



# LUMA

## Monthly Report

Report #: RPT-P3A-007

For the period ending December 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 December 31, 2020. A copy of the Handover Checklist and work performed has been provided in Appendix A of the report.

## PERFORMANCE OF FRONT-END TRANSITION (FET) PERIOD

### A. FET PERIOD PROGRESS REPORT

#### I. Key Achievements in reporting period

##### Overview

During the month of December, LUMA successfully submitted first drafts of the Initial Budgets, System Remediation Plan, Performance Metrics and System Operation Principles for review and comments. In addition, LUMA continued recruitment efforts and departments progressed on post-commencement operational and transition plans.

As captured in previous reports, there are on-going challenges that are impacting the effectiveness of the Front-End Transition as noted in Part B, III and Part C of this report. While some of these challenges are showing progress, most continue to persist with no clear resolution. Despite these challenges, LUMA remains focused on a June 1, 2021 commencement date for undertaking the O&M Services.

The following is a summary of the Key Achievements for the month of December 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:

- Posted approximately 675 positions with over 2,000 applications that have now moved past first round interviews. The effort includes our on-going effort to reach employees despite COVID-19 and general inaccessibility. In addition to web-based information, LUMA released a recruitment brochure to all PREPA employee's home addresses via US mail.
- To date, LUMA has received approximately 12,000 applications including external sources. Our focus at this time remains to process and interview PREPA applicants first. Our 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.
- LUMA's 401k pension plan was initiated and is now ready for operations.
- Continued end-to-end testing 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 progressed well in December as noted in Appendix A. The more significant achievements are as follows:

- a. In mid-December, LUMA submitted the first drafts of the Initial Budgets, System Remediation Plan (SRP), Performance Metrics and System Operation Principles for review and comments. LUMA also submitted the Terms of Service (Liability Waiver) for review. These interrelated documents are submitted together given their interdependencies and once finalized will be submitted to PREB for its review and approval according to PREB's regulatory process.
- b. **FEMA Funded Projects**  
With the details associated with the 10-year plan now available from PREPA, LUMA began its assessment and, while broadly in alignment, LUMA will be working closely with PREPA to address discrepancies and will adjust the Initial Budgets, System Remediation Plan and Performance Metrics as and if required prior to submitting to PREB in February.
- c. **PREPA Reorganization**  
Work is progressing on PREPA reorganization including the Governance structure, GridCo-GenCo Operating agreement and the Shared Services Agreement. As previously noted, concern remains on the timeliness of concluding this work which includes obtaining the necessary Governmental approvals of the PREPA Reorganization as a condition precedent to Service Commencement.  
  
Associated with the PREPA reorganization is the development of the GenCo's budgets by PREPA for incorporation into the Initial Budgets. LUMA has submitted the Initial Budgets without PREPA's GenCo budget figures. We have utilized estimated values consistent with past expenditures and were based on work LUMA progressed with PREPA.

### Preparing LUMA for Operations

In addition to the efforts noted above, 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 December are as follows:

- a. **Health, Safety, Environment & Quality**
  - Continued vigilance on our COVID protocol.
  - Continued development of key HSE policies and procedures for commencement as part of the Safety Management Plan.
  - Completed our first draft of ERP with continuing in early 2021.
  - Work began on the pre-existing environmental baseline studies being undertaken by PREPA. LUMA is working to advance the schedule given the concerns with the current timetable.

- b. Internal & Stakeholder Communications:
  - Continued necessary internal & external communications including web-based and flyers focused on our recruitment efforts.
  - Celebrated the first five lineworkers that graduated from the Quanta Technical College and communicated on the progress of the development of the Technical Training for Puerto Rico.
  - Developed content for upcoming LUMAPR.com website launch.
- c. Operational
  - On-going preparation for commencement including
    - Continued the drafting process of the Standard Operating Procedures.
    - Continued development of the Restoration Annex that will support the Emergency Response Plan.
    - Continued the recruitment effort for key positions within Distribution Operations, Transmission Operations, Fleet, Materials Management and Vegetation Management.
    - Worked on the joint initiative with the Procurement team to identify, prioritize and compile supporting documentation for key contracts/contractors.
- d. Customer Experience - Voice of the Customer
  - Completed 30-day trial and obtained contract signatures on new Contact Center platform.
  - Sent out first round of JD Power Customer Satisfaction Surveys.
  - Posted Customer Experience positions.
- e. Finance and Accounting
  - Completed financial processes & procedures and overall Internal Controls required for post-commencement.
  - Completed all Oracle EBS conference room pilot testing. Development and unit testing in progress.
  - Progressed the draft of the Non-Federally Funded Procurement Manual.
- f. Information and Operational Technology
  - Workday HCM: Completed end-to-end testing and targeting mid-January as the go-live date.
  - Workday Payroll: Significant progress made on defining requirements and configuration. Unit testing is in progress.
  - Kronos: Finalized system requirements, completed integration functional specifications and testing strategy.
  - Cloud Based Call Center: Environment preparation is in progress. Conducted initial coordination meeting with PREPA / Accenture.
- g. Other Regulatory matters (in addition to those noted above)
  - Coordinated with technical teams regarding federal funding activities at PREPA to understand projects targeted for early implementation with work on engineering and design scheduled to begin early in 2021.
  - Monitored progress on government approvals required for LUMA operations.

- Continued monitoring PREPA activities for procurement of new renewable energy supply in compliance with the Integrated Resource Plan.

## 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 January, 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.
- Undertake on-site visits to regional locations to support engagement with PREPA employees and provide guidance on the hiring process and answer general questions.
- Begin conducting skilled labor assessments.
- Completion of the Occupational Health and Wellness Plan.

### Significant Regulatory Matters

#### Initial Budgets, SRP, Performance Metrics and System Operation Principles

- Work towards finalizing the Initial Budgets, System Remediation Plan, Performance Metrics and System Operating Principles for submission to P3A and PREB.
- Participate in PREB initiated technical conferences/hearings as per the Resolutions and Orders received in December 2020 and incorporate into the Initial Budgets, System Remediation Plan, Performance Metrics and System Operating Principles, as necessary, expectations and directions received from PREB.

### Preparing LUMA for Operations

#### a. Operational and Customer Experience

- Continue development of the Emergency Response, Materials Management, Warehouse and Vegetation Management Plans.
- Initiate vendor kick-off, discovery meetings and project management process with the selected vendor for Bill Print and Delivery function.
- Kick-off to implement project for Cloud-Based Contact Center Platform.
- Review LUMA Master Inventory and Policy, Procedure and Process library with PREPA to ensure the library is completed.
- Complete first draft of the Customer Experience Transition Plan.

#### b. Finance and Accounting

- Perform remaining facilities health assessments and begin developing a detailed improvement work and maintenance repair plan.
- Complete the draft of Non-Federal Funding Procurement Manual for LUMA's internal review.
- Start development of Oracle EBS Labor Distribution application and finalize the process for documenting labor costs incurred on federally funded projects.

- c. Information and Operational Technology
  - Continue all major IT projects required for LUMA to be fully operational (e.g. EBS, Workday HCM, Call Center Technology).
  - Progress the development of draft Cyber Security and Business Continuity Plan.

### 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 December.

## B. COMMERCIAL REPORT

### I. Completed OMA Obligations

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

Section	Description	Responsible Party	Status
4.1(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 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.	LUMA (Operator)	Draft Completed
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)	Draft Completed
4.2(f)	(b) ManagementCo shall submit to Administrator the proposed revised Performance Metrics	LUMA (Operator)	Draft Completed
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)	Draft Completed
4.1(h)	ManagementCo to - (ii) submit such proposed System Operation Principles to Administrator for its review and approval.	LUMA (Operator)	Draft Completed



## II. 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 - November
4.3(e)	Notices with respect to System Contracts and Generation Supply Contracts. Owner shall (i) notify each counterparty to a System Contract and Generation Supply Contract in writing of Owner's delegation of authority to Operator with respect to such System Contract in the manner contemplated by Section 5.2(a) (System Contracts – Generally) and with respect to such Generation Supply Contract in the manner contemplated by Section 5.13(a) (Generation-Related Services – Power Supply Dispatch and Management) and (ii) have obtained all required consents from such counterparties as may be required thereby in connection with such delegation of authority and (iii) take all such other actions as may be necessary for Operator to be able to comply with its obligations under Section 5.2(a) (System Contracts – Generally) and Section 5.13 (Generation-Related Services).	PREPA (Owner)	Ongoing
4.4(a)	ManagementCo, Administrator and Owner shall coordinate identifying the Governmental Approvals required for the commencement on the Service Commencement Date. Once the Parties have identified the Commencement Date Governmental Approvals: (i)(A) ManagementCo shall coordinate with Owner and Administrator to prepare for and support Owner's efforts related to the transfer and 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.	LUMA (Operator) P3A (Administrator) PREPA (Owner)	Ongoing
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 - November
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 – November

Section	Description	Responsible Party	Status
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 – November
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 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.	LUMA (Operator)	Ongoing

### III. Overdue OMA Obligations

Section	Description	Responsible Party	Status
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 (88 of 328 with some up to 100+ days). RFI status

Section	Description	Responsible Party	Status
			provided to PREPA weekly.
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)	Copies of System Contracts and Generation Supply Contracts have not been provided to date
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.
4.6(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

#### IV. OMA Obligations in Progress

Section	Description	Responsible Party	Status
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	LUMA (Operator)	In progress

Section	Description	Responsible Party	Status
	“ <u>Administrative Determination</u> ”) 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;		
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 delivered a first draft of SSA which is being reviewed and revised by LUMA

#### V. Upcoming OMA Obligations

Section	Description	Responsible Party	Status
	No Upcoming OMA obligations in the next month		

## C. RISK AND ISSUE MANAGEMENT REPORT

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

Risk	Description and Current Status (as of 12-31-20)
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>
FEMA Funding	<p>With the details associated with the 10-year plan now available from PREPA, LUMA began its assessment and, while broadly in alignment, LUMA will be working closely with PREPA to address discrepancies and will adjust the Initial Budgets, System Remediation Plan and Performance Metrics as and if required prior to submitting to PREB in February.</p> <p>As previously noted, it is imperative that significant focus by PREPA and LUMA be expended on ensuring complete transparency of all work activities to ensure a seamless transition to LUMA upon Commencement of all matters related to FEMA given the critical nature of this work to Puerto Rico. This includes all aspects of T&amp;D planning, grant management, and implementation of work in 2021. As noted to PREB during the SRP technical conference, LUMA will be fully accountable for all related 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>
Field Access	<p>Limitations on being able to access field employees to create relationships, observe work, inquire about issues due to union actions has created a challenge for LUMA and PREPA Management. In many cases PREPA employees have been unwilling to cooperate with any requests from LUMA.</p> <p>LUMA continues to adapt to less efficient approaches (e.g. smaller groups/repeat visits), limiting LUMA's ability to formulate comprehensive budgets and workplan to cutover upon commencement.</p>

Risk	Description and Current Status (as of 12-31-20)
Designated Space & Facilities (s. 4.1 (b))	<p>Establishing furnished workspace continues to be a concern. LUMA staff continues to work away from the office leading to inefficiencies and increased cost.</p> <p>A revised plan for spacing is to be provided in January by PREPA.</p>
Response to RFIs	<p>LUMA has now issued 328 Requests for Information (RFIs) of PREPA since June 22<sup>nd</sup>. As of the reporting date, there is currently 88 RFIs outstanding in some cases up to 100+ days since being issued.</p> <p>This continues to be an issue that is impacting LUMA's ability to form a complete understanding of operations, formulate comprehensive budgets and establish seamless cutover workplans.</p>

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

Issue	Description, Current Status and Mitigation (as of 12-31-20)
LUMA Recruitment Effort	<p>No change 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 &amp; PREPA are hearing from PREPA employees since Effective Date).</p> <p>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.</p>
Pre-existing Environmental Conditions (s.4.5 (f))	<p>Field work has now started. The current schedule remains of concern with a target completion date of May 20<sup>th</sup>. This provides little time for review and to meet Condition Precedent timelines. Discussions have begun with PREPA and Stantec to explore alternatives.</p>

## 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 December 2020. A summary of the invoice amounts is included below.

### I. Monthly invoice summary

FET COSTS	
Department	Amount
Capital Programs	\$71,425
Communications	\$71,388
Corporate Services	\$61,075
Customer Service	\$105,275
Executives	\$65,525
Financial Mgmt.	\$294,340
HSE & Quality	\$275,865
Human Resources	\$308,528
Integration Mgmt. Office	\$175,143
IT / OT	\$214,595
Legal	\$56,763
Operations	\$298,030
Regulatory	\$381,658
Utility Transformation	\$715,340
<b>TOTAL</b>	<b>\$3,094,948</b>

	FET Hourly Costs	Additional Costs & Expenses	Sub-Total	FET Fixed Fee	Total
Previously invoiced	\$21,162,818	\$19,174,624	\$40,337,442	\$26,500,000	\$66,837,442
Current invoice	\$3,094,947	\$3,558,064	\$6,653,011	\$5,000,000	\$11,653,011
Total invoiced to date	\$24,257,765	\$22,732,688	\$46,990,453	\$31,500,000	\$78,490,453
Forecast to complete			\$29,361,478	\$28,500,000	\$57,861,478
Proposal			\$76,351,931	\$60,000,000	\$136,351,931
Variance			-	-	-

## E. SUBMISSIONS

### I. Transmittals–Current Month December 2020

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-P3A-TGC-00072	P3A / LUMA November 23, 2020 Meeting Notes	LUMA	P3A	IMO	1-Dec-20
LUMA-P3A-TGC-00073	P3A / LUMA December 7, 2020 Meeting Agenda	LUMA	P3A	IMO	1-Dec-20
LUMA-P3A-T-00074	November 2020 Monthly Invoice & Report	LUMA	P3A	IMO	7-Dec-20
LUMA-P3A-T-00075	November 2020 Monthly Status Report	LUMA	P3A	IMO	7-Dec-20
LUMA-P3A-T-00076	November 2020 Renewed Certificates	LUMA	P3A	IMO	7-Dec-20
LUMA-P3A-TGC-00077	P3A / LUMA Biweekly Meeting Notes 2020-12-07	LUMA	P3A	IMO	7-Dec-20
LUMA-P3A-TGC-00078	P3A / LUMA December 21, 2020 Meeting Agenda	LUMA	P3A	IMO	20-Dec-20
LUMA-P3A-T-00079	4.5 Month FETS Estimate November 2020 (wActuals)	LUMA	P3A	IMO	31-Dec-20
LUMA-P3A-T-00080	4.5 Month FETS Estimate December 2020	LUMA	P3A	IMO	31-Dec-20
LUMA-PREP-T-00021	November 2020 Monthly Status Report	LUMA	PREB	IMO	7-Dec-20
LUMA-PREP-T-00060	PREPA Certified Emergency Plan	LUMA	PREPA	IMO	2-Dec-20
LUMA-PREP-T-00061	Outstanding RFIs as of December 04, 2020	LUMA	PREPA	IMO	4-Dec-20
LUMA-PREP-TGC-00062	PREPA / LUMA Biweekly Meeting Notes 2020-11-30	LUMA	PREPA	IMO	4-Dec-20
LUMA-PREP-TGC-00063	PREPA / LUMA Biweekly Meeting Agenda 2020-12-14	LUMA	PREPA	IMO	4-Dec-20
LUMA-PREP-T-00064	PREPA - Standards for Review - Issue on 12.4.2020	LUMA	PREPA	Utility Transformation	7-Dec-20
LUMA-PREP-T-00065	November 2020 Monthly Status Report	LUMA	PREPA	IMO	7-Dec-20
LUMA-PREP-T-00066	San Juan 115 kV GIS Recommended PC Metering	LUMA	PREPA	Utility Transformation	9-Dec-20
LUMA-PREP-T-00067	San Juan 115 kV GIS Equipment P-6702-1	LUMA	PREPA	Utility Transformation	9-Dec-20
LUMA-PREP-T-00068	Outstanding RFIs as of December 11, 2020	LUMA	PREPA	IMO	11-Dec-20
LUMA-PREP-T-00069	Catano Grid Modernization Project Meeting Minutes 2020-10-28	LUMA	PREPA	Utility Transformation	14-Dec-20
LUMA-PREP-T-00070	Outstanding RFIs as of December 18, 2020	LUMA	PREPA	IMO	18-Dec-20
LUMA-PREP-T-00071	Comment Sheets for Telecomm DCD	LUMA	PREPA	Utility Transformation	21-Dec-20



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

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00304	David Beza Kronos Integration	LUMA	PREPA	IT/OT	1-Dec-20	2-Dec-20		Open
LUMA-PREP-RFI-00305	New Access Request - Ken Winkelaar	LUMA	PREPA	IT/OT	2-Dec-20	5-Dec-20		Open
LUMA-PREP-RFI-00306	Midge Corey Kronos Integration	LUMA	PREPA	IT/OT	3-Dec-20	4-Dec-20		Open
LUMA-PREP-RFI-00307	GTech & InService Upgrade SOW	LUMA	PREPA	IT/OT	4-Dec-20	8-Dec-20		Open
LUMA-PREP-RFI-00308	Understand all current and future PREPA projects	LUMA	PREPA	Utility Transformation	4-Dec-20	11-Dec-20	4-Dec-20	Closed
LUMA-PREP-RFI-00309	Initial 90-day plan for FEMA	LUMA	PREPA	Utility Transformation	7-Dec-20	7-Dec-20	8-Dec-20	Closed
LUMA-PREP-RFI-00310	Project Submissions to FEMA	LUMA	PREPA	Regulatory	7-Dec-20	7-Dec-20		Open
LUMA-PREP-RFI-00311	LUMA-PREP-RFI-00311	LUMA	PREPA	Capital Programs	8-Dec-20	11-Dec-20	8-Dec-20	Closed
LUMA-PREP-RFI-00312	OCPC Gap Closure Plan based on HORNE Risk Assessment	LUMA	PREPA	Regulatory	10-Dec-20	12-Dec-20		Open
LUMA-PREP-RFI-00313	COR3 Monitoring	LUMA	PREPA	Regulatory	10-Dec-20	12-Dec-20		Open
LUMA-PREP-RFI-00314	Customer Services Commercial offices cash handling	LUMA	PREPA	Customer Service	10-Dec-20	18-Dec-20	17-Dec-20	Closed
LUMA-PREP-RFI-00315	Missing Contracts & Purchasing Report	LUMA	PREPA	IT/OT	14-Dec-20	28-Dec-20		Open
LUMA-PREP-RFI-00316	New/Updated JD Power Data Extract	LUMA	PREPA	Customer Service	14-Dec-20	21-Dec-20		Open
LUMA-PREP-RFI-00317	WH meters	LUMA	PREPA	Customer Service	14-Dec-20	31-Dec-20	31-Dec-20	Closed
LUMA-PREP-RFI-00318	Updated CILT and subsidies forecast	LUMA	PREPA	Regulatory	15-Dec-20	18-Dec-20	16-Dec-20	Closed
LUMA-PREP-RFI-00319	Tool Inventory	LUMA	PREPA	Operations	15-Dec-20	15-Jan-21		Open
LUMA-PREP-RFI-00320	Latest version of the “S&L Grid Analysis: Transmission Constraints Report”	LUMA	PREPA	Utility Transformation	16-Dec-20	17-Dec-20		Open
LUMA-PREP-RFI-00321	Ankura Business Continuity Platform re: processes	LUMA	PREPA	HSE & Quality	18-Dec-20	4-Jan-21		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00322	Ankura Business Continuity Platform - Scope of work	LUMA	PREPA	HSE & Quality	18-Dec-20	4-Jan-21		Open
LUMA-PREP-RFI-00323	Ankura Business Continuity Platform - Overview Session Request	LUMA	PREPA	HSE & Quality	18-Dec-20	4-Jan-21		Open
LUMA-PREP-RFI-00324	Ankura Business Continuity Platform - Copy of Contract	LUMA	PREPA	HSE & Quality	18-Dec-20	4-Jan-21		Open
LUMA-PREP-RFI-00325	Request for CC&B	LUMA	PREPA	IT/OT	18-Dec-20	18-Dec-20		Open
LUMA-PREP-RFI-00326	Request for Access	LUMA	PREPA	IT/OT	22-Dec-20	7-Jan-21		Open
LUMA-PREP-RFI-00327	Request for technical diagram - Net Metering flow	LUMA	PREPA	IT/OT	22-Dec-20	22-Dec-20	30-Dec-20	Closed
LUMA-PREP-RFI-00328	Mi Cuenta information	LUMA	PREPA	IT/OT	22-Dec-20	29-Dec-20		Open

## APPENDIX A – HANDOVER CHECKLIST

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	51-60%	The work in December 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. <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>- Supported in the development of the initial drafts of the Initial Budgets, System Remediation Plan (and Program Briefs) and Performance Metrics for submission.</li> <li>- Administrative and logistics work required to support the ongoing work of LUMA.</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.	41-50%	<ul style="list-style-type: none"> <li>- Obtained signatures from the P3A and PREPA and submitted the document requested by the Department of Natural Resources with respect to permits under its authority. These include the majority of the permits required for Commencement.</li> <li>- A document has been prepared for the Oficina General de Permisos (OGPE) in order to make applications for required permits that are not under the jurisdiction of the Department of Natural Resources in January.</li> </ul>
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>- Continued to manage the Request for Information requests &amp; responses related to gap assessments. These will be utilized to further develop LUMA's cutover plans.</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>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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>- Finalized the initial draft of Initial Budgets for review and comment and finalized the initial draft of Terms of Service; activities included the finalization of operating and capital expenditures, review and finalization of program narrative sections.</li> <li>- Continued work on consistency of budget projections within existing tariff and fiscal plan requirements and detailed review of macro assumptions and various scenarios. Included detailed discussions with Ankura and PREPA.</li> <li>- Received Fuel and Purchased Power forecasts and CLT and Subsidies forecasts from PREPA, Ankura and Siemens and preliminary review completed. Additional review will continue through January.</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.	61-70%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Transmission perspective for submission.</li> <li>- Held internal reviews of project narratives related to Transmission Operations Takeover Plan initiatives</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 streetlight operations and repair strategy.	61-70%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Distribution perspective for submission.</li> <li>- Held internal reviews of project narratives related to the Distribution Operations Takeover Plan</li> <li>- Held initial discussions with Engineering to coordinate Streetlight program with distribution inspection program</li> <li>- Working to verify SCADA oversight of 38 kV system as part of Distribution Automation work.</li> </ul>
2.03	<b>Development and Implementation of Additional Takeover plans</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>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a System Operations perspective for submission.</li> <li>- Continued to support the ongoing efforts on developing the System Operating Principles in collaboration with LUMA's Regulatory team.</li> <li>- Continued recruitment effort for Control Centers specifically focused on shift personnel positions which were posted and interviews well underway. Remaining positions for System Operations have been posted and interviews will start mid-January.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	41-50%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from an Operations perspective for submission.</li> <li>- Provided support for the configuration, and planning, of Kronos timekeeping system.</li> <li>- Kicked-off a joint initiative with the Procurement team to identify, prioritize, and compile supporting documentation, for critical commencement and key post commencement contracts/contractors.</li> <li>- Continued work on development of Life Saving Rules in conjunction with LUMA Health, Safety, Environment and Quality.</li> <li>- Performed initial interviews for various functions within LUMA Operations.</li> <li>- Performed secondary interviews for Construction Lead, Supervisory, and Managerial positions within LUMA Operations.</li> <li>- Posted additional positions within the Operational Excellence function of LUMA Operations.</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, customer centricity, affordability, reliability, resilience and sustainability.	21-30%	<ul style="list-style-type: none"> <li>- Completed first draft of ERP Base plan and Restoration Annex; completed broader team review. Second draft is in-progress.</li> <li>- Multiple meetings were conducted during the period involving stakeholders (Government of Puerto Rico 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>- Meetings were also conducted with the hospital association and locals regarding concerns from Hurricanes Irma and Maria.</li> <li>- RFIs submitted to PREPA requesting information as it relates to the BCP, DR and ERM services being stood up by Ankura in order to align efforts.</li> <li>- Developed the Event Classification Levels for outages to support the determination of the type of response needed, the amount of personnel and resources required to respond effectively.</li> <li>- Established EOC Activation Levels. The correlation to the Event Classification Levels noted above.</li> <li>- Completed the Program Briefs in support of the initial draft of the Initial Budgets and System Remediation Plan for submission.</li> <li>- Provided inputs which included the following: review and update of the Emergency Response Program Brief (OPSRV) and provided a summary of gaps related to emergency work evaluation and emergency planning / response.</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>- Continued revisions to the Fleet Management Plan.</li> <li>- Began work on the Fleet Standard Operating Procedures.</li> <li>- Supported in the development of the initial draft of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Fleet perspective for submission.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from an Asset Management perspective for submission.</li> <li>- Reviewed planned contents of Asset Management Plan and review relevance of existing documents.</li> <li>- Prepared draft renewables interconnection plan for internal review.</li> <li>- Reviewed Draft interconnection process with Engineering.</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.	61-70%	<ul style="list-style-type: none"> <li>- Completed the Skilled Labor Assessment (SLA) schedule and tools (curriculum, glossary of terms, etc.).</li> <li>- All materials for site preparation are received (poles, crossarms, conductor, etc.).</li> <li>- SLA sites (2) lease signed, pending submission of application for temp use permitting. Once permits are granted sites will be ready within a week (clear/fence sites, put up poles, etc.).</li> <li>- First assessor training completed.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.07)</p>
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.	51-60%	<ul style="list-style-type: none"> <li>- Supported the development the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Health &amp; Safety perspective for submission. - All job descriptions have been posted to the LUMA website. The team continues to respond to current PREPA employees' inquiries regarding the department's job postings. Applications are under evaluation to coordinates interviews. - Advanced the initial framework for employee orientation and content in collaboration with the Operations department. - Advanced the prioritized Health and Safety Policies (Motor Vehicle Safety, Incident Classification, Incident Management, Incident Response and Reporting, and Incident Investigation). - Significant time spent on COVID 19 related matters: administering and responding to the COVID 19 protocol requirements, updating procedures (when someone is positive, the return-to-work requirements and the COVID protocol forms). - Submit letter to Department of Health for the workplace COVID vaccination plan (essential workers - Phase 1C).</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.	41-50%	<ul style="list-style-type: none"> <li>- Completed the development of the Design Standards for Protection/Control/Automation, Substations, Transmission Lines for internal review.</li> <li>- Continued to participate in the Design Documents PREPA-Sargent &amp; Lundy Steering Committee.</li> <li>- PREPA-Specifications: Continue the review and provided comments to the S&amp;L equipment standards and specifications.</li> <li>- PREPA 2021FY Project Oversight: Continued to provide guidance and input to the Cataño. (38/13.8 kV) Substation Pilot and the San Juan 115 kV GIS Substation projects.</li> <li>- Renewable Interconnection Process: Continue the review of the existing Processes and conducted a workshop with PREPA to review their latest proposal.</li> <li>- Street Light Program: Completed the review of the existing program and</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
				<p>modernization completion to date. Preparing the new Implementation Plan Recommendations</p> <ul style="list-style-type: none"> <li>- New Customer Services: Continue to review the existing PREPA processes and identifying improvements for an updated process.</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>- Completed Pre-Health assessments.</li> <li>- Began deep dive Health assessments on High and Medium priority facilities.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02).</p>
2.031	Materials Management & Warehouse Plan	This deliverable identifies gaps within Materials Management & Warehousing resourcing, facilities, equipment, functions, processes and procedures, and develop a prioritized plan for closing identified gaps.	51-60%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Materials Management perspective for submission.</li> <li>- First Draft of Materials Management &amp; Warehouse Plan initial review and edited. Now in review/circulation for the operations department.</li> <li>- Continued Interviews for Management &amp; Supervisor layer from valid PREPA applicants.</li> <li>- Reviewed draft Non-Federal Funding Procurement Manual with Procurement.</li> <li>- Began Materials Management Action Plan for Year 1.</li> <li>- Initiated Critical Contract List for Operations, Contract Request Form generation for prioritized requirements.</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.	31-40%	<ul style="list-style-type: none"> <li>- Developed the first draft of Key Performance Indicators, and other metrics, for use by the Operations department.</li> <li>- Continued development of the Standard Operating Procedure document for LUMA Operations.</li> <li>- Continue to map out IT program workflows and processes for execution of field work.</li> <li>- Kicked-off an initiative to ensure coordination and alignment of commissioning, quality control, and work methods, between the Operations, Capital Projects, and Asset Management departments.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	51-60%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Vegetation Management perspective for submission.</li> <li>- Submitted draft Vegetation Management Plan for editing &amp; formatting and circulation within Operations (for those groups dependent on the plan, to review and comment).</li> <li>- Continued development of contract technical specifications for vegetation maintenance services.</li> <li>- Identified three viable options for a vegetation management IT tool and worked with LUMA IT/OT on strategy to formally evaluate and procure.</li> <li>- Continued to work on outsourcing strategy for specialized vegetation maintenances services.</li> <li>- A draft of the procedure for right-of-way access during vegetation management was developed and is under review.</li> <li>- A review of special circumstances is underway to assess non-standard or difficult circumstances for vegetation management, such as trees from outside the right of way growing into the right of way and affecting the line.</li> </ul>
2.04	Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan	This deliverable is the same as Handover Checklist item 2.0303	Refer to 2.0303	<ul style="list-style-type: none"> <li>- Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02.</li> </ul>
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>- Supported the development the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from an Environmental perspective for submission.</li> <li>- Reviewed draft FEMA Programmatic Environmental Assessment to determine potential Environmental requirements and schedule impacts on SRP projects.</li> <li>- Finalized and published Environmental job descriptions for commencement and completed Initial screenings for key positions.</li> <li>- Work continued the PREPA-led Baseline Environmental Study via desktop assessments and planning for field assessments. LUMA is working with PREPA and the service provider to expedite work given proposed timeline.</li> </ul>
<b>3</b>	<b>System Remediation Plan Milestones</b>			
3.01	Remediation Plan Proposal	This deliverable consists of developing a remediation plan outline and methodology.	100%	<ul style="list-style-type: none"> <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.	100%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) for submission.</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.	100%	<ul style="list-style-type: none"> <li>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) for submission.</li> </ul>



ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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	91-99%	<p>- Primary focus was on supporting in the development of the initial draft of the System Remediation Plan (and Program Briefs) for submission with consideration of implications with the Initials Budgets.</p> <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	41-50%	<p>- Primary focus was on supporting in the development of the initial draft of the System Remediation Plan (and Program Briefs) for submission with consideration of implications with the Initials Budgets.</p>
<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>- Selected CIM Building as an optimal central Contact Center location.</li> <li>- Submitted Business Case for CIM Building to LUMA Executives for review and approval.</li> <li>- Continued evaluation of options for Regional Contact Center facilities.</li> </ul>
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 ServCo. 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.	41-50%	<ul style="list-style-type: none"> <li>- Identified LUMA Learner Management System will host all Customer Experience policies, processes, procedures and reference material.</li> <li>- Created a standardized Process Map Template, using IT OT Visio Tools and BPMN 2.0 Standardizations (Business Process Model and Notation).</li> <li>- Received from LUMA through RFI Process: <ul style="list-style-type: none"> <li>• 96 Policies, Procedures, Processes (All translations are completed)</li> <li>• 16 Frequent Forms (All translations are completed)</li> <li>• 15 Oracle CC&amp;B Quick Guides (Quick reference guides that will not require translation)</li> </ul> </li> <li>- Received user access for PREPA Intranet and found this additional information: <ul style="list-style-type: none"> <li>• 155 Procedures</li> <li>• 57 Frequent Forms</li> </ul> </li> <li>- Conducted a comparison of RFI documents vs the Intranet documents for updating into LUMA's future Master Inventory of Procedure documents to ensure all critical processes and procedures are identified and accounted.</li> <li>- Commenced conversion of some existing Contact Center Process Maps to BPMN 2.0 standard.</li> <li>- Initiated an approval and governance process for all policy, procedure and process changes in LUMA.</li> <li>- Completed an initial review of current payment and cash handling procedures in Commercial Offices with Security team to understand what safety measures will be required.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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>- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Metering perspective for submission. - Began preparing a meter organization responsibilities write up for commencement - Continue to analyze PREPA meter data in an attempt to determine meter age to use in initial planning. Recently received data contradicting other PREPA data sources on meters types at various locations. Photos confirm contradictions. Working to resolve these discrepancies with other data sources. - Generated detailed maps of likely older slow meters. - Worked with HR to advance the hiring for the Metering Director. - Gathered previous work on AMI business cases to assist with developing an AMI business case for an initial minimal AMI implementation</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.	41-50%	<ul style="list-style-type: none"> <li>- Successfully tested and launched JD Power Residential and Business Survey for PREPA customers.</li> <li>- Commenced development of survey for PREPA Customer Service Directorate employees to provide input into the current customer experience and customer pain points. Targeting early January to send the survey.</li> <li>- Developed first draft of Voice of the Customer (VoC) program document.</li> <li>- All Customer Experience groups submitted content for the first draft of the Transition Plan document.</li> <li>- Published new LUMA job postings for Customer Experience positions.</li> <li>- Worked with Operations on the Emergency Response Plan and Business Continuity Plans. Operations is building a Major Outage Annex, and Customer Experience will be engaged in the planning section.</li> </ul>
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.	41-50%	<ul style="list-style-type: none"> <li>- Analyzed collections performance trends by customer segment.</li> <li>- Initiated additional discovery on current PREPA Service Start Shut Off Plan policies and procedures for government and wholesale accounts.</li> <li>- Reviewed existing internal Service Start Shut Off plan processes and documentation to potentially leverage for LUMA Service Start Shut Off Plan.</li> <li>- Researched federal support programs for customers struggling to make payments.</li> <li>- The initial high level dunning process was drafted.</li> </ul>
4.06	Development of a Meter Asset Management (MAM) Plan	This deliverable includes developing a Meter Asset Management Plan that includes the assessment of the meter shop facility, and meter asset management quality controls, as well as develop a meter asset management remediation plan, and meter asset tracking and sampling procedures.	51-60%	<ul style="list-style-type: none"> <li>- Exploring meter asset management system options. Major flaws in existing meter asset data from CC&amp;B will require a Major effort to resolve to allow data in a new system to be valuable.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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%	<ul style="list-style-type: none"> <li>- Executed 30-day trial for new Cloud-Based Contact Center Platform, Genesys.</li> <li>- Successfully configured new phone queues, made test calls to live agents, and setup basic Interactive Voice Response and call routing in new Cloud-Based Contact Center Platform</li> <li>- Executed contract for new Cloud-Based Contact Center Platform.</li> <li>- Developed statement of work for implementation of Cloud-Based Contact Center Platform via a new partner.</li> <li>- Bill Print and Delivery RFP evaluations were completed and vendor recommendation was provided to LUMA Senior Leadership for approval.</li> <li>- Identified LUMA Learner Management System will host current reference versions of Customer Experience policies, processes, and procedures. (See also 4.02)</li> <li>- Customer Experience attends weekly meeting with PREPA to address and understand current Oracle CC&amp;B configurations for maintaining and tracking customer, metering, field activities and billing information.</li> </ul>
4.08	Develop and Implement a Non-Technical Energy Loss Reduction Plan	This deliverable includes developing a Non-Technical Loss (NTL) Plan comprising of a high-level NTL recovery strategy, NTL system architecture, and detailed NTL recovery plan.	11-20%	<ul style="list-style-type: none"> <li>- Reviewed and updated budget figures for inclusion in the draft Initial Budgets.</li> </ul>
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 with PREPA's contractor multiple times to review contract requirements and data dashboards and the monthly KPI reports currently created.</li> <li>- Completed analysis with PREPA Commercial Office Director of current state Service Orders, Field Activities and Dispatch. Reviewed the Service Order completion form and Meter test form requirements.</li> <li>- Completed comparison and analysis of PREPA vs. the above noted contractor's data set for all Customer Service/T&amp;D field activities for improvements in the LUMA Customer Experience/Operations Integration Plan.</li> <li>- Analyzed the current PREPA Meter read and billing calendar creation.</li> <li>- Investigated how both the monthly and annual calendars are being produced and distributed and started analyzing how LUMA can improve the calendar that will already be distributed at Service Commencement.</li> <li>- Provided input to Utility Transformation as part of the establishing documentation of the New Connection process for future state LUMA responsibility for projects &gt;50kVa.</li> </ul>
5	IT			
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	This deliverable includes the identification of Key Stakeholders, Setting up governance and resourcing for communications team.	91-99%	<ul style="list-style-type: none"> <li>- Finalized HOC documentation, this HOC item is complete.</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.	91-99%	<ul style="list-style-type: none"> <li>- Supported in the development of the Initial Budgets and System Remediation Plan (and Program Briefs) from an IT/OT perspective for submission.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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)	91-99%	- Finalize draft Cybersecurity standards and project governance artifacts for internal approval and contributing to the Cybersecurity Plan.
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.	71-80%	<ul style="list-style-type: none"> <li>- Completed 1st Draft of the IT OT asset management principles and scope.</li> <li>- Developed Data Collection Forms for our each IT OT Asset Classification, i.e. Software, Infrastructure, etc.</li> <li>- Completed the initial inventory of the IT OT assets and confirmed resources and process to review data collected during January.</li> <li>- Completed initial inventory of Information and operational software assets, Servers, Storage devices and End user devices.</li> <li>- Worked on finalizing the definition of asset management principles and scope.</li> </ul>
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.	21-30%	<ul style="list-style-type: none"> <li>- Developed high-level IT IOT Commencement Cutover Plan and Timeline</li> <li>- Held Internal IT OT Commencement Cutover Kickoff Meeting</li> <li>- Scheduled PREPA/LUMA combined Commencement Planning Kickoff Meeting</li> </ul>
5.08	Training and Communication Plan	This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees.	11-20%	- Identified resources and scheduled meeting to draft plan and approach
<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.	51-60%	<ul style="list-style-type: none"> <li>- Major focus on the finalization of the initial draft of the Initial Budgets and coordination with the System Remediation Plan (including Program Brief) for submission.</li> <li>- Began coordination with Financial Accounting Systems Setup - EBS &amp; Job Costs (HOC item: 6.04) around budget level of detail and account structure requirements by departments to support operational reporting.</li> </ul> <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05) and time allocated accordingly).</p>
6.02	Description of Approach to Complying with Initial Budget Obligations	As part of the budgeting process, LUMA will develop a template, based on current templates used by PREPA, to be provided to each department to implement their budgets (breakdown/prior year actuals and existing budget), including guidance on the bottom-up approach based on key operational expenses (KOE).	91-99%	<ul style="list-style-type: none"> <li>- Major focus on the finalization of the initial draft Initial Budgets and coordination with the System Remediation Plan (including Program Brief) for submission.</li> </ul> <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.05 and time allocated accordingly).</p>
6.03	Formalizing/Approach	This deliverable includes the reporting any significant deficiency, material weakness, improvement opportunities and any other matter considered relevant for the FET	91-99%	- Drafting and submission of document brief to Regulatory department with a description of key deficiencies, and plan and timing to mitigate Identified risks and deficiencies.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
	to Changes Control Processes	identified as a result of the review of PREPA's Internal Controls Framework.		
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 ServCo; design, configure and test LUMA ServCo's financial systems; gain approval of LUMA ServCo's Chart of Accounts; and design and implement processes for finance actuals and reporting.	51-60%	<ul style="list-style-type: none"> <li>- Successfully completed all Oracle EBS conference room pilot testing.</li> <li>- The project will proceed with finalizing design and move into the testing phase in 2021.</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.	91-99%	<ul style="list-style-type: none"> <li>- Major focus on the finalization of the draft Initial Budgets and coordination with the System Remediation Plan (including Program Brief) for submission.</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 ServCo and work with PREPA to set up the service bank accounts required for Commencement, as described in the OMA agreement.	21-30%	<ul style="list-style-type: none"> <li>- Weekly recurring meetings established with PREPA treasury to monitor progress.</li> <li>- Provided paperwork identifying individuals to represent LUMA as signatories.</li> <li>- Waiting for PREPA board in January to approve resolutions to set-up accounts. The next board meeting is the final week of January.</li> </ul>
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.	21-30%	<p>Workday Payroll (captured in HOC 6.07): - Significant progress was made in defining Pay requirements and configuration; Remaining will be adjusted during testing- Unit test is 78% complete- Integrations are in various stages of getting the design approved and builtKronos:- Approved RACI Spreadsheet- Finalize System Requirements- Completed Test Strategy- Completed integration functional specs</p>
6.08	Establishing a Delegation of Authority Matrix and Process	This deliverable establishes a Delegation of Authority Matrix and Process for LUMA ServCo. Delegation of Authority to set Requisition (financial approval) and Purchase Order approval limits in the ERP System.	61-70%	<ul style="list-style-type: none"> <li>- Validated draft Limits of Authority against past 12 months PREPA procurement activities.</li> </ul>
6.09	Processes & Procedures and	This deliverable includes activities related to the understanding and assessment of PREPA's Internal Control Framework, including Entity Level Controls, management	91-99%	<ul style="list-style-type: none"> <li>- Completed final follow ups and edits in the narratives and flows.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
	Overall Internal Controls	directives pertaining to the entire entity are carried out, and Transaction Level Controls (i.e. walkthroughs on key business processes).		
<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%	- Meetings held to discuss GrantWise and its interface with Oracle.
7.02	Policies and Procedures	This deliverable includes the development of policies and procedures in line with governance framework.	31-40%	- Continued drafting of the LUMA federal funds policies and procedures ensuring to address identified gaps, shortfalls, and risks noted in the PREPA existing policies and procedures. - Continued work on FEMA summary forms and underlying supporting documentation for the FEMA cost categories (e.g., Force Account Labor, Force Account Materials, Contract Work, Equipment, Rental Equipment, etc.)
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%	- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a FEMA funded projects perspective for submission. - Prepared summary of codes and standards by asset and the draft PW Assessment report. - Continued PW Assessment on Emergency and Permanent work primarily focused on understanding the underlying internal control framework.
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
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 polices 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.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	51-60%	<ul style="list-style-type: none"> <li>- Recruiters continued working with Hiring Managers to post jobs and determine hiring strategies.</li> <li>- Completed approximately 675 positions to date. Approximately 2,050 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> </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.	91-99%	<ul style="list-style-type: none"> <li>- Continued review of LUMA's Organizational Structure with Senior Leadership; refinements are ongoing.</li> <li>- Continued to refine, translate into Spanish, and load Job Descriptions 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	<ul style="list-style-type: none"> <li>- Reporting has been consolidated under 8.02 Recruiting and Staffing</li> </ul>
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.	61-70%	<ul style="list-style-type: none"> <li>- Completed Phase 1a End-to-End Testing (HCM/Benefits/LMS).</li> <li>- Phase 1a configuration freeze for production build. Go-live expected in January.</li> <li>- Continued Phase 1b integrations: Documented test scenarios for Absence Management and commenced unit testing.</li> <li>- Continued partnership with Payroll for payroll workstream, EBS and Kronos integrations. Initiated the creation of 400+ Test Profiles for Phase 1b End-to-End testing.</li> <li>- Reviewed process for uploading data translations (Spanish translations for job titles, location names, misc. instructional text in Employee Self-Service, etc.)</li> <li>- Provided worker data to be used in production build</li> <li>- Cutover/Go-Live planning – tasks to complete as part gold (i.e. final)/production build, immediately after go-live, and during time between Phase 1a and 1b go-live</li> <li>- Began Workday Operational Readiness Planning</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	51-60%	<ul style="list-style-type: none"> <li>- Concluded research and development of Communications and Community Investment Plans, produced first drafts for executive review.</li> <li>- Further developed LUMA website to include a comprehensive customer account portal to go live prior to commencement.</li> <li>- Developed content for upcoming LUMAPR.com website launch</li> <li>- Conducted initial meetings of the LUMA Brand Committee to help plan and execute the LUMA re-branding effort across Puerto Rico.</li> <li>- Continued to develop and publish key messages for traditional and social media channels, with daily media updates distributed to key LUMA employees</li> <li>- Developed and coordinated materials and communications planning for the LUMA College graduation and the new class</li> <li>- Finalized development of a framework for employee communications, including evaluation of software vendors for employee newsletter.</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>- Created and distributed a variety of employee communications related to the holidays and COVID-19</li> <li>- Planned and executed strategic appearances of the LUMA CEO at media events.</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.	41-50%	<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> <li>- Translating Training materials such as Job Aids and videos specific to Workday into Spanish.</li> <li>- Developed Draft Training Plan documentation; under review by department.</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.	91-99%	<ul style="list-style-type: none"> <li>- Approval of the 401K Plan and Benefits Oversight Committee. 401k Plan live December 14, 2020.</li> <li>- Employees able to make elections through Fidelity and first funding occurred last week of December.</li> <li>- Went through 2021 Annual Enrollment process occurred allowing employees to make changes and elect new voluntary program changes.</li> <li>- Continued work on communication materials for Total Rewards for Onboarding of new employees.</li> </ul>



ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
8.09	Occupational Health and Wellness	This deliverable involves implementing a confidential Employee Assistance Program through our medical provider.	81-90%	- Development of the Occupational Health and Wellness Plan document. - Continued development of roadmap for Occupation side of health clinic.
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.	51-60%	- 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.	31-40%	- Continued development of employee communication materials for current and future LUMA hires. - Continued refinement of LUMA Employee messaging based on feedback from PREPA employees. - LUMA Recruitment brochure released to all PREPA employees' home addresses via US mail.  (Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.02)
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.	51-60%	- Continued the development of Community Investment framework and guidelines. - Advanced LUMA's community investment strategy including meeting with several NPO. - Identified organizations and specific programs of interest and requested proposals from the organizations
<b>9</b>	<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.	91-99%	- Completed all required input for the Initial Budgets from a Shared Services perspective. - Completed a draft Shared Services report which is ready for internal review and approval.
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.	61-70%	- Began to receive contract templates for use post commencement, completed majority of last outstanding section of manual (Contract Management).
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%	- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) from a Physical Security perspective for submission. - Continued the consolidation and organization of the information collected to be utilized in Physical Security Plan. - Continued work on defining minimum standards based on findings.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	91-99%	- Finalized draft version and distribute for internal approval - Presented Standards and project control documents to project teams  (Work on this deliverable is conducted in conjunction with the Handover Checklist items 5.04)
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 the finalization of the initial draft of the System Operations Principles document including providing comments, detailed review discussions and suggested changes.
<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 ManagementCo contracts.	51-60%	- Refining process and procedure documentation in preparation for second Internal review and approval of Non-federal Funding Procurement Manual.
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.	41-50%	- Commenced with space planning and occupancy strategy for all facilities. - Continued compilation of building assets, components, and life cycle information collected and captured in a master tracker. - Complete Business case for third party lease for Customer Experience.  (Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0309)
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.	41-50%	- Completed consolidation from various sources to finalize listing of known PREPA System Contracts. - Continue to work toward collecting all System Contracts for assessment by various LUMA departments.
<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
<b>12</b>	<b>Front-End Transition Plan (Additional Requirements)</b>			

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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 ServCo, 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%	- Planned meetings with local and international broker in January to establish plan to accomplish this HOC item by deadline. International broker had a change in personnel, and we will be working with a new contact in 2021.
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%	- Finalized the development of the initial draft of the Performance Metrics for submission. - Prepared for & presented at LUMA/PREPA/P3 Performance Metrics Planning Team meeting
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.	91-99%	- Completed Back End Transition Plan; submitted for Senior Leadership review.
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).
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

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in December
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.	41-50%	Continued to work on and provide legal support for numerous condition precedent activities within LUMA including: <ul style="list-style-type: none"> <li>- Worked with the P3A and its Counsel / 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.</li> <li>- Worked with Regulatory Counsel and LUMA Regulatory Team to finalize and submit to P3A's Counsel advisors the Initial Budgets, System Remediation Plan (including all Program Briefs), Performance Metrics, and System Operation Principles.</li> <li>- Finalized the Terms of Service and submitted to P3A's Counsel.</li> </ul>
12.11	Section 4.7: Closing the Front-End Transition Period	Work with Counsel for P3A to satisfy and confirm that all conditions precedent to Service Commencement Date and deliver appropriate documentation evidencing same	0%	- No action required at this time.
12.12	Service Commencement Begins	Satisfaction of all Service Commencement Date Conditions under Section 4.5 of the OMA	0%	- No action required at this time.



# INVOICE

Submitted To: <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>January 10, 2021</b>		Invoice #: <b>FETS-1220-01</b>	
Contract Ref: <b>Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement</b>			<b>TERMS: Net 30</b>
<b>(i) and (ii) Labor</b> (Please see attached breakdowns for further detail)		AMOUNT	
<b>Sub-Total Labor for the month of December 2020</b>		<b>\$</b>	<b>3,094,947.50</b>
<b>(iii) Front-End Transition Service Fixed Fee</b>			
<b>Monthly Installment of the FETS Fixed Fee for the month of December 2020</b>		<b>\$</b>	<b>5,000,000.00</b>
<b>(iv) Pass-through Costs and Expenses</b>			
Aerotek Professional Services - 43 Invoices		\$	193,789.22
Alumbra LLC - 17 Invoices		\$	776,859.48
Alvarez & Marsal Corporate Performance Improvement, LLC - 2 invoices		\$	110,869.20
American Relocation Connections, LLC - 19 Invoices		\$	157,713.29
AT&T Mobility Puerto Rico - 1 invoices		\$	724.52
ATCO Power (2010) Ltd. - 2 invoices		\$	10,975.14
BridgeSource Utilities Solutions, LLC - 1 invoices		\$	87,825.96
Covington & Burling LLP - 2 invoices		\$	34,654.11
DBR Professional Services - 1 Invoices		\$	1,000.00
District View Office Center - 3 Invoices		\$	694.85
DLA Piper LLP (US) - 3 invoices		\$	92,128.86
Innovative Emergency Management, Inc. (IEM) - 5 invoices		\$	105,058.82
International Business Machines Corporation (IBM) - 1 Invoices		\$	459,109.80
Iris Vargas - 2 Invoices		\$	12,800.00
Korn Ferry (US) NW 5854 - 1 Invoices		\$	2,400.00
NexTec Operating Corp - 6 invoices		-	393.05
Nory Sanchez-Alvarez - 4 Invoices		\$	6,722.17
Oracle America, Inc. - 4 invoices		\$	36,447.75
People 2.0 North America - 8 Invoices		\$	58,102.40
Quanta Workforce Solutions, LLC - 6 Invoices		\$	143,463.33
Smartbridge - 6 Invoices		\$	86,890.00
Translations & More - 1 Invoices		\$	507.00
Workday, Inc. - 1 Invoices		\$	183,162.90
BMA Group - 2 invoices		\$	24,163.53
CSS International, Inc - 6 invoices		\$	119,422.22
Global Project Solutions, LLC - 2 Invoices		\$	29,609.31
Resources Global Professionals (RGP) - 6 Invoices		\$	53,458.71
EAN Services, LLC (Enterprise) - 4 Invoices		\$	57,091.98
Cigna - 1 invoices		\$	1,075.72
Office Depot - 12 Invoices		\$	3,454.34
OGMA Language Studio - 1 Invoices		\$	1,420.00
Trans4mative - 3 Invoices		\$	31,622.50
Troutman Pepper Hamilton Sanders LLP - 1 Invoices		\$	17,046.45
ARC Relocation Management PR, LLC - 1 Invoices		\$	20,065.73
ATCO Infrastructure Solutions Ltd - 1 Invoices		\$	57,602.48
ERM-PR, Inc. - 1 Invoices		\$	30,685.20
Carimus Consulting - 6 Invoices		\$	87,347.51
J.D. Power - 2 Invoices		\$	45,049.00
Bennett Jones LLP - 2 Invoices		\$	8,301.24
Axel Eugenio Colon-Perez - 2 Invoices		\$	18,450.00
Kroma Advertising - 14 Invoices		\$	160,319.37
Jones Lang LaSalle Puerto Rico, Inc. - 6 Invoices		\$	166,476.14
Msuazo Language Services - 1 Invoices		\$	4,401.10
C.H. Robinson Project Logistics Ltd. - 1 Invoices		\$	24,465.16
American Wire Group (AWG) - 1 Invoices		\$	1,307.90
Bonneville Group, Inc - 1 Invoices		\$	7,451.46
Glenn International, Inc - 1 Invoices		\$	5,213.25



# 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>January 10, 2021</b>		Invoice #: <b>FETS-1220-01</b>						
Gulf South Forest Products, Inc - 1 Invoices		\$	18,810.00					
Texas Series of Lockton Companies, LLC - 1 Invoices		\$	2,247.50					
<b>Sub-Total of Pass-through Costs and Expenses for the month of December 2020</b>		<b>\$</b>	<b>3,558,063.55</b>					
		<b>Total</b>	<b>\$ 11,653,011.05</b>					
		<b>FETS Fee</b>	<b>FETS Fixed Fee</b>	<b>Additional C&amp;E</b>	<b>Total</b>			
Previously invoiced	\$	21,162,817.50	\$	26,500,000.00	\$	19,174,624.00	\$	66,837,441.50
Current invoice	\$	3,094,947.50	\$	5,000,000.00	\$	3,558,063.55	\$	11,653,011.05
<b>Total invoiced to date</b>	<b>\$</b>	<b>24,257,765.00</b>	<b>\$</b>	<b>31,500,000.00</b>	<b>\$</b>	<b>22,732,687.55</b>	<b>\$</b>	<b>78,490,452.55</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
November 2020	FETS-1120-01	\$ 3,488,327.50	\$ 5,000,000.00	\$ 4,645,366.37	\$ 13,133,693.87
		\$ 21,162,817.50	\$ 26,500,000.00	\$ 19,174,624.00	\$ 66,837,441.50

