



# Monthly Report

Report #: RPT-P3A-009

For the period ending February 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 February 28, 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

LUMA continues to progress work in all areas and remains focused on a June 1, 2021 commencement date. During the month of February, we submitted key regulatory filings with PREB – a significant Front-End Transition achievement. We also continued our focus on recruitment as well as on preparatory plans to ensure a smooth transition.

As we've noted for several months in these monthly reports, there have been challenges that have impacted the efficiency and effectiveness of the Front-End Transition. LUMA has mitigated these challenges by undertaking significant additional efforts and deploying additional resources. These challenges have shown some improvement in February, and we remain optimistic that all conditions precedent to commencement can be achieved by June 1<sup>st</sup>.

With less than 100 days to commencement, LUMA continues to urge all parties to remain focused on their respective contributions to achieve a positive outcome that will benefit of all Puerto Rico.

The following is a summary of the key achievements for the month of February 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 information and for approval during the Front-End Transition period. Work on all these deliverables progressed well in February as noted in Appendix A. The more significant achievements are as follows:

- a. Submitted to PREB the following key regulatory documents for approval:
  - Initial Budgets and related Terms of Service;
  - Performance Metrics;
  - System Remediation Plan; and
  - System Operation Principles

- 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 the PREPA Reorganization work which includes the Governance structure, GridCo-GenCo PPOA, and the Shared Services Agreement.

#### Human Resources

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

- Completed interviews with all remaining PREPA applicants and started interviews with external candidates.
- Preparing offer letters with terms of employment to be issued in March.
- Continued to implore clear and concise communication of Pension information to PREPA employees to help support recruitment.

#### 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 and an assessment of preparedness for commencement. Some of the key highlights for February are as follows:

- a. Health, Safety, Environment & Quality
  - Continued vigilance on our COVID protocol
  - Completed Public Safety Plan and collaborating with LUMA Communications on Awareness strategies.
  - Completion of the 3<sup>rd</sup> draft of the Emergency Response Plan.
  - Conducted a LUMA leadership Emergency Response Plan technical workshop.
  - Monitoring progress of site assessments required for pre-existing environmental baseline studies being undertaken by PREPA and reviewing initial reports.
- b. Capital Program (incl. FEMA Funded and non-FEMA projects)
  - Ongoing capital infrastructure implementation status meetings with PREPA, PREPA consultants and LUMA team to gain alignment.
  - Worked to fully understand PREPA's current project management structure with its consultants to enable smooth transition of work upon commencement.
- c. Internal & Stakeholder Communications:
  - Kicked off development of customer multimedia communications campaign for LUMA commencement.
  - Continued planning and meetings for brand roll out, including approving artwork for fleet branding.
  - Developing Public Safety awareness and preparing final Communications Plan.
- d. Operational and Customer Experience
  - Conducted skills assessments of PREPA's skilled workforce.

- Circulated drafts of the Vegetation Management Plan and Materials Management & Warehouse Plan for internal reviews.
  - Continued the drafting process of the Standard Operating Procedures for the Operations Department.
  - Completed draft of the Integration plan between Customer Experience and Operations.
  - Submitted redesigned LUMA bill to Regulatory team for PREB approval.
  - Undertook a substantive effort to work through System Contracts to establish key contracts/contractors for Commencement.
  - Conducted planning work for implementation of Cloud-Based Contact Centre platform.
  - Finalized plan for coordination of payment processing between contact center, website and app.
- e. Finance and Accounting
- Conducted final space assessments and began input for expected requirements per region/per department.
  - Incorporated departmental feedback into Non-Federal Funding Manual.
  - Began the Fiduciary Liability application process.
  - Finalized system design for Fixed Assets, Project Accounting and the Customer Labor Cost Distribution application for Oracle.
- f. Information and Operational Technology
- Began buildout on the IT OT Commencement Cutover Program Plan. Engaged Vendors on contracts, support and licence count. Initiated review and alignment on current projects with LUMA and PREPA.
  - Preparation of the IT Business Continuity and Disaster Recovery Plan.
  - Progressed on key application implementations required for Commencement (i.e. Oracle Enterprise Business Suite (EBS), Customer Care & Billing (CC&B), Kronos, Workday Payroll & Human Capital Management (HCM), Cloud Based Contact Center, LUMA Website, LUMA Customer Portal, and the Mobile App.)
- 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)

## 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 March, 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
- Respond to PREB requirements with respect to LUMA submitted key regulatory documents as required and continued involvement in industry related PREB dockets.

- Work with P3A and PREPA on PREPA Reorganization related work as required. This include work related to the GridCo-GenCo PPOA and Shared Services agreement.
- Finalization of the Federally Funded Procurement Manual.
- b. Human Resources
  - Continue evaluations and interviews of external candidates. Note, LUMA will continue to accept PREPA applications and will consider such applicants accordingly.
  - For PREPA candidates that have been interviewed, job offers with terms of employment will be presented.
  - Continue to engage with PREPA employees to guide them through hiring process.
- c. Operational and Customer Experience
  - Continue detailed transition planning work based on information gathered to date towards appropriate commencement cutover plans.
  - Begin build of cloud-based contact center with implementation partner.
  - Continue development of the Emergency Response, Physical Security, Materials Management & Warehouse and Vegetation Management Plans.
  - Continue skills assessments of skilled workforce.
  - Plan tabletop drill exercise of LUMA's Emergency Response Plan with FEMA to obtain their feedback and ensure alignment.
- d. Finance and Accounting
  - Continued the development of the Fiscal Plan between PREPA, FOMB and LUMA.
  - Review of office space and commercial building asset information and develop preventative maintenance schedules and asset replacement programs.
  - Finalization of the Non-Federally Funded Procurement Manual.
  - Complete End-to-End and System Integration Testing (i.e. verification of interactions between systems) of critical financial systems.
- e. Information and Operational Technology
  - Continue buildout on the IT OT Commencement Cutover Program Plan.
  - Continue Vendor engagement and finalize alignment on current projects with LUMA and PREPA.
  - Prepare drafts of the IT Business Continuity and Disaster Recovery Plan.
  - Progress on key application implementations required for commencement.

### 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 February.

## B. COMMERCIAL REPORT

### I. Completed OMA Obligations

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

Section	Description	Responsible Party	Status
4.1(d)(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)	Submitted to PREB in February
4.1(g)	Parties to apply for Liability Waiver with Rate Order in connection with submission of Initial Budgets.	LUMA (Operator)	Submitted to PREB 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)	Submitted to PREB 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)	Submitted to PREB 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)	Submitted to PREB in February
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 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").	LUMA (Operator)	Completed first round interviews in February

## 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 - January
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 - January
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 – January
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 – January
4.3(d) (ii)	After the date ManagementCo submits the Initial Budgets to PREB for its approval, if Owner and Administrator determine that an amendment or new System Contract or Generation Supply Contract is necessary, the Parties shall follow the process in clause (i) above; provided that as part of such consultation process (A) the Parties shall review the impact of any such amendment or new System Contract and Generation Supply Contract on the Initial Budgets and (B) ManagementCo shall, as soon as practicable following receipt of Owner's notice of such requirement, prepare and submit to Administrator any proposed amendment to the Initial Budgets arising therefrom. Following delivery of such proposed amendment, the Parties shall follow the same process for such amendment to the Initial Budget that was followed for the Initial Budgets as set out in Section 4.2(e) (ManagementCo Responsibilities – Initial Budgets);	LUMA (Operator), PREPA (Owner), P3A (Administrator)	Ongoing
4.3(d)(i)	Additional System Contracts and Generation Supply Contracts Between Effective Date and Service Commencement Date.	P3A (Administrator) PREPA (Owner)	On-going (Refer to Part C.4)



Section	Description	Responsible Party	Status
	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.		
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

### 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)

#### IV. OMA Obligations in Progress

Section	Description	Responsible Party	Status
4.3(e)	Notices with respect to System Contracts and Generation Supply Contracts. Owner shall (i) notify each counterparty to a System Contract and Generation Supply Contract in writing of Owner's delegation of authority to Operator with respect to such System Contract in the manner contemplated by Section 5.2(a) (System Contracts – Generally) and with respect to such Generation Supply Contract in the manner contemplated by Section 5.13(a) (Generation-Related Services – Power Supply Dispatch and Management) and (ii) have obtained all required consents from such counterparties as may be required thereby in connection with such delegation of authority and (iii) take all such other actions as may be necessary for Operator to be able to comply with its obligations under Section 5.2(a) (System Contracts – Generally) and Section 5.13 (Generation-Related Services).	PREPA (Owner)	Refer to Part C.4
STA s. 2.3(d)	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;		
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 (Refer to Part C.6)
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) P3A (Administrator) PREPA (Owner)	In progress
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	LUMA (Operator) P3A (Administrator) PREPA (Owner)	In progress

Section	Description	Responsible Party	Status
	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").		
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(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)	In progress (Refer to Part C.7)

## V. Upcoming OMA Obligations

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

## C. RISK AND ISSUE MANAGEMENT REPORT

### Risks/Issues with Potential to Materially Impact Project Success

	Risk	Description and Current Status (as of 02-28-21)
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>As noted in previous months, there remains a considerable effort to complete the reorganization of PREPA involving multiple parties. Work progressed in February; however, the final structure remains undetermined.</p> <p>The PREPA Reorganization is related to the associated conditions precedent for the GenCo-GridCo PPOA and Shared Services Agreement to be executed.</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 to the Interim Service Period Commencement Date <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>PREPA recently released informational videos and distributed a letter to its employees on March 5<sup>th</sup> related to the existing Pension. As previously noted, an understanding of the existing pension remains the most significant issue raised by current PREPA employees as a reason for not applying for LUMA positions. LUMA urges on-going communication in this area from PREPA leadership to continually respond to concerns and questions from employees.</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&amp;M Agreement during the Interim Period, and</i></p>

	Risk	Description and Current Status (as of 02-28-21)
		<p><i>in the case of each of (i) and (ii), such approvals and orders shall be reasonably acceptable to Operator”.</i></p> <p>LUMA notes that while work on this front has begun and filing and scheduling dates agreed with counsel for the FOMB and AAFAF, this condition will necessarily depend on the timeline of the Title III Court.</p>
4	<p>Systems Contracts</p> <p>(s. 4.3 (c); s. 4.3 (d)(i); s. 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"> <li>- <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></li> </ul> <p>Over the past month, LUMA and PREPA worked to ensure that all material System Contracts, and Generation Supply Contracts have been identified and copies provided to LUMA. LUMA has now received the majority of the System Contracts and has begun to assess these contracts to fully understanding obligations/commitments post commencement.</p> <ul style="list-style-type: none"> <li>- <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"> <li><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></li> </ul> </li> </ul>

	Risk	Description and Current Status (as of 02-28-21)
		<p>During February, P3A/LUMA began receiving <i>Additional System Contracts</i> for review. This provision is now being complied with.</p> <ul style="list-style-type: none"> <li>- <i>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; ... (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></li> <li>- <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></li> </ul> <p>LUMA and PREPA have begun discussing a mutually acceptable approach to providing Notice to contractors.</p> <p>LUMA notes that while this area appears on track, the delay in the receipt of System Contracts has created real impacts on time available to conduct operational and commercial assessments.</p>
5	<p>Owner Cooperation (s. 4.1 (b))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>LUMA has experienced progress during February and will continue to work with PREPA to work through specific issues to minimize impacts. Key areas of note include:</p> <ul style="list-style-type: none"> <li>- <u>Designated Space &amp; Facilities</u>: Since the last report on this matter, PREPA has developed and communicated a plan for implementation in March to address LUMA’s current needs. Work in this area will begin to include the transition planning as we approach commencement.</li> <li>- <u>Response to RFIs</u>: Communication in this area has improved over the past month; however, the lack of and untimely response to RFIs continues to be an issue impacting LUMA’s ability to form a complete understanding of operations and establish seamless cutover workplans.</li> </ul>

	Risk	Description and Current Status (as of 02-28-21)
		- <u>FEMA Funding Management</u> : LUMA notes that collaboration continues in this area as the LUMA and PREPA teams have worked to ensure alignment and understanding of work underway as well as the current project management structure.
6	Demarcation of T&D System (s. 4.3(k))  <i>Lead Party: PREPA (Owner)</i>	Description and demarcation of the T&D System effects LUMA's ability to properly insure the system and is critical to the satisfaction of conditions precedent relating to the PREPA Reorganization and Shared Services Agreement.  It is LUMA's understanding that some work has been done by Sargent & Lundy on this front but more is required.
7	Supplemental Agreement Tax Opinion STA (s. 2.3(f))  <i>Lead Party: PREPA (Owner)</i>	LUMA continues to be concerned about the lack of progress on this front. Nixon Peabody requires a report or an update on the reasonably expected weighted average economic life of the T&D System to issue its opinion and has not yet received one. LUMA has reminded PREPA of this obligation and enlisted the assistance of P3A to ensure an updated report is prepared and delivered to Nixon Peabody.
8	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.

## 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 February 2021. A summary of the invoice amounts is included below.

### I. Monthly invoice summary

FET COSTS	
Department	Amount
Capital Programs	\$111,275
Communications	\$75,625
Corporate Services	\$205,430
Customer Service	\$169,940
Executives	\$93,225
Financial Mgmt.	\$404,898
HSE & Quality	\$267,175
Human Resources	\$183,918
Integration Mgmt. Office	\$215,463
IT / OT	\$279,730
Legal	\$58,570
Operations	\$488,690
Regulatory	\$395,663
Utility Transformation	\$883,143
<b>TOTAL</b>	<b>\$3,832,743</b>

	FET Hourly Costs	Additional Costs & Expenses	Sub-Total	FET Fixed Fee	Total
Previously invoiced	\$27,300,563	\$25,036,499	\$52,337,062	\$36,500,000	\$88,837,062
Current invoice	\$3,832,743	\$4,034,694	\$7,867,437	\$5,000,000	\$12,867,437
Total invoiced to date	\$31,133,305	\$29,071,194	\$60,204,499	\$41,500,000	\$101,704,499
Forecast to complete			\$31,795,501	\$18,500,000	\$50,295,501
Proposal			\$76,351,931	\$60,000,000	\$136,351,931
Variance					\$15,648,069
					11.5%

LUMA conducted a review of forecast cost for the remainder of the FET period and has communicated to the P3A an update to our forecast. The forecast increase is mainly due to a delay in execution of the OMA to late June 2020, the significant challenges associated with COVID-19, the state of the electrical system and the resultant complexity of the FET effort, as well as some additional work scope. LUMA's forecast are the necessary expenditures under the OMA to ensure Day 1 operations.



