

Electric Operations 2021 Capital Review

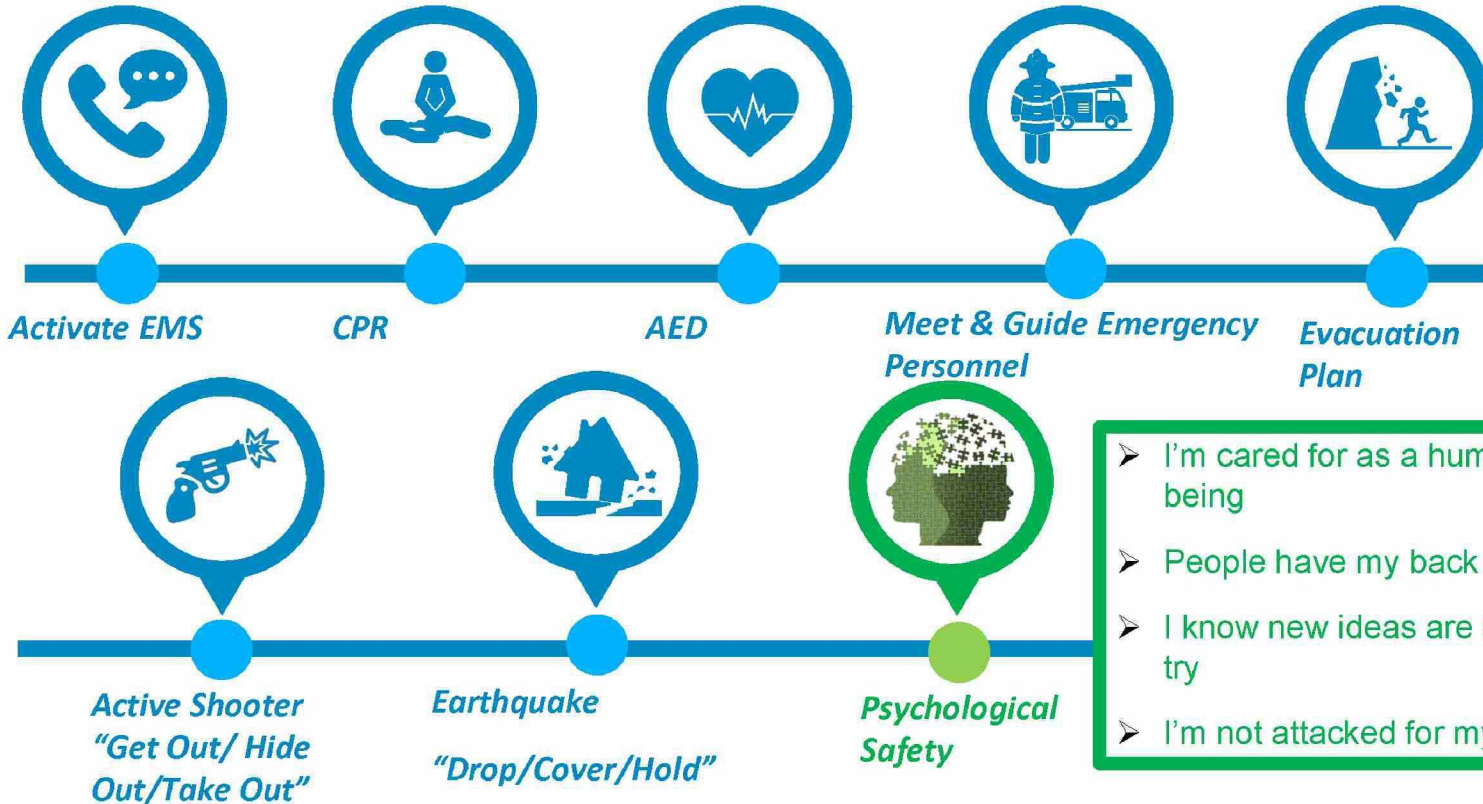
May 21, 2021



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Safety



- I'm cared for as a human being
- People have my back
- I know new ideas are safe to try
- I'm not attacked for my ideas

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See Something/Say Something: Leader, HR or Compliance and Ethics Hotline 1-888-231-2310



Electric Operations 2021 Capital Review

Today's Agenda

Section	Description	Presenter	Timing (Min)	Page #
1. Opening Comments	Safety, Introductions, Purpose & Desired Outcomes		10	3
2. Electric Operations 2021 DET	Financial Summaries		10	4
3. Capital Portfolio Overview – TO, MPP & DO	Contains capital portfolio summaries for TO, MPP & DO(May 2021)		30 40 20	8
4. Plus/Delta/Next Steps			10	26
5. Appendix	Contains supplemental materials, including details on unit costs, performance, etc.	N/A	N/A	27

Electric Operations 2021 Capital Portfolio Financial Plan Overview

May 2021



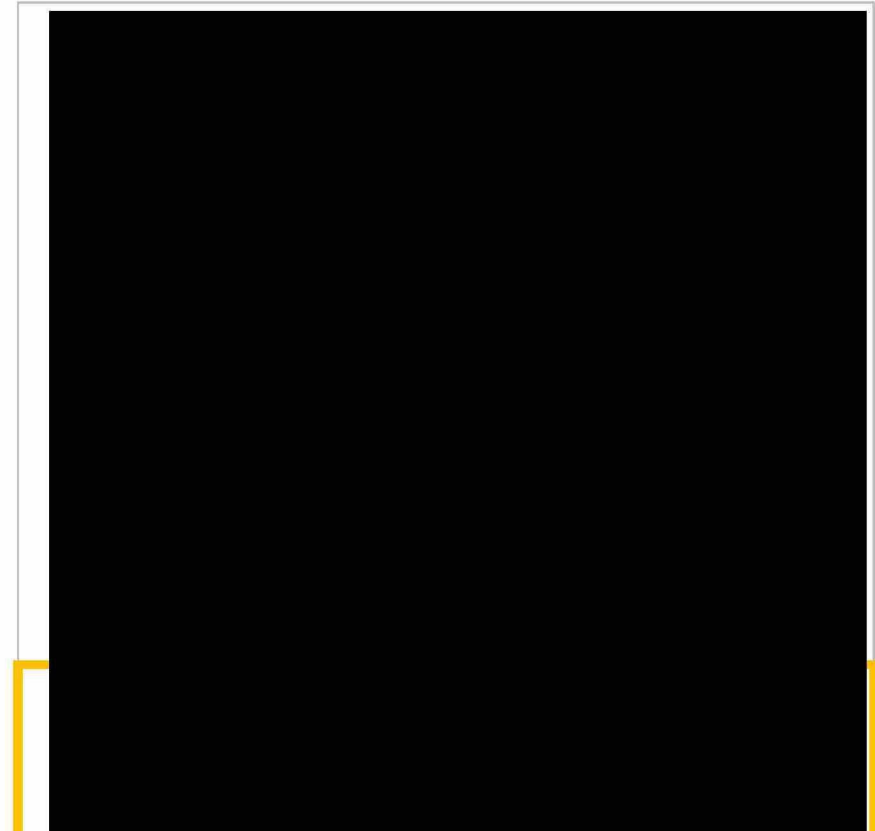
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2021 Plan vs Prior Year Actuals

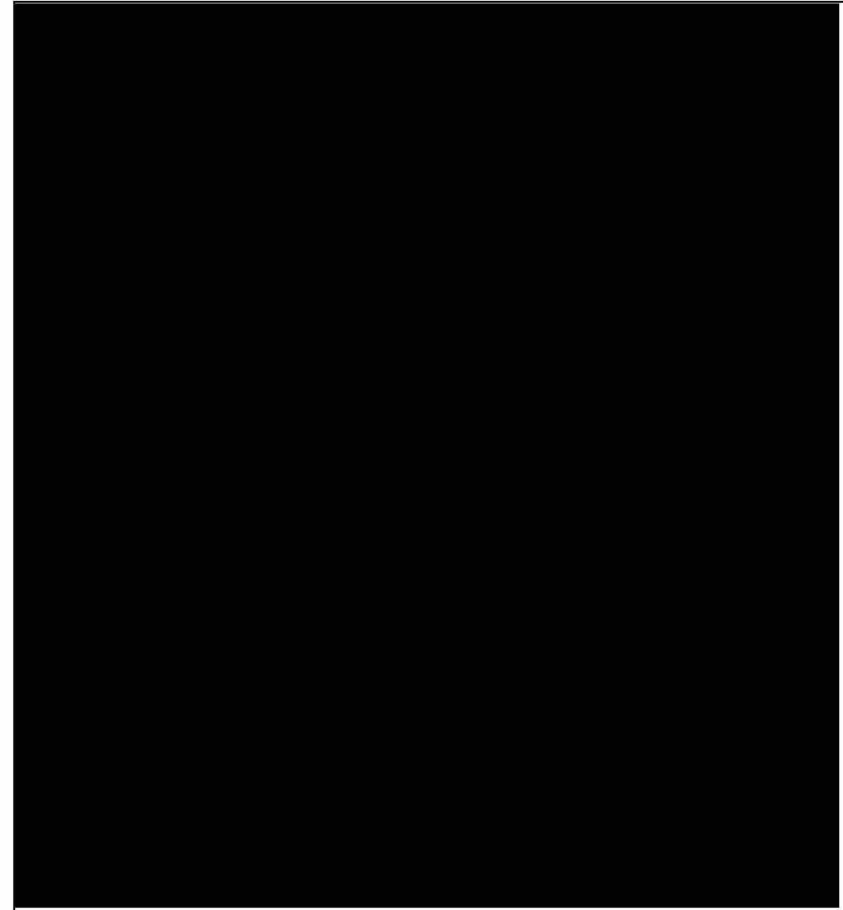
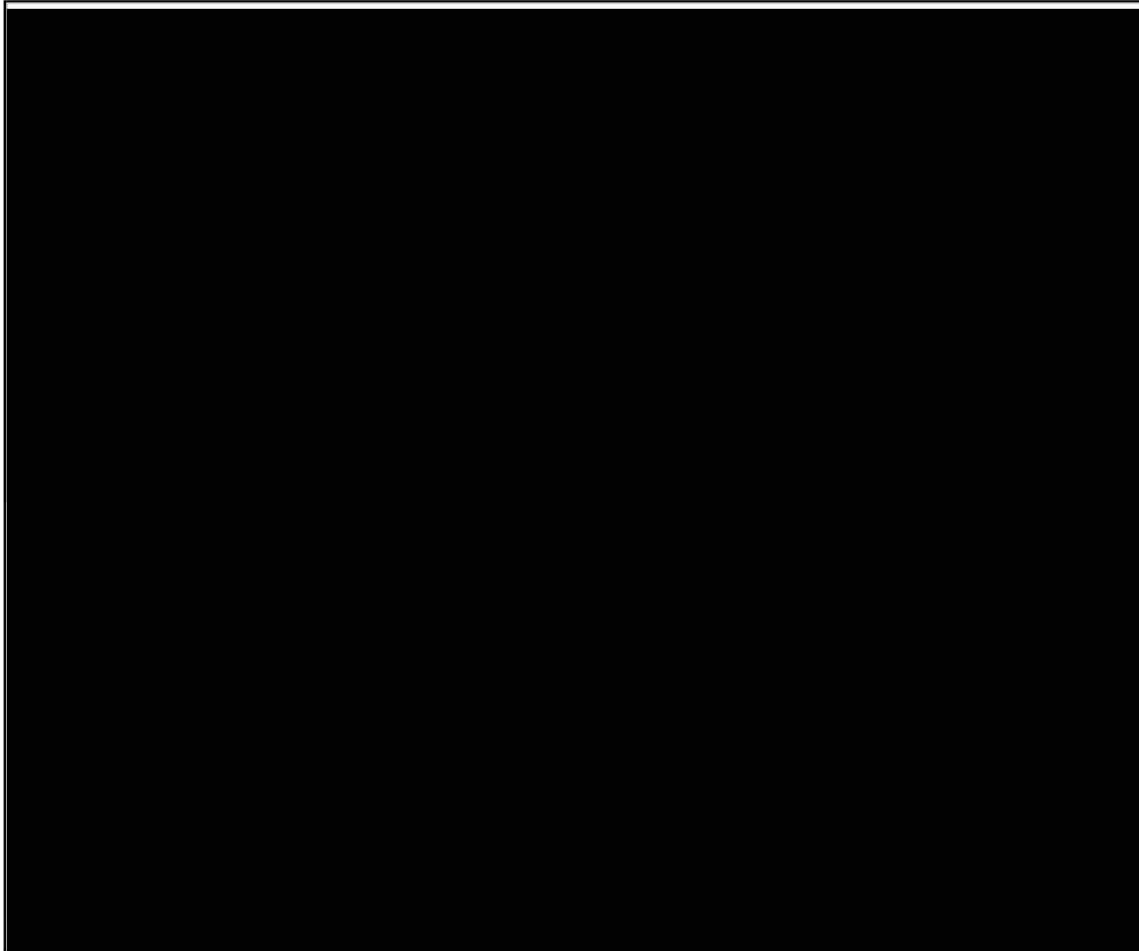


Total Expense/Capital	1,070	1,067	8,280
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2021 Plan vs Prior Year Actuals Capital by Program



INTERNAL - 6



Capital Assessment

Methodology: Proposed RET (Column E) based off Funding Requests in May. Adjustment (Column F) includes Spend highly likely to materialize + 50% of relevant RFP opportunities + possible Run Rate underruns in selected Programs.

Summary: Above methodology delivers an overall EO Capital spend <1% above Target. Assessment assumes Programs requesting funding in April/May will execute fully on new work plans. Also assumes RFP will deliver benefits in current year. Programs underrunning current work plan need to have executability assessed. Programs with execution at risk should be used to offset increases in work plan. Largest spend unknowns currently in Base Capacity/Reliability and System Hardening (significant UG this year)

Millions (\$000,000)'s		A	B	C	D	E	F	G = E - F	H = D - G	I	J	
Category	Program	YTD Spend	YTD Var	Run Rate	DET	Proposed RET	Adjust.	Assessment	Budget Variance	2020 Actuals	2020 DET	Comments
Base Transmission	WRO/SI/NERC/Poles											
	T-Line/Substation/Bus.Apps											
	CIP											
	Tools/Support											
Base Distribution	Cap/Rel/Poles/WRO											
	Maint/NB/Field Metering/Emerg											
	Substation/Bus.Apps											
	Tools/Support/EP&R											
Cap Bal/Memo	Butte/Support											
	System Hardening											
	WSIP/Ops Practices											
	Mobile Home/Rule 20A											
	CEMA Emergency											
	MEBA Emergency											
	WSIP											
	Other FRMMA											
Other Capital	Energy Storage											
	DRPTMA											
	Total											

Capital Portfolio Summaries (TO, MPP & DO)

May 2021



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Transmission Operations Capital Portfolio Summary

May 2021



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Transmission Operations: 2021 YTD Performance

EFO

Non-Earnings Expense

Base + FRMMA

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense																
Substation Management																
Support																
Work Requested by Others																
Grid Technology Applications																
Exp Bal/Memo Accts																
Substation Management																
Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program D																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Grid Operations																
Tower Coatings																
DGEM & Temp Generation																
Base Capital																
Electric Ops & Automation																
Substation Management																
Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Tower Coatings																
Cap Bal/Memo Accts																
Wildfire Safety Inspections Program D																
DGEM & Temp Generation																
Grand Total																

YTD Performance:

- **Base Expense: Electric Distribution** – (\$2.4M) over DET driven by Distribution Substation work
- **Exp Bal: TO Electric** – \$3.2M favorable to DET, work plan on track
- **DGEM & Temp Gen** – \$72.6M over DET due to 2020 Fire/PSPS extended into Q1 (program moved to Transmission Operations this month)

EOY Forecast & Risk/Opps:

- EOY Forecast: Expense – DGEM & Temp Gen going to change control to increase forecast
- EOY Forecast: Capital – Portfolio realigning with STAR work plan, will go to change control with \$16M giveback



Transmission & Substation Capital Summary

Program	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Distribution Substation Plan				
TO Transmission Substation Plan				
TO Transmission Line Plan				
TO Total Plan				
Execution Wedges				
TO Total Plan W/Wedge				

EOY Forecast

- Tracking to come in at \$87.4M over RET (or 6.8% over target)

Levers & Triggers

- Levers - \$58.3M
- Triggers - \$19.5M
- Continue to monitor and develop levers and triggers list

Portfolio Risks:

- Continued financial pressure from increase in emergencies
- Substation test resource constraints
- Construction delays due to PSPS / Wildfire events
- Clearance Cancellations & Permitting
- Inclement Weather
- Tower Coatings Program (\$30M)
 - PG&E to submit request to FERC to capitalize this work in mid-June.
 - Expect FERC response in Fall 2021

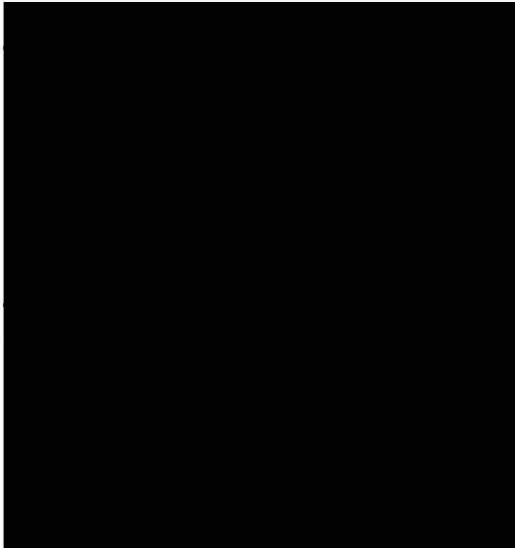
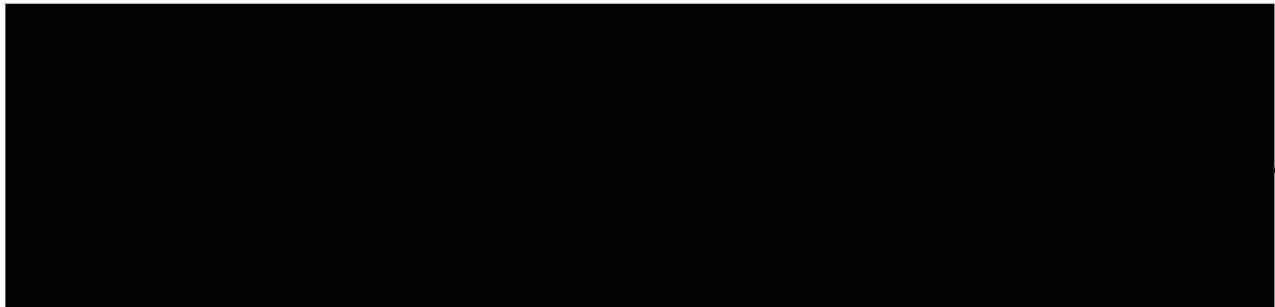
Internal

11 • INTERNAL



Distribution Substation

Program	MWC	MWC Description	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Distribution Substation	9	E Dist Autom/Protection				
	46	E Dist Subst Capacity				
	48	E Dist Repl Other Equip				
	54	E Dist Repl Transformer				
	58	E Dist Repl Subst Safety				
	59	E Dist Sub Emergency Repl				
TO Distribution Substation Plan						
Execution Wedge						
TO Distribution Substation Total						



Internal

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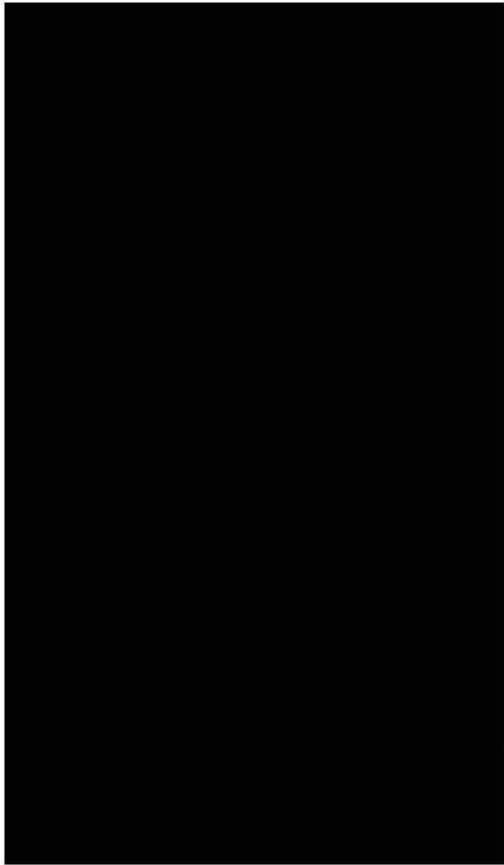


Transmission Substation

Program	MWC	MWC Description	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Transmission Substation	3F	ET Protective Relays				
	61	ET Substation Capacity				
	64	ET Substation Replace Breakers				
	65	ET Substation Emergency				
	66	ET Substation Replace Other Equip				
	67	ET Automation/SCADA				
	68	ET Substation Replace Transformers				
	94	ET Reliability General				
TO Transmission Substation Plan						
Execution Wedge						
TO Transmission Substation Total						

Key Takeaways:

- Tracking to be within 3% of our RET target
- YTD Actuals slightly behind pace to meet EOY targets. Actualized 31.5% of EOY target. Greater spend expected during Fall clearance window.





Transmission Line – Overview

Program	MWC	MWC Description	YTD ACT	2021 RET	2021 PRJ	Variance (RET-PRJ)
Transmission Line	60	ET Line Capacity				
	71	Trans Rep Line ROW Access				
	72	Trans Rep Line Underground				
	92	Line Emergency Repl				
	93	Trans Preventative Work				
	93	Tower Coatings				
	94	Reliability General				
TO Transmission Line Plan						
Execution Wedge						
TO Transmission Line Total						

Key Takeaways:

- Tracking to come in \$30M over RET (or 8% over target)
- YTD Actuals behind pace to meet EOY targets. Actualized 23.8% of EOY target. Greater spend expected during Fall clearance window.
- Projects with in-flight construction: \$28.6M remaining 2021 spend
- Remaining spend for construction kicking off: May/Jun - \$18.6M, Q3 - \$50.9M, Q4 - \$34.2M.



MPP Capital Portfolio & Current Status Summary

May 2021



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Major Projects & Programs: 2021 YTD Performance

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Capital																
Capacity																
Electric Ops & Automation																
Pole Management																
State Infrastructure Projects																
System Hardening																
Transmission Lines																
Wildfire Safety Inspections Program T																
Work Requested by Others																
NERC Compliance																
Maintenance																
Reliability																
Generation Interconnection																
Cap Bal/Memo Accts																
Butte Rebuild																
Mobile Home Park																
Support																
System Hardening																
Wildfire Safety Inspections Program D																
Work Requested by Others																
Miocene Canal																
Wildfire Operational Practices																
Other Capital																
Energy Storage																
Grand Total																

Note: Programs labeled 'Transmission Lines' and 'Wildfire Safety Inspection Program Tran' are T-Line Pole Replacements and should be considered one budget/line item

YTD Performance:

- **Base Capital: Electric Distribution** - [redacted] underrun driven by resource constraints in Capacity/Reliability and favorable unit cost in T&D Pole Replacements
- **Balancing Account:** [redacted] underrun driven by re-plan and ramp up in System Hardening

EOY Forecast & Risk/Opps:

- **EOY Forecast:** No Forecast Changes in May, but high likely givebacks will be considered to go to Change Control in June.
- **Opportunity:** ~\$300M in potential total Opportunity in Capital



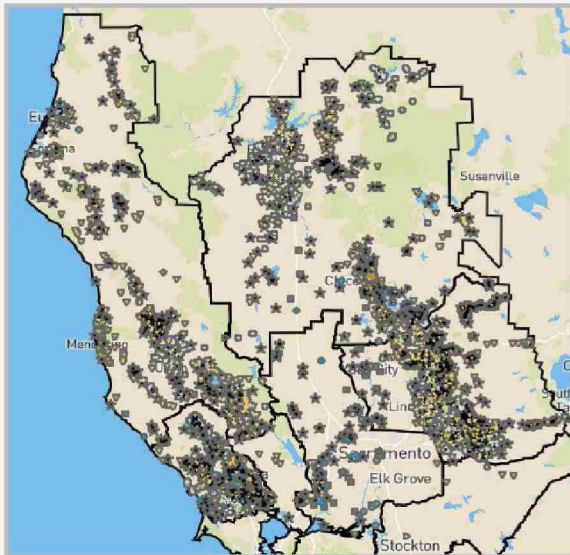
2021 Major Projects & Programs Capital Portfolio by the Numbers

2020	
Actuals	Target
16,382 units	14,371 units
\$2.07 B	\$2.08 B

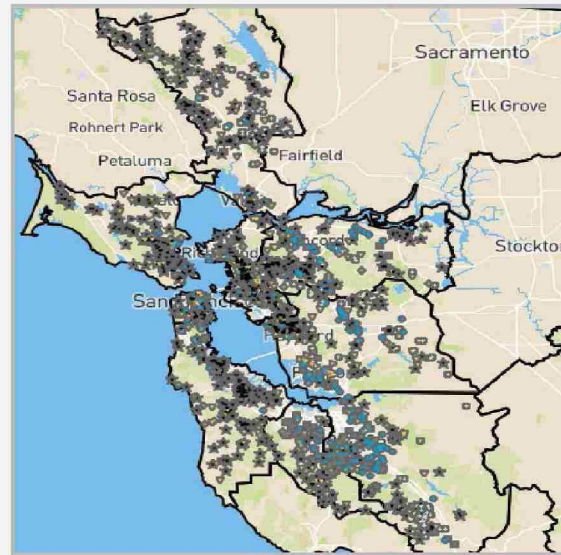
2021	
Actual YTD	Target
6,089 units	25,843 units*
\$0.59 B	\$2.69 B

