
Plan/ ENVR	120 Days	TBD
Ready for Construction	1 Day	TBD
Internal Construction	10 Days	TBD
External Construction	150 Days	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Corcoran-Smyrna Construction Starts foundation work in May 2021. Project accounts for 157 discrepancies in the 2021 plan. Contract execution risk.
- Unity-Cottonwood starts construction July 19, 2021. Land has concern regarding ROW blow out. Risk to RTC.

Variance Drivers:

- 74018701 Lakeville-Tuluca: Coast Guard determination on Sailable Waters negated the need to mitigate the line to address a discrepancy. 1 marked complete in April from 2022 plan.
- Wilson-Borden – Distribution modified crossing under transmission to address 1 discrepancy. 1 marked complete in April.

Action Plan to Get Back to Green: N/A

2021 YTD STATUS

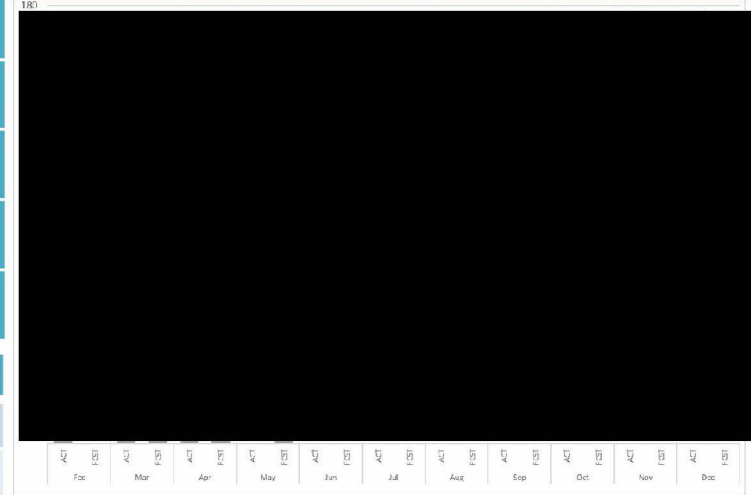
Phase (Manual Excel Spreadsheet)	Cont.	Internal	Unassigned	Total
On Hold	0	0	0	0
Initiating	0	0	0	0
Dependencies	166	4	0	170
Construction	0	0	0	0
Post Construction	4	0	0	4
TOTAL	170	4	0	174

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	1	1	0	0	0	0	0	0	4	42	63	61
Cumul.	1	2	2	2	2	2	2	2	6	48	111	172

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	172	2	4	0	2	0
UNIT COST	Planned (EAM)		Average YTD		Last Month	
	NA		NA		NA	
BUDGET (\$M)	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual

MONTHLY ACTUALS VS FORECAST TRENDRING





TO Poles (70Y)

Report Date: 5/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/1/2020

TBD
 Unit Cost
 Actuals/Target
 (XX%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
N/A	N/A	N/A

Key CAP Learnings:
 • NA
 Other Notes:
 • 70Y Program does not use CAP system to generate new works

MONTHLY SAY-DO¹ (April)

Phase	Forecast May	Forecast April	Actuals April
Initiating	30	15	41
Design/Estimating	80	90	73
Dependencies	100	90	100
Ready for Const.	200	150	194
Project Closeout	500	500	447

Group	Commitment	YTD Average
Design/EST	60 days	TBD
Plan/ ENVR	90 days	TBD
Ready for Const.	120 days	TBD
Internal Complete	1 day/pole/crew	TBD
External Complete	1 day/pole/crew	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- No support needed at this time

Value: [REDACTED]

Action Plan to Get Back to Green:

- N/A

2021 YTD STATUS¹

Phase	Contract	Internal	Unassigned	Total
Initiating	184	61	550	795
Design/Estimating Phase	214	55	81	350
Dependencies	97	73	570	740
Construction	910	306	514	1730
Project Closeout	5	2	27	34
TOTAL	1410	497	1742	3649

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	87	180	350	420	500	500	400	200	200	100	100	50
Cumul.	87	267	617	1037	1537	2037	2437	2637	2837	2937	3037	3087