## E. SUBMISSIONS

## I. Transmittals–Current Month February 2021

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-P3A-T-00094	Key Regulatory Deliverables	LUMA	P3A	IMO	3-Feb-21
LUMA-P3A-T-00095	Submission of Key Regulatory Deliverables - Briefs	LUMA	P3A	IMO	5-Feb-21
LUMA-P3A-T-00096	Key Regulatory Deliverables - Performance Metrics	LUMA	P3A	IMO	6-Feb-21
LUMA-P3A-T-00097	January 2021 Monthly Invoice & Report	LUMA	P3A	IMO	9-Feb-21
LUMA-P3A-T-00098	January 2021 Monthly Status Report	LUMA	P3A	IMO	9-Feb-21
LUMA-P3A-T-00099	January 2021 Renewed Certificates	LUMA	P3A	IMO	9-Feb-21
LUMA-P3A-TGC-00100	P3A / LUMA February 1, 2021 Meeting Notes	LUMA	P3A	IMO	9-Feb-21
LUMA-P3A-TGC-00101	P3A / LUMA March 1, 2021 Meeting Agenda	LUMA	P3A	IMO	9-Feb-21
LUMA-P3A-T-00102	4.5 Month FETS Estimate January 2021 (w Actuals)	LUMA	P3A	IMO	19-Feb-21
LUMA-P3A-T-00103	List of Material Contractors 2021-02-19	LUMA	P3A	IMO	22-Feb-21
LUMA-P3A-T-00104	4.5 Month FETS Estimate February 2021	LUMA	P3A	IMO	23-Feb-21
LUMA-PREB-T-00023	January 2021 Monthly Status Report	LUMA	PREB	IMO	9-Feb-21
LUMA-PREP-T-00087	S&L Codes and Standards Submittal 2020-12-23 LUMA's Comments	LUMA	PREPA	Utility Transformation	5-Feb-21
LUMA-PREP-T-00088	Outstanding RFIs as of February 5, 2021	LUMA	PREPA	IMO	5-Feb-21
LUMA-PREP-TGC-00089	PREP / LUMA Biweekly Meeting Notes 2021-02-01	LUMA	PREPA	IMO	5-Feb-21
LUMA-PREP-TGC-00090	PREPA / LUMA Biweekly Meeting Agenda 2021-02-08	LUMA	PREPA	IMO	5-Feb-21
LUMA-PREP-T-00091	LUMA Representatives for 10yr Plan Infrastructure Meetings	LUMA	PREPA	IMO	8-Feb-21
LUMA-PREP-T-00092	January 2021 Monthly Status Report	LUMA	PREPA	IMO	9-Feb-21
LUMA-PREP-T-00093	S&L Codes and Standards Submittal 2021-01-15 LUMA's Comments	LUMA	PREPA	Utility Transformation	10-Feb-21
LUMA-PREP-T-00094	Outstanding RFIs as of February 11, 2021	LUMA	PREPA	IMO	11-Feb-21
LUMA-PREP-T-00095	Outstanding RFIs as of 2021-02-18	LUMA	PREPA	IMO	18-Feb-21
LUMA-PREP-TGC-00096	PREPA / LUMA Biweekly Meeting Notes 2021-02-08	LUMA	PREPA	IMO	19-Feb-21
LUMA-PREP-TGC-00097	PREPA / LUMA Biweekly Meeting Agenda 2021-02-23	LUMA	PREPA	IMO	19-Feb-21
LUMA-PREP-T-00098	Transmission Line Design Revision, OTOH-690003-003	LUMA	PREPA	Utility Transformation	22-Feb-21

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-PREP-T-00099	LUMA comments relating to PREPA RFP 11105-LIDAR Services	LUMA	PREPA	Utility Transformation	24-Feb-21
LUMA-PREP-T-00100	Outstanding RFIs as of 2021-02-25	LUMA	PREPA	IMO	25-Feb-21
P3A-LUMA-T-00009	System Contract - Burns & McDonnell	LUMA	LUMA	IMO	22-Feb-21
P3A-LUMA-T-00010	System Contracts - Architectural and Engineering Design Services	LUMA	P3A	IMO	22-Feb-21
P3A-LUMA-T-00011	A&E Ray-Seco, PSC	LUMA	LUMA	IMO	22-Feb-21
P3A-LUMA-T-00012	System Contract - ShareTech Group Engineering, PSC	P3A	LUMA	IMO	22-Feb-21
P3A-LUMA-T-00013	System Contract - Norton Rose Fulbright US, LLP	P3A	LUMA	IMO	22-Feb-21
P3A-LUMA-T-00014	Key Regulatory Deliverables - P3A Comments	P3A	LUMA	IMO	22-Feb-21
P3A-LUMA-T-00015	System Contract - Sargent & Lundy	LUMA	LUMA	IMO	23-Feb-21
P3A-LUMA-T-00016	Key Regulatory Deliverables - SOP and SRP Approval Letter	P3A	LUMA	IMO	23-Feb-21
P3A-LUMA-T-00017	System Contracts - KPMG Second Amendment	P3A	PREPA	IMO	25-Feb-21
P3A-LUMA-T-00018	System Contracts - DRC Emergency Services - Third Amendment	P3A	LUMA	IMO	25-Feb-21

## II. Requests for Information (RFIs)—Current Month February 2021

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00377	EBS & Kronos System Access for Justin Handel	LUMA	PREPA	IT/OT	1-Feb-21	2-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00378	New User Access - Justin Callan - Full access to Kronos & Oracle EBS	LUMA	PREPA	IT/OT	1-Feb-21	2-Feb-21	17-Feb-21	Closed
LUMA-PREP-RFI-00380	PREPA IT participation	LUMA	PREPA	IT/OT	2-Feb-21	5-Feb-21	8-Feb-21	Closed
LUMA-PREP-RFI-00381	Access/documentation	LUMA	PREPA	IT/OT	3-Feb-21	9-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00382	Distribution Fault Level Currents	LUMA	PREPA	Utility Transformation	3-Feb-21	10-Feb-21	5-Feb-21	Closed
LUMA-PREP-RFI-00383	New User access Luis Astacio - VPN & Kronos	LUMA	PREPA	IT/OT	5-Feb-21	12-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00387	Kronos New User Access - • Christian Soto	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21	17-Feb-21	Closed

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00388	Kronos New User Access - • Mario Zottola	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21	17-Feb-21	Closed
LUMA-PREP-RFI-00389	Kronos New User Access - • Alba Basilis	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21	17-Feb-21	Closed
LUMA-PREP-RFI-00390	Kronos New User Access - • Javier Lajcha	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21	17-Feb-21	Closed
LUMA-PREP-RFI-00391	Kronos New User Access - • Leo Cazes	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21	22-Feb-21	Closed
LUMA-PREP-RFI-00392	Kronos New User Access - Sergio Legu	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21	17-Feb-21	Closed
LUMA-PREP-RFI-00395	Request (New Employee Numbers in STORMS)	LUMA	PREPA	Financial Management	11-Feb-21	12-Feb-21	12-Feb-21	Closed
LUMA-PREP-RFI-00402	Technology Systems Access	LUMA	PREPA	Utility Transformation	17-Feb-21	19-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00403	Kronos Remote Desktop Access - Sergio Leguen	LUMA	PREPA	IT/OT	17-Feb-21	19-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00404	New Access Request - Justin Handel EBS Access	LUMA	PREPA	IT/OT	18-Feb-21	24-Feb-21	23-Feb-21	Closed
LUMA-PREP-RFI-00405	Request for Mi Cuenta 3.0 access to Development environment	LUMA	PREPA	IT/OT	18-Feb-21	19-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00406	TWACS DB Extracts v2	LUMA	PREPA	IT/OT	18-Feb-21	25-Feb-21	19-Feb-21	Closed
LUMA-PREP-RFI-00409	LUMA PO Branded Template in Asset Suite	LUMA	PREPA	IT/OT	18-Feb-21	5-Mar-21	22-Feb-21	Closed
LUMA-PREP-RFI-00412	Kronos to Workday PGP Encryption and Integration Flow	LUMA	PREPA	IT/OT	19-Feb-21	23-Feb-21	25-Feb-21	Closed
LUMA-PREP-RFI-00365	Fleet - Purchases, Leases, Rentals, and Repairs	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00366	Fleet - Preventive Maintenance Strategies and Programs	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00367	Fleet - Fleet Focus	LUMA	PREPA	Operations	1-Feb-21	13-Feb-21		Open
LUMA-PREP-RFI-00368	Fleet - Asset Suite and Oracle	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00369	Fleet - Fleet Asset Register (FAR)	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00370	Key Performance Indicators (KPIs)-Fleet	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00371	Fleet - Ownership Costs	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00372	Fleet - DVIR	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00373	Fleet - Small Tools	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00374	Telematics Service Provider	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00375	Fleet - Fixed Asset Audit	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00376	Fleet - Maintenance Records for Commercial Vehicles	LUMA	PREPA	Operations	1-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00379	Kronos Licenses held by terminated employees	LUMA	PREPA	IT/OT	1-Feb-21	28-Feb-21		Open
LUMA-PREP-RFI-00384	Electrical Account GIS Data	LUMA	PREPA	Utility Transformation	8-Feb-21	19-Feb-21		Open
LUMA-PREP-RFI-00385	metering processes and procedures	LUMA	PREPA	Utility Transformation	9-Feb-21	23-Feb-21		Open
LUMA-PREP-RFI-00386	Install/Integrate Intouch time device to LUMA Dev/Test instances	LUMA	PREPA	IT/OT	9-Feb-21	12-Feb-21		Open
LUMA-PREP-RFI-00393	Request for Information - Satellite Phones	LUMA	PREPA	Operations	9-Feb-21	16-Feb-21		Open
LUMA-PREP-RFI-00394	IT OT Vendor Support Contact Information	LUMA	PREPA	IT/OT	11-Feb-21	19-Feb-21		Open
LUMA-PREP-RFI-00396	Printer vendor	LUMA	PREPA	IT/OT	12-Feb-21	18-Feb-21		Open
LUMA-PREP-RFI-00397	Mobile App Architecture Diagrams	LUMA	PREPA	IT/OT	15-Feb-21	19-Feb-21		Open
LUMA-PREP-RFI-00398	CARILEC Membership for Mutual Aid	LUMA	PREPA	HSE & Quality	15-Feb-21	26-Feb-21		Open
LUMA-PREP-RFI-00399	APPA Membership for Mutual Aid	LUMA	PREPA	HSE & Quality	15-Feb-21	26-Feb-21		Open
LUMA-PREP-RFI-00400	Distribution and Transmission Fiber Optic System	LUMA	PREPA	Operations	16-Feb-21	5-Mar-21		Open
LUMA-PREP-RFI-00401	PREPA Intranet access for Amy Kingshott	LUMA	PREPA	Customer Service	16-Feb-21	19-Feb-21		Open
LUMA-PREP-RFI-00407	Jira access for mobile app testing	LUMA	PREPA	IT/OT	18-Feb-21	22-Feb-21		Open
LUMA-PREP-RFI-00408	Full system user access	LUMA	PREPA	IT/OT	18-Feb-21	23-Feb-21		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00410	VPN and CC&B Access request	LUMA	PREPA	IT/OT	19-Feb-21	22-Feb-21		Open
LUMA-PREP-RFI-00411	New Onboarding Request -SD , Lakshmi EBS, SOA Access Request	LUMA	PREPA	IT/OT	19-Feb-21	22-Feb-21		Open
LUMA-PREP-RFI-00413	Genesys to PREPA network connectivity	LUMA	PREPA	IT/OT	22-Feb-21	1-Mar-21		Open
LUMA-PREP-RFI-00414	PREPA 2019 and 2020 safety raw data and metrics calculation	LUMA	PREPA	HSE & Quality	23-Feb-21	26-Feb-21		Open
LUMA-PREP-RFI-00415	A&E scope that PREPA is working with Contractors	LUMA	PREPA	Capital Programs	23-Feb-21	25-Feb-21		Open
LUMA-PREP-RFI-00416	Follow up on RFI-00395	LUMA	PREPA	Financial Management	23-Feb-21	25-Feb-21		Open
LUMA-PREP-RFI-00417	Service Level Agreements by Contract	LUMA	PREPA	IT/OT	23-Feb-21	5-Mar-21		Open
LUMA-PREP-RFI-00418	LUMA request a visit of the NOC in Santurce	LUMA	PREPA	Utility Transformation	24-Feb-21	1-Mar-21		Open
LUMA-PREP-RFI-00419	User Access Roles	LUMA	PREPA	IT/OT	24-Feb-21	4-Mar-21		Open
LUMA-PREP-RFI-00420	STORMS & PD Storms for company 01 and 03	LUMA	PREPA	Financial Management	24-Feb-21	25-Feb-21		Open
LUMA-PREP-RFI-00421	Telecom Tower Maintenance Records	LUMA	PREPA	Operations	24-Feb-21	12-Mar-21		Open
LUMA-PREP-RFI-00422	EMS - "Functional Specifications"	LUMA	PREPA	Utility Transformation	24-Feb-21	10-Mar-21		Open
LUMA-PREP-RFI-00423	Advanced Distribution Monitoring System (ADMS) (OT/Backoffice)	LUMA	PREPA	Utility Transformation	24-Feb-21	10-Mar-21		Open
LUMA-PREP-RFI-00424	Energy Management System (EMS) (OT/Backoffice)	LUMA	PREPA	Utility Transformation	24-Feb-21	10-Mar-21		Open
LUMA-PREP-RFI-00425	Centro de Operaciones del Sistema Eléctrico – COSE	LUMA	PREPA	Utility Transformation	24-Feb-21	10-Mar-21		Open
LUMA-PREP-RFI-00426	STORMS Workshop	LUMA	PREPA	IT/OT	24-Feb-21	26-Feb-21		Open
LUMA-PREP-RFI-00427	NOC in Santurce	LUMA	PREPA	IT/OT	24-Feb-21	1-Mar-21		Open
LUMA-PREP-RFI-00428	SCADA Monitored Distribution Devices	LUMA	PREPA	IT/OT	25-Feb-21	4-Mar-21		Open
LUMA-PREP-RFI-00429	Batch Schedule Documentation	LUMA	PREPA	IT/OT	25-Feb-21	2-Mar-21		Open

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00430	EBS & VPN Access Request	LUMA	PREPA	IT/OT	26-Feb-21	3-Mar-21		Open
LUMA-PREP-RFI-00431	PREPA 10 years investment plan	LUMA	PREPA	Utility Transformation	26-Feb-21	10-Mar-21		Open
LUMA-PREP-RFI-00432	MotoTRBO assessment report	LUMA	PREPA	Operations	26-Feb-21	12-Mar-21		Open
LUMA-PREP-RFI-00433	Windspeed Microzone Maps	LUMA	PREPA	Utility Transformation	26-Feb-21	12-Mar-21		Open

