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# Monthly Report

Report #: RPT-P3A-006

For the period ending November 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 November 30, 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 November, LUMA continued to progress its Front-End Transition obligations with specific focus on our work on the Initial Budgets, System Remediation and Performance Metrics as well as on our recruitment efforts. Most of the challenges noted in past reports and updated in Part C of this report remain as concerns. LUMA is also very concerned with the misalignment of PREPA as it relates to the obligations under the OMA including delays in payment to LUMA. However, despite these impacts, LUMA remains on track for a June 1, 2021 commencement of the O&M Services.

The following is a summary of the Key Achievements for the month of November 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

We continued our recruitment efforts of our new workforce which included the following:

- Continued our postings of positions and receiving applications. To date, LUMA has received in excess of 7,000 applications. Our work involved the initial assessment of the applications, screening interviews of PREPA employees and beginning of interviews with hiring managers.
- Continued to advance our preparation for Skills Assessments to be conducted as part of the recruitment process.
- Developed and distributed recruitment flyers and application support communications to help encourage new PREPA applicants.
- 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

LUMA has numerous operational deliverables that will be presented to the P3A and/or PREB for approval 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 November are as follows:

- a. Initial Budgets, System Remediation Plan (SRP) and Performance Metrics  
Continued on the work areas reported last month which involved a significant effort throughout November by all LUMA departments as they focused on the preparation of the Initial Budgets, SRP and Performance Metrics filings. This work included the prioritization and documentation of necessary operating and capital programs to meet the Transformation Objectives established by the Commonwealth. Our work was conducted within the financial realities of the current Revenue Requirement as we contemplated the physical and operational deficiencies identified as critical to remediate and transform PREPA. Our prioritization work also considered the deployment of federal funded projects.

- b. FEMA Funded Projects  
With the details associated with the 10-year plan recently available from PREPA, LUMA will be reviewing and considering the plan as we finalize the Initial Budgets, System Remediation Plan and Performance Metrics filings to PREB anticipated to be submitted in early 2021.

LUMA has indicated to PREPA that with the 10-year plan completed, and in order to facilitate transition, it is critical that the execution work of the FEMA projects be undertaken in a manner conducive to the seamless transition from PREPA to LUMA as of the Commencement Date.

- c. PREPA Reorganization  
LUMA continued to support the development of the GridCo-GenCo Purchase Power Operating Agreement (PPOAs) and the Shared Services Agreement while progressing the development of the System Operating Principles.  
LUMA also continued to support PREPA's development of the GenCo budget – a critical input to the Initial Budgets.

#### Preparing LUMA for Operations

In addition to 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 November are as follows:

- a. Health, Safety, Environment & Quality
- Continued vigilance on our COVID protocol.
  - Established key HSE policies and procedures for commencement.
  - Advanced LUMA's Business Continuity and Crisis Management program including the Emergency Response Plan.
- b. Internal & Stakeholder Communications:
- Continued to communicate our key messages through external channels (social media) and advertising (i.e. digital mediums, billboards, print and radio), and develop plans for future social campaigns.
  - Created a LUMA's website map and developed a comprehensive customer account portal to be activated upon commencement.

- Created a monthly newsletter and application support flyer to keep PREPA employees engaged in LUMA's recruiting efforts and company culture.
  - Met with a variety of organizations across the island to explore community investment partnerships.
- c. Operational
- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&M and capital perspective
  - Based on the above, worked within Operations' leadership team to draft the first year's operational priorities.
  - Began the drafting process of the Standard Operating Procedures for the Operations Department.
  - Began development of the Operations Restoration Annex, for consolidation into final Emergency Response Plan noted above.
  - Commenced the recruitment effort for key positions within Distribution Operations, Transmission Operations, Fleet, Materials Management, and Vegetation Management
  - Developed first drafts of Technical Specifications of Distribution ROW Reclamation and Preventive Vegetation Maintenance.
  - Contributed to the development of safety material of the public and internal workforce.
- d. Customer Experience - Voice of the Customer
- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&M and capital perspective.
  - Received Bill Print and Delivery proposals. Vendor analysis is underway.
  - Met with PREPA supervisors to review work processes, IT systems and Contact Center training. These meetings were conducted instead of conducting employee observations given the inability to gain employee access.
  - Finalized the JD Power Customer Satisfaction Survey and User Acceptance Testing for sending to customers.
- e. Finance and Accounting
- Advanced the Initial Budgets process and supported the overall work prioritization effort of LUMA's Initial Budgets and SRP, both from an O&M and capital perspective.
  - Deficiencies and opportunities identified by LUMA's Internal Controls team were presented and discussed with PREPA and LUMA's Departments to ensure alignment.
  - Completed initial configuration of Oracle EBS for GridCo and LUMA. Methodologies and processes were determined for Labor Cost Distribution.
  - Insurance policies to be in place post-Commencement were defined, establishing process needed to assure timely compliance.
  - Completion of health pre-assessments for accessible facilities including the completion of preliminary occupancy and asset information.
  - Progressed the draft of the Non-Federally Funded Procurement Manual.

- f. Information and Operational Technology
  - Workday HCM: Completed unit testing, end-to-end testing strategy & plan and test scenarios for integration.
  - Workday Payroll: Requirements gathering and design in progress for absence and payroll.
  - Kronos: Defined project plan and RACI matrix, as well as completed design workshops.
  - Cloud Based Call Center: Selected solution provider and procurement process is underway. Proceeding with a 30-day vendor trial.
- g. Other Regulatory matters (in addition to those noted above)
  - Preparation and support of relevant teams for Initial Budgets, SRP and Performance Metrics filing including the development of the Recovery and Transformation Framework for the T&D System.
  - Advanced work on the Liability Waiver to filed with PREB.
  - Continued work on the System Operation Principles, and underlying procedures for bulk power and transmission operations.
  - Continued monitoring of PREPA's "10 Year Plan" for FEMA 428 funding. Reviewed the available information on 428 and incorporated FEMA and other relevant guidance for formulation of LUMA's plans to utilize available federal funding for recovery.
  - Progressed the initial draft of Shared Services Agreement.
- h. Legal Matters
  - Refined analysis of LUMA as agent for PREPA regarding T&D real estate lease agreements, System Revenues, GridCo-GenCo PPOA.
  - Engaged in matters related to Complaint NEPR-QR-2020-0029 re: Maximo Solar Industries, Inc.

## 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 December, 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 and resumes, as well as systematically post jobs.
- Continue providing PREPA employees with information available.
- Continue working with PREPA management 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 P3A review and/or approvals and PREB approvals

- a. Initial Budgets, SRP and Performance Metrics
  - LUMA will be finalizing the draft of its Recovery and Transformation Framework, Initial Budgets, SRP and Performance Metrics and submitting to the P3A for its review and recommendation for LUMA's consideration prior to submission to PREB in early 2021.
  - LUMA will be reviewing and considering the details of PREPA's 10-year FEMA plan as we finalize the Initial Budgets, System Remediation Plan and Performance Metrics filings to PREB.
- b. FEMA Funding Projects
  - LUMA has indicated to PREPA that with the 10-year plan completed, and in order to facilitate transition, it is critical that the execution work of the FEMA projects be undertaken in a manner conducive to the seamless transition from PREPA to LUMA as of the Commencement Date. As such, LUMA anticipates beginning to participate in the appropriate meetings led by PREPA and advisors.
  - 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.
- c. PREPA Reorganization
  - Continue supporting PREPA in the development of the GenCo 3-year budget for inclusion in the Initial Budgets.
  - Continue to support in the development of the GridCo-GenCo Operating Agreements.
  - Continue efforts to develop the Shared Services Agreement.
  - Finalize the draft of the System Operations Principles and submit to P3 for its review.

#### Preparing LUMA for Operations

- a. Health, Safety, Environment & Quality
  - Begin the review of the field baseline environmental site assessments results being undertaken by PREPA. Work to advance the schedule given the concerns with the current timetable.
  - Progress LUMA's Business Continuity and Crisis Management program including the Emergency Response Plan.
  - Assess applicable software systems for HSE&Q incident data collection and begin evaluation of alternatives.
- b. Internal & Stakeholder Communications:
  - Create a December communication for PREPA employees.



- Work with the LUMA Health, Safety, Environment & Quality team to develop a public safety plan, with messaging, timeline and partners.
- c. Operational
  - Continue development of the Standard Operating Procedures for the Operations Department
  - Continue furthering the overall recruitment effort for the Operations Departments.
  - Progress the drafting of the Materials Management and Warehouse Plan
- d. Customer Experience - Voice of the customer
  - Undertake the 30-day trial on the new Contact Center platform.
  - Continue furthering the overall recruitment effort for the Customer Experience Departments.
  - Advance the building consolidation recommendation plan with the Operations team and Facilities team.
  - Continue to progress the JD Power Customer Satisfaction Surveys.
  - Advance the draft of Customer Experience transition plan.
- e. Finance and Accounting
  - Completion of the Initial Budgets for filing to P3A.
  - Completion of full health assessment and first draft of property summaries.
  - Continue efforts to obtain all System Contracts from PREPA for internal review & assessment by the various LUMA Departments.
  - Finalize the Non-Federal Funded Procurement Manual for LUMA's internal review.
  - In conjunction with PREPA, hold Conference Room Pilot for Oracle EBS Project Accounting and Fixed Assets.
- f. Information and Operational Technology
  - Continue all major IT projects required for LUMA to be fully operational (e.g. EBS, Workday HCM, Call Center Technology).

### 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 November.

## 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
	There are no completed items for the month of November.		

### 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 - October
4.3(c)	ManagementCo, Administrator and Owner shall together (i) identify all material existing System Contracts and all Generation Supply Contracts and provide ManagementCo and Administrator with copies thereof and (ii) identify which of the material existing System Contracts and Generation Supply Contracts do not comply with the Federal Funding Requirements and provide ManagementCo and Administrator with a list thereof.	LUMA (Operator), PREPA (Owner), P3A (Administrator)	Ongoing
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	LUMA (Operator) P3A (Administrator)	Ongoing

Section	Description	Responsible Party	Status
	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 assignment or the reissuance of the Commencement Date Governmental Approvals; (B) Owner, with Operator's assistance, shall submit complete 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.	PREPA (Owner)	
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).	LUMA (Operator)	Submitted - October
4.6(c)(i)	(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.	PREPA (Owner)	Confirmed - October
4.6(d)(i)	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 – October
4.2(j)	ManagementCo shall use commercially reasonable efforts to interview and evaluate as candidates for employment at ServCo, effective as of the Service Commencement Date, the regular employees of Owner and its Affiliates (other than Owner's generation employees, including certain administrative and plant operations personnel) who (i) are currently and remain employed by Owner and its Affiliates (other than Owner or its Affiliates generation station employees) as of the Interview Deadline or are hired by Owner or its Affiliates on or after the Effective Date in the ordinary course of business consistent with the past practices of Owner and its Affiliates to replace any existing employee of Owner, and (ii) apply to ServCo in a job category ServCo wishes to fill (collectively, the "Owner Employees"). For the avoidance of doubt, neither ManagementCo nor ServCo shall be liable for severance or other pay or benefits for Owner Employees who are not hired by ServCo, including those to whom an offer of employment is made but who do not accept such offer. Owner and its Affiliates shall waive any non-competition, confidentiality or other obligation arising under any employment contract between Owner or Affiliate and any Owner Employee that may otherwise restrict any of Owner Employee's rights to be employed by ServCo. Owner shall provide ManagementCo	LUMA (Operator)	Ongoing



Section	Description	Responsible Party	Status
	with the following information regarding Owner Employees promptly on request: (x) job description for current and any prior positions occupied by such Owner Employee, (y) date of employment and (z) current salary.		

## 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.	P3A (Administrator) PREPA (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)	Each of Owner and Administrator shall take all such actions as may reasonably necessary to enable or assist ManagementCo in providing the Front-End Transition Services, including (i) providing ManagementCo's Representatives with a designated space and facilities at Owner's principal offices for their use throughout the Front-End Transition Period.	PREPA (Owner)	Substantially overdue
4.1(b)(iii)	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)	Several RFIs submitted by LUMA remain outstanding (68 of 303 with some up to 100+ days). RFI status provided to PREPA weekly.
4.6(d)(iii)	Payments of undisputed amounts under any invoice shall be due within thirty (30) days of Administrator's receipt of such invoice.	P3A (Administrator) PREPA (Owner)	Outstanding payment due to misalignment of PREPA

## III. OMA Obligations in Progress

Section	Description	Responsible Party	Status
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	P3A (Administrator)	In progress

Section	Description	Responsible Party	Status
	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.		
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)(i)	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 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 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;	LUMA (Operator)	In progress
4.5 (s)	The Parties shall mutually develop and negotiate in good faith a shared services agreement consistent with the provisions set forth in Annex VI (GenCo Shared Services) (the "Shared Services Agreement"), which agreement shall provide the terms and conditions pursuant to which Operator, as agent of Owner, shall provide the GenCo Shared Services to GenCo until the Legacy Generation Assets are retired or until certain of GenCo's operations, including the operating, administrative and/or maintenance functions related to the Legacy Generation Assets, are transferred to one or more private partners, the term of which agreement not to exceed three (3) years from its effective date (unless otherwise extended with the consent of Operator).	LUMA (Operator) P3A (Administrator) PREPA (Owner)	P3A counsel delivered a first draft of SSA which is being reviewed and revised by LUMA

#### IV. Upcoming OMA Obligations

Section	Description	Responsible Party	Status
4.1(d) (i) and (ii)	ManagementCo to - (C) submit such System Remediation Plan to Administrator for its review and approval, acting reasonably. The System Remediation Plan shall detail the scope, resources, timelines, milestones, costs estimates and achievement criteria for each activity or project required to enable Operator to perform the O&M Services in compliance with Contract	LUMA (Operator)	Planned to submit to P3A in mid-December

Section	Description	Responsible Party	Status
	Standards, including the deadlines by which each such activity or project shall be fully implemented. The Parties acknowledge and agree that any prior studies or reports of Owner relating to the remediation, repair, replacement and stabilization of the T&D System may be considered for purposes of preparing the System Remediation Plan, but the findings of such studies or reports shall not limit the Parties' discretion to develop the System Remediation Plan.		
4.1(g)	Parties to apply for Liability Waiver with Rate Order in connection with submission of Initial Budgets.	LUMA (Operator), PREPA (Owner), P3A (Administrator)	Planned to submit to P3A in mid-December
4.1(h)	ManagementCo to - (ii) submit such proposed System Operation Principles to Administrator for its review and approval.	LUMA (Operator)	Planned to submit to P3A in mid-December
4.2(e)	(a) ManagementCo shall prepare and submit to Administrator the proposed Initial Budgets; provided that for purposes of the Generation Budget, ManagementCo shall only be required to submit (if received by ManagementCo) the Generation Budget as prepared by Owner and delivered to ManagementCo by Owner. ManagementCo shall have a reasonable time to review such Generation Budget prior to completing and submitting the balance of the Initial Budgets to Administrator hereunder.	LUMA (Operator)	Planned to submit to P3A in mid-December
4.2(f)	(b) ManagementCo shall submit to Administrator the proposed revised Performance Metrics	LUMA (Operator)	Planned to submit to P3A in mid-December

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## C. RISK AND ISSUE MANAGEMENT REPORT

### I. Risks with Potential to Materially Impact Project Success

Risk	Description and Current Status (as of 11-30-20)
PREPA Reorganization (s. 4.5(q))	<p>LUMA notes that there remains a considerable effort necessary to complete the reorganization of PREPA. LUMA views the PREPA reorganization includes ensuring the Governance structure, GridCo-GenCo Operating agreement, System Operating Principles and the Shared Services Agreement all tie together.</p> <p>Work is progressing on all fronts; however, risk remains the timeliness of achieving the obligation which includes obtaining the necessary Governmental approvals as a condition precedent to commencement.</p> <p>Associated with the PREPA reorganization is the development of the GenCo's budgets by PREPA for incorporation into the Initial Budgets anticipated to be submitted to PREB in early 2021 for approval. LUMA continues to support PREPA in this effort.</p>
FEMA Funding	<p>With the details associated with the 10-year plan now available, LUMA will be reviewing and considering the details of the plan as we finalize the Initial Budgets, System Remediation Plan and Performance Metrics filings to PREB anticipated to be submitted in early 2021.</p> <p>LUMA's initial assessment is one of concern given the 10-year plan is not consistent with the Certified Fiscal Plan nor the executed OMA with LUMA in that there is little or no mention of LUMA's role post Service Commencement. It is imperative that following Service Commencement under the LUMA OMA, responsibility for planning and execution of all T&amp;D related work including FEMA work will reside with LUMA.</p> <p>LUMA believes this starts now and has indicated to PREPA that with the 10-year plan completed that in order to facilitate transition, it is critical that the execution work of the FEMA projects be undertaken from now until Commencement be conducted in a manner conducive to the seamless transition from PREPA to LUMA as of the Commencement Date. Without this cooperation, there is a significant risk of critical disconnect and delays in work upon commencement.</p>
COVID-19 Pandemic	<p>The COVID-19 pandemic continues to create challenges for LUMA.</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>

Risk	Description and Current Status (as of 11-30-20)
Field Access	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 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 workplan to cutover upon commencement.
Designated Space & Facilities (s. 4.1 (b))	Establishing furnished workspace continues to be a concern. LUMA staff continues to work away from the office leading to inefficiencies and increased cost. PREPA most recent plan to provided adequate spacing has been delayed further.
Response to RFIs	LUMA has now issued 303 Requests for Information (RFIs) of PREPA since June 22 <sup>nd</sup> . As of the reporting date, there is currently 68 RFIs outstanding in some cases up to 100+ days since being issued. 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.

## II. Active Issues with Potential to Materially Impact Project Success

Issue	Description, Current Status and Mitigation
LUMA Recruitment Effort	No update from our last report. The desire to provide PREPA employees a complete picture of employment options and pension information has not materialized. (Note these issues represent the majority of the questions that LUMA & PREPA are hearing from PREPA employees since Effective Date). While LUMA appreciates that this is a complicated involving multiple parties, LUMA remains concerned that the relevant information will not be available from PREPA and will impact employee's decision thereby limiting the recruitment effort.
Pre-existing Environmental Conditions (s.4.5 (f))	This contract has now been finalized and desktop work has begun with field work anticipated to begin in mid-December. LUMA continues to monitor progress and has noted that the current schedule for completion is extremely tight given the completion of the work is a Condition Precedent to the June 1 <sup>st</sup> Commencement Date. The current schedule suggests a May 20 <sup>th</sup> completion.

## D. FINANCIAL PROGRESS REPORT

In accordance with s.4.6(d), LUMA has submitted the invoice for the FET Service Fee for the month of November 2020. A summary of the invoice amounts is included below.

### I. Monthly invoice summary

FET COSTS	
Department	Amount
Capital Programs	\$108,550
Communications	\$56,062
Corporate Services	\$61,250
Customer Service	\$148,325
Executives	\$71,887
Financial Mgmt.	\$401,027
HSE & Quality	\$218,528
Human Resources	\$215,135
Integration Mgmt. Office	\$206,313
IT / OT	\$289,200
Legal	\$36,750
Operations	\$481,938
Regulatory	\$174,190
Utility Transformation	\$1,019,173
<b>TOTAL</b>	<b>\$3,488,328</b>

	FET Hourly Costs	Additional Costs & Expenses	Sub-Total	FET Fixed Fee	Total
Previously invoiced	\$17,674,490	\$14,529,258	\$32,203,748	\$21,500,000	\$53,703,748
Current invoice	\$3,488,328	\$4,645,366	\$8,133,694	\$5,000,000	\$13,133,694
Total invoiced to date	\$21,162,818	\$19,174,624	\$40,337,442	\$26,500,000	\$66,837,442
Forecast to complete			\$36,014,489	\$33,500,000	\$69,514,489
Proposal			\$76,351,931	\$60,000,000	\$136,351,931
Variance			-	-	-

## E. SUBMISSIONS

### I. Transmittals – Current Month November 2020

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-P3A-T-00056	FTI August 2020 Report Inquiries	LUMA	P3A	IMO	1-Nov-20
LUMA-P3A-T-00057	August 2020 Monthly Invoice & Report (Revised)	LUMA	P3A	IMO	9-Nov-20
LUMA-P3A-T-00058	October 2020 Monthly Invoice & Report	LUMA	P3A	IMO	10-Nov-20
LUMA-P3A-T-00059	October 2020 Monthly Status Report	LUMA	P3A	IMO	10-Nov-20
LUMA-P3A-T-00060	October 2020 Renewed Certificates	LUMA	P3A	IMO	10-Nov-20
LUMA-P3A-T-00061	4.5 Months of FETS Estimate October 2020	LUMA	P3A	IMO	10-Nov-20
LUMA-P3A-T-00062	October 2020 Renewed Certificates - Social Security, Unemployment and Disability	LUMA	P3A	IMO	10-Nov-20
LUMA-P3A-TGC-00063	P3A / LUMA October 27, 2020 Meeting Notes	LUMA	P3A	IMO	11-Nov-20
LUMA-P3A-TGC-00064	P3A / LUMA November 12, 2020 Meeting Agenda	LUMA	P3A	IMO	11-Nov-20
LUMA-P3A-T-00065	4.5 Month FETS Estimate October 2020 (wActuals)	LUMA	P3A	IMO	18-Nov-20
LUMA-P3A-T-00066	October 2020 Renewed Certificates - LUMA ManageCo Debt Certification	LUMA	P3A	IMO	18-Nov-20
LUMA-P3A-TGC-00067	P3A / LUMA November 12, 2020 Meeting Notes	LUMA	P3A	IMO	20-Nov-20
LUMA-P3A-TGC-00068	P3A / LUMA November 23, 2020 Meeting Agenda	LUMA	P3A	IMO	20-Nov-20
LUMA-P3A-T-00069	Key Dates Schedule	LUMA	P3A	IMO	20-Nov-20
LUMA-P3A-T-00070	Transaction Costs - 2022 to 2024	LUMA	LUMA	IMO	20-Nov-20
LUMA-P3A-T-00071	4.5 Month FETS Estimate November 2020	LUMA	P3A	IMO	25-Nov-20
LUMA-PREB-T-00020	October 2020 Monthly Status Report	LUMA	PREB	IMO	10-Nov-20
LUMA-PREP-TGC-00045	PREPA / LUMA Biweekly Meeting Agenda 2020-11-06	LUMA	PREPA	IMO	6-Nov-20
LUMA-PREP-TGC-00046	PREPA / LUMA Biweekly Meeting Notes 2020-10-20	LUMA	PREPA	IMO	6-Nov-20
LUMA-PREP-T-00047	Outstanding RFIs as of November 6, 2020	LUMA	PREPA	IMO	6-Nov-20
LUMA-PREP-T-00048	October 2020 Monthly Status Report	LUMA	PREPA	IMO	10-Nov-20
LUMA-PREP-T-00049	Outstanding RFIs as of November 13, 2020	LUMA	PREPA	IMO	13-Nov-20



Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-PREP-TGC-00050	PREPA / LUMA Biweekly Meeting Notes 2020-11-06	LUMA	PREPA	IMO	13-Nov-20
LUMA-PREP-TGC-00051	PREPA / LUMA Biweekly Meeting Agenda 2020-11-16	LUMA	PREPA	IMO	13-Nov-20
LUMA-PREP-TGC-00052	LUMA Sales & Use Tax Exemption / Excise Tax Exemption	LUMA	PREPA	IMO	16-Nov-20
LUMA-PREP-T-00053	SUT Exemption Certification	LUMA	PREPA	IMO	17-Nov-20
LUMA-PREP-T-00054	Outstanding RFIs as of November 20, 2020	LUMA	PREPA	IMO	18-Nov-20
LUMA-PREP-T-00055	Application Support Communication	LUMA	PREPA	IMO	24-Nov-20
LUMA-PREP-TGC-00056	PREPA / LUMA Biweekly Meeting Notes 2020-11-16	LUMA	PREPA	IMO	25-Nov-20
LUMA-PREP-TGC-00057	PREPA / LUMA Biweekly Meeting Agenda 2020-11-30	LUMA	PREPA	IMO	25-Nov-20
LUMA-PREP-T-00058	Outstanding RFIs as of November 27, 2020	LUMA	PREPA	IMO	25-Nov-20
LUMA-PREP-T-00059	FEMA Plan - First Batch of Standards 2020-10-26	LUMA	PREPA	Utility Transformation	30-Nov-20

## II. Requests for Information (RFIs) – Current Month November 2020

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00227	Customer Service Directorate processes & procedures	LUMA	PREPA	Customer Service	2-Nov-20	13-Nov-20	4-Nov-20	Closed
LUMA-PREP-RFI-00228	AED Inventory	LUMA	PREPA	HSE & Quality	2-Nov-20	30-Nov-20		Open
LUMA-PREP-RFI-00229	Kronos PM Randy Smandych	LUMA	PREPA	IT/OT	2-Nov-20	5-Nov-20	16-Nov-20	Closed
LUMA-PREP-RFI-00230	Provide the following system user access - Ramprasad Ghosh	LUMA	PREPA	IT/OT	2-Nov-20	6-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00231	On Ramp system and Meter Data Service types	LUMA	PREPA	Utility Transformation	2-Nov-20	6-Nov-20		Open
LUMA-PREP-RFI-00232	TWACS DB extracts	LUMA	PREPA	Utility Transformation	2-Nov-20	6-Nov-20		Open
LUMA-PREP-RFI-00233	Telepago	LUMA	PREPA	Customer Service	2-Nov-20	13-Nov-20		Open
LUMA-PREP-RFI-00234	Equipment Hours	LUMA	PREPA	Financial Management	2-Nov-20	2-Nov-20		Open



Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00235	COR3 and/or FEMA guidance on the requirements and contents	LUMA	PREPA	Regulatory	3-Nov-20	4-Nov-20		Open
LUMA-PREP-RFI-00236	Current outline(s) of report for 10-year plan and for the 2021 projects	LUMA	PREPA	Regulatory	3-Nov-20	4-Nov-20		Open
LUMA-PREP-RFI-00237	Sargent & Lundy write up on grid reconstruction strategy	LUMA	PREPA	Regulatory	3-Nov-20	4-Nov-20		Open
LUMA-PREP-RFI-00238	Copy e-billing notification email to customers	LUMA	PREPA	Customer Service	4-Nov-20	10-Nov-20	1-Dec-20	Closed
LUMA-PREP-RFI-00239	Copy of Net Metering Bill	LUMA	PREPA	Customer Service	4-Nov-20	10-Nov-20	1-Dec-20	Closed
LUMA-PREP-RFI-00240	Mini Gupta - RICE Developer & Functional Resource	LUMA	PREPA	IT/OT	4-Nov-20	9-Nov-20	16-Nov-20	Closed
LUMA-PREP-RFI-00241	Mi Cuenta Architecture and Roadmap	LUMA	PREPA	IT/OT	5-Nov-20	9-Nov-20	26-Nov-20	Closed
LUMA-PREP-RFI-00242	Work volumes for substations	LUMA	PREPA	Operations	5-Nov-20	19-Nov-20		Open
LUMA-PREP-RFI-00243	Substation available fault current	LUMA	PREPA	Operations	5-Nov-20	19-Nov-20		Open
LUMA-PREP-RFI-00244	Account numbers on the collections reports	LUMA	PREPA	Customer Service	5-Nov-20	19-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00245	Date confirmation for Meters	LUMA	PREPA	Utility Transformation	5-Nov-20	9-Nov-20		Open
LUMA-PREP-RFI-00246	Contract PDF and IT Contract Report Run Weekly	LUMA	PREPA	IT/OT	5-Nov-20	5-Nov-20		Open
LUMA-PREP-RFI-00247	Balance in FERC accounts for original cost and accumulated depreciation.	LUMA	PREPA	Financial Management	6-Nov-20	30-Nov-20		Open
LUMA-PREP-RFI-00248	Current Internal Controls Framework	LUMA	PREPA	Financial Management	6-Nov-20	20-Nov-20		Open
LUMA-PREP-RFI-00249	Scripts/Scenarios for testing Billing	LUMA	PREPA	IT/OT	10-Nov-20	25-Nov-20		Open
LUMA-PREP-RFI-00250	FCC Operators License	LUMA	PREPA	Operations	10-Nov-20	1-Dec-20		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00251	Microwave Radio's	LUMA	PREPA	Operations	10-Nov-20	1-Dec-20		Open
LUMA-PREP-RFI-00252	Citrix Connection & Stand-alone Laptop to access Asset Suites	LUMA	PREPA	IT/OT	10-Nov-20	17-Nov-20	17-Nov-20	Closed
LUMA-PREP-RFI-00253	PREPA customer account by municipality from CC&B	LUMA	PREPA	Customer Service	10-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00254	Document Request	LUMA	PREPA	IT/OT	11-Nov-20	16-Nov-20		Open
LUMA-PREP-RFI-00255	Questions re: 12S and 25S meter data	LUMA	PREPA	Customer Service	11-Nov-20	13-Nov-20	13-Nov-20	Closed
LUMA-PREP-RFI-00256	Asset Suite - Setup by Company	LUMA	PREPA	IT/OT	11-Nov-20	13-Nov-20		Open
LUMA-PREP-RFI-00257	Create Asset Suite Test Environment	LUMA	PREPA	IT/OT	12-Nov-20	20-Nov-20		Open
LUMA-PREP-RFI-00258	PREPA's Mobile Substations Status	LUMA	PREPA	Operations	12-Nov-20	30-Nov-20	23-Nov-20	Closed
LUMA-PREP-RFI-00259	Citrix Connection & Stand-Alone Laptop with PREPA Network Connection	LUMA	PREPA	IT/OT	12-Nov-20	17-Nov-20		Open
LUMA-PREP-RFI-00260	Meeting Request re: Employee ID numbers	LUMA	PREPA	IT/OT	12-Nov-20	18-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00261	New User Access - Susan Pascual HR Resource	LUMA	PREPA	IT/OT	12-Nov-20	13-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00262	Asset Suite Engagement	LUMA	PREPA	IT/OT	12-Nov-20	18-Nov-20		Open
LUMA-PREP-RFI-00263	Establish SFTP for file transfer	LUMA	PREPA	IT/OT	13-Nov-20	20-Nov-20		Open
LUMA-PREP-RFI-00264	Genesys application test on PREPA network	LUMA	PREPA	IT/OT	16-Nov-20	25-Nov-20		Open
LUMA-PREP-RFI-00265	Active PREPA emails addresses for employees in the Customer Service Directorate	LUMA	PREPA	Customer Service	17-Nov-20	1-Dec-20	30-Nov-20	Closed
LUMA-PREP-RFI-00266	Meter Data	LUMA	PREPA	Customer Service	17-Nov-20	20-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00267	CC&B data	LUMA	PREPA	Customer Service	17-Nov-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-00268	Inventory of satellite phones currently available	LUMA	PREPA	Operations	18-Nov-20	27-Nov-20		Open
LUMA-PREP-RFI-00269	Customer Service Directorate	LUMA	PREPA	Customer Service	18-Nov-20	1-Dec-20		Open
LUMA-PREP-RFI-00270	Materials Inventory	LUMA	PREPA	Regulatory	18-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00271	Meals and Mileage	LUMA	PREPA	Regulatory	18-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00272	428 PW CIP Reporting	LUMA	PREPA	Regulatory	18-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00273	Standard Quarterly Performance Reporting	LUMA	PREPA	Regulatory	18-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00274	Routine/regular PW spend/progress reviews	LUMA	PREPA	Regulatory	18-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00275	Cálculos y Análisis de SAIDI y SAIFI	LUMA	PREPA	Operations	18-Nov-20	27-Nov-20		Open
LUMA-PREP-RFI-00276	COR3/FEMA guidance and requirements	LUMA	PREPA	Regulatory	19-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00277	Projects not yet formulated and/or Obligated	LUMA	PREPA	Regulatory	19-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00278	Reimbursement Process	LUMA	PREPA	Regulatory	19-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00279	Closeout Process	LUMA	PREPA	Regulatory	19-Nov-20	24-Nov-20		Open
LUMA-PREP-RFI-00280	Process/Procedure documents for new customer distribution extensions	LUMA	PREPA	Operations	19-Nov-20	25-Nov-20		Open
LUMA-PREP-RFI-00281	AVL fleet GPS	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00282	GIS access	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20		Open
LUMA-PREP-RFI-00283	GIS (G/Tech) access	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20		Open
LUMA-PREP-RFI-00284	OMS access	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00285	RFI PDSTORMS access	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20	25-Nov-20	Closed
LUMA-PREP-RFI-00286	STORMS access	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20		Open
LUMA-PREP-RFI-00287	Inetdispatcher access	LUMA	PREPA	Operations	19-Nov-20	27-Nov-20		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00288	S&L study of renewable integration to transmission system	LUMA	PREPA	Regulatory	19-Nov-20	4-Dec-20	25-Nov-20	Closed
LUMA-PREP-RFI-00289	PLS-Tower “.bak” files	LUMA	PREPA	Utility Transformation	19-Nov-20	25-Nov-20		Open
LUMA-PREP-RFI-00290	Task number for project transactions in Asset Suite for commencement	LUMA	PREPA	Financial Management	23-Nov-20	30-Nov-20		Open
LUMA-PREP-RFI-00291	10-year FEMA plan document presented to the Contracting and Recovery Committee	LUMA	PREPA	Regulatory	23-Nov-20	25-Nov-20		Open
LUMA-PREP-RFI-00292	10-year FEMA plan document presented to the DOE coordination call “TCT”	LUMA	PREPA	Regulatory	23-Nov-20	25-Nov-20		Open
LUMA-PREP-RFI-00293	Copy of the S&L study/presentation for two generator connection DCDS. DER and solar	LUMA	PREPA	Regulatory	23-Nov-20	2-Dec-20		Open
LUMA-PREP-RFI-00294	PREPA VPN & EBS access - Sohini, Saha	LUMA	PREPA	IT/OT	24-Nov-20	1-Dec-20		Open
LUMA-PREP-RFI-00295	SOA 12c Test & Dev Instance	LUMA	PREPA	IT/OT	24-Nov-20	30-Nov-20		Open
LUMA-PREP-RFI-00296	Oracle EBS Security Roles	LUMA	PREPA	IT/OT	24-Nov-20	4-Dec-20		Open
LUMA-PREP-RFI-00297	Project development / testing support	LUMA	PREPA	IT/OT	24-Nov-20	30-Nov-20		Open
LUMA-PREP-RFI-00298	Create LUMA Kronos 8.1 Test Instance/environment	LUMA	PREPA	IT/OT	25-Nov-20	4-Dec-20		Open
LUMA-PREP-RFI-00299	Mi Cuenta test environment access	LUMA	PREPA	IT/OT	25-Nov-20	5-Dec-20		Open
LUMA-PREP-RFI-00300	Fleet	LUMA	PREPA	Operations	26-Nov-20	12-Dec-20		Open
LUMA-PREP-RFI-00301	Fleet Asset Register	LUMA	PREPA	Operations	26-Nov-20	12-Dec-20		Open
LUMA-PREP-RFI-00302	Fleet: 3rd Party Services	LUMA	PREPA	Operations	26-Nov-20	12-Dec-20		Open
LUMA-PREP-RFI-00303	Create CC&B Test Environment	LUMA	PREPA	IT/OT	30-Nov-20	9-Dec-20		Open

## APPENDIX A – HANDOVER CHECKLIST

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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 efforts that are not reasonably attributable to specific Handover Checklist items given the general management nature of the work.	41-50%	<p>The work in November 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"> <li>- In addition to the general management efforts noted above, there are more specific activities that were completed: <ul style="list-style-type: none"> <li>+ Administrative and logistics work required to support the ongoing work of LUMA.</li> <li>+ Continued general management &amp; coordination of overall Initial Budgets, SRP, Performance Metrics and regulatory strategy to support the submission to P3A &amp; PREB.</li> <li>+ Overall project management including efforts such as document controls (RFI &amp; transmittal) and the preparation of the required invoicing &amp; reporting.</li> <li>+ 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.</li> <li>+ On-going collaborated with PREPA to obtain and setup access to PREPA offices.</li> <li>+ Continued efforts expended to manage areas related to the requirements of the COVID-19 pandemic.</li> </ul> </li> </ul>
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"> <li>- Finalized the document requested by the Department of Natural Resources with respect to permits under its authority. These include the majority of the permits required pre-commencement.</li> <li>- Received approval from PREB of LUMA as Electric Service Company.</li> </ul>

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ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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.	91-99%	<ul style="list-style-type: none"> <li>- Finalizing consolidation efforts by departments of gap assessments findings into the Initial Budgets /System Remediation Plan worksheets as required by the overall effort.</li> <li>- Continued gap assessment with PREPA including incorporation of work observations.</li> <li>- Continued to manage the Request for Information requests &amp; responses related to gap assessments.</li> </ul> <p>Note: refer to 3.02 &amp; 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>
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	Activities to gain P3A and regulatory (PREB) approvals for Initial Budgets.	41-50%	<ul style="list-style-type: none"> <li>- Continued focus on preparation of the Initial Budgets, SRP and Performance Metrics filings. Activities included review of schedule templates for operating expenditures; review and prioritization of capital programs; and review and working with teams on drafting of key program narrative sections.</li> <li>- Collaborated with PREPA and its advisors to check on consistency of budget projections with existing tariff and fiscal plan requirements, including updates of key macro assumptions and financial projections based on different scenarios.</li> <li>- Worked with our generation team supporting PREPA's work on the GenCo budget, including validation of assumptions for GridCo</li> <li>- GenCo split and allocation of corporate expenditures and projections for Shared Service costs.</li> <li>- Reviewed with our legal team preliminary materials for Liability Waiver and potential filing structure.</li> </ul>
2	<b>T&amp;D Services Milestones</b>			
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%	<ul style="list-style-type: none"> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from and O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for Transmission &amp; Sub-transmission programs/projects for inclusion in the Initial Budgets/SRP submission.</li> <li>- Worked with Operations and System Operations to validate the requirements for the Transmission Takeover plan.</li> </ul>
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 street light operations and repair strategy.	51-60%	<ul style="list-style-type: none"> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from and O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for Distribution programs/projects for inclusion in the Initial Budgets/SRP submission.</li> <li>- Began review of Distribution Generation interconnection processes.</li> </ul>

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ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
				- Worked with Operations, Engineering and System Operations to validate the requirements for the Distribution Takeover plan.
<b>2.03</b>	<b><i>Development and Implementation of Additional Takeover plans</i></b>			
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"> <li>- 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.</li> <li>- Continued to support the ongoing efforts on developing the System Operating Principles in collaboration with our Regulatory team.</li> <li>- Began recruitment effort for Control Centers specifically focused on shift personnel positions which were posted. Began screening interviews. Also, progressed System Operations management layer positions in preparation for posting.</li> </ul>
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.	21-30%	<ul style="list-style-type: none"> <li>- Completed some adjustment to Job Descriptions for Distribution Operations, Transmission Operations, and Operational Excellence.</li> <li>- Began the recruitment by beginning with some screening interviews, and follow-up technical interviews, for several supervisory roles within Distribution and Transmission Operations.</li> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective from an overall Operations perspective taking into account and supporting Distribution, Transmission, Fleet, Materials Management, Operational Excellence, and Vegetation Management.</li> <li>- Advanced the drafts of the Program Briefs from an overall Operations perspective for inclusion in the Initial Budgets/SRP submission.</li> </ul>
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 high quality standards while incorporating Puerto Rico's unique operating needs. Fundamental principles include safety,	11-20%	<ul style="list-style-type: none"> <li>- Conducted multiple meetings with Commonwealth and Federal stakeholders to include FEMA, to identify previous and potential future power restoration issues and concerns. The discovery information is being used to develop the LUMA ERP restoration priorities.</li> <li>- Conducted meetings with local groups (e.g. hospital association) regarding concerns from Hurricanes Irma and Maria in developing the LUMA ERP.</li> <li>- Continued meetings with departmental business continuity/crisis management leaders to define next steps and</li> </ul>



ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
		customer centricity, affordability, reliability, resilience and sustainability.		<p>deliverables ensuring alignment with current process in place.</p> <ul style="list-style-type: none"> <li>- Began development of first draft of the ERP.</li> <li>- Reviewed FEMA guidance documentation</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.04 and 9.02).</p>
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.	41-50%	<ul style="list-style-type: none"> <li>- Work continued on the Fleet Management Plan, pushing to get it through to the next version for review.</li> <li>- Began development of Standard Operating Procedures for Fleet Management.</li> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Fleet Management Program Briefs for inclusion in the Initial Budgets/SRP submission.</li> <li>- Have begun the process and made progress in the recruitment of key positions within Fleet Management.</li> </ul>
2.0305	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.	41-50%	<ul style="list-style-type: none"> <li>- Worked with internal stakeholders to incorporate the Initial Budgets/SRP work prioritization efforts into the asset management plan.</li> <li>- Conducted research into industry practices for screening of microgrid locations.</li> <li>- Incorporating the Initial Budgets/SRP work prioritization work in the asset management plan.</li> </ul>
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.	51-60%	<ul style="list-style-type: none"> <li>- Completed operational gap assessment including incorporation of observations.</li> <li>- Skilled Labor Assessment (SLA) process flow finalized and roles/responsibilities defined and documented.</li> <li>- Completed ~75% of the Skilled Labor Assessment schedule and tools (curriculum, glossary of terms, etc.).</li> <li>- Continued to advance locations for Skilled Labor Assessment sites including work on the lease agreements and necessary permitting.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.07)</p>



ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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"> <li>- Finalized all job descriptions and submitted to HR for translation.</li> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from and O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for all Health, Safety and Quality programs/projects for inclusion in the Initial Budgets/SRP submission.</li> <li>- Advanced LUMA training matrix based on initial budgets and program delivery models.</li> <li>- Completed the initial learning management system (LMS) requirements for key training for commencement.</li> <li>- Completed a full analysis of PREPA's historical incident data to support future HS campaigns and to determine areas for strategic focus.</li> <li>- Significant efforts on administering and responding to the COVID 19 protocol requirements including internal communications.</li> </ul>
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.	31-40%	<ul style="list-style-type: none"> <li>- Continued the development of the Design Standards for Protection/Control/Automation, Substations, Transmission Lines.</li> <li>- Continued to support and advance estimates for the Initial Budgets/SRP as required.</li> <li>- Continued to participate in the Design Documents PREPA-Sargent &amp; Lundy Steering Committee.</li> <li>- 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.</li> <li>- Continue the review of the existing Interconnection Processes.</li> </ul>
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"> <li>- Continued engagement with PREPA real estate staff regarding ongoing real estate transactions, real estate portfolio optimization and to gain an understanding of damaged facilities eligible for FEMA funding.</li> <li>- Continued the evaluation for the selection of critical use facilities identified by PREPA and LUMA stakeholders.</li> <li>- Continued review of PREPA's approach for facilities management and management of the real estate portfolio in order to facilitate the development of future process improvements.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02).</p>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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.	31-40%	<ul style="list-style-type: none"> <li>- Progressed the draft of the Materials Management &amp; Warehouse Plan.</li> <li>- Began interviews for the Management and Supervisor layers of Materials Management.</li> <li>- Defined scope of Generation services with GenCo team.</li> <li>- Developed list of required Supply Agreements for Commencement.</li> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from and O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Material Management Program Briefs for inclusion in the Initial Budgets/SRP submission.</li> </ul>
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.	21-30%	<ul style="list-style-type: none"> <li>- Began draft of Standard Operating Procedure.</li> <li>- Reviewed and mapped-out outage dispatch process and planned work process.</li> <li>- Conducted review sessions with LUMA Facilities department to review existing building resources and prepare initial suggestions for LUMA Operations needs.</li> <li>- Worked collaboratively within the Operations' leadership team to draft the Year-1 Operational Priorities.</li> <li>- Conducted preliminary work on development of the Restoration Annex of the ERP.</li> <li>- Developing initial draft of the 'scope' for post commencement supply and services contracts.</li> <li>- Submitted RFIs to assess the availability of work tools and test equipment within the PREPA organization.</li> </ul>
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.	41-50%	<ul style="list-style-type: none"> <li>- Developed first drafts of Technical Specifications of Distribution ROW Reclamation and Preventive Vegetation Maintenance, general specifications for all VM work types, and individual IVM methods including herbicide applications.</li> <li>- Developed high level strategy (PPT, Word outline) for outsourcing specialized vegetation maintenances services.</li> <li>- Developed outline and began generating narrative text for Vegetation Management Plan.</li> <li>- Furthered the recruitment effort for key VM positions.</li> <li>- Continued working through the Vegetation Maintenance work prioritization and estimate based on findings from workload assessment/survey in support of LUMA's Initial Budgets and SRP, both from and O&amp;M and capital perspective.</li> <li>- Advanced the draft of the Vegetation Management Program Brief for inclusion in the Initial Budgets/SRP submission.</li> </ul>
2.04	Update Emergency Operations Manual and Business	This deliverable is the same as Handover Checklist item 2.0303	Refer to 2.0303	<ul style="list-style-type: none"> <li>- Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
	Continuity/Disaster Recovery Plan			
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"> <li>- Developed draft environmental policies for commencement (e.g. Waste Management, Vegetation Management, Emissions Management, Working Near Waterbodies, and Agency Inspections).</li> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for all Environmental programs/projects for inclusion in the Initial Budgets/SRP submission.</li> <li>- Developed requirements list and investigated available software systems to support HSE&amp;Q incident data collection and reporting at commencement.</li> <li>- Finalized systems to store, process and review environmental data from Baseline Environmental Study.</li> <li>- Work began on the PREPA-led Baseline Environmental Study. LUMA is working with PREPA and the service provider to expedite work given proposed timeline.</li> </ul>
3	System Remediation Plan Milestones			
3.01	Remediation Plan Proposal	This deliverable consists of developing a remediation plan outline and methodology.	100%	<ul style="list-style-type: none"> <li>- 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)).</li> <li>- No Activity to report.</li> </ul>
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.	91-99%	<ul style="list-style-type: none"> <li>- This effort captured the identification of initiatives by LUMA teams which is now largely completed. The effort has been the continued iterative process of prioritization and sequencing for inclusion into the Initial Budgets/SRP.</li> </ul> <p>Note: refer to 1.02 &amp; 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>
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.	91-99%	<ul style="list-style-type: none"> <li>- Further to efforts noted in 3.02, continued to advance the consolidation of initiatives across LUMA. This work is nearly complete and involved the continued consolidation of Programs and Projects into a single template for classifying, prioritizing and sequencing. The template was developed for the LUMA teams to utilize to capture critical information including the justification for programs/projects for regulatory filing purposes.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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	81-90%	<ul style="list-style-type: none"> <li>- Further to efforts noted in 3.03, a significant effort focused on coordinating work with all departments to ensure consistency in input of program/projects for the Initial Budgets/SRP.</li> <li>- Continued work to ensure classification of programs/projects as SRP and for inclusion in the Initial Budgets as well as whether FEMA eligible programs/projects.</li> <li>- Continued iterative work of prioritization of programs/projects with consideration of fiscal constraints and operational priorities.</li> <li>- Continued work on development of the SRP report to be submitted to P3.</li> </ul> <p>Note: refer to 1.02 &amp; 3.02 which capture the evolution from gap assessments (1.02), to initiative development (3.02); and to System Remediation Plan development (3.04)</p>
3.05	Approval of System Remediation Plan	Activities to gain P3A and regulatory (PREB) approvals for System Remediation Plan	40-51%	<ul style="list-style-type: none"> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective.</li> <li>- Led workshops and then reviewed and edited program briefs for consistency with Initial Budgets/SRP framework and definitions for progress towards a remediated state for specific activities and assets.</li> <li>- Advanced the drafts of the Program Briefs for Utility Transformation's programs/projects for inclusion in the Initial Budgets/SRP submission.</li> <li>- Supported operating groups to complete risk assessment of processes, procedures and assets.</li> <li>- Reviewed content for application of Capability Business Model to our gap assessment of existing utility processes and procedures.</li> <li>- Reviewed content for application of health assessment for existing utility assets.</li> <li>- Worked on the draft of the SRP in preparation for regulatory filing.</li> </ul>
<b>4</b>	<b>Customer Services</b>			
4.01	Evaluating Customer Service Facilities and Assets	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"> <li>- Evaluated identified San Juan area building and determined suitability as primary contact center, with additional availability for Customer Experience teams.</li> <li>- Completed tour of current PREPA training facilities.</li> <li>- Monthly collaboration meetings between Facilities and Customer Experience team to confirm potential locations for new centralized Billing Services / Revenue Protection teams.</li> <li>- Monthly Customer Experience, Operations and Facilities meetings to identify potential locations for consolidation and/or lease saving opportunities.</li> </ul>

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ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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 ServeCo. 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"> <li>- Created a centralized Customer Experience process inventory and document status tracker that outlines the priorities, process maps, procedure documents, and policy documents that are required.</li> <li>- Level of Effort/Scope of Work was completed to determine the number of hours required to review and update all Policy, Process, Procedures.</li> <li>- Completed initial version of the top Contact Center Process Maps.</li> <li>- Completed and recorded 3-Day Contact Center Training of current state processes with PREPA Trainer.</li> <li>- Created a LUMA Customer Experience Policy/Procedure standard template for LUMA Customer Experience.</li> <li>- Policies, processes and customer letters received during November have been translated.</li> </ul>
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 process, 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.	61-70%	<ul style="list-style-type: none"> <li>- Worked through the metering related work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for metering for inclusion in the Initial Budgets/SRP submission.</li> <li>- Continue to analyze PREPA meter data in an attempt to determine meter age to use in initial planning.</li> <li>- Completed geocoding of approximately 370K meters with no lat.long location to assist in deployment planning.</li> <li>- Issued RFIs and awaiting responses on these and older RFIs for additional data for use in planning.</li> <li>- Began work on immediate post-commencement activities, plans and schedule.</li> <li>- Worked with HR to advance the hiring for the Metering Director.</li> </ul>
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"> <li>- Completed 75% of testing for JD Powers PREPA customer surveys (Residential and Commercial) to ensure correct data flow to customers email addresses.</li> <li>- Completed transition plan table of contents and template document.</li> <li>- Completed cross-department review of transition plan templates to gain alignment across LUMA.</li> <li>- Completed initial data gathering for the first draft of the Customer Experience transition plan template.</li> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for all Customer Experience programs/projects for inclusion in the Initial</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
				Budgets/SRP submission. - Finalized job descriptions for all Customer Experience positions.
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.	21-30%	- Initiated design of future state dunning and collections processes. - Documented the 'initiate service' and 'disconnect service' process maps. - Conducted additional start shut off plan discovery and initiated process documentation for other key start shut off plan processes including cut list generation (for non-pay), payment arrangement, name game and protect the front door (revenue protection).
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%	- In conjunction with work on HOC 4.03, explored options for the meter asset management system based on work prioritization to be included in the Initial Budgets/SRP submission.
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 presentment 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.	31-40%	- Reached agreement on a 30-day trial of the new Cloud Based Contact Center Platform. - Completed development of the Contact Center Platform Implementation Statement of Work. - Completed IT/OT "Launch" phase for Contact Center Platform implementation. - Met with potential Contact Center Platform partner to discuss managed services agreement. - Began discussions with network and security teams about infrastructure requirements. - Bill Print and Delivery RFP proposals received in late November and are currently under evaluation. - Significant effort with PREPA and LUMA Operations investigating current state and working on future state service order dispatch in an effort to solution an automated process rather than the current manual process. - Functional leads met with IT/OT to review all current software developed by PREPA to determine utilization post commencement. The evaluation is on-going. - Finalized 'Day 1' functional requirements, specifications, and integrations for LUMA Mi Cuenta (customer self-serve portal). - Initiated work on the LUMA customer App.

