

FOR CONSIDERATION

May 19, 2021

TO: The Board of Trustees

FROM: Thomas Falcone

SUBJECT: Consideration of Adoption of PSEG Long Island Implementation Plans for the Management of LIPA Real Estate and Facility Assets and Records

Requested Action

The Board of Trustees (the “Board”) of the Long Island Power Authority (“LIPA”) is being requested to adopt a resolution, attached hereto as **Exhibit “A”**, approving PSEG Long Island Implementation Plans to improve the management of LIPA Real Estate and Facility Assets and Records (the “Real Estate and Facility Recommendations”), which recommendations that were adopted by the Board on January 27, 2021.

Background

PSEG Long Island is responsible for “real estate management, easements, leases and agreements, pole attachments (including billing and collection for pole attachment fees, as well as maintaining a complete inventory of type and location of each attachment and plans for revenue optimization), joint use agreements, and telecommunications for the provision of electric service.”

By way of background, in 1998, the LILCO real estate and facility assets were generally divided between LIPA, as the owner of the electric Transmission and Distribution (“T&D”) system, and MarketSpan, which retained the former LILCO power plants and gas system. From 1998 forward, the custodian of the real estate and facility records has changed as MarketSpan became KeySpan and eventually National Grid and, also, as LIPA has changed Service Providers. It is our understanding now that the real property and facility records are stored in the National Grid-owned Hicksville facility. These are vital property records, not only for ownership purposes, but for statutorily required reporting and for compliance with financing covenants and Internal Revenue Service regulations.

Since at least the beginning of 2020, LIPA, PSEG Long Island, and National Grid have discussed the potential reconfiguration of certain properties and facilities that were part of the 1998 merger. This effort requires a comprehensive look at the facilities currently owned and leased by LIPA and the space needs of the employee population at these locations, especially in a post-COVID work environment. Additionally, both PSEG Long Island and National Grid have expressed interest in separating certain operational facilities. Finally, as a parallel effort, PSEG Long Island has been looking for a location for a new Primary Transmission Control Center (“PTCC”). All of these workstreams are necessary efforts for LIPA’s ongoing operations.

While LIPA has worked with PSEG Long Island to make progress on these issues since at least the beginning of 2020, the efforts have not appreciably advanced and require greater focus and a more organized management approach, including timelines and deliverables, to address LIPA’s ongoing concerns in a comprehensive and timely manner.

This effort is critical to ensuring an accurate and comprehensive understanding of LIPA’s real property and facility assets and will ensure that LIPA and PSEG Long Island are focusing their efforts on the long-term viability of the LIPA real estate portfolio in a manner that is best suited for the workforce and provides the highest value to our customers.

Recommendations

On January 27, 2021, the Board adopted the following five recommendations:

- Develop a long-term strategy for LIPA’s real estate and facility assets, including a post-COVID-19 space needs analysis;
- Develop a comprehensive and formal strategy for the development of a new PTCC and Alternate Control Center;
- Develop a joint strategy with National Grid for separation of existing operations centers, including, among others, those located at Hicksville, Riverhead, Roslyn, and Hewlett;
- Hire an outside consultant to perform a comprehensive review of the existing real property records to confirm accuracy, identify gaps, and make recommendations or process improvements; and
- Develop a succession plan for current long-serving PSEG Long Island real estate professionals to ensure knowledge capture and transfer.

The Board requested that PSEG Long Island prepare Project Implementation Plans for these recommendations no later than February 8, 2021. On February 4, 2021, PSEG Long Island submitted to LIPA Staff the proposed Implementation Plans for the Real Estate and Facility Recommendations. LIPA Staff provided PSEG Long Island with comments on each of the Implementation Plans. On February 24, 2021, the Board rejected the Implementation Plans and directed PSEG Long Island to revise them consistent with LIPA Staff comments. Based upon LIPA Staff comments, PSEG Long Island resubmitted the Implementation Plans. The resubmitted plans now appropriately respond to LIPA Staff comments and LIPA Staff recommends that the Board adopt the Implementation Plans as set forth in **Exhibit “B.”**

Recommendation

Based upon the foregoing, I recommend approval of the above requested action by adoption of a resolution in the form attached hereto.

Attachments

Exhibit “A” Resolution

Exhibit “B” Implementation Plans

RESOLUTION ADOPTING PSEG LONG ISLAND IMPLEMENTATION PLANS FOR THE MANAGEMENT OF LIPA REAL ESTATE AND FACILITY ASSETS AND RECORDS RECOMMENDATIONS

WHEREAS, pursuant to Section 4.4(16), Rights and Responsibilities of LIPA, of the Amended and Restated Operations Services Agreement (“OSA”), LIPA, in part, has the right to “make recommendations to the Service Provider, in each case as may be reasonably necessary or appropriate to perform LIPA’s oversight responsibilities and obligations with respect to the provision of Operations Services under this Agreement and as may otherwise be necessary or appropriate to comply with LIPA’s legal, contractual and fiduciary obligations. . .”; and

WHEREAS, additionally, the OSA provides that PSEG Long Island is responsible for “real estate management, easements, leases and agreements, pole attachments (including billing and collection for pole attachment fees, as well as maintaining a complete inventory of type and location of each attachment and plans for revenue optimization), joint use agreements, and telecommunications for the provision of electric service.”; and

WHEREAS, each of the Real Estate and Facility Recommendations is critical to ensuring an accurate and comprehensive understanding of LIPA real property and facility assets will ensure that LIPA and PSEG Long Island are focusing their efforts on the long-term viability of the LIPA real estate portfolio in a manner that is best suited for the workforce and provides the highest value to our customers and will require the development and preparation of an Implementation Plan to ensure that the recommendations are acted on in a timely manner; and

WHEREAS, on January 27, 2021, the Board adopted the Real Estate and Facility Recommendations; and

WHEREAS, on February 4, 2021, PSEG Long Island submitted to LIPA Staff the proposed Implementation Plans for the Real Estate and Facility Recommendations; and

WHEREAS, on February 24, 2021, the Board rejected the Implementation Plans and directed PSEG Long Island to revise them consistent with LIPA Staff comments; and

WHEREAS, based upon LIPA Staff comments, PSEG Long Island resubmitted the Implementation Plans that now appropriately respond to LIPA Staff comments, and LIPA Staff recommends that the Board adopt the Implementation Plans.

NOW, THEREFORE, BE IT RESOLVED, the Board hereby adopts the Implementation Plans for the Real Estate and Facility Recommendations.

Dated: May 19, 2021

PSEG Long Island

Project Implementation Plan

For

**Management of LIPA's Real Estate and
Facility Assets and Records**

**Project Title: 10.01 Develop a
comprehensive and formal
strategy for the development of
a new Primary Transmission
Control Center (PTCC) and
Alternate Control Center (ACC)**

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1. Project Definition

In 2019, PSEG Long Island (PSEG LI) contracted a recognized consultant specializing in control centers to conduct a gap analysis of the existing Primary Transmission Control Center (PTCC) and Alternate Control Center (ACC). The analysis supports the replacement of the PTCC and ACC. This project is intended to develop a comprehensive strategy for the PTCC and ACC.

