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**From:** [REDACTED]  
**To:** [REDACTED]  
**CC:** [REDACTED]  
**Sent:** 4/7/2021 12:03:50 PM  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021  
**Attachments:** System Hardening ORD999-2021-03.xlsx

See attached monthly financial report from Business Finance.

Please include [REDACTED] in your invite. Thanks!

[REDACTED] PG&E - System Hardening

*Some of the measures included in this email are contemplated as additional precautionary measures intended to further reduce the risk of wildfires.*

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**From:** [REDACTED]  
**Sent:** Wednesday, April 7, 2021 12:02 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

Hi [REDACTED],

I will schedule a call to discuss.

In the meantime please forward me the data set and link to the dashboard as I would like to review prior to meeting.

Respectfully,  
[REDACTED] [Manager, MP&P Project Governance & Controls](#)



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**From:** [REDACTED]  
**Sent:** Wednesday, April 7, 2021 10:07 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

I am even more confused, the cost should be actuals + accruals (held GR). Then added up and divided by all completed work for average cost per mile. If that is what you are saying again the math doesn't add up. Team can all of you meet and review this as it is impossible we completed 26.4 miles and have 40 in active construction and flag we spent a total of 3.1 million dollars.

Sincerely,

[REDACTED]  
Director, Portfolio & Project management  
Pacific Gas and Electric Co.

[REDACTED]  
"It is amazing what you can accomplish  
If you do not care who gets the credit"  
**Harry S. Truman**

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**From:** [REDACTED]  
**Sent:** Wednesday, April 07, 2021 10:04 AM

**To:** [REDACTED]  
[REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

Unit costs are calculated using project lifecycle costs using only fully completed projects. All stakeholders have aligned on this approach.

We avoid simply taking monthly financials against miles completed because that will give mis-leading figures.

[REDACTED] | PG&E - System Hardening

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**From:** [REDACTED]  
**Sent:** Wednesday, April 7, 2021 9:57 AM

**To:** [REDACTED]  
[REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

The math is confusing, cost per mile, plus completed and in progress do not add up.

Sincerely,

[REDACTED]  
Director, Portfolio & Project management  
Pacific Gas and Electric Co.

[REDACTED]  
"It is amazing what you can accomplish  
If you do not care who gets the credit"  
**Harry S. Truman**

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**From:** [REDACTED]  
**Sent:** Wednesday, April 07, 2021 9:55 AM

**To:** [REDACTED]  
[REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

Our actuals have not changed. We've been reporting this for February close since early February.

Per [REDACTED] point, the current dashboard does include March close. Looking at the system March YTD actuals will be ~\$15.5M, which will show up on next week's dashboard.

[REDACTED]

Feel free to schedule a quick call if you would like to review the YTD financials from Business Finance.

[REDACTED] PG&E - System Hardening

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**From:** [REDACTED]  
**Sent:** Wednesday, April 7, 2021 9:41 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

[REDACTED] team I am still struggling with how this would change our actuals in our reporting. This math is not adding up and I do not support this going out until we have alignment.

Sincerely,

[REDACTED]  
Director, Portfolio & Project management  
Pacific Gas and Electric Co.

[REDACTED]  
"It is amazing what you can accomplish  
If you do not care who gets the credit"  
**Harry S. Truman**

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**From:** [REDACTED]  
**Sent:** Wednesday, April 07, 2021 9:39 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

Unrelated to HGR's under Project Management responsibility.

The program processed a large JE accrual [REDACTED] in Dec for the 2020 Fire Rebuild work. We continue to carry [REDACTED] month-over-month as we receive invoices under the Major Event orders in MWC 95 (which we JE to 08W every month).

As part of this process, we over-accrued by [REDACTED] in Dec due to last minute invoices received on Dec 30/31. This results in a credit timing variance from 2020 to 2021.

[REDACTED] PG&E - System Hardening

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**From:** [REDACTED]  
**Sent:** Wednesday, April 7, 2021 9:27 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

[REDACTED] who would be able to provide the nuance on the financials.

