

BEFORE THE NEW MEXICO PUBLIC REGULATION COMMISSION

IN THE MATTER OF THE APPLICATION)
OF PUBLIC SERVICE COMPANY OF NEW)
MEXICO FOR REVISION OF ITS RETAIL)
ELECTRIC RATES PURSUANT TO ADVICE)
NOTICE NO. 595)
)
PUBLIC SERVICE COMPANY OF NEW)
MEXICO,)
)
)
Applicant)
_____)

Case No. 22-00270-UT

DIRECT TESTIMONY
OF
SHEILA M. MENDEZ

December 5, 2022

NMPRC CASE NO. 22-00270-UT
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WITNESS FOR
PUBLIC SERVICE COMPANY OF NEW MEXICO

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AFFIRMATION

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1

I. INTRODUCTION AND PURPOSE

2 **Q. PLEASE STATE YOUR NAME, POSITION AND BUSINESS ADDRESS.**

3 **A.** My name is Sheila M. Mendez and I am employed by PNMR Services Company
4 (“Shared Services”), a wholly owned subsidiary of PNM Resources, Inc.
5 (“PNMR”). Shared Services was formed to house corporate shared services
6 functions for PNMR and its subsidiaries, including Public Service Company of New
7 Mexico (“PNM” or “Company”). I am the Executive Director of the Enterprise
8 Program Management Office (“EPMO”). My business address is 2401 Aztec Rd. NE,
9 Albuquerque, New Mexico 87107.

10

11 **Q. WHAT IS THE PURPOSE OF YOUR DIRECT TESTIMONY?**

12 **A.** I am submitting this testimony on behalf of PNM. The purpose of my testimony in
13 this proceeding is to describe the Company’s corporate capital investments for the
14 period from July 1, 2022, through the end of the Test Period December 31, 2024¹,
15 known as the Capital Investment Period. I describe the necessary corporate
16 technology and facilities capital investments needed to support the ongoing and
17 trending increase in demand for physical and cyber security, facility expansions,
18 and additional support for enhanced customer experience. I further define the
19 incremental operating expenses needed to support the increasing demand in cyber

¹ The “Capital Investment Period” includes the linkage period which extends from July 1, 2022 through December 31, 2023, and the Test Period beginning January 1, 2024 through December 31, 2024.

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1 security, cyber applications, telecommunications, virtualization initiatives, and
2 facilities management. Specifically, in the sections that follow, I:

- 3 1. Provide an overview of the type of corporate capital expenditures included
4 in the Company portfolio for these periods;
- 5 2. Describe PNMR’s corporate capital governance process for estimating and
6 budgeting investments, including how priorities are established and how
7 corporate capital budgets are monitored;
- 8 3. Identify the corporate capital investments required during the Capital
9 Investment Period and explain and support why these investments are
10 required for maintaining and enhancing Company facilities, computer
11 systems and hardware, and the data and voice networks; and
- 12 4. Provide an overview of the incremental operation and maintenance
13 (“O&M”) investments, including new Full-Time Equivalent (“FTE”)
14 positions and operating expenses (outside services and employee expenses)
15 added to support the continued strengthening of our physical and cyber
16 security capabilities, strengthening our telecommunications topology,
17 strengthening the expansion of the operational technology footprint and
18 compliance and managing facilities.

19
20 **Q. WHAT ARE YOUR KEY CONCLUSIONS?**

21 **A.** Overall, I conclude that:

- 22 1. The corporate capital investments of \$125.3 million during the Capital Investment
23 Period are required to maintain Company facilities, equipment, reliable

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1 computer systems, telecommunications network and enhance the customer
2 experience. In addition, these investments provide the business with
3 additional capabilities through the use of modernized technology so the
4 Company can continue to serve customers in the most efficient manner. The
5 costs included in this proceeding are separate and distinct from the
6 investments requested in PNM’s Grid Modernization Application in Case
7 No. 22-00058-UT.

8 2. There is a thorough and robust capital budgeting, prioritization, selection,
9 and “trade-off” process for corporate capital investments portfolio which
10 ensures only those capital investments that help achieve the Company goal
11 of providing safe and reliable service is met.

12 3. Only capital investments that benefit and provide service to New Mexico’s retail
13 customers are included in the requested revenue requirements. As discussed by
14 PNM witness Peters, projects that benefit multiple PNMR subsidiaries are
15 allocated based on a “location code” to ensure the appropriate allocated costs and
16 depreciation are directed to the correct subsidiary.

17 4. The Test Period O&M costs are reasonable and reflect the necessary costs
18 to provide safe and reliable electric services.

19
20 **Q. PLEASE DESCRIBE THE FUNCTIONS OF THE EPMO AND YOUR**
21 **RESPONSIBILITIES AS EXECUTIVE DIRECTOR.**

22 **A.** The EPMO includes strategic planning, capital project portfolio management,
23 project management and governance, continuous process improvement, change and

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1 resource management, financial management for capital and operating budgets,
2 transmission and distribution large construction inspections and energizing new
3 substations and equipment. The EPMO is responsible for tracking and running all
4 Information Technology (IT) and Operational Technology (OT) corporate
5 programs and projects and large construction projects for PNM Operations and
6 ensuring the successful delivery of the new IT, OT, and Transmission and
7 Distribution assets. As Executive Director, I provide oversight of these EPMO
8 functions.

9

10 **Q. PLEASE DESCRIBE YOUR EDUCATIONAL BACKGROUND AND**
11 **PROFESSIONAL EXPERIENCE.**

12 **A.** I have over 32 years of IT experience implementing technology solutions, 23 years
13 in the energy industry and over 18 years running other projects and programs. I
14 earned a Bachelor of Business Administration degree with a concentration in
15 Business Computer Systems from the University of New Mexico in 1991 and am
16 currently attending UNM for my Executive Master of Business Administration with
17 graduation set for May 2023. I hold certifications as a Project Management
18 Professional, Organizational Change Management Registered Practitioner and
19 Information Technology Infrastructure Library. A copy of my Educational and
20 Professional Summary is attached as PNM Exhibit SMM-1.

21

22 **Q. HAVE YOU PREVIOUSLY TESTIFIED IN UTILITY REGULATORY**
23 **PROCEEDINGS?**

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1 **A.** Yes, I testified on behalf of PNM in New Mexico Public Regulation Commission
2 (“NMPRC” or “Commission”) Case No. 16-00276-UT, PNM’s last rate case
3 (“2016 Rate Case”), and NMPRC Case No. 18-00261-UT in support of PNM’s
4 participation in the Energy Imbalance Market (“EIM”). My testimony was admitted
5 into evidence in the EIM case without objection.

6

7 **Q. PLEASE EXPLAIN THE VALUE-DRIVER CATEGORIES THAT MAKE**
8 **UP THE TOTAL CAPITAL CORPORATE INVESTMENTS.**

9 **A.** The six value drivers are defined in PNM witness Sanders’ testimony and are used
10 to categorize corporate capital investments. These include:

- 11 1. Safety
12 2. Reliability
13 3. System Performance
14 4. Security (physical or cyber)
15 5. Environmental
16 6. Compliance

17 All our corporate capital investments are categorized by one of these value drivers
18 and will be fully described later in my testimony. Some projects fulfill more than
19 one of these objectives but are classified based on the project’s primary objective.

20

21 **Q. HOW DOES YOUR TESTIMONY RELATE TO THE TESTIMONY**
22 **PRESENTED BY OTHER COMPANY WITNESSES?**

23 **A.** My testimony supports the testimony of the following witnesses:

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1 1. PNM witness Sanders addresses budget estimates for the corporate capital
2 investments included in the test period revenue requirements and the capital
3 budgeting process.

4 2. PNM witness Peters addresses the Federal Energy Regulatory Commission
5 (“FERC”) cost types used in PNM budgeting for capital investments and
6 support for capital loads and how corporate shared service costs are
7 allocated to the appropriate subsidiary.

8

9 **II. OVERVIEW OF CORPORATE CAPITAL EXPENDITURES**

10

11 **Q. PLEASE DESCRIBE THE TYPE OF INVESTMENTS INCLUDED IN THE**
12 **CORPORATE CAPITAL BUDGET.**

13 **A.** The corporate capital budget includes two types of investments. First are
14 expenditures related to IT/OT software and hardware assets that require
15 maintaining, upgrading, and enhancing, in addition to implementing new
16 technology solutions and business capabilities; these are known as the Technology
17 Investments. The second are expenditures to maintain, update, and expand
18 Company facilities, equipment, and furniture; these are known as General Services
19 investments.

20

21 **Q. PLEASE ELABORATE ON THE TYPES OF TECHNOLOGY**
22 **INVESTMENTS.**

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1 **A.** Capital investments in IT generally benefit the enterprise as a whole, but they also
2 include some specific technology projects that benefit individual subsidiaries.
3 Capital investments in OT generally support the utility grid operations from a
4 technology perspective. These investments can include upgrading and updating
5 hardware platforms and application and operating systems (also known as life cycle
6 management), enhancing the data and voice network to support the business,
7 implementing updated cybersecurity patches that address security risks and the
8 North American Electric Reliability Corporation (“NERC”) requirements, and
9 introducing new tools and systems that provide the business with new capabilities.
10 Capital investments in the NERC Critical Infrastructure Protection (“CIP”)
11 requirements, CIP-002 through CIP-014, aim specifically at protecting the
12 reliability of the Bulk Electric System through implementation of a variety of
13 rigorous cybersecurity measures such as: security management controls, access
14 management, electronic security perimeters, physical security technology, and
15 malicious code prevention.

16

17 **Q. PLEASE DESCRIBE THE TYPES OF GENERAL SERVICES**
18 **INVESTMENTS.**

19 **A.** General Services investments in the corporate budget are related to maintaining,
20 updating and expanding facilities, equipment and furniture for both PNMR and
21 individual subsidiaries. These investments often address NERC, safety, regulatory
22 compliance, ergonomic or space capacity issues, as well as maintaining building
23 assets and acceptable operating conditions.

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1 **Q. PLEASE DEFINE PROJECTS, PROGRAMS, AND PORTFOLIOS.**

2 **A.** There are differences in how these terms are defined and applied. The Project
3 Management Institute (“PMI”) was established in 1969 and is the world’s largest
4 non-profit professional membership association for the project management
5 profession. PMI has developed globally-recognized standards for project
6 management and has defined these terms as follows:

7 1. Projects are temporary in that they have a defined beginning and end and
8 therefore have a defined scope and known resource requirements. In
9 addition, a project is unique in that it is not a routine operation, but a specific
10 set of operations designed to accomplish a particular goal.

11 2. Programs are a group of related projects managed in a coordinated way to
12 obtain benefits and control not available from managing the projects
13 individually.

14 3. A Project Portfolio is a collection of programs and projects for an
15 organization created to meet the company’s strategic business goals.

16

17 **III. OVERVIEW OF CORPORATE OPERATING EXPENDITURES**

18

19 **Q. ARE THE OVERALL CORPORATE OPERATING EXPENDITURES**
20 **REFLECTED IN THE TEST PERIOD REASONABLE?**

21 **A.** Yes. Regarding IT/OT, the demands to protect people, systems, company, and the
22 utility grid from attacks, both in the cyber and physical environments, drive the
23 need to strengthen the telecommunications topology and enhance the system

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1 virtualization capabilities, system architecture and applications support. For
2 General Services, the need to support the growth and demands for a safe working
3 environment include, but are not limited to, dedicated janitorial support for the high
4 occupancy New Mexico metro facilities and the maintenance of buildings in the
5 New Mexico territory ensuring there is proper oversight and compliance
6 management (e.g. fire system testing and safety inspections) at critical sites such as
7 the Data Center, Power Operations (Grid), Distribution Operations, and Wholesale
8 Power Marketing. The expenditures included in the linkage data and the Test Period
9 achieve these objectives.

10

11 **Q. PLEASE DESCRIBE THE ADDITIONAL EXPENDITURES INCLUDED**
12 **IN THE LINKAGE DATA AND THE TEST PERIOD FOR CORPORATE**
13 **OPERATIONS.**

14 **A.** To meet the objectives stated above, PNM is increasing IT/OT staffing throughout
15 the linkage data and the Test Period by, adding 17 FTEs (12 in 2023 and 5 in 2024)
16 with labor costs totaling \$1.799 million (\$1.072 million in 2023 and \$474,500 in
17 2024) with employee and outside service expenses of \$129,100 (\$39,400 in 2023
18 and \$89,700 in 2024). The positions and expenses include the following services,
19 but are not limited to, supporting the remediation of security patching on
20 applications and middle-ware, cyber security and network engineering to improve
21 the security and risk posture of the critical operational environments, supporting
22 the hardware and connectivity for systems that support mission and business critical
23 applications, cloud and privileged access security which manage the lifecycle

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1 management of the cloud-specific security platforms and tools, enterprise
2 architecture services including cyber/information/cloud architectures, analysis and
3 review of the growing supply chain risk and NERC CIP-013 requirements,
4 telecommunication (data and voice) services to manage internal networks to
5 optimize performance and cost management through contract and cost controls,
6 support of expanding collaboration services such as conference rooms and online
7 meetings tools like Webex and MS Team, physical security keeping the buildings
8 and staff safe, and desktop engineering and end-user support protecting the end-
9 user computing devices from cyber-attacks.

10

11 For General Services, PNM is increasing staffing throughout the linkage data and
12 the Test Period by adding three FTEs (one in 2023 and two in 2024) at a total labor
13 cost of \$252,822 (\$79,822 in 2023 and \$173,000 in 2024) with employee and
14 outside service expenses of \$81,820 (\$73,940 in 2023 and \$7,880 in 2024), all to
15 support the increasing needs of PNM facilities management.

16

17 Refer to PNM Table SMM-1 for the summary of labor and non-labor expenses for
18 technology and PNM Table SMM-2 for General Services. Refer to Witness Pino
19 for information related labor escalations and to Witness Peters for how costs are
20 allocated to PNM.

21

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1

PNM TABLE SMM-1 - TECHNOLOGY

COST TYPE	Category - IT/OT	2023⁽¹⁾	2024⁽²⁾	Location Code
Labor	Security - Cyber	\$ 306,044	\$ 100,000	968
Labor	Security-Physical		86,500	968
Labor	Security-Cyber-apps	91,795		968
Labor	Security - Cyber-OT	171,617		968
Labor	Telecommunications	270,237		968
Labor	Virtualization	231,833		968
Labor	Applications		86,500	968
Labor	Architecture		115,000	968
Labor	End-User		86,500	968
	Subtotal	\$ 1,071,526	\$ 474,500	
Non-Labor	Security - Cyber	\$ 11,820	\$ 73,940	968
Non-Labor	Security-Physical		3,940	968
Non-Labor	Security-Cyber-apps			968
Non-Labor	Security - Cyber-OT	3,940		968
Non-Labor	Telecommunications	11,820		968
Non-Labor	Virtualization	11,820		968
Non-Labor	Applications		3,940	968
Non-Labor	Architecture		3,940	968
Non-Labor	End-User		3,940	968
	Subtotal	\$ 39,400	\$ 89,700	

⁽¹⁾2023 Labor includes \$212,115 that is expected to be allocated to capital and not included in O&M dollars.

⁽²⁾2024 Labor includes \$99,100 that is expected to be allocated to capital and not included in O&M dollars. 2024 Non-Labor includes \$14,000 that is expected to allocate to capital and is not included in O&M.

2

3

PNM TABLE SMM-2 – GENERAL SERVICES

COST TYPE	Category - Facilities	2023	2024	Location Code
Labor	Facilities Mgmt	\$ 79,822	\$ 173,000	951
Non-Labor	Facilities Mgmt	\$ 73,940	\$ 7,880	951

4

5

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IV. CORPORATE CAPITAL GOVERNANCE PROCESS

Q. DOES THE COMPANY HAVE GOVERNANCE COMMITTEES RESPONSIBLE FOR THE OVERSIGHT OF CORPORATE CAPITAL INVESTMENTS?

A. Yes, there are three committees that govern the capital investments for technology and General Services. These are the Resource Council (“RC”), IT Capital Allocation Team (“iCAT”) and the Facilities Capital Allocation Team (“fCAT”).

1. For all company capital, the RC:

a) is comprised of the Chief Operating Officer and the Chief Financial Officer; and

b) reviews the summarized capital budget requests compared to targets and approves any adjustments needed. PNM witness Sanders discusses this in more detail in his testimony.

2. For technology investments, the iCAT:

a) consists of voting members who are vice presidents or directors in IT and across the business who are responsible for reviewing and approving technology capital business cases; and

b) tracks technology capital investments and approves project trade-offs to achieve objectives for the Company.

3. For facilities, equipment and furniture investments, the fCAT:

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- 1 a) works with key business representatives to identify facility needs,
2 recommend solutions, coordinate approvals and establish defined scope,
3 costs and timelines for all deliverables;
- 4 b) tracks the progress on investments, reprioritizes projects and approves
5 project trade-offs to achieve the objectives for the Company; and
- 6 c) ensures that solutions meet required ordinances like zoning, building
7 code compliance, and the Americans with Disabilities Act.

8

9 **Q. HOW ARE PROPOSED CAPITAL INVESTMENTS IDENTIFIED?**

10 **A.** There are two avenues by which corporate capital investments are identified. The
11 first is the Annual Operating Plan (“AOP”) cycle and the second is through “pop-
12 ups” which can occur throughout the year.

13 1. Annually, through the AOP cycle, investments that are on the current five-year
14 budget portfolio are reviewed to determine if they should remain on the
15 portfolio. Inquiries also go out to the business units for inclusion of investments
16 that align with their business strategy plans.

17 2. “Pop ups” are new projects that are identified and proposed based on a newly
18 discovered need or opportunity outside of the AOP process. Pop-ups are
19 documented, justified, and prioritized against the rest of the portfolio.

20

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1 **Q. HOW DOES ICAT PRIORITIZE INVESTMENTS?**

2 **A.** iCAT has a prioritization methodology that requires the collection of certain
3 investment criteria that apply a point system using criticality and weighting, which
4 produces a total investment score. This results in a list of projects that fall above
5 the “budget target” line and those that fall below. This list is reviewed with the
6 senior leadership in Business Technology Services who represent all the company
7 organizations. They discuss and evaluate by considering other relevant business
8 criteria in combination with the total investment score to determine any adjustments
9 to the prioritized list. The AOP is entered into the budget system in preparation for
10 RC. iCAT then is presented with the projects that are in the AOP project portfolio
11 and they are responsible for approving any trade-offs during the year. If iCAT
12 shifts funds from one project or program to another, they ensure the entire portfolio
13 investments do not exceed the approved capital budget.

14

15 **Q. HOW DOES FCAT PRIORITIZE INVESTMENTS?**

16 **A.** fCAT utilizes the institutional knowledge and the experience of the General Services
17 manager and building maintenance supervisor to prioritize investments based on
18 age of building systems, previous complications or reliability issues, NERC or
19 regulatory compliance issues, safety concerns, or unavailability of repair parts for
20 equipment.

21

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1 **Q. PLEASE DESCRIBE HOW CAPITAL INVESTMENTS ARE ESTIMATED.**

2 **A.** Depending on the type and complexity of the project, estimates for capital
3 investments are derived based on a combination of current vendor quotes, research,
4 Subject Matter Experts (“SMEs”) inputs, or using historical data from similar
5 projects and trends.

6 1. For General Service investments, vendor quotes are often used based on
7 equipment and external labor costs. For example, for the former Aztec Security
8 Equipment Upgrade, two vendors provided hardware cost replacement
9 estimates for equipment and labor costs for design, installation and maintenance
10 with adjustments for IT labor. This same type of estimate could be used for
11 security equipment outside of Albuquerque as adjusted for location.

12 2. For technology investments, generally when opportunities are identified they
13 are classified as either a technology blanket, an upgrade to existing systems, or
14 implementation of a new solution. Technology blankets, which I will describe
15 in more detail later in my testimony, are estimated based on the quantity of
16 equipment to be replaced and current run rates for that type of equipment. Also,
17 the previous year’s spending on blankets is used as a guideline in setting the
18 following year’s estimate. Upgrades to existing systems are generally estimated
19 based on historical upgrades of a similar nature. For example, actual costs from
20 previous platform upgrades were used as a data point for estimating the new
21 platform upgrade. Current cost estimates are provided by SMEs from the
22 Applications, Security, Enterprise Architecture, and Enterprise Systems and
23 Storage teams and allocated across the materials, labor, and outside services in

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1 a similar fashion. For new solutions, because technology is rapidly changing,
2 the product/solution is generally not identified up front so a high-level estimate
3 is developed based on initial product research. For example, when purchasing
4 a new solution, product costs are researched through the internet/research firm
5 (like Gartner Inc.), or a vendor quote can be requested from a known supplier
6 to use as a basis for estimating materials. Labor costs are estimated using one-
7 third costs internal and two-third costs external then adjusted accordingly.
8 General expenses are typically less than five percent of the total project cost.

9
10 **Q. WHAT ARE SOME OF THE FERC COST TYPES THAT ARE USED IN**
11 **THE BUDGETING FOR TECHNOLOGY AND GENERAL SERVICE**
12 **CAPITAL INVESTMENTS?**

13 **A.** The FERC cost types used in PNM budgeting are addressed in the testimony of
14 PNM witness Peters, specifically PNM Exhibit JAP-2. Some of the common cost
15 types used for budgeting these capital investments include:

- 16 • **110 and 120 Internal labor**: This includes all labor performed by Shared
17 Services or PNM employees from planning through to asset commissioning.
18 As mentioned above, an assumption is made during the estimating process as
19 to who will perform the work (internal or external labor). As the project gets
20 closer in time, this assumption is reviewed and revised based on current staff
21 availability.

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- 1 • **350 Materials and Equipment**: This cost type includes all major materials
2 and equipment which are typically purchased, including such things as building
3 materials, furniture, hardware and software.
- 4 • **370 Outside Services, 274 Legal, 377 Temporary Labor**: These cost types
5 include all professional services contracted to aid with the implementation of
6 the asset and any legal expenses associated with executing vendor contracts.
7 For General Service projects, services may include appraisal support,
8 engineering, materials testing, construction and construction monitoring. For
9 technology projects, contingent workforce and consultants may be contracted
10 to perform services such as: planning, developing, implementing, testing, and
11 deploying the technology asset.
- 12 • **610 Expenses – General**: This cost type includes all general expenses to cover
13 supplies, fees, incremental expenses, training, and employee expenses such as
14 travel, meals, and lodging related to the project.

15

16 **Q. PLEASE DESCRIBE HOW CAPITAL INVESTMENT ESTIMATES ARE**
17 **UPDATED.**

18 **A.** During the planning phase in the project management lifecycle, business and
19 functional requirements are mapped, products and contractors are evaluated and
20 chosen, project and resource plans are outlined, and then original project cost
21 estimates and clearings are updated with more accurate information. As the project
22 progresses, actual project costs and clearings are tracked monthly against the AOP
23 budget and then re-forecasted each fiscal quarter based on any adjustments to

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1 project costs and clearing dates. In a collective effort between PNM's Corporate
2 Budget and IT or General Services, the re-forecasted costs and clearings are
3 updated in the respective budget system.

4

5 **Q. HOW ARE CAPITAL INVESTMENTS BUDGETED?**

6 **A.** Corporate capital targets are set annually as described by PNM witness Sanders.
7 Every need for investment is identified and each CAT (iCAT and fCAT)
8 rationalizes and prioritizes the investments to determine if they should be included
9 in the portfolio as an individual project or be included within a program. Once the
10 CAT approves the investment for inclusion in the portfolio, a location code is
11 identified ensuring the costs of the project are appropriately allocated to the
12 subsidiary receiving the benefit from the capital project or program. This process
13 is described in detail in the testimony of PNM witness Sanders. A final capital
14 investment plan is prepared and submitted to senior management for consideration
15 and approval.

16

17 **Q. HOW ARE ALTERNATIVE SOLUTIONS EVALUATED FOR ICAT**
18 **INVESTMENTS?**

19 **A.** For corporate technology projects, the formal project management methodology
20 from the PMI is followed, which includes stages of: Initiation, Planning, Execution,
21 Monitoring and Control, and Closeout.

22 1. During the planning stage, the team documents the business requirements for
23 the project and uses those requirements to determine if the appropriate path is

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1 either to upgrade the existing technology or seek a new/replacement
2 technology;

3 2. If it is determined to seek a new or replacement technology, then functional
4 requirements are drafted, the Company Supply Chain Procurement Group is
5 engaged during the request for proposals (“RFP”) stage to draft the RFP to send
6 to vendors in the industry, thus allowing the team to evaluate alternative product
7 solutions and system integrators;

8 3. Vendor responses are reviewed and scored, product demonstrations conducted,
9 market terms and conditions are negotiated with the vendor and the team makes
10 the final decision on the solution and/or system integrator to pursue.

11

12 **Q. HOW ARE ALTERNATIVE SOLUTIONS EVALUATED FOR FCAT**
13 **INVESTMENTS?**

14 **A.** For General Service projects, often an RFP is issued for product solutions and
15 contractors to perform the work. Alternative solutions are evaluated using cost,
16 complexity, resource availability, compliance and time. Where an RFP is not
17 required, the Company can choose to award the project to an existing vendor or
18 purchase products from suppliers under a current contract. Both internal and
19 external SMEs are involved in the decision-making process.

20

21 **Q. HOW DOES THE COMPANY ESTABLISH IN-SERVICE DATES FOR**
22 **ENTERPRISE CAPITAL INVESTMENTS?**

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1 **A.** The Company sets in-service dates and estimates budget clearings based on
2 historical trend data and anticipated project start date and duration. However, given
3 that technology projects are more fluid and business priorities and resource
4 availability change during the year, in-service dates and clearings are adjusted
5 accordingly. Not all projects necessarily meet the original in-service dates;
6 however, the Company has been successful in reforecasting those original in-
7 service dates when more data are received through the project life cycle.

8
9 Where necessary, the Company’s General Services team works with other
10 Company business units (Finance, Budget, and Procurement) to adjust schedules as
11 needed for best completion of the project. The Company may have to redirect
12 manpower and capital to other emergent projects which can have an impact on in-
13 service dates. An in-service date may also be delayed on a project due to unforeseen
14 circumstances such as weather or vendor delays, but the approved capital budget
15 for the period will not change because of trade-offs.

16
17 **Q. WHAT IS A “TRADE OFF” AND HOW DOES THE COMPANY HANDLE**
18 **“TRADE-OFFS”?**

19 **A.** A “trade-off” happens when one project is postponed, cancelled, or the expenses or
20 scope of the project are reduced and the capital dollars are shifted to one or more
21 other projects. This can occur in the overall portfolio or within a specific program.
22 During the year, the business priorities and resource availability may change
23 requiring the Company to redirect manpower and capital toward other emergent

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1 projects. Flexibility is necessary to ensure the management of unforeseen events
2 and necessary unbudgeted expenses that can arise during the year. A process is in
3 place for managing mid-year changes or “trade-offs” to ensure the funding of
4 necessary, but unbudgeted, capital expenditures, while not exceeding the Board-
5 approved capital budget. Within a program, the projects can be traded-off while
6 not exceeding the program budget. The process requires documentation to justify
7 the new expenditure, the identification of a budgeted project expenditure that will
8 be reduced to accommodate the new expenditure, and proper approvals. As a result
9 of this process, some projects may be delayed while others are accelerated but the
10 total amount of capital invested during the budget period will not change.

11

12 **Q. HOW ARE CAPITAL INVESTMENTS TRACKED?**

13 **A.** Both CAT committees have monthly meetings to review the following:

- 14 1. For total and individual investments, the committees track the monthly and
15 year-to-date spending and clearings in comparison to the budgeted projections
16 (also known as variances);
- 17 2. At times, the committees have program and project managers attend the
18 meetings to provide a status on high profile or critical projects.

19

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1

PNM TABLE SMM-3 – CAPITAL PROJECT CLEARINGS

Closings 7/22-12/24	Primary Driver						
Project Group	Compliance	Environmen	Reliability	Safety	Security	System Performance	Grand Total
General Services Blankets				(2,112,317)			(2,112,317)
General Services Projects	(1,805,921)			(7,826,248)			(9,632,169)
Technology Blankets			(11,648,665)		(2,959,239)	(11,921,887)	(26,529,792)
Technology Projects/Programs	(4,656,506)	(98,342)	(30,622,693)	(1,899,890)	(14,199,041)	(35,513,299)	(86,989,771)
Grand Total	(6,462,426)	(98,342)	(42,271,358)	(11,838,455)	(17,158,280)	(47,435,187)	(125,264,048)

2 *A. Blankets – Technology and General Services*

3 **Q. PLEASE DESCRIBE WHAT IS MEANT BY A “BLANKET”**
4 **TECHNOLOGY CAPITAL INVESTMENT.**

5 **A.** Technology blankets, also known as Computer Platform Refresh (“CPR”), include
6 materials and labor for design and installation for aging infrastructure that needs to
7 be regularly replaced to maintain the reliability of the computer systems and
8 telecommunications network. Technology blankets represent 21% of the total
9 corporate capital investment during the Capital Investment Period. The need for
10 these investments is pertinent to the upkeep of aging infrastructure, ensuring we
11 maintain the reliability of the corporate network and technology used by the
12 Company. Each technology blanket generally is open for twelve months each
13 calendar year to accommodate the equipment purchases and installation needed for
14 that year. Technology blankets are categorized within the Reliability, Security and
15 System Performance Value Drivers.

16

17 **Q. PLEASE DESCRIBE WHAT IS MEANT BY A “BLANKET” GENERAL**
18 **SERVICES CAPITAL INVESTMENT.**

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1 **A.** General Service blankets include materials and labor for design and installation to
2 maintain aging facilities and equipment that must be regularly replaced to maintain
3 the reliability of the facilities, equipment, or necessary to meet federal NERC
4 guidelines. The General Service blankets represent 1.7% of the total corporate
5 capital investment during the Capital Investment Period. General Service blankets
6 are categorized within the Safety Value Driver.

7

8 ***B. Specific Technology and General Services Projects by Value Driver***

9 **Q.** **WITHIN THE SAFETY VALUE DRIVER, PLEASE DESCRIBE THE**
10 **TECHNOLOGY AND GENERAL SERVICE PROJECTS AND PROGRAMS.**

11 **A.** The Company continues to keep the safety of our employees and the ability to serve
12 our customers a top priority and continues to make the necessary investments that
13 support this priority. There are eight planned programs and projects within the
14 Safety value driver, with a total clearing of \$11.8 million. Refer to PNM Table
15 SMM-4. These programs and projects include crisis resilience programs to
16 improve PNM's ability to handle unexpected natural and social disruptions. The
17 procurement and deployment of ten Computer Room air conditioners for the
18 Company Data Center in Albuquerque to replace the original equipment from 2005
19 to support the Company systems and operations. The HQ (Headquarters) Building
20 Boiler upgrade will involve the installation of six new gas boilers, new flues,
21 combustion air pipes, removal and replacement of seven aged hot water loop pumps
22 and variable frequency motor drives, new expansion tanks and makeup water safety

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1 controls and direct digital controls associated with heating components located
2 inside the Central Plant. The HQ Ventilation System Project replaces the existing
3 heating, ventilation and air conditioning system with more advanced technologies
4 that will result in improved air efficiencies throughout the building.

5

6

PNM Table SMM-4 - SAFETY

Project #	Project Name	Project Group	Net BegBal-	Costs 7/22-	Closings 7/22-
			Jul-22	12/24	12/24
96829241	Crisis Resilience Prog 2021	Technology Projects/Programs	1,070,720	80,270	(1,144,730)
96829243	Crisis Resilience Prog 2023	Technology Projects/Programs	-	251,429	(251,429)
96829244	Crisis Resilience Prog 2024	Technology Projects/Programs	-	503,731	(503,731)
96830522	Data Center CRAC Units	General Services Projects	-	2,576,982	(2,576,982)
97730515	Downtown Building Improvements	General Services Blankets	-	518,783	(518,783)
97730622	HQ Ventilation System	General Services Projects	-	4,026,839	(4,026,839)
97731007	Gen Svcs Bldg Maint Blanket - Corp	General Services Blankets	-	1,593,534	(1,593,534)
97731121	HQ Building Boiler Upgrades	General Services Projects	872,425	353,944	(1,222,427)
Grand Total			1,943,145	9,905,512	(11,838,455)

8 **Q. WITHIN THE SECURITY VALUE DRIVER, PLEASE DESCRIBE THE**
9 **TECHNOLOGY AND GENERAL SERVICE PROJECTS AND PROGRAMS.**

10 **A.** The Security value driver relates to ensuring the Company keeps the customers
11 data, employees, and computer systems secure through necessary investments in
12 cyber and physical security. There are 29 planned programs and projects within
13 the Security value driver, with a total dollar value of \$17.2 million. Refer to PNM
14 Table SMM-5. Like all utilities, the Company must continually assess and mitigate
15 potential system vulnerabilities including new cyber and physical threats that
16 surface virtually every day. Through the purchase and deployment of various
17 security tools reduces the risk of the systems and related data being compromised.
18 Some of these tools include the following: Antivirus upgrade or replacement to a

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1 "next-generation" solution to address multiple aspects of endpoint protection to
2 include artificial intelligence, behavioral analysis, Endpoint Detection and
3 Response, and other emerging technologies. The cyber security programs are a
4 collection of one or more projects focused on adding new, necessary computer
5 security systems that support or improve functions carried out by PNMR's
6 transmission, distribution, and shared services. The physical security programs are
7 a collection of projects that add new, necessary surveillance and monitoring
8 systems that support or improve capabilities at the physical location of PNM's
9 buildings. Renewal of the Enterprise Firewalls are necessary for the Company's
10 protection of internal data networks from unauthorized, unwelcome, and dangerous
11 outside intruders. Splunk Operations Technology Core Enterprise is a key
12 computer network security monitoring and discovery tool used to identify security
13 gaps, vulnerabilities, and other potential IT security risks. Implementation of these
14 programs and projects will help secure the IT infrastructure which directly impacts
15 the availability, performance, and reliability of the systems that the Company
16 operates to provide power and support to our customers.

17

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1

PNM Table SMM-5 - SECURITY

Project #	Project Name	Project Group	Net BegBal- Jul-22	Costs 7/22- 12/24	Closings 7/22- 12/24
09128622	PNM.com Log-in Enhancement	Technology Projects/Programs	-	189,596	(189,596)
09328123	Phys Security Standard 2023	Technology Projects/Programs	-	193,271	(193,271)
94128224	TripWire Upg 2024	Technology Projects/Programs	-	201,593	(201,593)
96828041	Splunk OT Core Enterprise	Technology Projects/Programs	3,975,057	309,125	(4,264,496)
96828043	Network Monitoring Replace	Technology Projects/Programs	-	100,650	(100,650)
96828241	MS Access Conv Program 2021	Technology Projects/Programs	240,624	117,167	(357,085)
96828242	MS Access Conv Program 2022	Technology Projects/Programs	-	64,409	(64,409)
96828243	MS Access Conv Program 2023	Technology Projects/Programs	-	252,126	(252,126)
96828244	MS Access Conv Program 2024	Technology Projects/Programs	-	351,028	(351,028)
96828422	CPR Cybersecurity 2022	Technology Blankets	294	246,577	(246,870)
96828522	Cybersecurity Program 2022	Technology Projects/Programs	-	700,089	(700,089)
96828563	Certificate MFA Renewal 2023	Technology Projects/Programs	-	401,020	(401,020)
96828643	CPR Cybersecurity 2023	Technology Blankets	-	804,790	(804,790)
96828644	CPR Cybersecurity 2024	Technology Blankets	-	805,384	(805,384)
96828723	Cybersecurity Program 2023	Technology Projects/Programs	-	502,359	(502,359)
96828724	Cybersecurity Program 2024	Technology Projects/Programs	-	703,457	(703,457)
96828823	Ent Firewall Renewal 2023	Technology Projects/Programs	-	1,004,026	(1,004,026)
96829526	AntiVirus Upg or Replace 2023	Technology Projects/Programs	-	1,207,610	(1,207,610)
96829743	Ransomware Protect 2023	Technology Projects/Programs	-	503,164	(503,164)
96829744	Key Management 2024	Technology Projects/Programs	-	150,763	(150,763)
96829822	CPR Corp Security 2022	Technology Blankets	9,427	286,711	(296,127)
96829824	Ransomware Protect 2024	Technology Projects/Programs	-	502,845	(502,845)
96829942	NM Phys Security Standardization	Technology Projects/Programs	-	665,125	(665,125)
96829943	CPR Corp Security 2023	Technology Blankets	-	301,967	(301,967)
96829944	CPR Corp Security 2024	Technology Blankets	-	302,955	(302,955)
97728021	Phy Sec-New Capabilities Prgrm 2021	Technology Projects/Programs	1,353,414	5,794	(1,351,459)
97728023	Phy Sec-New Capabilities Prgrm 2023	Technology Projects/Programs	-	502,862	(502,862)
97728123	Phy Security Assets - Ann Ref Progr	Technology Blankets	-	201,146	(201,146)
97728322	ALHQ Exec Parking Sec Upg	Technology Projects/Programs	-	30,008	(30,008)
Grand Total			5,578,816	11,607,617	(17,158,280)

3 Q. WITHIN THE COMPLIANCE VALUE DRIVER, PLEASE DESCRIBE THE
4 TECHNOLOGY AND GENERAL SERVICE PROJECTS AND PROGRAMS.

5 A. As a regulated utility that is a participant in critical infrastructure agreements
6 throughout North America, the Company is subject to many legal and regulatory
7 requirements. These requirements must not only be met, but also reported on in
8 specific, efficient, and sophisticated ways. There are ten planned programs and
9 projects within the Compliance value driver, with a total dollar value of \$6.46
10 million. Refer to PNM Table SMM-6. Programs and projects focused on

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1 Compliance objectives improve the Company’s ability to monitor, identify issues,
2 avoid risks and possible fines, and respond quickly to inquiries by stakeholders.
3 Improvements to enhance and modernize the NERC CIP systems and processes to
4 assure the Company maintains the necessary mandated/required standards to
5 improve the bulk power system's security. This provides the capabilities for the
6 Company to meet required reliability and regulatory compliance standards for our
7 generation, transmission and distribution systems. Projects include uplifting the
8 products and license structure for PowerPlan which is a critical financial system for
9 the Company, renovating the PNM building in Santa Fe to ensure the building
10 complies with all new codes and alleviates issues such as pooling of water, seepage
11 and damages to walls and floors. Enhancing the reporting capabilities and data
12 analytics of the enterprise Human Capital Management system. PNM is committed
13 to maintaining a downtown presence in Albuquerque; therefore, investment in the
14 corporate offices to support design and architectural efforts will be required and
15 ensure compliance with electrical, plumbing and equipment.

16 **PNM Table SMM-6 - COMPLIANCE**

Project #	Project Name	Project Group	Net BegBal-	Costs 7/22-	Closings 7/22-
			Jul-22	12/24	12/24
91128222	Powerplan Licensing Uplift	Technology Projects/Programs	-	636,575	(636,575)
94128019	NERC CIP Program-2022	Technology Projects/Programs	-	988,186	(988,186)
94128023	NERC CIP Program-2023	Technology Projects/Programs	-	745,469	(745,469)
94128024	NERC CIP Program- 2024	Technology Projects/Programs	-	501,949	(501,949)
94130522	Gov Affairs Casita Renovations	General Services Projects	-	805,380	(805,380)
96828542	Ent Info Gov Program 2022	Technology Projects/Programs	-	574,717	(574,717)
96828544	Ent Info Gov Program 2024	Technology Projects/Programs	-	757,087	(757,087)
96828546	Ent Info Gov Program 2023	Technology Projects/Programs	-	402,516	(402,516)
96829642	HR Tools Upg for Kibana Analytics	Technology Projects/Programs	-	50,007	(50,007)
97730524	General Bldg and MRF Upgrades	General Services Projects	-	1,000,541	(1,000,541)
Grand Total			-	6,462,426	(6,462,426)

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1 **Q. WITHIN THE RELIABILITY VALUE DRIVER, PLEASE DESCRIBE THE**
2 **TECHNOLOGY AND GENERAL SERVICE PROJECTS AND PROGRAMS.**

3 **A.** Reliability relates to the Company's ability to deliver the power to customers,
4 which is highly dependent on sophisticated information and operations technology
5 infrastructure that must be maintained, upgraded and enhanced regularly. Our
6 customers and stakeholders expect the Company to measure and efficiently report
7 accurate information on its reliability. There are 37 planned programs and projects
8 within the Reliability value driver, with a total dollar value of \$42.3 million. Refer
9 to PNM Table SMM-7. The programs and projects outlined include geographical
10 information management system enhancements where PNM's assets for
11 transmission and distribution assets are mapped accordingly and keeps field
12 personnel safe when working on the energized system, customer support systems,
13 information governance, enterprise product acquisition on enterprise license
14 agreements like CISCO and TIBCO, disaster recovery of critical systems and
15 ensuring those have high-available capabilities to minimize system downtime.
16 Telecommunications investments in phone and network systems, and Technology
17 blankets/CPRs. There are various types of CPRs that include:

18 1. CPR PC: includes materials and installation related to replacing aging employee
19 workstation equipment such as: personal computers, monitors, cables,
20 keyboards, upgrading memory and hard disk space, and the like. Replacement
21 of PCs is on a four-year cycle; generally, manufacturers retire platforms every
22 year to two years but include a three-year warranty period on new hardware,
23 which is the manufacturer's standard

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- 1 2. CPR Servers/Storage: includes the materials and installation related to
2 replacing aging computer servers. Replacement of servers is on a four- to five-
3 year cycle. PNM tracks end-of-life and end-of-support dates from each
4 manufacturer that aids in determining when a server is up for replacement
- 5 3. CPR Telecom: includes materials and installations related to replacing
6 commodity equipment (such as switches, routers, firewalls) and for circuit
7 carrier-grade equipment (such as power supplies, Universal Power Supplies and
8 batteries) that support voice and data communications for the Company.
9 Replacement of telecommunication commodity equipment averages a three- to
10 five-year cycle based on manufacturer end-of-life/end-of-support dates in the
11 attempt to stay aligned with the vendor.
- 12 4. CPR OT Asset: replaces end-of-life hardware assets, such as servers, routers,
13 firewalls, and other networking equipment, that are directly related to support
14 the Bulk Electrical Systems that are required to maintain reliability of the
15 electrical grid.
- 16

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Table SMM-7 – RELIABILITY PNM

Project #	Project Name	Project Group	Net BegBal-Jul-	Costs	Closings
			22	7/22-12/24	7/22-12/24
09128220	Banner NM Tech Stack Upgrade	Technology Projects/Programs	1,299,113	795,571	(2,082,263)
09128822	PNM Bill Redesign	Technology Projects/Programs	-	237,320	(237,320)
09128921	2021 Cascade-Powerbase NM Upgrade	Technology Projects/Programs	107,402	45,732	(152,138)
94128120	ArcFM Upgrade to Utility Network	Technology Projects/Programs	744,853	10,305,844	(11,046,857)
94128121	Service Suite Upgrade	Technology Projects/Programs	171,114	275,744	(446,452)
94828022	OT-New Capabilities Program 2022	Technology Projects/Programs	-	134,610	(134,610)
95128023	Utility Applications Upg Prog 2023	Technology Projects/Programs	-	503,784	(503,784)
95128024	Utility Applications Upg Prog 2024	Technology Projects/Programs	-	506,451	(506,451)
95128142	CPR OT Assets Annual Refresh 2022	Technology Blankets	425,888	314,722	(739,616)
95128143	CPR OT Assets Annual Refresh 2023	Technology Blankets	-	754,956	(754,956)
95128144	CPR OT Assets Annual Refresh 2024	Technology Blankets	-	755,645	(755,645)
96828042	Communications System Mapping	Technology Projects/Programs	1,613	248,387	(249,998)
96828044	ALM Enhance or Replace	Technology Projects/Programs	-	302,622	(302,622)
96828054	Infra Resilience (HA Arch) 2024	Technology Projects/Programs	-	805,328	(805,328)
96828062	PDF Splitter-OCR Utility Upgrade	Technology Projects/Programs	35,690	207,646	(243,263)
96828142	Corporate Applications Prog 2022	Technology Projects/Programs	-	250,021	(250,021)
96828143	Corporate Applications Prog 2023	Technology Projects/Programs	-	250,769	(250,769)
96828144	Corporate Applications Prog 2024	Technology Projects/Programs	-	250,094	(250,094)
96828252	Disaster Recovery Refresh (HW) 2022	Technology Projects/Programs	-	800,102	(800,102)
96828262	PeopleSoft HCM On-Boarding	Technology Projects/Programs	-	209,642	(209,642)
96828423	CPR Servers Storage 2023	Technology Blankets	-	1,007,353	(1,007,353)
96828424	CPR Servers Storage 2024	Technology Blankets	-	1,811,827	(1,811,827)
96828442	GIS Ent. Platform Refresh 2022	Technology Projects/Programs	-	156,019	(156,019)
96828523	CPR PCs 2023	Technology Blankets	-	905,653	(905,653)
96828524	CPR PCs 2024	Technology Blankets	-	805,022	(805,022)
96828622	CPR PCs 2022	Technology Blankets	474,514	1,316,272	(1,789,963)
96828722	CPR Server Storage 2022	Technology Blankets	337,924	363,457	(700,940)
96828742	PS HCM ELM PUM Upg 2022	Technology Projects/Programs	54,446	59,401	(113,731)
96829021	Tier I and II Storage Refresh 2021	Technology Projects/Programs	781,746	336,955	(1,114,339)
96829024	PeopleTools Upgrade 2024	Technology Projects/Programs	-	253,557	(253,557)
96829444	CISCO Ent Lic Agreement 2024	Technology Projects/Programs	-	7,003,009	(7,003,009)
96829622	CPR Telecom Blanket 2022	Technology Blankets	219,503	518,200	(737,074)
96829623	CPR Telecom Blanket 2023	Technology Blankets	-	903,768	(903,768)
96829624	CPR Telecom Blanket 2024	Technology Blankets	-	736,848	(736,848)
96829643	Infra Resilience (HA Arch) 2023	Technology Projects/Programs	-	805,151	(805,151)
96829724	Tibco Lic Renewal 2024	Technology Projects/Programs	-	1,603,978	(1,603,978)
96829844	Veritas Ent License Agreement 2024	Technology Projects/Programs	-	1,101,195	(1,101,195)
Grand Total			4,653,806	37,642,652	(42,271,358)

2

3 **Q. WITHIN THE SYSTEM PERFORMANCE VALUE DRIVER, PLEASE**
4 **DESCRIBE THE TECHNOLOGY AND GENERAL SERVICE PROJECTS**
5 **AND PROGRAMS.**

6 **A.** System Performance relates to the Company’s ability to enhance the customer’s
7 experience using sophisticated information and operations technology
8 infrastructure. Many of the Company’s automated generation, transmission, and

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1 distribution systems depend on effective and reliable monitoring and control
2 capabilities. There are 40 planned programs and projects within the System
3 Performance value driver, with a total dollar value of \$47.4 million. Refer to PNM
4 Table SMM-8. Computer systems that improve overall electric system
5 performance receive regular reviews to ensure they're up-to-date and capable of
6 helping efficiently manage rapidly changing power needs both within the
7 Company's service area and interconnections with other utilities across North
8 America. Failure to upgrade systems on a regular, safe schedule could lead to
9 information gaps that might prevent these systems from automatically optimizing
10 critical aspects of the Company's power delivery systems. These programs and
11 projects include enhancing the customer experience, improvements to the core
12 customer information system application to ensure more self-service and enhanced
13 service options are available; enhancing the work and asset management system,
14 upgrading core enterprise systems to ensure quality and consistent system
15 performance, investment in cloud technologies and future technical capabilities. In
16 addition, the execution of a three-year Enterprise License Agreement with
17 Microsoft is required to maintain compliance with software releases and licenses.
18

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PNM Table SMM-8 – SYSTEM PERFORMANCE

Project #	Project Name	Project Group	Net BegBal-Jul-22	Costs 7/22-12/24	Closings 7/22-12/24
09128021	Customer Experience Program 2021	Technology Projects/Programs	383,302	26,476	(405,886)
09128023	Customer Experience Program 2023	Technology Projects/Programs	-	500,310	(500,310)
09128024	Customer Experience Program 2024	Technology Projects/Programs	-	806,210	(806,210)
09128222	PNM.com Mobile App	Technology Blankets	-	175,942	(175,942)
09128322	PNM CX Manual Intev Enhance Ph 2	Technology Blankets	297,563	1,317,487	(1,613,065)
09128422	Banner Enhancements PNM 2022	Technology Projects/Programs	-	99,703	(99,703)
09128423	Banner Enhancements PNM 2023	Technology Projects/Programs	-	100,069	(100,069)
09128424	Banner Enhancements PNM 2024	Technology Projects/Programs	-	100,177	(100,177)
09128520	Banner NM Complex Billing Add-on	Technology Projects/Programs	768,333	1,096,902	(1,854,960)
09128922	PowerClerk Enhancements 2022	Technology Blankets	114,605	174,141	(287,835)
09129022	Voltage Calc Portal Enhancements	Technology Projects/Programs	6,005	90,789	(96,788)
09129122	Customer Experience Program 2022	Technology Projects/Programs	-	656,515	(656,515)
91128022	PowerPlan Upgrade 2022	Technology Projects/Programs	1,187,277	729,394	(1,914,538)
96828052	Tibco Integration Suite Upg to V6	Technology Blankets	-	1,012,927	(1,012,927)
96828123	MS Enterprise License Agrmt 2023	Technology Projects/Programs	-	7,737,465	(7,737,465)
96828161	VMware vRealize ELA 2021	Technology Projects/Programs	242,870	55,327	(295,787)
96828322	Telecom-New Capabilities Prgrm 2022	Technology Blankets	-	450,066	(450,066)
96828323	Telecom-New Capabilities Prgrm 2023	Technology Blankets	-	503,738	(503,738)
96828324	Telecom-New Capabilities Prgrm 2024	Technology Projects/Programs	-	702,336	(702,336)
96828444	Ent Asset Mgmt Prog 2024	Technology Projects/Programs	-	251,221	(251,221)
96828521	Lic. Mgmt Improvement	Technology Projects/Programs	828,663	293,325	(1,117,555)
96828543	AppWorx Upgrade 2023	Technology Projects/Programs	-	301,560	(301,560)
96828822	Tech Adv-Future Capabilities 2022	Technology Projects/Programs	-	2,117,603	(2,117,603)
96828842	Cloud Technology Program 2022	Technology Projects/Programs	-	110,012	(110,012)
96828843	Cloud Technology Program 2023	Technology Projects/Programs	-	201,556	(201,556)
96828844	Cloud Technology Program 2024	Technology Projects/Programs	-	101,315	(101,315)
96828922	Lifecycle Mgmt-Infrastructure 2022	Technology Projects/Programs	-	400,071	(400,071)
96829042	M365 Program 2022	Technology Projects/Programs	-	454,536	(454,536)
96829142	Robotics Process Auto Prog 2022	Technology Projects/Programs	558,027	733,042	(1,289,258)
96829223	Tech Adv-Future Capabilities 2023	Technology Projects/Programs	-	9,168,172	(9,168,172)
96829224	Tech Adv-Future Capabilities 2024	Technology Blankets	-	7,878,315	(7,878,315)
96829522	Infrast-New Capabilities Prgrm 2022	Technology Projects/Programs	252,452	947,810	(1,199,886)
96829523	Infrast-New Capabilities Prgrm 2023	Technology Projects/Programs	-	502,868	(502,868)
96829524	Infrast-New Capabilities Prgrm 2024	Technology Projects/Programs	-	352,636	(352,636)
96829644	SAN Switch Replace 2024	Technology Projects/Programs	-	903,691	(903,691)
96829842	PeopleSoft Financials PUM Upg 2022	Technology Projects/Programs	473,333	27,816	(499,777)
98628022	Maximo Enhancements 2022	Technology Projects/Programs	131,050	148,682	(279,357)
98628023	Maximo Enhancements 2023	Technology Projects/Programs	-	287,063	(287,063)
98628024	Maximo Enhancements 2024	Technology Projects/Programs	-	292,441	(292,441)
98628122	Maximo Reports Rewrite 2022	Technology Projects/Programs	121,030	291,192	(411,979)
Grand Total			5,364,510	42,100,901	(47,435,187)

3 Q. WITHIN THE ENVIRONMENTAL VALUE DRIVER, PLEASE DESCRIBE
4 THE TECHNOLOGY AND GENERAL SERVICE PROJECTS AND
5 PROGRAMS.

**DIRECT TESTIMONY OF
SHEILA M. MENDEZ
NMPRC CASE NO. 22-00270-UT**

1 **A.** Environmental relates to the company’s expected environmental benefits such as
2 emissions or water reductions, chemical containment, and wildlife protection
3 improvement. There is one project in the environmental driver with an investment
4 of \$98 thousand. Refer to PNM Table SMM-9. From a technology perspective,
5 this project is an investment in enhancing the environmental screening web-based
6 portal to receive environmental screening requests from customers and conduct the
7 necessary environmental compliance reviews for construction and maintenance
8 activities across the company.

PNM Table SMM-9 - ENVIRONMENTAL

Project #	Project Name	Primary Driver	Project Group	Net BegBal-Jul-22	Costs 7/22-12/24	Closings 7/22-12/24
96828162	Environ Screening Portal Enhance	Environmental	Technology Projects/Programs	4,016	94,328	(98,342)
Grand Total				4,016	94,328	(98,342)

10
11 **Q. FINALLY, CAN YOU DISCUSS OTHER CAPITAL PROJECTS IN THE**
12 **CAPITAL INVESTMENT PERIOD THAT ARE BELOW \$25,000?**

13 **A.** Yes. PNM Exhibit SMM-3 provides a listing of the capital projects included in the
14 Capital Investment Period that are below \$25,000. Because of the nature and
15 relatively small dollar amounts associated with these types of projects, PNM does
16 not require the same level of capital budget documentation for projects that in total
17 are below \$25,000 as is developed for larger projects. Project management teams
18 are responsible for monitoring and reviewing costs to ensure they are reasonable.

19

**DIRECT TESTIMONY OF
SHEILA M. MENDEZ
NMPRC CASE NO. 22-00270-UT**

1

VI. CONCLUSIONS

2

3 **Q. DO YOU HAVE ANY CONCLUDING OBSERVATIONS?**

4

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16 **Q. DOES THIS CONCLUDE YOUR DIRECT TESTIMONY?**

17

A. Yes.

18

19

GCG#530068

Educational and Professional Summary of Sheila M. Mendez

PNM Exhibit SMM-1

Is contained in the following 4 pages.

Sheila M. Mendez, PMP, CMP, ITIL

A business strategic senior leader delivering innovative, effective, and valued technology solutions and services for over 32 years. A thought leader and partner who is enthusiastic and creative with excellent human, collaboration, and communication competencies and drives solutions to complex problems.

Qualification Highlights:

- Experienced leader in the Energy industry with over 23 years of experience
- Delivered multi-million-dollar projects (\$50m+)
- Participated on merger, acquisition, and divestiture teams and led the IT workstream
- Executed global deliver model
- Strategic and tactical planning and execution
- Governs Project Portfolio
- Accountable for over \$500m in company capital investments

Benchmark and Milestones:

- Led the 18-month \$21m enterprise program for company's successful entry into the Western Energy Imbalance Market on April 1, 2021; with a cross matrix team of 80. Through Q3 2023, PNM has provided customers \$35M in savings.
 - *The EIM is a real-time wholesale energy trading market operated by the California Independent System Operator ("CAISO") that enables participants anywhere in the western U.S. to buy and sell energy when needed. EIM is fundamentally a process and system that dispatches lowest cost resources to address energy imbalances, while maintaining reliability.*
- Led the 32-month \$35m Enterprise Asset Management Program for the company with a team of over 150+ technology and business professionals and successfully delivering the technology systems and business transformation processes meeting each release target date at a cost of 3% under budget and delivering the defined business benefits.
- Led the one-year IT de-integration efforts on a \$320m divestiture of TX competitive businesses with a cross-functional team of 50+ technology and business professionals.
 - Transition Services Agreement (TSA)
 - Decommissioned and transferred over 700 hardware assets and 50 applications
- Led the 18-month IT de-integration efforts on a \$620m gas company sale with a matrix team of 100+ technology and business professionals
 - Zero (0) unplanned disruptions to the electric or gas business
 - Transition Services Agreement (TSA)
 - Decommissioned and transferred over 1500 hardware assets and 70 gas applications
- Negotiated and deployed a Test Center of Excellence (TCOE) with a global strategic sourcing partner
- Led the development of an Enterprise Technology Strategy and formation an Enterprise Technology Steering Committee (ETSC) to govern the future technology (IT and OT) needs for the company.
- Designed and implemented an IT Portfolio Maturity Model, with an improved capital project portfolio process, resulting in the PNMR Board of Directors increasing investment in technology by 175% each year over a three-year period.

Education and Certifications:

- Executive Master Business Administration (EMBA), University of New Mexico, May 2023, Albuquerque NM
- B.B.A. in Business Computer Systems, University of New Mexico, May 1991, Albuquerque, NM
- Project Management Professional (PMP) certification, Project Management Institute (PMI), 2009
- Change Management Registered Practitioner (CMP), 2016
- ITIL V3 Foundations Certification, 2010
- ITIL Service Offerings and Agreements Certification, 2011
- Utility Executive Course (UEC), University of Idaho, July 2012, Moscow, Idaho

Professional Experience:

PNM Resources Inc.