One of the major challenges from a project operational program perspective is locating a suitable 8-10+ acre (min) property in the specific geographical region adhering to NERC guidelines. Once a suitable property is identified and acquired, the project plan can be further developed.

Project estimated cost based upon the program for PTCC and ACC is a total of \$83M, including property acquisition cost for PTCC site. Additional costs will need to be estimated for ACC property purchase (if required).

1.1. Project Purpose, Objectives, and Success Criteria

Purpose:

The primary purpose of this project is to develop new PTCC and ACC sites. Further, to repurpose the current ACC site to a new Disaster Recovery (DR) site.

Scope:

The scope of this project is to:

- (a) Purchase an 8-10+ acre property on Long Island and either retrofit or build to suit a structure to house the PTCC adhering to the NERC guidelines. Then fully relocate the existing PTCC operation to the new site.
- (b) Evaluate alternatives for relocating the ACC site to a new facility. This analysis should be done in the context of the overall master real estate portfolio strategy being developed under a separate PIP.
- (c) Either retrofit the former PTCC site to become the ACC site or establish a new ACC site.
- (d) Retrofit the former ACC site to become a future Disaster Recovery (DR) site provided this site meets the standard DR facility location and other technical criteria.

The end state of the project will be a new stand-alone PTCC facility, and new or retrofit of ACC.

Further, PSEG LI will repurpose the 'former ACC site' as a future Disaster Recovery (DR) site.

It is anticipated that a suitable 8-10+ acre property (min) for a new PTCC will be purchased in 2021 and depending upon the existing site attributes and structures (retrofit or build to suit), will determine the final completion date. Based on historical data for this type of construction and industry practice, the projected construction period and final occupancy are anticipated by the end of 2023 (predicated upon a Q1/Q2 2021 property purchase).

The ACC preliminary engineering and design work will begin in 2022 with projected construction and in-service in 2024.

Project End State and Success Criteria:

The end state of this project will be a new stand-alone PTCC site and the ACC to the former PTCC site.

2. Project Deliverables:

*PTCC: Delivery dates are subject to the date of property acquisition.

Deliverable	*Delivery Date	Comments
Selected 8-10 acre property for PTCC	Q3 2021	<i>In February 2021, a bid was made on a property, however, in April 2021 PSEG LI was advised that the seller accepted an alternative bid proposal</i>
Property appraisal	Q3 2021	
URB notification of potential property purchase	Q3 2021	Funding is available for purchase in 2021.
LIPA SLT review and approval of potential property purchase deal terms	Q3 2021	
Negotiate & authorize property purchase agreement	Q3 2021	Discuss with PSEGLI SLT and LIPA SLT
Property due diligence <ul style="list-style-type: none"> • Environmental (Phase I / Phase II) • Engineering/Mechanicals • Title search 	Q4 2021	
URB process for approval and funding	Q4 2021	
Complete Sale Agreement	Q4 2021	
Closing	Q4 2021	
Legal Property Recording	Q1 2022	
Engineering/Architectural Design	Q2 2022	
Permitting/Community Outreach/Communication	Q3 2022	
Develop Physical Design and Construction Plans	Q3 2022	
LIPA and PSEG-LI approval of Design documents and construction plans	Q3 2022	
Construction <ul style="list-style-type: none"> • Building construction • Furniture & Fixture selection and order • Furniture installation • Physical Security installation • Testing & cutover 	Q3 2022 - Q4 2023	
Technology Develop requirements and technology design concept for state-of-the-art control center (including physical security)	Q3 2022	
LIPA/PSEG-LI SLT approval of technology design documents for new PTCC ¹	Q3 2022	

¹ LIPA also requests to review the technology design documents for the ACC and DR site, when available

Technology <ul style="list-style-type: none"> • Technology implementation • Testing & Cut-Over 	Q3 2022 - Q2 2024	Final cut-over to occur in Q2 2024 allowing for a break-in period
Building Commissioning	Q4 2023	
Issuance of Certificate of Occupancy	Q1 2024	
In Service Date	Q1 2024	

ACC: Dependency on start date of PTCC Project and final location of ACC:

Deliverable	Delivery Date	Comments
Program validation	Q3 2022	
Property search/ selection/appraisal/due diligence, if required	Q4 2022-Q3 2023	New property acquisition will impact schedule – potentially 1 year. All deliverables below this line will be moved forward from the current Delivery Dates
PTCC/ACC relocation and development strategy (including detailed MPP project plan)	Q4 2022	
Schematic level design	Q4 2022	
Detail level design	Q1 2023	
Technology design	Q1 2023	
Physical Security design	Q1 2023	
Fixture and Furniture design	Q1 2023	
URB Process for project/funding approval	Q2 2023	
General Construction Bidding process	Q2 2023	
On-board GC	Q3 2023	
Construction	Q1 2024	
Technology implementation	Q1 2024	
Physical Security implementation	Q1 2024	
Technology testing and cut-over	Q1 –Q2 2024	Final cut-over to occur in Q2 2024 allowing for a break-in period
In Service Date	Q1 2024	

2.1. Assumptions, Dependencies, and Constraints

Assumptions:

- There is an 8-10+ acre property available meeting the NERC requirements with the desired geographical zone.
- Available capital funding.

Dependencies:

- Secure and purchase 8-10+ acre property for PTCC
- Receive permitting approvals in a timely manner

Constraints:

- If 8-10+ acre property cannot be acquired based upon real estate market availability, the project will be delayed

3. Project Structure

3.1. Internal Project Organization

Group/Individual	Role/Responsibility
Transmission Operations Management	<ul style="list-style-type: none"> • Client/Operation subject matter experts for design
VP TD Operations	<ul style="list-style-type: none"> • Operational executive oversight
Project Manager *	<ul style="list-style-type: none"> • Dependency on timing property purchase
<u>PTCC Steering Committee</u> VP TD Operations; Director Transmission Operations; Director Finance; Sr. Manager Facilities; LIPA General Counsel; LIPA Senior VP TD Oversight LIPA Chief Information Officer LIPA Chief Financial Officer	<ul style="list-style-type: none"> • Provide advice, ensure delivery of the project outputs and the achievement of project outcomes
Facilities Services	<ul style="list-style-type: none"> • Construction Manager/overseeing design and construction activities and coordinating all support resources
Corporate Real Estate	<ul style="list-style-type: none"> • Real Estate Lead/property negotiation and acquisition
Legal	<ul style="list-style-type: none"> • Legal Lead/preparing all associated legal documents and contracts
Procurement	<ul style="list-style-type: none"> • Procurement Lead/contract all required services
Finance/URB Committee	<ul style="list-style-type: none"> • Funding authorizers/budgetary and strategy oversight.
IT – CNI, Network, Operations, Cyber Security	<ul style="list-style-type: none"> • IT Leads/develop IT design and implementation
Physical Security	<ul style="list-style-type: none"> • Security/develop the physical property security design and oversee implementation
PTCC Consultant(s)	<ul style="list-style-type: none"> • SMEs to guide project – dependent upon type of property purchased
Labor Relations	<ul style="list-style-type: none"> • On-going updates with the union
Property Tax	<ul style="list-style-type: none"> • Prepare documents for property tax exclusion
Corporate Communications	<ul style="list-style-type: none"> • On-going communication updates
External Affairs	<ul style="list-style-type: none"> • On-going updates to town officials

