



Monthly Report

Report #: RPT-P3A-008

For the period ending January 2021

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General Overview

In accordance with Section 4.2(b) of the Operations and Maintenance Agreement (OMA), LUMA hereby provides the P3A its monthly report on its performance of the Front-End Transition for the month ending January 31, 2021. A copy of the Handover Checklist and work performed has been provided in Appendix A of the report.

PERFORMANCE OF FRONT-END TRANSITION (FET) PERIOD

A. FET PERIOD PROGRESS REPORT

I. Key Achievements in reporting period

Overview

During the month of January, LUMA progressed work in all work areas toward a mid-year commencement date. Our work involved advancing key regulatory matters; progressing our recruitment efforts; and further developing our transition plans.

As noted in previous reports, there are on-going challenges that are impacting the effectiveness of the Front-End Transition. These challenges showed marginal progress in January; however, most continue to persist with no clear resolution and are becoming a serious concern given the time remaining to achieve a June 1, 2021 Service Commencement. For further detail, please refer to Part B, III and Part C of this report

Given LUMA's understanding of progress of the broader PREPA bankruptcy process, LUMA is assuming that entry into service commencement will occur via the Supplemental Terms Agreement (STA) for an Interim Period. As such, all requirements and condition precedent for this to occur have been captured in the relevant sections of this reports.

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

Key Regulatory Matters

LUMA has numerous operational deliverables that will be presented to the P3A and/or PREB for approval during the Front-End Transition period. Work on all these deliverables progressed well in January as noted in Appendix A. The more significant achievements are as follows:

- a. LUMA began incorporating comments on the first drafts of the Initial Budgets, System Remediation Plan (SRP), Performance Metrics and System Operation Principles including engaging as required to establish a clear understanding of comments. As planned, these documents including the Terms of Service will be submitted to PREB in February for its review and approval according to PREB's regulatory process.
- b. LUMA engaged in several PREB technical conferences directly related to the OMA as well as industry matters such as the Distribution Guidelines and PREPA's Performance Metrics.

c. PREPA Reorganization

The LUMA team continued to support with the PREPA reorganization work including the Governance structure, GridCo-GenCo PPOAs and the Shared Services Agreement. As previously noted, concern remains on the timeliness of concluding this work, specifically on obtaining the necessary Governmental approvals of the PREPA Reorganization as a condition precedent to Service Commencement. Clarity of these approval requirements and the required timeline for said approvals remains undefined.

Human Resources

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

- Posted nearly 1,100 positions and have received over 17,000 applications (from ~7,500 applicants) covering all required positions. The effort includes our on-going effort to reach employees despite COVID-19 and general inaccessibility
- Focused on interviewing PREPA applicants; which will continue into February at which time interviews with external applicants will begin
- Continued to implore clear and concise communication of Pension information to PREPA employees to help support recruitment. This remains the most significant issue for current employees as they consider career options
- The Human Capital Management System went live mid-January

Preparing LUMA for Operations

LUMA continued to work on key areas necessary to 'stand-up' LUMA from an operational perspective. These include the development of key plans as outlined in Appendix A. Some of the key highlights for January are as follows:

a. Health, Safety, Environment & Quality

- Continued vigilance on our COVID protocol
- Continued development of key HSE policies and procedures for commencement as part of the Safety Management Plan
- Completion of 2nd draft of Emergency Response Plan for internal review and identification of LUMA's Crisis Management Framework to finalize additional appendices (i.e. Risk Management Plan, Business Continuity Plans, etc.)
- Work continued on the pre-existing environmental baseline studies being undertaken by PREPA. LUMA has requested PREPA to advance the schedule given the concerns with the current timetable to allow sufficient time to complete diligence prior to Service Commencement
- Completed vendor evaluation for the Integrated Management System for HSE data capture and reporting

b. Capital Program (incl. FEMA Funded and non-FEMA projects)

Worked closely with PREPA to better understand the PREPA project management structure, project controls and project details for near-term work identified in the 10-year plan with intent to work through any discrepancies such that work on FEMA funded and non-FEMA funded projects being performed prior to commencement align with LUMA's expectations.

- c. Internal & Stakeholder Communications:
 - Developed employee communication strategy and framework leading up to commencement including engaging strategic communications agency to support external communications (social media, press and advertising) through commencement
 - Began internal discussions to model a Public Safety Plan
 - Uploaded Spanish content to website and continued developing functionality of mobile app.
- d. Operational and Customer Experience
 - Began assessment of available PREPA service contracts and advanced work in the preparation for critical post-commencement contracts.
 - Continued the drafting of the transition plans for T&D Control Centers, Operations & Customer Experience
 - Initiated vendor kick-off, discovery meetings and project management process with the selected vendor for Bill Print and Delivery function
 - Kicked off project for Cloud-Based Contact Centre platform
 - Finalized draft of Physical Security Plan
 - Drafts of Vegetation Management Plan and Materials Management & Warehouse Plan provided for internal reviews
- e. Finance and Accounting
 - Circulated draft of Non-Federal Funding Manual for internal review and comment.
 - Worked on identifying insurance and certificates needed to be in place for Commencement.
 - Finalized specifications and interfaces for Customer Labor Cost Distribution from LUMA's payroll application into LUMA's Oracle EBS
- f. Information and Operational Technology
 - Began detailed joint planning sessions with PREPA based on information gathered to date towards a comprehensive commencement cutover plan (i.e. people, processes & technology) c/w scenario planning
 - Completed initial system configuration for payroll time entry system (Kronos) and finalized system integration functional specifications
 - Commenced contracting with implementation partner for our Cloud Based Call Center. Held project kick off and identified required integrations to support application.
 - Data Security Plan is complete and undergoing peer review for approval
- g. Other Regulatory matters (in addition to those noted above)
 - Progressed on obtaining Governmental Approvals from the Department of Natural Resources and the Oficina General de Permisos (OGPE)
 - Continued drafting the LUMA Federal Funding Procurement policy and procedure including aligning polices with Non-Federally Funded Procurement Manual in progress.

II. Key Focus Areas in upcoming month

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

- a. Key Regulatory Matters
 - Work towards finalizing the Initial Budgets, System Remediation Plan, Performance Metrics and System Operating Principles for submission to P3A and PREB.
 - Continued involvement in industry related PREB dockets as required
- b. Human Resources
 - Finalization of interviews of PREPA employees who have applied for positions and begin recruitment activities of external applicants. Note, LUMA will continue to accept PREPA applications and will consider such applicants accordingly.
 - Begin conducting skilled labor assessments for trade positions
 - Completion of the Occupational Health and Wellness Plan
- c. Operational and Customer Experience
 - Began detailed transition planning work based on information gathered to date towards a comprehensive commencement cutover plan
 - Complete draft of integration plan between Customer Experience and T&D Operations.
 - Begin implementation of Cloud-Based Contact Center Platform.
 - Submit redesigned LUMA bill for external approvals.
 - Continue development of the Emergency Response, Materials Management, Warehouse and Vegetation Management Plans.
 - Undertake a LUMA Technical Workshop and tabletop ERP exercise with senior leadership.
- d. Finance and Accounting
 - Begin development of the FOMB Fiscal Plan in conjunction with PREPA.
 - Incorporate feedback from internal and external reviews of Non-Federal Funding Procurement Manual and refine processes and procedures documentation.
 - Work with current PREPA brokers to ensure Certificates of Insurance are naming LUMA.
 - Begin System Integration Testing (i.e. verification of interactions between systems) of critical financial systems.
- e. Information and Operational Technology
 - Progress commencement cutover activities; alignment on PREPA/LUMA projects, engage vendor partners and continued development of IT OT departmental capabilities
 - Finalize implementation partner contract Cloud Based Call Center and begin configuration
 - Progress the development of draft Cyber Security and Business Continuity Plan

III. Handover Checklist

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

B. COMMERCIAL REPORT

I. Completed OMA Obligations

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

Section	Description	Responsible Party	Status
	No items to report		

II. Ongoing OMA Obligations

Section	Description	Responsible Party	Status
4.2(b)	ManagementCo shall provide Administrator (with copy to PREB) written monthly reports with respect to ManagementCo's performance of the Front-End Transition Services, including a copy of the Handover Checklist updated to reflect the progress of each item listed therein. From time to time during the Front-End Transition Period, in light of experience developed up to such point in the Front-End Transition Period, the Handover Checklist shall be adjusted, updated or otherwise modified by ManagementCo and Administrator, each acting reasonably, as necessary to reflect such experience.	LUMA (Operator)	Submitted - December
4.6(c)(i)	(c) Operator shall deliver to Administrator an estimate of the anticipated Front-End Transition Service Fee for the following four and a half (4.5) months, subject to Section 7.8 (Owner Credit Rating).	LUMA (Operator)	Submitted - December
4.6(c)(i)	(d) Owner shall replenish the Front-End Transition Account so as to maintain a balance in the Front-End Transition Account at the end of each calendar month equal to the sum of the anticipated Front-End Transition Service Fee for the subsequent four and a half (4.5) months, subject to Section 7.8 (Owner Credit Rating), and so on subsequently until the Front-End Transition Services conclude.	PREPA (Owner)	Confirmed – December
4.6(d)(i)	Operator shall provide Administrator with a monthly invoice describing in reasonable detail the prior calendar month's Front-End Transition Services and the corresponding Front-End Transition Service Fee for such prior calendar month. All invoices shall comply with the requirements set forth in Section 9.2(c) (Anti-Corruption and Sanctions Laws – Policies and Procedures).	LUMA (Operator)	Submitted – December

III. Overdue OMA Obligations

Section	Description	Responsible Party	Status
4.1(b)(i)	Each of Owner and Administrator shall take all such actions as may reasonably necessary to enable or assist ManagementCo in providing the Front-End Transition Services, including (i) providing ManagementCo's Representatives with a designated space and facilities at Owner's principal offices for their use throughout the Front-End Transition Period.	PREPA (Owner), P3A (Administrator)	Substantially overdue (Refer to Part C.5)
4.1(b)(iii)	Each of Owner and Administrator shall take all such actions as may be reasonably necessary to enable or assist ManagementCo in providing the Front-End Transition Services, including... (i) cooperating with and assisting, and causing its Representatives to cooperate with and assist, ManagementCo in its performance of the Front-End Transition Services and its efforts to timely satisfy the ManagementCo Service Commencement Date Conditions.	PREPA (Owner)	Substantially overdue (Refer to Part C.5)
4.3(c)	From and after the Effective Date, but in any event by the date that is one hundred eighty (180) days following the Effective Date, ManagementCo, Administrator and Owner shall together (i) identify all material existing System Contracts and all Generation Supply Contracts and provide ManagementCo and Administrator with copies thereof and (ii) identify which of the material existing System Contracts and Generation Supply Contracts do not comply with the Federal Funding Requirements and provide ManagementCo and Administrator with a list thereof.	LUMA (Operator), PREPA (Owner), P3A (Administrator)	Overdue (Refer to Part C.4)
4.3(d)(i)	Additional System Contracts and Generation Supply Contracts Between Effective Date and Service Commencement Date. During the Front-End Transition Period, the Parties agree that it is the intent that Owner and Administrator shall not amend or enter into any new System Contracts or Generation Supply Contracts; provided, however, that: prior to the date ManagementCo submits the Initial Budgets to PREB for its approval, if Owner and Administrator identify a need to do so, then Administrator shall notify ManagementCo of such need and work with ManagementCo to implement any such amendment or new System Contract or Generation Supply Contract. Following such consultation process, Administrator shall ultimately determine if such amendment or new System Contract or Generation Supply Contract is required.	P3A (Administrator) PREPA (Owner)	This provision has not been adhered to.

IV. OMA Obligations in Progress

Section	Description	Responsible Party	Status
4.2(j)	As soon as reasonably practicable following the Effective Date but not less than ninety (90) days prior to the Target Service Commencement Date (the "Interview Deadline"), ManagementCo shall use commercially reasonable efforts to interview and evaluate as candidates for employment at ServCo, effective as of the Service Commencement Date, the regular employees of Owner and its Affiliates (other than Owner's generation employees, including certain administrative and plant operations personnel) who (i) are currently and	LUMA (Operator)	In progress

Section	Description	Responsible Party	Status
	remain employed by Owner and its Affiliates (other than Owner or its Affiliates generation station employees) as of the Interview Deadline or are hired by Owner or its Affiliates on or after the Effective Date in the ordinary course of business consistent with the past practices of Owner and its Affiliates to replace any existing employee of Owner, and (ii) apply to ServCo in a job category ServCo wishes to fill (collectively, the "Owner Employees").		
4.3(e) STA s. 2.3(d)	Notices with respect to System Contracts and Generation Supply Contracts. Owner shall (i) notify each counterparty to a System Contract and Generation Supply Contract in writing of Owner's delegation of authority to Operator with respect to such System Contract in the manner contemplated by Section 5.2(a) (System Contracts – Generally) and with respect to such Generation Supply Contract in the manner contemplated by Section 5.13(a) (Generation-Related Services – Power Supply Dispatch and Management) and (ii) have obtained all required consents from such counterparties as may be required thereby in connection with such delegation of authority and (iii) take all such other actions as may be necessary for Operator to be able to comply with its obligations under Section 5.2(a) (System Contracts – Generally) and Section 5.13 (Generation-Related Services). Owner shall have provided Operator with written notice of the System Contracts and Generation Supply Contracts that have been assumed and those that have been rejected as at the Interim Period Service Commencement Date;	PREPA (Owner)	This activity has not begun (Refer to Part C.4)
4.3(k)	Owner shall prepare and provide Operator a description and demarcation of the T&D System. The Parties will jointly consider any amendments, adjustments and refinements to Annex XII (Insurance Specifications) in light of the description and demarcation of the T&D System.	PREPA (Owner)	In progress
4.4(a)	ManagementCo, Administrator and Owner shall coordinate identifying the Governmental Approvals required for the commencement on the Service Commencement Date. Once the Parties have identified the Commencement Date Governmental Approvals: (i)(A) ManagementCo shall coordinate with Owner and Administrator to prepare for and support Owner's efforts related to the transfer and assignment or the reissuance of the Commencement Date Governmental Approvals; (B) Owner, with Operator's assistance, shall submit complete applications and take all other steps necessary to obtain and maintain all required Commencement Date Governmental Approvals; and... (ii) ManagementCo and Administrator shall cooperate with Owner in identifying, preparing, applying for, obtaining and maintaining the Commencement Date Governmental Approvals.	LUMA (Operator) P3A (Administrator) PREPA (Owner)	In progress
4.4(b)	From and after the Effective Date, the Parties agree that (i) Operator shall seek a Tax Assurance and (ii) at Operator's expense, Owner and Administrator shall cooperate with Operator and use their commercially reasonable efforts to support and assist Operator in securing such Tax Assurance. (refer to 4.5 (t) below)	LUMA (Operator)	In progress

Section	Description	Responsible Party	Status
4.5 (t)	The Puerto Rico Treasury Department shall have either (i) entered into a closing agreement with the Operator, or (ii) shall have issued a private letter ruling to Operator, in each case that (A) incorporates all matters set forth in administrative determination No. 20-06 issued by the Secretary of the Puerto Rico Treasury Department (the "Administrative Determination") that are applicable to Operator and the Equity Participants and (B) provides that (x) the Front-End Transition Service Fixed Fee, the Service Fee and Back-End Transition Service Fee are treated in the same manner as management fees are treated under Section III(A) of the Administrative Determination and (y) the Operator Termination Fee is treated in the same manner as termination payments are treated under Section III(A) of the Administrative Determination, (each a "Tax Assurance").	LUMA (Operator)	In progress
4.5 (s)	The Parties shall mutually develop and negotiate in good faith a shared services agreement consistent with the provisions set forth in Annex VI (GenCo Shared Services) (the "Shared Services Agreement"), which agreement shall provide the terms and conditions pursuant to which Operator, as agent of Owner, shall provide the GenCo Shared Services to GenCo until the Legacy Generation Assets are retired or until certain of GenCo's operations, including the operating, administrative and/or maintenance functions related to the Legacy Generation Assets, are transferred to one or more private partners, the term of which agreement not to exceed three (3) years from its effective date (unless otherwise extended with the consent of Operator).	LUMA (Operator) P3A (Administrator) PREPA (Owner)	In progress
STA s. 2.3(b)	The Title III Court shall have entered, on a final and non-appealable basis, an order or orders (i) to the extent required by Applicable Law, authorizing Owner's entry into and performance of this Supplemental Agreement, and (ii) granting administrative expense treatment for any amounts required to be paid by Owner under this Supplemental Agreement and the O&M Agreement during the Interim Period, and in the case of each of (i) and (ii), such approvals and orders shall be reasonably acceptable to Operator;	P3A (Administrator) PREPA (Owner)	Refer to Part C.3
STA s. 2.3(c)	A number of Owner Employees and Other Employees necessary for Operator to perform the Interim Period Services shall have accepted offers to commence employment as ServCo Employees beginning on the Interim Period Service Commencement Date;	LUMA (Operator)	In progress
STA s. 2.3(c)	Owner shall have provided communications to all Owner Employees regarding Owner's pension obligations going forward reasonably acceptable to Owner and Operator	PREPA (Owner)	Refer to Part C.2
STA s. 2.3(f)	Owner shall have received a Supplemental Agreement Tax Opinion and ManagementCo shall have received a Supplemental Agreement Reliance Letter, at the expense of Owner or Administrator;	PREPA (Owner)	LUMA has informed PREPA of this requirement

V. Upcoming OMA Obligations

Section	Description	Responsible Party	Status
4.1(d)(iii)	System Remediation Plan: ...Operator shall submit for PREB's review the proposed System Remediation Plan, incorporating or rejecting any of the modifications or changes suggested by Administrator, together with an explanation of any of Administrator's comments, as ManagementCo shall reasonably deem appropriate in its sole discretion.	LUMA (Operator)	Planned for submission in February
4.1(g)	Parties to apply for Liability Waiver with Rate Order in connection with submission of Initial Budgets.	LUMA (Operator)	Planned for submission in February
4.1(h)	System Operation Principles: ...Operator shall submit for PREB's review the proposed System Operation Principles, incorporating or rejecting any of the modifications or changes suggested by Administrator, together with an explanation of any of Administrator's comments, as ManagementCo shall reasonably deem appropriate in its sole discretion.	LUMA (Operator)	Planned for submission in February
4.2 (e)	Initial Budgets: ...Operator shall submit for PREB's review the revised Initial Budgets, incorporating or rejecting any of the modifications or changes suggested by Administrator, together with an explanation of any of Administrator's comments, as ManagementCo shall reasonably deem appropriate in its sole discretion.	LUMA (Operator)	Planned for submission in February
4.2(f)	Performance Metrics: ...Operator shall submit for PREB's review the proposed revised Annex IX (Performance Metrics), incorporating or rejecting any of the modifications or changes suggested by Administrator, together with an explanation of any of Administrator's comments, as ManagementCo shall reasonably deem appropriate in its sole discretion.	LUMA (Operator)	Planned for submission in February

C. RISK AND ISSUE MANAGEMENT REPORT

Risks/Issues with Potential to Materially Impact Project Success

	Risk	Description and Current Status (as of 01-31-21)
1	<p>PREPA Reorganization (s. 4.5(q))</p> <p><i>Lead Party: P3A (Administrator)</i></p>	<p>The OMA states as a Condition Precedent to Commencement that <i>“A final plan for the reorganization of PREPA into GenCo and GridCo shall have been approved by the applicable Governmental Bodies, and the GridCo-GenCo PPOA shall have become effective.”</i></p> <p>LUMA notes that there remains a considerable effort to complete the reorganization of PREPA involving multiple parties. It is also not clear which <i>“Governmental Bodies”</i> are required to approve the final plan for the PREPA Reorganization and therefore the timeline for said approval(s) remains unclear.</p>
2	<p>Communication of Pension Obligations (s. 2.3 (c) of the STA)</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>The Supplemental Terms Agreement to the OMA states as a Condition Precedent to Commencement <i>“Owner shall have provided communications to all Owner Employees regarding Owner’s pension obligations going forward reasonably acceptable to Owner and Operator”.</i></p> <p>LUMA notes that this has not occurred to date and remains the most significant issue raised by current PREPA employees. LUMA remains concerned that the relevant information will not be available from PREPA and will impact employee’s decision to apply with LUMA thereby limiting LUMA’s recruitment effort.</p>
3	<p>Title III Court Order (s. 2.3 (b) of the STA)</p> <p><i>Lead Parties: PREPA (Owner); P3A (Administrator)</i></p>	<p>The Supplemental Terms Agreement to the OMA states as a Condition Precedent to Commencement <i>“the Title III Court shall have entered, on a final and non-appealable basis, an order or orders (i) to the extent required by Applicable Law, authorizing Owner’s entry into and performance of this Supplemental Agreement, and (ii) granting administrative expense treatment for any amounts required to be paid by Owner under this Supplemental Agreement and the O&M Agreement during the Interim Period, and in the case of each of (i) and (ii), such approvals and orders shall be reasonably acceptable to Operator”.</i></p>

		LUMA notes that while work on this front has begun, the exact requirements and associated timelines remain unclear.
4	<p>Systems Contracts</p> <p>(s. 4.3 (c); s. 4.3 (d)(i); 4.3 (e); STA s. 2.3(d)</p> <p>Lead Party: PREPA (Owner)</p>	<p>The OMA and STA states as a Condition Precedents to Commencement that:</p> <ul style="list-style-type: none"> - <i>Material Existing System Contracts and all Generation Supply Contracts and provide ManagementCo and Administrator with copies thereof and (ii) identify which of the material existing System Contracts and Generation Supply Contracts do not comply with the Federal Funding Requirements and provide ManagementCo and Administrator with a list thereof. S. 4.3 (c)</i> <p>LUMA notes that while we have recently received copies of some System Contracts and Generation Supply Contracts, these were overdue as of December 22 as required under the OMA. LUMA remains unclear whether all Material System Contracts and Generation Supply Contracts have been received. This delay has impacted and continues to impact LUMA's ability to fully understanding its obligations post commencement.</p> <ul style="list-style-type: none"> - <i>Additional System Contracts and Generation Supply Contracts Between Effective Date and Service Commencement Date. During the Front-End Transition Period, the Parties agree that it is the intent that Owner and Administrator shall not amend or enter into any new System Contracts or Generation Supply Contracts; provided, however, that:</i> <ul style="list-style-type: none"> <i>(i) prior to the date ManagementCo submits the Initial Budgets to PREB for its approval, if Owner and Administrator identify a need to do so, then Administrator shall notify ManagementCo of such need and work with ManagementCo to implement any such amendment or new System Contract or Generation Supply Contract. Following such consultation process, Administrator shall ultimately determine if such amendment or new System Contract or Generation Supply Contract is required;</i> <p>LUMA notes that this provision has not been complied with resulting in additional regulatory proceedings.</p> <ul style="list-style-type: none"> - <i>Notices with respect to System Contracts and Generation Supply Contracts. Owner shall (i) notify each counterparty to a System Contract and Generation Supply</i>

		<p><i>Contract in writing of Owner’s delegation of authority to Operator with respect to such System Contract; ... (ii) have obtained all required consents from such counterparties as may be required thereby in connection with such delegation of authority and (iii) take all such other actions as may be necessary for Operator to be able to comply with its obligations. (s. 4.3 (e))</i></p> <ul style="list-style-type: none"> - <i>Owner shall have provided Operator with written notice of the System Contracts and Generation Supply Contracts that have been assumed and those that have been rejected as at the Interim Period Service Commencement Date. (STA s. 2.3(d))</i> <p>LUMA further notes that work to provide Notice to contractors stipulated in the OMA and STA has not begun.</p>
5	<p>Owner Cooperation (s. 4.1 (b))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>LUMA notes several areas as previously reported that have been and continue to be problematic and have and continue to impact the effectiveness of the Front-End Transition. Key areas of note include:</p> <ul style="list-style-type: none"> - <u>Field Access</u>: Limitations on being able to access field employees to create relationships, observe work, inquire about issues has created a challenge for LUMA and PREPA Management. In many cases PREPA employees have been unwilling to cooperate with any requests from LUMA. Minimal action has been taken to rectify the situation. - <u>Designated Space & Facilities</u>: LUMA remains without a concrete plan to deal with significant shortcomings for workspace, furniture and parking. This has led to inefficiencies and increased cost. - <u>Response to RFIs</u>: The lack of and untimely response to RFIs continues to be an issue impacting LUMA’s ability to form a complete understanding of operations, formulate comprehensive budgets and establish seamless cutover workplans. - <u>FEMA Funding Management</u>: LUMA notes that collaboration in January has improved in this area; however, we remain early in the implementation of capital works. This item is noted here given its criticality. As previously noted, it is imperative that significant focus by PREPA and LUMA be expended on ensuring complete transparency of all work activities to ensure a seamless transition to LUMA upon Commencement

6	COVID-19 Pandemic	The COVID-19 pandemic continues to create challenges for LUMA. LUMA is following an appropriate COVID Protocol and using virtual tools including Microsoft Teams for meetings helps communications but consumes significantly more time and is less productive.
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D. FINANCIAL PROGRESS REPORT

In accordance with s.4.6(d), LUMA has submitted the invoice for the FET Service Fee for the month of January 2021. A summary of the invoice amounts is included below.

