

**From:** [REDACTED]  
**To:** [REDACTED]  
**CC:** [REDACTED]  
**Sent:** 2/11/2021 11:13:24 AM  
**Subject:** RE: System Hardening Resource Follow Up  
**Attachments:** PCA PM Alignment +PRJ1 (2021 YTD January Actuals)v1.xlsx

Hey [REDACTED]

Looks like one of the pivots did not refresh properly when I was refreshing the worksheets tables simultaneously. I've now specifically refreshed that table should foot with the PRJ002 from which the data is pulling from now.

### PM Cost Summary

PM Cost Summary Table		YTD Actual	Actuals + Remaining Plan	Sum of Q1	Sum of Q2	Sum of
		\$42.9 M	\$957.0 M	\$219.4 M	\$335.2 M	\$248.0 M
<i>Numbers below expressed in whole numbers</i>						
PM Supervisor	Job Owner	Sum of 2021 YTD Act Amt	Sum of 2021 YTD Actuals + Remaining Plan	Sum of Q1	Sum of Q2	Sum of
Eric Walker	[REDACTED]	\$ 128,023	\$ 249,308	\$ 215,397	\$ 13,623	\$ 1

### PRJ002

Order	Order Desc	MaintActivityType	Job Owner	
84014200	(DGEM) - RED BLUFF PEAKER PLANT EXP	CHF	[REDACTED]	\$ 956,9

Thanks for pointing that out and I'll send a updated file to the larger group as well.

**From:** [REDACTED]  
**Sent:** Thursday, February 11, 2021 10:56 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

Hi [REDACTED]

My name is [REDACTED], one of the PM supervisors supporting [REDACTED], and I was putting together something from your file and found that my summary of 2021 and 2022 forecast didn't align with the yours. From what I see the PM Cost Summary is pulling from the PRJ002 tab and I'm arriving at \$957M versus the \$915.8M. In an attempt to figure this out I reviewed the individual orders for [REDACTED] and I found two orders where part of the

delta is coming from. Would you mind taking a look at this and let me know how I should proceed? I created a tab, Supervisory Review, which is partly a pivot table summing up the forecasts from the PRJ002 tab. Eventually this will be going to Roger Jackson and want to make sure we are presenting the same date.

PRJ002

Order	Jan 2021 Actual Amt	Feb 2021 Plan Amt	Mar 2021 Plan Amt	Apr 2021 Plan Amt	May 2021 Plan Amt	Jun 2021 Plan Amt	Jul 2021 Plan Amt	Aug 2021 Plan Amt	Sep 20 Plan Ar
35115855	\$ 22,857	\$ 10,361							
35114043	\$ 68	\$ 50,446							

Thanks,

Portfolio and Project Management  
PM Supervisor, ST/SA/SI Divisions  
Office  
Cell #

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**From:**  
**Sent:** Wednesday, February 10, 2021 10:32 AM  
**To:**  
**Cc:**  
**Subject:** RE: System Hardening Resource Follow Up

Morning

I believe this is the file that you were referencing but let me know if that is not the case. The file is currently capturing up to YTD January 2021 actuals + forecasts and was refreshed this morning.

Let me know if you need anything else.

Regards,

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**From:**  
**Sent:** Wednesday, February 10, 2021 9:50 AM  
**To:**  
**Cc:**  
**Subject:** RE: System Hardening Resource Follow Up

Can we get that pivot table you put together for us that had the portfolio spend by PM? We are evaluating some staffing discussions due to both System Hardening as well as the Transmission work coming in and we need to make sure our overall portfolios are somewhat level.

Thanks,

**From:** [REDACTED]  
**Sent:** Tuesday, February 09, 2021 4:35 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: System Hardening Resource Follow Up

Hi [REDACTED]

Would you like each supervisor approach this individually or is it something you could provide Roger a combined view for?

Thanks,

[REDACTED] **MScEng, PMP**

Supervisor, Electric Distribution Project Management - EB/DI/NB/SO/HB  
Pacific Gas and Electric Company

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**From:** [REDACTED]  
**Sent:** Tuesday, February 9, 2021 4:29 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

Thanks [REDACTED] I am looking for the dollar value per PM for the entire team in your verticals.

Sincerely,

[REDACTED] **PMP, SCPM**

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**

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**From:** [REDACTED]  
**Sent:** Tuesday, February 09, 2021 4:25 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

Hi [REDACTED]

I added a column to show average portfolio per PM currently (before hiring). I have 60 miles per PM and George has 54 miles per PM.