*This role will be filled at the commencement of facility design development

3.2. Other Stakeholders

- PSEG LI Senior Leadership
- LIPA Senior Leadership
- Local Elected Officials

4. Project Plan

4.1. Project Work Plan

PTCC: Dependency upon property availability and purchase
 Property design is based upon the structure layout (retro fit vs. built to suit)

Task	Target Date
Property Search	Q3 2021
Selected 8-10 acre property for PTCC	Q3 2021
Property appraisal	Q3 2021
URB notification of potential property purchase	Q3 2021
LIPA SLT notification of potential property purchase	Q3 2021
Negotiate & authorize property purchase agreement	Q3- Q4 2021
Property due diligence <ul style="list-style-type: none"> • Environmental • Engineering/Mechanicals • Title search 	Q4 2021
URB process for approval and funding	Q4 2021
Complete Sale Agreement	Q4 2021
Closing	Q4 2021
Legal Property Recording	Q1 2022
Process Property Tax Exclusion Request	Q1 2022
Engineering/Architectural design	Q1- Q2 2022
Permitting/Community Outreach/Communications	Q2-Q3 2022
Technology <ul style="list-style-type: none"> • PTCC Technology design • Technology implementation • Physical Security design • Physical Security implementation • Physical Security test/Go-Live 	Q3 2022 – Q2 2024
Construction <ul style="list-style-type: none"> • Building construction • Furniture & Fixture selection and order • Furniture & Fixture installation 	Q3 2022 – Q4 2023
Technology Testing & Cutover	Q2 2024
Building Commissioning	Q4 2023
Issuance of Certificate of Occupancy	Q1 2024
In Service Date	Q1 2024

ACC: Dependency upon timing of PTCC and final location of ACC

Task	Target Date
URB process for approval and funding – Order of Magnitude Level	Q3 2022
Program validation	Q3 2022
Property search/Appraisal/Due Diligence, if required	Q3 2022 - Q3 2023
PTCC/ACC relocation and development strategy (including detailed MPP project plan)	Q4 2022
Schematic level design	Q4 2022
Detail level design	Q1 2023
Technology design	Q1 2023
Physical Security design	Q1 2023
Fixture and Furniture design	Q1 2023
URB Process for project/funding approval – Conceptual Level	Q2 2023
General Construction Bidding process	Q2 2023
On-board General Contractor	Q3 2023
Construction	Q1 2024
Technology implementation	Q1 2024
Physical Security implementation	Q1 2024
Technology testing and cut-over	Q1-Q2 2024
Building In Service Date	Q1 2024

4.2. Risk Management Plan

The project risk is the availability of a suitable property. If unable to source, expand regional view of NERC requirements. Initial project strategy document will elaborate on how these risks will be mitigated

During the project, any risks that arise will be documented and complete the risk mitigation template.

4.3. Issue Resolution Plan

The Project Manager will utilize a log to document, resolve, and track to closure. Project issues will be managed from a LIPA provided issues/risk management platform accessible jointly by LIPA and PSEG-LI.

4.4. LIPA Reporting, Review, and Approval Plan

PSEG LI Project Manager will provide bi-weekly status update and monthly written report to LIPA.

All deliverables identified in Section 2 will be subject to LIPA’s review, comments, and approval which shall not be unreasonably withhold.

5. Technical Execution Plan

5.1. Technical Approach

- Using standard real estate practices
- Using standard facilities construction industry best practices and standards as required by state codes
- Control Centers Best Practices
- NERC guidelines for PTCC and ACC

5.2. Quality Assurance Plan

Periodic construction and quality control inspections performed and certified by independent consultant

Required review and inspections of governmental agencies having jurisdiction over the construction of a commercial property

5.3. Documentation Plan

Utilize iManage to store the following information:

- Project Plan
- Design and engineering documents
- Construction invoices, including change orders and approvals
- Contracts/Purchase Orders
- Budget Reports
- Certification, testing and inspection documents
- IT System design documents
- IT test plans and results
- Invoice documents, including change proposals and final approvals
- URB document approvals

Revision History

Name	Date	Reason for Changes	Version
P. DiSilvestro	2/2/21	Initial draft	1.0 draft 4
P. DiSilvestro	2/24/21	Comments from A. Chacko, LIPA, on initial submission	2.0 draft 2
P. DiSilvestro	3/16/21	Comments from A. Chacko and J. Horowitz, LIPA (3/12/21)	3.0 draft 1
O. Ahmad	4/9/2021	Incorporated comments from O. Ahmad and T. Falcone	4.0 draft 1
P. DiSilvestro	4/20/21	Comments from O. Ahmad and T. Falcone	5.0 draft 1

PSEG Long Island

Project Implementation Plan

For

**Management of LIPA's Real Estate and
Facility Assets and Records**

Recommendation No.

**Project Title: 10.02 Develop a joint
strategy with National Grid for
separation of existing operations
centers**

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1. Project Definition

1.1. Project Purpose, Objectives, and Success Criteria

Purpose:

The purpose of this project is to develop a joint strategy with National Grid (“NG”) for the separation of existing leased operations centers. The strategy should review opportunities for potential savings through purchasing segregated parcel(s) rather than continuing current leasing terms, especially for those operations centers exclusively or primarily dedicated to LIPA operations.

Facility	Address / Location	Term	Term Date
Hicksville	175 E. Old Country Road	15	Dec-28
Brentwood	1650 Islip Avenue	15	Dec-28
Greenlawn	288 Pulaski Road	15	Dec-28
Patchogue	460 East Main Street	15	Dec-28
Riverhead	117 Doctor's Path	15	Dec-28
Bridgehampton	1774 Montauk Highway	15	Dec-28
Hewlett	455 Mill Road	15	Dec-28
Roslyn	250 Willis Avenue	15	Dec-28
Port Jefferson (land only)	1-226 Beach St	15	Dec-28

2. Project Deliverables:

Deliverable	Delivery Date	Comments
High level project WBS and schedule	2Q 2021	Dependency on NG commitment to timeframes
Strategic separation plan for future LIPA/PSEG Long Island Operation Center Occupancy and Use	4Q 2021	

2.1. Assumptions, Dependencies, and Constraints

Assumptions

NG is willing to work through a strategy regarding property separation

Dependencies

PSEG Long Island (“PSEG LI”) long portfolio plan identifying space needs under a separate project plan