Executive Director, Enterprise Project Mgmt Office
Director Utility Applications, EA & IT PPMO
Director Operations Technology & IT PPMO
IT Director of PPMO & Quality
IT Director of Account Management

Albuquerque, NM

May 2022 - Present

October 2020 – May 2022

October 2017 – October 2020

October 2010 – October 2017

April 2006 – October 2010

- Accountable for capital investments and strategy for technology, general services, and PNM Transmission and Distribution construction and generation interconnections and economic development in NM.
- Responsible for Portfolio and Program Management includes the Program and Project Management Office, portfolio management, project governance, continuous process improvement, and strategic planning
 - IT PMO Team delivers on average of 85+ IT projects annually with a consistency of meeting 99% of project deliverables within 2% variance in budget and schedule
- Responsible for the successful delivery of business and technology strategy with trusted partnerships with executives and senior leadership; oversees the governance, risk, and compliance of Project management standards and processes.
- Led the IT efforts for mergers, acquisitions, divestitures, and high profile and multi-million-dollar programs for the company.
- Manage over \$50m annual operational budget and \$500m annual capital budget
- Negotiate multiple services and procurement contracts up to \$100m
- Led Enterprise Architecture which provides support and direction with standardizing and organizing IT infrastructure to align with business goals. These strategies support digital transformation, IT growth and the modernization of IT as a department.
- Led Utility Applications that included the support of the applications and systems in the application portfolio that are used by the Transmission, Distribution, and Generation lines of business to maintain grid resilience and generate and distribute energy to our customers.
 - A team across NM and TX including onshore/offshore managed services partner
- Directed the team(s) that maintain the operational integrity of the technologies supporting the reliable operation of bulk electric system assets and utility applications. Ensures alignment of IT/OT strategy with enterprise strategy through development of trusted partnerships with officers and directors.
- Led Quality Assurance which included IT Service Management (management of incident, problem, release, change, configuration), quality control and Test Center of Excellence (TCOE), process quality and governance, metrics, and audit compliance

- Led Account Management who provided consulting and liaison services with each business unit within corporate and company subsidiaries.
- Participated in evaluation and selection of a strategic outsourced partner to deliver application, infrastructure and data center services, and TCOE

PNM Resources Inc.

August 2005 to April 2006

IT Account Manager and Acting Director of IT Account Management

- Defined department strategic direction and managed department budget
- Managed stakeholder relationships and participated in developing business strategy
- Established account management model, department operating plan, and related account management plans
- Established a prioritization process to evaluate all client requests
- Mapped out technology and applications utilized for business clients such as re-engineering the TX electric outage calls processes and implemented Interactive Voice Response (IVR) system

Public Service Company of New Mexico (PNM)

May 1999 to August 2005

IT Manager and Acting Director for Customer Service IT (CSIT)

- Responsible for the strategic planning for the Customer and Market Services and the CSIT department
- Managed \$2.6m annual operating budget and \$6m annual capital budget
- Ensured the Customer Information System (CIS) and supported customer service systems were Y2K ready and compliant
- Implemented systems such as: IVR system, CIS data marts, CIS batch scheduler, accounts receivable reconciliation and related upgrades
- Participated on a NM Consortium group that consisted of three NM electric and gas utilities and the CIS vendor, to develop a NM based CIS utilizing the base product
- Proposed Zero Modification Approach (ZMA) for CIS that would result in 10% reduction in cumulative cost per billed account and extend asset life by seven years over traditional approach

City of Albuquerque

July 1992 – May 1999

Applications Development Coordinator, Senior Systems Analyst, and Systems Analyst

- IT client relationship liaison for Human Resource, Community Relations, Albuquerque Police Department, Risk Management, and Finance departments. Responsible for solution and service delivery and development of account plans
- Managed and supervised the GEAC Financial Team, who maintained 15 citywide mission critical financial applications
- Proposed, planned, and implemented the city's document management and imaging system
- Led the planning efforts for Y2K system preparation
- Developed process for project initiation, planning, and tracking

Achievements:

- 2021- 2022 (2 years), Artificial Intelligence Executive Committee, Electric Power Research Institute (EPRI)
- FBI Citizens Academy class of 2021
- 2018-2021 (4 years) Kirtland Airforce Base Honorary Commander
- 2018 UNM Anderson School of Management Hall of Fame inductee
- 2016 NM Women in Technology award recipient
- NM Technology Council Board of Directors (since 2013), Officer (since 2016), Chairwoman (2019-2020), currently Immediate Past-Chair
- UNM Alumni Letterman's Association Board of Directors (since 2012), Officer (since 2014), President (2018-2020), Past-President (2020-2021)
- UNM Lobo Club Board of Directors (2018-2022)
- Greater Sandoval County Chamber of Commerce (GSCCC) Board of Directors (2011-2015) and Officer (2013-2015)
- 2013 Woman of the Year for Leukemia & Lymphoma Society raising over \$27k for blood cancer research
- Leadership Albuquerque Class of 2010, Greater Albuquerque Chamber of Commerce
- University of New Mexico Division 1 Athlete – Women's Volleyball (1987-1990)

[Sheila Mendez LinkedIn Profile](#)

PNMR Corporate Capital Projects

PNM Exhibit SMM-2

Is contained in the following 257 pages.

PNM EXHIBIT SMM-2 PNM Corporate Capital Projects

Project costs & closings data based on PowerPlan forecasted dollars.

Project information based on SharePoint supplemental data.

Click/tap a project number to view detailed information for that project.

Press Ctrl+a to go to the first sheet. Press Ctrl+z to go to the last sheet.

The following projects are forecasted to have less than \$25,000 in absolute value in closings during July 2022-December 2024 and are excluded from documentation: 09128521-PNM.com Refr and Content Mgmt=3911, 09228220-FME Server Environment Upgr - Co 2=(68), 09328422-Co 3-NM Phys Security Standardizati=(4896), 94128220-FME Server Environment Upgrade=67, 95128022-Energy Analysis PCI Enhancements=(90), 96828541-Ent Info Gov Program 2021=1128, 96829340-Office 365 Ent Cloud Migration =(153), 97732021-HQ Building Furniture

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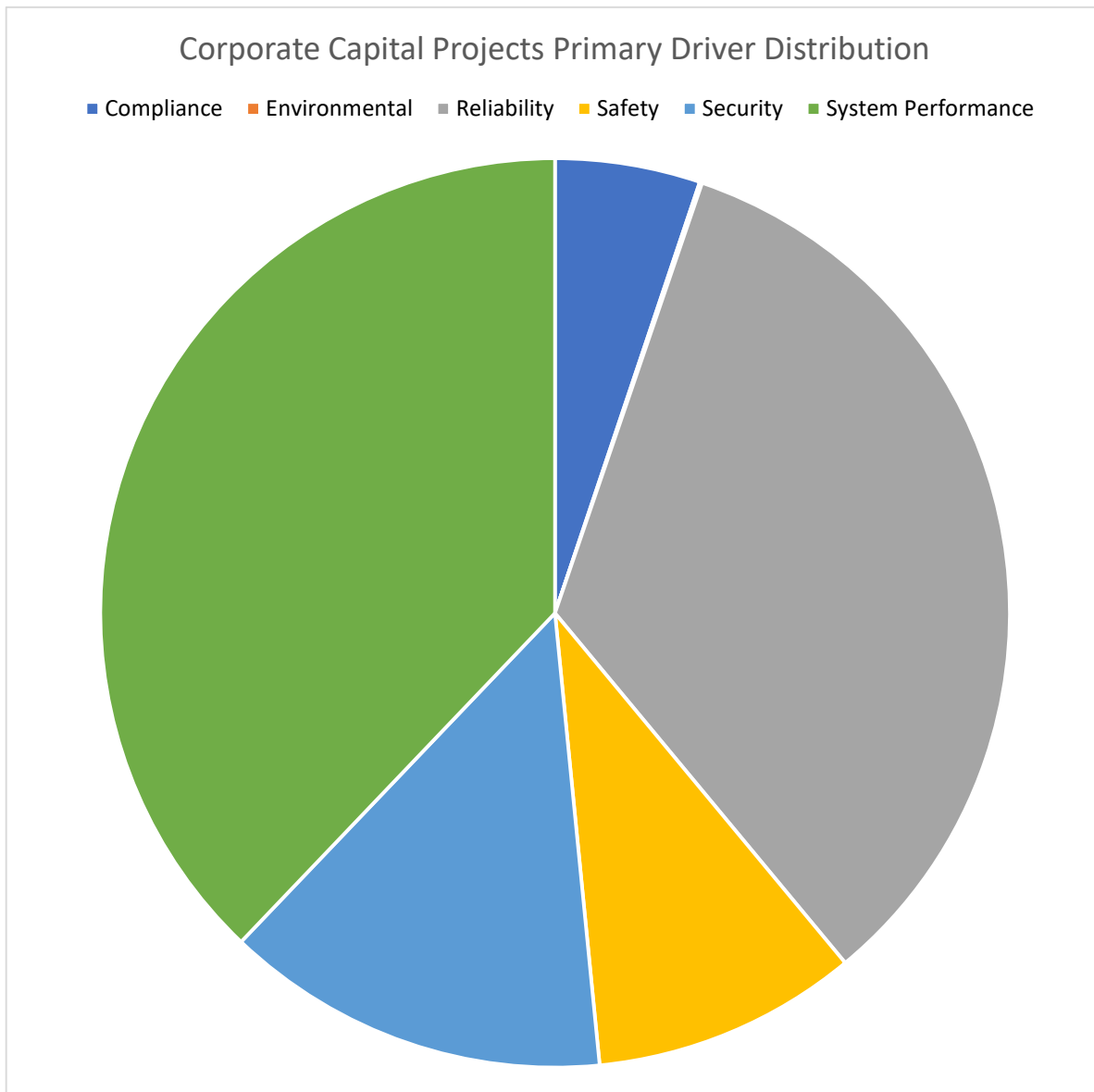
Index	Project #/Sheet	Project Name	Net BegBal-Jul-22	Costs 7/22-12/24	Closings 7/22-12/24
1	09128021	Customer Experience Program 2021	383,302	26,476	(405,886)
2	09128023	Customer Experience Program 2023	-	500,310	(500,310)
3	09128024	Customer Experience Program 2024	-	806,210	(806,210)
4	09128220	Banner NM Tech Stack Upgrade	1,299,113	795,571	(2,082,263)
5	09128222	PNM.com Mobile App	-	175,942	(175,942)
6	09128322	PNM CX Manual Intev Enhance Ph 2	297,563	1,317,487	(1,613,065)
7	09128422	Banner Enhancements PNM 2022	-	99,703	(99,703)
8	09128423	Banner Enhancements PNM 2023	-	100,069	(100,069)
9	09128424	Banner Enhancements PNM 2024	-	100,177	(100,177)
10	09128520	Banner NM Complex Billing Add-on	768,333	1,096,902	(1,854,960)
11	09128622	PNM.com Log-in Enhancement	-	189,596	(189,596)
12	09128822	PNM Bill Redesign	-	237,320	(237,320)
13	09128921	2021 Cascade-Powerbase NM Upgrade	107,402	45,732	(152,138)
14	09128922	PowerClerk Enhancements 2022	114,605	174,141	(287,835)
15	09129022	Voltage Calc Portal Enhancements	6,005	90,789	(96,788)
16	09129122	Customer Experience Program 2022	-	656,515	(656,515)
17	09328123	Phys Security Standard 2023	-	193,271	(193,271)
18	91128022	PowerPlan Upgrade 2022	1,187,277	729,394	(1,914,538)
19	91128222	Powerplan Licensing Uplift	-	636,575	(636,575)
20	94128019	NERC CIP Program-2022	-	988,186	(988,186)
21	94128023	NERC CIP Program-2023	-	745,469	(745,469)
22	94128024	NERC CIP Program- 2024	-	501,949	(501,949)
23	94128120	ArcFM Upgrade to Utility Network	744,853	10,305,844	(11,046,857)
24	94128121	Service Suite Upgrade	171,114	275,744	(446,452)
25	94128224	TripWire Upg 2024	-	201,593	(201,593)
26	94130522	Gov Affairs Casita Renovations	-	805,380	(805,380)
27	94828022	OT-New Capabilities Program 2022	-	134,610	(134,610)
28	95128023	Utility Applications Upg Prog 2023	-	503,784	(503,784)
29	95128024	Utility Applications Upg Prog 2024	-	506,451	(506,451)
30	95128142	CPR OT Assets Annual Refresh 2022	425,888	314,722	(739,616)
31	95128143	CPR OT Assets Annual Refresh 2023	-	754,956	(754,956)
32	95128144	CPR OT Assets Annual Refresh 2024	-	755,645	(755,645)
33	96828041	Splunk OT Core Enterprise	3,975,057	309,125	(4,264,496)
34	96828042	Communications System Mapping	1,613	248,387	(249,998)
35	96828043	Network Monitoring Replace	-	100,650	(100,650)
36	96828044	ALM Enhance or Replace	-	302,622	(302,622)
37	96828052	Tibco Integration Suite Upg to V6	-	1,012,927	(1,012,927)
38	96828054	Infra Resilience (HA Arch) 2024	-	805,328	(805,328)
39	96828062	PDF Splitter-OCR Utility Upgrade	35,690	207,646	(243,263)
40	96828123	MS Enterprise License Agrmt 2023	-	7,737,465	(7,737,465)
41	96828142	Corporate Applications Prog 2022	-	250,021	(250,021)
42	96828143	Corporate Applications Prog 2023	-	250,769	(250,769)
43	96828144	Corporate Applications Prog 2024	-	250,094	(250,094)
44	96828161	VMware vRealize ELA 2021	242,870	55,327	(295,787)
45	96828162	Environ Screening Portal Enhance	4,016	94,328	(98,342)
46	96828241	MS Access Conv Program 2021	240,624	117,167	(357,085)
47	96828242	MS Access Conv Program 2022	-	64,409	(64,409)
48	96828243	MS Access Conv Program 2023	-	252,126	(252,126)
49	96828244	MS Access Conv Program 2024	-	351,028	(351,028)
50	96828252	Disaster Recovery Refresh (HW) 2022	-	800,102	(800,102)
51	96828262	PeopleSoft HCM On-Boarding	-	209,642	(209,642)
52	96828322	Telecom-New Capabilities Prgm 2022	-	450,066	(450,066)
53	96828323	Telecom-New Capabilities Prgm 2023	-	503,738	(503,738)
54	96828324	Telecom-New Capabilities Prgm 2024	-	702,336	(702,336)
55	96828422	CPR Cybersecurity 2022	294	246,577	(246,870)
56	96828423	CPR Servers Storage 2023	-	1,007,353	(1,007,353)
57	96828424	CPR Servers Storage 2024	-	1,811,827	(1,811,827)

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58	96828442	GIS Ent. Platform Refresh 2022	-	156,019	(156,019)
59	96828444	Ent Asset Mgmt Prog 2024	-	251,221	(251,221)
60	96828521	Lic. Mgmt Improvement	828,663	293,325	(1,117,555)
61	96828522	Cybersecurity Program 2022	-	700,089	(700,089)
62	96828523	CPR PCs 2023	-	905,653	(905,653)
63	96828524	CPR PCs 2024	-	805,022	(805,022)
64	96828542	Ent Info Gov Program 2022	-	574,717	(574,717)
65	96828543	AppWorx Upgrade 2023	-	301,560	(301,560)
66	96828544	Ent Info Gov Program 2024	-	757,087	(757,087)
67	96828546	Ent Info Gov Program 2023	-	402,516	(402,516)
68	96828563	Certificate MFA Renewal 2023	-	401,020	(401,020)
69	96828622	CPR PCs 2022	474,514	1,316,272	(1,789,963)
70	96828643	CPR Cybersecurity 2023	-	804,790	(804,790)
71	96828644	CPR Cybersecurity 2024	-	805,384	(805,384)
72	96828722	CPR Server Storage 2022	337,924	363,457	(700,940)
73	96828723	Cybersecurity Program 2023	-	502,359	(502,359)
74	96828724	Cybersecurity Program 2024	-	703,457	(703,457)
75	96828742	PS HCM ELM PUM Upg 2022	54,446	59,401	(113,731)
76	96828822	Tech Adv-Future Capabilities 2022	-	2,117,603	(2,117,603)
77	96828823	Ent Firewall Renewal 2023	-	1,004,026	(1,004,026)
78	96828842	Cloud Technology Program 2022	-	110,012	(110,012)
79	96828843	Cloud Technology Program 2023	-	201,556	(201,556)
80	96828844	Cloud Technology Program 2024	-	101,315	(101,315)
81	96828922	Lifecycle Mgmt-Infrastructure 2022	-	400,071	(400,071)
82	96829021	Tier I and II Storage Refresh 2021	781,746	336,955	(1,114,339)
83	96829024	PeopleTools Upgrade 2024	-	253,557	(253,557)
84	96829042	M365 Program 2022	-	454,536	(454,536)
85	96829142	Robotics Process Auto Prog 2022	558,027	733,042	(1,289,258)
86	96829223	Tech Adv-Future Capabilities 2023	-	9,168,172	(9,168,172)
87	96829224	Tech Adv-Future Capabilities 2024	-	7,878,315	(7,878,315)
88	96829241	Crisis Resilience Prog 2021	1,070,720	80,270	(1,144,730)
89	96829243	Crisis Resilience Prog 2023	-	251,429	(251,429)
90	96829244	Crisis Resilience Prog 2024	-	503,731	(503,731)
91	96829444	CISCO Ent Lic Agreement 2024	-	7,003,009	(7,003,009)
92	96829522	Infrast-New Capabilities Prgrm 2022	252,452	947,810	(1,199,886)
93	96829523	Infrast-New Capabilities Prgrm 2023	-	502,868	(502,868)
94	96829524	Infrast-New Capabilities Prgrm 2024	-	352,636	(352,636)
95	96829526	AntiVirus Upg or Replace 2023	-	1,207,610	(1,207,610)
96	96829622	CPR Telecom Blanket 2022	219,503	518,200	(737,074)
97	96829623	CPR Telecom Blanket 2023	-	903,768	(903,768)
98	96829624	CPR Telecom Blanket 2024	-	736,848	(736,848)
99	96829642	HR Tools Upg for Kibana Analytics	-	50,007	(50,007)
100	96829643	Infra Resilience (HA Arch) 2023	-	805,151	(805,151)
101	96829644	SAN Switch Replace 2024	-	903,691	(903,691)
102	96829724	Tibco Lic Renewal 2024	-	1,603,978	(1,603,978)
103	96829743	Ransomware Protect 2023	-	503,164	(503,164)
104	96829744	Key Management 2024	-	150,763	(150,763)
105	96829822	CPR Corp Security 2022	9,427	286,711	(296,127)
106	96829824	Ransomware Protect 2024	-	502,845	(502,845)
107	96829842	PeopleSoft Financials PUM Upg 2022	473,333	27,816	(499,777)
108	96829844	Veritas Ent License Agreement 2024	-	1,101,195	(1,101,195)
109	96829942	NM Phys Security Standardization	-	665,125	(665,125)
110	96829943	CPR Corp Security 2023	-	301,967	(301,967)
111	96829944	CPR Corp Security 2024	-	302,955	(302,955)
112	96830522	Data Center CRAC Units	-	2,576,982	(2,576,982)
113	97728021	Phy Sec-New Capabilities Prgrm 2021	1,353,414	5,794	(1,351,459)
114	97728023	Phy Sec-New Capabilities Prgrm 2023	-	502,862	(502,862)
115	97728123	Phy Security Assets - Ann Ref Progr	-	201,146	(201,146)
116	97728322	ALHQ Exec Parking Sec Upg	-	30,008	(30,008)
117	97730515	Downtown Building Improvements	-	518,783	(518,783)
118	97730524	General Bldg and MRF Upgrades	-	1,000,541	(1,000,541)
119	97730622	HQ Ventilation System	-	4,026,839	(4,026,839)
120	97731007	Gen Svcs Bldg Maint Blanket - Corp	-	1,593,534	(1,593,534)
121	97731121	HQ Building Boiler Upgrades	872,425	353,944	(1,222,427)
122	98628022	Maximo Enhancements 2022	131,050	148,682	(29,357)
123	98628023	Maximo Enhancements 2023	-	287,063	(287,063)
124	98628024	Maximo Enhancements 2024	-	292,441	(292,441)

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125	98628122	Maximo Reports Rewrite 2022	121,030	291,192	(411,979)
		Totals	17,544,293	107,813,436	(125,264,048)



Primary Driver	Project #	Project Name	Closings 7/22-12/24
Compliance	91128222	Powerplan Licensing Uplift	(636,575)
Compliance	94128019	NERC CIP Program-2022	(988,186)
Compliance	94128023	NERC CIP Program-2023	(745,469)
Compliance	94128024	NERC CIP Program- 2024	(501,949)
Compliance	94130522	Gov Affairs Casita Renovations	(805,380)
Compliance	96828542	Ent Info Gov Program 2022	(574,717)
Compliance	96828544	Ent Info Gov Program 2024	(757,087)
Compliance	96828546	Ent Info Gov Program 2023	(402,516)
Compliance	96829642	HR Tools Upg for Kibana Analytics	(50,007)
Compliance	97730524	General Bldg and MRF Upgrades	(1,000,541)
Environmental	96828162	Environ Screening Portal Enhance	(98,342)
Reliability	09128220	Banner NM Tech Stack Upgrade	(2,082,263)
Reliability	09128822	PNM Bill Redesign	(237,320)
Reliability	09128921	2021 Cascade-Powerbase NM Upgra	(152,138)
Reliability	94128120	ArcFM Upgrade to Utility Network	(11,046,857)
Reliability	94128121	Service Suite Upgrade	(446,452)
Reliability	94828022	OT-New Capabilities Program 2022	(134,610)

Primary Driver	Project #	Project Name	Closings 7/22-12/24
Reliability	95128023	Utility Applications Upg Prog 2023	(503,784)
Reliability	95128024	Utility Applications Upg Prog 2024	(506,451)
Reliability	95128142	CPR OT Assets Annual Refresh 2022	(739,616)
Reliability	95128143	CPR OT Assets Annual Refresh 2023	(754,956)
Reliability	95128144	CPR OT Assets Annual Refresh 2024	(755,645)
Reliability	96828042	Communications System Mapping	(249,998)
Reliability	96828044	ALM Enhance or Replace	(302,622)
Reliability	96828054	Infra Resilience (HA Arch) 2024	(805,328)
Reliability	96828062	PDF Splitter-OCR Utility Upgrade	(243,263)
Reliability	96828142	Corporate Applications Prog 2022	(250,021)
Reliability	96828143	Corporate Applications Prog 2023	(250,769)
Reliability	96828144	Corporate Applications Prog 2024	(250,094)
Reliability	96828252	Disaster Recovery Refresh (HW) 202	(800,102)
Reliability	96828262	PeopleSoft HCM On-Boarding	(209,642)
Reliability	96828423	CPR Servers Storage 2023	(1,007,353)
Reliability	96828424	CPR Servers Storage 2024	(1,811,827)
Reliability	96828442	GIS Ent. Platform Refresh 2022	(156,019)
Reliability	96828523	CPR PCs 2023	(905,653)
Reliability	96828524	CPR PCs 2024	(805,022)
Reliability	96828622	CPR PCs 2022	(1,789,963)
Reliability	96828722	CPR Server Storage 2022	(700,940)
Reliability	96828742	PS HCM ELM PUM Upg 2022	(113,731)
Reliability	96829021	Tier I and II Storage Refresh 2021	(1,114,339)
Reliability	96829024	PeopleTools Upgrade 2024	(253,557)
Reliability	96829444	CISCO Ent Lic Agreement 2024	(7,003,009)
Reliability	96829622	CPR Telecom Blanket 2022	(737,074)
Reliability	96829623	CPR Telecom Blanket 2023	(903,768)
Reliability	96829624	CPR Telecom Blanket 2024	(736,848)
Reliability	96829643	Infra Resilience (HA Arch) 2023	(805,151)
Reliability	96829724	Tibco Lic Renewal 2024	(1,603,978)
Reliability	96829844	Veritas Ent License Agreement 2024	(1,101,195)
Safety	96829241	Crisis Resilience Prog 2021	(1,144,730)
Safety	96829243	Crisis Resilience Prog 2023	(251,429)
Safety	96829244	Crisis Resilience Prog 2024	(503,731)
Safety	96830522	Data Center CRAC Units	(2,576,982)
Safety	97730515	Downtown Building Improvements	(518,783)
Safety	97730622	HQ Ventilation System	(4,026,839)
Safety	97731007	Gen Svcs Bldg Maint Blanket - Corp	(1,593,534)
Safety	97731121	HQ Building Boiler Upgrades	(1,222,427)
Security	09128622	PNM.com Log-in Enhancement	(189,596)
Security	09328123	Phys Security Standard 2023	(193,271)
Security	94128224	TripWire Upg 2024	(201,593)
Security	96828041	Splunk OT Core Enterprise	(4,264,496)
Security	96828043	Network Monitoring Replace	(100,650)
Security	96828241	MS Access Conv Program 2021	(357,085)
Security	96828242	MS Access Conv Program 2022	(64,409)
Security	96828243	MS Access Conv Program 2023	(252,126)
Security	96828244	MS Access Conv Program 2024	(351,028)
Security	96828422	CPR Cybersecurity 2022	(246,870)
Security	96828522	Cybersecurity Program 2022	(700,089)
Security	96828563	Certificate MFA Renewal 2023	(401,020)
Security	96828643	CPR Cybersecurity 2023	(804,790)
Security	96828644	CPR Cybersecurity 2024	(805,384)
Security	96828723	Cybersecurity Program 2023	(502,359)

Primary Driver	Project #	Project Name	Closings 7/22-12/24
Security	96828724	Cybersecurity Program 2024	(703,457)
Security	96828823	Ent Firewall Renewal 2023	(1,004,026)
Security	96829526	AntiVirus Upg or Replace 2023	(1,207,610)
Security	96829743	Ransomware Protect 2023	(503,164)
Security	96829744	Key Management 2024	(150,763)
Security	96829822	CPR Corp Security 2022	(296,127)
Security	96829824	Ransomware Protect 2024	(502,845)
Security	96829942	NM Phys Security Standardization	(665,125)
Security	96829943	CPR Corp Security 2023	(301,967)
Security	96829944	CPR Corp Security 2024	(302,955)
Security	97728021	Phy Sec-New Capabilities Prgrm 2023	(1,351,459)
Security	97728023	Phy Sec-New Capabilities Prgrm 2024	(502,862)
Security	97728123	Phy Security Assets - Ann Ref Progr	(201,146)
Security	97728322	ALHQ Exec Parking Sec Upg	(30,008)
System Performance	09128021	Customer Experience Program 2021	(405,886)
System Performance	09128023	Customer Experience Program 2023	(500,310)
System Performance	09128024	Customer Experience Program 2024	(806,210)
System Performance	09128222	PNM.com Mobile App	(175,942)
System Performance	09128322	PNM CX Manual Intev Enhance Ph 2	(1,613,065)
System Performance	09128422	Banner Enhancements PNM 2022	(99,703)
System Performance	09128423	Banner Enhancements PNM 2023	(100,069)
System Performance	09128424	Banner Enhancements PNM 2024	(100,177)
System Performance	09128520	Banner NM Complex Billing Add-on	(1,854,960)
System Performance	09128922	PowerClerk Enhancements 2022	(287,835)
System Performance	09129022	Voltage Calc Portal Enhancements	(96,788)
System Performance	09129122	Customer Experience Program 2022	(656,515)
System Performance	91128022	PowerPlan Upgrade 2022	(1,914,538)
System Performance	96828052	Tibco Integration Suite Upg to V6	(1,012,927)
System Performance	96828123	MS Enterprise License Agrmt 2023	(7,737,465)
System Performance	96828161	VMware vRealize ELA 2021	(295,787)
System Performance	96828322	Telecom-New Capabilities Prgrm 2022	(450,066)
System Performance	96828323	Telecom-New Capabilities Prgrm 2023	(503,738)
System Performance	96828324	Telecom-New Capabilities Prgrm 2024	(702,336)
System Performance	96828444	Ent Asset Mgmt Prog 2024	(251,221)
System Performance	96828521	Lic. Mgmt Improvement	(1,117,555)
System Performance	96828543	AppWorx Upgrade 2023	(301,560)
System Performance	96828822	Tech Adv-Future Capabilities 2022	(2,117,603)
System Performance	96828842	Cloud Technology Program 2022	(110,012)
System Performance	96828843	Cloud Technology Program 2023	(201,556)
System Performance	96828844	Cloud Technology Program 2024	(101,315)
System Performance	96828922	Lifecycle Mgmt-Infrastructure 2022	(400,071)
System Performance	96829042	M365 Program 2022	(454,536)
System Performance	96829142	Robotics Process Auto Prog 2022	(1,289,258)
System Performance	96829223	Tech Adv-Future Capabilities 2023	(9,168,172)
System Performance	96829224	Tech Adv-Future Capabilities 2024	(7,878,315)
System Performance	96829522	Infrast-New Capabilities Prgrm 2022	(1,199,886)
System Performance	96829523	Infrast-New Capabilities Prgrm 2023	(502,868)
System Performance	96829524	Infrast-New Capabilities Prgrm 2024	(352,636)
System Performance	96829644	SAN Switch Replace 2024	(903,691)
System Performance	96829842	PeopleSoft Financials PUM Upg 2022	(499,777)
System Performance	98628022	Maximo Enhancements 2022	(279,357)
System Performance	98628023	Maximo Enhancements 2023	(287,063)
System Performance	98628024	Maximo Enhancements 2024	(292,441)
System Performance	98628122	Maximo Reports Rewrite 2022	(411,979)

Primary Driver	Project #	Project Name	Closings 7/22-12/24
Grand Total			(125,264,048)
Driver	Percentage	Amount	
Compliance	5.16%	(6,462,426)	
Environmental	0.08%	(98,342)	
Reliability	33.75%	(42,271,358)	
Safety	9.45%	(11,838,455)	
Security	13.70%	(17,158,280)	
System Performance	37.87%	(47,435,187)	
	<u>100.00%</u>	<u>(125,264,048)</u>	

Project No: 09128021 Customer Experience Program 2021

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2021

Estimated Completion Date 9/30/2022

Description
The annual Customer Experience Program incorporates one or more projects that enhances PNM's customer service systems and billing products, and improves reporting capabilities. These enhancements and upgrades are typically identified throughout the year by PNM's Customer Care employees and are focused on increasing efficiency, ensuring compliance with regulatory requirements, or improving the security of the systems. These projects focus on systems and tools other than the main Banner Customer Information System, which has its own dedicated projects and blankets. Example projects under this program include implementation of log-in and security improvement efforts supporting PNM.com. This project includes enhancements and upgrades performed in 2021.

Project Need Justification
While Banner is PNM's primary system used to enhance the customer experience, there are other systems that support customers and these require periodic upgrades. This program ensures there is funding available to make enhancements to these systems for our Customer Care team.

Project Alternatives
Projects implemented under the Customer Experience Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to implement enhancements covered by this blanket project (a do nothing approach) can lead to an inability of Customer Care representatives to do their work.

Project Estimate Approach
Cost estimates are provided by subject matter experts from PNM's IT Customer Services Support Team. Anticipated costs are based on historical information from past projects with similar scope.

Customer Benefit
Continued upgrade and modernization of our customer service systems provides increased customer value and satisfaction by introducing new or enhanced capabilities to make fulfilling customer service needs and inquiries more efficient.

Primary Value Driver System Performance

Safety

Reliability

System Performance Continued upgrade and modernization of PNM's customer service systems allows the company to more effectively meet customers' evolving service needs and expectations.

Security

Compliance

Environmental

Project No:	09128021 Customer Experience Program 2021							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	34,888	2,500	-	-	-	-	-	37,388
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	427,970	19,817	-	-	-	-	-	447,787
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	22,165	-	-	-	-	-	-	22,165
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	5,802	1,043	1,079	1,097	-	-	-	9,020
610: Expenses - General	60,155	-	-	-	-	-	-	60,155
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,630	189	-	-	-	-	-	2,819
914: Pension and Benefits	7,693	538	-	-	-	-	-	8,231
915: Injuries and Damages	2,851	214	-	-	-	-	-	3,065
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	1,307	-	-	-	-	-	-	1,307
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	28,447	-	-	-	-	-	-	28,447
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	(210,606)	-	-	(405,886)	-	-	-	(616,492)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	<u>383,302</u>	<u>24,301</u>	<u>1,079</u>	<u>(404,789)</u>	-	-	-	<u>3,893</u>

Project No:	09128021 Customer Experience Program 2021													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	37,388	-	-	-	-	-	-	-	-	-	-	-	-	37,388
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	447,787	-	-	-	-	-	-	-	-	-	-	-	-	447,787
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	22,165	-	-	-	-	-	-	-	-	-	-	-	-	22,165
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	9,020	-	-	-	-	-	-	-	-	-	-	-	-	9,020
610: Expenses - General	60,155	-	-	-	-	-	-	-	-	-	-	-	-	60,155
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,819	-	-	-	-	-	-	-	-	-	-	-	-	2,819
914: Pension and Benefits	8,231	-	-	-	-	-	-	-	-	-	-	-	-	8,231
915: Injuries and Damages	3,065	-	-	-	-	-	-	-	-	-	-	-	-	3,065
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,307	-	-	-	-	-	-	-	-	-	-	-	-	1,307
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	28,447	-	-	-	-	-	-	-	-	-	-	-	-	28,447
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(616,492)	-	-	-	-	-	-	-	-	-	-	-	-	(616,492)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	<u>3,893</u>	-	-	-	-	-	-	-	-	-	-	-	-	<u>3,893</u>

Project No:	09128021 Customer Experience Program 2021													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	37,388	-	-	-	-	-	-	-	-	-	-	-	-	37,388
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	447,787	-	-	-	-	-	-	-	-	-	-	-	-	447,787
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	22,165	-	-	-	-	-	-	-	-	-	-	-	-	22,165
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	9,020	-	-	-	-	-	-	-	-	-	-	-	-	9,020
610: Expenses - General	60,155	-	-	-	-	-	-	-	-	-	-	-	-	60,155
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,819	-	-	-	-	-	-	-	-	-	-	-	-	2,819
914: Pension and Benefits	8,231	-	-	-	-	-	-	-	-	-	-	-	-	8,231
915: Injuries and Damages	3,065	-	-	-	-	-	-	-	-	-	-	-	-	3,065
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,307	-	-	-	-	-	-	-	-	-	-	-	-	1,307
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	28,447	-	-	-	-	-	-	-	-	-	-	-	-	28,447
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(616,492)	-	-	-	-	-	-	-	-	-	-	-	-	(616,492)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	<u>3,893</u>	-	-	-	-	-	-	-	-	-	-	-	-	<u>3,893</u>

Project No: 09128023 Customer Experience Program 2023

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description

The annual Customer Experience Program incorporates one or more projects that enhances PNM's customer service systems and billing products, and improves reporting capabilities. These enhancements and upgrades are typically identified throughout the year by PNM's Customer Care employees and are focused on increasing efficiency, ensuring compliance with regulatory requirements, or improving the security of the systems. These projects focus on systems and tools other than the main Banner Customer Information System, which has its own dedicated projects and blankets. Example projects under this program include implementation of log-in and security improvement efforts supporting PNM.com. This project includes enhancements and upgrades performed in 2023.

Project Need Justification

While Banner is PNM's primary system used to enhance the customer experience, there are other systems that support customers and these require periodic upgrades. This program ensures there is funding available to make enhancements to these systems for our Customer Care team.

Project Alternatives

Projects implemented under the Customer Experience Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to implement enhancements covered by this blanket project (a do nothing approach) can lead to an inability of Customer Care representatives to do their work.

Project Estimate Approach

Cost estimates are provided by subject matter experts from PNM's IT Customer Services Support Team. Anticipated costs are based on historical information from past projects with similar scope.

Customer Benefit

Continued upgrade and modernization of our customer service systems provides increased customer value and satisfaction by introducing new or enhanced capabilities to make fulfilling customer service needs and inquiries more efficient.

Primary Value Driver System Performance

Safety

Reliability

System Performance Continued upgrade and modernization of PNM's customer service systems allows the company to more effectively meet customers' evolving service needs and expectations.

Security

Compliance

Environmental

Project No:

09128023 Customer Experience Program 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	65	196	331	474	617	766	920	748	903	1,121	6,141
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	33,404	33,404
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	1,130	11,295
914: Pension and Benefits	-	-	-	3,455	3,455	3,455	3,455	3,455	3,455	3,455	3,455	3,455	3,455	34,545
915: Injuries and Damages	-	-	-	1,493	1,493	1,493	1,493	1,493	1,493	1,493	1,493	1,493	1,493	14,925
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(107,548)	-	-	(392,762)	(500,310)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	46,142	46,272	46,407	46,550	46,693	46,843	(60,552)	46,825	46,980	(312,160)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	250,000	-	-	-	-	-	-	-	-	-	-	-	-	250,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	6,141	-	-	-	-	-	-	-	-	-	-	-	-	6,141
610: Expenses - General	33,404	-	-	-	-	-	-	-	-	-	-	-	-	33,404
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	11,295	-	-	-	-	-	-	-	-	-	-	-	-	11,295
914: Pension and Benefits	34,545	-	-	-	-	-	-	-	-	-	-	-	-	34,545
915: Injuries and Damages	14,925	-	-	-	-	-	-	-	-	-	-	-	-	14,925
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(500,310)	-	-	-	-	-	-	-	-	-	-	-	-	(500,310)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 09128024 Customer Experience Program 2024

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The annual Customer Experience Program incorporates one or more projects that enhances PNM's customer service systems and billing products, and improves reporting capabilities. These enhancements and upgrades are typically identified throughout the year by PNM's Customer Care employees and are focused on increasing efficiency, ensuring compliance with regulatory requirements, or improving the security of the systems. These projects focus on systems and tools other than the main Banner Customer Information System, which has its own dedicated projects and blankets. Example projects under this program include implementation of log-in and security improvement efforts supporting PNM.com. This project includes enhancements and upgrades performed in 2024.

Project Need Justification

While Banner is PNM's primary system used to enhance the customer experience, there are other systems that support customers and require periodic upgrades. This program ensures there is funding available to make enhancements to these systems for our Customer Care team.

Project Alternatives

Projects implemented under the Customer Experience Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to implement enhancements covered by this blanket project (a do nothing approach) can lead to an inability of Customer Care representatives to do their work.

Project Estimate Approach

Cost estimates are provided by subject matter experts from PNM's IT Customer Services Support Team. Anticipated costs are based on historical information from past projects with similar scope.

Customer Benefit

Continued upgrade and modernization of our customer service systems provides increased customer value and satisfaction by introducing new or enhanced capabilities to make fulfilling customer service needs and inquiries more efficient.

Primary Value Driver

System Performance

Safety

Reliability

System Performance

Continued upgrade and modernization of PNM's customer service systems allows the company to more effectively meet customers' evolving service needs and expectations.

Security

Compliance

Environmental

Project No:

09128024 Customer Experience Program 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	150,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	52,727	52,727	52,727	52,727	52,727	52,727	52,727	52,727	52,727	52,727	52,727	580,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	123	373	620	872	1,127	1,373	1,628	1,892	1,475	1,733	2,007	13,224
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	2,221	2,221
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	11,295
914: Pension and Benefits	-	-	3,140	3,140	3,140	3,140	3,140	3,140	3,140	3,140	3,140	3,140	3,140	34,545
915: Injuries and Damages	-	-	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	1,357	14,925
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(192,427)	-	-	(613,784)	(806,210)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	72,011	72,261	72,508	72,760	73,015	73,261	73,516	(118,647)	73,363	73,621	(537,668)	0

Project No: 09128220 Banner NM Tech Stack Upgrade

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2020

Estimated Completion Date 12/31/2022

Description
PNM utilizes the New Mexico Banner Customer Information System (CIS) to gather and manage customer information, improve system operations, and provide billing services. The Banner New Mexico (NM) Tech Stack Upgrade project will replace and improve the underlying servers, storage, routers, load balancers and other components that support the NM Banner CIS. Upgrading these components both ensures continued reliable system access and takes advantage of improvements in underlying technologies to improve system performance, enhancing the experience of both Customer Care representative and customers.

Project Need Justification
Technical infrastructure components that support NM Banner have a finite useful lifespan based on wear and tear as well as rapidly improving performance and capabilities of new equipment. PNM updates the tech stack on a regular basis to ensure system reliability, supportability, and improved system performance.

Project Alternatives
Alternatives to this upgrade include fully replacing the CIS or delaying upgrades. Replacement is a very expensive, complex effort that would take years to implement. Additionally, a limited number of components of the existing system require upgrading. Delaying upgrades is sometimes possible, but only to a limited extent as delays greatly increase the risks associated with unsupported equipment, security shortcomings, and possible equipment failure.

Project Estimate Approach
Cost estimates have been provided by subject-matter experts from the IT Customer Service Support and Infrastructure teams. The anticipated cost is based on historical information from previous technology stack upgrades.

Customer Benefit
Failure to upgrade Banner CIS would significantly increase the risk of system degradation and compromise. This degradation significantly increases the risk of sensitive customer information being compromised inadvertently. Additionally, as new component capabilities are implemented, system performance is expected to improve, therefore creating a better and more efficient experience for customers.

Primary Value Driver Reliability

Safety

Reliability NM Banner technology stack upgrades are required to ensure all system hardware and software is supportable by vendors and manufacturers. As Banner is PNM's primary means of maintaining customer information, it is vital that the system remains up-to-date to reduce outages that will negatively impact customer experiences and efficiencies.

System Performance

Security One of the principle functions of some components in the Banner technology stack is to ensure safe and secure management of sensitive customer information. Upgrading infrastructure components that support Banner helps ensure PNM is deploying the best available countermeasures to mitigate risk of external intrusion of our system.

Compliance

Environmental

Project No: 09128220 Banner NM Tech Stack Upgrade

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	65,763	-	-	-	-	-	-	65,763
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	11,771	-	-	-	-	-	-	11,771
370: Outside Services	710,195	220,000	320,000	220,000	-	-	-	1,470,195
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	11,780	200	200	200	-	-	-	12,380
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	19,124	3,725	4,464	331	667	673	684	29,668
610: Expenses - General	395,306	-	-	24,427	-	-	-	419,733
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,972	-	-	-	-	-	-	4,972
914: Pension and Benefits	14,482	-	-	-	-	-	-	14,482
915: Injuries and Damages	5,553	-	-	-	-	-	-	5,553
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	2,733	-	-	-	-	-	-	2,733
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	57,435	-	-	-	-	-	-	57,435
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	(1,835,281)	-	-	-	(246,983)	(2,082,263)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	1,299,113	223,925	(1,510,617)	244,958	667	673	(246,299)	12,421

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	65,763	-	-	-	-	-	-	-	-	-	-	-	-	65,763
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	11,771	-	-	-	-	-	-	-	-	-	-	-	-	11,771
370: Outside Services	1,470,195	-	-	-	-	-	-	-	-	-	-	-	-	1,470,195
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	12,380	-	-	-	-	-	-	-	-	-	-	-	-	12,380
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	29,668	-	-	-	-	-	-	-	-	-	-	-	-	29,668
610: Expenses - General	419,733	-	-	-	-	-	-	-	-	-	-	-	-	419,733
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,972	-	-	-	-	-	-	-	-	-	-	-	-	4,972
914: Pension and Benefits	14,482	-	-	-	-	-	-	-	-	-	-	-	-	14,482
915: Injuries and Damages	5,553	-	-	-	-	-	-	-	-	-	-	-	-	5,553
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,733	-	-	-	-	-	-	-	-	-	-	-	-	2,733
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	57,435	-	-	-	-	-	-	-	-	-	-	-	-	57,435
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,082,263)	-	-	-	-	-	-	-	-	-	-	-	-	(2,082,263)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	12,421	-	-	-	-	-	-	-	-	-	-	-	-	12,421

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	65,763	-	-	-	-	-	-	-	-	-	-	-	-	65,763
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	11,771	-	-	-	-	-	-	-	-	-	-	-	-	11,771
370: Outside Services	1,470,195	-	-	-	-	-	-	-	-	-	-	-	-	1,470,195
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	12,380	-	-	-	-	-	-	-	-	-	-	-	-	12,380
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	29,668	-	-	-	-	-	-	-	-	-	-	-	-	29,668
610: Expenses - General	419,733	-	-	-	-	-	-	-	-	-	-	-	-	419,733
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,972	-	-	-	-	-	-	-	-	-	-	-	-	4,972
914: Pension and Benefits	14,482	-	-	-	-	-	-	-	-	-	-	-	-	14,482
915: Injuries and Damages	5,553	-	-	-	-	-	-	-	-	-	-	-	-	5,553
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,733	-	-	-	-	-	-	-	-	-	-	-	-	2,733
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	57,435	-	-	-	-	-	-	-	-	-	-	-	-	57,435
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,082,263)	-	-	-	-	-	-	-	-	-	-	-	-	(2,082,263)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	12,421	-	-	-	-	-	-	-	-	-	-	-	-	12,421

Project No: 09128222 PNM.com Mobile App
Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description
 The PNM.com Mobile Application project will completely rewrite the PNM.com external website to better suit today's mobile device standards. The current PNM.com site has minimal modifications that recognize when a page is being viewed on a smartphone or tablet, resulting in some activities being more challenging for customers to complete than is preferred. Ideally, as many companies are now doing, a distinct, specialized application for the site can be downloaded from app stores and run on these devices. The project will result in all pages on the site recognizing mobile devices and presenting pages that are customized for those devices.

Project Need Justification
 With ever-increasing customer reliance on mobile smartphones and tablets, previously acceptable page presentations of PNM.com are no longer acceptable to customers. Customers are increasingly familiar with many other sites, such as Amazon, that have specifically developed applications and pages that present themselves much more appealingly and usefully on mobile devices. Customers now demand that PNM.com have similar design refinements.

Project Alternatives
 Currently, PNM.com has chosen one optional path to solving readability issues on mobile devices: page scaling. However, with rising customer expectations, that is increasingly unappealing to customers. As a result, a dedicated PNM.com app is the best available choice.

Project Estimate Approach
 Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
 Customers are increasingly familiar with many other sites, such as Amazon, that have specifically developed applications and pages that present themselves much more appealingly and usefully on mobile devices. Customers now demand that PNM.com have similar design refinements.

Primary Value Driver System Performance

Safety

Reliability

System Performance Meeting customer requirements by providing the flexibility and the usability of a dedicated application they can run on increasingly common mobile devices will help customers achieve their needs efficiently and effectively.

Security

Compliance

Environmental

Project No: 09128222 PNM.com Mobile App

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	6,667	6,667	6,667	6,667	6,667	6,667	40,000
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	3,000	4,083	4,083	4,083	15,250
370: Outside Services	-	-	-	20,000	23,708	23,708	23,708	91,125
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	833	833	833	833	833	833	5,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	13	40	100	200	309	428	1,090
610: Expenses - General	-	-	-	-	-	-	4,328	4,328
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	505	505	505	505	505	505	3,028
914: Pension and Benefits	-	1,435	1,435	1,435	1,435	1,435	1,435	8,608
915: Injuries and Damages	-	571	571	571	571	571	571	3,424
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	804	1,095	1,095	1,095	4,089
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(175,942)	(175,942)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	10,023	10,050	33,915	39,097	39,205	(132,290)	(0)

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	40,000	-	-	-	-	-	-	-	-	-	-	-	-	40,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	15,250	-	-	-	-	-	-	-	-	-	-	-	-	15,250
370: Outside Services	91,125	-	-	-	-	-	-	-	-	-	-	-	-	91,125
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,090	-	-	-	-	-	-	-	-	-	-	-	-	1,090
610: Expenses - General	4,328	-	-	-	-	-	-	-	-	-	-	-	-	4,328
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,028	-	-	-	-	-	-	-	-	-	-	-	-	3,028
914: Pension and Benefits	8,608	-	-	-	-	-	-	-	-	-	-	-	-	8,608
915: Injuries and Damages	3,424	-	-	-	-	-	-	-	-	-	-	-	-	3,424
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,089	-	-	-	-	-	-	-	-	-	-	-	-	4,089
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(175,942)	-	-	-	-	-	-	-	-	-	-	-	-	(175,942)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	40,000	-	-	-	-	-	-	-	-	-	-	-	-	40,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	15,250	-	-	-	-	-	-	-	-	-	-	-	-	15,250
370: Outside Services	91,125	-	-	-	-	-	-	-	-	-	-	-	-	91,125
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,090	-	-	-	-	-	-	-	-	-	-	-	-	1,090
610: Expenses - General	4,328	-	-	-	-	-	-	-	-	-	-	-	-	4,328
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,028	-	-	-	-	-	-	-	-	-	-	-	-	3,028
914: Pension and Benefits	8,608	-	-	-	-	-	-	-	-	-	-	-	-	8,608
915: Injuries and Damages	3,424	-	-	-	-	-	-	-	-	-	-	-	-	3,424
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,089	-	-	-	-	-	-	-	-	-	-	-	-	4,089
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(175,942)	-	-	-	-	-	-	-	-	-	-	-	-	(175,942)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 09128322 PNM CX Manual Intev Enhance Ph 2

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 9/30/2023

Description

The PNM CX (Customer Experience) Manual Intervention Enhancements Phase 2 project will continue to mitigate independently identified process inefficiencies and implement improvement opportunities across all customer service and billing-related functions. Analysis performed in 2019 resulted in a list of 184 process improvement opportunities that PNMR has been developing in prioritized, roughly annual phases. This is the second of three such planned phases.

Project Need Justification

Currently there are many manual processes within Customer Care that are inefficient and subject to human error. These processes were developed per the original design of Banner or were developed due to business necessity per changes in regulatory billing rules such as photovoltaic solar or master/summary billing. These manual processes require many hours and can have a higher than acceptable rate of manual errors, which can leave the customer with incorrect bills. In addition, there are billing errors that go undetected due to Banner processes and bill print issues that cause incorrect bills to be sent to customers. Automation of these processes and methods to detect billing errors before they are sent to customers will improve customer satisfaction and reduce manual work processing.

Project Alternatives

Two possible alternatives to this project would be to (1) replace the current Banner, which is cost prohibitive, or to (2) continue to run manual processes but try to develop better quality control methods, which is still highly labor intensive and prone to a greater error rate than automation.

Project Estimate Approach

Project estimates have been derived from a combination of key third-party developer quotes along with historical data from previous similar projects.

Customer Benefit

The outcome of the projects is expected to be increased customer satisfaction with error-free bills that don't necessitate calls to PNM Customer Care as well as "on-time" bills. Additionally, enhancements are expected to result in improved customer experiences with services like payment arrangements, Master/Summary billing, and Move-in/Move-out.

Primary Value Driver System Performance

Safety

Reliability

System Performance Enhancements have been prioritized to ensure customers experience improved bill accuracy and reduced calls to Customer Care. It is also expected that processing time and overall Banner system performance will be improved.

Security

Compliance

Environmental

Project No:

09128322 PNM CX Manual Intev Enhance Ph 2

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	1,708	9,500	9,500	9,500	9,500	9,500	9,500	58,708
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	2,381	2,381	2,381	2,381	2,381	2,209	14,114
370: Outside Services	226,509	100,000	100,000	200,000	300,000	150,000	20,000	1,096,509
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	54,740	1,190	1,190	1,190	1,190	1,190	-	60,693
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,985	945	1,262	1,737	2,477	3,166	3,508	15,080
610: Expenses - General	-	-	-	-	-	-	7,000	7,000
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	129	719	719	719	719	719	719	4,444
914: Pension and Benefits	376	2,044	2,044	2,044	2,044	2,044	2,044	12,642
915: Injuries and Damages	146	813	813	813	813	813	813	5,025
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	765	638	638	638	638	638	592	4,549
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	11,205	-	-	-	-	-	-	11,205
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	297,563	118,231	118,549	219,023	319,764	170,453	46,387	1,289,969

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	58,708	9,500	9,500	-	-	-	-	9,500	9,500	10,000	-	-	-	106,708
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	14,114	2,381	2,381	2,381	2,381	2,381	2,381	2,381	2,381	2,381	-	-	-	35,542
370: Outside Services	1,096,509	-	-	61,905	61,905	-	-	-	-	48,000	-	-	-	1,268,318
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	60,693	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	-	-	-	71,407
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	15,080	3,590	3,679	3,868	4,057	4,221	4,335	4,428	4,561	4,782	-	-	-	52,599
610: Expenses - General	7,000	-	-	-	-	-	-	-	-	10,090	-	-	-	17,090
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,444	715	715	-	-	-	-	715	715	753	-	-	-	8,059
914: Pension and Benefits	12,642	2,188	2,188	-	-	-	-	2,188	2,188	2,303	-	-	-	23,697
915: Injuries and Damages	5,025	945	945	-	-	-	-	945	945	995	-	-	-	9,801
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,549	675	675	675	675	675	675	675	675	675	-	-	-	10,623
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	11,205	-	-	-	-	-	-	-	-	-	-	-	-	11,205
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(1,613,065)	-	-	-	(1,613,065)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,289,969	21,184	21,273	70,019	70,208	8,467	8,581	22,023	22,156	(1,531,896)	-	-	-	1,985

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	106,708	-	-	-	-	-	-	-	-	-	-	-	-	106,708
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	35,542	-	-	-	-	-	-	-	-	-	-	-	-	35,542
370: Outside Services	1,268,318	-	-	-	-	-	-	-	-	-	-	-	-	1,268,318
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	71,407	-	-	-	-	-	-	-	-	-	-	-	-	71,407
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	52,599	-	-	-	-	-	-	-	-	-	-	-	-	52,599
610: Expenses - General	17,090	-	-	-	-	-	-	-	-	-	-	-	-	17,090
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,059	-	-	-	-	-	-	-	-	-	-	-	-	8,059
914: Pension and Benefits	23,697	-	-	-	-	-	-	-	-	-	-	-	-	23,697
915: Injuries and Damages	9,801	-	-	-	-	-	-	-	-	-	-	-	-	9,801
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	10,623	-	-	-	-	-	-	-	-	-	-	-	-	10,623
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	11,205	-	-	-	-	-	-	-	-	-	-	-	-	11,205
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,613,065)	-	-	-	-	-	-	-	-	-	-	-	-	(1,613,065)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,985	-	-	-	-	-	-	-	-	-	-	-	-	1,985

Project No: 09128422 Banner Enhancements PNM 2022

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description
Banner Enhancements is a blanket project covering a collection of smaller enhancements made to NM Banner, PNM's Customer Information System, in 2022. These enhancements are collected, prioritized, and selected for execution annually by a steering committee comprised of all stakeholders. These enhancements are distinct from projects undertaken by the Customer Experience Program, which focuses on non-Banner opportunities. Example enhancements under this blanket project include numerous adjustments and improvements to screens used by Customer Care representatives.

Project Need Justification
Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Project Alternatives
Enhancements undertaken in the Banner Enhancements project tend to be in direct response to customer demands and New Mexico Public Regulation Commission (NMPRC) requirements. Solution alternatives are assessed as enhancement design requirements are identified and understood. Specific solutions are chosen by the steering committee finding the most efficient and lowest cost alternatives to meet these enhancement needs.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
Enhancements undertaken in the Banner Enhancements project tend to be in direct response to customer demands and NMPRC requirements. Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Primary Value Driver System Performance

Safety

Reliability

System Performance Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Security

Compliance

Environmental

Project No:

09128422 Banner Enhancements PNM 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	15,000	12,000	12,000	25,000	24,000	10,000	98,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	20	56	90	141	209	261	777
610: Expenses - General	-	-	-	-	-	-	926	926
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(99,703)	(99,703)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	15,020	12,056	12,090	25,141	24,209	(88,516)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	98,000	-	-	-	-	-	-	-	-	-	-	-	-	98,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	777	-	-	-	-	-	-	-	-	-	-	-	-	777
610: Expenses - General	926	-	-	-	-	-	-	-	-	-	-	-	-	926
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(99,703)	-	-	-	-	-	-	-	-	-	-	-	-	(99,703)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	98,000	-	-	-	-	-	-	-	-	-	-	-	-	98,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	777	-	-	-	-	-	-	-	-	-	-	-	-	777
610: Expenses - General	926	-	-	-	-	-	-	-	-	-	-	-	-	926
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(99,703)	-	-	-	-	-	-	-	-	-	-	-	-	(99,703)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 09128423 Banner Enhancements PNM 2023

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description

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Project Need Justification

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Project Alternatives

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Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

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Primary Value Driver

System Performance

Safety

Reliability

System Performance

Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Security

Compliance

Environmental

Project No: 09128423 Banner Enhancements PNM 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	8,182	8,182	8,182	8,182	8,182	8,182	8,182	8,182	8,182	16,000	89,636
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	12	35	59	84	110	136	163	192	220	278	1,288
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	9,144	9,144
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(100,069)	(100,069)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	8,193	8,217	8,241	8,266	8,291	8,318	8,345	8,374	8,402	(74,647)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	89,636	-	-	-	-	-	-	-	-	-	-	-	-	89,636
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,288	-	-	-	-	-	-	-	-	-	-	-	-	1,288
610: Expenses - General	9,144	-	-	-	-	-	-	-	-	-	-	-	-	9,144
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(100,069)	-	-	-	-	-	-	-	-	-	-	-	-	(100,069)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 09128424 Banner Enhancements PNM 2024

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

Description
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Project Need Justification
Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Project Alternatives
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Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
Enhancements undertaken in the Banner Enhancements project tend to be in direct response to customer demands and NMPRC requirements. Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Primary Value Driver System Performance

Safety

Reliability

System Performance Enhancements to NM Banner interfaces create new features, functionality, and user efficiency improvements that directly help PNM customers receive services and information more quickly and more cost effectively.

Security

Compliance

Environmental

Project No: 09128424 Banner Enhancements PNM 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	84,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	17	51	85	119	153	188	223	257	293	331	1,716
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	410	410
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	75	75	75	75	75	75	75	75	75	75	753
914: Pension and Benefits	-	-	-	230	230	230	230	230	230	230	230	230	230	2,303
915: Injuries and Damages	-	-	-	100	100	100	100	100	100	100	100	100	100	995
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(100,177)	(100,177)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	9,822	9,856	9,890	9,924	9,958	9,993	10,028	10,062	10,098	(89,631)	-

Project No: 09128520 Banner NM Complex Billing Add-on

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2020

Estimated Completion Date 10/31/2023

Description

The Banner NM Complex Billing Add-on project will implement a sophisticated Charge Calculation Engine (CCE) to perform specialized new consumption billing for PNM-contracted accounts with special billing requirements outside the current capability of the PNM Banner Customer Information System (CIS). Specifically, this CCE will interface with Banner CIS to augment billing capabilities with new mandated discretionary fees. It will generate the end-bill to the customer using the billing information from both the CCE and Banner systems.