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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%	- Held internal discussion regarding the process and 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.	31-40%	<ul style="list-style-type: none"> <li>- Met several times with PREPA Commercial Office Director to fully comprehend current state dispatch process.</li> <li>- Meetings with LUMA Operations teams to: (i) develop the new process for dispatching Service Orders and documenting completion in Oracle CC&amp;B after commencement; (ii) advance integrated processes and transition plan of respective departmental teams for field execution of Service Orders; and (iii) identify service targets for each work activity. As part of this work LUMA identified 40 integrated and dependent work processes between the teams to date; this work is on-going.</li> <li>- Meeting with IT/OT to review automation options and cost implications.</li> <li>- Analyzed the New Connection process for future state LUMA responsibility for projects &gt;50kVa, &lt;50kVa and subdivisions.</li> <li>- LUMA and PREPA Customer Service Supervisors met to discuss number one customer complaint regarding estimation of customers' bills and meters not being read.</li> </ul>
5	IT	T&D Shared Document Uploaded by: Dianne Gunderson 12/10/2020 5:04 PM		
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.	91-99%	<ul style="list-style-type: none"> <li>- Held meeting to determine approach and resources.</li> <li>- Draft plan and strategy developed, and began HOC deliverable documentation.</li> <li>- Majority of these activities were completed in conjunction with other HOC items where time was incurred.</li> <li>- Communication plan work completed for FET period and now moving to communication planning for Service Commencement (5.08)</li> </ul>
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.	81-90%	<ul style="list-style-type: none"> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from and O&amp;M and capital perspective.</li> <li>- Advanced the drafts of the Program Briefs for all IT/OT programs/projects for inclusion in the Initial Budgets/SRP submission.</li> </ul>
5.03	Evaluating IT/OT Applications and Infrastructure	This deliverable includes gathering information and evaluating PREPA's IT/OT applications and infrastructure.	100%	- 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)	81-90%	<ul style="list-style-type: none"> <li>- Continued building elements of the Cybersecurity Plan. Finalizing draft Cybersecurity Plan package for internal approval.</li> <li>- Completed project roadmap and buildouts for the Cybersecurity roadmap.</li> <li>- Created a framework in support of our Business Continuity Plan (BCP).</li> </ul>



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				(Work on this deliverable is conducted in conjunction with the Handover Checklist items 9.05).
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.	0-10%	- Began initial definition of asset management principles and scope.
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%	- Workstream and HOC deliverable documentation complete.
5.07	Commencement Cutover Planning	This deliverable includes activities to prepare for Commencement Cutover during Transition.	11-20%	- Continued review of PREPA contracts. - Started definition of the strategy for commencement cutover. - Developed initial list cutover activities.
5.08	Training and Communication Plan	This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees.	0-10%	- No activity to report.
<b>6</b>	<b>Financial Management</b>			
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%	- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&M and capital perspective. - Worked with all LUMA departments to ensure O&M budget iterations fit within the revenue requirement and budgets reflect all information known at the time as we continue to iterate towards the submission of the Initial Budgets and SRP.  (Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05) and time allocated accordingly).
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).	81-90%	- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&M and capital perspective. - Worked with all LUMA departments to ensure O&M budget iterations fit within the revenue requirement and budgets reflect all information known at the time as we continue to iterate towards the submission of the Initial Budgets and SRP.  (Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.05 and time allocated accordingly).
6.03	Formalizing/Approach	This deliverable includes the reporting any significant deficiency, material weakness, improvement opportunities and	91-99%	- Completed the list of deficiencies and opportunities identified as result of our understanding of PREPA's Internal Controls



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	to Changes Control Processes	any other matter considered relevant for the FET identified as a result of the review of PREPA's Internal Controls Framework.		Framework. Deficiencies were incorporated in LUMA's Initial Budgets/SRP work.
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.	41-50%	<ul style="list-style-type: none"> <li>- Completed initial configuration of Oracle EBS.</li> <li>- Identified methodology and associated processes for Labor Cost Distribution.</li> <li>- Prepared for Oracle EBS Project Accounting and Fixed Asset Conference Room Pilot sessions to be held in conjunction with PREPA.</li> </ul>
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 FYF balances.	81-90%	<ul style="list-style-type: none"> <li>- Continued working through the work prioritization in support of LUMA's Initial Budgets and SRP, both from an O&amp;M and capital perspective.</li> <li>- Worked with all LUMA departments to ensure O&amp;M budget iterations fit within the revenue requirement and budgets reflect all information known at the time as we continue to iterate towards the submission of the Initial Budgets and SRP.</li> </ul> <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.02 and time allocated accordingly).</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%	- No reportable activity in November.
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%	<p><u>Workday Payroll:</u></p> <ul style="list-style-type: none"> <li>- Progresses the requirements gathering and design.</li> <li>- Completed design on 6 direct (Point to Point) Workday integrations, with ADP, Fidelity and CHUBB.</li> <li>- Confirmed and are in process of developing/documenting our Solution approach for 5 integrations between Workday, EBS and Kronos.</li> </ul> <p><u>Kronos:</u></p> <ul style="list-style-type: none"> <li>- Defined and Communicated our project plan &amp; RACI during our project Kickoff meeting.</li> <li>- Completed solution design workshops in preparation of the project Build Phase.</li> <li>- Defined and documented required RICE objects (i.e. Reports, Integration, Conversions and Enhancements).</li> </ul>
6.08	Establishing a Delegation of	This deliverable establishes a Delegation of Authority Matrix and Process for LUMA ServeCo. Delegation of Authority to set	61-70%	- Held a meeting to discuss work to be done to complete this item as it relates to comparison of PREPA requisition and PO approvals,

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
	Authority Matrix and Process	Requisition (financial approval) and Purchase Order approval limits in the ERP System.		as well as PREPA's existing purchase order volumes to support the post Commencement limits of authority.
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).	91-99%	- Completed all walkthroughs on key business processes and documented for internal review & finalization.
<b>7</b>	<b>FEMA Funds and Federal Funding Procurement Manual</b>			
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.	21-30%	- No activity to report.
7.02	Policies and Procedures	This deliverable includes the development of policies and procedures in line with governance framework.	31-40%	- Began drafting of Governance Framework Policies and Procedures focused on addressing identified gaps and risks noted in our assessment of existing policies and procedures.
7.03	Staffing Plan	This deliverable includes developing the staffing plan for federal funding group consistent with DRFFMG.	91-99%	- No activity to report.
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	- Work associated with 7.04 is included in HOC 9.02
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.	61-70%	- Continued development of GIS interactive map of FEMA PA permanent restoration and 404 mitigation project information, matched to PREPA assets. Information includes supporting documentation submitted to FEMA to justify the grant award amount for public assistance. - Supported the development of the Initial Budgets and SRP with FEMA Public Assistance-related technical input and documentation. - Continued PW Assessment execution activities including gathering underlying support from grants portal for selected PWs. Progress slowed this month due to delay in RFIs responses. - Attended meetings to observe and understand high level progress of PREPA's 10 year infrastructure plan to be submitted to FEMA.
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	- 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	- Work associated with 7.06 is included in HOC 7.05

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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.	51-60%	- Continued drafting the LUMA federal fund procurement policy and procedure including aligning policies with Non-Federally Funded Procurement Manual in progress.
<b>8</b>	<b>Staffing for Front-End Transition Period</b>			
8.01	Draft, Revise and Finalize Operator Employment Requirements	This deliverable consists of determining the minimum employment requirements for LUMA employees by position.	100%	- The effort for this activity is 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"> <li>- Recruiters working with Hiring Managers to post jobs and determine hiring strategies.</li> <li>- Posted approximately 417 positions. Approximately 1,650 applications moved past first round interviews.</li> <li>- Continued 'Connects' software implementation for increased job application resources for PREPA employees.</li> <li>- HR Team and recruiters engaged with PREPA employees to guide them through hiring process and general questions including face-to-face meetings held with PREPA employees.</li> <li>- Developed and distributed recruitment flyers and application support communications to help encourage new PREPA applicants.</li> </ul>
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 compliments 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"> <li>- Advanced the review of LUMA's Organizational Structure with Senior Leadership; refinements are ongoing.</li> <li>- Continued to refine, translate into Spanish, and load into iCIMS recruiting software.</li> <li>- Continued working with departments on budgets as it relates to employee salaries and benefits.</li> <li>- Continued working to create terms and conditions for each employee job profile.</li> </ul>
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 compliments 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	- Reporting has been consolidated under 8.02 Recruiting and Staffing

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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.	51-60%	<ul style="list-style-type: none"> <li>- Completed Phase 1a Unit Testing (HCM/Benefits/LMS).</li> <li>- Prepared Phase 1a test scenarios to be used during End-to-End (E2E) testing and developed a Phase 1a E2E test plan.</li> <li>- Built workbooks with test worker data and test benefits elections. Loaded the LUMA worker data workbook to our E2E tenant for testing.</li> <li>- Held Foundation Alignment Sessions for Payroll and Absence Management (Phase 1b modules) and initiated the initial Absence Management workbook configuration of the Phase 1b tenant.</li> <li>- Participated in discovery and design sessions for EBS and Kronos.</li> <li>- Continued Phase 1a integrations. Completed build and fit &amp; form testing with vendors in preparation for E2E deep testing of files.</li> <li>- Commenced Phase 1b integrations. Conducted design sessions for Workday to begin development</li> </ul>
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.	41-51%	<ul style="list-style-type: none"> <li>- Continued LUMA's on-going communication of our key messages through external channels (social media) and advertising (i.e. digital mediums, billboards, print and radio).</li> <li>- Further developed LUMA website to include a comprehensive customer account portal to go live prior to commencement.</li> <li>- Created a monthly newsletter and job application support flyer to keep PREPA employees engaged in LUMA's recruiting efforts and invested in the company culture.</li> <li>- Planned and executed strategic appearances of the LUMA CEO at media events.</li> <li>- Formed the LUMA Brand Committee to help plan and execute the LUMA re-branding effort across the island.</li> </ul>
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"> <li>- Continued coordination with LUMA department subject matter experts regarding their learning and training requirements to understand their expectations at Commencement for using Workday.</li> </ul> <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.	81-90%	<ul style="list-style-type: none"> <li>- Approved vendor for Voluntary Plans.</li> <li>- Approved the Resolution for 401K Plan and Oversight Committee. Assigned Benefits Committee.</li> <li>- Defined and implemented the health plan funding process with Cigna.</li> <li>- Continued work on communication materials for Total Rewards for Onboarding of new employees.</li> <li>- Finalized Employee communication for 401K plan enrollment.</li> </ul>
8.09	Occupational Health and Wellness	This deliverable involves implementing a confidential Employee Assistance Program through our medical provider.	61-70%	<ul style="list-style-type: none"> <li>- Developed roadmap for Occupation side of health clinic including nurses, locations/access and costs.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
				- Continuation of research into outsourcing options for occupational services.
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.	41-50%	- Continued compliance review of new job descriptions for new Organization. - Continued 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.	41-50%	- Met with a variety of organizations across the island to explore community investment partnerships. - Continued the development of a comprehensive community investment plan.
9	<b>Additional Front-End Transition Period Activities</b>			
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.	71-80%	- Progressed the draft of the SSA with all LUMA managers in preparation for review with the Generation Directorate and others. - Continued to progressed work in support of Departments that will provide shared services by confirming services and historical costs.
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.	Refer to 2.0303	- 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.	51-60%	- First draft of the Non-Federal Funding Procurement Manual has been submitted for internal stakeholder review and feedback. The manual is substantially complete, however the Contract Management section (templates, etc.) is still under development with Legal.
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.	71-80%	- 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.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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.	81-90%	<ul style="list-style-type: none"> <li>- Finalized draft version for internal approval.</li> <li>- Engagement with security services to improve operational metrics and contributors to the Data Security Plan.</li> </ul> <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	- 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	41-50%	- Supported draft of the System Operations Principle document and reviewed and commented for regulatory content.
<b>10</b>	<b>Asset Acquisition (Supply Chain)</b>			
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%	- Draft processes & procedures were submitted for internal LUMA review, currently reviewing with internal stakeholder groups.
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, 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"> <li>- Continued engagement with PREPA real estate staff regarding ongoing real estate transactions, real estate portfolio optimization and to gain an understanding of damaged facilities eligible for FEMA funding.</li> <li>- Reviewed of health assessments and asset info to assist in determination of facility selection and needs in order to facilitate occupancy.</li> </ul>
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 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.	31-40%	<ul style="list-style-type: none"> <li>- Have obtained and are in the process of reconciling multiple partial lists of contracts.</li> <li>- Have begun to collect copies of said contracts in a central repository and assign them to LUMA departments.</li> </ul>
<b>11</b>	<b>Back-End Transition Plan</b>			
11.01	Develop 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	- Reporting has been consolidate under 12.04 Back End Transition Plan



ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
<b>12</b>	<b>Front-End Transition Plan (Additional Requirements)</b>			
12.01	Confirmation of Acceptable Operator Security	This deliverable ensures confirmation of the requirement to confirm Operator Security prior to Commencement.	0-10%	- This will 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%	- Further discussion with PREPA Risk to map-out policies where documentation is needed and requested meetings with some of the Underwriters to discuss in person.
12.03	Baseline Performance Levels	This deliverable involves the development of a methodology for accessing 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.	91-99%	<ul style="list-style-type: none"> <li>- Continued LUMA wide work to develop Performance Metrics baselines and target including replacement metrics where warranted. Work also included further developing the approach to the Major Outage Event Performance Metrics</li> <li>- Discussed draft performance metrics with relevant teams and reviewed proposed baselines, thresholds and targets.</li> <li>- Prepared for and undertook Performance Metric Planning sessions.</li> <li>- Reviewed proposed filing structure and content with responsible teams for compliance with OMA and regulations.</li> <li>- Continued development of Performance Metrics document for regulatory filing.</li> </ul>
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 submission to the Administrator for its information and approval.	81-90%	<ul style="list-style-type: none"> <li>- Gathered and Incorporated comments from each department for their respective sections of the BET plan.</li> <li>- Commercial and legal review completed.</li> <li>- Final draft has been developed and forwarded to senior management for review and approval.</li> </ul>
12.05	Representations	Section Heading for Owner and Operator Representations set forth in Sections 12.06 and 12.08 of Handover Checklist	-	- Heading only. No activity required.
12.06	Operator Representations and Warranties	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%	- No action required at this time
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).

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in November
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.	31-40%	Continued to provided legal support to numerous condition precedent activities within LUMA including the following: - Worked with the P3A and its advisors (Cleary, PMA, and FTI), and the LUMA Regulatory team on approaches to the PREPA Re-organization required under the OMA and the effect on and key services provided under the GenCo-GridCo PPOA. - Reviewed draft of Shared Services Agreement prepared by P3A's counsel, revise and work on same. - Continued to work on and advance the Petition for Approval of Initial Budgets and Related Terms of Service, including the Liability Waiver. - Worked with Regulatory counsel and LUMA Regulatory team on numerous regulatory filings with PREB and separate docket for generation issues. - Additional review of revised Back-End Transition Plan and discussions and drafted language for transfer of ServeCo employees and handling of associated severance issues.
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.

T&D Shared Document  
Uploaded by: Dianne Gundersen  
12/10/2020 5:04 PM



# INVOICE

Submitted To: <b>Puerto Rico Public-Private Partnerships Authority</b> PO Box 42001 San Juan, Puerto Rico 00940-2001		Address: <b>LUMA Energy, LLC</b> 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907	
To Be Paid By: <b>Puerto Rico Electric Power Authority</b> PO Box 364267 San Juan, Puerto Rico 00936-4267		<b>Tax Registration No. 66-0940278</b>	
Invoice Date: <b>December 10, 2020</b>		Invoice #: <b>FETS-1120-01</b>	
Contract Ref: <b>Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement</b>			<b>TERMS: Net 30</b>
(i) and (ii) <b>Labor</b> (Please see attached breakdowns for further detail)			<b>AMOUNT</b>
<b>Sub-Total Labor for the month of November 2020</b>			<b>\$ 3,488,327.50</b>
(iii) <b>Front-End Transition Service Fixed Fee</b>			
<b>Monthly Installment of the FETS Fixed Fee for the month of November 2020</b>			<b>\$ 5,000,000.00</b>
(iv) <b>Pass-through Costs and Expenses</b>			
Aerotek Professional Services - 27 Invoices			\$ 185,068.28
Alumbra LLC - 16 Invoices			\$ 1,134,906.36
Alvarez & Marsal Corporate Performance Improvement, LLC - 4 invoices			\$ 197,665.21
American Relocation Connections, LLC - 11 Invoices			\$ 188,115.11
AT&T Mobility Puerto Rico - 1 invoices			\$ 724.52
ATCO Power (2010) Ltd. - 4 invoices			\$ 724,015.70
BridgeSource Utilities Solutions, LLC - 1 invoices			\$ 87,977.22
Covington & Burling LLP - 2 invoices			\$ 21,129.00
DLA Piper LLP (US) - 2 Invoices			\$ 154,216.58
Innovative Emergency Management, Inc. (IEM) - 3 Invoices			\$ 105,642.66
International Business Machines Corporation (IBM) - 3 invoices			\$ 985,870.80
Iris Vargas - 5 invoices			\$ 21,030.00
NexTec Operating Corp - 4 Invoices			\$ 2,375.24
Nory Sanchez-Alvarez - 3 Invoices			\$ 5,976.34
Oracle America, Inc. - 2 Invoices			\$ 2,940.00
People 2.0 North America - 11 invoices			\$ 75,325.08
Quanta Workforce Solutions, LLC - 1 Invoices			\$ 128,223.38
Smartbridge - 3 invoices			\$ 48,532.50
Translations & More - 1 Invoices			\$ 2,418.00
Quanta Services Puerto Rico, LLC - 1 Invoices			\$ 3,340.15
CDW - 1 Invoices			\$ 1,776.89
MBarrett Consulting LLC - 1 Invoices			\$ 4,700.00
BMA Group - 2 Invoices			\$ 15,808.00
CSS International, Inc - 4 invoices			\$ 87,104.79
Triple-S, Salud - 1 invoices			\$ 3,211.49
Global Project Solutions, LLC - 3 Invoices			\$ 37,130.71
Resources Global Professionals (RGP) - 4 Invoices			\$ 38,955.48
Greg Sarich - 1 Invoices			\$ 1,423.12
EAN Services, LLC (Enterprise) - 4 invoices			\$ 59,513.31
Cigna - 1 Invoices			\$ 972.84
Office Depot - 9 Invoices			\$ 6,849.73
Lockton - 1 Invoices			\$ 5,047.50
OGMA Language Studio - 2 Invoices			\$ 2,840.00
Trans4mative - 9 Invoices			\$ 116,965.00
Troutman Pepper Hamilton Sanders LLP - 1 Invoices			\$ 15,078.50
Lydia Martinez - 1 Invoices			\$ 1,003.46
ARC Relocation Management PR, LLC - 1 Invoices			\$ 4,651.59
ERM-PR, Inc. - 1 Invoices			\$ 27,755.00
Esther Gonzalez - 1 Invoices			\$ 1,495.33
Carimus Consulting - 3 Invoices			\$ 92,542.50
J.D. Power - 2 Invoices			\$ 45,049.00
<b>Sub-Total of Pass-through Costs and Expenses for the month of November 2020</b>			<b>\$ 4,645,366.37</b>



# INVOICE

Submitted To: <b>Puerto Rico Public-Private Partnerships Authority</b> PO Box 42001 San Juan, Puerto Rico 00940-2001	Address: <b>LUMA Energy, LLC</b> 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907															
To Be Paid By: <b>Puerto Rico Electric Power Authority</b> PO Box 364267 San Juan, Puerto Rico 00936-4267	<b>Tax Registration No. 66-0940278</b>															
Invoice Date: <b>December 10, 2020</b>	Invoice #: <b>FETS-1120-01</b>															
<b>Adjustments</b>																
- PREPA 1.5% Tax Amounts Withheld (Adjustment to invoicing to reflect reduction made by PREPA in payment of amounts on invoices for June, July, August, September and October as attached.)																
-\$	515,632.19															
- Invoicing of above withholding amount (See attached copy of Administrative Determination No. 20-06, Section F - Applicability of Act 48-2013, regarding the 1.5% Special Tax)																
\$	515,632.19															
<b>Note:</b> P3A is requested to arrange for PREPA to pay LUMA in the amount of:																
Labor	\$ 3,488,327.50															
Front-End Transition Service Fixed Fee	\$ 5,000,000.00															
Pass-through Costs and Expenses	\$ 4,645,366.37															
Invoicing of Withheld Amount	\$ 515,632.19															
<b>Requested Payment Amount from PREPA</b>	<b>\$ 13,649,326.06</b>															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"></td> <td style="width: 40%; text-align: right;"><b>Total</b></td> <td style="width: 30%; text-align: right;"><b>\$ 13,133,693.87</b></td> </tr> <tr> <td></td> <td style="text-align: center;">FETS Fee</td> <td style="text-align: center;">FETS Fixed Fee</td> </tr> <tr> <td style="text-align: right;">Previously invoiced</td> <td style="text-align: right;">\$ 17,674,490.00</td> <td style="text-align: right;">\$ 21,500,000.00</td> </tr> <tr> <td style="text-align: right;">Current invoice</td> <td style="text-align: right;">\$ 3,488,327.50</td> <td style="text-align: right;">\$ 5,000,000.00</td> </tr> <tr> <td style="text-align: right;"><b>Total invoiced to date</b></td> <td style="text-align: right;"><b>\$ 21,162,817.50</b></td> <td style="text-align: right;"><b>\$ 26,500,000.00</b></td> </tr> </table>			<b>Total</b>	<b>\$ 13,133,693.87</b>		FETS Fee	FETS Fixed Fee	Previously invoiced	\$ 17,674,490.00	\$ 21,500,000.00	Current invoice	\$ 3,488,327.50	\$ 5,000,000.00	<b>Total invoiced to date</b>	<b>\$ 21,162,817.50</b>	<b>\$ 26,500,000.00</b>
	<b>Total</b>	<b>\$ 13,133,693.87</b>														
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<b>Total invoiced to date</b>	<b>\$ 21,162,817.50</b>	<b>\$ 26,500,000.00</b>														
<b>Remittance Information:</b> <b>Wire to:</b> 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	\$ 2,131,326.79	\$ 11,124,516.79
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
October 2020	FETS-1020-01	\$ 4,656,765.00	\$ 5,000,000.00	\$ 4,285,320.92	\$ 13,942,085.92
		\$ 17,674,490.00	\$ 21,500,000.00	\$ 14,529,257.63	\$ 53,703,747.63

	Front End Transition Hourly Costs	Additional Costs & Expenses	Sub-Total	Front End Transition Fixed Fee	Total
Previously invoiced	\$ 17,674,490.00	\$ 14,529,257.63	\$ 32,203,747.63	\$ 21,500,000.00	\$ 53,703,747.63
Current invoice	\$ 3,488,327.50	\$ 4,645,366.37	\$ 8,133,693.87	\$ 5,000,000.00	\$ 13,133,693.87
Total invoiced to date	\$ 21,162,817.50	\$ 19,174,624.00	\$ 40,337,441.50	\$ 26,500,000.00	\$ 66,837,441.50
Forecast to complete			\$ 36,014,489.46	\$ 33,500,000.00	\$ 69,514,489.46
Proposal			\$ 76,351,930.96	\$ 60,000,000.00	\$ 136,351,930.96
Variance			\$-	\$-	\$-

SUMMARY

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	2228.5	\$ 724,262.50
Senior Director	\$ 300.00	647.0	\$ 194,100.00
Director	\$ 275.00	3125.0	\$ 859,375.00
Senior Manager	\$ 210.00	955.0	\$ 200,550.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	120.0	\$ 24,000.00
Manager	\$ 200.00	3304.5	\$ 660,900.00
Field Technician	\$ 195.00	136.0	\$ 26,520.00
Senior Analyst	\$ 160.00	1293.0	\$ 206,880.00
Engineer	\$ 160.00	657.0	\$ 105,120.00
Field Supervisor	\$ 160.00	1582.0	\$ 253,120.00
Analyst	\$ 125.00	1587.0	\$ 198,375.00
Administrative Support	\$ 50.00	702.5	\$ 35,125.00
		<b>16337.5</b>	<b>\$ 3,488,327.50</b>



**Executives**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	201.5	\$ 65,487.50
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	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	128.0	\$ 6,400.00
		<b>329.5</b>	<b>\$ 71,887.50</b>

**Capital Programs**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	154.0 \$	50,050.00
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	292.5 \$	58,500.00
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 \$	-
		<b>446.5 \$</b>	<b>108,550.00</b>

**Communications**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	0.0 \$	-
Senior Director	\$ 300.00	0.0 \$	-
Director	\$ 275.00	140.0 \$	38,500.00
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	140.5 \$	17,562.50
Administrative Support	\$ 50.00	0.0 \$	-
		<b>280.5 \$</b>	<b>56,062.50</b>

**Corporate Services**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	73.0 \$	23,725.00
Senior Director	\$ 300.00	0.0 \$	-
Director	\$ 275.00	135.0 \$	37,125.00
Senior Manager	\$ 210.00	0.0 \$	-
Field Crew Leader	\$ 205.00	0.0 \$	-
Trainer	\$ 200.00	0.0 \$	-
Manager	\$ 200.00	2.0 \$	400.00
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 \$	-
		<b>210 \$</b>	<b>61,250.00</b>

**Customer Service**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	0.0 \$	-
Senior Director	\$ 300.00	0.0 \$	-
Director	\$ 275.00	0.0 \$	-
Senior Manager	\$ 210.00	124.0 \$	26,040.00
Field Crew Leader	\$ 205.00	0.0 \$	-
Trainer	\$ 200.00	0.0 \$	-
Manager	\$ 200.00	97.5 \$	19,500.00
Field Technician	\$ 195.00	0.0 \$	-
Senior Analyst	\$ 160.00	108.5 \$	17,360.00
Engineer	\$ 160.00	0.0 \$	-
Field Supervisor	\$ 160.00	130.0 \$	20,800.00
Analyst	\$ 125.00	517.0 \$	64,625.00
Administrative Support	\$ 50.00	0.0 \$	-
		<b>977 \$</b>	<b>148,325.00</b>