Key Takeaway

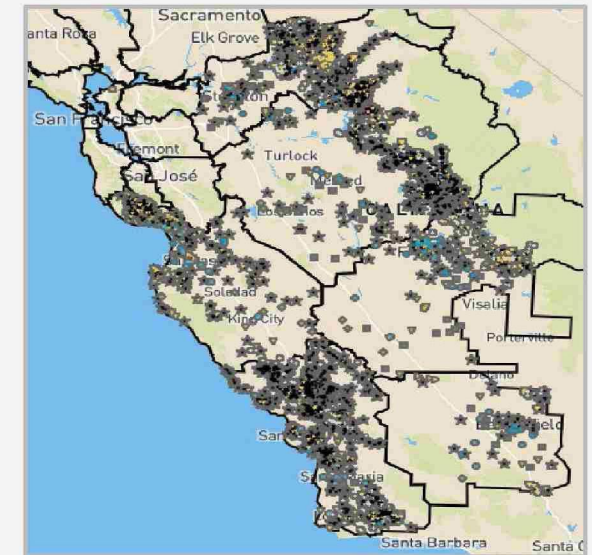
2021 MPP capital portfolio is an **80%+ unit increase**, and **29% budget increase** over 2020



North: 9,849 Orders | 814k Hours**



Bay / Central: 3,867 Orders | 953k Hours**

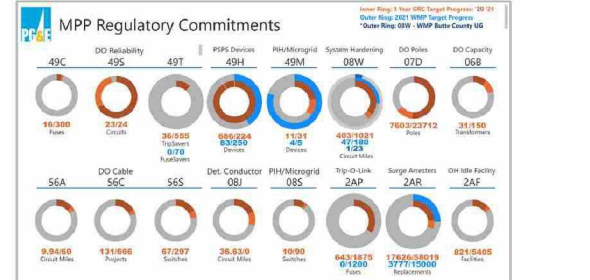
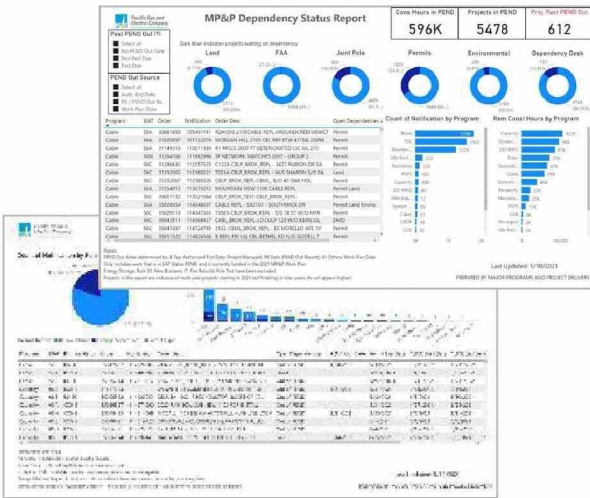
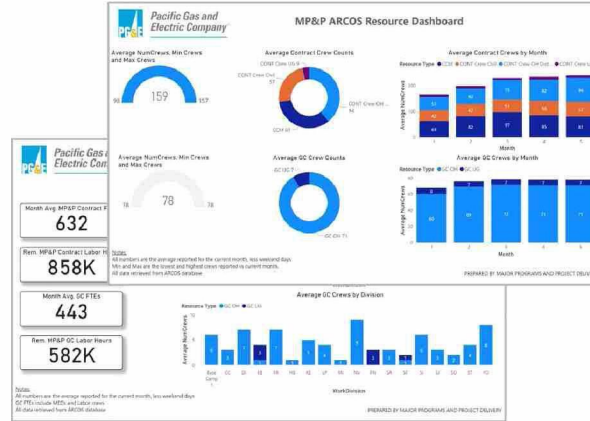
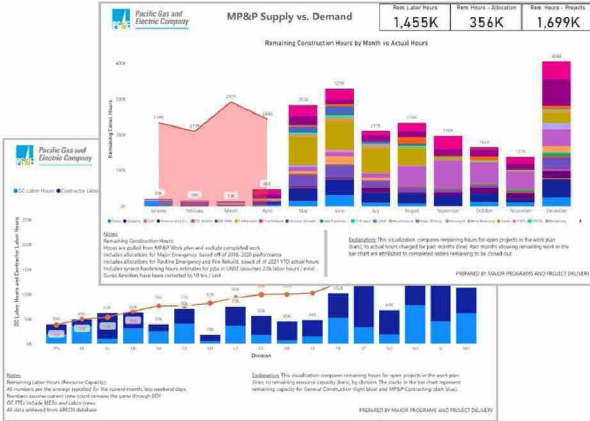


South: 8,780 Orders | 697k Hours**

* Units do not include Surge Arresters. 5,685 of the Units Increase is Poles.
 ** Surge Arresters, Ceramic Post Insulators, Mobile Home Park, Emergency, DO NB, DO WRO, NERC, TO Right of Way Access, TO EGI, TOWRO orders and hours not included in map, hours, or orders. Some orders will not show on map as they are missing GIS location, but are included in the order totals/hours total. Data pulled: 5.17.21



2021 Major Projects & Programs Data Visualization & Work Management



Key Takeaways

Data visualization tools provide visibility and enable focused actions:

- Work supply & execution capacity
- Work readiness & bundling
- Regulatory Commitments
- Dependencies (permits)
- Field resources (crews)
- Contracted work (awards, volumes, schedule)
- Weekly scorecards

Recurring huddles support effective work progression:

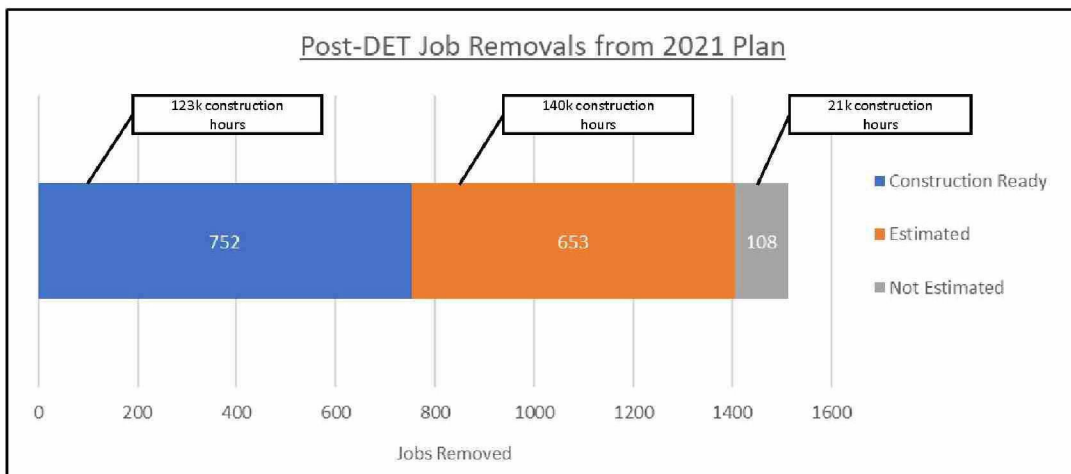
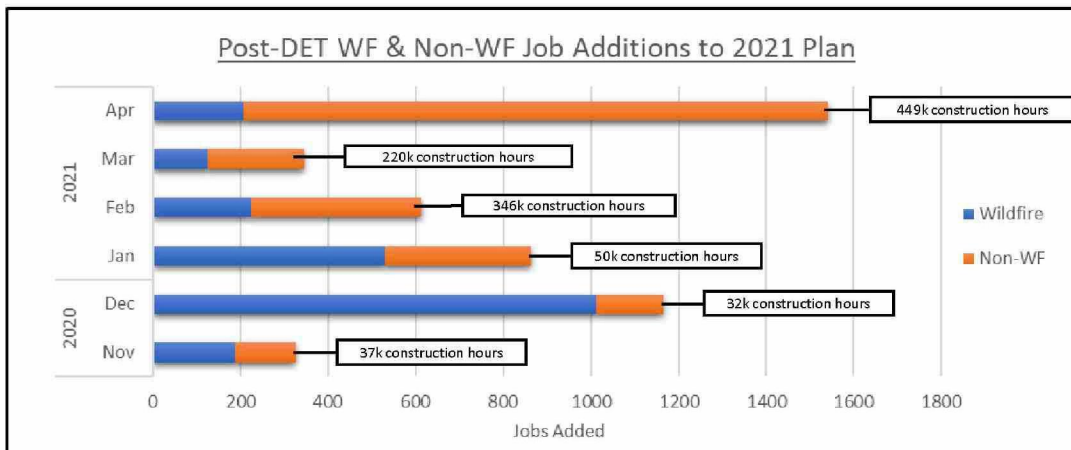
- Portfolio & Program Review (monthly)
- Work Execution Review (weekly)
- Scorecard Review (weekly)
- Coordination | Program / Project Management, Estimating, Estimating, Permitting, Contracting, Construction (weekly)
- Special Attention Reviews (daily)

PREPARED BY MAJOR PROGRAMS & PROJECT DELIVERY



2021 Major Projects & Programs

Portfolio Churn Highlights



Key Takeaways

MPP portfolio is currently ~2.5 M construction hours

~51,000 workplan change requests YTD

Since 2021 DET was set November 2020:

- 1.13 M construction hours (4,857 jobs) **added**
47% wildfire related
43% pre-estimating status
- 284 K construction hours (1,513 jobs) **removed**
50% were construction-ready

Note: Major emergencies YTD: ~26% (General Construction) and ~28% (Contract) of total available hours

Note: WF Mitigation programs in data above are: System Hardening, TOL, PSPS, Idle Facilities Removal, Microgrids, and Weather Stations



Major Programs & Project Delivery Dashboard

Accountable Sr. Director: [REDACTED]
Operational Period 19: May 6– May 12

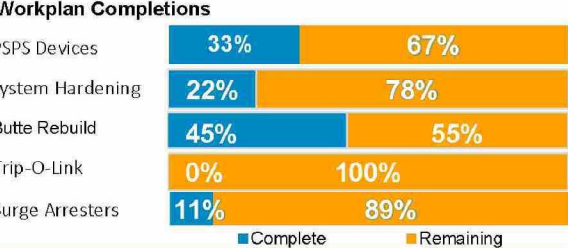
4DX	PMVI Actuals v. Target	0 / 2.87	Green
	DART Actuals v. Target	0 / .97	Green
	PSPS Mitigation Completion %	33%	Green
	% Projects Completed on Schedule & within Budget	87%	Yellow

① 4DX METRICS

EXECUTION WIG

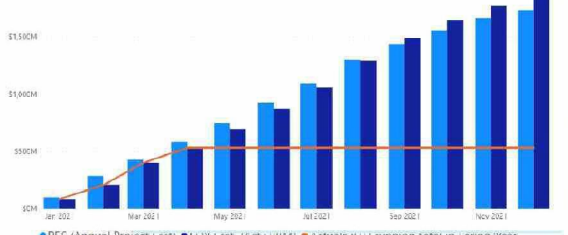
Employee Safety: Safely manage portfolio of approved and planned work by adhering to company safety standards.

Public Safety: Manage portfolio of approved and planned work to reduce the likelihood of a public safety event.



COST WIG

Deliver portfolio of approved and planned work within +/- 2% RES budget.



EXECUTION LEADING INDICATORS

Work in the Pipeline	Projects	7,732	▲
	Hours	829,869	▼
Work that did not meet Estimate Out date	Projects	726	▼
	Hours	58,834	▼
Work that did not meet Contract Out Date	Projects	5	▲
	Hours	28,339	▲
Construction ready work (UNSC)	Hours	322,007	▲
	Total Portfolio	113%	-
Work Scope Availability*	Wildfire	124%	-

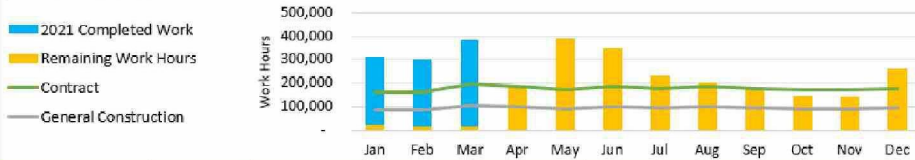
COST LEADING INDICATORS

Work in PEND Status > 45 Days <small>Note: Includes projects with IN dates in 2021</small>	Projects	1,600	▲
	Hours	183,647	▲
Work in UNSC Status > 30 Days <small>Note: Includes projects with IN dates in 2021</small>	Projects	2,221	▼
	Hours	98,935	▼
Work Scheduled Not in the Plan	Projects	50	▲
	Hours	11,169	▲
Schedule Churn <small>Work in/Out in PEND / UNSC / CONS</small>		9.15%	▲
	Workplan Churn <small>Work in/Out Pre-PEND</small>	1.15%	▼
Work Completed Outside of Plan	Projects	30	▲
	Hours	1,719	▲

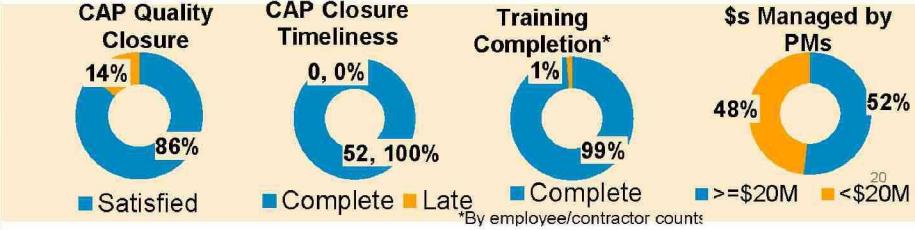
② SAFETY

	Nurse Care	Near Hits	LWDC	DART	OSHA	SPMVI	PMVI	Fatigue Indicator
OP	0	-	0	0	0	0	0	-
YTD	2	-	0	0	2	0	0	-

③ OPERATIONS



④ OTHER INITIATIVES





2021 MPP Workplan Status Report

Units pulled 5/11

EOY Target Units	YTD Units Completed	RAG Status	2021 RET Budget (\$)	Forecast + Actual	Spend to Date (\$)	RAG Status
25,843	6,089		2.69 B	2.57 B	0.59 B	

Program	Program Manager	EAM Scoped Date	Units as of 5/9/21 except System Hardening (5/10) and PSPS (5/12)					Financials as of 4/30/21 (\$1,000)					Say-Do				2021 Pipeline as of 5/12/21 (Hours)			
			2021 Target	YTD Target (RET)	YTD Forecast (PRI)	YTD Actual	RAG (YTD Actual vs Target)	2021 YTD Actual	2021 DET Budget	2021 RET Budget	EOY Forecast (Actuals + PRM)	RAG (Actual + PRM vs RET)	Forecast Next Week 5/16	Forecast This Week 5/9	Forecast Week of 5/2	Actuals Week of 5/2	Initiation (UNSE)	Estimating (ESTS, ADER, APPR)	Dependency (PEND)	Ready for and Rem in Construction
DO PSPS - New Devices (49H)		2/16/2021																		
DO PSPS - MSO Devices (49H)		2/16/2021																		
DO System Hardening (08W)		3/15/2021																		
DO OH Idle Facilities (2AF - Tier 2/3)		4/12/2021																		
DO Surge Arresters (2AR)		1/20/2021																		
DO Ceramic Post Insulators (2AQ)		N/A																		
DO Non-exempt Fuses (2AP)		4/20/2021																		
DO REFCL (49R)		1/11/2021																		
DO Fuse Savers (49T)		4/1/2021																		
DO 4C Controllers (49A)		1/20/2021																		
DO PIH / MicroGrid (49M)		1/11/2021																		
SUBTOTAL - WILDFIRE PROGRAMS																				
DO Poles - Priority B Tags (07)		N/A																		
DO Poles - Other Priority Tags (07)		2/25/2021																		
DO Capacity (06, 48)		3/1/2021																		
DO Overloaded Transf. Repl. (06B)		Not Yet																		
DO LBOR (56S)		12/21/2020																		
DO Deteriorated Conductor (08I)		2/25/2021																		
DO Cable (56)		12/29/2020																		
DO Grasshopper (08S)		2/25/2021																		
DO Reliability (09A, 49B/C/D/E/F/G/I/S/X)		2/24/2021 - except 49I																		
DO Streetlights (2AG & 2AI)		N/A																		
DO New Business		N/A																		
DO WRO (10)		N/A																		
DO/TO WRO Expense (EW)		N/A																		
SUBTOTAL - CORE PROGRAMS																				
SUBTOTAL - GC&C WORK																				
TO NERC (93N)		12/1/2020																		
TO Poles (70Y)		12/1/2020																		
TO Towers (70S & 70P)		12/1/2020																		
TO WRO (82)		12/1/2020																		
TO EGI (82)		12/1/2020																		
SUBTOTAL - TRANSMISSION WORK																				
Community Rebuild																				
Energy Storage																				
State Infrastructure																				
Mobile Home Park																				
TO Right Of Way Access																				
Rule 20A																				
SUBTOTAL - OTHER WORK																				
Projected Volume of B Tag Poles for 2021																				

2021 Workplan Readiness Status:
 322k Hours in Initiation
 362k Hours in Estimating
 494k Hours in PEND
 269k Hours Ready for Construction
 354k Hours Remaining on In Flight Work

April Pipeline Health:
 248k Hours Estimated
 112k Hours thru PEND

Note: Construction Averages 122k hours per month on GC&C Work (average based on 2020 historicals)

PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

Financials in Red are where we are waiting on Business Finance to make

Say Do's in light orange are calculation based off monthly Say Do's provided by the individual programs



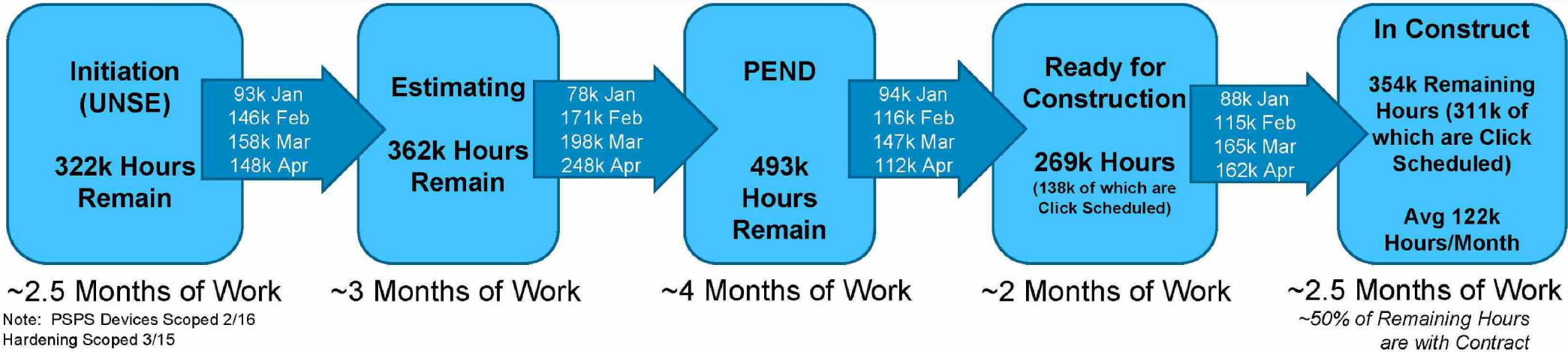
Path to Green – RAG Red Units Programs

Program	Primary Driver: Why We Are Behind on Units	Path to Green	Long Term Measures To Prevent Re-occurrence
DO Non-exempt Fuse Replacement	Program rescoped to align with MAV risk model; new scope received 4/20. Scoping delay caused program to miss original monthly targets. Revised 2021 locations are now in workplan. Work is expected to start in late-May, but pro-rated YTD targets will cause the units to show as RED until the end of May/early June.	Construction Mgmt. supplied new production schedule and the program re-baselined its monthly targets which will return it to Green for May month end. There is currently sufficient Ready work to meet revised targets through mid-Sept. (749 Ready for construction to schedule).	Permitting has committed to moving units to Ready status a rate sufficient to meet construction updated production schedule.
DO LBOR Switches	Targets were developed with the expectation that 61 of the 96 jobs were either already Pending Permit or already Ready for Construction entering January. However, after the job list was sent to MPP for execution, it was identified that most of these jobs do not meet current standards and therefore need to go back through Estimating.	All jobs complete out of estimating by 5/31 (18 left)	Asset Planning will do a Standards review as part of scoping before delivering the work to MPP to execute.
DO Deteriorated Conductor	Program competing for resources with programs with higher priority work (e.g., System Hardening, PSPS). 65% of the remaining 2021 plan remains in pre-construction status to date. EO Loading order is currently 7.	Accelerate 4.22 miles that are currently click scheduled beyond Q2. Work with Permitting to move 20.29 miles that have been in PEND more than 60 days.	EBO to implement resource loading into the workplan development process to ensure sufficient resources to complete work regardless of loading order.
DO Reliability	Behind YTD unit target due to resources (DLT and Construction) focused on higher priority work and delays in scheduling ready work.	39 jobs which are currently Ready for Construction scheduled to be able to start within 8 weeks (19 scheduled w/in 8 weeks currently).	EBO to implement resource loading into the workplan development process to ensure sufficient resources to complete work regardless of loading order.
TO Poles	Program annual unit distribution shows a bell curve, with lower amounts of poles replaced at the beginning and ending of the year. Therefore, small variances at the beginning of the year (storms) have larger impacts on the percentages.	Unit production expected to surpass target in May after slow initial ramp (no corrective action or re-baseline needed).	Future DET targets to be updated with closer monthly quantities from historical annual unit distribution.



2021 MPP Workplan Pipeline Health

Pulled 05/12/2021



CWSP



DIST





Ready Work Breakdown – MPP(D) Core Programs

[Link to Ready Work Dashboard](#)

MPP Core Programs	Count of Notif Count..	Const Ready (UNSC)		Scheduled in 8 Weeks (UNSC)		Scheduled Past 8 Weeks		Not Scheduled (UNSC)	
		Non-Project Managed Work	Project Managed Work	Non-Project Managed Work	Project Managed Work	Non-Project Managed Work	Project Managed Work	Non-Project Managed Work	Project Managed Work
4C Controllers	10	1,060		514				546	
Cable	1	139				139			
	27		10,540		9,541		938		61
Capacity	26		18,057		12,672		5,211		174
	42	3,590		1,402		936		1,252	
Det. Conductor	1	147						147	
	9		10,811		8,059		2,752		
DO New Business	21	3,719		849				2,870	
DO Poles	4,210	157,806		38,630		24,364		94,812	
DO WRO	6		4,454		1,028		2,200		1,226
	96	17,437		8,165		4,207		5,064	
Fuse Savers	12	491		169		200		122	
Grasshopper	6	433		102		201		130	
LBOR	21	1,569		1,260				309	
Non-Exempt Fuses (TOL)	12		55						55
	166	1,452						1,452	
OH Idle Facility Removal	28		197						197
	452	3,307		636		138		2,534	
PSPS	78	7,454		3,845		1,673		1,936	
Reliability	4		2,940		2,584				356
	24	7,227		1,828		982		4,417	
Surge Arresters	7,034	14,072		2,420				11,652	
System Hardening	1	1,487						1,487	
	4		4,840		3,975				865
Grand Total		221,390	51,893	59,819	37,858	32,841	11,100	128,731	2,934

- **273k Ready Work**
 - Project Managed: 52k
 - Non-PM: 221k
- **132k remaining to be scheduled**
 - Project Managed: 3k
 - Non-PM: 129k
- **44k hours are scheduled more than 8 weeks out**
 - Project Managed: 11k
 - Non-PM: 33k

Note: Surge Arrester Hours are significantly understated, being corrected this month

Distribution Operations Capital Portfolio & Program Summary

May 2021



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DO Proposed Forecast: Summary

System R&O = submitted in SAP (new for 2020) / Corp signal
 Watch item = Not submitted in system / EO level RO

Takeaway:

- Forecast: Expense \$46.4M increase driven by \$43.5M MEBA Jan storm events, \$4.2M Routine Emergency and \$1M New Business
- Risk/Opps: Continue to see significant Base Expense pressure; need all to lean in to drive EFO affordability, deep dive remaining work plan for offsets

	APR			MAY		JUN		YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS	
Base Expense																	
Electric Distribution																	
Emergency Response																	
Maintenance																	
Grid Operations																	
Field Metering																	
New Business																	
Exp Bal/Memo Accts																	
CEMA Expense - Electric																	
Emergency Response																	
Major Emergency																	
Emergency Response																	
FRMMA/WMPMA - Electric																	
Wildfire Safety Inspections Proj																	
CEMA Reserve - Electric																	
Emergency Response																	
Grand Total																	

Takeaway:

- Base Capital \$96M forecast increase for Routine \$12M, MEBA Jan storm events \$82.5M, WSIP D Maint \$2M

	APR			MAY		JUN		YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS	
Base Capital																	
Electric Distribution																	
New Business																	
Maintenance																	
Emergency Response																	
Field Metering																	
Cap Bal/Memo Accts																	
CEMA Capital Electric																	
Emergency Response																	
FRMMA/WMPMA - Electric																	
Wildfire Safety Inspections Proj																	
Major Emergency																	
Emergency Response																	
Grand Total																	



Closing

Plus (+)

Deltas (-)

Next Steps

Appendix



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Electric Operations | April Unit Cost Performance