## APPENDIX A – HANDOVER CHECKLIST

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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>	71-80%	<p>The work in February included the general management of the requirements of the OMA including the oversight and coordination of the Handover Checklist deliverables as part of the Front-End Transition Services. This resulted in effort from all departments that cannot be reasonably attributable to specific Handover Checklist items given the general management nature of the work.</p> <ul style="list-style-type: none"> <li>- In addition to the general management efforts noted above, there are more specific activities that were completed: <ul style="list-style-type: none"> <li>- Supported the submission of the Initial Budgets, System Remediation Plan (and Program Briefs), Performance Metrics and System Operation Principles including necessary internal approvals.</li> <li>- Undertook LUMA wide commencement readiness assessment. This work will be an iterative process undertaken until commencement that will focus on mitigation of key risk areas including interdependencies between departments.</li> <li>- Administrative and logistics work required to support the ongoing work of LUMA.</li> <li>- Overall project management including efforts such as document controls (RFI &amp; transmittal) and the preparation of the required invoicing &amp; reporting.</li> <li>- Worked with PREPA and the P3A to coordinate the Front End Transition Services including regular meetings with the PREPA leadership, the PREPA Governing Board and the Administrator leadership team.</li> <li>- On-going collaborated with PREPA to obtain and setup access to PREPA offices.</li> <li>- Continued efforts expended to manage areas related to the requirements of the COVID 19 pandemic.</li> </ul> </li> </ul>
1.01	Government Approvals	<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>	61-70%	<ul style="list-style-type: none"> <li>- Submitted consultation request to the Oficina General de Permisos (OGPE), jointly with PREPA and P3A, for required permits that are not under the jurisdiction of the Department of Natural Resources.</li> <li>- Established with PREPA a procedure to transfer FCC licenses.</li> <li>- Completed review of requirements for application of LUMA hangar license for operation.</li> <li>- Follow up continues with PREPA and P3A relating to the document submitted to the Department of Natural Resources, OGPE, and other agencies with respect to permits under each of their authority.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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 are being used 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.	51-60%	- Review, discussed and incorporated comments from P3A, developed petitions and submitted to PREB in late February. Awaiting PREB regulatory process.
2	<b>T&amp;D Services Milestones</b>			
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	This deliverable includes developing an operation takeover plan for transmission and sub-transmission inside and outside of the plant. Activities include assessments of IRP Requirements, safety and reliability priorities, plans for outage and weather monitoring, and operational contingency plans.	81-90%	- Progressed draft takeover plan. - Coordination of maintenance plan responsibilities with Engineering. - Assessment of loading predictive analysis capability under review. - Began conducting site visits to substations with high priority in capital 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.	81-90%	- Progressed draft takeover plan. - Worked with Engineering and operations to align maintenance plans and schedules.
2.03	<b>Development and Implementation of Additional Takeover plans</b>			
2.0301	Transition Plan for T&D Control Centers	This deliverable includes delivering an Operations Control Center Transition Plan that includes an evaluation of the control center physical condition, T&D outage planning and operation procedures, T&D restoration plan, and energy management system.	71-80%	- 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 ongoing. Interviews for staff position (engineers, analysts, planner, etc.) started. - Continued to support the ongoing efforts in developing the System Operating Principles and procedures 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.	51-60%	- Continued working through a joint initiative with the Procurement team to identify, prioritize, and compile supporting documentation, for key contracts/contractors. - Performed secondary interviews for some supervisory and managerial positions within LUMA Operations. - Worked on initiative to define interdepartmental Operational Policies between Operations and Others.



ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
				<ul style="list-style-type: none"> <li>- Kicked-off initiatives to understand the workload for Planned Operation &amp; Maintenance (O&amp;M), Unplanned O&amp;M, and Customer Service Work.</li> </ul>
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	This deliverable involves updating the emergency response/disaster recovery and business continuity plans. Activities include working with existing PREPA operational teams to review existing operations manual, comparing it against industry best practices, LUMA's existing operations manuals, and PREPA's current plan, to identify gaps and opportunities; developing an operating manual that meets high quality standards while incorporating Puerto Rico's unique operating needs. Fundamental principles include safety, customer centricity, affordability, reliability, resilience and sustainability.	51-60%	<ul style="list-style-type: none"> <li>- Third draft of the ERP (Base Plan and Restoration Annex) was distributed for review and feedback. Inputs received and recommendations are being incorporated in the final draft.</li> <li>- Working on membership applications with EEI, APPA, and CARILEC. In addition, reviewing current PREPA master service agreements with local companies.</li> <li>- Crisis Management Framework established. All plans in progress (Business Continuity, Risk Management, Communications, Health &amp; Safety, and Security).</li> <li>- LUMA ERP Technical Workshop with leadership team has been re-scheduled for March 3, 2021 due to severe winter weather in Texas which affected the training facilitator. Tabletop Drill exercise is planned for the month of April to obtain feedback and align with FEMA further enhancing the LUMA Emergency Response Plan.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.04 and 9.02).</p>
2.0304	Fleet Management Plan	This deliverable identifies gaps within the Fleet Management Information System (FMIS), Fleet Preventative Maintenance Program, Vehicle Insurance & Registration, Effectiveness of Shop Operations, Current Suppliers, GPS / Telematics, Fuel Procurement and Fuel tracking, and, develop a prioritized plan for closing identified gaps.	61-70%	<ul style="list-style-type: none"> <li>- Onboarding of Director for the LUMA Fleet Management Group.</li> <li>- Continued work on the Fleet Management Plan (in final stages of revisions prior to submission).</li> <li>- Continued work on the Standard Operating Procedures.</li> <li>- Began work with Procurement for critical RFQs needed for commencement.</li> </ul>
2.0305	Asset Management	This deliverable consists of developing an Engineering Asset Management Plan that includes assessments of geospatial asset tracking, power flow process, computerized maintenance management system (CMMS), and T&D system planning criteria, as well as developing plans for preventative maintenance, substation flooding resiliency, and microgrid engagement priorities and interconnection process plans.	81-90%	<ul style="list-style-type: none"> <li>- Reviewed first draft of Asset Management Plan.</li> <li>- Begin prioritization and resource estimation for implementation of Asset Management plan.</li> <li>- Begin first pass of Preventive Maintenance prioritization with Engineering and Operations.</li> <li>- Worked with Capital Programs and IEM to develop process for federally funded projects.</li> <li>- Held meetings with PREPA consultants and PREPA to prioritize and coordinate work on flooded substations.</li> <li>- Submitted final draft of interconnection process documents for internal review.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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"> <li>- The Skilled Labor Assessments for Line Workers was initiated during the month of February. To date, there have been over 150 Line workers and 80 Technicians that have completed the assessments.</li> <li>- Additional assessments will be scheduled in the coming weeks as both internal and external applications are received by LUMA.</li> <li>- Ongoing meetings with Human Resources and Operations leadership are being held to evaluate in real time the number applicants, resource needs for conducting the assessments, and the timing and execution of conducting additional assessments.</li> <li>- Based of the results of the initial Skilled Labor Assessments, an initial training needs analysis is being completed and discussed in conjunction with Operations and Human Resources.</li> <li>- The permit for the Aguadilla assessment site has been submitted and is awaiting approval so that site construction can begin.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.07)</p>
2.0307	Safety Management Plan	This deliverable includes the development of the Public Safety Program Assessment, Written Safety & Health Program Assessment, and Physical Safety & Health Assessment that will allow for the creation of LUMA's Safety Management Plan.	61-70%	<ul style="list-style-type: none"> <li>- Developed the framework and table of contents for the Safety Management Plan.</li> <li>- Contributed to T&amp;D Takeover Plan section entitled Safety Reinforcement Plan.</li> <li>- Finalized Public Safety Plan; currently under review internally.</li> <li>- Drafted HSEQ IT software contracts for development and operations with selected provider.</li> <li>- Advanced on several critical topics such as Occupational Services provider requirements; DOT/Fleet, including driver files and qualification records; HS policies (Inspections and Audits, and Job Briefings); physical demand analysis plan for new hire positions, among others.</li> <li>- Drafted Emergency Action Plan. Plan is under review by Facilities and Corporate Security.</li> <li>- Concluded interviews with PREPA candidates.</li> <li>- Significant time spent on COVID 19 related matters; administering and responding to the COVID 19 protocol requirements.</li> </ul>
2.0308	Engineering and Asset Management	This item includes delivering an Engineering Plan that includes standards for the distribution system, protection & controls, as well as transmission system and substation engineering standards, and generation and renewables interconnection standards.	61-70%	<ul style="list-style-type: none"> <li>- Continue the development of the maintenance practices standards.</li> <li>- Continue the PREPA Specifications: Continued the review, provided comments and recommendations to S&amp;L and PREPA for incorporation on the standards and specifications.</li> <li>- PREPA 2021FY Project Oversight: Continue to provide guidance and input to the Cataño (38/13.8 kV) Substation Pilot and the review of potential projects.</li> <li>- Renewable Interconnection Process: Continued the development of the LUMA Processes, conducted internal workshops.</li> <li>- Street Light Program: Continued the development of the new Implementation plan recommendations.</li> <li>- New Customer Services: Continued to review the existing PREPA processes and identifying improvements for an updated process.</li> <li>- Participated in the PREPA's Transmission and Substations Working Groups.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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..	91-99%	<ul style="list-style-type: none"> <li>- Completed Health Assessments on medium-priority facilities.</li> <li>- Low priority facilities health assessments are underway.</li> <li>- Reviewing completed medium-priority Health Assessment reports, utilizing information to create property summary sheets.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02)</p>
2.031	Materials Management & Warehouse Plan	This deliverable identifies gaps within Materials Management & Warehousing resourcing, facilities, equipment, functions, processes and procedures, and develop a prioritized plan for closing identified gaps.	61-70%	<ul style="list-style-type: none"> <li>- Continued interviewing PREPA internal applicants and began review of external candidates.</li> <li>- Began development of operational forms, templates, and processes.</li> <li>- Initiated procurement process for key commencement contracts.</li> <li>- Began assessment of existing key PREPA service contracts.</li> <li>- Began detailed review of day 1 requirements and started creation of a cutover plan.</li> </ul>
2.0311	System Operations Plan	This deliverable consists of developing a plan to ensure LUMA is positioned to operate the T&D system upon Commencement. This will include the review of equipment to ensure safe operations and assess the resources responsible.	41-50%	<ul style="list-style-type: none"> <li>- Continued development of the Standard Operating Procedure document for LUMA Operations.</li> <li>- Continue to work on IT program workflows and processes for execution of field work.</li> </ul>
2.0312	Vegetation Management Plan	This deliverable assesses the existing vegetation management practices to identify needs and develop prioritized plans within the areas of: vegetation condition on critical sites and assets, widening or reclaiming existing rights-of-way, planning for steady-state vegetation maintenance, vegetation management support for capital expenditure projects, and contracting for specialized integrated vegetation management services.	61-70%	<ul style="list-style-type: none"> <li>- Finalized drafting contract requisition form for Vegetation Maintenance services: Distribution Preventive Maintenance, Transmission IVM, Corrective Maintenance.</li> <li>- Continued development of work procedures for vegetation managements with the participation of PREPA staff.</li> </ul>
2.04	Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan	This deliverable is the same as Handover Checklist item 2.0303	Refer to 2.0303	<ul style="list-style-type: none"> <li>- Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02.</li> </ul>
2.05	Environmental Exposure Management Plan	This deliverable involves the development and compilation of Environmental Policies, Processes, and Procedures Assessments, Environmental Permit Compliance Review, and Waste Contractor Review to enable for the creation of LUMA's Environmental Exposure Management Plan.	61-70%	<ul style="list-style-type: none"> <li>- Consulted FEMA and Puerto Rico State Historic Preservation Office (SHPO) with PREPA and PREPA Consultant for system restoration projects, completed PREPA's endangered species awareness training.</li> <li>- Drafted procedures for tank inspections, fuel handling, and spill prevention planning; procedures being reviewed by Operations.</li> <li>- Finalized interviews with PREPA employees for environmental positions post commencement.</li> <li>- Work continued on PREPA Baseline Environmental Study. Three (3) draft reports and nine (9) final reports received in February, next batch of sites planned for field assessments. LUMA is working with PREPA and Stantec to accelerate this work.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
				- Discussed due care planning process with operations, translated due care plan templates, and included references to internal environmental procedures.
<b>3</b>	<b>System Remediation Plan Milestones</b>			
3.01	Remediation Plan Proposal	This deliverable consists of developing a remediation plan outline and methodology.	100%	- 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%	- No Activity to report
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%	- No Activity to report
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.  - Reviewed, discussed and incorporated comments from P3A, developed petitions and submitted to PREB in late February. Awaiting PREB regulatory process.  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)
<b>4</b>	<b>Customer Services</b>			

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
4.01	Evaluating Customer Service Facilities and Assets	This deliverable consists of evaluating customer service facilities and assets through establishing joint teams between PREPA and LUMA liaisons to review all current locations and their functions. Activities include evaluating facilities and identifying locations that meet business requirements; developing a transition plan to operate customer facilities and identify requirements for additional facilities and/or consolidate existing facilities.	71-80%	<ul style="list-style-type: none"> <li>- Reviewed facilities for possible consolidation and reviewed regional facilities budget with Facilities Team.</li> <li>- Finalized IT and equipment needs along with facility handover recommendations to begin space and use analysis.</li> <li>- Met with a space planner to begin discussing COVID contingencies at San Juan contact center (CIM).</li> </ul>
4.02	Evaluating and Updating Customer Service Policies and Procedures	This deliverable involves a review and evaluation of PREPA customer service policies, processes, and procedures to confirm they meet regulatory compliance to Laws, Acts and Policy. Activities include a review of policies against ServCo. policies, processes, procedures; developing updated policy and procedure documentation in coordination with transition operating requirements including quality control measures; and developing Customer Service training program to instruct policies and procedures and maintain a high level of service.	61-70%	<ul style="list-style-type: none"> <li>- Met with PREPA subject matter experts to better understand current state processes and procedures.</li> <li>- Developed over 75 high priority Customer Experience process maps and 30 procedure documents to support employee training and commencement efforts.</li> <li>- Identified and documented process improvements in preparation for future implementation.</li> <li>- Identified existing PREPA documents and/or subject matter experts to support documentation or remaining processes and procedures.</li> </ul>
4.03	Development of a Meter Reading Plan	This deliverable includes developing a Meter Reading Plan that includes assessments of automated meter data collection and management process, meter read quality controls, processes for meter shop and field meter data collection, and an evaluation of meter data and meter asset management automated systems.	71-80%	<ul style="list-style-type: none"> <li>- Worked on the meter reading plan using our findings over the last few months.</li> <li>- Worked on an AMI pilot plan.</li> <li>- Still waiting on process information from PREPA based on our RFIs.</li> </ul>
4.04	Development of a Customer Service Transition Plan	This deliverable consists of undertaking a gap analysis of current state Customer Service organization, roles, responsibilities and operations; establishing the future state organization including ensuring alignment with the field execution teams; and developing and implementing (where appropriate) a transition plan including People, Facilities, Equipment, Training and Technology to ensure smooth transition into commencement.	71-80%	<ul style="list-style-type: none"> <li>- Worked on 2nd 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.</li> <li>- Continued to complete interviews of PREPA employees.</li> <li>- Maintained meetings with True North and reviewed their monthly reports and KPIs for PREPA's performance on payments, estimations, and manual meter reads. This data is being used to identify process improvements and work volumes for workforce structure and size.</li> <li>- Received and assessed J.D. Power Business 2020 customer results. Q1 2021 Residential J.D. Power Survey has been closed, with results available by mid-March. Q1 2021 Business Survey wave is open and ongoing.</li> <li>- Completed weekly meetings with PREPA Customer Billing teams to identify work processes that may require updates in Oracle Customer Care and Billing software that could impact billing and revenue.</li> <li>- Training Updates: Completed 75% of first draft of Customer Experience Essentials instructor led course to support all Customer Experience employees in the application of essential information (including foundational knowledge of electric system and meters, rates and regulations, and LUMA bills).</li> <li>- Created procedural lesson and practice scenario templates to support rapid development of procedural training.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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.	61-70%	<ul style="list-style-type: none"> <li>- Expanded documentation of key start and shut off processes and procedures.</li> <li>- Identified and documented process improvements in preparation for future implementation.</li> <li>- Documented new collections processes to be implemented post commencement.</li> </ul>
4.06	Development of a Meter Asset Management (MAM) Plan	This deliverable includes developing a Meter Asset Management Plan that includes the assessment of the meter shop facility, and meter asset management quality controls, as well as develop a meter asset management remediation plan, and meter asset tracking and sampling procedures.	51-60%	<ul style="list-style-type: none"> <li>- Reviewed the overall asset management plan to determine how meter asset management will integrate into a development plan for asset management.</li> </ul>
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.	51-60%	<ul style="list-style-type: none"> <li>- Completed the requirements gathering sessions with the selected implementation partner for the cloud-based contact center system and finalized draft of business requirements document.</li> <li>- Selected payment processor vendor approach for commencement. Decision made to continue the use of Oriental Bank payment processing over other vendors for the Mi Cuenta website and contact center system Interactive Voice Response on the contact center technology.</li> <li>- Coordinated interaction between new Mi Cuenta customer portal and cloud-based contact center for routing customer interactions to advisors</li> <li>- Currently assessing the effort required to store and display Customer Bill Statements through new LUMA Mi Cuenta</li> <li>- Began testing the integration of Oracle Customer Care and Billing with the new Oracle Enterprise Business Solution. Began solutioning the requirement for Oracle CC&amp;B to distinguish the different accounts between PREPA and LUMA. LUMA Customer Experience coordinating with LUMA IT and PREPA Customer Service team to create the test scenarios and complete testing; approximately 50% of test scenarios have been completed.</li> <li>- Created multiple contingency plans for the LUMA Bill, Rebrand and/or Redesign and Bill Print, to ensure alignment with the LUMA Mi Cuenta launch including mitigation plan to launch new bill and new self-serve portal post commencement.</li> </ul>
4.08	Develop and Implement a Non-Technical Energy Loss Reduction Plan	This deliverable includes developing a Non-Technical Loss (NTL) Plan comprising of a high level NTL recovery strategy, NTL system architecture, and detailed NTL recovery plan.	21-30%	No activity to report.