3. Project Structure

3.1. Internal Project Organization

Internal Project Organization

Group/Individual	Role/Responsibility
PSEG Corporate Real Estate- Rich Franklin	<ul style="list-style-type: none"> • Real Estate SME liaison
PSEG LI Legal – Bob Sharma, as needed	<ul style="list-style-type: none"> • Legal SME
Facilities Services – Pasquale DiSilvestro	<ul style="list-style-type: none"> • Facilities SME
<u>PSEG LI SLT</u> President & COO – Dan Eichhorn VP T&D Operations – John O’Connell VP Customer Operations – Rick Walden VP Construction & Operation Services – Peggy Keane VP Legal – Andrea Elder-Howell VP Power Markets – Paul Napoli	<ul style="list-style-type: none"> • Review and approval of developed plans
<u>LIPA SLT</u> CEO- Tom Falcone General Counsel - Anna Chacko SVP T&D - Billy Raley CIO - Tamela Monroe	<ul style="list-style-type: none"> • Review and approval of PSEG LI developed plans

3.2. Other Stakeholders

- LIPA Board of Trustees
- PSEG LI Senior Leadership
- LIPA Senior Leadership

4. Project Plan

4.1. Project Work Plan

Task	Target Date
PSEG LI in consultation with LIPA determines property needs requirements*	2Q 2021
PSEG LI and NG in consultation with LIPA develop and agree upon a property acquisition methodology (Appraisals, Broker Opinion of Value, etc.)	3Q 2021
Develop existing property segmentation plans in conjunction with NG based on PSEG LI space needs requirements to support Operations and/or review alternate comparable properties for purchase and relocation	3Q 2021
Determine purchase/relocate/lease consolidation options for properties to meet identified operational needs	4Q 2021
Corporate Real Estate initiate property search, as may be required	4Q 2021

Complete analysis to determine early termination opportunities (5 Year Opt-Out) notification to NG by 12/31/2021	4Q 2021
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*NG provides PSEG-LI disposition option of each property: full sale/segmentation and sale/not for sale

4.2 Risk Management Plan

Agreement on establishing reasonable fair market purchase price of a selected property. If consensus and agreement on a purchase option cannot be reached, will evaluate alternative options to support Operations, such as continuing leasing per the terms of the agreement or relocating to an alternate site.

4.3 Issue Resolution Plan

If parties are unable to agree upon a property FMV methodology, it will escalate to senior management.

If property purchases with National Grid are unsuccessful, a separate plan will be developed to review alternative options to continue leasing and/or look for comparable alternative properties.

The Project Manager will utilize a log to document, resolve, and track to closure. Project issues will be managed from a LIPA provided issues/risk management platform accessible jointly by LIPA and PSEG-LI.

4.4 LIPA Reporting Plan

PSEG LI Project Manager will provide bi-weekly status update and monthly written report to LIPA.

All project deliverables are subject to LIPA review and approval.

5. Technical Execution Plan

5.1. Technical Approach

There are no additional technical approaches required beyond the steps outlined in the above project plan.

5.2. Quality Assurance Plan

The project plan will follow all acceptable best practices from a Real Estate perspective and our internal guidelines and policies. Additionally, all regulatory practices at the State level will be followed and documented

5.3. Documentation Plan

The associated project documentation and other relevant items will be stored in iManage.

Provide bi-weekly status update and monthly written report to LIPA.

Revision History

Name	Date	Reason for Changes	Version
P. DiSilvestro	1/29/21	Initial draft	1.0 draft 3
P. DiSilvestro	2/24/21	Revised based upon feedback from Anna Chacko, LIPA, 2/19/2021	2.0 draft 2
P. DiSilvestro	3/16/21	Revised based upon feedback from Jason Horowitz, LIPA on 3/12/2021	3.0 draft 2
O. Ahmad	4/9/2021	Additional feedback from O. Ahmad and T. Falcone	4.0 draft 1
P. DiSilvestro	4/19/21	Revised based upon feedback from O. Ahmad and T. Falcone	5.0 draft 1

APPENDIX 1: 2020 Work Plan (Basis for 2021 Plan)

Task	Target Date
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo)	1/21/20
Status Update with LIPA (A. Chacko, J. Horowitz)	2/14/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo)	3/20/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo, T. Falcone)	4/17/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo, T. Falcone)	4/24/20
Receive Melville Appraisal	6/3/20
Send Melville Appraisal to A. Chacko, J. Horowitz	6/25/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo)	8/11/20
Receive Central Islip Substation Appraisal	9/18/20
Send Central Islip Substation Appraisal to A. Chacko, J. Horowitz	9/30/20
Conference Call with NG Director Real Estate/PSEG Real Estate – Meeting with LI/Corporate Real Estate, Legal, Facilities to prepare for 10/12/20 meeting	10/8/20
Conference Call with NG Director Real Estate/PSEG Real Estate – Intro Call w/new NG Director Real Estate	10/12/20
Conference Call with NG Director Real Estate/PSEG Real Estate	10/14/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo)	10/16/20
NG Site tour (NG RE/PSEG RE)	10/27/20
Receive Shoreham/Wildwood Appraisal	10/30/20
Conference Call with NG Director Real Estate/PSEG Real Estate	11/2/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo)	11/4/20
Receive Market Value for NG Patchogue, Greenlawn, Bridgehampton sites (Colliers)	11/16/20
Conference Call with NG Director Real Estate/PSEG Real Estate	11/18/20
Receive Melville Market Value Alternative locations (Colliers)	11/20/20
Conference Call with NG Director Real Estate/PSEG Real Estate	12/9/20
Status Update with LIPA (A. Chacko, J. Horowitz, D. Mongiardo)	12/17/20

PSEG Long Island

Project Implementation Plan

For

**Management of LIPA's Real Estate
Records**

**Project Title: 10.03 Hire an outside
consultant to perform a
comprehensive review of the existing
real property records to confirm
accuracy, identify gaps, and make
recommendations for Real Estate
records management**

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1. Project Definition

LIPA has requested PSEG Long Island (“PSEG LI”) hire an outside consultant to perform a comprehensive review of the existing real property records to confirm accuracy, identify gaps, and make recommendations of Real Estate records management. This project will hire a consultant to perform a comprehensive review of existing real property records, at both National Grid (“NG”) and PSEG LI, to confirm accuracy, identify gaps and make recommendations for Real Estate records management consistent with PSEG LI’s record retention policy.

To the extent PSEG LI is pending receipt of LIPA property records in NG’s custody, PSEG LI will request NG to cooperate with any such record delivery. Real Estate records include but are not limited to: license agreements, easements, parcel maps, title documentation, correspondence, deeds.

Note: PSEG LI has received all survey records from NG.

1.1. Project Purpose, Objectives, and Success Criteria

Purpose:

This project will focus on hiring a consultant to perform a comprehensive review of the existing real property records to confirm accuracy, identify gaps, and make recommendations for Real Estate records management.

Project End State and Success Criteria:

The end state of this project will be a complete and comprehensive inventory of LIPA’s real property records in electronic and hard copy formats received from NG and delivered to PSEG LI. Any hard copy records that are not in electronic format will be scanned to PDF format files.