Project Need Justification

Currently, Banner is not programed to calculate some complex bills, relying instead on complex and time-consuming code changes for new charging procedures. Therefore, the integration of a CCE would address these limitations by simplifying charging processes and reducing reliance on manual code changes.

Project Alternatives

Alternatives to this enhancement include fully replacing the CIS or delaying development of new capabilities. Replacement is a very expensive, complex effort that would take years to implement. Delaying the enhancement would only continue the inefficient and expensive manual processes currently in place.

Project Estimate Approach

The project estimate was calculated by comparing costs of projects of similar size, complexity, technology, and resources required.

Customer Benefit

Implementation of this new tool will automate processing of complex bills, thus improving the accuracy of bills of large commercial customers. This tool will also reduce the need for manual intervention in code changes, allowing PNM personnel to focus on other customer needs.

Primary Value Driver System Performance

Safety

Reliability

System Performance Automation of the complex billing function will streamline bill processing and increase the reliability of customer's bills.

Security

Compliance

Environmental

Project No:	09128520 Banner NM Complex Billing Add-on							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	11,942	2,000	2,000	2,000	2,000	2,000	2,500	24,442
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	635,441	-	60,000	80,000	80,000	80,000	80,000	1,015,441
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	61,197	-	-	-	-	-	-	61,197
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	12,798	2,025	2,122	2,355	2,597	2,850	3,130	27,877
610: Expenses - General	-	-	-	-	-	-	2,822	2,822
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	900	151	151	151	151	151	189	1,846
914: Pension and Benefits	2,634	430	430	430	430	430	538	5,324
915: Injuries and Damages	971	171	171	171	171	171	214	2,041
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	2,189	-	-	-	-	-	-	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	40,262	-	-	-	-	-	-	40,262
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	768,333	4,778	64,875	85,108	85,350	85,603	89,394	1,183,441

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	24,442	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,000	-	-	48,942
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	1,015,441	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	-	-	1,615,441
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	61,197	-	-	-	-	-	-	-	-	-	-	-	-	61,197
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	27,877	3,335	3,550	3,798	3,979	4,223	4,511	4,762	5,039	5,318	5,628	-	-	72,021
610: Expenses - General	2,822	-	-	-	-	-	-	-	-	-	3,226	-	-	6,048
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,846	188	188	188	188	188	188	188	188	188	151	-	-	3,691
914: Pension and Benefits	5,324	576	576	576	576	576	576	576	576	576	461	-	-	10,966
915: Injuries and Damages	2,041	249	249	249	249	249	249	249	249	249	199	-	-	4,479
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,189	-	-	-	-	-	-	-	-	-	-	-	-	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	40,262	-	-	-	-	-	-	-	-	-	-	-	-	40,262
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	(1,854,960)	-	-	(1,854,960)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,183,441	66,848	67,062	67,310	67,492	67,736	68,024	68,275	68,552	68,831	(1,783,295)	-	-	10,276

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	48,942	-	-	-	-	-	-	-	-	-	-	-	-	48,942
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	1,615,441	-	-	-	-	-	-	-	-	-	-	-	-	1,615,441
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	61,197	-	-	-	-	-	-	-	-	-	-	-	-	61,197
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	72,021	-	-	-	-	-	-	-	-	-	-	-	-	72,021
610: Expenses - General	6,048	-	-	-	-	-	-	-	-	-	-	-	-	6,048
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,691	-	-	-	-	-	-	-	-	-	-	-	-	3,691
914: Pension and Benefits	10,966	-	-	-	-	-	-	-	-	-	-	-	-	10,966
915: Injuries and Damages	4,479	-	-	-	-	-	-	-	-	-	-	-	-	4,479
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,189	-	-	-	-	-	-	-	-	-	-	-	-	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	40,262	-	-	-	-	-	-	-	-	-	-	-	-	40,262
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,854,960)	-	-	-	-	-	-	-	-	-	-	-	-	(1,854,960)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	10,276	-	-	-	-	-	-	-	-	-	-	-	-	10,276

Project No: 09128622 PNM.com Log-in Enhancement

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description
The PNM.com Log-in Enhancement project is will provide greater security and convenience for customers accessing the PNM.com external web site. The principle enhancement envisioned for the log-in process will be the implementation of optional two-factor identification. Most customers have become familiar with modern practices by banks, healthcare providers, and other institutions that store sensitive personal information requiring that customers attempting to use their sites not only provide a correct password but also respond accurately to a text or email query, typically repeating a temporary, time limited code. PNMR will implement the same technology.

Project Need Justification
Optional two-factor authentication will provide an extra security feature for the PNM.com customer log-in process and will meet the requirements of the cybersecurity insurance carrier for PNMR.

Project Alternatives
The primary alternative approaches to this project would be to ignore or put in something simpler and weaker. However, doing so would likely result in loss of customer confidence in PNMR's capabilities as most users who opt for this technology would be familiar with excellent execution by other entities they interact with.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
This project will increase the security and protection of customers' data. It will also improve PNMR's relationship with customers who desire and have requested this level of data protection.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Providing optional two-factor authentication capabilities for customers provides a much higher, industry standard level of protection for stored personal data while still providing a simpler log-in option for those who prefer that approach.

Compliance

Environmental

Project No: 09128622 PNM.com Log-in Enhancement

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	5,000	5,000	5,000	5,000	5,000	5,000	30,000
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	833	833	833	833	833	833	5,000
370: Outside Services	-	15,000	20,000	20,000	20,000	45,000	10,000	130,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	833	833	833	833	833	833	5,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	32	102	182	261	377	492	1,446
610: Expenses - General	-	-	-	-	-	-	5,515	5,515
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	379	379	379	379	379	379	2,271
914: Pension and Benefits	-	1,076	1,076	1,076	1,076	1,076	1,076	6,456
915: Injuries and Damages	-	428	428	428	428	428	428	2,568
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	223	223	223	223	223	223	1,341
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(189,596)	(189,596)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	23,804	28,875	28,954	29,034	54,150	(164,817)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
370: Outside Services	130,000	-	-	-	-	-	-	-	-	-	-	-	-	130,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,446	-	-	-	-	-	-	-	-	-	-	-	-	1,446
610: Expenses - General	5,515	-	-	-	-	-	-	-	-	-	-	-	-	5,515
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,271	-	-	-	-	-	-	-	-	-	-	-	-	2,271
914: Pension and Benefits	6,456	-	-	-	-	-	-	-	-	-	-	-	-	6,456
915: Injuries and Damages	2,568	-	-	-	-	-	-	-	-	-	-	-	-	2,568
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,341	-	-	-	-	-	-	-	-	-	-	-	-	1,341
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(189,596)	-	-	-	-	-	-	-	-	-	-	-	-	(189,596)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
370: Outside Services	130,000	-	-	-	-	-	-	-	-	-	-	-	-	130,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,446	-	-	-	-	-	-	-	-	-	-	-	-	1,446
610: Expenses - General	5,515	-	-	-	-	-	-	-	-	-	-	-	-	5,515
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,271	-	-	-	-	-	-	-	-	-	-	-	-	2,271
914: Pension and Benefits	6,456	-	-	-	-	-	-	-	-	-	-	-	-	6,456
915: Injuries and Damages	2,568	-	-	-	-	-	-	-	-	-	-	-	-	2,568
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,341	-	-	-	-	-	-	-	-	-	-	-	-	1,341
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(189,596)	-	-	-	-	-	-	-	-	-	-	-	-	(189,596)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 09128822 PNM Bill Redesign
Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description
 The PNM Bill Redesign project is a comprehensive effort to thoroughly rewrite and produce a modern, easier to read, and more adaptable bill for the company's customers. The current design has been in use for nearly 20 years. Not only does it need a refresh in appearance, but modern billing arrangements require a much more flexible approach to printing, including having the ability to rearrange data on the page dynamically, depending on the customer, and providing a number of different ways to present the bill, depending on customer preferences. PNM will engage design and infographic experts as well as third-party, Cognizant, developers to redesign bills from the ground up.

Project Need Justification
 Not only does the current bill look old and fail to communicate modern corporate values and meta-messages, it also fails to present data in ways the company needs to present it and customers expect to see it. All businesses regularly update and refresh their communications vehicles; after nearly 20 years, it is now time for PNM to do the same.

Project Alternatives
 In the past, PNM has attempted to "do nothing," dealing with billing inadequacies by producing manual presentations or one-off "fixes." Those are time-consuming to produce and don't adequately address the fundamental needs for both the company and its customers.

Project Estimate Approach
 Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
 PNM customers will benefit from a bill redesign by having more salient messaging and information available to them in an appealing format. With effective redesign, customers should need fewer contacts with Customer Care to explain bills.

Primary Value Driver Reliability

Safety

Reliability The redesigned PNM bill is expected to provide much clearer and in some cases (e.g. complex billing) more accurate information to customers.

System Performance

Security

Compliance

Environmental

Project No: 09128921 2021 Cascade-Powerbase NM Upgrade

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 8/11/2021

Estimated Completion Date 9/30/2022

Description
The 2021 Cascade-Powerbase NM project will upgrade New Mexico instances of Cascade and PowerBase, two distinct but closely related electric engineering systems. Cascade is the system that tracks substation equipment maintenance, metrics, and performs North American Electric Reliability Corporation (NERC) reporting. Powerbase is the PNMR system that manages relay test software results from devices that protect big equipment. The project will upgrade Cascade from Sybase to Structured Query Language (SQL). It will also add remediation items from a recent audit.

Project Need Justification
Current versions of the software, including versions of their underlying databases, are old, non-conforming to current PNMR architectural standards, and no longer supportable. For example, a new required features to be added is the ability to add attachments to records. These systems must be upgraded.

Project Alternatives
Both Cascade and Powerbase have been used by PNM for many years, and moving to entirely new platforms at this time would be cost prohibitive. A "do nothing" scenario is also not viable as current versions of the software, including versions of their underlying databases, are old, non-conforming to current PNMR architectural standards, and no longer supportable.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNMR customers benefit from this project from the increased confidence the company has in its systems' ability to track maintenance and testing as well as produce accurate required reports on the most critical components of PNMR's electric infrastructure.

Primary Value Driver Reliability

Safety

Reliability This project will increase PNM's systems' abilities to track maintenance and testing as well as produce accurate required reports on the most critical components of electric infrastructure.

System Performance

Security

Compliance

Environmental

Project No: 09128922 PowerClerk Enhancements 2022

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 1/26/2022

Estimated Completion Date 2/28/2023

Description

The PowerClerk Enhancements project will provide new capabilities to a key tool used to interact with customers. PowerClerk is a workflow management system that facilitates rapid development of new customer-facing functionality that automates and improves their experience with PNMR. An example is the automated New Electric Service Request. Each year will present new opportunities to leverage this tool to provide additional or improved functionality, including integration with other core systems at PNMR.

Project Need Justification

PowerClerk is a third-party system that allows PNMR departments such as Electric Engineering to create and deploy appealing customer-facing pages via the internet without having to contract with and wait for a developer who might have to design complex functionality from the ground up. PNMR has been using this system for a few years and seeks to expand its reach and use in providing new automated capabilities for customers.

Project Alternatives

New enhancements chosen for deployment each year are carefully reviewed and selected by a steering committee. Only the highest priority enhancements are worked on each year. Alternative development of similar functionality in other systems in the past is the alternative and has not been found to be timely or cost-effective.

Project Estimate Approach

The annual project has a set budget each year, within which chosen enhancements are expected to fit. Cost estimates are based solely on internal labor, some consulting with the PowerClerk vendor, and administrative overhead.

Customer Benefit

PNMR customers benefit from PowerClerk enhancements by being able to do many more activities, easily, online from the convenience of their homes and offices.

Primary Value Driver

System Performance

Safety

Reliability

System Performance

By expanding the use of PowerClerk to automate increasing numbers of customer interactions, PNMR is able to leverage its considerable systems capability in new ways to better and more quickly respond to customer needs.

Security

Compliance

Environmental

Project No: 09129022 Voltage Calc Portal Enhancements

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 5/1/2022

Estimated Completion Date 12/31/2022

Description
The Voltage Calculation Portal Enhancements project adds new functionality to PNM Operations' web-based portal, replacing the previous voltage calculation function performed by a less capable, less flexible system. Voltage calculations are used by a variety of external and internal people to estimate load on new or upgraded lines. This project's planned enhancements add greater convenience and flexibility to the basic operations recently built in the portal.

Project Need Justification
The voltage calculation function is very complex and includes integration with Banner. The enhancements planned for this project complete the basic functionality delivered in a previous project and will allow PNMR to decommission an older system, Business Process Management (BPM), that is no longer supported by its vendor.

Project Alternatives
As the project is a continuation and completion of the first phase of moving the voltage calculator to the PNM Operations portal, no other alternatives are viable.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
Customers benefit from PNM having enhanced capabilities in an important tool used to calculate electrical load.

Primary Value Driver System Performance

Safety

Reliability

System Performance The enhanced Voltage Calc portal tool is a significantly better and more modern approach to delivering these services. Completion of this project will allow PNMR to retire a system, BPM, it no longer needs.

Security

Compliance

Environmental

Project No: 09129122 Customer Experience Program 2022

Company: 001 Electric Services
Location: 091 BTS Projects - PNM Electric

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The annual Customer Experience Program incorporates one or more projects that enhances PNM's customer service systems and billing products, and improves reporting capabilities. These enhancements and upgrades are typically identified throughout the year by PNM's Customer Care employees and are focused on increasing efficiency, ensuring compliance with regulatory requirements, or improving the security of the systems. These projects focus on systems and tools other than the main Banner Customer Information System, which has its own dedicated projects and blankets. Example projects under this program include implementation of log-in and security improvement efforts supporting PNM.com. This project includes enhancements and upgrades performed in 2022.

Project Need Justification

While Banner is PNM's primary system used to enhance the customer experience, there are other systems that support customers and these systems require periodic upgrades. This program ensures there is funding available to make enhancements to these systems for our Customer Care team.

Project Alternatives

Projects implemented under the Customer Experience Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to implement enhancements covered by this blanket project (a do nothing approach) can lead to an inability of Customer Care representatives to do their work.

Project Estimate Approach

Cost estimates are provided by subject matter experts from PNM's IT Customer Services Support Team. Anticipated costs are based on historical information from past projects with similar scope.

Customer Benefit

Continued upgrade and modernization of our customer service systems provides increased customer value and satisfaction by introducing new or enhanced capabilities to make fulfilling customer service needs and inquiries more efficient.

Primary Value Driver System Performance

Safety

Reliability

System Performance Continued upgrade and modernization of PNM's customer service systems allows the company to more effectively meet customers' evolving service needs and expectations.

Security

Compliance

Environmental

Project No: 09328123 Phys Security Standard 2023

Company: 003 Bulk Power
Location: 093 BTS Projects - PNM Generation

Project Information

Estimated Start Date 4/1/2023

Estimated Completion Date 12/31/2023

County %	Bernalillo	50%	San Miguel	5%
	DentonTX	25%	San Juan	5%
	Santa Fe	5%		
	Dona Ana	5%		
	Sandoval	5%		

Description
The New Mexico (NM) Physical Security Standardization project will integrate and standardize physical security technology platforms, including access requests, access control, intrusion detection, and incident response. Many physical security solutions were installed in the past in a piecemeal fashion, selected because of availability, cost, or other factors. The inability of these systems to currently communicate with each other in a coordinated, centralized way can inadvertently increase security vulnerabilities. This project seeks to mitigate those risks by providing a standardized framework in which they will operate and be monitored.

Project Need Justification
The consolidation of existing physical security technologies will enhance security by providing a common operating platform for PNMR. Support and administrative expenses will also be better controlled.

Project Alternatives
Two available alternative approaches could be to implement partial, incremental solutions. However, full benefits would not be realized and some unacceptable vulnerabilities would remain. If nothing is done to improve standardization, vulnerabilities will be increased as will support costs and risks.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
Customers benefit from improved reliability due to early detection and response to security incidents.

Primary Value Driver Security

Safety

Reliability Early detection and response to security incidents can increase reliability.

System Performance

Security Security will be enhanced by integrating disparate systems.

Compliance

Environmental

Project No: 09328123 Phys Security Standard 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	20,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	15,556	15,556	15,556	15,556	15,556	15,556	15,556	15,556	15,556	140,000
370: Outside Services	-	-	-	-	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	30	91	155	219	287	356	428	501	579	2,645
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	771	771
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	157	157	157	157	157	157	157	157	157	1,414
914: Pension and Benefits	-	-	-	-	787	787	787	787	787	787	787	787	787	7,082
915: Injuries and Damages	-	-	-	-	105	105	105	105	105	105	105	105	105	944
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	46	46	46	46	46	46	46	46	46	414
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(193,271)	(193,271)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	21,125	21,186	21,250	21,314	21,382	21,451	21,523	21,596	(170,826)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	140,000	-	-	-	-	-	-	-	-	-	-	-	-	140,000
370: Outside Services	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,645	-	-	-	-	-	-	-	-	-	-	-	-	2,645
610: Expenses - General	771	-	-	-	-	-	-	-	-	-	-	-	-	771
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,414	-	-	-	-	-	-	-	-	-	-	-	-	1,414
914: Pension and Benefits	7,082	-	-	-	-	-	-	-	-	-	-	-	-	7,082
915: Injuries and Damages	944	-	-	-	-	-	-	-	-	-	-	-	-	944
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	414	-	-	-	-	-	-	-	-	-	-	-	-	414
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(193,271)	-	-	-	-	-	-	-	-	-	-	-	-	(193,271)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 91128022 PowerPlan Upgrade 2022

Company: 007 PNMR Services Company
Location: 911 Corp Alloc Financial Systems

Project Information

County % Bernalillo 100%

Estimated Start Date 11/1/2021

Estimated Completion Date 9/30/2022

Description
The PowerPlan Upgrade 2022 project will replace the existing version of PNMR's critical asset, budget, financial, and tax reporting system with the latest version supported by the vendor. New capabilities such as Workflow Process Automation and updated standard reporting will be included. The new version ensures supportability by the vendor and includes numerous process improvements.

Project Need Justification
PNMR requires additional reporting, notification and monitoring capabilities for projects and work orders, and these capabilities will be provided through the upgraded system. Additional reporting capabilities support changes, and in some cases more stringent, Security Exchange Commission (SEC) and Federal Energy Regulatory Commission (FERC) rules and requirements. Improved notification and monitoring capabilities improve staff efficiency and reduce error rates. Additionally, the upgrade will provide a platform for managing International Financial Standards requirements adopted by the United States. The underlying database version of Oracle must be updated to the current supported version. PNMR also requires updated project and work order reporting, including project management dashboards, email notifications and alerts, delivered automated workflow capabilities, and updated models for budgeting, estimating, and reviewing project costs.

Project Alternatives
Because of vendor version changes and supportability requirements, doing nothing is not an option at this time. Although no alternative products were considered for this required upgrade due to the substantially greater cost and time required to implement a new solution, the project team scoped needs carefully and will implement only the necessary components, modules, and functionality.

Project Estimate Approach
Project cost estimates were derived from a combination of vendor implementation estimates and experience estimating internal labor and administrative overhead on previous upgrades of this system.

Customer Benefit
PNMR customers benefit from the upgraded PowerPlan system through increased efficiency and cost-savings inherent in a highly integrated financial management tool.

Primary Value Driver System Performance

Safety

Reliability

System Performance With upgraded and added functionality included in the project scope, PNMR expects to realize improved performance both from the PowerPlan system itself and from the employees who use it in their daily work managing and reporting on company activities.

Security

Compliance

Environmental

Project No:

91128022 PowerPlan Upgrade 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	58,485	8,000	8,000	8,000	-	-	-	82,485
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	15,304	15,304	15,304	-	-	-	45,913
370: Outside Services	854,242	200,000	250,000	185,000	-	-	-	1,489,242
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,143	1,652	2,229	2,868	-	-	-	8,893
610: Expenses - General	252,000	-	-	6,645	-	-	-	258,645
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,634	638	638	638	-	-	-	6,549
914: Pension and Benefits	13,151	1,798	1,798	1,798	-	-	-	18,546
915: Injuries and Damages	1,010	139	139	139	-	-	-	1,427
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	1,614	1,120	1,120	1,120	-	-	-	4,972
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(1,914,538)	-	-	-	(1,914,538)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	<u>1,187,277</u>	<u>228,652</u>	<u>279,229</u>	<u>(1,693,025)</u>	-	-	-	<u>2,134</u>

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	82,485	-	-	-	-	-	-	-	-	-	-	-	-	82,485
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	45,913	-	-	-	-	-	-	-	-	-	-	-	-	45,913
370: Outside Services	1,489,242	-	-	-	-	-	-	-	-	-	-	-	-	1,489,242
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	8,893	-	-	-	-	-	-	-	-	-	-	-	-	8,893
610: Expenses - General	258,645	-	-	-	-	-	-	-	-	-	-	-	-	258,645
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	6,549	-	-	-	-	-	-	-	-	-	-	-	-	6,549
914: Pension and Benefits	18,546	-	-	-	-	-	-	-	-	-	-	-	-	18,546
915: Injuries and Damages	1,427	-	-	-	-	-	-	-	-	-	-	-	-	1,427
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,972	-	-	-	-	-	-	-	-	-	-	-	-	4,972
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,914,538)	-	-	-	-	-	-	-	-	-	-	-	-	(1,914,538)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	<u>2,134</u>	-	-	-	-	-	-	-	-	-	-	-	-	<u>2,134</u>

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	82,485	-	-	-	-	-	-	-	-	-	-	-	-	82,485
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	45,913	-	-	-	-	-	-	-	-	-	-	-	-	45,913
370: Outside Services	1,489,242	-	-	-	-	-	-	-	-	-	-	-	-	1,489,242
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	8,893	-	-	-	-	-	-	-	-	-	-	-	-	8,893
610: Expenses - General	258,645	-	-	-	-	-	-	-	-	-	-	-	-	258,645
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	6,549	-	-	-	-	-	-	-	-	-	-	-	-	6,549
914: Pension and Benefits	18,546	-	-	-	-	-	-	-	-	-	-	-	-	18,546
915: Injuries and Damages	1,427	-	-	-	-	-	-	-	-	-	-	-	-	1,427
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,972	-	-	-	-	-	-	-	-	-	-	-	-	4,972
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,914,538)	-	-	-	-	-	-	-	-	-	-	-	-	(1,914,538)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	<u>2,134</u>	-	-	-	-	-	-	-	-	-	-	-	-	<u>2,134</u>

Project No: 91128222 Powerplan Licensing Uplift

Company: 007 PNMR Services Company
Location: 911 Corp Alloc Financial Systems

Project Information

County % Bernalillo 100%

Estimated Start Date 6/28/2022

Estimated Completion Date 9/30/2022

Description

The PowerPlan Licensing Uplift capital project is a required change to overall licensing for PNMR's use of the critically important PowerPlan system that runs the company's budgeting, plant account, general ledger accounting, and tax reporting functions, to name only some of its functions. As is the case with many financial applications used by business the world over, licensing is predicated on volume of business as measure by revenue, asset value, and other factors. This year, PNMR has rapidly approached the upper cap on its recent licensing threshold and, as a result, needs to upgrade its license on a pro rata basis. This project covers that licensing change.

Project Need Justification

PowerPlan is a critical system at the heart of PNMR's business and rate case operations. PNMR's business has grown to a point where the basis for previous licensing is no long adequate, thus requiring this uplift.

Project Alternatives

No other alternatives are viable as PowerPlan is an existing critical system that currently suits PNMR's strategic financial imperatives.

Project Estimate Approach

PNMR negotiated pricing based on current costs and at a significant discount from Manufacturer Suggested Retail Price (MSRP).

Customer Benefit

The PowerPlan system allows PNMR to efficiently and accurately identify depreciable assets and manage tax preparation and corporate budgets in a way that reduces time and staff necessary to satisfy customer rate inquiries and reduce costs.

Primary Value Driver

Compliance

Safety

Reliability

System Performance

Security

Compliance

The PowerPlan Licensing Uplift project is necessitated by the terms of PNMR's agreement with vendor PowerPlan. PNMR will soon exceed the total value threshold of Property, Plant, and Equipment (PP&E) on which licensing for the critical PowerPlan system is based. The project serves to ensure PNMR is in compliance with licensing requirements for the foreseeable future, while avoiding any possible fines or other damaging sanctions.

Environmental

Project No:	91128222 Powerplan Licensing Uplift							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	630,000	-	-	-	-	-	630,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	404	911	1,011	-	-	-	2,326
610: Expenses - General	-	4,249	-	-	-	-	-	4,249
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(636,575)	-	-	-	(636,575)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	634,653	911	(635,564)	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	630,000	-	-	-	-	-	-	-	-	-	-	-	-	630,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,326	-	-	-	-	-	-	-	-	-	-	-	-	2,326
610: Expenses - General	4,249	-	-	-	-	-	-	-	-	-	-	-	-	4,249
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(636,575)	-	-	-	-	-	-	-	-	-	-	-	-	(636,575)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	630,000	-	-	-	-	-	-	-	-	-	-	-	-	630,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,326	-	-	-	-	-	-	-	-	-	-	-	-	2,326
610: Expenses - General	4,249	-	-	-	-	-	-	-	-	-	-	-	-	4,249
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(636,575)	-	-	-	-	-	-	-	-	-	-	-	-	(636,575)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 94128019 NERC CIP Program-2022

Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

County %	Bernalillo	75%
	San Juan	15%
	Counties<1%	10%

Description

The North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission management services. Examples of past projects executed under this program include the Fortress vendor management and compliance system and Tripwire system upgrades, both of which help ensure PNM is in compliance with NERC CIP rules and regulations. This project covers work performed in 2022.

Project Need Justification

PNM is required to conform to a rigid set of standards that are frequently updated to protect the nation's electric grid and supply. PNM audits itself regularly with periodic external audits to ensure it is in compliance. When standards or specific circumstances change that threaten PNM's ability to comply with NERC CIP requirements, PNM will use this program to make improvements that meet capital expenditure criteria.

Project Alternatives

Projects undertaken under the NERC CIP Program are "must do" efforts that PNM analyzes and proposes solutions for very carefully to ensure solutions will satisfy requirements in a cost-effective way.

Project Estimate Approach

Estimates are generally drawn from vendor bids and quotes combined with data from past similar efforts to derive internal labor and administrative overhead costs.

Customer Benefit

NERC CIP standards exist both to protect all interconnect utilities' investments as well as to ensure reliable delivery of services to customers.

Primary Value Driver

Compliance

Safety

Reliability

Projects implemented under the NERC CIP Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Compliance

PNM will use this program to make improvements that allow it to continue to comply with NERC CIP standards and requirements.

Environmental

Project No:

94128019 NERC CIP Program-2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	18,182	18,182	18,182	18,182	18,182	18,182	109,091
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	75,000	100,000	100,000	100,000	60,000	130,000	565,000
370: Outside Services	-	47,692	47,692	47,692	47,692	23,846	11,923	226,538
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	97	347	670	466	794	1,195	3,569
610: Expenses - General	-	-	-	-	-	-	7,531	7,531
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	1,451	1,451	1,451	1,451	1,451	1,451	8,705
914: Pension and Benefits	-	4,087	4,087	4,087	4,087	4,087	4,087	24,524
915: Injuries and Damages	-	316	316	316	316	316	316	1,898
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	5,486	7,315	7,315	7,315	4,389	9,510	41,330
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(337,535)	-	-	(650,651)	(988,186)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	152,312	179,391	(157,821)	179,509	113,066	(466,457)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	109,091	-	-	-	-	-	-	-	-	-	-	-	-	109,091
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	565,000	-	-	-	-	-	-	-	-	-	-	-	-	565,000
370: Outside Services	226,538	-	-	-	-	-	-	-	-	-	-	-	-	226,538
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,569	-	-	-	-	-	-	-	-	-	-	-	-	3,569
610: Expenses - General	7,531	-	-	-	-	-	-	-	-	-	-	-	-	7,531
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,705	-	-	-	-	-	-	-	-	-	-	-	-	8,705
914: Pension and Benefits	24,524	-	-	-	-	-	-	-	-	-	-	-	-	24,524
915: Injuries and Damages	1,898	-	-	-	-	-	-	-	-	-	-	-	-	1,898
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	41,330	-	-	-	-	-	-	-	-	-	-	-	-	41,330
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(988,186)	-	-	-	-	-	-	-	-	-	-	-	-	(988,186)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	109,091	-	-	-	-	-	-	-	-	-	-	-	-	109,091
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	565,000	-	-	-	-	-	-	-	-	-	-	-	-	565,000
370: Outside Services	226,538	-	-	-	-	-	-	-	-	-	-	-	-	226,538
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,569	-	-	-	-	-	-	-	-	-	-	-	-	3,569
610: Expenses - General	7,531	-	-	-	-	-	-	-	-	-	-	-	-	7,531
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,705	-	-	-	-	-	-	-	-	-	-	-	-	8,705
914: Pension and Benefits	24,524	-	-	-	-	-	-	-	-	-	-	-	-	24,524
915: Injuries and Damages	1,898	-	-	-	-	-	-	-	-	-	-	-	-	1,898
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	41,330	-	-	-	-	-	-	-	-	-	-	-	-	41,330
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(988,186)	-	-	-	-	-	-	-	-	-	-	-	-	(988,186)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 94128023 NERC CIP Program-2023

Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

County %	Bernalillo	75%
	San Juan	15%
	Counties<1%	10%

Description

The North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission management services. Examples of past projects executed under this program include the Fortress vendor management and compliance system and Tripwire system upgrades, both of which help ensure PNM is in compliance with NERC CIP rules and regulations. This project covers work performed in 2023.

Project Need Justification

PNM is required to conform to a rigid set of standards that are frequently updated to protect the nation's electric grid and supply. PNM audits itself regularly with periodic external audits to ensure it is in compliance. When standards or specific circumstances change that threaten PNM's ability to comply with NERC CIP requirements, PNM will use this program to make improvements that meet capital expenditure criteria.

Project Alternatives

Projects undertaken under the NERC CIP Program are "must do" efforts that PNM analyzes and proposes solutions for very carefully to ensure solutions will satisfy requirements in a cost-effective way.

Project Estimate Approach

Estimates are generally drawn from vendor bids and quotes combined with data from past similar efforts to derive internal labor and administrative overhead costs.

Customer Benefit

NERC CIP standards exist both to protect all interconnect utilities' investments as well as to ensure reliable delivery of services to customers.

Primary Value Driver

Compliance

Safety

Reliability

Projects implemented under the NERC CIP Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Compliance

PNM will use this program to make improvements that allow it to continue to comply with NERC CIP standards and requirements.

Environmental

Project No:

94128023 NERC CIP Program-2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	165,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	185,000
370: Outside Services	-	-	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	310,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	86	280	496	733	961	840	1,071	1,322	608	834	1,093	8,323
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	8,010	8,010
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	1,197	13,167
914: Pension and Benefits	-	-	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	38,841
915: Injuries and Damages	-	-	330	330	330	330	330	330	330	330	330	330	330	3,630
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	1,227	13,498
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(110,214)	-	-	(281,065)	-	-	(354,190)	(745,469)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	66,372	66,565	66,781	67,018	(42,968)	67,125	67,356	(213,458)	66,893	67,119	(278,802)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	165,000	-	-	-	-	-	-	-	-	-	-	-	-	165,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	185,000	-	-	-	-	-	-	-	-	-	-	-	-	185,000
370: Outside Services	310,000	-	-	-	-	-	-	-	-	-	-	-	-	310,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	8,323	-	-	-	-	-	-	-	-	-	-	-	-	8,323
610: Expenses - General	8,010	-	-	-	-	-	-	-	-	-	-	-	-	8,010
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	13,167	-	-	-	-	-	-	-	-	-	-	-	-	13,167
914: Pension and Benefits	38,841	-	-	-	-	-	-	-	-	-	-	-	-	38,841
915: Injuries and Damages	3,630	-	-	-	-	-	-	-	-	-	-	-	-	3,630
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	13,498	-	-	-	-	-	-	-	-	-	-	-	-	13,498
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(745,469)	-	-	-	-	-	-	-	-	-	-	-	-	(745,469)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 94128024 NERC CIP Program- 2024

Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

County %	Bernalillo	75%
	San Juan	15%
	Counties<1%	10%

Description

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Projects undertaken under the NERC CIP Program are "must do" efforts that PNM analyzes and proposes solutions for very carefully to ensure solutions will satisfy requirements in a cost-effective way.

Project Estimate Approach

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Customer Benefit

NERC CIP standards exist both to protect all interconnect utilities' investments as well as to ensure reliable delivery of services to customers.

Primary Value Driver

Compliance

Safety

Reliability

Projects implemented under the NERC CIP Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Compliance

PNM will use this program to make improvements that allow it to continue to comply with NERC CIP standards and requirements.

Environmental

Project No:

94128024 NERC CIP Program- 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	67,500
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	240,000
370: Outside Services	-	-	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	43	186	385	587	789	993	826	1,024	1,261	6,094
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	13,083	13,083
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	599	599	599	599	599	599	599	599	599	5,387
914: Pension and Benefits	-	-	-	-	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	15,890
915: Injuries and Damages	-	-	-	-	165	165	165	165	165	165	165	165	165	1,485
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	17,510
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(103,653)	-	-	(398,296)	(501,949)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	25,072	57,404	57,603	57,804	58,007	(45,443)	58,044	58,242	(326,734)	0

Project No: 94128120 ArcFM Upgrade to Utility Network

Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2020

Estimated Completion Date 12/31/2024

Description
PNMR's ability to respond to issues that arise in the field, plan for the future, and communicate effectively with other entities on the electric grid is dependent on effective, useful, and accurate mapping systems. PNMR's long-time geometric mapping tool, ArcFM, must be upgraded to conform with modern geospatial information systems standards to ensure PNM can meet expectations. This project will upgrade and completely revamp PNMR's geometric mapping system, ArcFM, in order to adapt to fundamental changes in the underlying technologies used by virtually all geospatial systems, supplied by the Environmental Systems Research Institute (ESRI). ESRI will be making changes to how PNMR's distribution and transmission facility data are modeled, necessitating changes to PNM's ArcFM Designer software, interfaces and management of Compatible Units, and delivery methods for some database editing, as well as requiring the creation of a repository for current designer customizations.

Project Need Justification
ESRI's base software is the underlying mapping platform or geometric network for Schneider Electric's ArcFM Designer software for Texas (TX), New Mexico (NM), and the Transmission Asset Management and Information System (TAMIS) for transmission data. This project is required to be completed by 2024 to allow PNMR to continue the use of ESRI.

Project Alternatives
This project is required to be completed by 2024 to allow PNMR to continue the use of the foundational ESRI mapping system, so not doing this project is not an option. Because of exponentially greater complexities involved, and a general satisfaction and dependence on the current ArcFM solution, no consideration has been given to a different solution. Additionally, ESRI is considered the industry standard and best practice.

Project Estimate Approach
PNMR derived its estimate for this project based on estimates and bids from vendors, including qualified third-party contractors as well as historical information about internal labor and administrative costs experienced in past similar efforts.

Customer Benefit
The ArcFM system is at the heart of PNMR knowing exactly what equipment it has where, enabling the company to respond quickly to customer trouble calls, understand and proactively correct bottlenecks and weak areas in the service network, and effectively plan for future growth.

Primary Value Driver Reliability

Safety

Reliability PNMR's ability to respond to issues that arise in the field, plan for the future, and communicate effectively with other entities on the electric grid is dependent on effective, useful, and accurate mapping systems. PNMR's long-time geometric mapping tool, ArcFM, must be upgraded to conform with modern geospatial information systems standards to ensure PNM can meet expectations.

System Performance

Security

Compliance

Environmental

Project No: 94128121 Service Suite Upgrade
Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2021

Estimated Completion Date 12/31/2022

Description
 Service Suite is the principle application PNM uses to track, assign, and distribute crews to perform necessary and proactive maintenance on the company's service infrastructure, including poles, lines, transformers, breakers and many other assets in the field. The Service Suite Upgrade project will refresh the supporting technology stack (servers, routers, load balancers, etc.) to the most current versions of the Service Suite application, RedHat server operating system, and Oracle database. The project will also implement new functionality, where required.

Project Need Justification
 Service Suite's supporting technology stack is at end-of-life and therefore must be upgraded to avoid breakdowns and unplanned system outages as well as ensure compliance with current cyber security requirements.

Project Alternatives
 Alternatives to the Service Suite Upgrade would include possibly replacing Service Suite with a different system or delaying work. Because the current system is established and performs well at PNM, the added complexity and cost of changing systems is not a necessary option at this time. Likewise, delaying the upgrade is not a viable option due to the greatly increased risk to reliability and security of running this system on out-of-date and unsupported infrastructure.

Project Estimate Approach
 Project costs have been derived from vendor quotes as well as historical data about internal labor and administrative overhead costs from previous upgrades of this system.

Customer Benefit
 PNM customers will benefit from this upgrade primarily in the form of increased reliability of service. Failure to upgrade the Service Suite system would lead to a greatly reduced ability to predict needed maintenance and proactively correct incipient issues in the field, leading to more frequent failure to deliver reliable service to customers.

Primary Value Driver Reliability

Safety

Reliability Service Suite is a key tool PNM uses to predict trouble with old or defective equipment before that equipment fails. Being able to predict and correct issues, then, is central to PNM's mission to provide reliable service to customers.

System Performance

Security

Compliance

Environmental

Project No:

94128121 Service Suite Upgrade

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	44,083	15,217	15,217	15,217	15,217	15,217	15,217	135,387
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	15,000	-	-	-	-	-	15,000
370: Outside Services	111,224	35,000	30,000	20,000	20,000	20,000	10,000	246,224
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	405	263	384	498	625	764	921	3,860
610: Expenses - General	948	-	-	-	-	-	488	1,436
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,518	1,214	1,214	1,214	1,214	1,214	1,214	10,804
914: Pension and Benefits	9,910	3,421	3,421	3,421	3,421	3,421	3,421	30,435
915: Injuries and Damages	767	265	265	265	265	265	265	2,356
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	259	1,097	-	-	-	-	-	1,356
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(446,452)	(446,452)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	171,114	71,477	50,501	40,615	40,742	40,882	(414,925)	405

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	135,387	-	-	-	-	-	-	-	-	-	-	-	-	135,387
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	15,000	-	-	-	-	-	-	-	-	-	-	-	-	15,000
370: Outside Services	246,224	-	-	-	-	-	-	-	-	-	-	-	-	246,224
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,860	-	-	-	-	-	-	-	-	-	-	-	-	3,860
610: Expenses - General	1,436	-	-	-	-	-	-	-	-	-	-	-	-	1,436
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	10,804	-	-	-	-	-	-	-	-	-	-	-	-	10,804
914: Pension and Benefits	30,435	-	-	-	-	-	-	-	-	-	-	-	-	30,435
915: Injuries and Damages	2,356	-	-	-	-	-	-	-	-	-	-	-	-	2,356
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,356	-	-	-	-	-	-	-	-	-	-	-	-	1,356
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(446,452)	-	-	-	-	-	-	-	-	-	-	-	-	(446,452)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	405	-	-	-	-	-	-	-	-	-	-	-	-	405

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	135,387	-	-	-	-	-	-	-	-	-	-	-	-	135,387
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	15,000	-	-	-	-	-	-	-	-	-	-	-	-	15,000
370: Outside Services	246,224	-	-	-	-	-	-	-	-	-	-	-	-	246,224
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,860	-	-	-	-	-	-	-	-	-	-	-	-	3,860
610: Expenses - General	1,436	-	-	-	-	-	-	-	-	-	-	-	-	1,436
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	10,804	-	-	-	-	-	-	-	-	-	-	-	-	10,804
914: Pension and Benefits	30,435	-	-	-	-	-	-	-	-	-	-	-	-	30,435
915: Injuries and Damages	2,356	-	-	-	-	-	-	-	-	-	-	-	-	2,356
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,356	-	-	-	-	-	-	-	-	-	-	-	-	1,356
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(446,452)	-	-	-	-	-	-	-	-	-	-	-	-	(446,452)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	405	-	-	-	-	-	-	-	-	-	-	-	-	405

Project No: 94128224 TripWire Upg 2024

Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description
Tripwire is a key system that automatically identifies and manages computer equipment on the transmission and distribution communications network along with associated potential security vulnerabilities. It provides vulnerability signatures specific to each piece of equipment, known and unknown, and facilitates rapid identification and, if a vulnerability is discovered, quick remediation, thus protecting the integrity of the PNM network. This project upgrades Tripwire with the latest security enhancements and automation improvements provided by the vendor.

Project Need Justification
The existing Tripwire system has an intentionally limited supportability window, set by the vendor who provides and supports the system. Failure to upgrade the system as designated by the vendor would leave the system in an unsupported and therefore potentially vulnerable state, leading to possible system malfunctions and security vulnerabilities.

Project Alternatives
Tripwire is an existing system in active use at PNM. Using a different solution at this time would incur significant additional cost and cause significant changes in both our current processing and reporting.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNM customers benefit from the Tripwire Upgrade project through greater reliability due to significant mitigation of cybersecurity threats as well as mandated compliance with North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) rules and regulations.

Primary Value Driver Security

Safety

Reliability The Tripwire Upgrade project increases reliability due to significant mitigation of cybersecurity threats.

System Performance

Security Tripwire is a critical system to automatically identifying and mitigating potential threats or vulnerabilities on PNM's computer networks.

Compliance The Tripwire Upgrade project ensures PNM is in mandated compliance with with NERC CIP rules and regulations.

Environmental

Project No:

94128224 TripWire Upg 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	120,000
370: Outside Services	-	-	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	1,818	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	30	91	151	213	274	337	399	462	520	581	660	3,719
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	5,689	5,689
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	181	181	181	181	181	181	181	181	181	181	181	1,995
914: Pension and Benefits	-	-	535	535	535	535	535	535	535	535	535	535	535	5,885
915: Injuries and Damages	-	-	50	50	50	50	50	50	50	50	50	50	50	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	796	796	796	796	796	796	796	796	796	796	796	8,755
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(201,593)	(201,593)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	17,501	17,562	17,623	17,684	17,745	17,808	17,871	17,934	17,992	18,052	(177,773)	-

Project No: 94130522 Gov Affairs Casita Renovations

Company: 007 PNM Services Company
Location: 941 Corp Alloc-Gen PNM Utility

Project Information

County % Santa Fe 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2024

Description

The Governmental Affairs Casita is located at the back of the property at the Governmental Affairs Office building site in Santa Fe. The building is used to house offices for company personnel where they are local and close by state offices to engage and work with state officials and other stakeholders during governmental proceedings. The building is in dire need of updating and significant engineering design will be required to alleviate pooling of water that occasionally surrounds the building, seeps in, and damages walls and floors.

Project Need Justification

The existing Governmental Affairs building is not large enough to accommodate all business requirements during heavy regulatory activity. Improving this part of the property will provide additional office/meeting space and allow General Services to correct deficiencies in water runoff that can lead to severe foundation failures and internal water damage.

Project Alternatives

An alternative to this project was to tear down the Casita and convert the space to additional parking. This alternative would address the deficiencies in water runoff. However, it not acceptable since office space is already limited on the property and this additional meeting space is needed during periods oh high regulatory activity.

Project Estimate Approach

Project estimates are based on various discussions with industry professionals with knowledge of the building site and drainage circumstances. Full engineering and architectural support will be utilized to design and recommend construction alternatives for most economical approach. Approved plans will be circulated for key stakeholder advisement, and internal sourcing protocols will be executed for applicable contract award.

Customer Benefit

Customers will benefit from having a PNM team appropriately housed in the Santa Fe area where representation of critical issues are continually addressed and communicated.

Primary Value Driver

Compliance

Safety

Reliability

System Performance

Security

Compliance

This project will support numerous regulatory processes by providing ample and sufficient workspace for Governmental Affairs personnel and all supporting departments involved in the various projects/processes. Our Governmental Affairs team works with the legislature and other regulatory agencies on rate cases, renewable projects, and other business affairs that require regulatory oversight. The Casita building is where crucial meetings take place and it is currently in disrepair.

Environmental

Project No: 94130522 Gov Affairs Casita Renovations

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	43,200	50,035	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	50,904	494,139
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	56	192	354	531	703	883	1,061	1,256	1,446	1,531	1,649	9,663
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(503,802)	(503,802)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	43,256	50,227	50,354	50,531	50,703	50,883	51,061	51,256	51,446	1,531	(451,249)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	494,139	-	-	-	50,000	50,000	50,000	-	50,000	-	-	50,000	46,500	790,639
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	9,663	-	-	-	86	260	434	524	614	705	700	787	967	14,741
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(503,802)	-	-	-	-	-	-	-	-	-	-	-	(301,578)	(805,380)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	50,086	50,260	50,434	524	50,614	705	700	50,787	(254,112)	-

Project No: 94828022 OT-New Capabilities Program 2022

Company: 007 PNM Services Company
Location: 948 Corp Alloc PNM Util Common

Project Information County % Bernalillo 100%

Estimated Start Date 3/1/2022

Estimated Completion Date 12/31/2022

Description

The "OT" (Operations Technology) New Capabilities Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission management services. Examples of projects completed under this program include upgrades to components of the Energy Management System and Generation Management system as well as hardware refreshes and upgrades. This project supports work performed in 2022.

Project Need Justification

The OT-New Capabilities Program helps ensure PNM's projected future projects in the Operational Technology area include consideration of necessary new technological developments in monitoring and managing Transmission and Generation. Projects implemented under the OT New Capabilities program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the OT New Capabilities program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake and implement projects proposed under this program would potentially leave PNM vulnerable to risks associated with an increasingly complex grid as well as new sophisticated attempts to disrupt operations.

Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

The OT-New Capabilities Program helps ensure customers have reliable, efficient electric service by anticipating the latest developments in the underlying technology that improves management of PNM's systems. Projects implemented under the OT New Capabilities program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Reliability

Safety

Reliability Projects implemented under the OT New Capabilities Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Compliance

Environmental

Project No:

94828022 OT-New Capabilities Program 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	10,000	10,000	20,000
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	15,000	15,000	30,000
370: Outside Services	-	-	-	-	19,500	19,500	19,500	58,500
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	17	85	71	173
610: Expenses - General	-	-	-	-	-	-	17,302	17,302
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	798	798	1,596
914: Pension and Benefits	-	-	-	-	-	2,248	2,248	4,496
915: Injuries and Damages	-	-	-	-	-	174	174	348
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	1,097	1,097	2,195
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	(68,420)	(66,190)	(134,610)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	19,517	(19,517)	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
370: Outside Services	58,500	-	-	-	-	-	-	-	-	-	-	-	-	58,500
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	173	-	-	-	-	-	-	-	-	-	-	-	-	173
610: Expenses - General	17,302	-	-	-	-	-	-	-	-	-	-	-	-	17,302
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,596	-	-	-	-	-	-	-	-	-	-	-	-	1,596
914: Pension and Benefits	4,496	-	-	-	-	-	-	-	-	-	-	-	-	4,496
915: Injuries and Damages	348	-	-	-	-	-	-	-	-	-	-	-	-	348
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,195	-	-	-	-	-	-	-	-	-	-	-	-	2,195
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(134,610)	-	-	-	-	-	-	-	-	-	-	-	-	(134,610)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
370: Outside Services	58,500	-	-	-	-	-	-	-	-	-	-	-	-	58,500
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	173	-	-	-	-	-	-	-	-	-	-	-	-	173
610: Expenses - General	17,302	-	-	-	-	-	-	-	-	-	-	-	-	17,302
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,596	-	-	-	-	-	-	-	-	-	-	-	-	1,596
914: Pension and Benefits	4,496	-	-	-	-	-	-	-	-	-	-	-	-	4,496
915: Injuries and Damages	348	-	-	-	-	-	-	-	-	-	-	-	-	348
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,195	-	-	-	-	-	-	-	-	-	-	-	-	2,195
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(134,610)	-	-	-	-	-	-	-	-	-	-	-	-	(134,610)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 95128023 Utility Applications Upg Prog 2023

Company: 007 PNM Services Company
Location: 951 Corp Alloc PNM Util wBulk Gen

Project Information County % Bernalillo 100%

Estimated Start Date 1/1/2023

Estimated Completion Date 12/31/2023

Description
The Utility Applications Upgrade Program is a collection of one or more projects focused on providing necessary upgrades to existing computer systems that support or improve functions carried out by PNM's transmission and distribution management services. Examples of projects covered by this program include upgrades to smaller utility management and reporting systems, such as Outage Management System metrics and the PowerPlan Oracle Database Alias Naming reporting system. This project covers work performed in 2023.

Project Need Justification
The Utility Applications Upgrade Program exists to ensure smaller applications, often built and supported in-house, have funding to undertake improvements for functionality and security. Projects implemented under the Utility Applications Upgrade Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives
Projects implemented under the Utility Applications Upgrade Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake and implement projects proposed under this program would potentially leave PNM vulnerable to risks associated with obsolescence as well as new sophisticated attempts to disrupt operations.

Project Estimate Approach
Projects implemented under the Utility Applications Upgrade Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts. The current program funding estimate is derived from past experience with the funding needs of similar small projects in the larger context of PNM's overall technology budget.

Customer Benefit
The Utility Applications Upgrade Program helps ensure customers have reliable, efficient electric service by funding needed improvements and updates to the underlying technology that improves management of PNM's systems. Projects implemented under the Utility Applications Upgrade Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Reliability

Safety

Reliability Projects implemented under the Utility Applications Upgrade Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Compliance

Environmental

Project No: 95128024 Utility Applications Upg Prog 2024

Company: 007 PNM Services Company
Location: 951 Corp Alloc PNM Util wBulk Gen

Project Information

County % Bernalillo 100%

Estimated Start Date 1/1/2024

Estimated Completion Date 12/31/2024

Description

The Utility Applications Upgrade Program is a collection of one or more projects focused on providing necessary upgrades to existing computer systems that support or improve functions carried out by PNM's transmission and distribution management services. Examples of projects covered by this program include upgrades to smaller utility management and reporting systems, such as Outage Management System metrics and the PowerPlan Oracle Database Alias Naming reporting system. This project covers work performed in 2024.

Project Need Justification

The Utility Applications Upgrade Program exists to ensure smaller applications, often built and supported in-house, have funding to undertake improvements for functionality and security. Projects implemented under the Utility Applications Upgrade Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

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Primary Value Driver Reliability

Safety

Reliability Projects implemented under the utility Applications Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Compliance

Environmental

Project No: 95128142 CPR OT Assets Annual Refresh 2022

Company: 007 PNM Services Company
Location: 951 Corp Alloc PNM Util wBulk Gen

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description
The Computer Platform Refresh (CPR) Operations Technology (OT) project is an annual blanket to replace end-of-life hardware assets directly associated with Operations Technology, including routers, firewalls, and other networking equipment as well as data storage components. This project covers replacements in 2022.

Project Need Justification
Hardware used to connect computers safely to correct components has a limited lifespan, both because the components themselves can wear out and because continual improvements in these technologies quickly leads to obsolescence and vulnerabilities. This equipment must be replaced on a regular schedule as a result.

Project Alternatives
PNMR always seeks to replace existing, obsolete hardware with the most capable and cost-effective components that meet exacting architectural and security standards. To obtain the best pricing, PNMR purchases a number of items from the same supplier who meets standards. Failure to replace computer hardware in the Operations Technology area would potentially leave PNMR vulnerable to risks associated with obsolescence as well as new sophisticated attempts to disrupt operations.

Project Estimate Approach
PNMR regularly compares prices with a number of vendors who supply the equipment needed, selects the best overall value, and uses quotes from these vendors to estimate cost. The current project funding estimate is derived from past experience with assessing the age of current inventory in the larger context of PNMR's overall technology budget.

Customer Benefit
PNMR customers benefit from the CPR OT project through greater reliability due to significant mitigation of equipment failure and cybersecurity threats as well as mandated compliance with North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) rules and regulations.

Primary Value Driver Reliability

Safety

Reliability Equipment purchased under the CPR OT project reduces risk associated with monitoring and security of critical transmission systems.

System Performance

Security Equipment purchased under the CPR OT project reduces risk associated with monitoring and security of critical transmission systems.

Compliance The CPR OT project enables PNMR to comply with mandated North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) rules and regulations.

Environmental

Project No: 95128143 CPR OT Assets Annual Refresh 2023

Company: 007 PNM Services Company
Location: 951 Corp Alloc PNM Util wBulk Gen

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
The Computer Platform Refresh (CPR) Operations Technology (OT) project is an annual blanket to replace end-of-life hardware assets directly associated with Operations Technology, including routers, firewalls, and other networking equipment as well as data storage components. This project covers replacements in 2023.

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Primary Value Driver Reliability

Safety

Reliability Equipment purchased under the CPR OT project reduces risk associated with monitoring and security of critical transmission systems.

System Performance

Security Equipment purchased under the CPR OT project reduces risk associated with monitoring and security of critical transmission systems.

Compliance The CPR OT project enables PNMR to comply with mandated North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) rules and regulations.

Environmental

Project No: 95128143 CPR OT Assets Annual Refresh 2023

BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-

BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23	
110: Straight Time-General	-	-	5,536	5,536	5,536	5,536	5,536	5,536	5,536	5,536	5,536	5,536	60,900	
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	
350: Material Issues-Major	-	-	38,636	38,636	38,636	38,636	38,636	38,636	38,636	38,636	38,636	38,636	425,000	
370: Outside Services	-	-	18,182	18,182	18,182	18,182	18,182	18,182	18,182	18,182	18,182	18,182	200,000	
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	
426: Capitalized Interest	-	-	87	283	502	741	972	1,217	1,458	1,721	1,976	2,204	13,644	
610: Expenses - General	-	-	-	-	-	-	1,520	-	-	-	-	2,349	3,869	
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
913: Payroll Taxes	-	-	442	442	442	442	442	442	442	442	442	442	4,860	
914: Pension and Benefits	-	-	1,303	1,303	1,303	1,303	1,303	1,303	1,303	1,303	1,303	1,303	14,336	
915: Injuries and Damages	-	-	122	122	122	122	122	122	122	122	122	122	1,340	
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	
921: Stores Load	-	-	2,819	2,819	2,819	2,819	2,819	2,819	2,819	2,819	2,819	2,819	31,008	
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	(754,956)	(754,956)	
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	
Project Net	-	-	67,128	67,324	67,542	67,781	68,012	69,777	68,498	68,761	69,016	69,245	(683,084)	0

BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	60,900	-	-	-	-	-	-	-	-	-	-	-	60,900
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	425,000	-	-	-	-	-	-	-	-	-	-	-	425,000
370: Outside Services	200,000	-	-	-	-	-	-	-	-	-	-	-	200,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	13,644	-	-	-	-	-	-	-	-	-	-	-	13,644
610: Expenses - General	3,869	-	-	-	-	-	-	-	-	-	-	-	3,869
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,860	-	-	-	-	-	-	-	-	-	-	-	4,860
914: Pension and Benefits	14,336	-	-	-	-	-	-	-	-	-	-	-	14,336
915: Injuries and Damages	1,340	-	-	-	-	-	-	-	-	-	-	-	1,340
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	31,008	-	-	-	-	-	-	-	-	-	-	-	31,008
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(754,956)	-	-	-	-	-	-	-	-	-	-	-	(754,956)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 95128144 CPR OT Assets Annual Refresh 2024

Company: 007 PNM Services Company
Location: 951 Corp Alloc PNM Util wBulk Gen

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description
The Computer Platform Refresh (CPR) Operations Technology (OT) project is an annual blanket to replace end-of-life hardware assets directly associated with Operations Technology, including routers, firewalls, and other networking equipment as well as data storage components. This project covers replacements in 2024.

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Primary Value Driver Reliability

Safety

Reliability Equipment purchased under the CPR OT project reduces risk associated with monitoring and security of critical transmission systems.

System Performance

Security Equipment purchased under the CPR OT project reduces risk associated with monitoring and security of critical transmission systems.

Compliance The CPR OT project enables PNMR to comply with mandated North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) rules and regulations.

Environmental

Project No:

95128144 CPR OT Assets Annual Refresh 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	65,217
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	40,909	40,909	40,909	40,909	40,909	40,909	40,909	40,909	40,909	40,909	40,909	450,000
370: Outside Services	-	-	15,455	15,455	15,455	15,455	15,455	15,455	15,455	15,455	15,455	15,455	15,455	170,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	115	350	583	820	1,055	1,297	1,538	1,781	2,003	2,236	2,505	14,284
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,321	1,321
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	473	473	473	473	473	473	473	473	473	473	473	5,204
914: Pension and Benefits	-	-	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	15,352
915: Injuries and Damages	-	-	130	130	130	130	130	130	130	130	130	130	130	1,435
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	32,832
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(755,645)	(755,645)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	67,392	67,626	67,859	68,097	68,331	68,573	68,815	69,057	69,279	69,512	(684,542)	-

Project No: 96828041 Splunk OT Core Enterprise

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 10/21/2021

Estimated Completion Date 10/31/2022

Description

Splunk Enterprise is a key computer network security monitoring and discovery tool used in the main corporate network for PNM. This project will implement this tool for PNM's Operations Technology environment, including hardware, software, and other needed infrastructure to support PNM's needs. This implementation compliments the Splunk system on the corporate network. It will be used to identify security gaps, vulnerabilities, and other potential IT security risks.

Project Need Justification

Utilities, such as PNM, are subject to increasingly frequent and sophisticated attacks on their networks and other critical infrastructure. Splunk is a state-of-the-art tool that mitigates many security risks. It will be used to identify security gaps, vulnerabilities, and other potential IT security risks. Failure to implement and use Splunk increases the probability of a dangerous and damaging intrusion that could result in service interruptions and other unacceptable outcomes.

