



Monthly Report

Report #: RPT-P3A-005

For the period ending October 2020

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General Overview

In accordance with Section 4.2(b) of the Operations and Maintenance Agreement (OMA), LUMA hereby provides the P3A its monthly report on its performance of the Front-End Transition for the month ending October 31, 2020. A copy of the Handover Checklist and work performed has been provided in Appendix A of the report.

PERFORMANCE OF FRONT-END TRANSITION (FET) PERIOD

A. FET PERIOD PROGRESS REPORT

I. Key Achievements in reporting period

Overview

During the month of October, LUMA has progressed on its Front-End Transition obligations including advancing work on Initial Budgets, System Remediation and Performance Metrics which collectively will form significant regulatory filings to PREB in early 2021. This work remains on track and is a culmination of LUMA's gap assessments and reviews of PREPA's operations over the past four months. As noted in past reports, this work has been challenging given accessibility to PREPA information and employees that was further exacerbated by COVID-19.

In October, we have also begun our recruitment efforts as we prepare to hire thousands of employees who will form LUMA Energy upon the transfer of operations in mid-2021. We remain on track for this important milestone as well.

The following is a summary of the Key Achievements for the month of October and is presented based on critical areas to achieving commencement. Additional achievements and additional detail of LUMA's progress can be found in Appendix A – Handover Checklist.

Human Resources- creating a new organization

LUMA commenced its recruitment efforts with positive results to date. This effort included the following in October:

- Engaged and trained recruiters to support the interview and hiring process.
- Began posting positions (job postings) for consideration by applicants. The posting of jobs occurred throughout October and will continue into through 2021. As of the end of October nearly 300 unique postings.
- Received and processed approximately 3,600 complete applications with priority being given to existing PREPA employees.
- Recruiters began candidate screening in preparation for interviews with representatives from the hiring LUMA Departments. The results from the screening process have been very positive with very few candidates (<1%) not meeting our interviewing/hiring expectations.
- Advanced preparations for Skills Assessments to be conducted as part of the recruitment process to help ensure safety of our workforce.

- Continued to engage PREPA employees to guide them through hiring process and general questions including details surrounding LUMA's health & wellness programs and employee defined contribution plan (401k) retirement plan – both which have been now put in place.
- Continued to progress the implementation of the Human Capital Management system which will capture core HR information, Benefits Administration, Compensation Data and Learning Management.

Critical Regulatory Matters – requiring P3 review and/or approvals and PREB approvals LUMA has numerous operational deliverables that will be presented to the P3A and/or to the PREB during the Front-End Transition period. Work on all these deliverables is progressing well as noted in Appendix A. The more significant achievements during the month of October are as follows:

- a. Initial Budgets, System Remediation Plan (SRP) and Performance Metrics
The various LUMA departments continued developing scopes of work for the O&M Services and cost estimates based on gap assessments conducted over the past few months. While gap assessment work will continue as we formulate our plans to transition in mid-2021, the more significant outcomes from the gap assessments have now been converted into initiatives that are now been prioritized through an iterative process that considers multiple competing benefits. The prioritization effort began in late October and will continue throughout November and will culminate in the development of the Initial Budgets, the SRP and Performance Metrics – all of which are highly linked.
- b. FEMA funded projects
A key factor influencing the Initial Budgets, SRP and Performance Metrics is the prioritization of FEMA funded project and our preparedness to undertake the work in a timely and effective manner.
As reported last month, there has been a lack of clarity between LUMA and PREPA on the coordination of work between LUMA's Initial Budgets/SRP obligations and the PREPA-led requirements of FEMA for a plan for use of the 428 funds (i.e. the 10-year plan). PREPA has continued developing the 10-year plan and has included LUMA in high-level process update meetings; however little details have been provided to date. We have been informed by PREPA that LUMA will receive further information in November. LUMA will consider the outcome of the 10-year plan expected in early December as we continue our work on Initial Budgets, System Remediation Plan and Performance Metrics filings to PREB anticipated to be submitted in early 2021.
- c. PREPA Reorganization
LUMA continued to support P3A and PREPA's obligations with respect to the plan for reorganization of PREPA into GenCo and GridCo. LUMA's work on multiple deliverables is tied to progress in this area. Work on these deliverables has progressed, including LUMA support of PREPA's draft GenCo budget information. Submission of the GenCo budget is considered behind schedule and could impact the preparation of the Initial

Budgets. We are working on mitigation but lack of progress by PREPA in November could affect timely filing with PREB of the Initial Budgets in early 2021.

LUMA's development of the Systems Operation Principles is on track.

Overall, there remains a significant amount of detailed work towards a final plan for the reorganization of PREPA and meeting this key deliverable will depend on timely progress.

Preparing LUMA for operations

In addition to supporting the recruitment effort and development of the Initial Budgets, SRP and Performance Metrics work, LUMA continues to work on key areas necessary to 'stand-up' LUMA from an operational perspective. These include the development of key plans as outlined in Appendix A. Some of the key highlights for October are as follows:

- a. Health, Safety and Environment & Quality
 - Continued vigilance on our COVID protocol.
 - Held town halls with PREPA HSE Directorates to answer questions and build relationships.
 - Began strategic planning for commencement – outlining key HSE policies and procedures that will be required for commencement.
 - Began work on LUMA Business Continuity and Crisis Management program.
- b. Internal & Stakeholder Communications:
 - Continued to communicate our key messages through external channels such as social media and advertising such as digital mediums, billboards, print and radio. A summary of our social media posts is also developed and distributed internally.
 - Launched the Careers, FAQ and Job Postings sections of the LUMA website and started receiving applications and developed supporting print materials (i.e. posters, paystub flyers, etc.).
 - Finalized the site map for the full LUMA website and created a plan for site design.
- c. Operational
 - Continued refining the O&M budget for inclusion in the Initial Budgets.
 - Continued team meetings with PREPA Supervisors.
 - Posted job postings for Transmission Lines, Transmission Substations, Distribution Lines, Materials Management, and Fleet.
 - Completed site visits at the Aguirre and Costa Sur Generation Warehouse facilities to support the development of the current state supply map for the Generation side of the business.
 - Completed a first draft of the Fleet Management Plan for Operations for internal review and adjustments.
 - Began developing Vegetation Management process flows to support operations upon commencement.
 - Began working with the HSE & Quality department to gain alignment on the LUMA proposed post commencement safety absolutes.
 - Completed focused site visits to understand work required to develop Standard Operating Procedures (SOPs) for Operation & Maintenance of the Electrical System.

- d. Customer Services - Voice of the customer
 - Continued LUMA / PREPA townhall meetings across all PREPA Customer Service Directorates.
 - Initiated the Service Start / Shut-off process discovery, documentation and redesign, i.e. "Dunning" process and "Initiate Service" process.
 - Began work on the Meter Read Annual schedule for 2021 including building the schedule, integration with CC&B and reviewing the Manual Read plan.
 - The Customer Experience Training team is working with PREPA and LUMA personnel to schedule a tour of existing training facilities in November.
- e. Finance and Accounting
 - Moved LUMA ManageCo eBanking suite to production.
 - Consolidated initial iteration of LUMA O&M budget for inclusion in the Initial Budgets.
 - Completion of pre-assessment health checks on all PREPA facilities.
 - Completed a large portion of Oracle EBS initial configuration and held Conference Room Pilot sessions for Oracle Purchasing, Accounts Payable and General Ledger modules.
- f. Information and Operational Technology
 - EBS: Completed GridCo system design & configuration.
 - Workday HCM: Configuration and unit testing is in progress with integrations design completed.
 - Kronos: Completed assessment and reviewed project resource estimate and timeline.
 - Integrations: Continued to document current state with the transition to future state.
 - LUMA Website: Engaged partner to begin development based upon design specifications.
 - Cloud Based Call Center: Selected software application as the contact center tool.
 - Bill Redesign and Outsourcing: Sent RFPs for outsourcing solution with new draft bill design in the design/build stage.
- g. Other Regulatory matters (in addition to those noted above)
 - Developed the overall Recovery and Transformation Framework for the T&D System that defines the overall objectives for the system, key operating activities and investment plans, including compliance of federal requirements for funding and strategic direction consistent with FEMA Disaster Recovery Framework.
 - Progressed the Government Approvals and Front-End Transition land and permit activities.
- h. Legal Matters
 - Received positive decision from the Title III court granting LUMA Administrative Expenses Treatment.
 - Advanced work on the framework and procedural aspects of the Liability Waiver.

II. Key Focus Areas in upcoming month

The Front-End Transition is an on-going evolution of all efforts noted in Section I and outlined in Appendix A. In November, LUMA will continue to progress its efforts in all areas noted in Section I, so these are not repeated here. Rather, the following focuses on new noteworthy activities that LUMA will be undertaking and is presented in using the same outline as in Section I:

Human Resources- creating a new organization

- Continue LUMA's recruitment effort focused on existing PREPA employees including supporting employees with application forms & resumes and continuing to systematically post jobs.
- Continue providing PREPA employees with information available.
- Continue working with PREPA management in an attempt to develop and respond to employee questions to be answered by PREPA (i.e. related to items such as pension and employment options).

Significant Regulatory Matters – requiring P3 review and/or approvals and PREB approvals

a. Initial Budgets, SRP and Performance Metrics

- A significant effort is planned for November to further the prioritization and sequencing of programs/projects that will form the basis of the Initial Budgets and SRP and influence the Performance Metrics framework. This work will be iterative in nature and consider the financial constraints, O&M requirements, FEMA funding as well as the gap assessment work performed over the past months.
- Related to the above will be the capture of the necessary documentation using the LUMA developed templates for inclusion in our regulatory filings to PREB.

b. PREPA Reorganization

- Continue efforts to develop the Shared Services to GenCo; and continue discussions with stakeholders on stages of GenCo-GridCo separation. Based on this work, LUMA will make appropriate assumptions about the organization and budget in order to meet milestones for the Initial Budgets.
- Continue efforts on the development of the System Operations Principles.
- Continue to support in the development of the GenCo Operating Agreements
- Continue supporting PREPA in the development of the GenCo 3-year budget for inclusion in the Initial Budgets.
- Will consolidate details to present the overview of the cost and scope of shared services to be provided.

c. FEMA funding

- Support the PREPA-led FEMA-requested federal funding plan with an aim to ensure alignment with the LUMA Initial Budgets/SRP.
- Continue gathering and evaluating PREPA's existing procurement plans, procedures, and protocols. Begin developing and updating such procedures based on best practices and applicable requirements of funding agencies, grant recipients, and applicable Puerto Rico and PREPA requirements.

- Continue the risk assessment and begin formulating solutions for financial management, grants management, and internal controls for the administration of all funding sources.
 - Continue coordination with PREPA's Disaster Financial Management Office related to outstanding project application and project formulation requirements, including the FEMA Public Assistance 406 Mitigation opportunities.
 - Begin developing a strategic recovery plan and planned use of available funding addressing the "lifelines" per the overall Puerto Rico recovery framework and planning priorities.
- d. LUMA, P3A and PREPA will meet with Environmental Authority DRNA, to document the applicability of PREPA governmental approvals to LUMA and any necessary adjustments or amendments.

Preparing LUMA for operations

- a. Health, Safety and Environment & Quality
 - Continue with observations and inspections and review of existing written safety programs.
 - Begin the monitoring and assessment of outcomes of the PREPA-led environmental site assessments to support completion of the Baseline Environmental Study and the Environmental Exposure Management Plan.
 - Continue efforts towards the development of LUMA's Business Continuity and Crisis Management Plans (including Emergency Response Plan).
- b. Human Resources (in addition the commentary noted above)
 - As noted above, a significant effort will be focused on recruitment. The LUMA team will also be continuing its work on the development of employee policies and procedures.
- c. Internal & Stakeholder Communications:
 - Launch post-election communications via newsletters, social media campaigns and engagement with news / media outlets.
 - Begin planning for an internal intranet strategy.
 - Create content for the full LUMA website, including a customer-compatible billing and customer service space.
 - Begin meeting with potential non-profit partners and continue to develop a detailed plan for engaging with and supporting our communities.
 - Work with LUMA HSE & Quality team to develop a public safety plan, with messaging, timeline and partners.
- d. Operational
 - Continue development of the commencement O&M budget for inclusion in the Initial Budgets.
 - Continue supporting the recruitment initiative including recruiting of Directors for Vegetation Management and Fleet Management.
 - Commence drafting the Materials Management & Warehousing Plan.
 - Commence drafting the Vegetation Management Plan.

- Specific detailed review of PREPA's right of way requirements for vegetation management in order to develop internal procedure for right of way requirements to support vegetation management improvement initiative.
- e. Customer Services - Voice of the customer
 - Compiling a list of all facilities required for new Customer Experience initiatives and finalizing priority sites such as a contact center.
 - Send out first round of JD Power Customer Satisfaction Surveys.
 - Initiate work observations.
 - Define scope of Policies & Procedures works by identifying required LUMA process and procedure documentation and quantify resourcing.
- f. Finance and Accounting
 - Significant focus on the development of Initial Budgets/SRP for regulatory submittal.
 - Finalize documentation of internal control processes, procedures and flowcharts for identified business cycles.
 - Complete design of labor cost / distribution process and prepare for Project Accounting and Fixed Assets conference room pilots in early December.
 - Commencement and completion of deep dive assessments on selected properties considered for continued occupancy by LUMA.
 - Complete first draft of Non Federal Funding Procurement Manual and submit for internal LUMA review and approval.
- g. Information and Operational Technology
 - Continue all major IT projects required for LUMA to be fully operational (e.g. EBS, Workday HCM, Call Center Technology).
- h. Other Regulatory matters (in addition to those noted above)
 - Preparation of and support with relevant teams of Initial Budgets, SRP, Performance Metrics, Liability Waiver and the Recovery and Transformation Framework for the T&D System.
 - Drafting of System Operations Plan and continue to develop other generation deliverables consistent with P3A plans.

III. Handover Checklist

In accordance with Section 4.2(b) of the OMA, LUMA has provided an update to the Handover Checklist in Appendix A. Appendix A supplements the above report and captures additional detail of work performed by LUMA in October.

B. COMMERCIAL REPORT

I. Completed OMA Obligations

This section represents the completed OMA obligations from the past month only. All previous month completed OMA obligations are removed to minimize the length of the report.

Section	Description	Responsible Party	Status
4.1(c)(i)	(a) Owner to file a motion with the Title III Court seeking administrative expense treatment for any accrued and unpaid amounts required to be paid by Owner under this Agreement during the Front-End Transition Period, including the Front-End Transition Service Fee.	PREPA (Owner)	Ruling received October 19, 2020

I. Ongoing OMA Obligations

Section	Description	Responsible Party	Status
4.2(b)	ManagementCo shall provide Administrator (with copy to PREB) written monthly reports with respect to ManagementCo's performance of the Front-End Transition Services, including a copy of the Handover Checklist updated to reflect the progress of each item listed therein. From time to time during the Front-End Transition Period, in light of experience developed up to such point in the Front-End Transition Period, the Handover Checklist shall be adjusted, updated or otherwise modified by ManagementCo and Administrator, each acting reasonably, as necessary to reflect such experience.	LUMA (Operator)	Submitted – September
4.3(e)	Notices with respect to System Contracts and Generation Supply Contracts. Owner shall (i) notify each counterparty to a System Contract and Generation Supply Contract in writing of Owner's delegation of authority to Operator with respect to such System Contract in the manner contemplated by Section 5.2(a) (System Contracts – Generally) and with respect to such Generation Supply Contract in the manner contemplated by Section 5.13(a) (Generation-Related Services – Power Supply Dispatch and Management) and (ii) have obtained all required consents from such counterparties as may be required thereby in connection with such delegation of authority and (iii) take all such other actions as may be necessary for Operator to be able to comply with its obligations under Section 5.2(a) (System Contracts – Generally) and Section 5.13 (Generation-Related Services).	PREPA (Owner)	Ongoing
4.4(a)	ManagementCo, Administrator and Owner shall coordinate identifying the Governmental Approvals required for the commencement on the Service Commencement Date. Once the Parties have identified the Commencement Date Governmental Approvals: (i)(A) ManagementCo shall coordinate with Owner and Administrator to prepare for and support Owner's efforts related to the transfer and	LUMA (Operator) P3A (Administrator) PREPA (Owner)	Ongoing

Section	Description	Responsible Party	Status
	assignment or the reissuance of the Commencement Date Governmental Approvals; (B) Owner, with Operator's assistance, shall submit completed applications and take all other steps necessary to obtain and maintain all required Commencement Date Governmental Approvals; and ... (ii) ManagementCo and Administrator shall cooperate with Owner in identifying, preparing, applying for, obtaining and maintaining the Commencement Date Governmental Approvals.		
4.6(c)(i)	(c) Operator shall deliver to Administrator an estimate of the anticipated Front-End Transition Service Fee for the following four and a half (4.5) months, subject to Section 7.8 (Owner Credit Rating). (d) Owner shall replenish the Front-End Transition Account so as to maintain a balance in the Front-End Transition Account at the end of each calendar month equal to the sum of the anticipated Front-End Transition Service Fee for the subsequent four and a half (4.5) months, subject to Section 7.8 (Owner Credit Rating), and so on subsequently until the Front-End Transition Services conclude. Operator shall provide Administrator with a monthly invoice describing in reasonable detail the prior calendar month's Front-End Transition Services and the corresponding Front-End Transition Service Fee for such prior calendar month. All invoices shall comply with the requirements set forth in Section 9.2(c) (Anti-Corruption and Sanctions Laws – Policies and Procedures).	LUMA (Operator)	Submitted - September
4.6(d)(i)		PREPA (Owner)	Confirmed - September
		LUMA (Operator)	Submitted – September

II. Overdue OMA Obligations

Section	Description	Responsible Party	Status
4.3 (d) (i)	Additional System Contracts and Generation Supply Contracts Between Effective Date and Service Commencement Date. During the Front-End Transition Period, the Parties agree that it is the intent that Owner and Administrator shall not amend or enter into any new System Contracts or Generation Supply Contracts; provided, however, that: prior to the date ManagementCo submits the Initial Budgets to PREB for its approval, if Owner and Administrator identify a need to do so, then Administrator shall notify ManagementCo of such need and work with ManagementCo to implement any such amendment or new System Contract or Generation Supply Contract. Following such consultation process, Administrator shall ultimately determine if such amendment or new System Contract or Generation Supply Contract is required.	Administrator Owner	Currently the parties are generally aware of System Contracts work being undertaken; however, there is no systematic process ensuring that all parties are clear of all FET System Contracts activities.
4.1 (b) (i)	Owner and Administrator Cooperation Each of Owner and Administrator shall take all such actions as may be reasonably necessary to enable or assist ManagementCo in providing (i) providing	PREPA (Owner)	In progress. Current plan is for designated space and facilities is

Section	Description	Responsible Party	Status
4.1 (b) (iii)	ManagementCo's Representatives with a designated space and facilities at Owner's principal offices for their use throughout the Front-End Transition Period. <u>Owner and Administrator Cooperation</u> Each of Owner and Administrator shall take all such actions as may be reasonably necessary to enable or assist ManagementCo in providing the Front-End Transition Services, including... (i) cooperating with and assisting, and causing its Representatives to cooperate with and assist, ManagementCo in its performance of the Front-End Transition Services and its efforts to timely satisfy the ManagementCo Service Commencement Date Conditions.	PREPA (Owner)	to be in place by late November/early December In progress. Several RFIs submitted by LUMA remain outstanding (47 of 225 with some up to 100+ days) RFI status provided to PREPA weekly.

III. OMA Obligations in Progress

Section	Description	Responsible Party	Status
2.2(b)(x)	Receipt by ManagementCo of (A) a list of the project worksheets related to the T&D System prepared by FEMA pursuant to Section 428 of the Stafford Act as of such date or (B) a summary of the costs estimates, or preliminary costs estimates for Federally Funded Capital Improvements established as of such date.	P3A (Administrator)	Assessments in progress
4.3(d)	(iii) a Tax Opinion and a Reliance Letter shall have been obtained, at the expense of Owner or Administrator, with respect to any System Contract that is a Covered Contract and is entered into, extended or amended after the Effective Date. Owner shall promptly deliver to Operator a copy of each executed System Contract entered into pursuant to clauses (i) and (ii) above.	P3A (Administrator)	In progress
4.3(k)	Owner shall prepare and provide Operator a description and demarcation of the T&D System. The Parties will jointly consider any amendments, adjustments and refinements to Annex XII (Insurance Specifications) in light of the description and demarcation of the T&D System.	PREPA (Owner)	In progress
4.4(b)	From and after the Effective Date, the Parties agree that: Operator shall seek a Tax Assurance and (ii) at Operator's expense, Owner and Administrator shall cooperate with Operator and use their commercially reasonable efforts to support and assist Operator in securing such Tax Assurance.	LUMA (Operator)	In progress
4.5 (t)	Operator and the Secretary of the Puerto Rico Treasury Department shall have entered into a closing agreement in form and substance satisfactory to Operator, acting reasonably, executed pursuant to Section 6051.07 of the PRIRC among Operator, the Equity Participants and the Puerto Rico Treasury Department or Operator shall have received a private letter ruling from the Puerto Rico Treasury Department in form and substance satisfactory to Operator, acting reasonably, that (A) incorporates all matters set forth in administrative determination No. 20-06 issued by the Secretary of the Puerto Rico Treasury Department (the "Administrative Determination") that are applicable to Operator and	LUMA (Operator)	In progress

Section	Description	Responsible Party	Status
	the Equity Participants and (B) provides that (x) the Front-End Transition Service Fixed Fee, the Service Fee and the Back-End Transition Service Fee are treated in the same manner as management fees are treated under Section III(A) of the Administrative Determination and (y) the Operator Termination Fee is treated in the same manner as termination payments are treated under Section III(A) of the Administrative Determination; or		

IV. Upcoming OMA Obligations

Section	Description	Responsible Party	Status
	There are new Obligations for November		

C. RISK AND ISSUE MANAGEMENT REPORT

I. Risks with Potential to Materially Impact Project Success

Risk	Description and Current Status (as of 10-31-20)
PREPA Reorganization (s. 4.5(q))	<p>As reported last month, LUMA notes that there remains a considerable effort necessary to complete the reorganization of PREPA. LUMA views that the PREPA reorganization includes ensuring the Governance structure, GenCo Operating agreement, System Operating Principles and, to a lesser extent, the Shared Services Agreement all tie together.</p> <p>The risk remains the timeliness of achieving the obligation which includes obtaining the necessary Governmental approvals as a condition precedent to Service Commencement.</p> <p>Associated with the PREPA re-organization is the development of the GenCo's budgets for incorporation into the Initial Budgets anticipated to be submitted to PREB in early 2021 for approval. As noted last month, LUMA primary concerns is on the quality and timing of the GenCo Budget to be prepared by PREPA.</p>
FEMA Funding	<p>During October, PREPA progressed the development of the 10-year plan in response to FEMA's request for a detailed federal funding project plan pursuant to the approval of FEMA Public Assistance permanent work funding in September. This PREPA-led effort has progressed in October with minimal visibility to LUMA. LUMA's concern remains to potential disconnect between the 10-year plan and the Initial Budgets/SRP work being undertaken by LUMA creating a potential for duplication of effort and potential rework. As a mitigation measure, LUMA anticipates increased exposure to the 10-year plan in November; and will contemplate this view as we complete LUMA's Initial Budgets/SRP submission for PREB.</p>
COVID-19 Pandemic Field Access	<p>The COVID-19 pandemic continues to create challenges for LUMA from an office space and work engagement perspectives.</p> <p>LUMA is following an appropriate COVID Protocol and using virtual tools including Microsoft Teams for meetings helps communications but consumes significantly more time and less productive.</p> <p>Limitations on being able to access field employees to create relationships, observe work, inquire about issues due to union actions has created a challenge for LUMA and PREPA Management. In many cases</p>

Issue	Description, Current Status and Mitigation
<p>Designated Space & Facilities (s. 4.1 (b))</p> <p>Response to RFIs</p>	<p>PREPA employees have been unwilling to cooperate with any requests from LUMA. This situation continues to be a significant issue that has impacted LUMA's ability to formulate comprehensive budgets and workplans to cutover upon commencement.</p> <p>Establishing furnished workspace continues to be a concern. LUMA staff continues to work from home, hotel rooms & offsite conference rooms leading to inefficiencies and increased cost. PREPA's most recent plan to provided adequate spacing has been delayed further.</p> <p>LUMA has now issued 225 Requests for Information (RFIs) of PREPA since June 22nd. As of the reporting date, there is currently 47 RFIs outstanding in some cases up to 100+ days since being issued. While there has been improvement, this continues to be an issue that will impact LUMA's ability to form a complete understanding of operations, formulate comprehensive budgets and develop workplans to cutover upon commencement.</p>
	<p>II. Active Issues with Potential to Materially Impact Project Success</p>

D. FINANCIAL PROGRESS REPORT

In accordance with s.4.6(d), LUMA has submitted the invoice for the Front-End Transition Service Fee for the month of October 2020. A summary of the invoice amounts is included below.

