

From: [REDACTED]

Sent: Friday, July 16, 2021 10:53 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Emergency Restorative vs High Urgency Work

Thank you all for the clarification that Work Type 198E will not necessarily mean it will be Emergency Restorative Work 100% of the time. With that being said, please ensure that project governance standards are followed for all projects not deemed Emergency Work.

My team will work on drafting a procedure to highlight the points approved below in order to supplement Emergency Work moving forward.

1. Individual Orders will be utilized for each project to be able to trace activities to the appropriate work for auditable reasons.
2. Individual Purchase Orders (following the appropriate DOA) will be utilized for each project.
3. Project Control Analysts will be responsible for monitoring costs and accruals.
4. Program Management will forecast Emergency Work in appropriate buckets.

Respectfully,

[REDACTED] | Manager, MP&P Project Governance & Controls

Office: [REDACTED] | Cell: [REDACTED]



From: [REDACTED]

Sent: Friday, July 16, 2021 9:25 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Emergency Restorative vs High Urgency Work

Thanks [REDACTED]

To clarify, one of the drivers of creating **Work Type 198E** under 08W was for the ability to link multiple **EC** notifications in one 08W order to mirror 95F functionality. Typically, 08W orders use **Work Type 198W** where can only link one **ER** notification to single 08W order.

In a typical OEC/EOC fire restoration scenario, hundreds+ of EC notifications are created for individual pole replacements or removal tags. Prior to this year, all of those tags would be created and costs charged to 95F, regardless if those tags were related to hardening locations. As you all know, we had a very challenging and difficult exercise last year to strip out the hardening costs from 95F to 08W. For this reason, [REDACTED] worked with a very broad cross-functional

team including Business Finance, Capital Accounting, EES Estimating team, Enterprise Project Management, MPP [REDACTED], and Emergency Program Management to create this new functionality for 08W where hardening sections are confirmed.

The Salt Fire Rebuild was our first opportunity to implement this new work management solution, and so far it has progressed smoothly. All of the appropriate hardening EC notifications/locations are linked to the 08W orders and we are capturing all of the costs immediately. We have four (4) 08W orders so far for Salt Fire Rebuild, one OH section and three UG sections.

I agree with [REDACTED], Work Type 198E will not necessarily mean it will be Emergency Restorative Work 100% of the time. I could envision in a few cases where we appropriately capture all of the removal EC notifications under an 08W order, but due to slow customer demand for power and therefore temp generation is not required immediately, we will have an opportunity to use the High Urgency classification as the team plans out the OH/UG rebuild.

[REDACTED] | PG&E – System Hardening | [REDACTED] | [REDACTED]

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

From: [REDACTED]

Sent: Thursday, July 15, 2021 6:06 PM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Emergency Restorative vs High Urgency Work

[REDACTED]

I confirm the following: ([REDACTED] – please let me know if you disagree)

1. Individual Orders will be utilized for each project to be able to trace activities to the appropriate work for auditable reasons.
2. Individual Purchase Orders (following the appropriate DOA) will be utilized for each project.
3. Project Control Analysts will be responsible for monitoring costs and accruals.
4. Program Management will forecast Emergency Work in appropriate buckets.

I do not agree with the statement about specifying a mat code or work type that can or cannot be utilized per any specific Utility Standard Classification. Utility Standard PM-1004S Does not utilize Mat Codes or Work Type to determine the classification between Emergency restoration or High Urgency. If the work is classified as High Urgency we will simply follow the Standard for high urgency regardless of work type or mat code. I am not the Subject matter expert on work type 198E but I believe the High Urgency Classification guidance can benefit from some of the distinct advantages 198E might provide. Maybe [REDACTED] can provide more details. If [REDACTED] has no concerns about specifically excluding 198E from High Urgency classification than I will concur too.