I. Monthly invoice summary

FET COSTS	
Department	Amount
Capital Programs	95,975
Communications	41,850
Corporate Services	111,055
Customer Service	142,275
Executives	66,950
Financial Mgmt.	321,343
HSE & Quality	227,325
Human Resources	253,360
Integration Mgmt. Office	171,810
IT / OT	284,318
Legal	37,512
Operations	407,025
Regulatory	75,920
Utility Transformation	815,120
TOTAL	\$3,051,838

	FET Hourly Costs	Additional Costs & Expenses	Sub-Total	FET Fixed Fee	Total
Previously invoiced	\$24,257,765	\$22,732,688	\$46,990,453	\$31,500,000	\$78,490,453
Current invoice	\$3,051,838	\$2,303,812	\$5,355,649	\$5,000,000	\$10,355,649
Total invoiced to date	\$27,309,603	\$25,036,499	\$52,346,102	\$36,500,000	\$88,846,102
Forecast to complete			\$24,005,829	\$23,500,000	\$47,505,829
Proposal			\$76,351,931	\$60,000,000	\$136,351,931
Variance			-	-	-

E. SUBMISSIONS

I. Transmittals–Current Month January 2021

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-P3A-TGC-00081	P3A / LUMA December 21, 2020 Meeting Notes	LUMA	P3A	IMO	3-Jan-21
LUMA-P3A-TGC-00082	P3A / LUMA January 4, 2021 Meeting Agenda	LUMA	P3A	IMO	3-Jan-21
LUMA-P3A-TGC-00083	P3A / LUMA January 4, 2021 Meeting Notes	LUMA	P3A	IMO	5-Jan-21
LUMA-P3A-T-00084	2021 SURI Certificate	LUMA	P3A	IMO	5-Jan-21
LUMA-P3A-T-00085	List of Material Contractors 2021-01-15	LUMA	P3A	IMO	13-Jan-21
LUMA-P3A-TGC-00086	P3A / LUMA January 18, 2021 Meeting Agenda	LUMA	P3A	IMO	13-Jan-21
LUMA-P3A-T-00087	December 2020 Monthly Invoice & Report	LUMA	P3A	IMO	13-Jan-21
LUMA-P3A-T-00088	December 2020 Monthly Status Report	LUMA	P3A	IMO	13-Jan-21
LUMA-P3A-T-00089	December 2020 Renewed Certificates	LUMA	P3A	IMO	13-Jan-21
LUMA-P3A-T-00090	4.5 Month FETS Estimate December 2020 (w Actuals)	LUMA	P3A	IMO	13-Jan-21
LUMA-P3A-TGC-00091	P3A / LUMA January 19, 2021 Meeting Notes	LUMA	P3A	IMO	21-Jan-21
LUMA-P3A-T-00092	4.5 Month FETS Estimate January 2021	LUMA	P3A	IMO	27-Jan-21
LUMA-P3A-TGC-00093	P3A / LUMA February 1, 2020 Meeting Agenda	LUMA	P3A	IMO	29-Jan-21
LUMA-PREB-T-00022	December 2020 Monthly Status Report	LUMA	PREB	IMO	13-Jan-21
LUMA-PREP-T-00072	Telecom Design Criteria Issue December 2020	LUMA	PREPA	Utility Transformation	3-Jan-21
LUMA-PREP-T-00073	2021 SURI Certificate	LUMA	PREPA	IMO	5-Jan-21
LUMA-PREP-TGC-00074	PREPA / LUMA Biweekly Meeting Agenda 2021-01-11	LUMA	PREPA	IMO	5-Jan-21
LUMA-PREP-T-00075	Outstanding RFIs as of January 8, 2021	LUMA	PREPA	IMO	5-Jan-21
LUMA-PREP-T-00076	DCD Review Meeting Dec 2020 Comments	LUMA	PREPA	Utility Transformation	7-Jan-21
LUMA-PREP-T-00077	December 2020 Monthly Status Report	LUMA	PREPA	IMO	13-Jan-21
LUMA-PREP-TGC-00078	PREPA / LUMA Biweekly Meeting Notes 2021-01-11	LUMA	PREPA	IMO	13-Jan-21
LUMA-PREP-T-00079	Outstanding RFIs as of January 15, 2021	LUMA	PREPA	IMO	15-Jan-21
LUMA-PREP-T-00080	December 11, 2020 S&L Codes and Standards - LUMA Comments	LUMA	PREPA	Utility Transformation	19-Jan-21

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-PREP-T-00081	November 20, 2020 S&L Codes and Standards - LUMA Comments	LUMA	PREPA	Utility Transformation	20-Jan-21
LUMA-PREP-T-00082	December 18, 2020 S&L Codes and Standards - LUMA Comments	LUMA	PREPA	Utility Transformation	20-Jan-21
LUMA-PREP-TGC-00083	PREPA / LUMA Biweekly Meeting Agenda 2021-01-25	LUMA	PREPA	IMO	21-Jan-21
LUMA-PREP-T-00084	Outstanding RFIs as of 2021-01-22	LUMA	PREPA	IMO	22-Jan-21
LUMA-PREP-T-00085	December 4, 2020 S&L Codes and Standards - LUMA Comments	LUMA	PREPA	Utility Transformation	27-Jan-21
LUMA-PREP-T-00086	Outstanding RFIs as of January 29, 2021	LUMA	PREPA	IMO	29-Jan-21

II. Requests for Information (RFIs)–Current Month January 2021

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00329	Call Center Express environment	LUMA	PREPA	IT/OT	4-Jan-21	8-Jan-21		Open
LUMA-PREP-RFI-00330	Sangamo meters	LUMA	PREPA	Customer Service	5-Jan-21	15-Jan-21	15-Jan-21	Closed
LUMA-PREP-RFI-00331	Data maps/info on outage management systems connected to Mi Cuenta	LUMA	PREPA	IT/OT	7-Jan-21	14-Jan-21		Open
LUMA-PREP-RFI-00332	Written description of each service type (Follow up to RFI-00231)	LUMA	PREPA	Customer Service	7-Jan-21	15-Jan-21	15-Jan-21	Closed
LUMA-PREP-RFI-00333	Existing Kronos Test Scripts	LUMA	PREPA	IT/OT	7-Jan-21	15-Jan-21	14-Jan-21	Closed
LUMA-PREP-RFI-00334	New/Updated JD Power Data Extract for COM and GOV accounts	LUMA	PREPA	IT/OT	11-Jan-21	8-Jan-21		Open
LUMA-PREP-RFI-00335	Onboarding an ATCO person	LUMA	PREPA	Financial Management	11-Jan-21	18-Jan-21		Open
LUMA-PREP-RFI-00336	Stand up of Kronos Test Environment	LUMA	PREPA	IT/OT	12-Jan-21	15-Jan-21	1-Feb-21	Closed
LUMA-PREP-RFI-00337	IT Contracts	LUMA	PREPA	IT/OT	12-Jan-21	20-Jan-21		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00338	Request FEMA Grants Portal Access for Richard Wong	LUMA	PREPA	IT/OT	14-Jan-21	22-Jan-21		Open
LUMA-PREP-RFI-00339	60,000 TWACS Meters that were damaged during Maria	LUMA	PREPA	Utility Transformation	15-Jan-21	15-Jan-21		Open
LUMA-PREP-RFI-00340	CUCOH work volumes	LUMA	PREPA	Customer Service	15-Jan-21	25-Jan-21	20-Jan-21	Closed
LUMA-PREP-RFI-00341	Assessment for CSR's	LUMA	PREPA	Customer Service	15-Jan-21	25-Jan-21		Open
LUMA-PREP-RFI-00342	PWs submitted to FEMA - Cat B	LUMA	PREPA	Regulatory	18-Jan-21	27-Jan-21		Open
LUMA-PREP-RFI-00343	COR3 and HORNE Observations Summary	LUMA	PREPA	Regulatory	18-Jan-21	27-Jan-21		Open
LUMA-PREP-RFI-00344	System user access - Joseph Bazil	LUMA	PREPA	IT/OT	18-Jan-21	20-Jan-21		Open
LUMA-PREP-RFI-00345	S&L Renewable Energy Integration Study	LUMA	PREPA	Regulatory	18-Jan-21	29-Jan-21		Open
LUMA-PREP-RFI-00346	2020 System Studies	LUMA	PREPA	Utility Transformation	18-Jan-21	29-Jan-21		Open
LUMA-PREP-RFI-00347	2021 System Studies	LUMA	PREPA	Utility Transformation	18-Jan-21	29-Jan-21		Open
LUMA-PREP-RFI-00348	Customer Service Data Lake Reports	LUMA	PREPA	IT/OT	19-Jan-21	22-Jan-21		Open
LUMA-PREP-RFI-00349	Mi Cuenta technical documents	LUMA	PREPA	IT/OT	19-Jan-21	22-Jan-21		Open
LUMA-PREP-RFI-00350	ODI & OTA Access - Test EBS to Kronos Interface	LUMA	PREPA	IT/OT	19-Jan-21	26-Jan-21		Open
LUMA-PREP-RFI-00351	CC&B Web Services & SOA Payments	LUMA	PREPA	IT/OT	20-Jan-21	22-Jan-21		Open
LUMA-PREP-RFI-00352	Design Criteria Documents	LUMA	PREPA	Utility Transformation	20-Jan-21	29-Jan-21		Open
LUMA-PREP-RFI-00353	Request Access Lydmarie	LUMA	PREPA	IT/OT	20-Jan-21	20-Jan-21		Open
LUMA-PREP-RFI-00354	TWACS DB Extracts v2	LUMA	PREPA	IT/OT	20-Jan-21	28-Jan-21		Open
LUMA-PREP-RFI-00355	Documents for Call Center Express/Customer Service Portal	LUMA	PREPA	IT/OT	21-Jan-21	27-Jan-21		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00356	EBS & Kronos System Access for Justin Handel	LUMA	PREPA	IT/OT	25-Jan-21	29-Jan-21	1-Feb-21	Closed
LUMA-PREP-RFI-00357	LIDAR Services Request for Proposals	LUMA	PREPA	Utility Transformation	25-Jan-21	29-Jan-21		Open
LUMA-PREP-RFI-00358	Relocation of Flooded Substations	LUMA	PREPA	Utility Transformation	25-Jan-21	26-Jan-21		Open
LUMA-PREP-RFI-00359	Monthly Journal Requests	LUMA	PREPA	Financial Management	25-Jan-21	28-Jan-21	28-Jan-21	Closed
LUMA-PREP-RFI-00360	VPN access	LUMA	PREPA	IT/OT	27-Jan-21	27-Jan-21		Open
LUMA-PREP-RFI-00361	PREPA Contract Renewal Confirmation	LUMA	PREPA	IT/OT	28-Jan-21	5-Feb-21		Open
LUMA-PREP-RFI-00362	PREPA IT OT Vendor Contact Information	LUMA	PREPA	IT/OT	28-Jan-21	5-Feb-21		Open
LUMA-PREP-RFI-00363	PD Storms Questions	LUMA	PREPA	Financial Management	28-Jan-21	28-Jan-21	1-Feb-21	Closed
LUMA-PREP-RFI-00364	Integrate PREPA Physical Time Clock to the LUMA Kronos Test and Dev instances	LUMA	PREPA	IT/OT	29-Jan-21	12-Feb-21		Open

APPENDIX A – HANDOVER CHECKLIST

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
1	General & Transition Management	<p>The transition will be managed by the Chief Executive Officer (CEO) who will be accountable for the completion and execution of all workstream deliverables and key contract elements. The CEO will be supported by a Program / Integration Management office and several Department Heads accountable for specific functional work areas.</p> <p>This overall deliverable captures efforts that are not reasonably attributable to specific Handover Checklist items given the general management nature of the work.</p>	61-70%	<p>The work in January included the general management of the requirements of the OMA including the oversight and coordination of the Handover Checklist deliverables as part of the Front-End Transition Services. This resulted in effort from all departments that cannot be reasonably attributable to specific Handover Checklist items given the general management nature of the work.</p> <ul style="list-style-type: none"> - In addition to the general management efforts noted above, there are more specific activities that were completed: <ul style="list-style-type: none"> - Supported in the development of the development of the Initial Budgets, System Remediation Plan (and Program Briefs), Performance Metrics and System Operation Principles for submission including necessary internal approvals. - Administrative and logistics work required to support the ongoing work of LUMA. - Overall project management including efforts such as document controls (RFI & transmittal) and the preparation of the required invoicing & reporting. - Worked with PREPA and the P3A to coordinate the Front End Transition Services including regular meetings with the PREPA leadership, the PREPA Governing Board and the Administrator leadership team. - On-going collaborated with PREPA to obtain and setup access to PREPA offices. - Continued efforts expended to manage areas related to the requirements of the COVID 19 pandemic.
1.01	Government Approvals	<p>Governmental Approvals shall continue to name Owner as the permittee or applicant and Operator shall only be a co-permittee, co-applicant, co-permittee or co-applicant if and to the extent required by Applicable Law. Management Co and Administrator shall cooperate with Owner in good faith in identifying, preparing, applying, for obtaining and maintaining the Commencement Date Governmental Approvals.</p>	51-60%	<ul style="list-style-type: none"> - Follow up continues with PREPA and P3A relating to the document submitted to the Department of Natural Resources with respect to permits under its authority. - Completed contact with all other permitting agencies. - Prepared the final draft of the submission to the Oficina General de Permisos (OGPE) in preparation for applications in February for required permits that are not under the jurisdiction of the Department of Natural Resources. - Reviewed information and requirements with P3A and PREPA has been completed.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	This deliverable captures the general oversight of the gap assessments to be conducted early during the Front-End Transition and captures efforts not specifically attributable to Handover Checklist deliverables including the overall development of methodology and management of progress.	91-99%	- Continued to manage the Requests for Information & responses related to gap assessments. These will be utilized to further develop LUMA's cutover plans.
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	Activities to gain P3A and regulatory (PREB) approvals for Initial Budgets.	41-50%	- Reviewed comments on drafts of Initial Budgets, and Terms of Service and worked on consistency with other deliverables.
2	T&D Services Milestones			
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	This deliverable includes developing an operation takeover plan for transmission and sub-transmission inside and outside of the plant. Activities include assessments of IRP Requirements, safety and reliability priorities, plans for outage and weather monitoring, and operational contingency plans.	61-70%	- Supported LUMA's Initial Budgets and SRP reviews of submission. - In the process of updating substation inspection checklist and processes. - Worked with Operations to develop Maintenance plan that considers PREPA's 2019 and 2020 maintenance completion rates. - Progressed draft takeover plan.
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System	This deliverable involves developing and implementing an operational takeover plan for the Electric Distribution System consisting of an IRP review, distribution system reliability and safety priority assessments, critical asset life cycle plan and asset maintenance assessments, distribution automation and energy loss reduction plans, and streetlight operations and repair strategy.	61-70%	- Supported response to PREB Distribution Planning Guidelines docket. - Supported LUMA's Initial Budgets and SRP reviews of submission. - Worked with Engineering on streetlight inspection and maintenance checklist and strategies. - Progressed draft takeover plan.
2.03	Development and Implementation of Additional Takeover plans			
2.0301	Transition Plan for T&D Control Centers	This deliverable includes delivering an Operations Control Center Transition Plan that includes an evaluation of the control center physical condition, T&D outage planning and operation procedures, T&D restoration plan, and energy management system.	61-70%	- Continued recruitment effort for Control Centers. Interviews completed at 90% for the shift personnel positions. All positions are posted and interviews for Managers and Supervisors started. - Continued to support the ongoing efforts in developing the System Operating Principles in collaboration with LUMA's Regulatory team. - Continued drafting of the Transition plan.
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	This deliverable consists of developing and implementing an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plants and substations, and for the electric distribution system; developing a new structure for the commencement organization with new job descriptions; and the process of interviewing, assessing, and hiring employees.	41-50%	- Worked on initiative to define interdepartmental Operational Policies between Operations and Others. - Continued working through a joint initiative with the Procurement team to identify, prioritize, and compile supporting documentation, for key contracts/contractors. - Continued work on refinement of Initial Budgets for LUMA Operations. - Provided support for the configuration and planning of Kronos timekeeping system. - Kicked-off initiative to determine shift schedules for LUMA personnel post commencement. - Completed modifications to postings for positions within the

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
				Operational Excellence function of LUMA Operations. <ul style="list-style-type: none"> - Performed initial interviews for various functions within LUMA Operations. - Performed secondary interviews for some supervisory and managerial positions within LUMA Operations.
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	This deliverable involves updating the emergency response/disaster recovery and business continuity plans. Activities include working with existing PREPA operational teams to review existing operations manual, comparing it against industry best practices, LUMA's existing operations manuals, and PREPA's current plan, to identify gaps and opportunities; developing an operating manual that meets high quality standards while incorporating Puerto Rico's unique operating needs. Fundamental principles include safety, customer centricity, affordability, reliability, resilience and sustainability.	41-50%	<ul style="list-style-type: none"> - Second draft of the ERP (Base Plan and Restoration Annex) was distributed for review and feedback. Inputs received and recommendations are being incorporated in the next draft. - Held several meetings with functional departments to align the development of processes associated with the ERP. - Participated in the pre-conference Technical Hearing held by the PREB regarding the ERP. - Planning LUMA Technical Workshop with leadership team scheduled for mid-February. The workshop will include a tabletop exercise. - Planning of drill exercise for April timeframe to obtain feedback and alignment with FEMA to enhance LUMA Emergency Response Plan. - Progressed the Crisis Management Framework that aligns the ERP, Business Continuity, Risk Management, Communications, and Health and Safety. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.04 and 9.02).</p>
2.0304	Fleet Management Plan	This deliverable identifies gaps within the Fleet Management Information System (FMIS), Fleet Preventative Maintenance Program, Vehicle Insurance & Registration, Effectiveness of Shop Operations, Current Suppliers, GPS / Telematics, Fuel Procurement and Fuel tracking, and, develop a prioritized plan for closing identified gaps.	51-60%	<ul style="list-style-type: none"> - Continued revisions to the Fleet Management Plan. - Continued work on the Fleet Standard Operating Procedures. - Continue progressing the recruitment initiative for Fleet Management. - Continue assessment of existing 3rd party parts and labor suppliers within Puerto Rico.
2.0305	Asset Management	This deliverable consists of developing an Engineering Asset Management Plan that includes assessments of geospatial asset tracking, power flow process, computerized maintenance management system (CMMS), and T&D system planning criteria, as well as developing plans for preventative maintenance, substation flooding resiliency, and microgrid engagement priorities and interconnection process plans.	71-80%	<ul style="list-style-type: none"> - Conducted interviews for Asset Management manager positions. - Progressed initial draft of Asset Management plan including working with stakeholders. - Continued the development of the LUMA processes, conducted internal workshops and collected stakeholder feedback. - Collaborated with Regulatory and other stakeholders to determine a strategy for managing FEMA funded assets. - Review of draft of interconnection process underway.
2.0306	Workforce Management & Training Plan	This deliverable involves a comprehensive assessment of PREPA's safe work rules, technical training facilities, curriculum, and instructors allows LUMA to develop a holistic technical training program, increasing workplace safety and efficiency while defining a career path for all skilled labor employees.	71-80%	<ul style="list-style-type: none"> - Skilled Labor Assessment yard built in Canovanas and ready for operation. - Location for Knowledge Assessment selected and engagement agreement was executed. - Scheduled first week of candidates (~ 115 people). - All people, tools, and processes in place to begin Skilled Labor Assessments.

ID	Full description	Deliverable Description	Status % Complete2	Summary of key work performed in January
				(Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.07)
2.0307	Safety Management Plan	This deliverable includes the development of the Public Safety Program Assessment, Written Safety & Health Program Assessment, and Physical Safety & Health Assessment that will allow for the creation of LUMA's Safety Management Plan.	51-60%	<ul style="list-style-type: none"> - Initiated the narrative for the completion of the Safety Management Plan. - Advanced the prioritized Health and Safety Policies (Personal Protective Equipment, Confined Space Entry, Fall Protection, Hearing Conservation, and Lockout/Tagout). - Advanced the Integrated Management System IT software procurement process. - The majority of the Health and Safety interviews conducted with PREPA candidates. - Advanced the framework for employee onboarding orientation and content in collaboration with the Operations department. - Participated in discussions with HR as it relates to the third-party vendor for occupational drug and alcohol testing. - Advanced the Public Safety Plan in conjunction with the Communications team. - Significant time spent on COVID 19 related matters: administering and responding to the COVID 19 protocol requirements.
2.0308	Engineering and Asset Management	This item includes delivering an Engineering Plan that includes standards for the distribution system, protection & controls, as well as transmission system and substation engineering standards, and generation and renewables interconnection standards.	51-60%	<ul style="list-style-type: none"> - Started the development of the maintenance practices standards. - PREPA Specifications: Continued the review, provided comments and recommendations to S&L and PREPA for incorporation on the standards and specifications. - PREPA 2021FY Project Oversight: Continued to provide guidance and input to the Cataño. (38/13.8 kV) Substation Pilot and the San Juan 115 kV GIS Substation projects. - Renewable Interconnection Process: Continued the development of the LUMA Processes, conducted internal workshops. - Street Light Program: Continued the development of the new Implementation plan recommendations. - New Customer Services: Continued to review the existing PREPA processes and identifying improvements for an updated process. - Started participating in the PREPA's 10-Year Plan Transmission and Substations Working Groups.
2.0309	Identification of Real Estate	This deliverable includes evaluating the current portfolio management and facility management processes including a health assessment of all facilities; creating a PREPA property summary sheet for each property and selection of facilities LUMA intends to use; reviewing the real estate portfolio; reviewing vendor and maintenance services for properties; creating space delineation and property disposition plans; and performing other real estate activities as required..	81-90%	<ul style="list-style-type: none"> - Completed Health Assessment on high-priority facilities. - Medium priority facilities health assessments underway. - Reviewed completed high-priority Health Assessment reports, utilizing information to create property summary sheets. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02).</p>
2.031	Materials Management & Warehouse Plan	This deliverable identifies gaps within Materials Management & Warehousing resourcing, facilities, equipment, functions, processes	51-60%	<ul style="list-style-type: none"> - Submitted first draft of MM&W Plan to LUMA Operations management for review. - Continued interviewing PREPA internal applicants.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
		and procedures, and develop a prioritized plan for closing identified gaps.		<ul style="list-style-type: none"> - Began submission of requisition for critical contracts to Procurement. - Began assessment of existing key PREPA service contracts.
2.0311	System Operations Plan	This deliverable consists of developing a plan to ensure LUMA is positioned to operate the T&D system upon Commencement. This will include the review of equipment to ensure safe operations and assess the resources responsible.	41-50%	<ul style="list-style-type: none"> - Continued development of the Standard Operating Procedure document for LUMA Operations. - Continue to work on IT program workflows and processes for execution of field work.
2.0312	Vegetation Management Plan	This deliverable assesses the existing vegetation management practices to identify needs and develop prioritized plans within the areas of: vegetation condition on critical sites and assets, widening or reclaiming existing rights-of-way, planning for steady-state vegetation maintenance, vegetation management support for capital expenditure projects, and contracting for specialized integrated vegetation management services.	51-60%	<ul style="list-style-type: none"> - Onboarding of Director for the LUMA Vegetation Management Group. - Editing & formatting of the Vegetation Management Plan (VMP). - Currently conducting a review of Independent Best Practices. - VMP submitted to LUMA Management for compliance/quality review. - Continued development of contract technical specifications for vegetation maintenance services. - Continued drafting contract requisition for vegetation maintenance services: Distribution preventive maintenance, Transmission IVM, Corrective Maintenance. - Continued to work on outsourcing strategy for specialized vegetation maintenance services. - Continued development of work procedures for vegetation managements with the participation of PREPA staff.
2.04	Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan	This deliverable is the same as Handover Checklist item 2.0303	Refer to 2.0303	<ul style="list-style-type: none"> - Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02.
2.05	Environmental Exposure Management Plan	This deliverable involves the development and compilation of Environmental Policies, Processes, and Procedures Assessments, Environmental Permit Compliance Review, and Waste Contractor Review to enable for the creation of LUMA's Environmental Exposure Management Plan.	51-60%	<ul style="list-style-type: none"> - Met with PREPA and Burns and McDonnell to discuss environmental screening, assessment, and permitting processes for restoration (existing and future years projects). - Reviewed and updated PREPA waste documentation; validated waste service providers and initiated contact for process review and permit verification. - Conducted interviews with PREPA employees for environmental positions post commencement. - Work continued on PREPA Baseline Environmental Study. 39 field assessments were completed, and the first draft report was received in late January. LUMA is working with PREPA and STANTEC to accelerate this work.
3	System Remediation Plan Milestones			
3.01	Remediation Plan Proposal	This deliverable consists of developing a remediation plan outline and methodology.	100%	<ul style="list-style-type: none"> - No Activity to report.
3.02	Development of Improvement Initiatives	This deliverable includes the development of Improvement Initiatives with remediation plans that includes performance metric targets and order of magnitude cost estimate, improvement initiative plans, and improvement initiative risk assessments.	100%	<ul style="list-style-type: none"> - Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) for submission. <p>Note: refer to 1.02, 3.04 & 3.05 which capture the evolution from gap assessments (1.02), to initiative development (3.02); to System</p>