I. Monthly invoice summary

FET COSTS	
Department	Amount
Capital Programs	\$121,262.50
Communications	\$65,787.50
Corporate Services	\$51,800.00
Customer Service	\$180,335.00
Executives	\$110,725.00
Financial Mgmt.	\$660,152.50
HSE & Quality	\$383,145.00
Human Resources	\$417,682.50
Integration Mgmt. Office	\$258,072.50
IT / OT	\$353,415.00
Legal	\$50,162.50
Operations	\$678,802.50
Regulatory	\$240,427.50
Utility Transformation	\$1,084,995.00
TOTAL	\$4,656,765.00

	Front End Transition Hourly Costs	Additional Costs & Expenses	Sub-Total	Front End Transition Fixed Fee	Total
Previously invoiced	\$ 13,017,725.00	\$ 10,252,895.97	\$ 23,270,620.97	\$ 16,500,000.00	\$ 39,770,620.97
Current invoice	\$ 4,656,765.00	\$ 4,285,320.92	\$ 8,942,085.92	\$ 5,000,000.00	\$ 13,942,085.92
Total invoiced to date	\$ 17,674,490.00	\$ 14,538,216.89	\$ 32,212,706.89	\$ 21,500,000.00	\$ 53,712,706.89
Forecast to complete			\$ 44,139,224.07	\$ 38,500,000.00	\$ 82,639,224.07
Proposal			\$76,351,930.96	\$60,000,000.00	\$136,351,930.96
Variance			\$-	\$-	\$-

E. SUBMISSIONS

II. Transmittals – Current Month October 2020

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted
LUMA-P3A-T-00040	Business Travel and Employee Expenses Policy	LUMA	P3A	IMO	1-Oct-20
LUMA-P3A-T-00041	List of Material Contractors	LUMA	P3A	IMO	2-Oct-20
LUMA-P3A-T-00042	June 2020 Invoice & Report - HOC Alignment	LUMA	P3A	IMO	7-Oct-20
LUMA-P3A-T-00043	July 2020 Invoice & Report - HOC Alignment	LUMA	P3A	IMO	7-Oct-20
LUMA-P3A-TGC-00044	P3A / LUMA September 28, 2020 Meeting Notes	LUMA	P3A	IMO	9-Oct-20
LUMA-P3A-TGC-00045	P3A / LUMA October 12, 2020 Meeting Agenda	LUMA	P3A	IMO	9-Oct-20
LUMA-P3A-T-00046	September 2020 Monthly Invoice & Report	LUMA	P3A	IMO	12-Oct-20
LUMA-P3A-T-00047	September 2020 Monthly Status Report	LUMA	P3A	IMO	12-Oct-20
LUMA-P3A-T-00048	September 2020 Renewed Certificates	LUMA	P3A	IMO	12-Oct-20
LUMA-P3A-T-00049	Anti-Corruption Certificate October 10, 2020	LUMA	P3A	IMO	14-Oct-20
LUMA-P3A-T-00050	July 2020 Invoice & Report - Revision 1B	LUMA	P3A	IMO	15-Oct-20
LUMA-P3A-TGC-00051	P3A / LUMA October 12, 2020 Meeting Notes	LUMA	P3A	IMO	26-Oct-20
LUMA-P3A-TGC-00052	P3A / LUMA October 27, 2020 Meeting Agenda	LUMA	P3A	IMO	26-Oct-20
LUMA-P3A-T-00053	4.5 Months of FETS Estimate September 2020 (w/Actuals)	LUMA	P3A	IMO	29-Oct-20
LUMA-P3A-T-00054	September 2020 Monthly Status Report (Revised)	LUMA	P3A	IMO	29-Oct-20
LUMA-P3A-T-00055	Invoice Payment	LUMA	P3A	IMO	30-Oct-20
P3A-LUMA-T-00007	Admin Expense Motion - Letter of Extension	P3A	LUMA	IMO	19-Oct-20
LUMA-PREB-T-00017	September 2020 Monthly Status Report	LUMA		IMO	12-Oct-20
LUMA-PREB-T-00018	September 2020 Monthly Status Report (Revised)	LUMA	PREB	IMO	29-Oct-20
LUMA-PREB-T-00019	Invoice Payment	LUMA	PREB	IMO	30-Oct-20
LUMA-PREP-TGC-00027	Space Planning	LUMA	PREPA	IMO	1-Oct-20
LUMA-PREP-TG-00028	Reserved Parking for NEOM	LUMA	PREPA	IMO	1-Oct-20
LUMA-PREP-T-00029	Outstanding RFIs as of October 02, 2020	LUMA	PREPA	IMO	2-Oct-20

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted
LUMA-PREP-TGC-00030	PREPA / LUMA Biweekly Meeting Notes 2020-09-21 REVISED	LUMA	PREPA	IMO	4-Oct-20
LUMA-PREP-TGC-00031	PREPA / LUMA Biweekly Meeting Agenda 2020-10-05	LUMA	PREPA	IMO	4-Oct-20
LUMA-PREP-T-00032	Outstanding RFIs as of October 09, 2020	LUMA	PREPA	IMO	9-Oct-20
LUMA-PREP-T-00033	September 2020 Monthly Status Report	LUMA	PREPA	IMO	12-Oct-20
LUMA-PREP-TGC-00034	September Monthly Report to P3A & Communications Protocol	LUMA	PREPA	IMO	15-Oct-20
LUMA-PREP-T-00035	Outstanding RFIs as of 2020-10-16	LUMA	PREPA	IMO	16-Oct-20
LUMA-PREP-TGC-00036	PREPA / LUMA Biweekly Meeting Agenda 2020-10-16	LUMA	PREPA	IMO	16-Oct-20
LUMA-PREP-TGC-00037	PREPA / LUMA Biweekly Meeting Notes 2020-10-05	LUMA	PREPA	IMO	16-Oct-20
LUMA-PREP-TGC-00038	Parking at NEOM	LUMA	PREPA	IMO	21-Oct-20
LUMA-PREP-TGC-00039	PREPA / LUMA Biweekly Meeting Agenda 2020-10-22	LUMA	PREPA	IMO	22-Oct-20
LUMA-PREP-T-00040	Outstanding RFIs as of October 23, 2020	LUMA	PREPA	IMO	23-Oct-20
LUMA-PREP-TGC-00041	Current and Long-Term Space	LUMA	PREPA	IMO	26-Oct-20
LUMA-PREP-TGC-00042	JD Powers Email Invitation Approval Needed	LUMA	PREPA	IMO	28-Oct-20
LUMA-PREP-T-00043	Invoice Payment	LUMA	PREPA	IMO	30-Oct-20
LUMA-PREP-T-00044	Outstanding RFIs as of October 30, 2020	LUMA	PREPA	IMO	30-Oct-20

III. Requests for Information (RFIs) – Current Month October 2020

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00154	Oriental Bank contract	LUMA	PREPA	Customer Service	1-Oct-20	7-Oct-20		Open
LUMA-PREP-RFI-00155	Breakdown of payments	LUMA	PREPA	IT/OT	1-Oct-20	8-Oct-20	7-Oct-20	Closed
LUMA-PREP-RFI-00156	DocOne Script Logic	LUMA	PREPA	IT/OT	1-Oct-20	6-Oct-20	22-Oct-20	Closed
LUMA-PREP-RFI-00157	Current Contracts/Cost per Transaction/ Quantity of Transactions	LUMA	PREPA	Financial Management	5-Oct-20	8-Oct-20		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00158	Know if feeder 1657-04 is in service	LUMA	PREPA	Utility Transformation	5-Oct-20	9-Oct-20	5-Oct-20	Closed
LUMA-PREP-RFI-00159	Service Orders Breakdown	LUMA	PREPA	Customer Service	5-Oct-20	13-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00160	Breakdown of cycles	LUMA	PREPA	Customer Service	5-Oct-20	13-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00161	Telecom Asset Information	LUMA	PREPA	IT/OT	5-Oct-20	8-Oct-20	2-Nov-20	Closed
LUMA-PREP-RFI-00162	Email Volumes	LUMA	PREPA	Customer Service	6-Oct-20	12-Oct-20		Open
LUMA-PREP-RFI-00163	Telecom Tower Maintenance/Emergency Records	LUMA	PREPA	Operations	6-Oct-20	19-Oct-20		Open
LUMA-PREP-RFI-00164	Telecom Technology and Infrastructure - Planned/Unplanned Outages	LUMA	PREPA	Operations	7-Oct-20	19-Oct-20		Open
LUMA-PREP-RFI-00165	Telecom Technology and Infrastructure - Tower	LUMA	PREPA	Operations	7-Oct-20	19-Oct-20		Open
LUMA-PREP-RFI-00166	ODI Details and Access request	LUMA	PREPA	IT/OT	7-Oct-20	8-Oct-20		Open
LUMA-PREP-RFI-00167	EDACS Trunked Radio System	LUMA	PREPA	Operations	7-Oct-20	26-Oct-20		Open
LUMA-PREP-RFI-00168	Meeting Request	LUMA	PREPA	Regulatory	8-Oct-20	9-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00169	PREPA SharePoint/One Drive Access Request	LUMA	PREPA	Regulatory	8-Oct-20	9-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00170	Grants Portal Access Request	LUMA	PREPA	Regulatory	8-Oct-20	9-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00171	Federal Funds	LUMA	PREPA	Regulatory	8-Oct-20	9-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00172	PREPA Existing CC&B Training Documents	LUMA	PREPA	IT/OT	8-Oct-20	16-Oct-20	22-Oct-20	Closed
LUMA-PREP-RFI-00173	Customer Data for JD Powers Customer Survey	LUMA	PREPA	IT/OT	8-Oct-20	14-Oct-20		Open
LUMA-PREP-RFI-00174	User Access, Roles & Permissions	LUMA	PREPA	IT/OT	8-Oct-20	12-Oct-20		Open
LUMA-PREP-RFI-00175	Mi Cuenta Artifacts	LUMA	PREPA	IT/OT	8-Oct-20	14-Oct-20		Open
LUMA-PREP-RFI-00176	Storms/PD Storms file format of information shared between applications	LUMA	PREPA	IT/OT	9-Oct-20	9-Oct-20	22-Oct-20	Closed

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00177	Pay Elements	LUMA	PREPA	IT/OT	12-Oct-20	14-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00178	Informe Diario de Trabajo	LUMA	PREPA	Financial Management	13-Oct-20	22-Oct-20	22-Oct-20	Closed
LUMA-PREP-RFI-00179	PREP System User Access - Trivedi Garima	LUMA	PREPA	IT/OT	13-Oct-20	14-Oct-20	22-Oct-20	Closed
LUMA-PREP-RFI-00180	Addendum to LUMA-PREP-RFI-00153 (Infrastructure Assessment)	LUMA	PREPA	IT/OT	14-Oct-20	16-Oct-20	30-Oct-20	Closed
LUMA-PREP-RFI-00181	PREPA System User Access	LUMA	PREPA	IT/OT	15-Oct-20	19-Oct-20		Open
LUMA-PREP-RFI-00182	EBS System Access - Ghosh Subrat	LUMA	PREPA	IT/OT	15-Oct-20	19-Oct-20	4-Nov-20	Closed
LUMA-PREP-RFI-00183	EBS System Access - Kumar Neeraj	LUMA	PREPA	IT/OT	15-Oct-20	19-Oct-20	4-Nov-20	Closed
LUMA-PREP-RFI-00184	EBS System Access - Rajak Chanchal	LUMA	PREPA	IT/OT	15-Oct-20	19-Oct-20	4-Nov-20	Closed
LUMA-PREP-RFI-00185	Outage Data	LUMA	PREPA	Operations	16-Oct-20	28-Oct-20	22-Oct-20	Closed
LUMA-PREP-RFI-00186	Asset Suites Web Services Documentation	LUMA	PREPA	IT/OT	16-Oct-20	20-Oct-20		Open
LUMA-PREP-RFI-00187	Asset Suites/Contracts Read Access	LUMA	PREPA	IT/OT	16-Oct-20	20-Oct-20	21-Oct-20	Closed
LUMA-PREP-RFI-00188	PREPA Weather Data RFI	LUMA	PREPA	Operations	16-Oct-20	28-Oct-20	27-Oct-20	Closed
LUMA-PREP-RFI-00189	EBS access for Ashirbad Choudhury	LUMA	PREPA	IT/OT	21-Oct-20	26-Oct-20	4-Nov-20	Closed
LUMA-PREP-RFI-00190	Secure 32 Documentation and file formats	LUMA	PREPA	IT/OT	21-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00191	Internal Controls - follow up	LUMA	PREPA	Financial Management	21-Oct-20	28-Oct-20		Open
LUMA-PREP-RFI-00192	Record to Report (other than budget)	LUMA	PREPA	Financial Management	21-Oct-20	28-Oct-20		Open
LUMA-PREP-RFI-00193	Purchase to pay process	LUMA	PREPA	Financial Management	21-Oct-20	28-Oct-20		Open
LUMA-PREP-RFI-00194	Access to Avaya CMS Reports	LUMA	PREPA	Customer Service	21-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00195	MotoTRBO Trunked Radio System	LUMA	PREPA	Operations	22-Oct-20	13-Nov-20		Open
LUMA-PREP-RFI-00196	Tool Inventory	LUMA	PREPA	Operations	22-Oct-20	19-Nov-20		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00197	Asset Suite Report – Contract List	LUMA	PREPA	IT/OT	22-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00198	Tool Inventory (Customer Service)	LUMA	PREPA	Operations	23-Oct-20	19-Nov-20		Open
LUMA-PREP-RFI-00199	Process on Joint Use	LUMA	PREPA	Customer Service	23-Oct-20	2-Nov-20	4-Nov-20	Closed
LUMA-PREP-RFI-00200	Service order dispatch & completion process	LUMA	PREPA	Customer Service	23-Oct-20	2-Nov-20	27-Oct-20	Closed
LUMA-PREP-RFI-00201	Copies of Contracts Expiring 2020 or Later	LUMA	PREPA	Financial Management	26-Oct-20	28-Oct-20		Open
LUMA-PREP-RFI-00202	Monthly KPI Reports from Insight	LUMA	PREPA	Customer Service	26-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00203	Joint use information	LUMA	PREPA	Customer Service	26-Oct-20	4-Nov-20	29-Oct-20	Closed
LUMA-PREP-RFI-00204	Customer Service forms and memos	LUMA	PREPA	Customer Service	27-Oct-20	3-Nov-20	30-Oct-20	Closed
LUMA-PREP-RFI-00205	Customer Service quick guides	LUMA	PREPA	Customer Service	27-Oct-20	3-Nov-20	30-Oct-20	Closed
LUMA-PREP-RFI-00206	FEVA Application Questions	LUMA	PREPA	Utility Transformation	27-Oct-20	2-Nov-20		Open
LUMA-PREP-RFI-00207	Oracle EBS Report Inventory	LUMA	PREPA	IT/OT	28-Oct-20	13-Nov-20		Open
LUMA-PREP-RFI-00208	New Customer Distribution Extensions	LUMA	PREPA	Customer Service	28-Oct-20	13-Nov-20		Open
LUMA-PREP-RFI-00209	Process/Procedure documents for new customer distribution extensions	LUMA	PREPA	Customer Service	28-Oct-20	13-Nov-20		Open
LUMA-PREP-RFI-00210	Excel copy of CC&B service order	LUMA	PREPA	Customer Service	28-Oct-20	6-Nov-20		Open
LUMA-PREP-RFI-00211	Contractor Specifications and Guidelines	LUMA	PREPA	Customer Service	29-Oct-20	28-Oct-20	5-Nov-20	Closed
LUMA-PREP-RFI-00212	Timelines for construction completion (2019)	LUMA	PREPA	Customer Service	29-Oct-20	13-Nov-20	5-Nov-20	Closed
LUMA-PREP-RFI-00213	Approved list of Contractors to perform construction	LUMA	PREPA	Customer Service	29-Oct-20	13-Nov-20	5-Nov-20	Closed

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00214	New customer distribution extensions	LUMA	PREPA	Customer Service	29-Oct-20	13-Nov-20		Open
LUMA-PREP-RFI-00215	Liability and ownership information	LUMA	PREPA	Customer Service	29-Oct-20	13-Nov-20	5-Nov-20	Closed
LUMA-PREP-RFI-00216	Contractor construction defects data (2019)	LUMA	PREPA	Customer Service	29-Oct-20	13-Nov-20	5-Nov-20	Closed
LUMA-PREP-RFI-00217	Updated load, generation, and fuel forecasts	LUMA	PREPA	Regulatory	29-Oct-20	6-Nov-20		Open
LUMA-PREP-RFI-00218	Quality Management System	LUMA	PREPA	Operations	29-Oct-20	13-Nov-20		Open
LUMA-PREP-RFI-00219	Oracle EBS Access	LUMA	PREPA	IT/OT	29-Oct-20	2-Nov-20		Open
LUMA-PREP-RFI-00220	Consolidated Project Lists	LUMA	PREPA	Regulatory	30-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00221	Challenge Sessions	LUMA	PREPA	Regulatory	30-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00222	List of the "quick win" or "short term" projects	LUMA	PREPA	Regulatory	30-Oct-20	30-Oct-20		Open
LUMA-PREP-RFI-00223	PREPA VPN Access - Stuart Walters	LUMA	PREPA	Customer Service	30-Oct-20	2-Nov-20		Open
LUMA-PREP-RFI-00224	Total PREPA customer count from CC&B	LUMA	PREPA	Customer Service	30-Oct-20	5-Nov-20		Open
LUMA-PREP-RFI-00225	Generation hours/Generation override	LUMA	PREPA	Financial Management	30-Oct-20	2-Nov-20		Open

APPENDIX A – HANDOVER CHECKLIST

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
1	General & Transition Management	The transition will be managed by the Chief Executive Officer (CEO) who will be accountable for the completion and execution of all workstream deliverables and key contract elements. The CEO will be supported by a Program / Integration Management office and several Department Heads accountable for specific functional work areas. This overall deliverable captures effort that are not reasonably attributable to specific Handover Checklist items given the general management nature of the work.	11-20%		<p>The work in October included the general management of the requirements of the OMA including the oversight and coordination of the Handover Checklist deliverables as part of the Front-End Transition Services. This resulted in effort from all departments that cannot be reasonably attributable to specific Handover Checklist items given the general management nature of the work.</p> <ul style="list-style-type: none"> - In addition to the general management efforts noted above, there are more specific activities that were completed in October: <ul style="list-style-type: none"> + Administrative and logistics work required to support the ongoing work of LUMA. + Overall project management including efforts such as document controls (RFI & transmittal) and the preparation of the required invoicing & reporting. + Worked with PREPA and the P3A to coordinate the Front End Transition Services including regular meetings with the PREPA leadership, the PREPA Governing Board and the Administrator leadership team. + Collaborated with PREPA to obtain and setup access to PREPA offices. + Coordinate overall Initial Budgets, SRP, Performance Metrics and regulatory strategy to support the submission to P3A & PREB. + Additional efforts expended to manage areas related to the requirements of the COVID-19 pandemic; impacts from limitations of not being able to conduct field visits; and impacts of needing to work from offsite conference rooms due to a lack of designated space & facilities from PREPA. + Undertook interfaces with the LUMA office systems (WIFI, etc.) within PREPA's facilities where possible. + Continue to work with P3A and their consultants on invoicing and reporting requirements including the establishment of a data room.
1.01	Government Approvals	Governmental Approvals shall continue to name Owner as the permittee or applicant and Operator shall only be a co-permittee, co-applicant, co-permittee or co-applicant if and to the extent required by Applicable Law. Management Co and Administrator shall cooperate with Owner in good faith in identifying, preparing, applying, for obtaining and maintaining the Commencement Date Governmental Approvals.	31-40%		<ul style="list-style-type: none"> - Continued to work with PREPA and P3A through the established team on the list of required permits to initiate operations. - Drafted a summary document to facilitate discussion with the applicable agencies. P3 has assisted in initial outreach with key government departments and agencies to clarify LUMA's Operator status and applicability of existing PREPA permits to LUMA's activities as an agent of PREPA. - Monitored LUMA submission to PREB of application as Electric Service Company. Received resolution from PREB and required

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	This deliverable captures the general oversight of the gap assessments to be conducted early during the Front-End Transition and captures efforts not specifically attributable to Handover Checklist deliverables including the overall development of methodology and management of progress.	81-90%		<p>- Consolidation efforts by departments of gap assessments findings into the Initial Budgets /System Remediation Plan worksheets as required by the overall effort continued.</p> <p>-Continued to evaluate capability and capacity of the capital program.</p> <p>- Continued to evaluate the Customer Service facilities and process.</p> <p>- Continued gap assessment with PREPA.</p> <p>- Continued to manage the Request for Information requests & responses related to gap assessments.</p>
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	Activities to gain P3A and regulatory (PREB) approvals for Initial Budgets.	31-40%		<p>Note: refer to 3.02 & 3.04 which capture the evolution from gap assessments (1.02), to initiative development (3.02); and to System Remediation Plan development (3.04)</p> <p>-Reviewed first draft of Initial Budgets Operating Expenditures / Coordinated with teams regarding refinement including capex / open split and next steps.</p> <p>- Outlined plan for development and review of narrative to support Initial Budgets, including overall Recovery and Transformation Framework. This work included developing program and templates for individual teams to contribute and collaborate.</p> <p>- Refined revenue requirements under current tariff structure based on discussions with PREPA advisors. Further developed LUMA model for scenario analysis.</p>
2	T&D Services Milestones				
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	This deliverable includes developing an operation takeover plan for transmission and sub-transmission inside and outside of the plant. Activities include assessments of IRP Requirements, safety and reliability priorities, plans for outage and weather monitoring, and operational contingency plans.	51-60%		<p>- Continued development of Transmission capital investment plan including reliability priorities, resiliency projects with focus on flood prone substations. This effort includes work on estimates and prioritization of transmission projects; and continuing to determine appropriate level of transmission work for the initial Budgets/SRP and identifying projects potentially being funded through FEMA.</p> <p>- Identified required contents and developed draft outline for overall transmission takeover plan</p>
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System	This deliverable involves developing and implementing an operational takeover plan for the Electric Distribution System consisting of an IRP review, distribution system reliability and safety priority assessments, critical asset life cycle plan and asset maintenance assessments, distribution automation and energy loss reduction plans, and streetlight operations and repair strategy.	51-60%		<p>- Continued development of capital Investment plan, including reliability priorities, resiliency projects, and distribution automation. This effort includes work on estimates and prioritization of transmission projects; and continuing to determine appropriate level of distribution work for the initial Budgets/SRP and identifying projects potentially being funded through FEMA.</p> <p>- Identified required contents and developed draft outline for</p>

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
2.03	<i>Development and Implementation of Additional Takeover plans</i>				overall distribution takeover plan. - Began collecting information on current state of 38 kV automation capability
2.0301	Transition Plan for T&D Control Centers	This deliverable includes delivering an Operations Control Center Transition Plan that includes an evaluation of the control center physical condition, T&D outage planning and operation procedures, T&D restoration plan, and energy management system.	51-60%		<ul style="list-style-type: none"> - Continued efforts focused on defining System Operations projects scopes and budgets for the Initial Budgets/SRP including classifying projects by CAPEX vs. OPEX and identifying projects potentially being funded through FEMA. - Continued to support the ongoing efforts on developing the System Operating Principles in collaboration with our Regulatory team. - Supported LUMA's recruitment effort. Specifically Shift personnel positions were posted for the Control Centers and screening interviews began. - Reviewed job descriptions for System Operations management positions to be posted.
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	This deliverable consists of developing and implementing an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plants and substations, and for the electric distribution system; developing a new structure for the commencement organization with new job descriptions; and the process of interviewing, assessing, and hiring employees.	11-20%		<ul style="list-style-type: none"> - Completed initial drafts of the job descriptions for Transmission Lines, Transmission Substation, and Distribution Lines. - Completed first draft of initial budget estimates for Operations. - Attended focused site visits to understand work required to develop Standard Operating Procedures (SOPs) for Operation & Maintenance of the Electrical System. - Met with the majority of PREPA Supervisors from Arecibo, Mayaguez, Transmission San Juan and Transmission Ponce. - Continued to work to understand and evaluate existing outage dispatch processes in each district. - Began working with the HSEQ group to gain alignment on the LUMA proposed post commencement safety absolutes. - Ongoing work on T&D and Customer Service integration; with a particular focus on potential work locations and work volumes. - Ongoing discussions with PREPA T&D leadership to develop a plan for access to union employees. Access to union employees at a field-level continues to be an issue.
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	This deliverable involves updating the emergency response/disaster recovery and business continuity plans. Activities include working with existing PREPA operational teams to review existing operations manual, comparing it against industry best practices, LUMA's existing operations manuals, and PREPA's current plan, to identify gaps and opportunities; developing an operating manual that meets	0-10%		<ul style="list-style-type: none"> - Meeting with FEMA emergency management official for introduction, learn about their local resources and discuss the emergency management for the I&D system. - Began work with departmental BC/CM leaders to review scope, define next steps and deliverables for the completion of Emergency Response, Disaster Recovery, Crisis Management and Business Continuity Plans.

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
2.0304	Fleet Management Plan	This deliverable identifies gaps within the Fleet Management Information System (FMIS), Fleet Preventative Maintenance Program, Vehicle Insurance & Registration, Effectiveness of Shop Operations, Current Suppliers, GPS / Telematics, Fuel Procurement and Fuel tracking, and, develop a prioritized plan for closing identified gaps.	21-30%		(Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.04 and 9.02).
2.0305	Asset Management (included in 8. Engineering and Asset Management)	This deliverable consists of developing an Engineering Asset Management Plan that includes assessments of geospatial asset tracking, power flow process, computerized maintenance management system (CMMS), and T&D system planning criteria, as well as developing plans for preventative maintenance, substation flooding resiliency, and microgrid engagement priorities and interconnection process plans.	31-40%		- Completed assessment of existing CMMS. Began development of plan for implementation of new CMMS and GIS including identifying required business process development. - Identified required components of Asset Management Plan structure and began defining detailed requirements of the components. - Began development of draft plan for interconnection of renewables.
2.0306	Workforce Management & Training Plan	This deliverable involves a comprehensive assessment of PREPA's safe work rules, technical training facilities, curriculum, and instructors allows LUMA to develop a holistic technical training program, increasing workplace safety and efficiency while defining a career path for all skilled labor employees.	41-50%		- Completed majority of operational gap assessment pending incorporation of observations. - Completed observations with the PREPA technical training cadre including in-person assessment. - Completed the review of the Ops Technical training written curriculum including discussions with PREPA CADE team, assessment against similar in-house curriculum, and the development of glossary of terms translation for technical training curriculum. - Skilled Labor Assessment (SLA) "Application of job offer" process flow map completed with HR and Operations. - Began development of Skilled Labor Assessment schedule and tools (curriculum, glossary of terms, etc.). - Advanced locations for Skilled Labor Assessment sites.