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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.	51-60%	<ul style="list-style-type: none"> <li>- Continued weekly meeting with PREPA Commercial Office Director to understand current work volumes, types, and process to inform future state processes for field execution in Operations.</li> <li>- Focused on documenting the existing PREPA Processes related to creating, editing and cancelling Service Orders and remote disconnect and reconnect orders.</li> <li>- Built the Table of Contents for the Customer Experience and Operations Integration Plan and completed 50% of the content.</li> <li>- Started weekly Operations/Customer Experience meetings specific to service orders for field activities created from Storms and Oracle software. Created a first draft of Service Metrics by work type and documented what information is required from Operations for each Order type.</li> <li>- Focused on mapping current state of service order dispatch and completion. Multiple meetings were held with PREPA Commercial Office Director and PREPA employees. An analysis was completed for multiple service order systems including Theft Orders, Customer Requested Service Orders and PREPA generated orders.</li> </ul>
<b>5</b>	<b>IT</b>			
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%	Completed. No activity to report.
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. No activity to report.
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%	<ul style="list-style-type: none"> <li>- Continuing to build contributing components for the governance of information security office and Cybersecurity Plan.</li> <li>- The detailed response plan (IT BCP and IT DR (Data Recovery)) is underway with contributing departments and requirements to develop as per critical assets (systems).</li> <li>- Execute on Cybersecurity Operational plans with MSSP (Managed Security Service Provider) and improve readiness for commencement.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 9.05)</p>
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.	1.0	<ul style="list-style-type: none"> <li>- IT OT Asset Management Plan document complete.</li> <li>- Consolidation of data collection forms is complete based on the information provided by PREPA; LUMA has implemented processes to enable the maintenance of the data collection forms as additional information is discovered and established the set of data collection forms as the master configuration management database (CMDB) in the absence of a tool being available at PREPA</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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.	51-60%	<ul style="list-style-type: none"> <li>- Initiated review and alignment on current projects with LUMA and PREPA.</li> <li>- Continued vendor engagement including contract requests, license counts, support contact information.</li> <li>- Provided PREPA IT list of pre-commencement contracts that LUMA is requesting PREPA to extend.</li> <li>- Developed Cutover Plan development process including rollup and milestone reporting.</li> <li>- Continued LUMA and PREPA weekly alignment meetings.</li> </ul>
5.08	Training and Communication Plan	This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees.	71-80%	<ul style="list-style-type: none"> <li>- Completed first IT OT All-Hands Meeting.</li> <li>- Completed 2nd &amp; 3rd IT OT Vendor Registration (contact information for commercial and support inquiries and summaries of contracts).</li> <li>- Approved IT OT Newsletter template from LUMA Communications Team to be used for bi-weekly IT OT All-Hands updates.</li> </ul>
<b>6</b>	<b>Financial Management</b>			
6.01	Detailed Description of Approach to Budgeting and Reporting	This deliverable involves a review of current budgeting and forecasting processes; identify PREPA's business activities, including prior year actual and original budget, and ensure they are contemplated in the information shared for the draft initial budget; and ensure the anticipated spend from the various LUMA plans prepared during the transition period are included into the initial budgets.	1.0	<p>- Please refer to comments within HOC 6.05. This HOC item is deemed completed with the filing of the Regulatory submission to the PREB.</p> <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05)</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).	1.0	<p>- Please refer to comments within HOC 6.05. This HOC item is deemed completed with the filing of the Regulatory submission to the PREB.</p> <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05)</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%	- Completed list of gaps and opportunities which was presented and discussed with PREPA's key finance managers. Will continue into March, as clarifications on a few items are still being discussed.



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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%	- Continued collaboration with PREPA Oracle EBS users and their respective managers in process design, system configuration decisions, and testing strategy/planning; finalized system design for Fixed Assets, Project Accounting, and the Custom Labor Cost Distribution application; prepared Oracle EBS testing scripts and tracking tool.
6.05	Preparing Initial Budgets and Other Financial Forecasts	This deliverable consists of preparing initial budgets and financial forecasts. Finance will discuss any potential changes on assumptions and priorities, agree to the overall approved budget and consolidate all departmental budgets to be reviewed and included in a Master Budget Template. From the Master template, actuals and forecast/revisions will be updated on a monthly basis in order to compare Monthly, YTD and FYF balances.	81-90%	- Prepared and supported LUMA's Initial Budgets, SRP and Performance Metrics for reviews and approval for submittal to the PREB. - 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. - This HOC items is conducted in conjunction with HOC 6.01 and 6.02. With the submission of the regulatory filing to the PREB, HOC 6.01 and 6.02 will be marked as completed and HOC 6.05 will continue through FET to report on the progress of the regulatory filing through the PREB and other Initial Budget initiatives.  (Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.02).
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.	61-70%	- On going weekly meetings with PREPA treasury to monitor account set-up status. - LUMA signers to be set-up prior to commencement.
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.	61-70%	Workday Payroll: - Payroll and Absence end to end (E2E) testing is in progress; E2E testing of ADP, Fidelity, and CHUBB Integrations are in progress. - Unit testing completed for integrations between Workday, Kronos and EBS. - Absence requirements are changing; anticipating final requirements any day now.  Kronos: - Finalized & approved Business Requirements. - Completed System Integrated Testing Plan & Test Scripts. - Conducted Employee Integration Testing.
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.	81-90%	- Limits of Authority are currently under review with LUMA Executives.

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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%	- Final editing and wrap-up of loose ends will continue into March.
<b>7</b>	<b>FEMA Funds and Federal Funding Procurement Manual</b>			
7.01	Set Up Governance Framework	This deliverable includes the assessment and identification of gaps in the PREPA grant governance structure. Design a governance framework consistent with the Disaster Recovery Federal Funding Management Guide.	41-50%	- Continued discussions regarding understanding of planned system integration, chart of accounts, and procurement. - Continued discussions regarding integration and implementation of GrantWise.
7.02	Policies and Procedures	This deliverable includes the development of policies and procedures in line with governance framework.	61-70%	- Continued to provide technical assistance on Federal funding regulations related to internal labor and other finance related federal fund topics. - Discussions continued on GrantWise for integration with LUMA financial system and ultimate deployment. - Drafting continues on the comprehensive Federal Fund Manual. Policies and procedures currently in process relate to costs, property, monitoring, and audits.
7.03	Staffing Plan	This deliverable includes developing the staffing plan for federal funding group consistent with DRFFMG.	91-99%	No activity to report.
7.04	Surge Staffing	This deliverable includes establishing options for surge staffing to be implemented as part of emergency response and recovery.	Refer to 9.02	- Work associated with 7.04 is included in HOC 9.02
7.05	Project Worksheet Assessment (also covered under Section 4.3)	This deliverable includes the assessment of the current progress of project level details and the status of FEMA Project Worksheets (PW) and all of PREPA's federal funding activities, including all federal grants and other monies for disaster recovery.	61-70%	- Continued PW Assessments including meeting with PREPA to discuss current status of Category B PWs submitted to FEMA for internal labor and MOU which have been obligated but not yet reimbursed. - Provided federal funding technical assistance the following transition workgroups: Substation, Distribution, Generation, Procurement, Project Controls, Grants Management. - Supported Capital Projects as they establish the Project Work Breakdown Structure (WBS) to ensure alignment with FEMA requirements and with the finance/accounting chart of accounts/cost codes.
7.06	Handoff of Project Worksheet Activity from COR3 and Vendors	This deliverable involves the transition of federal funding activities from PREPA and consultants to LUMA team, including cooperation with COR3 and all relevant agencies.	Refer to 7.05	- Work associated with 7.06 is included in HOC 7.05
7.07	Project Procurement Planning	Assess and identify gaps in the PREPA procurement process for federally funded activities.	Refer to 7.05	- Work associated with 7.06 is included in HOC 7.05

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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.	71-80%	<ul style="list-style-type: none"> <li>- Completed the second draft of Federal Fund procurement manual which is currently under review.</li> <li>- Contributed to the development of the Non-Federal Funded Procurement Manual - which is the foundation to the Federal Funded Procurement Manual.</li> <li>- Continued ongoing technical assistance and related to the integration of the federal fund procurement and the non-federal fund procurement manual processes.</li> </ul>
<b>8</b>	<b>Staffing for Front-End Transition Period</b>			
8.01	Draft, Revise and Finalize Operator Employment Requirements	This deliverable consists of determining the minimum employment requirements for LUMA employees by position.	Refer to 8.02	<ul style="list-style-type: none"> <li>- Reporting has been consolidated under 8.02 Recruiting and Staffing.</li> <li>- This specific deliverable has been completed.</li> </ul>
8.02	Recruiting and Staffing	This deliverable involves recruitment and staffing. Activities include the HR transition team coordinating with each department and completing interviews of all PREPA employees and external candidates; tracking of applicants; assisting with PREPA employee applications, coordinating interviews, and communicating status of applications; and Identifying staffing vacancies due to gaps and search for resources externally to fill out the proposed LUMA Organization including pre-employment screening.	71-80%	<ul style="list-style-type: none"> <li>- Completed 100% of PREPA first round interviews.</li> <li>- Advanced the offer letters with terms of employment.</li> <li>- Commenced first round interviews of external applicants.</li> <li>- Completed Background Check vendor evaluations and selection.</li> <li>- Continued Onboarding Planning concerning safety, compliance, and operational trainings needed, and policies and benefits scope for Onboarding.</li> <li>- Identified needs for the Security Department for the Onboarding process.</li> </ul>
8.03	Redesign and Staff New Organization	The core HR transition team will coordinate with each department to develop a comprehensive department specific People Strategy/Staffing plan that compliments overall business strategy. It will include getting a finalized number of roles needed in each department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools.	91-99%	<ul style="list-style-type: none"> <li>- Continued to work with each department to coordinate and schedule interview meetings and departments that have identified additional needs.</li> </ul>
8.04	Proposed Recruitment and Staffing Plan	This deliverable consists of the core HR transition team coordinating with each department to develop a comprehensive department specific People Strategy/Staffing plan that compliments overall business strategy. This includes a list of positions needed by department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools.	Refer to 8.02	<ul style="list-style-type: none"> <li>- Reporting has been consolidated under 8.02 Recruiting and Staffing.</li> <li>- This specific deliverable has been completed.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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"> <li>- Started Phase 1b testing; tested 182 tests cases to date.</li> <li>- Two payroll tests runs settled and validated.</li> <li>- Continued to work through issues with ADP integrations on tax and garnishments.</li> <li>- Continued work on Leaves of Absence testing.</li> <li>- Continued partnership with Payroll for payroll workstream, EBS and Kronos integrations.</li> <li>- Continued translation process (Spanish translations for job titles, location names, misc. instructional text in Employee Self-Service, etc.).</li> <li>- Continued Workday Operational Readiness Planning.</li> <li>- Successfully completed the first iCIMS integrations run with Workday.</li> </ul>
8.06	Communication Plan	This deliverable consists of establishing and implementing internal and external communications plans. On the internal side, the focus will be on continuously informing PREPA and LUMA employees through multiple avenues (e.g., one-on-one meetings, group sessions, town halls, newsletters, intranet updates, etc.) to answer employee questions and keep them updated on progress. On the external side, LUMA will strategically use media coverage, social media and advertising including digital, billboards, print and radio to introduce LUMA to the people of Puerto Rico.	71-80%	<ul style="list-style-type: none"> <li>- Continued monitoring media messages and delivering summaries to key LUMA employees.</li> <li>- Continued developing materials for press.</li> <li>- Shared draft Communications Plan with Chief Corporate Services Officer for review and feedback.</li> <li>- Kicked off development of customer multimedia communications campaign for LUMA commencement.</li> <li>- Continued planning and meetings for brand roll out, including approving artwork for fleet branding.</li> <li>- Continued developing functionality of mobile app.</li> <li>- Produced local photo assets to incorporate into website and other communications outputs.</li> <li>- Rolled out revamped social media strategy.</li> </ul>
8.07	Training (Workforce Development) Plan	This deliverable involves creating a training development program for employees which involves establishing LUMA training policies, standards, practices, curriculum and facilities; onboarding and providing foundational awareness and training to all new and existing employees; and developing a defined career path with continuity of quality education and training.	71-80%	<ul style="list-style-type: none"> <li>- Completed 100% of the Non-Technical training list and prioritization; Met with vendors to identify cost impacts and availability of curriculums and content needed.</li> <li>- Continued working on Safety and Operation training list and prioritization.</li> <li>- Continued developing training content in all departments.</li> <li>- Continued translation of training materials such as job aids and videos specific to Workday into Spanish.</li> </ul> <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist item 2.0306)</p>
8.08	Develop Employee Retirement Plan	This deliverable consists of the core HR Transition team, working collaboratively with the current HR key personnel at PREPA, to develop a comprehensive Total Rewards strategy. This includes the development of action plans and programs regarding the LUMA's new proposed Retirement Plan, Health & Welfare Benefits Plan, and Compensation approach.	100%	<ul style="list-style-type: none"> <li>- Retirement Plan has been designed and completed.</li> </ul>
8.09	Occupational Health and Wellness	This deliverable involves implementing a confidential Employee Assistance Program through our medical provider.	91-99%	<ul style="list-style-type: none"> <li>- Working to finalize the Occupational Health and Wellness Plan document.</li> <li>- Received proposals from three Drug and Alcohol test providers, analyzed and evaluated costs, capabilities, and proposed implementation plans. Working to finalize evaluation.</li> </ul>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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.	81-90%	- Completed labor compliance review of 31 human resources policies and procedures. Remaining policies under legal review.
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. - Continue to work on communication strategies to help PREPA employees understand this new concept of the 401K and continue to work on validating the compensation scales with Hiring Managers and leadership team.  (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.	71-80%	- Negotiated terms of contracts with Community Investment partners. - Developed plans for Community Investment roll out and announcement.
<b>9</b>	<b>Additional Front-End Transition Period Activities</b>			
9.01	Genco Shared Services Agreement Approval	This deliverable consists developing a plan for delivery of shared services as well as negotiating and executing a Shared Services Agreement.	91-99%	- Completed design of Shared Services model which has been submitted to P3A. There are ongoing discussions to reconcile the Shared Services model with the draft SSA with legal. - Completed design of Shared Services model and budget has also been submitted to PREPA and planning 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.	81-90%	- Under LUMA review with iterative update of key sections. (LEGAL REFERENCE FOR HOURS) // PLANING TEAM
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.	91-99%	- Draft completed, currently circulating with internal stakeholder for review. - Continued work on final site report assessments (~80% complete). - Forms to systematically assess physical security on transmission and substation substations completed.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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.	1.0	- Data Security Plan is complete - Standards and controls completed  (Work on this deliverable is conducted in conjunction with the Handover Checklist items 5.04)
9.06	Vegetation Management Plan Approval	This deliverable includes the approval of the Vegetation Management Plan through the appropriate LUMA and PREB review and approval requirements.	Refer to 2.0312	- Reporting has been consolidated under VM plan 2.0312
9.07	System Operation Principles Regulatory Approval	This deliverable consists of activities to gain P3A and regulatory (PREB) approvals for System Operation Principles	51-60%	- Review, discussed and incorporated comments from P3A, developed petitions and submitted to PREB in late February. Awaiting PREB regulatory process.
<b>10</b>	<b>Asset Acquisition (Supply Chain)</b>			
10.01	Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems	This deliverable includes evaluating existing procurement and subcontracting policies, procedures and systems; identify system contracts and generation supply contracts; review vendor services to facilities; sourcing and procurement work for LUMA ManageCo contracts.	81-90%	- Continuing to revise processes per feedback from Legal as a part of the NFF Procurement Manual review.
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.	71-80%	- Obtained historical/sensitive information for each lease. The information is required to support the communications strategy which is an input into lease optimization strategy. - Obtained site plans, architectural designs, and furniture drawings. Utilizing the information obtained to map out maximum occupancy as per organizational structures  (Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0309)
10.03	Assuming Existing Subcontracts	This deliverable includes compiling a listing of all existing subcontracts, including executed copies of subcontract, and complete a gap analysis (expired, missing etc.) of subcontracts being assumed against the immediate needs of O&M of the T&D System, and develop processes and procedures for assuming the existing subcontracts.	61-70%	- Continued to review existing PREPA contracts with LUMA departments. Starting with critical priorities and moving through the full list. - Have now received approximately 95% of System Contracts from PREPA. Also received a listing of open and active contracts which enabled us to remove more than 300 ended or expired contracts from our list.
<b>11</b>	<b>Back-End Transition Plan</b>			
11.01	Develop Back-End Transition Plan	This deliverable includes developing a plan that will guide the process for LUMA transferring operations back to PREPA at the end of the contract term. This includes the development of departmental scopes, timelines and documentation to provide T&D System status and plans to support operational and commercial transfer. (Refer also to Handover Checklist item 12.04)	Refer to 12.04	- Reporting has been consolidate under 12.04 Back End Transition Plan.
<b>12</b>	<b>Front-End Transition Plan (Additional Requirements)</b>			