Project Alternatives

PNM uses a variety of tools to monitor and explore potential vulnerabilities in its systems. This variety helps reduce the potential for blind spots created by over- or exclusive-reliance on a limited number of these tools. Doing nothing here is not a viable option for PNMR, as it would leave the state's most critical electric provider extremely vulnerable to constant, active, and damaging attacks on the company's infrastructure. Splunk is an industry leader in monitoring networks and infrastructure and has been in use on PNMR's Corporate network (the extensive network that is separate from the Operations Technology (OT) network to ensure safe segregation and limit access points) for several years. Implementation of Splunk on the OT part of PNMR's business allows the company to leverage both the training and experience its staff has gained as well as leverage discounts associated with the scale of PNMR's license.

Project Estimate Approach

PNM uses a combination of vendor bids and internal expertise and experience with similar projects to estimate costs, including internal labor, contract labor, loads, and other administrative expenses. Splunk was selected as the tool of choice for the Operations Technology area both because of its reputation as an industry leader and based on PNMR's successful experience with it on the company's Corporate network. Acquiring and installing Splunk in the OT area also provides PNMR with discounts from the vendor based on scale.

Customer Benefit

Customers benefit from the reliability and security that is enhanced by PNM's use of sophisticated tools such as Splunk. Failure to implement and use Splunk increases the probability of a dangerous and damaging intrusion that could result in service interruptions and other unacceptable outcomes.

Primary Value Driver Security

Safety

Reliability Security tools such as Splunk lower the risk of service interruptions and other damaging events that can occur if these tools are not in place.

System Performance Security tools such as Splunk lower the risk of service interruptions and other damaging events that can occur if these tools are not in place.

Security Security tools such as Splunk lower the risk of service interruptions and other damaging events that can occur if these tools are not in place.

Compliance

Environmental

Project No: 96828042 **Communications System Mapping**

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/23/2022

Estimated Completion Date 9/30/2022

Description

PNMR has built and supports a complex network of high-capacity fiber optic communications lines. The company's current mapping system for fiber assets is done in a variety of systems including Google Earth, Environmental Systems Research Institute (ESRI) maps, and paper maps, which does not provide enough detail to design or manage these assets when considering individual fiber assignments. The Communications Systems Mapping project will provide a much more sophisticated and detailed view of PNMR's fiber assets by using a combination of legacy sources as well as customizable overlays and metadata.

Project Need Justification

As PNMR expands its use of high-capacity fiber for communications, continued use of older tracking mechanisms and paper maps has become increasingly untenable. Continued reliance on these out-dated methods increases the likelihood of errors and inefficient use of communications pathways. Implementation of a modern communications system mapping tool will automate tracking and utilization, thus reducing risk and improving efficiency.

Project Alternatives

PNMR has explored several potential tools commercially available to meet the company's needs and will seek a Request for Proposal to ensure the best option is purchased to meet needs.

Project Estimate Approach

PNMR has developed extensive system and business requirements that will be matched against bids to ensure the lowest cost system that meets needs is acquired. Additional costs associated with internal labor and administrative overhead will be added based on past experience with similar efforts.

Customer Benefit

PNMR customers benefit from this project through the optimization of required fiber assets used by transmission and distribution management and monitoring systems. Sophisticated communication system mapping also enables PNMR to take advantage of re-routing options much more efficiently in the event of a break or other line interruption.

Primary Value Driver

Reliability

Safety

Reliability

PNMR customers benefit from this project through the optimization of required fiber assets for used by transmission and distribution management and monitoring systems. Sophisticated communication system mapping also enables PNMR to take advantage of re-routing options much more efficient in the event of a break or other line interruption.

System Performance

Security

Compliance

Environmental

Project No: 96828042 Communications System Mapping

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	683	-	-	-	-	-	-	683
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	709	27,203	186,386	34,000	-	-	-	248,298
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	2	19	175	370	-	-	-	567
610: Expenses - General	-	-	-	233	-	-	-	233
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	54	-	-	-	-	-	-	54
914: Pension and Benefits	153	-	-	-	-	-	-	153
915: Injuries and Damages	12	-	-	-	-	-	-	12
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(249,998)	-	-	-	(249,998)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	1,613	27,222	186,561	(215,395)	-	-	-	2

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	683	-	-	-	-	-	-	-	-	-	-	-	-	683
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	248,298	-	-	-	-	-	-	-	-	-	-	-	-	248,298
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	567	-	-	-	-	-	-	-	-	-	-	-	-	567
610: Expenses - General	233	-	-	-	-	-	-	-	-	-	-	-	-	233
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	54	-	-	-	-	-	-	-	-	-	-	-	-	54
914: Pension and Benefits	153	-	-	-	-	-	-	-	-	-	-	-	-	153
915: Injuries and Damages	12	-	-	-	-	-	-	-	-	-	-	-	-	12
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(249,998)	-	-	-	-	-	-	-	-	-	-	-	-	(249,998)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	2	-	-	-	-	-	-	-	-	-	-	-	-	2

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	683	-	-	-	-	-	-	-	-	-	-	-	-	683
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	248,298	-	-	-	-	-	-	-	-	-	-	-	-	248,298
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	567	-	-	-	-	-	-	-	-	-	-	-	-	567
610: Expenses - General	233	-	-	-	-	-	-	-	-	-	-	-	-	233
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	54	-	-	-	-	-	-	-	-	-	-	-	-	54
914: Pension and Benefits	153	-	-	-	-	-	-	-	-	-	-	-	-	153
915: Injuries and Damages	12	-	-	-	-	-	-	-	-	-	-	-	-	12
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(249,998)	-	-	-	-	-	-	-	-	-	-	-	-	(249,998)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	2	-	-	-	-	-	-	-	-	-	-	-	-	2

Project No: 96828043 Network Monitoring Replace

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description
The purpose of the Network Monitoring Replace project is to identify and implement a safe and effective substitute for a current system, SolarWinds, that has been identified as having dangerous security vulnerabilities. Network monitoring is a critical activity involving a number of sophisticated tools such as the Splunk system to cover possible network intrusions and other potentially dangerous activities.

Project Need Justification
A current network monitoring tool, SolarWinds, has served capably in its intended function of looking for and being alerted to dangerous intrusions into PNMR's networks. However, recent vulnerabilities identified in its design are unacceptable and require that PNMR replace it with a suitable similar tool.

Project Alternatives
PNMR experts in the fields of information technology security and network operations have created a detailed set of system and business requirements that will be used to evaluate proposals from top-flight vendors. The best available solution will be selected for implementation.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNMR customers benefit from the reliability and security that is greatly enhanced by the companies use of sophisticated network monitoring. Failure to implement and use these systems increases the probability of a dangerous and damaging intrusion that could result in service interruptions and other unacceptable outcomes.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Implementing this project will help prevent PNMR service interruptions and other damaging events that can occur if these measures are not in place.

Compliance

Environmental

Project No: 96828043 Network Monitoring Replace

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
370: Outside Services	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	13	43	75	108	141	175	212	247	280	325	1,619
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	3,470	3,470
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	80	80	80	80	80	80	80	80	80	80	798
914: Pension and Benefits	-	-	-	235	235	235	235	235	235	235	235	235	235	2,354
915: Injuries and Damages	-	-	-	22	22	22	22	22	22	22	22	22	22	220
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	219	219	219	219	219	219	219	219	219	219	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(100,650)	(100,650)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	9,570	9,599	9,631	9,664	9,698	9,731	9,768	9,804	9,836	(87,299)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
370: Outside Services	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,619	-	-	-	-	-	-	-	-	-	-	-	-	1,619
610: Expenses - General	3,470	-	-	-	-	-	-	-	-	-	-	-	-	3,470
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	798	-	-	-	-	-	-	-	-	-	-	-	-	798
914: Pension and Benefits	2,354	-	-	-	-	-	-	-	-	-	-	-	-	2,354
915: Injuries and Damages	220	-	-	-	-	-	-	-	-	-	-	-	-	220
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,189	-	-	-	-	-	-	-	-	-	-	-	-	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(100,650)	-	-	-	-	-	-	-	-	-	-	-	-	(100,650)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828044 ALM Enhance or Replace

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description
Application Lifecycle Management (ALM) is a multifaceted tool used at PNM to manage detailed tracking and comparisons of system and business requirements, and test all systems being implemented at PNM to ensure they perform as needed and intended. The current system has been in use for many years and is due for an upgrade. PNM will use this opportunity to evaluate other available systems that perform this function in the increasingly sophisticated ways required by the company and the systems being tested.

Project Need Justification
The current system is near the end of its expected serviceable life and will either be upgraded or replaced. Replacement will occur if it a suitable, improved, cost-effective system can be identified.

Project Alternatives
The only alternative it to do nothing. This option is not feasible as the current ALM system is near the end of its expected serviceable life and needs to be either be upgraded or replaced.

Project Estimate Approach
The estimated cost of this project, including estimates of internal labor and administrative costs, is based on PNM experience with similar past efforts. An upgrade or replacement to ALM will leverage vendor quotes and bids from competitors.

Customer Benefit
PNM customers benefit from a system like ALM through the increased reliability and serviceability of all other systems deployed at PNM. ALM tracks all testing and compares those results with expectations for the system maintained as detailed system and business requirements. Systems being implemented with unsatisfactory test results documented in ALM are prevented from entering service until all testing defects have been remedied.

Primary Value Driver Reliability

Safety

Reliability PNM customers benefit from a system like ALM by the increased reliability and serviceability of all other systems deployed at PNM. ALM tracks all testing and compares those results with expectations for the system maintained as detailed system and business requirements. Systems being implemented with unsatisfactory test results documented in ALM are prevented from entering service until all testing defects have been remedied.

System Performance

Security

Compliance

Environmental

Project No:	96828044 ALM Enhance or Replace							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	17,273	17,273	17,273	17,273	17,273	17,273	17,273	17,273	17,273	17,273	17,273	190,000
370: Outside Services	-	-	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	15,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	46	140	233	328	422	518	615	712	800	894	1,002	5,709
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,191	1,191
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	363	363	363	363	363	363	363	363	363	363	363	3,990
914: Pension and Benefits	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	11,770
915: Injuries and Damages	-	-	100	100	100	100	100	100	100	100	100	100	100	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	13,862
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(302,622)	(302,622)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	26,930	27,024	27,117	27,212	27,305	27,402	27,499	27,595	27,684	27,777	(273,545)	-

Project No: 96828052 Tibco Integration Suite Upg to V6

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2023

Description
The Tibco Integration Suite Upgrade to version 6 is the final phase of a larger upgrade to the critical the Tibco Integration Suite system. Tibco is a tool that facilitates and manages automated routing of data and messaging between many other PNMR systems (so-called "middleware"). This project's work involves the conversion of a core system component called Business Works to the latest version. This effort is a substantial and necessary upgrade to position PNMR for the latest integration approaches (e.g., digital transformation, comprising hybrid integration platforms, microservices, data containers, etc.). The scope covers research and setup of the latest Business Works environment, including dedicated servers that were acquired during a previous phase, a "Proof of Value" pilot for the conversion and migration of an initial set of existing services, and the deployment and performance monitoring of those converted packages in production. It will also include further automation of monitoring and exceptions management.

Project Need Justification
Driven by the exponential increase of integration services over recent years, PNMR requires a state-of-the-art tool that will help the company with real-time monitoring of performance and exceptions handling.

Project Alternatives
Because Tibco is an existing, important tool used by many company systems to communicate automatically, an upgrade is a far preferable approach to replacement at this time. If PNMR were to delay the upgrade, it would both risk supportability by the vendor and delay implementation of highly advantageous new functionality.

Project Estimate Approach
Project estimates were built using a combination of vendor costs and quotes as well as internal and contract labor expense and administrative overhead based on PNMR experience with previous similar efforts. Most of this project's costs will be for internal labor and allowed loads for project administration and overhead, projected through the anticipated completion data at the end of 2023.

Customer Benefit
PNMR customers benefit from the Tibco Integration Suite project through the efficient management of data sharing between the many other critical systems used by PNMR. The upgrade helps ensure PNMR both maintains a serviceable integration system as well as benefits from new capabilities in the improved version.

Primary Value Driver System Performance

Safety

Reliability

System Performance Many systems at PNMR are highly interconnected and mutually dependent on one another for automated, instantaneous data delivery and response. Without a reliably upgraded middleware system such as PNMR's Tibco Integration Suite, other critical systems would effectively cease to function.

Security

Compliance

Environmental

Project No:	96828052 Tibco Integration Suite Upg to V6							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	6,364	6,364	6,364	6,364	6,364	6,364	38,182
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	21,636	21,636	21,636	21,636	21,636	21,636	129,818
370: Outside Services	-	-	60,000	80,000	80,000	36,000	45,000	301,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	455	455	455	455	455	455	2,727
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	20	112	287	518	743	982	2,662
610: Expenses - General	-	-	-	-	-	-	3,921	3,921
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	508	508	508	508	508	508	3,047
914: Pension and Benefits	-	1,431	1,431	1,431	1,431	1,431	1,431	8,583
915: Injuries and Damages	-	111	111	111	111	111	111	664
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	1,583	1,583	1,583	1,583	1,583	1,583	9,496
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	32,107	92,199	112,373	112,604	68,830	81,989	500,102

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	38,182	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	116,182
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	129,818	-	-	-	100,000	-	-	-	-	-	-	-	30,000	259,818
370: Outside Services	301,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	541,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	2,727	-	-	-	-	-	-	-	-	-	-	-	-	2,727
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,662	1,261	1,420	1,617	1,967	2,337	2,479	2,633	2,765	2,930	3,072	3,170	3,387	31,701
610: Expenses - General	3,921	-	-	-	-	-	-	-	-	-	-	-	-	3,921
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,047	519	519	519	519	519	519	519	519	519	519	519	519	9,271
914: Pension and Benefits	8,583	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	26,944
915: Injuries and Damages	664	143	143	143	143	143	143	143	143	143	143	143	143	2,380
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	9,496	-	-	-	7,296	-	-	-	-	-	-	-	2,189	18,981
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(1,012,927)	(1,012,927)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	500,102	29,953	30,112	30,308	137,955	31,029	31,171	31,325	31,456	31,622	31,764	31,862	(948,659)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	116,182	-	-	-	-	-	-	-	-	-	-	-	-	116,182
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	259,818	-	-	-	-	-	-	-	-	-	-	-	-	259,818
370: Outside Services	541,000	-	-	-	-	-	-	-	-	-	-	-	-	541,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	2,727	-	-	-	-	-	-	-	-	-	-	-	-	2,727
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	31,701	-	-	-	-	-	-	-	-	-	-	-	-	31,701
610: Expenses - General	3,921	-	-	-	-	-	-	-	-	-	-	-	-	3,921
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	9,271	-	-	-	-	-	-	-	-	-	-	-	-	9,271
914: Pension and Benefits	26,944	-	-	-	-	-	-	-	-	-	-	-	-	26,944
915: Injuries and Damages	2,380	-	-	-	-	-	-	-	-	-	-	-	-	2,380
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	18,981	-	-	-	-	-	-	-	-	-	-	-	-	18,981
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,012,927)	-	-	-	-	-	-	-	-	-	-	-	-	(1,012,927)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96828054 **Infra Resilience (HA Arch) 2024**

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description
The Infrastructure Resilience HA (High Availability) Architecture project is a broad effort to provide redundancy for critical systems that don't already possess this systems structure. It is an effort to provide greater disaster recovery flexibility for the "second tier" of systems that, though not in the top tier of criticality, still are important enough to PNM and its customers that their loss via any number of possible causes would create significant, possibly damaging disruption. This project will, in 2024, site and build secondary locations, including servers, routers and other communication equipment, and data storage capabilities that can be used both to ensure instant continuous availability in the event of a disaster, but also provide greater reliability and less disruption during required routine maintenance.

Project Need Justification
Second tier systems that don't already have high availability resilience built into their deployment can still be very inconvenient or even promote dangerous conditions in the event of an unexpected failure or routine maintenance. PNM seeks to mitigate the risks of these systems gaps through a broader deployment of resilient architecture for select important computer systems.

Project Alternatives
The main possible alternative to implementing this project would be to do nothing. Since the risks being addressed by this project mount from doing nothing, that would not be acceptable in a business environment where customers and PNM departments expect reliability.

Project Estimate Approach
PNM will use a combination of quotes from established vendors who meet stringent quality and cost-effectiveness standards with internal labor and administrative overhead cost data derived from previous similar projects.

Customer Benefit
In an increasingly complex world, customers expect near perfect reliability of services delivered by PNM. Although principle systems that deliver those services already have resilient architectures, the next lower systems in criticality play increasingly important roles in ensuring the best reliability possible. Implementing this project will help mitigate the risks of a second tier criticality system failure that might negatively impact customers.

Primary Value Driver Reliability

Safety

Reliability Providing a resilient systems architecture to the next lower critical tier of systems at PNM is a cost-effective way to ensure those systems continue to help provide the reliable service customers expect.

System Performance

Security

Compliance

Environmental

Project No: 96828054 **Infra Resilience (HA Arch) 2024**

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	31,818	31,818	31,818	31,818	31,818	31,818	31,818	31,818	31,818	31,818	31,818	350,000
370: Outside Services	-	-	32,727	32,727	32,727	32,727	32,727	32,727	32,727	32,727	32,727	32,727	32,727	360,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	15,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	122	371	618	869	1,118	1,374	1,630	1,886	2,122	2,369	2,663	15,140
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	6,222	6,222
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	181	181	181	181	181	181	181	181	181	181	181	1,995
914: Pension and Benefits	-	-	535	535	535	535	535	535	535	535	535	535	535	5,885
915: Injuries and Damages	-	-	50	50	50	50	50	50	50	50	50	50	50	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	2,321	25,536
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(805,328)	(805,328)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	71,392	71,640	71,887	72,138	72,387	72,643	72,899	73,156	73,391	73,638	(725,174)	(0)

Project No: 96828062 PDF Splitter-OCR Utility Upgrade

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date: 1/13/2022
Estimated Completion Date: 9/30/2022

County %	Bernalillo	75%
	Dona Ana	5%
	Santa Fe	5%
	Counties<1%	15%

Description
This project is a lifecycle remediation effort that will address two corporate heavily used applications: Portable Document Format (PDF) Splitter and Optical Character Recognition (OCR) Scan Utility. PDF Splitter is a crucial application used by PNM's Document Management (DM) team for bill processing. It is used to split consolidated customer billing documents into individual customer billing invoices in PDF (a universal standard). The application is also used to split consolidated customer communication letters and other consolidated PDFs as part of the billing process. The current version of PDF Splitter is no longer supported by the vendor and is on a legacy server that must be upgraded for security purposes. OCR Scan Utility is a crucial application that converts scanned documents into searchable PDFs and sends them to intended recipients. This application is installed on all corporate scanners and must be upgraded to ensure supportability and security.

Project Need Justification
Current versions of these applications are both unsupported by their vendors, but are also hosted on older servers and operating systems that present security risks that must be mitigated.

Project Alternatives
Project alternatives consist of doing nothing, which presents unacceptable supportability and security risks, or searching for new replacement products. Since the current products perform their functions reliably and well, they are not candidates for replacement at this time.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNMR customers benefit from upgraded and reliable versions of these tools by having an automated, efficient way to parse bills and other communications in a more readable and usable form.

Primary Value Driver Reliability

Safety

Reliability PNM customers benefit from upgraded and reliable versions of these tools by having an automated, efficient way to parse bills and other communications in a more readable and usable form.

System Performance

Security

Compliance

Environmental

Project No:	96828062 PDF Splitter-OCR Utility Upgrade							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	890	-	-	-	-	-	-	890
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	(19,271,722)	-	-	-	-	-	-	(19,271,722)
370: Outside Services	79,849	60,000	100,000	30,000	-	-	-	269,849
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,818	-	-	-	-	-	-	5,818
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	72	83	209	349	-	-	-	714
610: Expenses - General	19,280,938	-	-	17,004	-	-	-	19,297,942
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	71	-	-	-	-	-	-	71
914: Pension and Benefits	200	-	-	-	-	-	-	200
915: Injuries and Damages	15	-	-	-	-	-	-	15
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	(60,442)	-	-	-	-	-	-	(60,442)
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(243,263)	-	-	-	(243,263)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	35,690	60,083	100,209	(195,910)	-	-	-	72

Project No:	96828062 PDF Splitter-OCR Utility Upgrade													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	890	-	-	-	-	-	-	-	-	-	-	-	-	890
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	(19,271,722)	-	-	-	-	-	-	-	-	-	-	-	-	(19,271,722)
370: Outside Services	269,849	-	-	-	-	-	-	-	-	-	-	-	-	269,849
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,818	-	-	-	-	-	-	-	-	-	-	-	-	5,818
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	714	-	-	-	-	-	-	-	-	-	-	-	-	714
610: Expenses - General	19,297,942	-	-	-	-	-	-	-	-	-	-	-	-	19,297,942
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	71	-	-	-	-	-	-	-	-	-	-	-	-	71
914: Pension and Benefits	200	-	-	-	-	-	-	-	-	-	-	-	-	200
915: Injuries and Damages	15	-	-	-	-	-	-	-	-	-	-	-	-	15
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	(60,442)	-	-	-	-	-	-	-	-	-	-	-	-	(60,442)
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(243,263)	-	-	-	-	-	-	-	-	-	-	-	-	(243,263)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	72	-	-	-	-	-	-	-	-	-	-	-	-	72

Project No:	96828062 PDF Splitter-OCR Utility Upgrade													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	890	-	-	-	-	-	-	-	-	-	-	-	-	890
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	(19,271,722)	-	-	-	-	-	-	-	-	-	-	-	-	(19,271,722)
370: Outside Services	269,849	-	-	-	-	-	-	-	-	-	-	-	-	269,849
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,818	-	-	-	-	-	-	-	-	-	-	-	-	5,818
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	714	-	-	-	-	-	-	-	-	-	-	-	-	714
610: Expenses - General	19,297,942	-	-	-	-	-	-	-	-	-	-	-	-	19,297,942
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	71	-	-	-	-	-	-	-	-	-	-	-	-	71
914: Pension and Benefits	200	-	-	-	-	-	-	-	-	-	-	-	-	200
915: Injuries and Damages	15	-	-	-	-	-	-	-	-	-	-	-	-	15
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	(60,442)	-	-	-	-	-	-	-	-	-	-	-	-	(60,442)
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(243,263)	-	-	-	-	-	-	-	-	-	-	-	-	(243,263)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	72	-	-	-	-	-	-	-	-	-	-	-	-	72

Project No: 96828123 MS Enterprise License Agrmt 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 4/1/2023

Estimated Completion Date 5/31/2023

County %	Bernalillo	75%	San Juan	2%
	Santa Fe	5%	Counties<1%	3%
	Dona Ana	5%		
	San Miguel	5%		
	Sandoval	5%		

Description
The MS (Microsoft) Enterprise License Agreement project is a required three year renewal of PNM's licensing for all uses of many Microsoft products throughout the company. Products in use include MS Office Suite, MS Project, MS Visio, desktop and server operating systems, Structured Query Language (SQL) Server database management tools, .NET and other systems design and development tools, and many other critical infrastructure software and systems packages.

Project Need Justification
This is a three year renewal of PNM's licensing for all uses of many MS products, and it is required to maintain and run the many systems that rely on these tools. The agreement is based on actual usage, and permits PNM to take advantage of automatic upgrades, support, and volume discounts.

Project Alternatives
As doing nothing would violate the terms of PNM's use of Microsoft products and systems, the only other alternative to doing this project would be to replace select components with other similar tools, where they exist and meet PNM's needs. As those replacements are not readily available and the current tools meet PNM needs in a cost-effective way, that alternative is not sought at this time.

Project Estimate Approach
Costs are based on Microsoft's assessment and quote for our current and future Microsoft product license counts during the life of the agreement. Costs are somewhat mitigated through negotiation, based on volume and other factors PNM deems helpful in reducing overall cost of the agreement.

Customer Benefit
PNM customers benefit from the robust capabilities and interdependencies of Microsoft tools and systems through the greater reliability and efficiency enabled by them.

Primary Value Driver System Performance

Safety

Reliability Microsoft tools and systems are industry standard throughout the globe, with many having extensive development and use histories and interconnected capabilities that enhance reliability and system performance and resiliency.

System Performance Microsoft tools and systems are industry standard throughout the globe, with many having extensive development and use histories and interconnected capabilities that enhance reliability and system performance and resiliency.

Security

Compliance

Environmental

Project No: 96828123 MS Enterprise License Agrmt 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	7,200,000	-	-	-	-	-	-	-	7,200,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	12,153	-	-	-	-	-	-	-	12,153
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	525,312	-	-	-	-	-	-	-	525,312
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	(7,737,465)	-	-	-	-	-	-	-	(7,737,465)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	7,200,000	-	-	-	-	-	-	-	-	-	-	-	-	7,200,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	12,153	-	-	-	-	-	-	-	-	-	-	-	-	12,153
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	525,312	-	-	-	-	-	-	-	-	-	-	-	-	525,312
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(7,737,465)	-	-	-	-	-	-	-	-	-	-	-	-	(7,737,465)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828142 Corporate Applications Prog 2022

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The Corporate Applications Program is a collection of related projects associated with PNMR Shared Services Co applications. Those include the various PeopleSoft systems, PowerPlan, Hyperion Strategic Finance, and a number of others managed by the Corporate Applications team. The annual program supports minor upgrades and customizations of these systems. Examples of past projects under this program include smaller module implementations to PNMR's main PeopleSoft systems, HCM (Human Capital Management), Financials, and ELM (Enterprise Learning Management). This project covers upgrades and customizations performed in 2022.

Project Need Justification

The Corporate Applications Program exists to ensure smaller sub-systems under the broad umbrella of PeopleSoft systems have funding to undertake improvements for functionality and security. Projects implemented under the Corporate Applications Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Corporate Applications Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake improvements under this program will lead to loss of opportunity to further streamline and improve key corporate management systems.

Project Estimate Approach

Projects implemented under the Corporate Applications Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts.

Customer Benefit

Projects implemented under the Corporate Applications Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized. The Corporate Applications Program helps ensure customers have reliable, efficient electric service by funding needed improvements and updates to the enterprise systems that help PNMR manage its business as efficiently as possible.

Primary Value Driver Reliability

Safety

Reliability Projects implemented under the Corporate Applications Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security Projects implemented under the Corporate Applications Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

Compliance

Environmental

Project No: 96828142 Corporate Applications Prog 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	9,091	9,091	9,091	9,091	9,091	9,091	54,545
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	2,091	2,091	2,091	2,091	2,091	2,091	12,545
370: Outside Services	-	8,182	8,182	8,182	8,182	68,000	50,000	150,727
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	14	48	89	100	211	83	546
610: Expenses - General	-	-	-	-	-	-	13,176	13,176
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	725	725	725	725	725	725	4,353
914: Pension and Benefits	-	2,044	2,044	2,044	2,044	2,044	2,044	12,262
915: Injuries and Damages	-	158	158	158	158	158	158	949
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	153	153	153	153	153	153	918
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(22,270)	-	(150,231)	(77,521)	(250,021)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	22,458	22,492	264	22,544	(67,758)	(0)	0

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	54,545	-	-	-	-	-	-	-	-	-	-	-	-	54,545
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	12,545	-	-	-	-	-	-	-	-	-	-	-	-	12,545
370: Outside Services	150,727	-	-	-	-	-	-	-	-	-	-	-	-	150,727
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	546	-	-	-	-	-	-	-	-	-	-	-	-	546
610: Expenses - General	13,176	-	-	-	-	-	-	-	-	-	-	-	-	13,176
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,353	-	-	-	-	-	-	-	-	-	-	-	-	4,353
914: Pension and Benefits	12,262	-	-	-	-	-	-	-	-	-	-	-	-	12,262
915: Injuries and Damages	949	-	-	-	-	-	-	-	-	-	-	-	-	949
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	918	-	-	-	-	-	-	-	-	-	-	-	-	918
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(250,021)	-	-	-	-	-	-	-	-	-	-	-	-	(250,021)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	54,545	-	-	-	-	-	-	-	-	-	-	-	-	54,545
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	12,545	-	-	-	-	-	-	-	-	-	-	-	-	12,545
370: Outside Services	150,727	-	-	-	-	-	-	-	-	-	-	-	-	150,727
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	546	-	-	-	-	-	-	-	-	-	-	-	-	546
610: Expenses - General	13,176	-	-	-	-	-	-	-	-	-	-	-	-	13,176
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,353	-	-	-	-	-	-	-	-	-	-	-	-	4,353
914: Pension and Benefits	12,262	-	-	-	-	-	-	-	-	-	-	-	-	12,262
915: Injuries and Damages	949	-	-	-	-	-	-	-	-	-	-	-	-	949
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	918	-	-	-	-	-	-	-	-	-	-	-	-	918
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(250,021)	-	-	-	-	-	-	-	-	-	-	-	-	(250,021)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828143 Corporate Applications Prog 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
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Compliance

Environmental

Project No: 96828143 Corporate Applications Prog 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	5,880	5,880	5,880	5,880	5,880	5,880	5,880	5,880	5,880	5,880	5,880	64,685
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	3,978	3,978	3,978	3,978	3,978	3,978	3,978	3,978	3,978	3,978	3,978	43,758
370: Outside Services	-	-	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,144	10,851	112,289
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	29	94	167	246	323	282	360	444	204	282	370	2,801
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	1,050	1,181	2,231
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	469	469	469	469	469	469	469	469	469	469	469	5,162
914: Pension and Benefits	-	-	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	1,384	15,227
915: Injuries and Damages	-	-	129	129	129	129	129	129	129	129	129	129	129	1,423
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	290	290	290	290	290	290	290	290	290	290	290	3,193
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(37,038)	-	-	(94,453)	-	-	(119,278)	(250,769)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	22,304	22,370	22,442	22,522	(14,440)	22,558	22,635	(71,734)	22,480	23,607	(94,745)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	64,685	-	-	-	-	-	-	-	-	-	-	-	-	64,685
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	43,758	-	-	-	-	-	-	-	-	-	-	-	-	43,758
370: Outside Services	112,289	-	-	-	-	-	-	-	-	-	-	-	-	112,289
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,801	-	-	-	-	-	-	-	-	-	-	-	-	2,801
610: Expenses - General	2,231	-	-	-	-	-	-	-	-	-	-	-	-	2,231
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,162	-	-	-	-	-	-	-	-	-	-	-	-	5,162
914: Pension and Benefits	15,227	-	-	-	-	-	-	-	-	-	-	-	-	15,227
915: Injuries and Damages	1,423	-	-	-	-	-	-	-	-	-	-	-	-	1,423
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	3,193	-	-	-	-	-	-	-	-	-	-	-	-	3,193
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(250,769)	-	-	-	-	-	-	-	-	-	-	-	-	(250,769)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828144 Corporate Applications Prog 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The Corporate Applications Program is a collection of related projects associated with PNM Shared Services Co applications. Those include the various PeopleSoft systems, PowerPlan, Hyperion Strategic Finance, and a number of others managed by the Corporate Applications team. The annual program supports minor upgrades and customizations of these systems. Examples of past projects under this program include smaller module implementations to PNM's main PeopleSoft systems, HCM (Human Capital Management), Financials, and ELM (Enterprise Learning Management). This project covers upgrades and customizations performed in 2024.

Project Need Justification

The Corporate Applications Program exists to ensure smaller sub-systems under the broad umbrella of PeopleSoft systems have funding to undertake improvements for functionality and security. Projects implemented under the Corporate Applications Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Corporate Applications Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake improvements under this program will lead to loss of opportunity to further streamline and improve key corporate management systems.

Project Estimate Approach

Projects implemented under the Corporate Applications Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts.

Customer Benefit

The Corporate Applications Program helps ensure customers have reliable, efficient electric service by funding needed improvements and updates to the enterprise systems that help PNM manage its business as efficiently as possible. Projects implemented under the Corporate Applications Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

Reliability

Safety

Reliability

Projects implemented under the Corporate Applications Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

System Performance

Security

Projects implemented under the Corporate Applications Program primarily focus on mitigating risks associated with gaps in monitoring and security of critical transmission systems.

Compliance

Environmental

Project No: 96828144 Corporate Applications Prog 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	5,877	5,877	5,877	5,877	5,877	5,877	5,877	5,877	5,877	5,877	5,877	64,646
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	3,976	3,976	3,976	3,976	3,976	3,976	3,976	3,976	3,976	3,976	3,976	43,731
370: Outside Services	-	-	10,138	10,138	10,138	10,138	10,138	10,138	10,138	10,138	10,138	10,138	10,138	111,515
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	38	116	193	271	349	302	384	463	208	285	369	2,978
610: Expenses - General	-	-	-	-	-	-	-	1,185	-	-	-	-	1,049	2,234
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	469	469	469	469	469	469	469	469	469	469	469	5,159
914: Pension and Benefits	-	-	1,383	1,383	1,383	1,383	1,383	1,383	1,383	1,383	1,383	1,383	1,383	15,218
915: Injuries and Damages	-	-	129	129	129	129	129	129	129	129	129	129	129	1,422
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	290	290	290	290	290	290	290	290	290	290	290	3,191
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	(37,051)	-	(95,268)	-	-	(117,774)	(250,094)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	22,300	22,378	22,455	22,533	(14,440)	23,749	22,646	(72,543)	22,470	22,547	(94,095)	-

Project No: 96828161 VMware vRealize ELA 2021

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 75%
DentonTX 25%

Estimated Start Date 12/28/2021

Estimated Completion Date 9/30/2022

Description
The VMware vRealize ELA (Enterprise License Agreement) is a three-year contract permitting PNM to use a suite of advanced infrastructure tools to manage the company's sophisticated virtualized data centers. Virtualized servers and other infrastructure components are a state-of-the-art means of maximizing the efficiency of on-site system hosting at several PNM data center locations. vRealize provides advanced insight into performance and resource utilization of the company's virtualized environments, improving reliability and system performance by automating discovery of incipient issues and opportunities for further optimization and fine-tuning. Most critically, it provides advanced means for managing increasingly common and complex "multi-cloud" (hosted off PNM sites) environments.

Project Need Justification
Implementation of vRealize allows PNM to forecast virtual system hosting needs with high accuracy across the suite of VMware products the company owns and uses. This allows for real-time as well as proactive visualization of system performance in a variety of actionable ways for future infrastructure changes, thereby reducing cost of owning and managing infrastructure resources.

Project Alternatives
Because PNM uses other VMware products, the tools encompassed in the vRealize suite are uniquely matched to our VMware environments. PNM purchased, installed, and uses only the components in vRealize that match its current and near-future planned computing infrastructure.

Project Estimate Approach
PNM estimated costs based on negotiated vendor pricing for the components the company needs with internal overhead additions based on experience with similar projects.

Customer Benefit
PNM customers benefit from the implementation and use of vRealize through the improved reliability of critical systems, enabled by advanced insights into incipient issues that can then be mitigated in a timely way.

Primary Value Driver System Performance

Safety

Reliability vRealize provides advanced insight into incipient issues that can then be mitigated in a timely way as well as opportunities to further optimize existing infrastructure components.

System Performance vRealize provides advanced insight into incipient issues that can then be mitigated in a timely way as well as opportunities to further optimize existing infrastructure components.

Security

Compliance

Environmental

Project No:

96828161 VMware vRealize ELA 2021

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	873	2,000	-	-	-	-	-	2,873
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	240,000	45,000	-	-	-	-	-	285,000
374: Outside Services Legal	351	-	-	-	-	-	-	351
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,375	340	423	470	-	-	-	4,608
610: Expenses - General	1,894,241	6,449	-	-	-	-	-	1,900,690
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	70	160	-	-	-	-	-	229
914: Pension and Benefits	196	450	-	-	-	-	-	646
915: Injuries and Damages	15	35	-	-	-	-	-	50
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	6,721	-	-	-	-	-	-	6,721
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	(1,902,972)	-	-	(295,787)	-	-	-	(2,198,759)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	242,870	54,433	423	(295,317)	-	-	-	2,410

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	2,873	-	-	-	-	-	-	-	-	-	-	-	-	2,873
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	285,000	-	-	-	-	-	-	-	-	-	-	-	-	285,000
374: Outside Services Legal	351	-	-	-	-	-	-	-	-	-	-	-	-	351
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	4,608	-	-	-	-	-	-	-	-	-	-	-	-	4,608
610: Expenses - General	1,900,690	-	-	-	-	-	-	-	-	-	-	-	-	1,900,690
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	229	-	-	-	-	-	-	-	-	-	-	-	-	229
914: Pension and Benefits	646	-	-	-	-	-	-	-	-	-	-	-	-	646
915: Injuries and Damages	50	-	-	-	-	-	-	-	-	-	-	-	-	50
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	6,721	-	-	-	-	-	-	-	-	-	-	-	-	6,721
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,198,759)	-	-	-	-	-	-	-	-	-	-	-	-	(2,198,759)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	2,410	-	-	-	-	-	-	-	-	-	-	-	-	2,410

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	2,873	-	-	-	-	-	-	-	-	-	-	-	-	2,873
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	285,000	-	-	-	-	-	-	-	-	-	-	-	-	285,000
374: Outside Services Legal	351	-	-	-	-	-	-	-	-	-	-	-	-	351
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	4,608	-	-	-	-	-	-	-	-	-	-	-	-	4,608
610: Expenses - General	1,900,690	-	-	-	-	-	-	-	-	-	-	-	-	1,900,690
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	229	-	-	-	-	-	-	-	-	-	-	-	-	229
914: Pension and Benefits	646	-	-	-	-	-	-	-	-	-	-	-	-	646
915: Injuries and Damages	50	-	-	-	-	-	-	-	-	-	-	-	-	50
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	6,721	-	-	-	-	-	-	-	-	-	-	-	-	6,721
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,198,759)	-	-	-	-	-	-	-	-	-	-	-	-	(2,198,759)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	2,410	-	-	-	-	-	-	-	-	-	-	-	-	2,410

Project No: 96828162 Environ Screening Portal Enhance

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 5/11/2022

Estimated Completion Date 12/31/2022

Description
PNMR Environmental Services, a company unit focused on mitigating any risks associated with utility operations, uses an internally accessed, web-based portal to receive environmental screening requests and manage clearances throughout the organization. This function serves multiple business units across PNM and is the mechanism for conducting required environmental compliance reviews for construction and maintenance activities across the corporation. The Environmental Screening Portal has been in production since early 2015. Over the last seven years, Environmental Services has developed a list of enhancement requests and modifications, identifying new and modified functions that would increase productivity and improve usability. This project will build and deploy the highest priority items on that list of enhancements.

Project Need Justification
In addition to efficiency gains planned for enhancements, the project will deploy updated underlying code/technology.

Project Alternatives
Because this is an existing, successful tool, replacement with a different system is not a viable option at this time. However, because the application is seven years old, underlying code and functionality changes are imperative to ensure the application continues to work efficiently and safely.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
The Environmental Screening Portal is used by the organization and Environmental Services to receive and manage all Environmental Screening engagements on all projects. Ensuring the system is efficient and safe benefits PNM customers by providing greater responsiveness and assurances to public inquiries regarding PNM's safe and responsible stewardship of our environment.

Primary Value Driver Environmental

Safety

Reliability Ensuring the Environmental Screen Portal system is efficient and safe benefits PNM customers by providing greater responsiveness and assurances to public inquiries regarding PNM's safe and responsible stewardship of our environment.

System Performance

Security

Compliance

Environmental Ensuring the system is efficient and safe benefits PNM customers by providing greater responsiveness and assurances to public inquiries regarding PNM's safe and responsible stewardship of our environment.

Project No: 96828162 Environ Screening Portal Enhance

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	2,972	-	-	-	-	-	-	2,972
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	84	11,956	11,950	12,543	15,038	17,120	12,674	81,364
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	2	13	32	54	85	125	183	494
610: Expenses - General	-	-	-	-	-	-	12,557	12,557
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	237	-	-	-	-	-	-	237
914: Pension and Benefits	668	-	-	-	-	-	-	668
915: Injuries and Damages	52	-	-	-	-	-	-	52
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	0	-	-	-	-	-	-	0
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(98,342)	(98,342)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	4,016	11,968	11,981	12,597	15,123	17,245	(72,928)	2

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	2,972	-	-	-	-	-	-	-	-	-	-	-	-	2,972
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	81,364	-	-	-	-	-	-	-	-	-	-	-	-	81,364
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	494	-	-	-	-	-	-	-	-	-	-	-	-	494
610: Expenses - General	12,557	-	-	-	-	-	-	-	-	-	-	-	-	12,557
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	237	-	-	-	-	-	-	-	-	-	-	-	-	237
914: Pension and Benefits	668	-	-	-	-	-	-	-	-	-	-	-	-	668
915: Injuries and Damages	52	-	-	-	-	-	-	-	-	-	-	-	-	52
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	0	-	-	-	-	-	-	-	-	-	-	-	-	0
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(98,342)	-	-	-	-	-	-	-	-	-	-	-	-	(98,342)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	2	-	-	-	-	-	-	-	-	-	-	-	-	2

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	2,972	-	-	-	-	-	-	-	-	-	-	-	-	2,972
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	81,364	-	-	-	-	-	-	-	-	-	-	-	-	81,364
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	494	-	-	-	-	-	-	-	-	-	-	-	-	494
610: Expenses - General	12,557	-	-	-	-	-	-	-	-	-	-	-	-	12,557
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	237	-	-	-	-	-	-	-	-	-	-	-	-	237
914: Pension and Benefits	668	-	-	-	-	-	-	-	-	-	-	-	-	668
915: Injuries and Damages	52	-	-	-	-	-	-	-	-	-	-	-	-	52
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	0	-	-	-	-	-	-	-	-	-	-	-	-	0
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(98,342)	-	-	-	-	-	-	-	-	-	-	-	-	(98,342)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	2	-	-	-	-	-	-	-	-	-	-	-	-	2

Project No: 96828241 MS Access Conv Program 2021

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2021

Estimated Completion Date 12/31/2022

Description
The purpose of this project is to identify, prioritize, and, where necessary, replace legacy databases created in Microsoft (MS) Access. In today's computing environments, with many new sophisticated external threats, these databases can incur unacceptable data risk. Key MS Access databases that require continued operation will be converted to modern, supportable, and safe platforms such as SQL Server, .NET, and Oracle. This project covers work performed in 2021.

Project Need Justification
Research has shown that legacy databases developed in Microsoft Access (many of which have not been used for significant periods) consume 3-4 terabytes of expensive data storage space. This project, the large scope of which will require several years to fully mitigate, will remove non-current databases and warehouse on less costly media. Currently used, business-critical databases built in Microsoft Access will be redeveloped in safer, more current technologies.

Project Alternatives
The MS Access Conversion Program will reduce costs by removing and decommissioning many legacy database instances. Those relatively few that remain in current use will be evaluated to determine the most cost-effective means of redevelopment to current technologies, which, because of their greater sophistication, will require software engineers to plan and execute. PNMR will use a combination of internal and contract resources to effect these redevelopment efforts based on priority. Because MS Access databases can pose several types of risks that are increasingly unacceptable to PNMR's security and efficient operations, doing nothing to mitigate these risks is not an option.

Project Estimate Approach
The MS Access Conv Program will set aside a predetermined amount each year which will fund actual costs. Actual costs will be estimated based on expert analysis of existing databases subject to redevelopment, including hours needed and cost-effective rates for both internal and contract developers. Cost estimates for the 2021 program are somewhat higher than subsequent years' plans primarily because of the increased cost of initial professional assessment and prioritization.

Customer Benefit
PNMR customers will benefit from the MS Access Conv Program in a number of ways. First, legacy databases will be removed from relatively expensive on-line data storage, freeing up space for more current needs. Second, the new solutions will be developed in more advanced, secure technologies that provide much greater assurances that data access and recoverability can be protected and ensured. Third, the new solutions will be centrally managed, removing the risk of having the original database developer leave with no suitable replacement expert who can administer the systems. These benefits all add up to increased security and reliability for PNMR customers.

Primary Value Driver Security

Safety

Reliability

System Performance

Security MS Access database converted to current standard technologies will provide greater security to data and processes by ensuring information is encrypted, centrally managed, and professionally supported.

Compliance

Environmental

Project No:	96828241 MS Access Conv Program 2021							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	19,170	2,000	2,000	2,000	2,000	2,000	2,000	31,170
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	120,446	15,000	25,000	15,000	-	-	-	175,446
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	56,372	-	-	-	-	-	-	56,372
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	728	317	390	469	540	598	714	3,756
610: Expenses - General	37,277	-	-	-	-	-	43,275	80,552
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,521	160	160	160	160	160	160	2,478
914: Pension and Benefits	4,310	450	450	450	450	450	450	7,008
915: Injuries and Damages	331	35	35	35	35	35	35	540
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	468	-	-	-	-	-	-	468
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(357,085)	(357,085)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	240,624	17,961	28,034	18,113	3,184	3,242	(310,452)	706

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	31,170	-	-	-	-	-	-	-	-	-	-	-	-	31,170
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	175,446	-	-	-	-	-	-	-	-	-	-	-	-	175,446
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	56,372	-	-	-	-	-	-	-	-	-	-	-	-	56,372
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,756	-	-	-	-	-	-	-	-	-	-	-	-	3,756
610: Expenses - General	80,552	-	-	-	-	-	-	-	-	-	-	-	-	80,552
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,478	-	-	-	-	-	-	-	-	-	-	-	-	2,478
914: Pension and Benefits	7,008	-	-	-	-	-	-	-	-	-	-	-	-	7,008
915: Injuries and Damages	540	-	-	-	-	-	-	-	-	-	-	-	-	540
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	468	-	-	-	-	-	-	-	-	-	-	-	-	468
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(357,085)	-	-	-	-	-	-	-	-	-	-	-	-	(357,085)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	706	-	-	-	-	-	-	-	-	-	-	-	-	706

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	31,170	-	-	-	-	-	-	-	-	-	-	-	-	31,170
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	175,446	-	-	-	-	-	-	-	-	-	-	-	-	175,446
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	56,372	-	-	-	-	-	-	-	-	-	-	-	-	56,372
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,756	-	-	-	-	-	-	-	-	-	-	-	-	3,756
610: Expenses - General	80,552	-	-	-	-	-	-	-	-	-	-	-	-	80,552
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,478	-	-	-	-	-	-	-	-	-	-	-	-	2,478
914: Pension and Benefits	7,008	-	-	-	-	-	-	-	-	-	-	-	-	7,008
915: Injuries and Damages	540	-	-	-	-	-	-	-	-	-	-	-	-	540
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	468	-	-	-	-	-	-	-	-	-	-	-	-	468
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(357,085)	-	-	-	-	-	-	-	-	-	-	-	-	(357,085)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	706	-	-	-	-	-	-	-	-	-	-	-	-	706

Project No: 96828242 MS Access Conv Program 2022

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The purpose of this project is to identify, prioritize, and, where necessary, replace legacy databases created in Microsoft (MS) Access. In today's computing environments, with many new sophisticated external threats, these databases can incur unacceptable data risk. Key MS Access databases that require continued operation will be converted to modern, supportable, and safe platforms such as SQL Server, .NET, and Oracle. This project covers work performed in 2022.

Project Need Justification

Research has shown that legacy databases developed in Microsoft Access (many of which have not been used for significant periods) consume 3-4 terabytes of expensive data storage space. This project, the large scope of which will require several years to fully mitigate, will remove non-current databases and warehouse on less costly media. Currently used, business critical databases built in Microsoft Access will be redeveloped in safer, more current technologies.

Project Alternatives

The MS Access Conversion Program will reduce costs by removing and decommissioning many legacy database instances. Those relatively few that remain in current use will be evaluated to determine the most cost-effective means of redevelopment to current technologies, which, because of their greater sophistication, will require software engineers to plan and execute. PNMR will use a combination of internal and contract resources to effect these redevelopment efforts based on priority. Because MS Access databases can pose several types of risks that are increasingly unacceptable to PNMR's security and efficient operations, doing nothing to mitigate these risks is not an option.

Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

PNMR customers will benefit from the MS Access Conv Program in a number of ways. First, legacy databases will be removed from relatively expensive on-line data storage, freeing up space for more current needs. Second, the new solutions will be developed in more advanced, secure technologies that provide much greater assurances that data access and recoverability can be protected and ensured. Third, the new solutions will be centrally managed, removing the risk of having the original database developer leave with no suitable replacement expert who can administer the systems. These benefits all add up to increased security and reliability for PNMR customers.

Primary Value Driver Security

Safety

Reliability

System Performance

Security MS Access database converted to current standard technologies will provide greater security to data and processes by ensuring information is encrypted, centrally managed, and professionally supported.

Compliance

Environmental

Project No:	96828242 MS Access Conv Program 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	69	69
610: Expenses - General	-	-	-	-	-	-	64,340	64,340
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(64,409)	(64,409)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

Project No:	96828242 MS Access Conv Program 2022													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	69	-	-	-	-	-	-	-	-	-	-	-	-	69
610: Expenses - General	64,340	-	-	-	-	-	-	-	-	-	-	-	-	64,340
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(64,409)	-	-	-	-	-	-	-	-	-	-	-	-	(64,409)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No:	96828242 MS Access Conv Program 2022													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	69	-	-	-	-	-	-	-	-	-	-	-	-	69
610: Expenses - General	64,340	-	-	-	-	-	-	-	-	-	-	-	-	64,340
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(64,409)	-	-	-	-	-	-	-	-	-	-	-	-	(64,409)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828243 MS Access Conv Program 2023

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description

The purpose of this project is to identify, prioritize, and, where necessary, replace legacy databases created in Microsoft (MS) Access. In today's computing environments, with many new sophisticated external threats, these databases can incur unacceptable data risk. Key MS Access databases that require continued operation will be converted to modern, supportable, and safe platforms such as SQL Server, .NET, and Oracle. This project covers work performed in 2023.

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Customer Benefit

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Primary Value Driver Security

Safety

Reliability

System Performance

Security MS Access database converted to current standard technologies will provide greater security to data and processes by ensuring information is encrypted, centrally managed, and professionally supported.

Compliance

Environmental

Project No: 96828243 MS Access Conv Program 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	65,217
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	44,118
370: Outside Services	-	-	10,227	10,227	10,227	10,227	10,227	10,227	10,227	10,227	10,227	10,227	10,227	114,273
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	29	95	168	248	325	288	370	455	209	285	368	2,842
610: Expenses - General	-	-	-	-	-	-	-	466	-	-	-	-	-	466
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	473	473	473	473	473	473	473	473	473	473	473	5,204
914: Pension and Benefits	-	-	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	15,352
915: Injuries and Damages	-	-	130	130	130	130	130	130	130	130	130	130	130	1,435
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	293	293	293	293	293	293	293	293	293	293	293	3,219
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(37,343)	-	-	(96,720)	-	-	(118,063)	(252,126)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	22,488	22,554	22,627	22,707	(14,558)	24,986	22,829	(73,806)	22,667	22,744	(95,236)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	65,217	-	-	-	-	-	-	-	-	-	-	-	-	65,217
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	44,118	-	-	-	-	-	-	-	-	-	-	-	-	44,118
370: Outside Services	114,273	-	-	-	-	-	-	-	-	-	-	-	-	114,273
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,842	-	-	-	-	-	-	-	-	-	-	-	-	2,842
610: Expenses - General	466	-	-	-	-	-	-	-	-	-	-	-	-	466
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,204	-	-	-	-	-	-	-	-	-	-	-	-	5,204
914: Pension and Benefits	15,352	-	-	-	-	-	-	-	-	-	-	-	-	15,352
915: Injuries and Damages	1,435	-	-	-	-	-	-	-	-	-	-	-	-	1,435
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	3,219	-	-	-	-	-	-	-	-	-	-	-	-	3,219
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(252,126)	-	-	-	-	-	-	-	-	-	-	-	-	(252,126)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828244 MS Access Conv Program 2024

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The purpose of this project is to identify, prioritize, and, where necessary, replace legacy databases created in Microsoft (MS) Access. In today's computing environments, with many new sophisticated external threats, these databases can incur unacceptable data risk. Key MS Access databases that require continued operation will be converted to modern, supportable, and safe platforms such as SQL Server, .NET, and Oracle. This project covers work performed in 2024.

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Project Estimate Approach

The MS Access Conv Program will set aside a predetermined amount each year which will fund actual costs. Actual costs will be estimated based on expert analysis of existing databases subject to redevelopment, including hours needed and cost-effective rates for both internal and contract developers.

Customer Benefit

PNMR customers will benefit from the MS Access Conv Program in a number of ways. First, legacy databases will be removed from relatively expensive on-line data storage, freeing up space for more current needs. Second, the new solutions will be developed in more advanced, secure technologies that provide much greater assurances that data access and recoverability can be protected and ensured. Third, the new solutions will be centrally managed, removing the risk of having the original database developer leave with no suitable replacement expert who can administer the systems. These benefits all add up to increased security and reliability for PNMR customers.

Primary Value Driver Security

Safety

Reliability

System Performance

Security MS Access database converted to current standard technologies will provide greater security to data and processes by ensuring information is encrypted, centrally managed, and professionally supported.

Compliance

Environmental

Project No: 96828244 MS Access Conv Program 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	5,929	65,217
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	4,011	44,118
370: Outside Services	-	-	10,227	10,227	10,227	10,227	10,227	12,000	10,227	10,227	10,227	10,227	108,784	212,829
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	39	117	195	274	352	307	391	471	211	289	543	3,187
610: Expenses - General	-	-	-	-	-	-	-	466	-	-	-	-	-	466
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	473	473	473	473	473	473	473	473	473	473	473	5,204
914: Pension and Benefits	-	-	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	1,396	15,352
915: Injuries and Damages	-	-	130	130	130	130	130	130	130	130	130	130	130	1,435
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	293	293	293	293	293	293	293	293	293	293	293	3,219
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(37,379)	-	-	(96,804)	-	-	(216,845)	(351,028)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	22,497	22,575	22,653	22,732	(14,568)	25,004	22,849	(73,875)	22,670	22,747	(95,286)	-

Project No: 96828252 Disaster Recovery Refresh (HW) 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 20%
DentonTX 80%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

This project replaces older, non-compliant computer hardware (HW), including servers, routers, switches, and data storage, used at the company's back-up data center in Lewisville, Texas. PNMNR maintains and regularly tests complete failover, disaster preparedness for its main facilities at a remote site the company can switch to and maintain critical operational continuity very quickly. The equipment at this remote site is at end-of-life and must be replaced.

Project Need Justification

Equipment used at PNMNR's remote disaster recovery data center has a limited useful life, which, having been reached, must be replaced. Equipment refresh ensures back-up equipment will work seamlessly with production equipment in the event of a failover and will operate with no additional failures for as long as needed to restore normal operations.

Project Alternatives

PNMNR regularly evaluates current best practices for siting and hosting its disaster recovery capabilities and works strategically to ensure the company uses the most efficient approaches available that meet strategic imperatives. PNMNR's current approach is the best for the company and requires investment to ensure the equipment is consistent with production equipment, is safe, and is reliable.

Project Estimate Approach

PNMNR has considerable experience and expertise analyzing needs, evaluating procurement options, and estimating overall cost, including internal labor, contracting, materiel, and administrative costs. That experience informs the current estimation approach.

Customer Benefit

PNMNR customers demand reliability which, as amply demonstrated around the world every year, can be disrupted significantly by a variety of possible unexpected events. PNMNR's disaster recovery capabilities are an integral component that provides the best, most cost-effective reliability available.

Primary Value Driver

Reliability

Safety

Reliability

Investments in PNMNR's disaster recovery capabilities help minimize any loss of service in the event of an unpredictable loss of the company's principal data centers. Even when the disaster recovery equipment is not used on actual disasters, it helps ensure reliability by providing both a safe platform on which to test and exercise capabilities, but also seamless availability of critical systems in the event a production system becomes unavailable for any reason.

System Performance

Security

Compliance

Environmental

Project No:

96828252 Disaster Recovery Refresh (HW) 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	4,545	4,545	4,545	4,545	4,545	4,545	27,273
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	55,455	420,000	154,000	629,455
370: Outside Services	-	50,000	4,545	4,545	4,545	4,545	4,545	72,727
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	1,364	1,364	1,364	1,364	1,364	1,364	8,182
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	37	91	120	207	745	1,515	2,715
610: Expenses - General	-	-	-	-	-	-	4,924	4,924
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	363	363	363	363	363	363	2,176
914: Pension and Benefits	-	1,022	1,022	1,022	1,022	1,022	1,022	6,131
915: Injuries and Damages	-	79	79	79	79	79	79	475
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	4,057	30,723	11,265	46,045
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(800,102)	(800,102)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	57,409	12,009	12,038	71,636	463,387	(616,480)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	27,273	-	-	-	-	-	-	-	-	-	-	-	-	27,273
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	629,455	-	-	-	-	-	-	-	-	-	-	-	-	629,455
370: Outside Services	72,727	-	-	-	-	-	-	-	-	-	-	-	-	72,727
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	8,182	-	-	-	-	-	-	-	-	-	-	-	-	8,182
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,715	-	-	-	-	-	-	-	-	-	-	-	-	2,715
610: Expenses - General	4,924	-	-	-	-	-	-	-	-	-	-	-	-	4,924
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,176	-	-	-	-	-	-	-	-	-	-	-	-	2,176
914: Pension and Benefits	6,131	-	-	-	-	-	-	-	-	-	-	-	-	6,131
915: Injuries and Damages	475	-	-	-	-	-	-	-	-	-	-	-	-	475
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	46,045	-	-	-	-	-	-	-	-	-	-	-	-	46,045
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(800,102)	-	-	-	-	-	-	-	-	-	-	-	-	(800,102)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	27,273	-	-	-	-	-	-	-	-	-	-	-	-	27,273
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	629,455	-	-	-	-	-	-	-	-	-	-	-	-	629,455
370: Outside Services	72,727	-	-	-	-	-	-	-	-	-	-	-	-	72,727
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	8,182	-	-	-	-	-	-	-	-	-	-	-	-	8,182
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,715	-	-	-	-	-	-	-	-	-	-	-	-	2,715
610: Expenses - General	4,924	-	-	-	-	-	-	-	-	-	-	-	-	4,924
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,176	-	-	-	-	-	-	-	-	-	-	-	-	2,176
914: Pension and Benefits	6,131	-	-	-	-	-	-	-	-	-	-	-	-	6,131
915: Injuries and Damages	475	-	-	-	-	-	-	-	-	-	-	-	-	475
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	46,045	-	-	-	-	-	-	-	-	-	-	-	-	46,045
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(800,102)	-	-	-	-	-	-	-	-	-	-	-	-	(800,102)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828262 PeopleSoft HCM On-Boarding

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 6/9/2022

Estimated Completion Date 10/31/2022

Description

The PeopleSoft Human Capital Management (HCM) On-Boarding project will implement a new module in the company's existing PeopleSoft HCM system to automate a number of required activities associated with Day One for new employees. Currently, many activities require time-consuming and error-prone interactions and training sessions between new employees and the company's Human Resources (HR) department. After completion of this project, which integrates specialized on-boarding activities with other data already available in the HCM system, much of the manual work will become significantly more efficient.