ID	Full description	Deliverable Description	October Status % Complete	Summary of key work performed in October
2.0307	Safety Management Plan	This deliverable includes the development of the Public Safety Program Assessment, Written Safety & Health Program Assessment, and Physical Safety & Health Assessment that will allow for the creation of LUMA's Safety Management Plan.	41-50%	<ul style="list-style-type: none"> - Completed multiple facility observations and multiple field work observations to assess individual workers for recruitment and develop strategies for commencement. - Worked in conjunction with Operations to build relationships and plan organizational redesign. - Incorporated the Health and Safety gap analysis into the broader HSE & Quality gap analysis (includes core business and general management gap assessment). - Held town halls with PREPA Health and Safety Directorate (11 team members from field safety) to answer questions about recruiting, LUMA in general, and build relationships. -Finalized current iteration of budget estimates for input into the Initial Budgets/SRP. - Revised organizational charts for Health and Safety Department in conjunction with Human Resources and Operations in preparation for recruitment efforts. - Developed 3-years planning strategy for Health and Safety including specific policies and procedures that are required for commencement.
2.0308	Engineering and Asset Management	This item includes delivering an Engineering Plan that includes standards for the distribution system, protection & controls, as well as transmission system and substation engineering standards, and generation and renewables interconnection standards.	21-30%	<ul style="list-style-type: none"> - Continuing development of the Design Standards for Protection/Control/Automation, Substations, Transmission Lines. - Continued to advance estimates for the Initial Budgets/SRP. - Continued to participate in the "Design Documents PREPA-Sargent & Lundy Steering Committee. - Continued to provide guidance on the PREPA 2021FY projects Cataño. (38/13.8 kV) Substation Pilot Project and the San Juan 115 kV GIS Substation project.
2.0309	Identification of Real Estate	This deliverable includes evaluating the current portfolio management and facility management processes including a health assessment of all facilities; creating a PREPA property summary sheet for each property and selection of facilities LUMA intends to use; reviewing the real estate portfolio; reviewing vendor and maintenance services for properties; creating space delineation and property disposition plans; and performing other real estate activities as required..	81-90%	<ul style="list-style-type: none"> - Completed the majority of facilities health pre-assessments. Remaining locations incomplete due to not being able to obtain access to sites. - Began review and determination on properties that require detailed assessments as a result of the pre-assessments noted above. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02).</p>
2.031	Materials Management & Warehouse Plan	This deliverable identifies gaps within Materials Management & Warehousing resourcing, facilities, equipment, functions, processes and procedures, and develop a prioritized plan for closing identified gaps.	11-20%	<ul style="list-style-type: none"> - Completed site visits at the Aguirre and Costa Sur Generation Warehouse facilities. - First draft of initial budget for Materials Management has been completed. -Developed first draft organizational structure and current state supply map for Materials Management within the Generation side of the business.

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
					<ul style="list-style-type: none"> - Completed the outline of the LUMA Materials Management & Warehousing Plan. - Near completion of the Material Management job descriptions and the initial postings have been posted to the LUMA website. - Rolled out Materials Management Vision and Organizational Structure to PREPA Materials Management Senior Leader and Senior Supervisor layers - Developed simplified presentation with hierarchical org structure and distributed to PREPA Materials Management staff to educate them for the recruiting process.
2.0311	System Operations Plan	This deliverable consists of developing a plan to ensure LUMA is positioned to operate the T&D system upon Commencement. This will include the review of equipment to ensure safe operations and assess the resources responsible.	11-20%		<ul style="list-style-type: none"> - Ongoing progress in review of work dispatch procedures for both field and office. - Performed focused site visits to assess resource responsibilities for day-to-day, distribution maintenance and operations and understand gaps in time keeping, outage response, and equipment troubleshooting. - Continue to work with HSEQ and conduct field visits for substation crews. - Access to union employees at a field-level continues to be an issue.
2.0312	Vegetation Management Plan	This deliverable assesses the existing vegetation management practices to identify needs and develop prioritized plans within the areas of: vegetation condition on critical sites and assets, widening or reclaiming existing rights-of-way, planning for steady-state vegetation maintenance, vegetation management support for capital expenditure projects, and contracting for specialized integrated vegetation management services.	31-40%		<ul style="list-style-type: none"> - Continued to conduct workload assessment. - Finalized the majority of the LUMA Vegetation Management job descriptions. - Identified and negotiated advanced AI/spatial analysis technology pilot to ID highest tree-related risks on T-system. - Created first drafts of eight different Vegetation Management process flows. - Produced first draft of Technical Specifications for Vegetation Management reclamation services.
2.04	Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan	This deliverable is the same as Handover Checklist item 2.0303	Refer to 2.0303		<ul style="list-style-type: none"> - Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02.
2.05	Environmental Exposure Management Plan	This deliverable involves the development and compilation of Environmental Policies, Processes, and Procedures Assessments, Environmental Permit Compliance Review, and Waste Contractor Review to enable for the creation of LUMA's Environmental Exposure Management Plan.	51-60%		<ul style="list-style-type: none"> - Incorporated the environmental gap analysis into the broader HSE & Quality gap analysis report (includes core business and general management gap assessment). - Developed 3-year planning strategy for key environmental programs, drafting permit requirements, risk-ranking environmental policies and procedures. - Held town halls with PREPA Environmental Directorate (23 team members both office and field based) to answer questions about recruitment, LUMA in general and build relationships. - Finalized current iteration of budget estimates for input into the

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
					Initial Budgets/SRP work. -Approved Subcontract with ERM to support the Environmental Exposure Management Plan and onboarded key resources - Began setting up systems to store, process and review environmental data from Baseline Environmental Study. -Service Provider for the PREPA-led Baseline Environmental Study was approved in late September. LUMA continues to attempt to expedite as work continues to finalize the contract so work can begin.
3	System Remediation Plan Milestones	This deliverable consists of developing a remediation plan outline and methodology.	100%	-	The SRP outline and methodology has been completed and reviewed with key agencies and the System Remediation Planning team (formed as per the 4.1 (d) (ii)).
3.01	Remediation Plan Proposal			91-100%	- This effort captures the identification of initiatives by LUMA teams which is now largely completed. The effort is now to undertake an iterative process of prioritization and sequencing for inclusion into the Initial Budgets/SRP and also for consideration for FEMA funding.
3.02	Development of Improvement Initiatives	This deliverable includes the development of Improvement Initiatives with remediation plans that includes performance metric targets and order of magnitude cost estimate, improvement initiative plans, and improvement initiative risk assessments.			Note: refer to 1.02 & 3.04 which capture the evolution from gap assessments (1.02), to initiative development (3.02); and to System Remediation Plan development (3.04)
3.03	Consolidate Plans from All Areas	This deliverable includes the development of a consolidation plan including a multi-year utility capital expenditure plan for each function department.		91-100%	- Further to efforts noted in 3.02, work was undertaken to consolidate initiatives across LUMA. Programs and Projects are being consolidated into a single template for classifying, prioritizing and sequencing. A template was developed for the LUMA teams to utilize to capture critical information including the justification for programs/projects for regulatory filing purposes.
3.04	Development of System Remediation Plan	This deliverable includes the development the System Remediation Plan comprising of the consolidated of a T&D current state gap analysis & improvement initiatives		41-50%	- Further to efforts noted in 3.03, a significant effort focused on coordinating work with all departments to ensure consistency in input of projects for the Initial Budgets/SRP. - Began confirmation work ensuring classification of programs/projects as SRP and for inclusion in the Initial Budgets as well as whether FEMA eligible programs/projects. - Began iterative work of prioritization of programs/projects with consideration fiscal constraints and operational priorities. - Developed the SRP report outline and began gathering content.
					Note: refer to 1.02 & 3.02 which capture the evolution from gap assessments (1.02), to initiative development (3.02); and to System Remediation Plan development (3.04)

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3.05	Approval of System Remediation Plan	Activities to gain P3A and regulatory (PREB) approvals for System Remediation Plan	31-40%		<ul style="list-style-type: none"> - Refined prioritization strategy and program development methods. Communicated prioritization strategy to teams. - Developed Component Business Model (CBM) for LUMA to support initial gaps assessment as well as consolidation and prioritization of improvement activities into Initial Budgets/SRP based on exposure/consequence. - Developed and reviewed regulatory outlines and monitored for consistency in Initial Budgets/SRP documents. Finalized templates for program descriptions and narrative. - Work to ensure alignment with relevant distribution planning guidelines.
4	Customer Services	This deliverable consists of evaluating customer service facilities and assets through establishing joint teams between PREPA and LUMA liaisons to review all current locations and their functions. Activities include evaluating facilities and identifying locations that meet business requirements; developing a transition plan to operate customer facilities and identify requirements for additional facilities and/or consolidate existing facilities.	71-80%		<ul style="list-style-type: none"> - Completed site visits of current PREPA contact centers and potential new contact center locations. - Worked with PREPA on logistics to tour of the existing training facilities. - Worked closely with LUMA's Facilities team to determine facilities readiness and timelines for regional Contact Centers including establishing detailed Contact Center requirements. - Further developed preliminary recommendations for facility locations for the Billing Services team and Revenue Protection teams. - Continued categorization and mapping of training assets acquired through RFIs and other sources, and have started mapping existing training assets to policies, procedures and training modules (for inclusion in transition training curricula).
4.01	Evaluating Customer Service Facilities and Assets				<ul style="list-style-type: none"> - The Policies & Procedure subcommittee defined the approach to process design documentation across functional teams. - Began re-designing high impact processes (ex. Payment Collection, Service Set Up-Residential, Initiate Vegetation Management Work Order.) - Completed the recommended approach and timing for input into the baseline performance metrics. - The subcommittee established the method for process flow documentation.
4.02	Evaluating and Updating Customer Service Policies and Procedures	This deliverable involves a review and evaluation of PREPA customer service policies, processes, and procedures to confirm they meet regulatory compliance to Laws, Acts and Policy. Activities include a review of policies against ServiceCo. policies, processes, procedures; developing updated policy and procedure documentation in coordination with transition operating requirements including quality control measures; and developing Customer Service training program to instruct policies and procedures and maintain a high level of service.	31-40%		<ul style="list-style-type: none"> - Translated 75% of the 165 documents received from PREPA. - Additional documents were discovered through a review of the PREPA intranet site. Two RFIs were submitted requesting the additional documentation. - Developed standard job aid template. - Consulted legal team on LUMA energy theft handling requirements for process development.

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4.03	Development of a Meter Reading Plan	This deliverable includes developing a Meter Reading Plan that includes assessments of automated meter data collection and management processes, meter read quality controls, processes for meter shop and field meter data collection, and an evaluation of meter data and meter asset management automated systems.	51-60%	<ul style="list-style-type: none"> - Efforts focused on defining metering related project scopes and budget estimates for the SRP/Initial Budgets and metrics including ensuring input is consistent with internal submission requirements. - Analyzed PREPA detailed meter data from CC&B and TNS data bases to validate high level information received. Also working with the data to validate meter locations for AMI implementation planning. - Assessed PREPA's smart meter pilot project to understand the status and future plan. - Reviewing previously prepared draft PREPA AMI RFP to determine areas that need more focus to ensure enterprise wide needs are addressed. - Conducted internal peer reviews of SRP meter data to ensure validity.
4.04	Development of a Customer Service Transition Plan	This deliverable consists of undertaking a gap analysis of current state Customer Service organization, roles, responsibilities and operations; establishing the future state organization including ensuring alignment with the field execution teams; and developing and implementing (where appropriate) a transition plan including People, Facilities, Equipment, Training and Technology to ensure smooth transition into commencement.	31-40%	<ul style="list-style-type: none"> - Completed ID Powers Survey Revisions for PREPA (Residential and Commercial) – targeting Dec 2020 for 1st survey wave. As of Oct. 31, awaiting PREPA approval to issue. - Developed Employee Engagement Survey question (to be sent via SurveyMonkey to PREPA Customer Service employees this year). -Finalized all org charts, roles, and job descriptions in preparation for interview/hiring/planning. - Continued work to develop Customer Experience input and in support of the development of Initial Budgets/SRP. - Reviewed the OMA, legislation and regulations related to LUMAS requirements for the prosecutorial processes related to energy theft. - Completed first round of PREPA engagement presentations/conversations with leaders for PREPA Customer Service.
4.05	Development and Implementation of a Service Start and Shut-Off Plan	This deliverable involves a review of field credit and collection functions and front-line account set up to assess processes and associated timelines, and evaluating performance based on benchmarks, regulations, and targets as well as the technology, applications, and external vendors involved in the process; developing a Credit and Collections contact center and Dunning Policy including process, call out, timelines and standard communications; and create a training plan and ongoing performance goals for employees that ensures efficiency and accuracy within the Service Start and Shut-off Plan.	11-20%	<ul style="list-style-type: none"> - Conducted process discovery and documentation of initiate service and payment arrangement processes including early process modification suggestions. - Initiated dunning process best practices research and began drafting of future state dunning process.

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4.06	Development of a Meter Asset Management (MAM) Plan	This deliverable includes developing a Meter Asset Management Plan that includes the assessment of the meter shop facility, and meter asset management quality controls, as well as develop a meter asset management remediation plan, and meter asset tracking and sampling procedures.	51-60%	<ul style="list-style-type: none"> - Worked on validating meter population and information against billing data and identifying meter information such as age, meter type, etc.
4.07	Development and Implementation of a Customer Service Technology	This deliverable involves assessing the integrations of all Customer Service and T&D Ops technology. Activities include developing a project plan to execute Oracle CC&B transition from PREPA to LUMA; developing a modernization plan to include cloud-based contact center technology; assessing bill presentation technology to produce redesigned LUMA bill; assessing current contract for regional office customer queuing/appointment technology; and developing training and instructional materials to ensure the efficient usage of the technology to achieve targeted performance goals.	31-35%	<ul style="list-style-type: none"> - Initiated Contact Center platform contract negotiation and implementation planning - Completed first iteration of technology plan and scope. - Started development of the Contact Center platform implementation Statement of Work. - Worked with IT team to identify use of Development and Quality Assurance environments for use in transition training. - Released RFP for Bill Print/Presentment outsourcing under LUMA to ensure processes are business ready by commencement. - Determined that current PREPA appointment booking technology will be used through commencement.
4.08	Develop and Implement a Non-Technical Energy Loss Reduction Plan	This deliverable includes developing a Non-Technical Loss (NTL) Plan comprising of a high-level NTL recovery strategy, NTL system architecture, and detailed NTL recovery plan.	11-20%	<ul style="list-style-type: none"> - Continued work on development of Non-technical Loss Reduction Plan with focus on number of labor resources required to implement loss reduction plan.
4.09	Establish Integration Between Customer Services & T&D Ops	This deliverable includes identifying integrated and dependent work processes between Customer Service and T&D Operations and move work processes, where appropriate, to Operations. Develop, document and train to new work processes; develop standard communication, meetings, and timelines for regular feedback between teams; and assess the training needs and develop instructional materials to ensure alignment with processes between the two organizations to achieve targeted performance goals.	31-35%	<ul style="list-style-type: none"> - As part of on-going efforts between Customer Service and T&D Operations, identified and documented integrated and dependent work processes. - Analyzed the 2020 Meter read plan to understand PREPA's processes as a first step to developing efficiencies for the LUMA meter read plan. - Created a subcommittee to plan the workflows from Customer Service to Operations to meet ensure processes meet the established standard service metrics for fieldwork. - Completed work on the approach to work observations focused on service delivery, work order volumes, finalization of gap analysis. Side by side work observations have been delayed; however, anticipated to continue. - LUMA refocused work efforts to deep dive sessions with PREPA leaders to gain understanding on areas that will require additional focus.
5	IT			
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	This deliverable includes the identification of Key Stakeholders, Setting up governance and resourcing for communications team.	0%	<ul style="list-style-type: none"> - No activity to report.

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5.02	Identification and Gap Analysis	This deliverable includes the identification of gaps between the organization's current state and expected end state; and the development of plans to remediate or close the identified gaps.	71-80%	<ul style="list-style-type: none"> - Refined effort, duration, and cost estimation for process and technology improvement initiatives for each Program of Work. - Refined Roadmap for implementation of improvement initiatives for each Program of Work. - Refined deliverables for Initial Budgets/SRP to enable the integration of initiatives across various workstreams. - Developed roadmap and plan for IT/OT department initiatives.
5.03	Evaluating IT/OT Applications and Infrastructure	This deliverable includes gathering information and evaluating PREPA's IT/OT applications and infrastructure.	100%	<ul style="list-style-type: none"> - No activity to report.
5.04	Development of Cyber Security and Business Continuity Plan	This deliverable includes the development of a Cyber Security and Business Continuity Plans; and establishing a Cybersecurity Information Security Office (ISO)	51-60%	<ul style="list-style-type: none"> - Continued reviewing and building elements of the Cybersecurity Plan. - Creating project buildouts for the Cybersecurity roadmap. - Created framework to develop the BCP plan. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 9.05).</p>
5.05	Development of an IT Asset Management Program	This deliverable includes creating inventory of PREPA's Physical and Logical assets; and developing a process for ongoing management of assets.	0%	<ul style="list-style-type: none"> - No activities to report.
5.06	Development of an IT/OT Transition Plan and Schedule	This deliverable includes the identification of a Stand-up transition team and develop the Front-End Transition Mobilization plan.	100%	<ul style="list-style-type: none"> - Workstream and HOC deliverable documentation Complete.
5.07	Commencement Cutover Planning	This deliverable includes activities to prepare for Commencement Cutover during Transition.	11-20%	<ul style="list-style-type: none"> - Consolidated PREPA contracts into data collection form. - Completed first review of outstanding PREPA IT contracts. - Provided list of agreeable contract extensions to PREPA CIO.
5.08	Training and Communication Plan	This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees.	0%	<ul style="list-style-type: none"> - Held initial meeting to determine approach and resources.
6	Financial Management			
6.01	Detailed Description of Approach to Budgeting and Reporting	This deliverable involves a review of current budgeting and forecasting processes; identify PREPA's business activities, including prior year actual and original budget, and ensure they are contemplated in the information shared for the draft initial budget; and ensure the anticipated spend from the various LUMA plans prepared during the transition period are included into the initial budgets.	41-50%	<ul style="list-style-type: none"> - Effort was focused on the development of the O&M Budget for incorporation into the Initial Budgets. Compiled the first iteration received from Departments and began analysis and refinement work. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05).</p>
6.02	Description of Approach to Complying with Initial Budget Obligations	As part of the budgeting process, LUMA will develop a template, based on current templates used by PREPA, to be provided to each department to implement their budgets [breakdown/prior year actuals and existing budget], including guidance on the bottom-up approach based on key operational expenses (KOE).	71-80%	<ul style="list-style-type: none"> - Continued work on initial draft of the budget templates. The template will continue to evolve through the budgeting process, but as reported in 6.0500, first drafts of the Initial Budgets process are completed. This will be an evolving and iterative process until the filing date.

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					(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.05).
6.03	Formalizing/Approach to Changes Control Processes	This deliverable includes the reporting any significant deficiency, material weakness, improvement opportunities and any other matter considered relevant for the FET identified as a result of the review of PREPA's Internal Controls Framework.	41-50%		<ul style="list-style-type: none"> - Began the process of documenting the identified gaps, opportunities and deficiencies identified as a result of the internal control reviews and walkthroughs on the major business transaction cycles. - These activities will mostly be completed on the back end of the internal control process review, internal control walk-throughs (Refer to 6.090) are concurrently underway to support this obligation
6.04	Establishing a Financial Accounting System and Account Structure	This deliverable establishes a financial accounting system and account structure. Activities include a review of PREPA's current Chart of Accounts for alignment with FERC requirements, and determine what changes, if any, are required; review PREPA's current financial and work management systems, and determine if any additional packages should be considered; determine the organizational structure required for LUMA ServeCo; design, configure and test LUMA ServeCo's financial systems; gain approval of LUMA ServeCo's Chart of Accounts; and design and implement processes for finance actuals and reporting.	31-40%		<ul style="list-style-type: none"> - Completed initial configuration of Oracle EBS and held Conference Room Pilot sessions for Oracle Purchasing, Accounts Payable, and General Ledger modules. - Socialized Oracle EBS System Structure with both LUMA and PREPA employees. - Working with PREPA employees gained a more thorough understanding of PREPA's current labor distribution /costing process and how this process will be impacted by LUMA's implementation of WorkDay payroll. Started design of process. - Held Detailed Design Workshops for Oracle Project Accounting and Fixed Assets.
6.05	Preparing Initial Budgets and Other Financial Forecasts	This deliverable consists of preparing initial budgets and financial forecasts. Finance will discuss any potential changes on assumptions and priorities, agree to the overall approved budget and consolidate all departmental budgets to be reviewed and included in a Master Budget Template. From the Master template, actuals and forecast/revisions will be updated on a monthly basis in order to compare Monthly, YTD and FY balances.	51-60%		<ul style="list-style-type: none"> - First draft of Operating Initial Budgets completed and under continued analysis and refinement. As noted in 6.01 and 6.02, this is an evolving and iterative process through to filling. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.02).</p>
6.06	Establishing Bank Accounts	This deliverable includes establishing all necessary bank accounts for LUMA ServeCo and work with PREPA to set up the service bank accounts required for Commencement, as described in the OMA agreement.	0-10%		<ul style="list-style-type: none"> - No reportable activity in October. Held introductory discussion with PREPA Treasury to make team introduction and discuss this deliverable.
6.07	Evaluating and Updating Payroll and Labor Cost Reporting systems	This deliverable involves Workday stand-up including activities associated with processes and interfaces involving Kronos, EBS and ADP including evaluating labor cost reporting.	11-20%		<ul style="list-style-type: none"> - Published timeline and project plan and held project kickoff meeting. - Requirements gathering for worker demographic data integration with EBS, Kronos and other downstream systems is in progress. - Continued to define the integrations scope for Payroll portion of the project and reconcile with Workday Statement of Work - Work on the Absence and Payroll Workbooks.

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6.08	Establishing a Delegation of Authority Matrix and Process	This deliverable establishes a Delegation of Authority Matrix and Process for LUMA ServeCo. Delegation of Authority to set Requisition (financial approval) and Purchase Order approval limits in the ERP System.	61-70%	- Project kickoff with ADP, which will be used to settle pay, taxes, etc., and integrate with Workday.
6.09	Processes & Procedures and Overall Internal Controls	This deliverable includes activities related to the understanding and assessment of PREPA's Internal Control Framework, including Entity Level Controls, management directives pertaining to the entire entity are carried out, and Transaction Level Controls (i.e. walkthroughs on key business processes).	81-90%	- Completed all the walkthroughs for the key business areas. - Record to Report; Revenue; Capital Assets and Procure to Pay. - Substantially completed the review of supporting evidence.
7	FEMA Funds and Federal Funding Procurement Manual			
7.01	Set Up Governance Framework	This deliverable includes the assessment and identification of gaps in the PREPA grant governance structure. Design a governance framework consistent with the Disaster Recovery Federal Funding Management Guide.	11-20%	- Continued the risk assessment and determined PREPA does not have a federal fund governance framework that meets the requirements of Title 2 CFR. - Began formulating solutions for financial management, grants management, and internal controls for the administration of all funding sources.
7.02	Policies and Procedures	This deliverable includes the development of policies and procedures in line with governance framework.	11-20%	- Obtained and reviewed PREPA's procedures and policies. Identified gaps, shortfalls, and risks in existing procedures and policies. - Determined that PREPA policies and procedures do not address federal funds requirements. - No further updates were made to the initial staffing plan.
7.03	Staffing Plan	This deliverable includes developing the staffing plan for federal funding group consistent with DRFFMG.	91-100%	- Work associated with 7.04 is included in HOC 9.02
7.04	Surge Staffing	This deliverable includes establishing options for surge staffing to be implemented as part of emergency response and recovery.	Refer to 9.02	

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7.05	Project Worksheet Assessment (also covered under Section 4.3)	This deliverable includes the assessment of the current progress of project level details and the status of FEMA Project Worksheets (PW) and all of PREPA's federal funding activities, including all federal grants and other monies for disaster recovery.	31-40%	<ul style="list-style-type: none"> - Substantially completed planning activities for PW Assessment and commenced PW Assessment execution activities. Evaluation includes PREPA's Irma and Maria Management Cost PWs which include force account labor, force account equipment and materials. - Gathered documentation for GIS interactive map of PREPA's assets with linked data on FEMA PA permanent restoration and 404 mitigation project information. This information will include known DDDs, MOR, FCE, and 404 grant application narratives. - Provided LUMA with FEMA PA related technical assistance for the Strategic Remediation Plan; Federal Funding sources and status; codes and standards; major outage event metrics; hazard mitigation. - Monitored at a high level PREPA-led "FEMA 10 Year Plan" for 428 project preparation process. - Prepared materials and presented for Planning Team which met twice during the month.
7.06	Handoff of Project Worksheet Activity from COR3 and Vendors	This deliverable involves the transition of federal funding activities from PREPA and consultants to LUMA team, including cooperation with COR3 and all relevant agencies.	Refer to 7.05	<ul style="list-style-type: none"> - Work associated with 7.06 is included in HOC 7.05
7.07	Project Procurement Planning	Assess and identify gaps in the PREPA procurement process for federally funded activities.	Refer to 7.05	<ul style="list-style-type: none"> - Work associated with 7.06 is included in HOC 7.05
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual	This deliverable involves completing Federally Funded Procurement Manual consistent with DRFFMG and as specified in OMA 4.1.e.	31-40%	<ul style="list-style-type: none"> - Continued to gather and evaluate PREPA's existing procurement policies, procedures and protocols. - Commenced drafting the LUMA federal fund procurement policy and procedure.
8	Staffing for Front-End Transition Period			
8.01	Draft, Revise and Finalize Operator Employment Requirements	This deliverable consists of determining the minimum employment requirements for LUMA employees by position.	100%	<ul style="list-style-type: none"> - The effort for this activity was captured under item 8.02 Recruitment and Staffing. This specific deliverable has been completed.
8.02	Recruiting and Staffing	This deliverable involves recruitment and staffing. Activities include the HR transition team coordinating with each department and completing interviews of all PREPA employees and external candidates; tracking of applicants; assisting with PREPA employee applications, coordinating interviews, and communicating status of applications; and Identifying staffing vacancies due to gaps and search for resources externally to fill out the proposed LUMA Organization including pre-employment screening.	31-40%	<ul style="list-style-type: none"> - Onboarded 17 new recruiters. New recruiters began engaging with Department Heads and started recruitment planning. - Worked to determine potential offsite locations (e.g. shopping centers, hotels and local government offices) for interviews. - Planned Application Events postponed due to Covid-19; recruiters engaged all PREPA employees who had registered for the event virtually (~ 300 people). Worked to determine a new plan for events. - Posted approximately 300 positions. Completed 448 screening interviews with applicants. - Started 'Connects' software implementation for increased job application resources for PREPA employees.