2. Project Deliverables:

Deliverable	Delivery Date	Comments
Prepare Statement of Work (SOW)	Q1 2021	
RFP Process	Q2 2021	
Consultant’s Inventory Report including gaps and recommendations – LIPA Records	Q4 2021	*Subject to Consultant’s work plan
Consultant’s Inventory Report including gaps and recommendations – PSEG LI Records	Q4 2021	*Subject to Consultant’s work plan
Consultant’s Inventory Report including gaps and recommendations – NG/LIPA Shared (gas/electric) Records	Q2 2022	*Subject to Consultant’s work plan

Project Implementation Plan to hire an outside consultant to perform a comprehensive review of the existing real property records to confirm accuracy, identify gaps, and make recommendations for Real Estate records management

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2.1. Assumptions, Dependencies, and Constraints

Assumptions:

- NG will provide all LIPA real property records and/or access to records in a timely manner.
- NG has a complete set of records through the legacy companies.

Dependencies:

- The scope of work is predicated on PSEG LI receipt of existing LIPA real property records in NG’s possession and/or an exhaustive inventory compiled by NG as to LIPA property records assumed to be in its possession. Upon receipt of any such exhaustive inventory list, the scope of work can include an audit of an exhaustive list compared to existing and pending property records. If NG is unable to provide the records on a timely basis, a request will need to be escalated to senior management.

Constraints

- Funding to support activities

Note: The estimated order of magnitude cost of this project is approximately \$300K and scheduled in the 2021-2022 timeframe. This will be revised pending the outcome of the RFP solicitation.

3. Project Structure

3.1. Internal Project Organization

Internal Project Organization

Group/Individual	Role/Responsibility
Records Management - Lynne Baxter/ Kurt Douglas	<ul style="list-style-type: none"> • Lead SME from Records Management
Survey – Paul Ruzenski	<ul style="list-style-type: none"> • Lead SME from Survey
Real Estate – Linda DeSantis	<ul style="list-style-type: none"> • Lead SME from Real Estate
Procurement – Brian Miller	<ul style="list-style-type: none"> • RFP process
Finance Director – Premal Patel Plant Accounting - James Myers Property Tax – John Newell	<ul style="list-style-type: none"> • Financial Oversight • Accounting/Real Estate records reconciliation • Accounting/Real Estate records reconciliation
<u>PSEG LI SLT</u> President & COO – Dan Eichhorn VP T&D Operations – John O’Connell VP Legal – Andrea Elder-Howell VP Construction & Op. Services – Peggy Keane	<ul style="list-style-type: none"> • PSEG LI Oversight

Project Implementation Plan to hire an outside consultant to perform a comprehensive review of the existing real property records to confirm accuracy, identify gaps, and make recommendations for Real Estate records management

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<p><u>LIPA SLT</u> CEO - Tom Falcone General Counsel - Anna Chacko Chief Financial Officer - Tamela Monroe</p>	<ul style="list-style-type: none"> LIPA SLT Oversight
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3.2. Other Stakeholders

- PSEG LI Senior Leadership
- LIPA Senior Leadership

4. Project Plan

4.1. Project Work Plan

Task	Target Date*
Prepare Statement of Work (SOW)	Q1 2021
Contact NG to discuss the project and expectations	Q1 2021
RFP Process	Q2 2021
Consultant Selection and Onboarding*	Q3 2021
Records Review – NG/LIPA records*	Q4 2021
Records Review – PSEG LI records*	Q4 2021
Consultant Inventory Findings & Recommendations Report for LIPA's records*	Q4 2021
Records Review – NG shared (gas/electric) records*	Q2 2022
Consultant Inventory Findings & Recommendations Report for NG/LIPA shared (gas/electric) records*	Q2 2022
Reconciliation with internal fixed asset accounting records	Q2 2022

*Dates are subject to the Consultant’s start date and work plan and NG cooperation to provide files for records containing shared sites or transmit files in NG’s custody that have not been previously transmitted to PSEG LI.

4.2. Risk Management Plan

N/A

4.3. Issue Resolution Plan

If PSEG LI experiences a delay in a response from NG, PSEG LI will elevate the matter to senior management. PSEG LI is expecting full cooperation to access and obtain all records related to LIPA's sites. A legal remedy may be required if access is not provided to PSEG LI related to NG/LIPA records containing shared sites or any records in NG custody that have not been previously transmitted to PSEG LI.

The Project Manager will utilize a log to document, resolve, and track to closure. Project issues will be managed from a LIPA provided issues/risk management platform accessible jointly by LIPA and PSEG-LI.

Project Implementation Plan to hire an outside consultant to perform a comprehensive review of the existing real property records to confirm accuracy, identify gaps, and make recommendations for Real Estate records management
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4.4. LIPA Reporting Plan

PSEG LI Project Manager will provide biweekly status updates and monthly written report to LIPA.

All project deliverables are subject to LIPA review and approval.

5. Technical Execution Plan

5.1. Technical Approach

Consultant to provide a technical plan

5.2. Quality Assurance Plan

QA/QC methods/tasks will be defined after a technical plan is received

5.3. Documentation Plan

PSEG LI Real Estate will provide documentation for the implementation of the consultant's recommendations. LIPA's site records will be digitized with original hard copies stored at Real Estate's Hicksville office. NG shared site records will also be digitized as part of this effort.

Revision History

Name	Date	Reason for Changes	Version
Curt Dahl	2/3/2021	Real Estate	1.0 draft 8
Paul Ruzenski	2/17/2021	Revised based upon feedback from Jason Horowitz, LIPA, 2/12/2021	2.0 draft 1
Osman Ahmad	4/9/2021	Incorporate LIPA feedback	3.0 draft 1
Paul Ruzenski	4/20/2021	Revised based upon feedback from O. Ahmad	4.0 draft 1

PSEG Long Island

Project Implementation Plan

For

**Management of LIPA's Real Estate and
Facility Assets and Records**

**Project Title: 10.04 - Develop
a long-term strategy for
LIPA's real estate and facility
assets, including a post-
COVID space needs analysis**

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1. Project Definition

The Long Island common plant property/facility portfolio under consideration consisting of 12 LIPA leased properties supporting PSEG Long Island (“PSEG LI”) daily operation as defined under the Amended & Restated Operations Services Agreement (“OSA”).

The plan’s primary objective is to provide for the long term needs of LIPA through the development of a long-term property strategy. That strategy may leverage the current common plant assets in order to improve space utilization, absorb future operational growth, and incorporate new COVID-19 design standards and use. The strategy should reflect the development of a facility condition assessment and find opportunities for savings through (i) rebalancing the portfolio, and (ii) taking advantage of LIPA’s lower cost of capital and property tax-exemption.

In 2014, PSEG LI, on behalf of LIPA, entered into a long-term 15-year lease agreement with National Grid (“NG”). The agreement has two five-year extension options for a total lease term of 25 years. The agreement includes an early termination right that may be executed through year end 2021, with a two-year transition period thereafter.