Project Need Justification

Current processes associated with establishing new hire employees in their new jobs can be very labor intensive and error-prone. Recent post-pandemic volatility in the job market has greatly increased the number of on-boarding activities over past patterns, further incentivizing PNMR to invest in the significant efficiency gains to be realized with this project.

Project Alternatives

Given the workload and error-correction required by and of current manual processes, doing nothing is an unappealing option to address deficiencies inherent in the current on-boarding protocol. Other vendors offer similar on-boarding automation capabilities; however, PNMR's significant investment in PeopleSoft strongly favors a solution that is specifically tailored to the company's long-standing HRM system.

Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

On-boarding is a key, early process in the hiring life of every PNMR employee, establishing expectations about how the company works, what its values are, and what customers need and want from the company. Ensuring that this process is efficient, consistent, and error-free pays dividends to customers in the form of uniformly high satisfaction interactions and consistently high standards "behind the scenes" where customers may not even meet employees.

Primary Value Driver

Reliability

Safety

Reliability

Replacing sometimes haphazard, inconsistent, and labor-intensive manual on-boarding processes with a consistent automated system will help ensure PNMR employees start their careers with the company in a positive way. When high standards are established at the outset, employee performance is much more likely to be at similarly high levels.

System Performance

Security

Compliance

Environmental

Project No:	96828262 PeopleSoft HCM On-Boarding							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	48,314	88,000	37,426	32,507	-	-	206,246
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	31	133	247	339	-	-	749
610: Expenses - General	-	-	-	-	2,646	-	-	2,646
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	(209,642)	-	-	(209,642)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	48,344	88,133	37,673	(174,150)	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
	110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	206,246	-	-	-	-	-	-	-	-	-	-	-	-	206,246
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	749	-	-	-	-	-	-	-	-	-	-	-	-	749
610: Expenses - General	2,646	-	-	-	-	-	-	-	-	-	-	-	-	2,646
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(209,642)	-	-	-	-	-	-	-	-	-	-	-	-	(209,642)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
	110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	206,246	-	-	-	-	-	-	-	-	-	-	-	-	206,246
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	749	-	-	-	-	-	-	-	-	-	-	-	-	749
610: Expenses - General	2,646	-	-	-	-	-	-	-	-	-	-	-	-	2,646
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(209,642)	-	-	-	-	-	-	-	-	-	-	-	-	(209,642)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828322 Telecom-New Capabilities Prgrm 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 3/1/2022

Estimated Completion Date 12/31/2022

County %	Bernalillo	75%
	DentonTX	10%
	Counties<1%	15%

Description

The Telecom New Capabilities Program is a collection of one or more projects focused on adding new, necessary communications systems that support or improve functions carried out by PNM's transmission, distribution, and shared services management functions. Examples of projects associated with Telecom-New Capabilities Program include implementation of new border gateway protocol routers and additional redundancy and resilience provided to PNM's new digital telephone systems through the addition of divergent routing through new servers. This project covers work performed in 2022.

Project Need Justification

The Telecom-New Capabilities Program helps ensure PNM's projected future projects in the telecommunications area include consideration of necessary new technological developments that improve critical reliability and lower costs, for example, by replacing expensive leased telephone lines with digital capabilities provided by leveraging existing networks. Projects implemented under the Telecom New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Telecom New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake and implement projects proposed under this program would potentially leave PNM vulnerable to risks associated with obsolescence as well as new sophisticated attempts to disrupt operations.

Project Estimate Approach

Telecom New Capabilities budget estimates are based on expert assessment of likely costs compared to priorities established within the overall PNM technology project portfolio. Projects implemented under the Telecom New Capabilities Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts.

Customer Benefit

The Telecom New Capabilities Program helps ensure customers have reliable, efficient electric service by funding needed improvements and updates to the telecommunications infrastructure that helps PNM manage its business as efficiently and safely as possible. Projects implemented under the Telecom New Capabilities Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability Whether by voice, computers, radios, or any other of the many ways PNM employees and systems talk with one another, reliable communications is of paramount criticality to safe, efficient, and timely operation of PNM's daily activities. Although this is especially the case during emergencies, even routine day-to-day activities, such as balancing the power supply on our transmission and distribution systems, rely on secure, immediate communications. Projects undertaken under the Telecom New Capabilities Program help ensure that PNM has no unmanaged communication gaps and risks.

System Performance Projects implemented under the Telecom New Capabilities Program Program primarily focus on improving performance in systems that facilitate efficient and dynamic communications.

Security

Compliance

Environmental

Project No:	96828322 Telecom-New Capabilities Prgrm 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	11,000	11,000	11,000	11,000	11,000	11,000	66,000
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	100,000	180,000	280,000
370: Outside Services	-	-	-	14,500	14,500	14,500	14,500	58,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	9	31	69	95	264	680	1,149
610: Expenses - General	-	-	-	-	-	-	3,183	3,183
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	878	878	878	878	878	878	5,267
914: Pension and Benefits	-	2,473	2,473	2,473	2,473	2,473	2,473	14,837
915: Injuries and Damages	-	191	191	191	191	191	191	1,148
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	7,315	13,167	20,482
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMNR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(19,218)	-	-	(430,848)	(450,066)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	14,551	14,573	9,894	29,137	136,621	(204,776)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	66,000	-	-	-	-	-	-	-	-	-	-	-	-	66,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	280,000	-	-	-	-	-	-	-	-	-	-	-	-	280,000
370: Outside Services	58,000	-	-	-	-	-	-	-	-	-	-	-	-	58,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,149	-	-	-	-	-	-	-	-	-	-	-	-	1,149
610: Expenses - General	3,183	-	-	-	-	-	-	-	-	-	-	-	-	3,183
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,267	-	-	-	-	-	-	-	-	-	-	-	-	5,267
914: Pension and Benefits	14,837	-	-	-	-	-	-	-	-	-	-	-	-	14,837
915: Injuries and Damages	1,148	-	-	-	-	-	-	-	-	-	-	-	-	1,148
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	20,482	-	-	-	-	-	-	-	-	-	-	-	-	20,482
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMNR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(450,066)	-	-	-	-	-	-	-	-	-	-	-	-	(450,066)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	66,000	-	-	-	-	-	-	-	-	-	-	-	-	66,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	280,000	-	-	-	-	-	-	-	-	-	-	-	-	280,000
370: Outside Services	58,000	-	-	-	-	-	-	-	-	-	-	-	-	58,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,149	-	-	-	-	-	-	-	-	-	-	-	-	1,149
610: Expenses - General	3,183	-	-	-	-	-	-	-	-	-	-	-	-	3,183
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,267	-	-	-	-	-	-	-	-	-	-	-	-	5,267
914: Pension and Benefits	14,837	-	-	-	-	-	-	-	-	-	-	-	-	14,837
915: Injuries and Damages	1,148	-	-	-	-	-	-	-	-	-	-	-	-	1,148
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	20,482	-	-	-	-	-	-	-	-	-	-	-	-	20,482
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMNR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(450,066)	-	-	-	-	-	-	-	-	-	-	-	-	(450,066)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828323 Telecom-New Capabilities Prgrm 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

County %	Bernalillo	50%	San Miguel	5%
	DentonTX	20%	Counties<1%	10%
	Santa Fe	5%		
	Dona Ana	5%		
	San Juan	5%		

Description

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System Performance

Projects implemented under the Telecom New Capabilities Program Program primarily focus on improving performance in systems that facilitate efficient and dynamic communications.

Security

Compliance

Environmental

Project No: 96828323 Telecom-New Capabilities Prgrm 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net								

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	8,719	8,719	8,719	8,719	8,719	8,719	8,719	8,719	8,719	8,719	8,719	95,909
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	220,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	11,364	11,364	11,364	11,364	11,364	11,364	11,364	11,364	11,364	11,364	11,364	125,000
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	58	188	333	492	645	806	964	1,138	901	1,053	1,238	7,815
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	6,622	6,622
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	696	696	696	696	696	696	696	696	696	696	696	7,654
914: Pension and Benefits	-	-	2,052	2,052	2,052	2,052	2,052	2,052	2,052	2,052	2,052	2,052	2,052	22,577
915: Injuries and Damages	-	-	192	192	192	192	192	192	192	192	192	192	192	2,110
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	16,051
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(118,958)	-	-	(384,780)	(503,738)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net			44,540	44,670	44,815	44,974	45,127	45,288	45,446	(73,338)	45,383	45,535	(332,438)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	95,909	-	-	-	-	-	-	-	-	-	-	-	-	95,909
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	220,000	-	-	-	-	-	-	-	-	-	-	-	-	220,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	125,000	-	-	-	-	-	-	-	-	-	-	-	-	125,000
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,815	-	-	-	-	-	-	-	-	-	-	-	-	7,815
610: Expenses - General	6,622	-	-	-	-	-	-	-	-	-	-	-	-	6,622
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	7,654	-	-	-	-	-	-	-	-	-	-	-	-	7,654
914: Pension and Benefits	22,577	-	-	-	-	-	-	-	-	-	-	-	-	22,577
915: Injuries and Damages	2,110	-	-	-	-	-	-	-	-	-	-	-	-	2,110
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	16,051	-	-	-	-	-	-	-	-	-	-	-	-	16,051
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(503,738)	-	-	-	-	-	-	-	-	-	-	-	-	(503,738)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net														

Project No: 96828324 Telecom-New Capabilities Prgrm 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

County %	Bernalillo	75%
	DentonTX	10%
	Counties<1%	15%

Description

The Telecom New Capabilities Program is a collection of one or more projects focused on adding new, necessary communications systems that support or improve functions carried out by PNM's transmission, distribution, and shared services management functions. Examples of projects associated with Telecom-New Capabilities Program include implementation of new border gateway protocol routers and additional redundancy and resilience provided to PNM's new digital telephone systems through the addition of divergent routing through new servers. This project covers work performed in 2024.

Project Need Justification

The Telecom-New Capabilities Program helps ensure PNM's projected future projects in the telecommunications area include consideration of necessary new technological developments that improve critical reliability and lower costs, for example, by replacing expensive leased telephone lines with digital capabilities provided by leveraging existing networks. Projects implemented under the Telecom New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Telecom New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake and implement projects proposed under this program would potentially leave PNM vulnerable to risks associated with obsolescence as well as new sophisticated attempts to disrupt operations.

Project Estimate Approach

Telecom New Capabilities budget estimates are based on expert assessment of likely costs compared to priorities established within the overall PNM technology project portfolio. Projects implemented under the Telecom New Capabilities Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts.

Customer Benefit

The Telecom New Capabilities Program helps ensure customers have reliable, efficient electric service by funding needed improvements and updates to the telecommunications infrastructure that helps PNM manage its business as efficiently and safely as possible. Projects implemented under the Telecom New Capabilities Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

System Performance

Safety

Reliability

Whether by voice, computers, radios, or any other of the many ways PNM employees and systems talk with one another, reliable communications is of paramount criticality to safe, efficient, and timely operation of PNM's daily activities. Although this is especially the case during emergencies, even routine day-to-day activities, such as balancing the power supply on our transmission and distribution systems, rely on secure, immediate communications. Projects undertaken under the Telecom New Capabilities Program help ensure that PNM has no unmanaged communication gaps and risks.

System Performance

Projects implemented under the Telecom New Capabilities Program Program primarily focus on improving performance in systems that facilitate efficient and dynamic communications.

Security

Compliance

Environmental

Project No: 96828324 Telecom-New Capabilities Prgrm 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	180,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	116	348	582	816	745	982	1,221	568	799	1,088	7,266
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	25,190	25,190
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	1,436	1,436	1,436	1,436	1,436	1,436	1,436	1,436	1,436	1,436	14,364
914: Pension and Benefits	-	-	-	4,237	4,237	4,237	4,237	4,237	4,237	4,237	4,237	4,237	4,237	42,372
915: Injuries and Damages	-	-	-	396	396	396	396	396	396	396	396	396	396	3,960
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	2,918	2,918	2,918	2,918	2,918	2,918	2,918	2,918	2,918	2,918	29,184
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(89,039)	-	-	(253,894)	-	-	(359,403)	(702,336)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	67,104	67,336	67,570	(21,235)	67,733	67,970	(185,685)	67,556	67,787	(266,137)	-

Project No: 96828422 CPR Cybersecurity 2022
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2022
Estimated Completion Date 12/31/2022

County %	Bernalillo	55%
	DentonTX	20%
	Dona Ana	5%
	Counties<1%	20%

Description
 The CPR (Computer Platform Refresh) Cybersecurity project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's efforts to combat illegitimate access to our networks, computer systems, and telecommunications infrastructure. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Examples of equipment refreshed under this project include smaller firewalls and security system component license renewals. This project covers equipment replacements in 2022.

Project Need Justification
 Each of the many individual components of PNM's cybersecurity infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new cybersecurity threats. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
 PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of cybersecurity, where threats are real, numerous, and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
 Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
 PNM customers reap benefits of reliability and system performance when cybersecurity that protects critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Security

Safety

Reliability

System Performance

Security
 In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Cybersecurity assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

Compliance

Environmental

Project No: 96828422 CPR Cybersecurity 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	222	2,727	2,727	2,727	2,727	2,727	2,727	16,585
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	16,364	16,364	16,364	16,364	56,000	82,000	203,455
370: Outside Services	-	909	909	909	909	909	909	5,455
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	1	14	48	88	137	235	428	953
610: Expenses - General	-	-	-	-	-	-	201	201
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	18	218	218	218	218	218	218	1,324
914: Pension and Benefits	50	613	613	613	613	613	613	3,728
915: Injuries and Damages	4	47	47	47	47	47	47	289
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	1,197	1,197	1,197	1,197	4,096	5,998	14,883
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(246,870)	(246,870)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	294	22,090	22,123	22,164	22,213	64,846	(153,728)	1

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	16,585	-	-	-	-	-	-	-	-	-	-	-	-	16,585
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	203,455	-	-	-	-	-	-	-	-	-	-	-	-	203,455
370: Outside Services	5,455	-	-	-	-	-	-	-	-	-	-	-	-	5,455
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	953	-	-	-	-	-	-	-	-	-	-	-	-	953
610: Expenses - General	201	-	-	-	-	-	-	-	-	-	-	-	-	201
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,324	-	-	-	-	-	-	-	-	-	-	-	-	1,324
914: Pension and Benefits	3,728	-	-	-	-	-	-	-	-	-	-	-	-	3,728
915: Injuries and Damages	289	-	-	-	-	-	-	-	-	-	-	-	-	289
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	14,883	-	-	-	-	-	-	-	-	-	-	-	-	14,883
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(246,870)	-	-	-	-	-	-	-	-	-	-	-	-	(246,870)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1	-	-	-	-	-	-	-	-	-	-	-	-	1

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	16,585	-	-	-	-	-	-	-	-	-	-	-	-	16,585
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	203,455	-	-	-	-	-	-	-	-	-	-	-	-	203,455
370: Outside Services	5,455	-	-	-	-	-	-	-	-	-	-	-	-	5,455
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	953	-	-	-	-	-	-	-	-	-	-	-	-	953
610: Expenses - General	201	-	-	-	-	-	-	-	-	-	-	-	-	201
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,324	-	-	-	-	-	-	-	-	-	-	-	-	1,324
914: Pension and Benefits	3,728	-	-	-	-	-	-	-	-	-	-	-	-	3,728
915: Injuries and Damages	289	-	-	-	-	-	-	-	-	-	-	-	-	289
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	14,883	-	-	-	-	-	-	-	-	-	-	-	-	14,883
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(246,870)	-	-	-	-	-	-	-	-	-	-	-	-	(246,870)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1	-	-	-	-	-	-	-	-	-	-	-	-	1

Project No: 96828423 CPR Servers Storage 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 70%
DentonTX 30%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description
The Computer Platform Refresh (CPR) Servers Storage project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's data center infrastructure. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Examples of equipment refreshed under this project include physical servers, data storage components, and services associated with those replacements. This project covers work in 2023.

Project Need Justification
Each of the many individual components of PNM's data center infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new business needs. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit
PNM customers reap benefits of reliability and system performance when critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Reliability

Safety

Reliability In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Data center infrastructure assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

Compliance

Environmental

Project No: 96828423 CPR Servers Storage 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	120,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	117,143	117,143	58,571	-	117,143	-	-	-	(0)	410,000
370: Outside Services	-	-	-	-	-	48,718	48,718	48,718	48,718	48,718	48,718	48,718	38,974	380,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	23	260	797	1,323	1,670	2,115	2,599	2,859	3,080	3,362	18,089
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	8,886	8,886
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	958	958	958	958	958	958	958	958	958	958	9,576
914: Pension and Benefits	-	-	-	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	28,248
915: Injuries and Damages	-	-	-	264	264	264	264	264	264	264	264	264	264	2,640
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	8,547	8,547	4,273	-	8,547	-	-	-	-	29,914
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(1,007,353)	(1,007,353)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	16,069	141,996	191,251	128,933	66,435	192,569	67,363	67,623	67,845	(940,084)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	120,000	-	-	-	-	-	-	-	-	-	-	-	-	120,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	410,000	-	-	-	-	-	-	-	-	-	-	-	-	410,000
370: Outside Services	380,000	-	-	-	-	-	-	-	-	-	-	-	-	380,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	18,089	-	-	-	-	-	-	-	-	-	-	-	-	18,089
610: Expenses - General	8,886	-	-	-	-	-	-	-	-	-	-	-	-	8,886
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	9,576	-	-	-	-	-	-	-	-	-	-	-	-	9,576
914: Pension and Benefits	28,248	-	-	-	-	-	-	-	-	-	-	-	-	28,248
915: Injuries and Damages	2,640	-	-	-	-	-	-	-	-	-	-	-	-	2,640
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	29,914	-	-	-	-	-	-	-	-	-	-	-	-	29,914
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,007,353)	-	-	-	-	-	-	-	-	-	-	-	-	(1,007,353)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828424 CPR Servers Storage 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

<u>County %</u>	Bernalillo	70%
	DentonTX	30%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The Computer Platform Refresh (CPR) Servers Storage project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's data center infrastructure. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Examples of equipment refreshed under this project include smaller firewalls and security system component license renewals. This project covers work in 2024.

Project Need Justification

Each of the many individual components of PNM's data center infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new business needs. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNM customers reap benefits of reliability and system performance when critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Reliability

Safety

Reliability In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Data center infrastructure assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

Compliance

Environmental

Project No:

96828424 CPR Servers Storage 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	118,182	118,182	118,182	118,182	118,182	118,182	118,182	118,182	118,182	118,182	118,182	1,300,000
370: Outside Services	-	-	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	308,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	276	837	1,394	1,961	2,523	3,101	3,678	4,259	4,790	5,347	6,000	34,166
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	7,953	7,953
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	363	363	363	363	363	363	363	363	363	363	363	3,990
914: Pension and Benefits	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	11,770
915: Injuries and Damages	-	-	100	100	100	100	100	100	100	100	100	100	100	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	8,623	8,623	8,623	8,623	8,623	8,623	8,623	8,623	8,623	8,623	8,623	94,848
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(1,811,827)	(1,811,827)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	161,158	161,720	162,277	162,844	163,406	163,983	164,561	165,141	165,722	166,300	(1,636,992)	0

Project No: 96828442 GIS Ent. Platform Refresh 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 80%
DentonTX 20%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description
The GIS (Geospatial Information Systems) Enterprise Platform Refresh project will replace all worn or end-of-life computer components that host and support PNM's critical mapping capabilities, including interfaces with other systems that use maps. Every component PNM owns is mapped and described in detail on computerized versions of a variety of different types of maps that engineers and technicians rely on to accurately find and identify equipment. The hardware that runs these systems has a defined serviceable life that, if exceeded, risks critical system failure or unavailability. This project will replace, and where practical, improve the performance and reliability of GIS hardware, including servers, routers, load balancers, and specialized data storage.

Project Need Justification
Equipment supporting PNM's GIS systems is at end-of-life and must be refreshed with the best available replacement equipment that meets company requirements.

Project Alternatives
PNM continuously evaluates options available to host GIS systems. Currently, most of those components serve the company best by being sited on PNM premises. Doing nothing to replace worn or end-of-life equipment risks failure and falling out of support by vendors who provide maintenance. Therefore, the best available option at this time will be to replace equipment with similar or better current models that meet PNM requirements.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNM customers reap benefits of reliability and system performance when critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Reliability

Safety

Reliability In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. GIS infrastructure assets replaced at end-of-life by this project are key to ensuring operations are not disrupted.

System Performance In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. GIS infrastructure assets replaced at end-of-life by this project are key to ensuring operations are not disrupted.

Security

Compliance

Environmental

Project No:	96828442 GIS Ent. Platform Refresh 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	3,182	3,182	3,182	3,182	12,727
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	4,545	4,545	4,545	4,545	18,182
370: Outside Services	-	-	-	-	35,000	34,364	41,000	110,364
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	909	909	909	909	909	909	5,455
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	1	2	11	61	153	275	503
610: Expenses - General	-	-	-	-	-	-	3,361	3,361
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	254	254	254	254	1,016
914: Pension and Benefits	-	-	-	715	715	715	715	2,861
915: Injuries and Damages	-	-	-	55	55	55	55	221
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	333	333	333	333	1,330
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(156,019)	(156,019)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	910	911	10,004	45,054	44,510	(101,389)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	12,727	-	-	-	-	-	-	-	-	-	-	-	-	12,727
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	18,182	-	-	-	-	-	-	-	-	-	-	-	-	18,182
370: Outside Services	110,364	-	-	-	-	-	-	-	-	-	-	-	-	110,364
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,455	-	-	-	-	-	-	-	-	-	-	-	-	5,455
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	503	-	-	-	-	-	-	-	-	-	-	-	-	503
610: Expenses - General	3,361	-	-	-	-	-	-	-	-	-	-	-	-	3,361
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,016	-	-	-	-	-	-	-	-	-	-	-	-	1,016
914: Pension and Benefits	2,861	-	-	-	-	-	-	-	-	-	-	-	-	2,861
915: Injuries and Damages	221	-	-	-	-	-	-	-	-	-	-	-	-	221
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,330	-	-	-	-	-	-	-	-	-	-	-	-	1,330
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(156,019)	-	-	-	-	-	-	-	-	-	-	-	-	(156,019)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	12,727	-	-	-	-	-	-	-	-	-	-	-	-	12,727
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	18,182	-	-	-	-	-	-	-	-	-	-	-	-	18,182
370: Outside Services	110,364	-	-	-	-	-	-	-	-	-	-	-	-	110,364
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	5,455	-	-	-	-	-	-	-	-	-	-	-	-	5,455
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	503	-	-	-	-	-	-	-	-	-	-	-	-	503
610: Expenses - General	3,361	-	-	-	-	-	-	-	-	-	-	-	-	3,361
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,016	-	-	-	-	-	-	-	-	-	-	-	-	1,016
914: Pension and Benefits	2,861	-	-	-	-	-	-	-	-	-	-	-	-	2,861
915: Injuries and Damages	221	-	-	-	-	-	-	-	-	-	-	-	-	221
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,330	-	-	-	-	-	-	-	-	-	-	-	-	1,330
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(156,019)	-	-	-	-	-	-	-	-	-	-	-	-	(156,019)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828444 Ent Asset Mgmt Prog 2024

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The Enterprise Asset Management Program is a collection of one or more projects focused on adding new, necessary computer systems capabilities that support or improve functions carried out by many areas of PNMR's operations. This program specifically supports projects that improve capabilities in PNMR's core asset management system, Maximo. Assets managed by Maximo include every component associated with delivery of services to customers as well as work associated with installing and maintaining those assets.

Project Need Justification

Although the Maximo system that is central to asset management at PNMR is robust and comprehensive in design, PNMR continually identifies highly effective improvements in its functionality. Those ideas for improvement are derived from employees and departments who depend on the systems, and are evaluated and prioritized by a governance team of key system stakeholders and managers. Projects developed under the Ent Asset Mgmt Program are approved by this governance team.

Project Alternatives

PNMR is careful to maintain its core asset system, Maximo, in a state that can be serviced and maintained readily by its vendor, International Business Machines (IBM). As a result, only the most salient and promising new development associated with this system is approved to become possible projects under the Ent Asset Mgmt Program.

Project Estimate Approach

Project estimates are derived from a combination of inputs and estimates provided by a key, trusted third party contract development partner as well as estimates for internal labor and administrative overhead gained from similar past efforts.

Customer Benefit

PNMR customers benefit from projects undertaken under the Ent. Asset Mgmt Program because of the quick response and reliability made possible by the company using these systems to understand easily where and what equipment is involved in a repair or an improvement to services. For example, improvements to asset management systems undertaken through this program allow PNMR to systematically identify which pieces of equipment are most likely to fail in the near future, thereby permitting the company a proactive opportunity to replace devices before they fail.

Primary Value Driver System Performance

Safety

Reliability

System Performance The hundreds of thousands of individual assets maintained in PNMR's Enterprise Asset Management systems each play a key role in ensuring customers receive the services expected and in ensuring the company can maintain those services in a cost-effective way.

Security

Compliance

Environmental

Project No: 96828444 Ent Asset Mgmt Prog 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	40,909
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,688	61,234
370: Outside Services	-	-	-	13,425	13,425	13,425	13,425	15,752	13,425	13,425	13,425	13,425	4,000	127,150
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	23	93	186	280	379	479	575	460	553	638	3,666
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	363	363	363	363	363	363	363	363	363	3,265
914: Pension and Benefits	-	-	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	9,630
915: Injuries and Damages	-	-	-	-	100	100	100	100	100	100	100	100	100	900
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	497	497	497	497	497	497	497	497	488	4,468
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(58,964)	-	-	(192,257)	(251,221)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	13,448	26,912	27,005	27,098	29,525	27,297	(31,571)	27,279	27,372	(174,365)	0

Project No: 96828521 Lic. Mgmt Improvement
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2021

Estimated Completion Date 10/31/2022

Description
 PNMR has an increasingly complex array of software licensing agreements for the many systems it relies on to conduct daily operations. The company has outgrown the historical method of tracking what it has rights to, which version it is using where, and when licenses expire. Those historical tools incur increasing risk that PNMR will exhaust license terms without being aware of it, use different, incompatible or even dangerous versions at diverse locations, or lose sight of opportunities to improve tools that have become inadequate. The License Management Improvement project seeks to analyze needs, identify solution(s), and implement a more systematic approach to meet the challenges of the future.

Project Need Justification
 Failure to implement a current solution that meets PNMR's needs is likely to incur monetary risk for uncontrolled license management. It is also likely to incur unnecessary and dangerous security risks as older, less robust copies of software continue to exist in PNMR's computing environment.

Project Alternatives
 PNMR has exhausted the possibilities afforded by inexpensive, manual solutions such as passive spreadsheets. PNMR will thoroughly research options available from qualified vendors, compare bids, and choose the appropriate solution that meets company business and cost requirements.

Project Estimate Approach
 PNMR possesses substantial expertise evaluating and implementing solutions that will meet its business requirements. The company will solicit qualified bids and combine those costs with historical information it possesses about likely internal labor and administrative costs for projects of this scale and nature. Initial order of magnitude estimates were gathered and weighed along side historical data related to the scope and size of the expected solution in order to arrive at an estimate.

Customer Benefit
 PNMR customers will benefit from the Licensing Management Improvement project through expected reduction in non-compliance fines and "true-up" costs vendor can and do assess against companies like PNMR that it finds non-compliant with licensing terms. Customers also benefit from the improved security expected of a business that recognizes where older, riskier software may be used so it can be replaced efficiently.

Primary Value Driver System Performance

Safety

Reliability

System Performance Failure to comply with and maintain current licensing agreements increases risk that PNMR will face fines or unexpected "true-up" costs. The new Licensing Management Improvement project solution is expected to reduce those risks significantly.

Security

Compliance

Environmental

Project No:

96828521 Lic. Mgmt Improvement

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	5,991	-	-	-	-	-	-	5,991
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	144,283	50,000	215,000	-	-	-	-	409,283
374: Outside Services Legal	2,611	-	-	-	-	-	-	2,611
377: Outside Svcs-Temp Labor	5,633	3,500	3,500	-	-	-	-	12,633
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	4,823	1,083	1,430	1,772	1,973	-	-	11,080
610: Expenses - General	660,854	-	15,067	-	-	-	-	675,921
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	474	-	-	-	-	-	-	474
914: Pension and Benefits	1,347	-	-	-	-	-	-	1,347
915: Injuries and Damages	103	-	-	-	-	-	-	103
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	2,544	-	-	-	-	-	-	2,544
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	(1,117,555)	-	-	(1,117,555)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	828,663	54,583	234,997	1,772	(1,115,583)	-	-	4,432

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	5,991	-	-	-	-	-	-	-	-	-	-	-	-	5,991
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	409,283	-	-	-	-	-	-	-	-	-	-	-	-	409,283
374: Outside Services Legal	2,611	-	-	-	-	-	-	-	-	-	-	-	-	2,611
377: Outside Svcs-Temp Labor	12,633	-	-	-	-	-	-	-	-	-	-	-	-	12,633
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	11,080	-	-	-	-	-	-	-	-	-	-	-	-	11,080
610: Expenses - General	675,921	-	-	-	-	-	-	-	-	-	-	-	-	675,921
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	474	-	-	-	-	-	-	-	-	-	-	-	-	474
914: Pension and Benefits	1,347	-	-	-	-	-	-	-	-	-	-	-	-	1,347
915: Injuries and Damages	103	-	-	-	-	-	-	-	-	-	-	-	-	103
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,544	-	-	-	-	-	-	-	-	-	-	-	-	2,544
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,117,555)	-	-	-	-	-	-	-	-	-	-	-	-	(1,117,555)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	4,432	-	-	-	-	-	-	-	-	-	-	-	-	4,432

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	5,991	-	-	-	-	-	-	-	-	-	-	-	-	5,991
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	409,283	-	-	-	-	-	-	-	-	-	-	-	-	409,283
374: Outside Services Legal	2,611	-	-	-	-	-	-	-	-	-	-	-	-	2,611
377: Outside Svcs-Temp Labor	12,633	-	-	-	-	-	-	-	-	-	-	-	-	12,633
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	11,080	-	-	-	-	-	-	-	-	-	-	-	-	11,080
610: Expenses - General	675,921	-	-	-	-	-	-	-	-	-	-	-	-	675,921
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	474	-	-	-	-	-	-	-	-	-	-	-	-	474
914: Pension and Benefits	1,347	-	-	-	-	-	-	-	-	-	-	-	-	1,347
915: Injuries and Damages	103	-	-	-	-	-	-	-	-	-	-	-	-	103
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,544	-	-	-	-	-	-	-	-	-	-	-	-	2,544
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,117,555)	-	-	-	-	-	-	-	-	-	-	-	-	(1,117,555)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	4,432	-	-	-	-	-	-	-	-	-	-	-	-	4,432

Project No: 96828522 Cybersecurity Program 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The Cybersecurity Program is a collection of one or more projects focused on adding new, necessary computer security systems that support or improve functions carried out by PNM's transmission, distribution, and shared services services. Examples of projects implemented under this program include Enterprise Information Inventory (EII) and Intelligence and Threat Monitoring. This project includes the additions implemented in 2022.

Project Need Justification

The Cybersecurity Program exists to ensure smaller scale and unanticipated needs and opportunities for data and network security improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Cybersecurity Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

To not undertake and implement projects proposed under this program (a do nothing approach) would potentially leave PNM vulnerable to increased, ever-evolving cyber threats. This alternative was not considered viable.

Project Estimate Approach

Projects implemented under the Cybersecurity Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Cybersecurity Program helps ensure customers have reliable, efficient electric service by funding new efforts to address very serious, active, and evolving cyber threats. Projects implemented under the Cybersecurity Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

Security

Safety

Reliability

System Performance

Security

In the ever-increasing threat landscape posed by modern computerized operations, investments in new, improved cybersecurity capabilities are paramount to the safe, secure, and reliable operations of PNM's services to its customers.

Compliance

Environmental

Project No:	96828522 Cybersecurity Program 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	6,364	6,364	6,364	6,364	6,364	6,364	38,182
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	37,727	37,727	37,727	37,727	37,727	37,727	226,364
370: Outside Services	-	-	-	65,000	20,000	40,000	270,000	395,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	31	105	246	312	496	995	2,186
610: Expenses - General	-	-	-	-	-	-	9,504	9,504
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	508	508	508	508	508	508	3,047
914: Pension and Benefits	-	1,431	1,431	1,431	1,431	1,431	1,431	8,583
915: Injuries and Damages	-	111	111	111	111	111	111	664
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	2,760	2,760	2,760	2,760	2,760	2,760	16,559
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(69,987)	-	-	(630,102)	(700,089)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	48,931	49,005	44,159	69,212	89,396	(300,703)	0

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	38,182	-	-	-	-	-	-	-	-	-	-	-	-	38,182
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	226,364	-	-	-	-	-	-	-	-	-	-	-	-	226,364
370: Outside Services	395,000	-	-	-	-	-	-	-	-	-	-	-	-	395,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,186	-	-	-	-	-	-	-	-	-	-	-	-	2,186
610: Expenses - General	9,504	-	-	-	-	-	-	-	-	-	-	-	-	9,504
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,047	-	-	-	-	-	-	-	-	-	-	-	-	3,047
914: Pension and Benefits	8,583	-	-	-	-	-	-	-	-	-	-	-	-	8,583
915: Injuries and Damages	664	-	-	-	-	-	-	-	-	-	-	-	-	664
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	16,559	-	-	-	-	-	-	-	-	-	-	-	-	16,559
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(700,089)	-	-	-	-	-	-	-	-	-	-	-	-	(700,089)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	38,182	-	-	-	-	-	-	-	-	-	-	-	-	38,182
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	226,364	-	-	-	-	-	-	-	-	-	-	-	-	226,364
370: Outside Services	395,000	-	-	-	-	-	-	-	-	-	-	-	-	395,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,186	-	-	-	-	-	-	-	-	-	-	-	-	2,186
610: Expenses - General	9,504	-	-	-	-	-	-	-	-	-	-	-	-	9,504
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,047	-	-	-	-	-	-	-	-	-	-	-	-	3,047
914: Pension and Benefits	8,583	-	-	-	-	-	-	-	-	-	-	-	-	8,583
915: Injuries and Damages	664	-	-	-	-	-	-	-	-	-	-	-	-	664
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	16,559	-	-	-	-	-	-	-	-	-	-	-	-	16,559
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(700,089)	-	-	-	-	-	-	-	-	-	-	-	-	(700,089)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828523 CPR PCs 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

County %		
	Bernalillo	50%
	DentonTX	40%
	Dona Ana	5%
	Santa Fe	5%

Description

The CPR (Computer Platform Refresh) PCs (Personal Computer, meaning any device used directly by employees to access systems and perform job duties) project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's employees' work both in the office and field. Old equipment replaced under this project will be replaced with new functional equivalent equipment. This project covers replacements in 2023.

Project Need Justification

Each of the many individual components of PNM's PC landscape has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new business needs. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNM customers reap benefits of reliability and system performance when crucial employee computer tools that delivers company services are in top-flight working condition.

Primary Value Driver

Reliability

Safety

Reliability

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Employee computing assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Employee computing assets replaced at end-of-life by this blanket project are key to ensuring operations are secure.

Compliance

Environmental

Project No:

96828523 CPR PCs 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	57,273	57,273	57,273	57,273	57,273	57,273	57,273	57,273	57,273	57,273	57,273	630,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	12,636	12,636	12,636	12,636	12,636	12,636	12,636	12,636	12,636	12,636	12,636	139,000
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	105	341	605	893	1,171	1,463	1,751	2,067	2,374	2,649	2,981	16,401
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	742	742
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	399	399	399	399	399	399	399	399	399	399	399	4,389
914: Pension and Benefits	-	-	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	12,947
915: Injuries and Damages	-	-	110	110	110	110	110	110	110	110	110	110	110	1,210
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	4,179	45,965
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(905,653)	(905,653)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	80,879	81,115	81,378	81,666	81,944	82,237	82,524	82,841	83,148	83,423	(821,156)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	55,000	-	-	-	-	-	-	-	-	-	-	-	-	55,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	630,000	-	-	-	-	-	-	-	-	-	-	-	-	630,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	139,000	-	-	-	-	-	-	-	-	-	-	-	-	139,000
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	16,401	-	-	-	-	-	-	-	-	-	-	-	-	16,401
610: Expenses - General	742	-	-	-	-	-	-	-	-	-	-	-	-	742
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,389	-	-	-	-	-	-	-	-	-	-	-	-	4,389
914: Pension and Benefits	12,947	-	-	-	-	-	-	-	-	-	-	-	-	12,947
915: Injuries and Damages	1,210	-	-	-	-	-	-	-	-	-	-	-	-	1,210
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	45,965	-	-	-	-	-	-	-	-	-	-	-	-	45,965
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(905,653)	-	-	-	-	-	-	-	-	-	-	-	-	(905,653)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828524 CPR PCs 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

County %		
	Bernalillo	50%
	DentonTX	40%
	Dona Ana	5%
	Santa Fe	5%

Description

The CPR (Computer Platform Refresh) PCs (Personal Computer, meaning any device used directly by employees to access systems and perform job duties) project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's employees' work both in the office and field. Old equipment replaced under this project will be replaced with new functional equivalent equipment. This project covers replacements in 2024.

Project Need Justification

Each of the many individual components of PNM's PC landscape has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new business needs. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNM customers reap benefits of reliability and system performance when crucial employee computer tools that delivers company services are in top-flight working condition.

Primary Value Driver

Reliability

Safety

Reliability

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Employee computing assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Employee computing assets replaced at end-of-life by this blanket project are key to ensuring operations are secure.

Compliance

Environmental

Project No:

96828524 CPR PCs 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	4,455	49,000
120: Overtime-General	-	-	36,364	36,364	36,364	36,364	36,364	36,364	36,364	36,364	36,364	36,364	36,364	382,000
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	27,005	10,802	27,005	27,005	27,005	27,005	27,005	27,005	2,160	(0)	202,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	94	331	585	844	1,128	1,420	1,712	2,006	2,276	2,516	2,724	15,636
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	11,052	11,052
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	3,257	1,821	34,394
914: Pension and Benefits	-	-	9,609	9,609	9,609	9,609	9,609	9,609	9,609	9,609	9,609	9,609	5,371	101,457
915: Injuries and Damages	-	-	898	898	898	898	898	898	898	898	898	898	502	9,482
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNM D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(805,022)	(805,022)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	54,676	81,918	65,969	82,431	82,716	83,008	83,300	83,593	83,864	59,258	(760,733)	0

Project No: 96828542 Ent Info Gov Program 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 3/31/2023

Description
The Enterprise Information Governance Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, or shared services management services. Their purpose is to establish rational, systematic processes that guide analyses and responses by various company units in a way that can be checked, confirmed, tracked, and audited at any time with minimal manual research. Examples of projects under this program include new efforts to address new Environmental, Social and Governance (ESG) requirements as well as efforts to streamline overall data management. This project includes additions implemented in 2022.

Project Need Justification
The Enterprise Info Governance Program exists to ensure smaller scale and unanticipated needs and opportunities for ESG and data management improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Enterprise Information Governance Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives
The alternative is a do nothing approach. This alternative was not considered as it leaves PNM unable to respond to ESG requirements and data management inefficiencies and concerns in a timely manner.

Project Estimate Approach
Projects implemented under the Enterprise Information Governance Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit
The Enterprise Information Governance Program helps ensure customers have reliable, efficient electric service by funding new efforts to address ESG requirements as well as needed improvements and updates to the data management systems that help PNM manage its business as efficiently as possible. Projects implemented under the Enterprise Information Governance Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Compliance

Safety

Reliability

System Performance

Security

Compliance Projects implemented under the Enterprise Information Governance program have as their core driver the need to ensure the "right hand knows what the left hand is doing." In an increasingly complex, information-driven business environment, the risks of failure in this domain are significant, leading to increased unnecessary cost or even system delivery failures. Implementation of systems under this program are intended to mitigate those risks.

Environmental

Project No:	96828542 Ent Info Gov Program 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	13,636	13,636	13,636	13,636	13,636	13,636	81,818
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	50,000	22,727	22,727	22,727	31,000	149,182
370: Outside Services	-	36,000	15,000	30,000	24,158	24,158	24,158	153,474
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	34	140	282	312	472	675	1,915
610: Expenses - General	-	-	-	-	-	-	824	824
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	1,088	1,088	1,088	1,088	1,088	1,088	6,529
914: Pension and Benefits	-	3,065	3,065	3,065	3,065	3,065	3,065	18,393
915: Injuries and Damages	-	237	237	237	237	237	237	1,424
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	3,658	1,663	1,663	1,663	2,268	10,913
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(70,483)	-	-	(353,988)	(424,471)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	54,062	86,825	2,216	66,887	67,047	(277,036)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	81,818	2,500	2,500	2,500	-	-	-	-	-	-	-	-	-	89,318
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	149,182	-	-	-	-	-	-	-	-	-	-	-	-	149,182
370: Outside Services	153,474	45,000	45,000	45,000	-	-	-	-	-	-	-	-	-	288,474
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,915	59	189	347	-	-	-	-	-	-	-	-	-	2,510
610: Expenses - General	824	-	-	4,621	-	-	-	-	-	-	-	-	-	5,445
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	6,529	200	200	200	-	-	-	-	-	-	-	-	-	7,128
914: Pension and Benefits	18,393	589	589	589	-	-	-	-	-	-	-	-	-	20,158
915: Injuries and Damages	1,424	55	55	55	-	-	-	-	-	-	-	-	-	1,589
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	10,913	-	-	-	-	-	-	-	-	-	-	-	-	10,913
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(424,471)	-	-	(150,246)	-	-	-	-	-	-	-	-	-	(574,717)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	48,402	48,532	(96,935)	-	-	-	-	-	-	-	-	-	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	89,318	-	-	-	-	-	-	-	-	-	-	-	-	89,318
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	149,182	-	-	-	-	-	-	-	-	-	-	-	-	149,182
370: Outside Services	288,474	-	-	-	-	-	-	-	-	-	-	-	-	288,474
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,510	-	-	-	-	-	-	-	-	-	-	-	-	2,510
610: Expenses - General	5,445	-	-	-	-	-	-	-	-	-	-	-	-	5,445
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	7,128	-	-	-	-	-	-	-	-	-	-	-	-	7,128
914: Pension and Benefits	20,158	-	-	-	-	-	-	-	-	-	-	-	-	20,158
915: Injuries and Damages	1,589	-	-	-	-	-	-	-	-	-	-	-	-	1,589
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	10,913	-	-	-	-	-	-	-	-	-	-	-	-	10,913
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(574,717)	-	-	-	-	-	-	-	-	-	-	-	-	(574,717)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96828543 AppWorx Upgrade 2023
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
 The AppWorx (Applications Manager) Upgrade project is a required effort that will result in implementation of the latest stable version of a key "middleware" tool PNM uses to schedule processes to run on various systems at predictable, efficient times. Many critical systems in use at PNM rely on updates of information from other systems and then processes that information to arrive at conclusions, identify potential issues, ensure information being reported to other entities is current and accurate, etc. AppWorx is a tool that ensures those "jobs" are run precisely when needed or expected. This project will replace an older, outdated version of this tool with a current version.

Project Need Justification
 The AppWorx Upgrade project must be implemented as planned to ensure an older, no longer supported version of the tool is replaced by the latest update. Upgrades include work to ensure the underlying infrastructure supporting this system are also current and robust enough to carry out expected functions.

Project Alternatives
 Although other similar tools are available should PNM choose to invest in them, the current scheduling tool, AppWorx, has been used successfully for many years at PNM. Replacing this system would incur significant cost and risk PNM does not believe is warranted. Failure to upgrade the current outdated version of the tool increases risk as it is unsupported by the vendor.

Project Estimate Approach
 PNM has upgraded the AppWorx system a number of times over many years and has a clear history of associated costs. That history, plus inflationary estimates, is used to derive a expected cost of this upgrade.

Customer Benefit
 AppWorx is used to execute and manage systems job scheduling for critical systems at PNM, including Banner in New Mexico and Texas. This directly impacts the operational efficiency of systems that serve the customer, including billing, meter reads, etc.

Primary Value Driver System Performance

Safety

Reliability

System Performance Because of the highly interconnected, interdependent nature of modern computer systems, a "middleware" job scheduling program like AppWorx is vital to the performance and accuracy of many systems at PNM. It is vital to upgrade this system from time to time to ensure continued and even increased performance from dependent systems.

Security

Compliance

Environmental

Project No: 96828543 AppWorx Upgrade 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	10,000	10,000	15,000	15,000	18,182	18,182	18,182	18,182	18,182	18,182	18,182	177,273
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	30,000	-	-	-	-	-	-	-	-	-	-	30,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	10,000	10,000	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	59	147	207	281	358	447	533	629	721	821	968	5,172
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	7,150	7,150
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	798	798	1,197	1,197	1,451	1,451	1,451	1,451	1,451	1,451	1,451	14,146
914: Pension and Benefits	-	-	2,354	2,354	3,531	3,531	4,280	4,280	4,280	4,280	4,280	4,280	4,280	41,730
915: Injuries and Damages	-	-	220	220	330	330	400	400	400	400	400	400	400	3,900
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	2,189	-	-	-	-	-	-	-	-	-	-	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(301,560)	(301,560)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	45,620	13,519	20,265	20,339	24,671	24,759	24,846	24,941	25,034	35,134	(259,129)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	177,273	-	-	-	-	-	-	-	-	-	-	-	-	177,273
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
370: Outside Services	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	5,172	-	-	-	-	-	-	-	-	-	-	-	-	5,172
610: Expenses - General	7,150	-	-	-	-	-	-	-	-	-	-	-	-	7,150
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	14,146	-	-	-	-	-	-	-	-	-	-	-	-	14,146
914: Pension and Benefits	41,730	-	-	-	-	-	-	-	-	-	-	-	-	41,730
915: Injuries and Damages	3,900	-	-	-	-	-	-	-	-	-	-	-	-	3,900
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,189	-	-	-	-	-	-	-	-	-	-	-	-	2,189
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(301,560)	-	-	-	-	-	-	-	-	-	-	-	-	(301,560)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828544 Ent Info Gov Program 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The Enterprise Information Governance Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, or shared services management services. Their purpose is to establish rational, systematic processes that guide analyses and responses by various company units in a way that can be checked, confirmed, tracked, and audited at any time with minimal manual research. Examples of projects under this program include new efforts to address new Environmental, Social and Governance (ESG) requirements as well as efforts to streamline overall data management. This project includes additions implemented in 2024.

Project Need Justification

The Enterprise Info Governance Program exists to ensure smaller scale and unanticipated needs and opportunities for ESG and data management improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Enterprise Information Governance Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

The alternative is a do nothing approach. This alternative was not considered as it leaves PNM unable to respond to ESG requirements and data management inefficiencies and concerns in a timely manner.

Project Estimate Approach

Projects implemented under the Enterprise Information Governance Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Enterprise Information Governance Program helps ensure customers have reliable, efficient electric service by funding new efforts to address ESG requirements as well as needed improvements and updates to the data management systems that help PNM manage its business as efficiently as possible. Projects implemented under the Enterprise Information Governance Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Compliance

Safety

Reliability

System Performance

Security

Compliance

Projects implemented under the Enterprise Information Governance program have as their core driver the need to ensure the "right hand knows what the left hand is doing." In an increasingly complex, information-driven business environment, the risks of failure in this domain are significant, leading to increased unnecessary cost or even system delivery failures. Implementation of systems under this program are intended to mitigate those risks.

Environmental

Project No:

96828544 Ent Info Gov Program 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	17,787	17,787	17,787	17,787	17,787	17,787	17,787	17,787	17,787	17,787	17,787	195,652
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	11,818	11,818	11,818	11,818	11,818	11,818	11,818	11,818	11,818	11,818	11,818	130,000
370: Outside Services	-	-	30,682	30,682	30,682	30,682	30,682	36,200	30,682	30,682	30,682	30,682	30,682	343,018
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	115	349	582	819	1,053	1,304	1,555	1,797	1,391	1,623	1,881	12,468
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	490	490
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	1,419	1,419	1,419	1,419	1,419	1,419	1,419	1,419	1,419	1,419	1,419	15,613
914: Pension and Benefits	-	-	4,187	4,187	4,187	4,187	4,187	4,187	4,187	4,187	4,187	4,187	4,187	46,056
915: Injuries and Damages	-	-	391	391	391	391	391	391	391	391	391	391	391	4,304
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	862	862	862	862	862	862	862	862	862	862	862	9,485
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(181,587)	-	-	(575,500)	(757,087)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	67,262	67,496	67,728	67,965	68,199	73,968	68,701	(112,644)	68,537	68,769	(505,982)	-

Project No: 96828546 Ent Info Gov Program 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
The Enterprise Information Governance Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, or shared services management services. Their purpose is to establish rational, systematic processes that guide analyses and responses by various company units in a way that can be checked, confirmed, tracked, and audited at any time with minimal manual research. Examples of projects under this program include new efforts to address new Environmental, Social and Governance (ESG) requirements as well as efforts to streamline overall data management. This project includes additions implemented in 2023.

Project Need Justification
The Enterprise Info Governance Program exists to ensure smaller scale and unanticipated needs and opportunities for ESG and data management improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Enterprise Information Governance Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives
The alternative is a do nothing approach. This alternative was not considered as it leaves PNM unable to respond to ESG requirements and data management inefficiencies and concerns in a timely manner.

Project Estimate Approach
Projects implemented under the Enterprise Information Governance Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit
The Enterprise Information Governance Program helps ensure customers have reliable, efficient electric service by funding new efforts to address ESG requirements as well as needed improvements and updates to the data management systems that help PNM manage its business as efficiently as possible. Projects implemented under the Enterprise Information Governance Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Compliance

Safety

Reliability

System Performance

Security

Compliance Projects implemented under the Enterprise Information Governance program have as their core driver the need to ensure the "right hand knows what the left hand is doing." In an increasingly complex, information-driven business environment, the risks of failure in this domain are significant, leading to increased unnecessary cost or even system delivery failures. Implementation of systems under this program are intended to mitigate those risks.

Environmental

Project No:	96828546 Ent Info Gov Program 2023							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	100,000
370: Outside Services	-	-	22,375	22,375	22,375	22,375	22,375	22,375	26,253	22,375	22,375	22,375	22,375	250,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	46	149	263	389	510	643	775	913	721	841	989	6,239
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	5,551	5,551
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	181	181	181	181	181	181	181	181	181	181	181	1,995
914: Pension and Benefits	-	-	535	535	535	535	535	535	535	535	535	535	535	5,885
915: Injuries and Damages	-	-	50	50	50	50	50	50	50	50	50	50	50	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	663	663	663	663	663	663	663	663	663	663	663	7,296
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(95,340)	-	-	(307,176)	(402,516)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	35,214	35,317	35,431	35,557	35,678	39,690	35,943	(59,259)	35,889	36,009	(265,468)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
370: Outside Services	250,000	-	-	-	-	-	-	-	-	-	-	-	-	250,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	6,239	-	-	-	-	-	-	-	-	-	-	-	-	6,239
610: Expenses - General	5,551	-	-	-	-	-	-	-	-	-	-	-	-	5,551
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,995	-	-	-	-	-	-	-	-	-	-	-	-	1,995
914: Pension and Benefits	5,885	-	-	-	-	-	-	-	-	-	-	-	-	5,885
915: Injuries and Damages	550	-	-	-	-	-	-	-	-	-	-	-	-	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	7,296	-	-	-	-	-	-	-	-	-	-	-	-	7,296
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(402,516)	-	-	-	-	-	-	-	-	-	-	-	-	(402,516)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828563 Certificate MFA Renewal 2023

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2023

Estimated Completion Date 6/30/2023

Description
This project is a periodic licensing agreement renewal for a critical service PNMR and all other entities in the world use to ensure sites accessed via the Internet and intranet are what and who they purport to be. Certificates are purchased and issued by a recognized authority that can assure a given site is safe to visit and transact business with. Multi-Factor Authentication (MFA) is a special security tool that requires a site visitor who wishes to transact business to prove they are authorized by responding with an additional piece of information only that visitor is likely to know, such as responding to a code as prompted by the host system. PNMR issues and consumes many certificates to conduct its business and makes increasing use of MFA tools. This project will replenish those tools.

Project Need Justification
Certificates and authority to make use of MFA tools are acquisitions PNMR must make from time to time as it expands and renews authorizations, which have a limited usable lifespan. PNMR requires replenishment of those tools to continue hosting existing websites and to create new ones, both for internal use and for use by customers and other non-company entities that require authorized access.

Project Alternatives
Certificates and MFA tools are offered by a number of internationally recognized entities that specialize in web security. PNMR uses specific providers based on history, trust, and reputation. Changing providers offers no real cost savings. Failure to renew existing or acquire new authority to use these tools would result in PNMR-hosted websites that do not meet the most basic levels of trust all users expect.

Project Estimate Approach
Cost of this project is purely driven by authorizing authority pricing; therefore, costs are based on vendor quotes with additional overhead allowed under accounting rules.

Customer Benefit
PNMR customers expect websites they visit that are hosted by PNMR to be safe and free of any of a number of common, dangerous misrepresentations and malware or viruses. They also expect reasonably strong efforts by PNMR to protect their own personal data maintained on company systems. Certificates and MFA are the foundations of those assurances.

Primary Value Driver Security

Safety

Reliability

System Performance

Security
PNMR customers expect web sites they visit that are hosted by PNMR to be safe and free of any of a number of common, dangerous misrepresentations and malware or viruses. They also expect reasonably strong efforts by PNMR to protect their own personal data maintained on company systems. Certificates and MFA are the foundations of those assurances.

Compliance

Environmental

Project No: 96828563 Certificate MFA Renewal 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	80,000	80,000	80,000	80,000	-	-	-	-	-	-	320,000
370: Outside Services	-	-	-	12,500	12,500	12,500	12,500	-	-	-	-	-	-	50,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	138	441	775	1,115	-	-	-	-	-	-	2,470
610: Expenses - General	-	-	-	-	-	-	5,203	-	-	-	-	-	-	5,203
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	5,837	5,837	5,837	5,837	-	-	-	-	-	-	23,347
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(401,020)	-	-	-	-	-	-	(401,020)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	98,475	98,778	99,112	(296,365)	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	320,000	-	-	-	-	-	-	-	-	-	-	-	-	320,000
370: Outside Services	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,470	-	-	-	-	-	-	-	-	-	-	-	-	2,470
610: Expenses - General	5,203	-	-	-	-	-	-	-	-	-	-	-	-	5,203
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	23,347	-	-	-	-	-	-	-	-	-	-	-	-	23,347
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(401,020)	-	-	-	-	-	-	-	-	-	-	-	-	(401,020)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828622 CPR PCs 2022
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2022
Estimated Completion Date 12/31/2022

County %		
Bernalillo		50%
DentonTX		40%
Dona Ana		5%
Santa Fe		5%

Description
 The CPR (Computer Platform Refresh) PCs (Personal Computer, meaning any device used directly by employees to access systems and perform job duties) project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's employees' work both in the office and field. Old equipment replaced under this project will be replaced with new functional equivalent equipment. This project will cover replacements in 2022.

Project Need Justification
 Each of the many individual components of PNM's PC landscape has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new business needs. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
 PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
 Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit
 PNM customers reap benefits of reliability and system performance when crucial employee computer tools that delivers company services are in top-flight working condition.

Primary Value Driver Reliability
Safety

Reliability
 In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Employee computing assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security
 In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Employee computing assets replaced at end-of-life by this blanket project are key to ensuring operations are secure.