	Front End Transition Hourly Costs	Additional Costs & Expenses	Sub-Total	Front End Transition Fixed Fee	Total
Previously invoiced	\$ 21,162,818	\$ 19,174,624	\$ 40,337,442	\$ 26,500,000	\$ 66,837,442
Current invoice	\$ 3,094,948	\$ 3,558,064	\$ 6,653,011	\$ 5,000,000	\$ 11,653,011
Total invoiced to date	\$ 24,257,765	\$ 22,732,688	\$ 46,990,453	\$ 31,500,000	\$ 78,490,453
Forecast to complete			\$ 29,361,478	\$ 28,500,000	\$ 57,861,478
Proposal			\$ 76,351,931	\$ 60,000,000	\$ 136,351,931
Variance			\$-	\$-	\$-

## SUMMARY

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	2399.0	\$ 779,675.00
Senior Director	\$ 300.00	613.0	\$ 183,900.00
Director	\$ 275.00	2733.0	\$ 751,575.00
Senior Manager	\$ 210.00	704.5	\$ 147,945.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	200.0	\$ 40,000.00
Manager	\$ 200.00	2939.5	\$ 587,900.00
Field Technician	\$ 195.00	98.0	\$ 19,110.00
Senior Analyst	\$ 160.00	978.5	\$ 156,560.00
Engineer	\$ 160.00	462.0	\$ 73,920.00
Field Supervisor	\$ 160.00	860.0	\$ 137,600.00
Analyst	\$ 125.00	1494.5	\$ 186,812.50
Administrative Support	\$ 50.00	599.0	\$ 29,950.00
		<b>14081</b>	<b>\$ 3,094,947.50</b>



**Executives**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	171.0	\$ 55,575.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	199.0	\$ 9,950.00
		<b>370</b>	<b>\$ 65,525.00</b>

**Capital Programs**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	109.0	\$ 35,425.00
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	180.0	\$ 36,000.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>289</b>	<b>\$ 71,425.00</b>

**Communications**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	0.0	\$ -
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	208.0	\$ 57,200.00
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	113.5	\$ 14,187.50
Administrative Support	\$ 50.00	0.0	\$ -
		<b>321.5</b>	<b>\$ 71,387.50</b>

**Corporate Services**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	127.0	\$ 41,275.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	72.0	\$ 19,800.00
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	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>199</b>	<b>\$ 61,075.00</b>

**Customer Service**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	0.0	\$ -
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	80.0	\$ 16,800.00
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	97.5	\$ 15,600.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	100.0	\$ 16,000.00
Analyst	\$ 125.00	299.0	\$ 37,375.00
Administrative Support	\$ 50.00	0.0	\$ -
		<b>674</b>	<b>\$ 105,275.00</b>

**Financial Mgmt.**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	136.0	\$ 44,200.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	431.0	\$ 118,525.00
Senior Manager	\$ 210.00	95.5	\$ 20,055.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	346.0	\$ 69,200.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	258.5	\$ 41,360.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	8.0	\$ 1,000.00
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1275</b>	<b>\$ 294,340.00</b>

**HSE & Quality**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	322.0	\$ 104,650.00
Senior Director	\$ 300.00	4.0	\$ 1,200.00
Director	\$ 275.00	329.0	\$ 90,475.00
Senior Manager	\$ 210.00	3.0	\$ 630.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	200.0	\$ 40,000.00
Manager	\$ 200.00	99.0	\$ 19,800.00
Field Technician	\$ 195.00	98.0	\$ 19,110.00
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>1055</b>	<b>\$ 275,865.00</b>

**Human Resources**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	314.0	\$ 102,050.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	164.5	\$ 45,237.50
Senior Manager	\$ 210.00	144.0	\$ 30,240.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	343.0	\$ 68,600.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	97.5	\$ 15,600.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	372.0	\$ 46,500.00
Administrative Support	\$ 50.00	6.0	\$ 300.00
		<b>1441</b>	<b>\$ 308,527.50</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	194.5	\$ 63,212.50
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	266.0	\$ 53,200.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	45.5	\$ 7,280.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	296.0	\$ 37,000.00
Administrative Support	\$ 50.00	289.0	\$ 14,450.00
		<b>1091</b>	<b>\$ 175,142.50</b>

***IT / OT***

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	182.0	\$ 59,150.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	111.0	\$ 30,525.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	241.0	\$ 48,200.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	479.5	\$ 76,720.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1013.5</b>	<b>\$ 214,595.00</b>

**Legal**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	171.5	\$ 55,737.50
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	4.5	\$ 900.00
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	2.5	\$ 125.00
		<b>178.5</b>	<b>\$ 56,762.50</b>

**Operations**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	137.0	\$ 44,525.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	155.0	\$ 42,625.00
Senior Manager	\$ 210.00	224.0	\$ 47,040.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	164.0	\$ 32,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	64.0	\$ 10,240.00
Field Supervisor	\$ 160.00	755.0	\$ 120,800.00
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1499</b>	<b>\$ 298,030.00</b>

**Regulatory**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	224.5	\$ 72,962.50
Senior Director	\$ 300.00	60.0	\$ 18,000.00
Director	\$ 275.00	470.5	\$ 129,387.50
Senior Manager	\$ 210.00	158.0	\$ 33,180.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	376.0	\$ 75,200.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	39.0	\$ 6,240.00
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	373.5	\$ 46,687.50
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1701.5</b>	<b>\$ 381,657.50</b>

**Utility Transformation**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	310.5	\$ 100,912.50
Senior Director	\$ 300.00	549.0	\$ 164,700.00
Director	\$ 275.00	792.0	\$ 217,800.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	822.5	\$ 164,500.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	359.0	\$ 57,440.00
Field Supervisor	\$ 160.00	5.0	\$ 800.00
Analyst	\$ 125.00	32.5	\$ 4,062.50
Administrative Support	\$ 50.00	102.5	\$ 5,125.00
		<b>2973</b>	<b>\$ 715,340.00</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	109	0	127	0	171	136	322	314	194.5	182	171.5	137	224.5	310.5	2399
Senior Director	0	0	0	0	0	0	4	0	0	0	0	0	60	549	613
Director	0	208	72	0	0	431	329	164.5	0	111	0	155	470.5	792	2733
Senior Manager	0	0	0	80	0	95.5	3	144	0	0	0	224	158	0	704.5
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	200	0	0	0	0	0	0	0	200
Manager	180	0	0	97.5	0	346	99	343	266	241	4.5	164	376	822.5	2939.5
Field Technician	0	0	0	0	0	0	98	0	0	0	0	0	0	0	98
Senior Analyst	0	0	0	97.5	0	258.5	0	97.5	45.5	479.5	0	0	0	0	978.5
Engineer	0	0	0	0	0	0	0	0	0	0	0	64	39	359	462
Field Supervisor	0	0	0	100	0	0	0	0	0	0	0	755	0	5	860
Analyst	0	113.5	0	299	0	8	0	372	296	0	0	0	373.5	32.5	1494.5
Administrative Support	0	0	0	0	199	0	0	6	289	0	2.5	0	0	102.5	599
	289	321.5	199	674	370	1275	1055	1441	1091	1013.5	178.5	1499	1701.5	2973	14081

### Summary of Hours by HOC Item

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1	General & Transition Management	Capital Programs and Back End Transition	Vice President	QNGu	22
1		Communications	Director	LRen	7
1		Corporate Services	Vice President	MBer	107
1		Customer Service	Field Supervisor	AKin	10
1			Senior Analyst	BBoi	7
1		Executive	Administrative Support	TBra	141
1			Vice President	BDuc	4
1				WSte	162
1		Financial Management	Manager	JBla	11
1			Senior Manager	ESan	2
1		HSE and Quality	Director	JMel	19
1			Field Tech	CBra	10
1			Senior Director	MPep	4
1			Vice President	EGon	56.5
1		Human Resources	Manager	DSch	3.5
1				MCha	18
1		Integration Management Office	Administrative Support	ACam	120
1				AYeo	142
1				SWad	22.5
1				SWon	4.5
1			Analyst	DMan	6
1				KVan	122
1				DSmi	32
1			Manager	CSHu	117
1				DGun	99.5
1			Senior Analyst	CRiv	45.5
1			Vice President	PGog	194.5
1		ITOT	Senior Analyst	CJub	9
1				MHum	4
1			Vice President	GSar	182
1		Legal	Vice President	KFin	20.5
1		Operations	Director	SDun	16
1			Engineer	DTur	12
1			Field Supervisor	CEsk	4.5
1				DHam	13
1				GSme	10.5
1				KBla	4.5
1				LGra	45
1				LPet	11
1				NTul	15.5
1			Manager	LSan	15
1				MMie	4
1			Senior Manager	TPet	7.5
1				TTon	3
1			Vice President	TMcL	51
1		Regulatory	Vice President	MHur	15.5
1		Utility Transformation	Director	LWoo	87
1			Engineer	MHal	13.5
1			Manager	JKin	90
1				RGig	3
1				RWon	67
1		Human Resources	Vice President	ASch	9
1	<b>General &amp; Transition Management Total</b>				
1.01	Governmental Approvals	Regulatory	Manager	BGon	128
1.01			Vice President	MBer	2
1.01				MHur	8
1.01	<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	20.5
1.02		Regulatory	Manager	BGon	43
1.02		Utility Transformation	Manager	DPat	1
1.02				HTra	32



HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)	
<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	Director	AEng	24.5	
1.03			Manager	BGon	1	
1.03			Senior Manager	SWei	150	
1.03			Vice President	MHur	25	
<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	16	
2.01				NTul	48.5	
<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	Utility Transformation	Engineer	CLoo	8	
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	121	
2.0301				RGig	54.5	
<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	43.5	
2.0302			Field Supervisor	CEsk	6.5	
2.0302				DBou	15	
2.0302				KBla	12.5	
2.0302			Manager	LSan	90	
2.0302				MMie	30	
2.0302				TMcl	40	
<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	Manager	DGun	42.5	
2.0303		Operations	Senior Manager	TTon	33	
2.0303			Vice President	TMcl	4	
<b>2.0303</b>	<b>Emergency Response / Disaster Recovery / Business Continuity Planning Total</b>					
2.0304	Fleet Management Plan	Operations	Director	WGra	17	
2.0304			Field Supervisor	DHam	91.5	
2.0304				LPet	8	
2.0304				Vice President	TMcl	7
<b>2.0304</b>	<b>Fleet Management Plan Total</b>					
2.0305	Asset Management	Utility Transformation	Engineer	MDav	49	
2.0305				MHal	2	
2.0305				SPra	17	
2.0305			Manager	RWon	8	
2.0305			Senior Director	CAnd	5	
2.0305			Vice President	DCor	1	
<b>2.0305</b>	<b>Asset Management Total</b>					
2.0306	Ops Technical Training	HSE and Quality	Director	JPhe	42	
2.0306				JWie	71	
2.0306			Manager	JWat	90	
2.0306			Trainer	JLop	192	
2.0306				Vice President	EGon	95.5
<b>2.0306</b>	<b>Ops Technical Training Total</b>					
2.0307	Safety Management Plan	HSE and Quality	Director	JMel	82	
2.0307			Field Tech	CBra	88	
2.0307		Operations	Field Supervisor	DBou	24	
2.0307				Vice President	TMcl	3
<b>2.0307</b>	<b>Safety Management Plan Total</b>					
2.0308	Engineering Plan	Utility Transformation	Administrative Support	RHam	87.5	
2.0308			Director	DFli	88	
2.0308				JMcE	53	
2.0308				JWid	5	
2.0308				SRaj	91	
2.0308				HGon	84	
2.0308				FCar	19.5	
2.0308			Engineer	ANas	11.5	
2.0308			Senior Director	ADan	40	
2.0308				DBor	11	
2.0308				HCan	99	
2.0308				JHol	6	
2.0308				SWar	91	

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
2.0308				CAnd	11
2.0308				RHun	72
2.0308			Vice President	GLem	13
<b>2.0308</b>	<b>Engineering Plan Total</b>				
2.0309	Identification of real estate	Financial Management	Director	AOrl	14.5
2.0309			Manager	JBla	19
2.0309			Vice President	DMil	1
<b>2.0309</b>	<b>Identification of real estate Total</b>				
2.031	Materials Management and Warehouse Plan	Operations	Field Supervisor	KBla	30.5
2.031			Vice President	TMcL	4
<b>2.031</b>	<b>Materials Management and Warehouse Plan Total</b>				
2.0311	System Operations Plan	Operations	Director	SDun	32.5
2.0311			Engineer	DTur	45
2.0311			Field Supervisor	CEsk	57
2.0311				DBou	34
2.0311				LGra	23
2.0311				LPet	65
2.0311			Senior Manager	TPet	24
2.0311				TTon	30
<b>2.0311</b>	<b>System Operations Plan Total</b>				
2.0312	Vegetation Management Plan	Operations	Field Supervisor	MRob	2
2.0312				SWal	76
<b>2.0312</b>	<b>Vegetation Management Plan Total</b>				
2.05	Environmental Exposure Management Plan	HSE and Quality	Director	CCla	95
2.05			Senior Manager	AWal	3
<b>2.05</b>	<b>Environmental Exposure Management Plan Total</b>				
3.02	Development of Improvement Initiatives	Utility Transformation	Vice President	JRom	17
<b>3.02</b>	<b>Development of Improvement Initiatives Total</b>				
3.03	Consolidate Assessment and Initiative Plans from All Areas	Utility Transformation	Administrative Support	IMes	15
<b>3.03</b>	<b>Consolidate Assessment and Initiative Plans from All Areas Total</b>				
3.04	Development of System Remediation Plan	Customer Service	Manager	SLov	15
3.04			Senior Manager	JLai	3
3.04		Financial Management	Manager	JBla	14.5
3.04				RGae	4
3.04			Senior Manager	ESan	7.5
3.04			Vice President	DMil	24
3.04		Operations	Director	SDun	13
3.04			Engineer	DTur	6
3.04			Field Supervisor	KBla	3.5
3.04			Manager	MMie	2
3.04			Senior Manager	TTon	18
3.04			Vice President	TMcL	7
3.04		Utility Transformation	Director	HBas	4
3.04				JLop	49
3.04				RDum	55
3.04				STer	35.5
3.04			Engineer	ANas	45
3.04				CLoo	43.5
3.04				JVil	105
3.04			Field Supervisor	MRob	5
3.04			Manager	ASpa	27
3.04				DPat	1
3.04				DWil	171
3.04				RGig	7
3.04				RWon	32.5
3.04				TTka	7
3.04			Senior Director	HCha	7
3.04			Vice President	CWil	4
3.04				DCor	63
3.04				VRom	59.5
3.04				RMas	3
<b>3.04</b>	<b>Development of System Remediation Plan Total</b>				
3.05	Approval of System Remediation Plan	Regulatory	Analyst	BWis	173

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
3.05			Director	AEng	143.5
3.05			Vice President	MHur	46
3.05		Utility Transformation	Manager	RGig	32.5
<b>3.05</b>	<b>Approval of System Remediation Plan Total</b>				
4.01	Evaluating customer service facilities and assets	Customer Service	Analyst	KFuh	31.5
4.01			Senior Manager	JLai	1
<b>4.01</b>	<b>Evaluating customer service facilities and assets Total</b>				
4.02	Evaluating and updating customer service policies and procedures	Customer Service	Analyst	TSmi	7.5
4.02			Manager	SLov	30
4.02			Senior Analyst	BBoi	72.5
4.02			Senior Manager	JLai	3
<b>4.02</b>	<b>Evaluating and updating customer service policies and procedures Total</b>				
4.03	Development of a meter reading plan	Utility Transformation	Director	JRic	6.5
4.03			Engineer	RDum	20
4.03				BJoh	15
<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	73.5
4.04				TSmi	37.5
4.04				EEve	60
4.04				JVal	44
4.04			Manager	SLov	30
4.04			Senior Analyst	BBoi	14
4.04			Senior Manager	JLai	51
<b>4.04</b>	<b>Development of a Customer Service Transition Plan Total</b>				
4.06	Development of a meter asset management plan	Utility Transformation	Analyst	SEll	1.5
4.06			Director	JRic	8.5
<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	Analyst	EEve	45
4.07				JLai	22
<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	HBas	9
<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	90
4.09			Manager	SLov	22.5
4.09			Senior Analyst	BBoi	4
<b>4.09</b>	<b>Establish Integration Between Customer Services &amp; T&amp;D Ops Total</b>				
5.01	Development of an IT / OT communication plan and acceptance criteria	ITOT	Director	NBue	20
5.01			Senior Analyst	CCol	46
<b>5.01</b>	<b>Development of an IT / OT communication plan and acceptance criteria Total</b>				
5.02	Develop IT OT Systems Remediation Plan	ITOT	Manager	JBad	33.5
5.02			Senior Analyst	GTwe	65
5.02				MHum	16
<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	63
<b>5.04</b>	<b>Development of Cyber Security and Business Continuity Plan Total</b>				
5.07	Commencement Cutover Planning	ITOT	Director	NBue	49
5.07			Manager	JBad	92
5.07			Senior Analyst	GTwe	76
5.07				MHum	10
<b>5.07</b>	<b>Commencement Cutover Planning Total</b>				
6.02	Description of Approach to Complying with Initial Budget Delivery Obligations Under OMA	Financial Management	Manager	KKos	92
<b>6.02</b>	<b>Description of Approach to Complying with Initial Budget Delivery Obligations Under OMA Total</b>				
6.03	Formalizing changes to control processes	Financial Management	Senior Manager	ESan	9
6.03				JCas	16
<b>6.03</b>	<b>Formalizing changes to control processes Total</b>				
6.04	Establishing a financial accounting system and account structure.	Financial Management	Director	DCar	140.5
6.04				SYea	105.5
6.04			Vice President	DMil	2.5
<b>6.04</b>	<b>Establishing a financial accounting system and account structure. Total</b>				
6.05	Initial Budget Complete (Final)	Financial Management	Manager	JBla	0.5
6.05				JSto	1
6.05				KKos	99.5
6.05			Vice President	DMil	59.5

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
6.05		Integration Management Office	Analyst	DSmi	8
6.05			Manager	CShu	7
6.05		ITOT	Director	NBue	6
6.05		Operations	Director	SDun	3
6.05			Engineer	DTur	1
6.05			Field Supervisor	KBla	4
6.05			Manager	MMie	4
6.05			Senior Manager	TPet	7.5
6.05			Vice President	TMcL	9
6.05		Utility Transformation	Vice President	DCor	11
6.05	<b>Initial Budget Complete (Final) Total</b>				
6.06	Establishing bank accounts	Financial Management	Director	BArn	1
6.06	<b>Establishing bank accounts Total</b>				
6.07	Evaluating and updating the payroll and labor cost reporting systems.	Financial Management	Director	BArn	5
6.07			Vice President	DMil	2.5
6.07	<b>Evaluating and updating the payroll and labor cost reporting systems. Total</b>				
6.09	Processes & Procedures and Overall Internal Controls	Financial Management	Senior Manager	ESan	9
6.09		Regulatory	Manager	BGon	24
6.09	<b>Processes &amp; Procedures and Overall Internal Controls Total</b>				
7.05	Project Worksheet Assessment	Regulatory	Vice President	MHur	14.5
7.05	<b>Project Worksheet Assessment Total</b>				
8.02	Complete LUMA IT onboarding	Capital Programs and Back End Transition	Manager	OEhg	24
8.02		Financial Management	Director	DHol	5
8.02			Manager	JBla	3
8.02				JSto	3
8.02			Senior Manager	ESan	41.5
8.02			Vice President	DMil	3
8.02		Human Resources	Analyst	AAim	113.5
8.02				CCep	25
8.02				YMar	133.5
8.02			Manager	MCha	86
8.02				ORod	48
8.02			Senior Analyst	CSim	97.5
8.02		Operations	Director	WGra	18
8.02				SDun	7.5
8.02			Field Supervisor	CEsk	4
8.02				DBou	21
8.02				DHam	9
8.02				KBla	17
8.02				LGra	49
8.02				LPet	20
8.02			Manager	MMie	19
8.02			Senior Manager	TPet	57
8.02				TTon	4
8.02			Vice President	TMcL	12
8.02		Human Resources	Administrative Support	EUfe	6
8.02			Vice President	ASch	29
8.02	<b>Complete LUMA IT onboarding Total</b>				
8.03	Redesign New Org	Human Resources	Director	AMil	2
8.03			Manager	MCha	13
8.03		Integration Management Office	Analyst	DSmi	120
8.03		Utility Transformation	Analyst	SPer	31
8.03			Director	RCha	72
8.03			Engineer	CLoo	3
8.03			Manager	DWil	27
8.03				RGig	10
8.03			Vice President	CWil	20
8.03				DCor	8
8.03				DNov	32
8.03				GLem	8
8.03	<b>Redesign New Org Total</b>				
8.05	Standup Human Capital Management (HCM) System	Human Resources	Analyst	CCep	65
8.05			Director	AMil	14.5

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
8.05			Manager	MCha	10.5
8.05				TCas	163.5
8.05			Senior Manager	JCal	120
<b>8.05</b>	<b>Standup Human Capital Management (HCM) System Total</b>				
8.06	Communication Plan	Communications	Analyst	ABri	113.5
8.06			Director	JJac	40
8.06				LRen	118
8.06		Corporate Services	Vice President	MBer	5
<b>8.06</b>	<b>Communication Plan Total</b>				
8.07	Training (Workforce Development) Plan	Human Resources	Senior Manager	JCal	16
8.07		Operations	Director	SDun	4.5
<b>8.07</b>	<b>Training (Workforce Development) Plan Total</b>				
8.08	Total Rewards Retirement Program	Human Resources	Analyst	CCep	35
8.08			Director	EFer	50
8.08			Vice President	LMar	68
<b>8.08</b>	<b>Total Rewards Retirement Program Total</b>				
8.09	Occupational Health and Wellness Plan	Human Resources	Vice President	LMar	70
<b>8.09</b>	<b>Occupational Health and Wellness Plan Total</b>				
8.12	Develop a Community Investment Plan	Communications	Director	LRen	35
8.12		Corporate Services	Director	DPin	66
<b>8.12</b>	<b>Develop a Community Investment Plan Total</b>				
9.01	Establishment of GenCo Shared Services and Agreement	Legal	Vice President	KFin	3.5
9.01		Regulatory	Senior Director	NDee	44
<b>9.01</b>	<b>Establishment of GenCo Shared Services and Agreement Total</b>				
9.03	Non-Federal Funding Procurement Manual	Financial Management	Director	DHol	15
9.03			Vice President	DMil	0.5
<b>9.03</b>	<b>Non-Federal Funding Procurement Manual Total</b>				
9.04	Physical Security Plan	Utility Transformation	Engineer	IRey	22.5
9.04			Manager	DHar	63
9.04				RGig	32.5
<b>9.04</b>	<b>Physical Security Plan Total</b>				
9.05	Data Security Plan Approval	ITOT	Senior Analyst	MHum	2.5
<b>9.05</b>	<b>Data Security Plan Approval Total</b>				
9.07	System Operation Principles - Regulatory Approvals	Regulatory	Senior Director	NDee	16
9.07			Vice President	MHur	31
<b>9.07</b>	<b>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 Manager	ESan	6.5
<b>10.01</b>	<b>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	3
10.02			Manager	JBla	8.5
<b>10.02</b>	<b>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	63
10.03			Senior Manager	ESan	4
10.03			Vice President	DMil	1.5
<b>10.03</b>	<b>Assuming Existing Subcontracts (ID System Contracts) Total</b>				
12.02	Required Insurance (Delivery of insurance certificates)	Financial Management	Manager	JSto	7
12.02			Vice President	DMil	1.5
<b>12.02</b>	<b>Required Insurance (Delivery of insurance certificates) Total</b>				
12.03	Baseline performance levels	Integration Management Office	Analyst	DSmi	8
12.03		Regulatory	Director	AEng	3
12.03			Vice President	MHur	25.5
12.03		Utility Transformation	Director	ASad	38
12.03			Engineer	MHal	1
12.03			Senior Director	DHal	150
12.03			Vice President	DCor	69
<b>12.03</b>	<b>Baseline performance levels Total</b>				
12.04	Back End Transition Plan	Capital Programs and Back End Transition	Vice President	QNgu	7
<b>12.04</b>	<b>Back End Transition Plan Total</b>				
12.1	Performance Metrics - Regulatory Approval	Legal	Vice President	KFin	139.5
<b>12.1</b>	<b>Performance Metrics - Regulatory Approval Total</b>				
Non HOC 01	ManagementCo IT Systems	ITOT	Senior Analyst	MHum	1
<b>Non HOC 01</b>	<b>ManagementCo IT Systems Total</b>				
Non HOC 02	ServeCo IT Systems	ITOT	Director	NBue	36

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
Non HOC 02			Manager	KCon	115.5
Non HOC 02			Senior Analyst	CCol	48.5
Non HOC 02				CJub	122.5
Non HOC 02				MHum	5.5
<b>Non HOC 02</b>	<b>ServeCo IT Systems Total</b>				
Non HOC 03	Open Claims Review	Financial Management	Manager	JSto	3
<b>Non HOC 03</b>	<b>Open Claims Review Total</b>				
Non HOC 04	Stand Up Capital Program Organization	Capital Programs and Back End Transition	Manager	NBra	47
Non HOC 04				OEhg	88.5
Non HOC 04			Vice President	QNgu	80
<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	4
Non HOC 06				Lizi	191.5
Non HOC 06			Director	AEng	53
Non HOC 06			Senior Manager	SWei	8
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	15
Non HOC 07		Legal	Administrative Support	JBel	2.5
Non HOC 07			Manager	ANay	4.5
Non HOC 07			Vice President	MBer	8
<b>Non HOC 07</b>	<b>Legal Requirements Total</b>				
Non HOC 13	Assess Regulatory Mandates over IRP	Regulatory	Director	HBas	19
Non HOC 13			Vice President	MHur	4
<b>Non HOC 13</b>	<b>Assess Regulatory Mandates over IRP Total</b>				
Non HOC 14	Negotiate PPOA	Regulatory	Engineer	SNaz	13
<b>Non HOC 14</b>	<b>Negotiate PPOA Total</b>				
Non HOC 15	LUMA MC Ongoing Back Office Support	Financial Management	Analyst	ABar	8
Non HOC 15			Director	BArn	139.5
Non HOC 15			Senior Analyst	BOcc	150
Non HOC 15				RKos	34.5
Non HOC 15			Vice President	DMil	40
<b>Non HOC 15</b>	<b>LUMA MC Ongoing Back Office Support Total</b>				
<b>Total</b>					<b>12726.5</b>