**Financial Mgmt.**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	176.0	\$ 57,200.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	596.0	\$ 163,900.00
Senior Manager	\$ 210.00	254.5	\$ 53,445.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	346.5	\$ 69,300.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	357.0	\$ 57,120.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.5	\$ 62.50
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1730.5</b>	<b>\$ 401,027.50</b>



**HSE & Quality**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	50.0	\$ 16,250.00
Senior Director	\$ 300.00	4.0	\$ 1,200.00
Director	\$ 275.00	457.5	\$ 125,812.50
Senior Manager	\$ 210.00	4.5	\$ 945.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	120.0	\$ 24,000.00
Manager	\$ 200.00	119.0	\$ 23,800.00
Field Technician	\$ 195.00	136.0	\$ 26,520.00
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	\$ -
		<b>891</b>	<b>\$ 218,527.50</b>

**Human Resources**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	104.0	\$ 33,800.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	56.5	\$ 15,537.50
Senior Manager	\$ 210.00	176.0	\$ 36,960.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	304.0	\$ 60,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	120.0	\$ 19,200.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	350.5	\$ 43,812.50
Administrative Support	\$ 50.00	100.5	\$ 5,025.00
		<b>1211.5</b>	<b>\$ 215,135.00</b>

***Integration Management Office***

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	228.5	\$ 74,262.50
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	333.5	\$ 66,700.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	72.5	\$ 11,600.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	271.0	\$ 33,875.00
Administrative Support	\$ 50.00	397.5	\$ 19,875.00
		<b>1303</b>	<b>\$ 206,312.50</b>

**IT / OT**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	185.0	\$ 60,125.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	153.0	\$ 42,075.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	427.0	\$ 85,400.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	635.0	\$ 101,600.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1400</b>	<b>\$ 289,200.00</b>

**Legal**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	106.0	\$ 34,450.00
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	10.5	\$ 2,100.00
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	4.0	\$ 200.00
		<b>120.5</b>	<b>\$ 36,750.00</b>

**Operations**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	177.5	\$ 57,687.50
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	246.0	\$ 67,650.00
Senior Manager	\$ 210.00	232.0	\$ 48,720.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	289.0	\$ 57,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	144.0	\$ 23,040.00
Field Supervisor	\$ 160.00	1419.0	\$ 227,040.00
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>2507.5</b>	<b>\$ 481,937.50</b>



**Regulatory**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	170.0	\$ 55,250.00
Senior Director	\$ 300.00	70.0	\$ 21,000.00
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	164.0	\$ 34,440.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	165.0	\$ 33,000.00
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	244.0	\$ 30,500.00
Administrative Support	\$ 50.00	0.0	\$ -
		<b>813</b>	<b>\$ 174,190.00</b>

**Utility Transformation**

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	603.0	\$ 195,975.00
Senior Director	\$ 300.00	573.0	\$ 171,900.00
Director	\$ 275.00	1341.0	\$ 368,775.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	918.0	\$ 183,600.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	513.0	\$ 82,080.00
Field Supervisor	\$ 160.00	33.0	\$ 5,280.00
Analyst	\$ 125.00	63.5	\$ 7,937.50
Administrative Support	\$ 50.00	72.5	\$ 3,625.00
		<b>4117</b>	<b>\$ 1,019,172.50</b>

**Summary of Hours by Department and Employee Category**

Employee Category	Capital Programs & Back End Transition	Communications	Corporate Services	Customer Service	Executive	Financial Management	HSE & Quality	Human Resources	Integration Management Office	IT / OT	Legal	Operations	Regulatory	Utility Transformation	Total Hours by Employee Category
Vice President	154	0	73	0	201.5	176	50	104	228.5	185	106	177.5	170	603	2228.5
Senior Director	0	0	0	0	0	0	4	0	0	0	0	0	70	573	647
Director	0	140	135	0	0	596	457.5	56.5	0	153	0	246	0	1341	3125
Senior Manager	0	0	0	124	0	254.5	4.5	176	0	0	0	232	164	0	955
Field Crew Leader	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trainer	0	0	0	0	0	0	120	0	0	0	0	0	0	0	120
Manager	292.5	0	2	97.5	0	346.5	119	304	333.5	427	10.5	289	165	918	3304.5
Field Technician	0	0	0	0	0	0	136	0	0	0	0	0	0	0	136
Senior Analyst	0	0	0	108.5	0	357	0	120	72.5	635	0	0	0	0	1293
Engineer	0	0	0	0	0	0	0	0	0	0	0	144	0	513	657
Field Supervisor	0	0	0	130	0	0	0	0	0	0	0	1419	0	33	1582
Analyst	0	140.5	0	517	0	0.5	0	350.5	271	0	0	0	244	63.5	1587
Administrative Support	0	0	0	0	128	0	0	100.5	397.5	0	4	0	0	72.5	702.5
	446.5	280.5	210	977	329.5	1730.5	891	1211.5	1303	1400	120.5	2507.5	813	4117	16337.5

Summary of Hours by HOC Item

HOC Item	Annex I Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
1	General & Transition Management	Capital Programs and Back End Transition	Vice President	QNGU	33
1		Communications	Director	LRen	4
1		Corporate Services	Vice President	MBer	60
1		Customer Service	Analyst	TMcA	16
1			Field Supervisor	AKin	10
1			Senior Analyst	BBoi	10.5
1		Executive	Administrative Support	TBra	128
1			Vice President	BDuc	11
1				WSte	184
1		Financial Management	Manager	JBla	5
1				JSto	2
1			Vice President	DMil	1
1		HSE and Quality	Director	CCla	2
1				JMeI	34
1			Field Tech	CBra	12
1			Senior Director	MPep	4
1		Human Resources	Manager	DSch	3.5
1				MCha	10
1		Integration Management Office	Administrative Support	ACam	126
1				AYeo	164
1				SWad	62.5
1				SWon	22
1			Analyst	DMan	26
1				KVan	103
1				DSmi	112
1			Manager	CShu	146.5
1				DGun	159
1			Senior Analyst	CRiv	72.5
1			Vice President	PGog	226
1		ITOT	Director	NBue	28
1			Senior Analyst	CCol	1
1				CJub	6
1				MHum	4
1			Vice President	JSti	11
1				GSar	161
1		Legal	Manager	TWil	2.5
1			Vice President	KFin	37
1				MBer	14
1		Operations	Director	SDun	6.5
1			Engineer	DTur	42
1			Field Supervisor	CEsk	4
1				DHam	7
1				KBla	5
1				LGra	7
1				LPet	4
1				NTul	24.5
1				PFin	2.5
1				SWal	13.5
1			Manager	LSan	10.5
1				MMie	6
1			Senior Manager	TPet	7.5
1				TTon	4
1				TMcL	40.5
1		Regulatory	Vice President	MBer	6
1			Vice President	MHur	27.5
1		Utility Transformation	Director	LWoo	188
1				FCar	2.5
1			Engineer	MHal	13.5
1			Manager	JKin	142.5
1				RWon	35.5
1	General & Transition Management Total				

HOC Item	Annex II Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
1.01	Governmental Approvals	Regulatory	Vice President	NHUr	4.5
<b>1.01</b>	<b>Governmental Approvals Total</b>				
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	Capital Programs and Back End Transition	Manager	NBRa	60
1.02			Vice President	QNGu	4
1.02		Customer Service	Manager	Slov	7.5
1.02		Integration Management Office	Manager	CSHu	2
1.02		Utility Transformation	Director	HGon	4
1.02			Manager	DPat	1
1.02				HTra	48
1.02			Senior Director	HCan	35.5
1.02				RHun	42
<b>1.02</b>	<b>Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total</b>				
1.03	Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Waiver Approvals)	Regulatory	Analyst	BWIs	3
1.03				JLab	22
1.03			Senior Manager	SWel	123.5
1.03			Vice President	MHUr	18.5
<b>1.03</b>	<b>Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Waiver Approvals) Total</b>				
2.01	Development and implementation of an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plants an	Operations	Field Supervisor	DBou	26
2.01				NTul	78.5
2.01			Vice President	TMcL	5
2.01		Utility Transformation	Engineer	MHal	1
2.01				JVil	16
<b>2.01</b>	<b>Development and implementation of an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plant</b>				
2.02	Development and implementation of an operation take-over plan for the electric distribution system	Operations	Vice President	TMcL	4
2.02		Utility Transformation	Engineer	ANas	16
2.02				CLoo	39.5
2.02				MHal	1
<b>2.02</b>	<b>Development and implementation of an operation take-over plan for the electric distribution system Total</b>				
2.0301	Transition plan for respective control center(s)	Utility Transformation	Manager	PBon	144
2.0301			Vice President	RGig	70.5
2.0301				DCor	6
<b>2.0301</b>	<b>Transition plan for respective control center(s) Total</b>				
2.0302	Transition Plan for O&M Activities	Operations	Director	SDun	51.5
2.0302			Engineer	DTur	60
2.0302			Field Supervisor	CEsk	74
2.0302				GSme	9
2.0302				KBla	8.5
2.0302				LGra	49
2.0302				NTul	34
2.0302				PFin	2.5
2.0302			Manager	LSan	133.5
2.0302				VMle	53
2.0302			Vice President	TMcL	72
<b>2.0302</b>	<b>Transition Plan for O&amp;M Activities Total</b>				
2.0303	Emergency Response / Disaster Recovery / Business Continuity Planning	Integration Management Office	Analyst	KVan	30
2.0303			Manager	DGun	3.5
2.0303		Operations	Senior Manager	TTon	33
<b>2.0303</b>	<b>Emergency Response / Disaster Recovery / Business Continuity Planning Total</b>				
2.0304	Fleet Management Plan	Operations	Director	WGra	50
2.0304			Field Supervisor	DHam	116
2.0304				LPet	2
2.0304			Vice President	TMcL	3.5
<b>2.0304</b>	<b>Fleet Management Plan Total</b>				
2.0305	Asset Management	Utility Transformation	Director	JWid	2
2.0305			Engineer	ANas	7.5
2.0305				CLoo	12
2.0305				MDav	120.5
2.0305				MHal	2
2.0305				SPra	22.5
2.0305				AThu	2
2.0305			Manager	RWon	10.5
2.0305			Senior Director	ADan	6
2.0305				HCan	0.5

HOC Item	Annex II Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
2.0305				CAnd	22
2.0305	Asset Management Total		Vice President	DCor	10
2.0306	Ops Technical Training	HSE and Quality	Director	JPhe	60
2.0306				KOos	11
2.0306				JWie	69
2.0306			Manager	JWat	91
2.0306			Trainer	JLoP	120
2.0306			Vice President	DCar	15
2.0306	Ops Technical Training Total				
2.0307	Safety Management Plan	HSE and Quality	Director	JMel	139
2.0307			Field Tech	CBra	124
2.0307			Vice President	DCar	30
2.0307		Operations	Field Supervisor	DBou	44
2.0307			Vice President	TMcL	8
2.0307	Safety Management Plan Total				
2.0308	Engineering Plan	Utility Transformation	Administrative Support	RHam	21.5
2.0308			Director	DFli	93
2.0308				JMcE	108
2.0308				JWid	11.5
2.0308				RCha	2
2.0308				SRaj	97
2.0308				HGon	141
2.0308				FCar	141.5
2.0308			Engineer	ANas	7.5
2.0308			Senior Director	ADan	18
2.0308				DBor	20
2.0308				DHal	14
2.0308				HCan	73
2.0308				JHol	12
2.0308				SWar	94
2.0308				VRab	28
2.0308				CAnd	12
2.0308				RHun	6
2.0308			Vice President	DCor	10
2.0308				GLem	9
2.0308	Engineering Plan Total				
2.0309	Identification of real estate	Financial Management	Director	AORl	40.5
2.0309			Manager	JBla	16
2.0309			Vice President	DMil	1
2.0309	Identification of real estate Total				
2.031	Materials Management and Warehouse Plan	Operations	Field Supervisor	KBla	60
2.031				PFin	84.5
2.031	Materials Management and Warehouse Plan Total				
2.0311	System Operations Plan	Operations	Director	SDun	36
2.0311			Engineer	DTur	21
2.0311			Field Supervisor	CEsk	56
2.0311				DBou	25.5
2.0311				GSme	123.5
2.0311				LGra	36
2.0311				LPet	126
2.0311				MRob	27
2.0311			Senior Manager	TPet	45
2.0311				TTon	44
2.0311	System Operations Plan Total				
2.0312	Vegetation Management Plan	Operations	Field Supervisor	MRob	6
2.0312				SWal	109.5
2.0312	Vegetation Management Plan Total				
2.05	Environmental Exposure Management Plan	HSE and Quality	Director	CCla	139.5
2.05			Manager	LOso	28
2.05			Senior Manager	AWal	4.5
2.05			Vice President	DCar	5
2.05	Environmental Exposure Management Plan Total				

HOC Item	Annex II Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
3.02	Development of Improvement Initiatives	Financial Management	Director	AOrl	1.5
3.02			Manager	JBlA	4
3.02			Senior Analyst	RKos	6.5
3.02			Senior Manager	ESan	16
3.02			Vice President	DWll	23.5
3.02		HSE and Quality	Director	CCla	3
3.02		Utility Transformation	Vice President	JRom	70
3.02	Development of Improvement Initiatives Total				
3.03	Consolidate Assessment and Initiative Plans from All Areas	Utility Transformation	Administrative Support	IMes	35.5
3.03			Director	JLoP	41
3.03				STer	92.5
3.03			Vice President	VRom	36
3.03	Consolidate Assessment and Initiative Plans from All Areas Total				
3.04	Development of System Remediation Plan	Customer Service	Analyst	TMcA	14
3.04			Manager	SLov	30
3.04			Senior Analyst	BBoi	3
3.04			Senior Manager	JLai	5
3.04		Operations	Director	SDun	21.5
3.04			Engineer	DTur	10
3.04			Field Supervisor	KBla	10.5
3.04				LGra	2
3.04				LPet	3
3.04				MRob	5.5
3.04				NTul	5
3.04			Manager	MMle	14
3.04			Senior Manager	TPet	4
3.04				TTon	37
3.04			Vice President	TMcL	6
3.04		Utility Transformation	Administrative Support	TCoa	11
3.04			Director	JLoP	3
3.04				RDum	58
3.04			Engineer	ANas	40.5
3.04				CLoo	39.5
3.04				JWll	111.5
3.04			Field Supervisor	MRob	33
3.04			Manager	ASpa	52.5
3.04				DPat	1
3.04				DWll	196
3.04				HTra	68
3.04				RGig	16.5
3.04				RWon	28.5
3.04			Vice President	DCor	24
3.04				RMas	22
3.04	Development of System Remediation Plan Total				
3.05	Approval of System Remediation Plan	Regulatory	Analyst	BWls	148.5
3.05			Manager	MHoo	97.5
3.05			Vice President	MHur	14.5
3.05		Utility Transformation	Director	JLoP	104
3.05			Vice President	VRom	124
3.05	Approval of System Remediation Plan Total				
4.01	Evaluating customer service facilities and assets	Customer Service	Analyst	KFuh	87
4.01			Senior Analyst	BBoi	3
4.01			Senior Manager	JLai	2
4.01	Evaluating customer service facilities and assets Total				
4.02	Evaluating and updating customer service policies and procedures	Customer Service	Analyst	TMcA	26
4.02				TSmi	44
4.02				EEve	15
4.02			Manager	SLov	22.5
4.02			Senior Analyst	BBoi	43
4.02	Evaluating and updating customer service policies and procedures Total				
4.03	Development of a meter reading plan	Utility Transformation	Director	JRic	5.5
4.03				RDum	35
4.03			Engineer	Bjoh	30



HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
<b>4.03</b>	<b>Development of a meter reading plan Total</b>				
4.04	Development of a Customer Service Transition Plan	Customer Service	Analyst	KFuh	48
4.04				TMcA	25
4.04				TSmi	68.5
4.04				EEve	112.5
4.04				JVal	40
4.04			Manager	SLov	15
4.04			Senior Analyst	BBoi	38
4.04			Senior Manager	JLai	103
<b>4.04</b>	<b>Development of a Customer Service Transition Plan Total</b>				
4.05	Development and implementation of a service start and shut off plan	Customer Service	Analyst	EEve	15
<b>4.05</b>	<b>Development and implementation of a service start and shut off plan Total</b>				
4.06	Development of a meter asset management plan	Utility Transformation	Analyst	SEll	19.5
4.06			Director	JRic	9
4.06			Vice President	DCor	4
<b>4.06</b>	<b>Development of a meter asset management plan Total</b>				
4.07	Development and implementation of customer service technology	Customer Service	Senior Manager	JLai	14
<b>4.07</b>	<b>Development and implementation of customer service technology Total</b>				
4.08	Development of Non-Technical Energy Loss Reduction Plan	Utility Transformation	Director	RDum	2
<b>4.08</b>	<b>Development of Non-Technical Energy Loss Reduction Plan Total</b>				
4.09	Establish integration between Customer Services & T&D Ops	Customer Service	Field Supervisor	AKin	120
4.09			Manager	SLov	22.5
4.09			Senior Analyst	BBoi	3.5
<b>4.09</b>	<b>Establish integration between Customer Services &amp; T&amp;D Ops Total</b>				
5.02	Develop IT OT Systems Remediation Plan	ITOT	Manager	JBad	166
5.02				RCar	115
5.02			Senior Analyst	CCol	4.5
5.02				GTwe	168
5.02				MHum	58.5
<b>5.02</b>	<b>Develop IT OT Systems Remediation Plan Total</b>				
5.04	Development of Cyber Security and Business Continuity Plan	ITOT	Senior Analyst	MHum	93
<b>5.04</b>	<b>Development of Cyber Security and Business Continuity Plan Total</b>				
5.07	Commencement Cutover Planning	ITOT	Director	NBue	15
5.07			Senior Analyst	CCol	27
<b>5.07</b>	<b>Commencement Cutover Planning Total</b>				
6.01	Determine Approach to Budgeting & Reporting over FET & Provide Samples of Proposed Budget / Reporting	Financial Management	Manager	KKos	76.5
<b>6.01</b>	<b>Determine Approach to Budgeting &amp; Reporting over FET &amp; Provide Samples of Proposed Budget / Reporting Total</b>				
6.02	Description of Approach to Complying with Initial Budget Delivery Obligations Under OMA	Financial Management	Manager	KKos	40.5
<b>6.02</b>	<b>Description of Approach to Complying with Initial Budget Delivery Obligations Under OMA</b>				
6.04	Establishing a financial accounting system and account structure.	Financial Management	Director	DCar	181
6.04				SYea	156
6.04			Vice President	DMil	2
<b>6.04</b>	<b>Establishing a financial accounting system and account structure. Total</b>				
6.05	Initial Budget Complete (Final)	Financial Management	Director	AORl	0.5
6.05			Manager	JBla	5.5
6.05				JSto	3
6.05				KKos	74.5
6.05			Vice President	DMil	33.5
6.05		Integration Management Office	Manager	CSHu	6.5
6.05		ITOT	Director	NBue	9
6.05			Vice President	GSar	12
6.05		Operations	Director	SDun	6.5
6.05			Engineer	DTur	10
6.05			Field Supervisor	KBla	10
6.05			Manager	MMle	10
6.05			Senior Manager	TPet	6
6.05			Vice President	TMcl	23
6.05		Utility Transformation	Manager	RGig	2
6.05			Vice President	DCor	52
<b>6.05</b>	<b>Initial Budget Complete (Final) Total</b>				
6.07	Evaluating and updating the payroll and labor cost reporting systems.	Financial Management	Director	BArn	10
6.07			Vice President	DMil	5
<b>6.07</b>	<b>Evaluating and updating the payroll and labor cost reporting systems. Total</b>				

HOC Item	Annex II Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
6.08	Establishing a delegation of authority matrix and process.	Financial Management	Senior Analyst	Rkos	4
<b>6.08 Establishing a delegation of authority matrix and process. Total</b>					
6.09	Processes & Procedures and Overall Internal Controls	Financial Management	Manager	BBot	32
			Senior Manager	ESan	31
			Vice President	DMil	3.5
<b>6.09 Processes &amp; Procedures and Overall Internal Controls Total</b>					
7.02	Policies and Procedures	Regulatory	Vice President	MHur	1
<b>7.02 Policies and Procedures Total</b>					
8.02	Complete LUMA IT onboarding	Capital Programs and Back End Transition	Manager	OEhg	39
		Financial Management	Manager	JBla	5
				JSto	10.5
			Senior Analyst	Rkos	4.5
			Senior Manager	ESan	43
			Vice President	DMil	9
		Human Resources	Administrative Support	DMur	16
			Analyst	AAim	121.5
				CCep	87.5
				YMar	90
			Director	NLew	20
			Manager	MCha	96
				ORod	43
			Senior Analyst	CSim	30
			Vice President	KRid	9
		Operations	Director	WGra	32
				SDun	32
			Engineer	DTur	1
			Field Supervisor	DBou	9
				DHam	9
				KBla	41
				LGra	32
				LPet	33
				NTul	2
				PFin	38.5
				SWal	13
			Manager	MMle	62
			Senior Manager	TPet	49.5
				TTon	2
			Vice President	TMcl	15.5
		Human Resources	Administrative Support	EUfe	5
			Vice President	ASch	33
<b>8.02 Complete LUMA IT onboarding Total</b>					
8.03	Redesign New Org	Human Resources	Manager	MCha	20
		Utility Transformation	Analyst	SPer	44
			Director	RCha	124
			Engineer	MHal	3
			Manager	RGig	19.5
			Vice President	CWil	60
				DCor	40
				DNov	60
<b>8.03 Redesign New Org Total</b>					
8.05	Standup Human Capital Management (HCM) System	Human Resources	Analyst	CCep	0.5
			Manager	MCha	1.5
				TCas	130
			Senior Analyst	CSim	90
			Senior Manager	JCal	136
<b>8.05 Standup Human Capital Management (HCM) System Total</b>					
8.06	Communication Plan	Communications	Analyst	ABri	140.5
			Director	Jac	60
			Director	LRen	62
		Corporate Services	Director	DPin	37.5
			Vice President	MBer	6
<b>8.06 Communication Plan Total</b>					
8.07	Training (Workforce Development) Plan	Operations	Director	SDun	10

HOC Item	Annex II Definition	Functional Team - Department	Project Job code	User Code	Sum of Time (Hours)
<b>8.07 Training (Workforce Development) Plan Total</b>		Human Resources	Analyst	CCep	13.5
8.08 Total Rewards Retirement Program			Vice President	KRid	14
8.08				LMar	24
<b>8.08 Total Rewards Retirement Program Total</b>			Vice President	LMar	24
8.09 Occupational Health and Wellness Plan		Human Resources			
<b>8.09 Occupational Health and Wellness Plan Total</b>					
8.12 Develop a Community Investment Plan		Communications	Director	LRen	14
8.12		Corporate Services	Director	DPin	97.5
<b>8.12 Develop a Community Investment Plan Total</b>					
9.01 Establishment of GenCo Shared Services and Agreement		ITOT	Vice President	GSar	1
9.01		Legal	Vice President	KFin	3.5
9.01		Operations	Field Supervisor	KBla	3
9.01		Regulatory	Senior Director	NDee	34
9.01			Vice President	MHur	5
<b>9.01 Establishment of GenCo Shared Services and Agreement Total</b>					
9.03 Non-Federal Funding Procurement Manual		Financial Management	Director	DHol	32
9.03			Senior Analyst	RKos	67.5
9.03			Vice President	DMil	3.5
<b>9.03 Non-Federal Funding Procurement Manual Total</b>					
9.04 Physical Security Plan		Utility Transformation	Engineer	IRey	22.5
9.04			Manager	DHar	66
9.04				RGig	16
<b>9.04 Physical Security Plan Total</b>					
9.07 System Operation Principles - Regulatory Approvals		Regulatory	Senior Director	NDee	30
9.07			Vice President	MHur	7
<b>9.07 System Operation Principles - Regulatory Approvals Total</b>					
10.01 Evaluate existing procurement and subcontracting policies, procedures and systems and revise as required.		Financial Management	Senior Analyst	RKos	5
<b>10.01 Evaluate existing procurement and subcontracting policies, procedures and systems and revise as required. Total</b>					
10.02 Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc.		Financial Management	Director	AORl	11
10.02			Manager	JBla	12
10.02			Senior Analyst	JMar	32
<b>10.02 Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc. Total</b>					
10.03 Assuming Existing Subcontracts (ID System Contracts)		Financial Management	Senior Analyst	RKos	7.5
10.03			Vice President	DMil	3.5
<b>10.03 Assuming Existing Subcontracts (ID System Contracts) Total</b>					
12.02 Required Insurance (Delivery of insurance certificates)		Financial Management	Manager	JSto	11
12.02				SHig	0.5
12.02			Vice President	DMil	3.5
<b>12.02 Required Insurance (Delivery of insurance certificates) Total</b>					
12.03 Baseline performance levels		Regulatory	Vice President	MHur	7.5
12.03		Utility Transformation	Administrative Support	RHam	4.5
12.03			Director	ASad	52.5
12.03			Engineer	MHal	5
12.03			Senior Director	DHal	190
12.03			Vice President	CWil	20
12.03				DCor	54
<b>12.03 Baseline performance levels Total</b>					
12.04 Back End Transition Plan		Capital Programs and Back End Transition	Vice President	ONGu	30
<b>12.04 Back End Transition Plan Total</b>					
12.1 Performance Metrics - Regulatory Approval		Legal	Vice President	KFin	51.5
<b>12.1 Performance Metrics - Regulatory Approval Total</b>					
Non HOC 01 ManagementCo IT Systems		ITOT	Senior Analyst	CCol	6
<b>Non HOC 01 ManagementCo IT Systems Total</b>					
Non HOC 02 ServeCo IT Systems		ITOT	Director	NBue	101
Non HOC 02			Manager	KCon	146
Non HOC 02			Senior Analyst	CCol	84.5
Non HOC 02				Club	141.5
Non HOC 02				MHum	12.5
<b>Non HOC 02 ServeCo IT Systems Total</b>					
Non HOC 03 Open Claims Review		Financial Management	Manager	JSto	5.5
<b>Non HOC 03 Open Claims Review Total</b>					
Non HOC 04 Stand Up Capital Program Organization		Capital Programs and Back End Transition	Manager	NBra	67.5