Program	Asset	MWC	MAT	MAT Description	UOM	Historical Unit Cost			2021 April YTD		2021 Annual		Incremental Savings Opportunity		
						2018 Unit Cost	2019 Unit Cost	2020 Unit Cost	2021 YTD Units	2021 YTD Unit Cost	2021 Units	2021 Unit Cost	2018 "Should Cost" Unit Cost	2018 "Should Cost"	
System Inspection	Dist	BF	BFA	OH Patrol	Notification								\$ -		
		BF	BFB	OH Insp	Notification								\$ -		
		BF	BFD	UG Patrol	Notification								\$ 9,065		
		BF	BFE	UG Insp Infrared	Notification								\$ 48,632		
		GA	GAA	Pole Test & Treat	Pole								\$ 2,212,966		
	Trans	BF	BFT	Annual Climbing Inspections	Notification								\$ -		
		BF	BFX	Annual Air Patrols ¹	Notification								\$ 44,235,301		
		BF	BFY	Non-Routine Ground Patrol	Notification								\$ 113,668		
BF		BFZ	Detailed Ground Inspections	Notification								\$ 29,382			
Vegetation Management	Veg	HN	HNA	Tree Trim - Routine	Tree								\$ -		
		IG	IGI	CEMA	Tree								\$ -		
		IG	IGJ	Enhanced Veg Management	Circuit Mile								\$ -		
System Hardening	Dist	08	08W	System Hardening - Overhead	Circuit Mile								\$ 46,353,160		
Substation	Dist	GC	GCA	Dsbn: TXfmr - prev maint.	Notification									\$ 213,935	
		GC	GCB	Dsbn: Breaker - prevent maint.	Notification									\$ 135,133	
		GC	GCC	Dist Sub: Substation Test Dpt	Notification									\$ -	
		GC	GCD	Dsbn: Station Read_prev maint.	Notification									\$ 603,826	
		GC	GCE	Dsbn: Gnrl station_prev maint.	Notification									\$ 92,947	
		GC	GCF	Dsbn: Batteries - prev maint.	Notification									\$ -	
		GC	GCI	Dsbn: Switches_prevent maint.	Notification									\$ 15,902	
		GC	GCI	Dist Sub: Corrective (T80)	Notification									\$ 1,084,646	
		GC	GCM	Breaker Mechanism Services	Notification									\$ 201,027	
		GC	GCO	Transformer Overhauls	Notification									\$ 873	
	GC	GCW	Dist Sub: Station Washes	Notification									\$ 47,092		
	Trans	AM	AMA	Trans: TXfmr - prevent maint.	Notification									\$ 33,363	
		AM	AMB	Trans: Breaker - prev maint.	Notification									\$ 262,655	
		AM	AMC	Trans Sub: Relay Test	Notification									\$ -	
		AM	AMD	Trans: Statio Read_prev maint.	Notification									\$ 327,480	
		AM	AME	Trans: Gen station_prev maint.	Notification									\$ 142,528	
		AM	AMF	Trans: Batteries_prev maint.	Notification									\$ -	
		AM	AMI	Trans: Switches - prevent main	Notification									\$ 25,493	
		AM	AMJ	Trans Sub: Corrective (T80)	Notification									\$ 1,356,770	
		AM	AMM	Breaker Mechanism Services	Notification									\$ 223,033	
AM		AMS	CKSW MOAS Mechanism Services	Notification									\$ 16,044		
AM	AMW	Trans Sub: Station Washes	Notification									\$ -			

¹Annual Air Patrols includes Drone + Helicopter

Notes:

- Historical unit and unit costs for 2018 and 2019 as stated using a process view which captured costs since inception and escalated by 2.75% per year
- There are 94 MATs that are tracked which represents \$3.5B or 40% of the total \$8.5B Electric Operations portfolio of work. Excluded are Capital Projects, Emergency, OM/OS, Support Costs, and GRID Ops
- MATs shown are a subset of the above with volume of work
 - >1,000 units – Substation
 - >100 units - All Others
- 2019 is the baseline unit cost used to measure and drive affordability performance
- 2018 unit cost is the proxy “should cost” to determine incremental savings opportunity shown with a few exceptions due to scope changes within the Inspection, Dist Maintenance, System Inspection and Vegetation Mgmt programs



Electric Operations | April Unit Cost Performance

Program	Asset	M/WC	MAT	MAT Description	UOM	Historical Unit Cost			2021 April YTD		2021 Annual		Incremental Savings Opportunity		
						2018 Unit Cost	2019 Unit Cost	2020 Unit Cost	2021 YTD Units	2021 YTD Unit Cost	2021 Units	2021 Unit Cost	2018 "Should Cost" Unit Cost	2018 "Should Cost"	
Distribution Maintenance	Dist	2A	2AA	OH Genl Repl	Notification									\$ 92,359,798	
		2B	2AB	Bird Safe Inst/Repl	Notification									\$ 1,412,735	
		2A	2AC	Bird Safe Inst/Repl Annual	Notification									\$ -	
		2A	2AE	OH COE Repl	Notification									\$ 18,939,150	
		2A	2AF	OH Idle Facility Remove	Notification									\$ 10,842,544	
		2A	2AS	FAS Overhead Capital	Notification									\$ -	
		2B	2BA	UG Genl Repl	Notification									\$ 20,473,560	
		2A	2BD	UG COE Repl	Notification									\$ 1,015,466	
		KA	KAA	OH Genl CM Tag	Notification										\$ 32,228,963
		KB	KAC	Bird Safe Retrofit	Notification										\$ 519,124
		KA	KAD	Bird Safe Retrofit Annual	Notification										\$ 298,028
		KB	KAF	OH COE CM Tag	Notification										\$ 2,520,665
		KA	KAH	Streetlights Repl Burnouts	Notification										\$ -
		KA	KAS	FAS Overhead Expense	Notification										\$ -
		KA	KBA	UG Genl CM Tag	Notification										\$ 3,073,405
KA	KBC	UG COE CM Tag	Notification										\$ 915,669		
KC	KCD	Ntwk Xfmr PrevMaint/Retst NWTX	Notification										\$ -		
KC	KCE	Ntwk Protector Prev Maint NWTX	Notification										\$ 13,609		
Transmission Maintenance	Trans	93	93A	Anti-climb guards	Notification									\$ 4,721,429	
		93	93E	Wood Pole Reframe	Notification									\$ 7,337,685	
		93	93I	Insulator Replacement - Wood	Notification									\$ 6,822,850	
		93	93K	Insulator Replacement - Steel	Notification									\$ 41,080,920	
		IC	ICD	Insulator Wash Ground	Notification										\$ 1,735,038
		IC	ICI	Insulator Heli-wash	Notification										\$ 395,899
		IC	ICQ	Steel Struct Prev Maint_Tower	Notification										\$ 4,237,417
		IC	ICS	Maintain Steel Structure_TLINE	Notification										\$ 33,880,672
		IC	ICW	Maintain Wood Structures	Notification										\$ 58,072,896
		Poles	Dist	07	07D	Pole Repl	Pole								
07	07O			Overloaded Pole Replacements	Pole									\$ 1,407,887	
Trans	70		70Y	Pole Replacement	Pole									\$ 109,067,582	

Notes:

- Historical unit and unit costs for 2018 and 2019 as stated using a process view which captured costs since inception and escalated by 2.75% per year
- There are 94 MATs that are tracked which represents \$3.5B or 40% of the total \$8.5B Electric Operations portfolio of work. Excluded are Capital Projects, Emergency, OM/OS, Support Costs, and GRID Ops
- MATs shown are a subset of the above with volume of work
 - >1,000 units – Substation
 - >100 units - All Others
- 2019 is the baseline unit cost used to measure and drive affordability performance
- 2018 unit cost is the proxy “should cost” to determine incremental savings opportunity shown with a few exceptions due to scope changes within the Inspection, Dist Maintenance, System Inspection and Vegetation Mgmt programs

Electric Operations Financial Review

Supplemental Materials



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Transmission Operations: 2021 YTD Performance

EFO

Non-Earnings Expense

Base + FRMMA

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense																
Substation Management																
Support																
Work Requested by Others																
Grid Technology Applications																
Exp Bal/Memo Accts																
Substation Management																
Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program D																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Grid Operations																
Tower Coatings																
DGEM & Temp Generation																
Base Capital																
Electric Ops & Automation																
Substation Management																
Support																
Transmission Lines																
Transmission Substations																
Wildfire Safety Inspections Program T																
Grid Technology Applications																
Tower Coatings																
Cap Bal/Memo Accts																
Wildfire Safety Inspections Program D																
DGEM & Temp Generation																
Grand Total																

YTD Performance:

- **Base Expense: Electric Distribution** – (\$2.4M) over DET driven by Distribution Substation work
- **Exp Bal: TO Electric** – \$3.2M favorable to DET, work plan on track
- **DGEM & Temp Gen** – \$72.6M over DET due to 2020 Fire/PSPS extended into Q1 (program moved to Transmission Operations this month)

EOY Forecast & Risk/Opps:

- EOY Forecast: Expense – DGEM & Temp Gen going to change control to increase forecast
- EOY Forecast: Capital – Portfolio realigning with STAR work plan, will go to change control with \$16M giveback



Major Projects & Programs: 2021 YTD Performance

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Capital																
Capacity																
Electric Ops & Automation																
Pole Management																
State Infrastructure Projects																
System Hardening																
Transmission Lines																
Wildfire Safety Inspections Program T																
Work Requested by Others																
NERC Compliance																
Maintenance																
Reliability																
Generation Interconnection																
Cap Bal/Memo Accts																
Butte Rebuild																
Mobile Home Park																
Support																
System Hardening																
Wildfire Safety Inspections Program D																
Work Requested by Others																
Miocene Canal																
Wildfire Operational Practices																
Other Capital																
Energy Storage																
Grand Total																

Note: Programs labeled 'Transmission Lines' and 'Wildfire Safety Inspection Program Tran' are T-Line Pole Replacements and should be considered one budget/line item

YTD Performance:

- **Base Capital: Electric Distribution** – \$66.7M underrun driven by resource constraints in Capacity/Reliability and favorable unit cost in T&D Pole Replacements
- **Balancing Account:** \$140M underrun driven by re-plan and ramp up in System Hardening

EOY Forecast & Risk/Opps:

- **EOY Forecast:** No Forecast Changes in May, but high likely givebacks will be considered to go to Change Control in June.
- **Opportunity:** ~\$300M in potential total Opportunity in Capital



DO Executive Summary

System R&O = submitted in SAP (new for 2020) / Corp signal
 Watch item = Not submitted in system / EO level RO

Takeaway:

- Forecast: Expense \$46.6M increase driven by \$43.5M MEBA Jan storm events, \$4.2M Routine Emergency and \$1M New Business
- Risk/Opps: Continue to see significant Base Expense pressure; need all to lean in to drive EFO affordability, deep dive remaining work plan for offsets

EFO
Non-Earnings

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense																
Electric Distribution																
Emergency Response																
Maintenance																
Grid Operations																
Field Metering																
New Business																
Exp Bal/Memo Accts																
CEMA Expense - Electric																
Emergency Response																
Major Emergency																
Emergency Response																
FRMMA/WMPMA - Electric																
Wildfire Safety Inspections Program Dist																
Grand Total																

Takeaway:

- YTD
- Base Capital \$96M forecast increase for Routine \$12M, MEBA Jan storm events \$82.5M, WSIP D Maint \$2M
- Risk: New Business \$150M higher volume/cost unit

Capital

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Capital																
Electric Distribution																
New Business																
Maintenance																
Emergency Response																
Field Metering																
Cap Bal/Memo Accts																
CEMA Capital Electric																
Emergency Response																
FRMMA/WMPMA - Electric																
Wildfire Safety Inspections Program Dist																
Major Emergency																
Emergency Response																
Grand Total																



ARM: Executive Summary



Expense

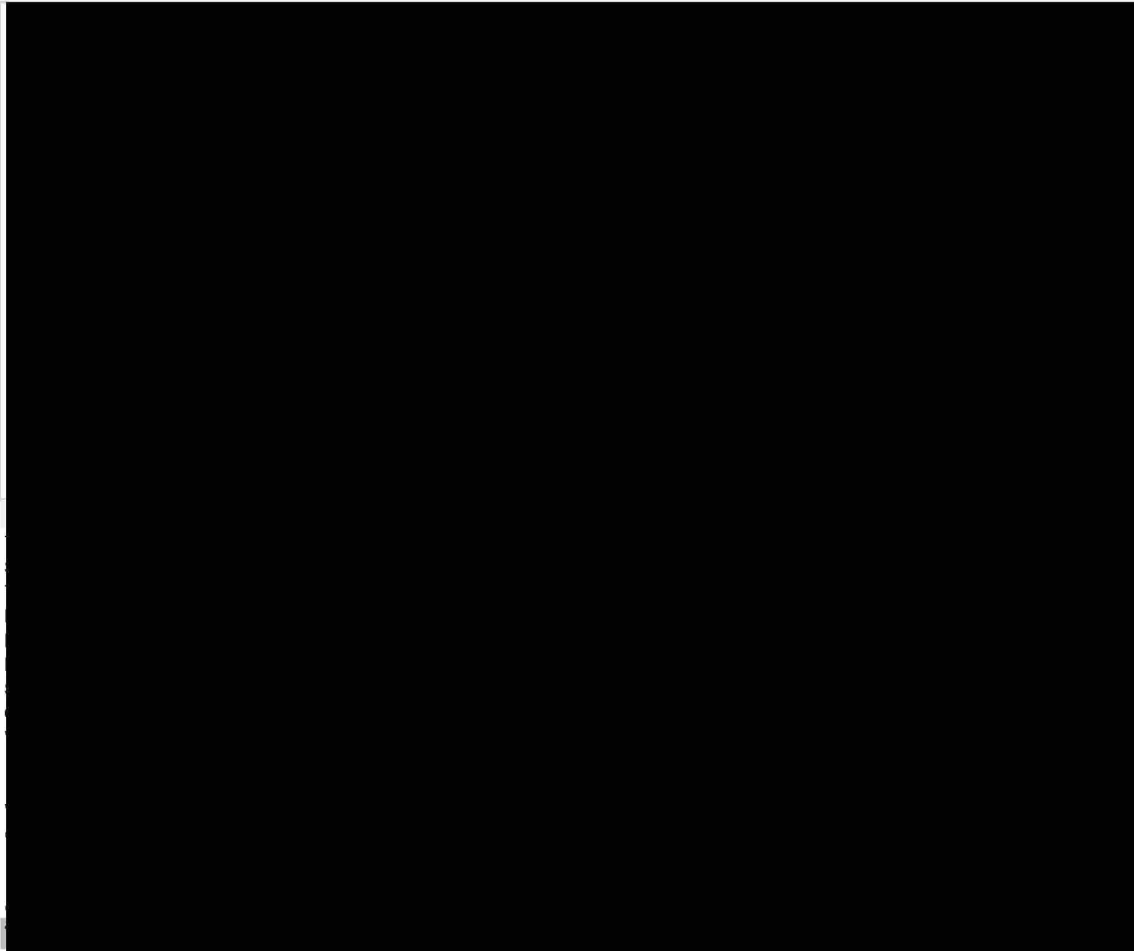
	APR			MAY	JUN	YEAR TO DATE				ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Expense																
Electric Distribution																
Exp Bal/Memo Accts																
TO - Electric																
Elec Pgm Investment Charge (EPIC) - PG&E																
FRMMA/WMPMA - Electric																
Integrated Distributed Energy Resources																
Grand Total																

Capital

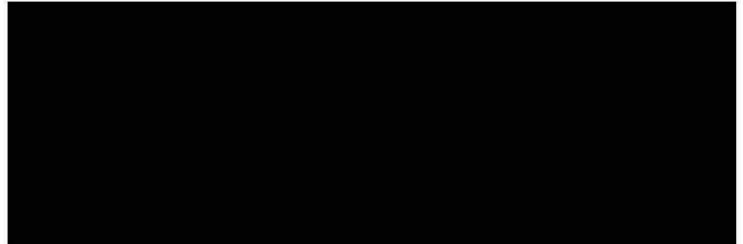
	APR			MAY	JUN	YEAR TO DATE				ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Capital																
Electric Distribution																
Electric Transmission																
Cap Bal/Memo Accts																
FRMMA/WMPMA - Electric																
Other Capital																
DRPTMA - Capital																
Grand Total																




2021 Plan vs Prior Year Actuals Capital by Program



Key Takeaways:



- Plan Distribution New Business and Work Requested by Others reduced based on assumed economic impacts of COVID-19 that did not materialize.
- Executability of overall portfolio is dependent on internal/external resource capacity
- Highlights of Outstanding Risk Items:
 - Executability and Resourcing of Capital portfolio including:
 - T&D Major Projects – T-Line, Sub, Capacity
 - System Hardening 
 - Mobile Home Park
 - Transmission Capital portfolio prioritization to align with STAR Filing



2021 YTD Performance Capital Summary

April 2021

	YTD Actual	YTD Budget	YTD Variance	Forecast Accuracy
Electric Operations	\$1,615M	\$1,631M	\$16M	\$30M
Wildfire Risk	\$6M	\$17M	\$11M	\$4M
Total	\$1,621M	\$1,648M	\$27M	\$34M

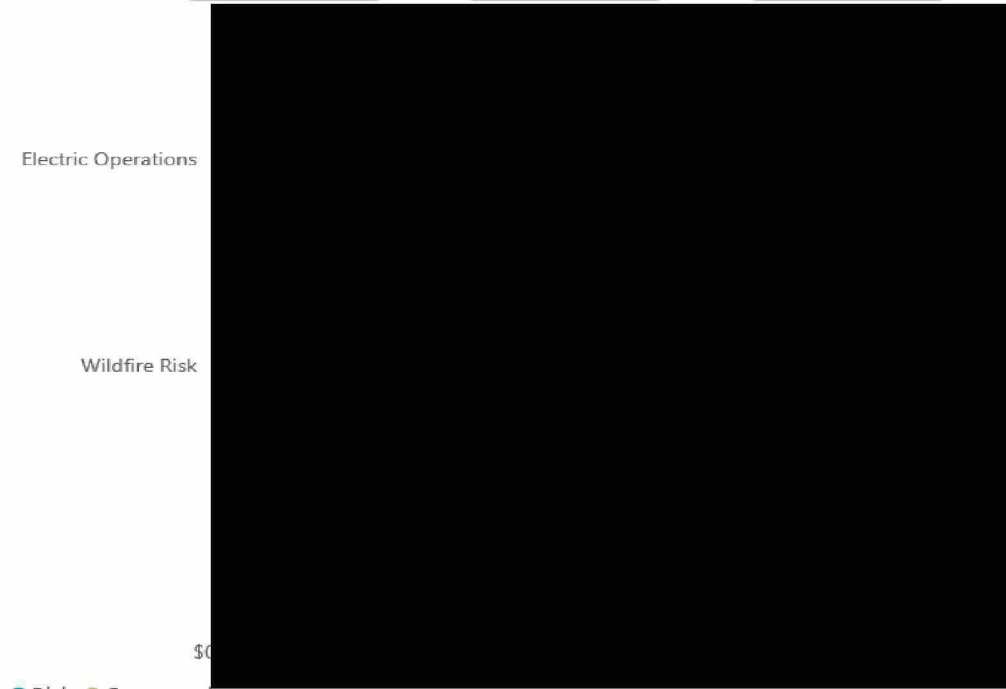
Forecast

	Forecast	Budget	EOY Variance	Forecast Change
Electric Operations	\$5,145M	\$5,166M	\$21M	\$0M
Wildfire Risk	\$82M	\$60M	(\$22M)	(\$0M)
Total	\$5,227M	\$5,226M	(\$1M)	\$0M

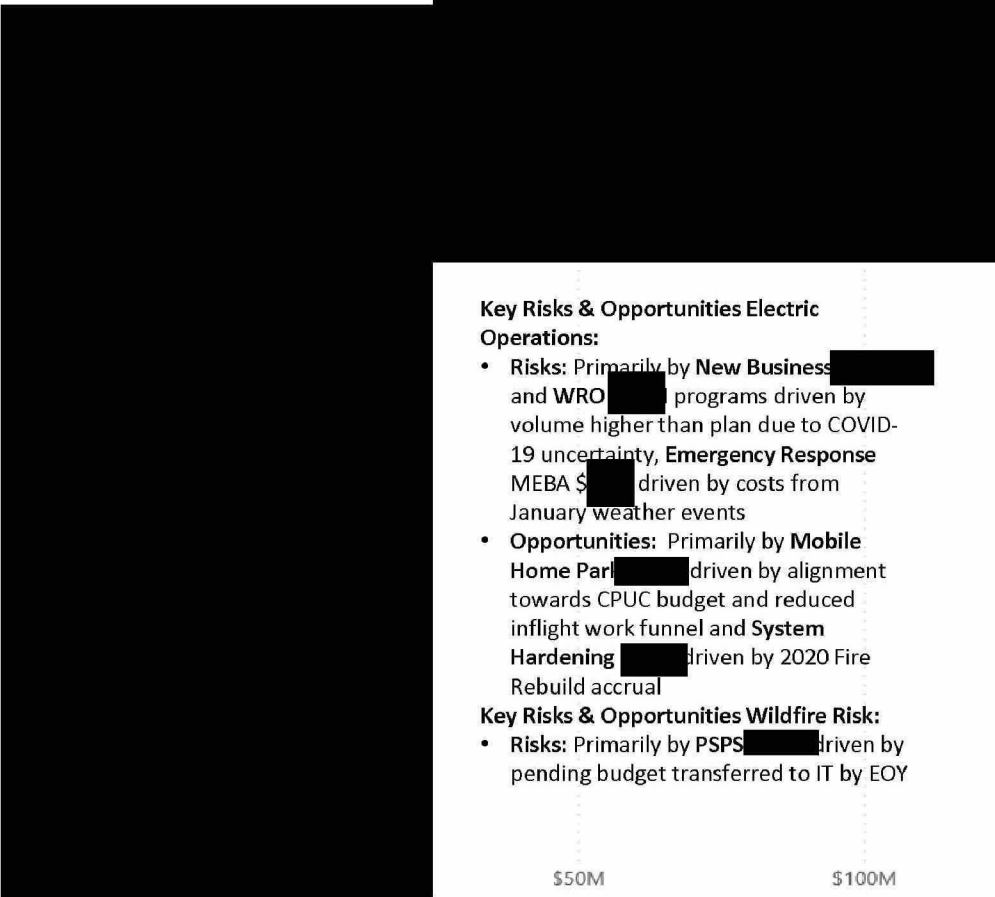


Capital Risks & Opps

Total R&O



● Risk ● Opportunity



INTERNAL - 38



EO | Capital

Description & Drivers of Risk

Severity of January weather, assumed economic slowdown on customer-driven work did not materialize, work progress on State Infrastructure and Generation Interconnection projects

Risk	Opportunity	Forecast Change Request
\$246 	\$73 	-

Owners	
Executive	
Program	Various

Action Plan

Resolution Date 6/30/2021

Key Capital Risks (including internally funded items):

- New Business / Work Requested by Others \$206M - 2021 budgets were lower due to expected economic impacts of COVID-19 which did not materialize.
- State Infrastructure \$35M - Salt Pond Boardwalks and Caltrain projects
- Generation Interconnection/Transmission Substation \$33M combined due to work progress and funding overstressed breaker replacement to meet state mandates and energy forecasts
- Reliability \$14.3M - pull forward 27 miles of deteriorated conductor projects from 2022 into 2021

Forecast increase not being requested at this time due to additional opportunities not reflected above:

- Strategic Sourcing - T&D Construction RFP potential opportunity under evaluation (~\$175M)
- Resource constraints - analysis ongoing to determine if we have the internal and external resource capacity to execute the full remaining 2021 Capital portfolio that each program is forecasting.

Financials

YTD Actual	\$1,621
Year-End Forecast	\$5,227
Year-End Budget	\$5,226

Progress from Prior Month

Specific capital funding authorizations continued to be reviewed and in some cases approved at Electric's internal Transmission and Distribution Work Resource & Financial governance forums. Approved work exceeds current financial plan within April's 8% "guardrail" with the expectation that there will planned work that will not progress to execution (typically 3-5% annually) and that impacts of overall resource constraints have not be fully reflected in each programs forecast.

Help Needed

TO Program Review

Supplemental Materials



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T&D Grid Technology Applications- TO Capital (63)

Financial Performance

Financials
\$ Thousands

	APR			MAY	JUN	YEAR TO DATE			ANNUAL			SYSTEM R&Os		WATCH ITEMS		
	ACT	FCST	VAR	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS
Base Capital													0	0	0	0
Electric Transmission													0	0	0	0
Grid Technology Applications													0	0	0	0
Grand Total													0	0	0	0

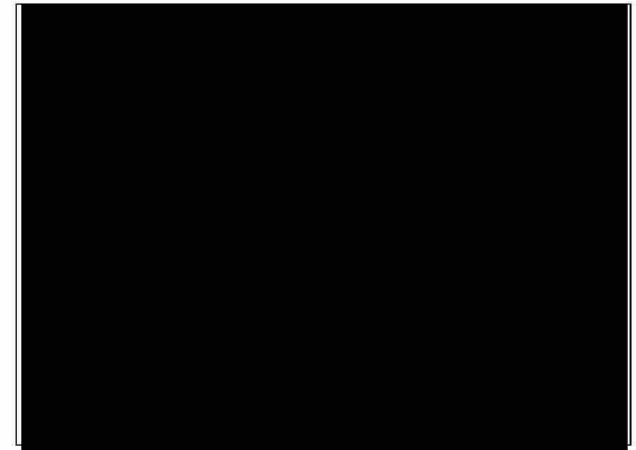
Key Takeaways

April Results

- April under-run primarily driven by TSRP Program not having worked as many as hours as expected due to work not being kicked off yet
- Additional driver [redacted] giveback was approved through ICR process as a result of PMU project being phased out

Risks & Opportunities

- No Risk & Opportunities identified at this time
- Current end of year forecast aligns with original plan/DET





T&D Grid Technology Applications- DO Capital (63)

Financial Performance

Financials
\$ Thousands

	APR			MAY			JUN			YEAR TO DATE				ANNUAL			SYSTEM R&Os		WATCH ITEMS	
	ACT	FCST	VAR	FCST	FCST	FCST	ACT	DET	VAR	DET	4+8 FCST	5+7 FCST	FCST ADJ	RISKS	OPPS	RISKS	OPPS			
Base Capital																				
Electric Distribution																				
Grid Technology Applications																				
Grand Total																				

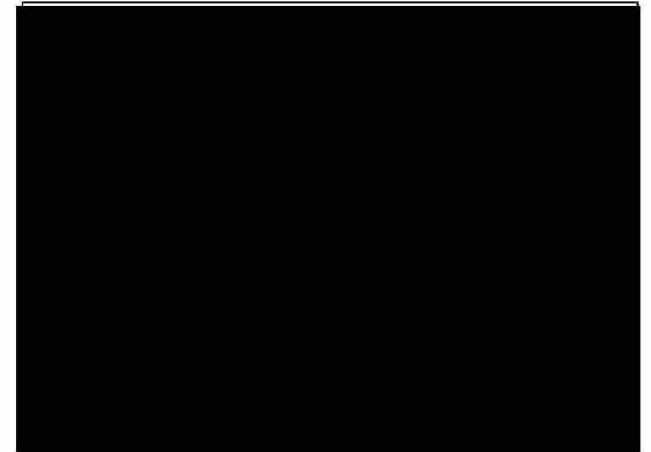
Key Takeaways

April Results

- Under-run primarily driven by ADMS Program launching new projects that have not started yet (still in Phase 1 – Designing/Planning)
- Spending is expected to increase later in June

Risks & Opportunities – None identified at this time

- Potential Risk of [REDACTED] due to PCC change that may result in higher labor costs





Transmission Maintenance – April YTD

MWCs 70, 93 and IC

Financials
\$ Thousands

	Actuals				Actuals	RET Budget	Current Budget	Remaining Budget
	Jan	Feb	March	April Adj	April Adj YTD	April YTD	EOY (RET)	RET
Total Spend								
Capital								
70 Pole & Tower Replacements								
70Y Pole Replacements								
93 Capital Maintenance								
Expense								
IC Expense Maintenance								

YTD Budget View UC

Unit Cost		Actuals	CBP Budget
		April YTD	2021
Capital			
70Y Pole & Tower Replacements			
93 Capital Maintenance			
Expense			
IC Expense Maintenance			

Program Highlights

- [REDACTED] remaining in invoices for Quanta 2020 maintenance work. (as of 5/3)

Capital - 70

- [REDACTED] added to 70Y in April. Total contract resource group amount was only [REDACTED] for April. \$ [REDACTED] fills the gap between 2020 April YTD and the current 2021 YTD spend.