Compliance

Environmental

Project No:

96828622 CPR PCS 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	37,223	2,500	2,500	2,500	2,500	2,500	1,000	50,723
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	403,998	200,000	200,000	200,000	200,000	200,000	50,000	1,453,998
370: Outside Services	3,188	46,963	46,963	46,963	-	-	-	144,077
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	823	771	1,252	1,811	2,442	3,106	3,746	13,951
610: Expenses - General	16,042	-	-	-	-	-	17,600	33,642
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,970	200	200	200	200	200	80	4,048
914: Pension and Benefits	8,368	562	562	562	562	562	225	11,402
915: Injuries and Damages	648	44	44	44	44	44	17	883
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	1,256	14,630	14,630	14,630	14,630	14,630	3,658	78,064
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(1,789,963)	(1,789,963)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	474,514	265,669	266,150	266,709	220,377	221,041	(1,713,637)	823

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	50,723	-	-	-	-	-	-	-	-	-	-	-	-	50,723
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	1,453,998	-	-	-	-	-	-	-	-	-	-	-	-	1,453,998
370: Outside Services	144,077	-	-	-	-	-	-	-	-	-	-	-	-	144,077
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	13,951	-	-	-	-	-	-	-	-	-	-	-	-	13,951
610: Expenses - General	33,642	-	-	-	-	-	-	-	-	-	-	-	-	33,642
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,048	-	-	-	-	-	-	-	-	-	-	-	-	4,048
914: Pension and Benefits	11,402	-	-	-	-	-	-	-	-	-	-	-	-	11,402
915: Injuries and Damages	883	-	-	-	-	-	-	-	-	-	-	-	-	883
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	78,064	-	-	-	-	-	-	-	-	-	-	-	-	78,064
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,789,963)	-	-	-	-	-	-	-	-	-	-	-	-	(1,789,963)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	823	-	-	-	-	-	-	-	-	-	-	-	-	823

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	50,723	-	-	-	-	-	-	-	-	-	-	-	-	50,723
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	1,453,998	-	-	-	-	-	-	-	-	-	-	-	-	1,453,998
370: Outside Services	144,077	-	-	-	-	-	-	-	-	-	-	-	-	144,077
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	13,951	-	-	-	-	-	-	-	-	-	-	-	-	13,951
610: Expenses - General	33,642	-	-	-	-	-	-	-	-	-	-	-	-	33,642
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,048	-	-	-	-	-	-	-	-	-	-	-	-	4,048
914: Pension and Benefits	11,402	-	-	-	-	-	-	-	-	-	-	-	-	11,402
915: Injuries and Damages	883	-	-	-	-	-	-	-	-	-	-	-	-	883
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	78,064	-	-	-	-	-	-	-	-	-	-	-	-	78,064
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,789,963)	-	-	-	-	-	-	-	-	-	-	-	-	(1,789,963)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	823	-	-	-	-	-	-	-	-	-	-	-	-	823

Project No: 96828643 CPR Cybersecurity 2023
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County %	Bernalillo	85%
	DentonTX	15%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
 The Computer Platform Refresh (CPR) Cybersecurity project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's efforts to combat illegitimate access to our networks, computer systems, and telecommunications infrastructure. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Equipment refreshed under this blanket includes smaller firewalls and security system component license renewals. This project covers equipment replacements in 2023.

Project Need Justification
 Each of the many individual components of PNM's cybersecurity infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new cybersecurity threats. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
 PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of cybersecurity, where threats are real, numerous, and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
 Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit
 PNM customers reap benefits of reliability and system performance when cybersecurity that protects critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Security

Safety

Reliability

System Performance

Security In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Cybersecurity assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

Compliance

Environmental

Project No: 96828643 CPR Cybersecurity 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	3,182	35,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	58,636	58,636	58,636	58,636	58,636	58,636	58,636	58,636	58,636	58,636	58,636	645,000
370: Outside Services	-	-	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	3,636	40,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	94	303	537	793	1,039	1,299	1,554	1,835	2,108	2,352	2,648	14,563
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,366	1,366
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	254	254	254	254	254	254	254	254	254	254	254	2,793
914: Pension and Benefits	-	-	749	749	749	749	749	749	749	749	749	749	749	8,239
915: Injuries and Damages	-	-	70	70	70	70	70	70	70	70	70	70	70	770
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	4,278	4,278	4,278	4,278	4,278	4,278	4,278	4,278	4,278	4,278	4,278	47,059
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(804,790)	(804,790)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	71,808	72,018	72,251	72,507	72,754	73,014	73,269	73,550	73,822	74,067	(729,061)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	35,000	-	-	-	-	-	-	-	-	-	-	-	-	35,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	645,000	-	-	-	-	-	-	-	-	-	-	-	-	645,000
370: Outside Services	40,000	-	-	-	-	-	-	-	-	-	-	-	-	40,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	14,563	-	-	-	-	-	-	-	-	-	-	-	-	14,563
610: Expenses - General	1,366	-	-	-	-	-	-	-	-	-	-	-	-	1,366
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,793	-	-	-	-	-	-	-	-	-	-	-	-	2,793
914: Pension and Benefits	8,239	-	-	-	-	-	-	-	-	-	-	-	-	8,239
915: Injuries and Damages	770	-	-	-	-	-	-	-	-	-	-	-	-	770
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	47,059	-	-	-	-	-	-	-	-	-	-	-	-	47,059
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(804,790)	-	-	-	-	-	-	-	-	-	-	-	-	(804,790)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96828644 CPR Cybersecurity 2024
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County %	Bernalillo	85%
	DentonTX	15%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description
 The Computer Platform Refresh (CPR) Cybersecurity project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's efforts to combat illegitimate access to our networks, computer systems, and telecommunications infrastructure. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Equipment refreshed under this blanket includes smaller firewalls and security system component license renewals. This project covers equipment replacements in 2024.

Project Need Justification
 Each of the many individual components of PNM's cybersecurity infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new cybersecurity threats. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
 PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of cybersecurity, where threats are real, numerous, and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
 Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit
 PNM customers reap benefits of reliability and system performance when cybersecurity that protects critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Security

Safety

Reliability

System Performance

Security
 In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Cybersecurity assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

Compliance

Environmental

Project No:

96828644 CPR Cybersecurity 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	30,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	54,091	54,091	54,091	54,091	54,091	54,091	54,091	54,091	54,091	54,091	54,091	595,000
370: Outside Services	-	-	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	123	373	621	874	1,124	1,382	1,639	1,897	2,134	2,383	2,670	15,220
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,637	1,637
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	218	218	218	218	218	218	218	218	218	218	218	2,394
914: Pension and Benefits	-	-	642	642	642	642	642	642	642	642	642	642	642	7,062
915: Injuries and Damages	-	-	60	60	60	60	60	60	60	60	60	60	60	660
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	3,946	43,411
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(805,384)	(805,384)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	71,807	72,057	72,306	72,558	72,808	73,066	73,323	73,582	73,818	74,067	(729,393)	0

Project No: 96828722 CPR Server Storage 2022
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

<u>County %</u>	Bernalillo	85%
	DentonTX	15%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The Computer Platform Refresh (CPR) Servers Storage project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's data center infrastructure. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Equipment refreshed under this blanket includes physical servers and components, data storage components, and labor to install. This project covers work in 2022.

Project Need Justification

Each of the many individual components of PNM's data center infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new business needs. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNM customers reap benefits of reliability and system performance when critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Reliability

Safety

Reliability In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Data center infrastructure assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

Compliance

Environmental

Project No:

96828722 CPR Server Storage 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	17,391	7,500	7,500	7,500	7,500	7,500	7,500	62,391
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	116,396	55,399	55,399	55,399	20,000	-	0	302,594
370: Outside Services	188,956	22,371	22,371	22,371	22,371	4,500	-	282,941
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	442	488	683	904	1,135	1,313	1,483	6,447
610: Expenses - General	8,033	-	-	-	-	585	3,573	12,191
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,388	599	599	599	599	599	599	4,979
914: Pension and Benefits	3,910	1,686	1,686	1,686	1,686	1,686	1,686	14,026
915: Injuries and Damages	303	131	131	131	131	131	131	1,086
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	1,107	4,052	4,052	4,052	1,463	-	-	14,727
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(700,940)	(700,940)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	337,924	92,226	92,421	92,642	54,884	16,313	(685,969)	442

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	62,391	-	-	-	-	-	-	-	-	-	-	-	-	62,391
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	302,594	-	-	-	-	-	-	-	-	-	-	-	-	302,594
370: Outside Services	282,941	-	-	-	-	-	-	-	-	-	-	-	-	282,941
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	6,447	-	-	-	-	-	-	-	-	-	-	-	-	6,447
610: Expenses - General	12,191	-	-	-	-	-	-	-	-	-	-	-	-	12,191
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,979	-	-	-	-	-	-	-	-	-	-	-	-	4,979
914: Pension and Benefits	14,026	-	-	-	-	-	-	-	-	-	-	-	-	14,026
915: Injuries and Damages	1,086	-	-	-	-	-	-	-	-	-	-	-	-	1,086
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	14,727	-	-	-	-	-	-	-	-	-	-	-	-	14,727
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(700,940)	-	-	-	-	-	-	-	-	-	-	-	-	(700,940)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	442	-	-	-	-	-	-	-	-	-	-	-	-	442

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	62,391	-	-	-	-	-	-	-	-	-	-	-	-	62,391
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	302,594	-	-	-	-	-	-	-	-	-	-	-	-	302,594
370: Outside Services	282,941	-	-	-	-	-	-	-	-	-	-	-	-	282,941
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	6,447	-	-	-	-	-	-	-	-	-	-	-	-	6,447
610: Expenses - General	12,191	-	-	-	-	-	-	-	-	-	-	-	-	12,191
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,979	-	-	-	-	-	-	-	-	-	-	-	-	4,979
914: Pension and Benefits	14,026	-	-	-	-	-	-	-	-	-	-	-	-	14,026
915: Injuries and Damages	1,086	-	-	-	-	-	-	-	-	-	-	-	-	1,086
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	14,727	-	-	-	-	-	-	-	-	-	-	-	-	14,727
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(700,940)	-	-	-	-	-	-	-	-	-	-	-	-	(700,940)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	442	-	-	-	-	-	-	-	-	-	-	-	-	442

Project No: 96828723 Cybersecurity Program 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description

The Cybersecurity Program is a collection of one or more projects focused on adding new, necessary computer security systems that support or improve functions carried out by PNM's transmission, distribution, and shared services services. Examples of projects implemented under this program include Enterprise Information Inventory (EII) and Intelligence and Threat Monitoring. This project includes the additions implemented in 2023.

Project Need Justification

The Cybersecurity Program exists to ensure smaller scale and unanticipated needs and opportunities for data and network security improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Cybersecurity Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

To not undertake and implement projects proposed under this program (a do nothing approach) would potentially leave PNM vulnerable to increased, ever-evolving cyber threats. This alternative was not considered viable.

Project Estimate Approach

Projects implemented under the Cybersecurity Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Cybersecurity Program helps ensure customers have reliable, efficient electric service by funding new efforts to address very serious, active, and evolving cyber threats. Projects implemented under the Cybersecurity Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Security

Safety

Reliability

System Performance

Security In the ever-increasing threat landscape posed by modern computerized operations, investments in new, improved cybersecurity capabilities are paramount to the safe, secure, and reliable operations of PNM's services to its customers.

Compliance

Environmental

Project No: 96828723 Cybersecurity Program 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	68,182
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	75,000	256,818
370: Outside Services	-	-	-	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	31,000	129,182
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	28	126	273	421	577	732	900	739	890	1,194	5,879
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	570	570
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	544	544	544	544	544	544	544	544	544	544	5,441
914: Pension and Benefits	-	-	-	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	16,050
915: Injuries and Damages	-	-	-	150	150	150	150	150	150	150	150	150	150	1,500
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	5,472	18,737
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(95,553)	-	-	(406,806)	(502,359)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	20,055	44,538	44,685	44,833	44,989	45,143	(50,241)	45,150	45,302	(284,453)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	68,182	-	-	-	-	-	-	-	-	-	-	-	-	68,182
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	256,818	-	-	-	-	-	-	-	-	-	-	-	-	256,818
370: Outside Services	129,182	-	-	-	-	-	-	-	-	-	-	-	-	129,182
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	5,879	-	-	-	-	-	-	-	-	-	-	-	-	5,879
610: Expenses - General	570	-	-	-	-	-	-	-	-	-	-	-	-	570
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,441	-	-	-	-	-	-	-	-	-	-	-	-	5,441
914: Pension and Benefits	16,050	-	-	-	-	-	-	-	-	-	-	-	-	16,050
915: Injuries and Damages	1,500	-	-	-	-	-	-	-	-	-	-	-	-	1,500
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	18,737	-	-	-	-	-	-	-	-	-	-	-	-	18,737
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(502,359)	-	-	-	-	-	-	-	-	-	-	-	-	(502,359)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828724 Cybersecurity Program 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

Description

The Cybersecurity Program is a collection of one or more projects focused on adding new, necessary computer security systems that support or improve functions carried out by PNM's transmission, distribution, and shared services services. Examples of projects implemented under this program include Enterprise Information Inventory (EII) and Intelligence and Threat Monitoring. This project includes the additions implemented in 2024.

Project Need Justification

The Cybersecurity Program exists to ensure smaller scale and unanticipated needs and opportunities for data and network security improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Cybersecurity Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

To not undertake and implement projects proposed under this program (a do nothing approach) would potentially leave PNM vulnerable to increased, ever-evolving cyber threats. This alternative was not considered viable.

Project Estimate Approach

Projects implemented under the Cybersecurity Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Cybersecurity Program helps ensure customers have reliable, efficient electric service by funding new efforts to address very serious, active, and evolving cyber threats. Projects implemented under the Cybersecurity Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Security

Safety

Reliability

System Performance

Security In the ever-increasing threat landscape posed by modern computerized operations, investments in new, improved cybersecurity capabilities are paramount to the safe, secure, and reliable operations of PNM's services to its customers.

Compliance

Environmental

Project No: 96828724 Cybersecurity Program 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
370: Outside Services	-	-	-	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	34,500	33,000	343,500
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	120	360	603	844	1,091	1,339	1,588	1,258	1,497	1,760	10,461
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,184	1,184
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	798	798	798	798	798	798	798	798	798	798	7,980
914: Pension and Benefits	-	-	-	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	23,540
915: Injuries and Damages	-	-	-	220	220	220	220	220	220	220	220	220	220	2,200
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	1,459	14,592
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(162,117)	-	-	(541,340)	(703,457)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	69,451	69,691	69,934	70,175	70,423	70,670	(91,198)	70,589	70,829	(470,564)	-

Project No: 96828742 PS HCM ELM PUM Upg 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 3/1/2022

Estimated Completion Date 12/31/2022

Description
The PeopleSoft Human Capital Management (HCM) Enterprise Learning Management (ELM) PeopleSoft Upgrade Manager (PUM) Upgrade project upgrades the central PNM Human Resources (HR) management application. This system has not been upgraded for a number of years, which makes it less efficient, less capable, and potentially unsupported from the vendor, Oracle. Because of architectural improvements made by the vendor, when completed, the PUM-enabled system will be far more efficient. The upgrade project also incorporates required upgrades to ELM, Customer Relationship Management (CRM), and Portal system components.

Project Need Justification
An upgrade to PUM is required by the vendor to maintain support level of this critical application and will assist future necessary upgrades by making those much more efficient.

Project Alternatives
PeopleSoft HCM is the core of PNM's human capital management systems and is not being considered for replacement at this time. Doing so would be a major, multi-year endeavor and is not warranted. This upgrade is required, so no other alternatives are appropriate nor were any considered.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNM's human capital management systems are highly efficient and cost-effective, enabling better service for customers.

Primary Value Driver Reliability

Safety

Reliability Ensuring the PeopleSoft HCM and ELM systems are maintained at current levels supported by the vendor is vital to ensure this core Human Resources system is available at all times to provide the information and efficiencies expected of it.

System Performance

Security

Compliance

Environmental

Project No: 96828742 PS HCM ELM PUM Upg 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	31,070	3,500	3,500	7,500	7,500	7,500	7,500	68,070
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	13,229	2,000	2,000	2,000	2,000	-	-	21,229
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	116	73	92	117	152	188	231	969
610: Expenses - General	-	-	-	-	-	-	1,634	1,634
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,479	279	279	599	599	599	599	5,432
914: Pension and Benefits	6,984	787	787	1,686	1,686	1,686	1,686	15,302
915: Injuries and Damages	541	61	61	131	131	131	131	1,184
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	27	-	-	-	-	-	-	27
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(113,731)	(113,731)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	54,446	6,700	6,719	12,032	12,067	10,103	(101,951)	116

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	68,070	-	-	-	-	-	-	-	-	-	-	-	-	68,070
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	21,229	-	-	-	-	-	-	-	-	-	-	-	-	21,229
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	969	-	-	-	-	-	-	-	-	-	-	-	-	969
610: Expenses - General	1,634	-	-	-	-	-	-	-	-	-	-	-	-	1,634
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,432	-	-	-	-	-	-	-	-	-	-	-	-	5,432
914: Pension and Benefits	15,302	-	-	-	-	-	-	-	-	-	-	-	-	15,302
915: Injuries and Damages	1,184	-	-	-	-	-	-	-	-	-	-	-	-	1,184
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	27	-	-	-	-	-	-	-	-	-	-	-	-	27
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(113,731)	-	-	-	-	-	-	-	-	-	-	-	-	(113,731)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	116	-	-	-	-	-	-	-	-	-	-	-	-	116

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	68,070	-	-	-	-	-	-	-	-	-	-	-	-	68,070
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	21,229	-	-	-	-	-	-	-	-	-	-	-	-	21,229
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	969	-	-	-	-	-	-	-	-	-	-	-	-	969
610: Expenses - General	1,634	-	-	-	-	-	-	-	-	-	-	-	-	1,634
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	5,432	-	-	-	-	-	-	-	-	-	-	-	-	5,432
914: Pension and Benefits	15,302	-	-	-	-	-	-	-	-	-	-	-	-	15,302
915: Injuries and Damages	1,184	-	-	-	-	-	-	-	-	-	-	-	-	1,184
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	27	-	-	-	-	-	-	-	-	-	-	-	-	27
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(113,731)	-	-	-	-	-	-	-	-	-	-	-	-	(113,731)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	116	-	-	-	-	-	-	-	-	-	-	-	-	116

Project No: 96828822 Tech Adv-Future Capabilities 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description
The Technology Advancements Program is a collection of projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's Shared Services Company. It is especially focused on increasing capabilities and system performance with the latest technological developments. Examples of projects funded by this program could include new 5G, cloud integration, or artificial intelligence efforts.

Project Need Justification
The Technology Advancements Program exists to ensure the latest, most promising new developments that hold promise gain an early foothold in PNM's technology portfolio and have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives
Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to adopt the most promising new technologies available risks placing PNM in a less secure, less efficient, and less resilient technology posture.

Project Estimate Approach
Projects implemented under the Technology Advancements Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit
The Technology Advancements Program helps ensure customers have reliable, efficient electric service by funding new efforts to automate security and massive data flow management that helps PNM manage its business as efficiently as possible. Projects implemented under the Technology Advancements Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Technology Advancements Program primarily focus on improving performance in new systems and infrastructure that support other systems.

Security

Compliance

Environmental

Project No:	96828822 Tech Adv-Future Capabilities 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	152,000	152,000
370: Outside Services	-	-	-	-	-	450,000	1,500,000	1,950,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	436	2,746	3,182
610: Expenses - General	-	-	-	-	-	-	1,302	1,302
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	11,119	11,119
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(2,117,603)	(2,117,603)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	450,436	(450,436)	(0)

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	152,000	-	-	-	-	-	-	-	-	-	-	-	-	152,000
370: Outside Services	1,950,000	-	-	-	-	-	-	-	-	-	-	-	-	1,950,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,182	-	-	-	-	-	-	-	-	-	-	-	-	3,182
610: Expenses - General	1,302	-	-	-	-	-	-	-	-	-	-	-	-	1,302
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	11,119	-	-	-	-	-	-	-	-	-	-	-	-	11,119
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,117,603)	-	-	-	-	-	-	-	-	-	-	-	-	(2,117,603)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	152,000	-	-	-	-	-	-	-	-	-	-	-	-	152,000
370: Outside Services	1,950,000	-	-	-	-	-	-	-	-	-	-	-	-	1,950,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,182	-	-	-	-	-	-	-	-	-	-	-	-	3,182
610: Expenses - General	1,302	-	-	-	-	-	-	-	-	-	-	-	-	1,302
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	11,119	-	-	-	-	-	-	-	-	-	-	-	-	11,119
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,117,603)	-	-	-	-	-	-	-	-	-	-	-	-	(2,117,603)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96828823 Ent Firewall Renewal 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County %	Bernalillo	85%
	DentonTX	15%

Estimated Start Date 5/1/2023

Estimated Completion Date 10/31/2023

Description
PNMR uses enterprise-class firewalls to protect internal company networks from unauthorized, unwelcome, and dangerous outside intruders. These sophisticated devices have a limited useful life due both to wear and tear and to improvements made in the ever-changing defense environment. PNMR's enterprise Palo Alto firewalls will be refreshed with the current supported devices and operating systems.

Project Need Justification
All companies with internal computing resources and networks deploy firewalls as a primary defense against unauthorized intrusion. Because of the sensitive nature of PNMR's critical infrastructure, the company uses state-of-the-art, highly sophisticated firewalls manufactured and supported by vendor Palo Alto. Those devices have reached the end of their useful, safe life and must be refreshed with the latest models capable of protecting company assets and infrastructure from the most determined and increasingly capable attackers.

Project Alternatives
Alternatives to undertaking the Enterprise Firewall Refresh have been examined and include either replacing the current devices with another vendor's or doing nothing. Neither is an acceptable alternative, the former due to cost and unfamiliarity, and the latter due to the risks of running unsupported, out-of-date equipment in such a critical role.

Project Estimate Approach
Project cost estimates have been derived by a combination of negotiated quotes from the vendor and information about internal labor and administrative overhead costs gained from past similar projects.

Customer Benefit
Customers expect their utilities to take every precaution to ensure safety, security, and reliability in the services they receive. By deploying state-of-the-art enterprise class firewalls as a primary defense against unauthorized intrusion, PNMR helps ensure customers receive services and their personal information is protected.

Primary Value Driver Security

Safety

Reliability

System Performance

Security The Palo Alto enterprise class firewall deployed by PNMR help ensure the strongest possible primary defense against unauthorized, dangerous intrusions to the company's critical computer systems.

Compliance

Environmental

Project No:

96828823 Ent Firewall Renewal 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	4,167	4,167	4,167	4,167	4,167	4,167	-	-	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	133,333	133,333	133,333	133,333	133,333	133,333	-	-	800,000
370: Outside Services	-	-	-	-	-	16,667	16,667	16,667	16,667	16,667	16,667	-	-	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	260	795	1,355	1,920	2,527	3,133	-	-	9,990
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	2,238	-	-	2,238
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	333	333	333	333	333	333	-	-	1,995
914: Pension and Benefits	-	-	-	-	-	981	981	981	981	981	981	-	-	5,885
915: Injuries and Damages	-	-	-	-	-	92	92	92	92	92	92	-	-	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	9,728	9,728	9,728	9,728	9,728	9,728	-	-	58,368
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	(1,004,026)	-	-	(1,004,026)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	165,560	166,095	166,655	167,220	167,826	(833,356)	-	-	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	800,000	-	-	-	-	-	-	-	-	-	-	-	-	800,000
370: Outside Services	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	9,990	-	-	-	-	-	-	-	-	-	-	-	-	9,990
610: Expenses - General	2,238	-	-	-	-	-	-	-	-	-	-	-	-	2,238
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,995	-	-	-	-	-	-	-	-	-	-	-	-	1,995
914: Pension and Benefits	5,885	-	-	-	-	-	-	-	-	-	-	-	-	5,885
915: Injuries and Damages	550	-	-	-	-	-	-	-	-	-	-	-	-	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	58,368	-	-	-	-	-	-	-	-	-	-	-	-	58,368
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,004,026)	-	-	-	-	-	-	-	-	-	-	-	-	(1,004,026)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96828842 Cloud Technology Program 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description
The Cloud Technology Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, and shared services management functions. This project covers work performed in 2022. Cloud technology specifically refers to systems and computing environments located off PNM-owned sites. Companies like PNM make increasing use of these resources both to lower cost of ownership and to take advantage of ready-to-run infrastructures that the company doesn't have to maintain itself. Amazon Web Services (AWS) is one common example of cloud infrastructure and services many companies utilize. Examples of tools PNM will likely utilize include multi-cloud orchestrators that help manage the proliferation of multiple sources of data and applications. There are some risks associated with deploying systems used by utilities like PNM to the cloud, so the company is very cautious and employs many defenses prior to doing so. This program implements new tools that enhance the safe use of cloud resources.

Project Need Justification
Business activities and increasing cost of owning and maintaining advanced computer systems makes cloud computing an increasingly attractive option for PNM. As these services gain greater viability, PNM must invest in tools to safely and effectively manage those services and tools.

Project Alternatives
Projects implemented under the Cloud Technology Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake projects addressing cloud computing opportunities (a do nothing approach) potentially leaves PNM more vulnerable to higher costs and reduced resiliency.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
The Cloud Technology Program helps ensure customers have reliable, efficient electric service by funding new efforts to take advantage safely of off-premises systems that help PNM manage its business as efficiently as possible. Projects implemented under the Cloud Technology Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Cloud Technology Program primarily focus on maximizing system efficiency while mitigating risks associated with gaps in monitoring and security of critical systems.

Security

Compliance

Environmental

Project No:

96828842 Cloud Technology Program 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	1,000	1,000	1,000	1,000	1,000	1,000	6,000
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	2,000	8,333	8,333	8,333	8,333	8,333	43,667
370: Outside Services	-	4,167	4,167	4,167	4,167	4,167	34,000	54,833
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	5	21	47	35	66	136	310
610: Expenses - General	-	-	-	-	-	-	76	76
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	80	80	80	80	80	80	479
914: Pension and Benefits	-	225	225	225	225	225	225	1,349
915: Injuries and Damages	-	17	17	17	17	17	17	104
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	146	610	610	610	610	610	3,194
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(24,137)	-	-	(85,875)	(110,012)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	7,640	14,453	(9,659)	14,466	14,498	(41,398)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	6,000	-	-	-	-	-	-	-	-	-	-	-	-	6,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	43,667	-	-	-	-	-	-	-	-	-	-	-	-	43,667
370: Outside Services	54,833	-	-	-	-	-	-	-	-	-	-	-	-	54,833
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	310	-	-	-	-	-	-	-	-	-	-	-	-	310
610: Expenses - General	76	-	-	-	-	-	-	-	-	-	-	-	-	76
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	479	-	-	-	-	-	-	-	-	-	-	-	-	479
914: Pension and Benefits	1,349	-	-	-	-	-	-	-	-	-	-	-	-	1,349
915: Injuries and Damages	104	-	-	-	-	-	-	-	-	-	-	-	-	104
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	3,194	-	-	-	-	-	-	-	-	-	-	-	-	3,194
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(110,012)	-	-	-	-	-	-	-	-	-	-	-	-	(110,012)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	6,000	-	-	-	-	-	-	-	-	-	-	-	-	6,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	43,667	-	-	-	-	-	-	-	-	-	-	-	-	43,667
370: Outside Services	54,833	-	-	-	-	-	-	-	-	-	-	-	-	54,833
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	310	-	-	-	-	-	-	-	-	-	-	-	-	310
610: Expenses - General	76	-	-	-	-	-	-	-	-	-	-	-	-	76
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	479	-	-	-	-	-	-	-	-	-	-	-	-	479
914: Pension and Benefits	1,349	-	-	-	-	-	-	-	-	-	-	-	-	1,349
915: Injuries and Damages	104	-	-	-	-	-	-	-	-	-	-	-	-	104
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	3,194	-	-	-	-	-	-	-	-	-	-	-	-	3,194
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(110,012)	-	-	-	-	-	-	-	-	-	-	-	-	(110,012)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96828843 Cloud Technology Program 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 4/1/2023

Estimated Completion Date 12/31/2023

Description
The Cloud Technology Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, and shared services management functions. This project covers work performed in 2023. Cloud technology specifically refers to systems and computing environments located off PNM-owned sites. Companies like PNM make increasing use of these resources both to lower cost of ownership and to take advantage of ready-to-run infrastructures that the company doesn't have to maintain itself. Amazon Web Services (AWS) is one common example of cloud infrastructure and services many companies utilize. Examples of tools PNM will likely utilize include multi-cloud orchestrators that help manage the proliferation of multiple sources of data and applications. There are some risks associated with deploying systems used by utilities like PNM to the cloud, so the company is very cautious and employs many defenses prior to doing so. This program implements new tools that enhance the safe use of cloud resources.

Project Need Justification
Business activities and increasing cost of owning and maintaining advanced computer systems makes cloud computing an increasingly attractive option for PNM. As these services gain greater viability, PNM must invest in tools to safely and effectively manage those services and tools.

Project Alternatives
Projects implemented under the Cloud Technology Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake projects addressing cloud computing opportunities (a do nothing approach) potentially leaves PNM more vulnerable to higher costs and reduced resiliency.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
The Cloud Technology Program helps ensure customers have reliable, efficient electric service by funding new efforts to take advantage safely of off-premises systems that help PNM manage its business as efficiently as possible. Projects implemented under the Cloud Technology Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Cloud Technology Program primarily focus on maximizing system efficiency while mitigating risks associated with gaps in monitoring and security of critical systems.

Security

Compliance

Environmental

Project No: 96828843 Cloud Technology Program 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	5,556	5,556	5,556	5,556	5,556	5,556	5,556	5,556	5,556	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	8,625	8,625	8,625	8,625	8,625	10,997	8,625	8,625	8,625	80,000
370: Outside Services	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	32	102	174	249	324	410	357	431	517	2,598
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,261	1,261
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	443	443	443	443	443	443	443	443	443	3,990
914: Pension and Benefits	-	-	-	-	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308	11,770
915: Injuries and Damages	-	-	-	-	122	122	122	122	122	122	122	122	122	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	629	629	629	629	629	802	629	629	629	5,837
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(40,182)	-	-	(161,374)	(201,556)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	21,716	21,786	21,858	21,933	22,008	(15,543)	22,041	22,115	(137,913)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	80,000	-	-	-	-	-	-	-	-	-	-	-	-	80,000
370: Outside Services	45,000	-	-	-	-	-	-	-	-	-	-	-	-	45,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,598	-	-	-	-	-	-	-	-	-	-	-	-	2,598
610: Expenses - General	1,261	-	-	-	-	-	-	-	-	-	-	-	-	1,261
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,990	-	-	-	-	-	-	-	-	-	-	-	-	3,990
914: Pension and Benefits	11,770	-	-	-	-	-	-	-	-	-	-	-	-	11,770
915: Injuries and Damages	1,100	-	-	-	-	-	-	-	-	-	-	-	-	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	5,837	-	-	-	-	-	-	-	-	-	-	-	-	5,837
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(201,556)	-	-	-	-	-	-	-	-	-	-	-	-	(201,556)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96828844 Cloud Technology Program 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

Description

The Cloud Technology Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, and shared services management functions. This project covers work performed in 2024. Cloud technology specifically refers to systems and computing environments located off PNM-owned sites. Companies like PNM make increasing use of these resources both to lower cost of ownership and to take advantage of ready-to-run infrastructures that the company doesn't have to maintain itself. Amazon Web Services (AWS) is one common example of cloud infrastructure and services many companies utilize. Examples of tools PNM will likely utilize include multi-cloud orchestrators that help manage the proliferation of multiple sources of data and applications. There are some risks associated with deploying systems used by utilities like PNM to the cloud, so the company is very cautious and employs many defenses prior to doing so. This program implements new tools that enhance the safe use of cloud resources.

Project Need Justification

Business activities and increasing cost of owning and maintaining advanced computer systems makes cloud computing an increasingly attractive option for PNM. As these services gain greater viability, PNM must invest in tools to safely and effectively manage those services and tools.

Project Alternatives

Projects implemented under the Cloud Technology Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake projects addressing cloud computing opportunities (a do nothing approach) potentially leaves PNM more vulnerable to higher costs and reduced resiliency.

Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

The Cloud Technology Program helps ensure customers have reliable, efficient electric service by funding new efforts to take advantage safely of off-premises systems that help PNM manage its business as efficiently as possible. Projects implemented under the Cloud Technology Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Cloud Technology Program primarily focus on maximizing system efficiency while mitigating risks associated with gaps in monitoring and security of critical systems.

Security

Compliance

Environmental

Project No:

96828844 Cloud Technology Program 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	19,746	-	4,937	-	-	-	-	-	317	25,000
370: Outside Services	-	-	-	-	3,889	3,889	3,889	3,889	3,889	3,889	3,889	3,889	3,889	35,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	6	61	123	157	193	219	246	184	209	246	1,644
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	4,417	4,417
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	200	200	200	200	200	200	200	200	200	200	1,995
914: Pension and Benefits	-	-	-	589	589	589	589	589	589	589	589	589	589	5,885
915: Injuries and Damages	-	-	-	55	55	55	55	55	55	55	55	55	55	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	1,441	-	360	-	-	-	-	-	23	1,824
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(24,493)	-	-	(76,822)	(101,315)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	3,349	28,479	7,355	12,686	7,425	7,451	(17,016)	7,416	7,441	(64,587)	(0)

Project No: 96828922 Lifecycle Mgmt-Infrastructure 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

<u>County %</u>	Bernalillo	85%
	DentonTX	15%

Estimated Start Date 3/1/2022

Estimated Completion Date 12/31/2022

Description

The Lifecycle Management Infrastructure Program is a collection of one or more projects focused on replacing aging data center technologies with new, necessary computer systems that support or improve functions carried out by PNM's transmission, distribution, and shared services management. It is specifically focused on building new data center systems and tools that take advantage of the efficiencies and security available in the latest ground-breaking technologies. Examples of projects undertaken by this program include upgrades to server operating systems, such as RedHat or Windows. This project covers work performed in 2022.

Project Need Justification

As the cost of ownership and the security risks associated with running and managing data centers increase, PNM must maintain a position of awareness combined with preparedness. Projects implemented under the Lifecycle Management Infrastructure Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Lifecycle Management Infrastructure Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to undertake projects in the program can lead to security and other vulnerabilities posed by out-of-date or unsupported servers and other infrastructure components.

Project Estimate Approach

Projects implemented under the Lifecycle Management Infrastructure Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Lifecycle Management Infrastructure Program helps ensure customers have reliable, efficient electric service by funding needed improvements and updates to key components such as server operating systems that support PNM's technology platforms. Projects implemented under the Lifecycle Management Infrastructure Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Lifecycle Management Infrastructure Program primarily focus on improving efficiency and performance of critical PNM systems.

Security

Compliance

Environmental

Project No:	96828922 Lifecycle Mgmt-Infrastructure 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	7,500	7,500	7,500	7,500	7,500	7,500	45,000
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	40,000	40,000	16,500	16,500	25,000	50,000	188,000
370: Outside Services	-	25,000	25,000	25,000	25,000	10,000	10,000	120,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	1,500	1,500	1,500	1,500	1,500	1,500	9,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	50	171	296	301	429	616	1,863
610: Expenses - General	-	-	-	-	-	-	7,966	7,966
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	599	599	599	599	599	599	3,591
914: Pension and Benefits	-	1,686	1,686	1,686	1,686	1,686	1,686	10,116
915: Injuries and Damages	-	131	131	131	131	131	131	783
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	2,926	2,926	1,207	1,207	1,829	3,658	13,752
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(70,396)	-	-	(329,675)	(400,071)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	79,391	79,512	(15,978)	54,423	48,673	(246,021)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	45,000	-	-	-	-	-	-	-	-	-	-	-	-	45,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	188,000	-	-	-	-	-	-	-	-	-	-	-	-	188,000
370: Outside Services	120,000	-	-	-	-	-	-	-	-	-	-	-	-	120,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	9,000	-	-	-	-	-	-	-	-	-	-	-	-	9,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,863	-	-	-	-	-	-	-	-	-	-	-	-	1,863
610: Expenses - General	7,966	-	-	-	-	-	-	-	-	-	-	-	-	7,966
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,591	-	-	-	-	-	-	-	-	-	-	-	-	3,591
914: Pension and Benefits	10,116	-	-	-	-	-	-	-	-	-	-	-	-	10,116
915: Injuries and Damages	783	-	-	-	-	-	-	-	-	-	-	-	-	783
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	13,752	-	-	-	-	-	-	-	-	-	-	-	-	13,752
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(400,071)	-	-	-	-	-	-	-	-	-	-	-	-	(400,071)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	45,000	-	-	-	-	-	-	-	-	-	-	-	-	45,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	188,000	-	-	-	-	-	-	-	-	-	-	-	-	188,000
370: Outside Services	120,000	-	-	-	-	-	-	-	-	-	-	-	-	120,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	9,000	-	-	-	-	-	-	-	-	-	-	-	-	9,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,863	-	-	-	-	-	-	-	-	-	-	-	-	1,863
610: Expenses - General	7,966	-	-	-	-	-	-	-	-	-	-	-	-	7,966
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,591	-	-	-	-	-	-	-	-	-	-	-	-	3,591
914: Pension and Benefits	10,116	-	-	-	-	-	-	-	-	-	-	-	-	10,116
915: Injuries and Damages	783	-	-	-	-	-	-	-	-	-	-	-	-	783
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	13,752	-	-	-	-	-	-	-	-	-	-	-	-	13,752
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(400,071)	-	-	-	-	-	-	-	-	-	-	-	-	(400,071)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829021 Tier I and II Storage Refresh 2021

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 80%
DentonTX 20%

Estimated Start Date 7/6/2021

Estimated Completion Date 9/30/2022

Description
The Tier I and II Storage Refresh project will refresh and upgrade all PNMR enterprise storage (tier 1 and 2 as well as disaster recovery). Data used throughout PNMR is tiered to ensure only the most critical, data-intensive systems, such as PNMR's Banner Customer Information System, is maintained on ultra fast (the most expensive) equipment, while less critical or data-intensive information is stored on slower, less costly systems. The project work consists of replacing individual drives and components as well as upgrading the data management operating systems and data mapping schemes, and migrating safely to the new equipment. The upgrade process is a complex and invasive undertaking, requiring carefully planned and timed outages to move data from old systems to new.

Project Need Justification
Enterprise-class data storage is maintained and managed on extremely sophisticated, complex systems that have limited lifespans primarily due to wear and tear. Current data storage at PNMR is at its expected lifespan and must be refreshed or risk critical unacceptable failures.

Project Alternatives
Because the data storage systems are at end-of-life, doing nothing is not an option. An alternative could be to switch to a different vendor; however, the current vendor is very cost-effective and reliable; switching to a different vendor would entail a complete architecture change which is a far more extensive and expensive prospect that PNMR does not need at this time.

Project Estimate Approach
Project cost estimates have been derived from a combination of negotiated vendor quotes combined with information about internal labor and administrative overhead costs gained from past, similar efforts.

Customer Benefit
PNMR customers benefit from the Tier I and II Data Storage Refresh project through improved assurances of critical system reliability, which in turn help ensure reliable delivery of services.

Primary Value Driver Reliability

Safety

Reliability Replacing end-of-life data storage and management equipment and system is vital to ensuring PNMR systems work as expected.

System Performance

Security

Compliance

Environmental

Project No:

96829021 Tier I and II Storage Refresh 2021

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	15,269	4,000	3,000	500	-	-	-	22,769
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	556,674	-	-	-	-	-	-	556,674
370: Outside Services	187,212	48,000	264,520	2,400	-	-	-	502,132
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	432	-	-	-	-	-	-	432
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	9,035	1,023	1,387	1,762	-	-	-	13,207
610: Expenses - General	5,928	-	-	7,948	-	-	-	13,876
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,164	319	239	40	-	-	-	1,762
914: Pension and Benefits	3,438	899	674	112	-	-	-	5,124
915: Injuries and Damages	252	70	52	9	-	-	-	383
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	2,342	-	-	-	-	-	-	2,342
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(1,114,339)	-	-	-	(1,114,339)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	781,746	54,311	269,873	(1,101,569)	-	-	-	4,362

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	22,769	-	-	-	-	-	-	-	-	-	-	-	-	22,769
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	556,674	-	-	-	-	-	-	-	-	-	-	-	-	556,674
370: Outside Services	502,132	-	-	-	-	-	-	-	-	-	-	-	-	502,132
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	432	-	-	-	-	-	-	-	-	-	-	-	-	432
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	13,207	-	-	-	-	-	-	-	-	-	-	-	-	13,207
610: Expenses - General	13,876	-	-	-	-	-	-	-	-	-	-	-	-	13,876
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,762	-	-	-	-	-	-	-	-	-	-	-	-	1,762
914: Pension and Benefits	5,124	-	-	-	-	-	-	-	-	-	-	-	-	5,124
915: Injuries and Damages	383	-	-	-	-	-	-	-	-	-	-	-	-	383
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,342	-	-	-	-	-	-	-	-	-	-	-	-	2,342
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,114,339)	-	-	-	-	-	-	-	-	-	-	-	-	(1,114,339)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	4,362	-	-	-	-	-	-	-	-	-	-	-	-	4,362

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	22,769	-	-	-	-	-	-	-	-	-	-	-	-	22,769
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	556,674	-	-	-	-	-	-	-	-	-	-	-	-	556,674
370: Outside Services	502,132	-	-	-	-	-	-	-	-	-	-	-	-	502,132
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	432	-	-	-	-	-	-	-	-	-	-	-	-	432
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	13,207	-	-	-	-	-	-	-	-	-	-	-	-	13,207
610: Expenses - General	13,876	-	-	-	-	-	-	-	-	-	-	-	-	13,876
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,762	-	-	-	-	-	-	-	-	-	-	-	-	1,762
914: Pension and Benefits	5,124	-	-	-	-	-	-	-	-	-	-	-	-	5,124
915: Injuries and Damages	383	-	-	-	-	-	-	-	-	-	-	-	-	383
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,342	-	-	-	-	-	-	-	-	-	-	-	-	2,342
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,114,339)	-	-	-	-	-	-	-	-	-	-	-	-	(1,114,339)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	4,362	-	-	-	-	-	-	-	-	-	-	-	-	4,362

Project No: 96829024 PeopleTools Upgrade 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 75%
DentonTX 25%

Estimated Start Date 1/1/2024

Estimated Completion Date 12/31/2024

Description
The PeopleTools Upgrade project refreshes a key component of PNM's PeopleSoft systems. PeopleTools provides many internal performance capabilities required in systems such as HCM (Human Capital Management), ELM (Enterprise Learning Management), and Financials. The PeopleTools upgrade also enables new needed capabilities, such as advanced analytics.

Project Need Justification
The PeopleTools upgrade is required to maintain support with critical patch updates and allow PNM to upgrade key supporting infrastructure. Additionally, the PeopleTools upgrade contains many enhancements that provide efficiencies in the security and development process, including data masking, additional drop zones, Kibana analytics, and pivot grid enhancements.

Project Alternatives
PeopleTools is an upgrade to an existing, critical component that serves as a foundation to interoperability of PeopleSoft systems. Project alternatives would require replacing those systems with other vendors' equivalents. Doing so would be a very expensive, multi-year undertaking and was therefore not considered. Leaving the current version of PeopleTools in place is likewise an unacceptable option as it would leave the system unsupported by the vendor.

Project Estimate Approach
As PNM already owns the appropriate license for PeopleTools, project estimation consisted of expert analysis of the work required, the cost of consulting expertise, and the cost of internal labor and administrative costs based on previous upgrades.

Customer Benefit
The PeopleTools Upgrade project is expected to improve overall reliability by ensuring critical corporate support systems running on the PeopleSoft platform can interact efficiently and without failures.
PeopleTools benefits PNM's customers by ensuring that critical corporate systems related to financial and staff management can run efficiently and securely on ever-improving computing hardware, operating systems, and networks. These systems help PNM keep staff overhead to a minimum required to ensure electric reliability and low cost.

Primary Value Driver Reliability

Safety

Reliability PeopleTools upgrade is needed to support the PeopleSoft applications for future deployments of releases, upgrades, and patches.

System Performance

Security

Compliance

Environmental

Project No:	96829024 PeopleTools Upgrade 2024							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000
370: Outside Services	-	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	49,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	833	833	833	833	833	833	833	833	833	833	833	833	10,000
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	35	106	178	249	322	394	468	542	617	684	755	841	5,193
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	2,076	2,076
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	798	798	798	798	798	798	798	798	798	798	798	798	9,576
914: Pension and Benefits	-	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	28,248
915: Injuries and Damages	-	220	220	220	220	220	220	220	220	220	220	220	220	2,640
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	152	152	152	152	152	152	152	152	152	152	152	152	1,824
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(253,557)	(253,557)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	20,559	20,630	20,702	20,773	20,846	20,918	20,992	21,066	21,141	21,208	21,279	(230,116)	-

Project No: 96829042 M365 Program 2022
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description
 The M365 Program is a collection of one or more projects focused on adding new, necessary functionality to enhance PNM's effective utilization of Microsoft's Office 365 (M365) suite of tools. Projects undertaken by this program include efforts to systematically identify new or existing M365 applications and suitable pools of PNM users, and safely distribute and support those.

Project Need Justification
 The M365 Program exists to ensure smaller scale and unanticipated needs and opportunities for enterprise office productivity enhancements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the M365 Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives
 Projects implemented under the M365 Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to identify opportunities and implement solutions using this toolset risks limiting the productivity of PNM employees.

Project Estimate Approach
 Projects implemented under the M365 Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit
 The M365 Program helps ensure customers have reliable, efficient electric service by funding wider suitable distribution of office productivity tools that help PNM manage its business as efficiently as possible. Projects implemented under the M365 Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Microsoft Office 365 offers a wealth of tools providing efficiency and security enhancements for PNM staff. Although the core applications are deployed across the company, additional opportunities to improve both system and staff efficiency will be explored and implemented as needed.

Security

Compliance

Environmental

Project No:

96829042 M365 Program 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	6,818	6,818	6,818	6,818	6,818	6,818	40,909
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	18,182	100,000	100,000	18,182	236,364
370: Outside Services	-	-	-	30,000	30,000	60,000	20,000	140,000
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	6	19	75	220	555	58	934
610: Expenses - General	-	-	-	-	-	-	5,867	5,867
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	544	544	544	544	544	544	3,265
914: Pension and Benefits	-	1,533	1,533	1,533	1,533	1,533	1,533	9,196
915: Injuries and Damages	-	119	119	119	119	119	119	712
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	1,330	7,315	7,315	1,330	17,290
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(25,296)	-	(374,790)	(54,451)	(454,536)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	9,019	9,033	33,305	146,549	(197,906)	-	0

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	40,909	-	-	-	-	-	-	-	-	-	-	-	-	40,909
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	236,364	-	-	-	-	-	-	-	-	-	-	-	-	236,364
370: Outside Services	140,000	-	-	-	-	-	-	-	-	-	-	-	-	140,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	934	-	-	-	-	-	-	-	-	-	-	-	-	934
610: Expenses - General	5,867	-	-	-	-	-	-	-	-	-	-	-	-	5,867
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,265	-	-	-	-	-	-	-	-	-	-	-	-	3,265
914: Pension and Benefits	9,196	-	-	-	-	-	-	-	-	-	-	-	-	9,196
915: Injuries and Damages	712	-	-	-	-	-	-	-	-	-	-	-	-	712
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	17,290	-	-	-	-	-	-	-	-	-	-	-	-	17,290
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(454,536)	-	-	-	-	-	-	-	-	-	-	-	-	(454,536)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	40,909	-	-	-	-	-	-	-	-	-	-	-	-	40,909
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	236,364	-	-	-	-	-	-	-	-	-	-	-	-	236,364
370: Outside Services	140,000	-	-	-	-	-	-	-	-	-	-	-	-	140,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	934	-	-	-	-	-	-	-	-	-	-	-	-	934
610: Expenses - General	5,867	-	-	-	-	-	-	-	-	-	-	-	-	5,867
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,265	-	-	-	-	-	-	-	-	-	-	-	-	3,265
914: Pension and Benefits	9,196	-	-	-	-	-	-	-	-	-	-	-	-	9,196
915: Injuries and Damages	712	-	-	-	-	-	-	-	-	-	-	-	-	712
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	17,290	-	-	-	-	-	-	-	-	-	-	-	-	17,290
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(454,536)	-	-	-	-	-	-	-	-	-	-	-	-	(454,536)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96829142 Robotics Process Auto Prog 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description

The Robotics Process Automation Program seeks to enhance and expand specialized tools that target routine, repetitive computing tasks and create replacement automation that completes those tasks automatically. The program will identify high-priority functions each year that can be automated using specialized tools provided by vendor Automation Anywhere. Projects undertaken by this program identify suitable new applications for this technology and implement those. This project covers work performed in 2022.

Project Need Justification

Previous pilots for Automation Anywhere have confirmed measurable efficiency gains that free employees for higher value work. Projects implemented under the Robotics Process Automation Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Robotics Process Automation Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to implement projects under this program limits opportunities for PNM to make its operations as efficient as possible.

Project Estimate Approach

Projects implemented under the Robotics Process Automation Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Robotics Process Automation Program helps ensure customers have reliable, efficient electric service by funding new efforts to address and remediate inefficiencies in internal processes. Projects implemented under the Robotics Process Automation Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

System Performance

Safety

Reliability

System Performance

The Robotics Process Automation Program seeks to enhance and expand specialized tools that target routine, repetitive computing tasks and create replacement automation that completes those tasks automatically, increasing system efficiency and performance.

Security

Compliance

Environmental

Project No:

96829142 Robotics Process Auto Prog 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	7,893	2,000	18,972	18,972	18,972	18,972	18,972	104,755
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	12,834	12,834	12,834	12,834	12,834	43,000	107,171
370: Outside Services	531,495	100,000	70,000	50,000	50,000	60,000	145,000	1,006,495
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,812	783	1,049	1,321	605	847	1,281	7,698
610: Expenses - General	12,596	2,432	-	-	-	-	6,662	21,690
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	630	160	1,514	1,514	1,514	1,514	1,514	8,359
914: Pension and Benefits	1,774	450	4,265	4,265	4,265	4,265	4,265	23,549
915: Injuries and Damages	137	35	330	330	330	330	330	1,823
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	1,690	939	939	939	939	939	3,145	9,529
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(578,112)	-	-	(711,146)	(1,289,258)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	558,027	119,632	109,903	(487,936)	89,460	99,701	(486,976)	1,812

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	104,755	-	-	-	-	-	-	-	-	-	-	-	-	104,755
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	107,171	-	-	-	-	-	-	-	-	-	-	-	-	107,171
370: Outside Services	1,006,495	-	-	-	-	-	-	-	-	-	-	-	-	1,006,495
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,698	-	-	-	-	-	-	-	-	-	-	-	-	7,698
610: Expenses - General	21,690	-	-	-	-	-	-	-	-	-	-	-	-	21,690
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,359	-	-	-	-	-	-	-	-	-	-	-	-	8,359
914: Pension and Benefits	23,549	-	-	-	-	-	-	-	-	-	-	-	-	23,549
915: Injuries and Damages	1,823	-	-	-	-	-	-	-	-	-	-	-	-	1,823
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	9,529	-	-	-	-	-	-	-	-	-	-	-	-	9,529
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,289,258)	-	-	-	-	-	-	-	-	-	-	-	-	(1,289,258)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,812	-	-	-	-	-	-	-	-	-	-	-	-	1,812

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	104,755	-	-	-	-	-	-	-	-	-	-	-	-	104,755
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	107,171	-	-	-	-	-	-	-	-	-	-	-	-	107,171
370: Outside Services	1,006,495	-	-	-	-	-	-	-	-	-	-	-	-	1,006,495
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,698	-	-	-	-	-	-	-	-	-	-	-	-	7,698
610: Expenses - General	21,690	-	-	-	-	-	-	-	-	-	-	-	-	21,690
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,359	-	-	-	-	-	-	-	-	-	-	-	-	8,359
914: Pension and Benefits	23,549	-	-	-	-	-	-	-	-	-	-	-	-	23,549
915: Injuries and Damages	1,823	-	-	-	-	-	-	-	-	-	-	-	-	1,823
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	9,529	-	-	-	-	-	-	-	-	-	-	-	-	9,529
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,289,258)	-	-	-	-	-	-	-	-	-	-	-	-	(1,289,258)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,812	-	-	-	-	-	-	-	-	-	-	-	-	1,812

Project No: 96829223 Tech Adv-Future Capabilities 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description
The Technology Advancements Program is a collection of one or more projects in 2023 focused on adding new, necessary computer systems that support or improve functions carried out by PNM's Shared Services Company. It is especially focused on increasing capabilities and system performance with the latest technological developments. Examples of projects funded by this program could include new 5G, cloud integration, or artificial intelligence efforts.

Project Need Justification
The Technology Advancements Program exists to ensure the latest, most promising new developments that hold promise gain an early foothold in PNM's technology portfolio and have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives
Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to adopt the most promising new technologies available risks placing PNM in a less secure, less efficient, and less resilient technology posture.

Project Estimate Approach
Projects implemented under the Technology Advancements Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit
The Technology Advancements Program helps ensure customers have reliable, efficient electric service by funding new efforts to automate security and massive data flow management that helps PNM manage its business as efficiently as possible. Projects implemented under the Technology Advancements Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Technology Advancements Program primarily focus on improving performance in new systems and infrastructure that support other systems.

Security

Compliance

Environmental

Project No:	96829223 Tech Adv-Future Capabilities 2023							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

Project No:	96829223 Tech Adv-Future Capabilities 2023													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	9,147,471	9,147,471
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	15,830	15,830
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	4,872	4,872
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(9,168,172)	(9,168,172)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No:	96829223 Tech Adv-Future Capabilities 2023													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	9,147,471	-	-	-	-	-	-	-	-	-	-	-	-	9,147,471
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	15,830	-	-	-	-	-	-	-	-	-	-	-	-	15,830
610: Expenses - General	4,872	-	-	-	-	-	-	-	-	-	-	-	-	4,872
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(9,168,172)	-	-	-	-	-	-	-	-	-	-	-	-	(9,168,172)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829224 Tech Adv-Future Capabilities 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

Description

The Technology Advancements Program is a collection of one or more projects in 2024 focused on adding new, necessary computer systems that support or improve functions carried out by PNM's Shared Services Company. It is especially focused on increasing capabilities and system performance with the latest technological developments. Examples of projects funded by this program could include new 5G, cloud integration, or artificial intelligence efforts.

Project Need Justification

The Technology Advancements Program exists to ensure the latest, most promising new developments that hold promise gain an early foothold in PNM's technology portfolio and have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to adopt the most promising new technologies available risks placing PNM in a less secure, less efficient, and less resilient technology posture.

Project Estimate Approach

Projects implemented under the Technology Advancements Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts within the context of PNM's overall technology projects budget. Estimates are based on costs from similar past efforts for materials, labor (internal and contracting), software licenses, etc.

Customer Benefit

The Technology Advancements Program helps ensure customers have reliable, efficient electric service by funding new efforts to automate security and massive data flow management that helps PNM manage its business as efficiently as possible. Projects implemented under the Technology Advancements Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance Projects implemented under the Technology Advancements Program primarily focus on improving performance in new systems and infrastructure that support other systems.

Security

Compliance

Environmental

Project No:

96829224 Tech Adv-Future Capabilities 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	7,857,442	7,857,442
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	13,706	13,706
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	7,167	7,167
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(7,878,315)	(7,878,315)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	0	0

Project No: 96829241 Crisis Resilience Prog 2021

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2021

Estimated Completion Date 12/31/2022

County %	Bernalillo	80%
	DentonTX	10%
	Counties<1%	10%

Description

The Crisis Resilience Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions that could be compromised by unexpected events ranging from pandemics to natural disasters to social instability. The projects' purpose is to ensure PNM has a plan and the infrastructure immediately available to carry out those plans. Example projects undertaken by this program include new crisis radio systems, mobile management equipment, and the construction of resilient operations command centers. This project covers additions in 2021.

Project Need Justification

The Crisis Resilience Program exists to ensure smaller scale and unanticipated needs and opportunities to improve PNM's ability to handle unexpected natural and social disruption have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Crisis Resilience Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Not funding crisis resilience efforts (a do nothing approach) increases PNM's risks during unexpected, wide-spread events including pandemics and natural disasters, therefore was not considered.

Project Estimate Approach

Projects implemented under the Crisis Resilience Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Crisis Resilience Program helps ensure customers have reliable, efficient electric service by funding new efforts to address plausible scenarios that have a significant probability of negatively impacting PNM's normal operations. Projects implemented under the Crisis Resilience Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

Safety

Safety

Projects implemented under the Crisis Resilience Program primarily focus on mitigating risks associated with gaps in monitoring and safety and security of critical systems.

Reliability

By adding new, necessary computer systems that support or improve functions that could be compromised, projects implemented under this program support the continued reliability of PNM's electric service.

System Performance

Security

Projects implemented under the Crisis Resilience Program primarily focus on mitigating risks associated with gaps in monitoring and safety and security of critical systems.

Compliance

Environmental

Project No:	96829241 Crisis Resilience Prog 2021							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	115,605	-	-	-	-	-	-	115,605
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	391,589	-	-	-	-	-	-	391,589
370: Outside Services	975,114	20,000	20,000	20,000	11,000	-	-	1,046,114
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	78,251	-	-	-	-	-	-	78,251
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	28,566	1,367	1,574	1,778	2,007	2,215	0	37,506
610: Expenses - General	632,690	-	-	-	-	-	329	633,019
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,653	-	-	-	-	-	-	8,653
914: Pension and Benefits	26,043	-	-	-	-	-	-	26,043
915: Injuries and Damages	1,873	-	-	-	-	-	-	1,873
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	6,140	-	-	-	-	-	-	6,140
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	(1,193,804)	-	-	-	-	(1,144,401)	(329)	(2,338,534)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	1,070,720	21,367	21,574	21,778	13,007	(1,142,186)	-	6,260

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	115,605	-	-	-	-	-	-	-	-	-	-	-	-	115,605
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	391,589	-	-	-	-	-	-	-	-	-	-	-	-	391,589
370: Outside Services	1,046,114	-	-	-	-	-	-	-	-	-	-	-	-	1,046,114
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	78,251	-	-	-	-	-	-	-	-	-	-	-	-	78,251
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	37,506	-	-	-	-	-	-	-	-	-	-	-	-	37,506
610: Expenses - General	633,019	-	-	-	-	-	-	-	-	-	-	-	-	633,019
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,653	-	-	-	-	-	-	-	-	-	-	-	-	8,653
914: Pension and Benefits	26,043	-	-	-	-	-	-	-	-	-	-	-	-	26,043
915: Injuries and Damages	1,873	-	-	-	-	-	-	-	-	-	-	-	-	1,873
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	6,140	-	-	-	-	-	-	-	-	-	-	-	-	6,140
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,338,534)	-	-	-	-	-	-	-	-	-	-	-	-	(2,338,534)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	6,260	-	-	-	-	-	-	-	-	-	-	-	-	6,260

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	115,605	-	-	-	-	-	-	-	-	-	-	-	-	115,605
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	391,589	-	-	-	-	-	-	-	-	-	-	-	-	391,589
370: Outside Services	1,046,114	-	-	-	-	-	-	-	-	-	-	-	-	1,046,114
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	78,251	-	-	-	-	-	-	-	-	-	-	-	-	78,251
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	37,506	-	-	-	-	-	-	-	-	-	-	-	-	37,506
610: Expenses - General	633,019	-	-	-	-	-	-	-	-	-	-	-	-	633,019
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	8,653	-	-	-	-	-	-	-	-	-	-	-	-	8,653
914: Pension and Benefits	26,043	-	-	-	-	-	-	-	-	-	-	-	-	26,043
915: Injuries and Damages	1,873	-	-	-	-	-	-	-	-	-	-	-	-	1,873
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	6,140	-	-	-	-	-	-	-	-	-	-	-	-	6,140
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,338,534)	-	-	-	-	-	-	-	-	-	-	-	-	(2,338,534)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	6,260	-	-	-	-	-	-	-	-	-	-	-	-	6,260

Project No: 96829243 Crisis Resilience Prog 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

County %	Bernalillo	80%
	DentonTX	10%
	Counties<1%	10%

Description

The Crisis Resilience Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions that could be compromised by unexpected events ranging from pandemics to natural disasters to social instability. The projects' purpose is to ensure PNM has a plan and the infrastructure immediately available to carry out those plans. Example projects undertaken by this program include new crisis radio systems, mobile management equipment, and the construction of resilient operations command centers. This project covers additions in 2023.