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
Non HOC 04				OEhg	111
Non HOC 04			Vice President	QNGu	87
Non HOC 04		Integration Management Office	Vice President	PGog	2.5
<b>Non HOC 04</b>	<b>Stand Up Capital Program Organization Total</b>				
Non HOC 06	Regulatory Support of Handover Checklist Items	Regulatory	Analyst	BWIs	26
Non HOC 06				Lzl	35.5
Non HOC 06			Senior Manager	SWei	40.5
Non HOC 06			Vice President	MHur	6.5
<b>Non HOC 06</b>	<b>Regulatory Support of Handover Checklist Items Total</b>				
Non HOC 07	Legal Requirements	Corporate Services	Vice President	MBer	7
Non HOC 07		Legal	Administrative Support	JBel	4
Non HOC 07			Manager	ANay	5
<b>Non HOC 07</b>	<b>Legal Requirements Total</b>				
Non HOC 13	Assess Regulatory Mandates over IRP	Regulatory	Senior Director	NDee	6
Non HOC 13			Vice President	MHur	8
<b>Non HOC 13</b>	<b>Assess Regulatory Mandates over IRP Total</b>				
7.05 Project Worksheet Assessment		Regulatory	Vice President	MHur	19
<b>7.05 Project Worksheet Assessment Total</b>					
9.02 Emergency Response Plan (4.2.g)		Regulatory	Vice President	MHur	2
<b>9.02 Emergency Response Plan (4.2.g) Total</b>					
Non HOC 15	LUMA MC Ongoing Back Office Support	Financial Management	Analyst	ABar	0.5
Non HOC 15			Director	BArn	158.5
Non HOC 15			Manager	JBla	3
Non HOC 15			Senior Analyst	BOcc	169
Non HOC 15				Rkos	61
Non HOC 15			Senior Manager	FAil	1
Non HOC 15			Vice President	DMil	87
<b>Non HOC 15</b>	<b>LUMA MC Ongoing Back Office Support Total</b>				
6.03	Formalizing changes to control processes	Financial Management	Director	AORl	5
6.03			Manager	BBot	40
6.03			Senior Manager	ESan	60.5
6.03				JCas	83
<b>6.03 Formalizing changes to control processes Total</b>					
Non HOC 12	Startup GenCo Organization	Regulatory	Vice President	MHur	1
<b>Non HOC 12</b>	<b>Startup GenCo Organization Total</b>				
9.05	Data Security Plan Approval	ITOT	Senior Analyst	MHum	17.5
<b>9.05 Data Security Plan Approval Total</b>					
5.01	Development of an IT / OT communication plan and acceptance criteria	ITOT	Senior Analyst	CCol	11
<b>5.01 Development of an IT / OT communication plan and acceptance criteria Total</b>					
Non HOC 10	Delineate Interconnection Points	Utility Transformation	Director	RCia	24
<b>Non HOC 10</b>	<b>Delineate Interconnection Points Total</b>				
<b>Total</b>					<b>15887</b>

Summary of Hours by HOC Item (previous months)

HOC Item	Annex I Definition	Functional Team - Department	Project Job Code	User Code	Sum of Time (Hours)
1	General & Transition Management	Executive	Vice President	GCor	6.5
1		Integration Management Office	Administrative Support	SWad	23
1			Manager	SKie	16
1		Operations	Field Supervisor	SWal	2.5
1		Regulatory	Vice President	MHur	1
1	General & Transition Management Total				
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	Customer Service	Senior Analyst	BBoi	7.5
1.03	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total				
1.03	Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Waiver Approvals)	Regulatory	Analyst	JLab	9
1.03			Vice President	MHur	8.5
1.03	Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Waiver Approvals) Total				
2.0312	Vegetation Management Plan	Operations	Field Supervisor	SWal	35
2.0312	Vegetation Management Plan Total				
3.04	Development of System Remediation Plan	Utility Transformation	Vice President	RMas	2
3.05	Approval of System Remediation Plan	Regulatory	Manager	MHoo	67.5
3.05			Vice President	MHur	7.5
3.05	Approval of System Remediation Plan Total				
4.04	Development of a Customer Service Transition Plan	Customer Service	Analyst	JVal	6
4.04	Development of a Customer Service Transition Plan Total				
6.09	Processes & Procedures and Overall Internal Controls	Financial Management	Senior Manager	ESan	20
6.09	Processes & Procedures and Overall Internal Controls Total				
8.02	Complete LUMA IT onboarding	Capital Programs and Back End Transition	Manager	OEhg	8
8.02		Human Resources	Administrative Support	DMur	70.5
8.02				PHod	9
8.02			Analyst	AAim	37.5
8.02			Director	NLew	36.5
8.02	Complete LUMA IT onboarding Total				
8.05	Standup Human Capital Management (HCM) System	Human Resources	Senior Manager	JCal	40
8.05	Standup Human Capital Management (HCM) System Total				
9.01	Establishment of GenCo Shared Services and Agreement	Regulatory	Vice President	MHur	1.5
9.01	Establishment of GenCo Shared Services and Agreement Total				
9.07	System Operation Principles - Regulatory Approvals	Regulatory	Vice President	MHur	3
9.07	System Operation Principles - Regulatory Approvals Total				
12.03	Baseline performance levels	Regulatory	Vice President	MHur	5
12.03	Baseline performance levels Total				
Non HOC 04	Stand Up Capital Program Organization	Capital Programs and Back End Transition	Manager	OEhg	7
Non HOC 04	Stand Up Capital Program Organization Total				
Non HOC 06	Regulatory Support of Handover Checklist Items	Regulatory	Vice President	MHur	3
Non HOC 06	Regulatory Support of Handover Checklist Items Total				
Non HOC 07	Legal Requirements	Corporate Services	Manager	ANay	2
Non HOC 07		Legal	Manager	ANay	3
Non HOC 07	Legal Requirements Total				
Non HOC 13	Assess Regulatory Mandates over IRP	Regulatory	Vice President	MHur	0.5
Non HOC 13	Assess Regulatory Mandates over IRP Total				
7.05	Project Worksheet Assessment	Regulatory	Vice President	MHur	8.5
7.05	Project Worksheet Assessment Total				
9.02	Emergency Response Plan (4.2.g)	Regulatory	Vice President	MHur	3.5
9.02	Emergency Response Plan (4.2.g) Total				
Total					450.5

Vendor	Count of Invoice #	Sum of Total (USD)
Aerotek Professional Services	27	\$ 185,068.28
Alumbra LLC	16	\$ 1,134,906.36
Alvarez & Marsal Corporate Performance Improvement, LLC	4	\$ 197,665.21
American Relocation Connections, LLC	11	\$ 188,115.11
AT&T Mobility Puerto Rico	1	\$ 724.52
ATCO Power (2010) Ltd.	4	\$ 724,015.70
BridgeSource Utilities Solutions, LLC	1	\$ 87,977.22
Covington & Burling LLP	2	\$ 21,129.00
DLA Piper LLP (US)	2	\$ 154,216.58
Innovative Emergency Management, Inc. (IEM)	3	\$ 105,642.66
International Business Machines Corporation (IBM)	3	\$ 985,870.80
Iris Vargas	5	\$ 21,030.00
NexTec Operating Corp	4	\$ 2,375.24
Nory Sanchez-Alvarez	3	\$ 5,976.34
Oracle America, Inc.	2	\$ 2,940.00
People 2.0 North America	11	\$ 75,325.08
Quanta Workforce Solutions, LLC	1	\$ 128,223.38
Smartbridge	3	\$ 48,532.50
Translations & More	1	\$ 2,418.00
Quanta Services Puerto Rico, LLC	1	\$ 3,340.15
CDW	1	\$ 1,776.89
MBarrett Consulting LLC	1	\$ 4,700.00
BMA Group	2	\$ 15,808.00
CSS International, Inc	4	\$ 87,104.79
Triple-S, Salud	1	\$ 3,211.49
Global Project Solutions, LLC	3	\$ 37,130.71
Resources Global Professionals (RGP)	4	\$ 38,955.48
Greg Sarich	1	\$ 1,423.12
EAN Services, LLC (Enterprise)	4	\$ 59,513.31
Cigna	1	\$ 972.84
Office Depot	9	\$ 6,849.73
Lockton	1	\$ 5,047.50
OGMA Language Studio	2	\$ 2,840.00
Trans4mative	9	\$ 116,965.00
Troutman Pepper Hamilton Sanders LLP	1	\$ 15,078.50
Lydia Martinez	1	\$ 1,003.46
ARC Relocation Management PR, LLC	1	\$ 4,651.59
ERM-PR, Inc.	1	\$ 27,755.00
Esther Gonzalez	1	\$ 1,495.33
Carimus Consulting	3	\$ 92,542.50
J.D. Power	2	\$ 45,049.00
<b>Total</b>		<b>\$ 4,645,366.37</b>

Third Party Labor Summary

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09721242A	Santiago Morales, Lydmarie	40	21.00	840.00
1.1			OP09721242A	Santiago Morales, Lydmarie Overtime	2.5	31.50	78.75
1			OP09735490	Santiago Morales, Lydm	40	21.00	840.00
1			OP09735490	Santiago Morales, Lydm Overtime	2.5	31.50	78.75
1			OP09750078	Hours for Santiago Morales, Lydm	40	21.00	840.00
1			OP09750078	Hours for Santiago Morales, Lydm (Overtime)	2.5	31.50	78.75
1			OP09779860A	Santiago Morales, Lydmarie	32	21.00	672.00
1			OP09779860A	Santiago Morales, Lydmarie -Holiday	8	17.25	138.00
1			OP09779860A	Santiago Morales, Lydmarie - overtime	2	31.50	63.00
1			OP09764696A	Santiago Morales, Lydmarie	40	21.00	840.00
1			OP09764696A	Santiago Morales, Lydmarie	2.5	31.50	78.75
1			OP09810543	Santiago Morales, Lydm	40	21.00	840.00
1			OP09810543	Santiago Morales, Lydm Overtime	2.5	31.50	78.75
1			OP09795116	Santiago Morales, Lydm	40	21.00	840.00
1			OP09795116	Santiago Morales, Lydm	2.5	31.50	78.75
1		Alumbra LLC	67 Jeff Cummings		1.5	340.00	510.00
1		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-05A	Hours for Heather Robinson	48	460.00	22,080.00
1		ATCO Power (2010) Ltd.	112020-2LB	Training - INTERNATIONAL SOS CANADA INC	1	2,676.80	2,676.80
1		DLA Piper LLP (US)	4028911	Hours for Albanese, Rachel Ehrlich (Partner)	4.8	950.00	4,560.00
1			4028913	Hours for Muniz, Mariana (Associate)	32.4	243.75	7,897.50
1			4028913	Hours for Álvarez, Camille (Associate)	8.8	206.25	1,815.00
1			4028913	Hours for Figueroa, Miriam (Partner)	1.5	395.00	592.50
1			4028913	Hours for Dávila, Luis (Associate)	5.4	770.00	4,158.00
1			4028913	Hours for Buxeda, Nikos (Partner)	5.8	395.00	2,291.00
1		Quanta Workforce Solutions, LLC	QWS-112020-2B	Genuent Global- J. Gulley (Nov 125 hours @ \$79.9	125	79.95	9,993.75
1			QWS-112020-2B	Mobius- C. Holladay (Nov 13 hours @ \$135)	13	135.00	1,755.00
1		Global Project Solutions, LLC	20-1010	Brian Reynolds hours in Houston	40	137.50	5,500.00
1			20-1012	Brian Reynolds - hours in the month of November	22	137.50	3,025.00
1			20-1011	Brian Reynolds - November hours in Puerto Rico (I	112	184.38	20,650.00
1		Resources Global Professionals (RGP)	RGP1049665	Miguel Marin	48.5	222.00	10,767.00
1	General & Transition Management Total				766.7		
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (p	Alumbra LLC	60 Jeff Cummings		7	340.00	2,380.00
1.02			61 Jeff Cummings		4.5	340.00	1,530.00
1.02			62 Matt Ward		11	287.00	3,157.00
1.02			62 Matt Ward		1.75	368.20	644.35
1.02			62 Paul Raver		1.5	287.00	430.50
1.02			62 Paul Raver		24	368.20	8,836.80
1.02			64 Bill Leasure		3	309.50	928.50
1.02			64 Juan Carlos Blacker		6	309.50	1,857.00
1.02			64 Stuart Walters		21	309.50	6,499.50
1.02			65 Juan Carlos Blacker		92	315.09	28,988.28
1.02			65 Stuart Walters		2.5	310.00	775.00
1.02			63 Matt Ward		1.5	364.66	546.99
1.02			63 Paul Raver		13	364.66	4,740.58
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (p				188.75		
2.0304	Fleet Management Plan	Alumbra LLC	60 Jeff Cummings		29	340.00	9,860.00
2.0304			61 Jeff Cummings		31.5	340.00	10,710.00
2.0304	Fleet Management Plan Total				60.5		
2.031	Materials Management and Warehouse Plan	Alumbra LLC	60 Jeff Cummings		9.5	340.00	3,230.00
2.031			61 Jeff Cummings		6.5	340.00	2,210.00
2.031	Materials Management and Warehouse Plan Total				16		
2.0312	Vegetation Management Plan	Alumbra LLC	60 Jeff Cummings		1.5	340.00	510.00
2.0312			61 Jeff Cummings		1.5	340.00	510.00
2.0312			66 John Goodfellow		182.75	340.65	62,253.79
2.0312			66 Kevin Eckert		60.34	340.65	20,554.82
2.0312			66 Mike Neal		55.55	340.65	18,923.11
2.0312			66 Phil Charlton		31	340.65	10,560.15



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
2.0312			66	Robin Morgan	10.5	340.65	3,576.83
2.0312			66	To balance receipts with invoice	1	0.95	0.95
2.0312	Vegetation Management Plan Total				344.14		
2.05	Environmental Exposure Management Plan	ERM-PR, Inc.	17894	Oscar Morales Nieves	8	35.00	280.00
2.05			17894	Joshua J Cardona	72	65.00	4,680.00
2.05			17894	Jose Hernandez	10.5	150.00	1,575.00
2.05			17894	Ramon Ramos Toro	120	100.00	12,000.00
2.05			17894	Noel Marrero Torres	13	125.00	1,625.00
2.05			17894	Josh Calkin	24	185.00	4,440.00
2.05			17894	Carl Shaffer III	5	150.00	750.00
2.05			17894	Lauren Zielke Krag	1.5	125.00	187.50
2.05			17894	Monika Thorpe	2	125.00	250.00
2.05			17894	Ricardo Silva Meza	6	150.00	900.00
2.05	Environmental Exposure Management Plan Total				262		
4.02	Evaluating and updating customer service policies and proced.	Alumbra LLC	62	Jonathan Beinke	32	293.64	9,396.48
4.02			62	Matt Ward	81.5	293.64	23,931.66
4.02			62	Paul Raver	26	293.64	7,634.64
4.02			64	Ben Diehl	137	314.63	43,104.31
4.02			64	Bill Leasure	10.5	314.63	3,303.62
4.02			65	Ben Diehl	24	335.00	8,040.00
4.02			65	Bill Leasure	15	335.00	5,025.00
4.02			63	Jonathan Beinke	34	296.86	10,093.24
4.02			63	Matt Ward	62.5	296.86	18,553.75
4.02			63	Paul Raver	27	296.86	8,015.22
4.02	Evaluating and updating customer service policies and proced				449.5		
4.04	Development of a Customer Service Transition Plan	Alumbra LLC	62	Jonathan Beinke	39	317.22	12,371.58
4.04			62	Jonathan Beinke	15	291.67	4,375.05
4.04			62	Paul Raver	28.5	317.22	9,040.77
4.04			62	Paul Raver	3	291.67	875.01
4.04			64	Bill Leasure	81	327.88	26,558.28
4.04			64	Bill Leasure	4.5	325.39	1,464.26
4.04			64	Juan Carlos Blacker	48	327.88	15,738.24
4.04			64	Stuart Walters	71.5	327.88	23,443.42
4.04			64	Stuart Walters	14.5	325.39	4,718.16
4.04			65	Bill Leasure	64.5	315.09	20,323.31
4.04			65	Bill Leasure	1.5	331.67	497.51
4.04			65	Stuart Walters	34.5	315.09	10,870.61
4.04			65	Stuart Walters	3	331.67	995.01
4.04			63	Jonathan Beinke	6	275.00	1,650.00
4.04			63	Jonathan Beinke	38	305.91	11,624.58
4.04			63	Paul Raver	17	305.91	5,200.47
4.04			1004	John Wazney	168	150.00	25,200.00
4.04		BridgeSource Utilities Solutions, LLC	1004	Carol Randi Boswell	168	200.00	33,600.00
4.04			1004	Maria Paris Marciano	80	150.00	12,000.00
4.04	Development of a Customer Service Transition Plan Total				885.5		
4.05	Development and implementation of a service start and shut o	Alumbra LLC	62	Jonathan Beinke	26	285.34	7,418.84
4.05			62	Paul Raver	3	285.34	856.02
4.05			63	Paul Raver	2	375.00	750.00
4.05	Development and implementation of a service start and shut				31		
5.02	Develop IT OT Systems Remediation Plan	ATCO Power (2010) Ltd.	112020-2LB	1086470 ALBERTA LTD - ITOT Gap Analysis (Shirley	227.5	259.88	59,122.70
5.02			112020-2LB	To make up the difference when calculating Shirle	1	1.16	1.16
5.02			112020-2LB	To make up the difference when calculating Shirle	1	1.17	1.17
5.02			112020-2LB	ITOT Gap Analysis (Shirley Erb) 1086470 ALBERTA	225.5	259.88	58,602.94
5.02		International Business Machines Corporation (IBM)	CM1CQTM	Steve Dougherty	187	395.00	73,865.00
5.02			CM1CQTM	Sean Duffy	163	295.00	48,085.00
5.02			C20CX4V	Ayan Bandyopadhyay	207	60.00	12,420.00
5.02			C20CX4V	Kaley, LC	156	245.00	38,220.00
5.02			C20CX4V	Northrup, M	86	395.00	33,970.00
5.02			C20CX4V	Sanjay Bhattacharya	122	90.00	10,980.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
5.02			C20CX4V	Rowan, T	17	395.00	6,715.00
5.02			C20CX4V	Marshall, C	6	295.00	1,770.00
5.02			C20CX4V	Garima Trivedi	8	60.00	480.00
5.02			C20CX4V	Gokaram Sukumar	180	60.00	10,800.00
5.02			C20CX4V	Pawan Ahuja	216	60.00	12,960.00
5.02			C20CX4V	Bales, JG	14	395.00	5,530.00
5.02			C20CX4V	Dougherty, SA	6	395.00	2,370.00
5.02			C20CX4V	Pascual, S	36	295.00	10,620.00
5.02			C20CX4V	Ransom, FJ	146	210.00	30,660.00
5.02			C20CX4V	Wells, K	320	150.00	48,000.00
5.02			C20CX4V	Corey, M	432	245.00	105,840.00
5.02			C20CWF8	Hours for F.A. Chidsey	39	295.00	11,505.00
5.02			C20CWF8	Hours for S. Duffy (week of 10/30, 11/06, 11/20)	117	295.00	34,515.00
5.02			C20CWF8	Hours for A. Surani	40	295.00	11,800.00
5.02			C20CWF8	Hours for S.A. Doughety	119	395.00	47,005.00
5.02			C20CWF8	Hours for S.A. Doughety	24	(395.00)	(9,480.00)
5.02			C20CWF8	Hours for S. Duffy (week of 11/13) in PR	40	295.00	11,800.00
5.02		Smartbridge	INV_ 9434	Sanat Nileshtar	48	225.00	10,800.00
5.02			INV_ 9434	Carlos Ortega-Morales	4	180.00	720.00
5.02	Develop IT OT Systems Remediation Plan Total				3188		
6.01	Determine Approach to Budgeting & Reporting over FET & Pro	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-04B	Hours for Jasmine Crespo	80	575.00	46,000.00
6.01			826788-04B	Hours for Larry Galan	42.5	575.00	24,437.50
6.01			826788-04B	Less 20% discount	1	(14,087.50)	(14,087.50)
6.01			826788-05C	Crespo, Jasmine	105	575.00	60,375.00
6.01			826788-05C	Galan, Larry	90	575.00	51,750.00
6.01			826788-05B	Crespo, Jasmine	16.5	575.00	9,487.50
6.01	Determine Approach to Budgeting & Reporting over FET & Pr				335		
6.05	Initial Budget Complete (Final)	MBarrett Consulting LLC	1145	Mike Barrett	11.75	400.00	4,700.00
6.07	Evaluating and updating the payroll and labor cost reporting sy	People 2.0 North America	RL509368048	Warner, Tashera	79	112.00	8,848.00
6.07			RL509368046	Handel, Justin	76	126.00	9,576.00
6.07			RL509371478	Handel, Justin	55	126.00	6,930.00
6.07		Trans4mative		1499 Doug B- Payroll Advisory	66	175.00	11,550.00
6.07				1505 Payroll Advisory Doug B	80	175.00	14,000.00
6.07				1515 Doug B	68	175.00	11,900.00
6.07	Evaluating and updating the payroll and labor cost reporting				424		
6.09	Processes & Procedures and Overall Internal Controls	Resources Global Professionals (RGP)	RG1048672	Miguel Marin	45	222.00	9,990.00
6.09			RG1048672	Miguel Marin	3	111.00	333.00
6.09			RG1050404	Miguel Marin Regular	48	222.00	10,656.00
6.09			RG1050404	Miguel Marin Travel Time	6	111.00	666.00
6.09	Processes & Procedures and Overall Internal Controls Total				102		
7.08	Drafting, Revising and Finalizing Federal Funding Procurement	Innovative Emergency Management, Inc. (IEM)	20342-WO3-003	Diaz, Sonia E	19.5	96.00	1,872.00
7.08			20342-WO3-003	Prosser, Kimberly L	13	144.00	1,872.00
7.08			20342-WO3-003	Del Pino, Ana M	42	96.00	4,032.00
7.08	Drafting, Revising and Finalizing Federal Funding Procurement				74.5		
8.02	Complete LUMA IT onboarding	Aerotek Professional Services	OP09721242E	Escandon, Iveain C	38	31.00	1,178.00
8.02			OP09721242E	Morales Marquez, Ruth	32	37.20	1,190.40
8.02			OP09721242E	Ortiz Rosa, Lynette	40	37.20	1,488.00
8.02			OP09721242E	Rivera Ruiz, Eneida	36	43.40	1,562.40
8.02			OP09721242E	Candelario Riutort, Karina A	40	37.20	1,488.00
8.02			OP09721242E	Guerra Morales, Francisco Jose	38.5	37.20	1,432.20
8.02			OP09721242E	Miler Y Teran, Giovanna Isabel	35.5	37.20	1,320.60
8.02			OP09721242E	Morales Marquez, Ruth personal time	8	34.50	276.00
8.02			OP09721242E	Rivera Ruiz, Eneida personal time	4	40.25	161.00
8.02			OP09750075A	Hours for Barreto Colon,Sonia Margarita	37.5	18.60	697.50
8.02			OP09750075A	Hours for Colon Perez,Alexander	52	18.60	967.20
8.02			OP09750075A	Hours for Diaz Lopez,Kayra Marie	37.5	18.60	697.50
8.02			OP09750075A	Hours for Diaz Benny	39	18.60	725.40
8.02			OP09750075A	Hours for Gabriel Flores,Gabriela Yari	37.5	18.60	697.50