Capital - 93

- 153 Pole Replacements will move from 93 to 70Y.

Expense - IC

- [REDACTED] of YTD underrun due to a lower YTD UC than budget. YTD units completed in line with scheduled and DET units.

Key Takeaways

	2021				2021	2021
	Jan	Feb	Mar	Apr	April YTD	Full Year
70Y Units						
DET Units	171	219	243	340	974	3,093
TLM Scheduled Units	55	158	251	459	923	2,620
Scheduled Find & Fix (DET - TLM)	116	61	(8)	(119)	51	473
Units Completed	58	169	269	440	936	
93 Units						
DET Units	149	167	188	286	789	3,107
TLM Scheduled Units	126	232	253	264	875	2,057
Scheduled Find & Fix (DET - TLM)	23	(65)	(65)	22	-86	1,050
Units Completed	145	240	257	258	900	
IC Units						
DET Units	877	1,139	1,284	1,777	5,077	16,446
TLM Scheduled Units	645	883	1,068	1,471	4,067	9,726
Scheduled Find & Fix (DET - TLM)	232	256	216	306	1,010	6,720
Units Completed	1,040	1,172	1,462	1,429	5,103	



Transmission Line Projects

Financials

TRANSMISSION LINE

T-LINE

T-Line w/o Execution Wedge

- 60: ET Line Capacity
- 71: E Trans Repl Line ROW Access
- 72: E Trans Repl Line Underground
- 92: ET Line Emergency Repl
- 94: ET Reliability General

T-Line Execution Wedge

- 21: Misc Capital

Other

- 93: E-Trans Preventative Work (Unitized)
- 93: E-Trans Preventative Work (Project)
- 93: E-Trans Preventative Work (Tower Coatings)

MPP

- 70: ET Line Repl Poles
- 93: E-Trans Preventative Work (NERC Compliance)

Grand Total

YTD ACT + PRM	DET	RES TARGET	VAR (VS. RES T)	ANNUAL	
				FCST (RET)	VAR (VS. FCST)

Risks & Opportunities

Accomplishments

- Drum-Rio Em - Civil Work 99% completed, matting removals cmptd. Re-tensioning DRO #1 & #2 done. AB ongoing, put op 4/20, 30 days after allowing AB completion.
- SF UC seismic mitigation: Obtain AM direction for first phase, 3 cables. Planned to go to EPC for gate 1 July 2021.
- Eastshore-Oakland J 115 kV Recon BC Gate 2 appr [REDACTED]
- Red Bluff Coleman conductor sent to ATS in April

Risks

- Eastshore – Oakland J - Bids in on 5/10/21, clearance is scheduled for 6/14 & need to escalate approval process
- Fulton Calistoga - accelerated project - [REDACTED] forecast is the accelerated plan
- Drum - Rio Projects - 2021 Clearances cancelled, so no structures or conductor will be replaced in 2021. Risk of running into this issue again in 2022 and beyond.
- Caribou-Palermo Em Removal Project - Crews scheduled to re-start July. If permits delayed could impact re-start start.
- Maple Creek / Willow Creek Ph 2 – Special Permit needed now for generators. Construction to start in July.
- Borden-Greg pending decisions on shoo-fly & land rights
- Need confirmation on how to proceed with Dashiell change order issues

Financial need to focus on 30-day forecast

Planned Units

- Miles of Reconductoring (# miles): No month units attained. Aligns with April forecast. On track to meet EOY Target.
- Targeted Circuits: No units attained. Aligns with April forecast and on target to meet
- SCADA Switches (DET): MTD units attained ahead of schedule due to resource & system availability. Increase in EOY Target to 52 units occurred after the DET Plan has been set to include planned units for both HFTD & non-HFTD areas.

Category	Planned Unit Description	2021 Plan	April			Apr YTD		May			May YTD Fcst to Plan Variance			EOY
			Plan	Actual	Var	Plan	Actual	Plan	Fcst	Var	Plan	Fcst	Var	Forecast
T-Line Capital Units	Miles of Reconductoring	133.82	3.5	0.05	-3.45	52.43	51.6	2.45	1.88	-0.57	54.88	53.48	-1.4	133.82
	Targeted Circuits	0.49	0	0	0	0	0	0.0	0	0	0	0	0	0.49
	SCADA Switches (DET)	35	5	2	-3	16	13	4	5	1	20	18	-2	52



Transmission Substation Projects

Financials	ANNUAL					
	YTD ACT + PRM	DET	RES TARGET	VAR (VS. RES T)	FCST (RET)	VAR (VS. FCST)
TRANSMISSION SUBSTATION						
TRANSMISSION SUBSTATION						
Trans Sub w/o Execution Wedge						
3F: ET Protection Relays						
60: ET Line Capacity						
61: ET Subst Capacity						
64: ET Subst Repl Breakers						
65: ET Subst Emergency Replace						
66: ET Subst Repl Other Equip						
67: ET Automation / SCADA						
68: ET Subst Repl Transformer						
94: ET Reliability General						
Trans Sub Execution Wedge						
21: Misc Capital						
WSIP-T						
65: ET Subst Emergency Replace						
Grand Total						

Risks & Opportunities

Accomplishments

- Table Mtn - New 500kV line relays for Rd Mtn -Table Mtn Line #2 & CB 822 RTO on 4/26/2021.
- Bucks Creek PH & Pit PH 1 - ICR 26918 & 26256 for funding approval & scope chg approved; EDRS routing Major BC.
- Rio Oso - SWPPP recd on 4/14/21, grading permit & sent to Siemens to start manufacturing GIS & 2 transformers
- Egbert: Laydown yard arrangements fell thru. PM scrambled & obtain approvals from Remediation, Land, Enviro & CRESS to use space at Martin SC. Saves [REDACTED]
- FMC: Bank 3 & 12KV bus release to service 4/22/21. Energized 115KV bay 1 4/19/21. Clearance step 12 of 32.
- Oakland PP 2 Repower Recd full pmt. ISD & seq agreed to
- Gates 500 kV Ins Rep & Midway BAAH started constr
- Gates Bus E line relocates marked operational
- Wilson Statcom went operational

Risks

- Pit Powerhouse No1 Repl & Grizzly PH (Bucks Creek) 2021 schedule, budget, resource concerns (waiting on FERC approval for Pit PH. Buck's Creek FERC approved in 5/21)
- Rio Oso - Em Work on Bk 2 receiving pump by 5/23 to order to place Bk 2 back into service by EOM. If we don't get in time, there will be addl system operational issues.
- Potrero Emerg. Bk2: CEM transformer at Martin Sub for 8+ yrs, needs undress, redress, and retest. If long-lead parts needed could impact ISD.
- Morgan Hill: review land rights needs Mt Madonna Cty Park & 3 conservation easements, if needed NOC won't be sufficient
- Larkin: field support from Meyers to address concern w/ splits. Evaluating approach to confirm connections (ref. station M issues)
- Kern Canyon Hydro Divestiture Project ordering mat issues

Planned Units

Category	Planned Unit Description	2021 DET Plan	YTD Act	DET Units Remain	YTD % Comp	EOY Fcst	EOY Var	EOY %	RAG Status Thresholds				
									Not Met	Caution	On Track	Met	
									< 85%	85-90%	90-100%	100%	
									Notes				
T-Sub	Animal Abatement	2	0	2	0%	2	0	100%					
	Breakers	23	5	18	22%	20	3	87%					Glenn - pushed 3 units to 2022 due to Test Resources
	Bus Upgrade	3	1	2	33%	3	0	100%					
	OB Insulator	157	52	105	33%	137	20	87%					Glenn - pushed 5 units to 2022 due to Test Resources
	Switches	56	3	53	5%	51	5	91%					Glenn - pushed 1 units to 2022 due to Test Resources
	Transformers	4	0	4	0%	3	1	75%					Glenn - pushed 1 units to 2022 due to Test Resources



Distribution Substation

Financials

Risks & Opportunities

DISTRIBUTION SUBSTATION

YTD ACT + PRM	DET	RES TARGET	VAR (VS. RES T)	ANNUAL	
				FCST (RET)	VAR (VS. FCST)

DISTRIBUTION SUBSTATION

Dist Sub w/o Execution Wedge

- 09: E Dist Automation & Protection
- 46: E Dist Subst Capacity
- 48: E Dist Subst Repl Other Equip
- 54: E Dist Subst Repl Transformer
- 58: E Dist Repl Substation Safety
- 59: E Dist Subst Emergency Repl

Dist Sub Execution Wedge

- 21: Misc Capital

WSIP-D

- 59: E Dist Subst Emergency Repl

Grand Total

Accomplishments

- Calfax AA reauth approved

Risks

- Repl Bk 1 High Side Fuse with CB Emerg - Test resources not available to put the new CB into service during our clearance. We will be putting Bk 1 back into service with high-side fuses. Need to ensure the CB are planned to be tested & releases I in the 4th quarter.

Financials

- March Change Control/WRFR request for additional funding split between MWC 46 and 48
- for defensible space fence replacements

Planned Units

Category	Planned Unit Description	2021 DET Plan	YTD Act	DET Units Remain	YTD % Comp	EOY Fcst	EOY Var	EOY %	RAG Status Thresholds			
									Not Met	Caution	On Track	Met
									< 85%	85-90%	90-100%	100%
									Notes			
D-Sub	Animal Abatement	19	4	15	21%	18	1	95%	Coarsegold - work was WSIP related under wrong MWC.			
	Batteries	3	1	2	33%	2	1	67%	Pueblo - 1 unit. Battery enclosure added to scope. Req permit.			
	Breakers	18	4	14	22%	18	0	100%				
	Switches	49	20	29	41%	49	0	100%				
	Switchgear	1	0	1	0%	1	0	100%				
	Transformers	8	2	6	25%	8	0	100%				



2021 Transmission Maintenance Affordability Unit Cost Performance | Capital

MWC	MAT	MAT Code Description	Affordability Baseline UC	(A) YTD Performance			(B) Remaining Forecast			(C) = (A + B) EOY Forecast			(F) 2021 Affordability Savings			(G) = (C - F) Variance to Affordability Savings			Analysis		
				Units	UC	Savings in (M)	Units	UC	Savings in (M)	Units	UC	Savings in (M)	Units	UC	Savings in (M)	VAR Unit	VAR UC	Savings in (M)	Savings Run-Rate	YTD UC Trend	
93	93B	Raptor Protection - Wood																			—
93	93E	Wood Pole Reframe																			—
93	93S	Switch Replacement - Steel																			—
93	93G	GO95 Mitigation - Wood																			—
93	93A	Anti-climb guards																			—
93	93I	Insulator Replacement - Wood																			—
93	93K	Insulator Replacement - Steel																			—
93	93H	Switch Replacement - Wood																			—
93	93R	Raptor Protection - Steel																			—
		Subtotal - Maintenance - T - Capital																			

Transmission Maintenance Capital

YTD Performance

- [REDACTED] Affordability savings April YTD is lower compared to last month which was favorable
- 93K – Insulator Replacement Steel [REDACTED] has significantly increased from the previous month [REDACTED]

Risks/Opportunities

- Potential savings from the T&D construction services RFP
- Accruals continue to be an overall risk for the portfolio

EOY Forecast

- [REDACTED] Affordability Unit Cost Savings target for 2021
- At the current run rate, capital will fall short of the [REDACTED] savings target by [REDACTED]

MPP Program Review

Supplemental Materials



Together, Building
a Better California



PSPS Distribution Sectionalizing Devices - MSOs and PSPS Automated Devices Combined

Report Date: 05/13/2021 (Completions thru Wed.)

98¹ / 300
Completed Units
Actuals/Target
(33%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	1	2

- Key CAP Learnings:
- Main item from 2020 was insufficient clearance between the controller and communications wire.
- Other Notes:
- MSO replacement project not re-purposing radio into new device (Resolution submitted)
 - Projects not constructed per Design Standards

WEEKLY SAY-DO (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals wo 5/2
ESTS	7	10	10
PEND	15	15	13
PRE-C	6	12	17
GC	7	5	5
CONT	10	7	7
COMM	6	6	5

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Estimating	15 / week	14 / week
PEND	45 days	41 days
Pre-comm	45 days	40 days
GC	56 days	34 days
Contract	28 days	40 days
Comm	14 days	7 days

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROJECTS & PROGRAMS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- 4 of the 250 CWSP devices are projected to miss the 9/1 deadline
- Other Notes:**
- Currently re-baselining program to split out targets by MSOs and CWSPs.
 - 2020 QA Passed: 606/611 – 99%**
 - 1 Contracting, 1 GC
 - ¹Includes PIH Commissioned

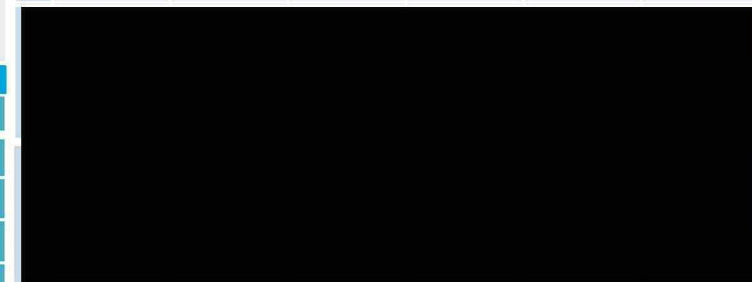
2021 YTD STATUS

Phase	Cont.	GC	DLT	Total
Initiation w/ Standards	0	0	0	0
Estimating	9	12	0	21
Pending Permits and Pre-comm	9	14	0	23
Pending Permits (Pre-comm comp)	14	14	0	28
Pending Pre-comm (Permits comp)	18	22	0	40
Ready for Construction	51	49	1	101
Installed Awaiting Commissioning	12	20	0	32
Installed, Comm not Req (Manual)	2	2	0	4
Commissioned (DLT's)	46	51	1	98
TOTAL	161	184	2	347

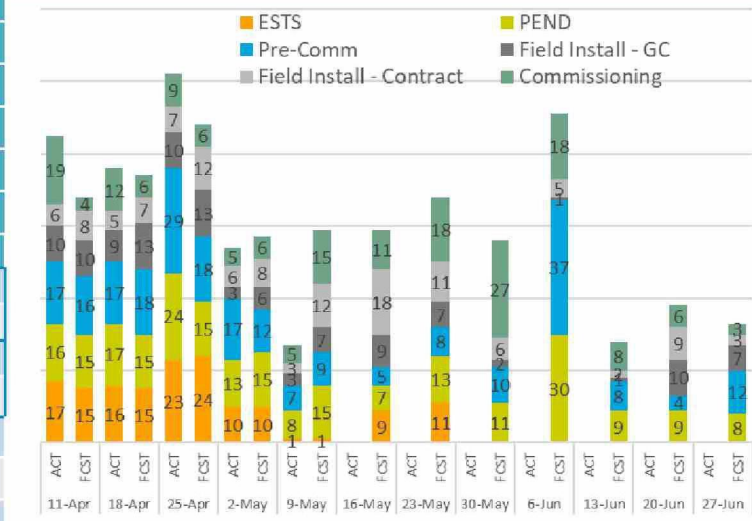
Targets vs Actuals	Jan	Feb	Mar	Apr	May	Jun	July	Aug	> Aug
Month Target - CWSP	2	10	18	39	40	49	49	43	0
Month Act / FCST - CWSP	2	0	6	27	62	55	69	32	12
Cumul. Target - CWSP	2	12	30	69	109	158	207	250	250
Cumul. Act / FCST - CWSP	2	2	8	35	97	152	221	253	265
Cumul Target – MSO to V	0	0	9	24	39	45	45	46	46
Cumul Actuals / Forecast – MSO to V	0	0	9	24	39	45	45	46	56
Cumul Act / FCST - Manual	0	0	3	4	4	4	5	9	9

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	300	85	98	55	52	60



WEEKLY ACTUALS VS FORECAST TRENDING





System Hardening Work Completed thru 5/10

47.1 / 200
MILES CONSTRUCTED
(23.6%)

44.7 / 200
QA MILES PASSED²
(22.4%)

5.6
IA MILES VALIDATED²
(2.8%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	3	3

Key CAP Learnings:

- Completed two (2) CAPs relating to WSD Inspections follow up action items to document mitigation completion. QA team provided completed audits per standard process.
- Completed one (1) CAP from 2019 suggesting input from Meteorology department regarding planning and execution of projects. Response highlights current processes to address concerns.

WEEKLY SAY-DO (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals Wo 5/2
ESTS	7.5	0.9	10.6
PEND	1.4	0.6	6.5
GC	2.8	1.7	1.5
CONT	2.4	0.8	1.8

¹ ESTS may include projects for Construction beyond 2021

FORECASTED TIMELINES (2021)

Group	Forecast ²	YTD Average
Estimating	130 days	33 days
PEND	65 days	67 days
Scheduling	22 days	47 days
Construction	88 days	TBD

² Based on cycle time analysis on 2020 portfolio
Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROJECTS & PROGRAMS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Due to change in risk model, 360+ miles removed from project pipeline. All upstream stakeholders (Asset Management, Estimating/Design, Dependency, Project Management) are working to re-fill project pipeline.
- Q3/Q4 execution schedule risk due to majority of 2021 work (58% of 2021 target) in pre-construction phases. Wildfire Risk Governance Steering Committee reviews and approves all projects in the portfolio including field safety re-evaluations of previously deferred projects.
- Dialogue with CalTrans on permitting requirements (DSDD process and requirement for PE-stamped drawings) is ongoing – projects pending these permits have been deferred to 2022.
- No escalation needs at this time

Variance Drivers:

- Budget:** YTD Actuals includes \$12M credit driven by timing of the 2020 Fire Rebuild accrual; YTD spend is lower than plan (DET) due to the plan not incorporating seasonality or actual project schedules after the risk model update. Program expects significant ramp up in Q3/Q4 spend.

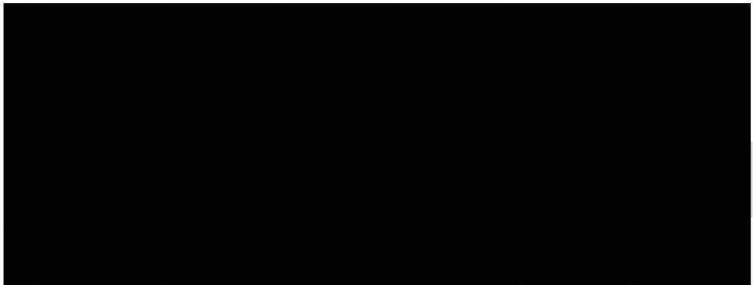
2021 YTD STATUS

Phase (Miles)	Base Projects (08W)		Fire Rebuild (08W)		Idle Facilities (2AF)	Other	2021 Total
	GC	Contract	GC	Contract			
Constructed (CONS+)	25.8	13.0	-	2.4	1.5	4.4	47.1
In-Progress (CONS)	18.3	3.8	3.0	-	0.3	1.4	26.8
Ready for Construction (UNSC)	4.2	1.7	0	2.9	1.4	0.1	10.4
In Dependency (PEND)	27.7	25.6	3.8	10.9	0.4		68.3
In Estimating (ESTS)	34.5	28.9	1.5	19.7	1.0	-	85.6
Scoped (UNSE)	35.7		24.9		-	-	60.6
In-Scoping (UNSE)	0		17.8		-	0	17.8
Pre-Scoping (UNSE)	-		-		-	-	-
TOTAL	219.2		86.9		4.6	5.9	316.6

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	5	5	10	15	20	25	25	30	30	17	12	6
Cumul.	5	10	20	35	55	80	105	135	165	182	194	200
Completion	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	5.1	6.1	14.3	18.2	3.4							
Cumul.	5.1	11.2	25.5	43.7	47.1							

KEY METRICS

UNITS	2021 Target*	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	200	41.7	47.1	15	18.2	20



* PG&E's 2021 WMP commitment is to complete 180 system hardening miles in 2021, however the internal program target and budget is to complete at least 200 miles.
** Current PRM Forecast is understated. More accurate, offline forecast is \$539.7M, PRJ to be updated for next month's cycle.

Q2 WEEKLY ACTUALS VS FORECAST TRENDING

Refer to Page 61



System Hardening – Supporting Materials

Work Completed thru 5/10

DEFERRED PROJECTS (Previous Risk Model)

Phase	Miles	Notes
In Progress (CONS)	14.6	No work was started / Contracts have been canceled
Ready for Construction (UNSC)	36.5	Contracts have been canceled
In Dependency (PEND)	126.9	All efforts halted – those permits that had already been acquired will likely have expired if projects are restarted.
In Estimating (ESTS)	117.9	All efforts halted
Scoped (UNSE)	67.1	All efforts halted
TOTAL	363.2	Asset Management reviewing PSPS Mitigation and PSS related projects to determine if some will be brought back to WRGSC for adding back to the approved project portfolio

SCOPING EFFORT STATUS (Identification and approval of projects)

	OH Miles	UG Miles	Relocate	Removal	Total Miles	Scoping Bucket
WRGSC (Wildfire Risk Governance Steering Committee) Approved	201.6	107.3	1.7	31.8	342.38	Scoped
Ready to be scheduled WFGC	-	-	-	-	-	In-Scoping
Asset Mgmt Document Building for WFGC	32.4	0.5	-	0.8	33.68	In-Scoping
Planning Engineers Review	-	-	-	-	-	In-Scoping
ADE - Field Scope	53.9	-	-	-	53.87	In-Scoping
Table Top	107.1	-	-	-	107.14	In-Scoping
TOTAL					537.07	

Notes:

- Use table above for leading indicator discussions only due to time lag between Scoping and addition to approved portfolio (up to 1 week lag).
- Table above does not include 2020 carryover projects approved by Wildfire Governance Committee and is not categorized by construction year

CUSTOMER REFUSALS (As of 5/10/2021)

Status	Construct.	Veg.	Both	Total
Open	5	0	0	5
Closed	1	0	0	1
Total	6	0	0	6

OVERALL MULTI-YEAR PORTFOLIO STATUS

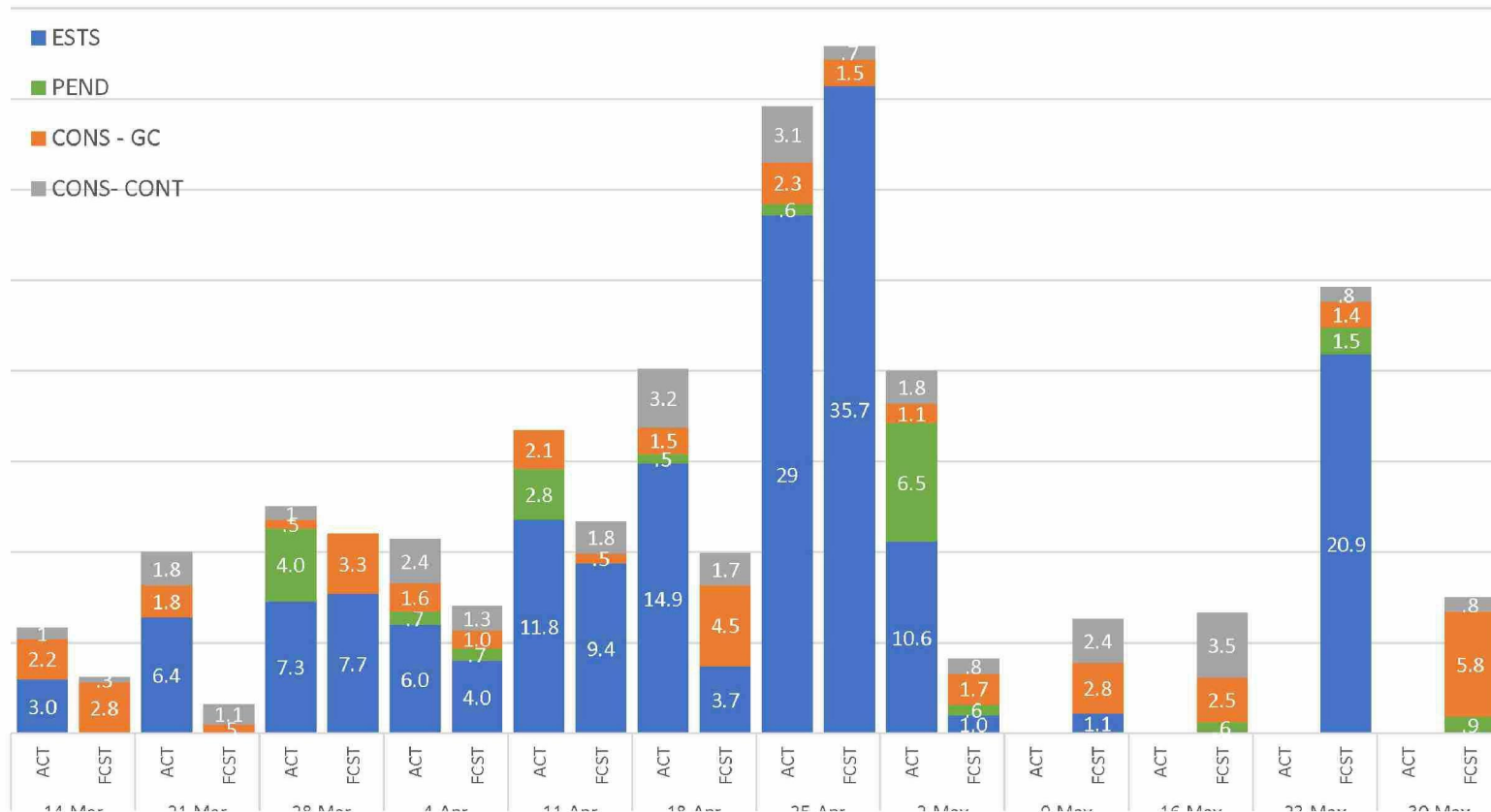
Phase (Miles)	2021	2022	Unallocated Year	Total Portfolio
Constructed (CONS+)	47.1	0	0	47.1
In-Progress (CONS)	26.8	1.5	(1.1)	27.2
Ready for Construction (UNSC)	10.4	0	(1.6)	8.9
In Dependency (PEND)	68.3	17.4	(0.5)	85.2
In Estimating (ESTS)	85.6	44.5	(1.0)	129.2
Scoped (UNSE)	60.6	131.1	9.4	201.2
In-Scoping (UNSE)	17.8	0	171.5	189.3
Pre-Scoping (UNSE)	-	0	97.3	97.3
TOTAL	316.6	194.5	274.3	785.3
TARGET	200	480		

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.