KEY METRICS^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	3,089	1,182	940	447	391	500
UNIT COST	Planned (EAM)		Average YTD		Last Month	
	[REDACTED]					
BUDGET (\$M)	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual
	[REDACTED]					

MONTHLY ACTUALS VS FORECAST TRENDING^{1,3}



¹ Program Manager 5/11/21
² MPP Financial Dashboard 5/1/21
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)



TO Towers (70S & 70P)

Report Date: 05/11/2021 • Units Through: 4/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/1/2020

NA
 Unit Cost
 Actuals/Target
 (%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	7	8

Key CAP Learnings:

- PM's to closely monitor PO and CWA end dates
- Follow DOA procedures for FA's

Other Notes:

- Prepare monthly program and report out expired PO's and CWA's
- Correct PO and CWA end dates before they expire.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Overall replacement schedule could be affected by wildfire season impacts to PG&E M&C availability. Weather delays due to late season starts for tower replacements. Modified or cancelled clearances.
- Issues with property owners and TCE's and new "urgent" replacement projects.

Variance Drivers:

- No variances

Action Plan to Get Back to Green:

- Not applicable

KEY METRICS 1,2,4

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	12	8	8	2	1	1
UNIT COST	Planned (EAM)		Average YTD		Last Month	
	[REDACTED]					
BUDGET (\$M)	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual
	[REDACTED]					

MONTHLY SAY-DO ¹ (May)

Phase	May Forecast	April Forecast	April Actuals
On Hold	0	0	1
Initiating	8	0	0
Dependencies	2	2	2
Construction	2	3	2
Project Closeout	8	0	0

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
On Hold	0	0	0	0
Initiating	0	2	0	2
Dependencies	0	0	0	0
Construction	0	2	0	2
Project Closeout	0	8	0	8
TOTAL	0	12	0	12

FORECASTED TIMELINES (2021)

Group	Commitment	YTD Average
Design/EST	180 days	TBD
Plan/ ENVR	120 days	TBD
Ready for Const.	1 day	TBD
Internal Construction	10 days	TBD
External Construction	30 days	TBD

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	0	5	1	2	1	1	1	1	0	0	0	0
Cumul.	0	5	6	8	9	10	11	12	12	12	12	12

MONTHLY ACTUALS VS FORECAST TRENDING ^{1,3}

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ACT										
FOC										

¹ Program Manager 5/12/21 ² MPP Financial Dashboard 5/11/21
³ Forecast from Business Partners *Distribution Operations Toolset (ADA)
 * PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY



TO EGI/WRO – MWC 82

Data Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scoped Received from Asset Strategy: 12/01/2021

Units for this program are projects
 Unit Cost
 Actuals/Target

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	1	1

No New CAPs

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

1. [Redacted]
2. [Redacted]
3. T&S need to address the process issues around when a generator goes on hold or deferral to timely address schedule and budget implications such as adjusting schedule targets and budget reductions, as appropriate.
4. [Redacted]
5. We expect significant resource demands to respond to STAR (Regulatory Intervenor) questions this year, needing additional support.
6. The forecasting of Billing/Credits continue to be a challenge in budget performance requiring attention.

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual	This Month Forecast
	82	32	17	2	6	12
UNIT COST	Planned (EAM)		Average YTD		Last Month	
	N/A		N/A		N/A	
BUDGET	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual
	[Redacted]					

MONTHLY SAY-DO (Sun-Sat)

Phase	CM Forecast	CM-1 Forecast	CM-1 Actual
Initiating	3	2	2
Engineering	9	2	2
Environmental	1	2	2
Internal Comm	-	-	-
External Comm	-	-	-

2021 Forecasted YTD STATUS

Phase (Minimum milestones in P6?)	Cont.	Internal	Unassigned	Total
On Hold	0	0	1	1
Initiating	0	0	6	6
In Progress	0	0	39	39
Engineering	0	0	4	4
Planning	0	0	0	0
Staging	0	0	6	6
Construction	0	0	3	3
TOTAL	0	0	59	59

Q1 MONTHLY ACTUALS VS FORECAST TRENDING

Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Month	8	13	8	3	5	2	7	5	9	9	5	8
Cumul	8	21	29	32	37	39	46	51	60	69	74	82

FORECASTED TIMELINES (2021)