Project Need Justification

The Crisis Resilience Program exists to ensure smaller scale and unanticipated needs and opportunities to improve PNM's ability to handle unexpected natural and social disruption have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Crisis Resilience Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Not funding crisis resilience efforts (a do nothing approach) increases PNM's risks during unexpected, wide-spread events including pandemics and natural disasters, therefore was not considered.

Project Estimate Approach

Projects implemented under the Crisis Resilience Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Crisis Resilience Program helps ensure customers have reliable, efficient electric service by funding new efforts to address plausible scenarios that have a significant probability of negatively impacting PNM's normal operations. Projects implemented under the Crisis Resilience Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

Safety

Safety

Projects implemented under the Crisis Resilience Program primarily focus on mitigating risks associated with gaps in monitoring and safety and security of critical systems.

Reliability

By adding new, necessary computer systems that support or improve functions that could be compromised, projects implemented under this program support the continued reliability of PNM's electric service.

System Performance

Security

Projects implemented under the Crisis Resilience Program primarily focus on mitigating risks associated with gaps in monitoring and safety and security of critical systems.

Compliance

Environmental

Project No:	96829243 Crisis Resilience Prog 2023							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	9,007	9,007	9,007	9,007	9,007	9,007	9,007	9,007	9,007	9,007	9,933	100,000
370: Outside Services	-	-	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,889	80,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	26	84	149	220	289	361	432	510	403	471	599	3,544
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	27,159	27,159
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	181	181	181	181	181	181	181	181	181	181	181	1,995
914: Pension and Benefits	-	-	535	535	535	535	535	535	535	535	535	535	535	5,885
915: Injuries and Damages	-	-	50	50	50	50	50	50	50	50	50	50	50	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	657	657	657	657	657	657	657	657	657	657	725	7,296
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(53,256)	-	-	(198,172)	(251,429)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	19,940	19,998	20,063	20,134	20,203	20,275	20,346	(32,832)	20,317	20,385	(148,829)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
370: Outside Services	80,000	-	-	-	-	-	-	-	-	-	-	-	-	80,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,544	-	-	-	-	-	-	-	-	-	-	-	-	3,544
610: Expenses - General	27,159	-	-	-	-	-	-	-	-	-	-	-	-	27,159
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,995	-	-	-	-	-	-	-	-	-	-	-	-	1,995
914: Pension and Benefits	5,885	-	-	-	-	-	-	-	-	-	-	-	-	5,885
915: Injuries and Damages	550	-	-	-	-	-	-	-	-	-	-	-	-	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	7,296	-	-	-	-	-	-	-	-	-	-	-	-	7,296
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(251,429)	-	-	-	-	-	-	-	-	-	-	-	-	(251,429)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829244 Crisis Resilience Prog 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

County %	Bernalillo	80%
	DentonTX	10%
	Counties<1%	10%

Description

The Crisis Resilience Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions that could be compromised by unexpected events ranging from pandemics to natural disasters to social instability. The projects' purpose is to ensure PNM has a plan and the infrastructure immediately available to carry out those plans. Example projects undertaken by this program include new crisis radio systems, mobile management equipment, and the construction of resilient operations command centers. This project covers additions in 2024.

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Project Alternatives

Not funding crisis resilience efforts (a do nothing approach) increases PNM's risks during unexpected, wide-spread events including pandemics and natural disasters, therefore was not considered.

Project Estimate Approach

Projects implemented under the Crisis Resilience Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Crisis Resilience Program helps ensure customers have reliable, efficient electric service by funding new efforts to address plausible scenarios that have a significant probability of negatively impacting PNM's normal operations. Projects implemented under the Crisis Resilience Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver

Safety

Safety

Projects implemented under the Crisis Resilience Program primarily focus on mitigating risks associated with gaps in monitoring and safety and security of critical systems.

Reliability

By adding new, necessary computer systems that support or improve functions that could be compromised, projects implemented under this program support the continued reliability of PNM's electric service.

System Performance

Security

Projects implemented under the Crisis Resilience Program primarily focus on mitigating risks associated with gaps in monitoring and safety and security of critical systems.

Compliance

Environmental

Project No: 96829244 Crisis Resilience Prog 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	6,818	75,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	18,770	18,770	18,770	18,770	18,770	18,770	18,770	18,770	18,770	22,111	33,956	225,000
370: Outside Services	-	-	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	13,636	150,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	74	223	372	523	673	827	981	1,135	880	1,035	1,241	7,962
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	4,063	4,063
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	544	544	544	544	544	544	544	544	544	544	544	5,985
914: Pension and Benefits	-	-	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	17,655
915: Injuries and Damages	-	-	150	150	150	150	150	150	150	150	150	150	150	1,650
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,613	2,477	16,416
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(114,825)	-	-	(388,907)	(503,731)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	42,967	43,117	43,265	43,416	43,566	43,720	43,874	(70,796)	43,773	47,513	(324,415)	-

Project No: 96829444 CISCO Ent Lic Agreement 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 11/15/2024

Estimated Completion Date 12/31/2024

Description
The CISCO Enterprise License Agreement project is a renewal of PNM's enterprise licensing for key infrastructure tools used throughout PNM to ensure its technological backbone is the current state-of-the-art in safety, security, and resilience. CISCO products are at the heart of PNM's data centers, telecommunications, networks, and other computing systems.

Project Need Justification
The CISCO Enterprise License Renewal is a required three-year agreement both authorizes PNM's continued use of its many CISCO products throughout the organization and ensures ongoing support from CISCO for its products should they break or experience issues.

Project Alternatives
CISCO products are generally regarded as the best available for the purposes they serve. PNM has made significant investments over the years to develop an overall interconnected CISCO architecture, including the best practices embedded in those products' design and operations. Few other products exceed the capabilities PNM requires of these products, so alternatives for overall replacement have not been considered desirable at this time.

Project Estimate Approach
Project cost is determined by a "true-up" process that accounts for every piece of CISCO equipment across the company as well as a negotiation that seeks to reduce overall cost based on factors PNM may feel are relevant to cost reduction.

Customer Benefit
Customers benefit from PNM's use of CISCO systems in many ways, including reliability, system performance, and overall security. CISCO products are at the heart of what allows PNM to meet customer expectations.

Primary Value Driver Reliability

Safety The CISCO Enterprise License Agreement provides key infrastructure tools used throughout PNM to ensure its technological backbone is the current state-of-the-art in safety, security, and resilience. CISCO products are at the heart of PNM's data centers, telecommunications, networks, and other computing systems.

Reliability CISCO products themselves are well-regarded for their quality and reliability. That in turn helps PNM provide similar reliability in delivery of its services to customers.

System Performance The CISCO Enterprise License Agreement provides key infrastructure tools used throughout PNM to ensure its technological backbone is the current state-of-the-art in safety, security, and resilience. CISCO products are at the heart of PNM's data centers, telecommunications, networks, and other computing systems.

Security The CISCO Enterprise License Agreement provides key infrastructure tools used throughout PNM to ensure its technological backbone is the current state-of-the-art in safety, security, and resilience. CISCO products are at the heart of PNM's data centers, telecommunications, networks, and other computing systems.

Compliance

Environmental

Project No:	96829444 CISCO Ent Lic Agreement 2024							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	6,515,458	6,515,458
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	12,183	12,183
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	475,368	475,368
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(7,003,009)	(7,003,009)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829522 **Infrastruct-New Capabilities Prgrm 2022**

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County %	Bernalillo	80%
	DentonTX	20%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The Infrastructure New Capabilities Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, delivery, and shared services management services. It is especially focused on exploring and introducing the latest developments, systems, and practices associated with data center operations. An example of a new capability funded by this program is VMWare vRealize, a sophisticated new tool used to provide advanced management capabilities in virtualized computing architectures. This project includes additions implemented in 2022.

Project Need Justification

The Infrastructure New Capabilities Program exists to ensure smaller scale and unanticipated needs and opportunities for computing environment and data center management improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Infrastructure New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Not implementing new technology in the computing and data center environments (a do nothing approach) risks bypassing excellent new opportunities to further reduce PNM's overall operating expenses, therefore was not considered.

Project Estimate Approach

Projects implemented under the Infrastructure New Capabilities Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Infrastructure New Capabilities Program helps ensure customers have reliable, efficient electric service by funding new efforts to introduce the latest improvements to data center technologies that help PNM manage its business as efficiently as possible. Projects implemented under the Infrastructure New Capabilities Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance

As technological advancements continue to both provide unparalleled opportunities to maximize company performance but also challenge its best efforts to ensure PNM's safety and security, it is imperative that PNM take a proactive approach to learning about and strategically implementing new systems and practices. The Infrastructure New Capabilities Program provides a means to do that in a structured, cost-effective, and coordinated way.

Security

Compliance

Environmental

Project No:	96829522 Infracost Capabilities Prgrm 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	2,749	6,818	6,818	6,818	6,818	6,818	6,818	43,659
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	133,692	41,727	41,727	41,727	41,727	41,727	41,727	384,056
370: Outside Services	110,746	100,000	150,000	150,000	140,000	9,091	20,000	679,837
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	665	-	-	-	-	-	-	665
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	375	419	730	1,134	1,138	1,499	1,857	7,151
610: Expenses - General	2,573	-	-	-	-	-	49,183	51,756
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	219	544	544	544	544	544	544	3,484
914: Pension and Benefits	618	1,533	1,533	1,533	1,533	1,533	1,533	9,814
915: Injuries and Damages	48	119	119	119	119	119	119	760
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	766	3,052	3,052	3,052	3,052	3,052	3,052	19,080
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMNR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(269,194)	-	-	(930,692)	(1,199,886)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	252,452	154,212	204,523	(64,266)	194,931	64,383	(805,859)	375

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
	110: Straight Time-General	43,659	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	384,056	-	-	-	-	-	-	-	-	-	-	-	-	384,056
370: Outside Services	679,837	-	-	-	-	-	-	-	-	-	-	-	-	679,837
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	665	-	-	-	-	-	-	-	-	-	-	-	-	665
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,151	-	-	-	-	-	-	-	-	-	-	-	-	7,151
610: Expenses - General	51,756	-	-	-	-	-	-	-	-	-	-	-	-	51,756
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,484	-	-	-	-	-	-	-	-	-	-	-	-	3,484
914: Pension and Benefits	9,814	-	-	-	-	-	-	-	-	-	-	-	-	9,814
915: Injuries and Damages	760	-	-	-	-	-	-	-	-	-	-	-	-	760
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	19,080	-	-	-	-	-	-	-	-	-	-	-	-	19,080
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMNR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,199,886)	-	-	-	-	-	-	-	-	-	-	-	-	(1,199,886)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	375	-	-	-	-	-	-	-	-	-	-	-	-	375

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
	110: Straight Time-General	43,659	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	384,056	-	-	-	-	-	-	-	-	-	-	-	-	384,056
370: Outside Services	679,837	-	-	-	-	-	-	-	-	-	-	-	-	679,837
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	665	-	-	-	-	-	-	-	-	-	-	-	-	665
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,151	-	-	-	-	-	-	-	-	-	-	-	-	7,151
610: Expenses - General	51,756	-	-	-	-	-	-	-	-	-	-	-	-	51,756
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,484	-	-	-	-	-	-	-	-	-	-	-	-	3,484
914: Pension and Benefits	9,814	-	-	-	-	-	-	-	-	-	-	-	-	9,814
915: Injuries and Damages	760	-	-	-	-	-	-	-	-	-	-	-	-	760
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	19,080	-	-	-	-	-	-	-	-	-	-	-	-	19,080
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMNR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,199,886)	-	-	-	-	-	-	-	-	-	-	-	-	(1,199,886)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	375	-	-	-	-	-	-	-	-	-	-	-	-	375

Project No: 96829523 **Infrast-New Capabilities Prgrm 2023**

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

<u>County %</u>	Bernalillo	80%
	DentonTX	20%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description

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Safety

Reliability

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Security

Compliance

Environmental

Project No:	96829523 Infrac-New Capabilities Prgrm 2023							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	350,000
370: Outside Services	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	69	221	388	554	729	902	1,091	882	1,050	1,246	7,132
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	3,340	3,340
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	399	399	399	399	399	399	399	399	399	399	3,990
914: Pension and Benefits	-	-	-	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	11,770
915: Injuries and Damages	-	-	-	110	110	110	110	110	110	110	110	110	110	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	2,554	2,554	2,554	2,554	2,554	2,554	2,554	2,554	2,554	2,554	25,536
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(115,048)	-	-	(387,820)	(502,868)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	49,309	49,460	49,628	49,794	49,968	50,141	(64,718)	50,122	50,289	(333,994)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	350,000	-	-	-	-	-	-	-	-	-	-	-	-	350,000
370: Outside Services	50,000	-	-	-	-	-	-	-	-	-	-	-	-	50,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,132	-	-	-	-	-	-	-	-	-	-	-	-	7,132
610: Expenses - General	3,340	-	-	-	-	-	-	-	-	-	-	-	-	3,340
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,990	-	-	-	-	-	-	-	-	-	-	-	-	3,990
914: Pension and Benefits	11,770	-	-	-	-	-	-	-	-	-	-	-	-	11,770
915: Injuries and Damages	1,100	-	-	-	-	-	-	-	-	-	-	-	-	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	25,536	-	-	-	-	-	-	-	-	-	-	-	-	25,536
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(502,868)	-	-	-	-	-	-	-	-	-	-	-	-	(502,868)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829524 **Infrast-New Capabilities Prgrm 2024**

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County %	Bernalillo	80%
	DentonTX	20%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description

The Infrastructure New Capabilities Program is a collection of one or more projects focused on adding new, necessary computer systems that support or improve functions carried out by PNM's transmission, delivery, and shared services management services. It is especially focused on exploring and introducing the latest developments, systems, and practices associated with data center operations. An example of a new capability funded by this program is VMWare vRealize, a sophisticated new tool used to provide advanced management capabilities in virtualized computing architectures. This project includes additions implemented in 2024.

Project Need Justification

The Infrastructure New Capabilities Program exists to ensure smaller scale and unanticipated needs and opportunities for computing environment and data center management improvements have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Infrastructure New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Not implementing new technology in the computing and data center environments (a do nothing approach) risks bypassing excellent new opportunities to further reduce PNM's overall operating expenses, therefore was not considered.

Project Estimate Approach

Projects implemented under the Infrastructure New Capabilities Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Infrastructure New Capabilities Program helps ensure customers have reliable, efficient electric service by funding new efforts to introduce the latest improvements to data center technologies that help PNM manage its business as efficiently as possible. Projects implemented under the Infrastructure New Capabilities Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver System Performance

Safety

Reliability

System Performance

As technological advancements continue to both provide unparalleled opportunities to maximize company performance but also challenge its best efforts to ensure PNM's safety and security, it is imperative that PNM take a proactive approach to learning about and strategically implementing new systems and practices. The Infrastructure New Capabilities Program provides a means to do that in a structured, cost-effective, and coordinated way.

Security

Compliance

Environmental

Project No:	96829524 Infrac-New Capabilities Prgrm 2024							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
	110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
	110: Straight Time-General	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	165,000
370: Outside Services	-	-	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	54	163	271	381	490	603	715	828	641	750	875	5,769
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	2,968	2,968
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	363	363	363	363	363	363	363	363	363	363	363	3,990
914: Pension and Benefits	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	11,770
915: Injuries and Damages	-	-	100	100	100	100	100	100	100	100	100	100	100	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	12,038
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(83,692)	-	-	(268,944)	(352,636)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	31,317	31,426	31,534	31,645	31,754	31,866	31,978	(51,601)	31,905	32,013	(233,838)	0

Project No: 96829526 AntiVirus Upg or Replace 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description
The AntiVirus Upgrade or Replacement project will evaluate current vendors and technologies to determine which has the leading, most advanced design and execution, and either upgrade the current system or replace it with a better tool. The upgraded solution will include antimalware solution(s). A "next-generation" solution will be required to address multiple aspects of endpoint protection to include artificial intelligence, behavioral analysis, Endpoint Detection and Response (EDR), and other emerging technologies.

Project Need Justification
With ever-increasing and increasingly sophisticated virus and malware threats, antivirus protection is a critical component in PNM's multi-layered defense of our networks and systems. It is no longer acceptable to simply install an antivirus package on each computer and hope it catches the latest threat. Utilities like PNM require modern antivirus solutions that can adapt, use new technologies to catch, trace, and destroy intrusions, and report activities in real time.

Project Alternatives
With ever-increasing and increasingly sophisticated virus and malware threats, antivirus protection is a critical component in PNM's multi-layered defense of our networks and systems. PNM will carefully evaluate state-of-the-art solutions that employ the latest technology to intercept, isolate, destroy, and report on any intrusion attempts. Only the best current solution is acceptable in our critical environment.

Project Estimate Approach
Project cost estimates will be derived from a combination of quotes and bids from the most trusted vendors and historical information maintained about internal and administrative costs associated with past projects. Preliminary requests for information from leading vendors forms the foundation for this project's current estimated cost.

Customer Benefit
PNM customers expect not only that the company's operations are reliably protected from dangerous or damaging intrusions, but also that their own personal data is completely safeguarded. Acquisition of a state-of-the-art antivirus system is one of the most important components in the web of defenses that help ensure that is the case.

Primary Value Driver Security

Safety

Reliability

System Performance

Security PNM customers expect not only that the companies operations are reliably protected from dangerous or damaging intrusions, but also that their own personal data is completely safeguarded. Acquisition of a state-of-the-art antivirus system is one of the most important components in the web of defenses that help ensure that is the case.

Compliance

Environmental

Project No:

96829526 AntiVirus Upg or Replace 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000
370: Outside Services	-	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	157	500	880	1,256	1,651	2,043	2,471	2,889	3,269	3,845	18,961
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	72,985	72,985
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	6,566	65,664
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(1,207,610)	(1,207,610)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	111,723	112,067	112,446	112,822	113,218	113,610	114,037	114,455	114,836	(1,019,214)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	900,000	-	-	-	-	-	-	-	-	-	-	-	-	900,000
370: Outside Services	150,000	-	-	-	-	-	-	-	-	-	-	-	-	150,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	18,961	-	-	-	-	-	-	-	-	-	-	-	-	18,961
610: Expenses - General	72,985	-	-	-	-	-	-	-	-	-	-	-	-	72,985
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	65,664	-	-	-	-	-	-	-	-	-	-	-	-	65,664
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,207,610)	-	-	-	-	-	-	-	-	-	-	-	-	(1,207,610)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829622 CPR Telecom Blanket 2022

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

<u>County %</u>	Bernalillo	80%
	DentonTX	20%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description

The Computer Platform Refresh (CPR) Telecom Blanket is an annual project whose purpose is to replace existing telecommunications equipment that is at end-of-life. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Example equipment purchased under this blanket includes telephones, headsets, switches, and other specialized telephonic devices. This project includes equipment replaced in 2022.

Project Need Justification

Each of the many individual components of PNM's telecom infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new security threats as well as greater capabilities and efficiencies. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNMR is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of telecommunications, where threats are real, numerous, and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNMR customers reap benefits of reliability and system performance when telecommunications that enables efficient operations while protecting critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Reliability

Safety

Reliability In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Telecommunications assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Telecommunications assets replaced at end-of-life by this blanket project are key to ensuring operations are secure.

Compliance

Environmental

Project No:	96829622 CPR Telecom Blanket 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	2,101	7,500	7,500	7,500	7,500	7,500	6,300	45,901
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	176,548	-	-	-	-	42,000	(0)	218,548
370: Outside Services	14,792	27,222	27,222	27,222	27,222	11,667	290,000	425,347
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	640	-	-	-	-	-	-	640
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	629	302	395	497	619	781	1,255	4,477
610: Expenses - General	23,443	-	-	-	-	-	820	24,263
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	168	599	599	599	599	599	503	3,663
914: Pension and Benefits	472	1,686	1,686	1,686	1,686	1,686	1,416	10,319
915: Injuries and Damages	37	131	131	131	131	131	110	799
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	674	-	-	-	-	3,072	-	3,746
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(737,074)	(737,074)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	219,503	37,439	37,532	37,634	37,756	67,435	(436,671)	629

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	45,901	-	-	-	-	-	-	-	-	-	-	-	-	45,901
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	218,548	-	-	-	-	-	-	-	-	-	-	-	-	218,548
370: Outside Services	425,347	-	-	-	-	-	-	-	-	-	-	-	-	425,347
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	640	-	-	-	-	-	-	-	-	-	-	-	-	640
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	4,477	-	-	-	-	-	-	-	-	-	-	-	-	4,477
610: Expenses - General	24,263	-	-	-	-	-	-	-	-	-	-	-	-	24,263
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,663	-	-	-	-	-	-	-	-	-	-	-	-	3,663
914: Pension and Benefits	10,319	-	-	-	-	-	-	-	-	-	-	-	-	10,319
915: Injuries and Damages	799	-	-	-	-	-	-	-	-	-	-	-	-	799
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	3,746	-	-	-	-	-	-	-	-	-	-	-	-	3,746
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(737,074)	-	-	-	-	-	-	-	-	-	-	-	-	(737,074)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	629	-	-	-	-	-	-	-	-	-	-	-	-	629

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	45,901	-	-	-	-	-	-	-	-	-	-	-	-	45,901
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	218,548	-	-	-	-	-	-	-	-	-	-	-	-	218,548
370: Outside Services	425,347	-	-	-	-	-	-	-	-	-	-	-	-	425,347
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	640	-	-	-	-	-	-	-	-	-	-	-	-	640
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	4,477	-	-	-	-	-	-	-	-	-	-	-	-	4,477
610: Expenses - General	24,263	-	-	-	-	-	-	-	-	-	-	-	-	24,263
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,663	-	-	-	-	-	-	-	-	-	-	-	-	3,663
914: Pension and Benefits	10,319	-	-	-	-	-	-	-	-	-	-	-	-	10,319
915: Injuries and Damages	799	-	-	-	-	-	-	-	-	-	-	-	-	799
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	3,746	-	-	-	-	-	-	-	-	-	-	-	-	3,746
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(737,074)	-	-	-	-	-	-	-	-	-	-	-	-	(737,074)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	629	-	-	-	-	-	-	-	-	-	-	-	-	629

Project No: 96829623 CPR Telecom Blanket 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

County %		
	Bernalillo	50%
	DentonTX	35%
	San Juan	5%
	Santa Fe	5%
	Dona Ana	5%

Description

The Computer Platform Refresh (CPR) Telecom Blanket is an annual project whose purpose is to replace existing telecommunications equipment that is at end-of-life. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Example equipment purchased under this blanket includes telephones, headsets, switches, and other specialized telephonic devices. This project includes equipment replaced in 2023.

Project Need Justification

Each of the many individual components of PNM's telecom infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new security threats as well as greater capabilities and efficiencies. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of telecommunications, where threats are real, numerous, and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNM customers reap benefits of reliability and system performance when telecommunications that enables efficient operations while protecting critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver

Reliability

Safety

Reliability

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Telecommunications assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Telecommunications assets replaced at end-of-life by this blanket project are key to ensuring operations are secure.

Compliance

Environmental

Project No:

96829623 CPR Telecom Blanket 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	120,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
370: Outside Services	-	-	12,273	12,273	12,273	12,273	12,273	12,273	12,273	12,273	12,273	12,273	12,273	135,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	105	340	603	890	1,167	1,459	1,745	2,060	2,366	2,641	2,974	16,349
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,827	1,827
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	871	871	871	871	871	871	871	871	871	871	871	9,576
914: Pension and Benefits	-	-	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	2,568	28,248
915: Injuries and Damages	-	-	240	240	240	240	240	240	240	240	240	240	240	2,640
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	40,128
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(903,768)	(903,768)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	80,613	80,848	81,111	81,398	81,675	81,967	82,253	82,569	82,875	83,149	(818,459)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	120,000	-	-	-	-	-	-	-	-	-	-	-	-	120,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	550,000	-	-	-	-	-	-	-	-	-	-	-	-	550,000
370: Outside Services	135,000	-	-	-	-	-	-	-	-	-	-	-	-	135,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	16,349	-	-	-	-	-	-	-	-	-	-	-	-	16,349
610: Expenses - General	1,827	-	-	-	-	-	-	-	-	-	-	-	-	1,827
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	9,576	-	-	-	-	-	-	-	-	-	-	-	-	9,576
914: Pension and Benefits	28,248	-	-	-	-	-	-	-	-	-	-	-	-	28,248
915: Injuries and Damages	2,640	-	-	-	-	-	-	-	-	-	-	-	-	2,640
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	40,128	-	-	-	-	-	-	-	-	-	-	-	-	40,128
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(903,768)	-	-	-	-	-	-	-	-	-	-	-	-	(903,768)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96829624 CPR Telecom Blanket 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

County %		
	Bernalillo	50%
	DentonTX	35%
	San Juan	5%
	Santa Fe	5%
	Dona Ana	5%

Description

The Computer Platform Refresh (CPR) Telecom Blanket is an annual project whose purpose is to replace existing telecommunications equipment that is at end-of-life. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Example equipment purchased under this blanket includes telephones, headsets, switches, and other specialized telephonic devices. This project includes equipment replaced in 2024.

Project Need Justification

Each of the many individual components of PNM's telecom infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new security threats as well as greater capabilities and efficiencies. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives

PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of telecommunications, where threats are real, numerous, and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach

Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit

PNM customers reap benefits of reliability and system performance when telecommunications that enables efficient operations while protecting critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver

Reliability

Safety

Reliability

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Telecommunications assets replaced at end-of-life by this blanket project are key to ensuring operations are not disrupted.

System Performance

Security

In today's highly automated, computerized world, PNM's business is extremely dependent on safe, secure, and reliable operations. Telecommunications assets replaced at end-of-life by this blanket project are key to ensuring operations are secure.

Compliance

Environmental

Project No: 96829624 CPR Telecom Blanket 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	150,000	100,000	100,000	100,000	50,000	25,000	25,000	25,000	25,000	-	600,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	10	310	796	1,194	1,589	1,902	2,074	2,199	2,300	2,415	2,533	17,322
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	8,890	8,890
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	363	363	363	363	363	363	363	363	363	363	363	3,990
914: Pension and Benefits	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	11,770
915: Injuries and Damages	-	-	100	100	100	100	100	100	100	100	100	100	100	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	10,944	7,296	7,296	7,296	3,648	1,824	1,824	1,824	1,824	-	43,776
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(736,848)	(736,848)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	6,089	167,333	114,170	114,568	114,963	61,628	34,976	35,101	35,202	35,317	(719,346)	0

Project No: 96829642 HR Tools Upg for Kibana Analytics

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description

The HR Tools Upgrade for Kibana Analytics project will augment reporting and business intelligence capabilities associated with PNMR's core PeopleSoft Human Capital Management (HCM) system. The add-on modules and modifications will provide significantly more sophisticated reporting capabilities to better help anticipate trends and provide deeper insight to information about employees.

Project Need Justification

PNMR Human Resources requires increasingly sophisticated and flexible querying and reporting capabilities that are generally known by the term "Business Intelligence" (BI). The project will add these capabilities, enabling HR managers to create ad hoc queries as needs arise without needed additional programming.

Project Alternatives

The solution chosen for this project is an industry-leading provider of business intelligence capabilities for human resources professionals and systems. PNMR's Human Resources department has recognized the need for these capabilities for several years and believes this is the appropriate time to make those available. Other vendors were evaluated, but this vendor is the appropriate choice.

Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

The ability to rapidly query data about employees at PNMR and form sound, data-based conclusions allows PNMR management to adapt and tailor its work environment in flexible ways to meet the rapidly changing requirements of the business and needs of employees, resulting in employees who are more engaged with the company. The end result is better engagements with customers.

Primary Value Driver Compliance

Safety

Reliability

System Performance

Security

Compliance Business intelligence capabilities such as those being installed for the HR Tools for Kibana Analytics project enable PNMR to remain in compliance with changing laws and work rules by identifying potential issues and needs and quickly addressing those.

Environmental

Project No: 96829642 HR Tools Upg for Kibana Analytics

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	2,273	2,273	2,273	2,273	2,273	2,273	13,636
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	909	909	909	909	5,000	13,000	21,636
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	455	455	455	455	455	455	2,727
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	3	9	17	27	42	81	180
610: Expenses - General	-	-	-	-	-	-	7,436	7,436
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	181	181	181	181	181	181	1,088
914: Pension and Benefits	-	511	511	511	511	511	511	3,065
915: Injuries and Damages	-	40	40	40	40	40	40	237
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(50,007)	(50,007)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	4,371	4,378	4,386	4,395	8,501	(26,031)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	13,636	-	-	-	-	-	-	-	-	-	-	-	-	13,636
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	21,636	-	-	-	-	-	-	-	-	-	-	-	-	21,636
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	2,727	-	-	-	-	-	-	-	-	-	-	-	-	2,727
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	180	-	-	-	-	-	-	-	-	-	-	-	-	180
610: Expenses - General	7,436	-	-	-	-	-	-	-	-	-	-	-	-	7,436
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,088	-	-	-	-	-	-	-	-	-	-	-	-	1,088
914: Pension and Benefits	3,065	-	-	-	-	-	-	-	-	-	-	-	-	3,065
915: Injuries and Damages	237	-	-	-	-	-	-	-	-	-	-	-	-	237
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(50,007)	-	-	-	-	-	-	-	-	-	-	-	-	(50,007)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	13,636	-	-	-	-	-	-	-	-	-	-	-	-	13,636
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	21,636	-	-	-	-	-	-	-	-	-	-	-	-	21,636
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	2,727	-	-	-	-	-	-	-	-	-	-	-	-	2,727
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	180	-	-	-	-	-	-	-	-	-	-	-	-	180
610: Expenses - General	7,436	-	-	-	-	-	-	-	-	-	-	-	-	7,436
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,088	-	-	-	-	-	-	-	-	-	-	-	-	1,088
914: Pension and Benefits	3,065	-	-	-	-	-	-	-	-	-	-	-	-	3,065
915: Injuries and Damages	237	-	-	-	-	-	-	-	-	-	-	-	-	237
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(50,007)	-	-	-	-	-	-	-	-	-	-	-	-	(50,007)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829643 **Infra Resilience (HA Arch) 2023**

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
The Infrastructure Resilience HA (High Availability) Architecture project is a broad effort to provide redundancy for critical systems that don't already possess this systems structure. It is an effort to provide greater disaster recovery flexibility for the "second tier" of systems that, though not in the top tier of criticality, still are important enough to PNM and its customers that their loss via any number of possible causes would create significant, possibly damaging disruption. This project will, in 2023, site and build secondary locations, including servers, routers and other communication equipment, and data storage capabilities that can be used both to ensure instant continuous availability in the event of a disaster, but also provide greater reliability and less disruption during required routine maintenance.

Project Need Justification
Second tier systems that don't already have high availability resilience built into their deployment can still be very inconvenient or even promote dangerous conditions in the event of an unexpected failure or routine maintenance. PNM seeks to mitigate the risks of these systems gaps through a broader deployment of resilient architecture for select important computer systems.

Project Alternatives
The main possible alternative to implementing this project would be to do nothing. Since the risks being addressed by this project mount from doing nothing, that would not be acceptable in a business environment where customers and PNM departments expect reliability.

Project Estimate Approach
PNM will use a combination of quotes from established vendors who meet stringent quality and cost-effectiveness standards with internal labor and administrative overhead cost data derived from previous similar projects.

Customer Benefit
In an increasingly complex world, customers expect near perfect reliability of services delivered by PNM. Although principle systems that deliver those services already have resilient architectures, the next lower systems in criticality play increasingly important roles in ensuring the best reliability possible. Implementing this project will help mitigate the risks of a second tier criticality system failure that might negatively impact customers.

Primary Value Driver Reliability

Safety

Reliability Providing a resilient systems architecture to the next lower critical tier of systems at PNM is a cost-effective way to ensure those systems continue to help provide the reliable service customers expect.

System Performance

Security

Compliance

Environmental

Project No: 96829643 **Infra Resilience (HA Arch) 2023**

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	60,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
370: Outside Services	-	-	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	93	300	531	784	1,028	1,285	1,538	1,816	2,085	2,327	2,635	14,421
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	10,370	10,370
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	435	435	435	435	435	435	435	435	435	435	435	4,788
914: Pension and Benefits	-	-	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	1,284	14,124
915: Injuries and Damages	-	-	120	120	120	120	120	120	120	120	120	120	120	1,320
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	3,648	40,128
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(805,151)	(805,151)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	71,034	71,241	71,473	71,726	71,970	72,227	72,479	72,757	73,027	73,269	(721,204)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	60,000	-	-	-	-	-	-	-	-	-	-	-	-	60,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	550,000	-	-	-	-	-	-	-	-	-	-	-	-	550,000
370: Outside Services	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	14,421	-	-	-	-	-	-	-	-	-	-	-	-	14,421
610: Expenses - General	10,370	-	-	-	-	-	-	-	-	-	-	-	-	10,370
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,788	-	-	-	-	-	-	-	-	-	-	-	-	4,788
914: Pension and Benefits	14,124	-	-	-	-	-	-	-	-	-	-	-	-	14,124
915: Injuries and Damages	1,320	-	-	-	-	-	-	-	-	-	-	-	-	1,320
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	40,128	-	-	-	-	-	-	-	-	-	-	-	-	40,128
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(805,151)	-	-	-	-	-	-	-	-	-	-	-	-	(805,151)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 96829644 SAN Switch Replace 2024

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 80%
DentonTX 20%

Estimated Start Date 2/1/2024

Estimated Completion Date 8/31/2024

Description

The SAN (Storage Area Network) Switch Replacement project will be an important equipment lifecycle management effort to ensure critical data center infrastructure remains current and trouble-free. SAN switches are sophisticated pieces of equipment that intelligently route data request from the many different systems and users at PNMR to the exact virtual location that data is stored on PNMR's storage systems. State-of-the-art switches such as those used by PNMR are incredibly fast, a requirement in the company's efficient data center operations. The current SAN Switches are all approaching end-of-life. Through wear and tear as well as technology advancements, switches must be replaced periodically to ensure optimal data center performance. This project will replace those SAN Switches.

Project Need Justification

The current SAN Switches are all approaching end-of-life. Through wear and tear as well as technology advancements, switches must be replaced periodically to ensure optimal data center performance.

Project Alternatives

As the current CISCO switches are state-of-the-art, no other alternatives will be considered. Current switches are designed to handle high-volume SAN and NAS (Network Area Storage, a different tier of data management) traffic between the servers and storage infrastructures.

Project Estimate Approach

Project costs estimates are derived from a combination of vendor quotes and historical data from similar past projects.

Customer Benefit

PNMR customers are the ultimate beneficiaries of highly efficient, capable data center infrastructure as, for example, calls to Customer Care can proceed much more efficiently without having to wait for delayed or slow system responses.

Primary Value Driver System Performance

Safety

Reliability

System Performance State-of-the-art SAN switches are a critical component to maximizing the efficiency and speed of data center operations.

Security

Compliance

Environmental

Project No:

96829644 SAN Switch Replace 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	3,571	3,571	3,571	3,571	3,571	3,571	3,571	3,571	-	-	-	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	102,857	102,857	102,857	102,857	102,857	102,857	102,857	102,857	-	-	-	720,000
370: Outside Services	-	-	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	-	-	-	75,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	1,429	1,429	1,429	1,429	1,429	1,429	1,429	1,429	-	-	-	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	218	662	1,103	1,552	1,996	2,453	2,913	-	-	-	-	10,898
610: Expenses - General	-	-	-	-	-	-	-	-	1,832	-	-	-	-	1,832
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	285	285	285	285	285	285	285	285	-	-	-	1,995
914: Pension and Benefits	-	-	841	841	841	841	841	841	841	841	-	-	-	5,885
915: Injuries and Damages	-	-	79	79	79	79	79	79	79	79	-	-	-	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	7,504	7,504	7,504	7,504	7,504	7,504	7,504	7,504	-	-	-	52,531
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	(903,691)	-	-	-	-	(903,691)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	127,498	127,942	128,383	128,832	129,276	129,733	(771,665)	-	-	-	-	(0)

Project No: 96829724 Tibco Lic Renewal 2024
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Bernalillo 100%

Estimated Start Date 3/1/2024

Estimated Completion Date 6/30/2024

Description
 The Tibco Enterprise License Renewal project is a required three-year renewal of PNM's licensing for use of the Tibco products at the heart of the company's data operations. This renewal is required per PNM's contract with Tibco for PNM to use their products integrating data communications between many other systems the company employs.

Project Need Justification
 PNM's Tibco license is a three-year required cost to maintain and run the critical systems that rely on these tools. It is based on actual usage and permits PNM to take advantage of automatic upgrades, support, and volume discounts.

Project Alternatives
 As doing nothing would violate the terms of PNM's use of Tibco products and systems, the only other alternative to doing this project would be to replace key "middleware" communications with other similar tools, where they exist and meet PNM's needs. As the current tools meet PNM needs in a cost-effective way, that alternative is not sought at this time.

Project Estimate Approach
 Required costs are based on Tibco's assessment and quote for our current and future product license counts as further negotiated between parties.

Customer Benefit
 PNM customers benefit from the robust capabilities of Tibco tools and systems through greater reliability and efficiency of those tools and concomitant efficiencies and cost savings.

Primary Value Driver Reliability

Safety

Reliability Tibco is a key "middleware" communications and integration system that facilitates exchanges of information between other mutually dependent systems. These integrations can be very complex and happen with great rapidity and frequency. Tibco handles these needs extremely reliably, contributing to the overall reliability of all PNM systems.

System Performance

Security

Compliance

Environmental

Project No:	96829724 Tibco Lic Renewal 2024							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	1,470,000	-	-	-	-	-	-	-	-	1,470,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	10,000	-	-	-	-	-	-	-	-	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	2,744	5,513	5,531	-	-	-	-	-	-	13,788
610: Expenses - General	-	-	-	-	-	-	2,938	-	-	-	-	-	-	2,938
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	107,251	-	-	-	-	-	-	-	-	107,251
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	(1,603,978)	-	-	-	-	-	(1,603,978)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	1,589,995	5,513	(1,595,508)	-	-	-	-	-	-	(0)

Project No: 96829743 Ransomware Protect 2023

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description
The Ransomware Protection project will provide additional measures of security in the event that a network or system intrusion succeeds in evading defenses and makes some or all of PNM's mission critical and customer data inaccessible or unusable. There have been rapid increases in the number of important institutions, such as hospitals and schools, that have been subjected to these types of attacks. In many cases, an exorbitant ransom has been extracted by perpetrators. Several key solutions are available to mitigate the risks associated with this type of attack, including encrypted offline backups. This project will analyze, select, and deploy an industry-leading solution to mitigate this risk. This project will cover work performed in 2023.

Project Need Justification
The consequences of failing to have a safe, secure, and readily accessible solution to the very damaging effects of a ransomware attack often far outweigh the costs associated with implementing and maintaining solutions. Costs can be astronomical; but even worse, damage to systems, public perception, and industry standing can be devastating. The rapid increase in the number and complexity of these kinds of attacks argues strongly that a solution be deployed as soon as possible.

Project Alternatives
Several current solutions to both mitigate the risk of a ransomware attack and recover from one if it occurs are available. PNM already has a strong, multi-layered intrusion detection and prevention web of defenses. The project team will evaluate and select the best available solution for recovery. Doing nothing is no longer a viable, responsible option.

Project Estimate Approach
Project estimates will be drawn from a combination of trusted vendor quotes and bids combined with information from past similar projects.

Customer Benefit
PNM customers expect not only that the company's operations are reliably protected from dangerous or damaging intrusions, but also that their own personal data is completely safeguarded. Acquisition of a reliable ransomware recovery solution is one of the most important components in the web of defenses that help ensure that is the case.

Primary Value Driver Security

Safety

Reliability

System Performance

Security PNM customers expect not only that the company's operations are reliably protected from dangerous or damaging intrusions, but also that their own personal data is completely safeguarded. Acquisition of a reliable ransomware recovery solution is one of the most important components in the web of defenses that help ensure that is the case.

Compliance

Environmental

Project No:

96829743 Ransomware Protect 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	45,455
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	29,091	29,091	29,091	29,091	29,091	29,091	29,091	29,091	29,091	45,000	306,818
370: Outside Services	-	-	-	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	90,909
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	65	208	366	522	687	849	1,027	1,201	1,359	1,600	7,885
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	14,385	14,385
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	363	363	363	363	363	363	363	363	363	363	3,627
914: Pension and Benefits	-	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	10,700
915: Injuries and Damages	-	-	-	100	100	100	100	100	100	100	100	100	100	1,000
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	2,122	2,122	2,122	2,122	2,122	2,122	2,122	2,122	2,122	3,283	22,385
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(503,164)	(503,164)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	46,448	46,591	46,748	46,905	47,069	47,232	47,410	47,583	47,742	(423,727)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	45,455	-	-	-	-	-	-	-	-	-	-	-	-	45,455
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	306,818	-	-	-	-	-	-	-	-	-	-	-	-	306,818
370: Outside Services	90,909	-	-	-	-	-	-	-	-	-	-	-	-	90,909
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,885	-	-	-	-	-	-	-	-	-	-	-	-	7,885
610: Expenses - General	14,385	-	-	-	-	-	-	-	-	-	-	-	-	14,385
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	3,627	-	-	-	-	-	-	-	-	-	-	-	-	3,627
914: Pension and Benefits	10,700	-	-	-	-	-	-	-	-	-	-	-	-	10,700
915: Injuries and Damages	1,000	-	-	-	-	-	-	-	-	-	-	-	-	1,000
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	22,385	-	-	-	-	-	-	-	-	-	-	-	-	22,385
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(503,164)	-	-	-	-	-	-	-	-	-	-	-	-	(503,164)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96829744 Key Management 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

County %	Bernalillo	40% Sandoval	5%
	DentonTX	30% Dona Ana	4%
	San Juan	5% Taos	3%
	Santa Fe	5% Los Alamos	3%
	San Miguel	5%	

Description

The Key Management project will replace existing key watcher systems in with new systems controlled by and compatible with Computer Coordinated Universal Retrieval Entry (C-CURE), PNM's badging management system, and provisioned through the Identity Management (IDM) process. The project will also begin provisioning electronic keys and locks to replace legacy padlocks at secure facilities.

Project Need Justification

Many of PNM's facilities have been upgraded to sophisticated, centrally controlled and monitored badging systems. Many more, however, are secured by simple padlocks and metal keys. Those devices are no longer an acceptable means to deter and ensure unauthorized people are unable to enter critical facilities. Those older locks must be replaced by modern devices.

Project Alternatives

Failure to upgrade, or delaying upgrades, increases the risk that a critical facility will be damaged or destroyed and both equipment and people could be harmed. The project team will carefully evaluate both industry-leading solutions that meet stringent PNM requirements and priorities for deploying these upgrades.

Project Estimate Approach

Not required for projects with less than \$250,000 of expenditures.

Customer Benefit

PNM customers expect that the company's operations are reliably protected from dangerous or damaging intrusions. Acquisition of a state-of-the-art key management system is an important improvement in the web of defenses that help ensure that is the case.

Primary Value Driver

Security

Safety

Reliability

System Performance

Security

PNM customers expect that the company's operations are reliably protected from dangerous or damaging intrusions. Acquisition of a state-of-the-art key management system is an important improvement in the web of defenses that help ensure that is the case.

Compliance

Environmental

Project No:

96829744 Key Management 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	80,000
370: Outside Services	-	-	-	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	23	70	117	163	211	259	307	352	399	476	2,378
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	14,118	14,118
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	200	200	200	200	200	200	200	200	200	200	1,995
914: Pension and Benefits	-	-	-	589	589	589	589	589	589	589	589	589	589	5,885
915: Injuries and Damages	-	-	-	55	55	55	55	55	55	55	55	55	55	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	584	584	584	584	584	584	584	584	584	584	5,837
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(150,763)	(150,763)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	13,450	13,496	13,543	13,590	13,638	13,686	13,734	13,779	13,825	(122,742)	(0)

Project No: 96829822 CPR Corp Security 2022
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2022
Estimated Completion Date 12/31/2022

County %	Bernalillo	40%	San Miguel	5%
	DentonTX	40%		
	Santa Fe	5%		
	Dona Ana	5%		
	Sandoval	5%		

Description
 The Computer Platform Refresh (CPR) Corporate Security project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's efforts to combat illegitimate access to our physical premises. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Example equipment refreshed under this project include cameras, badge readers, automated gates, and other equipment securing PNM premises. This project covers equipment replacements in 2022.

Project Need Justification
 Each of the many individual components of PNM's corporate security infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new threats. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
 PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of physical security, where threats are real, numerous and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
 Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit
 PNM customers reap benefits of reliability and overall security when physical security systems that protect critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Upgrades to physical security of PNM's many premises is critical not only to the safe and reliable functioning of equipment and systems, but more importantly to the safety and well-being of employees and customers.

Compliance

Environmental

Project No:	96829822 CPR Corp Security 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	233	909	909	909	909	909	909	5,687
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	22,727	22,727	67,000	22,727	22,727	91,000	248,909
370: Outside Services	1,791	1,818	1,818	1,818	1,818	1,818	1,818	12,700
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	640	-	-	-	-	-	-	640
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	12	29	73	162	271	351	525	1,422
610: Expenses - General	6,652	-	-	-	-	-	64	6,716
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	19	73	73	73	73	73	73	454
914: Pension and Benefits	52	204	204	204	204	204	204	1,279
915: Injuries and Damages	4	16	16	16	16	16	16	99
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	25	1,663	1,663	4,901	1,663	1,663	6,657	18,233
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(296,127)	(296,127)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	9,427	27,439	27,482	75,083	27,681	27,760	(194,861)	12

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	5,687	-	-	-	-	-	-	-	-	-	-	-	-	5,687
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	248,909	-	-	-	-	-	-	-	-	-	-	-	-	248,909
370: Outside Services	12,700	-	-	-	-	-	-	-	-	-	-	-	-	12,700
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	640	-	-	-	-	-	-	-	-	-	-	-	-	640
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,422	-	-	-	-	-	-	-	-	-	-	-	-	1,422
610: Expenses - General	6,716	-	-	-	-	-	-	-	-	-	-	-	-	6,716
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	454	-	-	-	-	-	-	-	-	-	-	-	-	454
914: Pension and Benefits	1,279	-	-	-	-	-	-	-	-	-	-	-	-	1,279
915: Injuries and Damages	99	-	-	-	-	-	-	-	-	-	-	-	-	99
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	18,233	-	-	-	-	-	-	-	-	-	-	-	-	18,233
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(296,127)	-	-	-	-	-	-	-	-	-	-	-	-	(296,127)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	12	-	-	-	-	-	-	-	-	-	-	-	-	12

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	5,687	-	-	-	-	-	-	-	-	-	-	-	-	5,687
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	248,909	-	-	-	-	-	-	-	-	-	-	-	-	248,909
370: Outside Services	12,700	-	-	-	-	-	-	-	-	-	-	-	-	12,700
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	640	-	-	-	-	-	-	-	-	-	-	-	-	640
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,422	-	-	-	-	-	-	-	-	-	-	-	-	1,422
610: Expenses - General	6,716	-	-	-	-	-	-	-	-	-	-	-	-	6,716
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	454	-	-	-	-	-	-	-	-	-	-	-	-	454
914: Pension and Benefits	1,279	-	-	-	-	-	-	-	-	-	-	-	-	1,279
915: Injuries and Damages	99	-	-	-	-	-	-	-	-	-	-	-	-	99
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	18,233	-	-	-	-	-	-	-	-	-	-	-	-	18,233
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(296,127)	-	-	-	-	-	-	-	-	-	-	-	-	(296,127)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	12	-	-	-	-	-	-	-	-	-	-	-	-	12

Project No: 96829824 Ransomware Protect 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

Description
The Ransomware Protection project will provide additional measures of security in the event that a network or system intrusion succeeds in evading defenses and makes some or all of PNM's mission critical and customer data inaccessible or unusable. There have been rapid increases in the number of important institutions, such as hospitals and schools, that have been subjected to these types of attacks. In many cases, an exorbitant ransom has been extracted by perpetrators. Several key solutions are available to mitigate the risks associated with this type of attack, including encrypted offline backups. This project will analyze, select, and deploy an industry-leading solution to mitigate this risk. This project will cover work performed in 2024.

Project Need Justification
The consequences of failing to have a safe, secure, and readily accessible solution to the very damaging effects of a ransomware attack often far outweigh the costs associated with implementing and maintaining solutions. Costs can be astronomical; but even worse, damage to systems, public perception, and industry standing can be devastating. The rapid increase in the number and complexity of these kinds of attacks argues strongly that a solution be deployed as soon as possible.

Project Alternatives
Several current solutions to both mitigate the risk of a ransomware attack and recover from one if it occurs are available. PNM already has a strong, multi-layered intrusion detection and prevention web of defenses. The project team will evaluate and select the best available solution for recovery. Doing nothing is no longer a viable, responsible option.

Project Estimate Approach
Project estimates will be drawn from a combination of trusted vendor quotes and bids combined with information from past similar projects.

Customer Benefit
PNM customers expect not only that the company's operations are reliably protected from dangerous or damaging intrusions, but also that their own personal data is completely safeguarded. Acquisition of a state-of-the-art antivirus system is one of the most important components in the web of defenses that help ensure that is the case.

Primary Value Driver Security

Safety

Reliability

System Performance

Security PNM customers expect not only that the company's operations are reliably protected from dangerous or damaging intrusions, but also that their own personal data is completely safeguarded. Acquisition of a reliable ransomware recovery solution is one of the most important components in the web of defenses that help ensure that is the case.

Compliance

Environmental

Project No: 96829824 Ransomware Protect 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	4,545	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	250,000
370: Outside Services	-	-	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	10,909	41,000	150,091
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: IT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	71	215	359	504	649	797	946	1,095	1,232	1,375	1,607	8,850
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	8,804	8,804
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	363	363	363	363	363	363	363	363	363	363	363	3,990
914: Pension and Benefits	-	-	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	11,770
915: Injuries and Damages	-	-	100	100	100	100	100	100	100	100	100	100	100	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	1,658	18,240
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(502,845)	(502,845)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	41,444	41,588	41,731	41,877	42,022	42,170	42,319	42,468	42,604	42,748	(420,971)	(0)

Project No: 96829842 PeopleSoft Financials PUM Uppg 2022

Company: 007 PNMR Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County % Bernalillo 100%

Estimated Start Date 11/1/2021

Estimated Completion Date 12/31/2022

Description
The PeopleSoft Financials PeopleSoft Upgrade Manager (PUM) Upgrade project will bring the core financial management and processing system used by PNMR to current supported standards required by the vendor, Oracle. Periodic upgrades, such as this one, not only help ensure the system will continue to work reliably and efficiently, but also allow PNMR to take advantage of new capabilities and functionalities added to the system. In this case, the upgrade includes major enhancements to the PUM architecture, resulting in greater modularization, which greatly simplifies future required upgrades.

Project Need Justification
Upgrade to PUM is both required by the vendor (Oracle) to maintain support level of this critical application, but will assist future necessary upgrades by making those much more efficient.

Project Alternatives
PeopleSoft Financials is the core of PNMR's accounting systems and is not being considered for replacement at this time. Doing so would be a major, multi-year endeavor and is not warranted. This upgrade is required, so no other alternatives are appropriate.

Project Estimate Approach
The project estimate is based largely on historical precedent with previous upgrades to this system.

Customer Benefit
Customers benefit from upgrades to PNMR's core accounting systems through increasing capabilities and efficiencies that drive lower operating costs for the company. In this specific project, implementation of the PeopleSoft Upgrade Manager upgrade ensures that future required upgrades will be significantly less complex and therefore less expensive to undertake, thereby realizing further cost savings for customers.

Primary Value Driver System Performance

Safety

Reliability

System Performance The PeopleSoft Financials PUM Upgrade project will result in streamlined, updated coding with new capabilities and an enhanced Expenses module. Additionally, upgrade of the PUM architecture will greatly decrease the complexity of future required upgrades.

Security

Compliance

Environmental

Project No:

96829842 PeopleSoft Financials PUM Upg 2022

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	56,449	7,727	7,727	4,000	-	-	-	75,903
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	392,213	-	-	-	-	-	-	392,213
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,392	607	701	790	-	-	-	3,490
610: Expenses - General	4,035	-	-	-	-	-	-	4,035
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,450	617	617	319	-	-	-	6,003
914: Pension and Benefits	12,695	1,737	1,737	899	-	-	-	17,068
915: Injuries and Damages	969	134	134	70	-	-	-	1,308
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	1,129	-	-	-	-	-	-	1,129
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(499,777)	-	-	-	(499,777)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	473,333	10,822	10,916	(493,699)	-	-	-	1,372

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	75,903	-	-	-	-	-	-	-	-	-	-	-	-	75,903
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	392,213	-	-	-	-	-	-	-	-	-	-	-	-	392,213
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,490	-	-	-	-	-	-	-	-	-	-	-	-	3,490
610: Expenses - General	4,035	-	-	-	-	-	-	-	-	-	-	-	-	4,035
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	6,003	-	-	-	-	-	-	-	-	-	-	-	-	6,003
914: Pension and Benefits	17,068	-	-	-	-	-	-	-	-	-	-	-	-	17,068
915: Injuries and Damages	1,308	-	-	-	-	-	-	-	-	-	-	-	-	1,308
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,129	-	-	-	-	-	-	-	-	-	-	-	-	1,129
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(499,777)	-	-	-	-	-	-	-	-	-	-	-	-	(499,777)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,372	-	-	-	-	-	-	-	-	-	-	-	-	1,372

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	75,903	-	-	-	-	-	-	-	-	-	-	-	-	75,903
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	392,213	-	-	-	-	-	-	-	-	-	-	-	-	392,213
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,490	-	-	-	-	-	-	-	-	-	-	-	-	3,490
610: Expenses - General	4,035	-	-	-	-	-	-	-	-	-	-	-	-	4,035
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	6,003	-	-	-	-	-	-	-	-	-	-	-	-	6,003
914: Pension and Benefits	17,068	-	-	-	-	-	-	-	-	-	-	-	-	17,068
915: Injuries and Damages	1,308	-	-	-	-	-	-	-	-	-	-	-	-	1,308
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	1,129	-	-	-	-	-	-	-	-	-	-	-	-	1,129
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(499,777)	-	-	-	-	-	-	-	-	-	-	-	-	(499,777)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	1,372	-	-	-	-	-	-	-	-	-	-	-	-	1,372

Project No: 96829844 Veritas Ent License Agreement 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

County %	Bernalillo	80%
	DentonTX	20%

Estimated Start Date 11/1/2024

Estimated Completion Date 12/31/2024

Description
The Veritas Enterprise License Agreement project is a required three year renewal of PNM's licensing for use of the Veritas data backup and restoration system. It is based on actual usage and permits PNM to take advantage of automatic upgrades, support, and volume discounts. Veritas is the principal system PNM uses to automatically and efficiently copy and independently store all critical data across the entire company on a variety of schedules, based on business unit needs, that range from nightly to weekly. It also includes tools that quickly restore data as needed. These backups are key for everything from restoration of accidental data file erasure to complete, effective disaster recovery.

Project Need Justification
PNM's Veritas License Agreement is a three-year required cost to maintain and run the critically important data backup and restoration system. It is based on actual usage and permits PNM to take advantage of automatic upgrades, support, and volume discounts.

Project Alternatives
As doing nothing would violate the terms of PNM's use of the Veritas system, the only other alternative to doing this project would be to replace select components with other similar tools that meet PNM's needs. As the current tools meet PNM needs in a cost-effective way, that alternative is not sought at this time.

Project Estimate Approach
Required costs are based on Veritas' assessment and quote for our current and future system usage.

Customer Benefit
PNM customers benefit from the robust capabilities and security provided by Veritas backup systems through greater reliability and efficiency of those tools and concomitant efficiencies and cost savings.

Primary Value Driver Reliability

Safety

Reliability Data backup and restoration capabilities are critical to recovering from a wide variety of possible issues that can cause real or apparent data loss.