Thank You,

[REDACTED]
Sr. PROJECT MANAGER – Wildfire Systems Hardening Projects

Pacific Gas and Electric

Mobile: [REDACTED]

Office: [REDACTED]

From: [REDACTED]

Sent: Thursday, July 15, 2021 3:46 PM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Emergency Restorative vs High Urgency Work

Team,

Thanks for taking the time to discuss today. Upon further analysis, due to the projects being a result of sudden damage to facilities resulting catastrophic events requiring urgent work to repair or replace facilities and restore service to ensure safety and avert significant imminent service interruptions to customers I agree that the required restoration work for the Salt fire would be labelled Emergency Restorative Work per the Utility Standard PM-1004S (Project and Program Delegation of Authority Standard) .

Although Utility Standard PM-1004S Section 2.2 does exempt Emergency Restorative and Emergency Preventive Work from requiring AA's, PA's, BC's, P6 Schedules to initiate and execute the project, this does not imply project controls are not needed and therefore should be in place prior to proceeding.

Please confirm the following:

1. Individual Orders will be utilized for each project to be able to trace activities to the appropriate work for auditable reasons.
2. Individual Purchase Orders (following the appropriate DOA) will be utilized for each project.
3. Project Control Analysts will be responsible for monitoring costs and accruals.
4. Program Management will forecast Emergency Work in appropriate buckets.

Once confirmation is received I will provide my approval to proceed. A Procedure noting the requirements above will then be drafted to supplement Emergency Restorative and Emergency Preventive Work moving forward.

If the project does not fall under the criteria of Emergency Restorative Work the projects must abide by project governance standards (meaning AA's, PA's, BC's, P6 Schedules are required) and should not be created under the 198E work type.

Respectfully,

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

Office: [REDACTED] | Cell: [REDACTED]



From: [REDACTED]

Sent: Wednesday, July 14, 2021 11:15 AM

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Emergency Restorative vs High Urgency Work

Team,

Following my conversation with [REDACTED], I will be scheduling a call for us to discuss as we are under the impression this work does not fall under the Emergency Restorative and Emergency Preventive Work classification.

The Utility Standard PM-1004S defines High Urgency Work as expedited time-sensitive work that reduces the risk and impact to the public, customers, workforce, environment or business assets/needs. It can also be associated with a new

or emergent federal, state or regulatory driven deadline. The long-term restorative or preventative work after Emergency Restorative and Emergency Preventive Work may be High Urgency Work. This classification requires projects to abide by project governance standards.

Respectfully,

[Redacted] | Manager, MP&P Project Governance & Controls

Office: [Redacted] | Cell: [Redacted]



From: [Redacted]

Sent: Wednesday, July 14, 2021 9:38 AM

To: [Redacted]
[Redacted]

Subject: RE: Emergency Restorative vs High Urgency Work

From: [Redacted]

Sent: Wednesday, July 14, 2021 9:28 AM

To: [Redacted]
[Redacted]

Subject: RE: Emergency Restorative vs High Urgency Work

[Redacted],

I know you already have reached out, we need direction in writing for compliance from EPM.

Sincerely,

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

Cellular: [Redacted]

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

Harry S. Truman

From: [Redacted]

Sent: Wednesday, July 14, 2021 9:26 AM

To: [Redacted]
[Redacted]

Subject: RE: Emergency Restorative vs High Urgency Work

[Redacted] and [Redacted]

From: [Redacted]

Sent: Wednesday, July 14, 2021 9:12 AM

To: [Redacted]
[Redacted]

Subject: RE: Emergency Restorative vs High Urgency Work

Who in project governance did you work with?

Sincerely,

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

Cellular:

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

Harry S. Truman

From:

Sent: Wednesday, July 14, 2021 9:10 AM

To:

Subject: RE: Emergency Restorative vs High Urgency Work

Team,

is absolutely correct in his interpretation of the standard and the intent of this new work-type. The 198E Work-Type was developed to mimic specifically the 95F orders in form and function. This work-type within 08W was intended to support the Emergency Restorative and High Urgency work as described below.