System Hardening – 3 Months' Actuals and Forecast Trend

Work Completed thru 5/10



Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.



Surge Arresters

Report Date: 5/11/2021 • Units Through: 05/10/2021
 2021 Completed Scope Received from Asset Strategy: 01/20/2021

3,285 / 21,383
 Completed Units
 Actuals/ Pgm Target
 (15.4%)

3,285 / 15,000
 Completed Units
 Actuals/ WMP Target
 (21.9%)



2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:

- No assigned CAPs to the SA program

Other Notes:

- N/A

WEEKLY SAY-DO (Sun-Sat)

Phase	Forecast wo 5/9	Forecast Wo 5/2	Actuals wo 5/2
Pre-Constr	879	919	750
Scheduled	489	518	522
Construction	459	429	410
QA ²	NA	NA	NA

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Pre-Construction	450 / week	Not Available
Scheduled	450 / week	Not Available
Completed	450 / week	Not Available
QA Reviewed	14 days	TBD
QA Verified	28 days	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Construction Management is tracking Contractor Ramp up plans to ensure enough crews are on property to meet Q2 unit goals.
- Variance Drivers:**
- Units: Units are ahead of estimated May Unit targets for both Baseline and recovery plan unit expectations.
 - Unit Cost: Current YTD Program All-In unit cost is \$1,985 vs. an estimated \$4,195 from Sourcing RFP.
 - Budget: Primary driver for the program April financial variance was over forecasted units to be completed based on current ramp up plan data available.
- Action Plan to Get Back to Green:**
- Units: Construction Management has granted Rokstad, FPW, and Intren the opportunity to work 6/10s. This will allow each of the contractors to ramp up crews as necessary and put the program in a better position to meet our WMP wildfire commitment goals in 2021.

HFTD:
 All 2021 units are in T2/T3 HFTD

2021 YTD STATUS (effective 5/11/2021)	
Phase	Count
In Pre-Construction	750
Scheduled for Construction	522
Construction Completed ¹	1,717
Mitigated	1,568
QA Reviewed ²	0
TOTAL	4,557

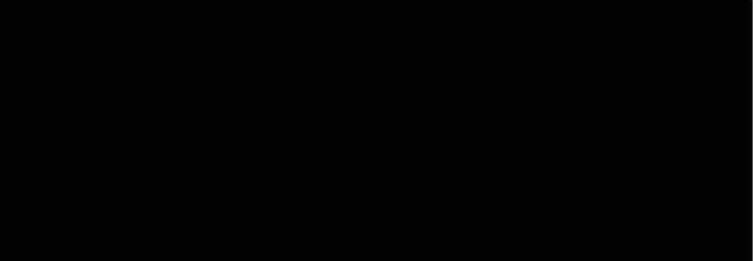
¹ YTD Ceramic Post Insulators Replaced: 0 / Target Post Insulators Locations: 1500.

	Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Baseline	Month	0	0	300	1348	3126	3516	3872	3574	3464	1102	600	481
	Cumul	0	0	300	1648	4774	8290	12162	15736	19200	20302	20902	21383
Recovery	Month	0	16	152	1354	1734	2576	3131	2697	1456	1043	693	148
	Cumul	0	16	168	1522	3256	5832	8963	11660	13116	14159	14852	15000

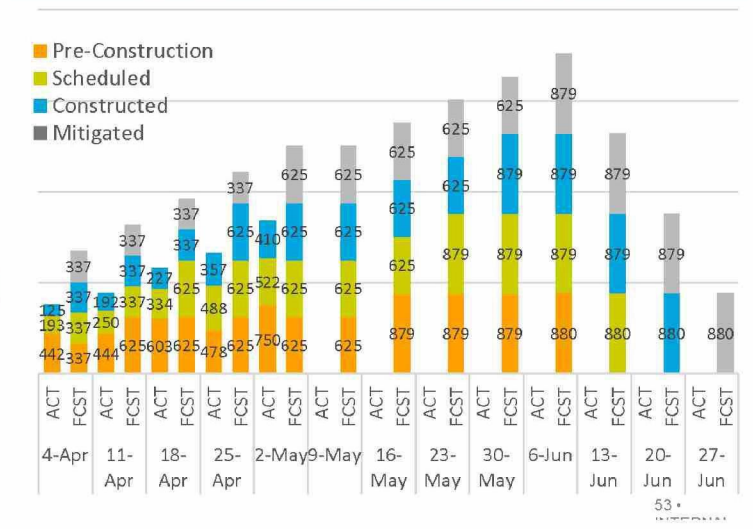
Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	21,383	2,690	3,285	1,348	1,673	3,126



Q2 WEEKLY ACTUALS VS FORECAST TRENDRING



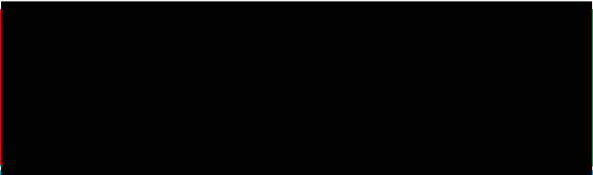
² Will be updated once QA Review team starts reporting.



DO Non-Exempt Fuse Replacements

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 04/20/2021

0 / 1,200
 Completed Units
 Actuals/Target
 (0%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:
 N/A
Other Notes:
 N/A

WEEKLY SAY-DO¹ (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals wo 4/2
PEND (PEND Out)	TBD	TBD	TBD
In Const (CONS In)	TBD	TBD	TBD
Installed (CN24/DC33)	TBD	TBD	TBD

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Permitting	TBD	TBD
Contract	60/week	TBD
As Bults	14 days	TBD
QA	7 days	TBD

¹ Weekly Say-Do will be populated in future dashboards

² Core Programs Financial Dashboard 05.11.21

³ Distribution Operations Toolset 5.11.21

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:
 2020 Program:
 • Contractor continues to submit As-Bults; Expect all to be complete by May
 2021 Program:
 • Decision to use MAV risk model to complete highest risk circuit analysis. Workplan re-scoping will cause construction execution delays and program re-baselining;
 • Asset Strategy provided list of all 1,690 locations on 4/20. AM request to contract 1,311 locations.
 • MPP Leadership guidance confirmed 1200 Target, Ready 1690 locations (379 locations – “buffer”) **Variance Drivers:**
 • Given timing needed for permitting activities, construction work on remaining sites not expected to be ready until July
Action Plan to Get Back to Green:
 • 187 initial sites meet the updated risk model; 176 Of 187 locations have a valid permit or permit not needed (NOTN). Contractor (Outsource and Wilson) will begin field assessments/construction 176 of 187 locations. Remaining locations, permitting will apply for a permit.
 • Contract Specialist will proceed with CWA for initial 187 locations.
HFTD Completions YTD: Buffer Zone/Non-HFTD - 0; Zone 1 - 0; Tier 2 - 0; Tier 3 - 0

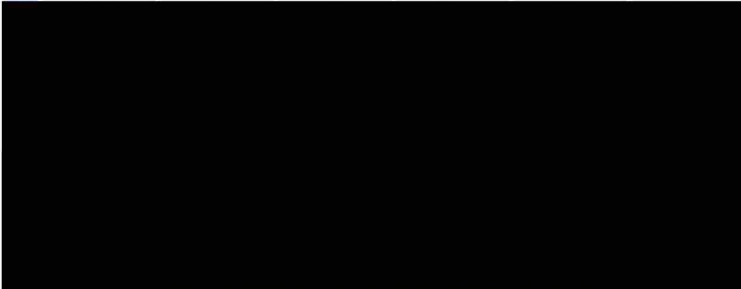
2021 YTD STATUS³

Phase	Target
Locations Being Identified	10
In Dependency (PEND)	1,510
Ready (UNSC)	180
Completed by Others	0
In Construction (CONS)	0
Installed (CN24/DC33)	0
QA Complete	0
Total	1,700

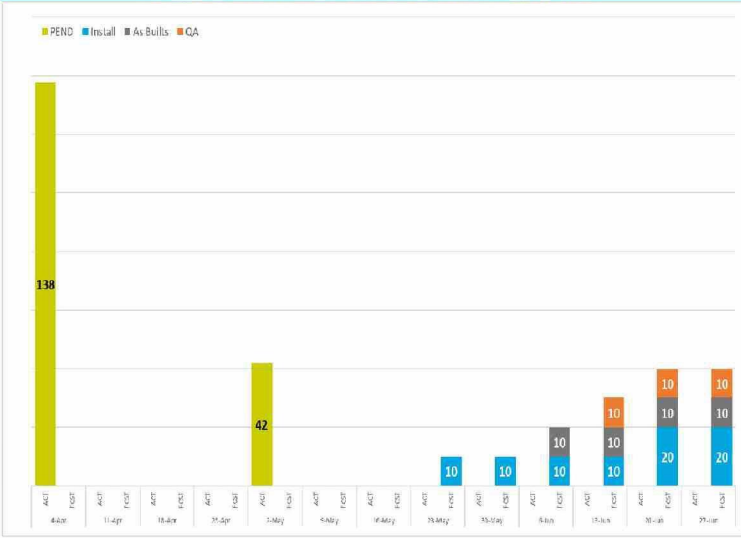
Target ³	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	0	0	0	0	10	70	100	280	330	330	80	-
Cumul.	0	0	0	0	10	80	180	460	790	1,120	1,200	-

KEY METRICS^{4,5}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	1,200	3	0	0	0	10



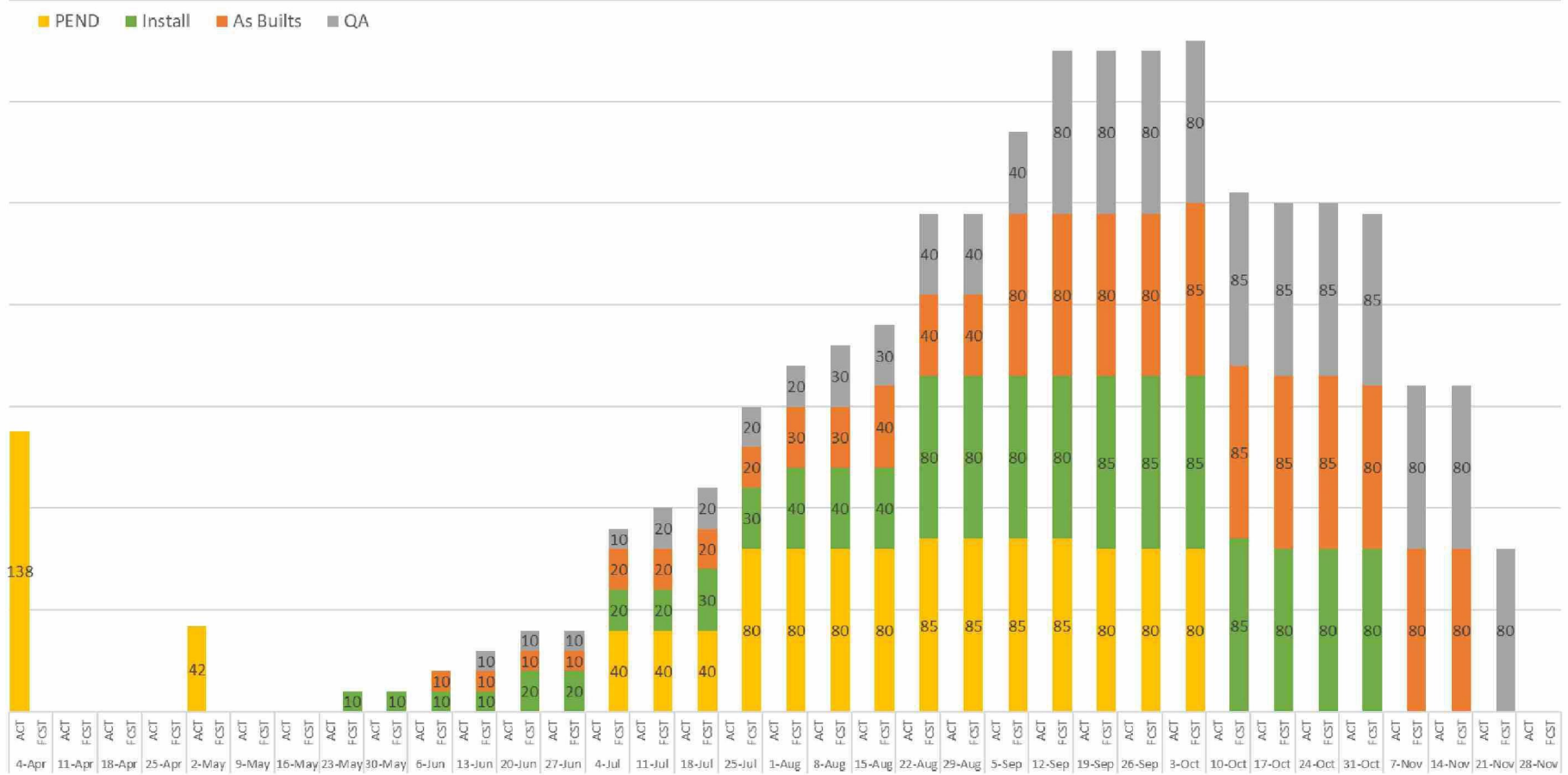
WEEKLY ACTUALS VS FORECAST TRENDRING





DO Non-Exempt Fuse Replacements – Weekly Actuals vs. Forecast Trending (Production Model)

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 04/20/2021





DO REFCL

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: N/A

0 / 0
 Completed Units
 Actuals/Target
 (0%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	0	1

Key CAP Learnings:
 • Project has had many setbacks and issues due to first installation of the program.

MONTHLY SAY-DO

Phase	May Forecast	April Forecast	April Actuals
ESTS	0	0	0
PRE-COMM	0	0	0
PEND	0	0	0
UNSC	0	0	0
CONS	0	0	0
QA	2	10	8
COMM	0	31	29

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Estimating	N/A	N/A
Pre-Commissioning	2 weeks	N/A
PEND	8-10 weeks	N/A
CONS	8 weeks	N/A
QA	1 week	N/A
COMM	2 weeks	N/A

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Key piece of the FAN design is not functioning. FAN team is working with the contractor to determine path forward. Note: this does not affect the ability to move forward with REFCL system testing.

Variance Drivers:

- Units: N/A – units completed in 2020; Two units did not require commissioning due to removing fusesavers from service. All commissioning complete.
- Unit Cost: N/A
- Budget: April variance: [redacted] overrun due to miscellaneous charges and overheads. YTD underrun due to [redacted] journal entry from capital to EPIC for 2020 work and inability to post accruals or pay invoices in February.

Action Plan to Get Back to Green:

- FAN project manager working with contractor to assess health issues found during optimization and determine path forward..
- WMP commitment to complete testing by 9/1 still on track.

2021 YTD STATUS (effective 5/11/21)

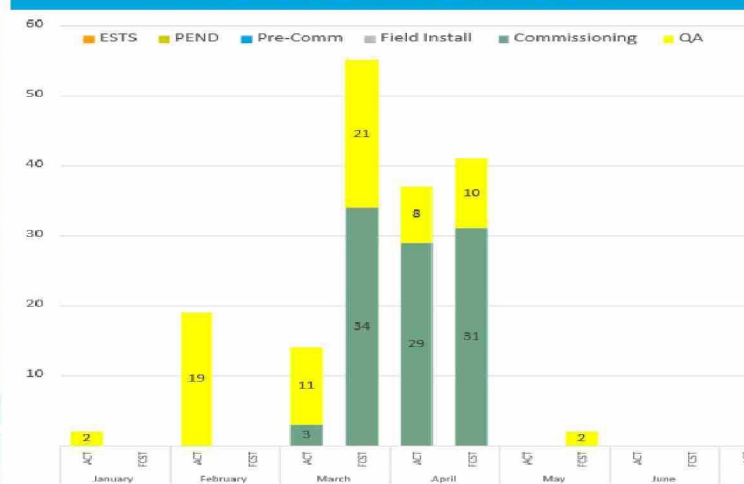
Phase	Cont.	GC	Unassigned	Total
Estimating	0	0	0	0
Pre-Commissioning	0	0	0	0
Dependencies	0	0	0	0
Ready for Construction	0	0	0	0
Construction	0	0	0	0
Installed Awaiting Commission	0	0	0	0
QA	2	0	0	2
Commissioned (Complete)	29	0	0	29
TOTAL	31	0	0	31

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	0	0	0	0	0	0	0	0	0	0	0	0
Cumul.	0	0	0	0	0	0	0	0	0	0	0	0

KEY METRICS¹

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	0	0	0	0	0	0

MONTHLY ACTUALS VS FORECAST TRENDRING



¹MPP Financial Dashboard 05/12/2021
 Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.
 PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

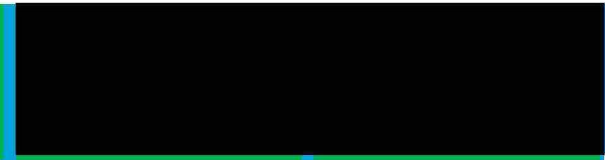


DO PIH Microgrid

Report Date: 5/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 01/11/2021

4 / 5
 Completed Units
 Actuals/WMP Target
 (80%)

4 / 10
 Completed Units
 Actuals/Target
 (40%)



2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:
 No 2021 CAPs at this time

Other Notes:

MONTHLY SAY-DO

Phase	Forecast May	Forecast April	Actuals April
ESTS	0	2	2
PEND	1	1	0
UNSC	0	1	0
COMP	0	3	3

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
ESTS	Jobs have unique timeframes based on complexity and permitting needs	TBD
PEND		TBD
UNSC		TBD
COMP		TBD

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	1	0	0	3	0	1	2*	0	2	1	0	0
Cumul.	1	1	1	4	4	5	7	7	9	10	10	10

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

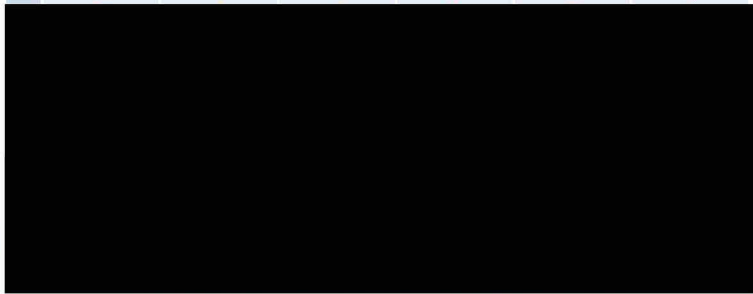
- Priority Risks & Support Requested:**
- 2 projects currently pending Caltrans Permits – are planned for July but currently at risk. Jobs have been escalated through the land department. Will not be able to start until August/September at the earliest, at risk to not meet internal target
- Variance Drivers:**
- Program is overspent due to escalated schedules prior to PSPS season. Still expecting to complete all 10 orders within budget. If two at risk projects are not able to be completed in 2021, will be underspent
- Notes:**
- Of the 4 completions, 1 is still awaiting CN24 completion
 - Last completion needed to hit WMP commitment expected in June (On Track)

2021 YTD STATUS

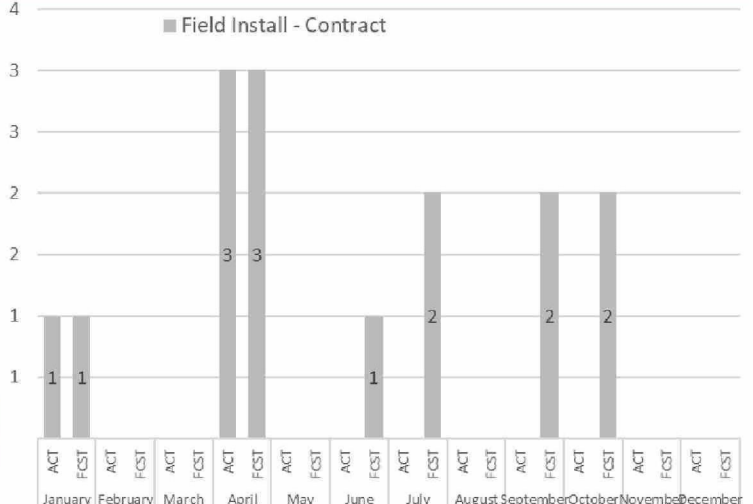
Phase	Cont.	Total
Estimating	2	2
Dependencies	3	3
Ready for Construction	1	1
In Construction	1	1
Complete	4	4
TOTAL	11	11

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	10	4	4	3	3	0



Q1 WEEKLY ACTUALS VS FORECAST TRENDING



PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

*two projects at risk due to Caltrans permits, unlikely to meet target. See Risks & Support Requested



Fuse Savers

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 04/01/2021

0 / 70

Completed Units
 Actuals/Target
 (0%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- None

Other Notes:

- None

WEEKLY SAY-DO ¹

Phase	W/O 5/9 Forecast	W/O 5/2 Forecast	W/O 5/2 Actuals
ESTS	2	0	9
PRE-COMM	0	0	0
PEND	0	0	0
UNSC	0	0	0
CONS	0	0	0
COMM	0	0	0
QA	0	0	0

FORECASTED TIMELINES (2021)

Group	Forecasted Completion ₃	YTD Average
Estimating	6/30/21	1 week
Pre-Comm / PEND	8/30/21	3 weeks
CONS	10/31/21	N/A
COMM	11/15/21	N/A
QA	11/15/21	N/A

¹ MPP Workplan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Balancing DLT resources among other priority work (PSPS) working in parallel. Mitigation - coordinating with PSPS team to ensure both programs remain on track.
- Working with IT to ensure DS83 pre-commissioning task holds jobs in PEND until complete.

Variance Drivers:

- Units: N/A – no units forecasted to complete to date.
- Unit Cost: N/A – no units completed to date.
- Budget: April Variance [redacted] overrun due to additional engineering planning / DLT labor than forecasted as some of the package preparation work spilled over from March to April.

Action Plan to Get Back to Green:

- Estimating to complete by 6/30/21.
- Pre-commissioning to occur in parallel to ESTS and PEND where possible. Pre-commissioning process started on 5/10

2021 YTD STATUS ¹

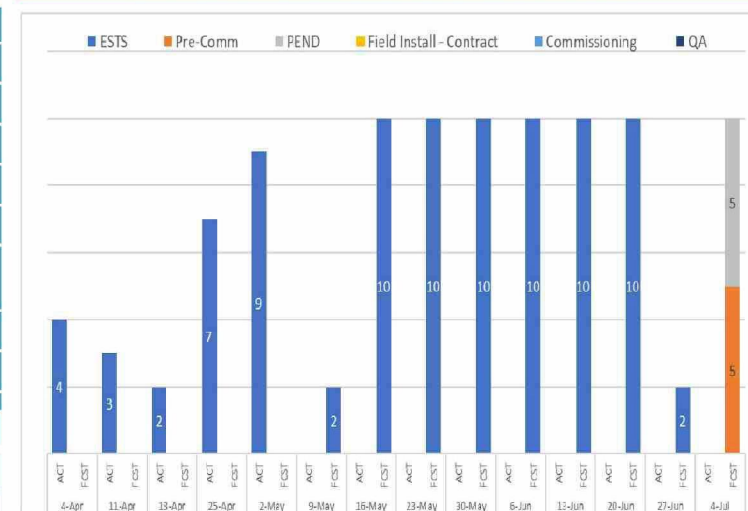
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	0	0
Estimating (ESTS, ADER, APPR)	49	0	0	49
Pre-Commissioning	0	0	0	0
In Dependency (PEND)	26	0	0	26
Ready (UNSC)	0	0	0	0
Construction (CONS)	0	0	0	0
Const complete awaiting comm (CN24)	0	0	0	0
Commissioned	0	0	0	0
QA	0	0	0	0
TOTAL	75	0	0	75

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	0	0	0	0	0	1	20	20	14	15	0	0
Cumul.	0	0	0	0	0	1	21	41	55	70	70	70

KEY METRICS ^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	70	0	0	0	0	0

MONTHLY ACTUALS VS FORECAST TRENDRING ^{1,3}





4C Controllers

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 01/20/2021

10 / 81

Completed Units
 Actuals/Target
 (12%)

2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- None identified

Other Notes:

- None

WEEKLY SAY-DO ¹			
Phase	w/o 5/9 Forecast	w/o 5/2 Forecast	w/o 5/2 Actuals
ESTS	1	1	0
PRE COMM	4	8	7
PEND	3	2	2
CONS	4	6	4
COMM	2	1	2
QA	0	2	1

FORECASTED TIMELINES (2021)		
Group	Forecast ³	YTD Average
Estimating	2 weeks	2 weeks
Pre-Commissioning	By 8/15/2021	TBD
PEND	By 8/15/2021	19 weeks
CONS	4 weeks	5 weeks
COMM	2 weeks	2 weeks
QA	2 weeks	TBD

¹ MPP Work plan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)
 PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Financial risk due to one additional job added that has an authorized amount of \$1.1M that was not included in the initial budget plan. Will assess actual costs as more jobs complete and submit a funding request as needed.
- One additional job that was identified as being in a HFTD has been added to the workplan and is in ESTS.
- 13 jobs on hold due to RFP contractor issue in CC, LP & FR. CM looking into possible GC or other contractor support.