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
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.	31-40%	- Continued to identify and review sources for submission data. Fiduciary Liability application process has begun as well as El Fondo coverage for ServCo. Most of the work for this deliverable is scheduled for the last months of Front-End Transition. - Coverage will be finalized in the last stage of FET.
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.	100%	- Revised Performance Metrics Baselines. - Developed Performance Metrics Baselines Reply to Stakeholder Comments. - Reviewed, discussed and incorporated comments from P3A on Part II (Targets), developed petitions and submitted to PREB. - Responded to Resolutions and Orders from PREB and attended Technical Conferences regarding Part I (Metrics and Baselines).
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 consolidated to 1.01 Government Approvals

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed in February
12.10	Section 4.5: Conditions Precedent to Service Commencement Date	Legal work to fulfill and satisfy all conditions precedent to Service Commencement Date outlined in Section 4.5 of the OMA.	61-70%	<p>Continued to work on and provide legal support for various condition precedent activities within LUMA including the following:</p> <ul style="list-style-type: none"> <li>- Revised the Shared Services Agreement and discussed proposed changes and approach with P3A and its advisors.</li> <li>- Worked with Regulatory Counsel and LUMA Regulatory Team to revise the Key Regulatory Deliverables including the Initial Budgets, and Related Terms of Service, System Remediation Plan (including all Program Briefs), Performance Metrics, and System Operation Principles to address and incorporate comments of the P3A and its advisors on same. Prepared Motions and filed the Initial Budgets and Related Terms of Service, System Remediation Plan (including all Program Briefs), Performance Metrics, and System Operation Principles with the PREB and requested its approval of same.</li> <li>- Worked with Nixon Peabody to arrange for supporting report it needs to issue Supplemental Agreement Tax Opinion.</li> <li>- Worked with counsel for FOMB and AAFAF on the timing and substance of the Motion requesting Administrative Expense Treatment for amounts to be to LUMA during the Interim Period.</li> <li>- Worked with counsel for FOMB on Term Sheet for the FOMB Protocol Agreement.</li> <li>- Reviewed Reliance Letter in connection with the Base Environmental Study.</li> </ul>
12.11	Section 4.7: Closing the Front-End Transition Period	Work with counsel for P3A to satisfy and confirm that all conditions precedent to Service Commencement Date and deliver appropriate documentation evidencing same	0%	- No action required at this time.
12.12	Service Commencement Begins	Satisfaction of all Service Commencement Date Conditions under Section 4.5 of the OMA	0%	- No action required at this time.





# INVOICE

Submitted To: <b>Puerto Rico Public-Private Partnerships Authority</b> PO Box 42001 San Juan, Puerto Rico 00940-2001		Address: <b>LUMA Energy, LLC</b> 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907	
To Be Paid By: <b>Puerto Rico Electric Power Authority</b> PO Box 364267 San Juan, Puerto Rico 00936-4267		<b>Tax Registration No. 66-0940278</b>	
Invoice Date: <b>March 10, 2021</b>		Invoice #: <b>FETS-0221-01</b>	
Contract Ref: <b>Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement</b>			<b>TERMS: Net 30</b>
<b>(i) and (ii) Labor</b> (Please see attached breakdowns for further detail)		AMOUNT	
<b>Sub-Total Labor for the month of February 2021</b>		<b>\$</b>	<b>3,832,742.50</b>
<b>(iii) Front-End Transition Service Fixed Fee</b>			
<b>Monthly Installment of the FETS Fixed Fee for the month of February 2021</b>		<b>\$</b>	<b>5,000,000.00</b>
<b>(iv) Pass-through Costs and Expenses</b>			
Aerotek Professional Services - 32 Invoices		\$	158,586.45
Alumbra LLC - 25 Invoices		\$	1,277,779.43
Alvarez & Marsal Corporate Performance Improvement, LLC - 7 invoices		\$	273,315.33
American Relocation Connections, LLC - 28 Invoices		\$	143,147.10
AT&T Mobility Puerto Rico - 1 invoices		\$	713.81
ATCO Power (2010) Ltd. - 2 invoices		\$	13,995.02
BridgeSource Utilities Solutions, LLC - 2 invoices		\$	148,904.40
Covington & Burling LLP - 1 invoices		\$	32,832.00
District View Office Center - 2 Invoices		\$	195.39
DLA Piper LLP (US) - 1 Invoices		\$	127,068.19
Innovative Emergency Management, Inc. (IEM) - 8 invoices		\$	185,317.44
International Business Machines Corporation (IBM) - 1 invoices		\$	638,339.00
Iris Vargas - 3 Invoices		\$	18,640.00
Korn Ferry (US) NW 5854 - 1 Invoices		\$	2,400.00
Laboratorio Clinico El Morro, Inc. - 2 Invoices		\$	6,316.00
NexTec Operating Corp - 13 invoices		\$	(9,293.48)
Nory Sanchez-Alvarez - 1 Invoices		\$	91.98
Ogletree, Deakins, Nash, Smoak & Stewart, P.C. - 2 invoices		\$	2,322.00
Oracle America, Inc. - 3 Invoices		\$	4,410.00
People 2.0 North America - 9 Invoices		\$	58,608.99
Quanta Workforce Solutions, LLC - 5 Invoices		\$	165,525.12
Smartbridge - 3 Invoices		\$	87,520.00
Quanta Services Puerto Rico, LLC - 1 Invoices		\$	(4,000.00)
CDW - 2 invoices		\$	43,724.30
Vidal & Rodriguez, Inc. - 1 invoices		\$	3,762.00
BMA Group - 2 Invoices		\$	63,025.02
CSS International, Inc - 7 Invoices		\$	147,796.63
Triple-S, Salud - 1 Invoices		\$	(26,000.00)
Global Project Solutions, LLC - 2 invoices		\$	29,464.21
Resources Global Professionals (RGP) - 5 Invoices		\$	19,127.36
OGMA Language Studio - 1 Invoices		\$	1,476.80
Trans4mative - 11 Invoices		\$	143,352.50
Troutman Pepper Hamilton Sanders LLP - 1 Invoices		\$	18,818.10
ATCO Infrastructure Solutions Ltd - 3 Invoices		\$	86,347.70
ERM-PR, Inc. - 2 Invoices		\$	66,144.00
Carimus Consulting - 3 Invoices		\$	18,792.00
Kroma Advertising - 1 Invoices		\$	21,872.00
Martel, Inc - 1 Invoices		\$	20,800.00
McConnell Valdes LLC - 1 Invoices		\$	336.25
WinKom Systems, Inc. - 2 Invoices		\$	41,121.00
Jose L. Fuentes - 1 Invoices		\$	2,000.00
<b>Sub-Total of Pass-through Costs and Expenses for the month of February 2021</b>		<b>\$</b>	<b>4,034,694.04</b>
		<b>Total</b>	<b>\$ 12,867,436.54</b>



# INVOICE

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

Invoice Date: <b>March 10, 2021</b>	Invoice #: <b>FETS-0221-01</b>
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	FETS Fee	FETS Fixed Fee	Additional C&E	Total
Previously invoiced	\$ 27,300,562.50	\$ 36,500,000.00	\$ 25,036,499.46	\$ 88,837,061.96
Current invoice	\$ 3,832,742.50	\$ 5,000,000.00	\$ 4,034,694.04	\$ 12,867,436.54
<b>Total invoiced to date</b>	<b>\$ 31,133,305.00</b>	<b>\$ 41,500,000.00</b>	<b>\$ 29,071,193.50</b>	<b>\$ 101,704,498.50</b>

**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 Rev2	\$ 822,770.00	\$ 1,500,000.00	\$ -	\$ 2,322,770.00
July 2020	FETS-0720-01 Rev2	\$ 3,990,150.00	\$ 5,000,000.00	\$ 2,131,326.79	\$ 11,121,476.79
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
January 2021	FETS-0121-01	\$ 3,051,837.50	\$ 5,000,000.00	\$ 2,303,811.91	\$ 10,355,649.41
		<b>\$ 27,300,562.50</b>	<b>\$ 36,500,000.00</b>	<b>\$ 25,036,499.46</b>	<b>\$ 88,837,061.96</b>

	Front End Transition Hourly Costs	Additional Costs & Expenses	Sub-Total	Front End Transition Fixed Fee	Total
Previously invoiced	\$ 27,300,563	\$ 25,036,499	\$ 52,337,062	\$ 36,500,000	\$ 88,837,062
Current invoice	\$ 3,832,743	\$ 4,034,694	\$ 7,867,437	\$ 5,000,000	\$ 12,867,437
Total invoiced to date	\$ 31,133,305	\$ 29,071,194	\$ 60,204,499	\$ 41,500,000	\$ 101,704,499
Forecast to complete			\$ 31,795,502	\$ 18,500,000	\$ 50,295,502
Proposal			\$ 76,351,931	\$ 60,000,000	\$ 136,351,931
Variance					\$ 15,648,069
					11.5%

## SUMMARY

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	2455.0	\$ 797,875.00
Senior Director	\$ 300.00	590.0	\$ 177,000.00
Director	\$ 275.00	3451.5	\$ 949,162.50
Senior Manager	\$ 210.00	1470.5	\$ 308,805.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	326.0	\$ 65,200.00
Manager	\$ 200.00	3470.5	\$ 694,100.00
Field Technician	\$ 195.00	41.5	\$ 8,092.50
Senior Analyst	\$ 160.00	1635.5	\$ 261,680.00
Engineer	\$ 160.00	788.5	\$ 126,160.00
Field Supervisor	\$ 160.00	1083.0	\$ 173,280.00
Analyst	\$ 125.00	1982.5	\$ 247,812.50
Administrative Support	\$ 50.00	471.5	\$ 23,575.00
		<b>17766</b>	<b>\$ 3,832,742.50</b>

**Executives**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	256.0	\$ 83,200.00
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	200.5	\$ 10,025.00
		<b>456.5</b>	<b>\$ 93,225.00</b>

**Capital Programs**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	167.0	\$ 54,275.00
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	285.0	\$ 57,000.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>452</b>	<b>\$ 111,275.00</b>

**Communications**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	17.0	\$ 5,525.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	231.5	\$ 63,662.50
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	51.5	\$ 6,437.50
Administrative Support	\$ 50.00	0.0	\$ -
		<b>300</b>	<b>\$ 75,625.00</b>

**Corporate Services**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	109.0	\$ 35,425.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	215.0	\$ 59,125.00
Senior Manager	\$ 210.00	528.0	\$ 110,880.00
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	\$ -
		<b>852</b>	<b>\$ 205,430.00</b>



**Customer Service**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	0.0	\$ -
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	166.0	\$ 34,860.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	120.0	\$ 24,000.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	138.0	\$ 22,080.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	150.0	\$ 24,000.00
Analyst	\$ 125.00	520.0	\$ 65,000.00
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1094</b>	<b>\$ 169,940.00</b>