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
8.02			OP09750075A	Hours for Hernandez Soto, Francisco	37.5	18.60	697.50
8.02			OP09750075A	Hours for Hernandez, Genesis Paris	40	18.60	744.00
8.02			OP09750075A	Hours for Mojica Astacio, Kyara Marie	37.5	18.60	697.50
8.02			OP09750075A	Hours for Mones Ouiroz, Krystal N	40	18.60	744.00
8.02			OP09750075A	Hours for Perez Hernandez, Michael Radames	38	18.60	706.80
8.02			OP09750075A	Hours for Ramos Matos, Solange Charisse	37.5	18.60	697.50
8.02			OP09750075A	Hours for Rivera Rivera, Stacy Angelis	37.5	18.60	697.50
8.02			OP09750075A	Hours for Rodriguez, Hector R	37.5	18.60	697.50
8.02			OP09750075A	Hours for Rodriguez, Waleka - Redesign and staff	16	19.60	313.60
8.02			OP09750075A	Hours for Roldan, Michelin	38	18.60	706.80
8.02			OP09750075A	Hours for Valentin Matta, Wilveanie	32	18.60	595.20
8.02			OP09721242C	Figueroa, Wilfredo	38	22.32	848.16
8.02			OP09721242C	Diaz Lozada, Gelson	38.75	22.94	888.93
8.02			OP09721242C	Diaz Lozada, Gelson overtime	3	34.41	103.23
8.02			OP09735490	Diaz Lozada, Gelson	35.57	22.94	815.98
8.02			OP09735490	Diaz Lozada, Gelson overtime	7.77	34.41	267.37
8.02			OP09750078	Hours for Gelson Diaz Lozada	40	22.94	917.60
8.02			OP09779861	Figueroa, Wilfredo	8	22.32	178.56
8.02			OP09779861	Diaz Lozada, Gelson	8	22.94	183.52
8.02			OP09779860B	Escandon, Ivelain C	34.58	31.00	1,071.98
8.02			OP09779860B	Morales Marquez, Ruth	38	37.20	1,413.60
8.02			OP09779860B	Ortiz Rosa, Lynette	36	37.20	1,339.20
8.02			OP09779860B	Rivera Ruiz, Eneida	38	43.40	1,649.20
8.02			OP09779860B	Candelario Riutort, Karina A	32	37.20	1,190.40
8.02			OP09779860B	Guerra Morales, Francisco Jose	37	37.20	1,376.40
8.02			OP09779860B	Hernandez Martinez, Rosa N	36	37.20	1,339.20
8.02			OP09779860B	Ramos Sanchez, Barbara	32	37.20	1,190.40
8.02			OP09779860B	Santiago, Ginoris D	36	37.20	1,339.20
8.02			OP09779860B	Gonzalez Perez, Yari Del Carmen	32	37.20	1,190.40
8.02			OP09779860B	Martinez Guindin, Dinora	36.25	37.20	1,348.50
8.02			OP09779860B	Ocasio Castaneda, Yeldy	32	37.20	1,190.40
8.02			OP09779860B	Sanchez, Ada M	32	37.20	1,190.40
8.02			OP09779858	Hernandez, Genesis Par	32	18.60	595.20
8.02			OP09779858	Mones Ouiroz, Krystal	36.5	18.60	678.90
8.02			OP09779858	Perez Hernandez, Mich	36	18.60	669.60
8.02			OP09779858	Valentin Matta, Wilvea	32	18.60	595.20
8.02			OP09779858	Diaz, Benny	32	18.60	595.20
8.02			OP09779858	Rodriguez, Hector R	36.28	18.60	674.81
8.02			OP09779858	Roldan, Michelin	29	18.60	539.40
8.02			OP09779858	Barreto Colon, Sonia M	32	18.60	595.20
8.02			OP09779858	Colon Perez, Alexander	32	18.60	595.20
8.02			OP09779858	Diaz Lopez, Kayra Mari	32	18.60	595.20
8.02			OP09779858	Gabriel Flores, Gabrie	36	18.60	669.60
8.02			OP09779858	Hernandez Soto, Franci	29	18.60	539.40
8.02			OP09779858	Mojica Astacio, Kyara	36.5	18.60	678.90
8.02			OP09779858	Ramos Matos, Solange C	32	18.60	595.20
8.02			OP09779858	Rivera Rivera, Stacy A	32	18.60	595.20
8.02			OP09764696E	Escandon, Ivelain C	40	31.00	1,240.00
8.02			OP09764696E	Morales Marquez, Ruth	40	37.20	1,488.00
8.02			OP09764696E	Ortiz Rosa, Lynette	40	37.20	1,488.00
8.02			OP09764696E	Rivera Ruiz, Eneida	40	43.40	1,736.00
8.02			OP09764696E	Candelario Riutort, Karina A	40	37.20	1,488.00
8.02			OP09764696E	Guerra Morales, Francisco Jose	40	37.20	1,488.00
8.02			OP09764696E	Hernandez Martinez, Rosa N	40	37.20	1,488.00
8.02			OP09764696E	Ramos Sanchez, Barbara	40	37.20	1,488.00
8.02			OP09764696E	Santiago, Ginoris D	40	37.20	1,488.00
8.02			OP09764696E	Gonzalez Perez, Yari Del Carmen	40	37.20	1,488.00
8.02			OP09764696E	Martinez Guindin, Dinora	38.25	37.20	1,422.90
8.02			OP09764696E	Ocasio Castaneda, Yeldy	38	37.20	1,413.60

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
8.02			OP09764696E	Sanchez, Ada M	36.5	37.20	1,357.80
8.02			OP09764696D	Sales Tax	1	105.50	105.50
8.02			OP09764696D	Diaz Lopez, Kayra Marie	40	18.60	744.00
8.02			OP09764696D	Diaz, Benny	40	18.60	744.00
8.02			OP09764696D	Gabriel Flores, Gabriela Yari	40	18.60	744.00
8.02			OP09764696D	Hernandez Soto, Francisco	40	18.60	744.00
8.02			OP09764696D	Hernandez, Genesis Paris	29	18.60	539.40
8.02			OP09764696D	Mojica Astacio, Kyara Marie	40	18.60	744.00
8.02			OP09764696D	Mones Ouiroz, Krystal N	32	18.60	595.20
8.02			OP09764696D	Perez Hernandez, Michael Radames	40	18.60	744.00
8.02			OP09764696D	Ramos Matos, Solange Charisse	40	18.60	744.00
8.02			OP09764696D	Rivera Rivera, Stacy Angelis	37.5	18.60	697.50
8.02			OP09764696D	Roldan, Michelin	32	18.60	595.20
8.02			OP09764696D	Valentin Matta, Wilveanie	40	18.60	744.00
8.02			OP09764696D	Colon Perez, Alexander	40	18.60	744.00
8.02			OP09764696D	Barreto Colon, Sonia Margarita	37	18.60	688.20
8.02			OP09764696D	Rodriguez, Hector R	39.75	18.60	739.35
8.02			OP09764696C	Sales Tax	1	16.32	16.32
8.02			OP09764696C	Figueroa, Wilfredo	32	22.32	714.24
8.02			OP09764696C	Diaz Lozada, Gelson	40	22.94	917.60
8.02			OP09779860A	Rodriguez, Waleska	32	19.60	627.20
8.02			OP09779860A	Ramos, Kaysary	8	29.40	235.20
8.02			OP09764696A	Rodriguez, Waleska	40	19.60	784.00
8.02			OP09721242D	Hernandez, Genesis Paris	40	18.60	744.00
8.02			OP09721242D	Mones Ouiroz, Krystal N	40	18.60	744.00
8.02			OP09721242D	Perez Hernandez, Michael Radames	38	18.60	706.80
8.02			OP09721242D	Valentin Matta, Wilveanie	40	18.60	744.00
8.02			OP09795119	Figueroa, Wilfredo	35	22.32	781.20
8.02			OP09795119	Diaz Lozada, Gelson	40	22.94	917.60
8.02			OP09795118	Hernandez, Genesis Par	40	18.60	744.00
8.02			OP09795118	Mones Ouiroz, Krystal	40	18.60	744.00
8.02			OP09795118	Perez Hernandez, Mich	40	18.60	744.00
8.02			OP09795118	Valentin Matta, Wilvea	40	18.60	744.00
8.02			OP09795118	Diaz, Benny	40	18.60	744.00
8.02			OP09795118	Roldan, Michelin	40	18.60	744.00
8.02			OP09795118	Barreto Colon, Sonia M	40	18.60	744.00
8.02			OP09795118	Colon Perez, Alexander	40	18.60	744.00
8.02			OP09795118	Diaz Lopez, Kayra Mari	40	18.60	744.00
8.02			OP09795118	Gabriel Flores, Gabrie	40	18.60	744.00
8.02			OP09795118	Hernandez Soto, Franci	40	18.60	744.00
8.02			OP09795118	Mojica Astacio, Kyara	40	18.60	744.00
8.02			OP09795118	Ramos Matos, Solange C	40	18.60	744.00
8.02			OP09795118	Rivera Rivera, Stacy A	40	18.60	744.00
8.02			OP09795118	Rodriguez, Hector R	40	18.60	744.00
8.02			OP09795117	Candelario Riutort, Ka	40	37.20	1,488.00
8.02			OP09795117	Escandon, Ivelin C	39.33	31.00	1,219.23
8.02			OP09795117	Guerra Morales, Franci	40	37.20	1,488.00
8.02			OP09795117	Morales Marquez, Ruth	40	37.20	1,488.00
8.02			OP09795117	Ortiz Rosa, Lynette	40	37.20	1,488.00
8.02			OP09795117	Rivera Ruiz, Eneida	40	43.40	1,736.00
8.02			OP09795117	Ramos Sanchez, Barbara	40	37.20	1,488.00
8.02			OP09795117	Santiago, Ginoris D	40	37.20	1,488.00
8.02			OP09795117	Sanchez, Ada M	40	37.20	1,488.00
8.02			OP09795117	Gonzalez Perez, Yari D	40	37.20	1,488.00
8.02			OP09795117	Hernandez Martinez, Ro	40	37.20	1,488.00
8.02			OP09795117	Martinez Guindin, Dino	40	37.20	1,488.00
8.02			OP09795117	Ocasio Castaneda, Yeld	40	37.20	1,488.00
8.02			OP09810543	Ramos, Kaysary	40	29.40	1,176.00
8.02			OP09810543	Rodriguez, Waleska	32	19.60	627.20

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
8.02			OP09795116	Ramos, Kaysary	24	29.40	705.60
8.02			OP09795116	Rodriguez, Waleka	32	19.60	627.20
8.02			OP09810544	Candelario Riutort, ka	40	37.20	1,488.00
8.02			OP09810544	Escandon, Iveain C	39.73	31.00	1,231.63
8.02			OP09810544	Guerra Morales, Franci	40	37.20	1,488.00
8.02			OP09810544	Morales Marquez, Ruth	40	37.20	1,488.00
8.02			OP09810544	Ortiz Rosa, Lynette	40	37.20	1,488.00
8.02			OP09810544	Rivera Ruiz, Enelda	40	43.40	1,736.00
8.02			OP09810544	Ramos Sanchez, Barbara	40	37.20	1,488.00
8.02			OP09810544	Sanchez, Ada M	40	37.20	1,488.00
8.02			OP09810544	Gonzalez Perez, Yari D	24	37.20	892.80
8.02			OP09810544	Hernandez Martinez, Ro	40	37.20	1,488.00
8.02			OP09810544	Martinez Guindin, Dino	40	37.20	1,488.00
8.02			OP09810544	Ocasio Castaneda, Yeld	40	37.20	1,488.00
8.02			OP09810544	Santiago Ginoris, D	40	37.20	1,488.00
8.02		Iris Vargas	LE 2020-07	Consulting services	88	80.00	7,040.00
8.02			LE 2020-08	Consulting services	87.5	80.00	7,000.00
8.02			LE 2020-09	Iris Vargas- Supporting LUMA recruitment strategy	59.5	80.00	4,760.00
8.02		Translations & More	190405	Hector Torres with Lindsey Petteplace	11.5	75.00	862.50
8.02			190405	Edwin Ortiz with Mark Mielke	19.5	75.00	1,462.50
8.02	Complete LUMA IT onboarding Total				5477.26		
8.05	Standup Human Capital Management (HCM) System	Trans4mative	1498	Tommy R- HCM advisory	66	185.00	12,210.00
8.05			1506	Tommy R.	88	185.00	16,280.00
8.05	Standup Human Capital Management (HCM) System Total				154		
8.06	Communication Plan	Aerotek Professional Services	OP09721242B	Velez-Rolon, Olga L	40	48.36	1,934.40
8.06			OP09779862	Velez-Rolon, Olga L	40	48.36	1,934.40
8.06			OP09764696B	Velez-Rolon, Olga L	40	48.36	1,934.40
8.06	Communication Plan Total				120		
8.1	Compliance Plan	BWA Group	20-4339	Elias Rivera, Maria	80	95.00	7,600.00
8.1			20-4554	Elias Rivera, Maria	80	95.00	7,600.00
8.1	Compliance Plan Total				160		
9.01	Establishment of GenCo Shared Services and Agreement	Alumbra LLC		58 Jim Seibert	65	349.01	22,685.65
9.01				58 Manisha Shah	30.5	349.01	10,644.81
9.01				58 Charlie Fijnvandraat	55.5	349.01	19,370.06
9.01				59 Jim Seibert	92	350.85	32,278.20
9.01				59 Manisha Shah	33	350.85	11,578.05
9.01				59 Charlie Fijnvandraat	80.5	350.85	28,243.43
9.01	Establishment of GenCo Shared Services and Agreement Total				356.5		
9.02	Emergency Response Plan (4.2.g)	Innovative Emergency Management, Inc. (IEM)	20342-WO2-004	Montz, Christian A	12.5	244.00	3,050.00
9.02			20342-WO2-004	Ingle, Rachel	60.25	132.00	7,953.00
9.02	Emergency Response Plan (4.2.g) Total				72.75		
9.07	System Operation Principles - Regulatory Approvals	Alumbra LLC		54 Chuck Walker	5	313.28	1,566.40
9.07				54 Jim Seibert	5.5	313.28	1,723.04
9.07				54 Tim Condon	149	313.18	46,663.82
9.07				55 Brian Walshe	2	341.97	683.94
9.07				55 Chuck Walker	67	341.97	22,911.99
9.07				55 Jim Seibert	2	341.97	683.94
9.07	System Operation Principles - Regulatory Approvals Total				230.5		
12.02	Required Insurance (Delivery of insurance certificates)	Lockton	18164006	Peter McGoldrick	4.5	325.00	1,462.50
12.02			18164006	Todd Haselhorst	4	325.00	1,300.00
12.02			18164006	Alfonse Baki	1.5	200.00	300.00
12.02			18164006	Alberto Hernandez	1.75	125.00	218.75
12.02			18164006	Chris Black	9.75	160.00	1,560.00
12.02			18164006	Jeff Estrada	0.75	275.00	206.25
12.02	Required Insurance (Delivery of insurance certificates) Total				22.25		
1.03	Initial Budgets - PREB Rate Order Filing (Initial Budgets and Lia	Alumbra LLC	68	Puja Guha	54.25	212.50	11,528.13
1.03			68	Darin Johnson	40.5	212.50	8,606.25
1.03			68	Eric Sukamran	67.25	212.50	14,290.63
1.03			67	Darin Johnson	45	310.00	13,950.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
1.03	Initial Budgets - PREB Rate Order Filing (Initial Budgets and Li				207		
7.05	Project Worksheet Assessment	Innovative Emergency Management, Inc. (IEM)	20342-WO1-005	Pleasant, Dora	38	204.00	7,752.00
7.05			20342-WO1-005	Axton, Charles R	22.5	204.00	4,590.00
7.05			20342-WO1-005	Diaz, Sonia E	65.5	96.00	6,288.00
7.05			20342-WO1-005	Montz, Christian A	49.5	244.00	12,078.00
7.05			20342-WO1-005	Potter, Lisa	127.5	204.00	26,010.00
7.05			20342-WO1-005	Rushing, Shelby N	33.5	114.00	3,819.00
7.05			20342-WO1-005	Boyette, Alicia N	77	114.00	8,778.00
7.05			20342-WO1-005	Flores, Eliado	80.75	114.00	9,205.50
7.05			20342-WO1-005	Howarth, Kristen M	8.75	96.00	840.00
7.05			20342-WO1-005	Del Pino, Ana M	-60	96.00	(5,760.00)
7.05	Project Worksheet Assessment Total				443		
2.0302	Transition Plan for O&M Activities	Aerotek Professional Services	OP09750075A	Hours for Waleska Rodriguez.	8	19.60	156.80
2.0302	Transition Plan for O&M Activities				8		
Non HOC 15	LUMA MC Ongoing Back Office Support	NexTec Operating Corp	158918	MyLen Le	3.25	195.00	633.75
Non HOC 15			159428	Adam Rezende	2.5	195.00	487.50
Non HOC 15			159581	David Safstrom	0.5	195.00	97.50
Non HOC 15			159692	Adam Rezende	4.75	195.00	926.25
Non HOC 15			159692	MyLen Le	0.5	195.00	97.50
Non HOC 15		People 2.0 North America	RL509365414	Ellen Lackey	80	56.00	4,480.00
Non HOC 15			RL509365414	Ellen Lackey	7.25	84.00	609.00
Non HOC 15			RL509365416	Dennis Khiev	87	84.80	7,377.60
Non HOC 15			RL509365417	Tashera Warner	85	112.00	9,520.00
Non HOC 15			RL509368047	Khiev, Dennis	101.75	84.80	8,628.40
Non HOC 15			RL509368045	Ellen Lackey- OT	5.92	84.00	497.28
Non HOC 15			RL509368045	Ellen Lackey Reg	78	56.00	4,368.00
Non HOC 15			RL509371480	Warner, Tashera	42.75	112.00	4,788.00
Non HOC 15			RL509371479	Khiev, Dennis	71	84.80	6,020.80
Non HOC 15			RL509371477	Lackey, Ellen	65.75	56.00	3,682.00
Non HOC 15	LUMA MC Ongoing Back Office Support Total				635.92		
Non HOC 02	ServeCo IT Systems	International Business Machines Corporation (IBM)	C20CX4V	Dussault, B	184	295.00	54,280.00
Non HOC 02			C20CX4V	Harrison, M	106	210.00	22,260.00
Non HOC 02			C20CX4V	Li, Y	200	150.00	30,000.00
Non HOC 02			C20CX4V	McKay, D	169	395.00	66,755.00
Non HOC 02			C20CX4V	Snell, M	180	295.00	53,100.00
Non HOC 02			C20CX4V	Marshall, C	20	295.00	5,900.00
Non HOC 02			C20CX4V	Adarsh Venkatesh	117	60.00	7,020.00
Non HOC 02			C20CX4V	Subrat Ghosh	216	60.00	12,960.00
Non HOC 02			C20CX4V	Ashirbad Choudhury	207	60.00	12,420.00
Non HOC 02			C20CX4V	Chanchal Rajak	90	60.00	5,400.00
Non HOC 02			C20CX4V	Mini Gupta	135	60.00	8,100.00
Non HOC 02			C20CX4V	Neeraj Kumar	171	60.00	10,260.00
Non HOC 02			C20CX4V	Rafeeuddin Shaik	39.6	60.00	2,376.00
Non HOC 02			C20CX4V	Rampasad Ghosh	63	60.00	3,780.00
Non HOC 02			C20CX4V	Deshmukah, U	200	295.00	59,000.00
Non HOC 02			C20CX4V	Gupta, A	22	395.00	8,690.00
Non HOC 02			C20CX4V	Snandvch, R	89.5	245.00	21,927.50
Non HOC 02		Smartbridge	INV_9387	Deepthi Raju	83	225.00	18,675.00
Non HOC 02			INV_9436	Deepthi Raju	81.5	225.00	18,337.50
Non HOC 02		CSS International, Inc	19263 Bennett, Dan	Bennett, Dan	80	240.00	19,200.00
Non HOC 02			19266 Hood, Scott	Hood, Scott	102	230.00	23,460.00
Non HOC 02			19262 Bennett, Dan	Bennett, Dan	80	230.00	18,400.00
Non HOC 02			19265 Allen, Robert	Allen, Robert	80	220.00	17,600.00
Non HOC 02		Trans4mative	1497 Tyler R- Integration/Security and Strategic Project	Tyler R- Integration/Security and Strategic Project	66	205.00	13,530.00
Non HOC 02			1504 Tyler R.	Tyler R.	69	205.00	14,145.00
Non HOC 02			1514 Learning Advisory- Time entry- Logan D	Learning Advisory- Time entry- Logan D	42	185.00	7,770.00
Non HOC 02			1512 Tyler R	Tyler R	76	205.00	15,580.00
Non HOC 02	ServeCo IT Systems Total				2968.6		
Non HOC 14	Negotiate PPOA	Alumbra LLC	54	Brian Walshe	45	372.18	16,748.10

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
Non HOC 14			54	Chuck Walker	6.75	372.18	2,512.22
Non HOC 14			54	Eric Markell	27	372.18	10,048.86
Non HOC 14			54	Roger Garratt	5	372.18	1,860.90
Non HOC 14			55	Brian Walshe	75	375.00	28,125.00
Non HOC 14	<b>Negotiate PPOA Total</b>				<b>158.75</b>		
Non HOC 11	Development of System Operations Principles	Alumbra LLC	55	Brian Walshe	2	375.00	750.00
Non HOC 11			56	Brian Walshe	26	349.10	9,076.60
Non HOC 11			56	Chuck Walker	34.5	349.10	12,043.95
Non HOC 11			56	Nick Davey	39.5	349.10	13,789.45
Non HOC 11			57	Brian Walshe	7	375.00	2,625.00
Non HOC 11			57	Brian Walshe	73.5	353.83	26,006.51
Non HOC 11			57	Chuck Walker	38.5	353.83	13,622.46
Non HOC 11			57	Nick Davey	74	353.83	26,183.42
Non HOC 11			68	Mike Demillo	60	180.00	10,800.00
Non HOC 11	<b>Development of System Operations Principles Total</b>				<b>355</b>		
10.02	Plans and Procedures for assuming responsibility for securing L	Aerotek Professional Services	OP09721242A	Pagan, Glorybelle	40	21.00	840.00
10.02			OP09721242A	Pagan, Glorybelle Overtime	2.5	31.50	78.75
10.02			OP09735490	Pagan, Glorybelle	40	21.00	840.00
10.02			OP09750078	Hours for Pagan, Glorybelle	40	21.00	840.00
10.02			OC14039520	Garcia Rodriguez, Fran	40	112.00	4,480.00
10.02			OC14018386	Garcia Rodriguez, Francisco L	40	112.00	4,480.00
10.02			OP09779860A	Pagan, Glorybelle	40	21.00	840.00
10.02			OP09764696A	Pagan, Glorybelle	40	21.00	840.00
10.02			OC14060184	Garcia Rodriguez, Fran	40	112.00	4,480.00
10.02			OP09810543	Pagan, Glorybelle	40	21.00	840.00
10.02			OP09795116	Pagan, Glorybelle	32	21.00	672.00
10.02	<b>Plans and Procedures for assuming responsibility for securing</b>				<b>394.5</b>		
Non HOC 06	Regulatory Support of Handover Checklist Items	Aerotek Professional Services	OP09721242A	Hernandez Ramirez, Yanira	40	21.00	840.00
Non HOC 06			OP09721242A	Tavarez Duran, Claudia Michelle	40	18.20	728.00
Non HOC 06			OP09735490	Hernandez Ramirez, Yan	40	21.00	840.00
Non HOC 06			OP09735490	Tavarez Duran, Claudia	40	18.20	728.00
Non HOC 06			OP09750078	Hours for Hernandez Ramirez, Yan	40	21.00	840.00
Non HOC 06			OP09750078	Hours for Tavarez Duran, Claudia	40	18.20	728.00
Non HOC 06			OP09779860A	Hernandez Ramirez, Yanira	32	21.00	672.00
Non HOC 06			OP09779860A	Tavarez Duran, Claudia Michelle	32	18.20	582.40
Non HOC 06			OP09764696A	Hernandez Ramirez, Yanira	40	21.00	840.00
Non HOC 06			OP09764696A	Tavarez Duran, Claudia Michelle	40	18.20	728.00
Non HOC 06			OP09810543	Hernandez Ramirez, Yan	40	21.00	840.00
Non HOC 06			OP09810543	Tavarez Duran, Claudia	36	18.20	655.20
Non HOC 06			OP09795116	Hernandez Ramirez, Yan	40	21.00	840.00
Non HOC 06			OP09795116	Tavarez Duran, Claudia	36.5	18.20	664.30
Non HOC 06		Alumbra LLC	68	Jeff Cummings	54.5	244.64	13,332.88
Non HOC 06			68	Roger Garratt	4	244.64	978.56
Non HOC 06			68	Carol Beirne- FEMA 10 YR Plan	4	212.50	850.00
Non HOC 06			68	Roger Garratt FEMA 10 YR Plan	2	212.50	425.00
Non HOC 06			68	Diane Guerriero FEMA 10 YR Plan	2	212.50	425.00
Non HOC 06			68	Ruth Obrien FEMA 10 YR Plan	4	212.50	850.00
Non HOC 06			68	Carol Beirne	1	244.64	244.64
Non HOC 06			68	Sue Drake	7.75	244.64	1,895.96
Non HOC 06			68	Diane Guerriero	1	244.64	244.64
Non HOC 06			68	Puja Guha	43	244.64	10,519.52
Non HOC 06			68	April Hayman	1.75	244.64	428.12
Non HOC 06			68	Darin Johnson	3.5	244.64	856.24
Non HOC 06			68	Robbie Proulx	2.75	244.64	672.76
Non HOC 06			68	Eric Sukamran	34.75	244.64	8,501.24
Non HOC 06			67	Jeff Cummings	98.5	340.00	33,490.00
Non HOC 06	<b>Regulatory Support of Handover Checklist Items Total</b>				<b>801</b>		
7.02	Policies and Procedures	Alumbra LLC	54	Mike Deliso	5	310.00	1,550.00
7.02			54	Tom Campone	22	310.00	6,820.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
7.02	Policies and Procedures Total				27		
Grand Total					19731.37		3,105,247.72