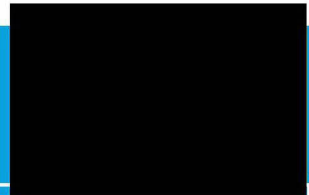
Group	Forecast	YTD Average
Design/EST	180 Days	TBD
Plan/ENVR	120 Days	TBD
Ready for Construction	5 Days	TBD
Internal Construction	1-180 Days	TBD
External Construction	150 Days	TBD



DO ADSS (All-Dielectric Self-Supporting) Cable – Network 20/20

Report Date: 05/12/2021

0 / 0
Completed Units
Actuals/Target
(0%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	0	2

- Key CAP Learnings:**
- Hundreds of miles of Dielectric Self Supporting (ADSS) fiber optic cables are at imminent risk of physical failure.
 - Failure of ADSS fiber cables can result in employee or customer injury and loss of communication.
 - Network 20/20 Program was initiated in part to remediate the safety issues present with ADSS fiber cable failures.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
Support Required in 2021
- DO support, engagement, and prioritization to execute 11 projects in 2021 and 10 2022 projects looking to pull forward
 - Identify project loading orders for each of the 11 project to determine project priority
- Variance Drivers:**
- 69% of workstream spend delayed due to delays completing PLC and estimating
- Action Plan to Get Back to Green:**
- N/A project is green

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
		6	0	0	0	0
UNIT COST	Planned (EAM)		Average YTD		Last Month	
	N/A		N/A		N/A	
BUDGET (\$M)	2021 Budget (RET)	EOY Forecast	YTD Actual	YTD Spend [ACT/FCST]	Last Month Forecast	Last Month Actual
	[REDACTED]					

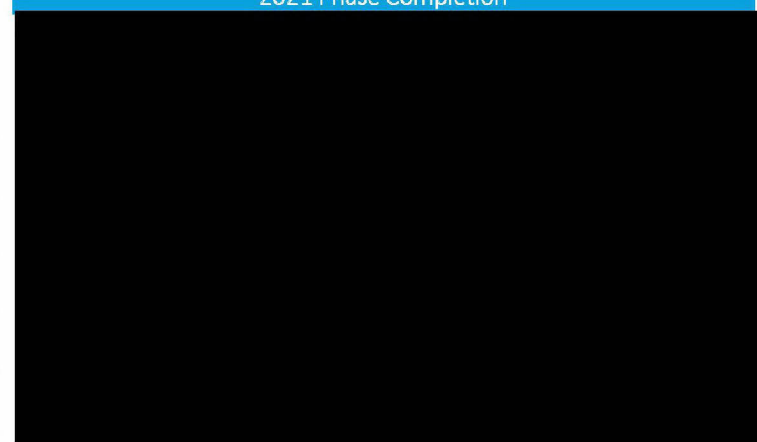
MONTHLY SAY-DO

Phase	March Forecast	February Forecast	February Actual
Identified	TBD	TBD	-
Est/PLC	TBD	TBD	-
PEND Out	TBD	TBD	-
Complete	TBD	TBD	-

2021 YTD STATUS

Phase (Minimum milestones in P6?)	Cont.	Internal	Unassigned	Total
On Hold	0	0	0	0
Intake	0	0	11	11
Plan/Analyze	5	0	0	5
Design	1	0	0	1
Build/Deploy	1	0	0	1
Project Closeout	0	0	0	0
TOTAL	7	0	11	18

2021 Phase Completion



FORECASTED TIMELINES (2021)

Group	Commitment	YTD Average
Identified (IT)	TBD	TBD
Estimating	TBD	TBD
Permitting	TBD	TBD
JPA	TBD	TBD
Enviro	TBD	TBD
Construction	TBD	TBD



TO OPGW (Optical Ground Wire) Cable

Report Date: 05/12/2021



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	0	2

- Key CAP Learnings:**
- Hundreds of miles of Optical Power Ground Wire (OPGW) are at imminent risk of physical failure.
 - Failure of OPGW cables can result in fires, employee or customer injury, and loss of communication.
 - Network 20/20 Program was initiated in part to remediate the safety issues present with OPGW fiber cable failures