**Financial Mgmt.**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	162.5	\$ 52,812.50
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	586.0	\$ 161,150.00
Senior Manager	\$ 210.00	107.5	\$ 22,575.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	439.0	\$ 87,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	503.5	\$ 80,560.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1798.5</b>	<b>\$ 404,897.50</b>

**HSE & Quality**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	217.0	\$ 70,525.00
Senior Director	\$ 300.00	1.0	\$ 300.00
Director	\$ 275.00	356.5	\$ 98,037.50
Senior Manager	\$ 210.00	-82.0	\$ (17,220.00)
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	326.0	\$ 65,200.00
Manager	\$ 200.00	180.0	\$ 36,000.00
Field Technician	\$ 195.00	41.5	\$ 8,092.50
Senior Analyst	\$ 160.00	39.0	\$ 6,240.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1079</b>	<b>\$ 267,175.00</b>

**Human Resources**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	126.0	\$ 40,950.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	14.0	\$ 3,850.00
Senior Manager	\$ 210.00	128.0	\$ 26,880.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	269.0	\$ 53,800.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	150.0	\$ 24,000.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	297.5	\$ 37,187.50
Administrative Support	\$ 50.00	-55.0	\$ (2,750.00)
		<b>929.5</b>	<b>\$ 183,917.50</b>

**Integration Management Office**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	311.5	\$ 101,237.50
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	190.0	\$ 38,000.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	125.0	\$ 20,000.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	327.0	\$ 40,875.00
Administrative Support	\$ 50.00	307.0	\$ 15,350.00
		<b>1260.5</b>	<b>\$ 215,462.50</b>

***IT / OT***

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	168.0	\$ 54,600.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	178.0	\$ 48,950.00
Senior Manager	\$ 210.00	0.0	\$ -
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	338.5	\$ 67,700.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	678.0	\$ 108,480.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1362.5</b>	<b>\$ 279,730.00</b>

**Legal**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	177.0	\$ 57,525.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	0.0	\$ -
Senior Manager	\$ 210.00	2.5	\$ 525.00
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	2.0	\$ 320.00
Engineer	\$ 160.00	0.0	\$ -
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	4.0	\$ 200.00
		<b>185.5</b>	<b>\$ 58,570.00</b>

**Operations**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	198.0	\$ 64,350.00
Senior Director	\$ 300.00	0.0	\$ -
Director	\$ 275.00	360.0	\$ 99,000.00
Senior Manager	\$ 210.00	446.0	\$ 93,660.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	310.0	\$ 62,000.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	155.0	\$ 24,800.00
Field Supervisor	\$ 160.00	905.5	\$ 144,880.00
Analyst	\$ 125.00	0.0	\$ -
Administrative Support	\$ 50.00	0.0	\$ -
		<b>2374.5</b>	<b>\$ 488,690.00</b>



**Regulatory**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	57.0	\$ 18,525.00
Senior Director	\$ 300.00	72.0	\$ 21,600.00
Director	\$ 275.00	455.0	\$ 125,125.00
Senior Manager	\$ 210.00	196.0	\$ 41,160.00
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	478.0	\$ 95,600.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	49.0	\$ 7,840.00
Field Supervisor	\$ 160.00	0.0	\$ -
Analyst	\$ 125.00	686.5	\$ 85,812.50
Administrative Support	\$ 50.00	0.0	\$ -
		<b>1993.5</b>	<b>\$ 395,662.50</b>

**Utility Transformation**

<b>Employee Category</b>	<b>(i) Hourly Rate</b>	<b>(ii) Hours Worked</b>	<b>Monthly Total</b>
Vice President	\$ 325.00	489.0	\$ 158,925.00
Senior Director	\$ 300.00	517.0	\$ 155,100.00
Director	\$ 275.00	1055.5	\$ 290,262.50
Senior Manager	\$ 210.00	-21.5	\$ (4,515.00)
Field Crew Leader	\$ 205.00	0.0	\$ -
Trainer	\$ 200.00	0.0	\$ -
Manager	\$ 200.00	861.0	\$ 172,200.00
Field Technician	\$ 195.00	0.0	\$ -
Senior Analyst	\$ 160.00	0.0	\$ -
Engineer	\$ 160.00	584.5	\$ 93,520.00
Field Supervisor	\$ 160.00	27.5	\$ 4,400.00
Analyst	\$ 125.00	100.0	\$ 12,500.00
Administrative Support	\$ 50.00	15.0	\$ 750.00
		<b>3628</b>	<b>\$ 883,142.50</b>

**Summary of Hours by Department and Employee Category with June and July Adjustments - Billable hours**

Employee Category	Capital Programs & Back End Transition <sup>(2)</sup>	Communications <sup>(1)</sup>	Corporate Services	Customer Service	Executive	Financial Management	HSE & Quality <sup>(3)</sup>	Human Resources <sup>(1)</sup>	Integration Management Office	IT / OT <sup>(6)</sup>	Legal <sup>(3)</sup>	Operations	Regulatory <sup>(4)</sup>	Utility Transformation <sup>(3)</sup>	Total Hours by Employee Category
Vice President	167	17	109	0	256	162.5	217	126	311.5	168	177	198	57	489	2455
Senior Director	0	0	0	0	0	0	1	0	0	0	0	0	72	517	590
Director	0	231.5	215	0	0	586	356.5	14	0	178	0	360	455	1055.5	3451.5
Senior Manager	0	0	528	166	0	107.5	-82	128	0	0	2.5	446	196	-21.5	1470.5
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	326	0	0	0	0	0	0	0	326
Manager	285	0	0	120	0	439	180	269	190	338.5	0	310	478	861	3470.5
Field Technician	0	0	0	0	0	0	41.5	0	0	0	0	0	0	0	41.5
Senior Analyst	0	0	0	138	0	503.5	39	150	125	678	2	0	0	0	1635.5
Engineer	0	0	0	0	0	0	0	0	0	0	0	155	49	584.5	788.5
Field Supervisor	0	0	0	150	0	0	0	0	0	0	0	905.5	0	27.5	1083
Analyst	0	51.5	0	520	0	0	0	297.5	327	0	0	0	686.5	100	1982.5
Administrative Support	0	0	0	0	200.5	0	0	-55	307	0	4	0	0	15	471.5
	452	300	852	1094	456.5	1798.5	1079	929.5	1260.5	1362.5	185.5	2374.5	1993.5	3628	17766

Total Change -16

**NOTES:**

**June Invoice Adjustments**

(1) Adjustments related to invoice FETS-0620-01 Rev2 (see page #31 for details):

Note: There is no change in total hours or hours per HOC item (i.e. only Job category adjustments from June invoice)

- a) Add 51.5 hours for Analyst and 9.5 hours for Director in the Communications department
- b) Subtract 61 hours for Administrative Support in the Human Resources department

**July Invoice Adjustments**

(2) Adjustments related to invoice FETS-0720-01 Rev2 (see page #32 for details):

Note: This adjustment was never included in the HOC tallies (i.e. hours summary adjustment of validation in July invoice)

- a) Subtract 16 hours for Vice President in the Capital Programs & Back End Transition department

-16

(3) Adjustments related to invoice FETS-0720-01 Rev2 (see page #32 for details):

Note: there is no change for total hours or hours per HOC item (i.e. only Job category adjustments from July invoice)

- b) Subtract 74 hours for Manager, 56 hours for Trainer, 8 hours for Senior Analyst and 82 hours for Senior Manager in the HSE & Quality department
- c) Add 74 hours for Director, 64 hours for Manager and 82 hours for Vice President in the HSE & Quality department
- d) Subtract 2 hours for Senior Manager in the Legal department
- e) Add 2 hours for Senior Analyst in the Legal department
- f) Subtract 22 hours for Senior Manager in the Utility Transformation department
- g) Add 22 hours for Director in the Utility Transformation department

(4) Adjustments related to invoice FETS-0720-01 Rev2 (see page #32 for details):

Note: These adjustments are integrated into the HOC tallies as they do change total hours and hours per HOC item (i.e. incorrect tallies of June data in July Invoice)

- h) Subtract 56.5 hours for Senior Analyst in the IT/OT department
- i) Add 2 hours for Vice President in the Regulatory department

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

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	183	17	109	0	256	162.5	135	126	311.5	168	177	198	57	489	2389
Senior Director	0	0	0	0	0	0	1	0	0	0	0	0	72	517	590
Director	0	222	215	0	0	586	282.5	14	0	178	0	360	455	1033.5	3346
Senior Manager	0	0	528	166	0	107.5	0	128	0	0	4.5	446	196	0.5	1576.5
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	382	0	0	0	0	0	0	0	382
Manager	285	0	0	120	0	439	190	269	190	338.5	0	310	478	861	3480.5
Field Technician	0	0	0	0	0	0	41.5	0	0	0	0	0	0	0	41.5
Senior Analyst	0	0	0	138	0	503.5	47	150	125	678	0	0	0	0	1641.5
Engineer	0	0	0	0	0	0	0	0	0	0	0	155	49	584.5	788.5
Field Supervisor	0	0	0	150	0	0	0	0	0	0	0	905.5	0	27.5	1083
Analyst	0	0	0	520	0	0	0	297.5	327	0	0	0	686.5	100	1931
Administrative Support	0	0	0	0	200.5	0	0	6	307	0	4	0	0	15	532.5
<b>Total</b>	<b>468</b>	<b>239</b>	<b>852</b>	<b>1094</b>	<b>456.5</b>	<b>1798.5</b>	<b>1079</b>	<b>990.5</b>	<b>1260.5</b>	<b>1362.5</b>	<b>185.5</b>	<b>2374.5</b>	<b>1993.5</b>	<b>3628</b>	<b>17782</b>

**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	29
1		Corporate Services	Director	MeFry	123
1		Corporate Services	Senior Manager	JeFls	99.5
1		Corporate Services	Senior Manager	AlCon	170
1		Customer Service	Senior Analyst	BrBot	10
1		Executive	Administrative Support	TaBrg	92
1		Executive	Administrative Support	MtBes	80.5
1		Executive	Vice President	WeSty	240
1		Executive	Vice President	BJDuy	11
1		Financial Management	Director	DeHon	8
1		Financial Management	Manager	JnBle	36.5
1		Financial Management	Vice President	DnMir	3
1		HSE and Quality	Director	JeMez	16
1		HSE and Quality	Field Tech	ClBro	2
1		HSE and Quality	Senior Director	MePen	1
1		HSE and Quality	Vice President	ErGoz	9
1		Human Resources	Manager	McChu	1.5
1		Human Resources	Manager	DeSch	2
1		Integration Management Office	Administrative Support	AeYes	125
1		Integration Management Office	Administrative Support	AyCal	124.5
1		Integration Management Office	Administrative Support	SaWog	7.5
1		Integration Management Office	Administrative Support	SnWal	50
1		Integration Management Office	Analyst	KeVar	109
1		Integration Management Office	Analyst	DlMaa	11
1		Integration Management Office	Manager	CgSht	51.5
1		Integration Management Office	Manager	DeGun	69
1		Integration Management Office	Senior Analyst	CsRia	125
1		Integration Management Office	Vice President	PIGon	147
1		Integration Management Office	Vice President	NnCar	124.5
1		ITOT	Senior Analyst	MkHus	15
1		ITOT	Vice President	JsStn	13
1		ITOT	Vice President	GgSah	155
1		Legal	Senior Manager	JeFls	0.5
1		Legal	Vice President	KIFly	62
1		Operations	Director	SnDun	8.5
1		Operations	Director	BtBos	20
1		Operations	Director	AlSio	20
1		Operations	Engineer	DdTus	22
1		Operations	Field Supervisor	KeBle	18.5
1		Operations	Field Supervisor	CsEsn	5
1		Operations	Field Supervisor	DnHas	36
1		Operations	Field Supervisor	LcGrm	11.5
1		Operations	Manager	MkMie	14
1		Operations	Senior Manager	TIPee	10
1		Operations	Senior Manager	TyToi	12
1		Operations	Senior Manager	DnSmh	24
1		Operations	Vice President	TdMcn	37
1		Utility Transformation	Administrative Support	TiCos	2
1		Utility Transformation	Director	LeWod	172
1		Utility Transformation	Engineer	MkHae	17.5
1		Utility Transformation	Manager	RIGic	24
1		Utility Transformation	Manager	JmKik	142.5
1		Utility Transformation	Manager	RdWog	60.5
1	<b>General &amp; Transition Management Total</b>				<b>2780.5</b>
1.01	Government Approvals	Regulatory	Manager	BzGoz	106
1.01		Regulatory	Vice President	MaBeo	55
1.01	<b>Government Approvals Total</b>				<b>161</b>
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	Operations	Field Supervisor	LcGrm	1
1.02		Regulatory	Manager	BzGoz	66
1.02		Utility Transformation	Manager	DIPan	15
1.02	<b>Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total</b>				<b>82</b>

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	Regulatory	Analyst	BaWie	88.5
1.03		Regulatory	Director	AyEnm	59
1.03		Regulatory	Senior Manager	SrWes	60.5
1.03	<b>PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) Total</b>				<b>208</b>
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	Operations	Engineer	DdTus	50
2.01		Operations	Field Supervisor	NdTun	48
2.01		Operations	Manager	MkMie	20
2.01		Operations	Senior Manager	DnSmh	8
2.01		Utility Transformation	Engineer	JeVir	22.5
2.01		Utility Transformation	Engineer	MkHae	1
2.01		Utility Transformation	Manager	DIWis	56
2.01	<b>Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant Total</b>				<b>205.5</b>
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System	Operations	Engineer	DdTus	4
2.02		Utility Transformation	Director	DsFln	3
2.02		Utility Transformation	Engineer	CrLoo	69
2.02		Utility Transformation	Engineer	AxNaf	45.5
2.02		Utility Transformation	Manager	DIWis	24
2.02		Utility Transformation	Vice President	DnCoz	14
2.02	<b>Development and Implementation of an Operational Takeover Plan for the Electric Distribution System Total</b>				<b>159.5</b>
2.0301	Transition Plan for T&D Control Centers	Utility Transformation	Director	RICho	21
2.0301		Utility Transformation	Manager	RIGic	73.5
2.0301		Utility Transformation	Manager	PIBod	118.5
2.0301		Utility Transformation	Senior Director	DdBos	3
2.0301		Utility Transformation	Vice President	DnCoz	8
2.0301		Utility Transformation	Vice President	RhMao	28
2.0301	<b>Transition Plan for T&amp;D Control Centers Total</b>				<b>252</b>
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	Operations	Director	SnDun	26
2.0302		Operations	Engineer	DdTus	60
2.0302		Operations	Field Supervisor	NdTun	32
2.0302		Operations	Field Supervisor	DIBos	24
2.0302		Operations	Field Supervisor	KeBle	61.5
2.0302		Operations	Field Supervisor	CsEsn	62
2.0302		Operations	Field Supervisor	LcGrm	3
2.0302		Operations	Manager	LSae	150
2.0302		Operations	Manager	MkMie	73
2.0302		Operations	Senior Manager	DnSmh	68
2.0302		Operations	Vice President	TdMcn	111
2.0302	<b>Transition Plan for Operations and Maintenance (O&amp;M) Activities Total</b>				<b>670.5</b>
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	Integration Management Office	Analyst	KeVar	43
2.0303		Integration Management Office	Manager	DeGun	51
2.0303		Operations	Senior Manager	TyToi	44
2.0303		Operations	Vice President	TdMcn	4
2.0303	<b>Emergency Response/Disaster Recovery/Business Continuity Plans Total</b>				<b>142</b>
2.0304	Fleet Management Plan	Operations	Director	AlSio	9
2.0304		Operations	Field Supervisor	DnHas	103
2.0304		Operations	Vice President	TdMcn	6
2.0304	<b>Fleet Management Plan Total</b>				<b>118</b>
2.0305	Asset Management	Utility Transformation	Administrative Support	RIHas	2
2.0305		Utility Transformation	Administrative Support	CyMon	6
2.0305		Utility Transformation	Director	RtDus	4.5
2.0305		Utility Transformation	Director	JnWid	8
2.0305		Utility Transformation	Director	AaSac	1
2.0305		Utility Transformation	Director	FdCaa	45
2.0305		Utility Transformation	Engineer	MkHae	11
2.0305		Utility Transformation	Engineer	SePrm	37.5
2.0305		Utility Transformation	Field Supervisor	MeRon	27.5
2.0305		Utility Transformation	Manager	AnSpi	6
2.0305		Utility Transformation	Manager	DIWis	87
2.0305		Utility Transformation	Manager	RdWog	46
2.0305		Utility Transformation	Senior Director	HsCaa	21
2.0305		Utility Transformation	Senior Director	CnAns	32.5
2.0305		Utility Transformation	Senior Director	HyCho	9
2.0305		Utility Transformation	Vice President	CIWis	8