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
				Remediation Plan development (3.04); and to the Approval of System Remediation Plan (3.05).
3.03	Consolidate Plans from All Areas	This deliverable includes the development of a consolidation plan including a multi-year utility capital expenditure plan for each function department.	100%	- Supported in the development of the initial drafts of the Initial Budgets and System Remediation Plan (and Program Briefs) for submission.
3.04	Development of System Remediation Plan	This deliverable includes the development the System Remediation Plan comprising of the consolidated of a T&D current state gap analysis & improvement initiatives	91-99%	- Reviewed feedback/comments and updated the Initial Budgets and System Remediation Plan (and Program Briefs), and worked on final reviews and finalization for submission. Note: refer to 1.02, 3.02 & 3.05 which capture the evolution from gap assessments (1.02), to initiative development (3.02); to System Remediation Plan development (3.04); and to the Approval of System Remediation Plan (3.05)
3.05	Approval of System Remediation Plan	Activities to gain P3A and regulatory (PREB) approvals for System Remediation Plan	51-60%	- Reviewed feedback/comments and updated the Initial Budgets and System Remediation Plan (and Program Briefs) and worked on final reviews and finalization for submission. Activities included documentation of process, description of method and association with other deliverables. Note: refer to 1.02, 3.02 & 3.04 which capture the evolution from gap assessments (1.02), to initiative development (3.02); to System Remediation Plan development (3.04); and to the Approval of System Remediation Plan (3.05)
4	Customer Services			
4.01	Evaluating Customer Service Facilities and Assets	This deliverable consists of evaluating customer service facilities and assets through establishing joint teams between PREPA and LUMA liaisons to review all current locations and their functions. Activities include evaluating facilities and identifying locations that meet business requirements; developing a transition plan to operate customer facilities and identify requirements for additional facilities and/or consolidate existing facilities.	71-80%	- Work to finalizing business case for CIM building for short term lease to set up workforce area for Contact Center and Revenue Protection. - Met with Real Estate and Facilities to discuss locations to be considered for exiting leases at Regional Customer Experience buildings and locations for Regional Contact centers. - Began planning for space needs, COVID restrictions, and furniture. - Provided list of IT needs for staff and facilities.
4.02	Evaluating and Updating Customer Service Policies and Procedures	This deliverable involves a review and evaluation of PREPA customer service policies, processes, and procedures to confirm they meet regulatory compliance to Laws, Acts and Policy. Activities include a review of policies against ServCo. policies, processes, procedures; developing updated policy and procedure documentation in coordination with transition operating requirements including quality control measures; and developing Customer Service training program to instruct policies and procedures and maintain a high level of service.	51-60%	- Identified ~90 LUMA Customer Experience processes required for Payments, Customer Requests, Operations Integration, Billing Service, Revenue Protection, Contact Center, Theft, Social Media, Voice of the Customer, Performance Reporting, etc. - All work lists and processes were reviewed with PREPA Customer Service directorate representatives in the functional areas of Commercial, Billing and Contact center for gaps and accuracy. - Processes and updates were prioritized by adherence to regulatory requirements, financial controls, and customer experience. - Developed several high priority processes in the LUMA Visio BPMN (Business Process Mapping) format. - Performed review of initial process maps to create benchmark standard levels of detail and content. - Attended training with LUMA Health Safety Environment and Quality for process documentation standards.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
4.03	Development of a Meter Reading Plan	This deliverable includes developing a Meter Reading Plan that includes assessments of automated meter data collection and management process, meter read quality controls, processes for meter shop and field meter data collection, and an evaluation of meter data and meter asset management automated systems.	61-70%	<ul style="list-style-type: none"> - Reviewed feedback/comments and updated the Initial Budgets and System Remediation Plan (and Program Briefs). - Began work on the high-level AMI business case. - Worked on feeder level AMI pilot Plan using TNS TWACS feeder data since meter specific data available from CC&B is inadequate for planning. - Prepared RFI for existing metering procedures and processes.
4.04	Development of a Customer Service Transition Plan	This deliverable consists of undertaking a gap analysis of current state Customer Service organization, roles, responsibilities and operations; establishing the future state organization including ensuring alignment with the field execution teams; and developing and implementing (where appropriate) a transition plan including People, Facilities, Equipment, Training and Technology to ensure smooth transition into commencement.	61-70%	<ul style="list-style-type: none"> - Completed first English draft of the Transition Plan for Customer Experience in all functional areas of Contact Center, Billing Services, Revenue Protection (Collections), Regional Offices, Voice of the Customer Program, Training. - Worked with LUMA finance team on plan to transition customer experience contracts from PREPA to LUMA. - Maintained weekly meetings with Human Resource recruiters for interview and hiring strategy and timelines. Interviews have begun for senior leader Director and Manager roles. - Reviewed feedback and updated all Customer Experience Initial Budgets, SRP and Performance Metrics documentation. - Received J.D. Power Residential 2020 customer audio wave files and results. - J.D. Power 2021 Wave 2 (Residential and Commercial) survey is underway. - Employee Survey for Customer Experience feedback is finalized and ready for PREPA to send to all Customer Service Directorate employees anticipated in February. - Maintained meetings with True North and reviewed their monthly reports and KPIs for PREPA's performance on billing errors, service orders and response to customer calls or visits. This data is being used to identify process improvements and work volumes for workforce structure and size.
4.05	Development and Implementation of a Service Start and Shut-Off Plan	This deliverable involves a review of field credit and collection functions and front-line account set up to assess processes and associated timelines, and evaluating performance based on benchmarks, regulations, and targets as well as the technology, applications, and external vendors involved in the process; developing a Credit and Collections contact center and Dunning Policy including process, call out, timelines and standard communications; and create a training plan and ongoing performance goals for employees that ensures efficiency and accuracy within the Service Start and Shut-off Plan.	51-60%	<ul style="list-style-type: none"> - Documented key start shut off processes. - Identified opportunities for operational improvement within start shut off related processes. - Confirmed scope of start shut off plan with Customer Experience Leadership.
4.06	Development of a Meter Asset Management (MAM) Plan	This deliverable includes developing a Meter Asset Management Plan that includes the assessment of the meter shop facility, and meter asset management quality controls, as well as develop a meter asset management remediation plan, and meter asset tracking and sampling procedures.	51-60%	<ul style="list-style-type: none"> - Reviewed feedback/comments and updated the Initial Budgets and System Remediation Plan (and Program Briefs). - Worked on metering organization.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
4.07	Development and Implementation of a Customer Service Technology	This deliverable involves assessing the integrations of all Customer Service and T&D Ops technology. Activities include developing a project plan to execute Oracle CC&B transition from PREPA to LUMA; developing a modernization plan to include cloud-based contact center technology; assessing bill presentment technology to produce redesigned LUMA bill; assessing current contract for regional office customer queuing/appointment technology; and developing training and instructional materials to ensure the efficient usage of the technology to achieve targeted performance goals.	31-40%	<ul style="list-style-type: none"> - Executed contract with implementation partner of new cloud-based contact center platform. - Kicked off implementation efforts and held initial requirements gathering meetings with implementation partner for cloud-based contact center platform. - Investigated technical feasibility for selecting payment processing vendor; decision to be made in early February. - Began working with IT through detailed list of requirements for commencement (e.g. laptops, user provisioning). - Completed draft design of e-bill notification and letters templates as well as envelope design approved. - Worked with PREPA to develop draft rebranded bill, customer letters and e-bill notification for bill contingency plan. - Started project to integrate Oracle CC&B with Oracle EBS. Business requirements were reviewed with finance. - Business requirements are near completion for the Mi Cuenta customer portal and the page designs are in progress. The main website is also under construction. - LUMA smartphone app designs are underway. Coordination between the website team and the app team is in place to ensure backend processes are synchronized.
4.08	Develop and Implement a Non-Technical Energy Loss Reduction Plan	This deliverable includes developing a Non-Technical Loss (NTL) Plan comprising of a high-level NTL recovery strategy, NTL system architecture, and detailed NTL recovery plan.	21-30%	<ul style="list-style-type: none"> - Reviewed and incorporated comments on Initials Budgets and related Program Briefs.
4.09	Establish Integration Between Customer Services & T&D Ops	This deliverable includes identifying integrated and dependent work processes between Customer Service and T&D Operations and move work processes, where appropriate, to Operations. Develop, document and train to new work processes; develop standard communication, meetings and timelines for regular feedback between teams; and assess the training needs and develop instructional materials to ensure alignment with processes between the two organizations to achieve targeted performance goals.	41-50%	<ul style="list-style-type: none"> - First draft outline and content was documented for Integration Plan. - Focused on mapping current state of order dispatch and completion with PREPA Commercial Office Director. Detailed analysis included current state of ICEE Orders and customer service work orders dispatched in Customer Care and Billing System and T&D Storms software. - Completed analysis with PREPA Commercial Office Director of Electrical Certification requirements. Documented current state PREPA requirements in this process. - Completed further detailed review of service order work volumes to share with Operations for workload planning. - Worked with Utility Transformation establishing process and documentation of the New Connection and Solar Connection processes for future state. - Provided Customer Experience goals, expectations and plans in response to Major Outages in the LUMA Emergency Response Annex; focusing on Communications to our customers, employees and stakeholders.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
				- Completed weekly meetings with PREPA Customer Billing teams to identify work processes that require any updates in Customer Care and Billing software that impact billing and revenue.
5	IT			
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	This deliverable includes the identification of Key Stakeholders, Setting up governance and resourcing for communications team.	100%	Workstream and HOC deliverable documentation complete.
5.02	Identification and Gap Analysis	This deliverable includes the identification of gaps between the organization's current state and expected end state; and the development of plans to remediate or close the identified gaps.	100%	Completed and finalizing documentation.
5.03	Evaluating IT/OT Applications and Infrastructure	This deliverable includes gathering information and evaluating PREPA's IT/OT applications and infrastructure.	100%	Completed. No activity to report.
5.04	Development of Cyber Security and Business Continuity Plan	This deliverable includes the development of a Cyber Security and Business Continuity Plans; and establishing a Cybersecurity Information Security Office (ISO)	91-99%	- Reviewed and finalized contributing components/artifacts of Cybersecurity Plan - Completed BCP methodology. The detailed response plan is underway with contributing departments and requirements to develop as per critical assets (systems). - Clarification from PREB on expectations and requirements for Cybersecurity, BCP, and data Security Plan in Technical Conference.
5.05	Development of an IT Asset Management Program	This deliverable includes creating inventory of PREPA's Physical and Logical assets; and developing a process for ongoing management of assets.	91-99%	- Continued the refinement and consolidation of the data collection forms for each of the IT OT Asset Classifications as information becomes available from PREPA. - Completed the draft IT OT Asset Management Plan.
5.06	Development of an IT/OT Transition Plan and Schedule	This deliverable includes the identification of a Stand-up transition team and develop the Front-End Transition Mobilization plan.	100%	Completed. No activity to report.
5.07	Commencement Cutover Planning	This deliverable includes activities to prepare for Commencement Cutover during Transition.	41-50%	- Began holding joint PREPA/LUMA recurring meetings in preparation for Commencement Cutover. - Initiated Vendor Contract Renewal Plan. - Completed our Assessment on the IT OT Minimum Required Capabilities Required for Commencement using our Component Business Model (CBM). - Reviewed and socialized our IT OT Commencement approach with LUMA leadership.
5.08	Training and Communication Plan	This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees.	31-40%	- Completed draft of our IT OT communication strategy and plan. - Completed our initial vendor communication to start gathering information on existing contracts and what is included. - Met with the LUMA Communications team to review and anchor the IT OT communication plan to LUMA Corporate strategy and approach.
6	Financial Management			
6.01	Detailed Description of Approach to	This deliverable involves a review of current budgeting and forecasting processes; identify PREPA's business activities, including	61-70%	- Prepared and supported LUMA's Initial Budgets, SRP and Performance Metrics reviews, approvals and finalization for submission.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
	Budgeting and Reporting	prior year actual and original budget, and ensure they are contemplated in the information shared for the draft initial budget; and ensure the anticipated spend from the various LUMA plans prepared during the transition period are included into the initial budgets.		<ul style="list-style-type: none"> - Continued coordination efforts with Financial Accounting Systems Setup - EBS & Job Costs (HOC item: 6.04) around budget level of detail and account structure requirements by departments to support operational reporting. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05) and time allocated accordingly).</p>
6.02	Description of Approach to Complying with Initial Budget Obligations	As part of the budgeting process, LUMA will develop a template, based on current templates used by PREPA, to be provided to each department to implement their budgets (breakdown/prior year actuals and existing budget), including guidance on the bottom-up approach based on key operational expenses (KOE).	91-99%	<ul style="list-style-type: none"> - Prepared and supported LUMA Initial Budget reviews and approvals. - Continued coordination efforts with Financial Accounting Systems Setup EBS & Job Costs (see HOC item 6.04) around budget level of detail and account structure requirements by departments to support operational reporting. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.05) and time allocated accordingly).</p>
6.03	Formalizing/Approach to Changes Control Processes	This deliverable includes the reporting any significant deficiency, material weakness, improvement opportunities and any other matter considered relevant for the FET identified as a result of the review of PREPA's Internal Controls Framework.	91-99%	<ul style="list-style-type: none"> - Completed final edits on the gaps and opportunities list presented to PREPA's CFO, so it can be presented to the specific control's owners within the PREPA Finance team.
6.04	Establishing a Financial Accounting System and Account Structure	This deliverable establishes a financial accounting system and account structure. Activities include a review of PREPA's current Chart of Accounts for alignment with FERC requirements, and determine what changes, if any, are required; review PREPA's current financial and work management systems, and determine if any additional packages should be considered; determine the organizational structure required for LUMA ServCo; design, configure and test LUMA ServCo's financial systems; gain approval of LUMA ServCo's Chart of Accounts; and design and implement processes for finance actuals and reporting.	61-70%	<ul style="list-style-type: none"> - Finalized specifications and interfaces for custom labor cost distribution application, started draft of Commencement cutover plan, met with PREPA superusers that will assist LUMA with Oracle EBS configuration and testing.
6.05	Preparing Initial Budgets and Other Financial Forecasts	This deliverable consists of preparing initial budgets and financial forecasts. Finance will discuss any potential changes on assumptions and priorities, agree to the overall approved budget and consolidate all departmental budgets to be reviewed and included in a Master Budget Template. From the Master template, actuals and forecast/revisions will be updated on a monthly basis in order to compare Monthly, YTD and FYF balances.	91-99%	<ul style="list-style-type: none"> - Prepared and supported LUMA's Initial Budgets, SRP and Performance Metrics reviews, approvals and finalization for submission. - Continued coordination efforts with Financial Accounting Systems Setup - EBS & Job Costs (see HOC item 6.04) around budget level of detail and account structure requirements by departments to support operational reporting. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.02) and time allocated accordingly).</p>
6.06	Establishing Bank Accounts	This deliverable includes establishing all necessary bank accounts for LUMA ServCo and work with PREPA to set up the service bank accounts required for Commencement, as described in the OMA agreement.	51-60%	<ul style="list-style-type: none"> - On going weekly meetings with PREPA treasury to monitor account set-up status. - PREPA board approved accounts for set-up January 27.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
6.07	Evaluating and Updating Payroll and Labor Cost Reporting systems	This deliverable involves Workday stand-up including activities associated with processes and interfaces involving Kronos, EBS and ADP including evaluating labor cost reporting.	41-50%	<ul style="list-style-type: none"> - Unit Testing Complete. End-to-end test preparation complete. <u>Workday HCM</u> - LUMA has gone live with Workday HCM, Benefits and Learning on Jan 18. - Training content, translations, SOPs are currently being worked on. <u>Workday Payroll</u> - Completed unit testing of absence and payroll modules. - Prepare worker data for 1,400 employees for E2E testing. - Created end-to-end test strategy and scenarios. <u>Kronos</u> - Completed initial system configuration. - Reviewed & approved Integration functional specs. - Timecard & Time Off accrual integration build. - Conducted Cybersecurity assessment.
6.08	Establishing a Delegation of Authority Matrix and Process	This deliverable establishes a Delegation of Authority Matrix and Process for LUMA ServCo. Delegation of Authority to set Requisition (financial approval) and Purchase Order approval limits in the ERP System.	71-80%	<ul style="list-style-type: none"> - Reviewed draft Limits of Authority (embedded into the Non-Federal Funding Procurement Manual) with internal Steering Committee.
6.09	Processes & Procedures and Overall Internal Controls	This deliverable includes activities related to the understanding and assessment of PREPA's Internal Control Framework, including Entity Level Controls, management directives pertaining to the entire entity are carried out, and Transaction Level Controls (i.e. walkthroughs on key business processes).	91-99%	<ul style="list-style-type: none"> - Final editing and wrap-up of loose ends related to this HOC item. Scheduled reviews with PREPA planned for February.
7	FEMA Funds and Federal Funding Procurement Manual			
7.01	Set Up Governance Framework	This deliverable includes the assessment and identification of gaps in the PREPA grant governance structure. Design a governance framework consistent with the Disaster Recovery Federal Funding Management Guide.	21-30%	<ul style="list-style-type: none"> - No activity to report.
7.02	Policies and Procedures	This deliverable includes the development of policies and procedures in line with governance framework.	31-40%	<ul style="list-style-type: none"> - Continued drafting of the LUMA federal funds policies and procedures ensuring to address identified gaps, shortfalls, and risks noted in the PREPA existing policies and procedures. - Continued to work with PREPA to gain an understanding of their internal control and other monitoring observations (e.g., COR3 monitoring visit, HORNE procurement risk assessment observations). - Continued to provide technical assistance on FEMA summary forms and underlying supporting documentation for the FEMA cost categories (e.g., Force Account Labor, Force Account Materials, Contract Work, Equipment, Rental Equipment, etc.)
7.03	Staffing Plan	This deliverable includes developing the staffing plan for federal funding group consistent with DRFFMG.	91-99%	<ul style="list-style-type: none"> - No activity to report.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
7.04	Surge Staffing	This deliverable includes establishing options for surge staffing to be implemented as part of emergency response and recovery.	Refer to 9.02	- Work associated with 7.04 is included in HOC 9.02
7.05	Project Worksheet Assessment (also covered under Section 4.3)	This deliverable includes the assessment of the current progress of project level details and the status of FEMA Project Worksheets (PW) and all of PREPA's federal funding activities, including all federal grants and other monies for disaster recovery.	61-70%	<ul style="list-style-type: none"> - Supported in the development of the Initial Budgets and System Remediation Plan (and Program Briefs) from a FEMA funded projects perspective for submission. - Participation in PREPA-LUMA 10-Year Planning meetings and commenced review of the 10-Year Plan. - Continued to provide technical assistance related to codes and standards by asset. - Continued PW Assessment on Emergency and Permanent work primarily focused on understanding the underlying internal control framework.
7.06	Handoff of Project Worksheet Activity from COR3 and Vendors	This deliverable involves the transition of federal funding activities from PREPA and consultants to LUMA team, including cooperation with COR3 and all relevant agencies.	Refer to 7.05	- Work associated with 7.06 is included in HOC 7.05
7.07	Project Procurement Planning	Assess and identify gaps in the PREPA procurement process for federally funded activities.	Refer to 7.05	- Work associated with 7.06 is included in HOC 7.05
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual	This deliverable involves completing Federally Funded Procurement Manual consistent with DRFFMG and as specified in OMA 4.1 e.	51-60%	<ul style="list-style-type: none"> -Continued drafting the LUMA federal fund Procurement policy and Procedure including aligning polices with Non-Federally Funded Procurement Manual in progress. Drafting includes review of regulatory requirements (e.g., 2 CFR regulation changes), identification of COR3 required and recommended procurement policies and practices from COR3's Disaster Recovery Federal Funds Guide, Chapter 3 Procurement. Prepared Procurement abstract including table of contents and timeline. -Commenced first review of LUMA's current draft of the non-federal fund procurement process. -Continued to work with PREPA to gain an understanding of their internal control and other monitoring observations specifically related to procurement (e.g., OIG reports, HORNE Risk Assessment observations).
8	Staffing for Front-End Transition Period			
8.01	Draft, Revise and Finalize Operator Employment Requirements	This deliverable consists of determining the minimum employment requirements for LUMA employees by position.	100%	- The effort for this activity is captured under item 8.02 Recruitment and Staffing. This specific deliverable has been completed.
8.02	Recruiting and Staffing	This deliverable involves recruitment and staffing. Activities include the HR transition team coordinating with each department and completing interviews of all PREPA employees and external candidates; tracking of applicants; assisting with PREPA employee applications, coordinating interviews, and communicating status of applications; and Identifying staffing vacancies due to gaps and	61-70%	<ul style="list-style-type: none"> - Completed the majority of LUMA job postings (1,055 positions). - Approximately 2,500 applications moved past first round interviews. - Implemented 'Connects' software for increased job application resources for PREPA employees. - HR Team and recruiters engaged with PREPA employees to guide them through hiring process and general questions including face-to-face meetings held with PREPA employees.

ID	Full description	Deliverable Description	Status % Complete2	Summary of key work performed in January
		search for resources externally to fill out the proposed LUMA Organization including pre-employment screening.		- Completed site visit at Caguas, Mayaguez and Palo Saco for recruitment support. Pending PREPA support to setup additional visits.
8.03	Redesign and Staff New Organization	The core HR transition team will coordinate with each department to develop a comprehensive department specific People Strategy/Staffing plan that compliments overall business strategy. It will include getting a finalized number of roles needed in each department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools.	91-99%	<ul style="list-style-type: none"> - Completed review of LUMA's Organizational Structure with Senior Leadership. - Completed translating and loading the majority of Job Descriptions into iCIMS recruiting software. - Continued working with departments on budgets as it relates to salaries and benefits. - Finalizing terms and conditions for each employee job profile.
8.04	Proposed Recruitment and Staffing Plan	This deliverable consists of the core HR transition team coordinating with each department to develop a comprehensive department specific People Strategy/Staffing plan that compliments overall business strategy. This includes a list of positions needed by department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools.	Refer to 8.02	- Reporting has been consolidated under 8.02 Recruiting and Staffing
8.05	Stand Up Human Capital Management (HCM) System	This deliverable consists of the Integration of a Human Capital Management (HCM) system will significantly impact business operations by Improving HR Processes, Employee Engagement, Reporting and Security.	71-80%	<ul style="list-style-type: none"> - Completed Cutover/Go-Live tasks as part final production build. Phase 1a Go Live was on January 18th. Included feeds to LUMA Benefits providers and onboarding capabilities for new hires. - Created ~1,400 test scenarios for Phase 1b end-to-end testing. Testing to commence in February. - Continued partnership with Payroll for payroll workstream, EBS and Kronos integrations. - Completed review process for uploading data translations and started translation process (Spanish translations for job titles, location names, misc. instructional text in Employee Self-Service, etc.). - Continued Workday Operational Readiness Planning.
8.06	Communication Plan	This deliverable consists of establishing and implementing internal and external communications plans. On the internal side, the focus will be on continuously informing PREPA and LUMA employees through multiple avenues (e.g., one-on-one meetings, group sessions, town halls, newsletters, intranet updates, etc.) to answer employee questions and keep them updated on progress. On the external side, LUMA will strategically use media coverage, social media and advertising including digital, billboards, print and radio to introduce LUMA to the people of Puerto Rico.	61-70%	<ul style="list-style-type: none"> - Updated draft for communications Plan. - Developed employee communication strategy and framework leading up to commencement. - Supported Health & Safety and Human Resources internal messaging. - Engaged in discussion with Operations to model a public Safety Plan. - Continued monitoring media messages and delivering summaries to key LUMA employees. - Continued developing proactive and reactive materials for press. - Engaged strategic communications agency to support external communications (social media, press and advertising) through commencement. - Continued planning and meetings for brand roll out. - Uploaded Spanish content to website. - Continued developing functionality of mobile app.
8.07	Training (Workforce Development) Plan	This deliverable involves creating a training development program for employees which involves establishing LUMA training policies, standards, practices, curriculum and facilities; onboarding and providing foundational awareness and training to all new and	61-70%	<ul style="list-style-type: none"> - Worked with each department to develop list training content list and prioritization. - Continued developing training content. - Continued translation of training materials such as job aids and videos

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
		existing employees; and developing a defined career path with continuity of quality education and training.		specific to Workday into Spanish. (Work on this deliverable is conducted in conjunction with the Handover Checklist item 2.0306)
8.08	Develop Employee Retirement Plan	This deliverable consists of the core HR Transition team, working collaboratively with the current HR key personnel at PREPA, to develop a comprehensive Total Rewards strategy. This includes the development of action plans and programs regarding the LUMA's new proposed Retirement Plan, Health & Welfare Benefits Plan, and Compensation approach.	100%	Completed and finalizing documentation.
8.09	Occupational Health and Wellness	This deliverable involves implementing a confidential Employee Assistance Program through our medical provider.	81-90%	- Continued development of the Occupational Health and Wellness Plan document.
8.10	Compliance Plan	This deliverable consists of the Core HR transition team to review and evaluate current employee policies, procedures and any applicable handbooks.	61-70%	- Completed compliance review of all new job descriptions for new Organization. - Completed first legal review and obtained Senior Leadership approval of LUMA Core Policies.
8.11	Engagement Plan	Implement an overall Employee Engagement Plan so employees can adjust to the new leadership and direction. We will define the company's culture, mission and core values, and ensure that employees understand they will have opportunities at LUMA. We will provide opportunities for employee engagement with employee events such as family picnics and volunteer opportunities in the community.	51-60%	- Continued development of employee communication materials, including Total Rewards for Onboarding, for current and future LUMA hires. - Continued refinement of LUMA Employee messaging based on feedback from PREPA employees. (Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.02)
8.12	Develop a Community Investment Plan	This deliverable consists of the development of a multi-year community investment program enabling LUMA to be a valued part of the Puerto Rican community. This activity includes LUMA partnering with select programs and organizations to contribute to the community in Puerto Rico and will involve engaging employees in the program(s) through donations and volunteer opportunities.	61-70%	- Community Investment Plan approved. - Launched plan and partner contracts under way.
9	Additional Front-End Transition Period Activities			
9.01	Genco Shared Services Agreement Approval	This deliverable consists developing a plan for delivery of shared services as well as negotiating and executing a Shared Services Agreement.	91-99%	- Completed design of Shared Services model, subject to finalization of Shared Services Agreement discussions. - Held initial meetings with PREPA with expected future meetings to incorporate PREPA into implementation planning.
9.02	Emergency Response Plan Approval	This deliverable consists of obtaining internal approval of the Emergency Response Plan (ERP) prior to providing the plan to Administrator and PREB.	Refer to 2.0303	- Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 2.04.
9.03	Non-Federal Funding Procurement Manual Approval	This deliverable assesses existing reference materials from PREPA and additional requirements from LUMA to create the Non-Federal Funding Procurement Manual and submit to PREPA/P3 for review/approval.	71-80%	- Received, iterated, and finalized drafts of several contract templates (currently have 6 substantially completed drafts, 3 are in draft/review between LUMA and Legal, and 4 still under development).

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
9.04	Physical Security Plan Approval	This deliverable consists of developing a Physical Security Plan that includes a list of assets that require physical security, a substation security assessment for each substation, a security gap assessment with an outline of remediation initiatives and solutions, and a comprehensive physical security plan.	81-90%	<ul style="list-style-type: none"> - Finalized draft of Physical Security Plan. - Continued the consolidation and organization of the information collected to be utilized in Physical Security Plan. - Continued work on final site report assessments (~75% complete). - Developing inspection forms to systematically assess physical security on transmission and substation substations.
9.05	Data Security Plan Approval	This deliverable consists of developing a Data Security Plan to ensure confidentiality and integrity of organizational data and obtaining the necessary approval prior to Commencement.	91-99%	<ul style="list-style-type: none"> - Completed Data Security Plan for peer review for approval. - Clarification from PREB on expectations and requirement for Cybersecurity, BCP, and Data Security Plan in Technical Conference. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 5.04)</p>
9.06	Vegetation Management Plan Approval	This deliverable includes the approval of the Vegetation Management Plan through the appropriate LUMA and PREB review and approval requirements.	Refer to 2.0312	<ul style="list-style-type: none"> - Reporting has been consolidated under VM plan 2.0312
9.07	System Operation Principles Regulatory Approval	This deliverable consists of activities to gain P3A and regulatory (PREB) approvals for System Operation Principles	51-60%	<ul style="list-style-type: none"> - Reviewed and incorporated comments on draft of System Operation Principles in preparation for submission to PREB.
10	Asset Acquisition (Supply Chain)			
10.01	Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems	This deliverable includes evaluating existing procurement and subcontracting policies, procedures and systems; identify system contracts and generation supply contracts; review vendor services to facilities; sourcing and procurement work for LUMA ManagementCo contracts.	71-80%	<ul style="list-style-type: none"> - Worked with Legal to ensure proper incorporation of most current interpretation of all applicable legislation and regulation.
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc.	This deliverable involves performing facility assessments on PREPA's leased and owned properties and determine continued use and occupancy of current facilities. Activities include reviewing occupancy information, reviewing the assets collected, determination of asset management system moving forward, performing asset studies, and the development of processes and procedures related to asset management moving into commencement.	51-60%	<ul style="list-style-type: none"> - Developed lease optimization strategy. - Reviewed current asset replacement value against the 1, 5, and 10-year improvements required per property. - Developed department co-location and real estate optimization plan. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0309)</p>
10.03	Assuming Existing Subcontracts	This deliverable includes compiling a listing of all existing subcontracts, including executed copies of subcontract, and complete a gap analysis (expired, missing etc.) of subcontracts being assumed against the immediate needs of O&M of the T&D System, and develop processes and procedures for assuming the existing subcontracts.	51-60%	<ul style="list-style-type: none"> - Copies of System Contracts are starting to come in; although substantially delayed. - Reviewed existing PREPA contracts with LUMA departments. Starting with critical priorities and moving through the full list.
11	Back-End Transition Plan			
11.01	Develop Back-End Transition Plan	This deliverable includes developing a plan that will guide the process for LUMA transferring operations back to PREPA at the end of the contract term. This includes the development of departmental scopes, timelines and documentation to provide T&D	Refer to 12.04	<ul style="list-style-type: none"> - Reporting has been consolidate under 12.04 Back End Transition Plan.

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
		System status and plans to support operational and commercial transfer. (Refer also to Handover Checklist item 12.04)		
12	Front-End Transition Plan (Additional Requirements)			
12.01	Confirmation of Acceptable Operator Security	This deliverable ensures confirmation of the requirement to confirm Operator Security prior to Commencement.	0-10%	- This will occur just prior to commencement.
12.02	Required Insurance	This deliverable ensures placement of insurance program and business process reviews as required in the O&M agreement for ServCo, including claims reviews; prepare insurance package for LUMA Energy and deliver certificates, as required, i.e. workers' compensation (local content if applicable), employers' liability, fiduciary liability, and professional liability, according to the deliverable schedule.	21-30%	- Continuing to establish look-forward dates for actioning insurance and certificates needed to be in place.
12.03	Baseline Performance Levels	This deliverable involves the development of a methodology for accessing the quality of existing measurement data, a gap analysis of the assessment results against industry best practices with a plan to fill the identified gaps, as well as a plan for an interim performance metrics process to utilize at commencement, and a proposed annual target metric and improvement trajectory.	91-99%	- Reviewed and incorporated comments received including meetings on the Performance Metrics document. - Prepared for and attended a PREB Technical Conferences on Performance Metrics. - Restructured Performance Metrics document into two documents. Completed the first (of two) document for filing in PREB Case NEPR-MI-2019-0007 which was filed on January 29.
12.04	Back-End Transition Plan	This deliverable captures the internal review and approval of the Back-End Transition Plan subsequent to the completion of Handover Checklist item 11.01 prior to submission to the Administrator for its information and approval.	91-99%	- Back End Transition Plan under review by Senior Leadership.
12.05	Representations	Section Heading for Owner and Operator Representations set forth in Sections 12.06 and 12.08 of Handover Checklist	-	- Heading only. No activity required.
12.06	Operator Representations and Warranties	All representations of (i) Operator in Section 19.2 of the OMA, and (ii) Guarantors in the Guarantees will be brought forward and certified as true and correct as of the Service Commencement Date.	0%	- No action required at this time
12.07	Section 4.3: Owner and Administrator Responsibilities	PREPA's and P3A's conditions precedent to Service Commencement	-	- No activity to report. (This is work performed by Administrator and/or Owner).
12.08	Owner Representations and Warranties	All representations of Owner in Section 19.1 of the OMA will be brought forward and certified as true and correct as of the Service Commencement Date. NOTE: Responsibility of Owner and Administrator under Section 4.3 of OMA.	-	- No activity to report. (This is work performed by the Owner).
12.09	Section 4.4 Governmental Approvals	This deliverable involves legal and regulatory work to (i) identify and transfer, assign or otherwise obtain all Governmental Approvals required to commence operations, and (ii) obtain a Tax Assurance from Puerto Rico Treasury Department	Refer to 1.01	- Reporting has been consolidate to 1.01 Government Approvals
12.10	Section 4.5: Conditions Precedent	Legal work to fulfill and satisfy all conditions precedent to Service Commencement Date outlined in Section 4.5 of the OMA.	51-60%	Continued to work on and provide legal support for numerous condition precedent activities within LUMA including the following: - Worked with LUMA Regulatory Team on the Shared Services and

ID	Full description	Deliverable Description	Status % Complete ²	Summary of key work performed in January
	to Service Commencement Date			revised and commented on the Shared Services Agreement. - Worked with Regulatory Counsel and LUMA Regulatory Team to revise and address and incorporate issues raised by and comments made by the P3A's Counsel on the Initial Budgets, System Remediation Plan (including all Program Briefs), Performance Metrics, and System Operation Principles. - Revised the Terms of Service to address comments of P3A's Counsel. - Received and reviewed Department of Treasury's final comments to Tax Assurance. - Considered and advised re. LUMA as co-permittee or operator under existing PREPA permits
12.11	Section 4.7: Closing the Front-End Transition Period	Work with counsel for P3A to satisfy and confirm that all conditions precedent to Service Commencement Date and deliver appropriate documentation evidencing same	0%	- No action required at this time.
12.12	Service Commencement Begins	Satisfaction of all Service Commencement Date Conditions under Section 4.5 of the OMA	0%	- No action required at this time.