MONTHLY SAY-DO

Phase	March Forecast	February Forecast	February Actual
Initiating	TBD	TBD	TBD
Engineering	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Construction	TBD	TBD	TBD

Group	Commitment	YTD Average
30% Design	TBD	TBD
60% Design	TBD	TBD
Estimating	TBD	TBD
100% Design	TBD	TBD
Construction	TBD	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- The project doesn't have committed timelines or loading orders for TO OPGW replacement projects
- Variance Drivers:**
- N/A – baselining project schedules
- Action Plan to Get Back to Green:**
- N/A – project is green

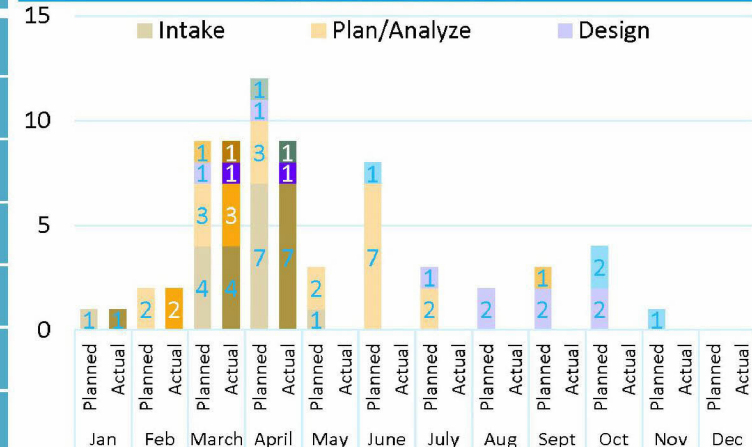
2021 YTD STATUS

Phase (Minimum milestones in P6?)	Cont.	Internal	Unassigned	Total
On Hold	1	0	0	1
Intake	1	0	0	1
Plan/Analyze	10	0	0	10
Design	5	0	0	5
Build/Deploy	3	0	0	3
Project Closeout	0	0	0	0
TOTAL	20	0	0	20

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	3	3	3	2	2	0
UNIT COST	Planned (EAM)		Average YTD		Last Month	
	N/A		N/A		N/A	
BUDGET (\$M)	2021 Budget (RET)	EOY Forecast	YTD Actual	YTD Spend [ACT/FCST]	Last Month Forecast	Last Month Actual
	[REDACTED]					

2021 Phase Completion





State Infrastructure Portfolio

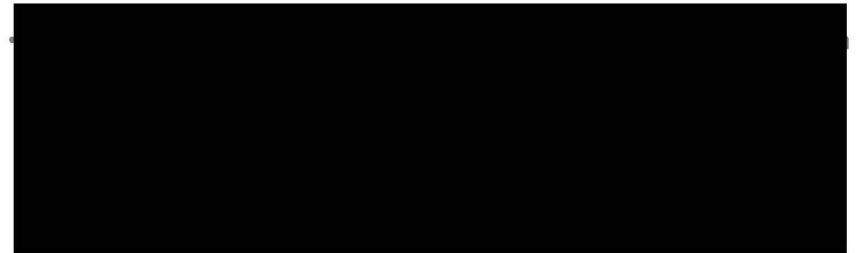
Executive Summary

PERFORMANCE

Project	Previous Month	Overall Health	Green-By Date
Caltrain Modernization	↔	↔	9/2021
High-Speed Rail	↔	↔	
Mobile Home Program	↔	↔	
Diridon Area Redevelopment	↔	↔	
Moffet Park	↔	↔	
East Whisman	↔	↔	
Rule 20A	↔	↓	
EO Facility Access	↔	↑	
BART/VTA	Engineering Start 2021		
Delta Conveyance Project	Engineering Start Mid 2022		

DRIVERS / PATH TO GREEN

- **Caltrain Electrification Interconnections:** SPS escalated, meeting 5/18. 2021 Peninsula clearances resolved – no issues. SVP Kifer completed 1 of 2 breaker upgrades.
- **Mobile Home Program:** The MHP Program will need to give back some funds in Q3 due to Investment planning overbudgeted the program by at least \$14M.