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1			112020-2LB	Tolls, taxi tolls for Navneet Bradoo and Owen Elgoetz (See attached)	230.65
1			112020-2LB	Maritime Travel - Flights for Tina Bragg. See attached for breakdown	2,568.38
1			112020-2LB	Maritime Travel - Gunderson, Dianne flights (incl. Scott). See attached	1,223.56
1			112020-2LB	Vehicle rental & expenses, PMI membership - Gunderson, Dianne	1,543.43
1			112020-2LB	Gunderson, Dianne relocation costs (FRAGOMEN (CANADA) CO	47.74
1			112020-2LB	Office supplies - Ashley Campbell	391.96
1			112020-2LB	Maritime Travel - Shutt, Craig flights, Van Dasselaar, Kyle flights (incl. Scott)	3,519.61
1			112020-2LB	Laptop, hotel, vehicle rental & expenses, meals, Office 365 license	6,458.35
1			112020-2LB	Van Dasselaar, Kyle relocation costs (FRAGOMEN (CANADA) CO)	1,017.00
1			112020-2LB	Maritime Travel - Portillo, Evelyn Everitt flights, McAllister, Tye flights	4,031.95
1			112020-2LB	Vehicle rental & expenses, meals, workspace rental, seat selection	132.75
1			112020-2LB	Vehicle rental & expenses, meals, workspace rental, seat selection	935.01
1			112020-2LB	Vehicle rental & expenses, meals, workspace rental, seat selection	139.54
1			112020-2LB	Vehicle rental & expenses, meals, workspace rental, seat selection	23.50
1			112020-2LB	Vehicle rental & expenses, meals, workspace rental, seat selection	134.69
1			112020-2LB	Maritime Travel - Laird, Jessica flights (incl. family) See attached for breakdown	2,775.71
1			112020-2LB	Laird, Jessica relocation costs (FRAGOMEN)	1,009.80
1			112020-2LB	Maritime Travel - (Blair Boisvert, Kyle Fuhrer, Amy Kingshott, Sarah)	8,533.74
1			112020-2LB	Vehicle rental & expenses, meals, COVID test, baggage, WSI subscription	508.20
1			112020-2LB	Meeting rooms for PREPA/LUMA Energy meetings, office supplies	129.25
1			112020-2LB	Meeting rooms for PREPA/LUMA Energy meetings, office supplies	3,421.64
1			112020-2LB	Vehicle rental & expenses, meals, COVID test, baggage, WSI subscription	8,071.90
1			112020-2LB	Hotel (Tyler Smith)	146.63
1			112020-2LB	Incidental relocation allowance (Jessica Laird)	9,962.91
1			112020-2LB	Maritime Travel - Kostek, Robin flights. See attached for breakdown	1,247.32
1			112020-2LB	Vehicle rental & expenses (Robin Kostek)	927.35
1			112020-2LB	Maritime Travel - Kostyk, Kalen incl Jennifer Kirk flights and Carol	5,998.81
1			112020-2LB	Vehicle rental - Debbie Caron	800.03
1			112020-2LB	Maritime Travel - Sanvido, Eduardo flights (incl. family)	7,365.43
1			112020-2LB	Meals, CPA fees - Eduardo Sanvido	108.38
1			112020-2LB	Meals, CPA fees (Eduardo Sanvido)	24.57
1			112020-2LB	Maritime Travel - Blackmore, Jennifer flights (incl. family), Martin	3,021.84
1			112020-2LB	Maritime Travel - Sims, Christa flights and incl. family. See attached	4,277.39
1			112020-2LB	Vehicle rental & expenses, flight, meals, baggage (Marc Charbonneau)	731.45
1			112020-2LB	Vehicle rental & expenses, flight, meals, baggage (Charbonneau, f	1,022.76
1			112020-2LB	Vehicle rental & expenses, flight, meals, baggage (Marc Charbonn	8.98
1			112020-2LB	Maritime Travel - Charbonneau, Marc flights, Sereda, Jillian flight	2,147.51
1			112020-2LB	Maritime Travel - Cartwright, Richard flights	806.78
1			112020-2LB	Vehicle rental & expenses, office expenses, meals, PPE - Humphre	2,966.01
1			112020-2LB	Vehicle rental & expenses, office expenses, meals, PPE (Humphre	56.36
1			112020-2LB	Vehicle rental & expenses, office expenses, meals, PPE (Humphre	146.86
1			112020-2LB	Maritime Travel - Jubinville, Colette flights. See attached for break	473.57
1			112020-2LB	Vehicle rental, office supplies, baggage, meals, taxi (Jubinville, Co	1,360.05
1			112020-2LB	Vehicle rental, office supplies, baggage, meals, taxi (Jubinville, Co	416.81
1			112020-2LB	Maritime Travel - Humphreys, Mark flights and incl. family. See at	1,551.14
1			112020-2LB	Maritime Travel - Tweten, Gabriela flights (incl. family)	10,635.25
1			112020-2LB	Vehicle rental & expenses, office supplies, meals, iPhone cases - T	5,391.13
1			112020-2LB	Vehicle rental & expenses, office supplies, meals, iPhone cases - C	361.76
1			112020-2LB	Maritime Travel - Badenhorst, Johan flights. See attached for bre	1,018.32
1			112020-2LB	Hotel, vehicle rental & expenses, meals, office expenses, baggage	7,425.12
1			112020-2LB	Hotel, vehicle rental & expenses, meals, office expenses, baggage	259.96
1			112020-2LB	Maritime Travel - Begg, Richard flights	2,153.40
1			112020-2LB	Maritime Travel - Bourdages, Dan flights (incl. family), Eskelson, C	10,811.08
1			112020-2LB	Meeting room rental, vehicle rental & expenses, cellphone screen	926.29
1			112020-2LB	Meeting room rental, vehicle rental & expenses, cellphone screen	39.77
1			112020-2LB	Meeting room rental, vehicle rental & expenses, cellphone screen	4,452.26
1			112020-2LB	Hotel, vehicle rental & expenses, meals - Bourdages, Daniel. Vehic	9,186.67
1			112020-2LB	Hotel, vehicle rental & expenses, meals - Bourdages, Daniel	44.60
1			112020-2LB	Eskelson, Chris relocation costs (FRAGOMEN (CANADA) CO	1,106.02

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1			112020-2LB	Bourdages, Dan relocation costs - FRAGOMEN (CANADA) CO	1,105.66
1			112020-2LB	Maritime Travel - Taylor, Robert flights	1,056.67
1			112020-2LB	Hotel, vehicle rental & expenses, Visa, meals, medical supplies - R	9,545.55
1			112020-2LB	Meeting rooms for supervisors meeting for PREPA/LUMA Energy	3,871.45
1			112020-2LB	Maritime Travel - Mielke, Mark flights (incl. family), Smeal, Gregg	6,145.77
1			112020-2LB	Vehicle rental & expenses, office expenses, meals - Graham, Luc	4,375.35
1			112020-2LB	Vehicle rental & expenses, office expenses, meals - Graham, Luc	490.05
1			112020-2LB	Maritime Travel - Walker, Sarah flights. See attached for breakdo	1,499.37
1			112020-2LB	Maritime Travel - Blackmore, Kyle flights (incl. Brixton Blackmore	3,729.52
1			112020-2LB	Office supplies, vehicle expenses - Finkbinner, Pat	454.96
1			112020-2LB	Maritime Travel - Spachynski, Arden flights, Gutierrez Vilamizar, .	7,267.87
1			112020-2LB	Vehicle rental & expenses, meals, baggage - Darrell Wilvers	300.76
1			112020-2LB	Hotel, meals, baggage, taxi - Kindachuk, Jim Vehicle rental & expe	1,056.12
1			112020-2LB	Hotel, meals, baggage, taxi - Kindachuk, Jim	162.89
1			112020-2LB	Visa, vehicle rental & expenses, meals, PPE, baggage - Pattison, D	1,720.88
1			112020-2LB	Maritime Travel - Reyes, Isaac flights, Bond, Paul flights (inc: fami	4,569.43
1			112020-2LB	Hotel, vehicle rental & expenses, COVID testing, meals - Gignac, R	173.78
1			112020-2LB	Online conference, vehicle expenses (David Harbord)	388.66
1			112020-2LB	Hotel, vehicle expenses, meals, office supplies - Hieu Tran	119.94
1			112020-2LB	Hotel, vehicle rental & expenses, COVID testing, meals - Gignac, R	7,803.63
1			112020-2LB	LUMA Immigration Matters - Zemp Law Group	2,630.95
1			112020-2LB	Gignac, Raphael relocation costs (FRAGOMEN (CANADA) CO)	267.68
1			112020-2LB	Maritime Travel - Nassif, Alexandre flights and Tran, Hieu flights.	4,524.94
1			112020-2LB	Hotel, COVID testing, office supplies, meals, taxi, PPE, baggage - N	428.14
1			112020-2LB	Hotel, COVID testing, office supplies, meals, taxi, PPE, baggage - N	3,489.50
1			112020-2LB	Pattison, Daryl relocation costs - FRAGOMEN (CANADA) CO	1,319.28
1		Covington & Burling LLP	60917861	Hours for Joseph A. Tato, Partner	2,640.00
1			60917861	Hours for Kevin F. King, Partner	561.00
1			60917861	Hours for Bradford R. McCormick, Associate	576.00
1			60917838	Hours for Joseph A. Tato, Partner	15,840.00
1			60917838	Hours for Bradford R. McCormick, Associate	1,512.00
1		DLA Piper LLP (US)	4028911	Hours for Cerezo, Francisco (Partner)	21,311.00
1			4028911	Hours for Vann, Ryan (Partner)	445.00
1			4028911	Hours for Boxer, Mark H. (Senior Counsel)	19,008.00
1			4028911	Hours for Rodriguez, Joseline (Associate)	1,228.50
1			4028911	Hours for De Obaldia, Isabel (Attorney)	345.00
1			4028911	Hours for Buxeda, Nikos (Partner)	9,006.00
1			4028911	Hours for Álvarez, Camille (Associate)	2,777.50
1			4028911	Hours for Rozas, Laura (Contract Lawyer)	22,925.00
1			4028911	Hours for Figueroa, Miriam (Partner)	12,444.00
1			4028911	Hours for Lipkin, Harriet A. (Partner)	1,245.00
1			4028911	Hours for Le Regulski, Cathryn (Partner)	208.00
1			4028911	Hours for Franceschi, Kristin H. R. (Partner)	380.00
1			4028911	Hours for Kuhn, Jeffrey D. (Of Counsel)	9,900.00
1			4028911	Hours for Clark, Carol L. (Paralegal)	2,150.00
1			4028911	Hours for López-Zambrana, Manue. (Partner)	9,675.00
1			4028911	Hours for Fortuna Garcia, Andres	3,705.00
1			4028911	Hours for Muniz, Mariana	9,912.50
1			4028911	Certified Copies/Certificate - Wells Fargo Puerto Rico Op Account	709.85
1			4028911	ON-LINE RESEARCHING - VENDOR: PACER SERVICE CENTER PACER	14.80
1			4028911	Legal Services DLA Piper Related Entities / DLA Piper LLP (Canada)	1,369.73
1			4028911	LOCAL COUNSEL FEES - VENDOR: BLANCO FUERTES & ASSOCIATE	4,142.70
1		Nory Sanchez-Alvarez	LUMA 2020-0029	Translation of excel document of auto-notification responses	163.38
1		Quanta Workforce Solutions, LLC	QWS-112020-2B	PNC Bank National Association-Misc. expenses	1,959.79
1			QWS-112020-2B	PNC Bank National Association-on-island hotels	243.29
1			QWS-112020-2B	PNC Bank National Association-Taxi/Car Rental in Puerto Rico	793.19
1			QWS-112020-2B	PNC Bank National Association-Meals	1,707.81
1			QWS-112020-2B	To balance receipts to match invoice	(0.18)
1			QWS-112020-2B	PNC Bank National Association- Flights to/from Puerto Rico	11,857.93

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1			QWS-112020-2B	Botter, Brandy- B Botter 10/5-10/6/20- Mileage	27.60
1			QWS-112020-2B	Botter, Brandy- B Botter 10/5-10/6/20- Meals	8.72
1			QWS-112020-2B	PNC Bank National Association- Taxi/Car Rental in Puerto Rico	5,775.16
1			QWS-112020-2B	Verizon Allocation-Oct_20 Cellphone CorplIT charg (S. Year)	80.55
1			QWS-112020-2B	PNC Bank National Association- On-island hotels	88.58
1			QWS-112020-2B	PNC Bank National Association- Meals	1,182.59
1			QWS-112020-2B	PNC Bank National Association- Misc. expenses	406.33
1			QWS-112020-2B	ILC - Jacob Phelps- on-island, traveling to island	3,610.59
1			QWS-112020-2B	ILC - Mike Pepin- on-island, traveling to island	1,964.43
1			QWS-112020-2B	ILC - Jacob Watson- on-island, traveling to island	1,079.64
1			QWS-112020-2B	ILC - Jacob Watson- Taxi/Rental Car/Tolls	20.64
1			QWS-112020-2B	ILC - Jacob Watson- Supplies	4.10
1			QWS-112020-2B	ILC - Vehicle Expenses- November lease pass thru	894.94
1			QWS-112020-2B	PNC Bank National Association- Office supplies	249.44
1			QWS-112020-2B	PNC Bank National Association- Covid tests US	3,484.00
1			QWS-112020-2B	PNC Bank National Association- Covid tests PR	1,900.00
1			QWS-112020-2B	IT Infrastructure- Monthly infrastructure charge	1,552.00
1			QWS-112020-2B	Buell, Nathan- Airport parking	140.00
1			QWS-112020-2B	ATT Allocation- Sep_20 Cellphone CorplIT charg	5,738.91
1			QWS-112020-2B	Microsoft Allocation- Separate Microsoft LUMA licenses (Nov)	3,798.95
1			QWS-112020-2B	Federal Express- 331287488 - Freight for IT Equipment	1,087.97
1			QWS-112020-2B	Accessory One- 112320- Otterbox + Freight	458.00
1			QWS-112020-2B	QAV-Warren Graham- Flights to/from Puerto Rico	1,910.08
1			QWS-112020-2B	QAV-Warren Graham- On-island hotels	2,250.33
1			QWS-112020-2B	QAV-Warren Graham- Taxi/Car Rental in Puerto Rico	735.90
1			QWS-112020-2B	QT Don Hall- ODC Travel - Meals	666.89
1			QWS-112020-2B	QT Don Hall- ODC Travel - Airfare	671.40
1			QWS-112020-2B	QT Don Hall- ODC Travel - Taxi/Car Rental in PR	839.93
1			QWS-112020-2B	QT Power Line Systems- Software Licenses	3,850.00
1		Quanta Services Puerto Rico, LLC	QWS-112020-3B	PNC Bank National Association- Taxi/Car Rental in Puerto Rico	1,978.42
1			QWS-112020-3B	PNC Bank National Association- Meals	72.04
1			QWS-112020-3B	PNC Bank National Association- Office supplies	463.82
1			QWS-112020-3B	PNC Bank National Association- Miscellaneous	47.81
1			QWS-112020-3B	PNC Bank National Association- Covid tests - PR	250.00
1			QWS-112020-3B	PNC Bank National Association- Misc	528.06
1		Global Project Solutions, LLC	20-1011	Flight - SIU-IAH-SJU	545.20
1			20-1011	Rapid PCR - COVID Test (Results Negative)	130.00
1			20-1011	Flight - SIU-IAH-SJU (11/25-12/06)	401.20
1			20-1011	Daily Per Diem - \$175/day @ 18 days (Based on Flight Ticket Arriv	3,150.00
1			20-1011	Insurance as per Contract - Monthly Installments	729.31
1			20-1011	Monthly Lease per contract - \$100/day	3,000.00
1		Resources Global Professionals (RGP)	RGPI048672	Meals	419.75
1			RGPI048672	Car expenses	1,187.44
1			RGPI048672	Airline tickets	96.10
1			RGPI048672	Lodging and incidentals	1,177.92
1			RGPI049664	Hotel	867.64
1			RGPI049664	Car expenses	9.45
1			RGPI049664	Airline tickets	84.10
1			RGPI050404	Hotel	754.72
1			RGPI050404	Out of town meals	551.50
1			RGPI050404	Car expenses	807.16
1			RGPI050404	Airline tickets	587.70
1		Greg Sarich	11/18/2020	Meals	465.23
1			11/18/2020	American Airlines change fee	104.70
1			11/18/2020	Uber, fuel, Tolls, Parking expenses	167.24
1			11/18/2020	Shipment of items to San Juan	185.95
1			11/18/2020	2 COVID tests	500.00
1		EAN Services, LLC (Enterprise)	25630665	Scott Yeary	710.94
1			25630665	Colette Jubinville	1,042.12

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1			25630665 Cheryl Cole		762.26
1			25630665 Kristin Connell		861.12
1			25630665 BEATRIZ EUGENIA GONZALEZ MORENO		1,089.37
1			25630665 BRADLEY OCCHIPINTI		1,218.12
1			25630665 OSCAR RODRIGUEZ		597.47
1			25630665 TYE MCALLISTER		722.09
1			25630665 EDVARDO SANVIDO		1,235.52
1			25630665 CHRISTOPHER ESKELSON		2,367.04
1			25630665 NATHAN BUELL		923.22
1			25630665 ESTHER GONZALEZ		1,149.93
1			25630665 Christopher Loo		764.80
1			25630665 NARAD TULAN		1,235.52
1			25630665 DAVID TURCIOS		712.11
1			25630665 SPENCER WEISS		1,235.52
1			25630665 ERIC FERGUSON		555.94
1			25630665 PATRICK FINKBINER		1,052.56
1			25630665 LINDSEY PETTEPLACE		1,130.27
1			25630665 AMY KINGSHOTT		713.36
1			25630665 KYLE VAN DASSELAAR		1,131.52
1			25731115 Blackmore, Kyle- 1GTCJB		1,131.52
1			25731115 Mielke, Mark- 1H4SBW		713.36
1			25731115 Cepeda, Cynthia- 1H56CH		764.80
1			25731115 Love, Sandy - 1H5KT7		1,235.52
1			25731115 Graham, Luc- 1H7TNT		981.76
1			25731115 Smith, Tyler- 1HB80S		713.36
1			25731115 Cortez, Donato- 1HBK81		1,235.52
1			25731115 Gunderson, Dianne- 1HC0C6		1,235.52
1			25731115 Smeall, Gregory- 1IC3SR		923.22
1			25731115 Clark, Curtis- 1JMG0R		791.36
1			25731115 McLaren, Todd- 1KVVWF		913.95
1			25731115 Gonzalez Moreno, Beatriz- 350370664		698.77
1			25680145 Wise, Breanna- 1DZ2BX		1,235.52
1			25680145 Bourdages, Daniel- 1F0KXL		1,131.52
1			25680145 Engbloom, Ashley- 1F97JM		1,052.56
1			25680145 Wilvers, Darrell- 1F9W5C		712.11
1			25680145 Blackmore, Jenn		861.12
1			25680145 Charbonneau, Marc- 1FFWSP		764.80
1			25680145 Tonsi, Terry- 1FMV9Q		1,491.36
1			25680145 Martinez, Yanira- 1FTS01		737.36
1			25680145 Graham, Luc- 1G3V3D		1,385.28
1			25680145 Dunn, Sean- 1G52OK		1,235.52
1			25680145 Stensby, Wayne- 1G8RFN		981.76
1			25680145 Caron, Debbie- 1G8TTY		713.36
1			25680145 Wazney, John- 1GDC7F		764.80
1			25680145 Gignac, Raphael- 1GF6PQ		713.36
1			25680145 Harbord, David- 1GTCDF		710.86
1			25680145 Martinez, Lydia- 1GTFMQ		713.36
1			25680145 Kostyk, Kalen- 1H9NZP		713.36
1			25680145 Engbloom, Ashley- 1P41WV		167.47
1			25680145 Nassif, Alex- 1PWRX0		67.45
1			25680145 Everitt Portillo, Evelyn- 350337034		1,307.31
1			25778924 Blair Boisvert- 1JYM0R		764.80
1			25778924 Greg Sarich- 1K60SJ		764.80
1			25778924 Owen Engoetz- 1KBSLG		1,235.52
1			25778924 Amy Bridges- 1KMJSM		764.80
1			25778924 Christa Sims- 1KMP0D		1,153.36
1			25778924 Jessica Laird- 1KW1DN		1,235.52
1			25778924 Daniel Bourdages- 1LGR5D		861.12
1			25778924 Cynthia Cepeda- 1R470P		348.19

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1			25778924	Gabriela Tweten- 350338553	1,194.14
1			25778924	Cheryl Cole- 350439924	468.00
1			25778924	Robin Kostek- 1LH020	713.36
1		Office Depot	133200684	Sales Tax	36.80
1			133200684	Labor to assemble desk	320.00
1			1.31071E+11	Sales Tax	16.10
1			1.31071E+11	Shredder	139.99
1			51480604001	Sales Tax	175.94
1			51480604001	Chairs	1,529.91
1			1.28524E+11	Sales Tax	19.55
1			1.28524E+11	Chairs	169.99
1			12641207001	Sales Tax	195.49
1			12641207001	COVID supplies for the office	1,699.84
1			12641207001	Delivery fee	49.99
1			1.36008E+11	Books - 5 @ \$4.49	22.45
1		Lydia Martinez	44139	Car rental	963.46
1			44139	Fuel	40.00
1		Esther Gonzalez	44139	Meals	88.81
1			44139	Car rental, Fuel, tolls	1,038.35
1			44139	Airfare and luggage fees	329.20
1			44139	Cell phone case	38.97
1	General & Transition Management Total				
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include c	Alumbra LLC	61	Sales Tax	149.60
1.02			61	Jeff Cummings Per Diem	175.00
1.02			62	To balance receipts with invoice	0.05
1.02			64	To balance the receipts to match the invoice (0.29)	
1.02			65	Sales Tax	755.15
1.02			65	Ben Diehl	1,925.00
1.02			65	To balance receipts to match invoice	0.28
1.02			65	Ben Diehl air	705.40
1.02			63	Sales Tax	489.40
1.02			63	To balance receipts to match invoice	0.17
1.02			63	Paul Raver air	1,692.90
1.02			63	Paul Raver Hotel	2,217.68
1.02			63	Paul Raver Per Diem	2,450.00
1.02		American Relocation Connections, LLC	28932	Evelyn Everitt Portillo	185.37
1.02			28932	Hotel for Kade Dwolinsky, John Perez, Francisco Cruz, Jody Gree	10,583.85
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include				
2.0304	Fleet Management Plan	Alumbra LLC	60	Jeff Cummings hotel	444.60
2.0304			60	Jeff Cummings meals	350.00
2.0304			60	Jeff Cummings Air	147.10
2.0304			61	Sales Tax	149.60
2.0304			61	Jeff Cummings Per Diem	350.00
2.0304	Fleet Management Plan Total				
2.031	Materials Management and Warehouse Plan	Alumbra LLC	61	Sales Tax	149.60
2.031	Materials Management and Warehouse Plan Total				
2.0312	Vegetation Management Plan	Alumbra LLC	61	Sales Tax	149.60
2.0312	Vegetation Management Plan Total				
2.05	Environmental Exposure Management Plan	Nory Sanchez-Alvarez	LUMA 2020-0032	689 Word count	48.32
2.05		ERM-PR, Inc.	17894	Sales Tax	1,067.50
2.05	Environmental Exposure Management Plan Total				
4.02	Evaluating and updating customer service policies and procedures	Alumbra LLC	65	Sales Tax	755.15
4.02			65	Stuart Walters Per Diem	875.00
4.02			63	Sales Tax	489.40
4.02			63	Matt Ward air	1,715.42
4.02			63	Matt Ward hotels	1,482.96
4.02			63	Matt Ward Per Diem	1,750.00
4.02	Evaluating and updating customer service policies and procedures Total				
4.04	Development of a Customer Service Transition Plan	Alumbra LLC	65	Sales Tax	1,510.30

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
4.04					
4.04			65	Juan Carlos and Stuart Walters air	1,282.60
4.04			65	Juan Carlos and Stuart Walters Hotel	3,886.02
4.04			65	Juan Carlos Per Diem	4,025.00
4.04			63	Sales Tax	978.80
4.04			63	Paul Raver Hotel	2,039.07
4.04			63	Jonathan Beinke air	1,244.20
4.04			63	Jonathan Beinke Per Diem	2,100.00
4.04		AT&T Mobility Puerto Rico	12559108	AT&T Charges for 1-800 number and VOIP Business Trunk Service	724.52
4.04		BridgeSource Utilities Solutions, LLC	1004	Sales Tax	2,614.02
4.04			1004	John Wazney Per Diem	3,925.38
4.04			1004	John Wazney hotel	4,905.00
4.04			1004	Carol Randi Boswell Per Diem	2,625.00
4.04			1004	Carol Randi Boswell Hotel	1,926.00
4.04			1004	Carol Randi Boswell Flight, seating, and insurance	1,181.82
4.04		OGMA Language Studio	8Q-110220-1	Language Service Package	1,420.00
4.04			8Q-113020-1	November 2020 Language Service Package	1,420.00
4.04		J.D. Power	INV-US54448	2020 US Utility Scorecard	23,879.00
4.04			INV-US54445	2020 US Electric Business Tracking OS	21,170.00
4.04					
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	63	Sales Tax	489.40
4.05	Development and Implementation of a service start and shut off plan Total				
5.02	Develop IT OT Systems Remediation Plan	International Business Machines Corporation (IBM)	CM1CQTM	Sales Tax	4,878.00
5.02			C20CX4V	Sales Tax	10,709.50
5.02			C20CX4V	Northrup, M	3,073.89
5.02			C20CX4V	Rowan, T- Cancelled flight	352.07
5.02			C20CWF8	Tax amount	4,285.80
5.02	Develop IT OT Systems Remediation Plan Total				
6.01	Determine Approach to Budgeting & Reporting over FET & Provide Samples c	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-04B	Admin Fee	1,690.50
6.01			826788-05C	Admin Fee	2,691.00
6.01			826788-05C	Crespo, Jasmine	6,400.89
6.01			826788-05C	Galan, Larry	10,272.72
6.01			826788-05C	Less 20% discount	(22,425.00)
6.01			826788-05B	Admin Fee	227.70
6.01			826788-05B	Less 20% discount	(1,897.50)
6.01	Determine Approach to Budgeting & Reporting over FET & Provide Samples				
6.01		American Relocation Connections, LLC	28932	Shannon Hood	1,668.33
6.07	Evaluating and updating the payroll and labor cost reporting systems.				
6.07	Evaluating and updating the payroll and labor cost reporting systems. Total				
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual	Innovative Emergency Management, Inc. (IEM)	20342-WO3-003	Sales Tax	236.16
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual Total				
8.02	Complete LUMA IT onboarding	Aerotek Professional Services	OP09721242E	Sales Tax	100.96
8.02			OP09750075A	Sales Tax (1%)	112.44
8.02			OP09721242C	Sales Tax	18.40
8.02			OP09735490	Sales Tax	11.02
8.02			OP09750078	Sales Tax (1%)	8.91
8.02			OP09779861	Sales Tax	3.63
8.02			OP09779860B	Sales Tax	168.26
8.02			OP09779858	Sales Tax	92.11
8.02			OP09764696E	Sales Tax	190.75
8.02			OP09779860A	Sales Tax	9.58
8.02			OP09764696A	Sales Tax	10.27
8.02			OP09721242D	Sales Tax	29.39
8.02			OP09795119	Sales Tax	16.99
8.02			OP09795118	Sales Tax	111.60
8.02			OP09810543	Sales Tax	12.64
8.02			OP09795116	Sales Tax	11.07
8.02			OP09810544	Sales Tax	
8.02		Iris Vargas		Color Printing material ( 5,000 copies)	187.41
8.02			LE 2020-10	5,000 copies - LUMA news, for distribution to Prepa employees	1,393.75
8.02		Quanta Workforce Solutions, LLC	QWS-112020-2B	4699490- HALO Branded Solutions Inc-MAH Solar Power Banks	836.25
8.02					55,435.13