### Summary of Hours by HOC Item (previous months)

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1	General & Transition Management	Executive	Administrative Support	TBra	58
1			Vice President	WSte	5
1		Financial Management	Manager	JBla	14.5
1		HSE and Quality	Manager	JVar	9
1			Vice President	EGon	28
1		Human Resources	Director	AMil	18
1			Manager	DSch	0.5
1		ITOT	Senior Analyst	MHum	0.5
1		Operations	Senior Manager	TPet	2.5
1		Regulatory	Manager	BGon	2
1			Vice President	MHur	5
1		Utility Transformation	Manager	RWon	3.5
<b>1</b>	<b>General &amp; Transition Management Total</b>				
1.01	Governmental Approvals	Regulatory	Manager	BGon	111
1.01			Vice President	MHur	1.5
<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)	Regulatory	Manager	BGon	58
1.02			Vice President	MHur	1
<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	Director	AEng	53
1.03				HBas	4
1.03			Manager	BGon	9
1.03			Vice President	MHur	10.5
<b>1.03</b>	<b>Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Waiver Approvals) Total</b>				
2.0304	Fleet Management Plan	Operations	Field Supervisor	DHam	6
<b>2.0304</b>	<b>Fleet Management Plan Total</b>				
2.0305	Asset Management	Utility Transformation	Director	HBas	10
<b>2.0305</b>	<b>Asset Management Total</b>				
2.0306	Ops Technical Training	HSE and Quality	Director	JWie	20
2.0306			Trainer	JLop	8
2.0306			Vice President	EGon	142
<b>2.0306</b>	<b>Ops Technical Training Total</b>				
2.0308	Engineering Plan	Utility Transformation	Engineer	ANas	4
2.0308			Senior Director	ADan	2
2.0308				JHol	2
2.0308			Vice President	GLem	2
<b>2.0308</b>	<b>Engineering Plan Total</b>				
2.0309	Identification of real estate	Financial Management	Director	AOrl	2
2.0309			Manager	JBla	22.5
<b>2.0309</b>	<b>Identification of real estate Total</b>				
2.0311	System Operations Plan	Operations	Senior Manager	TPet	3
<b>2.0311</b>	<b>System Operations Plan Total</b>				
2.0312	Vegetation Management Plan	Operations	Field Supervisor	SWal	8
<b>2.0312</b>	<b>Vegetation Management Plan Total</b>				
3.04	Development of System Remediation Plan	Financial Management	Manager	JBla	17
3.04		Operations	Senior Manager	TPet	15.5
3.04		Utility Transformation	Director	HBas	30
3.04			Engineer	ANas	4
3.04				CLoo	6.5
3.04				JVil	7.5
3.04			Manager	RWon	1
3.04				TTka	31
3.04			Senior Director	HCha	53
<b>3.04</b>	<b>Development of System Remediation Plan Total</b>				
3.05	Approval of System Remediation Plan	Regulatory	Director	AEng	95.5
3.05			Vice President	MHur	5
<b>3.05</b>	<b>Approval of System Remediation Plan Total</b>				
4.08	Development of Non-Technical Energy Loss Reduction Plan	Utility Transformation	Director	HBas	27
<b>4.08</b>	<b>Development of Non-Technical Energy Loss Reduction Plan Total</b>				
5.04	Development of Cyber Security and Business Continuity Plan	ITOT	Senior Analyst	MHum	8
<b>5.04</b>	<b>Development of Cyber Security and Business Continuity Plan Total</b>				

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
6.05	Initial Budget Complete (Final)	Financial Management	Manager	JBla	4
<b>6.05</b>	<b>Initial Budget Complete (Final) Total</b>				
7.05	Project Worksheet Assessment	Regulatory	Vice President	MHur	3
<b>7.05</b>	<b>Project Worksheet Assessment Total</b>				
8.02	Complete LUMA IT onboarding	Financial Management	Manager	JBla	6
8.02		Human Resources	Director	AMil	2
8.02		Operations	Senior Manager	TPet	19
<b>8.02</b>	<b>Complete LUMA IT onboarding Total</b>				
8.03	Redesign New Org	Human Resources	Director	AMil	14
<b>8.03</b>	<b>Redesign New Org Total</b>				
8.05	Standup Human Capital Management (HCM) System	Human Resources	Director	AMil	44
8.05			Senior Manager	JCal	8
<b>8.05</b>	<b>Standup Human Capital Management (HCM) System Total</b>				
8.06	Communication Plan	Communications	Director	LRen	6
<b>8.06</b>	<b>Communication Plan Total</b>				
8.08	Total Rewards Retirement Program	Human Resources	Director	EFer	20
8.08			Vice President	LMar	69
<b>8.08</b>	<b>Total Rewards Retirement Program Total</b>				
8.09	Occupational Health and Wellness Plan	Human Resources	Vice President	LMar	69
<b>8.09</b>	<b>Occupational Health and Wellness Plan Total</b>				
8.12	Develop a Community Investment Plan	Communications	Director	LRen	2
8.12		Corporate Services	Director	DPin	6
<b>8.12</b>	<b>Develop a Community Investment Plan Total</b>				
9.01	Establishment of GenCo Shared Services and Agreement	Regulatory	Vice President	MHur	2.5
<b>9.01</b>	<b>Establishment of GenCo Shared Services and Agreement Total</b>				
9.07	System Operation Principles - Regulatory Approvals	Regulatory	Engineer	SNaz	3
9.07			Vice President	MHur	5.5
<b>9.07</b>	<b>System Operation Principles - Regulatory Approvals Total</b>				
10.02	Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc.	Financial Management	Manager	JBla	16
<b>10.02</b>	<b>Plans and Procedures for assuming responsibility for securing use of assets, facilities, IT / OT, etc. Total</b>				
12.03	Baseline performance levels	Regulatory	Director	AEng	1
12.03			Vice President	MHur	7
<b>12.03</b>	<b>Baseline performance levels Total</b>				
Non HOC 02	ServeCo IT Systems	ITOT	Senior Analyst	MHum	2
<b>Non HOC 02</b>	<b>ServeCo IT Systems Total</b>				
Non HOC 06	Regulatory Support of Handover Checklist Items	Regulatory	Analyst	Llzi	5
Non HOC 06			Director	AEng	24
Non HOC 06			Vice President	MHur	4.5
<b>Non HOC 06</b>	<b>Regulatory Support of Handover Checklist Items Total</b>				
Non HOC 11	Development of System Operations Principles	Regulatory	Engineer	SNaz	8
Non HOC 11			Vice President	MHur	1
<b>Non HOC 11</b>	<b>Development of System Operations Principles Total</b>				
Non HOC 13	Assess Regulatory Mandates over IRP	Regulatory	Director	HBas	50
Non HOC 13			Engineer	SNaz	15
<b>Non HOC 13</b>	<b>Assess Regulatory Mandates over IRP Total</b>				
Non HOC 15	LUMA MC Ongoing Back Office Support	Financial Management	Senior Analyst	BOcc	11
<b>Non HOC 15</b>	<b>LUMA MC Ongoing Back Office Support Total</b>				
<b>Total</b>					<b>1354.5</b>

Note: Hours in the table above were missed on the November invoice # FETS-1120-01



Vendor	Count of Invoice #	Sum of Total (USD)
Aerotek Professional Services	43	\$ 193,789.22
Alumbra LLC	17	\$ 776,859.48
Alvarez & Marsal Corporate Performance Improvement, LLC	2	\$ 110,869.20
American Relocation Connections, LLC	19	\$ 157,713.29
AT&T Mobility Puerto Rico	1	\$ 724.52
ATCO Power (2010) Ltd.	2	\$ 10,975.14
BridgeSource Utilities Solutions, LLC	1	\$ 87,825.96
Covington & Burling LLP	2	\$ 34,654.11
DBR Professional Services	1	\$ 1,000.00
District View Office Center	3	\$ 694.85
DLA Piper LLP (US)	3	\$ 92,128.86
Innovative Emergency Management, Inc. (IEM)	5	\$ 105,058.82
International Business Machines Corporation (IBM)	1	\$ 459,109.80
Iris Vargas	2	\$ 12,800.00
Korn Ferry (US) NW 5854	1	\$ 2,400.00
NexTec Operating Corp	6	-\$ 393.05
Nory Sanchez-Alvarez	4	\$ 6,722.17
Oracle America, Inc.	4	\$ 36,447.75
People 2.0 North America	8	\$ 58,102.40
Quanta Workforce Solutions, LLC	6	\$ 143,463.33
Smartbridge	6	\$ 86,890.00
Translations & More	1	\$ 507.00
Workday, Inc.	1	\$ 183,162.90
BMA Group	2	\$ 24,163.53
CSS International, Inc	6	\$ 119,422.22
Global Project Solutions, LLC	2	\$ 29,609.31
Resources Global Professionals (RGP)	6	\$ 53,458.71
EAN Services, LLC (Enterprise)	4	\$ 57,091.98
Cigna	1	\$ 1,075.72
Office Depot	12	\$ 3,454.34
OGMA Language Studio	1	\$ 1,420.00
Trans4mative	3	\$ 31,622.50
Troutman Pepper Hamilton Sanders LLP	1	\$ 17,046.45
ARC Relocation Management PR, LLC	1	\$ 20,065.73
ATCO Infrastructure Solutions Ltd	1	\$ 57,602.48
ERM-PR, Inc.	1	\$ 30,685.20
Carimus Consulting	6	\$ 87,347.51
J.D. Power	2	\$ 45,049.00
Bennett Jones LLP	2	\$ 8,301.24
Axel Eugenio Colon-Perez	2	\$ 18,450.00
Kroma Advertising	14	\$ 160,319.37
Jones Lang LaSalle Puerto Rico, Inc.	6	\$ 166,476.14
Msuazo Language Services	1	\$ 4,401.10
C.H. Robinson Project Logistics Ltd.	1	\$ 24,465.16
American Wire Group (AWG)	1	\$ 1,307.90
Bonneville Group, Inc	1	\$ 7,451.46
Glenn International, Inc	1	\$ 5,213.25
Gulf South Forest Products, Inc	1	\$ 18,810.00
Texas Series of Lockton Companies, LLC	1	\$ 2,247.50
<b>Total</b>		<b>\$ 3,558,063.55</b>

### Third Party Labor Summary

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09826261	Santiago Morales, Lydm- Overtime	1.5	31.50	\$47.25
		Aerotek Professional Services	OP09826261	Santiago Morales, Lydm	28	21.00	\$588.00
		Aerotek Professional Services	OP09826261	Santiago Morales, Lydm- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09842083	Santiago Morales, Lydm	40	21.00	\$840.00
		Aerotek Professional Services	OP09842083	Santiago Morales, Lydm	2.5	31.50	\$78.75
		Aerotek Professional Services	OP09858305	Santiago Morales, Lydm- Overtime	2.5	31.50	\$78.75
		Aerotek Professional Services	OP09858305	Santiago Morales, Lydm	40	21.00	\$840.00
		Aerotek Professional Services	OP09875070	Santiago Morales, Lydm	38.5	21.00	\$808.50
		Aerotek Professional Services	OP09875070	Santiago Morales, Lydm - PTO	2	17.25	\$34.50
		Aerotek Professional Services	OP09875070	Santiago Morales, Lydm - overtime	2	31.50	\$63.00
		Aerotek Professional Services	OP09891240	Santiago Morales, Lydm	24	21.00	\$504.00
		Aerotek Professional Services	OP09891240	Santiago Morales, Lydm - Holiday	12	17.25	\$207.00
		Aerotek Professional Services	OP09891240	Santiago Morales, Lydm -overtime	1.5	31.50	\$47.25
		Alumbra LLC	82	Jeff Cummings	3	236.58	\$709.74
		Alumbra LLC	82	Carol Beirne	37	236.58	\$8,753.46
		Alumbra LLC	82	Sue Drake	3	236.58	\$709.74
		Alumbra LLC	82	Diane Guerriero	13.75	236.58	\$3,252.98
Alumbra LLC	82	Puja Guha	42.5	236.58	\$10,054.65		
Alumbra LLC	82	April Hayman	0.75	236.58	\$177.44		
Alumbra LLC	82	Robbie Proulx	0.75	236.58	\$177.44		
Alumbra LLC	82	Eric Sukamaran	31	236.58	\$7,333.98		
Alumbra LLC	82	Neil Reid	95	236.58	\$22,475.10		
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06A	Hours for Heather Robinson	10.5	460.00	\$4,830.00		
Covington & Burling LLP	60922789	Hours for Tato, Joseph A. (Partner)	25.1	1,200.00	\$30,120.00		
Covington & Burling LLP	60922789	Hours for King, Kevin F. (Partner)	0.8	935.00	\$748.00		
Covington & Burling LLP	60922789	Hours for McCormick, Bradford R. (Associate)	4	720.00	\$2,880.00		
Covington & Burling LLP	60922794	Hours for Tato, Joseph A. (Partner)	0.7	1,200.00	\$840.00		
DLA Piper LLP (US)	4039522	Hours for Harriet A. Lipkin, Partner	6	1,245.00	\$7,470.00		
DLA Piper LLP (US)	4039522	Hours for Miriam Figueroa, Partner	11	340.00	\$3,740.00		
DLA Piper LLP (US)	4027522	Hours for Rodriguez, Joseline (Associate)	16.8	585.00	\$9,828.00		
DLA Piper LLP (US)	4027522	Hours for López-Zambrana, Manuel (Partner)	18.7	450.00	\$8,415.00		
DLA Piper LLP (US)	4027522	Hours for Buxeda, Nikos (Partner)	26.5	395.00	\$10,467.50		
DLA Piper LLP (US)	4027522	Hours for Muniz, Mariana (Associate)	23.9	325.00	\$7,767.50		
DLA Piper LLP (US)	4027522	Hours for Álvarez, Camille (Associate)	35.1	275.00	\$9,652.50		
DLA Piper LLP (US)	4027522	Hours for Rozas, Laura (Contract Lawyer)	43.3	350.00	\$15,155.00		
DLA Piper LLP (US)	4027522	Hours for Kuhn, Jeffrey D. (Of Counsel)	0.3	750.00	\$225.00		
DLA Piper LLP (US)	4027522	Hours for Zutic, Thomas E. (Partner)	0.2	1,050.00	\$210.00		
DLA Piper LLP (US)	4027522	Hours for Fernandez Agramonte, Ruben Gerardo (	11.9	235.00	\$2,796.50		
DLA Piper LLP (US)	4027522	Hours for Albanese, Rachel Ehrlich (Partner) re: PR	6	950.00	\$5,700.00		
DLA Piper LLP (US)	4039450	Hours for Vann, Ryan (Partner)	6.9	890.00	\$6,141.00		
DLA Piper LLP (US)	4039450	Hours for Lipkin, Harriet A. (Partner)	2.5	1,245.00	\$3,112.50		
Quanta Workforce Solutions, LLC	QWS-092020-2B	Neuhaus June 22 - 30 (32 hours @ \$190)	32	190.00	\$6,080.00		
Quanta Workforce Solutions, LLC	QWS-092020-2B	Neuhaus August (111 hours @ \$190)	111	190.00	\$21,090.00		
Quanta Workforce Solutions, LLC	QWS-122020-2B	Mobius - C. Holladay (Dec 6 hours @ \$135)	6	135.00	\$810.00		
Quanta Workforce Solutions, LLC	QWS-122020-2B	Genuent Global -J. Gully (Dec 91.25 hours @ \$79)	91.25	79.95	\$7,295.44		
Global Project Solutions, LLC	21-1002	BRIAN REYNOLDS	40	137.50	\$5,500.00		
Global Project Solutions, LLC	21-1001	Brian Reynolds - Hours in Puerto Rico	96	184.38	\$17,700.00		
Troutman Pepper Hamilton Sanders LLP	30079953	Hours for Todd R. Coles	18.3	841.50	\$15,399.45		
Troutman Pepper Hamilton Sanders LLP	30079953	Hours for William R. Derasmo	2	823.50	\$1,647.00		
Bennett Jones LLP	1362983	Hours for Mark Kortbeek, Partner	5.7	715.00	\$4,075.50		
Bennett Jones LLP	1362983	Hours for Sina Kazemi, Associate	5.6	280.00	\$1,568.00		
Bennett Jones LLP	1366087	Hours for Mark Kortbeek, Partner	5.3	715.00	\$3,789.50		
Axel Eugenio Colon-Perez	LMC001	Axel Eugenio Colon-Perez, Legal Consultant	78	90.00	\$7,020.00		
Axel Eugenio Colon-Perez	LMC002	Legal Consulting Services rendered from Decembe	127	90.00	\$11,430.00		
	<b>General &amp; Transition Management Total</b>						
<b>1 Total</b>					<b>1297.6</b>		<b>\$291,422.92</b>
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (p	Alumbra LLC	77	Matt Ward	4.5	275.00	\$1,237.50

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Alumbra LLC	77	Matt Ward	3.5	325.00	\$1,137.50
		Alumbra LLC	77	Paul Raver	3.5	325.00	\$1,137.50
		Alumbra LLC	78	Matt Ward	5.5	352.55	\$1,939.03
		Alumbra LLC	78	Paul Raver	19	352.55	\$6,698.45
	<b>Plan to Address Gaps in Assets, Technology, Processes, etc. (p</b>						
<b>1.02 Total</b>					<b>36</b>		<b>\$12,149.98</b>
<b>1.03</b>	<b>Initial Budgets - PREB Rate Order Filing (Initial Budgets and Li</b>	Alumbra LLC	82	Jeff Cummings	58.5	204.39	\$11,956.82
		Alumbra LLC	82	Puja Guha	166	204.39	\$33,928.74
		Alumbra LLC	82	Eric Sukamaran	159.25	204.39	\$32,549.11
		Alumbra LLC	83	Jeff Cummings	3	340.00	\$1,020.00
	<b>Initial Budgets - PREB Rate Order Filing (Initial Budgets and Li</b>						
<b>1.03 Total</b>					<b>386.75</b>		<b>\$79,454.67</b>
<b>2.0304</b>	<b>Fleet Management Plan</b>	Alumbra LLC	76	Jeff Cummings	4	340.00	\$1,360.00
	<b>Fleet Management Plan Total</b>						
<b>2.0304 Total</b>					<b>4</b>		<b>\$1,360.00</b>
<b>2.031</b>	<b>Materials Management and Warehouse Plan</b>	Alumbra LLC	75	Jeff Cummings	2	340.00	\$680.00
		Alumbra LLC	76	Jeff Cummings	52	340.00	\$17,680.00
	<b>Materials Management and Warehouse Plan Total</b>						
<b>2.031 Total</b>					<b>54</b>		<b>\$18,360.00</b>
<b>2.0312</b>	<b>Vegetation Management Plan</b>	Alumbra LLC	76	Jeff Cummings	9	340.00	\$3,060.00
		Alumbra LLC	81	John Goodfellow	25	360.67	\$9,016.75
		Alumbra LLC	81	Kevin Eckert	2	360.62	\$721.24
		Alumbra LLC	81	Phil Charlton	3	360.67	\$1,082.01
	<b>Vegetation Management Plan Total</b>						
<b>2.0312 Total</b>					<b>39</b>		<b>\$13,880.00</b>
<b>2.05</b>	<b>Environmental Exposure Management Plan</b>	ERM-PR, Inc.	17940	Oscar Morales Nieves	15	35.00	\$525.00
		ERM-PR, Inc.	17940	Joshua J Cardona	142	65.00	\$9,230.00
		ERM-PR, Inc.	17940	Jose Hernandez	7	150.00	\$1,050.00
		ERM-PR, Inc.	17940	Ramon Ramos Toro	144	100.00	\$14,400.00
		ERM-PR, Inc.	17940	Noel Marrero Torres	18	125.00	\$2,250.00
		ERM-PR, Inc.	17940	Josh Calkin	6	185.00	\$1,110.00
		ERM-PR, Inc.	17940	Ricardo Silva Meza	4	150.00	\$600.00
		ERM-PR, Inc.	17940	Robert Beato Narvaez	4	85.00	\$340.00
	<b>Environmental Exposure Management Plan Total</b>						
<b>2.05 Total</b>					<b>340</b>		<b>\$29,505.00</b>
<b>3.05</b>	<b>Approval of System Remediation Plan</b>	Alumbra LLC	82	Jeff Cummings	37	301.47	\$11,154.39
		Alumbra LLC	82	Darin Johnson	43.5	301.47	\$13,113.95
		Alumbra LLC	82	Eric Sukamaran	15	301.47	\$4,522.05
		Alumbra LLC	82	Neil Reid	3	301.47	\$904.41
		Alumbra LLC	83	Darin Johnson	43	325.09	\$13,978.87
	<b>Approval of System Remediation Plan Total</b>						
<b>3.05 Total</b>					<b>141.5</b>		<b>\$43,673.67</b>
<b>4.02</b>	<b>Evaluating and updating customer service policies and proced</b>	Alumbra LLC	77	Jonathan Beinke	24	289.29	\$6,942.96
		Alumbra LLC	77	Matt Ward	103.5	281.33	\$29,117.66
		Alumbra LLC	77	Paul Raver	4	289.29	\$1,157.16
		Alumbra LLC	77	Paul Raver	7	281.33	\$1,969.31
		Alumbra LLC	78	Jonathan Beinke	14	301.32	\$4,218.48
		Alumbra LLC	78	Matt Ward	25	301.47	\$7,536.75
		Alumbra LLC	78	Paul Raver	9	301.47	\$2,713.23
		Alumbra LLC	78	Paul Raver	5	301.32	\$1,506.60
		Alumbra LLC	79	Ben Diehl	40	312.35	\$12,494.00
		Alumbra LLC	79	Bill Leasure	1.5	312.35	\$468.53
		Alumbra LLC	80	Ben Diehl	57	322.64	\$18,390.48
		Alumbra LLC	80	Bill Leasure	14	322.64	\$4,516.96
		Alumbra LLC	80	Stuart Walters	1	322.64	\$322.64
	<b>Evaluating and updating customer service policies and proced</b>						
<b>4.02 Total</b>					<b>305</b>		<b>\$91,354.76</b>
<b>4.04</b>	<b>Development of a Customer Service Transition Plan</b>	Alumbra LLC	77	Jonathan Beinke	28	275.00	\$7,700.00
		Alumbra LLC	77	Jonathan Beinke	23	304.23	\$6,997.29
		Alumbra LLC	77	Jonathan Beinke	3	332.14	\$996.42

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Alumbra LLC	77	Paul Raver	9.5	304.23	\$2,890.19
		Alumbra LLC	77	Paul Raver	4	332.14	\$1,328.56
		Alumbra LLC	78	Jonathan Beinke	4.5	275.00	\$1,237.50
		Alumbra LLC	78	Jonathan Beinke	2.5	352.55	\$881.38
		Alumbra LLC	78	Jonathan Beinke	11	338.93	\$3,728.23
		Alumbra LLC	78	Paul Raver	8.5	352.27	\$2,994.30
		Alumbra LLC	78	Paul Raver	19.5	338.93	\$6,609.14
		Alumbra LLC	79	Bill Leasure	41.5	309.78	\$12,855.87
		Alumbra LLC	79	Bill Leasure	1	319.29	\$319.29
		Alumbra LLC	79	Juan Carlos Blacker	78	309.78	\$24,162.84
		Alumbra LLC	79	Stuart Walters	29	309.78	\$8,983.62
		Alumbra LLC	79	Stuart Walters	6	319.29	\$1,915.74
		Alumbra LLC	80	Bill Leasure	2	375.00	\$750.00
		Alumbra LLC	80	Bill Leasure	75.5	334.39	\$25,246.45
		Alumbra LLC	80	Juan Carlos Blacker	20	334.39	\$6,687.80
		Alumbra LLC	80	Stuart Walters	77	334.39	\$25,748.03
		BridgeSource Utilities Solutions, LLC	1005	John Wazney	184	150.00	\$27,600.00
		BridgeSource Utilities Solutions, LLC	1005	Carol Randi Boswell	176	200.00	\$35,200.00
		BridgeSource Utilities Solutions, LLC	1005	Maria Paris Marciano	115	150.00	\$17,250.00
	<b>Development of a Customer Service Transition Plan Total</b>						
<b>4.04 Total</b>					<b>918.5</b>		<b>\$222,082.65</b>
<b>5.02</b>	<b>Develop IT OT Systems Remediation Plan</b>	Smartbridge	INV_9442	Sanat Nileshwar	28	225.00	\$6,300.00
		Smartbridge	INV_9505	Sanat Nileshwar	53	225.00	\$11,925.00
		Smartbridge	INV_9505	Carlos Ortega-Morales	3	180.00	\$540.00
		Smartbridge	INV_9505	Rob Amason	4	200.00	\$800.00
		Smartbridge	INV_9543	Sanat Nileshwar	41.5	225.00	\$9,337.50
		Smartbridge	INV_9543	Rob Amason	29.5	200.00	\$5,900.00
	<b>Develop IT OT Systems Remediation Plan Total</b>						
<b>5.02 Total</b>					<b>159</b>		<b>\$34,802.50</b>
<b>6.01</b>	<b>Determine Approach to Budgeting &amp; Reporting over FET &amp; Pr</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06B	Crespo, Jasmine	106	575.00	\$60,950.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06B	Galan, Larry	117.5	575.00	\$67,562.50
	<b>Determine Approach to Budgeting &amp; Reporting over FET &amp; Pr</b>						
<b>6.01 Total</b>					<b>223.5</b>		<b>\$128,512.50</b>
<b>6.04</b>	<b>Establishing a financial accounting system and account struct</b>	Nory Sanchez-Alvarez	LUMA 2020-0017	Translations of documents for Justin Handel	1	725.76	\$725.76
		Nory Sanchez-Alvarez	LUMA 2020-0018	Translation of documents for Justin Handel	1	3,843.07	\$3,843.07
	<b>Establishing a financial accounting system and account struct</b>						
<b>6.04 Total</b>					<b>2</b>		<b>\$4,568.83</b>
<b>6.07</b>	<b>Evaluating and updating the payroll and labor cost reporting</b>	People 2.0 North America	RL509364189	Justin Handel	80	126.00	\$10,080.00
		People 2.0 North America	RL509376842	Justin Handel	67	126.00	\$8,442.00
		Trans4mative	1529	Doug B	78	175.00	\$13,650.00
	<b>Evaluating and updating the payroll and labor cost reporting</b>						
<b>6.07 Total</b>					<b>225</b>		<b>\$32,172.00</b>
<b>6.09</b>	<b>Processes &amp; Procedures and Overall Internal Controls</b>	Resources Global Professionals (RGP)	RGP1051405	Miguel Marin	40	222.00	\$8,880.00
		Resources Global Professionals (RGP)	RGP1052802	Miguel Marin	51	222.00	\$11,322.00
		Resources Global Professionals (RGP)	RGP1053815	Miguel Marin	52.5	222.00	\$11,655.00
		Resources Global Professionals (RGP)	RGP1054605	Miguel Marin	48	222.00	\$10,656.00
	<b>Processes &amp; Procedures and Overall Internal Controls Total</b>						
<b>6.09 Total</b>					<b>191.5</b>		<b>\$42,513.00</b>
<b>7.02</b>	<b>Policies and Procedures</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO4-002	Pleasant, Dora	1	204.00	\$204.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-002	Potter, Lisa	32.5	204.00	\$6,630.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-002	Owens, James C	3.5	96.00	\$336.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-002	Carrero-Perez, Sigrid	7	114.00	\$798.00
	<b>Policies and Procedures Total</b>						
<b>7.02 Total</b>					<b>44</b>		<b>\$7,968.00</b>
<b>7.05</b>	<b>Project Worksheet Assessment</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO4-001	Diaz, Sonia E	26.5	96.00	\$2,544.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Pleasant, Dora	59.25	204.00	\$12,087.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Axton, Charles R	18.25	204.00	\$3,723.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Diaz, Sonia E	18.5	96.00	\$1,776.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Montz, Christian A	10	204.00	\$2,040.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Montz, Christian A	16.5	244.00	\$4,026.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Potter, Lisa	91.5	204.00	\$18,666.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Rushing, Shelby N	4.5	114.00	\$513.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Boyette, Alicia N	36	114.00	\$4,104.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Carrero-Perez, Sigrid	18.25	114.00	\$2,080.50
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Zimmerman, Tyler A	31.25	64.00	\$2,000.00
	<b>Project Worksheet Assessment Total</b>						
<b>7.05 Total</b>					<b>330.5</b>		<b>\$53,559.50</b>
<b>7.08</b>	<b>Drafting, Revising and Finalizing Federal Funding Procurement</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO4-001	Prosser, Kimberly L	1	114.00	\$114.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-004	Pleasant, Dora	0.25	204.00	\$51.00
	<b>Drafting, Revising and Finalizing Federal Funding Procurement</b>						
<b>7.08 Total</b>					<b>1.25</b>		<b>\$165.00</b>
<b>8.02</b>	<b>Complete LUMA IT onboarding</b>	Aerotek Professional Services	OP09810545	Hernandez, Genesis Par	39	18.60	\$725.40
		Aerotek Professional Services	OP09810545	Mones Quiroz, Krystal	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Perez Hernandez, Micha	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Diaz, Benny	39	18.60	\$725.40
		Aerotek Professional Services	OP09810545	Roldan, Michelin	39.5	18.60	\$734.70
		Aerotek Professional Services	OP09810545	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Colon Perez, Alexander	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Diaz Lopez, Kayra Mari	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Hernandez Soto, Franci	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Mojica Astacio, Kyara	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Ramos Matos, Solange C	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Rivera Rivera, Stacy A	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Rodriguez, Hector R	40	18.60	\$744.00
		Aerotek Professional Services	OP09810545	Gabriel Flores, Gabriel	40	18.60	\$744.00
		Aerotek Professional Services	OP09810546	Figueroa, Wilfredo	40	22.32	\$892.80
		Aerotek Professional Services	OP09810546	Diaz Lozada, Gelson	40	22.94	\$917.60
		Aerotek Professional Services	OP09829998	Rodriguez, Waleska Holiday Pay	8	16.10	\$128.80
		Aerotek Professional Services	OP09826265	Figueroa, Wilfredo	24	22.32	\$535.68
		Aerotek Professional Services	OP09826265	Diaz Lozada, Gelson	24	22.94	\$550.56
		Aerotek Professional Services	OP09826265	Diaz Lozada, Gelson Holiday Pay	8	21.28	\$170.24
		Aerotek Professional Services	OP09826265	Figueroa, Wilfredo Holiday Pay	8	20.70	\$165.60
		Aerotek Professional Services	OP09826262	Candelario Riutort, Ka	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Escandon, Iveain C	23	31.00	\$713.00
		Aerotek Professional Services	OP09826262	Guerra Morales, Franci	29.5	37.20	\$1,097.40
		Aerotek Professional Services	OP09826262	Morales Marquez, Ruth	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Ortiz Rosa, Lynette	29	37.20	\$1,078.80
		Aerotek Professional Services	OP09826262	Rivera Ruiz, Eneida	24	43.40	\$1,041.60
		Aerotek Professional Services	OP09826262	Ramos Sanchez, Barbara	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Santiago, Ginoris D	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Sanchez, Ada M	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Gonzalez Perez, Yari D	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Hernandez Martinez, Ro	16	37.20	\$595.20
		Aerotek Professional Services	OP09826262	Martinez Guindin, Dino	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Ocasio Castaneda, Yeid	24	37.20	\$892.80
		Aerotek Professional Services	OP09826262	Candelario Riutort, Ka- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Escandon, Iveain C- Holiday Pay	8	28.75	\$230.00
		Aerotek Professional Services	OP09826262	Gonzalez Perez, Yari D- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Guerra Morales, Franci- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Hernandez Martinez, Ro- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Martinez Guindin, Dino- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Morales Marquez, Ruth- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Ocasio Castaneda, Yeid- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Ortiz Rosa, Lynette- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Ramos Sanchez, Barbara- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Rivera Ruiz, Eneida- Holiday Pay	8	40.25	\$322.00
		Aerotek Professional Services	OP09826262	Sanchez, Ada M- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826262	Santiago, Ginoris D- Holiday Pay	8	34.50	\$276.00
		Aerotek Professional Services	OP09826261	Ramos, Kaysary	24	29.40	\$705.60