- **EO Facility Access:** ET Encroachment risk assessment completed; proposal presented to Mary Hunt May12. ET Boardwalk/ED Roads funding secured

EXTERNAL FACTORS

Caltrain Interconnections

- Single Phase Study requires coordination with Caltrain and Silicon Valley Power, including KRS Relay Upgrades.

Mobile Home Program

- Program has an active RFP to onboard 2 – 3 additional vendors to support the program.
- Encountered issue with MHP Owner at Santiago Creek MHP, Project is on hold pending direction from SED.
- PG&E is expecting a resolution to the Paradise MHP Program in June, the program is anticipating additional scope from the commission.

Regionalization

- Resources and timelines may be altered due to Regionalization.

Rule 20A

- Potential unfavorable ruling by the CPUC on Rule 20 OIR on May 20th.



State Agency Programs

Report Date: 4/15/2021



Green By Date:

SAFETY INCIDENTS

ED	ET	Gas
0	0	0

None

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	0	0

- EO Facility Access: Address access issues and process improvement for access to distribution facilities due to customers; due 6/30/2021
- An (AFPO) against quanta spatial Inc occurred, contract expired March 31, 2021 [Issue type: Supply Chain]

COMMITTED TIMELINES (2021)

HSR Workstream	Description	Due Date
New Service/IC	Schedule for engineering on IC delayed due to HSR prioritization	Q2 2021
Utility Relocations		

Caltrain Workstream	Description	Due Date
New Service/IC	Kifer Relays Upgraded	May 2021
New Service/IC	Transmission Load Operating Agreement	May 2021
New Service/IC	Sign off on SPS	May 2021

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Caltrain: SPS escalated, meeting May18. 2021 Peninsula clearances resolved – no issues. SVP Kifer completed 1 of 2 breaker upgrades

Variance Drivers:

- HSR Jobs Complete: delayed due to customer delays in land rights procurement
- HSR Jobs Closed Out: delayed due customer tardiness in providing final paperwork and due to internal process development; lack of FFE technical support/updates may be issue for final accounting on HSR ED jobs

Action Plan to Get Back to Green:

- Work with Capital Accounting and ADE to better understand issues surrounding FFE and develop plan to resolve

Caltrain Metrics

Time Frame	Month to Date (MTD)		Year to Date (YTD)		End of Year (EOY)	
	Actuals	Targets	Actuals	Targets	Forecast	Targets
1 Sign off on Single Phase Study	0	0	0	0	1	1
2 Transmission Load Operating Agreement	0	0	0	0	1	1
3 Caltrain SJ Intertie	0	0	1	1	1	1
4 Kifer Relays Upgraded	0	0	0	0	1	1

HSR Metrics

1 ED Jobs Complete	1	15	0	36	100	100
2 ET Jobs Complete	0	0	0	4	4	4
3 GD Jobs Complete	0	0	0	1	3	3
4 GT Jobs Complete	0	0	0	0	1	1
5 HSR Jobs Closed out	0	2	0	4	30	30

EO Facilities Metrics

1 ED Roads Mapping	0	0	2	2	3	3
2 ET Access Roads	0	0	22	15	54	54
3 ET Boardwalks	0	0	0	0	7	7
4 ET Encroachments	0	0	1	0	1	1

KEY METRICS

BUDGET (\$k)	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual

No givebacks or additions

April Givebacks/Additions

-
-

April Variances

- EO Facility Access: WR&FR funding request not approved yet in Apr, so work moved out to June

ACTUALS VS FORECAST TRENDING



Rule 20A

Report Date: 4/15/2021



Green By Date:



SAFETY INCIDENTS

ED	ET	Gas
2	0	0

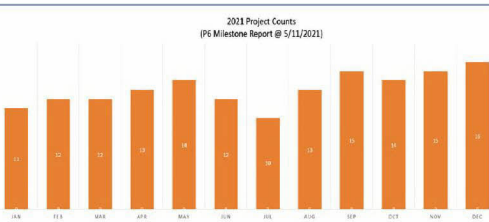
*none this month

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

COMMITTED TIMELINES (2021)

YTD ACTUALS VS FORECAST TRENDING



PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- 5 projects that were to go through EPC contracts are currently on pause as sourcing reviews EPC strategy and authorization given that these were to be awarded as direct award and not bid. Director level meeting to get approval scheduled for 5/24.
- Recent departure of Rule 20A Analyst has had immediate impact on the team. Rotation needs to be posted and filled ASAP.