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**From:** [REDACTED]  
**Sent:** Wednesday, April 7, 2021 9:23 AM

To: [REDACTED]  
Cc: [REDACTED]  
Subject: RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

[REDACTED] – By credits do you mean HGR's? Those are easily backed out and should not be included in this report. I don't understand how that helps Sr leadership understand where we are in the program.

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From: [REDACTED]  
Sent: Wednesday, April 07, 2021 9:21 AM  
To: [REDACTED]

Cc: [REDACTED]  
Subject: RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

[REDACTED] - The financials for March will be updated after BD 7 as has been our practice to allow for costs to settle. These numbers are as of Feb, and reflect [REDACTED] credits as a result of accruals from Fire Rebuild from last year. The data will be refreshed for next week's update.

Thanks!

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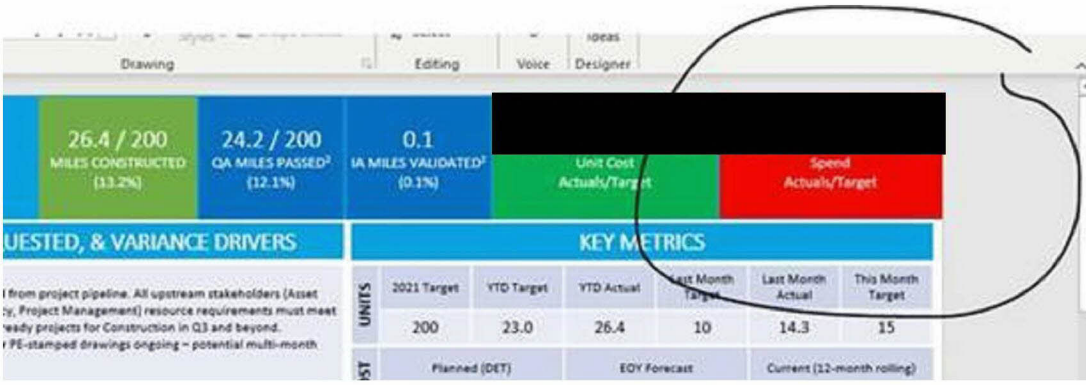
From: [REDACTED]  
Sent: Wednesday, April 7, 2021 9:14 AM  
To: [REDACTED]

Cc: [REDACTED]  
Subject: RE: Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

[REDACTED]

Am I reading this right that we only have [REDACTED] on the books for this work?





Sincerely,

[REDACTED]  
 Director, Portfolio & Project management  
 Pacific Gas and Electric Co.

“It is amazing what you can accomplish  
 If you do not care who gets the credit”

**Harry S. Truman**

**From:** [REDACTED]  
**Sent:** Wednesday, April 07, 2021 9:11 AM  
**To:** [REDACTED]

**Cc:** [REDACTED]  
**Subject:** Due by 10 AM Thursday: System Hardening Weekly Update - 4/8/2021

Team,  
 Please see attached this week’s System Hardening Dashboard. This will be used for EO Weekly KPI review with [REDACTED] on Friday, and is due for submission to EBO team by 3 PM Thursday.

**Request**

Please review the Dashboard, specifically the “Stay on Green” Action Plan for the program (**Page 4**) and provide your comments, if any. The Action Plan is tracked from week to week regardless of Program RAG status (i.e. even while RAG is Green).

Appreciate receiving your comments no later than **10 AM Thursday** (earlier the better) to help us make the updates on time.

**Note:** To facilitate, track, and close items on the Action Plan with individual business partners, a TEAMS channel has been created with a channel assigned to each department. Please leverage this to maintain your department’s Action Plan.

Link to TEAMS:  
[Wildfire Safety Hardening Program](#)

Thank you!  
 [REDACTED]

[REDACTED]  
Core Programs  
Major Projects and Programs  
[REDACTED]

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