Variance Drivers:

- Units: Met recovery plan target for April. Construction field completed 14 jobs YTD (7 in April).
- Unit Cost: Unit cost tracking with planned cost.
- Budget: April Variance: [REDACTED] overrun due to more materials ordered than anticipated. YTD underrun due to delay in contract award, scheduling of ready work, pre-commissioning, and clearing dependencies.

Action Plan to Get Back to Green:

- Pre-commission remaining devices by 8/15. Field Engineers to verify vipers have been shipped & delivered. DLT to determine what devices have been pre-commissioned to date and develop weekly plan for pre-commissioning remaining devices.
- Construction to schedule ready work within 4 weeks.

2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Estimating (ESTS)	1	0	1	2
Pre-Commissioning	7	6	0	13
Dependencies (PEND)	31	9	0	40
Ready for Construction (UNSC)	7	3	0	10
Construction (CONS)	19	2	0	21
Const complete awaiting commissioning	4	0	0	4
Commissioned	5	5	0	10
QA	0	3	0	3
TOTAL	74	28	1	103

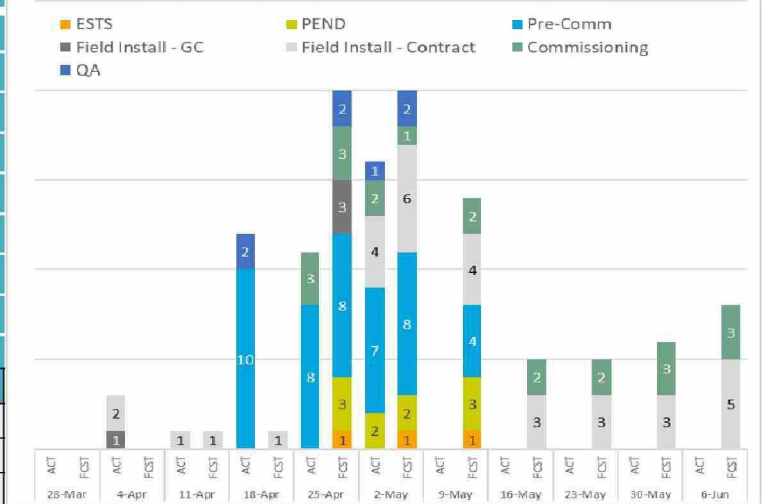
	Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Baseline	Month	0	1	37	16	25	1	0	0	0	0	0	0
	Cumul.	0	1	38	54	79	80	80	80	80	80	80	80
Recovery	Month	0	0	1	4	6	19	20	20	10	1	0	0
	Cumul.	0	0	1	5	11	30	50	70	80	81	81	81

KEY METRICS ^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	81	7	10	4	5	6



WEEKLY ACTUALS VS FORECAST TRENDING ^{1,3}



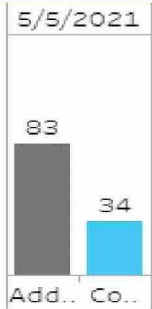


Distribution Poles (B-Tags)

Report Date: 05/11/2021 • Units Through: 05/09/2021

2021 Completed Scoped Received from Asset Strategy: N/A

Weekly Throughput



PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- FSR process will drive volume of B Tags in the coming months (Volume increase in last few weeks).
- Tag creation is out numbering tag completion

Variance Drivers:

- Unit Cost of B Tags may be impacted due to Emergent work. Currently B Tag Unit Cost = [REDACTED]
- Budget: Currently the program has 4K placeholder for Emergent B Tags. YTD = 840 COMP / 727 OPEN – Up from last week (673)

Action Plan to Get Back to Green:

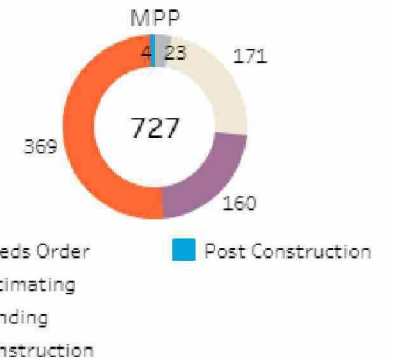
- Work with Construction to prioritize B Tags (Loading order #1)
- Ensure incoming volume of B tags does not exceed 1,000 units in backlog

HFTD: Non-HFTD/Buffer: **435** Zone 1: 0 Tier 2: **268** Tier 3: **137**

KEY METRICS

UNITS	Total Tags	Open-Past Due	Open-Current	MTD Comp	YTD Comp	On-Time %
	1,567	123	604	17	840	37%

Break Out of Current B-Tag Population by Phase



Average Open to Close Cycle Time (Days)

Total Tags Completed	840
Avg. Cycle Time	156*
On Time Percentage	37%*

*Cycle Time and on-time percentage measurements exclude any tags created prior to 2019 and exclude tags that were upgraded without an FSRP date.

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Initiation	3 days	13 days
Estimating	28 days	13 days
Pending	22 days	22 days
Ready	28 days	59 days

2021 YTD STATUS (effective 4/13/21)

	Notifications
Total Tags OPEN	727
Open - Past Due	123
Open - Current	604

At-Risk Current B Tags

	Notifications
Scheduled Past Due Date	38

Past Due tags by Readiness and Scheduled Status

		Notifications
After CONS	Check or Close Tag	0
Not Ready	Reschedule or Close, Scheduled in Past	0
	Not Scheduled	6
	Scheduled	15
Ready	Reschedule or Close, Scheduled in Past	14
	Not Scheduled	11
	Scheduled	77

[Link To Tableau Dashboard](#)

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.



Community Rebuild and Resiliency Program (CRRP)

Information Thru: 4/30/2021

10.3 / 23 (WMP)
11.2 / 29 (Internal)
Completed Units
Actuals/Target

CRRP PROGRAM – 2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	1	3
<ul style="list-style-type: none"> 2 Open CAP – 1 on AFPO due to transition from North Complex emergency response to Fire Rebuild AND debris cleanup process after emergency / right of way entry 		

Monthly SAY-DO

Month (miles)	Actual Internal	Fcst. Internal	Target Internal	Actual WMP	Fcst. WMP	Target WMP
Jan	0.1		0	0.1		0
Feb	1.4		2	1.4		1
Mar	7.0		6	6.3		4
Apr	2.7		5	2.5		4
May		3.5	2		3.3	2
Jun		0.1	0		0.1	0
Jul		3.6	2		3.4	0
Aug		5	2		4.8	2
Sep		0	2		0	2
Oct		2	2		1.8	2
Nov		6	3		5.9	3
Dec		1.1	3		1.1	3
EOY	EXCEEDING 32.5		29	EXCEEDING 30.7		23

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

- Priority Risks & Support Requested:**
- Risks due to the acceleration: 1. Land Rights – ROE Pilot in North Complex, approved moving forward with W1 Construction; 2. Onboarded Estimating/Design Contract Resources and target to complete civil joint trench RFP by 6/21
 - Finalizing draft of WMCE and GRC Testimony/Workpaper. Executive Challenge Session during the week of 5/5, PG&E submit by 6/30
 - Onboarded 2 Interns for Summer; Requested 3 FTE to support CZU/Creek Fire and NCF (Program Manager, 2 Outreach Specialists)
 - Creating a CRRP Playbook and roles for future rebuilds. Target to finalize by 7/2021.
- Variance Drivers:**
- Units: On track
 - Unit Cost: Currently within [redacted] of target.
 - Budget: 4% Variance for April, 1% Variance YTD Budget vs. Actual; 2% EOY Forecast vs. Budget. April Variance due to \$300k in underspend for vegetation due to less OH work.

2021 YTD STATUS (through April 2021)

Phase	YTD Total
Total Trenching	4 miles
Install/Operational Gas Main	1.6 miles
Gas Commitment (%)	29% of 9 miles
Claimed 2021 WMP Electric Main	11.2 miles
WMP Commitment (%)	45% of 23 miles
2021 Estimates (%)	81% Complete
2022 Base maps (%)	13% Complete
2022 Estimates (%)	10% Complete
Completed Easements	46 easements
Pending Easements	139 easements
UG Spend (Gas)	[redacted]
UG Spend (Elec)	[redacted]
UG Spend (Gas + Elec)	[redacted]

KEY METRICS

UNITS	WMP 2021 EOY	WMP YTD Target
	23 Target 30.7 Act. + Fcst. EXCEEDING	9.0 Target 10.3 Actual EXCEEDING

WMP 2021 Actuals vs. Forecast vs. Target





DO Poles (Non B-Tags)

Report Date: 05/10/21 • Units Pulled: 5/5/2021 • Units through: 4/30/21
 2021 Completed Scope Received from Asset Strategy: 2/25/21

3,397 / 10,185

Completed Units
 Actuals/Target
 (33.3%)

PSPS PROGRAM – 2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
25	6	31

- Key CAP Learnings:
- 25 OPEN CAPs related to WSD Infractions
 - All Tags on MPP Work Plan

Other Notes

MONTHLY SAY-DO

Phase	Forecast w/o May	Forecast w/o Apr	Actuals mo Apr
ESTS	33	149	601
PEND	990	845	1,037
Ready for Const.	1294	782	1454
GC	285	300	173
DIV	50	108	84
CONT	745	600	920

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Estimating	120 days	64 days
PEND	48 days	77 days
UNSC to CONS	56 days	135 days

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	465	528	858	1055	1151	1195	1192	1090	1055	791	491	314
Cumulative Act/Target	446/465	1043/993	2066/1851	3397/2906	TBD/4057	TBD/5252	TBD/6444	TBD/7534	TBD/8589	TBD/9380	TBD/9871	TBD/10185

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Non B-Tags are Loading Order #6. Risk on not executing End of Year target due to loading order. However, currently on target to meet end of year target of 14,185. FSR tags converted to B Tags may impact Non-B Tag completion as B Tags are loading order #1.

Variance Drivers:

- Units: On track – currently 105% to DET
- Budget: Currently above DET by [REDACTED]. Driven by WIP & CarryOver. An additional [REDACTED] to be added to Cost from 95A Tree Connect Conversions to 07 Program. Potential JP Credit of [REDACTED]

Action Plan to Get Back to Green:

- Continue to schedule Construction Ready work with a ramp up in units March – July to recover from event activity in Jan/Feb
- Complete JE to ensure costs are allocated correctly to orders

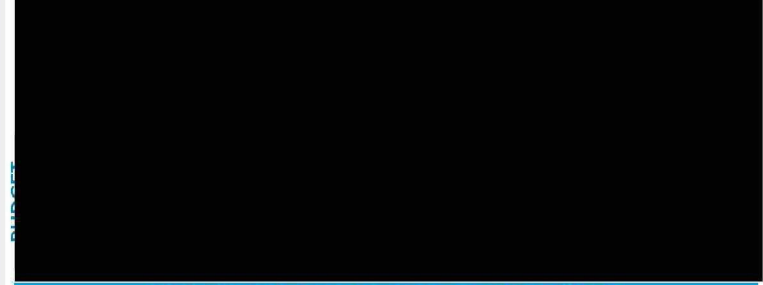
HFTD: Non-HFTD/Buffer: **288** Zone 1: 5 Tier 2: **1,497** Tier 3: **1,607**

2021 YTD STATUS (effective 5/05/2021)

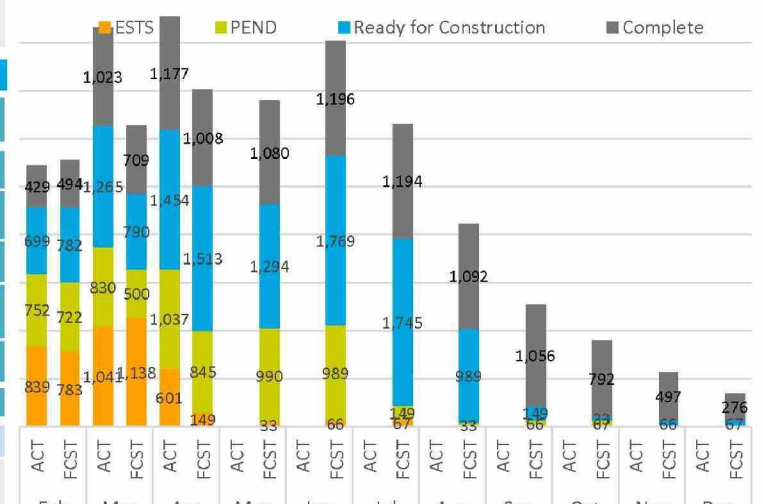
Phase	Unassigned	Cont.	GC	DIV	Total
Estimating	458	446	122	37	1063
Pending	670	765	253	71	1759
Ready for Construction	1072	1961	1184	112	4329
In Construction	13	999	291	31	1334
TOTAL	2213	4171	1850	251	8485

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	10,185	2,906	3,397	1,055	1,177	1,151



MONTHLY ACTUALS VS FORECAST TRENDING





2021 FAN Deployment

Report Date: 05/11/2021

42/300
(14%)
FAN Installed

32/46
(70%)
MESH Available

105/300
Locations Ready for
FAN (35%)

300/300
Locations Identified
(100%)

291/300
Locations PLC'd
(97%)

63/132
PT Installed
(40%)

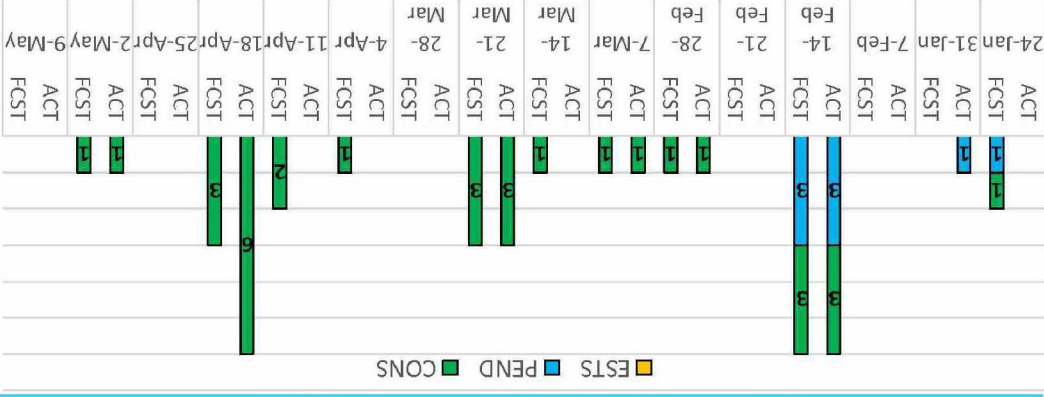
15/15
Poles Replaced
(100%)

Overall FAN Scoping & Completions

Phase	Count	Forecast w/o 5/09	Forecast w/o 5/02	Actual w/o 5/02
Awaiting Identification (IT)	0	0	0	0
Order Creation & PLC (Ests)	9	9	9	9
No PT or Pole Replace Needed	27	27	27	27
Total Locations Ready for FAN (27 tags were approved with no actions needed)	105	105	105	105
Pole location rejected (PT)	10	10	10	10

FAN Pole Replacements – 15 Locations To Date, 15 Completed

Phase	Count	Forecast w/o 5/09	Forecast w/o 5/02	Actual w/o 5/02
ESTS	0	0	0	0
PEND	0	0	0	0
Cons	0	0	1	1



PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY

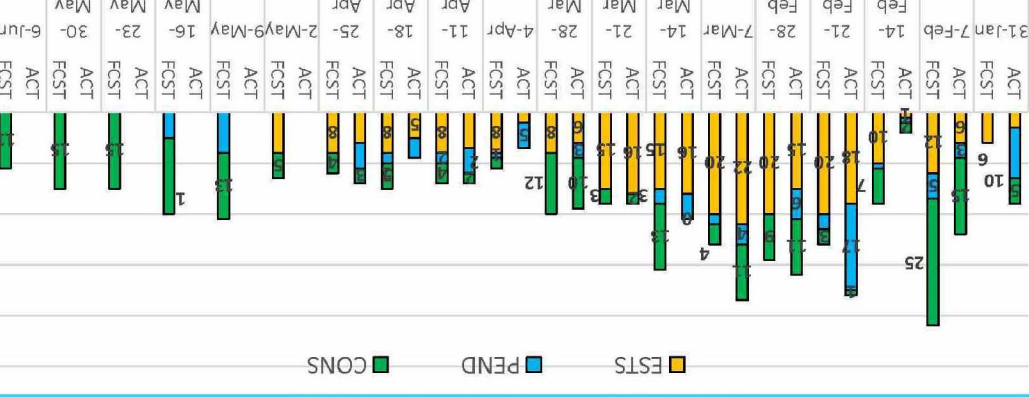
PRIORITY RISKS & SUPPORT REQUESTED

- Actions Needed:**
- PT: One orders at risk of not completing until June (PM 3519750 requires a 60 days Transmission Clearance due to pole replacement; scheduled for 5/17/2021)
 - 5 of 21 FAN orders in PLC phase with EOD of 5/31/2021.
 - FAN: construction.
- Other Notes:**

Forecasted Timelines (weeks):						
Total	FAN Install	Cons	PEND	ESTS	PLC	Pole
23 wks	4-6	6	3.5	2-3	4-6	PT Forecast
19 wks	4-6	6	6.5	2	4-6	Pole

FAN PT Installations – 188 Locations To Date, 63 Completed (CN24), 56 Locations CANC/RCT Locations Remaining to Hit 6/1 Commitment of 118: 12 (11 Ready for Construction, 1 in PEND)

FAN PT INSTALLATIONS - WEEKLY FORECAST / ACTUAL				
ESTS	PEND	Construction (Must be CN24 to complete)	Phase	Count
7	3	0	Forecast w/o 5/09	3
6	0	0	Forecast w/o 5/02	5
6	0	0	Actuals w/o 5/02	0



63 •



DO Capacity

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy:
 03/01/2021*

109 / 362
 Completed Units
 Actuals/Target
 (40%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

• N/A

Other Notes:

• N/A

WEEKLY SAY-DO¹ (Sun-Sat)

Phase	Forecast wo 5/9	Forecast wo 5/2	Actuals wo 5/2
ESTS (EST Out/DS18)	1	1	13
PEND (Forecast ³ /RP56)	5	4	11
Complete (Click End/CN24)	16	11	3

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
Estimating (06A/D/E/H)	90 days	71.25
Estimating (06 B/G)	30 days	26.5
Estimating (48L)	120 days	111
Estimating (06 I/K/P)	60 days	54
Dependency	90 Days (overall) 60 days (SP56-RP56)	156
Internal	6-8 weeks	TBD ⁵
Contract	8 weeks	TBD

¹ MPP workplan data (MPP-WPML) 05.11.2021

² Core Programs Financial Dashboard 05.11.2021

³ Say-Do forecast based on forecasted timelines from SP56

⁴ Distribution Operations Toolset (ADA)

⁵ MAT Code 06G (Voltage Complaint) omitted from average

* Additional 06B Overloaded Transformer locations still need to be added to the workplan

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- February WRFR - Capacity Loading Order 3, 4, 5 & 7. Capacity program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target 362 jobs at risk of execution.
- 43% of jobs in workplan are still in pre-construction status (Initiation, Estimating, Dependency). This creates an execution risk based on forecasted timelines to make work Ready. 50% of the jobs are emergent/break-in MAT 06B/MAT 06G jobs.
- Emergent Customer Voltage Complaints (that must be addressed in 20 days) account for 47% of YTD completions; Work in other MAT Codes is not being executed at a rate to hit the EOY target.

Variance Drivers:

- Capacity program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target 362 jobs at risk of execution.

Action Plan to Get Back to Green:

- Proactively meeting on a regular cadence with LOB stakeholders (i.e., Estimating, Permitting, Construction Management) to ensure sufficient "ready" Capacity work.

HFTD Completions YTD: Buffer Zone/Non-HFTD - 83; Tier 2 - 13; Tier 3 - 13

2021 YTD STATUS¹ - Including MAT 06B (O/L Transformer Replacements)

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	1	0	16	17
Estimating (ADER/APPR/ESTS)	2	29	50	81
In Dependency (PEND)	44	46	25	115
Ready (UNSC)	19	38	12	69
In Construction (CONS)	16	79	0	95
Beyond CONS (no CN24)	2	6	0	8
Complete (CN24)	27	82	0	109

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	17	23	43	21	23	40	37	39	34	28	28	29
Cumul.	17	40	83	104	127	167	204	243	277	305	333	362

KEY METRICS^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	362	111	109	43	36	21

WEEKLY ACTUALS VS FORECAST TRENDRING^{1,3}





DO Capacity Breakdown by MAT 06B Overloaded Transformers & 06G Customer Voltage Complaints

Report Date: 05/04/2021 • Units Through: 05/02/2021
2021 Completed Scope Received from Asset Strategy: 03/01/2021

Overloaded Trans 06B: 2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	0	0
Estimating (ADER/ESTS)	0	10	16	26
In Dependency (PEND)	7	3	6	16
Ready (UNSC)	5	5	1	11
In Construction (CONS)	2	2	0	4
Beyond CONS (No CN24)	0	5	0	5
Complete (CN24)	6	9	0	15
TOTAL	20	34	23	77

Customer Voltage Complaints 06G: 2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	14	14
Estimating (ADER/APPR/ESTS)	1	3	20	24
In Dependency (PEND)	10	10	11	31
Ready (UNSC)	8	12	11	31
In Construction (CONS)	0	18	0	18
Beyond CONS (No CN24)	0	0	0	0
Complete (CN24)	1	50	0	51
TOTAL	20	93	56	169

Capacity Program (excluding 06B & 06G): 2021 YTD STATUS ¹				
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	1	0	2	3
Estimating (ADER/APPR/ESTS)	1	16	14	31
In Dependency (PEND)	27	33	8	68
Ready (UNSC)	6	21	0	27
In Construction (CONS)	14	59	0	73
Beyond CONS (No CN24)	2	1	0	3
Complete (CN24)	20	23	0	43
TOTAL	71	153	24	248

Overloaded Transformer Replacement (06B)

- YTD Completions: 15
- 14% of all Capacity completions
- EOY Target 140 – 11% complete
- Currently 77 orders in workplan - orders for the remaining by July
- Asset Strategy plans to add additional orders to cover all T2/T3 (500 total)
- Loading Order: 4

Customer Voltage Complaints (06G)

- YTD Completions: 51
- 47% of all Capacity completions
- Emergent work (no EOY Target)
- Loading Order: 3

Capacity Program Status (excluding 06B & 06G)

- YTD Completions: 43
- 39% of all Capacity completions
- EOY Target: 222
- Loading Order: 3, 5, 6 & 7

MONTHLY TARGETS ²	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
DO Capacity (excluding 06B)	16	20	25	15	19	27	21	22	16	11	13	17	222
Overloaded Transformer (06B)	1	3	18	6	4	13	16	17	18	17	15	12	140
Total Monthly Target	17	23	43	21	23	40	37	39	34	28	28	29	362
Total Cumulative Target	17	40	83	104	127	167	204	243	277	305	333	362	

¹ MPP workplan data (MPP-WPML) 05.11.2021

² Distribution Operations Toolset (ADA) 05.11.2021



Load Break Oil Rotary (LBOR) Switches

Report Date: 05/11/2021 • Units Through: 05/09/2021
 2021 Completed Scope Received from Asset Strategy: 12/21/2020

16 / 90
 Completed Units
 Actuals/Target
 (18%)



2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:
 • None identified.

Other Notes:
 • None

WEEKLY SAY-DO (Sat – Sun) ¹

Phase	W/O 5/9 Forecast	W/O 5/2 Forecast	W/O 5/2 Actuals
ESTS	12	3	6
PEND	1	0	1
CONS	0	0	0

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
Estimating	13 weeks	12 weeks
PEND	8 - 10 weeks	87 weeks
CONS	8 weeks	10 weeks

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Targets were developed with the expectation that **61 of the 96** jobs were either already Pending Permit or Ready for Construction entering January. However, after the job list was sent to MPP for execution, it was identified that most of these jobs do not meet current standards and therefore need to go back through Estimating. Estimating expects to complete all jobs by 5/31 (18 left).

Variance Drivers:

- Units:** Completed 4 units in April (+3 awaiting CN24 as they are part of a bundle of 3 jobs). Behind YTD target due to majority of "ready" jobs identified by asset strategy not able to be constructed.
- [Redacted]
- Budget - April Variance:** [Redacted] Inderrun due to not completing (4) jobs forecasted due to site challenges (ex: roots identified in the area where the box was to be set), additional permit needs, re-estimating needs, and a cancelled clearance.

Action Plan to Get Back to Green: All jobs complete out of estimating by 5/31, approval of incremental budget needed to complete units (June WRFR). Weekly check-ins in place to aid in progress.

Root Cause Mitigation (Future Years): Asset Planning will do a Standards review as part of scoping before delivering the work to MPP to execute.