System Performance

Security

Compliance

Environmental

Project No:

96829844 Veritas Ent License Agreement 2024

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	510,000	510,000	1,020,000
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	943	2,869	3,812
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	2,963	2,963
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	37,210	37,210	74,419
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(1,101,195)	(1,101,195)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	548,153	(548,153)	-

Project No: 96829942 NM Phys Security Standardization

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

County %	Bernalillo	50%	San Juan	5%
	DentonTX	25%	San Miguel	5%
	Santa Fe	5%		
	Dona Ana	5%		
	Sandoval	5%		

Description
The New Mexico (NM) Physical Security Standardization project will integrate and standardize physical security technology platforms from access requests, to access control, to intrusion detection, to incident response. Currently, many physical security solutions were installed in the past in a piecemeal fashion, selected because of availability, cost, or other factors. The inability of these systems to communicate with each other or in a coordinated, centralized way can inadvertently increase some kinds of security vulnerabilities. This project seeks to mitigate those risks by providing a standardized framework in which they will operate and be monitored.

Project Need Justification
The consolidation of existing physical security technology will enhance security by providing a common operating platform for PNM. Support and administrative expenses will be better controlled.

Project Alternatives
Two available alternative approaches could be to (1) implement partial, incremental solutions; however, full benefits would not be realized and some unacceptable vulnerabilities would remain; and (2) do nothing to improve standardization; however, vulnerabilities would be increased as would support costs and risks.

Project Estimate Approach
Project estimates have been derived from a combination of quotes and bids from trusted, industry-leading vendors and historical data about similarly scoped past projects.

Customer Benefit
Customers benefit from improved reliability due to early detection and response to security incidents. In addition, early detection may lead to less likelihood of damage or theft, thus reducing the impact of replacement costs borne by customers.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Security will be enhanced by integrating disparate systems.

Compliance

Environmental

Project No: 96829942 NM Phys Security Standardization

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	3,636	3,636	3,636	3,636	3,636	3,636	21,818
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	60,000	60,000	50,000	100,000	100,000	105,000	475,000
370: Outside Services	-	16,545	16,545	16,545	16,545	16,545	16,546	99,273
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	1,364	1,364	1,364	1,364	1,364	1,364	8,182
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	55	188	338	559	866	1,259	3,266
610: Expenses - General	-	-	-	-	-	-	15,814	15,814
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	290	290	290	290	290	290	1,741
914: Pension and Benefits	-	817	817	817	817	817	817	4,905
915: Injuries and Damages	-	63	63	63	63	63	63	380
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	4,389	4,389	3,658	7,315	7,315	7,681	34,746
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(665,125)	(665,125)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	87,161	87,293	76,712	130,590	130,898	(512,654)	(0)

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	21,818	-	-	-	-	-	-	-	-	-	-	-	-	21,818
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	475,000	-	-	-	-	-	-	-	-	-	-	-	-	475,000
370: Outside Services	99,273	-	-	-	-	-	-	-	-	-	-	-	-	99,273
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	8,182	-	-	-	-	-	-	-	-	-	-	-	-	8,182
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,266	-	-	-	-	-	-	-	-	-	-	-	-	3,266
610: Expenses - General	15,814	-	-	-	-	-	-	-	-	-	-	-	-	15,814
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,741	-	-	-	-	-	-	-	-	-	-	-	-	1,741
914: Pension and Benefits	4,905	-	-	-	-	-	-	-	-	-	-	-	-	4,905
915: Injuries and Damages	380	-	-	-	-	-	-	-	-	-	-	-	-	380
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	34,746	-	-	-	-	-	-	-	-	-	-	-	-	34,746
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(665,125)	-	-	-	-	-	-	-	-	-	-	-	-	(665,125)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	21,818	-	-	-	-	-	-	-	-	-	-	-	-	21,818
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	475,000	-	-	-	-	-	-	-	-	-	-	-	-	475,000
370: Outside Services	99,273	-	-	-	-	-	-	-	-	-	-	-	-	99,273
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	8,182	-	-	-	-	-	-	-	-	-	-	-	-	8,182
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	3,266	-	-	-	-	-	-	-	-	-	-	-	-	3,266
610: Expenses - General	15,814	-	-	-	-	-	-	-	-	-	-	-	-	15,814
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,741	-	-	-	-	-	-	-	-	-	-	-	-	1,741
914: Pension and Benefits	4,905	-	-	-	-	-	-	-	-	-	-	-	-	4,905
915: Injuries and Damages	380	-	-	-	-	-	-	-	-	-	-	-	-	380
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	34,746	-	-	-	-	-	-	-	-	-	-	-	-	34,746
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(665,125)	-	-	-	-	-	-	-	-	-	-	-	-	(665,125)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 96829943 CPR Corp Security 2023
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2023
Estimated Completion Date 12/31/2023

County %	Bernalillo	40%	San Miguel	5%
	DentonTX	40%		
	Santa Fe	5%		
	Dona Ana	5%		
	Sandoval	5%		

Description
 The Computer Platform Refresh (CPR) Corporate Security project is an annual blanket effort designed to replace existing components at end-of-life that support PNM's efforts to combat illegitimate access to our physical premises. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Example equipment refreshed under this project include cameras, badge readers, automated gates, and other equipment securing PNM premises. This project covers equipment replacements in 2023.

Project Need Justification
 Each of the many individual components of PNM's corporate security infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new threats. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
 PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of physical security, where threats are real, numerous and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
 Project estimates are derived from a combination of key, trusted vendor quotes as well as internal expertise and past experience with similar efforts.

Customer Benefit
 PNM customers reap benefits of reliability and overall security when physical security systems that protect critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Upgrades to physical security of PNM's many premises is critical not only to the safe and reliable functioning of equipment and systems, but more importantly to the safety and well-being of employees and customers.

Compliance

Environmental

Project No: 96829943 CPR Corp Security 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	2,273	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	165,000
370: Outside Services	-	-	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	70,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	34	112	198	292	383	478	572	676	776	866	985	5,372
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	6,127	6,127
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	181	181	181	181	181	181	181	181	181	181	181	1,995
914: Pension and Benefits	-	-	535	535	535	535	535	535	535	535	535	535	535	5,885
915: Injuries and Damages	-	-	50	50	50	50	50	50	50	50	50	50	50	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	12,038
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(301,967)	(301,967)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	26,441	26,518	26,604	26,698	26,789	26,885	26,979	27,082	27,182	27,272	(268,449)	0

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	165,000	-	-	-	-	-	-	-	-	-	-	-	-	165,000
370: Outside Services	70,000	-	-	-	-	-	-	-	-	-	-	-	-	70,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	5,372	-	-	-	-	-	-	-	-	-	-	-	-	5,372
610: Expenses - General	6,127	-	-	-	-	-	-	-	-	-	-	-	-	6,127
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,995	-	-	-	-	-	-	-	-	-	-	-	-	1,995
914: Pension and Benefits	5,885	-	-	-	-	-	-	-	-	-	-	-	-	5,885
915: Injuries and Damages	550	-	-	-	-	-	-	-	-	-	-	-	-	550
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	12,038	-	-	-	-	-	-	-	-	-	-	-	-	12,038
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(301,967)	-	-	-	-	-	-	-	-	-	-	-	-	(301,967)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	0	-	-	-	-	-	-	-	-	-	-	-	-	0

Project No: 96829944 CPR Corp Security 2024

Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information

Estimated Start Date 2/1/2024

Estimated Completion Date 12/31/2024

County %	Bernalillo	40%	San Miguel	5%
	DentonTX	40%		
	Santa Fe	5%		
	Dona Ana	5%		
	Sandoval	5%		

Description
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Primary Value Driver Security

Safety

Reliability

System Performance

Security Upgrades to physical security of PNM's many premises is critical not only to the safe and reliable functioning of equipment and systems, but more importantly to the safety and well-being of employees and customers.

Compliance

Environmental

Project No:	96829944 CPR Corp Security 2024							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	6,364	70,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	9,091	100,000
370: Outside Services	-	-	7,818	7,818	7,818	7,818	7,818	7,818	7,818	7,818	7,818	7,818	7,818	86,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	909	909	909	909	909	909	909	909	909	909	909	10,000
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	46	140	234	329	423	520	617	714	804	897	1,005	5,730
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	325	325
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	508	508	508	508	508	508	508	508	508	508	508	5,586
914: Pension and Benefits	-	-	1,498	1,498	1,498	1,498	1,498	1,498	1,498	1,498	1,498	1,498	1,498	16,478
915: Injuries and Damages	-	-	140	140	140	140	140	140	140	140	140	140	140	1,540
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	663	663	663	663	663	663	663	663	663	663	663	7,296
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(302,955)	(302,955)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	27,037	27,131	27,225	27,320	27,414	27,511	27,608	27,705	27,794	27,888	(274,634)	0

Project No: 96830522 **Data Center CRAC Units**
Company: 007 PNM Services Company
Location: 968 Corp Alloc-IT Infrastructure

Project Information County % Total System 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 3/31/2023

Description
 The purpose of this project is to replace ten (10) Computer Room Air Conditioners (CRACs) for the Aztec Data Center. Current systems are original to the building (installed in 2005) and can no longer be maintained at acceptable levels. Parts have been difficult to obtain and service representatives have recommended full replacement as soon as possible to avoid catastrophic failure.

Project Need Justification
 The CRAC unit replacements are instrumental for the Aztec Data Center. The risk of not replacing these systems could be a catastrophic shut down of all Information Technology (IT) infrastructure due to sustained overheating of components. This would result in millions of dollars in losses due to the downtime, the loss of PNM's IT infrastructure assets, and the data that supports operational, regulatory, & legal requirements. Areas affected include billing, pnm.com, VPN, service desk functions, phone systems, legacy systems, company data, camera surveillance, corporate IT connectivity, cyber protection, disaster recovery data replication, all major applications, customer service, data access, email, and many other critical IT functions. Consequently, PNM highly recommends the complete replacement of all 10 units at this time. This project will also install new Server Room LED lighting which will improve visibility for Business Technology Services (BTS) personnel who perform daily maintenance and checks of servers and switches and routine monitoring of all rack system equipment. Along with the CRAC unit replacements, this will greatly improve efficiencies for the Aztec Data Center.

Project Alternatives
 The alternative is to keep the existing systems operational for as long as possible, or the do nothing approach, and hope parts can continue to be found for repair. However, given the critical nature of the CRAC units, it is highly recommended that all 10 units be replaced as soon as possible.

Project Estimate Approach
 An engineering design firm with experience in server room design systems was contracted to study and recommend replacement alternatives. They worked hand-in-hand with General Services and key stakeholders in BTS to review and provide guidance for the recommendations proposed. Formal contract bids were solicited to approved General Contractors for pricing and scheduling.

Customer Benefit
 The CRAC units are integral to the entire IT server room environment which houses critical servers/switches phone and business security assets. In particular, it supports all customer program and billing infrastructures as well as operational, regulatory, and legal applications.

Primary Value Driver Safety

Safety The CRAC replacements support various safety applications and systems via the servers and switches that are housed in the Aztec Data Center.

Reliability

System Performance

Security

Compliance Reliability of all enterprise-wide "critical" IT infrastructure assets in the Data Center is required and supported by the CRAC units. The Aztec Data Center relies on computer room air conditioners (CRACs) for efficient cooling of critical technology infrastructure in the server room. The risk we take by not proceeding with full replacement of these systems is a catastrophic shut down of all IT infrastructure, which would result in millions of dollars in losses due to the downtime, the loss of our IT infrastructure assets, and the data that supports operational, regulatory & legal requirements, i.e., billing, pnm.com, VPN, service desk functions, phone systems, legacy systems, company data, camera surveillance, corporate IT connectivity, cyber protection, disaster recovery data replication, all major applications, customer service, data access, email, and many other critical IT functions. Consequently, we highly recommend the complete replacement of all 10 units at this time.

Environmental

Project No:	96830522 Data Center CRAC Units							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	750,500	-	-	820,000	1,570,500
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	597	1,328	1,459	2,492	5,876
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(1,576,376)	(1,576,376)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	751,097	1,328	1,459	(753,884)	-

Project No:	96830522 Data Center CRAC Units													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	1,570,500	-	-	999,200	-	-	-	-	-	-	-	-	-	2,569,700
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	5,876	-	-	1,406	-	-	-	-	-	-	-	-	-	7,282
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,576,376)	-	-	(1,000,606)	-	-	-	-	-	-	-	-	-	(2,576,982)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No:	96830522 Data Center CRAC Units													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	2,569,700	-	-	-	-	-	-	-	-	-	-	-	-	2,569,700
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,282	-	-	-	-	-	-	-	-	-	-	-	-	7,282
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,576,982)	-	-	-	-	-	-	-	-	-	-	-	-	(2,576,982)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 97728021 **Phy Sec-New Capabilities Prgrm 2021**

Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information

Estimated Start Date 2/1/2021

Estimated Completion Date 9/30/2022

County %	Bernalillo	40%	Counties<1%	10%
	Santa Fe	10%		
	DentonTX	20%		
	San Miguel	10%		
	Dona Ana	10%		

Description

The annual Physical Security New Capabilities Program includes projects focused on identifying and implementing new capabilities needed to strengthen PNM's physical security infrastructure. Examples of projects in this program include new security access (badge) scanners and keypads, door sensors and alarms, security cameras, motion sensors, and physical access gates.

Project Need Justification

PNM must always assess potential gaps and security vulnerabilities and deploy security measures to ensure its systems and facilities are not compromised. Failure to assess potential security gaps and vulnerabilities increases risk of financial losses and penalties and loss the trust of PNM's customers.

Project Alternatives

Projects implemented under the Physical Security New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts.

Project Estimate Approach

Project cost estimate are provided by subject matter experts from PNM's Corporate Security team using historical costs from previous physical security projects with similar scope.

Customer Benefit

Investments in security systems and equipment reduces risks associated with unauthorized people accessing PNM premises. The safety and security of our people and systems is a top priority and is an expectation of our customers. Unauthorized access to PNM's premises could be catastrophic and could significantly impact our customers.

Primary Value Driver

Security

Safety

Reliability

System Performance

Security

The Physical Security New Capabilities Program ensures physical security infrastructure is in place and monitored to protect company assets, personnel, and resources.

Compliance

Environmental

Project No:

97728021 Phy Sec-New Capabilities Prgrm 2021

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	12,186	-	-	-	-	-	-	12,186
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	1,254,419	-	-	-	-	-	-	1,254,419
370: Outside Services	19,838	-	-	-	-	-	-	19,838
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	30,636	-	-	-	-	-	-	30,636
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	31,878	1,712	1,935	2,147	-	-	-	37,673
610: Expenses - General	(3,517)	-	-	-	-	-	-	(3,517)
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	926	-	-	-	-	-	-	926
914: Pension and Benefits	2,744	-	-	-	-	-	-	2,744
915: Injuries and Damages	201	-	-	-	-	-	-	201
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	4,103	-	-	-	-	-	-	4,103
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	(1,351,459)	-	-	-	(1,351,459)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	1,353,414	1,712	1,935	(1,349,312)	-	-	-	7,749

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	12,186	-	-	-	-	-	-	-	-	-	-	-	-	12,186
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	1,254,419	-	-	-	-	-	-	-	-	-	-	-	-	1,254,419
370: Outside Services	19,838	-	-	-	-	-	-	-	-	-	-	-	-	19,838
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	30,636	-	-	-	-	-	-	-	-	-	-	-	-	30,636
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	37,673	-	-	-	-	-	-	-	-	-	-	-	-	37,673
610: Expenses - General	(3,517)	-	-	-	-	-	-	-	-	-	-	-	-	(3,517)
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	926	-	-	-	-	-	-	-	-	-	-	-	-	926
914: Pension and Benefits	2,744	-	-	-	-	-	-	-	-	-	-	-	-	2,744
915: Injuries and Damages	201	-	-	-	-	-	-	-	-	-	-	-	-	201
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,103	-	-	-	-	-	-	-	-	-	-	-	-	4,103
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,351,459)	-	-	-	-	-	-	-	-	-	-	-	-	(1,351,459)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	7,749	-	-	-	-	-	-	-	-	-	-	-	-	7,749

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	12,186	-	-	-	-	-	-	-	-	-	-	-	-	12,186
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	1,254,419	-	-	-	-	-	-	-	-	-	-	-	-	1,254,419
370: Outside Services	19,838	-	-	-	-	-	-	-	-	-	-	-	-	19,838
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	30,636	-	-	-	-	-	-	-	-	-	-	-	-	30,636
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	37,673	-	-	-	-	-	-	-	-	-	-	-	-	37,673
610: Expenses - General	(3,517)	-	-	-	-	-	-	-	-	-	-	-	-	(3,517)
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	926	-	-	-	-	-	-	-	-	-	-	-	-	926
914: Pension and Benefits	2,744	-	-	-	-	-	-	-	-	-	-	-	-	2,744
915: Injuries and Damages	201	-	-	-	-	-	-	-	-	-	-	-	-	201
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	4,103	-	-	-	-	-	-	-	-	-	-	-	-	4,103
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,351,459)	-	-	-	-	-	-	-	-	-	-	-	-	(1,351,459)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	7,749	-	-	-	-	-	-	-	-	-	-	-	-	7,749

Project No: 97728023 **Phy Sec-New Capabilities Prgrm 2023**

Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

Description

The Physical Security New Capabilities Program is a collection of one or more projects focused on adding new, necessary surveillance and monitoring systems that support or improve functions carried out by PNM's Corporate Security department. Examples of projects undertaken by this program include acquisition and installation of new automated, intelligent video monitoring systems.

Project Need Justification

The Physical Security New Capabilities Program exists to ensure smaller scale and unanticipated needs and opportunities for improvements to facility and personnel safety have funding within the overall constraints of PNM's technology projects budget. Projects implemented under the Physical Security New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are necessary, cost effective, and efficient. Projects implemented under this program are each evaluated after completion to ensure stipulated goals for the project have been met.

Project Alternatives

Projects implemented under the Physical Security New Capabilities Program go through a rigorous justification and benefit analysis to ensure solutions are the most cost-effective and appropriate for the needs identified as driving the efforts. Failure to identify and implement the most effective new physical security technology both increases PNM's premises possible vulnerability while denying the company the opportunity to lower operating costs through greater efficiency of personnel deployment.

Project Estimate Approach

Projects implemented under the Physical Security New Capabilities Program have costs estimated based on a combination of requests for proposals from qualified vendors and internal costs based on past experience with similar efforts within the context of PNM's overall technology projects budget.

Customer Benefit

The Physical Security New Capabilities Program helps ensure customers have reliable, efficient electric service by funding new efforts to reduce ever-increasing threats to critical facilities, ranging from intrusion to theft. Projects implemented under the Physical Security New Capabilities Program each have a documented set of expected customer benefits that are reviewed after project completion to ensure those benefits have been realized.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Criminals and thieves employ increasingly sophisticated methods and tools to gain access to where they are not permitted or desired. As a result, PNM must continually evaluate and deploy new technologies that help mitigate those increased risks in the most efficient and effect ways possible.

Compliance

Environmental

Project No:

97728023 Phy Sec-New Capabilities Prgrm 2023

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	240,000
370: Outside Services	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	69	220	387	553	727	900	1,088	880	1,047	1,245	7,117
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	4,515	4,515
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	798	798	798	798	798	798	798	798	798	798	7,980
914: Pension and Benefits	-	-	-	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	2,354	23,540
915: Injuries and Damages	-	-	-	220	220	220	220	220	220	220	220	220	220	2,200
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	1,751	1,751	1,751	1,751	1,751	1,751	1,751	1,751	1,751	1,751	17,510
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(114,776)	-	-	(388,086)	(502,862)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	49,192	49,343	49,510	49,676	49,850	50,023	(64,565)	50,003	50,170	(333,203)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	240,000	-	-	-	-	-	-	-	-	-	-	-	-	240,000
370: Outside Services	100,000	-	-	-	-	-	-	-	-	-	-	-	-	100,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	7,117	-	-	-	-	-	-	-	-	-	-	-	-	7,117
610: Expenses - General	4,515	-	-	-	-	-	-	-	-	-	-	-	-	4,515
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	7,980	-	-	-	-	-	-	-	-	-	-	-	-	7,980
914: Pension and Benefits	23,540	-	-	-	-	-	-	-	-	-	-	-	-	23,540
915: Injuries and Damages	2,200	-	-	-	-	-	-	-	-	-	-	-	-	2,200
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	17,510	-	-	-	-	-	-	-	-	-	-	-	-	17,510
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(502,862)	-	-	-	-	-	-	-	-	-	-	-	-	(502,862)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 97728123 **Phy Security Assets - Ann Ref Progr**

Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information

Estimated Start Date 3/1/2023

Estimated Completion Date 12/31/2023

County %	Bernalillo	50% San Juan	5%
	DentonTX	25% Sandoval	5%
	Dona Ana	5%	
	Santa Fe	5%	
	Sandoval	5%	

Description
The Physical Security Assets Annual Refresh Program is an annual blanket effort designed to replace existing components at end-of-life that support PNM's efforts to combat illegitimate access to our physical premises. Old equipment replaced under this project will be replaced with new functional equivalent equipment. Example equipment replaced under this program include more extensive physical security components, such as entire video monitoring systems.

Project Need Justification
Each of the many individual components of PNM's corporate security infrastructure has a limited lifespan, due both to wear and tear and to obsolescence as new capabilities address new threats. This annual blanket replaces equipment that has reached end-of-life.

Project Alternatives
PNM is careful to evaluate replacement options both for efficacy and for cost savings. Failing to replace obsolete equipment, especially in the area of physical security, where threats are real, numerous and can be completely debilitating to critical operations, greatly increases the unacceptable risk of complete loss of services. Likewise, replacing worn out equipment with poor, cheap substitutes also engenders completely unacceptable risk.

Project Estimate Approach
Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
PNM customers reap benefits of reliability and overall security when physical security systems that protect critical infrastructure that delivers company services is in top-flight working condition.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Upgrades to physical security of PNM's many premises is critical not only to the safe and reliable functioning of equipment and systems, but more importantly to the safety and well-being of employees and customers.

Compliance

Environmental

Project No: 97728123 **Phy Security Assets - Ann Ref Progr**

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	140,000
370: Outside Services	-	-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	28	88	155	222	292	361	436	353	420	499	2,853
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,335	1,335
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	160	160	160	160	160	160	160	160	160	160	1,596
914: Pension and Benefits	-	-	-	471	471	471	471	471	471	471	471	471	471	4,708
915: Injuries and Damages	-	-	-	44	44	44	44	44	44	44	44	44	44	440
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	1,021	10,214
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	(46,019)	-	-	(155,127)	(201,146)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	19,724	19,784	19,851	19,918	19,987	20,057	(25,887)	20,049	20,116	(133,597)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	140,000	-	-	-	-	-	-	-	-	-	-	-	-	140,000
370: Outside Services	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,853	-	-	-	-	-	-	-	-	-	-	-	-	2,853
610: Expenses - General	1,335	-	-	-	-	-	-	-	-	-	-	-	-	1,335
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,596	-	-	-	-	-	-	-	-	-	-	-	-	1,596
914: Pension and Benefits	4,708	-	-	-	-	-	-	-	-	-	-	-	-	4,708
915: Injuries and Damages	440	-	-	-	-	-	-	-	-	-	-	-	-	440
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	10,214	-	-	-	-	-	-	-	-	-	-	-	-	10,214
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(201,146)	-	-	-	-	-	-	-	-	-	-	-	-	(201,146)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 97728322 ALHQ Exec Parking Sec Upg
Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2022

Description
 The purpose of the Albuquerque Headquarters (ALHQ) Executive Parking Security Upgrade project is to mitigate safety and security vulnerability in the executive parking area by modifying the entry system to prohibit ingress of unauthorized pedestrians and by adding closed-circuit TV (CCTV) coverage to the garage.

Project Need Justification
 The primary objective of this project is to better ensure personnel and facilities safety. Situational awareness in the garage will be enhanced by additional CCTV coverage. Public confidence will be eroded if there is a safety or security event in ALHQ.

Project Alternatives
 The principle alternative approach to addressing this need would be to staff with multiple personnel virtually around the clock. This is not considered to be a viable, secure, or cost-effective alternative.

Project Estimate Approach
 Not required for projects with less than \$250,000 of expenditures.

Customer Benefit
 Customers benefit indirectly by not having safety incidents raise to their attention. When safety incidents occur, those can leave a negative perception about overall security laxness at PNM, which this projects seeks to mitigate.

Primary Value Driver Security

Safety

Reliability

System Performance

Security Security of physical premises at PNM, including at its flagship facility in downtown Albuquerque, is of paramount importance to the company.

Compliance

Environmental

Project No: 97728322 ALHQ Exec Parking Sec Upg

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	463	463	463	500	500	500	2,889
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	2,167	2,167	2,167	2,000	2,000	2,000	12,500
370: Outside Services	-	1,667	1,667	1,667	1,500	1,500	1,500	9,500
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	3	11	21	33	45	5	118
610: Expenses - General	-	384	384	2,066	-	-	322	3,156
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	37	37	37	40	40	40	231
914: Pension and Benefits	-	104	104	104	112	112	112	649
915: Injuries and Damages	-	8	8	8	9	9	9	50
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	158	158	158	146	146	146	914
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	(25,374)	(4,634)	(30,008)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	4,991	4,999	6,691	4,341	(21,022)	(0)	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	2,889	-	-	-	-	-	-	-	-	-	-	-	-	2,889
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	12,500	-	-	-	-	-	-	-	-	-	-	-	-	12,500
370: Outside Services	9,500	-	-	-	-	-	-	-	-	-	-	-	-	9,500
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	118	-	-	-	-	-	-	-	-	-	-	-	-	118
610: Expenses - General	3,156	-	-	-	-	-	-	-	-	-	-	-	-	3,156
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	231	-	-	-	-	-	-	-	-	-	-	-	-	231
914: Pension and Benefits	649	-	-	-	-	-	-	-	-	-	-	-	-	649
915: Injuries and Damages	50	-	-	-	-	-	-	-	-	-	-	-	-	50
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	914	-	-	-	-	-	-	-	-	-	-	-	-	914
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(30,008)	-	-	-	-	-	-	-	-	-	-	-	-	(30,008)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	2,889	-	-	-	-	-	-	-	-	-	-	-	-	2,889
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	12,500	-	-	-	-	-	-	-	-	-	-	-	-	12,500
370: Outside Services	9,500	-	-	-	-	-	-	-	-	-	-	-	-	9,500
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	118	-	-	-	-	-	-	-	-	-	-	-	-	118
610: Expenses - General	3,156	-	-	-	-	-	-	-	-	-	-	-	-	3,156
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	231	-	-	-	-	-	-	-	-	-	-	-	-	231
914: Pension and Benefits	649	-	-	-	-	-	-	-	-	-	-	-	-	649
915: Injuries and Damages	50	-	-	-	-	-	-	-	-	-	-	-	-	50
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	914	-	-	-	-	-	-	-	-	-	-	-	-	914
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(30,008)	-	-	-	-	-	-	-	-	-	-	-	-	(30,008)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 97730515 Downtown Building Improvements

Company: 007 PNMR Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information

County % Bernalillo 100%

Estimated Start Date 1/1/2016

Estimated Completion Date 12/31/2027

Description
This is a blanket project used for the purposes of improving the building and equipment at the downtown headquarters (HQ) facility in Albuquerque. Projects will be identified as maintenance and equipment issues arise in heating, ventilation and air conditioning (HVAC), plumbing, roofing and electrical systems which are nearing the end of their useful lives. Additionally, improvements may be made in communication systems, the fourth floor conference center, design modifications, and audio/visual systems. Projects will be requested and authorized through the Capital Development Approval Process (CDAP) as required.

Project Need Justification
At the downtown HQ facility, components in the building's HVAC, plumbing, roofing, and electrical systems are nearing the end of their useful lives. Therefore, it is necessary to repair or replace and components that fail in order to avoid unsafe and unfavorable working conditions for PNM personnel.

Project Alternatives
The only alternative to this blanket project is the do-nothing option. However, if this option is pursued and any system failure occurs, PNM would need to rely on available O&M funds. Under this scenario, funding may not be available to perform work in a timely manner. This alternative was not considered, as delays in work being completed could lead to unsafe and unfavorable working conditions.

Project Estimate Approach
As projects are identified, funds will be requested through the CDAP. Work will then be awarded to approved contractors via a competitive bid process. Work will be awarded based on cost, safety performance, and other criteria used to evaluate contractors.

Customer Benefit
Improvements at the downtown HQ building benefit customers in all of PNM's territories. Departments at HQ support the organization as a whole, including several that work directly with PNM's customers. Additionally, should HVAC, plumbing, roofing, or electric systems fail, unfavorable and unsafe working conditions could be created for PNM personnel.

Primary Value Driver Safety

Safety As components in HVAC, plumbing, roofing, and electrical systems reach the end of their useful lives, unsafe working conditions could be created. Therefore, this project will fund necessary repairs and replacements to these critical systems upon failure, which will mitigate potential safety risks.

Reliability

System Performance

Security

Compliance

Environmental

Project No:	97730515 Downtown Building Improvements							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	255,800	-	-	261,000	516,800
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	204	453	497	830	1,983
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(518,783)	(518,783)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	256,004	453	497	(256,954)	-

Project No:	97730515 Downtown Building Improvements													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	516,800	-	-	-	-	-	-	-	-	-	-	-	-	516,800
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,983	-	-	-	-	-	-	-	-	-	-	-	-	1,983
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(518,783)	-	-	-	-	-	-	-	-	-	-	-	-	(518,783)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No:	97730515 Downtown Building Improvements													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	516,800	-	-	-	-	-	-	-	-	-	-	-	-	516,800
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	1,983	-	-	-	-	-	-	-	-	-	-	-	-	1,983
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(518,783)	-	-	-	-	-	-	-	-	-	-	-	-	(518,783)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 97730524 General Bldg and MRF Upgrades

Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information County % Total System 100%

Estimated Start Date 12/1/2024

Estimated Completion Date 12/31/2027

Description
This project will provide funding for general facility upgrades of the Headquarters (HQ) and Meter Reading Facility (MRF) buildings in the downtown area. With a growing workforce and aging building infrastructures, a complete renovation of both buildings, and possibly the 5th Street parking structure is anticipated. This project will address all aspects of the properties including electrical, plumbing, lighting, furniture, fixtures and equipment (FF&E), exterior components and grounds. Significant design and architectural efforts will be required to modernize these buildings and design engineers will be commissioned to gather, plan and present upgrade alternatives that best meet the organization's needs.

Project Need Justification
PNM is committed to maintaining a downtown presence in Albuquerque for the Corporate offices. With this commitment, PNM has an obligation to invest in the necessary improvements to keep the buildings modernized, operating efficiently, and safe for occupants and visitors. This project will afford the opportunity to improve the operating environments while incorporating the latest advances in building design characteristics.

Project Alternatives
The scope, scale, and timing of this initiative will depend on many factors such as the pace of growth for the workforce, technology advances, and current/future business needs. Project alternatives will be developed with key stakeholders, internal/external SMEs, and senior management for proper prioritization of funding requirements. Not making any upgrades to the HQ building and MRF (a do nothing approach) would most likely lead to excessive and ongoing O&M charges to repair aging infrastructure in both buildings.

Project Estimate Approach
The project team and all key stakeholders will be involved in the competitive bid process utilizing PNM's Sourcing group for procurement and contractual processes. Architectural drawings will be developed, approved, and stamped to support this effort for General Contractor pricing and schedule proposals. The initial estimate assumptions were made by the General Services Manager and Supply Chain Director after a walkthrough of both the headquarters building and meter read facility. The estimate also considers previous projects similar in scope.

Customer Benefit
Performing this work will provide a professional and updated work environment for PNM's personnel who serve and support PNM customers throughout New Mexico.

Primary Value Driver Compliance

Safety

Reliability

System Performance

Security

Compliance
This project will support numerous regulatory processes by providing ample workspace and amenities for enterprise-wide personnel that serves areas of regulatory, customer service, information technology, accounting/finance, and many other internal departments and processes. Regulatory filings are prepared by employees across many departments that work in both buildings. Updates are needed to support these activities.

Environmental

Project No: 97730524 General Bldg and MRF Upgrades

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	998,800	998,800
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	1,741	1,741
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(1,000,541)	(1,000,541)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project No: 97730622 HQ Ventilation System
Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information County % Bernalillo 100%

Estimated Start Date 1/1/2022

Estimated Completion Date 12/31/2025

Description
 This project involves replacing the existing heating, ventilation and air conditioning (HVAC) system with more advanced technologies that will result in improved air efficiencies throughout the building. Most of the current system is 55 years old and in poor overall condition. A recent ventilation assessment confirmed the recommendation for a full replacement.

Project Need Justification
 Without proper working HVAC systems, the building cannot be occupied. PNM has had many failures over the past few years that required extensive after-hours service calls and thousands of dollars in service and repair fees. This project will be a major undertaking as it will need to be completed in five or six phases, beginning with the air handlers. The project needs to be executed before a catastrophic failure occurs.

Project Alternatives
 One alternative is keeping the current system operational as long as possible, however, there are no guarantees when the chillers, pumps, compressors or other major components may fail and/or if required replacement parts will be available in an acceptable time frames to avoid an unhealthy building occupation situation. The preferred alternative would be to pursue complete replacement as soon as is feasible.

Project Estimate Approach
 A professional engineering firm was commissioned to conduct a full assessment of the existing HVAC system and provide recommendations based on their findings. They submitted their information complete with cost estimates and phasing strategies. This information will be used to generate official design drawings which in turn will be sent via request for proposals (RFP) to qualified general contractors for pricing.

Customer Benefit
 Performing this work will provide an improved and comfortable building environment for better climate control during seasonal temperature fluctuations. This includes primary office locations as well as main lobbies, customer payment centers and tenant space. Creating an improved environment benefits customers who are supported by the many different offices that provide services throughout the state.

Primary Value Driver Safety

Safety Performing this work will provide an improved and comfortable building environment for better climate control during seasonal temperature fluctuations and avoid an unhealthy building occupation situation. This project creates a safe environment for PNM personnel and customers who access these facilities.

Reliability

System Performance

Security

Compliance

Environmental

Project No: 97730622 HQ Ventilation System

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	199,955	200,000	200,000	226,000	200,000	200,000	200,000	200,000	200,000	153,000	1,978,955
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	281	897	1,577	2,293	3,045	3,749	4,518	5,268	5,950	6,676	34,255
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(2,013,210)	(2,013,210)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	200,236	200,897	201,577	228,293	203,045	203,749	204,518	205,268	205,950	(1,853,533)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	1,978,955	166,000	166,000	165,700	166,000	166,000	166,000	166,000	166,000	166,000	166,000	166,000	146,000	3,950,655
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	34,255	286	855	1,441	2,017	2,605	3,186	3,787	4,386	4,987	5,532	6,108	6,740	76,184
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(2,013,210)	-	-	-	-	-	-	-	-	-	-	-	(2,013,629)	(4,026,839)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	166,286	166,855	167,141	168,017	168,605	169,186	169,787	170,386	170,987	171,532	172,108	(1,860,889)	-

Project No: 97731007 Gen Svcs Bldg Maint Blanket - Corp

Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information County % Total System 100%

Estimated Start Date 1/1/2023

Estimated Completion Date 12/31/2027

Description
This project covers the allocated funds for the General Services organization to support various Corporate facility improvement initiatives. Projects may include items such as heating, ventilation, and air conditioning (HVAC) systems, pumps, compressors, interior/exterior remodels, office furnishings, general equipment replacements, and infrastructure improvements (i.e., roofs, etc.) as needs are identified. This is a blanket fund that covers facilities for business unit 7, which are corporate buildings that belong to PNM Services Company. Efforts will be coordinated to prioritize and respond to requests.

Project Need Justification
This project is needed to repair and replace equipment in PNM's corporate facilities. These repairs ensure a safe environment for PNM personnel and reduce the risk of catastrophic equipment failures that could impact the ability to use these spaces and require more costly repairs. Project needs are identified on an as-needed basis as situations occur and priorities dictate. This fund covers smaller projects that include ongoing maintenance and repairs, new office furnishings, audio/visual updates, and things of that nature.

Project Alternatives
Individual project funding requirements are appropriately reviewed with internal/external subject matter experts as situations arise to determine best course of action for safe and economic problem resolution. Use of architectural and engineering professionals are often consulted to provide input and/or recommendations to help drive decisions for remediation and compliance.

Project Estimate Approach
Project costs were estimated based on similar work performed in the past. Individual pieces of equipment repaired/replaced as part of this project are evaluated by internal subject matter experts to determine how best to proceed with recommended solutions. This process will also help determine outside expertise (i.e., engineering and contractor support) for cost, safety and operational efficiencies.

Customer Benefit
This project provides General Services with the necessary funding to quickly and efficiently maintain PNM's facilities, where personnel provide an array of services to PNM's customer base.

Primary Value Driver Safety

Safety As components in HVAC, plumbing, roofing, and electrical systems reach the end of their useful lives, unsafe working conditions could be created. Therefore, this project will fund necessary improvements to these critical systems in a timely fashion, which will mitigate potential safety risks and further damage.

Reliability

System Performance

Security

Compliance OSHA and other local fire and building compliance factors may exist, depending on the nature of the hazard that has been identified during inspections. These situations occur throughout the year and are usually not known in advance. This project will also support numerous regulatory processes by maintaining professional business offices for work and customer support.

Environmental

Project No:	97731007 Gen Svcs Bldg Maint Blanket - Corp							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	191,326	-	-	198,512	-	-	239,251	-	-	159,640	788,729
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	269	572	605	935	1,283	1,301	1,737	2,172	2,172	2,490	13,537
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(802,267)	(802,267)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	191,595	572	605	199,448	1,283	1,301	240,988	2,172	2,172	(640,136)	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	788,729	-	-	188,439	-	-	196,479	-	-	228,479	-	-	164,019	1,566,145
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	13,537	-	-	326	653	657	999	1,348	1,355	1,760	2,145	2,146	2,463	27,389
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(802,267)	-	-	-	-	-	-	-	-	-	-	-	(791,268)	(1,593,534)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	188,765	653	657	197,478	1,348	1,355	230,239	2,145	2,146	(624,785)	(0)

Project No: 97731121 HQ Building Boiler Upgrades
Company: 007 PNM Services Company
Location: 977 Corp Alloc-Bldg-Headquarters

Project Information County % Bernalillo 100%

Estimated Start Date 3/12/2021

Estimated Completion Date 12/31/2022

Description
 General Services needs to modify/replace the Central Plant boilers and associated boiler loop piping configuration in the downtown Headquarters (HQ) building, as the plant in its entirety is no longer used as designed to incorporate the Alvarado Square facility. This project will involve the installation of six new 1,250 MBH gas boilers, new flues, combustion air pipes, removal and replacement of seven aged hot water loop pumps and variable frequency motor drives, new expansion tanks and makeup water safety controls and direct digital controls (DDC) associated with heating components located inside the Central Plant. The total fund request also includes all mechanical, electrical and plumbing engineering design work, project oversight, City of Albuquerque plan review, permitting, acceptance, and applicable construction documents for a 2022 installation/completion.

Project Need Justification
 There are a total of six units, two of which are damaged beyond repair and four that have been in use since 2003, that need to be replaced as they continue to perform poorly due to age and part replacement availability. In addition to increased reliability of the Central Plant Boiler system, other benefits of this modernization effort will be energy savings, reduced maintenance requirements for building maintenance personnel, reduced environmental emissions air/water discharge (Nitrogen Oxide and Carbon Dioxide), equipment sustainability, and increased equipment life cycle.

Project Alternatives
 The alternative is to do nothing and utilize the remaining units. This alternative was not considered since the remaining units are also nearing the end of life and will likely require replacement soon. Boilers have to be replaced to ensure building occupants will remain warm, particularly during the fall and winter months when outside temperatures drop.

Project Estimate Approach
 Professional engineers reviewed the existing systems and provided cost estimates and design recommendations. Construction drawings were developed and used for contract bidding process.

Customer Benefit
 Customers receive value and benefits by having safe, secure and professional business locations to visit for their energy related business needs.

Primary Value Driver Safety

Safety Boilers have to be replaced to ensure employees can work in an ambient temperature environment, particularly during the winter months. Additionally, there will be reduced ongoing maintenance requirements for General Services personnel, along with reduced environmental impacts from discharges that occur through normal equipment operations.

Reliability

System Performance

Security

Compliance

Environmental

Project No:	97731121 HQ Building Boiler Upgrades							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	861,006	75,000	50,000	50,000	80,000	50,000	38,480	1,204,486
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	8,718	1,098	1,330	1,556	1,847	2,155	2,478	19,182
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	2,701	-	-	-	-	-	-	2,701
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(1,179,242)	(1,179,242)
825: Closing Cost of Removal	-	-	-	-	-	-	(43,185)	(43,185)
Project Net	872,425	76,098	51,330	51,556	81,847	52,155	(1,181,469)	3,941

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	1,204,486	-	-	-	-	-	-	-	-	-	-	-	-	1,204,486
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	19,182	-	-	-	-	-	-	-	-	-	-	-	-	19,182
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,701	-	-	-	-	-	-	-	-	-	-	-	-	2,701
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,179,242)	-	-	-	-	-	-	-	-	-	-	-	-	(1,179,242)
825: Closing Cost of Removal	(43,185)	-	-	-	-	-	-	-	-	-	-	-	-	(43,185)
Project Net	3,941	-	-	-	-	-	-	-	-	-	-	-	-	3,941

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	1,204,486	-	-	-	-	-	-	-	-	-	-	-	-	1,204,486
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	19,182	-	-	-	-	-	-	-	-	-	-	-	-	19,182
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	2,701	-	-	-	-	-	-	-	-	-	-	-	-	2,701
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(1,179,242)	-	-	-	-	-	-	-	-	-	-	-	-	(1,179,242)
825: Closing Cost of Removal	(43,185)	-	-	-	-	-	-	-	-	-	-	-	-	(43,185)
Project Net	3,941	-	-	-	-	-	-	-	-	-	-	-	-	3,941

Project No: 98628022 Maximo Enhancements 2022

Company: 007 PNM Services Company
Location: 986 Corp Alloc - MMS-Maximo

Project Information

County % Bernalillo 100%

Estimated Start Date 2/1/2022

Estimated Completion Date 12/31/2022

Description
The Maximo Enhancements project is an annual blanket opportunity covering a collection of smaller enhancements made to PNM's Maximo enterprise asset management system. Enhancement requests submitted by users and management are each evaluated by a Maximo Enhancement Committee. Criteria for acceptance and prioritization include distinguishing process issues and training opportunities from those enhancements that are actual programming modifications and customizations to the application. Example enhancements are new invoice receiving and automated technology acquisition review processes. This project includes enhancements implemented in 2022.

Project Need Justification
Although, in order to help ensure supportability, PNM is diligent to avoid significant modifications to the delivered Maximo system, some enhancements are clearly beneficial to improve processing and review of information in the system. A dedicated Maximo Enhancement Committee reviews all requests and ensures only the most promising and beneficial of these are included in the blanket project.

Project Alternatives
The Maximo Enhancement Committee helps ensure that only true, high-value enhancements are made to the Maximo system. Less promising requests are handled through training and by modifications to business processes, where applicable. Failure to develop and implement enhancements to the Maximo system (a do nothing approach) leaves it vulnerable to increasing ineffectiveness as driving business processes necessarily change over time.

Project Estimate Approach
Each year's Maximo Enhancements budget is set at an average of prior years' costs. Enhancements chosen for actual development and deployment are selected in part based on their estimated development hours fitting within the set budget.

Customer Benefit
Because the Maximo asset and work order management system is central to many aspects of PNM's interactions with customers, having an optimized system that gains increased efficiency through enhancements leads to improved interactions with customers.

Primary Value Driver System Performance

Safety

Reliability

System Performance Maximo enhancements can cover a number of different value drivers; however, the principle driver in most cases is finding and deploying ways to improve the overall efficiency of the system itself.

Security

Compliance

Environmental

Project No:	98628022 Maximo Enhancements 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	13,344	2,000	7,273	7,273	7,273	7,273	7,273	51,707
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	108,090	15,273	15,273	15,273	15,273	15,273	7,000	191,454
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	375	178	232	297	374	459	566	2,479
610: Expenses - General	4,674	-	-	-	-	-	12,497	17,171
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	1,065	160	580	580	580	580	580	4,126
914: Pension and Benefits	3,000	450	1,635	1,635	1,635	1,635	1,635	11,624
915: Injuries and Damages	232	35	127	127	127	127	127	900
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	270	-	-	-	-	-	-	270
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(279,357)	(279,357)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	131,050	18,094	25,119	25,184	25,261	25,346	(249,680)	375

Project No:	98628022 Maximo Enhancements 2022													
	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	51,707	-	-	-	-	-	-	-	-	-	-	-	-	51,707
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	191,454	-	-	-	-	-	-	-	-	-	-	-	-	191,454
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,479	-	-	-	-	-	-	-	-	-	-	-	-	2,479
610: Expenses - General	17,171	-	-	-	-	-	-	-	-	-	-	-	-	17,171
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,126	-	-	-	-	-	-	-	-	-	-	-	-	4,126
914: Pension and Benefits	11,624	-	-	-	-	-	-	-	-	-	-	-	-	11,624
915: Injuries and Damages	900	-	-	-	-	-	-	-	-	-	-	-	-	900
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	270	-	-	-	-	-	-	-	-	-	-	-	-	270
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(279,357)	-	-	-	-	-	-	-	-	-	-	-	-	(279,357)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	375	-	-	-	-	-	-	-	-	-	-	-	-	375

Project No:	98628022 Maximo Enhancements 2022													
	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	51,707	-	-	-	-	-	-	-	-	-	-	-	-	51,707
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	191,454	-	-	-	-	-	-	-	-	-	-	-	-	191,454
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,479	-	-	-	-	-	-	-	-	-	-	-	-	2,479
610: Expenses - General	17,171	-	-	-	-	-	-	-	-	-	-	-	-	17,171
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	4,126	-	-	-	-	-	-	-	-	-	-	-	-	4,126
914: Pension and Benefits	11,624	-	-	-	-	-	-	-	-	-	-	-	-	11,624
915: Injuries and Damages	900	-	-	-	-	-	-	-	-	-	-	-	-	900
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	270	-	-	-	-	-	-	-	-	-	-	-	-	270
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(279,357)	-	-	-	-	-	-	-	-	-	-	-	-	(279,357)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	375	-	-	-	-	-	-	-	-	-	-	-	-	375

Project No: 98628023 Maximo Enhancements 2023

Company: 007 PNM Services Company
Location: 986 Corp Alloc - MMS-Maximo

Project Information County % Bernalillo 100%

Estimated Start Date 2/1/2023

Estimated Completion Date 12/31/2023

Description

The Maximo Enhancements project is an annual blanket opportunity covering a collection of smaller enhancements made to PNM's Maximo enterprise asset management system. Enhancement requests submitted by users and management are each evaluated by a Maximo Enhancement Committee. Criteria for acceptance and prioritization include distinguishing process issues and training opportunities from those enhancements that are actual programming modifications and customizations to the application. Example enhancements are new invoice receiving and automated technology acquisition review processes. This project includes enhancements implemented in 2023.

Project Need Justification

Although, in order to help ensure supportability, PNM is diligent to avoid significant modifications to the delivered Maximo system, some enhancements are clearly beneficial to improve processing and review of information in the system. A dedicated Maximo Enhancement Committee reviews all requests and ensures only the most promising and beneficial of these are included in the blanket project.

Project Alternatives

The Maximo Enhancement Committee helps ensure that only true, high-value enhancements are made to the Maximo system. Less promising requests are handled through training and by modifications to business processes, where applicable. Failure to develop and implement enhancements to the Maximo system (a do nothing approach) leaves it vulnerable to increasing ineffectiveness as driving business processes necessarily change over time.

Project Estimate Approach

Each year's Maximo Enhancements budget is set at an average of prior years' costs. Enhancements chosen for actual development and deployment are selected in part based on their estimated development hours fitting within the set budget.

Customer Benefit

Because the Maximo asset and work order management system is central to many aspects of PNM's interactions with customers, having an optimized system that gains increased efficiency through enhancements leads to improved interactions with customers.

Primary Value Driver System Performance

Safety

Reliability

System Performance Maximo enhancements can cover a number of different value drivers; however, the principle driver in most cases is finding and deploying ways to improve the overall efficiency of the system itself.

Security

Compliance

Environmental

Project No:	98628023 Maximo Enhancements 2023							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	2,727	30,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	22,670	22,670	22,670	22,670	22,670	22,670	22,670	22,670	22,670	22,670	13,300	240,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	34	111	197	291	381	477	570	674	773	863	958	5,330
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	1,617	1,617
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	218	218	218	218	218	218	218	218	218	218	218	2,394
914: Pension and Benefits	-	-	642	642	642	642	642	642	642	642	642	642	642	7,062
915: Injuries and Damages	-	-	60	60	60	60	60	60	60	60	60	60	60	660
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(287,063)	(287,063)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	26,351	26,428	26,514	26,608	26,698	26,794	26,887	26,990	27,090	27,180	(267,541)	(0)

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	240,000	-	-	-	-	-	-	-	-	-	-	-	-	240,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	5,330	-	-	-	-	-	-	-	-	-	-	-	-	5,330
610: Expenses - General	1,617	-	-	-	-	-	-	-	-	-	-	-	-	1,617
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,394	-	-	-	-	-	-	-	-	-	-	-	-	2,394
914: Pension and Benefits	7,062	-	-	-	-	-	-	-	-	-	-	-	-	7,062
915: Injuries and Damages	660	-	-	-	-	-	-	-	-	-	-	-	-	660
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(287,063)	-	-	-	-	-	-	-	-	-	-	-	-	(287,063)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	(0)	-	-	-	-	-	-	-	-	-	-	-	-	(0)

Project No: 98628024 Maximo Enhancements 2024

Company: 007 PNM Services Company
Location: 986 Corp Alloc - MMS-Maximo

Project Information

County % Bernalillo 100%

Estimated Start Date 3/1/2024

Estimated Completion Date 12/31/2024

Description

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Reliability

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Security

Compliance

Environmental

Project No: 98628024 **Maximo Enhancements 2024**

	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
110: Straight Time-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
914: Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
915: Injuries and Damages	-	-	-	-	-	-	-	-	-	-	-	-	-	-
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
110: Straight Time-General	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	-	-	-	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	220,000
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	-	-	-	50	149	249	349	452	554	657	752	852	965	5,029
610: Expenses - General	-	-	-	-	-	-	-	-	-	-	-	-	552	552
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	-	-	-	399	399	399	399	399	399	399	399	399	399	3,990
914: Pension and Benefits	-	-	-	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	1,177	11,770
915: Injuries and Damages	-	-	-	110	110	110	110	110	110	110	110	110	110	1,100
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	-	-	-	-	-	-	(292,441)	(292,441)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	-	-	-	28,736	28,835	28,935	29,035	29,138	29,240	29,343	29,438	29,538	(262,238)	-

Project No: 98628122 Maximo Reports Rewrite 2022

Company: 007 PNMR Services Company
Location: 986 Corp Alloc - MMS-Maximo

Project Information

County % Bernalillo 100%

Estimated Start Date 2/10/2022

Estimated Completion Date 12/31/2022

Description

The Maximo Reports Rewrite project focuses on converting delivered reports in Maximo from Crystal Reports to Cognos and BIRT (Business Intelligence and Reporting). Doing so provides greater flexibility and control to PNMR and removes a complicating and ultimately more expensive integration point. Cognos is a standard, very common and widely used third-party tool and BIRT is a reporting tool embedded in delivered Maximo.

Project Need Justification

Converting current Maximo reports to Cognos allows for lower costs by reducing maintenance and removing its direct presence and resource requirements in PNMR's Maximo system environment. New report development time is faster due to seamless integration and adaptive authoring. The result is improved decision making because Cognos reports and dashboards present information in easily-understood formats.

Project Alternatives

Use of the solutions chosen for this project have been carefully analyzed and confirmed by a number of experts in this field. Other alternatives, including leaving delivered reports in Crystal Reports is not considered to be an appealing option.

Project Estimate Approach

Project costs were estimated by expert analysis of the priority development items and the fixed costs of the third-party support team that works on the Maximo system.

Customer Benefit

Customers benefit by PNMR making use of a number of reporting improvements to gain insight into ways to make the company's operations more efficient and reliable. Since Maximo is the system that houses and manages all equipment used throughout PNMR, customers benefit directly by PNMR crews having more efficient awareness and access to the availability of needed equipment.

Primary Value Driver System Performance

Safety

Reliability

System Performance The project will remove the current reporting tool, Crystal Reports, from the systems that actually run Maximo, thereby freeing up system resources to improve Maximo's performance. More flexible reporting also allows Maximo stakeholders to ask "what if" questions more dynamically and see results immediately that can be used to improve system and operational performance.

Security

Compliance

Environmental

Project No:	98628122 Maximo Reports Rewrite 2022							
	BegBal-Jul-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	EndBal-22
110: Straight Time-General	1,840	5,091	5,091	5,091	5,091	5,091	5,091	32,386
120: Overtime-General	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-
370: Outside Services	118,059	40,000	40,000	40,000	29,621	29,621	65,000	362,301
374: Outside Services Legal	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-
426: Capitalized Interest	243	183	274	379	495	614	799	2,988
610: Expenses - General	-	-	-	-	-	-	3,823	3,823
805: Land and Land Rights	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-
913: Payroll Taxes	147	406	406	406	406	406	406	2,584
914: Pension and Benefits	414	1,144	1,144	1,144	1,144	1,144	1,144	7,280
915: Injuries and Damages	32	89	89	89	89	89	89	563
918: San Juan AR-Labor	-	-	-	-	-	-	-	-
921: Stores Load	295	-	-	-	-	-	-	295
922: Minor Material Load	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-
825: Closing Addition	-	-	-	-	-	-	(411,979)	(411,979)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-
Project Net	121,030	46,914	47,005	47,109	36,846	36,966	(335,626)	243

	BegBal-23	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	EndBal-23
	110: Straight Time-General	32,386	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	362,301	-	-	-	-	-	-	-	-	-	-	-	-	362,301
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,988	-	-	-	-	-	-	-	-	-	-	-	-	2,988
610: Expenses - General	3,823	-	-	-	-	-	-	-	-	-	-	-	-	3,823
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,584	-	-	-	-	-	-	-	-	-	-	-	-	2,584
914: Pension and Benefits	7,280	-	-	-	-	-	-	-	-	-	-	-	-	7,280
915: Injuries and Damages	563	-	-	-	-	-	-	-	-	-	-	-	-	563
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	295	-	-	-	-	-	-	-	-	-	-	-	-	295
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(411,979)	-	-	-	-	-	-	-	-	-	-	-	-	(411,979)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	243	-	-	-	-	-	-	-	-	-	-	-	-	243

	BegBal-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	EndBal-24
	110: Straight Time-General	32,386	-	-	-	-	-	-	-	-	-	-	-	-
120: Overtime-General	-	-	-	-	-	-	-	-	-	-	-	-	-	-
350: Material Issues-Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-
370: Outside Services	362,301	-	-	-	-	-	-	-	-	-	-	-	-	362,301
374: Outside Services Legal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
377: Outside Svcs-Temp Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
391: JT Proj Bill to PNM -N Lab	-	-	-	-	-	-	-	-	-	-	-	-	-	-
426: Capitalized Interest	2,988	-	-	-	-	-	-	-	-	-	-	-	-	2,988
610: Expenses - General	3,823	-	-	-	-	-	-	-	-	-	-	-	-	3,823
805: Land and Land Rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-
807: Non Refundable Contrib	-	-	-	-	-	-	-	-	-	-	-	-	-	-
829: Construction Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
909: Luna AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
913: Payroll Taxes	2,584	-	-	-	-	-	-	-	-	-	-	-	-	2,584
914: Pension and Benefits	7,280	-	-	-	-	-	-	-	-	-	-	-	-	7,280
915: Injuries and Damages	563	-	-	-	-	-	-	-	-	-	-	-	-	563
918: San Juan AR-Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
921: Stores Load	295	-	-	-	-	-	-	-	-	-	-	-	-	295
922: Minor Material Load	-	-	-	-	-	-	-	-	-	-	-	-	-	-
925: E&S Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
926: A&G Loads	-	-	-	-	-	-	-	-	-	-	-	-	-	-
928: AFUDC Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
929: AFUDC Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
937: San Juan AR - Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
961: Luna A&G PNMR D&V	-	-	-	-	-	-	-	-	-	-	-	-	-	-
825: Closing Addition	(411,979)	-	-	-	-	-	-	-	-	-	-	-	-	(411,979)
825: Closing Cost of Removal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Project Net	243	-	-	-	-	-	-	-	-	-	-	-	-	243

PNMR Corporate Capital Projects less than \$25,000

PNM Exhibit SMM-3

Is contained in the following 1 page.

PNM Exhibit SMM - 3
Capital Project Clearings under \$25,000

Project Code	Project Name	Capital Investment	
		Period Clearings	
09128521	PNM.com Refr and Content Mgmt	\$	(3,911)
09228220	FME Server Environment Upgr - Co 2		68
09328422	Co 3-NM Phys Security Standardization		4,896
94128220	FME Server Environment Upgrade		(67)
95128022	Energy Analysis PCI Enhancements		90
96828541	Ent Info Gov Program 2021		(1,128)
96829340	Office 365 Ent Cloud Migration		153
97732021	HQ Building Furniture Improvements		19,253
	Total	\$	19,354

BEFORE THE NEW MEXICO PUBLIC REGULATION COMMISSION

**IN THE MATTER OF THE APPLICATION)
OF PUBLIC SERVICE COMPANY OF NEW)
MEXICO FOR REVISION OF ITS RETAIL)
ELECTRIC RATES PURSUANT TO ADVICE)
NOTICE NO. 595)
)
PUBLIC SERVICE COMPANY OF NEW)
MEXICO,)
)
Applicant)**

Case No. 22-00270-UT

SELF AFFIRMATION

SHEILA M. MENDEZ, Executive Director, EPMO, PNMR Services Company,
upon penalty of perjury under the laws of the State of New Mexico, affirm and state: I have read
the foregoing **Direct Testimony of Sheila M. Mendez** and it is true and accurate based on my
own personal knowledge and belief.

Dated this 5th day of December, 2022.

/s/ Sheila M. Mendez
SHEILA M. MENDEZ