The decision to fund this emergency restorative work from 08W was not because Business Finance and Regulatory thought this work was not emergency restorative. It was because they thought it would be better received within the cost recovery discussions associated with other System Hardening work. This work type was not created to have project level cost data. That would have been much easier to achieve in 95F through the creation of additional orders against the specific PO's.

Let me know if there are any other assumptions being made about this work-type. I reviewed this language within this standard prior to publishing and worked with project governance to ensure we were approaching this correctly.

Please proceed as you proposed. I am in full support.

Thanks!

Manager, Grid Design
Pacific Gas and Electric Company

From:

Sent: Tuesday, July 13, 2021 5:46 PM

To:

Cc:

Subject: RE: Emergency Restorative vs High Urgency Work

[REDACTED]

My interpretation of Utility Standard PM-1004S does not depict a mat code requirement or even a work type requirement. The 198E work type is simply the vessel created to allow PG&E to utilize the 08W mat code in Emergency situations created by catastrophic events.

Can you review the email chain below and confirm that the purpose of work type 198E was created was to mimic 95F Emergency orders for the purpose of rebuilding back to system hardening standards during catastrophic events?

Thank You,

[REDACTED]

Sr. PROJECT MANAGER – Wildfire Systems Hardening Projects

Pacific Gas and Electric

Mobile: [REDACTED]

Office: [REDACTED]

From: [REDACTED]

Sent: Tuesday, July 13, 2021 3:20 PM

To: [REDACTED]

Subject: RE: Emergency Restorative vs High Urgency Work

[REDACTED]

I will only add 198E is part of 08w and was created to have project level cost data. For your specific question I will wait for [REDACTED] response as the governance owner.

Sincerely,

[REDACTED]

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

Cellular: [REDACTED]

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

Harry S. Truman

From: [REDACTED]

Sent: Monday, July 12, 2021 7:59 PM

To: [REDACTED]

Cc: [REDACTED]

Subject: Emergency Restorative vs High Urgency Work

[REDACTED]

After reviewing Utility Standard PM-1004S (Project and Program Delegation of Authority Standard) I believe that the required restoration work for the Salt fire would be labelled Emergency Restorative work (see section 1.8 from standard below). After the fires in 2020, the 08W program created the 198E work type (as opposed to the typical 198W). The intent of creating the 198E work type was to mimic 95F (with a few exception, CPUC refunding, etc). Emergency Restorative work is specifically exempt from this standard. (see standards section 2.2). I want to make sure we are all in concurrence that if the work is labelled Emergency Restoration Work, Project governance such as AA's, PA's, BC's, P6 schedules are not required. If the projects are delayed for a significant period of time (similar to the North Complex

Fire) they would be labelled Urgent Work which would have to follow this standard and the Project Governance requirements. My intention with the Salt fire and future fire events is to determine what should be built as an Emergency Restorative project and segregate any work that can wait but will be considered High Urgency work (if no structures exist in a large area, similar to North Complex Fire).

Please respond with your concurrence. Introducing this concept to all the additional LOB's will be difficult because the MAT Code will still be 08W and the education regarding the Work Type and the definition of Emergency Restorative vs High Urgency Work Will have to be explained in order to obtain compliance from required stakeholders. Please let me know if you would like me to set up a call to discuss.

Section 1.8

Emergency Restorative and Emergency Preventive Work: is defined in the PG&E Corporation and Utility Board resolutions for Capital Projects and Divestiture of Assets as emergency restorative work immediately following sudden damage to facilities resulting from equipment failures, storms, floods, or other catastrophic events requiring urgent work to repair or replace facilities and restore service or ensure safety or emergency preventive work undertaken to avert or mitigate significant imminent safety hazards to employees or to the public, or to avert significant imminent damage to facilities, or to avert significant imminent service interruptions to customers.

Section 2.2

Emergency Restorative and Emergency Preventive Work is exempt from this standard

Thank You,

[REDACTED]
Sr. PROJECT MANAGER – Wildfire Systems Hardening Projects

Pacific Gas and Electric

Mobile: [REDACTED]

Office: [REDACTED]