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
2.0305		Utility Transformation	Vice President	DnCoz	25.5
2.0305		Utility Transformation	Vice President	GgLer	18
2.0305	<b>Asset Management Total</b>				<b>395.5</b>
2.0306	Workforce Management & Training Plan	HSE and Quality	Director	JbPhs	5.5
2.0306		HSE and Quality	Manager	JnVas	81
2.0306		HSE and Quality	Manager	JeWan	109
2.0306		HSE and Quality	Senior Analyst	PnWar	39
2.0306		HSE and Quality	Trainer	JeLoz	172
2.0306		HSE and Quality	Trainer	AnRuh	62
2.0306		HSE and Quality	Vice President	ErGoz	110
2.0306	<b>Workforce Management &amp; Training Plan Total</b>				<b>578.5</b>
2.0307	Safety Management Plan	HSE and Quality	Director	JeMez	86
2.0307		HSE and Quality	Field Tech	ClBro	39.5
2.0307		HSE and Quality	Vice President	DkCan	16
2.0307		Operations	Field Supervisor	DIbos	41
2.0307		Operations	Field Supervisor	CsEsn	3
2.0307		Operations	Field Supervisor	LcGrm	1
2.0307	<b>Safety Management Plan Total</b>				<b>186.5</b>
2.0308	Engineering and Asset Management	Capital Programs and Back End Transition	Manager	OnEhz	7.5
2.0308		Utility Transformation	Administrative Support	RHHas	4
2.0308		Utility Transformation	Analyst	SnEls	60
2.0308		Utility Transformation	Director	HoBao	78
2.0308		Utility Transformation	Director	DsFln	80
2.0308		Utility Transformation	Director	JyMcy	134
2.0308		Utility Transformation	Director	SmRau	15
2.0308		Utility Transformation	Director	AaSac	0.5
2.0308		Utility Transformation	Director	HoGoz	165
2.0308		Utility Transformation	Director	FdCaa	125
2.0308		Utility Transformation	Engineer	JeVir	105
2.0308		Utility Transformation	Engineer	AxNaf	56.5
2.0308		Utility Transformation	Engineer	AlChi	12
2.0308		Utility Transformation	Manager	RdVog	20
2.0308		Utility Transformation	Senior Director	AiDay	25
2.0308		Utility Transformation	Senior Director	SgWad	49
2.0308		Utility Transformation	Senior Director	DdBos	25
2.0308		Utility Transformation	Senior Director	HsCaa	116
2.0308		Utility Transformation	Senior Director	CnAns	25
2.0308		Utility Transformation	Senior Director	RdHut	40.5
2.0308		Utility Transformation	Senior Manager	GoSaz	0.5
2.0308		Utility Transformation	Vice President	ClWis	10
2.0308		Utility Transformation	Vice President	VrRoo	72.5
2.0308		Utility Transformation	Vice President	DnCoz	21
2.0308		Utility Transformation	Vice President	JoRoo	19
2.0308	<b>Engineering and Asset Management Total</b>				<b>1266</b>
2.0309	Identification of Real Estate	Financial Management	Manager	JnBle	74
2.0309		Financial Management	Vice President	DnMir	4
2.0309	<b>Identification of Real Estate Total</b>				<b>78</b>
2.031	Materials Management & Warehouse Plan	Operations	Field Supervisor	KeBle	14.5
2.031		Operations	Vice President	TdMcn	6
2.031	<b>Materials Management &amp; Warehouse Plan Total</b>				<b>20.5</b>
2.0311	System Operations Plan	Operations	Director	SnDun	26
2.0311		Operations	Field Supervisor	CsEsn	18.5
2.0311		Operations	Field Supervisor	MeRon	2
2.0311		Operations	Field Supervisor	LcGrm	11.5
2.0311		Operations	Manager	MkMie	6
2.0311		Operations	Senior Manager	TiPee	54
2.0311		Operations	Senior Manager	TyToi	71
2.0311		Operations	Senior Manager	DnSmh	6
2.0311	<b>System Operations Plan Total</b>				<b>195</b>
2.0312	Vegetation Management Plan	Operations	Director	BtBos	140
2.0312		Operations	Field Supervisor	ShWar	68
2.0312		Operations	Field Supervisor	LcGrm	1
2.0312		Operations	Vice President	TdMcn	13

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
<b>2.0312</b>	<b>Vegetation Management Plan Total</b>				<b>222</b>
2.05	Environmental Exposure Management Plan	HSE and Quality	Director	CsClk	174
<b>2.05</b>	<b>Environmental Exposure Management Plan Total</b>				<b>174</b>
3.04	Development of System Remediation Plan	Financial Management	Vice President	DnMir	10.5
3.04		Operations	Director	SnDun	20
3.04		Operations	Field Supervisor	MeRon	2
3.04		Utility Transformation	Administrative Support	TiCos	1
3.04		Utility Transformation	Engineer	JeVir	15
3.04		Utility Transformation	Manager	AnSpi	15.5
3.04		Utility Transformation	Manager	RdWog	4
3.04		Utility Transformation	Senior Director	HyCho	24
<b>3.04</b>	<b>Development of System Remediation Plan Total</b>				<b>92</b>
3.05	Approval of System Remediation Plan	Regulatory	Analyst	BaWie	90
3.05		Regulatory	Analyst	PkHet	41.5
3.05		Regulatory	Director	AyEnm	37
3.05		Regulatory	Manager	MkHor	150
3.05		Utility Transformation	Manager	RIGic	1
<b>3.05</b>	<b>Approval of System Remediation Plan Total</b>				<b>319.5</b>
4.01	Evaluating Customer Service Facilities and Assets	Customer Service	Analyst	KeFur	15
4.01		Customer Service	Senior Manager	JaLad	3
<b>4.01</b>	<b>Evaluating Customer Service Facilities and Assets Total</b>				<b>18</b>
4.02	Evaluating and Updating Customer Service Policies and Procedures	Customer Service	Analyst	TrSmh	99.5
4.02		Customer Service	Analyst	KeFur	52.5
4.02		Customer Service	Manager	SyLoe	52.5
4.02		Customer Service	Senior Analyst	BrBot	126.5
<b>4.02</b>	<b>Evaluating and Updating Customer Service Policies and Procedures Total</b>				<b>331</b>
4.03	Development of a Meter Reading Plan	Utility Transformation	Analyst	SnEls	4
4.03		Utility Transformation	Director	RtDus	26.5
4.03		Utility Transformation	Engineer	BeJok	87
4.03		Utility Transformation	Vice President	DnCoz	9
<b>4.03</b>	<b>Development of a Meter Reading Plan Total</b>				<b>126.5</b>
4.04	Development of a Customer Service Transition Plan	Customer Service	Analyst	TrSmh	47
4.04		Customer Service	Analyst	EnEvo	15
4.04		Customer Service	Analyst	KeFur	82.5
4.04		Customer Service	Analyst	JrVaa	36
4.04		Customer Service	Manager	SyLoe	30
4.04		Customer Service	Senior Manager	JaLad	116
<b>4.04</b>	<b>Development of a Customer Service Transition Plan Total</b>				<b>326.5</b>
4.05	Development and Implementation of a Service Start and Shut-Off Plan	Customer Service	Senior Manager	JaLad	3
<b>4.05</b>	<b>Development and Implementation of a Service Start and Shut-Off Plan Total</b>				<b>3</b>
4.06	Development of a Meter Asset Management (MAM) Plan	Utility Transformation	Director	RtDus	10
4.06		Utility Transformation	Director	JfRin	6
4.06		Utility Transformation	Vice President	DnCoz	10
<b>4.06</b>	<b>Development of a Meter Asset Management (MAM) Plan Total</b>				<b>26</b>
4.07	Development and Implementation of a Customer Service Technology	Customer Service	Analyst	EnEvo	120
4.07		Customer Service	Senior Analyst	BrBot	1.5
4.07		Customer Service	Senior Manager	JaLad	43
<b>4.07</b>	<b>Development and Implementation of a Customer Service Technology Total</b>				<b>164.5</b>
4.09	Establish Integration Between Customer Services & T&D Ops	Customer Service	Field Supervisor	AyKit	150
4.09		Customer Service	Manager	SyLoe	37.5
4.09		Customer Service	Senior Manager	JaLad	1
<b>4.09</b>	<b>Establish Integration Between Customer Services &amp; T&amp;D Ops Total</b>				<b>188.5</b>
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	ITOT	Senior Analyst	ClCoe	60
<b>5.01</b>	<b>Development of IT/OT Communication Plan and Acceptance Criteria Total</b>				<b>60</b>
5.04	Development of Cyber Security and Business Continuity Plan	ITOT	Manager	RdCat	32.5
5.04		ITOT	Senior Analyst	MkHus	64.5
<b>5.04</b>	<b>Development of Cyber Security and Business Continuity Plan Total</b>				<b>97</b>
5.07	Commencement Cutover Planning	ITOT	Director	NnBul	112
5.07		ITOT	Manager	JnBat	184
5.07		ITOT	Senior Analyst	ClCoe	60
5.07		ITOT	Senior Analyst	GaTwn	213
5.07		ITOT	Senior Analyst	MkHus	44.5
<b>5.07</b>	<b>Commencement Cutover Planning Total</b>				<b>613.5</b>



HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
5.08	Training and Communication Plan	ITOT	Director	NnBul	16
5.08		ITOT	Senior Analyst	ClCoe	55
5.08	<b>Training and Communication Plan Total</b>				71
6.01	Detailed Description of Approach to Budgeting and Reporting	Financial Management	Manager	KnKok	22.5
6.01	<b>Detailed Description of Approach to Budgeting and Reporting Total</b>				22.5
6.02	Description of Approach to Complying with Initial Budget Obligations	Financial Management	Manager	KnKok	22.5
6.02	<b>Description of Approach to Complying with Initial Budget Obligations Total</b>				22.5
6.03	Formalizing/Approach to Changes Control Processes	Financial Management	Senior Manager	EoSao	7
6.03		Financial Management	Senior Manager	JaCar	48
6.03	<b>Formalizing/Approach to Changes Control Processes Total</b>				55
6.04	Establishing a Financial Accounting System and Account Structure	Financial Management	Director	StYey	155.5
6.04		Financial Management	Director	DeCan	216
6.04		Financial Management	Senior Analyst	KyGey	116.5
6.04		Financial Management	Vice President	DnMir	4.5
6.04	<b>Establishing a Financial Accounting System and Account Structure Total</b>				492.5
6.05	Preparing Initial Budgets and Other Financial Forecasts	Financial Management	Manager	KnKok	96.5
6.05		Financial Management	Vice President	DnMir	35.5
6.05		Operations	Director	SnDun	20
6.05		Operations	Engineer	DdTus	9
6.05		Operations	Field Supervisor	KeBle	9
6.05		Operations	Manager	MkMie	3
6.05		Operations	Senior Manager	TyToi	3
6.05		Operations	Vice President	TdMcn	8
6.05	<b>Preparing Initial Budgets and Other Financial Forecasts Total</b>				184
6.06	Establishing Bank Accounts	Financial Management	Director	BbArd	3
6.06	<b>Establishing Bank Accounts Total</b>				3
6.07	Evaluating and Updating Payroll and Labor Cost Reporting systems	Financial Management	Director	BbArd	9
6.07		Financial Management	Vice President	DnMir	1.5
6.07	<b>Evaluating and Updating Payroll and Labor Cost Reporting systems Total</b>				10.5
6.08	Establishing a Delegation of Authority Matrix and Process	Financial Management	Senior Analyst	RnKok	4
6.08	<b>Establishing a Delegation of Authority Matrix and Process Total</b>				4
6.09	Processes & Procedures and Overall Internal Controls	Financial Management	Senior Analyst	KyGey	34.5
6.09		Financial Management	Vice President	DnMir	1
6.09		Regulatory	Manager	BzGoz	26
6.09	<b>Processes &amp; Procedures and Overall Internal Controls Total</b>				61.5
7.02	Policies and Procedures	Regulatory	Manager	BzGoz	6
7.02	<b>Policies and Procedures Total</b>				6
8.02	Recruiting and Staffing	Capital Programs and Back End Transition	Manager	OnEhz	23
8.02		Financial Management	Manager	JnBle	11.5
8.02		Financial Management	Manager	JnSte	9.5
8.02		Financial Management	Senior Analyst	RnKok	7
8.02		Financial Management	Senior Manager	EoSao	45
8.02		Financial Management	Vice President	DnMir	10.5
8.02		Human Resources	Analyst	CaCea	6
8.02		Human Resources	Analyst	YaMaz	147.5
8.02		Human Resources	Manager	McChu	140.5
8.02		Human Resources	Senior Analyst	CaSis	150
8.02		ITOT	Senior Analyst	MkHus	1
8.02		Operations	Director	SnDun	48
8.02		Operations	Director	AlSio	11
8.02		Operations	Engineer	DdTus	10
8.02		Operations	Field Supervisor	NdTun	20
8.02		Operations	Field Supervisor	DlBos	53
8.02		Operations	Field Supervisor	KeBle	42
8.02		Operations	Field Supervisor	CsEsn	60.5
8.02		Operations	Field Supervisor	DnHas	21
8.02		Operations	Field Supervisor	LcGrm	33
8.02		Operations	Manager	MkMie	44
8.02		Operations	Senior Manager	TiPee	96
8.02		Operations	Senior Manager	TyToi	30
8.02		Operations	Senior Manager	DnSmh	16
8.02		Operations	Vice President	TdMcn	13
8.02		Human Resources	Administrative Support	EaUfr	6