INVOICE

Submitted To: Puerto Rico Public-Private Partnerships Authority PO Box 42001 San Juan, Puerto Rico 00940-2001		Address: LUMA Energy, LLC 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907	
To Be Paid By: Puerto Rico Electric Power Authority PO Box 364267 San Juan, Puerto Rico 00936-4267		Tax Registration No. 66-0940278	
Invoice Date: February 10, 2021		Invoice #: FETS-0121-01	
Contract Ref: Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement			TERMS: Net 30
(i) and (ii) Labor (Please see attached breakdowns for further detail)		AMOUNT	
Sub-Total Labor for the month of January 2021		\$	3,051,837.50
(iii) Front-End Transition Service Fixed Fee			
Monthly Installment of the FETS Fixed Fee for the month of January 2021		\$	5,000,000.00
(iv) Pass-through Costs and Expenses			
Aerotek Professional Services - 27 Invoices		\$	134,104.57
Alumbra LLC - 7 Invoices		\$	427,908.35
Alvarez & Marsal Corporate Performance Improvement, LLC - 2 invoices		\$	160,958.10
American Relocation Connections, LLC - 17 Invoices		\$	92,445.80
ATCO		\$	154,928.98
BridgeSource Utilities Solutions, LLC - 1 invoices		\$	80,693.45
Covington & Burling LLP - 1 invoices		\$	38,396.00
District View Office Center - 3 invoices		\$	644.40
DLA Piper LLP (US) - 2 Invoices		\$	42,231.00
Innovative Emergency Management, Inc. (IEM) - 1 Invoices		\$	(167.00)
International Business Machines Corporation (IBM) - 2 invoices		\$	400,870.71
Iris Vargas - 2 invoices		\$	11,840.00
Laboratorio Clinico El Morro, Inc. - 2 Invoices		\$	5,100.00
Ogletree, Deakins, Nash, Smoak & Stewart, P.C. - 1 Invoices		\$	2,070.50
Oracle America, Inc. - 3 Invoices		\$	5,549.08
People 2.0 North America - 10 invoices		\$	65,399.68
Quanta		\$	94,011.98
Smartbridge - 4 invoices		\$	87,300.00
Translations & More - 1 Invoices		\$	4,610.10
Vidal & Rodriguez, Inc. - 1 Invoices		\$	(40,000.00)
MBarrett Consulting LLC - 1 Invoices		\$	1,100.00
BMA Group - 6 Invoices		\$	67,918.06
CSS International, Inc - 5 invoices		\$	112,705.00
Global Project Solutions, LLC - 1 invoices		\$	39,943.71
Resources Global Professionals (RGP) - 1 Invoices		\$	39.35
Greg Sarich - 1 Invoices		\$	580.77
Cigna - 6 Invoices		\$	(212,304.14)
Office Depot - 13 invoices		\$	1,274.31
OGMA Language Studio - 1 Invoices		\$	1,476.80
Trans4mative - 11 Invoices		\$	155,862.50
Troutman Pepper Hamilton Sanders LLP - 1 Invoices		\$	18,588.15
ERM-PR, Inc. - 4 Invoices		\$	117,729.40
Carimus Consulting - 2 Invoices		\$	58,353.75
Axel Eugenio Colon-Perez - 1 Invoices		\$	1,170.00
Kroma Advertising - 1 Invoices		\$	16,872.00
Martel, Inc - 7 Invoices		\$	100,790.30
Texas Series of Lockton Companies, LLC - 1 Invoices		\$	550.00
Chubb Insurance Company of Puerto Rico - 1 Invoices		\$	1,200.00
Foxhound Partners - 1 Invoices		\$	10,000.00
McConnell Valdes LLC - 1 Invoices		\$	24,066.25
AMOWF, LLC - 1 Invoices		\$	17,000.00
Sub-Total of Pass-through Costs and Expenses for the month of January 2021		\$	2,303,811.91
		Total	\$ 10,355,649.41



INVOICE

Submitted To: Puerto Rico Public-Private Partnerships Authority PO Box 42001 San Juan, Puerto Rico 00940-2001	Address: LUMA Energy, LLC 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907
To Be Paid By: Puerto Rico Electric Power Authority PO Box 364267 San Juan, Puerto Rico 00936-4267	Tax Registration No. 66-0940278

Invoice Date: February 10, 2021	Invoice #: FETS-0121-01
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	FETS Fee	FETS Fixed Fee	Additional C&E	Total
Previously invoiced	\$ 24,257,765.00	\$ 31,500,000.00	\$ 22,732,687.55	\$ 78,490,452.55
Current invoice	\$ 3,051,837.50	\$ 5,000,000.00	\$ 2,303,811.91	\$ 10,355,649.41
Total invoiced to date	\$ 27,309,602.50	\$ 36,500,000.00	\$ 25,036,499.46	\$ 88,846,101.96

Remittance Information:
Wire to: Bank of America, NA, 222 Broadway, New York, NY 10038
 Account #: 488074008867 Wire Routing #: 026009593 ACH Routing #: 11100025

Invoicing Month	Invoice No.	FETS Fee	FETS Fixed Fee	Additional C&E	Total Invoiced
June 2020	FETS-0620-01	\$ 828,770.00	\$ 1,500,000.00	\$ -	\$ 2,328,770.00
July 2020	FETS-0720-01 Rev1	\$ 3,993,190.00	\$ 5,000,000.00	\$ 2,131,326.79	\$ 11,124,516.79
August 2020	FETS-0820-01 Rev1	\$ 3,911,730.00	\$ 5,000,000.00	\$ 2,922,885.24	\$ 11,834,615.24
September 2020	FETS-0920-01	\$ 4,284,035.00	\$ 5,000,000.00	\$ 5,189,724.68	\$ 14,473,759.68
October 2020	FETS-1020-01	\$ 4,656,765.00	\$ 5,000,000.00	\$ 4,285,320.92	\$ 13,942,085.92
November 2020	FETS-1120-01	\$ 3,488,327.50	\$ 5,000,000.00	\$ 4,645,366.37	\$ 13,133,693.87
December 2020	FETS-1220-01	\$ 3,094,947.50	\$ 5,000,000.00	\$ 3,558,063.55	\$ 11,653,011.05
		\$ 24,257,765.00	\$ 31,500,000.00	\$ 22,732,687.55	\$ 78,490,452.55

	Front End Transition Hourly Costs	Additional Costs & Expenses	Sub-Total	Front End Transition Fixed Fee	Total
Previously invoiced	\$ 24,257,765	\$ 22,732,688	\$ 46,990,453	\$ 31,500,000	\$ 78,490,453
Current invoice	\$ 3,051,838	\$ 2,303,812	\$ 5,355,649	\$ 5,000,000	\$ 10,355,649
Total invoiced to date	\$ 27,309,603	\$ 25,036,499	\$ 52,346,102	\$ 36,500,000	\$ 88,846,102
Forecast to complete			\$ 24,005,829	\$ 23,500,000	\$ 47,505,829
Proposal			\$ 76,351,931	\$ 60,000,000	\$ 136,351,931
Variance			\$-	\$-	\$-

SUMMARY

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	1906.5	\$ 619,612.50
Senior Director	\$ 300.00	558.5	\$ 167,550.00
Director	\$ 275.00	2568.5	\$ 706,337.50
Senior Manager	\$ 210.00	1062.5	\$ 223,125.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	168.0	\$ 33,600.00
Manager	\$ 200.00	3095.0	\$ 619,000.00
Field Technician	\$ 195.00	142.5	\$ 27,787.50
Senior Analyst	\$ 160.00	1387.0	\$ 221,920.00
Engineer	\$ 160.00	662.5	\$ 106,000.00
Field Supervisor	\$ 160.00	1115.5	\$ 178,480.00
Analyst	\$ 125.00	973.0	\$ 121,625.00
Administrative Support	\$ 50.00	536.0	\$ 26,800.00
		14175.5	\$ 3,051,837.50

Executives

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	178.0	\$ 57,850.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	182.0	\$ 9,100.00
		360	\$ 66,950.00

Capital Programs

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	139.0	\$ 45,175.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	254.0	\$ 50,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		393	\$ 95,975.00

Communications

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	12.0	\$ 3,900.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	138.0	\$ 37,950.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		150	\$ 41,850.00

Corporate Services

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	46.0	\$ 14,950.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	120.0	\$ 33,000.00
Senior Manager	\$ 210.00	300.5	\$ 63,105.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		466.5	\$ 111,055.00

Customer Service

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	0.0	\$ -
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	125.0	\$ 26,250.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	127.5	\$ 25,500.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	142.5	\$ 22,800.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	135.0	\$ 21,600.00
Analyst	\$ 125.00	369.0	\$ 46,125.00
Administrative Support	\$ 50.00	0.0	\$ -
		899	\$ 142,275.00

Financial Mgmt.

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	121.0	\$ 39,325.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	470.5	\$ 129,387.50
Senior Manager	\$ 210.00	145.0	\$ 30,450.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	316.5	\$ 63,300.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	368.0	\$ 58,880.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		1421	\$ 321,342.50

HSE & Quality

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	182.0	\$ 59,150.00
Senior Director	\$ 300.00	0.5	\$ 150.00
Director	\$ 275.00	332.5	\$ 91,437.50
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	168.0	\$ 33,600.00
Manager	\$ 200.00	76.0	\$ 15,200.00
Field Technician	\$ 195.00	142.5	\$ 27,787.50
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		901.5	\$ 227,325.00

Human Resources

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	282.5	\$ 91,812.50
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	36.5	\$ 10,037.50
Senior Manager	\$ 210.00	176.0	\$ 36,960.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	287.5	\$ 57,500.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	112.5	\$ 18,000.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	310.0	\$ 38,750.00
Administrative Support	\$ 50.00	6.0	\$ 300.00
		1211	\$ 253,360.00

Integration Management Office

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	158.0	\$ 51,350.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	289.0	\$ 57,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	93.5	\$ 14,960.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	248.0	\$ 31,000.00
Administrative Support	\$ 50.00	334.0	\$ 16,700.00
		1122.5	\$ 171,810.00

IT / OT

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	191.5	\$ 62,237.50
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	148.0	\$ 40,700.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	370.5	\$ 74,100.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	670.5	\$ 107,280.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		1380.5	\$ 284,317.50

Legal

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	114.5	\$ 37,212.50
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	0.0	\$ -
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	6.0	\$ 300.00
		120.5	\$ 37,512.50

Operations

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	209.0	\$ 67,925.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	176.0	\$ 48,400.00
Senior Manager	\$ 210.00	296.0	\$ 62,160.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	249.5	\$ 49,900.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	152.0	\$ 24,320.00
Field Supervisor	\$ 160.00	964.5	\$ 154,320.00
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		2047	\$ 407,025.00

Regulatory

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	15.0	\$ 4,875.00
Senior Director	\$ 300.00	44.0	\$ 13,200.00
Director	\$ 275.00	39.0	\$ 10,725.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	222.0	\$ 44,400.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	17.0	\$ 2,720.00
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		337	\$ 75,920.00

Utility Transformation

Employee Category	(i) Hourly Rate	(ii) Hours Worked	Monthly Total
Vice President	\$ 325.00	258.0	\$ 83,850.00
Senior Director	\$ 300.00	514.0	\$ 154,200.00
Director	\$ 275.00	1108.0	\$ 304,700.00
Senior Manager	\$ 210.00	20.0	\$ 4,200.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	902.5	\$ 180,500.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	493.5	\$ 78,960.00
Field Supervisor	\$ 160.00	16.0	\$ 2,560.00
Analyst	\$ 125.00	46.0	\$ 5,750.00
Administrative Support	\$ 50.00	8.0	\$ 400.00
		3366	\$ 815,120.00

Summary of Hours by Department and Employee Category

Employee Category	Capital Programs & Back-End Transition	Communications	Corporate Services	Customer Service	Executive	Financial Management	HSE & Quality	Human Resources	Integration Management Office	IT / OT	Legal	Operations	Regulatory	Utility Transformation	Total Hours by Employee Category
Vice President	139	12	46	0	178	121	182	282.5	158	191.5	114.5	209	15	258	1906.5
Senior Director	0	0	0	0	0	0	0.5	0	0	0	0	0	44	514	558.5
Director	0	138	120	0	0	470.5	332.5	36.5	0	148	0	176	39	1108	2568.5
Senior Manager	0	0	300.5	125	0	145	0	176	0	0	0	296	0	20	1062.5
Field Crew Leader	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trainer	0	0	0	0	0	0	168	0	0	0	0	0	0	0	168
Manager	254	0	0	127.5	0	316.5	76	287.5	289	370.5	0	249.5	222	902.5	3095
Field Technician	0	0	0	0	0	0	142.5	0	0	0	0	0	0	0	142.5
Senior Analyst	0	0	0	142.5	0	368	0	112.5	93.5	670.5	0	0	0	0	1387
Engineer	0	0	0	0	0	0	0	0	0	0	0	152	17	493.5	662.5
Field Supervisor	0	0	0	135	0	0	0	0	0	0	0	964.5	0	16	1115.5
Analyst	0	0	0	369	0	0	0	310	248	0	0	0	0	46	973
Administrative Support	0	0	0	0	182	0	0	6	334	0	6	0	0	8	536
	393	150	466.5	899	360	1421	901.5	1211	1122.5	1380.5	120.5	2047	337	3366	14175.5

Summary of Hours by HOC Item

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1	General & Transition Management	Capital Programs and Back End Transition	Vice President	QnNgn	28
1		Communications	Director	LaRes	14
1		Corporate Services	Senior Manager	JeFls	101.5
1		Corporate Services	Senior Manager	AlCon	119
1		Customer Service	Senior Analyst	BrBot	9.5
1		Executive	Administrative Support	TaBrg	182
1		Executive	Vice President	WeSty	165
1		Executive	Vice President	BJDuy	13
1		Financial Management	Director	DeHon	4
1		Financial Management	Manager	JnBle	35
1		Financial Management	Senior Manager	EoSao	11
1		HSE and Quality	Director	JeMez	47
1		HSE and Quality	Senior Director	MePen	0.5
1		HSE and Quality	Vice President	ErGoz	31
1		Human Resources	Analyst	CaCea	4
1		Human Resources	Manager	DeSch	3.5
1		Integration Management Office	Administrative Support	AeYes	161.5
1		Integration Management Office	Administrative Support	AyCal	128.5
1		Integration Management Office	Administrative Support	SaWog	6.5
1		Integration Management Office	Administrative Support	SnWal	37.5
1		Integration Management Office	Analyst	KeVar	113
1		Integration Management Office	Analyst	DIIMaa	9
1		Integration Management Office	Manager	CgSht	125
1		Integration Management Office	Manager	DeGun	84
1		Integration Management Office	Senior Analyst	CsRia	93.5
1		Integration Management Office	Vice President	PIGon	135.5
1		ITOT	Manager	KnCol	5
1		ITOT	Senior Analyst	CeJue	8
1		ITOT	Senior Analyst	MkHus	11.5
1		ITOT	Vice President	JsStn	1.5
1		ITOT	Vice President	GgSah	190
1		Legal	Vice President	KiFiy	45
1		Operations	Director	SnDun	16.5
1		Operations	Director	BtBos	5
1		Operations	Engineer	DdTus	19
1		Operations	Field Supervisor	NdTun	1
1		Operations	Field Supervisor	DIBos	2
1		Operations	Field Supervisor	KeBle	18.5
1		Operations	Field Supervisor	LyPee	22
1		Operations	Field Supervisor	CsEsn	6.5
1		Operations	Field Supervisor	DnHas	7
1		Operations	Field Supervisor	ShWar	2.5
1		Operations	Manager	MkMie	8
1		Operations	Senior Manager	TiPee	7.5
1		Operations	Senior Manager	TyToi	6
1		Operations	Vice President	TdMcn	71
1		Utility Transformation	Director	LeWod	166
1		Utility Transformation	Engineer	JeVir	45
1		Utility Transformation	Engineer	MkHae	19.5
1		Utility Transformation	Manager	RIGic	50.5
1		Utility Transformation	Manager	JmKik	67.5
1		Utility Transformation	Manager	RdWog	48
1	General & Transition Management Total				
1.01	Government Approvals	Corporate Services	Vice President	MaBeo	5
1.01		Regulatory	Manager	BzGoz	102
1.01		Regulatory	Vice President	MaBeo	15
1.01	Government Approvals Total				
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	Financial Management	Director	DeHon	4
1.02		Financial Management	Manager	JnBle	0.5
1.02		Integration Management Office	Manager	CgSht	2.5
1.02		Regulatory	Manager	BzGoz	61

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1.02		Utility Transformation	Manager	DIPan	20
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total				
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	Operations	Field Supervisor	NdTun	71
2.01		Operations	Manager	MkMie	10
2.01		Utility Transformation	Engineer	JeVir	67.5
2.01		Utility Transformation	Manager	DIWis	26
2.01		Utility Transformation	Manager	RdWog	1
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant Total				
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System	Utility Transformation	Engineer	CrLoo	93
2.02		Utility Transformation	Engineer	AxNaf	30
2.02		Utility Transformation	Manager	RdWog	1
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System Total				
2.0301	Transition Plan for T&D Control Centers	Utility Transformation	Manager	RIGic	23.5
2.0301		Utility Transformation	Manager	PIBod	130
2.0301		Utility Transformation	Vice President	DnCoz	4
2.0301		Utility Transformation	Vice President	RhMao	12
2.0301	Transition Plan for T&D Control Centers Total				
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	Operations	Director	SnDun	42
2.0302		Operations	Engineer	DdTus	78
2.0302		Operations	Field Supervisor	NdTun	24
2.0302		Operations	Field Supervisor	DIBos	31
2.0302		Operations	Field Supervisor	KeBle	30
2.0302		Operations	Field Supervisor	CsEsn	52
2.0302		Operations	Manager	LSae	112.5
2.0302		Operations	Manager	MkMie	57.5
2.0302		Operations	Vice President	TdMcn	69
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities Total				
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	Integration Management Office	Analyst	KeVar	6
2.0303		Integration Management Office	Manager	DeGun	60
2.0303		Integration Management Office	Vice President	PIGon	1.5
2.0303		Operations	Manager	MkMie	2
2.0303		Operations	Senior Manager	TyToi	58
2.0303		Operations	Vice President	TdMcn	12
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans Total				
2.0304	Fleet Management Plan	Operations	Field Supervisor	LyPee	13
2.0304		Operations	Field Supervisor	DnHas	126
2.0304		Operations	Vice President	TdMcn	8
2.0304	Fleet Management Plan Total				
2.0305	Asset Management	Utility Transformation	Director	JnWid	1
2.0305		Utility Transformation	Engineer	AxNaf	4
2.0305		Utility Transformation	Engineer	MkHae	24.5
2.0305		Utility Transformation	Engineer	SePrm	36
2.0305		Utility Transformation	Field Supervisor	MeRon	16
2.0305		Utility Transformation	Manager	DIWis	19
2.0305		Utility Transformation	Manager	RdWog	31.5
2.0305		Utility Transformation	Senior Director	HsCaa	2
2.0305		Utility Transformation	Senior Director	CnAns	25.5
2.0305		Utility Transformation	Senior Director	HmOtn	12
2.0305		Utility Transformation	Vice President	CIWis	7
2.0305		Utility Transformation	Vice President	DnCoz	9
2.0305		Utility Transformation	Vice President	Ggler	2
2.0305	Asset Management Total				
2.0306	Workforce Management & Training Plan	HSE and Quality	Director	JbPhs	44
2.0306		HSE and Quality	Director	JhWie	8
2.0306		HSE and Quality	Manager	JeWan	76
2.0306		HSE and Quality	Trainer	JeLoz	168
2.0306		HSE and Quality	Vice President	ErGoz	121
2.0306	Workforce Management & Training Plan Total				
2.0307	Safety Management Plan	HSE and Quality	Director	JeMez	107
2.0307		HSE and Quality	Field Tech	ClBro	142.5
2.0307		HSE and Quality	Vice President	DkCan	16
2.0307		Operations	Field Supervisor	DIBos	14
2.0307		Operations	Field Supervisor	CsEsn	6

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
2.0307	Safety Management Plan Total				
2.0308	Engineering and Asset Management	Utility Transformation	Analyst	SnEls	15
2.0308		Utility Transformation	Director	HoBao	86
2.0308		Utility Transformation	Director	DsFln	90
2.0308		Utility Transformation	Director	JyMcy	124.5
2.0308		Utility Transformation	Director	SmRau	31
2.0308		Utility Transformation	Director	HoGoz	112
2.0308		Utility Transformation	Director	FdCaa	151
2.0308		Utility Transformation	Director	FdJah	8
2.0308		Utility Transformation	Engineer	AxNaf	60
2.0308		Utility Transformation	Engineer	MkHae	0.5
2.0308		Utility Transformation	Senior Director	AlDay	12
2.0308		Utility Transformation	Senior Director	SgWad	60
2.0308		Utility Transformation	Senior Director	DdBos	39
2.0308		Utility Transformation	Senior Director	HsCaa	127.5
2.0308		Utility Transformation	Senior Director	JnHoh	2
2.0308		Utility Transformation	Senior Director	CnAns	12
2.0308		Utility Transformation	Senior Director	RdHut	13
2.0308		Utility Transformation	Senior Manager	GoSaz	20
2.0308		Utility Transformation	Vice President	VrRoo	18
2.0308		Utility Transformation	Vice President	JoRoo	4
2.0308		Utility Transformation	Vice President	Ggler	6
2.0308	Engineering and Asset Management Total				
2.0309	Identification of Real Estate	Financial Management	Director	AaOro	10.5
2.0309		Financial Management	Manager	JnBle	42
2.0309		Financial Management	Vice President	DnMir	1.5
2.0309	Identification of Real Estate Total				
2.031	Materials Management & Warehouse Plan	Operations	Field Supervisor	KeBle	19.5
2.031		Operations	Vice President	TdMcn	5
2.031	Materials Management & Warehouse Plan Total				
2.0311	System Operations Plan	Operations	Director	SnDun	18.5
2.0311		Operations	Engineer	DdTus	45
2.0311		Operations	Field Supervisor	LyPee	87
2.0311		Operations	Field Supervisor	CsEsn	13
2.0311		Operations	Field Supervisor	MeRon	5.5
2.0311		Operations	Field Supervisor	LcGrm	35.5
2.0311		Operations	Manager	MkMie	8
2.0311		Operations	Senior Manager	TiPee	51.5
2.0311		Operations	Senior Manager	TyToi	75
2.0311	System Operations Plan Total				
2.0312	Vegetation Management Plan	Operations	Director	BtBos	35
2.0312		Operations	Field Supervisor	MeRon	1
2.0312		Operations	Field Supervisor	ShWar	93.5
2.0312		Operations	Vice President	TdMcn	3
2.0312	Vegetation Management Plan Total				
2.05	Environmental Exposure Management Plan	HSE and Quality	Director	CsClk	126.5
2.05	Environmental Exposure Management Plan Total				
3.01	Remediation Plan Proposal	Utility Transformation	Vice President	DnCoz	6
3.01	Remediation Plan Proposal Total				
3.04	Development of System Remediation Plan	Financial Management	Manager	JnBle	2.5
3.04		Operations	Director	SnDun	16.5
3.04		Operations	Field Supervisor	DBos	2
3.04		Operations	Field Supervisor	DnHas	1
3.04		Operations	Manager	MkMie	2.5
3.04		Utility Transformation	Administrative Support	TiCos	8
3.04		Utility Transformation	Director	JhLoo	1.5
3.04		Utility Transformation	Director	SnTen	2
3.04		Utility Transformation	Engineer	JeVir	15
3.04		Utility Transformation	Engineer	AxNaf	7.5
3.04		Utility Transformation	Manager	AnSpi	28.5
3.04		Utility Transformation	Manager	DIWis	146
3.04		Utility Transformation	Manager	RdVog	40
3.04		Utility Transformation	Manager	TrTkh	16

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
3.04		Utility Transformation	Senior Director	HyCho	52
3.04		Utility Transformation	Vice President	VrRoo	1.5
3.04		Utility Transformation	Vice President	DnCoz	6
3.04	Development of System Remediation Plan Total				
3.05	Approval of System Remediation Plan	Utility Transformation	Manager	RIGic	2
3.05	Approval of System Remediation Plan Total				
4.01	Evaluating Customer Service Facilities and Assets	Customer Service	Senior Manager	JaLad	2
4.01	Evaluating Customer Service Facilities and Assets Total				
4.02	Evaluating and Updating Customer Service Policies and Procedures	Customer Service	Analyst	TrSmh	21.5
4.02		Customer Service	Manager	SyLoe	37.5
4.02		Customer Service	Senior Analyst	BrBot	121
4.02		Customer Service	Senior Manager	JaLad	2
4.02	Evaluating and Updating Customer Service Policies and Procedures Total				
4.03	Development of a Meter Reading Plan	Utility Transformation	Director	RtDus	22
4.03		Utility Transformation	Director	JfRin	4
4.03		Utility Transformation	Engineer	BeJok	46
4.03	Development of a Meter Reading Plan Total				
4.04	Development of a Customer Service Transition Plan	Customer Service	Analyst	TrSmh	113.5
4.04		Customer Service	Analyst	EnEvo	7.5
4.04		Customer Service	Analyst	KeFur	37.5
4.04		Customer Service	Analyst	JrVaa	39
4.04		Customer Service	Manager	SyLoe	67.5
4.04		Customer Service	Senior Analyst	BrBot	9
4.04		Customer Service	Senior Manager	JaLad	87
4.04	Development of a Customer Service Transition Plan Total				
4.05	Development and Implementation of a Service Start and Shut-Off Plan	Customer Service	Senior Manager	JaLad	2
4.05	Development and Implementation of a Service Start and Shut-Off Plan Total				
4.06	Development of a Meter Asset Management (MAM) Plan	Utility Transformation	Director	RtDus	6
4.06		Utility Transformation	Director	JfRin	5
4.06	Development of a Meter Asset Management (MAM) Plan Total				
4.07	Development and Implementation of a Customer Service Technology	Customer Service	Analyst	EnEvo	135
4.07		Customer Service	Senior Manager	JaLad	32
4.07	Development and Implementation of a Customer Service Technology Total				
4.09	Establish Integration Between Customer Services & T&D Ops	Customer Service	Field Supervisor	AyKit	135
4.09		Customer Service	Manager	SyLoe	22.5
4.09		Customer Service	Senior Analyst	BrBot	3
4.09	Establish Integration Between Customer Services & T&D Ops Total				
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	ITOT	Director	NnBul	21
5.01		ITOT	Senior Analyst	ClCoe	48
5.01	Development of IT/OT Communication Plan and Acceptance Criteria Total				
5.04	Development of Cyber Security and Business Continuity Plan	ITOT	Manager	RdCat	39.5
5.04		ITOT	Senior Analyst	MkHus	43.5
5.04	Development of Cyber Security and Business Continuity Plan Total				
5.07	Commencement Cutover Planning	ITOT	Director	NnBul	70
5.07		ITOT	Manager	JnBat	145
5.07		ITOT	Senior Analyst	ClCoe	68.5
5.07		ITOT	Senior Analyst	GaTwn	162
5.07		ITOT	Senior Analyst	CeJue	50.5
5.07		ITOT	Senior Analyst	MkHus	46.5
5.07	Commencement Cutover Planning Total				
5.08	Training and Communication Plan	ITOT	Director	NnBul	8
5.08		ITOT	Senior Analyst	ClCoe	46.5
5.08	Training and Communication Plan Total				
6.01	Detailed Description of Approach to Budgeting and Reporting	Financial Management	Manager	KnKok	23.5
6.01	Detailed Description of Approach to Budgeting and Reporting Total				
6.02	Description of Approach to Complying with Initial Budget Obligations	Financial Management	Manager	KnKok	23.5
6.02	Description of Approach to Complying with Initial Budget Obligations Total				
6.03	Formalizing/Approach to Changes Control Processes	Financial Management	Senior Manager	EoSao	2.5
6.03		Financial Management	Senior Manager	JaCar	23
6.03	Formalizing/Approach to Changes Control Processes Total				
6.04	Establishing a Financial Accounting System and Account Structure	Financial Management	Director	StYey	115.5
6.04		Financial Management	Director	DeCan	137.5
6.04		Financial Management	Senior Analyst	KyGey	52.5