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8.03	Redesign and Staff New Organization	The core HR transition team will coordinate with each department to develop a comprehensive department specific People Strategy/Staffing plan that complements overall business strategy. It will include getting a finalized number of roles needed in each department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools.	81-90%	-	<ul style="list-style-type: none"> - Developed and refined recruitment metrics for reporting both internally and externally. - HR Team and recruiters engaged with PREPA employees to guide them through hiring process and general questions.
8.04	Proposed Recruitment and Staffing Plan	This deliverable consists of the core HR transition team coordinating with each department to develop a comprehensive department specific People Strategy/Staffing plan that complements overall business strategy. This includes a list of positions needed by department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools.	Refer to 8.02	-	<ul style="list-style-type: none"> - Reporting has been consolidated under 8.02 Recruiting and Staffing
8.05	Stand Up Human Capital Management (HCM) System	This deliverable consists of the integration of a Human Capital Management (HCM) system will significantly impact business operations by improving HR Processes, Employee Engagement, Reporting and Security.	31-40%	-	<ul style="list-style-type: none"> - Completed Customer Confirmation Sessions (CCS) for HCM, Benefits, and Learning. - Reviewed and modified sample test scenarios provided by Workday Unit Testing. Began Unit Testing in LUMA Foundation tenant for HCM, Benefits, and Learning. - Continued integrations with Health and Benefits service providers. - Investigated PREPA's Kronos current state to determine how LUMA's requirements can fit in without negative impact to either organization. - Kicked off HCM integration (Phase 1B) for Payroll functionality.

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8.06	Communication Plan	This deliverable consists of establishing and implementing internal and external communications plans. On the internal side, the focus will be on continuously informing PREPA and LUMA employees through multiple avenues (e.g., one-on-one meetings, group sessions, town halls, newsletters, intranet updates, etc.) to answer employee questions and keep them updated on progress. On the external side, LUMA will strategically use media coverage, social media and advertising including digital, billboards, print and radio to introduce LUMA to the people of Puerto Rico.	31-40%	<ul style="list-style-type: none"> - Continued to communicate our key messages through external channels (social media) and advertising (i.e. digital mediums, billboards, print and radio). - Launched the Careers, FAQ, and Job Postings sections of the LUMA website to start receiving applications from PREPA employees, and developed supporting print materials (i.e. posters flyers to go with PREPA paystubs). - Finalized the site map for the full LUMA website and created a plan for site design, developing written content including receiving input from internal subject matter experts. - Launched a brief internal newsletter for LUMA employees to build LUMA's culture and keep employees informed which may impact their work.
8.07	Training (Workforce Development) Plan	This deliverable involves creating a training development program for employees which involves establishing LUMA training policies, standards, practices, curriculum and facilities; onboarding and providing foundational awareness and training to all new and existing employees; and developing a defined career path with continuity of quality education and training.	31-40%	<ul style="list-style-type: none"> - Tested the initial design and configuration of the Learning Management System (LMS) in Workday HCM. This included testing over 150 scenarios on a variety of functions in the LMS: security roles, creating content, courses, learning programs, taking courses as users, editing courses as Learning Administrator, testing a variety of content (media, videos, ppt, pdf, surveys, assessments), testing approval processes, conducting mass enrollments, dropping enrollments, etc. - Coordinated with LUMA department subject matter experts regarding their learning and training requirements to understand their expectations at Commencement for using Workday. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist item 2.0306)</p>
8.08	Develop Employee Retirement Plan	This deliverable consists of the core HR Transition team, working collaboratively with the current HR key personnel at PREPA, to develop a comprehensive Total Rewards strategy. This includes the development of action plans and programs regarding the LUMA's new proposed Retirement Plan, Health & Welfare Benefits Plan, and Compensation approach.	71-80%	<ul style="list-style-type: none"> - Received adjusted bids from vendors for Voluntary Plans and selected preferred vendors. - Defined and implemented the health plan funding process with Triple-I80J80S. - Reviewed and gained approval from leadership on the welfare plans through Cigna. Implement funding arrangements with Cigna. - Finalized 401K Plan Document with Fidelity. Engaged investment advisor on 401K Plan. Developed Resolution for 401K Plan and Oversight Committee and prepared for submission to LUMA approvals. - Continued work on communication materials for Total Rewards for Onboarding of new employees.
8.09	Occupational Health and Wellness	This deliverable involves implementing a confidential Employee Assistance Program through our medical provider.	51-60%	<ul style="list-style-type: none"> - Continued assessment of the Occupation side of health clinic including nurses, locations,/Access and costs.

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8.10	Compliance Plan	This deliverable consists of the Core HR transition team to review and evaluate current employee policies, procedures and any applicable handbooks.	31-40%	- Continued compliance review of new Job Descriptions for new Organization. - Some work on the development and review of core LUMA Policies.
8.11	Engagement Plan	Implement an overall Employee Engagement Plan so employees can adjust to the new leadership and direction. We will define the company's culture, mission and core values, and ensure that employees understand they will have opportunities at LUMA. We will provide opportunities for employee engagement with employee events such as family picnics and volunteer opportunities in the community.	21-30%	- Continued development of Employee communication materials for current and future LUMA hires. - Continued refinement of LUMA Employee messaging based on feedback from PREPA employees.
8.12	Develop a Community Investment Plan	This deliverable consists of the development of a multi-year community investment program enabling LUMA to be a valued part of the Puerto Rican community. This activity includes LUMA partnering with select programs and organizations to contribute to the community in Puerto Rico and will involve engaging employees in the program(s) through donations and volunteer opportunities.	31-40%	-Continued developing a comprehensive Community Investment Plan including researching and reaching out to Non-profit entities with whom we can partner.
9	Additional Front-End Transition Period Activities			
9.01	Genco Shared Services Agreement Approval	This deliverable consists developing a plan for delivery of shared services as well as negotiating and executing a Shared Services Agreement.	31-40%	-LUMA's Shared Services team held multiple meetings with LUMA Department Heads and team managers to work through details of services they are likely to provide to Genco and enable teams to develop necessary cost estimates and contemplate cost allocation approaches.
9.02	Emergency Response Plan Approval	This deliverable consists of obtaining internal approval of the Emergency Response Plan (ERP) prior to providing the plan to Administrator and PREB.	0-10%	- Undertook planning and administrative activities related to the development of the ERP. (Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 2.04)
9.03	Non-Federal Funding Procurement Manual Approval	This deliverable assesses existing reference materials from PREPA and additional requirements from LUMA to create the Non-Federal Funding Procurement Manual and submit to PREPA/P3 for review/approval.	41-50%	- Continued deep dive discussions with PREPA constituents to identify current practices and reviewed internal policies and procedures for lifting of best practices. - Drafted the majority of remaining Non-Federal Funding Procurement Manual sections. - Met with Legal to understand impacts of relevant legislation & regulations on updated processes & procedures.

ID	Full description	Deliverable Description	October Status % Complete	Summary of key work performed in October
9.04	Physical Security Plan Approval	This deliverable consists of developing a Physical Security Plan that includes a list of assets that require physical security, a substation security assessment for each substation, a security gap assessment with an outline of remediation initiatives and solutions, and a comprehensive physical security plan.	51-60%	<ul style="list-style-type: none"> - Continued efforts focused on defining Physical Security programs scopes and budgets for the SRP/initial budgets including identifying projects potentially being funded through FEMA. - Continued Identifying and documenting major deficiencies through RFIs, interviews and site observations. - Continued the consolidation and organization of the information collected to be utilized in physical security plan. - Began work on defining minimum standards based on findings. - Worked on Physical security programs for the takeover Plan.
9.05	Data Security Plan Approval	This deliverable consists of developing a Data Security Plan to ensure confidentiality and integrity of organizational data and obtaining the necessary approval prior to Commencement.	71-80%	<ul style="list-style-type: none"> - Continued to gather the feedback of the Data Security Plan with key stakeholders and in conjunction with the Cybersecurity Plan - Validation and supplementing the Data Security Plan with industry resources/artifacts <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 5-04).</p>
9.06	Vegetation Management Plan Approval	This deliverable includes the approval of the Vegetation Management Plan through the appropriate LUMA and PREB review and approval requirements.	Refer to 2.0312	<ul style="list-style-type: none"> - Reporting has been consolidated under VM plan 2.0312
9.07	System Operation Principles Regulatory Approval	This deliverable consists of activities to gain P3A and regulatory (PREB) approvals for System Operation Principles	21-30%	<ul style="list-style-type: none"> - Presented finding from gap assessment to PREB and discussions of next steps
10	Asset Acquisition (Supply Chain)			
10.01	Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems	This deliverable includes evaluating existing procurement and subcontracting policies, procedures and systems; identify system contracts and generation supply contracts; review vendor services to facilities; sourcing and procurement work for LUMA ManageCo contracts.	51-60%	<ul style="list-style-type: none"> - Completed deep dive sessions with PREPA Procurement to walk through detailed post award and emergency procurement processes.
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OI, etc.	This deliverable involves performing facility assessments on PREPA's leased and owned properties and determine continued use and occupancy of current facilities. Activities include reviewing occupancy information, reviewing the assets collected, determination of asset management system moving forward, performing asset studies, and the development of processes and procedures related to asset management moving into commencement.	31-40%	<p>Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0309</p> <ul style="list-style-type: none"> - First draft of which properties to remain in the portfolio has been developed as well as the sites to be decommissioned. Created master stacking document. - Review and abstract of leases in process. Collaboration with PREPA counterparts to determine which leases to terminate. - Analysis and determination of outsourcing opportunities. - Undertook translation of facilities maintenance contracts. - Determined real estate requirements and commenced sourcing activities for Customer Service and System Operations facilities.
10.03	Assuming Existing Subcontracts	This deliverable includes compiling a listing of all existing subcontracts, including executed copies of subcontract, and complete a gap analysis (expired, missing etc.) of	31-40%	<ul style="list-style-type: none"> - Received listing of contracts from PREPA Legal. Worked through assigning contract listing to LUMA departments - Held meetings with Legal to plan for and direct development of

ID	Full description	Deliverable Description	October Status	% Complete	Summary of key work performed in October
		subcontracts being assumed against the immediate needs of O&M of the T&D System, and develop processes and procedures for assuming the existing subcontracts.			Post Commencement contract templates. - Continued meetings with PREPA to work towards joint procurement initiative (Bill Print & Delivery).
11	Back-End Transition Plan	This deliverable includes developing a plan that will guide the process for LUMA transferring operations back to PREPA at the end of the contract term. This includes the development of departmental scopes, timelines and documentation to provide T&D System status and plans to support operational and commercial transfer. (Refer also to Handover Checklist item 12.04)	Refer to 12.04 Plan	- Reporting has been consolidate under 12.04 Back End Transition Plan	
12	Front-End Transition Plan (Additional Requirements)				
12.01	Confirmation of Acceptable Operator Security	This deliverable ensures confirmation of the requirement to confirm Operator Security prior to Commencement.	0%	- This will mostly occur just prior to commencement.	
12.02	Required Insurance	This deliverable ensures placement of insurance program and business process reviews as required in the O&M agreement for ServeCo, including claims reviews; prepare insurance package for LUMA Energy and deliver certificates, as required, i.e. workers' compensation (local content if applicable), employers' liability, fiduciary liability, and professional liability, according to the deliverable schedule.	0-10%	- Worked with PREPA's risk and insurance consultants to start to define work that will be needed to complete this HOC item.	
12.03	Baseline Performance Levels	This deliverable involves the development of a methodology for assessing the quality of existing measurement data, a gap analysis of the assessment results against industry best practices with a plan to fill the identified gaps, as well as a plan for an interim performance metrics process to utilize at commencement, and a proposed annual target metric and improvement trajectory.	51-60%	- Developed an Excel-based interruption data analysis workbook that accepts the format of PREPA provided interruption data, calculated possible reliability performance metrics baselines compliant with IEEE Std. 1366-2012 for various scenarios of historical interruption data and developed preliminary reliability performance metrics baselines. - Identified gaps related to PREPA's calculations and reporting of reliability performance metrics as compared against industry best practices. - Facilitated a workshop of the LUMA Major Outage Events (MOE) Performance Metrics team. - Prepared for and met with PREB Consultants concerning a potential PREB resolution or order related to PREB consultant's Distribution Directives. - Began writing the draft Performance Metrics regulatory filing.	
12.04	Back-End Transition Plan	This deliverable captures the internal review and approval of the Back-End Transition Plan subsequent to the completion of Handover Checklist item 11.01 prior to	31-40%	- Gathered and incorporated comments from each department for their respective sections of the BET Plan. - Developed draft and for departmental review.	

ID	Full description	Deliverable Description	October Status % Complete	Summary of key work performed in October
12.05	Representations	submission to the Administrator for its information and approval.	-	- Commence development of BET Plan schedule and cost estimates.
12.06	Operator Representations and Warranties	Section Heading for Owner and Operator Representations set forth in Sections 12.06 and 12.08 of Handover Checklist All representations of (i) Operator in Section 19.2 of the OMA, and (ii) Guarantors in the Guarantees will be brought forward and certified as true and correct as of the Service Commencement Date.	0%	- Heading only. No activity required. - No activity to report.
12.07	Section 4.3: Owner and Administrator Responsibilities	PREPA's and P3A's conditions precedent to Service Commencement	-	- No activity to report. (This is work performed by Administrator and/or Owner).
12.08	Owner Representations and Warranties	All representations of Owner in Section 19.1 of the OMA will be brought forward and certified as true and correct as of the Service Commencement Date. NOTE: Responsibility of Owner and Administrator under Section 4.3 of OMA.	-	- No activity to report. (This is work performed by the Owner).
12.09	Section 4.4 Governmental Approvals	This deliverable involves legal and regulatory work to (i) identify and transfer, assign or otherwise obtain all Governmental Approvals required to commence operations, and (ii) obtain a Tax Assurance from Puerto Rico Treasury Department	Refer to 1.01	- Reporting has been consolidate to 1.01 Government Approvals
12.10	Section 4.5: Conditions Precedent to Service Commencement Date	Legal work to fulfill and satisfy all conditions precedent to Service Commencement Date outlined in Section 4.5 of the OMA.	21-30%	Continued to provide legal support to numerous condition precedent activities within LUMA including the majority of the time in October on the following: - Worked with LUMA Regulatory team on System Operation Principles and basic terms to be included in GenCo-GridCo PPOA, SOP and SSA. - Advanced the Liability Waiver. - Worked with P3 on PREPA Reorganization
12.11	Section 4.7: Closing the Front-End Transition Period	Work with counsel for P3A to satisfy and confirm that all conditions precedent to Service Commencement Date and deliver appropriate documentation evidencing same	0%	- No action required at this time.
12.12	Service Commencement Begins	Satisfaction of all Service Commencement Date Conditions under Section 4.5 of the OMA	0%	- No action required at this time.



INVOICE

Submitted To: Puerto Rico Public-Private Partnerships Authority PO Box 42001 San Juan, Puerto Rico 00940-2001		Address: LUMA Energy, LLC 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907			
To Be Paid By: Puerto Rico Electric Power Authority PO Box 364267 San Juan, Puerto Rico 00936-4267		Tax Registration No. 66-0940278			
Invoice Date: November 10, 2020		Invoice #: FETS-1020-01			
Contract Ref: Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement		TERMS: Net 30			
(i) and (ii) Labor (Please see attached breakdowns for further detail)		Sub-Total Labor for the month of October 2020			
\$ 4,656,765.00					
(iii) Front-End Transition Service Fixed Fee		Monthly Installment of the FETS Fixed Fee for the month of October 2020			
\$ 5,000,000.00					
(iv) Pass-through Costs and Expenses					
Aerotek Professional Services - 11 Invoices		\$ 91,454.43			
Alumbra LLC - 13 Invoices		\$ 843,309.16			
Alvarez & Marsal Corporate Performance Improvement, LLC - 2 invoices		\$ 594,068.55			
American Relocation Connections, LLC - 33 Invoices		\$ 280,761.39			
AT&T Mobility Puerto Rico - 1 invoices		\$ 1,446.63			
ATCO Power (2010) Ltd. - 2 invoices		\$ 240,870.43			
BridgeSource Utilities Solutions, LLC - 1 invoices		\$ 81,328.85			
Computer Centre - 1 invoices		\$ 20,834.33			
Covington & Burling LLP - 4 Invoices		\$ 29,856.00			
DBR Professional Services - 2 Invoices		\$ 20,500.00			
DLA Piper LLP (US) - 4 invoices		\$ 109,803.46			
Innovative Emergency Management, Inc. (IEM) - 5 invoices		\$ 117,662.57			
International Business Machines Corporation (IBM) - 3 Invoices		\$ 575,586.97			
Iris Vargas - 2 Invoices		\$ 8,612.79			
Katy Woolsey - 1 Invoices		\$ 725.00			
Korn Ferry (US) NW 5854 - 2 invoices		\$ 2,650.00			
Laboratorio Clinico El Morro, Inc. - 1 Invoices		\$ 5,160.00			
NexTec Operating Corp - 5 invoices		\$ 4,168.98			
Nory Sanchez-Alvarez - 5 Invoices		\$ 7,757.47			
Oracle America, Inc. - 2 Invoices		\$ 5,016.14			
People 2.0 North America - 11 Invoices		\$ 89,487.87			
Quanta Workforce Solutions, LLC - 3 Invoices		\$ 398,340.76			
Smartbridge - 7 Invoices		\$ 90,162.50			
Translations & More - 1 invoices		\$ 17,023.50			
Quanta Services Puerto Rico, LLC - 1 invoices		\$ 13,954.83			
CDW - 2 Invoices		\$ 39,550.37			
Vidal & Rodriguez, Inc. - 2 Invoices		\$ 15,000.00			
MBarrett Consulting LLC - 1 Invoices		\$ 13,500.00			
BMA Group - 1 invoices		\$ 7,904.00			
CSS International, Inc - 9 Invoices		\$ 192,845.79			
Triple-S, Salud - 1 Invoices		\$ 246.03			
Global Project Solutions, LLC - 1 Invoices		\$ 36,212.01			
Resources Global Professionals (RGP) - 10 Invoices		\$ 92,559.18			
Greg Sarich - 1 Invoices		\$ 2,047.37			
Buena Vibra - 1 Invoices		\$ 547.20			
EAN Services, LLC (Enterprise) - 2 Invoices		\$ 24,110.78			
Cigna - 4 Invoices		\$ 210,255.58			
Sub-Total of Pass-through Costs and Expenses for the month of October 2020		\$ 4,285,320.92			
		Total	\$ 13,942,085.92		
		FETS Fee	FETS Fixed Fee	Additional C&E	Total
Previously invoiced	\$ 13,017,725.00	\$ 16,500,000.00	\$ 10,252,895.97	\$ 39,770,620.97	
Current invoice	\$ 4,656,765.00	\$ 5,000,000.00	\$ 4,285,320.92	\$ 13,942,085.92	
Total invoiced to date	\$ 17,674,490.00	\$ 21,500,000.00	\$ 14,538,216.89	\$ 53,712,706.89	
Remittance Information:					
Wire to:	Bank of America, NA, 222 Broadway, New York, NY 10038				
Account #:	488074008867				
	Wire Routing #: 026009593				
	ACH Routing #: 11100025				

Invoicing Month	Invoice No.	FETS Fee	FETS Fixed Fee	Additional C&E	Total Invoiced
June 2020	FETS-0620-01	\$ 828,770.00	\$ 1,500,000.00	\$ -	\$ 2,328,770.00
July 2020	FETS-0720-01 Rev1	\$ 3,993,190.00	\$ 5,000,000.00	\$ 2,140,286.05	\$ 11,133,476.05
August 2020	FETS-0820-01 Rev1	\$ 3,911,730.00	\$ 5,000,000.00	\$ 2,922,885.24	\$ 11,834,615.24
September 2020	FETS-0920-01	\$ 4,284,035.00	\$ 5,000,000.00	\$ 5,189,724.68	\$ 14,473,759.68
		\$ 13,017,725.00	\$ 16,500,000.00	\$ 10,252,895.97	\$ 39,770,620.97

	Front End Transition Hourly Costs	Additional Costs & Expenses	Sub-Total	Front End Transition Fixed Fee	Total
Previously invoiced	\$ 13,017,725.00	\$ 10,252,895.97	\$ 23,270,620.97	\$ 16,500,000.00	\$ 39,770,620.97
Current invoice	\$ 4,656,765.00	\$ 4,285,320.92	\$ 8,942,085.92	\$ 5,000,000.00	\$ 13,942,085.92
Total invoiced to date	\$ 17,674,490.00	\$ 14,538,216.89	\$ 32,212,706.89	\$ 21,500,000.00	\$ 53,712,706.89
Forecast to complete					
Proposal					
Variance					

SUMMARY

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	3156.5	\$ 1,025,862.50
Senior Director	\$ 300.00	629.5	\$ 188,850.00
Director	\$ 275.00	3530.5	\$ 970,887.50
Senior Manager	\$ 210.00	1588.5	\$ 333,585.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	200.0	\$ 40,000.00
Manager	\$ 200.00	4712.5	\$ 942,500.00
Field Technician	\$ 195.00	272.0	\$ 53,040.00
Senior Analyst	\$ 160.00	1925.5	\$ 308,080.00
Engineer	\$ 160.00	1023.5	\$ 163,760.00
Field Supervisor	\$ 160.00	2075.0	\$ 332,000.00
Analyst	\$ 125.00	2075.0	\$ 259,375.00
Administrative Support	\$ 50.00	776.5	\$ 38,825.00
		21965	\$ 4,656,765.00

Executives

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	307.0	\$ 99,775.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	219.0	\$ 10,950.00
		526	\$ 110,725.00

<i>Capital Programs</i>	<i>Employee Category</i>	<i>(i) Hourly Rate</i>	<i>(ii) Hours Worked</i>	<i>Monthly Total</i>
Vice President	\$ 325.00		188.5	\$ 61,262.50
Senior Director	\$ 300.00		0.0	\$ -
Director	\$ 275.00		0.0	\$ -
Senior Manager	\$ 210.00		0.0	\$ -
Field Crew Leader	\$ 205.00		0.0	\$ -
Trainer	\$ 200.00		0.0	\$ -
Manager	\$ 200.00		300.0	\$ 60,000.00
Field Technician	\$ 195.00		0.0	\$ -
Senior Analyst	\$ 160.00		0.0	\$ -
Engineer	\$ 160.00		0.0	\$ -
Field Supervisor	\$ 160.00		0.0	\$ -
Analyst	\$ 125.00		0.0	\$ -
Administrative Support	\$ 50.00		0.0	\$ -
		<i>488.5</i>	<i>\$ 121,262.50</i>	

Communications

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	17.0	\$ 5,525.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	130.5	\$ 35,887.50
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	195.0	\$ 24,375.00
Administrative Support	\$ 50.00	0.0	\$ -
		342.5	\$ 65,787.50

Corporate Services

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	141.0	\$ 45,825.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	21.0	\$ 5,775.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	1.0	\$ 200.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		163	\$ 51,800.00

<i>Customer Service</i>	<i>Employee Category</i>	<i>(i) Hourly Rate</i>	<i>(ii) Hours Worked</i>	<i>Monthly Total</i>
Vice President	\$	325.00	0.0	\$ -
Senior Director	\$	300.00	0.0	\$ -
Director	\$	275.00	0.0	\$ -
Senior Manager	\$	210.00	176.0	\$ 36,960.00
Field Crew Leader	\$	205.00	0.0	\$ -
Trainer	\$	200.00	0.0	\$ -
Manager	\$	200.00	127.5	\$ 25,500.00
Field Technician	\$	195.00	0.0	\$ -
Senior Analyst	\$	160.00	97.5	\$ 15,600.00
Engineer	\$	160.00	0.0	\$ -
Field Supervisor	\$	160.00	165.0	\$ 26,400.00
Analyst	\$	125.00	607.0	\$ 75,875.00
Administrative Support	\$	50.00	0.0	\$ -
			1173	\$ 180,335.00

Financial Mgmt.