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aeroteq Professional Services	OP09826261	Rodriguez, Waleska	24	19.60	\$470.40
		Aeroteq Professional Services	OP09826261	Rodriguez, Waleska- Holiday Pay	8	16.10	\$128.80
		Aeroteq Professional Services	OP09842087	Figueroa, Wilfredo	40	22.32	\$892.80
		Aeroteq Professional Services	OP09842087	Diaz Lozada, Gelson	40	22.94	\$917.60
		Aeroteq Professional Services	OP09842085A	Sales Tax	1	111.08	\$111.08
		Aeroteq Professional Services	OP09842085A	Diaz Lopez, Kayra Marie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Diaz, Benny	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Gabriel Flores, Gabriela Yari	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Hernandez Soto, Francisco	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Hernandez, Genesis Paris	16	18.60	\$297.60
		Aeroteq Professional Services	OP09842085A	Hernandez, Genesis Paris	24	17.25	\$414.00
		Aeroteq Professional Services	OP09842085A	Mojica Astacio, Kyara Marie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Mones Quiroz, Krystal N	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Perez Hernandez, Michael Radames	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Ramos Matos, Solange Charisse	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Rivera Rivera, Stacy Angelis	32	18.60	\$595.20
		Aeroteq Professional Services	OP09842085A	Roldan, Michelin	39.5	18.60	\$734.70
		Aeroteq Professional Services	OP09842085A	Valentin Matta, Wilveanie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Barreto Colon, Sonia Margarita	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Rodriguez, Hector R	40	18.60	\$744.00
		Aeroteq Professional Services	OP09842085A	Rivera Rivera, Stacy Angelis - PTO	8	17.25	\$138.00
		Aeroteq Professional Services	OP09842084A	Escandon, Iveain C	36	31.00	\$1,116.00
		Aeroteq Professional Services	OP09842084A	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP09842084A	Candelario Riutort, Karina A	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Hernandez Martinez, Rosa N	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Ramos Sanchez, Barbara	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Santiago, Ginoris D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Gonzalez Perez, Yari Del Carmen	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Martinez Guandin, Dinora	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Ocasio Castaneda, Yeidy	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Sanchez, Ada M	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842084A	Guerra Morales, Fancisco Jose	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09842083	Rodriguez, Waleska	32	19.60	\$627.20
		Aeroteq Professional Services	OP09842083	Ramos, Kaysary	40	29.40	\$1,176.00
		Aeroteq Professional Services	OP09858306	Figueroa, Wilfredo	40	22.32	\$892.80
		Aeroteq Professional Services	OP09858306	Diaz Lozada, Gelson	40	22.94	\$917.60
		Aeroteq Professional Services	OP09858305	Rodriguez, Waleska	40	19.60	\$784.00
		Aeroteq Professional Services	OP09858303	Hernandez, Genesis Par	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Mones Quiroz, Krystal	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Perez Hernandez, Micha	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Diaz, Benny	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Roldan, Michelin	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Diaz Lopez, Kayra Mari	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Hernandez Soto, Franci	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Mojica Astacio, Kyara	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Ramos Matos, Solange C	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Rivera Rivera, Stacy A	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858303	Rodriguez, Hector R	40	18.60	\$744.00
		Aeroteq Professional Services	OP09858302	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Escandon, Iveain C	40	31.00	\$1,240.00
		Aeroteq Professional Services	OP09858302	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Ortiz Rosa, Lynette	40	37.20	\$1,488.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aeroteq Professional Services	OP09858302	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP09858302	Ramos Sanchez, Barbara	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Santiago, Ginoris D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Sanchez, Ada M	32	37.20	\$1,190.40
		Aeroteq Professional Services	OP09858302	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Hernandez Martinez, Ro	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Martinez Guindin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09858302	Ocasio Castaneda, Yeid	32	37.20	\$1,190.40
		Aeroteq Professional Services	OP09875071	Figueroa, Wilfredo	40	22.32	\$892.80
		Aeroteq Professional Services	OP09875071	Diaz Lozada, Gelson	6.5	22.94	\$149.11
		Aeroteq Professional Services	OP09875070	Rodriguez, Waleska	16	19.60	\$313.60
		Aeroteq Professional Services	OP09875068	Hernandez, Genesis Par	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Mones Quiroz, Krystal	39	18.60	\$725.40
		Aeroteq Professional Services	OP09875068	Perez Hernandez, Micha	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Diaz, Benny	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Roldan, Michelin	39	18.60	\$725.40
		Aeroteq Professional Services	OP09875068	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Colon Perez, Alexander	39.67	18.60	\$737.86
		Aeroteq Professional Services	OP09875068	Diaz Lopez, Kayra Mari	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Hernandez Soto, Franci	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Mojica Astacio, Kyara	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Ramos Matos, Solange C	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Rivera Rivera, Stacy A	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875068	Rodriguez, Hector R	40	18.60	\$744.00
		Aeroteq Professional Services	OP09875067	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Escandon, Iveain C	40	31.00	\$1,240.00
		Aeroteq Professional Services	OP09875067	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Ortiz Rosa, Lynette	1	8.28	\$8.28
		Aeroteq Professional Services	OP09875067	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP09875067	Ramos Sanchez, Barbara	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Santiago, Ginoris D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Sanchez, Ada M	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Hernandez Martinez, Ro	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Martinez Guindin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09875067	Ocasio Castaneda, Yeid	39.75	37.20	\$1,478.70
		Aeroteq Professional Services	OP09891240	Rodriguez, Waleska	16	16.10	\$257.60
		Iris Vargas	LE 2020-12	Consulting services to support LUMA	72	80.00	\$5,760.00
		Iris Vargas	LE 2020-14	Human Resources Consulting services	88	80.00	\$7,040.00
		Translations & More	190417	Interpreter- Hector Torres w/ Lindsey Petteplace	6.5	75.00	\$487.50
		BMA Group	20-4985	Rolon Rivera, Mariely	64	72.38	\$4,632.32
	<b>Complete LUMA IT onboarding Total</b>						
<b>8.02 Total</b>					<b>5142.92</b>		<b>\$147,583.93</b>
<b>8.04</b>		Nory Sanchez-Alvarez	LUMA 2020-0020	Excel Documents-10,114 word count	1	707.98	\$707.98
	<b>Total</b>						
<b>8.04 Total</b>					<b>1</b>		<b>\$707.98</b>
<b>8.05</b>	<b>Standup Human Capital Management (HCM) System</b>	Trans4mative	1510	Tommy R	49.5	185.00	\$9,157.50
	<b>Standup Human Capital Management (HCM) System Total</b>						
<b>8.05 Total</b>					<b>49.5</b>		<b>\$9,157.50</b>
<b>8.06</b>	<b>Communication Plan</b>	Aeroteq Professional Services	OP09795120	Velez-Rolon, Olga L	40	48.36	\$1,934.40
		Aeroteq Professional Services	OP09810547	Velez-Rolon, Olga L	40	48.36	\$1,934.40
		Aeroteq Professional Services	OP09826266	Velez-Rolon, Olga L	32	48.36	\$1,547.52
		Aeroteq Professional Services	OP09826266	Velez-Rolon, Olga L	8	44.85	\$358.80
		Aeroteq Professional Services	OP09842088	Sales Tax	1	18.79	\$18.79
		Aeroteq Professional Services	OP09842088	Velez-Rolon, Olga L	24	48.36	\$1,160.64
		Aeroteq Professional Services	OP09842088	Velez-Rolon, Olga L - PTO	16	44.85	\$717.60

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aerotek Professional Services	OP09858307	Velez-Rolon, Olga L	40	48.36	\$1,934.40
		Aerotek Professional Services	OP09875072	Velez-Rolon, Olga L	40	48.36	\$1,934.40
		Aerotek Professional Services	OP09891242	Velez-Rolon, Olga L	24	48.36	\$1,160.64
		Aerotek Professional Services	OP09891242	Velez-Rolon, Olga L - Vacation and Holiday	18	44.85	\$807.30
		Quanta Workforce Solutions, LLC	QWS-062020-2B	Advertising - Professional Narration services - Lum	1	1,500.00	\$1,500.00
	<b>Communication Plan Total</b>						
<b>8.06 Total</b>					<b>284</b>		<b>\$15,008.89</b>
	<b>8.07 Training (Workforce Development) Plan</b>	Nory Sanchez-Alvarez	LUMA 2020-0019	CDCA Catalog- 13,192 word count CECI Catalog- 4,	1	1,445.36	\$1,445.36
	<b>Training (Workforce Development) Plan Total</b>						
<b>8.07 Total</b>					<b>1</b>		<b>\$1,445.36</b>
	<b>8.08 Total Rewards Retirement Program</b>	BMA Group	20-4985	Barreto Ocasio, Marta	68	72.38	\$4,921.84
	<b>Total Rewards Retirement Program Total</b>						
<b>8.08 Total</b>					<b>68</b>		<b>\$4,921.84</b>
	<b>8.1 Compliance Plan</b>	BMA Group	20-4746	Elias Rivera, Maria	80	95.00	\$7,600.00
		BMA Group	20-4985	Elias Rivera, Maria	64	95.00	\$6,080.00
	<b>Compliance Plan Total</b>						
<b>8.1 Total</b>					<b>144</b>		<b>\$13,680.00</b>
	<b>9.01 Establishment of GenCo Shared Services and Agreement</b>	Alumbra LLC	73	Jim Seibert	21	344.69	\$7,238.49
		Alumbra LLC	73	Manisha Shah	17	344.69	\$5,859.73
		Alumbra LLC	73	Charlie Fijnvandraat	10	344.69	\$3,446.90
		Alumbra LLC	74	Jim Seibert	58.5	375.00	\$21,937.50
	<b>Establishment of GenCo Shared Services and Agreement Total</b>						
<b>9.01 Total</b>					<b>106.5</b>		<b>\$38,482.62</b>
	<b>9.02 Emergency Response Plan (4.2.g)</b>	Alumbra LLC	82	Roger Garratt	11	258.64	\$2,845.04
		Alumbra LLC	82	Neil Reid	8	258.64	\$2,069.12
		Alumbra LLC	82	Ruth Obrien	21.5	258.64	\$5,560.76
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Pleasant, Dora	6	204.00	\$1,224.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Axton, Charles R	1.5	204.00	\$306.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Montz, Christian A	4	244.00	\$976.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Ingle, Rachel	126	132.00	\$16,632.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Van Overschelde, Eliza	80	114.00	\$9,120.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Rosel, Vicki A	18	96.00	\$1,728.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Van Overshelde, Eliza	33.25	114.00	\$3,790.50
	<b>Emergency Response Plan (4.2.g) Total</b>						
<b>9.02 Total</b>					<b>309.25</b>		<b>\$44,251.42</b>
	<b>9.07 System Operation Principles - Regulatory Approvals</b>	Alumbra LLC	69	Brian Walshe	14	321.51	\$4,501.14
		Alumbra LLC	69	Chuck Walker	4	321.51	\$1,286.04
		Alumbra LLC	69	Tim Condon	71.5	321.51	\$22,987.97
		Alumbra LLC	71	Brian Walshe	4	341.57	\$1,366.28
		Alumbra LLC	71	Chuck Walker	46	341.57	\$15,712.22
		Alumbra LLC	71	Nick Davey	39	341.57	\$13,321.23
		Alumbra LLC	72	Brian Walshe	27	375.00	\$10,125.00
		Quanta Workforce Solutions, LLC	QWS-072020-2B -01	ION Consulting services- Chuck Walker	24	250.00	\$6,000.00
	<b>System Operation Principles - Regulatory Approvals Total</b>						
<b>9.07 Total</b>					<b>229.5</b>		<b>\$75,299.88</b>
	<b>10.02 Plans and Procedures for assuming responsibility for securing</b>	Aerotek Professional Services	OP09826261	Pagan, Glorybelle	32	21.00	\$672.00
		Aerotek Professional Services	OP09826261	Pagan, Glorybelle- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09842083	Pagan, Glorybelle	40	21.00	\$840.00
		Aerotek Professional Services	OC14124466A	Garcia Rodriguez, Francisco L	40	112.00	\$4,480.00
		Aerotek Professional Services	OP09858305	Pagan, Glorybelle	40	21.00	\$840.00
		Aerotek Professional Services	OC14145920	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aerotek Professional Services	OP09875070	Pagan, Glorybelle	40	21.00	\$840.00
		Aerotek Professional Services	OC14168883	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aerotek Professional Services	OC14189751	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aerotek Professional Services	OP09891240	Pagan, Glorybelle	40	21.00	\$840.00
		Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001074	Health Pre Assessments	140	175.00	\$24,500.00
		Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001073	Health Pre-assessments	100	175.00	\$17,500.00
		Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001072	Health Pre-assessments	100	175.00	\$17,500.00
		Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001071	Health Pre-assessments	173	175.00	\$30,275.00
		Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001070	Health Pre-assessments	110	175.00	\$19,250.00



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
	Plans and Procedures for assuming responsibility for securing						
<b>10.02 Total</b>					<b>983</b>		<b>\$131,115.00</b>
<b>12.02</b>	<b>Required Insurance (Delivery of insurance certificates)</b>	Texas Series of Lockton Companies, LLC	18371384	Peter McGoldrick	2.5	325.00	\$812.50
		Texas Series of Lockton Companies, LLC	18371384	Todd Haselhorst	3	325.00	\$975.00
		Texas Series of Lockton Companies, LLC	18371384	Alfonse Baki	0.5	200.00	\$100.00
		Texas Series of Lockton Companies, LLC	18371384	Alberto Hernandez	0.5	125.00	\$62.50
		Texas Series of Lockton Companies, LLC	18371384	Chris Black	1	160.00	\$160.00
		Texas Series of Lockton Companies, LLC	18371384	Jeff Estrada	0.5	275.00	\$137.50
	<b>Required Insurance (Delivery of insurance certificates) Total</b>						
<b>12.02 Total</b>					<b>8</b>		<b>\$2,247.50</b>
<b>12.03</b>	<b>Baseline performance levels</b>	Alumbra LLC	82	Puja Guha	20	180.00	\$3,600.00
		Alumbra LLC	82	Eric Sukamaran	15	180.00	\$2,700.00
		Alumbra LLC	83	Jeff Cummings	2.5	323.64	\$809.10
		Alumbra LLC	83	Jeff Cummings	43.5	325.09	\$14,141.42
		Alumbra LLC	83	Darin Johnson	3	323.64	\$970.92
	<b>Baseline performance levels Total</b>						
<b>12.03 Total</b>					<b>84</b>		<b>\$22,221.44</b>
<b>Non HOC 02</b>	<b>ServeCo IT Systems</b>	DBR Professional Services	42003	Support for contract review	4	250.00	\$1,000.00
		International Business Machines Corporation (IBM)	C20C3MF	Kaley, LC	92	245.00	\$22,540.00
		International Business Machines Corporation (IBM)	C20C3MF	Northrup, M	68	395.00	\$26,860.00
		International Business Machines Corporation (IBM)	C20C3MF	Sanjay Bhattacharya	117	90.00	\$10,530.00
		International Business Machines Corporation (IBM)	C20C3MF	Rowan, T	12	395.00	\$4,740.00
		International Business Machines Corporation (IBM)	C20C3MF	Dussault, B	120	295.00	\$35,400.00
		International Business Machines Corporation (IBM)	C20C3MF	Harrison, M	56	210.00	\$11,760.00
		International Business Machines Corporation (IBM)	C20C3MF	Li, Y	120	150.00	\$18,000.00
		International Business Machines Corporation (IBM)	C20C3MF	McKay, D	102	395.00	\$40,290.00
		International Business Machines Corporation (IBM)	C20C3MF	Snell, M	86	295.00	\$25,370.00
		International Business Machines Corporation (IBM)	C20C3MF	Marshall, C	25	295.00	\$7,375.00
		International Business Machines Corporation (IBM)	C20C3MF	Adarsh Venkatesh	162	60.00	\$9,720.00
		International Business Machines Corporation (IBM)	C20C3MF	Gokaram Sukumar	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C20C3MF	Pawan Ahuja	180	60.00	\$10,800.00
		International Business Machines Corporation (IBM)	C20C3MF	Subrat Ghosh	180	60.00	\$10,800.00
		International Business Machines Corporation (IBM)	C20C3MF	Ashirbad Choudhury	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C20C3MF	Chanchal Rajak	85.5	60.00	\$5,130.00
		International Business Machines Corporation (IBM)	C20C3MF	Mini Gupta	126	60.00	\$7,560.00
		International Business Machines Corporation (IBM)	C20C3MF	Neeraj Kumar	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C20C3MF	Rafeeuddin Shaik	44.2	60.00	\$2,652.00
		International Business Machines Corporation (IBM)	C20C3MF	Ramprasad Ghosh	85.5	60.00	\$5,130.00
		International Business Machines Corporation (IBM)	C20C3MF	Dougherty, SA	34	395.00	\$13,430.00
		International Business Machines Corporation (IBM)	C20C3MF	Pascual, S	39	295.00	\$11,505.00
		International Business Machines Corporation (IBM)	C20C3MF	Ransom, FJ	43	210.00	\$9,030.00
		International Business Machines Corporation (IBM)	C20C3MF	Wells, K	64	150.00	\$9,600.00
		International Business Machines Corporation (IBM)	C20C3MF	Gupta, A	16	395.00	\$6,320.00
		International Business Machines Corporation (IBM)	C20C3MF	Corey, M	155	245.00	\$37,975.00
		International Business Machines Corporation (IBM)	C20C3MF	Smandych, R	74.5	245.00	\$18,252.50
		International Business Machines Corporation (IBM)	C20C3MF	Sohini Saha	16	90.00	\$1,440.00
		International Business Machines Corporation (IBM)	C20C3MF	Ayan Banyopadhyay	126	60.00	\$7,560.00
		International Business Machines Corporation (IBM)	C20C3MF	Deshmukh, U	136	295.00	\$40,120.00
		Smartbridge	INV_9443	Deepthi Raju	70	225.00	\$15,750.00
		Smartbridge	INV_9510	Deepthi Raju	92.5	225.00	\$20,812.50
		Smartbridge	INV_9544	Deepthi Raju	69	225.00	\$15,525.00
		CSS International, Inc	19264	Robert Allen	64	210.00	\$13,440.00
		CSS International, Inc	19267	Scott Hood	32	240.00	\$7,680.00
		CSS International, Inc	19366	Hood, Scott	120	230.00	\$27,600.00
		CSS International, Inc	19365	Allen, Robert	122	210.00	\$25,620.00
		CSS International, Inc	19364	Bennett, Dan	180	230.00	\$41,400.00
		Trans4mative	1527	Tyler R.	43	205.00	\$8,815.00
	<b>ServeCo IT Systems Total</b>						
<b>Non HOC 02 Total</b>					<b>3674.2</b>		<b>\$618,312.00</b>
<b>Non HOC 06</b>	<b>Regulatory Support of Handover Checklist Items</b>	Aerotek Professional Services	OP09826261	Hernandez Ramirez, Yan	24	21.00	\$504.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aerotek Professional Services	OP09826261	Tavarez Duran, Claudia	24	18.20	\$436.80
		Aerotek Professional Services	OP09826261	Hernandez Ramirez, Yan- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09842083	Hernandez Ramirez, Yan	40	21.00	\$840.00
		Aerotek Professional Services	OP09842083	Tavarez Duran, Claudia	40	18.20	\$728.00
		Aerotek Professional Services	OP09858305	Hernandez Ramirez, Yan	40	21.00	\$840.00
		Aerotek Professional Services	OP09858305	Tavarez Duran, Claudia	37.5	18.20	\$682.50
		Aerotek Professional Services	OP09875070	Hernandez Ramirez, Yan	40	21.00	\$840.00
		Aerotek Professional Services	OP09875070	Tavarez Duran, Claudia	40	18.20	\$728.00
		Aerotek Professional Services	OP09891240	Hernandez Ramirez, Yan	32.5	21.00	\$682.50
		Aerotek Professional Services	OP09891240	Hernandez Ramirez, Yan - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09895569	Tavarez Duran, Claudia	31.5	18.20	\$573.30
		Aerotek Professional Services	OP09895569	Tavarez Duran, Claudia	8	14.95	\$119.60
		Alumbra LLC	83	Neil Reid	24	310.00	\$7,440.00
	<b>Regulatory Support of Handover Checklist Items Total</b>						
<b>Non HOC 06 Total</b>					<b>397.5</b>		<b>\$14,690.70</b>
<b>Non HOC 11</b>	<b>Development of System Operations Principles</b>	Alumbra LLC	69	Brian Walshe	2	375.00	\$750.00
		Alumbra LLC	70	Brian Walshe	2	375.00	\$750.00
		Alumbra LLC	71	Chuck Walker	2.5	340.00	\$850.00
		Alumbra LLC	82	Puja Guha	10.5	298.84	\$3,137.82
		Alumbra LLC	82	Eric Sukamaran	5	298.84	\$1,494.20
		Alumbra LLC	82	Mike Demilio	58.75	180.00	\$10,575.00
		Alumbra LLC	82	Neil Reid	165	298.84	\$49,308.60
		Alumbra LLC	83	Neil Reid	22	310.00	\$6,820.00
	<b>Development of System Operations Principles Total</b>						
<b>Non HOC 11 Total</b>					<b>267.75</b>		<b>\$73,685.62</b>
<b>Non HOC 14</b>	<b>Negotiate PPOA</b>	Alumbra LLC	69	Brian Walshe	9	375.00	\$3,375.00
		Alumbra LLC	69	Brian Walshe	8	365.00	\$2,920.00
		Alumbra LLC	69	Brian Walshe	36	366.39	\$13,190.04
		Alumbra LLC	69	Chuck Walker	6	365.00	\$2,190.00
		Alumbra LLC	69	Eric Markell	5.5	365.00	\$2,007.50
		Alumbra LLC	69	Roger Garratt	1.5	365.00	\$547.50
		Alumbra LLC	69	Tom Campone	5.5	366.39	\$2,015.15
		Alumbra LLC	69	To balance receipts with invoiced amount	1	(0.34)	(\$0.34)
		Alumbra LLC	70	Brian Walshe	61	375.00	\$22,875.00
		Alumbra LLC	70	Jim Seibert	1	375.00	\$375.00
	<b>Negotiate PPOA Total</b>						
<b>Non HOC 14 Total</b>					<b>134.5</b>		<b>\$49,494.85</b>
<b>Non HOC 15</b>	<b>LUMA MC Ongoing Back Office Support</b>	Aerotek Professional Services	OC14081651	Sales Tax	1	44.80	\$44.80
		Aerotek Professional Services	OC14081651	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aerotek Professional Services	OP09826264	Sales Tax	1	6.08	\$6.08
		Aerotek Professional Services	OP09826264	Lora Mejia, Robert	15.5	39.20	\$607.60
		Aerotek Professional Services	OC14102508	Garcia Rodriguez, Fran	32	112.00	\$3,584.00
		Aerotek Professional Services	OC14102508	Garcia Rodriguez, Fran- Holiday Pay	8	92.00	\$736.00
		Aerotek Professional Services	OP09842086	Lora Mejia, Robert	25	39.20	\$980.00
		Aerotek Professional Services	OP09858304	Lora Mejia, Robert	37.25	39.20	\$1,460.20
		Aerotek Professional Services	OP09875069	Lora Mejia, Robert	37.5	39.20	\$1,470.00
		Aerotek Professional Services	OP09891239	Lora Mejia, Robert	23.25	39.20	\$911.40
		Aerotek Professional Services	OP09891239	Lora Mejia, Robert - Holiday	8	32.20	\$257.60
		NexTec Operating Corp	154318	Quanta Marine Services - Dynamics SL Support (da	1	1,899.79	(\$1,899.79)
		NexTec Operating Corp	155556	Quanta Marine Services - Dynamics SL Support (Ac	4.5	195.00	(\$72.40)
		NexTec Operating Corp	159927	Adam Rezende	1.25	195.00	\$243.75
		NexTec Operating Corp	159168	Adam Rezende	0.25	195.00	\$48.75
		NexTec Operating Corp	159168	MyLien Le	5.5	195.00	\$1,072.50
		NexTec Operating Corp	160900	MyLien Le	0.25	195.00	\$48.75
		NexTec Operating Corp	161102	David Safstrom	0.25	195.00	\$48.75
		People 2.0 North America	RL509374188	Ellen Lackey- Overtime	9	84.00	\$756.00
		People 2.0 North America	RL509374188	Ellen Lackey	77.5	56.00	\$4,340.00
		People 2.0 North America	RL509374190	Dennis Khiev	84	84.80	\$7,123.20
		People 2.0 North America	RL509374191	Tashera Warner	93	112.00	\$10,416.00
		People 2.0 North America	RL509376841	Ellen Lackey	59.25	56.00	\$3,318.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		People 2.0 North America	RL509376843	Dennis Khiev	59	84.80	\$5,003.20
		People 2.0 North America	RL509376844	Tashera Warner	77	112.00	\$8,624.00
	<b>LUMA MC Ongoing Back Office Support Total</b>						
<b>Non HOC 15 Total</b>					<b>700.25</b>		<b>\$53,608.39</b>
<b>Grand Total</b>					<b>17283.97</b>		<b>\$2,423,419.90</b>