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
8.02		Translations & More			
8.02	Complete LUMA IT onboarding Total		190405	Sales Tax	93.00
8.03	Redesign New Org	Nory Sanchez-Alvarez			
8.03	Redesign New Org Total		LUMA 2020-0031	Translations documents 8914 and 8915	5,764.64
8.05	Standup Human Capital Management (HCM) System	American Relocation Connections, LLC			
8.05			28897	Escrow fee	38.50
8.05	Standup Human Capital Management (HCM) System Total		28897	Cultural Training with CAI- Casbeer and Sims	770.00
8.06	Communication Plan	Aerotek Professional Services	OP09721242B	Sales Tax	19.34
8.06			OP09779862	Sales Tax	19.34
8.06			OP09764696B	Sales Tax	19.34
8.06		Carinus Consulting	3715	Backend Customer Portal Development and integrations 25%- Pro	17,550.00
8.06			3715	Backend Customer Portal Development and integrations 25%- W	54,000.00
8.06			3715	Backend Customer Portal Development and integrations 25%- QA	5,062.50
8.06			3715	Backend Customer Portal Development and integrations 25%- Cr	4,050.00
8.06			10662	Graphic Design- Agency Support Retainer	5,568.75
8.06			10662	Web Site Development, Application Development- Agency Suppo	708.75
8.06	Communication Plan Total		10662	Project Management, product management- Agency Support Re	3,577.50
8.08	Total Rewards Retirement Program	Triple-S, Salud	102020-0353	Claims, Blue Card Program Access fee, Admin expense, Brokers Co	3,211.49
8.08	Total Rewards Retirement Program Total	Cigna	31694_110120	Basic Term Life, Voluntary Term Life, Basic AD&D, Voluntary AD	972.84
8.1	Compliance Plan	BMA Group	20-4339	Sales Tax	304.00
8.1			20-4554	Taxes	304.00
8.1	Compliance Plan Total				
9.01	Establishment of GenCo Shared Services and Agreement	Alumbra LLC	58	To balance receipt to match invoice	(0.52)
9.01			59	Jim Seibert hotel	2,780.55
9.01			59	Manisha Shah	875.00
9.01			59	Sales Tax	2,884.00
9.01			59	Jim Seibert Per Diem	2,975.00
9.01			59	Charlie Fijnvandraat Per Diem	2,100.00
9.01			59	Jim Seibert Air	403.70
9.01			59	Charlie Fijnvandraat Air	297.20
9.01			59	Manisha Shah Air	440.20
9.01			59	Charlie Fijnvandraat hotel	2,039.07
9.01			59	Manisha Shah hotel	741.48
9.01			59	To balance receipts to match invoice	0.32
9.01	Establishment of GenCo Shared Services and Agreement Total				
9.02	Emergency Response Plan (4.2.g)	Innovative Emergency Management, Inc. (IEM)	20342-WO2-004	Sales Tax	53.68
9.02	Emergency Response Plan (4.2.g) Total				
9.07	System Operation Principles - Regulatory Approvals	Alumbra LLC	55	Sales Tax	708.74
9.07	System Operation Principles - Regulatory Approvals Total				
12.02	Required Insurance (Delivery of insurance certificates)	ATCO Power (2010) Ltd.	082020-2LB	AON REED STENHOUSE INC	266,776.40
12.02	Required Insurance (Delivery of insurance certificates) Total				
Non HOC 01	ManagementCo IT Systems	CDW	LRLM509	Sales Tax	135.42
Non HOC 01	ManagementCo IT Systems Total		LRLM509	Lenovo 3 year Premier Support with onsite warranty	1,641.47
7.05	Project Worksheet Assessment	Innovative Emergency Management, Inc. (IEM)	20342-WO1-005	Sales Tax	413.68
7.05			20342-WO1-005	Airfare for Axton, Potter, Pleasant, Montz	3,812.90
7.05			20342-WO1-005	Car rental, gas, Public Transportation, parking and tolls, mileage f	1,935.83
7.05			20342-WO1-005	Hotel and lodging tax for Axton, Potter, Pleasant	3,410.03
7.05	Project Worksheet Assessment Total		20342-WO1-005	Meals and other travel expenses for Axton, Potter, Pleasant, Mc	3,400.88
2.0302	Transition Plan for O&M Activities	American Relocation Connections, LLC	28897	Escrow fee	38.50
2.0302			28897	Cultural training- Bourdages	770.00
2.0302	Transition Plan for O&M Activities Total				
Non HOC 15	LUMA MC Ongoing Back Office Support	ATCO Power (2010) Ltd.	112020-2LB	PricewaterhouseCoopers - Management & Consulting Fees	35,670.61
Non HOC 15			112020-2LB	PricewaterhouseCoopers- Management & Consulting Fees	46,551.04
Non HOC 15		NexTec Operating Corp	159428	Sales Tax	40.23
Non HOC 15			159581	Sales Tax	8.05



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
Non HOC 15			159692	Sales Tax	84.46
Non HOC 15		Office Depot	1.37748E+11	Sales Tax	6.53
Non HOC 15			1.37748E+11	Case of paper and 50 retractable pens	56.80
Non HOC 15	LUMA MC Ongoing Back Office Support Total				
Non HOC 02	ServeCo IT Systems	American Relocation Connections, LLC	28897	Escrow fee	38.50
Non HOC 02			28897	Cultural training- Humphreys	770.00
Non HOC 02		International Business Machines Corporation (IBM)	C20CX4V	Central Tax	3,008.84
Non HOC 02			C20CX4V	Sales Tax	14,904.20
Non HOC 02		Oracle America, Inc.	985236	General Access User for OpenAir PSA.	1,470.00
Non HOC 02			996093	OpenAir license (QTY 10 @ 4.286)	1,470.00
Non HOC 02		CSS International, Inc	19263	Airfare	819.20
Non HOC 02			19263	Hotel	2,377.96
Non HOC 02			19263	Per diem	1,495.00
Non HOC 02			19263	Federal tax	768.00
Non HOC 02			19263	Car rental- Hertz	802.45
Non HOC 02			19263	Tolls	14.75
Non HOC 02			19265	Airfare	619.20
Non HOC 02			19265	Per diem	690.00
Non HOC 02			19265	Federal tax	704.00
Non HOC 02			19265	Cab fare	154.23
Non HOC 02		Office Depot	1.2804E+11	Sales Tax	134.75
Non HOC 02			1.2804E+11	Projector, Epson	1,171.78
Non HOC 02			1.28034E+11	Sales Tax	113.85
Non HOC 02			1.28034E+11	Printer, Brther	989.97
Non HOC 02	ServeCo IT Systems Total				
Non HOC 14	Negotiate PPOA	Alumbra LLC	54	To balance the receipts to match invoice	(0.84)
Non HOC 14			55	Brian Walshe	6,360.40
Non HOC 14			55	Chuck Walker	2,224.44
Non HOC 14			55	Sales Tax	708.73
Non HOC 14			55	To balance the receipts to match invoice	0.13
Non HOC 14			55	Brian Walshe Presentation fees	1,095.00
Non HOC 14			55	Brian Walshe Per Diem	3,500.00
Non HOC 14			55	Chuck Walker Per Diem	1,225.00
Non HOC 14	Negotiate PPOA Total				
Non HOC 11	Development of System Operations Principles	Alumbra LLC	55	Sales Tax	708.73
Non HOC 11			57	Chuck Walker	220.10
Non HOC 11			57	Nick Davey	2,631.43
Non HOC 11			57	Sales Tax	2,813.39
Non HOC 11			57	Chuck Walker Per Diem	700.00
Non HOC 11			57	To balance receipts with invoice	0.11
Non HOC 11	Development of System Operations Principles Total				
12.1	Performance Metrics - Regulatory Approval	Troutman Pepper Hamilton Sanders LLP	30064778	Professional services rendered for Todd R. Coles	7,667.00
12.1			30064778	Professional services rendered for William R. Derasmo	7,411.50
12.1	Performance Metrics - Regulatory Approval Total				
10.02	Plans and Procedures for assuming responsibility for securing use of assets, f	Aerotek Professional Services	OP09721242A	Sales Tax	11.35
10.02			OP09735490	Sales Tax	11.03
10.02			OP09750078	Sales Tax (1%)	8.49
10.02			OC14039520	Sales Tax	44.80
10.02			OC14018386	Sales Tax	44.80
10.02			OP09779860A	Sales Tax	9.57
10.02			OP09764696A	Sales Tax	10.28
10.02			OC14060184	Sales Tax	44.80
10.02			OP09810543	Sales Tax	12.64
10.02			OP09795116	Sales Tax	11.07
10.02	Plans and Procedures for assuming responsibility for securing use of assets,				
10.02	Regulatory Support of Handover Checklist Items	Aerotek Professional Services	OP09721242A	Sales Tax	11.35
Non HOC 06			OP09735490	Sales Tax	11.02
Non HOC 06			OP09750078	Sales Tax (1%)	15.71
Non HOC 06			OP09779860A	Sales Tax	9.57



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
Non HOC 06					
Non HOC 06			OP09764696A	Sales Tax	10.28
Non HOC 06			OP09810543	Sales Tax	12.64
Non HOC 06			OP09795116	Sales Tax	11.07
Non HOC 06		Alumbra LLC	68	To balance receipts to match invoice	0.43
Non HOC 06			67	Jeff Cummings	845.40
Non HOC 06			67	Sales Tax	1,918.00
Non HOC 06			67	Hotel for Darin Johnson	976.85
Non HOC 06			67	Per Diem for Darin Johnson	1,050.00
Non HOC 06			67	Air for Neil Reid	880.63
Non HOC 06			67	Air for Darin Johnson	840.20
Non HOC 06			67	Hotel for Neil Reid	926.85
Non HOC 06			67	Hotel Jeff Cummings	2,965.92
Non HOC 06			67	Per Diem for Neil Reid	875.00
Non HOC 06			67	Per Diem for Jeff Cummings	1,925.00
Non HOC 06		American Relocation Connections, LLC	28897	Escrow fee	38.50
Non HOC 06			28897	Cultural Training- Wise	770.00
Non HOC 06	Regulatory Support of Handover Checklist Items Total				
4.07	Development and implementation of customer service technology	Carimus Consulting	3730	Initial designs for Residential, Commercial, Industrial, mailing er	2,025.00
4.07	Development and implementation of customer service technology Total				
Grand Total					1,540,118.65

Summary of Additional Costs & Expenses by Invoice

Vendor	Invoice #	Total (USD)
Aerotek Professional Services	OP09721242B	1,953.74
Aerotek Professional Services	OP09721242E	10,197.56
Aerotek Professional Services	OP09750075A	11,352.24
Aerotek Professional Services	OP09721242A	3,439.56
Aerotek Professional Services	OP09721242C	1,858.72
Aerotek Professional Services	OP09735490	4,454.20
Aerotek Professional Services	OP09750078	4,286.80
Aerotek Professional Services	OP09779862	1,953.74
Aerotek Professional Services	OP09764696B	1,953.74
Aerotek Professional Services	OC14039520	4,524.80
Aerotek Professional Services	OC14018386	4,524.80
Aerotek Professional Services	OP09779861	365.71
Aerotek Professional Services	OP09779860B	16,997.54
Aerotek Professional Services	OP09779858	9,304.32
Aerotek Professional Services	OP09764696E	19,265.05
Aerotek Professional Services	OP09764696D	10,656.35
Aerotek Professional Services	OP09764696C	1,648.16
Aerotek Professional Services	OP09779860A	3,868.09
Aerotek Professional Services	OP09764696A	4,151.86
Aerotek Professional Services	OP09721242D	2,968.19
Aerotek Professional Services	OC14060184	4,524.80
Aerotek Professional Services	OP09795119	1,715.79
Aerotek Professional Services	OP09795118	11,271.60
Aerotek Professional Services	OP09795117	19,323.23
Aerotek Professional Services	OP09810543	5,107.72
Aerotek Professional Services	OP09795116	4,472.13
Aerotek Professional Services	OP09810544	18,927.84
Alumbra LLC	54	89,492.50
Alumbra LLC	55	69,885.04
Alumbra LLC	56	34,910.00
Alumbra LLC	57	74,802.42
Alumbra LLC	58	52,700.00
Alumbra LLC	59	87,636.20
Alumbra LLC	68	85,450.00
Alumbra LLC	67	61,202.85
Alumbra LLC	60	16,921.70
Alumbra LLC	61	16,083.40
Alumbra LLC	66	115,869.65
Alumbra LLC	62	88,968.75
Alumbra LLC	64	127,615.00
Alumbra LLC	65	91,234.62
Alumbra LLC	63	80,314.23
Alumbra LLC	53	41,820.00
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-04B	58,040.50
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-05A	22,742.40
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-05C	109,064.61
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-05B	7,817.70
American Relocation Connections, LLC	28932	55,814.13
American Relocation Connections, LLC	29537	3,706.80
American Relocation Connections, LLC	28835	12,420.27
American Relocation Connections, LLC	28827	11,061.38
American Relocation Connections, LLC	28898	4,746.07
American Relocation Connections, LLC	28897	4,042.50
American Relocation Connections, LLC	29105	15,571.72
American Relocation Connections, LLC	28530	14,727.24
American Relocation Connections, LLC	29536	16,000.00
American Relocation Connections, LLC	30029	25,025.00

Vendor	Invoice #	Total (USD)
American Relocation Connections, LLC	30027	25,000.00
ARC Relocation Management PR, LLC	28899	4,651.59
AT&T Mobility Puerto Rico	12559108	724.52
ATCO Power (2010) Ltd.	082020-2LB	266,776.40
ATCO Power (2010) Ltd.	102020-3LB	1,846.76
ATCO Power (2010) Ltd.	112020-3LB	26,330.31
ATCO Power (2010) Ltd.	112020-2LB	429,062.23
BridgeSource Utilities Solutions, LLC	1004	87,977.22
CDW	LRLM509	1,776.89
Covington & Burling LLP	60917861	3,777.00
Covington & Burling LLP	60917838	17,352.00
DLA Piper LLP (US)	4028911	137,462.58
DLA Piper LLP (US)	4028913	16,754.00
Innovative Emergency Management, Inc. (IEM)	20342-WO1-005	86,573.82
Innovative Emergency Management, Inc. (IEM)	20342-WO3-003	8,012.16
Innovative Emergency Management, Inc. (IEM)	20342-WO2-004	11,056.68
International Business Machines Corporation (IBM)	CM1CQTM	126,828.00
International Business Machines Corporation (IBM)	C20CX4V	747,612.00
International Business Machines Corporation (IBM)	C20CWF8	111,430.80
Iris Vargas	LE 2020-07	7,040.00
Iris Vargas	LE 2020-08	7,000.00
Iris Vargas	LE 2020-10	1,393.75
Iris Vargas	LE 2020-09	4,760.00
Iris Vargas	LE 2020-11	836.25
NexTec Operating Corp	158918	633.75
NexTec Operating Corp	159428	527.73
NexTec Operating Corp	159581	105.55
NexTec Operating Corp	159692	1,108.21
Nory Sanchez-Alvarez	LUMA 2020-0029	163.38
Nory Sanchez-Alvarez	LUMA 2020-0031	5,764.64
Nory Sanchez-Alvarez	LUMA 2020-0032	48.32
Oracle America, Inc.	985236	1,470.00
Oracle America, Inc.	996093	1,470.00
People 2.0 North America	RL509365414	5,089.00
People 2.0 North America	RL509365416	7,377.60
People 2.0 North America	RL509365417	9,520.00
People 2.0 North America	RL509368048	8,848.00
People 2.0 North America	RL509368047	8,628.40
People 2.0 North America	RL509368046	9,576.00
People 2.0 North America	RL509368045	4,865.28
People 2.0 North America	RL509371480	4,788.00
People 2.0 North America	RL509371479	6,020.80
People 2.0 North America	RL509371478	6,930.00
People 2.0 North America	RL509371477	3,682.00
Quanta Workforce Solutions, LLC	QWS-112020-2B	128,223.38
Smartbridge	INV_9387	18,675.00
Smartbridge	INV_9436	18,337.50
Smartbridge	INV_9434	11,520.00
Translations & More	190405	2,418.00
Quanta Services Puerto Rico, LLC	QWS-112020-3B	3,340.15
MBarrett Consulting LLC	1145	4,700.00
BMA Group	20-4339	7,904.00
BMA Group	20-4554	7,904.00
CSS International, Inc	19263	25,477.36
CSS International, Inc	19266	23,460.00
CSS International, Inc	19262	18,400.00
CSS International, Inc	19265	19,767.43
Triple-S, Salud	102020-0353	3,211.49
Global Project Solutions, LLC	20-1010	5,500.00

Vendor	Invoice #	Total (USD)
Global Project Solutions, LLC	20-1012	3,025.00
Global Project Solutions, LLC	20-1011	28,605.71
Resources Global Professionals (RGP)	RGP1048672	13,204.21
Resources Global Professionals (RGP)	RGP1049665	10,767.00
Resources Global Professionals (RGP)	RGP1049664	961.19
Resources Global Professionals (RGP)	RGP1050404	14,023.08
Greg Sarich	11/18/2020	1,423.12
EAN Services, LLC (Enterprise)	25630665	21,210.80
EAN Services, LLC (Enterprise)	25731115	11,338.66
EAN Services, LLC (Enterprise)	25680145	17,460.24
EAN Services, LLC (Enterprise)	25778924	9,503.61
Cigna	31694, 110120	972.84
Office Depot	133200684	356.80
Office Depot	1.31071E+11	156.09
Office Depot	51480604001	1,705.85
Office Depot	1.28524E+11	189.54
Office Depot	12641207001	1,945.32
Office Depot	1.2804E+11	1,306.53
Office Depot	1.28034E+11	1,103.82
Office Depot	1.36008E+11	22.45
Office Depot	1.37748E+11	63.33
Lockton	18164006	5,047.50
OGMA Language Studio	8Q-110220-1	1,420.00
OGMA Language Studio	8Q-113020-1	1,420.00
Trans4native	1497	13,530.00
Trans4native	1499	11,550.00
Trans4native	1498	12,210.00
Trans4native	1504	14,145.00
Trans4native	1505	14,000.00
Trans4native	1506	16,280.00
Trans4native	1514	7,770.00
Trans4native	1512	15,580.00
Trans4native	1515	11,900.00
Troutman Pepper Hamilton Sanders LLP	30064778	15,078.50
Lydia Martinez	44139	1,003.46
ERM-PR, Inc.	17894	27,755.00
Esther Gonzalez	44139	1,495.33
Carimus Consulting	3730	2,025.00
Carimus Consulting	3715	80,662.50
Carimus Consulting	10662	9,855.00
J.D. Power	INV-US54448	23,879.00
J.D. Power	INV-US54445	21,170.00
Total		4,645,366.37

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Front-End Transition Hourly Fully Allocated Rates  
(Table 28: ManagementCo or Affiliate Personnel)

Employee Category	Hourly Rate (\$)
Vice President	325.00
Senior Director	300.00
Director	275.00
Senior Manager	210.00
Field Crew Leader	205.00
Trainer	200.00
Manager	200.00
Field Tech	195.00
Senior Analyst	160.00
Engineer	160.00
Field Supervisor	160.00
Analyst	125.00
Administrative Support	50.00

All Other Expense Items

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09721242A	Sales Tax	11.36
1			OP09735490	Sales Tax	11.03
1			OP09750078	Sales Tax (1%)	9.34
1			OP09779860A	Sales Tax	9.57
1			OP09764696A	Sales Tax	10.28
1			OP09810543	Sales Tax	12.65
1			OP09795116	Sales Tax	11.07
1		Alumbra LLC	55	Chuck Walker COVID test	199.00
1			67	Jeff Cummings COVID test	99.00
1			53	PR Workman's Compensation Policy Required to Perform Work U	22,800.00
1			53	Professional Errors and Omissions policy required to perform wor	10,020.00
1			53	General liability policy, including hired auto coverage required to	4,650.00
1			53	Umbrella policy required to perform work under the subcontract	4,350.00
1		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-05A	Admin Fee	662.40
1		American Relocation Connections, LLC	28932	Hieu Tran	5,746.47
1			28932	Scott Yeary	3,892.77
1			28932	Brandy Botter	3,151.29
1			28932	Rosalinda Osorno	1,668.33
1			28932	Ben Harvey	2,224.44
1			28932	Mike Pepin	185.37
1			28932	James Stinson	741.48
1			28932	Daniel Cacioppo	741.48
1			28932	Cheryl Cole	2,780.55
1			28932	Marcelo Caldas	4,819.62
1			28932	Kristin Connell	5,190.36
1			28932	Jacob Phelps	556.11
1			28932	Juan Vargas	1,297.59
1			28932	Jose Lopez	1,482.96
1			28932	Jessica Casper	185.37
1			28932	Maren Coligan	741.48
1			28932	Daryl Pattison	1,112.22
1			28932	Robert Dumas	1,112.22
1			28932	Richard Begg	2,039.07
1			28932	Oscar Rodriguez	3,522.02
1			28932	Carson, Derek	185.38
1			29537	Paul Bond	692.86
1			29537	Richard Wong	692.86
1			29537	Quyen Nguyen	692.86
1			29537	Jessica Casper	692.86
1			29537	Chris Eskelson	692.86
1			29537	Escrow fee	242.50
1			28835	Toni Petteplace- Quality Move Management Inc	12,420.27
1			28827	Navneet Bradoo- Quality move management inc	11,061.38
1			28898	Brent Whittaker	346.43
1			28898	John Wazney	346.42
1			28898	Kyle Fuhrer	346.43
1			28898	Sarah Walker	346.43
1			28898	Randi Boswell	346.43
1			28898	Maren Coligan	346.43
1			28898	Christopher Loo	346.43
1			28898	ARC Escrow Fee	242.50
1			28898	Marc Charbonneau	346.42
1			28898	Wayne Stensby	346.43
1			28898	Kyle VanDasselaar	346.43
1			28898	Beatriz Gonzalez	346.43
1			28898	Kyleandchanny@hotmail.com	346.43
1			28898	Elizabeth Hammell	346.43



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1			28897	Escrow fee	38.50
1			28897	Cultural Training- Goguen	770.00
1			29105	EveYn Everitt Portillo	845.60
1			29105	Richard Wong	845.60
1			29105	Sales Tax	2,042.12
1			29105	Avery Aimes	845.60
1			29105	Any Bridges	845.60
1			29105	Debbie Caron, Kalen Kostyk	1,691.20
1			29105	Melanie Der	845.60
1			29105	Kalie Tulan	845.60
1			29105	Mike Pepin and Dan Cacioppo	1,691.20
1			29105	Jill Sereda	845.60
1			29105	Jimmy Giotfelty	845.60
1			29105	Loo Christopher and Alexandre Nassif	1,691.20
1			29105	Eduardo Sanvido	845.60
1			29105	Curtis Clark	845.60
1			28530	Tax	1,409.04
1			28530	Sarah Walker	887.88
1			28530	Darrell Wilvers	887.88
1			28530	Shannon Francis	887.88
1			28530	Jacob Phelps, Kate Watson, Rebecca Sobolewski, Kristin Oostra, L	4,439.40
1			28530	Denise Louise Schoth, Tamika McKeever, Oscar Rodriguez	2,663.64
1			28530	Ashley Engbloom	887.88
1			28530	David Harboard	887.88
1			28530	Rad and Tanya Tulan	1,775.76
1			29536	annual enterprise license CultureWizard tool	1,142.86
1			29536	annual enterprise license Culture Wizard tool	14,857.14
1			30029	Domestic Wire Fee	25.00
1			30029	Lump Sum	25,000.00
1			30027	Lump Sum	25,000.00
1		ARC Relocation Management PR, LLC	28899	Debbie Caron	440.91
1			28899	Greg Smeall	440.91
1			28899	Hieu Tran	440.92
1			28899	Christa Sims	440.91
1			28899	Cheryl Cole	440.91
1			28899	ARC Escrow Fee	242.48
1			28899	Blair Boisvert	440.91
1			28899	Lionel Sanche	440.91
1			28899	Luc Graham	440.91
1			28899	Crystal Brazao	440.91
1			28899	Tyler Smith	440.91
1		ATCO Power (2010) Ltd.	102020-3LB	Stensby, Wayne phone charges (Rogers)	785.18
1			102020-3LB	Cell Phones - September with Telus (Tina Bragg)	395.55
1			102020-3LB	Stensby, Wayne vehicle lease, Jim Pattison Lease (Invoice #12246)	666.03
1			112020-3LB	Quyen Nguyen - Flights, vehicle rental & expenses, hotel, meals, f	2,406.00
1			112020-3LB	Maritime Travel - flights for Quyen Nguyen (2820.42, 3251.00 and	7,693.17
1			112020-3LB	Flights, vehicle rental & expenses, hotel, meals, PPE for Quyen Ng	1,669.57
1			112020-3LB	Maritime Travel - Goguen, Paul flights (4573.21, 315.54, 837.16, 5	6,290.93
1			112020-3LB	Maritime Travel - McLaren, Todd flights (2103.99, 1574.76)	3,678.75
1			112020-3LB	Vehicle rental & expenses, hotel, meals, office supplies (Todd Mcl	658.10
1			112020-3LB	Vehicle rental & expenses, hotel, meals, office supplies (Todd Mcl	881.75
1			112020-3LB	Vehicle rental & expenses, hotel, meals, office supplies (Todd Mcl	2,793.65
1			112020-3LB	Vehicle rental & expenses, hotel, meals, office supplies (Todd Mcl	173.82
1			112020-3LB	Vehicle rental & expenses, hotel, meals, office supplies (Todd Mcl	30.42
1			112020-2LB	Cell Phones - September (Telus)	327.14
1			112020-2LB	Cell Phones - September (Telus)	2,923.94
1			112020-2LB	Maritime Travel - Navneet Bradoo flights (Incl. Manju Kotha) and	6,941.69
1			112020-2LB	Cell Phones - September TELUS	1,515.31