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	296.5	\$ 96,362.50
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	829.5	\$ 228,112.50
Senior Manager	\$ 210.00	455.5	\$ 95,655.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	697.0	\$ 139,400.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	628.5	\$ 100,560.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.5	\$ 62.50
Administrative Support	\$ 50.00	0.0	\$ -
		2907.5	\$ 660,152.50

HSE & Quality	Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00		296.5	\$ 96,362.50
Senior Director	\$ 300.00		27.5	\$ 8,250.00
Director	\$ 275.00		482.5	\$ 132,687.50
Senior Manager	\$ 210.00		90.5	\$ 19,005.00
Field Crew Leader	\$ 205.00		0.0	\$ -
Trainer	\$ 200.00		200.0	\$ 40,000.00
Manager	\$ 200.00		247.0	\$ 49,400.00
Field Technician	\$ 195.00		192.0	\$ 37,440.00
Senior Analyst	\$ 160.00		0.0	\$ -
Engineer	\$ 160.00		0.0	\$ -
Field Supervisor	\$ 160.00		0.0	\$ -
Analyst	\$ 125.00		0.0	\$ -
Administrative Support	\$ 50.00		0.0	\$ -
		1536	\$ 383,145.00	

Human Resources

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	334.0	\$ 108,550.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	304.0	\$ 83,600.00
Senior Manager	\$ 210.00	80.0	\$ 16,800.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	584.0	\$ 116,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	217.0	\$ 34,720.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	454.5	\$ 56,812.50
Administrative Support	\$ 50.00	8.0	\$ 400.00
		1981.5	\$ 417,682.50

Integration Management Office

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	295.0	\$ 95,875.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	446.5	\$ 89,300.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	181.0	\$ 28,960.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	201.5	\$ 25,187.50
Administrative Support	\$ 50.00	375.0	\$ 18,750.00
	1499	\$ 258,072.50	

IT / OT

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	2222.0	\$ 72,150.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	195.0	\$ 53,625.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	497.0	\$ 99,400.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	801.5	\$ 128,240.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		1715.5	\$ 353,415.00

<i>Legal</i>	Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
	Vice President	\$ 325.00	145.5	\$ 47,287.50
	Senior Director	\$ 300.00	0.0	\$ -
	Director	\$ 275.00	0.0	\$ -
	Senior Manager	\$ 210.00	0.0	\$ -
	Field Crew Leader	\$ 205.00	0.0	\$ -
	Trainer	\$ 200.00	0.0	\$ -
	Manager	\$ 200.00	13.5	\$ 2,700.00
	Field Technician	\$ 195.00	0.0	\$ -
	Senior Analyst	\$ 160.00	0.0	\$ -
	Engineer	\$ 160.00	0.0	\$ -
	Field Supervisor	\$ 160.00	0.0	\$ -
	Analyst	\$ 125.00	0.0	\$ -
	Administrative Support	\$ 50.00	3.5	\$ 175.00
			162.5	\$ 50,162.50

<i>Operations</i>	Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00		232.5	\$ 75,562.50
Senior Director	\$ 300.00		0.0	\$ -
Director	\$ 275.00		37.0	\$ 10,175.00
Senior Manager	\$ 210.00		650.0	\$ 136,500.00
Field Crew Leader	\$ 205.00		0.0	\$ -
Trainer	\$ 200.00		0.0	\$ -
Manager	\$ 200.00		393.5	\$ 78,700.00
Field Technician	\$ 195.00		80.0	\$ 15,600.00
Senior Analyst	\$ 160.00		0.0	\$ -
Engineer	\$ 160.00		243.0	\$ 38,880.00
Field Supervisor	\$ 160.00		1823.5	\$ 291,760.00
Analyst	\$ 125.00		226.0	\$ 28,250.00
Administrative Support	\$ 50.00		67.5	\$ 3,375.00
		3753	\$ 678,802.50	

Regulatory	Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	145.0	\$ 47,125.00	
Senior Director	\$ 300.00	30.0	\$ 9,000.00	
Director	\$ 275.00	300.0	\$ 82,500.00	
Senior Manager	\$ 210.00	136.5	\$ 28,665.00	
Field Crew Leader	\$ 205.00	0.0	\$ -	
Trainer	\$ 200.00	0.0	\$ -	
Manager	\$ 200.00	186.0	\$ 37,200.00	
Field Technician	\$ 195.00	0.0	\$ -	
Senior Analyst	\$ 160.00	0.0	\$ -	
Engineer	\$ 160.00	0.0	\$ -	
Field Supervisor	\$ 160.00	0.0	\$ -	
Analyst	\$ 125.00	287.5	\$ 35,937.50	
Administrative Support	\$ 50.00	0.0	\$ -	
		1085	\$ 240,427.50	

Utility Transformation

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	536.0	\$ 174,200.00
Senior Director	\$ 300.00	572.0	\$ 171,600.00
Director	\$ 275.00	1231.0	\$ 338,525.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	1219.5	\$ 243,900.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	780.5	\$ 124,880.00
Field Supervisor	\$ 160.00	86.5	\$ 13,840.00
Analyst	\$ 125.00	103.0	\$ 12,875.00
Administrative Support	\$ 50.00	103.5	\$ 5,175.00
		4632	\$ 1,084,995.00

Summary of Hours by Department and Employee Category

Employee Category	188.5	17	141	0	307	296.5	334	295	222	145.5	232.5	145	536	3156.5	
Vice President	0	0	0	0	0	0	0	0	0	0	0	0	30	629.5	
Senior Director	0	0	0	0	0	0	0	0	0	0	0	0	37	1231	
Director	0	130.5	21	0	0	829.5	482.5	304	0	195	0	0	650	3330.5	
Senior Manager	0	0	0	176	0	455.5	90.5	80	0	0	0	0	650	1588.5	
Field Crew Leader	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Trainer	0	0	0	0	0	0	0	0	0	0	0	0	0	200	
Manager	300	0	1	127.5	0	697	247	584	446.5	497	13.5	393.5	186	1219.5	
Field Technician	0	0	0	0	0	0	192	0	0	0	0	80	0	272	
Senior Analyst	0	0	0	97.5	0	628.5	0	217	181	801.5	0	0	0	1925.5	
Engineer	0	0	0	0	0	0	0	0	0	0	0	243	0	1023.5	
Field Supervisor	0	0	0	165	0	0	0	0	0	0	0	0	1823.5	0	
Analyst	0	195	0	607	0	0.5	0	454.5	201.5	0	0	226	287.5	103	
Administrative Support	0	0	0	0	219	0	0	0	375	0	3.5	67.5	0	103.5	
	488.5	342.5	163	1173	526	2907.5	1536	1981.5	1499	1715.5	162.5	3753	1085	4632	21965

NOTES:

- (1) Utility Transformation
- 29 hours @ Director rate credited back as incorrect charge on invoice # FETS-0920-01

Summary of Hours by HOC Item

HOC Item	Annex II Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
1	General & Transition Management	Corporate Services	Vice President	QNgu	24.5
1	Customer Service	Analyst	MBer		46
1	Executive	Senior Analyst	TMCa		11
1		Administrative Support	BBoi		4
1		Vice President	TBra		219
1	Financial Management	Director	BDuc		28
1		Manager	WSte		279
1		Manager	AOrl		7.5
1		Manager	DHol		1
1		Manager	JBla		29
1		Senior Manager	JSro		2
1		ESan			6
1		JCas			2.5
1	HSE and Quality	Vice President	DMil		3.5
1		Director	CCla		14.5
1		Manager	JVar		49
1		Manager	NPepp		20
1	Human Resources	Director	AMil		3
1		Manager	DSch		117
1		Manager	MChe		3.5
1	Integration Management Office	Administrative Support	ACam		126.5
1		Ayeo			182.5
1		SWad			43
1		SWon			23
1		Analyst	DMan		36
1		KVan			165.5
1		Manager	CShu		171
1		DGun			198
1		SKie			48
1		CRIV			152
1		JCha			29
1	ITOT	Vice President	PGog		250
1		Director	NBue		8
1		Manager	IBad		8
1		KCon			11
1		CCol			11.5
1		Club			15
1		GTWe			8
1		MHum			19.5
1		JSInu			0.5
1	Legal	Vice President	GStar		101
1		Manager	TWill		3
1		Vice President	KFin		98.5
1	Operations	Field Supervisor	CEsk		74.5
1		DBou			25
1		GSme			20
1		KBla			25
1		LGra			57.5
1		LPet			58
1		NTul			29
1		pFin			16.5
1		SWal			3
1		Field Tech			57
1		Manager	LSan		24.5
1		MMin			3.5
1		TPet			28
1		TTon			18
1		TMcl			11.5
1	Regulatory	Vice President	BWls		2
1		Analyst			2.5
1		Vice President	MHur		2
1	Utility Transformation	Director	JRic		0.5

HOC Item	Annex II Definition	Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		1	0.5			
1	1	1	1	RCh	RCh	1
1	1	1	1	RDum	LWoo	193
1	1	1	1	FCar	0.5	0.5
1	1	1	1	MHal	JKin	28.5
1	1	1	1	PKin	PBon	72
1	1	1	1	PBon	RWon	40
1	1	1	1	RWon	76.5	8
1 General & Transition Management Total						
1.01	Governmental Approvals	Corporate Services	Vice President	NBer	JGlo	22
1.01	Governmental Approvals	Regulatory	Director	BGon	Manager	4
1.01	1.01	Customer Service	Manager	MBer	Vice President	118
1.01	1.01	Customer Service	Vice President	MHur	MHur	6
1.01	1.01	Capital Programs and Back End Transition	Manager	NBra	TMCa	18
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	Financial Management	Vice President	ONgu	TSmi	31
1.02	1.02	Customer Service	Analyst	TMca	EEve	23.5
1.02	1.02	Customer Service		TSmi	Slov	49
1.02	1.02	Customer Service		EEve	BBoi	7.5
1.02	1.02	Customer Service		Slov	Manager	54.5
1.02	1.02	Customer Service		BBoi	Senior Analyst	3
1.02	1.02	Customer Service		Manager	JBla	5
1.02	1.02	Customer Service		Manager	JSRo	5
1.02	1.02	Customer Service		Manager	ESan	10.5
1.02	1.02	Customer Service		Manager	CShu	68
1.02	1.02	Customer Service		Manager	BGon	2
1.02	1.02	Customer Service		Vice President	MHur	2
1.02	1.02	Utility Transformation	Director	STER	Director	2
1.02	1.02	Utility Transformation		STER	HGon	63
1.02	1.02	Utility Transformation		HGon	DPat	4
1.02	1.02	Utility Transformation		DPat	HTra	22
1.02	1.02	Utility Transformation		HTra	NDee	6
1.02	1.02	Utility Transformation		NDee	DCor	11.5
1.02	1.02	Utility Transformation		DCor	Vice President	11
1.03	Initial Budgets - PRB Rate Order Filing (Initial Budgets and Liability Waiver Approvals)	Regulation	Analyst	BWIS	Ilab	1
1.03	1.03	Regulation		Ilab	AEng	87.5
1.03	1.03	Regulation		AEng	Director	40
1.03	1.03	Regulation		Director	SWei	93.5
1.03	1.03	Regulation		SWei	MHur	11
1.03 Initial Budgets - PRB Rate Order Filing (Initial Budgets and Liability Waiver Approvals) Total						
1.03	Initial Budgets - PRB Rate Order Filing (Initial Budgets and Liability Waiver Approvals)	Field Supervisor	Manager	NTUJ	Manager	32
1.03	1.03	Field Supervisor	Vice President	MWje	TMcl	8
1.03	1.03	Field Supervisor	Engineer	MHal	TMcl	5
1.03	1.03	Field Supervisor	Manager	JVil	TMcl	8.5
1.03	1.03	Field Supervisor	Manager	DWli	Senior Director	37.5
1.03	1.03	Field Supervisor	Analyst	CDon	CDon	24
1.03	1.03	Field Supervisor		KDwo	Engineer	56
1.03	1.03	Field Supervisor		DTur	Field Supervisor	96
1.03	1.03	Field Supervisor		LPet	Field Tech	4
1.03	1.03	Field Supervisor		BHar	Senior Manager	14
1.03	1.03	Field Supervisor		TPet	Vice President	7
1.03	1.03	Field Supervisor		TMcl	Engineer	12
1.03	1.03	Field Supervisor		Cloo	TMcl	13
1.03	1.03	Field Supervisor		MHal	Engineer	13
1.03	1.03	Field Supervisor		DWli	Manager	7.5
1.03	1.03	Field Supervisor		Manager	Manager	17.5
2 Development and implementation of an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plant						
2.01	Development and implementation of an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plant	Operations	Operations	NDee	Analyst	7
2.01	2.01	Operations	Manager	CDon	Manager	2
2.01	2.01	Operations	Manager	KDwo	Manager	2
2.01	2.01	Operations	Manager	TMcl	Manager	2
2.01	2.01	Operations	Manager	TMcl	Manager	2
2.02	Development and implementation of an operation take-over plan for the electric distribution system Total	Operations	Operations	NDee	Analyst	2
2.02	2.02	Operations	Manager	CDon	Manager	2
2.02	2.02	Operations	Manager	KDwo	Manager	2
2.02	2.02	Operations	Manager	TMcl	Manager	2
2.02	2.02	Operations	Manager	TMcl	Manager	2
2.02	2.02	Operations	Manager	TMcl	Manager	2
2.0301	Transition plan for respective control center(s) Total					
2.0301	2.0301					
2.0301	2.0301					

HOC Item	Annex II Definition	Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		Operations	Administrative Support			
2.0302	Transition Plan for O&M Activities			JFis		45
2.0302		Operations	Director	WGrA		14
2.0302			Engineer	DTur		150
2.0302			Field Supervisor	CEsk		90.5
2.0302				DBou		100
2.0302				GSme		30.5
2.0302				KBia		16.5
2.0302				LGra		56.5
2.0302				LPet		10
2.0302				NTul		99
2.0302				PFin		9
2.0302			Manager	LSan		103.5
2.0302				MWle		74.5
2.0302				TPet		66
2.0302				TTon		51
2.0302				TMcl		137
2.0303	Integration Management Office	Manager	DGun			6.5
2.0303	Operations	Senior Manager	TTon			2
2.0303	Operations	Operations	WGrA			23
2.0304	Fleet Management Plan	Field Supervisor	DHam			141
2.0304		Vice President	TMcl			11.5
2.0304	Utility Transformation	Director	DFli			10
2.0304			JWrd			0.5
2.0304			HGon			7.5
2.0304			CLoO			19
2.0304			EAbb			33.5
2.0304			MDav			46.5
2.0305	Asset Management	Manager	MHal			6.5
2.0305			SPra			8
2.0305			AChe			26
2.0305			ATHu			16
2.0305			DWil			7
2.0305			RWon			2.5
2.0305			ADan			24
2.0305			HCan			10
2.0305			NDee			4
2.0305			CAnd			2.5
2.0305			GLeM			3
2.0305			Vice President			
2.0305	HSE and Quality	Director	JPhE			36
2.0306	Ops Technical Training		KOs			36
2.0306			JWe			50
2.0306			Manager	JWat		103
2.0306			ATHo			9
2.0306			MPep			7.5
2.0306			JLoP			160
2.0306			KBia			40
2.0306			DCar			4
2.0306			EGon			203.5
2.0306	HSE and Quality	Director	JMeI			160
2.0307	Safety Management Plan	Field Tech	CBra			192
2.0307		Vice President	DCar			77
2.0307		Field Supervisor	DBou			18
2.0307		Senior Manager	TTon			5
2.0307	Utility Transformation	Administrative Support	RHam			68
2.0308	Safety Management Plan Total	Director	DFli			75
2.0308	Engineering Plan		JMeE			100
2.0308			JWd			22.5

HOC Item	Annex II Definition		Functional Team - Department	Project Job Code	User Code	Sum of Time (Hours)	
	2.0308	2.0308					
2.0308	2.0308	2.0308	2.0308	2.0308	S.Raj	79	
2.0308	2.0308	2.0308	2.0308	2.0308	H.Gon	58.5	
2.0308	2.0308	2.0308	2.0308	2.0308	F.Car	107.5	
2.0308	2.0308	2.0308	2.0308	2.0308	C.Loo	28.5	
2.0308	2.0308	2.0308	2.0308	2.0308	E.Abb	85	
2.0308	2.0308	2.0308	2.0308	2.0308	A.Era	16	
2.0308	2.0308	2.0308	2.0308	2.0308	Adan	22	
2.0308	2.0308	2.0308	2.0308	2.0308	D.Bor	28	
2.0308	2.0308	2.0308	2.0308	2.0308	D.Hai	11.5	
2.0308	2.0308	2.0308	2.0308	2.0308	H.Can	110.5	
2.0308	2.0308	2.0308	2.0308	2.0308	J.Hol	28	
2.0308	2.0308	2.0308	2.0308	2.0308	S.War	74	
2.0308	2.0308	2.0308	2.0308	2.0308	V.Rab	2	
2.0308	2.0308	2.0308	2.0308	2.0308	C.And	20	
2.0308	2.0308	2.0308	2.0308	2.0308	D.Cor	12.5	
2.0308	2.0308	2.0308	2.0308	2.0308	G.Lem	17	
2.0308 Engineering Plan Total		Financial Management		Operations		Operations	
2.0309	2.0309	2.0309	2.0309	2.0309	Director	A.Orl	32.5
2.0309	2.0309	2.0309	2.0309	2.0309	Manager	J.Bia	64
2.0309	2.0309	2.0309	2.0309	2.0309	Vice President	D.Mil	2.5
2.0309	2.0309	2.0309	2.0309	2.0309	Analyst	C.Don	40
2.0309	2.0309	2.0309	2.0309	2.0309	Field Supervisor	K.Bla	66
2.0309	2.0309	2.0309	2.0309	2.0309	Field Supervisor	P.Fin	143
2.0309	2.0309	2.0309	2.0309	2.0309	Vice President	T.Mcl	10
2.0310	2.0310	2.0310	2.0310	2.0310	Operations	A.Orl	32.5
2.0310	2.0310	2.0310	2.0310	2.0310	Operations	J.Bia	64
2.0310	2.0310	2.0310	2.0310	2.0310	Operations	D.Mil	2.5
2.0310	2.0310	2.0310	2.0310	2.0310	Analyst	C.Don	40
2.0310	2.0310	2.0310	2.0310	2.0310	Field Supervisor	K.Bla	66
2.0310	2.0310	2.0310	2.0310	2.0310	Field Supervisor	P.Fin	143
2.0310	2.0310	2.0310	2.0310	2.0310	Vice President	T.Mcl	10
2.0311	2.0311	2.0311	2.0311	2.0311	Operations	A.Orl	32.5
2.0311	2.0311	2.0311	2.0311	2.0311	Operations	J.Bia	64
2.0311	2.0311	2.0311	2.0311	2.0311	Operations	D.Mil	2.5
2.0311	2.0311	2.0311	2.0311	2.0311	Analyst	C.Don	40
2.0311	2.0311	2.0311	2.0311	2.0311	Field Tech	K.Bla	66
2.0311	2.0311	2.0311	2.0311	2.0311	Senior Manager	P.Fin	143
2.0311	2.0311	2.0311	2.0311	2.0311	Senior Manager	T.Mcl	10
2.0311	2.0311	2.0311	2.0311	2.0311	Vice President	A.Orl	32.5
2.0311	2.0311	2.0311	2.0311	2.0311	Vice President	J.Bia	64
2.0311	2.0311	2.0311	2.0311	2.0311	Field Supervisor	D.Mil	2.5
2.0311	2.0311	2.0311	2.0311	2.0311	Analyst	C.Don	40
2.0311	2.0311	2.0311	2.0311	2.0311	Field Supervisor	K.Bla	66
2.0311	2.0311	2.0311	2.0311	2.0311	Field Supervisor	P.Fin	143
2.0311	2.0311	2.0311	2.0311	2.0311	Vice President	T.Mcl	10
2.0311 System Operations Plan Total		HSE and Quality		HSE and Quality		HSE and Quality	
2.0312	2.0312	2.0312	2.0312	2.0312	Director	C.Cla	185
2.0312	2.0312	2.0312	2.0312	2.0312	Manager	L.Oso	83
2.0312	2.0312	2.0312	2.0312	2.0312	Manager	A.Wai	88.5
2.0312	2.0312	2.0312	2.0312	2.0312	Senior Manager	M.Coi	2
2.0312	2.0312	2.0312	2.0312	2.0312	Vice President	D.Car	12
2.0312	2.0312	2.0312	2.0312	2.0312	Director	A.Orl	1.5
2.0312	2.0312	2.0312	2.0312	2.0312	Manager	D.Hol	3
2.0312	2.0312	2.0312	2.0312	2.0312	Manager	J.Bia	19
2.0312	2.0312	2.0312	2.0312	2.0312	Manager	J.Sto	7.5
2.0312	2.0312	2.0312	2.0312	2.0312	Senior Analyst	R.Kos	7.5
2.0312	2.0312	2.0312	2.0312	2.0312	Vice President	D.Mil	18.5
2.0312	2.0312	2.0312	2.0312	2.0312	Director	C.Cla	1
2.0312	2.0312	2.0312	2.0312	2.0312	Manager	J.Wat	3
2.0312	2.0312	2.0312	2.0312	2.0312	Administrative Support	I.Mes	19
2.0312	2.0312	2.0312	2.0312	2.0312	Director	J.Lop	1
2.0312	2.0312	2.0312	2.0312	2.0312	Vice President	D.Car	21.5
2.0312	2.0312	2.0312	2.0312	2.0312	Vice President	J.Rom	35
2.0312 Environmental Exposure Management Plan Total		Financial Management		Financial Management		Financial Management	
2.0313	2.0313	2.0313	2.0313	2.0313	Operations	M.Rob	28.5
2.0313	2.0313	2.0313	2.0313	2.0313	Vice President	S.Wai	124.5
2.0313	2.0313	2.0313	2.0313	2.0313	Analyst	T.Mcl	6.5
2.0313	2.0313	2.0313	2.0313	2.0313	Field Tech	B.Har	16
2.0313	2.0313	2.0313	2.0313	2.0313	Senior Manager	T.Pet	27.5
2.0313	2.0313	2.0313	2.0313	2.0313	Vice President	T.Tion	108
2.0313	2.0313	2.0313	2.0313	2.0313	Operations	M.Rob	28.5
2.0313	2.0313	2.0313	2.0313	2.0313	Vice President	S.Wai	124.5
2.0313	2.0313	2.0313	2.0313	2.0313	Analyst	T.Mcl	6.5
2.0313	2.0313	2.0313	2.0313	2.0313	Field Tech	B.Har	16
2.0313	2.0313	2.0313	2.0313	2.0313	Senior Manager	T.Pet	27.5
2.0313	2.0313	2.0313	2.0313	2.0313	Vice President	T.Tion	108
2.0313 HSE and Quality Total		Utility Transformation		Utility Transformation		Utility Transformation	
2.0314	2.0314	2.0314	2.0314	2.0314	Manager	J.Bia	19
2.0314	2.0314	2.0314	2.0314	2.0314	Manager	J.Wat	7.5
2.0314	2.0314	2.0314	2.0314	2.0314	Senior Analyst	R.Kos	7.5
2.0314	2.0314	2.0314	2.0314	2.0314	Vice President	D.Car	21.5
2.0314	2.0314	2.0314	2.0314	2.0314	Director	C.Cla	1
2.0314	2.0314	2.0314	2.0314	2.0314	Manager	J.Wat	3
2.0314	2.0314	2.0314	2.0314	2.0314	Administrative Support	I.Mes	19
2.0314	2.0314	2.0314	2.0314	2.0314	Director	J.Lop	1
2.0314	2.0314	2.0314	2.0314	2.0314	Vice President	D.Car	21.5
2.0314	2.0314	2.0314	2.0314	2.0314	Vice President	J.Rom	35
2.0314 Utility Transformation Total		Development of Improvement Initiatives Total		Development of Improvement Initiatives Total		Development of Improvement Initiatives Total	
2.0315	2.0315	2.0315	2.0315	2.0315	Manager	J.Lop	74.5
2.0315	2.0315	2.0315	2.0315	2.0315	Manager	S.Ter	115.5
2.0315	2.0315	2.0315	2.0315	2.0315	Senior Director	V.Rom	34
2.0315	2.0315	2.0315	2.0315	2.0315	Vice President	V.Rom	85.5