**All Other Expense Items**

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09826261	Sales Tax	\$9.92
		Aerotek Professional Services	OP09842083	Sales Tax	\$12.82
		Aerotek Professional Services	OP09858305	Sales Tax	\$10.16
		Aerotek Professional Services	OP09875070	Sales Tax	\$9.08
		Aerotek Professional Services	OP09891240	Sales Tax	\$6.70
		Alumbra LLC	9	covid 19 test	\$95.00
		Alumbra LLC	70	Brian Walshe - COVID test	\$159.00
		Alumbra LLC	75	Jeff Cummings - COVID test	\$99.00
		Alumbra LLC	83	To balance receipts with invoice	(\$0.31)
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06A	Admin Fee	\$144.90
		American Relocation Connections, LLC	28900	John Stone	\$485.00
		American Relocation Connections, LLC	28900	Lee Wood	\$485.00
		American Relocation Connections, LLC	28900	Amy Kingshott	\$485.00
		American Relocation Connections, LLC	28900	ARC Escrow Fee	\$242.50
		American Relocation Connections, LLC	28900	David Harbord	\$485.00
		American Relocation Connections, LLC	28900	Darren Miller	\$485.00
		American Relocation Connections, LLC	28900	Stephanie Fisher	\$485.00
		American Relocation Connections, LLC	28900	Raphael Gignac	\$485.00
		American Relocation Connections, LLC	28900	Susan Hightower	\$485.00
		American Relocation Connections, LLC	28900	jinniferkirk48@gmail.com	\$485.00
		American Relocation Connections, LLC	30107	Hieu Tran	\$808.33
		American Relocation Connections, LLC	30107	Linda Osorno	\$808.34
		American Relocation Connections, LLC	30107	Navneet Bradoo	\$808.33
		American Relocation Connections, LLC	30107	Evelyn Everitt Portillo	\$808.34
		American Relocation Connections, LLC	30107	Avery Aimes	\$808.33
		American Relocation Connections, LLC	30107	ARC Escrow Fee	\$242.50
		American Relocation Connections, LLC	30107	Arden Spachynski	\$808.33
		American Relocation Connections, LLC	30106	Paul Raver	\$538.89
		American Relocation Connections, LLC	30106	Juan Carlos Blacker	\$538.88
		American Relocation Connections, LLC	30106	Colette Jubinville	\$538.89
		American Relocation Connections, LLC	30106	JESSICA LAIRD	\$538.89
		American Relocation Connections, LLC	30106	TYE MCALLISTER	\$538.89
		American Relocation Connections, LLC	30106	ARC Escrow Fee	\$242.50
		American Relocation Connections, LLC	30106	Grag Sarich	\$538.89
		American Relocation Connections, LLC	30106	Craig Schutt	\$538.89
		American Relocation Connections, LLC	30106	Shirley Erb	\$538.89
		American Relocation Connections, LLC	30162	P Bond- Quality move management	\$13,390.43
		American Relocation Connections, LLC	30161	P Bond- Quality move management	\$21,025.14
		American Relocation Connections, LLC	30158	P Bond- Quality move management	\$1,663.52
		American Relocation Connections, LLC	30172	Sandy Love	\$606.25
		American Relocation Connections, LLC	30172	Ashley Miller	\$606.25
		American Relocation Connections, LLC	30172	Amy Bridges	\$606.25
		American Relocation Connections, LLC	30172	ROBIN KOSTEK	\$606.25
		American Relocation Connections, LLC	30172	Escrow fee	\$242.48
		American Relocation Connections, LLC	30172	Eduardo Sanvido	\$606.25
		American Relocation Connections, LLC	30172	Alexandre Nassif	\$606.25
		American Relocation Connections, LLC	30172	Cindy Goodrich Sanche	\$606.25
		American Relocation Connections, LLC	30172	Michelle Hrycauk Nassif	\$606.25
		American Relocation Connections, LLC	30171	Don Cortez- First class moving systems of south Florida	\$18,600.00
		American Relocation Connections, LLC	29588	Tyler Smith - Quality Move Management	\$4,317.99
		American Relocation Connections, LLC	29589	Spencer Weiss - Quality Move Management	\$11,789.23
		American Relocation Connections, LLC	29675	Rad Tulan - Quality Move Management	\$13,017.38
		American Relocation Connections, LLC	29584	Owen Ehgoetz - Quality Move Management	\$9,883.19
		American Relocation Connections, LLC	29596	Mark Mielke - Quality Move Management	\$170.00
		American Relocation Connections, LLC	29581	Mark Mielke - Quality Move Management	\$10,714.79
		American Relocation Connections, LLC	30063	Mario Hurtado - First Class Moving Systems	\$6,919.78
		American Relocation Connections, LLC	29598	Jessica Laird - Quality Move Management	\$2,580.91

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		American Relocation Connections, LLC	29585	Gabriela Tweten - Quality Move Management	\$9,272.39
		American Relocation Connections, LLC	29599	Dianne Gunderson- Quality Move Management	\$9,310.71
		American Relocation Connections, LLC	29583	Colette Jubinsville - Quality Move Management	\$5,711.74
		ARC Relocation Management PR, LLC	29582	Navneet Bradoo- Quality Move Management, INC	\$20,065.73
		ATCO Infrastructure Solutions Ltd	122020-2LB	TELUS- Cell Phones - November	\$2,371.55
		ATCO Infrastructure Solutions Ltd	122020-2LB	Humphreys, Mark- meals	\$242.78
		ATCO Infrastructure Solutions Ltd	122020-2LB	Humphreys, Mark- vehicle expenses/taxi	\$529.44
		ATCO Infrastructure Solutions Ltd	122020-2LB	Humphreys, Mark- vehicle expense/taxi	\$431.57
		ATCO Infrastructure Solutions Ltd	122020-2LB	Tweten, Gabriela- vehicle expenses	\$249.86
		ATCO Infrastructure Solutions Ltd	122020-2LB	Jubenville, Colette- hotel	\$3,928.04
		ATCO Infrastructure Solutions Ltd	122020-2LB	Jubenville, Colette- meals	\$23.41
		ATCO Infrastructure Solutions Ltd	122020-2LB	Badenhorst, Johan- hotel	\$4,814.57
		ATCO Infrastructure Solutions Ltd	122020-2LB	Badenhorst, Johan- meals	\$153.66
		ATCO Infrastructure Solutions Ltd	122020-2LB	Eskelson, Chris- hotel	\$415.18
		ATCO Infrastructure Solutions Ltd	122020-2LB	Tonsi, Terry- meals	\$105.15
		ATCO Infrastructure Solutions Ltd	122020-2LB	Tonsi, Terry- Vehicle expenses	\$38.42
		ATCO Infrastructure Solutions Ltd	122020-2LB	Eskelson, Chris- vehicle expenses	\$39.47
		ATCO Infrastructure Solutions Ltd	122020-2LB	Eskelson, Chris- meals	\$20.24
		ATCO Infrastructure Solutions Ltd	122020-2LB	Smeall, Greg- hotel	\$346.69
		ATCO Infrastructure Solutions Ltd	122020-2LB	Graham, Luc- Vehicle expenses	\$29.34
		ATCO Infrastructure Solutions Ltd	122020-2LB	Taylor, Robert- hotel	\$5,335.29
		ATCO Infrastructure Solutions Ltd	122020-2LB	Taylor, Robert- meals	\$364.89
		ATCO Infrastructure Solutions Ltd	122020-2LB	FRAGOMEN (CANADA) CO- Taylor, Robert relocation costs	\$48.62
		ATCO Infrastructure Solutions Ltd	122020-2LB	Finkbiner, Pat- vehicle expenses	\$882.35
		ATCO Infrastructure Solutions Ltd	122020-2LB	Finkbiner, Pat- meals	\$40.95
		ATCO Infrastructure Solutions Ltd	122020-2LB	Blackmore, Kyle - vehicle expenses	\$135.91
		ATCO Infrastructure Solutions Ltd	122020-2LB	Blackmore, Kyle- vehicle expenses	\$464.71
		ATCO Infrastructure Solutions Ltd	122020-2LB	Blackmore, Kyle- meals	\$54.27
		ATCO Infrastructure Solutions Ltd	122020-2LB	Cell phones - November (TELUS)	\$2,876.28
		ATCO Infrastructure Solutions Ltd	122020-2LB	COVID testing (Amy Bridges)	\$36.63
		ATCO Infrastructure Solutions Ltd	122020-2LB	Pincott, Donna relocation costs (FRAGOMEN)	\$1,367.07
		ATCO Infrastructure Solutions Ltd	122020-2LB	Vehicle rental - Navneet Bradoo	\$1,410.02
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, parking, wifi (Tina Bragg)	\$301.11
		ATCO Infrastructure Solutions Ltd	122020-2LB	Meals - Tina Bragg	\$75.34
		ATCO Infrastructure Solutions Ltd	122020-2LB	Cell Phones - November (TELUS)	\$621.41
		ATCO Infrastructure Solutions Ltd	122020-2LB	Toll - Eduardo Sanvido	\$8.24
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, PMP designation fee, tolls - Curtis Clark	\$159.67
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, PMP designation fee, tolls (Curtis Clark) (4392.33, 19.73)	\$4,420.24
		ATCO Infrastructure Solutions Ltd	122020-2LB	CRSP designation fee, fuel (Crystal Brazao)	\$214.41
		ATCO Infrastructure Solutions Ltd	122020-2LB	Conference room bookings, CRIM & IIBA fees, equipment rental	\$5,369.00
		ATCO Infrastructure Solutions Ltd	122020-2LB	Insurance, toll (Van Dasselaar, Kyle)	\$360.25
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel (Darrell Wilvers)	\$5,915.82
		ATCO Infrastructure Solutions Ltd	122020-2LB	Meals - Gutierrez Villamizar, John	\$20.55
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, PMP designation fee, vehicle expenses - Raphael Gignac	\$193.62
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, PMP designation fee, vehicle expenses - Raphael Gignac	\$11,433.57
		ATCO Infrastructure Solutions Ltd	122020-2LB	Meals - Raphael Gignac (137.93, 59.12) and David Harbord (14.	\$212.00
		ATCO Infrastructure Solutions Ltd	122020-2LB	Meals - David Harbord	\$41.87
		ATCO Power (2010) Ltd.	112020-3LB	Cell Phones - September (Telus)	\$420.03
		ATCO Power (2010) Ltd.	112020-3LB	JIM PATTISON LEASE - Stensby, Wayne vehicle lease	\$668.30
		ATCO Power (2010) Ltd.	112020-2LB	Cell Phones - September (Telus)	\$221.15
		ATCO Power (2010) Ltd.	112020-2LB	Cell Phones - September TELUS	\$82.84
		ATCO Power (2010) Ltd.	112020-2LB	Maritime Travel - Pincott, Donna flights	\$820.97
		ATCO Power (2010) Ltd.	112020-2LB	Visa, hotel, vaccinations, meals, flight wifi (Donna Pincott)	\$2,324.32
		ATCO Power (2010) Ltd.	112020-2LB	Bridges, Amy relocation costs (FRAGOMEN)	\$1,335.13
		ATCO Power (2010) Ltd.	112020-2LB	Supplies - Hard drive, meals, tolls (Amy Bridges)	\$108.57
		ATCO Power (2010) Ltd.	112020-2LB	Vehicle rental, meal - Curtis Clark	\$821.57
		ATCO Power (2010) Ltd.	112020-2LB	Office supplies, vehicle expenses, meals (Crystal Brazao)	\$1,317.30
		ATCO Power (2010) Ltd.	112020-2LB	Maritime Travel - Gonzalez, Beatriz flights (see attached for br	\$1,512.91
		ATCO Power (2010) Ltd.	112020-2LB	FRAGOMEN (CANADA) CO - Engbloom, Ashley relocation costs	\$1,342.05
		BridgeSource Utilities Solutions, LLC	1005	John Wazney - Per Diem	\$1,277.18

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		BridgeSource Utilities Solutions, LLC	1005	Carol Randi Boswell - Per Diem	\$1,925.00
		BridgeSource Utilities Solutions, LLC	1005	John Wazney - Hotel	\$1,144.50
		BridgeSource Utilities Solutions, LLC	1005	John Wazney - Flights	\$789.19
		Covington & Burling LLP	60922789	Federal Express	\$66.11
		District View Office Center	INV-2019-1713	Storage Fee	\$95.00
		District View Office Center	INV-2019-1713	Standard Plus Virtual Office Plan	\$199.95
		District View Office Center	INV-2019-1714	Standard Plus Virtual Office Plan	\$199.95
		District View Office Center	2019-1712	Standard Plus Virtual Office Plan	\$199.95
		DLA Piper LLP (US)	4027522	Trademark fees, patent fees, certified copies/certificates	\$1,448.36
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Oct 1 - 31- On-island hotels	\$127.76
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Oct 1 - 31- Taxi/Car Rental in Puerto Rico	\$81.94
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Oct 1 - 31-Meals	\$275.36
		Quanta Workforce Solutions, LLC	QWS-112020-2B	PNC Bank National Association-on-island hotels	\$128.09
		Quanta Workforce Solutions, LLC	QWS-112020-2B	PNC Bank National Association-Meals	\$32.88
		Quanta Workforce Solutions, LLC	QWS-112020-2B	PNC Bank National Association- Flights to/from Puerto Rico	\$310.10
		Quanta Workforce Solutions, LLC	QWS-112020-2B	PNC Bank National Association- Taxi/Car Rental in Puerto Rico	\$5.00
		Quanta Workforce Solutions, LLC	QWS-112020-2B	CME Printing- 144951SH- Shipping for Laptop sleeves	\$141.88
		Quanta Workforce Solutions, LLC	NAVEX Global Inc - Dues And Subscrip		\$23,065.46
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Plane/Train Exp	\$3,385.07
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Taxi/Car Rental	\$565.62
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Lodging	\$819.57
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Meals & Entertainment	\$437.24
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association - Telephone Expense	\$724.52
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Software Appl	\$12.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association - Taxi/Car Rental	\$1,414.06
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association - Computer Supplies	\$267.58
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association - Travel Other	\$77.35
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Vehicle Expenses -December lease pass thru	\$894.94
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Payton Warner - Airfare	\$780.91
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Mike Pepin - Airfare	\$95.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Mike Pepin -Taxi/Rental Car/Tolls	\$838.68
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson -Airfare	\$537.40
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson -Assessment Supplies	\$531.99
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson - Lodging	\$193.03
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson - meals	\$431.78
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson -Misc Supplies	\$44.59
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson -Parking fees	\$78.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Watson - Taxi/Rental Car/Tolls	\$533.68
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Phelps -Airfare/fees/COVID Test	\$131.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Phelps -Lodging	\$1,680.43
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Phelps -meals	\$1,215.68
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Phelps -Misc Supplies	\$414.97
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Phelps -Taxi/Rental Car/Tolls	\$521.20
		Quanta Workforce Solutions, LLC	QWS-122020-2B	NLC - Jacob Phelps -Travel Supplies	\$39.52
		Quanta Workforce Solutions, LLC	QWS-122020-2B	DEC20 VRZN Allocation -Office Cell Phone	\$79.29
		Quanta Workforce Solutions, LLC	QWS-122020-2B	DEC20 BOIT -Separate Microsoft LUMA licenses	\$4,208.50
		Quanta Workforce Solutions, LLC	QWS-122020-2B	DEC20 AT&T Allocation -Office Cell Phone	\$4,804.04
		Quanta Workforce Solutions, LLC	QWS-122020-2B	IT Infrastructure -Monthly IT Infrastructure charge	\$1,552.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Auto Maint/Fuel	\$281.06
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Dues And Subscrip	\$169.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Office Supplies- Printing & Rep	\$537.42
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PAR Gregg Doeden -Plane/Train Exp	\$1,302.36
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PAR Gregg Doeden -Ground Transport	\$37.63
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PAR Gregg Doeden -Lodging	\$786.24
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PAR Gregg Doeden -Meals & Entertainment	\$159.54
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PAR Gregg Doeden -Supplies	\$22.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Rafael Chaparro - Airfare	\$407.20
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Rafael Chaparro -Taxi/Car Rental	\$88.44
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Rafael Chaparro -Lodging	\$2,039.07
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Rafael Chaparro -Meals & Entertainment	\$1,092.94

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Hugo Bashualdo -Airfare	\$665.20
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Hugo Bashualdo -Taxi/Car Rental	\$185.83
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Hugo Bashualdo -Meals & Entertainment	\$406.37
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Heriberto Gonzalez -Plane/Train Exp	\$623.59
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Heriberto Gonzalez -Taxi/Car Rental	\$23.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Heriberto Gonzalez -Meals & Entertainment	\$66.76
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Don Hall -Taxi/Car Rental	\$467.35
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Don Hall -Meals & Entertainment	\$316.63
		Quanta Workforce Solutions, LLC	QWS-122020-2B	QT Don Hall -Supplies	\$176.05
		Global Project Solutions, LLC	21-1001	Rapid PCR - COVID Test (Results Negative)	\$130.00
		Global Project Solutions, LLC	21-1001	Insurance as per Contract - Monthly Installments	\$729.31
		Global Project Solutions, LLC	21-1001	Monthly Lease per contract - \$100/day	\$3,100.00
		Global Project Solutions, LLC	21-1001	Daily Per Diem - \$175/day @ 14 days (Based on Timesheet day	\$2,450.00
		Resources Global Professionals (RGP)	RGP1051404	Miguel Marin- Meals	\$44.69
		Resources Global Professionals (RGP)	RGP1051404	Car expenses	\$254.83
		Resources Global Professionals (RGP)	RGP1051404	Airline tickets	\$253.09
		Resources Global Professionals (RGP)	RGP1052802	Hotel	\$1,320.76
		Resources Global Professionals (RGP)	RGP1052802	Out of town meals	\$449.86
		Resources Global Professionals (RGP)	RGP1052802	Car expenses	\$298.52
		Resources Global Professionals (RGP)	RGP1053815	Lodging	\$835.00
		Resources Global Professionals (RGP)	RGP1053815	Out of town meals	\$1,000.96
		Resources Global Professionals (RGP)	RGP1053815	Automobile expenses	\$466.23
		Resources Global Professionals (RGP)	RGP1054605	Lodging	\$1,169.00
		Resources Global Professionals (RGP)	RGP1054605	Out of town meals	\$803.77
		Resources Global Professionals (RGP)	RGP1054605	Airline tickets	\$320.80
		Resources Global Professionals (RGP)	RGP1054605	Automobile expenses	\$565.98
		Resources Global Professionals (RGP)	RGP1055637	Miguel Marin - out of town meals	\$704.51
		Resources Global Professionals (RGP)	RGP1055637	Miguel Marin - Automobile expenses	\$1,288.71
		Resources Global Professionals (RGP)	RGP1055637	Miguel Marin - Lodging	\$1,169.00
		EAN Services, LLC (Enterprise)	25820114	Mielke, Mark	\$1,235.52
		EAN Services, LLC (Enterprise)	25820114	Sanvido, Edwardo	\$1,235.52
		EAN Services, LLC (Enterprise)	25820114	Connell, Kristin	\$861.12
		EAN Services, LLC (Enterprise)	25820114	Finkbiner, Patrick	\$1,119.50
		EAN Services, LLC (Enterprise)	25820114	Tulan, Narad	\$1,235.52
		EAN Services, LLC (Enterprise)	25820114	Petteplace, Lindsey	\$1,131.52
		EAN Services, LLC (Enterprise)	25820114	Humphreys, Mark	\$764.80
		EAN Services, LLC (Enterprise)	25820114	Weiss, Spencer	\$1,235.52
		EAN Services, LLC (Enterprise)	25820114	Eskelson, Chris	\$1,131.52
		EAN Services, LLC (Enterprise)	25820114	Kingshott, Amy	\$713.36
		EAN Services, LLC (Enterprise)	25820114	Van Dasselaar, Kyle	\$1,131.52
		EAN Services, LLC (Enterprise)	25820114	Gonzalez, Esther	\$1,328.50
		EAN Services, LLC (Enterprise)	25820114	Caron, Debbie	\$562.56
		EAN Services, LLC (Enterprise)	25820114	Smith, Tyler	\$414.25
		EAN Services, LLC (Enterprise)	25820114	Occhipinti, Brad	\$1,220.80
		EAN Services, LLC (Enterprise)	25820114	McAllister, Tye	\$514.40
		EAN Services, LLC (Enterprise)	25820114	Turcios, David	\$2,703.74
		EAN Services, LLC (Enterprise)	25820114	McLaren, Todd	\$285.78
		EAN Services, LLC (Enterprise)	25873538	Buell, Nathan- 1NVQHP	\$923.22
		EAN Services, LLC (Enterprise)	25873538	Bond, Paul- 1NYOFT	\$764.80
		EAN Services, LLC (Enterprise)	25873538	Loo, Christopher- 1NZL3F	\$764.80
		EAN Services, LLC (Enterprise)	25873538	Eskelson, Chris- 1POFRS	\$1,335.36
		EAN Services, LLC (Enterprise)	25873538	Wise, Breanna- 1P49CS	\$1,235.52
		EAN Services, LLC (Enterprise)	25873538	Bourdages, Daniel- 1P6PBY	\$1,131.52
		EAN Services, LLC (Enterprise)	25873538	Wilvers, Darrell- 1P6QTV	\$720.72
		EAN Services, LLC (Enterprise)	25873538	Blackmore, Jenn- 1P6ZR7	\$861.12
		EAN Services, LLC (Enterprise)	25873538	Graham, Luc- 1PDL6L	\$980.51
		EAN Services, LLC (Enterprise)	25873538	Engbloom, Ashley- 1PMH1J	\$1,324.62
		EAN Services, LLC (Enterprise)	25873538	Charbonneau, Marc- 1PP2QV	\$764.80
		EAN Services, LLC (Enterprise)	25873538	Martinez, Yanira- 1Q20XS	\$755.04
		EAN Services, LLC (Enterprise)	25873538	Martinez, Lydia- 1Q23NM	\$1,235.52