Action Plan to Get Back to Green:

- N/A

KEY METRICS

BUDGET (\$K)	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual

No givebacks or additions

April Givebacks or Additions

- No anticipated givebacks or additions this month
- Team is currently working with Project Managers to ensure schedules and forecasts reflect current challenges both at the project and program level.

Rule 20A Metrics

Time Frame Metric Title	Month to Date (MTD)		Year to Date (YTD)		End of Year (EOY)	
	Actuals	Targets	Actuals	Targets	Forecast	Targets
05 Project Handoff	5	7	6	8	12	12
06 Estimating Out Date (EOD)	TBD	TBD	TBD	TBD	15	TBD
07 Construction Start	1	0	2	1	15	10
08 Construction Finish	0	0	0	0	13	13
09 Project Closed	1	2	4	5	11	12
10 Estimate Accuracy AACE Class 5 (Planning Calculator)	100%	80%	75%	80%	80%	80%
11 Estimate Accuracy AACE Class 3 (Job Estimate)	0	90%	50%	90%	90%	90%
12 Actual vs Customer Requested Date +30 days	N/A	0	N/A	0	13	13
13 Quarterly SOX BPO Certification (Internal)	1	1	2	2	4	4
14 Quarterly Job Owner Report (Internal)	1	1	2	2	4	4
15 Quarterly SOX Review (Internal)					4	4
16 Annual Completion Report (External)	1	1	1	1	1	1
17 Annual Allocation Report (External)					1	1



Rule 28

Report Date: 4/15/2021



Green By Date:



SAFETY INCIDENTS

ED	ET	Gas
0	0	0

None

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	1	1

Key CAP Learnings:
 • CAP item related to Field Design change after a service tap needed to be relocated. Currently in progress

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Leadership has approached team to support additional work related to the Oregon Trail line.
 - Ongoing RFP to bring on 2 – 3 new vendors to support EPC work.
 - CEI currently on business hold and will be evaluated for their continue participation on the program.
 - PG&E is expecting a resolution to the paradise MHP Program with added scope.
- Variance Drivers:**
- Gas and Electric planning packages are completed ahead of schedule.
 - Gas and Electric design packages - 4 projects pushed to Q2, 1 project put on hold
- Action Plan to Get Back to Green:**
- Program team is onboarding additional resources to help catch up with CEI's business hold.
 - PG&E is anticipating new projects to be assigned by the CPUC in July that was also bring the metrics back to green.

MHP Metrics

Time Frame Metric Title	Month to Date (MTD)		Year to Date (YTD)		End of Year (EOY)	
	Actuals	Targets	Actuals	Targets	Forecast	Targets
01 Gas Planning Package Approved by ADE	90	0	286	346	346	346
02 Electric Planning Package Approved By ADE	90	0	468	272	272	272
03 MHP Agreement Signed and Executed	272	150	507	1608	1608	1608
04 Gas Design Package Approved by ADE Supervisor	369	930	1694	3121	5497	5497
05 Electric Design Package Approved by ADE Supervisor	80	454	655	2082	5053	5053
06 Baseline In-Service Date- Gas	167	118	427	180	683	683
07 Baseline In-Service Date-Electric	167	306	835	588	1010	1010
08 HCD Inspection and Cutover Complete	0	282	1070	528	1304	1304
09 Change Order Variance	0	0	0	0	0	0
10 Budget Adherence	100%	100%	100%	100%	100%	100%
11 Sox Compliance	100%	100%	100%	100%	100%	100%

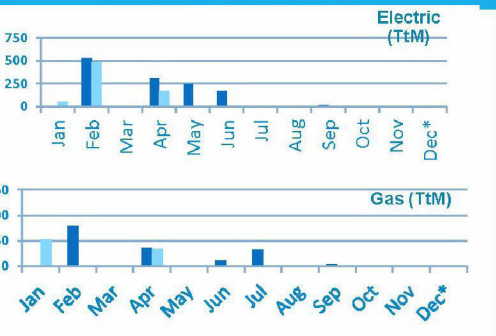
KEY METRICS

BUDGET (\$k)	2021 Budget (RET)	EOY Forecast	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual

No givebacks or additions

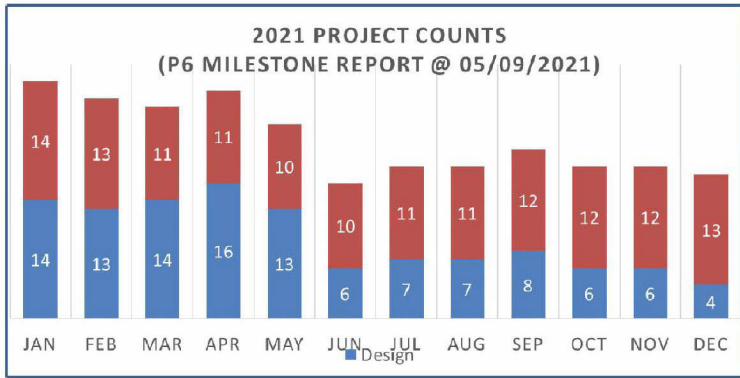
March Givebacks/Additions

MHP Key Unit Performance



Key Unit	2021 Plan	2021 Actuals + Fcst
To the Meter Electric	1256	1256
To the Meter Gas	800	800

Rule 28 ACTUALS VS FORECAST TRENDING





Pole Pilot Program

Report Date: 5/13/2021



Green By Date:

Safety Incidents

ED	ET	Gas
0	0	0

None

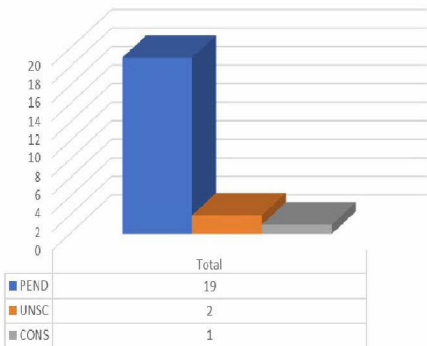
2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:

- Zero CAP items

Pole EPC Key Unit Performance



Key Unit

2021

Engineering Design Approved	22
Construction Completed in the Field	0

Priority Risks, Support Requested, & Variance Drivers

Status Summary:

- Direct award of 75 pole replacement jobs in the Sonoma division, awarded to VPC.
- Pole EPC RFP to bring on 3 new vendors – Gate 3 held on 5/11/21. Approval to proceed obtained!
 - 340 jobs in Stockton, Sierra and Yosemite divisions.

Priority Risks & Support Requested:

- Constraint on EPC estimating resources.

Variance Drivers:

- N/A

Action Plan to Get Back to Green:

- N/A

Cost Metrics

VPC Pricing HB/SO/NB NV/SI/SA SF/EB/DI/PN/DA/SJ ST/YO/MI CC/LP/FR/KE

Pricing Costs:

- Average costs by Contractor and Divisions. Will be updated with actuals as projects are completed.

Material Costs:

- TBD

Pole User Status Metrics

Timeframe	Year to Date (YTD)
Metric Title (User Status)	
UNSE - Unscheduled Estimating	368
ESTS - Estimating	13
ADER - ADE Review	6
APPR - Awaiting ADE Supervisor Approval	1
PEND - Pending Dependency Clearing	19
UNSC - Unscheduled Construction	2
CONS - Construction	1
CNCL - Cancelled	
CLSD - Closed	5
Total:	415

Software Enhancements to Support EPC

EES - Enterprise Estimating Solution:

- Modification to accommodate the EPC model. This enhancement to the tool will not order material that is listed on the estimate and will accurately settle the settlement rules.

SAP:

- Addition of "E" for EPC in the Responsible for Order Management. This will give the ability to easily identify the jobs assigned to the EPC program.

Engineering and Construction Contractor Scorecards:

- Built out into the DOT file and into Tableau Dashboards.
- We will be able to review the quality of work for all Contractors.



2022 Planning Draft Timeline (Not Ideal State)

Phase 1

Identified projects including Capacity, Deteriorated Conductor, Reliability, & Underground Network.

Phase 2

Delayed projects including System Hardening, PSPS Devices, Microgrids, and REFCL.