HOC Item	Annex II Definition	Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		Customer Service	Operations			
3.03 Consolidate Assessment and Initiative Plans from All Areas Total						
3.04	Development of System Remediation Plan	Customer Service	Operations	Analyst	TMCA	8
3.04		Manager		Manager	Slov	7.5
3.04		Senior Analyst		Senior Analyst	BBoi	7.5
3.04		Senior Manager		Senior Manager	Jlai	1
3.04		Engineer		Engineer	DTur	4
3.04		Field Supervisor		Field Supervisor	KBia	53
3.04						11.5
3.04						6
3.04						6
3.04						11
3.04						10
3.04						16
3.04						16
3.04						3
3.04						3
3.04	Utility Transformation	Administrative Support	Operations	Administrative Support	TGca	6
3.04		Director	Operations	Director	HBas	11
3.04			Operations	Director	JRic	5
3.04				Director	RDum	98
3.04				Engineer	ANas	103
3.04				Engineer	Cloo	83.5
3.04						83.5
3.04						14.5
3.04						112.5
3.04						33.5
3.04						65
3.04						111
3.04						56.5
3.04						14.5
3.04						194
3.04						32
3.04						35
3.04						35
3.04						89.5
3.04						89.5
3.04						39
3.04						8
3.04						16
3.04						28
3.04						7
3.04	Development of System Remediation Plan Total	Regulatory	Operations	Analyst	BWis	28
3.05	Approval of System Remediation Plan	Customer Service	Operations	Analyst	AEng	129
3.05		Customer Service	Operations	Analyst	NDee	7
3.05		Customer Service	Operations	Vice President	DCor	17
3.05				Vice President	Glem	17
3.05						7
3.05						39
3.05						8
3.05						16
3.05						28
3.05						7
3.05	Approval of System Remediation Plan Total	Customer Service	Operations	Analyst	KFuh	75
4.01	Evaluating customer service facilities and assets	Customer Service	Operations	Analyst	TMCA	39
4.01	Evaluating customer service facilities and assets Total	Customer Service	Operations	Analyst	TSni	111.5
4.02	Evaluating and updating customer service policies and procedures	Customer Service	Operations	Analyst	EEve	82.5
4.02		Customer Service	Operations	Manager	Slov	22.5
4.02		Customer Service	Operations	Manager	BBoi	5
4.02		Customer Service	Operations	Field Supervisor	AKin	1
4.02		Customer Service	Operations	Field Supervisor	RDum	10
4.02			Operations	Engineer	Bloh	18
4.02			Operations	Engineer	KFuh	82.5
4.02			Operations	Analyst	TMCA	53
4.02			Operations	Analyst	EEve	22.5
4.02			Operations	Manager	Slov	11
4.02			Operations	Manager	BBoi	82.5
4.02			Operations	Senior Analyst	Jlai	28.5
4.02			Operations	Senior Manager	Ilai	155
4.02			Operations	Analyst	EEve	7.5
4.05	Development and implementation of a service start and shut off plan	Customer Service	Operations	Analyst	EEve	7.5
4.05 Development and implementation of a service start and shut off plan Total						

4.05 Development and implementation of a service start and shut off plan Total

HOC Item	Annex II Definition	Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		Utility Transformation	SEI			
4.06	Development of a meter asset management plan					
4.06						
4.06	Development of a meter asset management plan Total					
4.07	Development and implementation of customer service technology	Customer Service	Senior Manager		JRic	5
4.07	Development and implementation of customer service technology Total					
4.08	Development of Non-Technical Energy Loss Reduction Plan	Utility Transformation	Director			
4.08						
4.08	Development of Non-Technical Energy Loss Reduction Plan Total					
4.09	Establish Integration Between Customer Services & T&D Ops	Customer Service	Field Supervisor	Akin		164
4.09			Manager	Slov		7.5
4.09			Senior Analyst	BBoi		4.5
4.09			Senior Manager	Jlai		2
4.09	Establish Integration Between Customer Services & T&D Ops Total					
5.02	Develop IT OT Systems Remediation Plan	ITOT	Manager	IBad		182
5.02				RCar		92.5
5.02				GTwe		206
5.02				MHum		76.5
5.02				JSti		2.5
5.02				Gsar		115
5.02	Develop IT OT Systems Remediation Plan Total					
5.04	Development of Cyber Security and Business Continuity Plan	ITOT	Senior Analyst	MHum		78
5.04	Development of Cyber Security and Business Continuity Plan Total					
5.07	Commencement Cutover Planning	ITOT	Director	NBue		39
5.07			Senior Analyst	CCol		12
5.07				Club		17
5.07				JSti		3
5.07	Commencement Cutover Planning Total					
6.01	Determine Approach to Budgeting & Reporting over FET & Provide Samples of Proposed Budget / Reporting	Financial Management	Manager	KKos		10.5
6.01	Determine Approach to Budgeting & Reporting over FET & Provide Samples of Proposed Budget / Reporting Total					
6.02	Description of Approach to Complying with Initial Budget Delivery Obligations Under OMA	Financial Management	Manager	KKos		45
6.02	Description of Approach to Complying with Initial Budget Delivery Obligations Under OMA Total					
6.04	Establishing a financial accounting system and account structure.	Financial Management	Director	AOrl		1
6.04				DCar		224
6.04				SYea		192
6.04				DMil		8.5
6.04	Establishing a financial accounting system and account structure. Total					
6.05	Initial Budget Complete (Final)	Financial Management	Director	AOrl		16
6.05				DHol		2
6.05				JBla		19
6.05				JSto		5.5
6.05				KKos		73.5
6.05				RKos		7
6.05				Vice President		29.5
6.05				Manager		12.5
6.05				CSHu		72
6.05				Director		12
6.05				DTur		23
6.05				Field Supervisor		14
6.05				Manager		14
6.05				MMie		30.5
6.05				TPet		20
6.05				TTon		16
6.05				TMcl		1
6.05				TRic		15.5
6.05				Vice President		6
6.05	Initial Budget Complete (Final) Total					
6.06	Establishing bank accounts	Integration Management Office	Manager			
6.06	Establishing bank accounts Total					
6.07	Evaluating and updating the payroll and labor cost reporting systems.	Utility Transformation	Director			
6.07	Evaluating and updating the payroll and labor cost reporting systems. Total					
6.08	Establishing a delegation of authority matrix and process.	Financial Management	Director	DHol		5
6.08	Establishing a delegation of authority matrix and process. Total					
6.09	Processes & Procedures and Overall Internal Controls	Financial Management	Manager	BBot		158
6.09				JBla		1.5

HOC Item	Annex II Definition	Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		Human Resources	Operations			
8.06	8.06	Human Resources	Operations	Vice President	NBer	53
8.06	8.06	Manager	Manager	Manager	MCha	4.5
		Vice President	Vice President	Manager	KRid	1
8.06 Communication Plan Total						
8.07	8.07 Training (Workforce Development) Plan	Human Resources	Operations	Manager	MCha	5
8.07	8.07 Training (Workforce Development) Plan	Senior Analyst	Senior Manager	Senior Analyst	ASic	40
		Senior Manager	Tion	Senior Manager	Tion	3
8.07 Training (Workforce Development) Plan Total						
8.08	8.08 Total Rewards Retirement Program	Human Resources	Operations	Analyst	CCP	13
8.08	8.08 Total Rewards Retirement Program	Director	Director	Director	Efer	106
		Vice President	Vice President	Director	KRid	16
		LMar	LMar	Vice President	LMar	1015
8.08 Total Rewards Retirement Program Total						
8.09	8.09 Occupational Health and Wellness Plan	Human Resources	Operations	Vice President	KRid	2
8.09	8.09 Occupational Health and Wellness Plan	Human Resources	Operations	Vice President	LMar	1015
8.09 Occupational Health and Wellness Plan Total						
8.11	8.11 Employee Engagement Plan	Human Resources	Operations	Manager	MCha	1
8.11 Employee Engagement Plan Total						
8.12	8.12 Develop a Community Investment Plan	Communications	Corporate Services	Director	DPin	6
8.12	8.12 Develop a Community Investment Plan	Corporate Services	Corporate Services	Vice President	NBer	7
		Vice President	Vice President	Vice President	NBer	7
8.12 Develop a Community Investment Plan Total						
9.01	9.01 Establishment of GenCo Shared Services and Agreement	Legal	Operations	Vice President	KFin	4.5
9.01	9.01 Establishment of GenCo Shared Services and Agreement	Field Supervisor	Regulatory	Vice President	KBla	27
		Vice President	Vice President	Vice President	MHur	5
9.01 Establishment of GenCo Shared Services and Agreement Total						
9.03	9.03 Non-Federal Funding Procurement Manual	Financial Management	Regulatory	Director	DHol	21
9.03	9.03 Non-Federal Funding Procurement Manual	Senior Analyst	Senior Analyst	Senior Analyst	RKos	103
		Vice President	Vice President	Vice President	DMil	5.5
9.03 Non-Federal Funding Procurement Manual Total						
9.04	9.04 Physical Security Plan	Utility Transformation	Regulatory	Engineer	IREy	45
9.04	9.04 Physical Security Plan	Manager	Manager	Manager	DHar	111
		Vice President	Vice President	Vice President	RGig	31.5
9.04 Physical Security Plan Total						
9.07	9.07 System Operation Principles - Regulatory Approvals	Financial Management	Regulatory	Analyst	BWis	1
9.07	9.07 System Operation Principles - Regulatory Approvals	Director	Director	Analyst	AEng	7
		Vice President	Vice President	Analyst	MHur	20
9.07 System Operation Principles - Regulatory Approvals Total						
10.02	10.02 Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc.	Financial Management	Regulatory	Manager	DHol	2.5
10.02	10.02 Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc.	Senior Analyst	Senior Analyst	Manager	JBla	2
		Vice President	Vice President	Manager	JKos	48.5
		Vice President	Vice President	Manager	JMar	187
10.02 Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc. Total						
10.03	10.03 Assuming Existing Subcontracts (ID System Contracts)	Financial Management	Regulatory	Manager	DMil	0.5
10.03	10.03 Assuming Existing Subcontracts (ID System Contracts)	Senior Analyst	Senior Analyst	Manager	DMil	0.5
		Vice President	Vice President	Manager	ESan	5
10.03 Assuming Existing Subcontracts (ID System Contracts) Total						
12.02	12.02 Required Insurance (Delivery of insurance certificates)	Financial Management	Regulatory	Analyst	BWis	1
12.02	12.02 Required Insurance (Delivery of insurance certificates)	Financial Management	Regulatory	Analyst	AEng	5
		Vice President	Vice President	Analyst	MHur	9.5
12.02 Required Insurance (Delivery of insurance certificates) Total						
12.03	12.03 Baseline performance levels	Financial Management	Regulatory	Analyst	SEI	11
12.03	12.03 Baseline performance levels	Financial Management	Regulatory	Analyst	ASad	64
		Vice President	Vice President	Analyst	MHal	2
12.03 Baseline performance levels Total						

		Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		Capital Programs and Back End Transition		Vice President	QNgu	
HOC Item	Annex II Definition	12.04	Back End Transition Plan	44		
	12.04 Back End Transition Plan Total					
	12.1 Performance Metrics - Regulatory Approval					
	12.1 Performance Metrics - Regulatory Approval Total					
Non HOC 01	ManagementCo IT Systems		Legal	KFin		39.5
Non HOC 01			ITOT	Manager	KCon	8
Non HOC 01	ManagementCo IT Systems Total			Senior Analyst	CCol	73
Non HOC 02	ServeCo IT Systems		ITOT	Director	NBrie	76
Non HOC 02				Manager	KCon	186
Non HOC 02				Senior Analyst	CCol	90.5
Non HOC 02				Club	Club	189.5
Non HOC 02	ServeCo IT Systems Total					
Non HOC 03	Open Claims Review Total		Financial Management	Manager	JSto	13.5
Non HOC 03				Manager	NBria	96
Non HOC 04	Stand Up Capital Program Organization		Capital Programs and Back End Transition	Manager	OENG	87
Non HOC 04				Vice President	QNgu	102
Non HOC 04				Vice President	PGeog	2
Non HOC 04	Stand Up Capital Program Organization Total					
Non HOC 06	Regulatory Support of Handover Checklist Items		Regulatory	Analyst	BWIs	148
Non HOC 06				Director	AEng	49
Non HOC 06				Senior Director	HBas	29.5
Non HOC 06				Senior Manager	NDee	3
Non HOC 06				Senior Manager	KVuJ	7
Non HOC 06				Senior Manager	GSan	4.5
Non HOC 06				Vice President	SWei	31.5
Non HOC 06				Vice President	MHur	23
Non HOC 06	Regulatory Support of Handover Checklist Items Total					
Non HOC 07	Legal Requirements		Corporate Services	Manager	ANay	1
Non HOC 07				Vice President	NBer	13
Non HOC 07				Administrative Support	IBel	3.5
Non HOC 07				Vice President	NBer	3
Non HOC 07	Legal Requirements Total					
Non HOC 07	Assess Regulatory Mandates over IRP		Regulatory	Director	HBas	13
Non HOC 13	Assess Regulatory Mandates over IRP			Senior Director	NDee	12
Non HOC 13				Vice President	MHur	3.5
Non HOC 13				Vice President	MHur	20
Non HOC 13	Assess Regulatory Mandates over IRP Total					
Non HOC 15	Project Worksheet Assessment Total		Regulatory	Analyst	ABar	0.5
Non HOC 15	LUMA MC Ongoing Back Office Support		Financial Management	Director	BAn	23.5
Non HOC 15				Senior Analyst	BOcc	212
Non HOC 15				Vice President	RKos	74
Non HOC 15	LUMA MC Ongoing Back Office Support Total					
Non HOC 15	6.03 Formalizing changes to control processes		Financial Management	Manager	BBot	22
Non HOC 15				Senior Manager	ESan	60
Non HOC 15					JCas	16
Non HOC 15	6.03 Formalizing changes to control processes Total					
Non HOC 12	Training and Communication Plan		ITOT	Senior Analyst	CCol	3
Non HOC 12				Vice President	GTWe	2
Non HOC 12	Training and Communication Plan Total					
Non HOC 12	Standup GenCo Organization		Regulatory	Vice President	MHur	2
Non HOC 12	Standup GenCo Organization Total					
			Total			2118.5

Summary of Hours by HOC Item (previous months)

HOC Item	Annex II Definition	Functional Team - Department		Project Job code	User Code	Sum of Time (Hours)
		Integration Management	Operations			
1	General & Transition Management			Vice President	PGB	43
1	1	Field Supervisor	Manager	SWal	MMic	3
1	General & Transition Management Total			Manager	MMic	6
1.01	Governmental Approvals			Director	JGlo	19
1.01	Governmental Approvals Total			Manager	DPat	2
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total			Regulatory	Analyst	15
1.03	Initial Budgets - PIREB Rate Order Filing (Initial Budgets and liability Waiver Approvals) Total			Utility Transformation	Analyst	24
1.03	Initial Budgets - PIREB Rate Order Filing (Initial Budgets and liability Waiver Approvals) Total			Regulatory	Analyst	24
2.02	Development and implementation of an operation take-over plan for the electric distribution system Total			Operations	CDon	24
2.0301	Transition plan for respective control center(s) Total			Utility Transformation	Manager	18
2.0301	Transition plan for O&M Activities Total			Operations	Administrative Support	22.5
2.0302	Transition Plan for O&M Activities			Operations	Engineer	19
2.0302				Field Supervisor	KBla	2.5
2.0302				Manager	MMic	5.5
2.0302				Senior Manager	TPet	13.6
2.0302				Analyst	TTon	24
2.0304	Transition Plan for O&M Activities Total			Operations	Field Supervisor	24
2.0304	Fleet Management Plan Total			Operations	Field Supervisor	30
2.031	Materials Management and Warehouse Plan Total			Operations	Field Supervisor	11.5
2.031	System Operations Plan			Operations	Field Supervisor	5
2.0311	System Operations Plan Total			Operations	Manager	2
2.0311	Vegetation Management Plan			Operations	Senior Manager	12
2.0311				Operations	TPet	11
2.0311				Operations	TTon	11
2.0312	System Operations Plan Total			Operations	MRob	11.5
2.0312	Vegetation Management Plan			Operations	SWal	19.5
2.0312				Operations	Field Supervisor	11
2.0312				Operations	MRob	11.5
2.0312				Operations	TTka	32.5
3.02	Development of Improvement Initiatives Total			Financial Management	Vice President	6.5
3.04	Development of System Remediation Plan			Human Resources	Director	3
3.04				Operations	DTur	5
3.04				Manager	MMic	9.5
3.04				Senior Manager	TPet	24
3.04				Utility Transformation	Field Supervisor	5.5
3.04				Manager	TTka	32.5
3.04				Financial Management	Director	29.5
6.04	Establishing a financial accounting system and account structure. Total			Financial Management	Senior Analyst	5
6.05	Establishing financial accounting system and account structure. Total			Financial Management	Vice President	MFit
6.05	Initial Budget Complete (Final)			Financial Management	Vice President	54.5
8.02	Initial Budget Complete (Final) Total			Human Resources	Analyst	YMar
8.02	Complete LUMA IT onboarding			Human Resources	Director	22.5
8.02	Complete LUMA IT onboarding Total			Human Resources	Director	20
8.03	Redesign New Org			Human Resources	AMil	14
8.03				Human Resources	KRid	7
8.03				Utility Transformation	Analyst	3
8.03	Redesign New Org Total			Human Resources	AMil	7
8.05	Standup Human Capital Management (HCM) System Total			Corporate Services	DPin	4.5
8.06	Communication Plan			Human Resources	AMil	14
8.06				Vice President	KRid	8
8.06	Communication Plan Total			Human Resources	Senior Analyst	ASic
8.07	Training (Workforce Development) Plan			Human Resources	ASic	8

		Functional Team - Department		Project Job code		User Code		Sum of Time (Hours)	
HOC Item	Annex II Definition								
8.07	Training (Workforce Development) Plan Total								
8.08	Total Rewards Retirement Program								
8.08	Total Rewards Retirement Program Total								
8.11	Employee Engagement Plan								
8.11	Employee Engagement Plan Total								
Non HOC 06	Regulatory Support of Handover Checklist Items								
Non HOC 06	Regulatory Support of Handover Checklist Items Total								
Non HOC 07	Legal Requirements								
Non HOC 07	Legal Requirements Total								
Non HOC 15	LUMA MC Ongoing Back Office Support								
Non HOC 15	LUMA MC Ongoing Back Office Support								
Non HOC 15	LUMA MC Ongoing Back Office Support Total								
Total									835.5

Note: Hours in the table above were missed on the September invoice # FETS-0920-01

Vendor	Count of Invoice #	Sum of Total (USD)
Aerotek Professional Services	11	\$ 91,454.43
Alumbra LLC	13	\$ 843,309.16
Alvarez & Marsal Corporate Performance Improvement, LLC	2	\$ 594,068.55
American Relocation Connections, LLC	33	\$ 280,761.39
AT&T Mobility Puerto Rico	1	\$ 1,446.63
ATCO Power (2010) Ltd.	2	\$ 240,870.43
BridgeSource Utilities Solutions, LLC	1	\$ 81,328.85
Computer Centre	1	\$ 20,834.33
Covington & Burling LLP	4	\$ 29,856.00
DBR Professional Services	2	\$ 20,500.00
DLA Piper LLP (US)	4	\$ 109,803.46
Innovative Emergency Management, Inc. (IEM)	5	\$ 117,662.57
International Business Machines Corporation (IBM)	3	\$ 575,586.97
Iris Vargas	2	\$ 8,612.79
Katy Woolsey	1	\$ 725.00
Korn Ferry (US) NW 5854	2	\$ 2,650.00
Laboratorio Clinico El Morro, Inc.	1	\$ 5,160.00
NexTec Operating Corp	5	\$ 4,168.98
Nory Sanchez-Alvarez	5	\$ 7,757.47
Oracle America, Inc.	2	\$ 5,016.14
People 2.0 North America	11	\$ 89,487.87
Quanta Workforce Solutions, LLC	3	\$ 398,340.76
Smartbridge	7	\$ 90,162.50
Translations & More	1	\$ 17,023.50
Quanta Services Puerto Rico, LLC	1	\$ 13,954.83
CDW	2	\$ 39,550.37
Vidal & Rodriguez, Inc.	2	\$ 15,000.00
MBarrett Consulting LLC	1	\$ 13,500.00
BMA Group	1	\$ 7,904.00
CSS International, Inc	9	\$ 192,845.79
Triple-S, Salud	1	\$ 246.03
Global Project Solutions, LLC	1	\$ 36,212.01
Resources Global Professionals (RGP)	10	\$ 92,559.18
Greg Sanich	1	\$ 2,047.37
Buena Vibra	1	\$ 547.20
EAN Services, LLC (Enterprise)	2	\$ 24,110.78
Cigna	4	\$ 210,255.58
Grand Total	158	\$ 4,285,320.92

Third Party Labor Summary

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09693795	Santiago Morales, Lydm- Regular	40	21.00	840.00
1	1		OP09707180	Santiago Morales, Lydm- Overtime	2	31.50	63.00
1	1		826788-04A	Santiago Morales, Lydm	40	21.00	840.00
1	1	Alvarez & Marsal Corporate Performance Improvement, LLC		Santiago Morales, Lydm	3	31.50	94.50
1	1			Admin Fee	1	11,745.60	11,745.60
1	1			Hours for Colin Harvey	31	740.00	22,940.00
1	1			Hours for Heather Robinson	215	460.00	98,900.00
1	1			Hours for Elizabeth Lawmin	162	580.00	93,960.00
1	1			Hours for John Kim	103	460.00	47,380.00
1	1			Hours for Chris Leavell	113	460.00	51,980.00
1	1			Hours for Vanessa Maerefat	166	460.00	76,360.00
1	1	BridgeSource Utilities Solutions, LLC	1003	Randi Boswell	2	200.00	400.00
1	1	Covington & Burling LLP	60910868	Professional services for Joseph Tato, Partner Re:/	10.9	1,200.00	13,080.00
1	1	DLA Piper LLP (US)	4009122	Professional fees for Bradford McCormick, Associa	2.3	720.00	1,656.00
1	1		4009128	Hours for Nikos Bureada (Partner)	0.5	395.00	197.50
1	1			Hours for Muniz, Mariana (Associate)	9	244.00	2,196.00
1	1			Hours for Alvarez, Camille (Associate)	2.6	206.00	535.60
1	1			Hours for Figueroa, Miriam (Partner)	2.2	395.00	869.00
1	1	Quanta Workforce Solutions, LLC	QWS-1022020-28	J. Gulley (October 13 hours @ \$79.95)	133	79.95	10,633.35
1	1			Holiday (October 9-5 hours @ \$135)	99.5	135.00	13,432.50
1	1	Global Project Solutions, LLC	20-1009	Brian Reynolds hours in Puerto Rico (18 days on Is)	144	184.38	26,550.00
					1282		
					17		
					9		
					44.5		
					299.65		
					13,334.43		
					17.5		
					299.65		
					5,243.88		
					33.5		
					10,381.99		
					21.5		
					6,663.07		
					29.5		
					9,142.35		
					5		
					302.04		
					1,510.20		
					18.5		
					302.04		
					5,587.74		
					17		
					302.04		
					5,134.68		
					4		
					308.87		
					1,235.48		
					9.5		
					308.87		
					2,934.27		
					50.5		
					308.87		
					15,597.94		
					83.5		
					150.00		
					12,825.00		
					15		
					200.00		
					3,000.00		
					377.5		
					127		
					340.00		
					43,180.00		
					127		
					153.5		
					375.00		
					57,562.50		
					30.75		
					310.00		
					26.66		
					42		
					275.00		
					33.25		
					9,143.75		
					114		
					125.00		
					14,250.00		
					400.16		
					8		
					284.09		
					2		
					284.09		
					568.18		
					15		
					319.44		
					4,791.60		
					12		
					319.44		
					3,835.28		
					9		
					305.77		
					48		
					2,751.93		
					39		
					297.00		
					4		
					305.77		
					11		
					11,550.00		
					3,267.00		
					3		
					310.00		
					930.00		