The following list details the properties currently leased from NG:

Facility	Address / Location	Term	Term Date
Hicksville	175 E. Old Country Road	15	Dec-28
Melville*	15 Park Drive	15	Dec-28
Brentwood	1650 Islip Avenue	15	Dec-28
Greenlawn	288 Pulaski Road	15	Dec-28
Patchogue	460 East Main Street	15	Dec-28
Riverhead	117 Doctor's Path	15	Dec-28
Bridgehampton	1774 Montauk Highway	15	Dec-28
Hewlett	455 Mill Road	15	Dec-28
Roslyn	250 Willis Avenue	15	Dec-28
Port Jefferson (land only)	1-226 Beach St	15	Dec-28

*Discussions continue with National Grid on leasing/purchase opportunity.

In addition, PSEG LI has a lease agreement in support of operational requirements:

Facility	Address / Location	Primary Use Type (Ops, office, special, etc.)	Term	Term Date
Bethpage Office	999 Stewart Ave.	Office	5	Aug-23

PSEG LI also utilizes LIPA’s surplus office space at 333 Earle Ovington Blvd, Uniondale, NY. The lease term ends April 2025.

In 2020, the world changed with the onset of COVID-19. Since March 2020, PSEG shifted the majority of the non-physical employees/professional contractors to working remotely. PSEG LI will be engaging a consultant to develop an overall common plant master plan for alignment with the future operating model.

1.1. Project Purpose, Objectives, and Success Criteria

Purpose:

The purpose of this project is the development of a long-term property Master Plan strategy, which leverages and diversifies the current common plant property assets in order to improve space utilization, lower operating costs, and overheads while supporting alignment with the future operating model. The strategy should include facility condition assessment and find opportunities to use LIPA's lower cost of capital and tax exemption to reduce cost.

In order to develop the future operational program and master plan, we will be engaging a professional consultant with extensive space and operations planning experience.

Scope:

- Consultant shall provide the following services:
 - Evaluate existing properties and gather required Real Estate data for program development
 - Develop and evaluate facility needs based upon operational input to support business objectives and define space requirements both current and future (five years forward view)
 - Determine and evaluate business demands and long-range goals for facility space needs, both interior office and exterior yard space
 - Provide analysis for expansion/consolidation opportunities with associated high-level cost estimates to achieve and sequencing of implementation, including any staging plans
 - Develop facility condition assessment for each of the 12 locations
 - Perform cost analysis to reflect opportunities for potential savings by utilizing LIPA's lower cost of capital and property tax exemption

Project End State and Success Criteria:

Executable Master Plan with the associated implementation plan and cost to achieve.

2. Project Deliverables:

Deliverable	Delivery Date	Comments
High-level facility needs assessment reflective of the future operational program	Q1 2021	Delivered to LIPA on 3/15/21
Consultant SOW	Q1 2021	Delivered to LIPA
Consultant proposals	Q 2021	Delivered to LIPA
On-board Consultant and develop preliminary project schedule	Q2 2021	
Master Plan Recommendations Report detailing expansion/consolidation/relocation property opportunities with associated high-level cost to achieve	Q4 2021	

Deliverable	Delivery Date	Comments
Recommendations for any potential shared site (NG property) lease terminations	Q4 2021	
Evaluate real estate market conditions and trends leading to recommendation of ownership feasibility (leased/buy, consolidate or relocate) and develop associated cost benefit analysis of recommended options	Q4 2021	
Develop a prioritization schedule for the implementation and alignment with the master plan strategy of key actions prioritized by urgency and strategic importance	Q4 2021	

2.1. Assumptions, Dependencies, and Constraints

Final Master Plan has a dependency on NG’s strategy.

3. Project Structure

3.1. Internal Project Organization

Internal Project Organization

Group/Individual	Role/Responsibility
Real Estate Consultant - TBD	Project lead
LIPA Owners’ Rep (PM)	TBD
LIPA Oversight Lead	Osman Ahmad
Project Support –Matt Gioia	Support the Project lead
Facilities Services – Pasquale DiSilvestro	Facilities SME
Legal – Bob Sharma, as needed	Legal lead
LIPA Legal – Jason Horowitz	LIPA Legal
Business Groups-Directors will identify Point of Contacts in preparation for space requirement discussions in Q2 2021	Provide operational program data
TD Planning	
TD Operations East	
TD Operations West	
TD Training Services & Contract Services	
TD Engineering	
TD Transmission Operations	
TD Operations Support	
TD Projects & Construction	
Fleet	
Material & Logistics	
Health & Safety	
Environmental Compliance	
NERC-CIP Compliance	

Customer Contact & Billing Revenue Operations Customer Experience & Utility Marketing Meter Services Power Markets Energy Efficiency IT Finance Audit Communications External Affairs Legal/Claims Procurement Human Resources Facilities	
<u>PSEG LI SLT</u> President & COO - Dan Eichhorn, VP T&D Operations - John O’Connell, VP Customer Operations - Rick Walden, VP Construction & Operating Services - Peggy Keane, VP Legal - Andrea Elder-Howell, VP Power Markets - Paul Napoli	Review strategy and project approval
<u>LIPA SLT</u> CEO - Tom Falcone General Counsel - Anna Chacko SVP T&D Oversight - Billy Raley Chief Financial Officer - Tamela Monroe	Review and Approval
Labor Relations/Employee Relations (As needed)	Communicate with employee and union leadership
Communications (As needed)	Provide communication updates to employees

3.2. Other Stakeholders

- LIPA Board of Trustees
- PSEG LI Senior Leadership
- LIPA Senior Leadership

4. Project Plan

4.1. Project Work Plan

Task	Target Date
Consolidated facility needs assessment summary to LIPA	Q1 2021
Develop SOW for Master Plan Consultant Services	Q1 2021
Procurement RFP for Master Plan Consultant Services	Q1 2021

On-board Consultant	Q2 2021
Consultant to validate space needs information, current and future; including new operation model (post Covid) Questionnaire/data gathering (including Return to Work Template)	Q2 2021
Consultant to develop detailed space needs analysis from program data	Q3 2021
Master Plan Report for the Long Island portfolio (office/yard)	Q4 2021
Present draft Master Plan for Long Island portfolio to LIPA and PSEG LI SLT for review and comment	Q4 2021
Present final Master Plan for Long Island portfolio to LIPA for authorization and approval	Q4 2021
Consultant conducts market analysis and develop options for executing the Master Plan	Q4-2021
Present to LIPA and PSEG-LI SLT for review and approval	Q4-2021
Exercise early termination right on National Grid lease sites, if warranted, and begin two-year transition	Q4-2021
Recurring status reporting to LIPA	Bi-weekly
All project deliverables to be submitted to LIPA for review and approval	As the occur

4.2. Risk Management Plan

1. Engage NG early to ensure that we understand their property disposition strategy for each site
2. LIPA SLT may have to engage NG SLT management for issue resolution
3. Evaluate all alternative options that support the final operational program.

4.3. Issue Resolution Plan

The Project Manager will utilize a log to document, resolve, and track to closure. Project issues will be managed from a LIPA provided issues/risk management platform accessible jointly by LIPA and PSEG-LI.

4.4. LIPA Reporting Plan

PSEG LI Project Manager will provide bi-weekly status update and monthly written report to LIPA.

All project deliverables are subject to LIPA review and approval.