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		EAN Services, LLC (Enterprise)	25873538	Nassif, Alexandre- 1Q39QD	\$1,052.56
		EAN Services, LLC (Enterprise)	25873538	Fuhrer, Kyle- 1R6ZP5	\$506.90
		EAN Services, LLC (Enterprise)	25873538	Mielke, Mark- 1RLYT4	\$709.61
		EAN Services, LLC (Enterprise)	25873538	Ehgoetz, Owen- 1TG1CT	\$836.47
		EAN Services, LLC (Enterprise)	25873538	Sims, Christa- 1TNDT5	\$752.48
		EAN Services, LLC (Enterprise)	25873538	Bourdages, Daniel- 1VKSRY	\$453.77
		EAN Services, LLC (Enterprise)	25873538	Badenhorst, Johannes- 1WW67D	\$189.19
		EAN Services, LLC (Enterprise)	25873538	Bond, Paul- 1X2POF	\$63.06
		EAN Services, LLC (Enterprise)	25873538	Loo, Christopher- 1XLW25	\$94.60
		EAN Services, LLC (Enterprise)	25873538	Jubinville, Colette- 350393581	\$1,044.79
		EAN Services, LLC (Enterprise)	25873538	Goguen, Paul- 350401984	\$1,044.79
		EAN Services, LLC (Enterprise)	25873538	Aimes, Avery- 350422371	\$1,044.79
		EAN Services, LLC (Enterprise)	25873538	Brandoo,Navneet- 350434833	\$1,348.53
		EAN Services, LLC (Enterprise)	25873538	Everitt Portillo, Evelyn R.- 350479006	\$1,156.01
		EAN Services, LLC (Enterprise)	25965741	Smith, Debra - 1RRWZR	\$1,290.02
		EAN Services, LLC (Enterprise)	25965741	Clark, Curtis - 1SNK58	\$713.36
		EAN Services, LLC (Enterprise)	25965741	Gutierrez, John - 1SPJ3W	\$764.80
		EAN Services, LLC (Enterprise)	25965741	Boisvert, Blair - 1STWT9	\$764.80
		EAN Services, LLC (Enterprise)	25965741	Sarich, Gregory S - 1SZYNR	\$764.80
		EAN Services, LLC (Enterprise)	25965741	Bridges, Amy - 1TM8NV	\$760.79
		EAN Services, LLC (Enterprise)	25965741	Humphreys, Mark - 1X04SV	\$570.26
		EAN Services, LLC (Enterprise)	25965741	Stensby, Wayne - 1YV2N5	\$813.70
		EAN Services, LLC (Enterprise)	25965741	Dunn, Sean - 120D50	\$255.84
		EAN Services, LLC (Enterprise)	25965741	Tonsi, Terry - 1ZL7SP	\$399.06
		EAN Services, LLC (Enterprise)	25965741	Wong, Richard - 350496936	\$1,044.79
		EAN Services, LLC (Enterprise)	25965741	Tweten, Gabriela - 350497410	\$1,219.74
		EAN Services, LLC (Enterprise)	25965741	Aimes, Avery - 350562478	\$555.94
		EAN Services, LLC (Enterprise)	26001122	Jessica Laird - 1TY1QM	\$1,235.52
		EAN Services, LLC (Enterprise)	26001122	Robin Kostek - 1VGHHM	\$713.36
		EAN Services, LLC (Enterprise)	26001122	Edwardo Sanvido - 1W6B03	\$1,242.82
		EAN Services, LLC (Enterprise)	26001122	Kristin Connell - 1W6L5Z	\$861.12
		EAN Services, LLC (Enterprise)	26001122	Amy Kingshott - 1X04J4	\$650.79
		EAN Services, LLC (Enterprise)	26001122	Dustin Hames - 20C36C	\$549.92
		Office Depot	1.32389E+11	Sales Tax	\$20.10
		Office Depot	1.32389E+11	Office supplies- Note cards, Mousepad, Dry Erase markers, Env	\$191.23
		Office Depot	1.31525E+11	Sales Tax	\$0.34
		Office Depot	1.31525E+11	Eraser whiteboard	\$2.98
		Office Depot	1.31505E+11	Sales Tax	\$23.37
		Office Depot	1.31505E+11	Alum Frame Mag, markers, cleaner	\$203.16
		Office Depot	1.31505E+11	Delivery	\$29.99
		Office Depot	1.31076E+11	Sales Tax	\$4.96
		Office Depot	1.31076E+11	Paper and water	\$43.11
		Office Depot	1.29243E+11	Sales Tax	\$20.12
		Office Depot	1.29243E+11	Monitor stand	\$174.95
		Office Depot	1.28774E+11	Sales Tax	\$46.00
		Office Depot	1.28774E+11	Magellan Desk- cherry	\$399.99
		Office Depot	1.28603E+11	Sales Tax	\$197.95
		Office Depot	1.28603E+11	Hand Sanitizer, Disinfectant wipe, face masks	\$1,721.30
		Office Depot	1.41045E+11	Sales Tax	\$2.29
		Office Depot	1.41045E+11	Coffee-mate, french vanilla	\$19.89
		Office Depot	1.43132E+11	Sales Tax	\$7.95
		Office Depot	1.43132E+11	Pens, tape, surge protector, pencils	\$69.12
		Office Depot	1.43432E+11	Sales Tax	\$8.53
		Office Depot	1.43432E+11	3HP, pad, Dkt 8.5x11.75	\$74.18
		Bennett Jones LLP	1362983	12% discount	(\$677.22)
		Bennett Jones LLP	1362983	Color printing	\$0.20
		Bennett Jones LLP	1366087	12% discount	(\$454.74)
	<b>General &amp; Transition Management Total</b>				
<b>1 Total</b>					<b>\$390,657.62</b>
<b>1.02</b>	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to inclu	Alumbra LLC	78	PR Sales Tax	<b>\$1,602.50</b>



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Alumbra LLC	78	Paul Raver- Per Diem	\$2,100.00
		Alumbra LLC	78	Paul Raver- Hotel	\$2,039.07
		Alumbra LLC	78	Paul Raver- airfare	\$950.20
		Alumbra LLC	78	To balance receipts to match invoice	(\$0.59)
		Alumbra LLC	79	Bill Leasure	\$3,028.90
		C.H. Robinson Project Logistics Ltd.	6129041193	Airfare	\$788.39
		C.H. Robinson Project Logistics Ltd.	6129041193	Hotel	\$788.38
		C.H. Robinson Project Logistics Ltd.	6129041193	Per diem	\$450.00
		C.H. Robinson Project Logistics Ltd.	6129041193	Automobile expenses	\$788.39
		C.H. Robinson Project Logistics Ltd.	6129041193	Gap assessment- Frank Guzman	\$21,650.00
	<b>Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to inc</b>				
<b>1.02 Total</b>					<b>\$34,185.24</b>
<b>1.03</b>	<b>Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Waiv</b>	Alumbra LLC	82	To balance receipts with invoice	\$0.46
	<b>Initial Budgets - PREB Rate Order Filing (Initial Budgets and Liability Wa</b>				
<b>1.03 Total</b>					<b>\$0.46</b>
<b>2.031</b>	<b>Materials Management and Warehouse Plan</b>	Alumbra LLC	75	Sales Tax	\$27.20
	<b>Materials Management and Warehouse Plan Total</b>				
<b>2.031 Total</b>					<b>\$27.20</b>
<b>2.05</b>	<b>Environmental Exposure Management Plan</b>	ERM-PR, Inc.	17940	Sales Tax	\$1,180.20
	<b>Environmental Exposure Management Plan Total</b>				
<b>2.05 Total</b>					<b>\$1,180.20</b>
<b>4.02</b>	<b>Evaluating and updating customer service policies and procedures</b>	Alumbra LLC	77	To balance receipts with invoice	\$0.45
		Alumbra LLC	78	Matt Ward- Per Diem	\$700.00
		Alumbra LLC	78	Matt Ward- airfare	\$759.20
		Alumbra LLC	78	Matt Ward- Hotel	\$556.11
		Alumbra LLC	79	Ben Diehl	\$1,954.68
		Alumbra LLC	80	Ben Diehl - Survey Monkey Licenses	\$384.00
	<b>Evaluating and updating customer service policies and procedures Tot</b>				
<b>4.02 Total</b>					<b>\$4,354.44</b>
<b>4.04</b>	<b>Development of a Customer Service Transition Plan</b>	Alumbra LLC	78	Jonathan Beinke- hotel	\$901.94
		Alumbra LLC	78	Jonathan Beinke - airfare	\$824.68
		Alumbra LLC	78	Jonathan Beinke - Per Diem	\$875.00
		Alumbra LLC	79	PR Sales Tax	\$2,448.00
		Alumbra LLC	79	Stuart Walters	\$1,616.48
		Alumbra LLC	79	To balance receipts with invoice	\$0.11
		Alumbra LLC	79	Juan Carlos Blackner	\$4,922.64
		Alumbra LLC	80	To balance receipts with invoice	\$0.14
		AT&T Mobility Puerto Rico	12597193	AT&T Charges for 1-800 number	\$724.52
		BridgeSource Utilities Solutions, LLC	1005	Sales Tax	\$2,640.09
		OGMA Language Studio	8Q-123120-1	December Language Service Package	\$1,420.00
		J.D. Power	INV-US64397	2020 US Electric Residential Tracking OS	\$21,170.00
		J.D. Power	INV-US64398	2020 US Utility Scorecard	\$23,879.00
	<b>Development of a Customer Service Transition Plan Total</b>				
<b>4.04 Total</b>					<b>\$61,422.60</b>
<b>6.01</b>	<b>Determine Approach to Budgeting &amp; Reporting over FET &amp; Provide Sam</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06B	Admin Fee	\$3,084.30
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06B	Less 20% discount	(\$25,702.50)
	<b>Determine Approach to Budgeting &amp; Reporting over FET &amp; Provide Sam</b>				
<b>6.01 Total</b>					<b>(\$22,618.20)</b>
<b>7.05</b>	<b>Project Worksheet Assessment</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO4-001	Sales Tax	\$101.76
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	Sales Tax	\$168.64
	<b>Project Worksheet Assessment Total</b>				
<b>7.05 Total</b>					<b>\$270.40</b>
<b>8.02</b>	<b>Complete LUMA IT onboarding</b>	Aerotek Professional Services	OP09810545	Sales Tax	\$111.13
		Aerotek Professional Services	OP09810546	Sales Tax	\$18.11
		Aerotek Professional Services	OP09829998	Sales Tax	\$1.29
		Aerotek Professional Services	OP09826265	Sales Tax	\$14.23
		Aerotek Professional Services	OP09826262	Sales Tax	\$152.58
		Aerotek Professional Services	OP09826261	Sales Tax	\$9.92
		Aerotek Professional Services	OP09842087	Sales Tax	\$18.11
		Aerotek Professional Services	OP09842085A	Mones Quiroz, Krystal N	\$9.66

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		AeroteK Professional Services	OP09842085A	Mojica Astacio, Kyara Marie - Mileage	\$47.27
		AeroteK Professional Services	OP09842084A	Sales Tax	\$192.20
		AeroteK Professional Services	OP09842084A	Guerra Morales, Francisco Jose - Expense	\$79.39
		AeroteK Professional Services	OP09842084A	Ortiz Rosa, Lynette - Mileage	\$233.22
		AeroteK Professional Services	OP09842083	Sales Tax	\$12.83
		AeroteK Professional Services	OP09858308	Morales Marquez, Ruth- Mileage	\$8.28
		AeroteK Professional Services	OP09858306	Sales Tax	\$18.11
		AeroteK Professional Services	OP09858305	Sales Tax	\$10.17
		AeroteK Professional Services	OP09858303	Sales Tax	\$111.60
		AeroteK Professional Services	OP09858303	Mojica Astacio, Kyara- mileage	\$83.38
		AeroteK Professional Services	OP09858302	Sales Tax	\$187.48
		AeroteK Professional Services	OP09858302	Ramos Sanchez, Barbara	\$83.38
		AeroteK Professional Services	OP09875074	Morales Marquez, Ruth- Mileage	\$12.42
		AeroteK Professional Services	OP09875073	Rodriguez, Waleska	\$50.00
		AeroteK Professional Services	OP09875071	Sales Tax	\$10.42
		AeroteK Professional Services	OP09875070	Sales Tax	\$9.07
		AeroteK Professional Services	OP09875068	Sales Tax	\$111.16
		AeroteK Professional Services	OP09875068	Valentin Matta, Wilvea- mileage	\$8.28
		AeroteK Professional Services	OP09875067	Sales Tax	\$193.35
		AeroteK Professional Services	OP09891240	Sales Tax	\$6.69
		Korn Ferry (US) NW 5854	90388656	Professional services for assignment- Director of HRIS	\$2,400.00
		Translations & More	190417	Sales Tax	\$19.50
		BMA Group	20-4985	Tax	\$208.46
		Carimus Consulting	3716	Consulting services- Design services	\$3,733.13
		Carimus Consulting	3840	Design Services- 2021 Benefits Enrollment Summary	\$3,733.13
	<b>Complete LUMA IT onboarding Total</b>				
<b>8.02 Total</b>					<b>\$11,897.95</b>
<b>8.03</b>	Redesign New Org	Msuazo Language Services	2020-006	Words translated 46,608. English to Spanish	\$4,401.10
	<b>Redesign New Org Total</b>				
<b>8.03 Total</b>					<b>\$4,401.10</b>
<b>8.06</b>	Communication Plan	AeroteK Professional Services	OP09795120	Sales Tax	\$19.34
		AeroteK Professional Services	OP09810547	Sales Tax	\$19.34
		AeroteK Professional Services	OP09826266	Sales Tax	\$19.07
		AeroteK Professional Services	OP09858307	Sales Tax	\$19.34
		AeroteK Professional Services	OP09875072	Sales Tax	\$19.34
		AeroteK Professional Services	OP09891242	Sales Tax	\$19.69
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Carimus LLC-LUMA website design	\$17,685.00
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Carimus LLC-AWS hosting for website	\$130.00
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Cordelia Gonzalez Buitrago- Presentation Narration Services	\$600.00
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Kroma-Newspaper ads	\$14,487.35
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Carimus LLC-Sept Retainer	\$11,002.50
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Carimus LLC-Benefits Enrollment guide	\$7,466.25
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Carimus LLC-Bill Redesign	\$4,050.00
		Quanta Workforce Solutions, LLC	QWS-102020-2B	Carimus LLC-PPA LUMA website design - double billed	(\$16,065.00)
		Carimus Consulting	10671	Graphic design, Web site and application development, Digital	\$10,125.00
		Carimus Consulting	3805	Project management, product management	\$15,660.00
		Carimus Consulting	3839	Graphic Design, Print- Support retainer	\$10,125.00
		Carimus Consulting	3896	Backend Customer Portal Development and integrations	\$43,971.25
		Kroma Advertising	2020-0607	Advertising- printing services for October	\$32,132.55
		Kroma Advertising	2020-0664	Advertising- Printing services	\$21,505.20
		Kroma Advertising	2020-0605	Monthly fee and Media Monitoring	\$21,872.00
		Kroma Advertising	2020-0685	Monthly fee- November 2020 and Media Monitoring	\$16,872.00
		Kroma Advertising	2020-0695	Facebook ADs and agency fee	\$2,400.00
		Kroma Advertising	2020-0612	Facebook ADs	\$3,508.48
		Kroma Advertising	2020-0612	Agency fee	\$701.70
		Kroma Advertising	2020-0665	Digital ads for November	\$3,150.00
		Kroma Advertising	2020-0611	Digital Media- October 5-30	\$2,625.00
		Kroma Advertising	2020-0609	Billboards October 2020	\$3,000.00
		Kroma Advertising	2020-0608	Prepaid for media plan- Billboards October 2020	\$10,500.00
		Kroma Advertising	2020-0610	External work- Mega TV, Debate infraestructura	\$12,000.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Kroma Advertising	2020-0746	Monthly fee	\$15,000.00
		Kroma Advertising	2020-0746	Media Monitoring	\$1,872.00
		Kroma Advertising	2020-0765	Agency fee	\$2,036.74
		Kroma Advertising	2020-0765	Printing and mailing services	\$10,183.70
		Kroma Advertising	2020-0774	Facebook ADs	\$800.00
		Kroma Advertising	2020-0774	Agency fee	\$160.00
	<b>Communication Plan Total</b>				
<b>8.06 Total</b>					<b>\$279,672.84</b>
	<b>8.08</b> Total Rewards Retirement Program	BMA Group	20-4985	Tax	\$208.46
		Cigna	31694-120120	Basic Term Life, Voluntary Term Life, Basic AD&D, Voluntary AD	\$1,075.72
	<b>Total Rewards Retirement Program Total</b>				
<b>8.08 Total</b>					<b>\$1,284.18</b>
	<b>8.1</b> Compliance Plan	BMA Group	20-4746	Sales Tax	\$304.00
		BMA Group	20-4985	Tax	\$208.45
	<b>Compliance Plan Total</b>				
<b>8.1 Total</b>					<b>\$512.45</b>
	<b>9.01</b> Establishment of GenCo Shared Services and Agreement	Alumbra LLC		1 Jim COVID test	\$95.00
		Alumbra LLC		1 PR SALES TAX 4%	\$690.00
		Alumbra LLC		73 To balance receipts with invoice	(\$0.12)
		Alumbra LLC		74 Sales Tax	\$877.50
		Alumbra LLC		74 Jim Seibert- Flights	\$477.30
		Alumbra LLC		74 Jim Seibert- Hotel	\$2,595.18
		Alumbra LLC		74 Jim Seibert- Per Diem	\$2,625.00
	<b>Establishment of GenCo Shared Services and Agreement Total</b>				
<b>9.01 Total</b>					<b>\$7,359.86</b>
	<b>9.02</b> Emergency Response Plan (4.2.g)	Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Sales Tax	\$412.70
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Airfare for Montz, Pleasant, Van Overscheld, and Ingle	\$1,988.28
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Car rental, parking - Montz, Ingle, Van Overschelde, Pleasant	\$864.77
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Hotels for Montz, Van Overschelde, Ingle, Pleasant	\$3,849.82
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Meals for Montz, Ingle, Van Overschelde, Pleasant	\$2,124.65
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	Travel internet for Ingle	\$79.20
	<b>Emergency Response Plan (4.2.g) Total</b>				
<b>9.02 Total</b>					<b>\$9,319.42</b>
	<b>9.07</b> System Operation Principles - Regulatory Approvals	Alumbra LLC		71 To balance receipts with invoice	\$0.27
		Alumbra LLC		72 Sales Tax	\$405.00
	<b>System Operation Principles - Regulatory Approvals Total</b>				
<b>9.07 Total</b>					<b>\$405.27</b>
	<b>10.02</b> Plans and Procedures for assuming responsibility for securing use of assets	Aerotek Professional Services	OP09826261	Sales Tax	\$9.92
		Aerotek Professional Services	OP09842083	Sales Tax	\$12.83
		Aerotek Professional Services	OC14124466A	Sales Tax	\$44.80
		Aerotek Professional Services	OC14124466A	Garcia Rodriguez, Francisco L	\$97.72
		Aerotek Professional Services	OP09858305	Sales Tax	\$10.17
		Aerotek Professional Services	OC14150784	Garcia Rodriguez, Fran- mileage	\$9.66
		Aerotek Professional Services	OC14145920	Sales Tax	\$44.80
		Aerotek Professional Services	OP09875070	Sales Tax	\$9.07
		Aerotek Professional Services	OC14168884	Garcia Rodriguez, Fran	\$9.48
		Aerotek Professional Services	OC14168883	Sales Tax	\$44.80
		Aerotek Professional Services	OC14189751	Sales Tax	\$44.80
		Aerotek Professional Services	OP09891240	Sales Tax	\$6.69
		Office Depot	1.40785E+11	Sales Tax	\$9.60
		Office Depot	1.40785E+11	Toner, Brother, Black	\$83.49
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001074	Sales Tax	\$1,017.38
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001074	Mileage	\$934.45
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001073	Sales Tax	\$734.06
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001073	Mileage	\$851.40
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001072	Sales Tax	\$728.23
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001072	Mileage	\$705.65
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001071	Sales Tax	\$1,257.44
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001071	Mileage	\$1,161.05
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001070	Sales Tax	\$1,993.83

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001070	Mileage	\$595.65
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001070	Software fee (one time charge)	\$30,000.00
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001077	Sales Tax	\$672.00
		Jones Lang LaSalle Puerto Rico, Inc.	PRO02MES001077	4 Assessors	\$16,800.00
	<b>Plans and Procedures for assuming responsibility for securing use of as</b>				
<b>10.02 Total</b>					<b>\$57,888.97</b>
<b>Non HOC 02</b>	ServeCo IT Systems	International Business Machines Corporation (IBM)	C20C3MF	Sales Tax	\$17,626.78
		International Business Machines Corporation (IBM)	C20C3MF	Airfare- Gina Holmes	\$406.76
		International Business Machines Corporation (IBM)	C20C3MF	Parking/taxi- Gina Homes	\$406.76
		Oracle America, Inc.	1005654	NetSuite OpenAir cloud service user and Sandbox environment	\$25,173.75
		Oracle America, Inc.	1008621	NetSuite OA Cloud Service	\$3,432.00
		Oracle America, Inc.	966383	NetSuite OA PSA Cloud Service (10 ordered)	\$4,410.00
		Oracle America, Inc.	962943	NetSuite OpenAir PSA cloud service (1 ordered), user (5 order	\$3,432.00
		Workday, Inc.	WD-191541	Payment #3 per CO #239284 to SOW #223282	\$183,162.90
		CSS International, Inc	19267	Airfare	\$1,650.18
		CSS International, Inc	19267	Per diem	\$805.00
		CSS International, Inc	19267	Software Subscriptions	\$155.00
		CSS International, Inc	19267	Federal tax	\$307.20
		CSS International, Inc	19267	Cab fare, Gas, Parking	\$169.84
		CSS International, Inc	19267	Project Supplies	\$390.00
		CSS International, Inc	19367	Hood, Scott Software Subscriptions	\$205.00
		Office Depot	1.32115E+11	Sales Tax	\$10.29
		Office Depot	1.32115E+11	Tape, labeling	\$89.45
	<b>ServeCo IT Systems Total</b>				
<b>Non HOC 02 Total</b>					<b>\$241,832.91</b>
<b>Non HOC 06</b>	Regulatory Support of Handover Checklist Items	Aerotek Professional Services	OP09826261	Sales Tax	\$9.91
		Aerotek Professional Services	OP09842083	Sales Tax	\$12.82
		Aerotek Professional Services	OP09858305	Sales Tax	\$10.16
		Aerotek Professional Services	OP09875070	Sales Tax	\$9.07
		Aerotek Professional Services	OP09891240	Sales Tax	\$6.69
		Aerotek Professional Services	OP09895569	Sales Tax	\$6.93
		Alumbra LLC	83	Jeff Cummings	\$1,801.85
		Alumbra LLC	83	PR Sales Tax	\$1,807.20
		Alumbra LLC	83	Darin Johnson	\$2,265.05
	<b>Regulatory Support of Handover Checklist Items Total</b>				
<b>Non HOC 06 Total</b>					<b>\$5,929.68</b>
<b>Non HOC 14</b>	Negotiate PPOA	Alumbra LLC	9	PR SALES TAX 4%	\$2,168.00
		Alumbra LLC	70	Sales Tax	\$960.00
		Alumbra LLC	70	Brian Walshe - Flights	\$943.80
		Alumbra LLC	70	Brian Walshe- Hotel	\$3,700.00
		Alumbra LLC	70	Brian Walsh- Presentation	\$120.00
		Alumbra LLC	70	Brian Walshe- Per Diem	\$2,100.00
		Alumbra LLC	70	Chuck Walker- Per Diem	\$175.00
	<b>Negotiate PPOA Total</b>				
<b>Non HOC 14 Total</b>					<b>\$10,166.80</b>
<b>Non HOC 15</b>	LUMA MC Ongoing Back Office Support	Aerotek Professional Services	OC14102508	Sales Tax	\$43.20
		Aerotek Professional Services	OP09842086	Sales Tax	\$9.80
		Aerotek Professional Services	OP09858304	Sales Tax	\$14.60
		Aerotek Professional Services	OP09875069	Sales Tax	\$14.70
		Aerotek Professional Services	OP09891239	Sales Tax	\$11.69
		NexTec Operating Corp	159927	Sales Tax	\$20.11
		NexTec Operating Corp	159168	Sales Tax	\$92.50
		NexTec Operating Corp	161102	Sales Tax	\$4.03
	<b>LUMA MC Ongoing Back Office Support Total</b>				
<b>Non HOC 15 Total</b>					<b>\$210.63</b>
<b>Non-Billable 02</b>	LUMA non FETS work	ATCO Infrastructure Solutions Ltd	122020-2LB	Laptop Charges - December (Wipro)	\$1,499.02
	<b>LUMA non FETS work Total</b>				
<b>Non-Billable 02 Total</b>					<b>\$1,499.02</b>
<b>Non-Billable 12</b>	LUMA College Time	American Wire Group (AWG)	128072	Sales Tax	\$134.90
		American Wire Group (AWG)	128072	3000FT Wire rope	\$1,173.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Bonneville Group, Inc	2393	B2B tax	\$768.54
		Bonneville Group, Inc	2393	Materials for overhead pole line	\$6,682.92
		Glenn International, Inc	115473	Sales Tax	\$537.69
		Glenn International, Inc	115473	Materials for lineman college	\$4,675.56
		Gulf South Forest Products, Inc	512549	Pine Poles	\$18,810.00
	<b>LUMA College Time Total</b>				
<b>Non-Billable 12.1</b>					\$32,782.61
<b>Grand Total</b>					\$1,134,643.65

### Summary of Additional Costs & Expenses by Invoice

Vendor	Invoice #	Total (USD)
Aerotek Professional Services	OP09795120	\$1,953.74
Aerotek Professional Services	OC14081651	\$4,524.80
Aerotek Professional Services	OP09810545	\$11,224.63
Aerotek Professional Services	OP09810546	\$1,828.51
Aerotek Professional Services	OP09810547	\$1,953.74
Aerotek Professional Services	OP09829998	\$130.09
Aerotek Professional Services	OP09826266	\$1,925.39
Aerotek Professional Services	OP09826265	\$1,436.31
Aerotek Professional Services	OP09826264	\$613.68
Aerotek Professional Services	OP09826262	\$15,408.98
Aerotek Professional Services	OP09826261	\$4,006.52
Aerotek Professional Services	OC14102508	\$4,363.20
Aerotek Professional Services	OP09842088	\$1,897.03
Aerotek Professional Services	OP09842087	\$1,828.51
Aerotek Professional Services	OP09842086	\$989.80
Aerotek Professional Services	OP09842085A	\$11,275.51
Aerotek Professional Services	OP09842084A	\$19,724.81
Aerotek Professional Services	OP09842083	\$5,181.25
Aerotek Professional Services	OC14124466A	\$4,622.52
Aerotek Professional Services	OP09858308	\$8.28
Aerotek Professional Services	OP09858307	\$1,953.74
Aerotek Professional Services	OP09858306	\$1,828.51
Aerotek Professional Services	OP09858305	\$4,105.91
Aerotek Professional Services	OP09858304	\$1,474.80
Aerotek Professional Services	OP09858303	\$11,354.98
Aerotek Professional Services	OP09858302	\$19,019.66
Aerotek Professional Services	OC14150784	\$9.66
Aerotek Professional Services	OC14145920	\$4,524.80
Aerotek Professional Services	OP09875074	\$12.42
Aerotek Professional Services	OP09875073	\$50.00
Aerotek Professional Services	OP09875072	\$1,953.74
Aerotek Professional Services	OP09875071	\$1,052.33
Aerotek Professional Services	OP09875070	\$3,663.89
Aerotek Professional Services	OP09875069	\$1,484.70
Aerotek Professional Services	OP09875068	\$11,236.10
Aerotek Professional Services	OP09875067	\$19,536.33
Aerotek Professional Services	OC14168884	\$9.48
Aerotek Professional Services	OC14168883	\$4,524.80
Aerotek Professional Services	OC14189751	\$4,524.80
Aerotek Professional Services	OP09891239	\$1,180.69
Aerotek Professional Services	OP09891240	\$2,703.12
Aerotek Professional Services	OP09891242	\$1,987.63
Aerotek Professional Services	OP09895569	\$699.83
Alumbra LLC	1	\$785.00
Alumbra LLC	9	\$2,263.00
Alumbra LLC	69	\$55,770.00
Alumbra LLC	70	\$32,157.80
Alumbra LLC	71	\$31,250.00
Alumbra LLC	72	\$10,530.00
Alumbra LLC	73	\$16,545.00
Alumbra LLC	74	\$28,512.48
Alumbra LLC	75	\$806.20
Alumbra LLC	76	\$22,100.00
Alumbra LLC	77	\$62,612.50
Alumbra LLC	78	\$51,371.20
Alumbra LLC	79	\$75,170.70
Alumbra LLC	80	\$82,046.50