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
4.02		Ben Diehl			147	313.16	46,034.52
4.02		Bill Leisure			7.5	313.16	2,346.70
4.02		50 Bill Leisure			11	375.00	4,125.00
4.02		1003 John Wazney			5.5	150.00	825.00
4.02		Sandi McDaniel			16	150.00	2,400.00
4.02		Randi Boswell			6	200.00	1,200.00
4.02 Evaluating and updating customer service policies and procedures							
4.04	Development of a Customer Service Transition Plan	Alumbrum LLC	47 Jonathan Beinke		37	309.51	11,451.87
4.04		Jonathan Beinke			21	297.22	6,241.62
4.04		Matt Ward			1	375.00	375.00
4.04		Paul Raver			5	1,875.00	9,375.00
4.04		Paul Raver			10	365.00	3,650.00
4.04		Paul Raver			19.5	309.51	6,035.45
4.04		Paul Raver			6	297.22	1,783.32
4.04		48 Jonathan Beinke			4	353.38	1,413.52
4.04		Jonathan Beinke			28.5	292.39	8,333.12
4.04		Paul Raver			10	375.00	3,750.00
4.04		Paul Raver			6.25	371.00	2,318.75
4.04		Paul Raver			14.5	353.38	5,124.01
4.04		Paul Raver			6	292.39	1,754.34
4.04		49 Ben Diehl			11	327.33	3,600.63
4.04		Bill Leisure			12	321.61	3,859.32
4.04		Bill Leisure			13	358.29	4,657.77
4.04		Bill Leisure			20	297.88	5,957.60
4.04		Bill Leisure			4	327.33	1,309.32
4.04		Bill Leisure			4	340.59	1,362.36
4.04		Juan Carlos Blacker			12.5	321.61	4,020.13
4.04		Juan Carlos Blacker			91	297.88	27,107.08
4.04		Stuart Walters			5	321.61	1,608.05
4.04		Stuart Walters			4.5	358.29	1,612.31
4.04		Stuart Walters			44.5	297.88	13,255.66
4.04		Stuart Walters			4.5	340.59	1,532.66
4.04		50 Bill Leisure			2	375.00	750.00
4.04		Bill Leisure			83.5	337.48	27,842.10
4.04		Juan Carlos Blacker			33.5	337.48	11,305.58
4.04		Stuart Walters			36.5	337.48	12,318.02
4.04		1003 John Wazney			83	150.00	12,450.00
4.04		Randi Boswell			148	200.00	29,600.00
4.04 Development of a Customer Service Transition Plan Total							
4.05	Development and implementation of a service start and shut off	Alumbrum LLC	47 Jonathan Beinke		4	325.00	1,300.00
4.05		Paul Raver			4	325.00	1,300.00
4.05		48 Jonathan Beinke			14	275.00	3,850.00
4.05 Development and implementation of a service start and shut off							
5.02	ATCO Power (2010) Ltd.	102020-2 LB	ITOT Gap Analysis (Shirley Erb) reversal, incorrect ITOT Gap Analysis (Shirley Erb) reversal, incorrect		1	(39,435.28)	(39,435.28)
5.02			ITOT Gap Analysis (Shirley Erb) reversal, incorrect		1	(43,038.00)	(43,038.00)
5.02	1086470 ALBERTA LTD (Shirley Erb's hours)				202.5	262.54	53,164.35
5.02	To make up the difference when calculating Shirley				1	1.04	1.04
5.02	To make up the difference when calculating Shirley				1	1.14	1.14
5.02	ITOT Gap Analysis (Shirley Erb's hours)				221	262.54	58,021.34
5.02	Dougherty				34	395.00	13,430.00
5.02	Dougherty				221	395.00	87,295.00
5.02	Duffy				286	295.00	84,370.00
5.02	Rodriguez				2	490.00	980.00
5.02	Curry				80	245.00	19,600.00
5.02	Kaley				138	245.00	33,810.00
5.02	Northrup				6	395.00	2,370.00
5.02	Rowan				13	395.00	5,135.00
5.02	Snell				98	295.00	28,910.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
5.02		Carter			1.5	295.00	442.50
5.02		Hoss			49	395.00	19,355.00
5.02		Lizamich			38	395.00	15,010.00
Smartbridge		INV_92771			53	225.00	11,925.00
5.02		Sanat Nileshwar			17	180.00	3,060.00
5.02		Carlos Ortega-Morales			34.5	225.00	7,623.50
5.02		Sanat Nileshwar			11	180.00	1,980.00
5.02		Carlos Ortega-Morales			54.5	225.00	12,262.50
5.02		Sanat Nileshwar			14.5	180.00	2,610.00
5.02		Carlos Ortega-Morales			1578.5		10,000.00
5.02	Develop IT OT Systems Remediation Plan Total		42002	40 hours of support for contract review	40	250.00	
5.07	Commencement Cutover Planning				40	575.00	
5.07	Commencement Cutover Planning Total				40	575.00	88,550.00
6.01	Determine Approach to Budgeting & Reporting over FET & Pro Alvarez & Marsal Corporate Performance Improvement, LLC		826788-04C	Crepo, Jasmine Galan, Larry Holt, Richard Less 20% discount	154	575.00	111,837.50
6.01	Evaluating and updating the payroll and labor cost reporting				12	925.00	11,100.00
6.01	Evaluating and updating the payroll and labor cost reporting				1	(42,297.50)	(42,297.50)
6.01	Determine Approach to Budgeting & Reporting over FET & Pr				361.5		
6.05	Initial Budget Complete (Final)	MBarrett Consulting LLC			1143	Michael Barrett	33,75
6.05	Initial Budget Complete (Final) Total						13,500.00
6.07	Evaluating and updating the payroll and labor cost reporting	People 2.0 North America			80	152.00	12,160.00
6.07	Evaluating and updating the payroll and labor cost reporting				80	126.00	10,080.00
6.07	Evaluating and updating the payroll and labor cost reporting				80	126.00	10,080.00
6.07	Evaluating and updating the payroll and labor cost reporting				5	152.00	760.00
6.07	Evaluating and updating the payroll and labor cost reporting				80	126.00	10,080.00
6.07	Evaluating and updating the payroll and labor cost reporting				325		
6.09	Processes & Procedures and Overall Internal Controls	Quanta Workforce Solutions, LLC			95	165.00	15,675.00
6.09	Processes & Procedures and Overall Internal Controls				3	82.50	247.50
6.09	Processes & Procedures and Overall Internal Controls				40	222.00	8,880.00
6.09	Processes & Procedures and Overall Internal Controls				40.5	222.00	8,991.00
6.09	Processes & Procedures and Overall Internal Controls				3	111.00	333.00
6.09	Processes & Procedures and Overall Internal Controls				50	222.00	11,100.00
6.09	Processes & Procedures and Overall Internal Controls				51	222.00	11,322.00
6.09	Processes & Procedures and Overall Internal Controls				45.2	222.00	10,034.40
6.09	Processes & Procedures and Overall Internal Controls				3.5	111.00	388.50
6.09	Processes & Procedures and Overall Internal Controls				49	222.00	10,878.00
6.09	Processes & Procedures and Overall Internal Controls				51	222.00	11,322.00
6.09	Processes & Procedures and Overall Internal Controls Total				431.2		
7.08	Drafting, Revising and Finalizing Federal Funding Procurement	Innovative Emergency Management, Inc. (IEM)	20342-W03-001	Pleasant, Dora	7	204.00	1,428.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				7.5	244.00	1,830.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				1	336.00	336.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				21.5	204.00	4,386.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				39.5	96.00	3,792.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				2	244.00	488.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				1	144.00	144.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				48	96.00	4,608.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				40	37.20	1,488.00
8.02	Complete LUMA IT onboarding	Aerotek Professional Services	OP09680750	Candelario Riutort, KA Escandon, Iyeain C Guerra Morales, Franci Hernandez, Genesis I Par Mier Y Teran, Giovanna Morales Quiroz, Krystal Morales Marquez, Ruth Ortiz Rosa, Lynette Perez Hernandez, Michela Rivera Ruiz, Eneida Valentin Matta, Wilvea Falcon, Noemi Figueroa, Walfredo	38	31.00	1,178.00
8.02	Complete LUMA IT onboarding				38	37.20	1,413.80
8.02	Complete LUMA IT onboarding				40	18.60	744.00
8.02	Complete LUMA IT onboarding				35	37.20	1,302.00
8.02	Complete LUMA IT onboarding				39.5	18.60	734.70
8.02	Complete LUMA IT onboarding				40	37.20	1,488.00
8.02	Complete LUMA IT onboarding				40	37.20	1,488.00
8.02	Complete LUMA IT onboarding				38.5	18.60	716.10
8.02	Complete LUMA IT onboarding				28	43.40	1,215.20
8.02	Complete LUMA IT onboarding				38.5	18.60	716.10
8.02	Complete LUMA IT onboarding				40	22.32	892.80
8.02	Complete LUMA IT onboarding				40	22.32	892.80

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
8.02	8.02	Falcon, Noemi Overtime			3	33.48	100.44
8.02	8.02	Figueras, Wilfredo overtime			7	33.48	234.36
8.02	8.02	Candelario Riuort, Ka			40	37.20	1,488.00
8.02	8.02	Escandon, Iyeain C			38.75	31.00	1,201.25
8.02	8.02	Guerra Morales, Franci			38	37.20	1,413.60
8.02	8.02	Hernandez, Genesis Paris			37	18.60	688.20
8.02	8.02	Mie Y Teran, Giovanna			40	37.20	1,488.00
8.02	8.02	Mones Outroz, Krystal			39	18.60	725.40
8.02	8.02	Morales Marquez, Ruth			40	37.20	1,488.00
8.02	8.02	Ortiz Rosa, Lynette			38	18.60	1,413.60
8.02	8.02	Perez Hernandez, Michela			38.5	18.60	716.10
8.02	8.02	Rivera Ruiz, Eneida			40	43.40	1,736.00
8.02	8.02	Valentin Matta, Wilveana			38	18.60	706.80
8.02	8.02	Falcon, Noemi			35	22.32	781.20
8.02	8.02	Figueras, Wilfredo			28	22.32	624.96
OP09707180		Candelario Riuort, Ka			40	37.20	1,488.00
		Escandon, Iyeain C			37.75	31.00	1,170.25
		Guerra Morales, Franci			38.5	37.20	1,432.20
		Hernandez, Genesis Paris			36	18.60	659.60
		Mie Y Teran, Giovanna			38	37.20	1,413.60
		Mones Outroz, Krystal			35.5	18.60	660.30
		Morales Marquez, Ruth			40	37.20	1,488.00
		Ortiz Rosa, Lynette			40	37.20	1,488.00
		Perez Hernandez, Michela			38	18.60	706.80
		Rivera Ruiz, Eneida			40	43.40	1,736.00
		Rivera Ruiz, Eneida			1	89.20	89.20
		Valentin Matta, Wilveana			37	18.60	688.20
		Figueras, Wilfredo			16	22.32	357.12
		Berrieto Colon, Sonia Margarita			14.5	18.60	269.70
		Diaz Lopez, Kayra Marie			14.5	18.60	269.70
		Diaz, Benny			14.5	18.60	269.70
		Gabriel Flores, Gabriela Yari			14.5	18.60	269.70
		Hernandez Soto, Francisco			14.5	18.60	269.70
		Hernandez, Genesis Paris			40	18.60	744.00
		Mojica Astacio, Kyara Marie			14.5	18.60	269.70
		Mones Outroz, Krystal N			39.75	18.60	739.35
		Perez Hernandez, Michael Radames			38.5	18.60	716.10
		Ramos Matos, Solange Chairise			14.5	18.60	269.70
		Rivera Rivera, Stacy / Angelis			14.5	18.60	269.70
		Rodriguez, Hector R			14.5	18.60	269.70
		Roldan, Michelin			14.5	18.60	269.70
		Valentin Matta, Wilveanie			39	18.60	725.40
		Valentin Matta, Wilveanie Overtime			0.5	27.90	13.95
		Escandon, Iyeain C			38.5	31.00	1,193.50
		Morales Marquez, Ruth			40	37.20	1,488.00
		Ortiz Rosa, Lynette			40	37.20	1,488.00
		Rivera Ruiz, Eneida			40	43.40	1,736.00
		Candelario Riuort, Karina A			40	37.20	1,488.00
		Gonzales Perez, Yari Del Carmen			14.5	37.20	539.40
		Guerra Morales, Francisco Jose			40	37.20	1,488.00
		Hernandez Martinez, Rosa N			14.5	37.20	539.40
		Mie Y Teran, Giovanna Isabel			36	37.20	1,339.20
		Ramos Sanchez, Barbara			14.5	37.20	539.40
		Santiago, Gionoris D			14.5	37.20	539.40
		Figueras, Wilfredo			40	22.32	892.80
		Figueras, Wilfredo overtime			11	33.48	368.28
		Hours for Escandon, Iyeain C			37.33	31.00	1,157.23
		Hours for Morales Marquez, Ruth			40	37.20	1,488.00
		Hours for Rivera Ruiz, Eneida			40	43.40	1,736.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
8.02				Hours for Candelario Riutort,Karina A	40	37.20	1,488.00
8.02				Hours for Gonzalez Perez,Yari Del Carmen	37.5	37.20	1,395.00
8.02				Hours for Guerra Morales,Franisco Jose	40	37.20	1,488.00
8.02				Hours for Hernandez Martinez,Rosa N	35.5	37.20	1,320.60
8.02				Hours for Mier Y Teran,Giovanna Isabel	36	37.20	1,338.20
8.02				Hours for Ortiz Rosa,Lynette	32	37.20	1,190.40
8.02				Personal hours for Ortiz,Rosa,Lynette	8	34.50	276.00
8.02				Hours for Ramos Sanchez,Barbara	37.5	37.20	1,395.00
8.02				Hours for Santiago Gironis D	37.5	37.20	1,395.00
8.02				Hours for Figueroa ,Wifredo	17	22.32	379.44
8.02				Consulting services to support LUMA Recruitment	90.5	80.00	7,240.00
8.02		Iris Vargas	LE 2020-05	Translators & More	190403	Interpreter Services (Edwin Ortiz w/ Luc Graham, I	218.25
8.02						2866.83	16,368.75
8.02	Complete LUMA IT onboarding Total	Aerotek Professional Services	OP09693795	Velez-Rolon, Olga L	40	48.36	1,934.40
8.06	Communication Plan		OP09707180	Velez-Rolon, Olga L	40	48.36	1,934.40
8.06			OP0975079	Olga Velez-Rolon's hours for week of October 18	40	48.36	1,934.40
8.06			OP0975591	Third Party Services - Olga Velez-Rolon (Oct 12 - 14	40	48.36	1,934.40
8.06	Communication Plan Total	BMA Group	20-4123	Elias Rivera, Maria	80	95.00	7,600.00
8.1	Compliance Plan				44	Jim Seibert	19
8.1	Compliance Plan Total				Jim Seibert	35.5	375.00
9.01	Establishment of GenCo Shared Services and Agreement	Alumbra LLC		Marisha Shah	32	344.19	11,014.08
9.01				45 Jim Seibert	4.5	375.00	1,687.50
9.01				Jim Seibert	40	342.30	13,692.00
9.01				Marisha Shah	40.5	342.30	13,863.15
9.01	Establishment of GenCo Shared Services and Agreement Total				171.5		
9.02	Emergency Response Plan (4.2.g)	Innovative Emergency Management, Inc. (IEM)	20342-W02-003	Montz, Christian A	1.5	244.00	366.00
9.02				Howarth, Kristen M	10.75	96.00	1,032.00
9.02	Emergency Response Plan (4.2.g) Total				12.25		
9.07	System Operation Principles - Regulatory Approvals	Alumbra LLC		Brian Waiske	4	343.59	1,374.36
9.07				Charlie Rijivandraat	35	343.59	12,025.65
9.07				41 Chuck Walker	18.25	314.06	5,731.60
9.07				Tim Condon	114.5	314.06	35,959.87
9.07				Tom Campone	2	314.06	628.12
9.07	System Operation Principles - Regulatory Approvals Total				173.75		
Non HOC 01	ManagementCo IT Systems	Smartbridge	INV_9275	Danny Tsang	40	200.00	8,000.00
Non HOC 01	ManagementCo IT Systems Total			9318 Danny Tsang	30	200.00	6,000.00
7.05	Project Worksheet Assessment	Innovative Emergency Management, Inc. (IEM)	20342-W01-003A	Pleasant, Dora	70		
7.05				Axtion, Charles R	4	204.00	816.00
7.05				Potter, Isa	2.25	204.00	459.00
7.05				20342-W01-004 Pleasant, Dora	72.25	204.00	14,739.00
7.05				Axtion, Charles R	58.5	204.00	11,934.00
7.05				Diaz, Sonia E	34.25	204.00	6,987.00
7.05				Montz, Christian A	144.25	96.00	13,848.00
7.05				Potter, Lisa	15	244.00	3,660.00
7.05				Rohwer, Kelsey E	114.5	204.00	23,358.00
7.05				Rushing, Shelby N	2.5	64.00	160.00
7.05				Boyette, Alicia N	41.75	114.00	4,759.50
7.05				Flores, Eladio	11.5	114.00	1,311.00
7.05	Project Worksheet Assessment Total				505.75		
Non HOC 15	LUMA MC Ongoing Back Office Support	Katy Woolsey		500 Katy Woolsey	7.25	100.00	725.00
Non HOC 15				158172 Adam Rezende	1	195.00	195.00
Non HOC 15				158043 David Safrstrom	0.5	195.00	97.50
Non HOC 15				158402 Adam Rezende	11.25	195.00	2,193.75
Non HOC 15				Mylien Le	2	195.00	390.00
Non HOC 15				158531 David Safrstrom	1	195.00	195.00
Non HOC 15				Jim Gross	0.25	195.00	48.75

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
Non HOC 15			158658	Adam Rezende	0.25	195.00	48.75
Non HOC 15				Myleen Le	3.5	195.00	682.50
Non HOC 15	People 2.0 North America		RL509366410	Tashira Warner	79.5	112.00	8,904.00
Non HOC 15			RL509366409	Dennis Khiay	101.75	84.80	8,628.40
Non HOC 15			RL509366407	Ellen Lackey- Regular	80	56.00	4,480.00
Non HOC 15			RL5093662722	Ellen Lackey- Overtime	12	84.00	1,008.00
Non HOC 15				Ellen Lackey	80	56.00	4,480.00
Non HOC 15			RL509366724	Dennis Khiay	14	84.00	1,176.00
Non HOC 15			RL509366725	Tashira Warner	95	84.80	8,056.00
Non HOC 15	Resources Global Professionals (RGP)		RGP1041584	Miguel Marin	85.5	112.00	9,576.00
Non HOC 15			RGP1042388	Miguel Marin	8	222.00	1,776.00
Non HOC 15			RGP1044713	Miguel Marin- Travel time regular hours	3.5	111.00	388.50
Non HOC 15			RGP1045654	Miguel Marin	5.3	222.00	1,176.60
Non HOC 15	LUMA MC Ongoing Back Office Support Total				599.55		
Non HOC 02	Servco IT Systems		42001	42 hours of support for contract review August 20	42	250.00	10,500.00
Non HOC 02			MI120508	Ayan Bandypadhyay	162	60.00	9,720.00
Non HOC 02				Nidhi Rastogi	90	60.00	5,400.00
Non HOC 02				Sanjay Bhattacharya	104	90.00	9,360.00
Non HOC 02				Adarsh Venkatesh	22.5	60.00	1,350.00
Non HOC 02				Garima Trivedi	12	60.00	720.00
Non HOC 02				Gokaram Sukumar	117	60.00	7,020.00
Non HOC 02				Pawan Ahuja	171	60.00	10,260.00
Non HOC 02				Subrat Ghosh	45	60.00	2,700.00
Non HOC 02				Desmukh	144	295.00	42,480.00
Non HOC 02				Gupta	5	395.00	1,975.00
Non HOC 02				Harrison	98	210.00	20,580.00
Non HOC 02				Li	136	150.00	20,400.00
Non HOC 02				McKay	145	395.00	57,275.00
Non HOC 02				Marshall	22	295.00	6,490.00
Non HOC 02				Dusault	152	295.00	44,840.00
Non HOC 02			INV_9278	Deepthi Raju	82.5	225.00	18,562.50
Non HOC 02			INV_9320	Deepthi Raju	80	225.00	18,000.00
Non HOC 02		Smartbridge		18756 Scott Hood	80	240.00	19,200.00
Non HOC 02				18755 Scott Hood	108	230.00	24,840.00
Non HOC 02				18754 Robert Allen	192	210.00	40,320.00
Non HOC 02				19179 Robert Allen	80	220.00	17,600.00
Non HOC 02				19181 Scott Hood	37	240.00	8,880.00
Non HOC 02				19180 Scott Hood	120	230.00	27,600.00
Non HOC 02				19176 Dan Bennett	9.5	230.00	2,183.00
Non HOC 02				19178 Robert Allen	78	210.00	16,380.00
Non HOC 02				19177 Dan Bennett	83	240.00	19,920.00
Non HOC 02	Servco IT Systems Total				2417.5		
Non HOC 14	Negotiate PPOA	Alumbra LLC	40	Brian Walshe	25	374.01	9,350.25
Non HOC 14				Eric Markell	9.5	353.10	3,553.10
Non HOC 14				Charlie Fijnevandraat	1	374.01	374.01
Non HOC 14				41 Brian Walshe	30	368.81	11,064.30
Non HOC 14				Chuck Walker	4	314.00	1,256.00
Non HOC 14				Chuck Walker	14	368.81	5,163.34
Non HOC 14				Eric Markell	29	368.81	10,695.49
Non HOC 14				Mike Delisio	10	314.00	3,140.00
Non HOC 14				Roger Garratt	29.5	368.81	10,879.90
Non HOC 14				Tom Campone	16	314.00	5,024.00
Non HOC 14				Charlie Fijnevandraat	5	368.81	1,844.05
Non HOC 14	Negotiate PPOA Total				173		
Non HOC 11	Development of System Operations Principles	Alumbra LLC	42	Brian Walshe	57	375.00	21,375.00
Non HOC 11				43 Brian Walshe	63	375.00	23,625.00
Non HOC 11				Brian Walshe	7	367.22	2,570.54
Non HOC 11				Brian Walshe	16	351.91	5,630.56

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
Non HOC 11		Chuck Walker			1	340.00	340.00
Non HOC 11		Chuck Walker			2	367.22	734.44
Non HOC 11		Chuck Walker			31	351.91	10,905.21
Non HOC 11		Nick Davey			53	340.00	18,020.00
Development of System Operations Principles Total					230		
Non HOC 11	12.1 Performance Metrics - Regulatory Approval	Covington & Burling LLP	60910862	Professional Fees for Joseph Tato, Partner re: PREF Professional Fees for Bradford McCormick, Associa	5.1	1,200.00	6,120.00
12.1	12.1.1 Performance Metrics - Regulatory Approval Total				3.2	720.00	2,304.00
10.02	10.02.1 Plans and Procedures for assuming responsibility for securing uAerotek Professional Services	OPO9693795	Pagan, Glorybelle		8.3		
10.02	10.02.2 Plans and Procedures for assuming responsibility for securing uAerotek Professional Services	OPO9707180	Pagan, Glorybelle		40	21.00	840.00
10.02	10.02.3 Plans and Procedures for assuming responsibility for securing uAerotek Professional Services	OPO9707180	Pagan, Glorybelle		40	21.00	840.00
10.02	10.02.4 Plans and Procedures for assuming responsibility for securing uAerotek Professional Services	OPO9707180	Pagan, Glorybelle		1	31.50	31.50
10.02	10.02.5 Plans and Procedures for assuming responsibility for securing uAerotek Professional Services	OPO9707180	Pagan, Glorybelle		81		
Non HOC 06	Regulatory Support of Handover Checklist Items	OPO9707764	Hernandez Ramirez, Yan Tavarez Duran, Claudia		37	21.00	777.00
Non HOC 06	Regulatory Support of Handover Checklist Items Total				38.5	18.20	700.70
Non HOC 06	7.02 Policies and Procedures	Alumbra LLC			75.5		
	7.02.1 Policies and Procedures Total				40	Brian Waishe	
	7.02.2 Policies and Procedures Total				4	375.00	1,500.00
4.07	4.07.1 Development and implementation of customer service technol BridgeSource Utilities Solutions, LLC		1003 John Wazney Randi Boswell		4	150.00	225.00
4.07	4.07.2 Development and implementation of customer service technol BridgeSource Utilities Solutions, LLC				3.5	200.00	700.00
4.07	4.07.3 Development and implementation of customer service technol BridgeSource Utilities Solutions, LLC				5		
3.04	3.04.1 Development of System Remediation Plan		1003 John Wazney Randi Boswell		0.5	150.00	75.00
3.04	3.04.2 Development of System Remediation Plan				0.5	200.00	100.00
3.04	3.04.3 Development of System Remediation Plan Total				1		
Grand Total					13830.29		2,777,785.56

All Other Expense Items

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1	General & Transition Management	Alumbra LLC	40 COVID test		199.00
1			47 Balance receipts with invoiced amount		0.21
1			48 Receipt added to balance receipts with invoice		0.09
1			50 Balancing receipts to match invoiced amount		(0.89)
1		28675 Tyler Smith-Quality Move Management Inc		5,778.99	
1		28826 Lionel Sanchez- Quality Move Management Inc.		5,876.99	
1		28833 Darrell Wilwers- Quality Move Management Inc		6,494.35	
1		28836 Colette Lubinville- Quality Move Management		8,203.48	
1		Daniel Bourdages- Quality Move Management Inc.		473.50	
1		28864 Owen Ehgoetz- Quality Move Management Inc		53.44	
1		28821 Crystal Braza- Quality Move Management Inc		14,741.02	
1		28861 Spencer Weiss- Quality Move Management Inc		19,134.50	
1		28872 Kristin Connell- Quality Movement Management		28,981.23	
1		28860 Rad Tulan- Quality Movement Management Inc		9,654.16	
1		28865 Sandy Love- Quality Movement Management Inc		6,678.99	
1		28864 Sarah Walker- Quality Movement Management, Inc		6,148.28	
1		28863 3766 Breanna Wise 111B- Quality Movement Management		11,188.68	
1		28869 Christi Eskelson- Quality Movement Management Inc		230.00	
1		28971 Eduardo Samudio- Quality Movement Management Inc		7,707.23	
1		28867 Jenn Blackmore- Quality Movement Management Inc		5,345.50	
1		Kyle Blackmore- Quality Movement Management Inc		5,345.50	
1		28861 John Gutierrez- Quality Movement Management Inc		6,011.48	
1		29003 Jorge Melendez		4,630.42	
1		29121 Ben Harvey		1,297.59	
1		29002 David Kindrachuk- Quality Move Management, Inc		887.21	
1		28866 David Kindrachuk- Quality Movement Management Inc		9,882.96	
1		28968 Chris Eskelson- Quality Movement Management, Inc		24,902.38	
1		29008 Navneet Bradoo- Quality Move Management, INC		4,024.66	
1		29009 John Gutierrez- Quality Move Management Inc		4,928.25	
1		29010 Breanna Wise- Quality Move Management Inc		2,030.13	
1		29004 Gabriela Tweten- Quality Move Management Inc		8,586.56	
1		29115 Don Cortez- First Class Moving Systems of South Florida, Inc		2,770.60	
1		29007 David Tucios- Quality Move Management Inc		907.49	
1		29006 Christia Sims- Quality Move Management		7,304.70	
1		29011 Raphael Gignac- Quality Move Management		4,796.01	
1		29005 Robin Koste- Quality Move Management Inc		910.64	
1		29012 Toni Pettersplace- Quality Move Management Inc		7,371.59	
1		Vehicle rental & expenses, meals, taxi, baggage for Quyen Nguyen		2,255.79	
1		Goguen, Paul vehicle lease (Jim Pattison Lease)		586.43	
1		Flights, hotel, meals, vehicle expenses (Todd McLaren)		2,209.36	
1		Fragomen - McLaren, Todd relocation costs		1,281.32	
1		LUMA operations team meetings with PREPA, office supplies		10,488.36	
1		Weiss, Spencer relocation costs (Fragomen)		190.55	
1		Hotel, vehicle rental & expenses, office supplies, meals for Daniel		15,939.98	
1		Hotel, vehicle rental & expenses, office supplies, meals for Daniel		892.21	
1		Hotel, vehicle rental & expenses, vaccinations, meals for Sarah W		3,507.76	
1		INTERNATIONAL SOS CANADA INC		8,003.10	
1		Cell Phones - Septembre (Telus)		2,893.11	
1		Lindsay Pettersplace - Vehicle rental & expenses, office supplies, m		2,546.67	
1		Chris Eskelson - Hotel, vehicle rental & expenses, meals, vehicle ir		21,029.40	
1		Lindsey Pettersplace - Vehicle rental & expenses, office supplies, m		99.70	
1		Tonsi, Terry courier charge (Fragomen)		35.79	
1		Pat Finkiner - Hotel, vehicle rental & expenses, US Customs clear		113.74	
1		Kyle Blackmore - Vehicle rental, PPE, vehicle expense, meals, offic		2,702.47	
1		Pat Finkiner - Hotel, vehicle rental & expenses, US Customs clear		4,252.29	
1		Blackmore, Kyle - Vehicle rental & expenses, PPE, meals, office su		51.59	
1		Tulan, Nared - Hotel, US Customs fee, meals, COVID testing, bagg		5,673.69	

