

From: [REDACTED]
To: [REDACTED]
CC: [REDACTED]
Sent: 6/25/2021 6:00:49 PM
Subject: Hi Five Email - See you in Three Weeks
Attachments: Intent Contacts & Letter Template; List of projects.xlsx; PR Preparation - Template & CMDB ; RE: Joint Pole Liability

Hi [REDACTED]

Here's a download of what's happening.

- Coverage
 - [REDACTED] has the Wednesday calls covered
 - [REDACTED] has all the rest covered except for the 29th but he's hitting up [REDACTED] for that day.
- Estimating
 - [REDACTED] is being taxed heavily to focus on tag work
 - [REDACTED] is really stressed
 - There's no way they're going to deliver what they promised for June.
 - I've felt like the Wednesday report out along with my summary emails of the Thursday call are about as much pressure as that team can take from us.
 - Especially with tags being higher rank than us, I don't see that anything would come of an escalation.
 - They have shifted all 2022 work out 1 month.
 - Our Thursday calls have mostly been focused on confirming that circuit map change sheets are being routed when they are supposed to if at all.
 - This has turned out to be a terrible mess. Many of the estimators weren't submitting CMCS routings until asked to get a BC through.
 - They still don't have the habit formed but it's improving slowly.
 - It clearly shows that they are way behind for their monthly target.
 - This may be something to consider for other MAT codes.
- [REDACTED] 4-mile Remote Grid (Buy Out) Job
 - She's got this under control just wanted to start with good news.
 - The buy out is complete
 - [REDACTED] cleared all dependencies in a week and is working on the BC should be ready for a phase gate the week you get back
 - [REDACTED] assigned it to contract. So, [REDACTED] might need help rushing the contract through.
 - Estimating will be out on 7/2
 - Much of the 4 miles, maybe all of it, was burned down [REDACTED] is working with QC and Land to verify what's gone and what remains.
 - We could claim these 4 miles in July. Possibly the last week in June if QC can confirm it's all gone.
- [REDACTED]
 - Veg, [REDACTED] has agreed to move to all POs for our work and move away from VMS at my request.
 - [REDACTED] mentioned in an email that some processes around the POs might be changing a little and offered to provide our team with a training. I copied you on my response. I'm happy to set up the training when I return if it isn't urgent.
- Letter for Joint Trench
 - The federal monitor wants PG&E to be notifying other utilities when we plan to underground our lines and offer them the opportunity to put their facilities in a joint trench.
 - I was notified of this by [REDACTED] in estimating
 - It is our understanding that the other utilities would still need to pay for their porting as they would

on a rule 20

- [REDACTED] had an ADE send me a version of a letter that is sent out to the other utilities for new business work that goes underground.
- The estimating managers and I were going to review the letter, update it, and I was going to send it to legal for review.
- We would still need to lock down how we send it out, who sends it out and tracks responses.
- The initial emails from that ADE are attached.
- I haven't done anything with this yet.

[REDACTED] is still struggling. The improvement is very very slow but there is always a little improvement.

I've spoken with [REDACTED] and two other folks about this issue.

- The issue is really that he doesn't have a good grasp of what is going on with his projects and who needs to be taking action.
- I've had about 3 project managers and [REDACTED] question me about him because of his performance on our calls.
- I've asked [REDACTED] to have someone, possibly [REDACTED], come along side and coach him. [REDACTED] seems to be another [REDACTED]. After 30 days on the job his portfolio is dialed. I attribute that to [REDACTED] coaching and [REDACTED] drive. He seems to have figured out our processes in 30 days and is driving his work hard.
- One positive and one of my reasons for continuing to work with [REDACTED] is that at least he is transparent. He tells me what he doesn't know when I ask and tells me he's lost. I didn't feel the same with [REDACTED]. The other reason is we can't afford to lose anyone else in that part of our territory.

- We can't afford to lose anyone else out there because as soon as [REDACTED] came on [REDACTED]

- I spoke to [REDACTED] in person. I get the impression he's truly planning to return but who knows.
- Soooo, [REDACTED] portfolio hasn't progressed much at all since [REDACTED] left.
- Our plan is to put [REDACTED] down there.

[REDACTED] Long story. Said he won't leave again.

- I sat in on his meet and greet. He seems very strong.
- [REDACTED] and [REDACTED] agreed to put [REDACTED] on [REDACTED] portfolio until [REDACTED] gets back.
- I think we should reassess at the end of July and see where [REDACTED]

• Construction Calls on Tuesday's

- The Tuesday construction calls you set up have been good in the sense that I'm connecting with the folks that need to update the data.
- However, as you picked up from [REDACTED] on our call with her, the construction teams are laser focused on tags. E&F tags I think in tier 2 & 3.
- So they have huddles during this call time and we don't have much more than [REDACTED] and [REDACTED] on the call.

• Tag work VS SH work.

- As I think you probably know by now, SH is priority three. Tags are 1 and I don't know what 2 is. I'm sure you'll get up to speed on this pretty quick.
- There's apparently 500,000 tags they want complete over the next 2 years.
- Obviously there's a lot of concern from the SH team that work will slow or stop.
- I think it already is.

• Potential Pole Issue

- [REDACTED] mentioned that his GC team is having trouble getting poles.
- I told him to check with [REDACTED]
- Every time [REDACTED] and I have talked there has been plenty of inventory but maybe the tag work has impacted it
- I'd just check in with [REDACTED]

[REDACTED] / VP July Visit

- I copied you on the emails from [REDACTED] that spell out the three potential types of projects they want to consider as candidates to be visited.

- You may consider putting [REDACTED] in charge of this.
- They are specifically looking at underground work.
- They would prefer to see multiple agency conflicts.
- Here's the three groups they're asking us to consider

Group 1

Recently completed undergrounding projects – just 1 or 2. The mileage may not be long. Focus is to understand.

- What was the cycle time of the project ?
- What were the dependencies on the project, and how did it impact the timely execution of the project ?
 - Land Ownership Negotiations
 - State Agency Coordination
- See the attached excel file under the “Completed UG” tab. This is UG work that is out of estimating though closed out status.

Group 2

Undergrounding projects that have completed Estimating but are in the Dependency Clearing Stage – Do not need to be high risk projects. We pull from the pool of projects that we do have. Again 1 – 2 examples.

Focus is to understand

- What is the process currently used to clear the dependencies related to (other dependencies or requirements that have newly been put in place)
 - Land Ownership Negotiations
 - State Agency Coordination
- See the same tab as above.

Group 3

Undergrounding projects in the high risk area that are in estimating – Again 1 – 2.

Focus is to understand

- What to the best of our knowledge are the challenges we expect to face regarding (everyone to understand that this is a bit speculative, but given the location of the project what can we anticipate)
 - Land Ownership Negotiations
 - State Agency Coordination
- See the “Top 20” tab. These circuits and zones were selected by [REDACTED] I isolated it down to the projects. I would start with Middletown under [REDACTED]
- You could ask all the PMs on the list if they have anything as unique as Bucks Creek, but frankly I wonder if we weren't clear enough that Buck's Creek is an outlier as far as dependency complication goes.
- Middletown is a much better cross section of our work in my opinion.
- Wish I could have made more progress on this for you but I ran out of time.

I will answer if you call my personal phone. I'm glad to be on your team!!

Take stress breaks as you dig out of your emails.

See you soon.

[REDACTED]
Project Manager

[REDACTED]
Pacific Gas and Electric Company