

From: [REDACTED]
To: [REDACTED]
Sent: 11/4/2020 2:42:34 PM
Subject: RE: System Hardening Materials
Attachments: Project List MAT 08W - Hard Pivot Review 110320.xlsx

See attached.

From: [REDACTED]
Sent: Wednesday, November 04, 2020 1:57 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: System Hardening Materials

*******CAUTION: This email was sent from an EXTERNAL source. Think before clicking links or opening attachments.*******

This is great [REDACTED] and I have begun to incorporate this into the deck. Would it be possible to get the CPZs that are associate to each of these steps? It will allow us to create a visual to highlight where the new projects fall on the risk buydown curve to create a sense of visual continuity.

All we need is a file that has the following for all the target projects.

circuit_protection_zone_id	Project Status
OREGON TRAIL 1103CUS391	In Construction
CALPINE 1144276-G	ECOP (In Estimating)

If a CPZ has multiple projects in different statuses, it should be fine to have it appear multiple times with different statuses. I just want to be able to give an impression of the spread of projects for each status bucket.

[REDACTED]
KPMG LLP | Manager, Strategy
[REDACTED]

From: [REDACTED]
Sent: Wednesday, November 4, 2020 1:09 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: [EXTERNAL] RE: System Hardening Materials

Here's the current table showing the proposed work plan for 2021:

	Miles	Projects	Risk Reduction	Top 20% CPZ Miles	Actual Cost	Expected
In Construction	47.5	47	7.91	3.27	\$ 44,858,917	\$ 131,028,000

ECOP (In Estimating)	104.9	20	40.30	25.05	\$ 192,109	\$ 257,126.1
PSPS Mitigation	14.47	12	17.46	3.95	\$ 1,334,631	\$ 61,230.3
Top 20% MAVF CPZ	30.4	7	49.70	30.40	\$ 61,488	\$ 47,189.7
Construction Ready	34.63	25	0.73	0.00	\$ 4,526,212	\$ 66,011.9
Estimating Complete	12.78	7	0.25	0.00	\$ 738,329	\$ 18,972.7
Other In-flight Keep	55.8	23	1.82	0.00	\$ 1,211,611	\$ 89,817.5
2021 Proposed Portfolio	300.5	141	118.16	62.67	\$ 52,923,297	\$ 671,378.1

ECOP (Future)	340	74	92.37	25.02	\$ 232,582	\$ 608,552.1
---------------	-----	----	-------	-------	------------	--------------

All Others	776	275	53.68	0.00	\$ 10,442,001	\$ 1,138,202
------------	-----	-----	-------	------	---------------	--------------

[REDACTED]

From: [REDACTED]
 Sent: Tuesday, November 03, 2020 8:22 AM
 To: [REDACTED]
 Cc: [REDACTED]
 Subject: System Hardening Materials

*******CAUTION: This email was sent from an EXTERNAL source. Think before clicking links or opening attachments.*******

H [REDACTED]

Please see the first pass at the system hardening materials. I am still working to confirm the comparisons between the old and new risk models, as well as how they tie together in the risk buydown curve. I hope to have those confirmed and built into these materials by tonight.

The components of this that I could use additional feedback on are:
 What are the steps in the System Hardening project life cycle, and how long does each take
 How can we attach current projects in flight to their stage in the lifecycle
 Does the recommendations slide represent the view of the system hardening team
 What can we define as the "write off" cost by project
 Do you have any materials for the EC tags outstanding that we can add in for the appendix as the alternative to SH work?
 Is there anything else that you would like to see included to tell this story? The level of depth in this deck seems correct for the governance forum, but additional detail may be required before going in front of other parties.

Thank you,
 [REDACTED]

KPMG LLP | Manager, Strategy
 [REDACTED]

The information in this email is confidential and may be legally privileged. It is intended solely for the addressee. Access to this email by anyone else is unauthorized. If you are not the intended recipient, any disclosure, copying, distribution or any action taken or omitted to be taken in reliance on it, is prohibited and may be unlawful. When addressed to our clients any opinions or advice contained in this email are subject to the terms and conditions expressed in the governing KPMG client engagement letter.

CAUTION: This email originated from outside KPMG. Do not click links, open attachments or forward unless you recognize the sender, the sender's email domain and you know the content is safe. Forward suspicious emails as an attachment to US-KPMG SPAM Collection Mailbox [REDACTED].

The information in this email is confidential and may be legally privileged. It is intended solely for the addressee. Access to this email by anyone else is unauthorized. If you are not the intended recipient, any disclosure, copying, distribution or any action taken or omitted to be taken in reliance on it, is prohibited and may be unlawful. When addressed to our clients any opinions or advice contained in this email are subject to the terms and conditions expressed in the governing KPMG client engagement letter.