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
6.04		Financial Management	Vice President	DnMir	1
6.04	Establishing a Financial Accounting System and Account Structure Total				
6.05	Preparing Initial Budgets and Other Financial Forecasts	Financial Management	Manager	JnBle	2
6.05		Financial Management	Manager	KnKok	127
6.05		Financial Management	Manager	JnSte	0.5
6.05		Financial Management	Vice President	DnMir	37.5
6.05		Integration Management Office	Manager	CgShT	2
6.05		Operations	Director	SnDun	6.5
6.05		Operations	Engineer	DdTus	6
6.05		Operations	Vice President	TdMcn	19
6.05	Preparing Initial Budgets and Other Financial Forecasts Total				
6.06	Establishing Bank Accounts	Financial Management	Director	BbArd	1
6.06	Establishing Bank Accounts Total				
6.07	Evaluating and Updating Payroll and Labor Cost Reporting systems	Financial Management	Director	BbArd	27.5
6.07		Financial Management	Vice President	DnMir	1
6.07	Evaluating and Updating Payroll and Labor Cost Reporting systems Total				
6.08	Establishing a Delegation of Authority Matrix and Process	Financial Management	Director	DeHon	4
6.08	Establishing a Delegation of Authority Matrix and Process Total				
6.09	Processes & Procedures and Overall Internal Controls	Regulatory	Manager	BzGoz	37
6.09	Processes & Procedures and Overall Internal Controls Total				
7.03	Staffing Plan	Regulatory	Manager	BzGoz	22
7.03	Staffing Plan Total				
7.05	Project Worksheet Assessment (also covered under Section 4.3)	Integration Management Office	Vice President	PIGon	3
7.05	Project Worksheet Assessment (also covered under Section 4.3) Total				
8.02	Recruiting and Staffing	Capital Programs and Back End Transition	Manager	OnEhz	18.5
8.02		Financial Management	Manager	JnBle	25
8.02		Financial Management	Manager	JnSte	1.5
8.02		Financial Management	Senior Analyst	RnKok	22
8.02		Financial Management	Senior Manager	EoSao	91.5
8.02		Financial Management	Vice President	DnMir	9.5
8.02		Human Resources	Analyst	CaCea	5
8.02		Human Resources	Analyst	YaMaz	142.5
8.02		Human Resources	Analyst	AyAis	30
8.02		Human Resources	Director	AyMir	2
8.02		Human Resources	Manager	OrRoz	14
8.02		Human Resources	Manager	McChu	114.5
8.02		Human Resources	Senior Analyst	CaSis	112.5
8.02		Operations	Director	SnDun	31
8.02		Operations	Engineer	DdTus	4
8.02		Operations	Field Supervisor	NdTun	24
8.02		Operations	Field Supervisor	DIbos	70
8.02		Operations	Field Supervisor	KeBle	24.5
8.02		Operations	Field Supervisor	LyPee	38
8.02		Operations	Field Supervisor	CsEsn	34
8.02		Operations	Field Supervisor	DnHas	18
8.02		Operations	Field Supervisor	LcGrm	62
8.02		Operations	Manager	MkMie	45
8.02		Operations	Senior Manager	TIPee	93
8.02		Operations	Senior Manager	TyToi	5
8.02		Operations	Vice President	TdMcn	13
8.02		Human Resources	Administrative Support	EaUfr	6
8.02		Human Resources	Vice President	AwScg	41
8.02	Recruiting and Staffing Total				
8.03	Redesign and Staff New Organization	Human Resources	Director	AyMir	1
8.03		Human Resources	Manager	McChu	10
8.03		Integration Management Office	Analyst	DaSmh	120
8.03		Utility Transformation	Analyst	SaPey	31
8.03		Utility Transformation	Director	RtDus	2
8.03		Utility Transformation	Director	RIcho	102
8.03		Utility Transformation	Engineer	CrLoo	3
8.03		Utility Transformation	Engineer	MkHae	2
8.03		Utility Transformation	Manager	RIgic	43.5
8.03		Utility Transformation	Manager	PIbod	22

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
8.03		Utility Transformation	Vice President	CIWis	10
8.03		Utility Transformation	Vice President	DnCoz	74.5
8.03		Utility Transformation	Vice President	GgLer	29
8.03		Utility Transformation	Vice President	DrNol	12
8.03	Redesign and Staff New Organization Total				
8.05	Stand Up Human Capital Management (HCM) System	Human Resources	Analyst	CaCea	2.5
8.05		Human Resources	Director	AyMir	23.5
8.05		Human Resources	Manager	McChu	5
8.05		Human Resources	Manager	TsCar	134.5
8.05		Human Resources	Senior Manager	JnCan	150
8.05		Human Resources	Vice President	LaMaz	20
8.05	Stand Up Human Capital Management (HCM) System Total				
8.06	Communication Plan	Communications	Director	Jajan	25
8.06		Communications	Director	LaRes	71
8.06		Communications	Vice President	MaBeo	12
8.06		Corporate Services	Senior Manager	JePez	48
8.06		Corporate Services	Vice President	MaBeo	28
8.06	Communication Plan Total				
8.07	Training (Workforce Development) Plan	Human Resources	Senior Manager	JnCan	2
8.07		Human Resources	Vice President	LaMaz	10
8.07		Operations	Director	SnDun	5
8.07		Operations	Field Supervisor	KeBle	1.5
8.07		Operations	Manager	MkMie	4
8.07	Training (Workforce Development) Plan Total				
8.08	Develop Employee Retirement Plan	Human Resources	Analyst	CaCea	126
8.08		Human Resources	Manager	McChu	5.5
8.08		Human Resources	Vice President	LaMaz	89.5
8.08	Develop Employee Retirement Plan Total				
8.09	Occupational Health and Wellness	Human Resources	Vice President	LaMaz	59.5
8.09	Occupational Health and Wellness Total				
8.12	Develop a Community Investment Plan	Communications	Director	LaRes	28
8.12		Corporate Services	Director	DaPit	120
8.12		Corporate Services	Vice President	MaBeo	13
8.12	Develop a Community Investment Plan Total				
9.01	Genco Shared Services Agreement Approval	Corporate Services	Senior Manager	JeFls	4
9.01		Financial Management	Vice President	DnMir	2.5
9.01	Genco Shared Services Agreement Approval Total				
9.03	Non-Federal Funding Procurement Manual Approval	Financial Management	Director	DeHon	24
9.03		Financial Management	Senior Analyst	RnKok	38.5
9.03		Financial Management	Vice President	DnMir	11
9.03	Non-Federal Funding Procurement Manual Approval Total				
9.04	Physical Security Plan Approval	Utility Transformation	Engineer	IcRes	12
9.04		Utility Transformation	Manager	DdHad	155
9.04		Utility Transformation	Manager	RIGic	29.5
9.04	Physical Security Plan Approval Total				
9.05	Data Security Plan Approval	ITOT	Senior Analyst	MkHus	39.5
9.05	Data Security Plan Approval Total				
9.07	System Operation Principles Regulatory Approval	Regulatory	Engineer	SnNar	4
9.07		Regulatory	Senior Director	NIDeb	8
9.07	System Operation Principles Regulatory Approval Total				
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc.	Financial Management	Director	AaOro	0.5
10.02		Financial Management	Manager	JnBle	23.5
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. Total				
10.03	Assuming Existing Subcontracts	Financial Management	Director	DeHon	4
10.03		Financial Management	Senior Analyst	RnKok	19
10.03		Financial Management	Vice President	DnMir	1.5
10.03	Assuming Existing Subcontracts Total				
12.02	Required Insurance	Financial Management	Manager	SnHir	6
12.02		Financial Management	Manager	JnSte	3.5
12.02		Financial Management	Vice President	DnMir	2
12.02	Required Insurance Total				
12.03	Baseline Performance Levels	Utility Transformation	Director	AaSac	20
12.03		Utility Transformation	Senior Director	DdHal	153

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
12.03		Utility Transformation	Vice President	CIWis	1
12.03		Utility Transformation	Vice President	DnCoz	43
12.03		Utility Transformation	Vice President	JoRoo	3
12.03	Baseline Performance Levels Total				
12.1	Section 4.5: Conditions Precedent to Service Commencement Date	Legal	Vice President	KIFly	63.5
12.1	Section 4.5: Conditions Precedent to Service Commencement Date Total				
Non HOC 01	ManagementCo IT Systems	ITOT	Senior Analyst	MkHus	6
Non HOC 01	ManagementCo IT Systems Total				
Non HOC 02	ServCo IT Systems	ITOT	Director	NnBul	49
Non HOC 02		ITOT	Manager	KnCol	181
Non HOC 02		ITOT	Senior Analyst	CeJue	123.5
Non HOC 02		ITOT	Senior Analyst	MkHus	16.5
Non HOC 02	ServCo IT Systems Total				
Non HOC 03	Open Claims Review	Financial Management	Manager	JnSte	0.5
Non HOC 03	Open Claims Review Total				
Non HOC 04	Stand Up Capital Program Organization	Capital Programs and Back End Transition	Manager	NtBro	124
Non HOC 04		Capital Programs and Back End Transition	Manager	OnEhz	111.5
Non HOC 04		Capital Programs and Back End Transition	Vice President	QnNgn	111
Non HOC 04	Stand Up Capital Program Organization Total				
Non HOC 07	Front-End Transition Legal support and advice	Corporate Services	Senior Manager	JeFls	28
Non HOC 07		Legal	Administrative Support	JaBen	6
Non HOC 07		Legal	Vice President	MaBeo	6
Non HOC 07	Front-End Transition Legal support and advice Total				
Non HOC 13	IRP Coordination	Regulatory	Director	HoBao	39
Non HOC 13	IRP Coordination Total				
Non HOC 14	GenCo-GridCo integration	Regulatory	Engineer	SnNar	7
Non HOC 14		Regulatory	Senior Director	NIDeb	36
Non HOC 14	GenCo-GridCo integration Total				
Non HOC 15	LUMA MC Ongoing Back Office Support	Financial Management	Director	BbArd	138
Non HOC 15		Financial Management	Senior Analyst	RnKok	45.5
Non HOC 15		Financial Management	Senior Analyst	BdOci	190.5
Non HOC 15		Financial Management	Vice President	DnMir	53.5
Non HOC 15	LUMA MC Ongoing Back Office Support Total				
Non HOC 16	PREB Resolutions and Orders	Integration Management Office	Manager	DeGun	15.5
Non HOC 16		Integration Management Office	Vice President	PIGon	18
Non HOC 16		Operations	Vice President	TdMcn	9
Non HOC 16		Utility Transformation	Engineer	CrLoo	28
Non HOC 16	PREB Resolutions and Orders Total				
Grand Total					13828.5

Summary of Hours by HOC Item (previous months)

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1	General & Transition Management	HSE and Quality	Vice President	ErGoz	8
1		Human Resources	Manager	DeSch	0.5
1		Utility Transformation	Director	LeWod	84
1	General & Transition Management Total				
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	Operations	Field Supervisor	DIBos	8
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities Total				
2.0306	Workforce Management & Training Plan	HSE and Quality	Vice President	ErGoz	6
2.0306	Workforce Management & Training Plan Total				
2.0308	Engineering and Asset Management	Utility Transformation	Director	FdCaa	90
2.0308		Utility Transformation	Senior Director	JnHoh	4
2.0308	Engineering and Asset Management Total				
3.04	Development of System Remediation Plan	Utility Transformation	Manager	DIPan	2
3.04	Development of System Remediation Plan Total				
4.04	Development of a Customer Service Transition Plan	Customer Service	Analyst	TrSmh	15
4.04	Development of a Customer Service Transition Plan Total				
6.03	Formalizing/Approach to Changes Control Processes	Financial Management	Senior Manager	JaCar	17
6.03	Formalizing/Approach to Changes Control Processes Total				
8.02	Recruiting and Staffing	Human Resources	Director	NyLes	10
8.02	Recruiting and Staffing Total				
8.03	Redesign and Staff New Organization	Utility Transformation	Vice President	DrNol	10
8.03	Redesign and Staff New Organization Total				
8.05	Stand Up Human Capital Management (HCM) System	Human Resources	Senior Manager	JnCan	24
8.05	Stand Up Human Capital Management (HCM) System Total				
8.08	Develop Employee Retirement Plan	Human Resources	Vice President	LaMaz	31
8.08	Develop Employee Retirement Plan Total				
8.09	Occupational Health and Wellness	Human Resources	Vice President	LaMaz	31.5
8.09	Occupational Health and Wellness Total				
9.07	System Operation Principles Regulatory Approval	Regulatory	Engineer	SnNar	6
9.07	System Operation Principles Regulatory Approval Total				
Grand Total					347

Note: Hours in the table above were missed on the December invoice # FETS-1220-01

Vendor	Count of Invoice #	Sum of Total (USD)
Aerotek Professional Services	27	\$ 134,104.57
Alumbra LLC	7	\$ 427,908.35
Alvarez & Marsal Corporate Performance Improvement, LLC	2	\$ 160,958.10
American Relocation Connections, LLC	17	\$ 92,445.80
ATCO Power (2010) Ltd.	2	\$ (34,601.07)
BridgeSource Utilities Solutions, LLC	1	\$ 80,693.45
Covington & Burling LLP	1	\$ 38,396.00
District View Office Center	3	\$ 644.40
DLA Piper LLP (US)	2	\$ 42,231.00
Innovative Emergency Management, Inc. (IEM)	1	\$ (167.00)
International Business Machines Corporation (IBM)	2	\$ 400,870.71
Iris Vargas	2	\$ 11,840.00
Laboratorio Clinico El Morro, Inc.	2	\$ 5,100.00
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	1	\$ 2,070.50
Oracle America, Inc.	3	\$ 5,549.08
People 2.0 North America	10	\$ 65,399.68
Quanta Workforce Solutions, LLC	5	\$ 98,011.98
Smartbridge	4	\$ 87,300.00
Translations & More	1	\$ 4,610.10
Quanta Services Puerto Rico, LLC	1	\$ (4,000.00)
Vidal & Rodriguez, Inc.	1	\$ (40,000.00)
MBarrett Consulting LLC	1	\$ 1,100.00
BMA Group	6	\$ 67,918.06
CSS International, Inc	5	\$ 112,705.00
Global Project Solutions, LLC	1	\$ 39,943.71
Resources Global Professionals (RGP)	1	\$ 39.35
Greg Sarich	1	\$ 580.77
Cigna	6	\$ (212,304.14)
Office Depot	13	\$ 1,274.31
OGMA Language Studio	1	\$ 1,476.80
Trans4mative	11	\$ 155,862.50
Troutman Pepper Hamilton Sanders LLP	1	\$ 18,588.15
ATCO Infrastructure Solutions Ltd	4	\$ 189,530.05
ERM-PR, Inc.	4	\$ 117,729.40
Carimus Consulting	2	\$ 58,353.75
Axel Eugenio Colon-Perez	1	\$ 1,170.00
Kroma Advertising	1	\$ 16,872.00
Martel, Inc	7	\$ 100,790.30
Texas Series of Lockton Companies, LLC	1	\$ 550.00
Chubb Insurance Company of Puerto Rico	1	\$ 1,200.00
Foxhound Partners	1	\$ 10,000.00
McConnell Valdes LLC	1	\$ 24,066.25
AMOWF, LLC	1	\$ 17,000.00
Total		\$ 2,303,811.91

Third Party Labor Summary

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09907027	Santiago Morales, Lydm- Overtime	1	31.50	\$31.50
		Aerotek Professional Services	OP09907027	Santiago Morales, Lydm	28.5	21.00	\$598.50
		Aerotek Professional Services	OP09907027	Santiago Morales, Lydm- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922460	Santiago Morales, Lydm- Overtime	1.5	31.50	\$47.25
		Aerotek Professional Services	OP09922460	Santiago Morales, Lydm	32.5	21.00	\$682.50
		Aerotek Professional Services	OP09922460	Santiago Morales, Lydm- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09938351	Santiago Morales, Lydm- Overtime	6.5	31.50	\$204.75
		Aerotek Professional Services	OP09938351	Santiago Morales, Lydm	40	21.00	\$840.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07A	Hours for Blake Pierce	12	660.00	\$7,920.00
		Covington & Burling LLP	60925487	Hours for Tato, Joseph A. (Partner)	24.9	1,200.00	\$29,880.00
		Covington & Burling LLP	60925487	Hours for McCormick, Bradford R. (Associate)	10.7	720.00	\$7,704.00
		Covington & Burling LLP	60925487	Hours for Chambers, Andrea J. (Of Counsel)	3.2	1,035.00	\$3,312.00
		DLA Piper LLP (US)	4058120	Hours for Samuel B. Knowles DTD General Matters	10.5	925.00	\$9,712.50
		DLA Piper LLP (US)	4058120	Hours for Ryan Carpenter Dtd General Matters	5.7	485.00	\$2,764.50
		DLA Piper LLP (US)	4058120	Hours for Nikos Buxeda Dtd General Matters	7.8	395.00	\$3,081.00
		DLA Piper LLP (US)	4058120	Hours for Miriam Figueroa Dtd General Matters	5.6	395.00	\$2,212.00
		DLA Piper LLP (US)	4058120	Hours for Mariana Muniz Dtd General Matters	2.5	243.75	\$609.38
		DLA Piper LLP (US)	4058120	Hours for Camille Alvarez Dtd General Matters	1.7	206.25	\$350.63
		DLA Piper LLP (US)	4058120	Hours for Adriana Perez-Rentas Dtd General Matt	0.9	195.00	\$175.50
		DLA Piper LLP (US)	4058120	Hours for Miriam Figueroa Dtd Regulatory Affairs	17.2	395.00	\$6,794.00
		DLA Piper LLP (US)	4058120	Hours for Miriam Figueroa Dtd OMA Deliverables	12.6	395.00	\$4,977.00
		DLA Piper LLP (US)	4058120	Hours for Robert Alessi Dtd OMA Deliverables	0.9	995.00	\$895.50
		DLA Piper LLP (US)	4058120	To correct rounding issue for Mariana Muniz hour	1	(0.01)	(\$0.01)
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Contract labor Jesse Gullely July 1-31 (187 hours) C	186.5	79.95	\$14,910.68
		Quanta Workforce Solutions, LLC	QWS-092020-2B	Neuhaus July true-up	1	13,680.00	\$13,680.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	C. Holladay (Jan 1 hours @ \$135)	1	135.00	\$135.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	J. Gullely (Jan 54.5 hours @ \$79.95)	54.5	79.95	\$4,357.28
		Global Project Solutions, LLC	21-1003	Brian Reynolds - Hours in Puerto Rico	168	184.37	\$30,974.16
		Global Project Solutions, LLC	21-1003	Rounding amount for hourly wage	1	0.84	\$0.84
		Troutman Pepper Hamilton Sanders LLP	30097282	Hours for William R. Derasmo	19.2	823.50	\$15,811.20
		Troutman Pepper Hamilton Sanders LLP	30097282	Hours for Todd Coles	3.1	895.79	\$2,776.95
		Axel Eugenio Colon-Perez	LMC003	For Professional Services rendered for the Front- E	13	90.00	\$1,170.00
	General & Transition Management Total						
1 Total					690.5		\$166,884.61
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (p	Alumbra LLC	90	Jeff Cummings	3	340.00	\$1,020.00
		Alumbra LLC	92	Paul Raver	2	375.00	\$750.00
	Plan to Address Gaps in Assets, Technology, Processes, etc. (p						
1.02 Total					5		\$1,770.00
2.0304	Fleet Management Plan	Alumbra LLC	90	Jeff Cummings	15.5	340.00	\$5,270.00
		Alumbra LLC	91	Jeff Cummings	5.5	340.00	\$1,870.00
	Fleet Management Plan Total						
2.0304 Total					21		\$7,140.00
2.031	Materials Management & Warehouse Plan	Alumbra LLC	90	Jeff Cummings	3	340.00	\$1,020.00
	Materials Management & Warehouse Plan Total						
2.031 Total					3		\$1,020.00
2.0312	Vegetation Management Plan	Alumbra LLC	90	Jeff Cummings	58	340.00	\$19,720.00
		Alumbra LLC	91	Jeff Cummings	15.5	340.00	\$5,270.00
		Alumbra LLC	96	John Goodfellow	188.15	352.36	\$66,296.53
		Alumbra LLC	96	Kevin Eckert	9.25	352.36	\$3,259.33
		Alumbra LLC	96	Phil Charlton	6	352.36	\$2,114.16
		Alumbra LLC	96	Robin Morgan	44	352.36	\$15,503.84
	Vegetation Management Plan Total						
2.0312 Total					320.9		\$112,163.86
2.05	Environmental Exposure Management Plan	ERM-PR, Inc.	17984	Oscar Morales Nieves	16	35.00	\$560.00
		ERM-PR, Inc.	17984	Joshua J Cardona	68	65.00	\$4,420.00
		ERM-PR, Inc.	17984	Jose Hernandez	19	150.00	\$2,850.00
		ERM-PR, Inc.	17984	Ramon Ramos Toro	200	100.00	\$20,000.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		ERM-PR, Inc.	17984	Noel Marrero Torres	36	125.00	\$4,500.00
		ERM-PR, Inc.	17984	Josh Calkin	10	185.00	\$1,850.00
		ERM-PR, Inc.	17984	Lauren Zielke Krag	2.5	125.00	\$312.50
		ERM-PR, Inc.	17984	Monika Thorpe	0.75	125.00	\$93.75
		ERM-PR, Inc.	17984	Ricardo Silva Meza	9	150.00	\$1,350.00
		ERM-PR, Inc.	17984	Robert Beato Narvaez	42	85.00	\$3,570.00
		ERM-PR, Inc.	17984	Jesus E Quinones Torres	21	75.00	\$1,575.00
		ERM-PR, Inc.	17984	Jose Cabrera	83.5	65.00	\$5,427.50
		ERM-PR, Inc.	17984	Belyneth E Deliz Lopez	80	85.00	\$6,800.00
		ERM-PR, Inc.	17984	Vilma Perez Santiago	140	85.00	\$11,900.00
		ERM-PR, Inc.	17984	Steven Vickery	3	65.00	\$195.00
		ERM-PR, Inc.	17984	Carl G Shaffer III	0.5	150.00	\$75.00
		ERM-PR, Inc.	18048	Ramon Ramos Toro	127.3	100.00	\$12,730.00
		ERM-PR, Inc.	18048	Josh Calkin	4	185.00	\$740.00
		ERM-PR, Inc.	18048	Monika Thorpe	47.75	125.00	\$5,968.75
		ERM-PR, Inc.	18048	Lauren "Zielke" Krag	4	125.00	\$500.00
		ERM-PR, Inc.	18049	Oscar Morales Nieves	14	35.00	\$490.00
		ERM-PR, Inc.	18049	Jose Hernandez	8	150.00	\$1,200.00
		ERM-PR, Inc.	18049	Ramon Ramos Toro	8	100.00	\$800.00
		ERM-PR, Inc.	18049	Noel Marrero Torres	8	125.00	\$1,000.00
		ERM-PR, Inc.	18049	Trey Shaffer	2	150.00	\$300.00
		ERM-PR, Inc.	18049	Silva Meza	6	150.00	\$900.00
	Environmental Exposure Management Plan Total						
2.05 Total					960.3		\$90,107.50
4.02	Evaluating and Updating Customer Service Policies and Proce	Alumbra LLC	92	Jonathan Beinke	26	285.34	\$7,418.84
		Alumbra LLC	92	Matt Ward	102	278.77	\$28,434.54
		Alumbra LLC	92	Paul Raver	3	285.34	\$856.02
		Alumbra LLC	92	Paul Raver	4	278.77	\$1,115.08
		Alumbra LLC	93	Matt Ward	39.5	275.00	\$10,862.50
		Alumbra LLC	94	Ben Diehl	148	313.73	\$46,432.04
		Alumbra LLC	94	Bill Leasure	9	313.73	\$2,823.57
		Alumbra LLC	95	Bill Leasure	2.5	375.00	\$937.50
	Evaluating and Updating Customer Service Policies and Proce						
4.02 Total					334		\$98,880.09
4.04	Development of a Customer Service Transition Plan	Alumbra LLC	92	Jonathan Beinke	4	275.00	\$1,100.00
		Alumbra LLC	92	Jonathan Beinke	64	332.62	\$21,287.68
		Alumbra LLC	92	Jonathan Beinke	19	307.14	\$5,835.66
		Alumbra LLC	92	Paul Raver	87	332.62	\$28,937.94
		Alumbra LLC	92	Paul Raver	9	307.14	\$2,764.26
		Alumbra LLC	93	Paul Raver	35	375.00	\$13,125.00
		Alumbra LLC	94	Bill Leasure	90.5	334.83	\$30,302.12
		Alumbra LLC	94	Juan Carlos Blacker	34	334.83	\$11,384.22
		Alumbra LLC	94	Stuart Walters	64.5	334.83	\$21,596.54
		Alumbra LLC	95	Bill Leasure	2.5	375.00	\$937.50
		Alumbra LLC	95	Bill Leasure	19.5	301.93	\$5,887.64
		Alumbra LLC	95	Bill Leasure	5	292.81	\$1,464.05
		Alumbra LLC	95	Bill Leasure	4.5	320.26	\$1,441.17
		Alumbra LLC	95	Juan Carlos Blacker	55	301.93	\$16,606.15
		Alumbra LLC	95	Juan Carlos Blacker	25	292.81	\$7,320.25
		Alumbra LLC	95	Stuart Walters	7	301.93	\$2,113.51
		Alumbra LLC	95	Stuart Walters	2	292.81	\$585.62
		Alumbra LLC	95	Stuart Walters	24	320.26	\$7,686.24
		BridgeSource Utilities Solutions, LLC	1006	John Wazney	168	150.00	\$25,200.00
		BridgeSource Utilities Solutions, LLC	1006	Randi Boswell	140	200.00	\$28,000.00
		BridgeSource Utilities Solutions, LLC	1006	Rani Boswell	20	200.00	\$4,000.00
		BridgeSource Utilities Solutions, LLC	1006	Maria Marciano	18	150.00	\$2,700.00
		BridgeSource Utilities Solutions, LLC	1006	Laura Bao	40	150.00	\$6,000.00
	Development of a Customer Service Transition Plan Total						
4.04 Total					937.5		\$246,275.55
4.05	Development and Implementation of a Service Start and Shut	Alumbra LLC	92	Jonathan Beinke	30	275.00	\$8,250.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
	Development and Implementation of a Service Start and Shut						
4.05 Total					30		\$8,250.00
5.02	Identification and Gap Analysis	Smartbridge	INV_9635	Sanat Nileshwar	81.5	225.00	\$18,337.50
		Smartbridge	INV_9635	Rob Amason	81	200.00	\$16,200.00
	Identification and Gap Analysis Total						
5.02 Total					162.5		\$34,537.50
5.07	Commencement Cutover Planning	International Business Machines Corporation (IBM)	CM0C1MM	Steve Dougherty	20	395.00	\$7,900.00
		International Business Machines Corporation (IBM)	CM0C1MM	Sean Duffy	74	295.00	\$21,830.00
		International Business Machines Corporation (IBM)	C21BFML	Ayan Bandyopadhyay	180	60.00	\$10,800.00
		International Business Machines Corporation (IBM)	C21BFML	Kaley, LC	112	245.00	\$27,440.00
		International Business Machines Corporation (IBM)	C21BFML	Northrup, M	56	395.00	\$22,120.00
		International Business Machines Corporation (IBM)	C21BFML	Sanjay Bhattacharya	107	90.00	\$9,630.00
		International Business Machines Corporation (IBM)	C21BFML	Rowan, T	11	395.00	\$4,345.00
		International Business Machines Corporation (IBM)	C21BFML	Dussault, B	120	295.00	\$35,400.00
		International Business Machines Corporation (IBM)	C21BFML	Harrison, M	40	210.00	\$8,400.00
		International Business Machines Corporation (IBM)	C21BFML	Li, Y	120	150.00	\$18,000.00
		International Business Machines Corporation (IBM)	C21BFML	McKay, D	102	395.00	\$40,290.00
		International Business Machines Corporation (IBM)	C21BFML	Snell, M	57.5	295.00	\$16,962.50
		International Business Machines Corporation (IBM)	C21BFML	Marshall, C	16	295.00	\$4,720.00
		International Business Machines Corporation (IBM)	C21BFML	Adarsh Venkatesh	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BFML	Gokaram Sukumar	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BFML	Pawan Ahuja	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BFML	Subrat Ghosh	135	60.00	\$8,100.00
		International Business Machines Corporation (IBM)	C21BFML	Ashirbad Choudhury	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BFML	Chanchal Rajak	81	60.00	\$4,860.00
		International Business Machines Corporation (IBM)	C21BFML	Mini Gupta	153	60.00	\$9,180.00
		International Business Machines Corporation (IBM)	C21BFML	Neeraj Kumar	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BFML	Rafeeuddin Shaik	64.8	60.00	\$3,888.00
		International Business Machines Corporation (IBM)	C21BFML	Ramprasad Ghosh	81	60.00	\$4,860.00
		International Business Machines Corporation (IBM)	C21BFML	Gupta, A	11	395.00	\$4,345.00
		International Business Machines Corporation (IBM)	C21BFML	Smandych, R	62.5	245.00	\$15,312.50
		International Business Machines Corporation (IBM)	C21BFML	Sohini Saha	67.5	90.00	\$6,075.00
		International Business Machines Corporation (IBM)	C21BFML	Deshmukh, U	96	295.00	\$28,320.00
		International Business Machines Corporation (IBM)	C21BFML	Bazil, J	72	295.00	\$21,240.00
		Smartbridge	INV_9598	Sanat Nileshwar	46	225.00	\$10,350.00
		Smartbridge	INV_9598	Rob Amason	45	200.00	\$9,000.00
	Commencement Cutover Planning Total						
5.07 Total					2785.3		\$404,668.00
6.01	Detailed Description of Approach to Budgeting and Reporting	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07C	Crespo, Jasmine	168.5	575.00	\$96,887.50
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07C	Galan, Larry	154	575.00	\$88,550.00
	Detailed Description of Approach to Budgeting and Reporting						
6.01 Total					322.5		\$185,437.50
6.05	Preparing Initial Budgets and Other Financial Forecasts	MBarrett Consulting LLC	1146	Michael Barrett	2.75	400.00	\$1,100.00
	Preparing Initial Budgets and Other Financial Forecasts Total						
6.05 Total					2.75		\$1,100.00
6.07	Evaluating and Updating Payroll and Labor Cost Reporting sys	People 2.0 North America	RL509354085	Executive Search re: Shannon Hood Payroll Mana	8	152.00	\$1,216.00
		People 2.0 North America	RL509351884-R1	Executive Search re: Shannon Hood, Payroll Mana	84.75	152.00	\$12,882.00
		People 2.0 North America	RL509379780	Justin Handel	42	126.00	\$5,292.00
		People 2.0 North America	RL509382804	Handel, Justin	80	126.00	\$10,080.00
		Trans4mative	1535	Doug B	81	175.00	\$14,175.00
		Trans4mative	1521	Doug B.	87.5	175.00	\$15,312.50
		Trans4mative	1539	Doug B.	85	175.00	\$14,875.00
	Evaluating and Updating Payroll and Labor Cost Reporting sys						
6.07 Total					468.25		\$73,832.50
8.02	Recruiting and Staffing	Aerotek Professional Services	OP09826263	Hernandez, Genesis Par	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Mones Ouiroz, Krystal	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Perez Hernandez, Micha	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Valentin Matta, Wilvea	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Diaz, Benny	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Diaz, Benny	8	17.25	\$138.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aerotek Professional Services	OP09826263	Roldan, Michelin	18.5	18.60	\$344.10
		Aerotek Professional Services	OP09826263	Barreto Colon, Sonia M	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Colon Perez, Alexander	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Diaz Lopez, Kayra Mari	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Hernandez Soto, Franci	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Mojica Astacio, Kyara	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Ramos Matos, Solange C	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Rivera Rivera, Stacy A	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Rodriguez, Hector R	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Gabriel Flores, Gabriel	24	18.60	\$446.40
		Aerotek Professional Services	OP09826263	Barreto Colon, Sonia M- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Colon Perez, Alexander- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Diaz Lopez, Kayra Mari- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Gabriel Flores, Gabriel- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Hernandez Soto, Franci- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Hernandez, Genesis Par- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Mojica Astacio, Kyara- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Mones Quiroz, Krystal- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Perez Hernandez, Micha- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Ramos Matos, Solange C- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Rivera Rivera, Stacy A- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Rodriguez, Hector R- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09826263	Roldan, Michelin- Holiday and Personal Pay	14	17.25	\$241.50
		Aerotek Professional Services	OP09826263	Valentin Matta, Wilvea- Holiday Pay	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Hernandez, Genesis Par	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Mones Quiroz, Krystal	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Perez Hernandez, Micha	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Valentin Matta, Wilvea	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Diaz, Benny	16	18.60	\$297.60
		Aerotek Professional Services	OP09891238	Roldan, Michelin	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Barreto Colon, Sonia M	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Colon Perez, Alexander	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Diaz Lopez, Kayra Mari	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Gabriel Flores, Gabrie	16	18.60	\$297.60
		Aerotek Professional Services	OP09891238	Hernandez Soto, Franci	22.38	18.60	\$416.27
		Aerotek Professional Services	OP09891238	Mojica Astacio, Kyara	21.5	18.60	\$399.90
		Aerotek Professional Services	OP09891238	Ramos Matos, Solange C	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Rivera Rivera, Stacy A	24	18.60	\$446.40
		Aerotek Professional Services	OP09891238	Rodriguez, Hector R	23.83	18.60	\$443.24
		Aerotek Professional Services	OP09891238	Barreto Colon, Sonia M - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Colon Perez, Alexander - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Diaz Lopez, Kayra Mari - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Diaz, Benny - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Gabriel Flores, Gabrie - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Hernandez Soto, Franci - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Hernandez, Genesis Par - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Mojica Astacio, Kyara - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Mones Quiroz, Krystal - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Perez Hernandez, Micha - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Ramos Matos, Solange C - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Rivera Rivera, Stacy A - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Rodriguez, Hector R - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Roldan, Michelin - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Valentin Matta, Wilvea - Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09891238	Gabriel Flores, Gabrie - Personal	4	17.25	\$69.00
		Aerotek Professional Services	OP09891241	Figueroa, Wilfredo	24	22.32	\$535.68
		Aerotek Professional Services	OP09891241	Diaz Lozada, Gelson	24	22.94	\$550.56
		Aerotek Professional Services	OP09891241	Diaz Lozada, Gelson - Holiday	16	21.28	\$340.48
		Aerotek Professional Services	OP09891241	Figueroa, Wilfredo - Holiday	16	20.70	\$331.20
		Aerotek Professional Services	OP09907028	Figueroa, Wilfredo	24	22.32	\$535.68