5. Technical Execution Plan

5.1. Technical Approach

Follow industry best practices for real estate architectural design and space standards (i.e.: BOMA, IFMA).

5.2. Quality Assurance Plan

PSEGLI Internal Review, LIPA review

5.3. Documentation Plan

Document the master plan and associated documentation in iManage.

Provide bi-weekly status update and monthly written report to LIPA.

Revision History

Name	Date	Reason for Changes	Version
P. DiSilvestro	1/26/21	Initial draft	1.0 draft 3
P. DiSilvestro	2/24/21	Revised based upon feedback from Jason Horowitz, LIPA, 2/12/2021 and follow-up discussion with Dan Eichhorn/Anna Chacko, LIPA on 2/19/21	2.0 draft 2
P. DiSilvestro	3/4/21	Revised based upon feedback from Jason Horowitz, LIPA, 3/4/21	3.0 draft 1
O. Ahmad	4/7/21	Comments provided by O. Ahmad and T. Falcone	4.0 draft 1
P. DiSilvestro	4/19/21	Revised based upon feedback from O. Ahmad and T. Falcone	5.0 draft 1

PSEG Long Island

Project Implementation Plan

For

**Management of LIPA's Real Estate and
Facility Assets and Records**

Recommendation No.

**Project Title: *10.05 Develop a
succession plan for current long
serving PSEG Long Island real
estate professionals to ensure
knowledge capture and transfer***

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1. Project Definition

Under the Amended and Restated Operations Services Agreement (“OSA”), PSEG Long Island (“PSEG LI”) is responsible for “real estate management, easements, leases and agreements, pole attachments (including billing and collection for pole attachment fees, as well as maintaining a complete inventory of type and location of each attachment and plans for revenue optimization), joint use agreements, and telecommunications for the provision of electric service.”

This project will focus on identifying long-serving PSEG LI real estate professionals and development of knowledge transfer & retention plans for the aforementioned areas to ensure continuity of operation and knowledge.

1.1. Project Purpose, Objectives, and Success Criteria

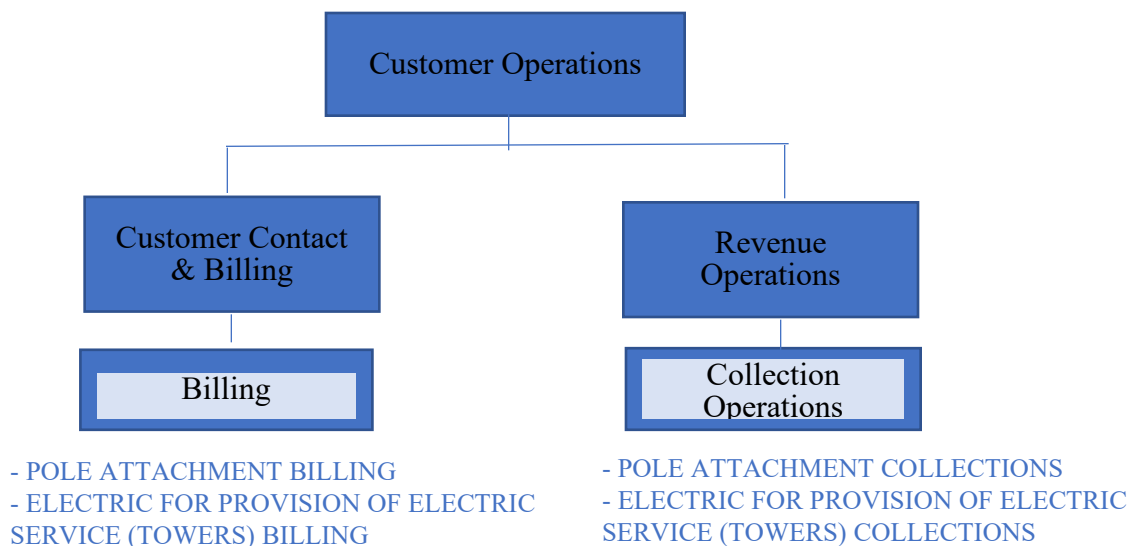
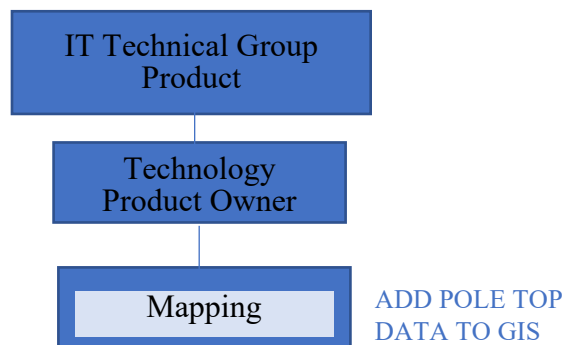
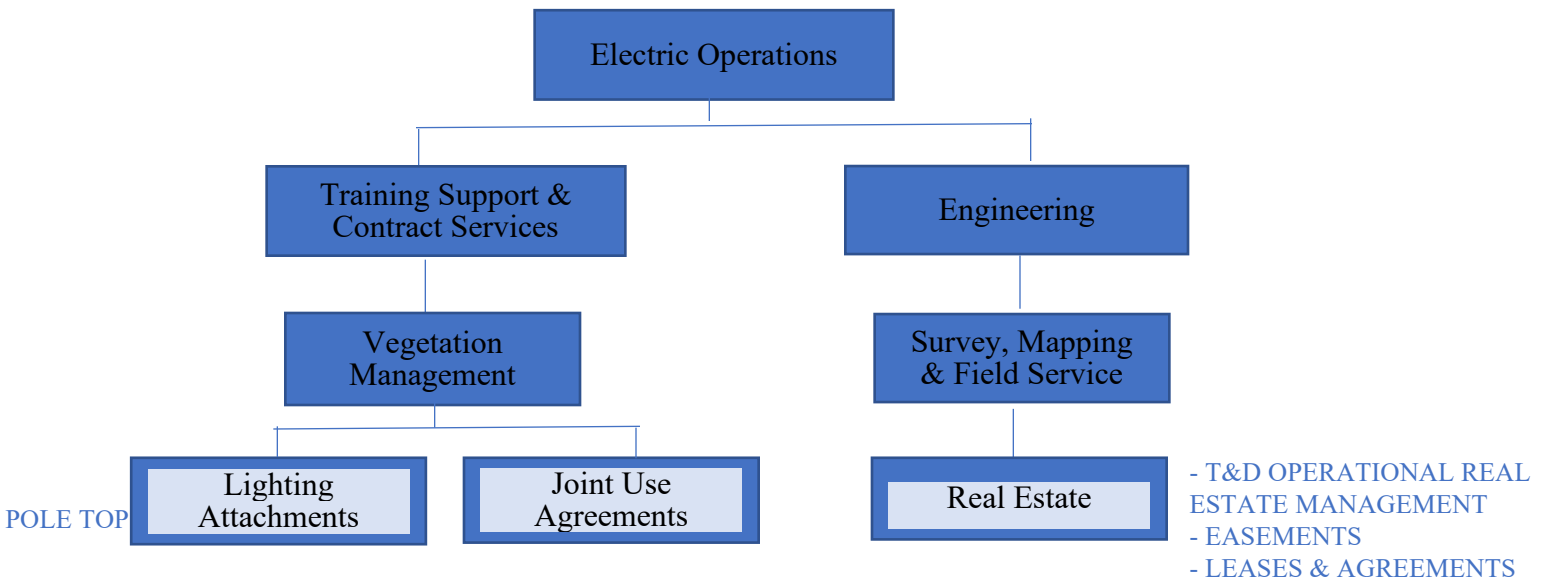
Purpose:

The purpose of this project is to identify long-serving PSEG LI Real Estate professionals and establish a knowledge transfer & retention plan for the stated areas that perform real estate-related activities.