Vendor	Invoice #	Total (USD)
Alumbra LLC	81	\$10,820.00
Alumbra LLC	82	\$243,065.00
Alumbra LLC	83	\$51,054.10
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06A	\$4,974.90
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-06B	\$105,894.30
American Relocation Connections, LLC	28900	\$4,607.50
American Relocation Connections, LLC	30107	\$5,092.50
American Relocation Connections, LLC	30106	\$4,553.61
American Relocation Connections, LLC	30162	\$13,390.43
American Relocation Connections, LLC	30161	\$21,025.14
American Relocation Connections, LLC	30158	\$1,663.52
American Relocation Connections, LLC	30172	\$5,092.48
American Relocation Connections, LLC	30171	\$18,600.00
American Relocation Connections, LLC	29588	\$4,317.99
American Relocation Connections, LLC	29589	\$11,789.23
American Relocation Connections, LLC	29675	\$13,017.38
American Relocation Connections, LLC	29584	\$9,883.19
American Relocation Connections, LLC	29596	\$170.00
American Relocation Connections, LLC	29581	\$10,714.79
American Relocation Connections, LLC	30063	\$6,919.78
American Relocation Connections, LLC	29598	\$2,580.91
American Relocation Connections, LLC	29585	\$9,272.39
American Relocation Connections, LLC	29599	\$9,310.71
American Relocation Connections, LLC	29583	\$5,711.74
ARC Relocation Management PR, LLC	29582	\$20,065.73
AT&T Mobility Puerto Rico	12597193	\$724.52
ATCO Infrastructure Solutions Ltd	122020-2LB	\$57,602.48
ATCO Power (2010) Ltd.	112020-3LB	\$1,088.33
ATCO Power (2010) Ltd.	112020-2LB	\$9,886.81
BridgeSource Utilities Solutions, LLC	1005	\$87,825.96
Covington & Burling LLP	60922789	\$33,814.11
Covington & Burling LLP	60922794	\$840.00
DBR Professional Services	42003	\$1,000.00
District View Office Center	INV-2019-1713	\$294.95
District View Office Center	INV-2019-1714	\$199.95
District View Office Center	2019-1712	\$199.95
DLA Piper LLP (US)	4039522	\$11,210.00
DLA Piper LLP (US)	4027522	\$71,665.36
DLA Piper LLP (US)	4039450	\$9,253.50
Innovative Emergency Management, Inc. (IEM)	20342-WO4-001	\$2,759.76
Innovative Emergency Management, Inc. (IEM)	20342-WO4-002	\$7,968.00
Innovative Emergency Management, Inc. (IEM)	20342-WO3-004	\$51.00
Innovative Emergency Management, Inc. (IEM)	20342-WO2-005	\$43,095.92
Innovative Emergency Management, Inc. (IEM)	20342-WO1-006	\$51,184.14
International Business Machines Corporation (IBM)	C20C3MF	\$459,109.80
Iris Vargas	LE 2020-12	\$5,760.00
Iris Vargas	LE 2020-14	\$7,040.00
Korn Ferry (US) NW 5854	90388656	\$2,400.00
NexTec Operating Corp	154318	(\$1,899.79)
NexTec Operating Corp	155556	(\$72.40)
NexTec Operating Corp	159927	\$263.86
NexTec Operating Corp	159168	\$1,213.75
NexTec Operating Corp	160900	\$48.75
NexTec Operating Corp	161102	\$52.78
Nory Sanchez-Alvarez	LUMA 2020-0017	\$725.76
Nory Sanchez-Alvarez	LUMA 2020-0018	\$3,843.07
Nory Sanchez-Alvarez	LUMA 2020-0019	\$1,445.36
Nory Sanchez-Alvarez	LUMA 2020-0020	\$707.98
Oracle America, Inc.	1005654	\$25,173.75
Oracle America, Inc.	1008621	\$3,432.00

Vendor	Invoice #	Total (USD)
Oracle America, Inc.	966383	\$4,410.00
Oracle America, Inc.	962943	\$3,432.00
People 2.0 North America	RL509374188	\$5,096.00
People 2.0 North America	RL509364189	\$10,080.00
People 2.0 North America	RL509374190	\$7,123.20
People 2.0 North America	RL509374191	\$10,416.00
People 2.0 North America	RL509376841	\$3,318.00
People 2.0 North America	RL509376842	\$8,442.00
People 2.0 North America	RL509376843	\$5,003.20
People 2.0 North America	RL509376844	\$8,624.00
Quanta Workforce Solutions, LLC	QWS-062020-2B	\$1,500.00
Quanta Workforce Solutions, LLC	QWS-072020-2B -01	\$6,000.00
Quanta Workforce Solutions, LLC	QWS-092020-2B	\$27,170.00
Quanta Workforce Solutions, LLC	QWS-102020-2B	\$39,841.16
Quanta Workforce Solutions, LLC	QWS-112020-2B	\$617.95
Quanta Workforce Solutions, LLC	QWS-122020-2B	\$68,334.22
Smartbridge	INV_9443	\$15,750.00
Smartbridge	INV_9442	\$6,300.00
Smartbridge	INV_9505	\$13,265.00
Smartbridge	INV_9510	\$20,812.50
Smartbridge	INV_9543	\$15,237.50
Smartbridge	INV_9544	\$15,525.00
Texas Series of Lockton Companies, LLC	18371384	\$2,247.50
Translations & More	190417	\$507.00
Workday, Inc.	WD-191541	\$183,162.90
BMA Group	20-4746	\$7,904.00
BMA Group	20-4985	\$16,259.53
CSS International, Inc	19264	\$13,440.00
CSS International, Inc	19267	\$11,157.22
CSS International, Inc	19367	\$205.00
CSS International, Inc	19366	\$27,600.00
CSS International, Inc	19365	\$25,620.00
CSS International, Inc	19364	\$41,400.00
Global Project Solutions, LLC	21-1002	\$5,500.00
Global Project Solutions, LLC	21-1001	\$24,109.31
Resources Global Professionals (RGP)	RGP1051405	\$8,880.00
Resources Global Professionals (RGP)	RGP1051404	\$552.61
Resources Global Professionals (RGP)	RGP1052802	\$13,391.14
Resources Global Professionals (RGP)	RGP1053815	\$13,957.19
Resources Global Professionals (RGP)	RGP1054605	\$13,515.55
Resources Global Professionals (RGP)	RGP1055637	\$3,162.22
EAN Services, LLC (Enterprise)	25820114	\$18,825.45
EAN Services, LLC (Enterprise)	25873538	\$23,095.10
EAN Services, LLC (Enterprise)	25965741	\$9,917.90
EAN Services, LLC (Enterprise)	26001122	\$5,253.53
Cigna	31694-120120	\$1,075.72
Office Depot	1.32389E+11	\$211.33
Office Depot	1.31525E+11	\$3.32
Office Depot	1.31505E+11	\$256.52
Office Depot	1.31076E+11	\$48.07
Office Depot	1.29243E+11	\$195.07
Office Depot	1.28774E+11	\$445.99
Office Depot	1.28603E+11	\$1,919.25
Office Depot	1.32115E+11	\$99.74
Office Depot	1.40785E+11	\$93.09
Office Depot	1.41045E+11	\$22.18
Office Depot	1.43132E+11	\$77.07
Office Depot	1.43432E+11	\$82.71
OGMA Language Studio	8Q-123120-1	\$1,420.00
Trans4mative	1510	\$9,157.50



Vendor	Invoice #	Total (USD)
Trans4mative	1527	\$8,815.00
Trans4mative	1529	\$13,650.00
Troutman Pepper Hamilton Sanders LLP	30079953	\$17,046.45
ERM-PR, Inc.	17940	\$30,685.20
Carimus Consulting	3716	\$3,733.13
Carimus Consulting	10671	\$10,125.00
Carimus Consulting	3805	\$15,660.00
Carimus Consulting	3839	\$10,125.00
Carimus Consulting	3840	\$3,733.13
Carimus Consulting	3896	\$43,971.25
J.D. Power	INV-US64397	\$21,170.00
J.D. Power	INV-US64398	\$23,879.00
Bennett Jones LLP	1362983	\$4,966.48
Bennett Jones LLP	1366087	\$3,334.76
Axel Eugenio Colon-Perez	LMC001	\$7,020.00
Axel Eugenio Colon-Perez	LMC002	\$11,430.00
Kroma Advertising	2020-0607	\$32,132.55
Kroma Advertising	2020-0664	\$21,505.20
Kroma Advertising	2020-0605	\$21,872.00
Kroma Advertising	2020-0685	\$16,872.00
Kroma Advertising	2020-0695	\$2,400.00
Kroma Advertising	2020-0612	\$4,210.18
Kroma Advertising	2020-0665	\$3,150.00
Kroma Advertising	2020-0611	\$2,625.00
Kroma Advertising	2020-0609	\$3,000.00
Kroma Advertising	2020-0608	\$10,500.00
Kroma Advertising	2020-0610	\$12,000.00
Kroma Advertising	2020-0746	\$16,872.00
Kroma Advertising	2020-0765	\$12,220.44
Kroma Advertising	2020-0774	\$960.00
Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001074	\$26,451.83
Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001073	\$19,085.46
Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001072	\$18,933.88
Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001071	\$32,693.49
Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001070	\$51,839.48
Jones Lang LaSalle Puerto Rico, Inc.	PR002MES001077	\$17,472.00
Msuazo Language Services	2020-006	\$4,401.10
C.H. Robinson Project Logistics Ltd.	6129041193	\$24,465.16
American Wire Group (AWG)	128072	\$1,307.90
Bonneville Group, Inc	2393	\$7,451.46
Glenn International, Inc	115473	\$5,213.25
Gulf South Forest Products, Inc	512549	\$18,810.00
<b>Total</b>		<b>\$3,558,063.55</b>

**Deferred Expenses Included In This Invoice**

Vendor	Invoice #	Notes	Total (USD)
Alumbra LLC	1	Jim COVID test	\$95.00
Alumbra LLC	1	PR SALES TAX 4%	\$690.00
Alumbra LLC	9	covid 19 test	\$95.00
Alumbra LLC	9	PR SALES TAX 4%	\$2,168.00
Korn Ferry (US) NW 5854	90388656	Professional services for assignment- Director of	\$2,400.00
NexTec Operating Corp	154318	Quanta Marine Services - Dynamics SL Support (c	(\$1,899.79)
NexTec Operating Corp	155556	Quanta Marine Services - Dynamics SL Support (A	(\$72.40)
Nory Sanchez-Alvarez	LUMA 2020-0017	Translations of documents for Justin Handel	\$725.76
Nory Sanchez-Alvarez	LUMA 2020-0018	Translation of documents for Justin Handel	\$3,843.07
Nory Sanchez-Alvarez	LUMA 2020-0019	CDCA Catalog- 13,192 word count CECI Catalog- 4	\$1,445.36
Nory Sanchez-Alvarez	LUMA 2020-0020	Excel Documents-10,114 word count	\$707.98
Quanta Workforce Solutions, LLC	QWS-062020-2B	Advertising - Professional Narration services - Lur	\$1,500.00
Quanta Workforce Solutions, LLC	QWS-072020-2B -01	ION Consulting services- Chuck Walker	\$6,000.00
Quanta Workforce Solutions, LLC	QWS-092020-2B	Neuhaus August (111 hours @ \$190)	\$21,090.00
Quanta Workforce Solutions, LLC	QWS-092020-2B	Neuhaus June 22 - 30 (32 hours @ \$190)	\$6,080.00
<b>Total</b>			<b>\$44,867.98</b>

MCL Code	Name	12,726.5	1,354.5	-	14,081.0	101,132.5	115,213.5	-	14,081.0	101,132.5	115,213.5	17,284.0	57,732.9	75,016.9	-	17,284.0	57,732.9	75,016.9	31,365.0	31,365.0	190,230.4	190,230.4	
		Internal December Hrs	Internal Novem Hrs (Not Prev Inv.)	Labour Adjustments	Sub-Total December Labor	Internal Cum. Hrs from Prev. Inv. (w/o Allocation)	Internal Cum. Hrs (w/o Allocation)	Internal Reallocations	Internal After Allocation	Internal Cum. Hrs from Prev. Inv. (with Allocation)	Internal Cum. Hrs (with Allocation)	Third Party December Hrs	Third Party Cum. Hrs from Prev. Inv. (w/o Allocation)	Third Party Cum. Hrs (w/o Allocation)	Third Party Reallocations	Third Party After Allocation	Third Party Cum. Hrs from Prev. Inv. (with Allocation)	Third Party Cum. Hrs (with Allocation)	December Hours - Unallocated	December Hours as Allocated	Total Hours (w/o Allocation)	Total Hours (with Allocation)	
1	General & Transition Management	2,202.5	146.5	-	2,349.0	16,837.0	19,186.0	-	2,349.0	17,174.5	19,523.5	1,297.6	3,814.8	5,112.4	-	1,297.6	3,316.3	4,613.9	3,646.6	3,646.6	24,298.4	24,137.4	
1.01	Government Approvals	138.0	112.5	-	250.5	690.5	941.0	10.0	351.5	17,174.5	19,523.5	-	-	-	-	1,297.6	3,316.3	4,613.9	3,646.6	3,646.6	24,298.4	24,137.4	
	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	96.5	59.0	-	155.5	4,296.5	4,452.0	(133.0)	22.5	4,281.5	4,304.0	36.0	2,968.3	3,004.3	-	36.0	566.3	602.3	191.5	58.5	7,456.3	4,906.3	
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	200.5	76.5	-	277.0	1,792.5	2,069.5	-	277.0	1,242.5	1,519.5	386.8	259.0	645.8	-	386.8	259.0	645.8	663.8	663.8	2,715.3	2,165.2	
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	64.5	-	-	64.5	559.5	624.0	-	64.5	639.5	704.0	-	-	-	-	-	-	-	64.5	64.5	624.0	704.0	
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System	9.0	-	-	9.0	1,918.0	1,927.0	45.0	54.0	3,473.5	3,527.5	-	106.0	106.0	-	-	156.5	156.5	9.0	54.0	2,033.0	3,684.0	
2.0301	Transition Plan for T&D Control Centers	175.5	-	-	175.5	927.5	1,103.0	-	175.5	927.5	1,103.0	-	-	-	-	-	-	-	175.5	175.5	1,103.0	1,103.0	
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	237.5	-	-	237.5	4,712.5	4,950.0	-	237.5	6,750.5	6,988.0	-	8.0	8.0	-	-	78.0	78.0	237.5	237.5	4,950.0	7,066.0	
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	79.5	-	-	79.5	549.5	564.5	-	79.5	1,802.3	1,817.3	-	-	-	-	-	15.0	15.0	79.5	79.5	564.5	631.5	
2.0304	Fleet Management Plan	123.5	6.0	-	129.5	1,317.5	1,447.0	-	129.5	1,447.0	1,447.0	4.0	229.5	233.5	309.3	309.3	391.5	391.5	123.5	123.5	1,680.5	1,680.5	
2.0305	Asset Management (included in 8. Engineering and Asset Management)	82.0	10.0	-	92.0	1,597.5	1,689.5	(45.0)	47.0	1,437.5	1,484.5	-	-	-	-	-	-	-	92.0	47.0	1,689.5	1,484.5	
2.0306	Workforce Management & Training Plan	490.5	170.0	-	660.5	2,349.5	3,010.0	-	660.5	3,010.0	3,010.0	2.0	2.0	2.0	-	-	2.0	2.0	660.5	660.5	3,012.0	3,012.0	
2.0307	Safety Management Plan	197.0	-	-	197.0	2,308.5	2,505.5	-	197.0	2,308.5	2,505.5	-	2.0	2.0	-	-	2.0	2.0	197.0	197.0	2,507.5	2,507.5	
2.0308	Engineering and Asset Management	782.5	10.0	-	792.5	3,790.0	4,582.5	-	792.5	3,790.0	4,582.5	-	-	-	-	-	-	-	792.5	792.5	4,582.5	4,582.5	
2.0309	Identification of Real Estate	34.5	24.5	-	59.0	765.0	824.0	-	59.0	523.0	582.0	-	-	-	-	-	-	-	59.0	59.0	824.0	582.0	
2.031	Materials Management & Warehouse Plan	34.5	-	-	34.5	1,135.5	1,170.0	-	34.5	1,135.5	1,170.0	54.0	58.0	112.0	-	-	54.0	58.0	112.0	88.5	88.5	1,282.0	1,282.0
2.0311	System Operations Plan	313.5	3.0	-	316.5	1,188.5	1,502.0	-	313.5	1,231.1	1,546.6	-	-	-	-	-	-	-	313.5	313.5	1,502.0	1,546.6	
2.0312	Vegetation Management Plan	78.0	8.0	-	86.0	763.0	849.0	-	86.0	763.0	849.0	39.0	1,757.2	1,796.2	-	-	39.0	1,757.2	1,796.2	125.0	125.0	2,645.2	2,645.2
	Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2.05	Environmental Exposure Management Plan	98.0	-	-	98.0	1,414.5	1,512.5	-	98.0	1,414.5	1,512.5	340.0	262.0	602.0	-	340.0	262.0	602.0	438.0	438.0	2,114.5	2,114.5	
3.01	Remediation Plan Proposal	-	-	-	-	182.5	182.5	-	-	390.7	390.7	-	-	-	-	-	-	-	-	-	182.5	390.7	
3.02	Development of Improvement Initiatives	17.0	-	-	17.0	335.5	352.5	-	17.0	2,438.7	2,455.7	-	-	-	-	-	-	-	17.0	17.0	352.5	2,455.7	
3.03	Consolidate Plans from All Areas	15.0	-	-	15.0	549.5	564.5	-	15.0	1,802.3	1,817.3	-	-	-	-	-	-	-	15.0	15.0	564.5	1,817.3	
3.04	Development of System Remediation Plan	841.5	165.5	-	1,007.0	5,307.5	6,314.5	32.0	1,039.0	1,926.8	2,965.8	-	1.0	1.0	-	-	1.0	1.0	1,007.0	1,039.0	6,315.5	2,965.8	
3.05	Approval of System Remediation Plan	395.0	100.5	-	495.5	820.5	1,316.0	-	495.5	813.0	1,308.5	141.5	-	-	-	-	-	-	495.5	495.5	1,457.5	1,450.0	
4.01	Evaluating Customer Service Facilities and Assets	32.5	-	-	32.5	315.5	348.0	-	32.5	345.5	378.0	-	-	-	-	-	-	-	32.5	32.5	348.0	378.0	
4.02	Evaluating and Updating Customer Service Policies and Procedures	113.0	-	-	113.0	669.5	782.5	-	113.0	639.5	752.5	305.0	1,122.0	1,427.0	-	305.0	1,122.0	1,427.0	418.0	418.0	2,209.5	2,179.5	
4.03	Development of a Meter Reading Plan	41.5	-	-	41.5	487.5	529.0	-	41.5	487.5	529.0	-	-	-	-	-	-	-	41.5	41.5	529.0	529.0	
4.04	Development of a Customer Service Transition Plan	310.0	-	-	310.0	1,797.0	2,107.0	-	310.0	1,717.0	2,027.0	918.5	3,189.8	4,108.3	-	918.5	5,556.8	6,475.3	1,228.5	1,228.5	6,215.3	8,502.3	
4.05	Development and Implementation of a Service Start and Shut-Off Plan	-	-	-	-	27.5	27.5	-	-	107.5	107.5	-	-	-	-	-	-	-	-	-	27.5	241.5	
4.06	Development of a Meter Asset Management (MAM) Plan	10.0	-	-	10.0	104.5	114.5	-	10.0	104.5	114.5	-	-	-	-	-	-	-	10.0	10.0	114.5	114.5	
4.07	Development and Implementation of a Customer Service Technology	67.0	-	-	67.0	108.5	175.5	-	67.0	108.5	175.5	5.0	5.0	-	-	-	40.0	40.0	67.0	67.0	180.5	215.5	
4.08	Develop and Implement a Non-Technical Energy Loss Reduction Plan	9.0	27.0	-	36.0	58.0	94.0	-	36.0	58.0	94.0	-	-	-	-	-	-	-	36.0	36.0	94.0	94.0	
4.09	Establish Integration Between Customer Services & T&D Ops	116.5	-	-	116.5	666.0	782.5	-	116.5	666.0	782.5	-	-	-	-	-	-	-	116.5	116.5	782.5	782.5	
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	66.0	-	-	66.0	11.0	77.0	(10.0)	56.0	11.0	67.0	-	-	-	-	-	-	-	66.0	66.0	77.0	67.0	
5.02	Identification and Gap Analysis	114.5	-	-	114.5	2,612.5	2,727.0	-	114.5	2,209.3	2,323.8	159.0	8,566.9	8,725.9	-	159.0	7,886.0	8,045.0	273.5	273.5	11,452.9	10,368.8	
5.03	Evaluating IT/OT Applications and Infrastructure	-	-	-	-	126.0	126.0	-	-	519.2	519.2	-	-	-	-	-	-	-	-	-	126.0	1,289.5	
5.04	Development of Cyber Security and Business Continuity Plan	63.0	8.0	-	71.0	439.0	510.0	-	71.0	361.5	432.5	-	-	-	-	-	-	-	71.0	71.0	510.0	1,289.5	
5.05	Development of an IT Asset Management Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
5.06	Development of an IT/OT Transition Plan and Schedule	-	-	-	-	5.0	5.0	-	-	250.2	250.2	-	-	-	200.0	200.0	20.0	20.0	-	-	220.0	432.5	
5.07	Commencement Cutover Planning	227.0	-	-	227.0	428.0	655.0	-	227.0	182.8	409.8	-	383.4	383.4	-	-	-	-	227.0	227.0	1,038.4	682.9	
5.08	Training and Communication Plan	-	-	-	-	5.0	5.0	10.0	10.0	5.0	15.0	-	-	-	-	-	-	-	-	-	10.0	15.0	
6.01	Detailed Description of Approach to Budgeting and Reporting	-	-	-	-	221.0	221.0	-	-	326.0	326.0	223.5	968.5	1,192.0	-	223.5	969.0	1,192.5	223.5	223.5	1,413.0	1,518.5	
6.02	Description of Approach to Complying with Initial Budget Obligations	92.0	-	-	92.0	175.0	267.0	-	92.0	361.0	453.0	-	-	-	-	-	-	-	92.0	92.0	267.0	454.0	
6.03	Approach to Formalizing Changes to Control Processes	25.0	-	-	25.0	286.5	311.5	-	25.0	286.5	311.5	-	-	-	-	-	-	-	25.0	25.0	311.5	311.5	
6.04	Establishing a Financial Accounting System and Account Structure	248.5	-	-	248.5	2,337.5	2,586.0	-	248.5	2,337.5	2,586.0	2.0	684.0	686.0	-	2.0	684.0	686.0	250.5	250.5	3,272.0	3,272.0	
6.05	Preparing Initial Budgets and Other Financial Forecasts	221.0	4.0	-	225.0	1,298.5	1,523.5	-	225.0	1,007.5	1,232.5	-	164.4	164.4	-	162.9	162.9	162.9	225.0	225.0	1,687.9	1,395.4	
6.06	Establishing Bank Accounts	1.0	-	-	1.0	0.5	1.5	-	1.0	0.5	1.5	-	-	-	-	-	-	-	1.0	1.0	1.5	1.5	
6.07	Evaluating and Updating Payroll and Labor Cost Reporting systems	7.5	-	-	7.5	54.5	62.0	-	7.5	64.5	72.0	225.0	1,373.8	1,598.8	-	225.0	1,373.8	1,598.8	232.5	232.5	1,660.8	1,670.8	
6.08	Establishing a Delegation of Authority Matrix and Process	-	-	-	-	22.0	22.0	7.5	7.5	22.0	29.5	-	-	-	-	-	-	-	-	-	22.0	29.5	
6.09	Processes & Procedures and Overall Internal Controls	33.0	-	-	33.0	1,664.0	1,697.0	-	33.0	1,664.0	1,697.0	191.5	911.7	1,103.2	-	191.5	911.7	1,103.2	224.5	224.5	2,800.2	2,800.2	
7.01	Set Up Governance Framework	-	-	-	-	-	-	-	-	5.0	5.0	-	-	-	-	-							

MCL Code	Name	Internal December Hrs	Internal November Hrs (Not Prev Inv.)	Labour Adjustments	Sub-Total December Labor	Internal Cum. Hrs. from Prev. Inv. (w/o Allocation)	Internal Cum. Hrs (w/o Allocation)	Internal Reallocations	Internal After Allocation	Internal Cum. Hrs. from Prev. Inv. (with Allocation)	Internal Cum. Hrs (with Allocation)	Third Party December Hrs	Third Party Cum. Hrs. from Prev. Inv. (w/o Allocation)	Third Party Cum. Hrs (w/o Allocation)	Third Part Reallocations	Third Party After Allocation	Third Party Cum. Hrs. from Prev. Inv. (with Allocation)	Third Party Cum. Hrs (with Allocation)	December Hours - Unallocated	December Hours as Allocated	Total Hours (w/o Allocation)	Total Hours (with Allocation)	
Non HOC 09	<del>Gridco-Genco--no Longer Required</del>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non HOC 10	Delineate Interconnection Points	-	-	-	-	24.0	24.0	-	-	24.0	24.0	-	-	-	-	-	-	-	-	-	24.0	24.0	
Non HOC 11	Development of System Operations Principles	-	9.0	-	9.0	9.0	9.0	-	9.0	9.0	9.0	267.8	617.5	885.3	-	267.8	585.0	852.8	276.8	276.8	894.3	861.8	
Non HOC 12	Standup GenCo Organization	-	-	-	-	2.0	2.0	-	-	2.0	2.0	-	-	-	-	-	-	-	-	-	2.0	2.0	
Non HOC 13	IRP Coordination	23.0	65.0	-	88.0	161.5	249.5	-	88.0	161.5	249.5	-	-	-	-	-	-	-	-	88.0	88.0	249.5	249.5
Non HOC 14	Negotiate PPOAs - Regulatory	13.0	-	-	13.0	1.0	14.0	-	13.0	1.0	14.0	134.5	1,362.8	1,497.3	-	134.5	1,362.8	1,497.3	147.5	147.5	1,511.3	1,511.3	
Non HOC 15	LUMA MC Ongoing Back Office Support	372.0	11.0	-	383.0	1,154.0	1,537.0	-	383.0	774.0	1,157.0	700.3	1,235.5	1,935.7	-	700.3	1,235.5	1,935.7	1,083.3	1,083.3	3,472.7	3,092.7	
Non-Billable 01	Vacation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 02	LUMA Specific Non-Billable Work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 03	Sick time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 04	Public Holidays	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 05	ATCO Project Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 06	Quanta Project Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 07	Bereavement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 08	Flex Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 09	PTO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 10	Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 11	Jury Duty	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 12	LUMA College Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 13	Corporate matters	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 1	Streetlight Operations Improvement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 2	Repair of Obvious For Visible To Ordinary Person Infrastructure Problems	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 3	Reliability Improvement For Quick Hits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 4	Vegetation Management Program Implementation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 5	FEMA Worksheets And Getting FEMA Funding Unstuck	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 6	Smart Meter Evaluation And Apps	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 7	Develop Quick Win Initiatives Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 8	Implement Quick Win Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		12,726.5	1,354.5	0	14081	101132.5	115213.5	-	14081	101132.5	115213.5	17283.97	57732.94	75016.91	0	17283.97	57732.94	75016.91	31364.97	31364.97	190230.41	190230.41	

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

<b>Employee Category</b>	<b>Hourly Rate (\$)</b>
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