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1	Graham, Luc - Vehicle rental & expenses, hotel, meals, baggage	Graham, Luc			4,200.51
1	Graham, Luc - Vehicle rental & expenses, hotel, meals (\$62.20) Sf	Graham, Luc			536.70
1	Gabriela Tweten - Office supplies, vehicle expenses, baggage	Gabriela Tweten			632.08
1	Cell Phones - September (Telus)	Telus			4,208.66
1	Robin Kostek - Visa, vehicle rental & expenses, baggage, meals	Robin Kostek			2,518.18
1	Kalen Kostek - Travel expenses, flights, hotel, meals	Kalen Kostek			5,006.79
1	Eduardo Samyido - Vehicle rental & expenses, meals	Eduardo Samyido			1,422.54
1	Eduardo Samyido - Vehicle rental & expenses, meals July 1 - 31 an	Eduardo Samyido			292.60
1	Owen Ehgoetz - Vehicle rental & expenses, hotel, meals	Owen Ehgoetz			9,432.26
1	Navneet Braddo - House hunting trip, Visa, rental vehicle, meals	Navneet Braddo			2,420.83
1	Travel Expense PPF Supply (Villamizar, John Gutierrez)	Villamizar, John Gutierrez			21.01
1	Villamizar, John Gutierrez - Vehicle rental & expenses, meals, bags	Villamizar, John Gutierrez			2,095.12
1	Kindachuk, Jim - hotel	Kindachuk, Jim			387.17
1	Tran, Hieu - Travel expenses, meals	Tran, Hieu			979.77
1	Gignac, Raphael - Vehicle rental & expenses, hotel, meals, office s	Gignac, Raphael			2,698.14
1	Gignac, Raphael - Vehicle rental & expenses, hotel, meals, office s	Gignac, Raphael			2,837.94
1	Harbord, David - Hotel credit	Harbord, David			(1,297.28)
1	FRAGOMEN (CANADA) CO: Reyes, Isaac relocation costs \$6,013.7	FRAGOMEN (CANADA) CO			2,027.46
1	FRAGOMEN (CANADA) CO - Gignac, Raphael relocation costs	Gignac, Raphael			381.10
1	Spachynski, Arden - Hotel, vehicle rental & expenses, COVID testi	Spachynski, Arden			3,622.82
1	Spachynski, Arden - Hotel, vehicle rental & expenses, COVID testi	Spachynski, Arden			144.94
1	Amy Bridges - Visa, baggage, uber	Amy Bridges			1,490.65
1	Jessica Laird - COVID testing	Jessica Laird			223.88
1	Kinghott, Amy - Space for town halls	Kinghott, Amy			578.54
1	Smith, Tyler - Visa, vehicle rental & expenses, meals, COVID testir	Smith, Tyler			4,425.06
1	Kinghott, Amy - Hotel, vehicle rental & expenses, baggage, COVII	Kinghott, Amy			4,378.87
1	Curtis Clark - Hotel, Visa, vehicle rental & expenses, APTEGA memt	Curtis Clark			5,123.96
1	Brazao, Crystal - Hotel, meals, office supplies	Brazao, Crystal			5,414.51
1	Sims, Hrista - Vehicle rental	Sims, Hrista			953.44
1	Breanna Wise Hotel, Breanna Wise Visa, Breanna Wise vehicle ref	Breanna Wise			7,007.24
1003	Sales Tax				2,854.00
1	Randi Boswell Covid test wait time	Randi Boswell			200.00
1	John Wazney Per Diem	John Wazney			5,425.00
1	John Wazney hotel	John Wazney			5,068.50
1	Randi Boswell- Per Diem	Randi Boswell			1,925.00
1	Randi Boswell- Airlines ticket	Randi Boswell			257.85
1	Randi Boswell- Hotel	Randi Boswell			1,798.50
1	60913699 Joseph Tato's (Partner) hours	Joseph Tato			3,480.00
1	60913700 Bradford McCormick's (Associate) hours	Bradford McCormick			1,008.00
1	60913700 Bradford McCormick's (Associate) hours	Bradford McCormick			648.00
1	Tato, Joseph (Partner) Hours	Tato, Joseph			1,560.00
1	40023588 TRANSLATIONS - VENDOR: IABLA COMMUNICATIONS LUMA SEN	IABLA COMMUNICATIONS LUMA SEN			1,397.76
1	4009126 Hours for Cerezo, Francisco (Partner)	Cerezo, Francisco			16,141.50
1	Hours for Albanese, Rachel Ehrlich (Partner)	Albanese, Rachel Ehrlich			5,605.00
1	Hours for Knowles, Samuel B.(Partner)	Knowles, Samuel B.			3,237.50
1	Hours for Vann, Ryan (Partner)	Vann, Ryan			2,937.00
1	Hours for Boxer, Mark H. (Senior Counsel)	Boxer, Mark H.			14,454.00
1	Hours for Rodriguez, Josefine (Associate)	Rodriguez, Josefine			2,983.50
1	Hours for De Olalida, Isabel (Attorney)	De Olalida, Isabel			2,622.00
1	Hours for Battin, Jonathan (Staff Attorney)	Battin, Jonathan			420.00
1	Hours for Fox, Carolyn B. (Paralegal)	Fox, Carolyn B.			64.00
1	Hours for Lopez-Zambrana, Manuel (Partner)	Lopez-Zambrana, Manuel			9,315.00
1	Hours for Buxeda, Nikos (Partner)	Buxeda, Nikos			7,307.50
1	Hours for Fortuna, Garcia, Andres (Of Counsel)	Fortuna, Garcia, Andres			3,087.50
1	Hours for Muniz, Mariana (Associate)	Muniz, Mariana			2,502.50
1	Hours for Alvarez, Camille (Associate)	Alvarez, Camille			5,692.50
1	Hours for Rojas, Laura (Contract Lawyer)	Rojas, Laura			25,340.00
1	Disbursement - certified copies				25.00
1	Disbursement - Local counsel fees				1,833.90

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1				Disbursement - Filing/recording fees	1,034.00
1				Disbursement - Delivery services	5.20
1	Laboratorio Clinico El Morro, Inc.			3 (COVID-19 TESTS- 30@ \$116 (PCR), 33 @ \$50 (Rapid test))	5,130.00
1	Nery Sanchez-Alvarez			Wire transfer for 001 and 002	30.00
1	Quanta Workforce Solutions, LLC		QWS-102020-2B	Translation of Excel document on Helpdesk information	165.00
1				NLC - Jacob Phelps-Ground Transportation	344.48
1				NLC - Juan Vargas-Meals	25.00
1				NLC - Mike Pepin-Ground Transportation	17.50
1				NLC - Mike Pepin-Meals	13.75
1	On-island hotels				5,281.47
1	Taxi/Car Rental in Puerto Rico				10,573.69
1	Meals				5,229.90
1	Misc. expenses				108.29
1	Flights to/from Puerto Rico				15,957.26
1	Office supplies				3,688.14
1	Laundry				20.00
1	Scott, Gary-Uber To/from airport				224.19
1	Scott, Gary-Laundry				9.00
1	Stone V, John G-Mileage to/from airport				203.55
1	Covid tests - US				500.00
1	Covid tests - PR				125.00
1	HALO Branded Solutions Inc-Hand Sanitizer				1,371.02
1	NLC - Kyle Braude- on-island, traveling to island				944.10
1	NLC - Kyle Braude-on-island, traveling to island				12.26
1	NLC - Kyle Braude-meals				215.18
1	NLC - Jose Lopez-ground transportation				15.20
1	NLC - Jacob Phelps-on-island, traveling to island				1,473.20
1	NLC - Jacob Phelps-meals				380.31
1	NLC - Jacob Phelps-lodging				2,812.36
1	NLC - Mike Pepin-on-island, traveling to island				793.28
1	NLC - Juan Vargas-on-island, traveling to island				147.00
1	NLC - Jacob Watson-on-island, traveling to island				938.32
1	NLC - Jacob Watson-Taxi/Rental Car/Tolls				391.85
1	NLC - Jacob Watson-Parking fees				104.00
1	NLC - Jacob Watson-Meals				197.99
1	NLC - Office Supplies-Computer Cabling				301.05
1	NLC - Office Supplies-Power Conditioners				530.16
1	NLC - Vehicle Expenses-October lease pass thru				894.94
1	Covid tests US				15,464.66
1	Federal Express-Freight for Covid test				37.46
1	Federal Express-Freight for Quanta Swag				(710.00)
1	Buell, Nathan-Airport parking				420.00
1	ATT Allocation-ATT service for ATCO employees (Aug)				8,026.01
1	Microsoft Allocation-Separate Microsoft LUMA licenses (Oct)				3,059.90
1	Federal Express-Freight for IT Equipment				1,151.74
1	Accessory One-Otterbox x -Freight				91.00
1	Accessory One-Otterboxes + Freight				69.50
1	Monthly infrastructure charge				6,673.60
1	One-time set up for infrastructure				17,602.00
1	QT Rafael Chaparro-Office Supplies				27.80
1	QT Rafael Chaparro-meals				481.11
1	QT Rafael Chaparro-airfare				525.20
1	QT Rafael Chaparro-Ground Transportation				75.10
1	QT Don Hall-Office Supplies				217.28
1	QT Don Hall-meals				541.32
1	QT Don Hall-airfare				35.00
1	QT Don Hall-Ground Transportation				461.31
1	QT Damini Novosel-meals				51.28
1	QT Damini Novosel-airfare				261.31

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1		QT Damir Novosel-Ground Transportation			55.00
1		ESRI Data Management			1,600.00
1	Quanta Services Puerto Rico, LLC	QSPR-102020-3B		On-island hotels	6,041.71
1				Taxi/Car Rental in Puerto Rico	3,379.41
1				Meals	198.17
1				misc	352.45
1		Trade shows			400.00
1		Flights to/from PR			2,454.40
1		Miscellaneous			136.60
1		office supplies			183.94
1		Taxi/Car Rental PNC R/C missed in Sept			802.15
1		Airfare - Flight - SJU-IAH-SJU			540.20
1		Double Tree checkout 10/9 - Cost was over the \$150/day allowan			1,350.00
1		Daily per diem - \$175/day @ 22 days based on Flight Ticket Arrive			3,850.00
1		Insurance as per Contract (monthly installments)			631.61
1		Monthly lease per contract - \$100/day(hotel/apartment)			2,300.00
1		Flight - SJU-IAH-SJU			540.20
1		Rapid Covid test			450.00
1		Hotel			668.00
1		Out of town meals			344.31
1		Car expenses			689.46
1		Air fare			175.20
1		Hotel			1,669.16
1		Out of town meals			472.07
1		Car expenses			56.62
1		44098 COVID test			250.00
1		25476113 Karen Kostyk			713.36
1		Navneet Bradoo			1,346.04
1		Dianne Gunderson			1,324.62
1		Brandy Botter			132.68
1		John Stone			295.02
1		Sandy Love			1,235.52
1		Kyle Fuhrer			990.12
1		Evelyn Eventit Portillo			880.40
1		Avery Alimes			713.36
1		Don Cortez			1,235.52
1		Quyen Nguyen			870.15
1		Rosalinda Osorno			506.45
1		Ashley Miller			190.32
1		25574444 Owen Ehgretz			1,324.62
1		Avery Alimes			355.43
1		AWY BRIDGES			764.80
1		CHRISTA SIMS			928.22
1		ROBIN KOSTEK			713.36
1		MARK MIELKE			1,235.52
1		BRIAN REYNOLDS			538.72
1		TODD MCCLAREN			1,373.68
1		JESSICA LAIRD			1,485.18
1		DANIEL BOUDAGES			861.12
1		DORA PLEASANT			453.96
1					2,453.60
1		47 Airfare			2,625.00
1.02		Per diem			1,543.75
1.02		Hotels			536.30
1.02		Sales tax (split between the 5 tasks)			436.20
1.02		49 Air fare			8,141.06
1.02		Hotel			1,925.00
1.02		Per diem			5,437.10
1		PR Sales Tax			
1		General & Transition Management Total			
1.02		Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include c Alumbrum LLC			

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1.02				Receipt to balance expense report to invoice	(1.24)
1.02 Plan to Address Gaps in Assets, Technology, Processes, etc. /Plan to include					
2.0304 Fleet Management Plan	EAN Services LLC (Enterprise)		25476113	Rental Agreement- 552358569- Dustin Harnes	425.68
2.0304 Fleet Management Plan Total			52	Hotel	2,780.55
2.0312 Vegetation Management Plan	Alumbra LLC			Per diem	2,450.00
2.0312				PR Sales Tax	570.00
2.0312 Vegetation Management Plan Total					
4.02 Evaluating and updating customer service policies and procedures	Alumbra LLC		47	Airfare	649.20
4.02			Hotel		732.60
4.02				Per liem	875.00
4.02				Sales Tax (split between the 5 tasks)	536.30
4.02			49	Airfare	315.20
4.02				Per diem	4,550.00
4.02				Logging	5,550.00
4.02 Evaluating and updating customer service policies and procedures Total					
4.04 Development of a Customer Service Transition Plan	Alumbra LLC		47	Airfare	1,310.18
4.04			Hotel		1,995.45
4.04				Per diem	2,100.00
4.04				Sales Tax (split between the 5 tasks)	1,072.60
4.04			49	Air fare	979.40
4.04				Per liem	5,600.00
4.04 AT & T Mobility Puerto Rico			12529770	A&T Charges for 1-800 number and VOIP Business Trunk Service	1,446.53
4.04 Development of a Customer Service Transition Plan Total					
4.05 Development and implementation of a service start and shut off plan	Alumbra LLC		47	Sales Tax (split between the 5 tasks)	536.30
4.05 Development and implementation of a service start and shut off plan Total					
5.02 Develop IT OT Systems Remediation Plan	Computer Centre		20200813	Sales Tax	2,148.83
5.02			HP Monitors		9,300.00
5.02				Microsoft docking stations- 20@ \$219	4,380.00
5.02				Keyboard and mouse sets- 30 @ \$49	1,470.00
5.02				Wired Keyboard and Mouse set	1,260.00
5.02				Power Strip 30 @ \$16.25	487.50
5.02				Docking Station 4@ \$248	992.00
5.02				Docking station 4@ \$199	796.00
5.02			C20CPTK	Centra Tax	537.20
5.02			C20CPTL	Central Tax	6,866.60
5.02			M125088	Sales Tax	7,313.85
5.02				Mark Northrup	2,191.97
5.02				Mark Northrup- Per Diem	576.00
5.02	Greg Sarich		44098	Airfare	1,014.50
5.02				Hotel	621.60
5.02				Meals	81.90
5.02				Taxi/parking tolls	79.37
5.02			25476113	Johannes Badenhorst	190.53
5.02 Develop IT OT Systems Remediation Plan Total					
6.01 Determine Approach to Budgeting & Reporting over FET & Provide Samples	EAN Services LLC (Enterprise)		826788-04C	Admin Fee	5,075.70
6.01				Richard Holt- travel	575.32
6.01				Richard Holt- hotel	929.92
6.01				Richard Holt- meals	393.59
6.01				Jasmine Crespo	1,444.33
6.01				Jasmine Crespo- hotel	4,345.75
6.01				Jasmine Crespo- meals	1,181.62
6.01				Jasmine Crespo- other travel expenses	226.99
6.01				Larry Galan- airfare	1,409.35
6.01				Larry Galan- hotel	4,061.31
6.01				Larry Galan- meals	1,589.07
6.01				Larry Galan- other travel expenses	380.00
6.01 Determine Approach to Budgeting & Reporting over FET & Provide Samples	People 2.0 North America		RL509360850	Expenses- FedEx	19.47
6.07 Evaluating and updating the payroll and labor cost reporting systems.					

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
6.07	Evaluating and updating the payroll and labor cost reporting systems. Total	Quanta Workforce Solutions, LLC	QWS-102020-2B	Airline tickets-RGP-Contract labor-M. Marin Sept 1 -12 hours & e Car expenses-RGP-Contract labor-M. Marin Sept 1 -12 hours & e Meals-RGP-Contract labor-M. Marin Sept 1 -12 hours & expenses Lodging-RGP-Contract labor-M. Marin Sept 1 -12 hours & expenses Miguel Marin- car expenses	1,467.50 1,492.59 1,060.08 2,085.15 52.32
6.09	Processes & Procedures and Overall Internal Controls			Miguel Marin- Airfare	176.19
6.09			RGP1042388	Miguel Marin- Airfare	726.20
6.09			RGP1041683	Miguel Marin- Meals	544.07
6.09			RGP1041683	Miguel Marin- car rental	538.41
6.09			RGP104713	Miguel Marin- Hotel	1,002.00
6.09			RGP104713	Miguel Marin- car expenses	957.41
6.09			RGP104333A	Miguel Marin- Meals	422.53
6.09			RGP104333A	Miguel Marin- Hotel	754.72
6.09			RGP104333A	Miguel Marin- airline tickets	405.96
6.09			RGP104333A	Miguel Marin- Telephone	80.46
6.09			RGP104333A	Sales Tax	444.00
6.09			RGP104333A	Miguel Marin- car expenses	441.48
6.09			RGP104333A	Miguel Marin- Meals	636.22
6.09			RGP104333A	Miguel Marin- Hotel	1,320.76
6.09			RGP104333A	Miguel Marin- airline tickets	255.70
6.09			RGP104333A	Miguel Marin- car expenses	48.43
6.09			RGP104333A	Miguel Marin- airline tickets	396.30
6.09			RGP1046365	Taxes	450.66
6.09			RGP1046365	Airfare	237.49
6.09			20342-W03-001	Airfare	668.66
6.09			20342-W03-001	Hotel	73.20
6.09			20342-W03-001	Sales Tax	73.20
6.09			20342-W03-001	Meals	1,299.92
6.09			20342-W03-001	Transportation	76.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual Total	Innovative Emergency Management, Inc. (IEM)			
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual				
7.08					
7.08					
7.08					
7.08					
7.08					
7.08					
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8.02	Complete LUMA IT onboarding	Aerotek Professional Services	OP09580750	Sales Tax	146.04
8.02			OP09693795	Sales Tax	181.48
8.02			OP09707180	Sales Tax	170.39
8.02			OP09735488A	Sales Tax	56.38
8.02			OP09735487A	Sales Tax	123.77
8.02			OP09735489	Sales Tax	12.61
8.02			OP09750076A	Sales Tax (1%)	156.88
8.02			OP09750080	Sales Tax (1%)	3.79
8.02			LE 2020-06	Color Printing material (9,234 copies)	1,372.79
8.02			90388660	Frasco Lydia Martinez	250.00
8.02			90388656	Professional services for assignment- Director of HRIS	2,400.00
8.02			2020-0015	Translation of job descriptions for Regulatory dept.	937.37
8.02			190403	B2B Tax (4%)	654.75
8.02			BVG20-0798	Job Recruitment- Venue Setup and Food- PR Convention center a	547.20
8.02	Complete LUMA IT onboarding Total				
8.06	Communication Plan	Aerotek Professional Services	OP09750079	Sales Tax (1%)	19.34
8.06			OP09735491	Sales Tax (1%)	19.34
8.06			2020-0023	Translation of Signage for facilities	324.31
8.06			QWS-072020-2B-02	Jul Aug LUMA Billboards Kroma Advertising	10,000.00
8.06			QWS-092020-2B	Incomm Conferencing-IR Conf Call	712.33
8.06			Kroma Advertising Inc- Billboards	Kroma Advertising Inc- Newspaper	23,250.00
8.06			Kroma Advertising Inc- Digital Ads	Kroma Advertising Inc- Radio Ads	78,627.85
8.06			Kroma Advertising Inc-Social Media Ads	Kroma Advertising Inc-Digital Ads	14,900.00
8.06			Kroma Advertising Inc-Digital Ads	Kroma Advertising Inc-Billboards	1,781.65
8.06			Kroma Advertising Inc-Billboards	Kroma Advertising Inc-Monthly Communication Fee	29,450.00
8.06					6,727.44
8.06					20,000.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
8.06		Kroma Advertising Inc-Social Media Ads		21,872.00	
8.06		CME Printing Inc-Tech Sleeves		448.80	
8.06 Communication Plan Total					
8.08 Total Rewards Retirement Program		Triple-S, Salud	092020-0356	Administrative expenses- 3 @ \$57.21	171.63
8.08				Broker's Commission- 3 @ \$3.30	9.90
8.08				Specific Stop Loss Premium	64.50
8.08				Insurance for September	505.86
8.08		Cigna	31694_090120	Insurance coverage for October	905.47
8.08 Total Rewards Retirement Program Total			31694_100120		
8.1 Compliance Plan		BNA Group	20-4123	Tax	304.00
8.1 Compliance Plan Total					
9.01 Establishment of GenCo Shared Services and Agreement		Alumbra LLC	44	Air travel	713.90
9.01				Hotel	2,667.33
9.01				Per diem	2,450.00
9.01				PR Sales Tax	1,214.30
9.01				Receipt to balance invoiced amount	(0.33)
9.01				45 Receipt to balance invoiced amount	(0.15)
9.01 Establishment of GenCo Shared Services and Agreement Total					
12.02 Required Insurance (Delivery of insurance certificates)	Vidal & Rodriguez, Inc.		43891 Deposit Premium	7,000.00	
12.02 Required Insurance (Delivery of insurance certificates) Total			43522 PRK For LUMA employees- Deposit Premium	8,000.00	
Non HOC 01	ManagementCo IT Systems	American Relocation Connections, LLC	28823 Gabriela Tweten- Quality Move Management Inc	8,158.77	
Non HOC 01			29121 Isaac Reyes	7,783.54	
Non HOC 01			Paul Bond	3,678.00	
Non HOC 01			Scott Hood	2,560.88	
Non HOC 01			John Stone	731.68	
Non HOC 01			Cesar Dones	5,746.47	
Non HOC 01			Derek Carson	1,482.96	
Non HOC 01			Jenna Jackson	741.48	
Non HOC 01			Rafael Chabarro	1,834.10	
Non HOC 01			Mike Pepin	926.85	
Non HOC 01			Sean Dunn	1,482.96	
Non HOC 01			Sarah Walker	1,280.44	
Non HOC 01			Nora Hightower	548.76	
Non HOC 01			Gregory Smeal	5,004.99	
Non HOC 01			James Stinson	556.11	
Non HOC 01			Gary Scott	3,109.64	
Non HOC 01			Jacob Watson	556.11	
Non HOC 01			Matthew Compher	556.11	
Non HOC 01			Daniel Cacioppo	556.11	
Non HOC 01			Lee Wood	182.92	
Non HOC 01		CDW	LRGIT570	Sales Tax	2,591.03
Non HOC 01				Freight	294.47
Non HOC 01				20@ \$1377.36- LVO T14 R7-4750U 512/16 W10P	27,407.20
Non HOC 01				20@ \$75.92- LVO ABSOLUTEDDS PRM TRM 3Y 2500-9999	1,518.40
Non HOC 01				20@ \$102.32- LVO 3YR PREMIER SUP NBD	2,046.00
Non HOC 01			LRNT171	Sales Tax	423.27
Non HOC 01				LVO 3YR PREMIER SUP NBD- 50 @ \$102.61 each	5,130.00
Non HOC 01 ManagementCo IT Systems Total		Innovative Emergency Management, Inc. (IEM)	20342-W01-004	Air travel	651.15
7.05 Project Worksheet Assessment				Meals	3,668.51
7.05				Car rental	2,290.73
7.05				Hotels	6,566.73
7.05				Other Travel cost	19.80
7.05				Sale Tax	1,098.88
7.05 Project Worksheet Assessment Total					
2.0302 Transition Plan for O&M Activities	Nory Sanchez-Alvarez	LUMA 2020-0028	Transition of documents 6,411 words	448.83	
2.0302	EAN Services, LLC (Enterprise)	25476113	Rental Agreement- 16D1C- Luc Graham	631.53	
2.0302			Rental Agreement- 16d1V- Lionel Sanche	719.83	