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aerotek Professional Services	OP09907028	Diaz Lozada, Gelson	24	22.94	\$550.56
		Aerotek Professional Services	OP09907028	Diaz Lozada, Gelson- Holiday	16	21.28	\$340.48
		Aerotek Professional Services	OP09907028	Figueroa, Wilfredo- Holiday	16	20.70	\$331.20
		Aerotek Professional Services	OP09907027	Rodriguez, Waleska- Holiday	16	16.10	\$257.60
		Aerotek Professional Services	OP09907025	Mones Quiroz, Krystal	23	18.60	\$427.80
		Aerotek Professional Services	OP09907025	Perez Hernandez, Micha	23	18.60	\$427.80
		Aerotek Professional Services	OP09907025	Valentin Matta, Wilvea	23	18.60	\$427.80
		Aerotek Professional Services	OP09907025	Diaz, Benny	24	18.60	\$446.40
		Aerotek Professional Services	OP09907025	Roldan, Michelin	24	18.60	\$446.40
		Aerotek Professional Services	OP09907025	Barreto Colon, Sonia M	24	18.60	\$446.40
		Aerotek Professional Services	OP09907025	Barreto Colon, Sonia M	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Colon Perez, Alexander	24	18.60	\$446.40
		Aerotek Professional Services	OP09907025	Diaz Lopez, Kayra Mari	23	18.60	\$427.80
		Aerotek Professional Services	OP09907025	Gabriel Flores, Gabrie	23	18.60	\$427.80
		Aerotek Professional Services	OP09907025	Hernandez Soto, Franci	24	18.60	\$446.40
		Aerotek Professional Services	OP09907025	Mojica Astacio, Kyara	16	18.60	\$297.60
		Aerotek Professional Services	OP09907025	Ramos Matos, Solange C	23	18.60	\$427.80
		Aerotek Professional Services	OP09907025	Rivera Rivera, Stacy A	13	18.60	\$241.80
		Aerotek Professional Services	OP09907025	Rodriguez, Hector R	24	18.60	\$446.40
		Aerotek Professional Services	OP09907025	Colon Perez, Alexander- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Diaz Lopez, Kayra Mari- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Diaz, Benny- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Gabriel Flores, Gabrie- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Hernandez Soto, Franci- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Mojica Astacio, Kyara- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Mones Quiroz, Krystal- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Perez Hernandez, Micha- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Ramos Matos, Solange C- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Rivera Rivera, Stacy A- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Rodriguez, Hector R- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Roldan, Michelin- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907025	Valentin Matta, Wilvea- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09907024	Candelario Riutort, Ka	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Escandon, Iveain C	24	31.00	\$744.00
		Aerotek Professional Services	OP09907024	Guerra Morales, Franci	23	37.20	\$855.60
		Aerotek Professional Services	OP09907024	Morales Marquez, Ruth	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Ortiz Rosa, Lynette	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Rivera Ruiz, Eneida	24	43.40	\$1,041.60
		Aerotek Professional Services	OP09907024	Santiago, Ginoris D	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Sanchez, Ada M	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Gonzalez Perez, Yari D	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Hernandez Martinez, Ro	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Martinez Guandin, Dino	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Ocasio Castaneda, Yeid	24	37.20	\$892.80
		Aerotek Professional Services	OP09907024	Candelario Riutort, Ka- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Escandon, Iveain C- Holiday	8	28.75	\$230.00
		Aerotek Professional Services	OP09907024	Gonzalez Perez, Yari D- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Guerra Morales, Franci- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Hernandez Martinez, Ro- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Martinez Guandin, Dino- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Morales Marquez, Ruth- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Ocasio Castaneda, Yeid-Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Ortiz Rosa, Lynette- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Rivera Ruiz, Eneida- Holiday	8	40.25	\$322.00
		Aerotek Professional Services	OP09907024	Sanchez, Ada M- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09907024	Santiago, Ginoris D- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922462	Figueroa, Wilfredo	32	22.32	\$714.24
		Aerotek Professional Services	OP09922462	Diaz Lozada, Gelson	9	22.94	\$206.46
		Aerotek Professional Services	OP09922462	Diaz Lozada, Gelson- Holiday	8	21.28	\$170.24
		Aerotek Professional Services	OP09922462	Figueroa, Wilfredo- Holiday	8	20.70	\$165.60

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aerotek Professional Services	OP09922461	Mones Quiroz, Krystal	32	18.60	\$595.20
		Aerotek Professional Services	OP09922461	Perez Hernandez, Micha	32	18.60	\$595.20
		Aerotek Professional Services	OP09922461	Valentin Matta, Wilvea	32	18.60	\$595.20
		Aerotek Professional Services	OP09922461	Barreto Colon, Sonia M	32	18.60	\$595.20
		Aerotek Professional Services	OP09922461	Colon Perez, Alexander	32	18.60	\$595.20
		Aerotek Professional Services	OP09922461	Gabriel Flores, Gabrie	28	18.60	\$520.80
		Aerotek Professional Services	OP09922461	Hernandez Soto, Franci	32	18.60	\$595.20
		Aerotek Professional Services	OP09922461	Ramos Matos, Solange C	24	18.60	\$446.40
		Aerotek Professional Services	OP09922461	Colon Perez, Alexander- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922461	Hernandez Soto, Franci- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922461	Mones Quiroz, Krystal- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922461	Perez Hernandez, Micha- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922461	Valentin Matta, Wilvea- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922461	Barreto Colon, Sonia M- Holiday	8	17.25	\$138.00
		Aerotek Professional Services	OP09922461	Gabriel Flores, Gabrie- Holiday and PTO	12	17.25	\$207.00
		Aerotek Professional Services	OP09922461	Ramos Matos, Solange C- Holiday and PTO	16	17.25	\$276.00
		Aerotek Professional Services	OP09922460	Rodriguez, Waleska	32	19.60	\$627.20
		Aerotek Professional Services	OP09922460	Rodriguez, Waleska- Holiday	8	16.10	\$128.80
		Aerotek Professional Services	OP09922458	Sales Tax	1	154.17	\$154.17
		Aerotek Professional Services	OP09922458	Candelario Riutort, Ka	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Escandon, Iveain C	32	31.00	\$992.00
		Aerotek Professional Services	OP09922458	Guerra Morales, Franci	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Morales Marquez, Ruth	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Ortiz Rosa, Lynette	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Rivera Ruiz, Eneida	31.5	43.40	\$1,367.10
		Aerotek Professional Services	OP09922458	Santiago, Ginoris D	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Sanchez, Ada M	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Gonzalez Perez, Yari D	29.5	37.20	\$1,097.40
		Aerotek Professional Services	OP09922458	Martinez Guandin, Dino	32	37.20	\$1,190.40
		Aerotek Professional Services	OP09922458	Ocasio Castaneda, Yeid	16	37.20	\$595.20
		Aerotek Professional Services	OP09922458	Candelario Riutort, Ka- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Escandon, Iveain C- Holiday	8	28.75	\$230.00
		Aerotek Professional Services	OP09922458	Gonzalez Perez, Yari D- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Guerra Morales, Franci- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Martinez Guandin, Dino- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Morales Marquez, Ruth- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Ortiz Rosa, Lynette- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Rivera Ruiz, Eneida- Holiday	8	40.25	\$322.00
		Aerotek Professional Services	OP09922458	Sanchez, Ada M- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Santiago, Ginoris D- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09922458	Ocasio Castaneda, Yeid- Holiday	8	34.50	\$276.00
		Aerotek Professional Services	OP09938353	Figuerola, Wilfredo	40	22.32	\$892.80
		Aerotek Professional Services	OP09938353	Diaz Lozada, Gelson	32	22.94	\$734.08
		Aerotek Professional Services	OP09938352	Mones Quiroz, Krystal	38	18.60	\$706.80
		Aerotek Professional Services	OP09938352	Perez Hernandez, Micha	40	18.60	\$744.00
		Aerotek Professional Services	OP09938352	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aerotek Professional Services	OP09938352	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aerotek Professional Services	OP09938352	Colon Perez, Alexander	40	18.60	\$744.00
		Aerotek Professional Services	OP09938352	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aerotek Professional Services	OP09938352	Hernandez Soto, Franci	40	18.60	\$744.00
		Aerotek Professional Services	OP09938352	Ramos Matos, Solange C	40	18.60	\$744.00
		Aerotek Professional Services	OP09938351	Rodriguez, Waleska	40	19.60	\$784.00
		Aerotek Professional Services	OP09938349	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aerotek Professional Services	OP09938349	Escandon, Iveain C	40	31.00	\$1,240.00
		Aerotek Professional Services	OP09938349	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aerotek Professional Services	OP09938349	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aerotek Professional Services	OP09938349	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aerotek Professional Services	OP09938349	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aerotek Professional Services	OP09938349	Santiago, Ginoris D	37	37.20	\$1,376.40
		Aerotek Professional Services	OP09938349	Sanchez, Ada M	38	37.20	\$1,413.60

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aeroteq Professional Services	OP09938349	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09938349	Martinez Guindin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09938349	Ocasio Castaneda, Yeid	40	37.20	\$1,488.00
		Iris Vargas	LE 2020-15	Human Resources Consulting services	76	80.00	\$6,080.00
		Iris Vargas	LE 2021-01	Consulting services	72	80.00	\$5,760.00
		Translations & More	190403	Interpreter Services (Edwin Ortiz w/ Luc Graham, f	61.47	75.00	\$4,610.10
		BMA Group	20-5172	Rolon Rivera, Mariely	76	72.38	\$5,500.88
		BMA Group	20-5402	Rolon Rivera, Mariely	80	22.62	\$1,809.60
		BMA Group	20-5400	Rolon Rivera, Mariely	64	22.62	\$1,447.68
		BMA Group	20-5401	Rolon Rivera, Mariely	76	22.62	\$1,719.12
		BMA Group	21-0115	Rolon Rivera, Mariely	80	95.00	\$7,600.00
		Trans4mative	1530	Logan D	33	185.00	\$6,105.00
		Recruiting and Staffing Total					
8.02 Total					4248.68		\$131,279.92
	8.05 Stand Up Human Capital Management (HCM) System	Trans4mative	1528	Tommy R.	60	185.00	\$11,100.00
		Trans4mative	1533	Tommy R.	93	185.00	\$17,205.00
		Trans4mative	1519	Tommy R	99	185.00	\$18,315.00
		Trans4mative	1520	Logan D	44	185.00	\$8,140.00
		Stand Up Human Capital Management (HCM) System Total					
8.05 Total					296		\$54,760.00
	8.06 Communication Plan	Aeroteq Professional Services	OP09907029	Velez-Rolon, Olga L	24	48.36	\$1,160.64
		Aeroteq Professional Services	OP09907029	Velez-Rolon, Olga L- Holiday, Vacation, PTO	19	44.85	\$852.15
		Aeroteq Professional Services	OP09922463	Velez-Rolon, Olga L	32	48.36	\$1,547.52
		Aeroteq Professional Services	OP09922463	Velez-Rolon, Olga L- Vacation	9	44.85	\$403.65
		Aeroteq Professional Services	OP09938354	Velez-Rolon, Olga L	40	48.36	\$1,934.40
		Aeroteq Professional Services	OP09954270	Velez-Rolon, Olga L	40	48.36	\$1,934.40
		Communication Plan Total					
8.06 Total					164		\$7,832.76
	8.08 Develop Employee Retirement Plan	BMA Group	20-5172	Barreto Ocasio, Marta	58	72.38	\$4,198.04
		BMA Group	20-5402	Barreto Ocasio, Marta	78	22.62	\$1,764.36
		BMA Group	20-5400	Barreto Ocasio, Marta	68	22.62	\$1,538.16
		BMA Group	20-5401	Barreto Ocasio, Marta	58	22.62	\$1,311.96
		BMA Group	21-0115	Barreto Ocasio, Marta	72	95.00	\$6,840.00
		McConnell Valdes LLC	10351351	Carlos J Villafane	74.05	325.00	\$24,066.25
		Develop Employee Retirement Plan Total					
8.08 Total					408.05		\$39,718.77
	8.1 Compliance Plan	BMA Group	20-5172	Elias Rivera, Maria	80	95.00	\$7,600.00
		BMA Group	21-0115	Elias Rivera, Maria	64	95.00	\$6,080.00
		Compliance Plan Total					
8.1 Total					144		\$13,680.00
	10.02 Assuming Responsibility for Securing Use of Assets, Facilities,	Aeroteq Professional Services	OP09907027	Pagan, Glorybelle	40	21.00	\$840.00
		Aeroteq Professional Services	OC14210411	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aeroteq Professional Services	OP09922460	Pagan, Glorybelle	40	21.00	\$840.00
		Aeroteq Professional Services	OC14229035	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aeroteq Professional Services	OP09938351	Pagan, Glorybelle	40	21.00	\$840.00
		Aeroteq Professional Services	OC14250524	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Aeroteq Professional Services	OC14270920	Garcia Rodriguez, Fran	40	112.00	\$4,480.00
		Assuming Responsibility for Securing Use of Assets, Facilities,					
10.02 Total					280		\$20,440.00
	12.02 Required Insurance	Texas Series of Lockton Companies, LLC	18655339	Peter McGoldrick	1	325.00	\$325.00
		Texas Series of Lockton Companies, LLC	18655339	Todd Haselhorst	0.5	325.00	\$162.50
		Texas Series of Lockton Companies, LLC	18655339	Alberto Hernandez	0.5	125.00	\$62.50
		Vidal & Rodriguez, Inc.	43831	Credit for cost associated with the D&O insurance	1	(40,000.00)	(\$40,000.00)
		Required Insurance Total					
12.02 Total					3		(\$39,450.00)
Non HOC 15	LUMA MC Ongoing Back Office Support	Aeroteq Professional Services	OP09907026	Lora Mejia, Robert	24	39.20	\$940.80
		Aeroteq Professional Services	OP09907026	Lora Mejia, Robert- Holiday	8	32.20	\$257.60
		Aeroteq Professional Services	OP09922459	Lora Mejia, Robert	32	39.20	\$1,254.40
		Aeroteq Professional Services	OP09922459	Lora Mejia, Robert- Holiday	8	32.20	\$257.60
		Aeroteq Professional Services	OP09938350	Lora Mejia, Robert	40	39.20	\$1,568.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		AeroteK Professional Services	OP09938350	Lora Mejia, Robert- overtime	2.5	58.80	\$147.00
		AeroteK Professional Services	OP09954266	Lora Mejia, Robert	40	39.20	\$1,568.00
		AeroteK Professional Services	OP09954266	Lora Mejia, Robert- overtime	8	58.80	\$470.40
		People 2.0 North America	RL509379779	Ellen Lackey	52.25	56.00	\$2,926.00
		People 2.0 North America	RL509379781	Dennis Khiev	61.25	84.80	\$5,194.00
		People 2.0 North America	RL509379782	Tashera Warner	74.09	112.00	\$8,298.08
		People 2.0 North America	RL509382803	Lackey, Ellen	76.75	56.00	\$4,298.00
		People 2.0 North America	RL509382805	Khiev, Dennis	64.5	84.80	\$5,469.60
		People 2.0 North America	RL509382806	Warner, Tashera	87	112.00	\$9,744.00
	LUMA MC Ongoing Back Office Support Total						
Non HOC 15 Tot:					578.34		\$42,393.48
Non HOC 02	ServCo IT Systems	Smartbridge	INV_9594	Deepthi Raju	61.5	225.00	\$13,837.50
		Smartbridge	INV_9636	Deepthi Raju	87	225.00	\$19,575.00
		CSS International, Inc	19517	Hood, Scott	163	230.00	\$37,490.00
		CSS International, Inc	19516	Allen, Robert	162	210.00	\$34,020.00
		CSS International, Inc	19514	Heath, Janel	9	210.00	\$1,890.00
		CSS International, Inc	19515	Bennett, Dan	170	230.00	\$39,100.00
		Trans4mative	1532	Tyler R.	77	205.00	\$15,785.00
		Trans4mative	1518	Tyler R	94	205.00	\$19,270.00
		Trans4mative	1536	Tyler R	76	205.00	\$15,580.00
	ServCo IT Systems Total						
Non HOC 02 Tot:					899.5		\$196,547.50
Non HOC 06	Regulatory Support of Handover Checklist Items	AeroteK Professional Services	OP09907027	Hernandez Ramirez, Yan	32	21.00	\$672.00
		AeroteK Professional Services	OP09907027	Tavarez Duran, Claudia	30	18.20	\$546.00
		AeroteK Professional Services	OP09907027	Tavarez Duran, Claudia	8	14.95	\$119.60
		AeroteK Professional Services	OP09907027	Hernandez Ramirez, Yan- Holiday	8	17.25	\$138.00
		AeroteK Professional Services	OP09922460	Hernandez Ramirez, Yan	30	21.00	\$630.00
		AeroteK Professional Services	OP09922460	Tavarez Duran, Claudia	31.75	18.20	\$577.85
		AeroteK Professional Services	OP09922460	Hernandez Ramirez, Yan- Holiday	8	17.25	\$138.00
		AeroteK Professional Services	OP09922460	Hernandez Ramirez, Yan- Overtime	6	31.50	\$189.00
		AeroteK Professional Services	OP09922460	Tavarez Duran, Claudia- Holiday	8	14.95	\$119.60
		AeroteK Professional Services	OP09938351	Hernandez Ramirez, Yan	35	21.00	\$735.00
		AeroteK Professional Services	OP09938351	Tavarez Duran, Claudia	40	18.20	\$728.00
		AeroteK Professional Services	OP09938351	Hernandez Ramirez, Yan- Overtime	4.5	31.50	\$141.75
		AeroteK Professional Services	OP09938351	Hernandez Ramirez, Yan- PTO	6	17.25	\$103.50
		AeroteK Professional Services	OP09938351	Tavarez Duran, Claudia- Overtime	1.03	27.30	\$28.12
	Regulatory Support of Handover Checklist Items Total						
Non HOC 06 Tot:					248.28		\$4,866.42
Grand Total					14313.35		\$1,904,135.96