KEY METRICS ^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
		90	55	16	9	4

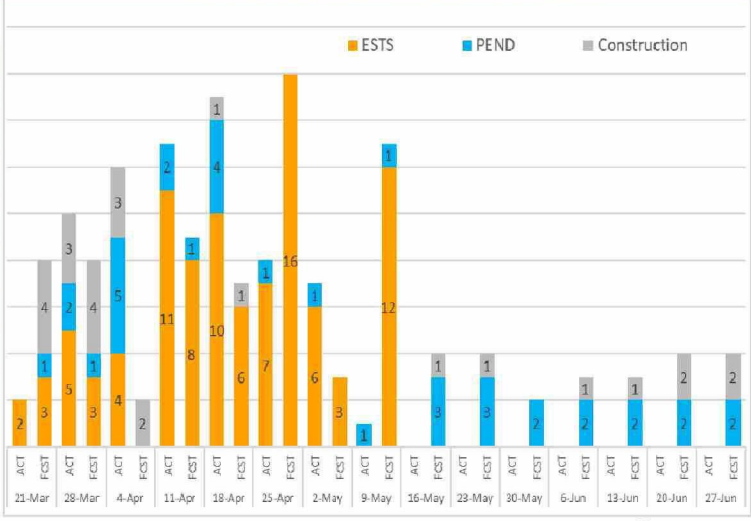


2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	2	0	0	2
Estimating (ESTS, ADER, APPR)	4	3	9	16
Dependencies (PEND)	27	6	5	38
Ready for Construction (UNSC)	16	4	1	21
Construction (CONS)	1	2	0	3
Complete (CN24)	3	13	0	16
TOTAL	53	28	15	96

Target	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Month	9	22	14	9	4	6	11	8	2	2	2	1
Cumul	9	31	45	54	58	64	75	83	85	87	89	90

WEEKLY ACTUALS VS FORECAST TRENDRING



¹ MPP Workplan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)



DO Deteriorated Conductor

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scoped Received from Asset Strategy: 02/25/2021

10.2 / 74
 Completed Units
 Actuals/Target
 (13.8%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:
 • TBD
 Other Notes:
 • TBD

MONTHLY SAY DO ¹

Phase	May Forecast	April Forecast	April Actual
ESTS Out (DS18)	0	NA	NA
PEND (RP56) ³	1.6	NA	NA
GC Complete (CN24)	0	NA	0.3
Cont. Complete (CN24)	0	NA	1.3

COMMITTED TIMELINES (2021) ³

Group	Commitment	YTD Average
Estimating	60 days	54 days
Dependency	TBD	TBD
GC	TBD	TBD
Contract	TBD	TBD

Data Sources:
¹ MPP workplan data (MPP-WPML) 04.13.2021
² Core Programs Financial Dashboard 04.12.2021
³ Offline forecast from Business Partner 03.10.2021
⁴ Distribution Operations Toolset (ADA)
 *Please note that these data are in research to determine the discrepancy from last month. The 2021 program goal is currently 74 miles, with the newly added 29 miles to be included in next month's update

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Request

- Additional 29 miles of deteriorated conductor to be added to 2021 work plan per Asset Mgmt request; approved by MPP Sr Director.
- Deteriorated Conductor loading order 7 (February 2021 WRFR) , loading order creates risk to achieving 2021-mile target.
- GRC Commitment – 2020-96 miles / 2021 – 98 miles / 2022 – 98 miles. Total 292 mile

Variance Drivers:

- Deteriorated Conductor program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target at risk of execution.

Action Plan to Get Back to Green:

- Proactively meeting on a regular cadence with LOB stakeholders (i.e., Estimating, Permitting, Construction Management) to ensure "ready" Deteriorated Conductor work.

HFTD Completions YTD: Buffer Zone/Non-HFTD – 21 Orders/10.2 Miles; Tier 2 - 0; Tier 3 - 0

2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	0	0*
Estimating (ESTS/ADER)	0	2.4	8.6	11.0*
Dependency (PEND)	4.9	23.4	1.6	29.9
Ready (UNSC)	1.1	8.7	0	9.8
In Construction (CONS)	2.1	4.9	0	7.0
Installed	1.6	8.6	0	10.2
TOTAL	9.7	48.0	10.2	67.9*

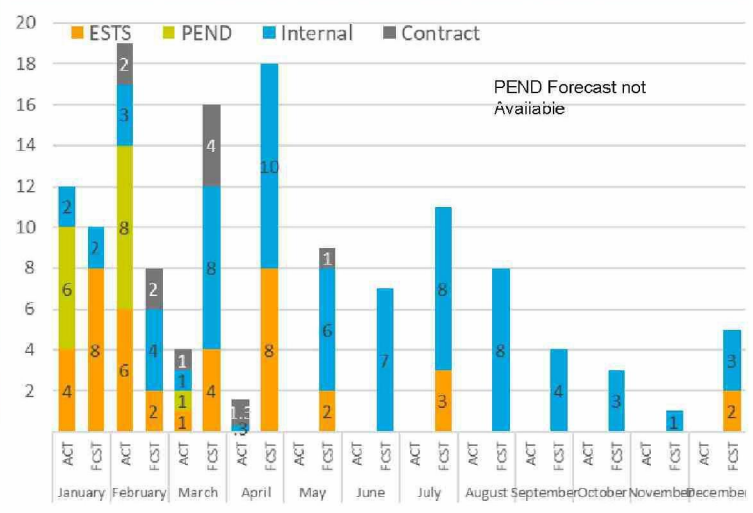
Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	2	4	3	3	8	10	10	10	5	5	8	6
Cumul.	2	6	9	12	20	30	40	50	55	60	68	74

KEY METRICS ^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	74	26	10.2	3	1.6	8



MONTHLY ACTUALS VS FORECAST TRENDING ¹





DO Cable

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/29/2020

22 / 320
 Completed Units
 Actuals/Target
 (8%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	-	1

Key CAP Learnings:

- A 2004 project to replace a TGRAL switch got mapped and closed in SAP but never constructed in the field.

Other Notes:

- None

MONTHLY SAY-DO ¹

Phase	May Forecast	April Forecast	April Actuals
ESTS	7	17	27
PEND	11	38	27
CONSTRUCTION	27	19	7

FORECASTED TIMELINES (2021)

Group	Forecast ³	YTD Average
ESTIMATING	12 weeks	16 weeks
PEND	8-10 weeks	10 weeks
CONSTRUCTION	8 weeks	11 weeks

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Risk: 45 56C jobs that were previously assigned to contractors are awaiting new resource assignments due to the new RFP rollout. Project Manager is working with Contract Specialist to resolve.

Variance Drivers:

- Units: Four 56C clearances were cancelled due to DO calendar closed, confusion regarding circuit map, division moving a job, issues with operating a switch gear and Tman availability. One job was pending a work authorization and another had an unsuccessful repull attempt.
- Unit Cost: N/A
- Budget: April Variance: [REDACTED] underrun due to MAT 56C: Variance [REDACTED] underrun due to clearance cancellations and one invoice [REDACTED] that was approved at month end, but not GR'd. MWC 56: Variance [REDACTED] underrun mainly due to a cable delivery delay for April to May for one 56A job [REDACTED] and final restoration for a 56N job that rolled over to May.

Action Plan to Get Back to Green:

- Weekly meetings are being held with each 56C contractor to mitigate further delays and maintain accountability.

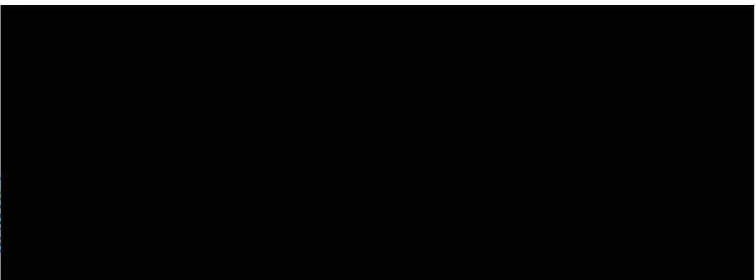
2021 YTD STATUS ¹

Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	83	10	1	94
Estimating (ADER, APPR, ESTS)	39	13	4	56
In Dependency (PEND)	54	15	1	70
Ready (UNSC)	20	8	0	28
In Construction (CONS)	43	6	0	49
Complete (CN24)	21	2	1	24
TOTAL	260	54	7	321

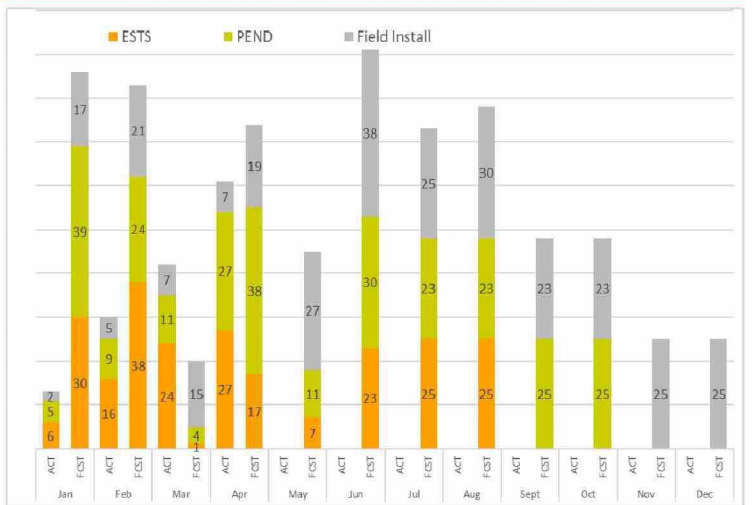
Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	17	21	39	24	30	38	25	30	23	23	25	25
Cumul.	17	38	77	101	131	169	194	224	247	270	295	320

KEY METRICS ^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	320	101	24	24	7	30



MONTHLY ACTUALS VS FORECAST TRENDING ^{1,3}



¹ MPP Workplan 05/11/2021
² MPP Financial Dashboard 05/12/2021
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)



DO Grasshoppers

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 02/25/2021

2 / 30

Completed Units
 Actuals/Target
 (6%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:

- TBD

Other Notes:

- TVD

MONTHLY SAY-DO ¹

Phase	May Forecast	April Forecast	April Actuals
ESTS (DS18)	0	0	0
PEND (RP56) ³	4	-	0
Internal Complete (CN24)	0	0	0
Cont. Complete (CN24)	0	0	0

FORECASTED TIMELINES (2021) ³

Group	Forecast	YTD Average
Estimating	30 days	25 days
Dependency	TBD	TBD
GC	TBD	TBD
Contract	TBD	TBD

Data Sources:
¹ MPP workplan data (MPP-WPML) 04.13.2021
² Core Programs Financial Dashboard 04.12.2021
³ Offline forecast from Business Partner
⁴ Distribution Operations Toolset (ADA)

Following the 2017 and 2018 wildfires, some of the changes included in this discussion are contemplated as additional precautionary measures intended to reduce future wildfire risk.

PREPARED BY MAJOR PROJECTS & PROGRAMS DELIVERY

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Grasshopper Switches loading order 7, which creates risk to achieving 2021 target.

Variance Drivers:

- Grasshopper Switches program competing for resources with programs with higher priority work (System Hardening, PSPS). EOY Unit Target 30 units at risk of execution.

Action Plan to Get Back to Green:

- Proactively meeting on a regular cadence with LOB stakeholders (i.e., Estimating, Permitting, Construction Management) to ensure "ready" Grasshopper Switches work.

2021 YTD STATUS ¹

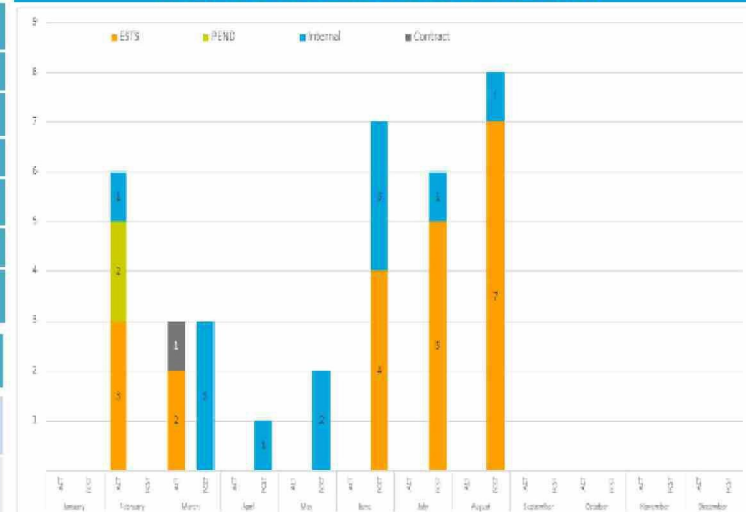
Phase	Contract	Internal	Unassigned	Total
Initiate (UNSE)	0	0	1	1
Estimating (ESTS/ADER)	2	0	2	4
In Dependency (PEND)	7	3	0	10
Ready (UNSC)	1	5	0	6
In Construction (CONS)	0	5	0	5
Completed	1	1	0	2
TOTAL	11	14	3	28

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	0	0	0	1	4	3	4	5	2	4	3	4
Cumul.	0	0	0	1	5	8	12	17	19	23	26	30

KEY METRICS ^{1,2,4}

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	30	1	2	0	1	4

WEEKLY ACTUALS VS FORECAST TRENDING ¹

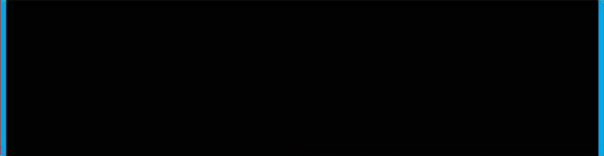




Reliability

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 02/24/2021 (Except 49I)

20 / 136
 Completed Units
 Actuals/Target
 (15%)



2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
-	-	-

Key CAP Learnings:
 • None identified
 Other Notes:
 • None

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- MAT code 49I newly created notifications for Early Fault Detection work need PMs and estimating support. Execution risk by EOY due to late scope identification.
- Due to DLT resource constraints, there is a risk of deferring tripsaver work. Material code has been DNP'd and the program has been having challenges getting material to work sites.
- Financial risk: #49 is forecasting [redacted] over budget due to high usage projections (EOY forecast [redacted]). MAT 49S is forecasting [redacted] over budget (spent 77% of budget).
- **Variance Drivers:**
 - Units: Below unit target for April due to a cancelled clearance by the DO. Behind YTD unit target due to resources focused on higher priority work and delays in scheduling ready work.
 - Unit Cost: N/A
 - Budget: April Variance: [redacted] overrun due to delay in anticipated start date for contractor for one FLSIR job and lower internal labor costs for 49I work. YTD overrun due to #49 overrun and carryover FLSIR work.

Action Plan to Get Back to Green:

- Implement mitigation strategies identified in the reliability root cause analysis, such as weekly check-ins with estimating, dependency groups, and construction management to ensure work is progressing, being scheduled and executed.

KEY METRICS 1,2,4

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	136	61	21	28	3	15

MONTHLY SAY-DO 1

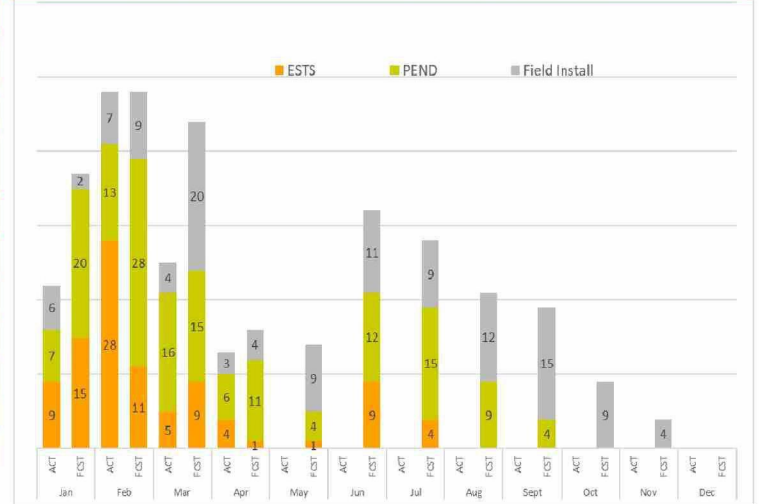
Phase	May Forecast	April Forecast	April Actuals
ESTS	1	1	4
PEND	4	11	6
Complete	9	4	3

2021 YTD STATUS 1

Phase	Contract	Internal	Unassigned	Total	CEMI-5
Initiate (UNSE)	2	3	2	7	4
Estimating (ESTS, ADER, APPR)	3	4	3	10	4
In Dependency (PEND)	20	30	4	54	24
Ready (UNSC)	18	21	0	39	23
In Construction (CONS)	7	5	0	12	8
Complete (CN24)	9	12	0	21	18
TOTAL	59	75	9	143	81

Target 4	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	4	9	20	28	15	11	9	12	15	9	4	0
Cumul.	4	13	33	61	76	87	96	108	123	132	136	136

MONTHLY ACTUALS VS FORECAST TRENDING 1,3



1 MPP Workplan 05/11/2021
 2 MPP Financial Dashboard 05/12/2021
 3 Forecast from Business Partners
 4 Distribution Operations Toolset (ADA)



DO WRO (MWC 10)

Report Date: 05/11/2021 • Units Pulled: 04/30/2021
2021 Completed Scoped Received from Asset Strategy: N/A

794 / 2,478

Completed Units
Actuals/Target
(31%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	1	1

Key CAP Learnings:

- Double charging of overheads on substation projects lead to creation of two new MAT codes for EGI substation projects. Change management efforts currently underway.

Other Notes: No Safety Related CAPs YTD.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Primary risk for program is the current level of funding. [REDACTED] we are currently forecasting a [REDACTED] risk for EOY. Current forecast places net spend at [REDACTED]

Variance Drivers:

- 2021 Budget Risk identified in 2020. 2021 Q1/Q2 high volume of work, as forecasted. No slow down of work due to lack of inclement weather during Q1.
- Missed [REDACTED] "plug" in April forecast led to significant under-forecast.

Action Plan to Get Back to Green:

- Request additional funding through WRFR.
- Continue to work to identify opportunities to drive down costs. Current focus is on evaluating Field Ops contract costs.

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	2478	734	794	190	210	189

MONTHLY SAY-DO

Phase	CM Forecast	CM-1 Forecast	CM-1 Actual
Initiating	0	0	0
Engineering			0
Environmental			0
Internal Comm	-	-	-
External Comm	-	-	-

2021 Forecasted YTD STATUS (effective 3/9/21)

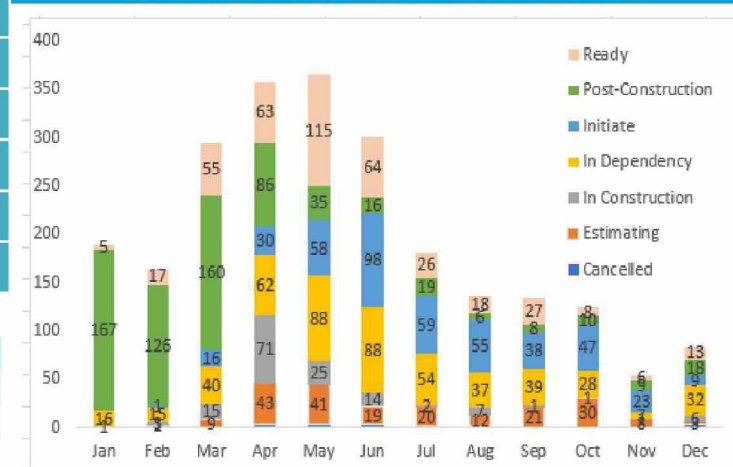
Phase	Cont.	Internal	Unassigned	Total
Cancelled	0	0	7	7
Initiating	0	1	424	434
Estimating	0	1	228	229
Dependency	0	62	448	510
Ready for Construction	4	151	258	413
In Construction	6	119	35	160
Post Construction	8	56	810	874
TOTAL	18	390	2210	2618

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Asset Strategy (AA)	-	TBD
TO Engineering	-	TBD
Environmental	-	TBD
Internal Comm	-	TBD
External Comm	-	TBD

Targt	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Mnth	163	163	218	190	179	180	202	153	169	179	193	160
Cum	163	326	544	734	913	1093	1295	1448	1617	1796	1989	2149

Q1 MONTHLY ACTUALS VS FORECAST TRENDRING





TO NERC (93N)

Report Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/1/2020

4 / 172

Completed Units
 Actuals/Target
 (2%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	0	1

Key CAP Learnings:

- Active CAP is in place to complete the as-built process for completed project. Reviewing past projects to verify as-builts completed.

Other Notes:

- Closely monitoring CWA expiration dates and Field Authorizations

MONTHLY SAY-DO¹ (May)

Phase	Forecast May	Forecast April	Actuals April
On Hold	0	0	0
Initiating	0	0	0
Dependencies	0	0	0
Construction	0	0	0
Project Closeout	0	0	2

FORECASTED TIMELINES (2021)

Group	Commitment	YTD Average
Design/EST	180 Days	TBD
Plan/ ENVR	120 Days	TBD
Ready for Construction	1 Day	TBD
Internal Construction	10 Days	TBD
External Construction	150 Days	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- 74001366 Corcoran-Smyrna Construction Starts foundation work in May 2021. Project accounts for 157 discrepancies in the 2021 plan. Contract execution risk.
- 74032943 Trinity-Cottonwood starts construction July 19, 2021. Land has concern regarding ROW blow out. Risk to RTC.

Variance Drivers:

- 74018701 Lakeville-Tuluca: Coast Guard determination on Sailable Waters negated the need to mitigate the line to address a discrepancy. 1 marked complete in April from 2022 plan.
- Wilson-Borden – Distribution modified crossing under transmission to address 1 discrepancy. 1 marked complete in April.

Action Plan to Get Back to Green: N/A

2021 YTD STATUS

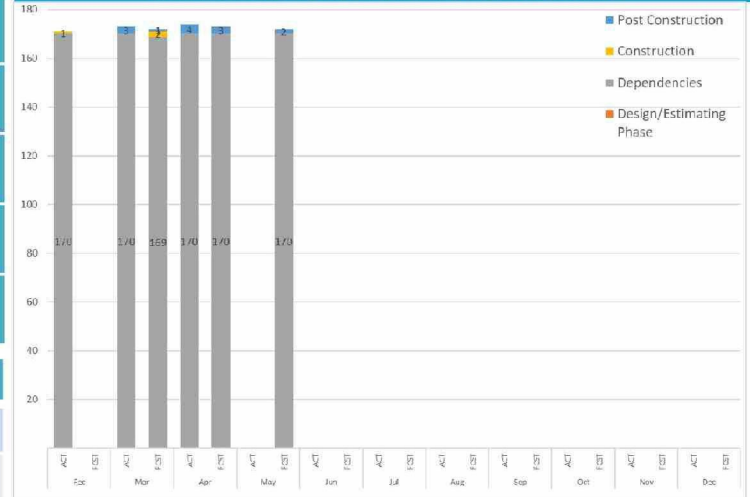
Phase (Manual Excel Spreadsheet)	Cont.	Internal	Unassigned	Total
On Hold	0	0	0	0
Initiating	0	0	0	0
Dependencies	166	4	0	170
Construction	0	0	0	0
Post Construction	4	0	0	4
TOTAL	170	4	0	174

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	1	1	0	0	0	0	0	0	4	42	63	61
Cumul.	1	2	2	2	2	2	2	2	6	48	111	172

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	172	2	4	0	2	0

MONTHLY ACTUALS VS FORECAST TRENDRING





TO Poles (70Y)

Report Date: 5/11/2021 • Units Through: 04/30/2021
 2021 Completed Scope Received from Asset Strategy: 12/1/2020

940/3,089
 Completed Units
 Actuals/Target
 (30%)

KEY METRICS 1,2,4

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	3,089	1,182	940	447	391	500

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- No support needed at this time

Variance Drivers:

- April Actual is [REDACTED] with April Forecast of [REDACTED]. The variance came from Quanta contract holding order credits of [REDACTED]

Action Plan to Get Back to Green:

- N/A

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
N/A	N/A	N/A

Key CAP Learnings:

- NA
- Other Notes:
 - 70Y Program does not use CAP system to generate new works

MONTHLY SAY-DO¹ (April)

Phase	Forecast May	Forecast April	Actuals April
Initiating	30	15	41
Design/Estimating	80	90	73
Dependencies	100	90	100
Ready for Const.	200	150	194
Project Closeout	500	500	447

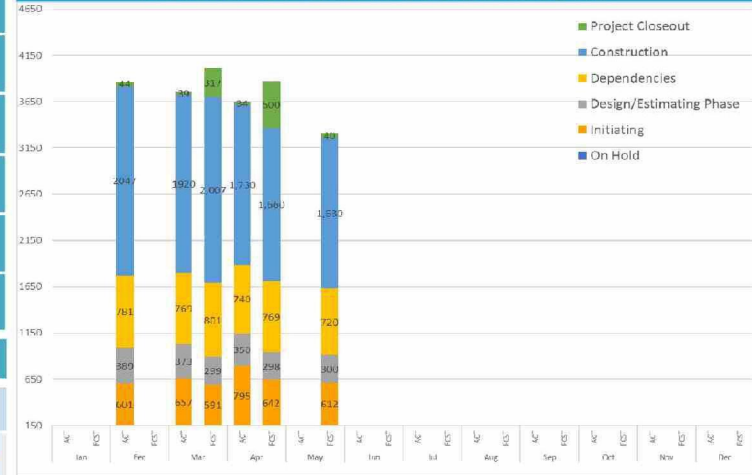
Group	Commitment	YTD Average
Design/EST	60 days	TBD
Plan/ ENVR	90 days	TBD
Ready for Const.	120 days	TBD
Internal Complete	1 day/pole/crew	TBD
External Complete	1 day/pole/crew	TBD

2021 YTD STATUS¹

Phase	Contract	Internal	Unassigned	Total
Initiating	184	61	550	795
Design/Estimating Phase	214	55	81	350
Dependencies	97	73	570	740
Construction	910	306	514	1730
Project Closeout	5	2	27	34
TOTAL	1410	497	1742	3649

Target ⁴	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	87	180	350	420	500	500	400	200	200	100	100	50
Cumul.	87	267	617	1037	1537	2037	2437	2637	2837	2937	3037	3087

MONTHLY ACTUALS VS FORECAST TRENDING^{1,3}



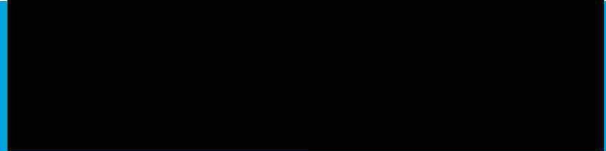
¹ Program Manager 5/11/21
² MPP Financial Dashboard 5/1/21
³ Forecast from Business Partners
⁴ Distribution Operations Toolset (ADA)



TO Towers (70S & 70P)

Report Date: 05/11/2021 • Units Through: 4/30/2021
2021 Completed Scope Received from Asset Strategy: 12/1/2020

8 / 12
Completed Units
Actuals/Target
(67%)



2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
1	7	8

Key CAP Learnings:

- PM's to closely monitor PO and CWA end dates
- Follow DOA procedures for FA's

Other Notes:

- Prepare monthly program and report out expired PO's and CWA's
- Correct PO and CWA end dates before they expire.

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Overall replacement schedule could be affected by wildfire season impacts to PG&E M&C availability. Weather delays due to late season starts for tower replacements. Modified or cancelled clearances.
- Issues with property owners and TCE's and new "urgent" replacement projects.