Division	Total System Hardening Miles	Total OH Miles	Total UG Miles	PM Supervisor	# of Currently Available PMs
HB/NB/SO	119	52	53	[REDACTED]	2
NV/SI	163	124	35	[REDACTED]	3
SA/ST	44	38	6	[REDACTED]	2

Didn't mean to confuse anyone with the term "system hardening PM". It really is the number of PMs available to take on the hardening jobs regardless.

Thanks,

[REDACTED], MScEng, PMP

Supervisor, Electric Distribution Project Management - EB/DI/NB/SO/HB  
Pacific Gas and Electric Company

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**From:** [REDACTED]  
**Sent:** Tuesday, February 9, 2021 4:13 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

What is the average portfolio per PM currently under each supervisor? Also why are calling out system hardening PM's vs a PM?

Sincerely,

[REDACTED], PMP, SCPM

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**

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**From:** [REDACTED]  
**Sent:** Tuesday, February 09, 2021 4:09 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

Thank you, team! Great work! [REDACTED] please see the below summary.  
I agree with the assessment needs for more PMs. Should we bring on as Contractors for now? We can discuss at one-on-one.

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**From:** [REDACTED]  
**Sent:** Tuesday, February 09, 2021 4:06 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

[REDACTED]:

Based on our discussions with [REDACTED] we need 4 additional PM resources; 2 for [REDACTED]'s team supporting NV/SI work and 2 for my team supporting HB/NB/SO. This is based on our evaluation of the latest scoping status found [here](#).

To summarize what we discussed with [REDACTED]:

- I have 2 available system hardening PMs and around 120 miles of total hardening work. With 2 additional resources, each PM will have an average of 30 miles in their portfolio
- [REDACTED] has 3 PMs available and 160+ miles. With 2 additional resources, each PM will have 33 miles

- [REDACTED] initially thought [REDACTED] might be able to support HB and/or NV work. However, more and more work started coming through the pipeline in SA/ST. [REDACTED] mentioned today that he doesn't need additional resources and the 44 miles mentioned below will keep [REDACTED] busy.

Division	Total System Hardening Miles	Total OH Miles	Total UG Miles	PM Supervisor	# of Currently Available System Hardening PMs
HB/NB/SO	119	52	53	[REDACTED]	2
NV/SI	163	124	35	[REDACTED]	3
SA/ST	44	38	6	[REDACTED]	2

[REDACTED] Please let me know if I missed anything we discussed.

Thank you all for your help and support with this effort!

[REDACTED] MScEng, PMP

Supervisor, Electric Distribution Project Management - EB/DI/NB/SO/HB  
Pacific Gas and Electric Company

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**From:** [REDACTED]  
**Sent:** Tuesday, February 9, 2021 8:16 AM  
**To:** [REDACTED]

**Subject:** RE: System Hardening Resource Follow Up

Good call [REDACTED]

I asked [REDACTED] for that yesterday and started compiling an email. Please let us know how many folks you need. Remember that we can leverage contractors as well because this work may move in future years.

Lastly, we have some approved head count already so we may only need to get [REDACTED]s buy in.

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**From:** [REDACTED]  
**Sent:** Tuesday, February 09, 2021 8:14 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

[REDACTED]  
Can you pool together and provide [REDACTED] and I with a comprehensive resource plan for PMs needed to cover projects in your areas? Id like to go to [REDACTED] and above with one request.  
Thanks!

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**From:** [REDACTED]  
**Sent:** Monday, February 08, 2021 6:19 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: System Hardening Resource Follow Up

Hi [REDACTED],

I already reached out to [REDACTED] this afternoon and request an additional 2 PMs to support NV and SI. As for both [REDACTED] supporting HB and NV, I wouldn't mind either of them for additional support to NV.

Thanks

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**From:** [REDACTED] <[REDACTED]>  
**Sent:** Monday, February 08, 2021 5:36 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** System Hardening Resource Follow Up

Hi [REDACTED]:

I hope you had a great weekend!

I know you mentioned on Friday that you will discuss the most current resource needs for system hardening with [REDACTED] this week. Could you let me know when that happens so I can schedule a quick follow up with you guys?

Once you reach a resolution around how we will utilize [REDACTED] (HB vs NV), we can determine the need for additional resources and summarize our findings so that [REDACTED] can go to [REDACTED] with the ask accordingly.

Thanks,

[REDACTED] **MScEng, PMP**  
Supervisor, Electric Distribution Project Management - EB/DI/NB/SO/HB  
Pacific Gas and Electric Company  
[REDACTED]