All Other Expense Items

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09907027	Sales Tax	\$8.36
		Aerotek Professional Services	OP09922460	Sales Tax	\$10.30
		Aerotek Professional Services	OP09938351	Sales Tax	\$11.02
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07A	Admin Fee	\$237.60
		American Relocation Connections, LLC	30029	Lump Sum	\$25,000.00
		American Relocation Connections, LLC	30027	Lump Sum	\$25,000.00
		American Relocation Connections, LLC	30205	Debbie Caron	\$850.00
		American Relocation Connections, LLC	30205	Dianne Gunderson	\$850.00
		American Relocation Connections, LLC	30205	Sarah Walker	\$850.00
		American Relocation Connections, LLC	30205	Marc Charbonneau	\$575.00
		American Relocation Connections, LLC	30205	Eduardo Sanvido	\$850.00
		American Relocation Connections, LLC	30205	Raphael Gignac	\$850.00
		American Relocation Connections, LLC	30205	Mark Mielke and Dan Bourdages	\$1,700.00
		American Relocation Connections, LLC	30205	Owen Engoertz and Navneet Bradoo	\$1,700.00
		American Relocation Connections, LLC	30205	Brenna Wise	\$850.00
		American Relocation Connections, LLC	30251	David Turcios- Quality Move Management	\$218.61
		American Relocation Connections, LLC	30450	Toni and Lindsey Petteplace- October Storage	\$1,557.39
		American Relocation Connections, LLC	30452	Raphael Gignac- Overseas shipping	\$7,432.94
		American Relocation Connections, LLC	30453	David (Jim) Kindachuck- October through December Storage	\$218.61
		American Relocation Connections, LLC	30454	Raphael Gignac- October through December storage	\$1,309.77
		American Relocation Connections, LLC	30455	Christa Sims- October through December storage	\$1,787.56
		American Relocation Connections, LLC	30456	John Gutierrez- October through December storage	\$1,048.48
		American Relocation Connections, LLC	30457	Navneet Bradoo- October through December storage	\$971.33
		American Relocation Connections, LLC	30458	M Humphreys- Rental Assistance fee	\$650.00
		American Relocation Connections, LLC	30460	G Tweten- October through December Storage	\$2,188.47
		American Relocation Connections, LLC	30461	Blair Boisvert- Overseas shipping	\$5,466.14
		American Relocation Connections, LLC	30466	H Gonzalez- Transferee file fee- Lump sum	\$2,500.00
		American Relocation Connections, LLC	30483	Johan Badenhort- Quality move management inc- overseas shipping	\$7,303.44
		American Relocation Connections, LLC	30484	Navneet Bradoo- Quality Move management- Overseas shipping	\$718.06
		ATCO Infrastructure Solutions Ltd	072020-2LB	Sandy Love COVID TEST 6/22-30	\$384.14
		ATCO Infrastructure Solutions Ltd	122020-2LB	Cell phones - November (TELUS)	\$1,488.28
		ATCO Infrastructure Solutions Ltd	122020-2LB	Vehicle expenses, baggage (Tye McAllister)	\$300.48
		ATCO Infrastructure Solutions Ltd	122020-2LB	Meals - Tye McAllister	\$28.80
		ATCO Infrastructure Solutions Ltd	122020-2LB	Sandy Love - Conference room booking, hotel, COVID testing, vehicle	\$1,163.07
		ATCO Infrastructure Solutions Ltd	122020-2LB	Kyle Fuhrer - Vehicle rental and expenses, COVID testing, taxi	\$1,625.20
		ATCO Infrastructure Solutions Ltd	122020-2LB	Insurance, toll - Amy Kingshott	\$348.20
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, travel expenses - Tyler Smith	\$271.78
		ATCO Infrastructure Solutions Ltd	122020-2LB	Hotel, travel expenses - Tyler Smith (Aug 1- 31); Hotel, insurance	\$9,347.55
		ATCO Infrastructure Solutions Ltd	122020-2LB	Meals - Amy Kingshott (4.49); Sandy Love (10.68)	\$15.17
		ATCO Infrastructure Solutions Ltd	122020-2LB	Baggage - Marc Charbonneau	\$37.09
		ATCO Infrastructure Solutions Ltd	012021-2LB	To balance receipts with invoice	(\$0.05)
		ATCO Infrastructure Solutions Ltd	012021-2LB	Eskelson, Chris- meals	\$356.13
		ATCO Infrastructure Solutions Ltd	012021-2LB	Blackmore, Kyle- meals	\$47.32
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Tina Bragg	\$265.34
		ATCO Infrastructure Solutions Ltd	012021-2LB	FRAGOMEN (CANADA) CO- Nassif, Alexandre relocation costs	\$1,051.90
		ATCO Infrastructure Solutions Ltd	012021-2LB	FRAGOMEN (CANADA) CO-Gutierrez Villamizar, John relocation	\$3,065.21
		ATCO Infrastructure Solutions Ltd	012021-2LB	Loo, Christopher-Hotel, power cables, vaccinations, ubers & taxi	\$3,346.71
		ATCO Infrastructure Solutions Ltd	012021-2LB	Loo, Christopher- Meals	\$234.41
		ATCO Infrastructure Solutions Ltd	012021-2LB	Loo, Christopher- Hotel, power cables, vaccinations, ubers & taxi	(\$302.00)
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Loo, Christopher flights	\$27.68
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Wilvers, Darrell Wilvers	\$920.55
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Wong, Richard flights	\$2,426.52
		ATCO Infrastructure Solutions Ltd	012021-2LB	Nassif, Alex- HDMI adapters, prescription, long distance cell ch	\$84.54
		ATCO Infrastructure Solutions Ltd	012021-2LB	Nassif, Alex- Meals	\$5.09
		ATCO Infrastructure Solutions Ltd	012021-2LB	Nassif, Alex- Vehicle rental	\$832.03
		ATCO Infrastructure Solutions Ltd	012021-2LB	Villamizar, John Gutierre- Baggage, uber, hotel fee	\$82.15
		ATCO Infrastructure Solutions Ltd	012021-2LB	Villamizar, John Gutierre- Meals	\$115.40

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		ATCO Infrastructure Solutions Ltd	012021-2LB	Villamizar, John Gutierre- Vehicle rental	\$2,636.31
		ATCO Infrastructure Solutions Ltd	012021-2LB	Gignac, Raphael- Jun 1-21 vaccine reimbursement	(\$1,297.00)
		ATCO Infrastructure Solutions Ltd	012021-2LB	Gignac, Raphael- Meals	\$50.52
		ATCO Infrastructure Solutions Ltd	012021-2LB	Tran, Hieu- Hotel, COVID test, ubers, pharmacy supplies, baggage	\$688.73
		ATCO Infrastructure Solutions Ltd	012021-2LB	Tran, Hieu- Meals	\$1,091.33
		ATCO Infrastructure Solutions Ltd	012021-2LB	Harbord, David- Meals	\$144.88
		ATCO Infrastructure Solutions Ltd	012021-2LB	Harbord, David- Taxi, baggage	\$43.39
		ATCO Infrastructure Solutions Ltd	012021-2LB	Bond, Paul- Hotel	\$142.00
		ATCO Infrastructure Solutions Ltd	012021-2LB	Bond, Paul- Meals	\$65.26
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Harbord, David flights	\$520.54
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Tran, Hieu flights	\$4.14
		ATCO Infrastructure Solutions Ltd	012021-2LB	TELUS- Cell Phones - December	\$2,222.80
		ATCO Infrastructure Solutions Ltd	012021-2LB	Cell Phones - December (TELUS)	\$2,211.38
		ATCO Infrastructure Solutions Ltd	012021-2LB	To balance with invoice due to rounding issue.	\$0.01
		ATCO Infrastructure Solutions Ltd	012021-2LB	Bridges, Amy flights (Maritime Travel)	\$1,036.04
		ATCO Infrastructure Solutions Ltd	012021-2LB	Cell Phones - December (TELUS)	\$728.55
		ATCO Infrastructure Solutions Ltd	012021-2LB	Incidental Relocation Allowance (Amy Bridges)	\$9,377.63
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel (Amy Bridges)	\$262.81
		ATCO Infrastructure Solutions Ltd	012021-2LB	Portillo, Evelyn flights (Maritime Travel)	\$2,282.87
		ATCO Infrastructure Solutions Ltd	012021-2LB	McAllister, Tye flights (Maritime Travel)	\$505.08
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, ubers & taxis, baggage, COVID test, headset (EverittPortillo, Evelyn)	\$924.86
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals (EverittPortillo, Evelyn)	\$25.73
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - EverittPortillo, Evelyn	\$649.21
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals- EverittPortillo, Evelyn	\$38.59
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - EverittPortillo, Evelyn	\$48.27
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle Rental - EverittPortillo, Evelyn	\$483.58
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, ubers & taxis, baggage, COVID test, headset - EverittPortillo, Evelyn	\$357.76
		ATCO Infrastructure Solutions Ltd	012021-2LB	Laird, Jessica flights (Maritime Travel)	\$503.34
		ATCO Infrastructure Solutions Ltd	012021-2LB	COVID test, taxi (Jessica Laird)	\$170.00
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Jessica Laird	\$41.57
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Jessica Laird	\$41.15
		ATCO Infrastructure Solutions Ltd	012021-2LB	Love, Sandy flights (Maritime Travel)	\$31.64
		ATCO Infrastructure Solutions Ltd	012021-2LB	Fuhrer, Kyle flights (Maritime Travel)	\$62.55
		ATCO Infrastructure Solutions Ltd	012021-2LB	Smith, Tyler flights (Maritime Travel)	\$663.87
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, COVID test (Fuhrer, Kyle)	\$298.00
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, office supplies (Sandy Love)	\$46.73
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Blair Boisvert	\$99.18
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Sandy Love	\$166.66
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle Rental - Sandy Love	\$1,941.84
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle rental - Blair Boisvert	\$724.49
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, office supplies - Sandy Love	\$1,483.19
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel - Amy Kingshott	\$1,070.87
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Fuhrer, Kyle	\$18.14
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Sandy Love	\$46.86
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel - Tyler Smith	\$154.00
		ATCO Infrastructure Solutions Ltd	012021-2LB	Eskelson, Chris- Hotels, power bars	\$6,020.80
		ATCO Infrastructure Solutions Ltd	012021-2LB	Graham, Luc- Meals	\$68.94
		ATCO Infrastructure Solutions Ltd	012021-2LB	Petteplace, Toni- Hotel credit	(\$134.06)
		ATCO Infrastructure Solutions Ltd	012021-2LB	Petteplace, Lindsey- Meals	\$203.40
		ATCO Infrastructure Solutions Ltd	012021-2LB	Petteplace, Lindsey- Office supplies (desk, chairs, TV & transmi	\$2,989.13
		ATCO Infrastructure Solutions Ltd	012021-2LB	Petteplace, Lindsey- Parking	\$123.98
		ATCO Infrastructure Solutions Ltd	012021-2LB	Eskelson, Chris- Vehicle rental	\$4,238.88
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL-Tonsi, Terry flights	\$531.62
		ATCO Infrastructure Solutions Ltd	012021-2LB	Blackmore, Kyle- Parking	\$8.17
		ATCO Infrastructure Solutions Ltd	012021-2LB	Turcios, David- Vehicle rental	\$2,875.92
		ATCO Infrastructure Solutions Ltd	012021-2LB	Turcios, David- PPE for numerous LUMA personnel, courier fee	\$2,566.05
		ATCO Infrastructure Solutions Ltd	012021-2LB	Blackmore, Kyle- Hotel, office supplies, PPE	\$873.64
		ATCO Infrastructure Solutions Ltd	012021-2LB	Blackmore, Kyle- Vehicle rental	\$2,910.50
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Finkbiner, Pat flights	\$277.50
		ATCO Infrastructure Solutions Ltd	012021-2LB	Mielke, Mark- Meals	\$68.07

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		ATCO Infrastructure Solutions Ltd	012021-2LB	Mielke, Mark- Vehicle rental	\$2,856.07
		ATCO Infrastructure Solutions Ltd	012021-2LB	Tulan, Narad-Hotel, COVID tests	\$3,575.85
		ATCO Infrastructure Solutions Ltd	012021-2LB	Sanche, Lionel- APEGA membership fee, hotel, COVID test, bag	\$630.51
		ATCO Infrastructure Solutions Ltd	012021-2LB	Sanche, Lionel- Vehicle rental	\$2,079.64
		ATCO Infrastructure Solutions Ltd	012021-2LB	Tulan, Narad- Hotel, COVID tests	\$564.55
		ATCO Infrastructure Solutions Ltd	012021-2LB	Mielke, Mark- Hotel	\$403.63
		ATCO Infrastructure Solutions Ltd	012021-2LB	Mielke, Mark- Parking	\$39.84
		ATCO Infrastructure Solutions Ltd	012021-2LB	Tulan, Narad- Vehicle rental	\$1,440.22
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Tulan, Narad (Rad) flights	\$1,975.10
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Smeall, Greg flights	\$551.83
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Sanche, Lionel flights	\$1,555.12
		ATCO Infrastructure Solutions Ltd	012021-2LB	Pincott, Donna flights (Maritime Travel)	\$1,812.67
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, meeting room rentals, office supplies, flight, in-flight wif	\$21,456.46
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle Rental - Tina Bragg	\$4,786.26
		ATCO Infrastructure Solutions Ltd	012021-2LB	Kostek, Robin flights (Maritime Travel)	\$62.55
		ATCO Infrastructure Solutions Ltd	012021-2LB	COVID test - Robin Kostek	\$120.66
		ATCO Infrastructure Solutions Ltd	012021-2LB	Kostyk, Kalen flights (Maritime Travel)	\$40.66
		ATCO Infrastructure Solutions Ltd	012021-2LB	Caron, Debbie flights (Maritime Travel)	\$51.31
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, COVID test, baggage, taxi (Debbie Caron)	\$112.99
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, COVID test, baggage, taxi (Debbie Caron)	\$239.05
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Debbie Caron	\$84.32
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Kalen Kostyk	\$239.66
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle rental - Debbie Caron	\$451.45
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Kalen Kostyk	\$401.94
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, COVID test, baggage, taxi - Debbie Caron	\$60.72
		ATCO Infrastructure Solutions Ltd	012021-2LB	US Visa - Kalen Kostyk	\$439.94
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Blackmore, Jenn	\$25.30
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle Rental - Blackmore, Jenn	\$1,101.59
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Jenn Blackmore	\$180.43
		ATCO Infrastructure Solutions Ltd	012021-2LB	Clark, Curtis flights (Maritime Travel)	\$1,290.16
		ATCO Infrastructure Solutions Ltd	012021-2LB	Industry safety standard for development of LUMA safety syste	\$466.86
		ATCO Infrastructure Solutions Ltd	012021-2LB	To balance with the invoice due to rounding issue.	\$0.01
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Anne Yeomans	\$10.04
		ATCO Infrastructure Solutions Ltd	012021-2LB	Cartwright, Richard flights (Maritime Travel)	\$600.69
		ATCO Infrastructure Solutions Ltd	012021-2LB	Humphreys, Mark flights (Maritime Travel)	\$812.74
		ATCO Infrastructure Solutions Ltd	012021-2LB	Hotel, COVID test, taxi & ubers - Richard Cartwright	\$635.95
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Richard Cartwright	\$1,376.36
		ATCO Infrastructure Solutions Ltd	012021-2LB	APEGA membership fee (Mark Humphreys)	\$310.04
		ATCO Infrastructure Solutions Ltd	012021-2LB	Jubenville, Colette flights (Maritime Travel)	\$623.27
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Tweten, Gabriela	\$35.71
		ATCO Infrastructure Solutions Ltd	012021-2LB	Vehicle rental - Tweten, Gabriela	\$1,275.26
		ATCO Infrastructure Solutions Ltd	012021-2LB	Office supplies (toners, universal device docks and adapters, iP	\$3,666.63
		ATCO Infrastructure Solutions Ltd	012021-2LB	Badenhorst, Johannes flights (Maritime Travel)	\$27.68
		ATCO Infrastructure Solutions Ltd	012021-2LB	Flights, membership application and fee, COVID test and vaccin	\$134.75
		ATCO Infrastructure Solutions Ltd	012021-2LB	Flights, membership application and fee, COVID test and vaccin	\$1,622.53
		ATCO Infrastructure Solutions Ltd	012021-2LB	Parking - Johan Badenhorst	\$4.44
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Johan Badenhorst	\$10.32
		ATCO Infrastructure Solutions Ltd	012020-2LB	To balance with the invoice due to rounding issue.	(\$0.01)
		ATCO Infrastructure Solutions Ltd	012020-2LB	Martinez, Jose immigration costs (ZEMP LAW GROUP)	\$1,020.27
		BridgeSource Utilities Solutions, LLC	1006	John Wazney	\$2,875.38
		BridgeSource Utilities Solutions, LLC	1006	John Wazney- hotel	\$3,924.00
		BridgeSource Utilities Solutions, LLC	1006	Randi Boswell- Hotel	\$2,289.00
		BridgeSource Utilities Solutions, LLC	1006	Randi- Per Diem	\$2,625.00
		BridgeSource Utilities Solutions, LLC	1006	Randi- flight	\$572.05
		Covington & Burling LLP	60925487	Courtesy Discount	(\$2,500.00)
		District View Office Center	INV-2019-1898	Standard Plus Virtual Office Plan	\$199.95
		District View Office Center	INV-2019-1899	Standard Plus Virtual Office Plan for the period Feb 1 - 28, 202	\$199.95
		District View Office Center	INV-2019-1899	UPS Service (UPS sent to Quanta Centennial, CO 80112 1/8/20)	\$44.55
		District View Office Center	INV-2019-1900	Standard Plus Virtual Office Plan for the period Feb 1 - 28, 202	\$199.95
		DLA Piper LLP (US)	431209	Hours for Cerezo, Francisco (Partner)	\$6,127.50

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		DLA Piper LLP (US)	431209	Hours for Buxeda, Nikos (Partner)	\$231.00
		DLA Piper LLP (US)	431209	Hours for Álvarez, Camille (Associate)	\$286.00
		DLA Piper LLP (US)	431209	Hours for Figueroa, Miriam (Partner)	\$2,307.50
		DLA Piper LLP (US)	431209	Hours for Kuhn, Jeffrey D. (Of Counsel)	\$640.50
		DLA Piper LLP (US)	431209	Hours for Lipkin, Harriet A. (Partner)	\$1,066.50
		International Business Machines Corporation (IBM)	CMOC1MM	Travel charges- COVID test	\$139.99
		Laboratorio Clinico El Morro, Inc.	6	COVID tests	\$3,550.00
		Laboratorio Clinico El Morro, Inc.	7	COVID tests	\$1,550.00
		Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	90313899	Cost for services provided by Sanabria Buermeister Garcia & B	\$2,070.50
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Hard hats for LUMA employees Columbia Safety & Industrial S	\$595.00
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	LUMA Transition Handbooks CME Printing Inc (Inv#144639)	\$408.87
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Safety vests for LUMA employees (Columbia Safety & Industria	\$1,910.00
		Quanta Workforce Solutions, LLC	QWS-082020-2B	Par Electric Contractors - Gregg Doeden-Airfare	\$1,515.57
		Quanta Workforce Solutions, LLC	QWS-082020-2B	Par Electric Contractors - Gregg Doeden-Ground Transportatio	\$107.28
		Quanta Workforce Solutions, LLC	QWS-082020-2B	Par Electric Contractors - Gregg Doeden-Meals & Ent	\$176.61
		Quanta Workforce Solutions, LLC	QWS-092020-2B	Deloitte-Shadow payroll and hypo tax consulting	\$2,625.00
		Quanta Workforce Solutions, LLC	QWS-092020-2B	Separate Microsoft LUMA licenses (July)	\$1,317.00
		Quanta Workforce Solutions, LLC	QWS-092020-2B	Separate Microsoft LUMA licenses (Aug)	\$1,707.75
		Quanta Workforce Solutions, LLC	QWS-092020-2B	Separate Microsoft LUMA licenses (Sept)	\$2,816.02
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Plane/Train Exp	\$1,426.38
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Taxi/Car Rental	\$1,765.90
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Auto Maint/Fuel	\$11.86
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Associ - Taxi/Car Rental	\$17.16
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Associa - Lodging	\$1,197.05
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Associa- Dues And Subscrip	\$6.99
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Advertising	\$3,000.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	HALO Branded Solutions Inc -Promotions	\$992.09
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Covid tests - US	\$3,150.00
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -IC Taxi/Car Rental	\$48.07
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Meals & Ent	\$276.49
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Travel Other	\$5.45
		Quanta Workforce Solutions, LLC	QWS-122020-2B	PNC Bank National Association -Other Gen & Admin	\$355.21
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Jacob Watson -Assessment Supplies	\$1,330.91
		Quanta Workforce Solutions, LLC	QWS-012021-2B	IT Infrastructure -Monthly IT Infrastructure charge	\$1,552.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	CME Printing Inc - Invoice #:145195/145190/145194 Printing &	\$540.68
		Quanta Workforce Solutions, LLC	QWS-012021-2B	CME Printing Inc - Invoice #:145587 - Promotions	\$2,786.52
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - Taxi/Car Rental	\$3,144.25
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - 50% Meals & Ent	\$91.87
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Office Supplies	\$516.75
		Quanta Workforce Solutions, LLC	QWS-012021-2B	January Lease Pass Through - NLC - Vehicle Expenses	\$894.94
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Mike Pepin	\$979.40
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Josh Weise	\$59.75
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Jose Lopez	\$921.61
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Jose Lopez -Assessment Supplies	\$42.36
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Jose Lopez -Taxi/Rental Car/Tolls	\$42.71
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Jacob Watson	\$754.73
		Quanta Workforce Solutions, LLC	QWS-012021-2B	NLC - Jacob Phelps	\$1,060.40
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Covid tests - PR	\$360.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association	\$3,065.28
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Misc	\$44.70
		Quanta Workforce Solutions, LLC	QWS-012021-2B	Cole, Cheryl A - Invoice #:101120-0111211CC - Mileage	\$100.63
		Quanta Workforce Solutions, LLC	QWS-012021-2B	Cole, Cheryl A - Invoice #:101120-0111211CC -Travel Other	\$160.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	Accessory One - Hardware Expense	\$40.50
		Quanta Workforce Solutions, LLC	QWS-012021-2B	JAN21 VRZN Allocation	\$71.47
		Quanta Workforce Solutions, LLC	QWS-012021-2B	JAN21 BOIT JE -Hosting Subscription Services	\$4,214.21
		Quanta Workforce Solutions, LLC	QWS-012021-2B	JAN21 AT&T Allocation -Office Cell Phone	\$5,340.73
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - Auto Maint/Fuel	\$253.82
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Hotel	\$13.75
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -meals	\$135.79
		Quanta Workforce Solutions, LLC	QWS-012021-2B	QT Don Hall - Transportation - Airfare	\$137.74

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Quanta Workforce Solutions, LLC	QWS-012021-2B	QT Don Hall - Transportation - Rental Car	\$24.50
		Quanta Workforce Solutions, LLC	QWS-012021-2B	QT Don Hall - Transportation - Taxi	\$28.61
		Quanta Workforce Solutions, LLC	QWS-012021-2B	QT Don Hall - Meals	\$571.33
		Quanta Workforce Solutions, LLC	QWS-012021-2B	QT Don Hall - Supplies	\$118.33
		Quanta Services Puerto Rico, LLC	QSPR-122020-3B	Outlet 66 Mall-Correction - Storage Facility Lease incorrectly billed	(\$4,000.00)
		Global Project Solutions, LLC	21-1003	Rapid PCR - COVID Test (Results Negative)	\$95.00
		Global Project Solutions, LLC	21-1003	Monthly Lease per contract - \$100/day	\$3,100.00
		Global Project Solutions, LLC	21-1003	Daily Per Diem - \$175/day @ 26 days (Based on timesheets days)	\$4,550.00
		Global Project Solutions, LLC	21-1003	Insurance as per Contract (Liability)- Monthly Installments	\$631.61
		Global Project Solutions, LLC	21-1003	Insurance as per Contract (additional)- Monthly Installments (\$	\$97.70
		Global Project Solutions, LLC	21-1003	United Flight SJU-IAH-SJU Depart Jan 29 Return Feb 14	\$494.40
		Resources Global Professionals (RGP)	RGP1056303	Miguel Marin- parking/tolls	\$39.35
		Greg Sarich	1/8/2021	Hotel room- Dallas	\$236.17
		Greg Sarich	1/8/2021	Airfare for final relocation	\$344.60
		Office Depot	130365663001	Shredder credit for invoice 131505445001	(\$49.99)
		Office Depot	130365663001	credit for sales tax	(\$5.75)
		Office Depot	147985379001	Sales Tax	\$12.01
		Office Depot	147985379001	Office supplies- Envelopes, highlighters, paper towels, Flags, Pa	\$122.90
		Office Depot	143432014001	Sales Tax	\$0.69
		Office Depot	143432014001	Eraser, Whiteboard, magnetic (4qty)	\$5.96
		Office Depot	143432012001	Tape dispenser, stapler, staples, note pack, Dry erase markers	\$176.98
		Office Depot	143432012001	Fees and sales tax	\$21.11
		Office Depot	141046766001	Sales Tax	\$46.00
		Office Depot	141046766001	Delivery	\$39.99
		Office Depot	141046766001	Desk- Magellan, Cherry	\$399.99
		Office Depot	141045063001	Sales Tax	\$0.80
		Office Depot	141045063001	Memo book - 5QTy	\$6.95
		Office Depot	141045059001	Spiral notebook (5 qty)	\$2.95
		Office Depot	141044703001	Sales Tax	\$3.53
		Office Depot	141044703001	Paper, Notebook, Stapler, Marker	\$34.50
		Office Depot	138875174001	Sales Tax	\$0.80
		Office Depot	138875174001	Memo book (5 qty)	\$6.95
		Office Depot	152157113001	Sales Tax	\$17.09
		Office Depot	152157113001	Binders (4 qty) and index maker (3 qty)	\$148.57
		Office Depot	147988008001	Sales Tax	\$3.07
		Office Depot	147988008001	Porfolios (30qty)	\$26.70
		Office Depot	143432012003	Sales Tax	\$26.35
		Office Depot	143432012003	Copy paper (5 qty) Legal copy paper (1 qty)	\$229.14
		Martel, Inc	20-10-0189	Sales Tax	\$416.00
		Martel, Inc	20-10-0189	IT Deskside support services- 1 month	\$10,400.00
		Martel, Inc	20-12-0222	Sales Tax	\$2,587.50
		Martel, Inc	20-12-0222	100 Monitors	\$22,500.00
		Martel, Inc	20-12-0223	Sales Tax	\$742.40
		Martel, Inc	20-12-0223	IT helpdesk services	\$18,560.00
		Martel, Inc	20-21-0230	Sales Tax	\$742.40
		Martel, Inc	20-21-0230	IT Helpdesk service, equipment provision, troubleshoot and ins	\$18,560.00
		Martel, Inc	21-01-0003	Sales Tax	\$492.80
		Martel, Inc	21-01-0003	Troubleshoot and installations (160hrs) and (32 hrs) holiday tir	\$12,320.00
		Martel, Inc	20-10-0185	Sales Tax	\$402.50
		Martel, Inc	20-10-0185	Keyboard and mouse set	\$3,500.00
		Martel, Inc	20-10-0184	Sales Tax	\$986.70
		Martel, Inc	20-10-0184	LED monitor	\$8,580.00
		General & Transition Management Total			
1 Total					\$428,865.44
	1.02 Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to inc	Alumbra LLC	93	Paul Raver	\$1,848.20
		Alumbra LLC	93	Paul Raver- Per Diem	\$875.00
		Alumbra LLC	95	Bill Leasure	\$2,566.00
	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to inc				
1.02 Total					\$5,289.20
	2.0304 Fleet Management Plan	Alumbra LLC	91	Sales Tax	\$142.80

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
	Fleet Management Plan Total				
2.0304 Total					\$142.80
2.0312	Vegetation Management Plan	Alumbra LLC	91	Sales Tax	\$142.80
		Alumbra LLC	96	To balance receipts with invoice	(\$0.11)
	Vegetation Management Plan Total				
2.0312 Total					\$142.69
2.05	Environmental Exposure Management Plan	ERM-PR, Inc.	17984	Sales Tax	\$2,619.15
		ERM-PR, Inc.	18038	Airfare- Ricardo Silva	\$750.00
		ERM-PR, Inc.	18038	Per Diem- Vilma Perez and Belyneth Deliz	\$450.00
		ERM-PR, Inc.	18038	Hotel- Ricardo Silva	\$1,000.00
		ERM-PR, Inc.	18038	Car rental and mileage- Ramon Ramos, Vilma Perez, Belyneth t	\$1,129.60
		ERM-PR, Inc.	18048	Sales Tax	\$797.55
		ERM-PR, Inc.	18048	Ramon Ramos Toro- Lightbox Standard	\$4,880.00
		ERM-PR, Inc.	18049	Sales Tax	\$795.60
		ERM-PR, Inc.	18049	QNOPY Subscription	\$15,200.00
	Environmental Exposure Management Plan Total				
2.05 Total					\$27,621.90
3.04	Development of System Remediation Plan	Cigna	5244605	Credit for Employee health benefit premiums for Nov 2020 (see	(\$86,652.87)
		Cigna	5226372	Credit for Employee health benefits for October 2020 (see Inv	(\$122,183.38)
		AMOWF, LLC	AMW-1.0	Facility lease for December	\$8,500.00
		AMOWF, LLC	AMW-1.0	Facility Lease for January	\$8,500.00
	Development of System Remediation Plan Total				
3.04 Total					(\$191,836.25)
4.02	Evaluating and Updating Customer Service Policies and Procedures	Alumbra LLC	93	Matt Ward	\$1,499.40
		Alumbra LLC	93	Sales Tax	\$479.75
		Alumbra LLC	93	Matt Ward - Per Diem	\$875.00
		Alumbra LLC	95	Sales Tax	\$899.60
	Evaluating and Updating Customer Service Policies and Procedures Tot				
4.02 Total					\$3,753.75
4.04	Development of a Customer Service Transition Plan	Alumbra LLC	92	To balance receipts with invoice	(\$0.02)
		Alumbra LLC	93	Sales Tax	\$479.75
		Alumbra LLC	94	To balance receipts with invoice	(\$0.99)
		Alumbra LLC	95	Sales Tax	\$899.60
		Alumbra LLC	95	To balance receipts with invoice	\$0.37
		Alumbra LLC	95	Stuart Walters and Juan Carlos Blacker	\$4,276.70
		Alumbra LLC	95	Stuart Walters and Juan Carlos Blacker- Per Diem	\$3,325.00
		BridgeSource Utilities Solutions, LLC	1006	Sales tax for Randi and John	\$2,508.02
	Development of a Customer Service Transition Plan Total				
4.04 Total					\$11,488.43
5.07	Commencement Cutover Planning	International Business Machines Corporation (IBM)	CM0C1MM	Sales Tax	\$1,189.20
		International Business Machines Corporation (IBM)	C21BFML	Sales Tax	\$14,223.52
	Commencement Cutover Planning Total				
5.07 Total					\$15,412.72
6.01	Detailed Description of Approach to Budgeting and Reporting	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07C	Admin Fee	\$4,450.50
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07C	Less 20% discount	(\$37,087.50)
	Detailed Description of Approach to Budgeting and Reporting Total				
6.01 Total					(\$32,637.00)
7.05	Project Worksheet Assessment (also covered under Section 4.3)	Innovative Emergency Management, Inc. (IEM)	20342-WO1-004	Credit towards 20342-WO1-004B Lodging	(\$167.00)
	Project Worksheet Assessment (also covered under Section 4.3) Total				
7.05 Total					(\$167.00)
8.02	Recruiting and Staffing	Aerotek Professional Services	OP09826263	Sales Tax	\$87.62
		Aerotek Professional Services	OP09891238	Sales Tax	\$84.54
		Aerotek Professional Services	OP09891241	Sales Tax	\$17.59
		Aerotek Professional Services	OP09907028	Sales Tax	\$17.59
		Aerotek Professional Services	OP09907027	Sales Tax	\$8.35
		Aerotek Professional Services	OP09907025	Sales Tax	\$77.16
		Aerotek Professional Services	OP09907024	Sales Tax	\$139.91
		Aerotek Professional Services	OP09922462	Sales Tax	\$12.57
		Aerotek Professional Services	OP09922461	Sales Tax	\$58.48
		Aerotek Professional Services	OP09922460	Sales Tax	\$10.30