Scope:

This project will identify current long-serving PSEG LI real estate professionals and detail the skills required for each position. The departments in which these positions reside may also provide supporting documentation such as skills matrix/progression, training documentation, procedures, policies, systems utilized, identification of share drive sites and other pertinent information. The areas of focus are:

- Real estate management, including property management, asset tracking, easements, leases, and all other agreements
- Pole top attachment including asset tracking, contracts management, billing and collections
- Joint use agreements and regulatory compliance
- Telecom for provisioning electric service (towers), including billing and collections



Project End State and Success Criteria:

The end state of this project for each role will be:

- Position knowledge package as detailed in Section 1.1
- Knowledge transfer and retention plan for each of the roles
- Training and development plans

2. Project Deliverables:

Describe applicable Project Deliverables:

Deliverable	Delivery Date	Comments
Identify long-serving PSEG LI Real Estate employees	2/28/2021	As defined in the grouping in Section 1 - Completed
Identify skills required for Real Estate positions under Section 1	4/30/2021	Completed
Knowledge transfer & retention plan for each area	7/31/2021	

2.1. Assumptions, Dependencies, and Constraints

Assumptions

The individuals designated as potential candidates are interested in the position.

3. Project Structure

3.1. Internal Project Organization

Internal Project Organization

Group/Individual	Role/Responsibility
TD – Patrick Dempsey/Mark Cerqueira (Lighting & Attachments, Joint Use Agreements)	• Lead to explain role and determine future candidates
Real Estate – Curt Dahl/Paul Ruzenski (Easements, Rentals, Operational Permits)	• Lead to explain role and determine future candidates
Customer Billing – Jorge Jimenez/John Heidenfelder (Lighting & Attachments, Telecom for provisioning electric service (Towers))	• Lead to explain role and determine future candidates
Customer Collections – Brigitte Wynn/Kim Soreil(Lighting & Attachments, Telecom for provisioning electric service (Towers))	• Lead to explain role and determine future candidates
Mapping – Diane Blankenhorn/Mark Sikorksi	• Lead to explain role and determine future candidates

SLT – John O’Connell, Rick Walden	<ul style="list-style-type: none"> • Senior Oversight
Human Resources	<ul style="list-style-type: none"> • SME to provide/educate on knowledge transfer & retention planning

3.2. Other Stakeholders

- PSEG LI Senior Leadership
- LIPA Senior Leadership

4. Project Plan

4.1. Project Work Plan

Task	Target Date
Identify long-serving PSEG LI Real Estate employees	2/28/2021
Set up Knowledge Transfer & Retention Planning overview meeting with Internal Project Organization	3/15/2021
Set up meetings with departments to identify skills required for the positions	4/30/2021
Identify a common repository accessible by all where this documentation will be housed	6/15/2021
Departments complete updating knowledge transfer documentation	6/30/2021
Review with VP Electric Operations, VP Customer Operations & Human Resources	7/7/2021
Deliverable: Develop training & development plan for each position	7/31/2021
Manager conducts quarterly check-ins with the appropriate Supervisor to ensure the plan is being executed and revised, if needed	On-going
Manage position documentation	On-going

4.2. Risk Management Plan

If there are no skilled candidates for a position, determine if the company will invest for credentials or post to hire externally.

4.3. Issue Resolution Plan

The Project Manager will utilize a log to document, resolve, and track to closure. Project issues will be managed from a LIPA provided issues/risk management platform accessible jointly by LIPA and PSEG-LI.

4.4. LIPA Reporting Plan

PSEG LI Project Manager will provide bi-weekly status update and monthly written report to LIPA.

All project deliverables are subject to LIPA review and approval.

5. Technical Execution Plan

5.1. Technical Approach

There are no technical approaches required beyond the steps outlined in the above project plan.

5.2. Quality Assurance Plan

This quality assurance plan is to review the knowledge transfer & retention plans with Human Resources and PSEG leadership to ensure appropriateness.

5.3. Documentation Plan

The knowledge transfer & retention plan will be kept by PSEG leadership and Human Resources. The respective Directors/Managers will document the training plan and goals. The documentation will be shared using iManage.

Revision History

Name	Date	Reason for Changes	Version
Liz Bell-Carroll	2/2/21	Initial draft	1.0 draft 3
Liz Bell-Carroll	2/17/21	Revised based upon feedback from Jason Horowitz, LIPA, 2/12/2021	2.0 draft 2
Osman Ahmad	4/9/21	Incorporate additional LIPA recommendations	4.0 draft 1
Liz Bell-Carroll	4/20/21	Revised based upon feedback from LIPA	5.0 draft 1
Jane Cavlin	5/5/21	Revised based upon feedback from LIPA on 5/4/21 meeting	6.0 draft 1

From: Jason Horowitz <jhorowitz@lipower.org>
Sent: Friday, January 29, 2021 2:00 PM
To: DiSilvestro, Pasquale <Pasquale.DiSilvestro@pseg.com>; Cavlin, Jane (N-LMCO) <Jane.Cavlin@pseg.com>
Cc: Anna Chacko <achacko@lipower.org>
Subject: [EXTERNAL] Real Estate Recommendations

*****CAUTION*** ***CAUTION*** ***CAUTION*****
This e-mail is from an **EXTERNAL** address. The actual sender is (jhorowitz@lipower.org) which may be different from the display address in the From: field. Be cautious of clicking on links or opening attachments. Suspicious? Report it via the Report Phishing button. On mobile phones, forward message to Cyber Security.

Hi Pasquale and Jane.

Was good catching up earlier.

As discussed and to clarify the real estate recommendation regarding “succession planning”, the thought was not specific to current individuals, but more generally, related to management of that information, who serves those functions now and how is this historical knowledge captured. Please consider these questions as a guide but not an exhaustive list:

1. Who conducts those functions now?
2. What are the lines of reporting in the existing org chart?
3. Are other resources needed? Should consultants be hired to capture the information? See 4. below.
4. How is this knowledge and information categorized now? Can it be captured on a shared database and made available to PSEG LI and LIPA to ensure continuity of operations? This would provide access to information system-wide that as a next phase can perhaps be captured on service territory maps with coding to designate ownership, leases of sites and locations of each.

Please let me know if you have other questions.

Thanks again and enjoy the weekend.

Jason



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