Variance Drivers:

- No variances

Action Plan to Get Back to Green:

- Not applicable

KEY METRICS 1,2,4

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	12	8	8	2	1	1

MONTHLY SAY-DO 1 (May)

Phase	May Forecast	April Forecast	April Actuals
On Hold	0	0	1
Initiating	8	0	0
Dependencies	2	2	2
Construction	2	3	2
Project Closeout	8	0	0

2021 YTD STATUS 1

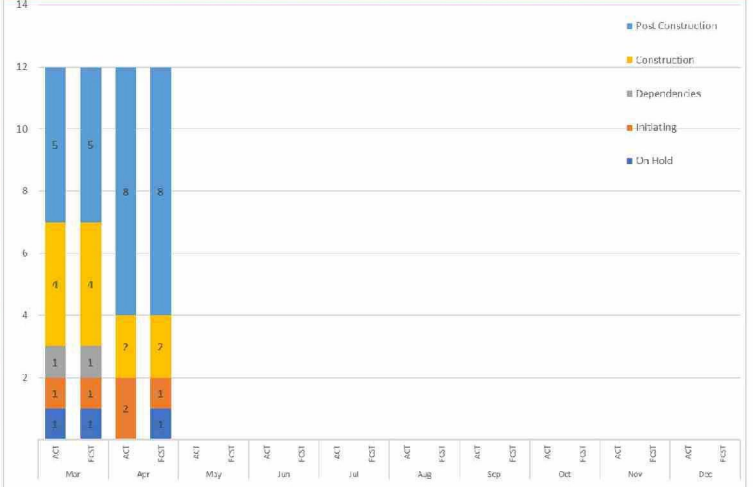
Phase	Contract	Internal	Unassigned	Total
On Hold	0	0	0	0
Initiating	0	2	0	2
Dependencies	0	0	0	0
Construction	0	2	0	2
Project Closeout	0	8	0	8
TOTAL	0	12	0	12

FORECASTED TIMELINES (2021)

Group	Commitment	YTD Average
Design/EST	180 days	TBD
Plan/ ENVR	120 days	TBD
Ready for Const.	1 day	TBD
Internal Construction	10 days	TBD
External Construction	30 days	TBD

Target 4	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Month	0	5	1	2	1	1	1	1	0	0	0	0
Cumul.	0	5	6	8	9	10	11	12	12	12	12	12

MONTHLY ACTUALS VS FORECAST TRENDING 1,3



¹ Program Manager 5/12/21 ² MPP Financial Dashboard 5/11/21
³ Forecast from Business Partners *Distribution Operations Toolset (ADA)
PREPARED BY MAJOR PROGRAMS & PROJECTS DELIVERY



TO EGI/WRO – MWC 82

Data Date: 05/11/2021 • Units Through: 04/30/2021
 2021 Completed Scoped Received from Asset Strategy: 12/01/2021

17 / 82
 Completed Units
 Actuals/Target
 (21%)

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Forecast	Last Month Actual	This Month Forecast
	82	32	17	2	6	12

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
-	1	1

No New CAPs

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

1. [REDACTED] in ICR's submitted for the May T-WRFR on hold for approval and need to be approved as soon as possible for projects currently in development for new project spend in 2021. Grizzly Powerhouse Relocation of Interconnection [REDACTED] (this number may be adjusted pending final ICR, not yet received), Microsoft Data Center ([REDACTED], Amazon Web Services ([REDACTED]), and Dyer Wind Farm Line Uprate [REDACTED].
2. Additional work coming into the program to meet customer contractual needs drive ongoing changes to the program.
3. T&S need to address the process issues around when a generator goes on hold or deferral to timely address schedule and budget implications such as adjusting schedule targets and budget reductions, as appropriate.
4. An additional [REDACTED]s expected to be requested to fund the EGI_Gates Buss Section "E" upgrade project for a forecasted spend of [REDACTED].
5. We expect significant resource demands to respond to STAR (Regulatory Intervenor) questions this year, needing additional support.
6. The forecasting of Billing/Credits continue to be a challenge in budget performance requiring attention.

MONTHLY SAY-DO (Sun-Sat)

Phase	CM Forecast	CM-1 Forecast	CM-1 Actual
Initiating	3	2	2
Engineering	9	2	2
Environmental	1	2	2
Internal Comm	-	-	-
External Comm	-	-	-

2021 Forecasted YTD STATUS

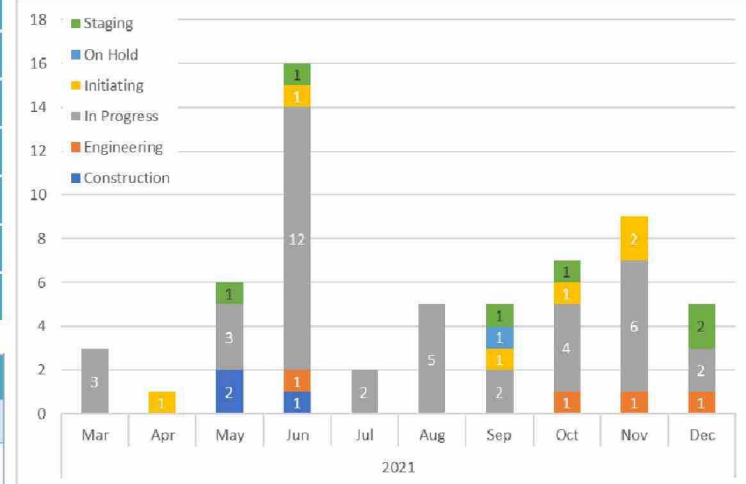
Phase (Minimum milestones in P6?)	Cont.	Internal	Unassigned	Total
On Hold	0	0	1	1
Initiating	0	0	6	6
In Progress	0	0	39	39
Engineering	0	0	4	4
Planning	0	0	0	0
Staging	0	0	6	6
Construction	0	0	3	3
TOTAL	0	0	59	59

FORECASTED TIMELINES (2021)

Group	Forecast	YTD Average
Design/EST	180 Days	TBD
Plan/ENVR	120 Days	TBD
Ready for Construction	5 Days	TBD
Internal Construction	1-180 Days	TBD
External Construction	150 Days	TBD

Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Month	8	13	8	3	5	2	7	5	9	9	5	8
Cumul	8	21	29	32	37	39	46	51	60	69	74	82

Q1 MONTHLY ACTUALS VS FORECAST TRENDING





DO ADSS (All-Dielectric Self-Supporting) Cable – Network 20/20

Report Date: 05/12/2021

0 / 0
Completed Units
Actuals/Target
(0%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	0	2

Key CAP Learnings:

- Hundreds of miles of Dielectric Self Supporting (ADSS) fiber optic cables are at imminent risk of physical failure.
- Failure of ADSS fiber cables can result in employee or customer injury and loss of communication.
- Network 20/20 Program was initiated in part to remediate the safety issues present with ADSS fiber cable failures.

MONTHLY SAY-DO

Phase	March Forecast	February Forecast	February Actual
Identified	TBD	TBD	-
Est/PLC	TBD	TBD	-
PEND Out	TBD	TBD	-
Complete	TBD	TBD	-

FORECASTED TIMELINES (2021)

Group	Commitment	YTD Average
Identified (IT)	TBD	TBD
Estimating	TBD	TBD
Permitting	TBD	TBD
JPA	TBD	TBD
Enviro	TBD	TBD
Construction	TBD	TBD

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

Support Required in 2021

- DO support, engagement, and prioritization to execute 11 projects in 2021 and 10 2022 projects looking to pull forward
- Identify project loading orders for each of the 11 project to determine project priority

Variance Drivers:

- 69% of workstream spend delayed due to delays completing PLC and estimating

Action Plan to Get Back to Green:

- N/A project is green

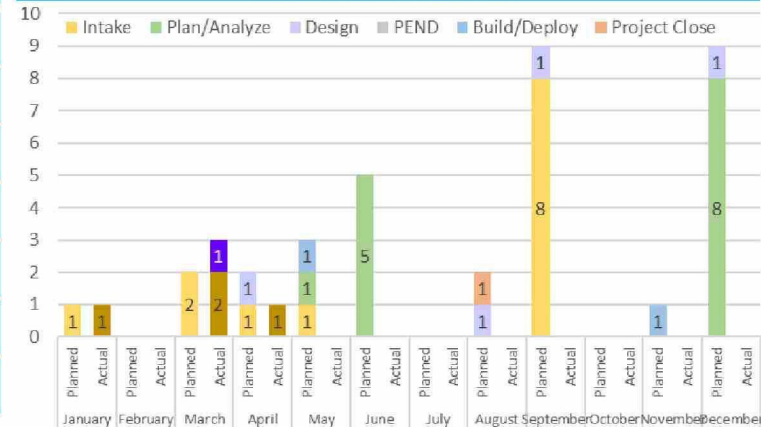
2021 YTD STATUS

Phase (Minimum milestones in P6?)	Cont.	Internal	Unassigned	Total
On Hold	0	0	0	0
Intake	0	0	11	11
Plan/Analyze	5	0	0	5
Design	1	0	0	1
Build/Deploy	1	0	0	1
Project Closeout	0	0	0	0
TOTAL	7	0	11	18

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	6	0	0	0	0	0

2021 Phase Completion





TO OPGW (Optical Ground Wire) Cable

Report Date: 05/12/2021

3 / 3

Completed Units
Actuals/Target
(100%)

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
2	0	2

- Key CAP Learnings:**
- Hundreds of miles of Optical Power Ground Wire (OPGW) are at imminent risk of physical failure.
 - Failure of OPGW cables can result in fires, employee or customer injury, and loss of communication.
 - Network 20/20 Program was initiated in part to remediate the safety issues present with OPGW fiber cable failures

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- The project doesn't have committed timelines or loading orders for TO OPGW replacement projects

Variance Drivers:

- N/A – baselining project schedules

Action Plan to Get Back to Green:

- N/A – project is green

KEY METRICS

UNITS	2021 Target	YTD Target	YTD Actual	Last Month Target	Last Month Actual	This Month Target
	3	3	3	2	2	0

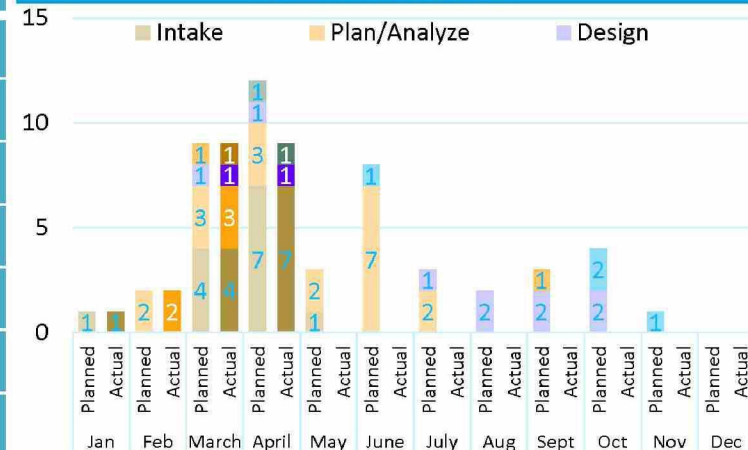
MONTHLY SAY-DO

Phase	March Forecast	February Forecast	February Actual
Initiating	TBD	TBD	TBD
Engineering	TBD	TBD	TBD
Environmental	TBD	TBD	TBD
Construction	TBD	TBD	TBD

2021 YTD STATUS

Phase (Minimum milestones in P6?)	Cont.	Internal	Unassigned	Total
On Hold	1	0	0	1
Intake	1	0	0	1
Plan/Analyze	10	0	0	10
Design	5	0	0	5
Build/Deploy	3	0	0	3
Project Closeout	0	0	0	0
TOTAL	20	0	0	20

2021 Phase Completion





State Infrastructure Portfolio

Executive Summary

PERFORMANCE

Project	Previous Month	Overall Health	Green-By Date
Caltrain Modernization	↔	↔	9/2021
High-Speed Rail	↔	↔	
Mobile Home Program	↔	↔	
Diridon Area Redevelopment	↔	↔	
Moffet Park	↔	↔	
East Whisman	↔	↔	
Rule 20A	↔	↓	
EO Facility Access	↔	↑	
BART/VTA	Engineering Start 2021		
Delta Conveyance Project	Engineering Start Mid 2022		

DRIVERS / PATH TO GREEN

- **Caltrain Electrification Interconnections:** SPS escalated, meeting 5/18. 2021 Peninsula clearances resolved – no issues. SVP Kifer completed 1 of 2 breaker upgrades.



- **EO Facility Access:** ET Encroachment risk assessment completed; proposal presented to ██████████ May12. ET Boardwalk/ED Roads funding secured

EXTERNAL FACTORS

Caltrain Interconnections

- Single Phase Study requires coordination with Caltrain and Silicon Valley Power, including KRS Relay Upgrades.

Mobile Home Program

- Program has an active RFP to onboard 2 – 3 additional vendors to support the program.
- Encountered issue with MHP Owner at Santiago Creek MHP, Project is on hold pending direction from SED.
- PG&E is expecting a resolution to the Paradise MHP Program in June, the program is anticipating additional scope from the commission.

Regionalization

- Resources and timelines may be altered due to Regionalization.

Rule 20A

- Potential unfavorable ruling by the CPUC on Rule 20 OIR on May 20th.



State Agency Programs

Report Date: 4/15/2021



Green By Date:

SAFETY INCIDENTS		
ED	ET	Gas
0	0	0

None

2021 CAP Findings		
Open CAPs	Completed CAPs	Total YTD
2	0	0

- EO Facility Access: Address access issues and process improvement for access to distribution facilities due to customers; due 6/30/2021
- An (AFPO) against quanta spatial Inc occurred, contract expired March 31, 2021 [Issue type: Supply Chain]

COMMITTED TIMELINES (2021)

HSR Workstream	Description	Due Date
New Service/IC	Schedule for engineering on IC delayed due to HSR prioritization	Q2 2021
Utility Relocations		

Caltrain Workstream	Description	Due Date
New Service/IC	Kifer Relays Upgraded	May 2021
New Service/IC	Transmission Load Operating Agreement	May 2021
New Service/IC	Sign off on SPS	May 2021

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Caltrain: SPS escalated, meeting May18. 2021 Peninsula clearances resolved – no issues. SVP Kifer completed 1 of 2 breaker upgrades

Variance Drivers:

- HSR Jobs Complete: delayed due to customer delays in land rights procurement
- HSR Jobs Closed Out: delayed due to customer tardiness in providing final paperwork and due to internal process development; lack of FFE technical support/updates may be issue for final accounting on HSR ED jobs

Action Plan to Get Back to Green:

- Work with Capital Accounting and ADE to better understand issues surrounding FFE and develop plan to resolve

Caltrain Metrics

Time Frame	Month to Date (MTD)		Year to Date (YTD)		End of Year (EOY)	
	Metric Title	Actuals	Targets	Actuals	Targets	Forecast
1 Sign off on Single Phase Study	0	0	0	0	1	1
2 Transmission Load Operating Agreement	0	0	0	0	1	1
3 Caltrain SJ Intertie	0	0	1	1	1	1
4 Kifer Relays Upgraded	0	0	0	0	1	1

HSR Metrics

1 ED Jobs Complete	1	15	0	36	100	100
2 ET Jobs Complete	0	0	0	4	4	4
3 GD Jobs Complete	0	0	0	1	3	3
4 GT Jobs Complete	0	0	0	0	1	1
5 HSR Jobs Closed out	0	2	0	4	30	30

EO Facilities Metrics

1 ED Roads Mapping	0	0	2	2	3	3
2 ET Access Roads	0	0	22	15	54	54
3 ET Boardwalks	0	0	0	0	7	7
4 ET Encroachments	0	0	1	0	1	1

KEY METRICS

No givebacks or additions

April Givebacks/Additions

- EO Facilities Access: ED Access Roads Mapping (AB#) – [REDACTED] Approved
- ET Boardwalks (71) – [REDACTED] Approved
- Caltrain Interconnection (82) – [REDACTED] Approved

April Variances

- EO Facility Access: WR&FR funding request not approved yet in Apr, so work moved out to June

ACTUALS VS FORECAST TRENDING



Rule 20A

Report Date: 4/15/2021



Green By Date:

SAFETY INCIDENTS

ED	ET	Gas
2	0	0

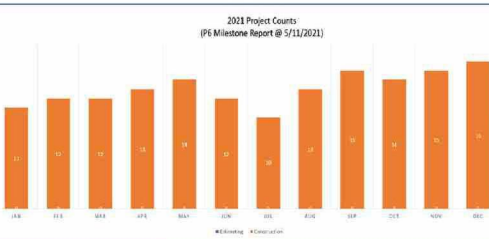
*none this month

2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

COMMITTED TIMELINES (2021)

YTD ACTUALS VS FORECAST TRENDING



ACTUALS												MTH PWR FORECAST											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
56.1	55.7	51.9	55.7	55.9	54.0	56.4	54.7	57.0	50.9	50.0	57.2	56.1	55.7	54.0	55.3	57.8	51.9	50.9	55.3	51.0	58.9	50.1	51.0

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- 5 projects that were to go through EPC contracts are currently on pause as sourcing reviews EPC strategy and authorization given that these were to be awarded as direct award and not bid. Director level meeting to get approval scheduled for 5/24.
- Recent departure of Rule 20A Analyst has had immediate impact on the team. Rotation needs to be posted and filled ASAP.

Action Plan to Get Back to Green:

- N/A

KEY METRICS

No givebacks or additions

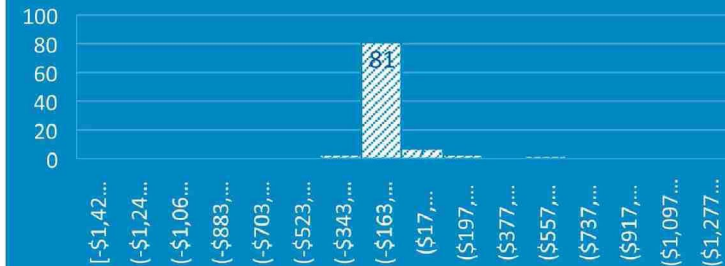
April Givebacks or Additions

- No anticipated givebacks or additions this month
- RET increased from [REDACTED] in March to [REDACTED] in April.
- Team is currently working with Project Managers to ensure schedules and forecasts reflect current challenges both at the project and program level.

Rule 20A Metrics

Time Frame	Month to Date (MTD)		Year to Date (YTD)		End of Year (EOY)		
	Metric Title	Actuals	Targets	Actuals	Targets	Forecast	Targets
05 Project Handoff		5	7	6	8	12	12
06 Estimating Out Date (EOD)		TBD	TBD	TBD	TBD	15	TBD
07 Construction Start		1	0	2	1	15	10
08 Construction Finish		0	0	0	0	13	13
09 Project Closed		1	2	4	5	11	12
10 Estimate Accuracy AACE Class 5 (Planning Calculator)		100%	80%	75%	80%	80%	80%
11 Estimate Accuracy AACE Class 3 (Job Estimate)		0	90%	50%	90%	90%	90%
12 Actual vs Customer Requested Date +30 days		N/A	0	N/A	0	13	13
13 Quarterly SOX BPO Certification (Internal)		1	1	2	2	4	4
14 Quarterly Job Owner Report (Internal)		1	1	2	2	4	4
15 Quarterly SOX Review (Internal)						4	4
16 Annual Completion Report (External)		1	1	1	1	1	1
17 Annual Allocation Report (External)						1	1

APRIL RET VARIANCE HISTOGRAM (\$000'S)



Variance Drivers:

- 81 projects have variance between [REDACTED] and [REDACTED]
- Outliers are Fulton Road overrun [REDACTED] and 4th St Eureka underrun [REDACTED]



Rule 28

Report Date: 4/15/2021



Green By Date:

SAFETY INCIDENTS

ED	ET	Gas
0	0	0

None

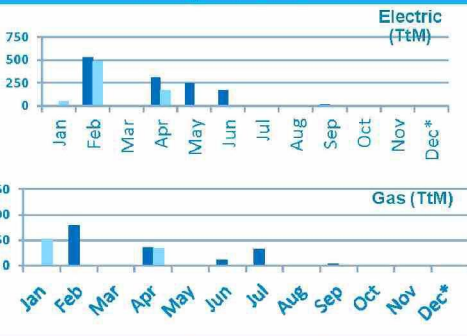
2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	1	1

Key CAP Learnings:

- CAP item related to Field Design change after a service tap needed to be relocated. Currently in progress

MHP Key Unit Performance



Key Unit	2021 Plan	2021 Actuals + Fcst
To the Meter Electric	1256	1256
To the Meter Gas	800	800

PRIORITY RISKS, SUPPORT REQUESTED, & VARIANCE DRIVERS

Priority Risks & Support Requested:

- Leadership has approached team to support additional work related to the Oregon Trail line.
- Ongoing RFP to bring on 2 – 3 new vendors to support EPC work.
- CEI currently on business hold and will be evaluated for their continue participation on the program.
- PG&E is expecting a resolution to the paradise MHP Program with added scope.

Variance Drivers:

- Gas and Electric planning packages are completed ahead of schedule.
- Gas and Electric design packages - 4 projects pushed to Q2, 1 project put on hold

Action Plan to Get Back to Green:

- Program team is onboarding additional resources to help catch up with CEI's business hold.
- PG&E is anticipating new projects to be assigned by the CPUC in July that was also bring the metrics back to green.

MHP Metrics

Time Frame	Month to Date (MTD)		Year to Date (YTD)		End of Year (EOY)	
	Metric Title	Actuals	Targets	Actuals	Targets	Forecast
01 Gas Planning Package Approved by ADE	90	0	286	346	346	346
02 Electric Planning Package Approved By ADE	90	0	468	272	272	272
03 MHP Agreement Signed and Executed	272	150	507	1608	1608	1608
04 Gas Design Package Approved by ADE Supervisor	369	930	1694	3121	5497	5497
05 Electric Design Package Approved by ADE Supervisor	80	454	655	2082	5053	5053
06 Baseline In-Service Date- Gas	167	118	427	180	683	683
07 Baseline In-Service Date-Electric	167	306	835	588	1010	1010
08 HCD Inspection and Cutover Complete	0	282	1070	528	1304	1304
09 Change Order Variance	0	0	0	0	0	0
10 Budget Adherence	100%	100%	100%	100%	100%	100%
11 Sox Compliance	100%	100%	100%	100%	100%	100%

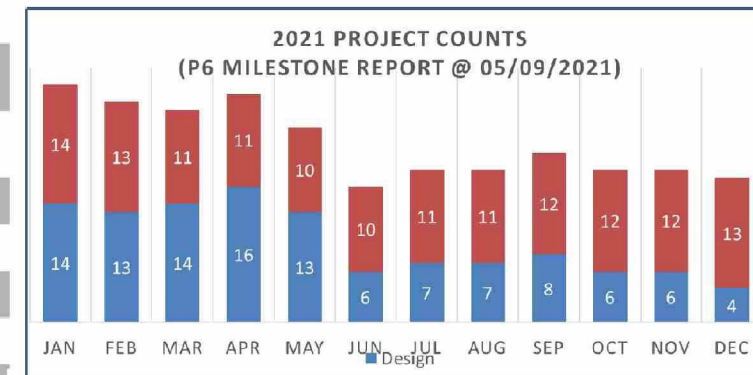
KEY METRICS

No givebacks or additions

March Givebacks/Additions

- Investment planning overfunded MHP by \$ [redacted] we will be going to WRFR in Q2/Q3 to giveback these additional funds in June.

Rule 28 ACTUALS VS FORECAST TRENDING





Pole Pilot Program

Report Date: 5/13/2021



Green By Date:

Safety Incidents

ED	ET	Gas
0	0	0

None

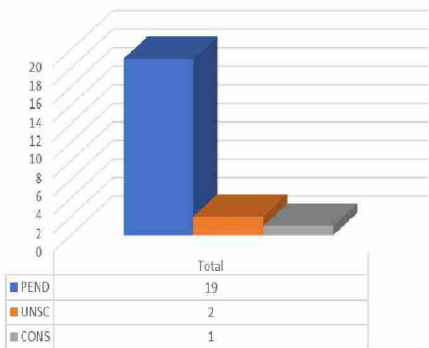
2021 CAP Findings

Open CAPs	Completed CAPs	Total YTD
0	0	0

Key CAP Learnings:

- Zero CAP Items

Pole EPC Key Unit Performance



Key Unit

2021

Engineering Design Approved	22
Construction Completed in the Field	0

Priority Risks, Support Requested, & Variance Drivers

Status Summary:

- Direct award of 75 pole replacement jobs in the Sonoma division, awarded to VPC.
- Pole EPC RFP to bring on 3 new vendors – Gate 3 held on 5/11/21. Approval to proceed obtained!
 - 340 jobs in Stockton, Sierra and Yosemite divisions.

Priority Risks & Support Requested:

- Constraint on EPC estimating resources.

Variance Drivers:

- N/A

Action Plan to Get Back to Green:

- N/A

Cost Metrics

VPC Pricing	HB/SO/NB	NV/SI/SA	SF/EB/DI/PN/DA/SJ	ST/YO/MI	CC/LP/FR/KE
Engineering					
Construction					

Pricing Costs:

- Average costs by Contractor and Divisions. Will be updated with actuals as projects are completed.

Material Costs:

- TBD

Pole User Status Metrics

Timeframe	Year to Date (YTD)
Metric Title (User Status)	
UNSE - Unscheduled Estimating	368
ESTS - Estimating	13
ADER - ADE Review	6
APPR - Awaiting ADE Supervisor Approval	1
PEND - Pending Dependency Clearing	19
UNSC - Unscheduled Construction	2
CONS - Construction	1
CNCL - Cancelled	
CLSD - Closed	5
Total:	415

Software Enhancements to Support EPC

EES - Enterprise Estimating Solution:

- Modification to accommodate the EPC model. This enhancement to the tool will not order material that is listed on the estimate and will accurately settle the settlement rules.

SAP:

- Addition of "E" for EPC in the Responsible for Order Management. This will give the ability to easily identify the jobs assigned to the EPC program.

Engineering and Construction Contractor Scorecards:

- Built out into the DOT file and into Tableau Dashboards.
- We will be able to review the quality of work for all Contractors.



2022 Planning Draft Timeline (Not Ideal State)

Phase 1

Identified projects including Capacity, Deteriorated Conductor, Reliability, & Underground Network.

Phase 2

Delayed projects including System Hardening, PSPS Devices, Microgrids, and REFCL.