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Aerotek Professional Services	OP09938353	Sales Tax	\$16.27
		Aerotek Professional Services	OP09938352	Sales Tax	\$59.15
		Aerotek Professional Services	OP09938351	Sales Tax	\$11.02
		Aerotek Professional Services	OP09938349	Sales Tax	\$161.82
		BMA Group	20-5172	Sales Tax	\$230.66
		BMA Group	20-5343	Sales Tax	\$238.61
		BMA Group	20-5343	Rolon Rivera, Mariely	\$5,790.40
		BMA Group	20-5402	Sales Tax	\$71.48
		BMA Group	20-5400	Sales Tax	\$59.72
		BMA Group	20-5401	Sales Tax	\$60.62
		BMA Group	21-0115	Sales Tax	\$273.60
		Foxhound Partners	1209	Search initiation fee for Director, Tech Infrastructure and Direc	\$10,000.00
	Recruiting and Staffing Total				
8.02 Total					\$17,487.46
8.06	Communication Plan	Aerotek Professional Services	OP09907029	Sales Tax	\$20.13
		Aerotek Professional Services	OP09922463	Sales Tax	\$19.52
		Aerotek Professional Services	OP09938354	Sales Tax	\$19.34
		Aerotek Professional Services	OP09954270	Sales Tax	\$19.34
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Bound presentation - PREPA Inaugural Meeting Kroma Adverti	\$1,945.49
		OGMA Language Studio	8Q-012921-1	Sales Tax	\$56.80
		OGMA Language Studio	8Q-012921-1	Package LUMA- January 2021 Language Service package	\$1,420.00
		Carimus Consulting	3982	Creative- Graphic Design, print, UI- Support retainer	\$10,125.00
		Carimus Consulting	3989	Project Management, Product Management- Backend Custom	\$48,228.75
		Kroma Advertising	2021-0029	Media Monitoring	\$1,872.00
		Kroma Advertising	2021-0029	Monthly fee- January 2021	\$15,000.00
	Communication Plan Total				
8.06 Total					\$78,726.37
8.08	Develop Employee Retirement Plan	BMA Group	20-5172	Sales Tax	\$230.65
		BMA Group	20-5343	Sales Tax	\$238.61
		BMA Group	20-5343	Barreto Ocasio, Marta	\$5,645.64
		BMA Group	20-5402	Sales Tax	\$71.48
		BMA Group	20-5400	Sales Tax	\$59.71
		BMA Group	20-5401	Sales Tax	\$60.62
		BMA Group	21-0115	Sales Tax	\$273.60
		Cigna	31694_090120	Credit for September	(\$509.86)
		Cigna	31694_100120	Insurance coverage for October	(\$909.47)
		Cigna	31694_110120	CREDIT- Basic Term Life, Voluntary Term Life, Basic AD&D, Volu	(\$972.84)
		Cigna	31694-120120	CREDIT-Basic term life, Voluntary term life, Basic AD&D, Volun	(\$1,075.72)
	Develop Employee Retirement Plan Total				
8.08 Total					\$3,112.42
8.1	Compliance Plan	BMA Group	20-5172	Sales Tax	\$230.65
		BMA Group	20-5343	Sales Tax	\$238.61
		BMA Group	20-5343	Elias Rivera, Maria	\$6,460.00
		BMA Group	21-0115	Sales Tax	\$273.60
	Compliance Plan Total				
8.1 Total					\$7,202.86
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, e	Aerotek Professional Services	OP09907027	Sales Tax	\$8.36
		Aerotek Professional Services	OC14210411	Sales Tax	\$44.80
		Aerotek Professional Services	OP09922460	Sales Tax	\$10.30
		Aerotek Professional Services	OC14229035	Sales Tax	\$44.80
		Aerotek Professional Services	OP09938351	Sales Tax	\$11.01
		Aerotek Professional Services	OC14250524	Sales Tax	\$44.80
		Aerotek Professional Services	OC14270920	Sales Tax	\$44.80
	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, e				
10.02 Total					\$208.87
Non HOC 01	ManagementCo IT Systems	Oracle America, Inc.	1023357	NetSuite OpenAir PSA Cloud Service User- Qty 15	\$2,205.00
		Quanta Workforce Solutions, LLC	QWS-082020-2B	Federal Express Corporation-IT Equipment to LUMA- freight	\$8,151.51
	ManagementCo IT Systems Total				
Non HOC 01 Tot					\$10,356.51
Non HOC 15	LUMA MC Ongoing Back Office Support	Aerotek Professional Services	OP09907026	Sales Tax	\$11.99

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Aeroteck Professional Services	OP09922459	Sales Tax	\$15.12
		Aeroteck Professional Services	OP09938350	Sales Tax	\$17.15
		Aeroteck Professional Services	OP09954266	Sales Tax	\$20.38
		ATCO Infrastructure Solutions Ltd	012021-2LB	Professional services - PricewaterhouseCoopers LLP	\$50,693.28
		Office Depot	1.37394E+11	Eraser, whiteboard 2x4	(\$2.98)
	LUMA MC Ongoing Back Office Support Total				
Non HOC 15 Total					\$50,754.94
Non HOC 02	ServCo IT Systems	Oracle America, Inc.	990921	NetSuite OpenAir PSA Cloud Service User	\$1,470.00
		Oracle America, Inc.	1020132	OpenAir PSA cloud service user, Professional connector cloud s	\$1,874.08
		CSS International, Inc	19518	Hood, Scott- Software subscriptions	\$205.00
		Chubb Insurance Company of Puerto Rico	E-97506	CHUBB SFTP	\$1,200.00
	ServCo IT Systems Total				
Non HOC 02 Total					\$4,749.08
Non HOC 07	Front-End Transition Legal support and advice	ATCO Infrastructure Solutions Ltd	072020-2LB	CREDIT - Bennett Jones billable legal costs	(\$6,427.83)
		ATCO Power (2010) Ltd.	082020-2LB	CREDIT - Bennett Jones - Billable legal costs for LUMA	(\$33,514.25)
		ATCO Power (2010) Ltd.	092020-2LB	CREDIT - Bennett Jones legal costs for LUMA	(\$1,086.82)
	Front-End Transition Legal support and advice Total				
Non HOC 07 Total					(\$41,028.90)
Non HOC 06	Regulatory Support of Handover Checklist Items	Aeroteck Professional Services	OP09907027	Sales Tax	\$8.36
		Aeroteck Professional Services	OP09922460	Sales Tax	\$10.29
		Aeroteck Professional Services	OP09938351	Sales Tax	\$11.01
	Regulatory Support of Handover Checklist Items Total				
Non HOC 06 Total					\$29.66
Grand Total					\$399,675.95

Summary of Additional Costs & Expenses by Invoice

Vendor	Invoice #	Total (USD)
Aerotek Professional Services	OP09826263	\$8,854.82
Aerotek Professional Services	OP09891238	\$8,542.15
Aerotek Professional Services	OP09891241	\$1,775.51
Aerotek Professional Services	OP09907028	\$1,775.51
Aerotek Professional Services	OP09907027	\$3,374.63
Aerotek Professional Services	OP09907026	\$1,210.39
Aerotek Professional Services	OP09907025	\$7,793.76
Aerotek Professional Services	OP09907024	\$14,128.31
Aerotek Professional Services	OC14210411	\$4,524.80
Aerotek Professional Services	OP09907029	\$2,032.92
Aerotek Professional Services	OP09922463	\$1,970.69
Aerotek Professional Services	OP09922462	\$1,269.11
Aerotek Professional Services	OP09922461	\$5,907.88
Aerotek Professional Services	OP09922460	\$4,159.39
Aerotek Professional Services	OP09922459	\$1,527.12
Aerotek Professional Services	OP09922458	\$15,574.67
Aerotek Professional Services	OC14229035	\$4,524.80
Aerotek Professional Services	OP09938354	\$1,953.74
Aerotek Professional Services	OP09938353	\$1,643.15
Aerotek Professional Services	OP09938352	\$5,973.95
Aerotek Professional Services	OP09938350	\$1,732.15
Aerotek Professional Services	OP09938351	\$4,449.18
Aerotek Professional Services	OP09938349	\$16,343.82
Aerotek Professional Services	OC14250524	\$4,524.80
Aerotek Professional Services	OP09954270	\$1,953.74
Aerotek Professional Services	OP09954266	\$2,058.78
Aerotek Professional Services	OC14270920	\$4,524.80
Alumbra LLC	90	\$27,030.00
Alumbra LLC	91	\$7,425.60
Alumbra LLC	92	\$106,750.00
Alumbra LLC	93	\$30,044.60
Alumbra LLC	94	\$112,537.50
Alumbra LLC	95	\$56,946.90
Alumbra LLC	96	\$87,173.75
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07C	\$152,800.50
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07A	\$8,157.60
American Relocation Connections, LLC	30029	\$25,000.00
American Relocation Connections, LLC	30027	\$25,000.00
American Relocation Connections, LLC	30205	\$9,075.00
American Relocation Connections, LLC	30251	\$218.61
American Relocation Connections, LLC	30450	\$1,557.39
American Relocation Connections, LLC	30452	\$7,432.94
American Relocation Connections, LLC	30453	\$218.61
American Relocation Connections, LLC	30454	\$1,309.77
American Relocation Connections, LLC	30455	\$1,787.56
American Relocation Connections, LLC	30456	\$1,048.48
American Relocation Connections, LLC	30457	\$971.33
American Relocation Connections, LLC	30458	\$650.00
American Relocation Connections, LLC	30460	\$2,188.47
American Relocation Connections, LLC	30461	\$5,466.14
American Relocation Connections, LLC	30466	\$2,500.00
American Relocation Connections, LLC	30483	\$7,303.44
American Relocation Connections, LLC	30484	\$718.06
ATCO Infrastructure Solutions Ltd	072020-2LB	(\$6,043.69)
ATCO Infrastructure Solutions Ltd	122020-2LB	\$14,625.62
ATCO Infrastructure Solutions Ltd	012021-2LB	\$179,927.86
ATCO Infrastructure Solutions Ltd	012020-2LB	\$1,020.26

Vendor	Invoice #	Total (USD)
ATCO Power (2010) Ltd.	082020-2LB	(\$33,514.25)
ATCO Power (2010) Ltd.	092020-2LB	(\$1,086.82)
BridgeSource Utilities Solutions, LLC	1006	\$80,693.45
Covington & Burling LLP	60925487	\$38,396.00
District View Office Center	INV-2019-1898	\$199.95
District View Office Center	INV-2019-1899	\$244.50
District View Office Center	INV-2019-1900	\$199.95
DLA Piper LLP (US)	431209	\$10,659.00
DLA Piper LLP (US)	4058120	\$31,572.00
Innovative Emergency Management, Inc. (IEM)	20342-WO1-004	(\$167.00)
International Business Machines Corporation (IBM)	CMOC1MM	\$31,059.19
International Business Machines Corporation (IBM)	C21BFML	\$369,811.52
Iris Vargas	LE 2020-15	\$6,080.00
Iris Vargas	LE 2021-01	\$5,760.00
Laboratorio Clinico El Morro, Inc.	6	\$3,550.00
Laboratorio Clinico El Morro, Inc.	7	\$1,550.00
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	90313899	\$2,070.50
Oracle America, Inc.	990921	\$1,470.00
Oracle America, Inc.	1020132	\$1,874.08
Oracle America, Inc.	1023357	\$2,205.00
People 2.0 North America	RL509354085	\$1,216.00
People 2.0 North America	RL509351884-R1	\$12,882.00
People 2.0 North America	RL509379779	\$2,926.00
People 2.0 North America	RL509379780	\$5,292.00
People 2.0 North America	RL509379781	\$5,194.00
People 2.0 North America	RL509379782	\$8,298.08
People 2.0 North America	RL509382803	\$4,298.00
People 2.0 North America	RL509382804	\$10,080.00
People 2.0 North America	RL509382805	\$5,469.60
People 2.0 North America	RL509382806	\$9,744.00
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	\$19,770.04
Quanta Workforce Solutions, LLC	QWS-082020-2B	\$9,950.97
Quanta Workforce Solutions, LLC	QWS-092020-2B	\$22,145.77
Quanta Workforce Solutions, LLC	QWS-122020-2B	\$12,252.65
Quanta Workforce Solutions, LLC	QWS-012021-2B	\$33,892.55
Smartbridge	INV_9598	\$19,350.00
Smartbridge	INV_9594	\$13,837.50
Smartbridge	INV_9635	\$34,537.50
Smartbridge	INV_9636	\$19,575.00
Texas Series of Lockton Companies, LLC	18655339	\$550.00
Translations & More	190403	\$4,610.10
Vidal & Rodriguez, Inc.	43831	(\$40,000.00)
Quanta Services Puerto Rico, LLC	QSPR-122020-3B	(\$4,000.00)
MBarrett Consulting LLC	1146	\$1,100.00
BMA Group	20-5172	\$17,990.88
BMA Group	20-5343	\$18,611.87
BMA Group	20-5402	\$3,716.92
BMA Group	20-5400	\$3,105.27
BMA Group	20-5401	\$3,152.32
BMA Group	21-0115	\$21,340.80
CSS International, Inc	19518	\$205.00
CSS International, Inc	19517	\$37,490.00
CSS International, Inc	19516	\$34,020.00
CSS International, Inc	19514	\$1,890.00
CSS International, Inc	19515	\$39,100.00
Global Project Solutions, LLC	21-1003	\$39,943.71
Resources Global Professionals (RGP)	RGP1056303	\$39.35
Greg Sarich	1/8/2021	\$580.77
Cigna	5244605	(\$86,652.87)
Cigna	5226372	(\$122,183.38)

Vendor	Invoice #	Total (USD)
Cigna	31694_090120	(\$509.86)
Cigna	31694_100120	(\$909.47)
Cigna	31694_110120	(\$972.84)
Cigna	31694-120120	(\$1,075.72)
Office Depot	1.30366E+11	(\$55.74)
Office Depot	137394248001	(\$2.98)
Office Depot	147985379001	\$134.91
Office Depot	143432014001	\$6.65
Office Depot	143432012001	\$198.09
Office Depot	141046766001	\$485.98
Office Depot	141045063001	\$7.75
Office Depot	141045059001	\$2.95
Office Depot	141044703001	\$38.03
Office Depot	138875174001	\$7.75
Office Depot	152157113001	\$165.66
Office Depot	147988008001	\$29.77
Office Depot	143432012003	\$255.49
OGMA Language Studio	8Q-012921-1	\$1,476.80
Trans4mative	1528	\$11,100.00
Trans4mative	1530	\$6,105.00
Trans4mative	1532	\$15,785.00
Trans4mative	1533	\$17,205.00
Trans4mative	1535	\$14,175.00
Trans4mative	1518	\$19,270.00
Trans4mative	1519	\$18,315.00
Trans4mative	1520	\$8,140.00
Trans4mative	1521	\$15,312.50
Trans4mative	1539	\$14,875.00
Trans4mative	1536	\$15,580.00
Troutman Pepper Hamilton Sanders LLP	30097282	\$18,588.15
ERM-PR, Inc.	17984	\$68,097.90
ERM-PR, Inc.	18038	\$3,329.60
ERM-PR, Inc.	18048	\$25,616.30
ERM-PR, Inc.	18049	\$20,685.60
Carimus Consulting	3982	\$10,125.00
Carimus Consulting	3989	\$48,228.75
Axel Eugenio Colon-Perez	LMC003	\$1,170.00
Kroma Advertising	2021-0029	\$16,872.00
Martel, Inc	20-10-0189	\$10,816.00
Martel, Inc	20-12-0222	\$25,087.50
Martel, Inc	20-12-0223	\$19,302.40
Martel, Inc	20-21-0230	\$19,302.40
Martel, Inc	21-01-0003	\$12,812.80
Martel, Inc	20-10-0185	\$3,902.50
Martel, Inc	20-10-0184	\$9,566.70
Foxhound Partners	1209	\$10,000.00
McConnell Valdes LLC	10351351	\$24,066.25
Chubb Insurance Company of Puerto Rico	E-97506	\$1,200.00
AMOWF, LLC	AMW-1.0	\$17,000.00
Total		\$2,303,811.91

Deferred Expenses Included In This Invoice

Vendor	Invoice #	Previous Invoice Reference	Notes	Total (USD)
American Relocation Connections, LLC	30029	Deferred - from FETS-1120-01	Lump Sum	\$25,000.00
American Relocation Connections, LLC	30027	Deferred - from FETS-1120-01	Lump Sum	\$25,000.00
ATCO Infrastructure Solutions Ltd	072020-2LB	Deferred - never invoiced before	Sandy Love COVID TEST 6/22-30	\$384.14
People 2.0 North America	RL509354085	Deferred - from FETS-0820-01	Executive Search re: Shannon Hood Payroll Manager Financ	\$1,216.00
People 2.0 North America	RL509351884-R1	Deferred - from FETS-0820-01	Executive Search re: Shannon Hood, Payroll Manager Finan	\$12,882.00
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	Bound presentation - PREPA Inaugural Meeting Kroma Adve	\$1,945.49
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	Contract labor Jesse Guley July 1-31 (187 hours) Genuent G	\$14,910.68
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	Hard hats for LUMA employees Columbia Safety & Industria	\$595.00
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	LUMA Transition Handbooks CME Printing Inc (Inv#144639)	\$408.87
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	Safety vests for LUMA employees (Columbia Safety & Indus	\$1,910.00
Quanta Workforce Solutions, LLC	QWS-082020-2B	Deferred - from FETS-0820-01	Federal Express Corporation-IT Equipment to LUMA- freight	\$8,151.51
Quanta Workforce Solutions, LLC	QWS-082020-2B	Deferred - from FETS-0820-01	Par Electric Contractors - Gregg Doeden-Airfare	\$1,515.57
Quanta Workforce Solutions, LLC	QWS-082020-2B	Deferred - from FETS-0820-01	Par Electric Contractors - Gregg Doeden-Ground Transporta	\$107.28
Quanta Workforce Solutions, LLC	QWS-082020-2B	Deferred - from FETS-0820-01	Par Electric Contractors - Gregg Doeden-Meals & Ent	\$176.61
Quanta Workforce Solutions, LLC	QWS-092020-2B	Deferred - from FETS-0920-01	Deloitte-Shadow payroll and hypo tax consulting	\$2,625.00
Quanta Workforce Solutions, LLC	QWS-092020-2B	Deferred - from FETS-0920-01	Neuhaus July true-up	\$13,680.00
Quanta Workforce Solutions, LLC	QWS-092020-2B	Deferred - from FETS-0920-01	Separate Microsoft LUMA licenses (Aug)	\$1,707.75
Quanta Workforce Solutions, LLC	QWS-092020-2B	Deferred - from FETS-0920-01	Separate Microsoft LUMA licenses (July)	\$1,317.00
Quanta Workforce Solutions, LLC	QWS-092020-2B	Deferred - from FETS-0920-01	Separate Microsoft LUMA licenses (Sept)	\$2,816.02
Translations & More	190403	Deferred - from FETS-1020-01	Interpreter Services (Edwin Ortiz w/ Luc Graham, Héctor To	\$4,610.10
Total				\$120,959.02

Credits from Previous Invoices Included In This Invoice

Vendor	Invoice #	Previous Invoice Reference	Notes	Total (USD)
ATCO Infrastructure Solutions Ltd	072020-2LB	Credit from FETS-0720-01 (ER Tr	CREDIT - Bennett Jones billable legal costs	(\$6,427.83)
ATCO Power (2010) Ltd.	082020-2LB	Credit from FETS-0920-01 (ER Tr	CREDIT - Bennett Jones - Billable legal costs	(\$33,514.25)
ATCO Power (2010) Ltd.	092020-2LB	Credit from FETS-0920-01 (ER Tr	CREDIT - Bennett Jones legal costs for LU	(\$1,086.82)
Cigna	5226372	Credit from FETS-1020-01 (ER Tr	Credit for Employee health benefits for C	(\$122,183.38)
Cigna	5244605	Credit from FETS-1020-01 (ER Tr	Credit for Employee health benefit prem	(\$86,652.87)
Cigna	31694_090120	Credit from FETS-1020-01 (ER Tr	Credit for September	(\$509.86)
Cigna	31694_100120	Credit from FETS-1020-01 (ER Tr	Insurance coverage for October	(\$909.47)
Cigna	31694_110120	Credit from FETS-1120-01 (ER Tr	CREDIT- Basic Term Life, Voluntary Term	(\$972.84)
Cigna	31694-120120	Credit from FETS-1220-01 (ER Tr	CREDIT-Basic term life, Voluntary term lif	(\$1,075.72)
Quanta Services Puerto Rico, LLC	QSPR-122020-3B	Credit from FETS-0820-01 (ER Tr	Outlet 66 Mall-Correction - Storage Facil	(\$4,000.00)
Vidal & Rodriguez, Inc.	43831	Credit from FETS-0720-01 (ER Tr	Credit for cost associated with the D&O i	(\$40,000.00)
Total				(\$297,333.04)

MCL Code	Name	Internal January Hrs	Internal December Hrs (Not Prev Inv.)	Labour Adjustments	Sub-Total January Labor	Internal Cum. Hrs. from Prev. Inv. (w/o Allocation)	Internal Cum. Hrs (w/o Allocation)	Internal Reallocations	Internal After Allocation	Internal Cum. Hrs. from Prev. Inv. (with Allocation)	Internal Cum. Hrs (with Allocation)	Third Party January Hrs	Third Party Cum. Hrs. from Prev. Inv. (w/o Allocation)	Third Party Cum. Hrs (w/o Allocation)	Third Part Reallocations	Third Party After Allocation	Third Party Cum. Hrs. from Prev. Inv. (with Allocation)	Third Party Cum. Hrs (with Allocation)	January Hours - Unallocated	January Hours as Allocated	Total Hours (w/o Allocation)	Total Hours (with Allocation)	
12.11	Section 4.7: Closing the Front-End Transition Period	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
12.12	Service Commencement Begins	-	-	-	-	26.5	26.5	-	-	-	-	-	-	-	-	-	-	-	-	-	26.5	-	
General 09	Operations Management	-	-	-	-	3,513.5	3,513.5	-	-	-	-	-	-	-	-	-	-	-	-	-	3,634.0	-	
Non HOC 01	ManagementCo IT Systems	6.0	-	-	6.0	361.5	367.5	(6.0)	-	354.5	354.5	-	-	-	-	-	-	-	6.0	-	1,020.0	1,239.5	
Non HOC 02	ServCo IT Systems	370.0	-	-	370.0	3,214.0	3,584.0	(14.0)	356.0	3,201.0	3,557.0	899.5	11,705.3	12,604.8	-	899.5	11,505.3	12,404.8	1,269.5	1,255.5	16,188.8	15,961.8	
Non HOC 03	Open Claims Review	0.5	-	-	0.5	39.0	39.5	3.0	3.5	39.0	42.5	-	-	-	-	-	-	-	0.5	3.5	39.5	42.5	
Non HOC 04	Stand Up Capital Program Organization	346.5	-	-	346.5	1,683.0	2,029.5	-	346.5	1,683.0	2,029.5	-	-	-	-	-	-	-	346.5	346.5	2,029.5	2,173.5	
Non HOC 05	LUMA MC Setup	-	-	-	-	2,272.5	2,272.5	-	-	2,262.5	2,262.5	-	-	1,007.0	1,007.0	-	-	1,007.0	-	-	3,279.5	3,269.5	
Non HOC 06	Regulatory Support of Handover Checklist Items	-	-	-	-	1,917.5	1,917.5	-	-	1,914.5	1,914.5	248.3	1,320.0	1,568.3	-	248.3	1,320.0	1,568.3	248.3	248.3	3,485.8	3,482.8	
Non HOC 07	Front-End Transition Legal support and advice	40.0	-	-	40.0	762.5	802.5	-	40.0	610.8	650.8	-	-	313.8	313.8	-	-	386.8	40.0	40.0	1,116.3	1,037.6	
Non HOC 08	PPOAs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non HOC 09	Gridco-Genco	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non HOC 10	Interconnection Agreements	-	-	-	-	24.0	24.0	16.0	16.0	24.0	40.0	-	-	-	-	-	-	-	-	16.0	24.0	40.0	
Non HOC 11	Development of System Operations Principles	-	-	-	-	9.0	9.0	-	-	9.0	9.0	-	-	885.3	885.3	-	-	852.8	852.8	-	-	894.3	861.8
Non HOC 12	Standup GenCo Organization	-	-	-	-	2.0	2.0	-	-	2.0	2.0	-	-	-	-	-	-	-	-	-	2.0	-	
Non HOC 13	IRP Coordination	39.0	-	-	39.0	249.5	288.5	-	39.0	249.5	288.5	-	-	-	-	-	-	-	39.0	39.0	288.5	288.5	
Non HOC 14	GenCo-GridCo Integration	43.0	-	-	43.0	14.0	57.0	-	43.0	14.0	57.0	-	-	1,497.3	1,497.3	-	-	1,497.3	43.0	43.0	1,554.3	1,554.3	
Non HOC 15	LUMA MC Ongoing Back Office Support	427.5	-	-	427.5	1,537.0	1,964.5	-	427.5	1,157.0	1,584.5	578.3	1,935.7	2,514.1	-	578.3	1,935.7	2,514.1	1,005.8	1,005.8	4,478.6	4,098.6	
Non HOC 16	PREB Resolutions and Orders	70.5	-	-	70.5	-	70.5	235.0	305.5	-	305.5	-	-	-	-	-	-	-	70.5	305.5	70.5	305.5	
Non-Billable 01	Vacation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 02	LUMA non FETS work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 03	Sick Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 04	Holiday	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 05	ATCO Project Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 06	Quanta Project Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 07	Bereavement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 08	Flex Time	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 09	PTO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 10	Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 11	Jury Duty	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 12	LUMA College	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 13	Corporate matters	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non-Billable 14		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 1	Streetlight Operations Improvement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 2	Repair of Obvious For Visible To Ordinary Person Infrastructure Problems	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 3	Reliability Improvement For Quick Hits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 4	Vegetation Management Program Implementation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 5	FEMA Worksheets And Getting FEMA Funding Unstuck	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 6	Smart Meter Evaluation And Apps	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 7	Develop Quick Win Initiatives Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Quick Win 8	Implement Quick Win Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		13,828.5	347.0	0	14175.5	115213.5	129389	-	14175.5	115213.5	129389	14313.35	75016.91	89330.26	0	14313.35	75016.91	89330.26	28488.85	28488.85	218719.26	218719.26	

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

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