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
8.02		Human Resources	Vice President	AwScg	36
8.02	<b>Recruiting and Staffing Total</b>				1091
8.03	Redesign and Staff New Organization	Human Resources	Director	AyMir	10
8.03		Human Resources	Manager	McChu	5
8.03		Integration Management Office	Analyst	DaSmh	160
8.03		Utility Transformation	Analyst	SaPey	36
8.03		Utility Transformation	Director	RICho	116
8.03		Utility Transformation	Engineer	JeVir	7.5
8.03		Utility Transformation	Engineer	CrLoo	9
8.03		Utility Transformation	Manager	RIGic	28
8.03		Utility Transformation	Manager	DIPan	22
8.03		Utility Transformation	Manager	PIBod	18
8.03		Utility Transformation	Manager	DIWis	62
8.03		Utility Transformation	Senior Director	HsCaa	3
8.03		Utility Transformation	Vice President	CIWis	5
8.03		Utility Transformation	Vice President	DnCoz	78
8.03		Utility Transformation	Vice President	Ggler	20
8.03		Utility Transformation	Vice President	DrNol	9
8.03	<b>Redesign and Staff New Organization Total</b>				588.5
8.05	Stand Up Human Capital Management (HCM) System	Human Resources	Director	AyMir	4
8.05		Human Resources	Manager	McChu	1
8.05		Human Resources	Manager	TsCar	118.5
8.05		Human Resources	Senior Manager	JnCan	104
8.05		Human Resources	Vice President	LaMaz	26.5
8.05	<b>Stand Up Human Capital Management (HCM) System Total</b>				254
8.06	Communication Plan	Communications	Director	JaJan	20
8.06		Communications	Director	LaRes	144
8.06		Communications	Vice President	MaBeo	6
8.06		Corporate Services	Senior Manager	JePez	160
8.06		Corporate Services	Vice President	MaBeo	57
8.06	<b>Communication Plan Total</b>				387
8.07	Training (Workforce Development) Plan	Human Resources	Senior Manager	JnCan	24
8.07		Operations	Director	SnDun	11.5
8.07		Operations	Field Supervisor	NdTun	60
8.07		Operations	Field Supervisor	CsEsn	3
8.07		Operations	Senior Manager	DnSmh	4
8.07	<b>Training (Workforce Development) Plan Total</b>				102.5
8.08	Develop Employee Retirement Plan	Human Resources	Analyst	CaCea	144
8.08		Human Resources	Manager	McChu	0.5
8.08		Human Resources	Vice President	LaMaz	43
8.08	<b>Develop Employee Retirement Plan Total</b>				187.5
8.09	Occupational Health and Wellness	Human Resources	Vice President	LaMaz	20.5
8.09	<b>Occupational Health and Wellness Total</b>				20.5
8.12	Develop a Community Investment Plan	Communications	Director	LaRes	16
8.12		Corporate Services	Director	DaPit	47
8.12	<b>Develop a Community Investment Plan Total</b>				63
9.03	Non-Federal Funding Procurement Manual Approval	Financial Management	Director	DeHon	5
9.03		Financial Management	Manager	JnSte	1.5
9.03		Financial Management	Senior Analyst	RnKok	38.5
9.03		Financial Management	Vice President	DnMir	19.5
9.03	<b>Non-Federal Funding Procurement Manual Approval Total</b>				64.5
9.04	Physical Security Plan Approval	Utility Transformation	Manager	DdHad	3
9.04		Utility Transformation	Manager	RIGic	27
9.04	<b>Physical Security Plan Approval Total</b>				30
9.05	Data Security Plan Approval	ITOT	Senior Analyst	MkHus	29
9.05	<b>Data Security Plan Approval Total</b>				29
9.07	System Operation Principles Regulatory Approval	Regulatory	Analyst	BaWie	2.5
9.07		Regulatory	Director	AyEnm	6.5
9.07		Regulatory	Engineer	SnNar	19
9.07		Regulatory	Senior Director	NIDeb	20
9.07	<b>System Operation Principles Regulatory Approval Total</b>				48
10.01	Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems	Financial Management	Manager	JnSte	5.5
10.01	<b>Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems Total</b>				5.5

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
10.02	Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc.	Financial Management	Director	DeHon	10
10.02		Financial Management	Manager	JnBle	16
10.02		Financial Management	Vice President	DnMir	4
10.02	<b>Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. Total</b>				<b>30</b>
10.03	Assuming Existing Subcontracts	Financial Management	Director	DeHon	7
10.03		Financial Management	Manager	JnSte	2
10.03		Financial Management	Senior Analyst	RnKok	90
10.03	<b>Assuming Existing Subcontracts Total</b>				<b>99</b>
12.02	Required Insurance	Financial Management	Manager	SnHir	5.5
12.02		Financial Management	Manager	JnSte	135
12.02		Financial Management	Vice President	DnMir	4
12.02	<b>Required Insurance Total</b>				<b>144.5</b>
12.03	Baseline Performance Levels	Regulatory	Analyst	BaWie	2
12.03		Regulatory	Analyst	PkHet	113.5
12.03		Regulatory	Director	AyEnm	60
12.03		Utility Transformation	Engineer	AlChi	29
12.03		Utility Transformation	Senior Director	DdHal	139
12.03		Utility Transformation	Vice President	DnCoz	21
12.03	<b>Baseline Performance Levels Total</b>				<b>364.5</b>
12.1	Section 4.5: Conditions Precedent to Service Commencement Date	Legal	Vice President	KIFiy	115
12.1	<b>Section 4.5: Conditions Precedent to Service Commencement Date Total</b>				<b>115</b>
Non HOC 02	ServCo IT Systems	ITOT	Director	NnBul	49
Non HOC 02		ITOT	Manager	KnCol	110
Non HOC 02		ITOT	Manager	JnBat	6
Non HOC 02		ITOT	Senior Analyst	CeJue	173.5
Non HOC 02		ITOT	Senior Analyst	MkHus	15
Non HOC 02	<b>ServCo IT Systems Total</b>				<b>353.5</b>
Non HOC 03	Open Claims Review	Corporate Services	Senior Manager	JeFls	1
Non HOC 03		Financial Management	Manager	JnSte	0.5
Non HOC 03	<b>Open Claims Review Total</b>				<b>1.5</b>
Non HOC 04	Stand Up Capital Program Organization	Capital Programs and Back End Transition	Manager	NtBro	135
Non HOC 04		Capital Programs and Back End Transition	Manager	OnEhz	119.5
Non HOC 04		Capital Programs and Back End Transition	Vice President	QnNgn	154
Non HOC 04		Integration Management Office	Analyst	KeVar	4
Non HOC 04		Integration Management Office	Vice President	PIGon	40
Non HOC 04	<b>Stand Up Capital Program Organization Total</b>				<b>452.5</b>
Non HOC 06	Regulatory Support of Handover Checklist Items	Regulatory	Analyst	BaWie	4
Non HOC 06		Regulatory	Analyst	Lalzo	82.5
Non HOC 06		Regulatory	Director	AyEnm	41.5
Non HOC 06		Regulatory	Engineer	SnNar	25
Non HOC 06		Regulatory	Senior Manager	SrWes	9.5
Non HOC 06	<b>Regulatory Support of Handover Checklist Items Total</b>				<b>162.5</b>
Non HOC 07	Front-End Transition Legal support and advice	Corporate Services	Senior Manager	JeFls	57.5
Non HOC 07		Legal	Administrative Support	JaBen	3.5
Non HOC 07		Legal	Senior Manager	JeFls	4
Non HOC 07	<b>Front-End Transition Legal support and advice Total</b>				<b>65</b>
Non HOC 13	IRP Coordination	Regulatory	Director	HoBao	19
Non HOC 13		Regulatory	Engineer	SnNar	5
Non HOC 13	<b>IRP Coordination Total</b>				<b>24</b>
Non HOC 14	GenCo-GridCo integration	Regulatory	Senior Director	NIDeb	52
Non HOC 14	<b>GenCo-GridCo integration Total</b>				<b>52</b>
Non HOC 15	LUMA MC Ongoing Back Office Support	Financial Management	Director	BbArd	162
Non HOC 15		Financial Management	Senior Analyst	RnKok	23
Non HOC 15		Financial Management	Senior Analyst	BdOci	190
Non HOC 15		Financial Management	Vice President	DnMir	59.5
Non HOC 15	<b>LUMA MC Ongoing Back Office Support Total</b>				<b>434.5</b>
Non HOC 16	PREB Resolutions and Orders	Communications	Vice President	MaBeo	11
Non HOC 16		Corporate Services	Vice President	MaBeo	14
Non HOC 16		Financial Management	Senior Manager	EoSao	7.5
Non HOC 16		Financial Management	Vice President	DnMir	5
Non HOC 16		Integration Management Office	Manager	DeGun	18.5
Non HOC 16		ITOT	Manager	JnBat	3
Non HOC 16		ITOT	Senior Analyst	MkHus	2

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
Non HOC 16		Regulatory	Director	HoBao	11
Non HOC 16		Regulatory	Director	AyEnm	28
Non HOC 16		Utility Transformation	Director	HoBao	23
Non HOC 16		Utility Transformation	Engineer	SnYaa	6
Non HOC 16		Utility Transformation	Engineer	CrLoo	27
Non HOC 16		Utility Transformation	Engineer	AxNaf	19
Non HOC 16		Utility Transformation	Manager	RIGic	6
Non HOC 16		Utility Transformation	Vice President	SyBad	112.5
Non HOC 16	<b>PREB Resolutions and Orders Total</b>				<b>293.5</b>
Non Hoc 17	Corporate Services – Security	Corporate Services	Director	MeFry	45
Non Hoc 17		Corporate Services	Vice President	MaBeo	38
Non Hoc 17	<b>Corporate Services – Security Total</b>				<b>83</b>
Grand Total					<b>16739.5</b>

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

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
1	General & Transition Management	Executive	Administrative Support	MtBes	28
1		Executive	Vice President	WeSty	5
1		Financial Management	Director	AaOro	3.5
1		HSE and Quality	Senior Analyst	PnWar	8
1	<b>General &amp; Transition Management Total</b>				<b>44.5</b>
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	Regulatory	Vice President	MoHuo	2
1.02	<b>Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total</b>				<b>2</b>
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	Regulatory	Analyst	BaWie	57
1.03		Regulatory	Analyst	JrLae	2
1.03		Regulatory	Director	AyEnm	32
1.03		Regulatory	Senior Manager	SrWes	73.5
1.03	<b>PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) Total</b>				<b>164.5</b>
2.0301	Transition Plan for T&D Control Centers	Utility Transformation	Manager	PIBod	0.5
2.0301		Utility Transformation	Senior Director	DIBro	5
2.0301	<b>Transition Plan for T&amp;D Control Centers Total</b>				<b>5.5</b>
2.0305	Asset Management	Utility Transformation	Manager	DIWis	1
2.0305		Utility Transformation	Vice President	DnCoz	0.5
2.0305	<b>Asset Management Total</b>				<b>1.5</b>
2.0306	Workforce Management & Training Plan	HSE and Quality	Trainer	AnRuh	30
2.0306		HSE and Quality	Trainer	BnSpe	70
2.0306		HSE and Quality	Trainer	LeMer	48
2.0306	<b>Workforce Management &amp; Training Plan Total</b>				<b>148</b>
2.0309	Identification of Real Estate	Financial Management	Director	AaOro	5
2.0309	<b>Identification of Real Estate Total</b>				<b>5</b>
2.0312	Vegetation Management Plan	Operations	Field Supervisor	ShWar	36
2.0312	<b>Vegetation Management Plan Total</b>				<b>36</b>
2.05	Environmental Exposure Management Plan	HSE and Quality	Director	CsClk	1
2.05	<b>Environmental Exposure Management Plan Total</b>				<b>1</b>
3.05	Approval of System Remediation Plan	Regulatory	Analyst	BaWie	59
3.05		Regulatory	Director	AyEnm	17
3.05		Regulatory	Manager	MkHor	124
3.05	<b>Approval of System Remediation Plan Total</b>				<b>200</b>
4.04	Development of a Customer Service Transition Plan	Customer Service	Analyst	KeFur	52.5
4.04	<b>Development of a Customer Service Transition Plan Total</b>				<b>52.5</b>
5.07	Commencement Cutover Planning	ITOT	Manager	JnBat	1
5.07		ITOT	Senior Analyst	GaTwn	2
5.07	<b>Commencement Cutover Planning Total</b>				<b>3</b>
8.06	Communication Plan	Communications	Director	LaRes	28
8.06		Corporate Services	Senior Manager	JePez	40
8.06	<b>Communication Plan Total</b>				<b>68</b>
8.12	Develop a Community Investment Plan	Communications	Director	LaRes	14
8.12	<b>Develop a Community Investment Plan Total</b>				<b>14</b>
9.04	Physical Security Plan Approval	Utility Transformation	Engineer	IcRes	7.5
9.04	<b>Physical Security Plan Approval Total</b>				<b>7.5</b>
9.07	System Operation Principles Regulatory Approval	Regulatory	Director	AyEnm	3.5
9.07	<b>System Operation Principles Regulatory Approval Total</b>				<b>3.5</b>
12.03	Baseline Performance Levels	Regulatory	Analyst	BaWie	7.5
12.03		Regulatory	Analyst	PkHet	47.5
12.03		Regulatory	Director	AyEnm	29
12.03	<b>Baseline Performance Levels Total</b>				<b>84</b>
Non HOC 01	ManagementCo IT Systems	ITOT	Senior Analyst	JeGuy	-56.5
Non HOC 01	<b>ManagementCo IT Systems Total</b>				<b>-56.5</b>
Non HOC 02	ServCo IT Systems	ITOT	Director	NnBul	1
Non HOC 02		ITOT	Manager	KnCol	2
Non HOC 02	<b>ServCo IT Systems Total</b>				<b>3</b>
Non HOC 06	Regulatory Support of Handover Checklist Items	Regulatory	Analyst	BaWie	12
Non HOC 06		Regulatory	Analyst	Lalzo	60.5
Non HOC 06		Regulatory	Director	AyEnm	37.5
Non HOC 06		Regulatory	Senior Manager	SrWes	18.5
Non HOC 06	<b>Regulatory Support of Handover Checklist Items Total</b>				<b>128.5</b>
Non HOC 07	Front-End Transition Legal support and advice	Legal	Administrative Support	JaBen	0.5

HOC Item	Annex II Definition	Functional Team - Department	Project job code	User Code	Sum of Time (Hours)
<b>Non HOC 07</b>	<b>Front-End Transition Legal support and advice Total</b>				<b>0.5</b>
<b>Non HOC 15</b>	LUMA MC Ongoing Back Office Support	Financial Management	Director	BbArd	<b>2</b>
<b>Non HOC 15</b>	<b>LUMA MC Ongoing Back Office Support Total</b>				<b>2</b>
<b>Non HOC 16</b>	PREB Resolutions and Orders	Regulatory	Analyst	BaWie	<b>16.5</b>
<b>Non HOC 16</b>		Regulatory	Director	AyEnm	<b>74</b>
<b>Non HOC 16</b>		Regulatory	Senior Manager	SrWes	<b>34</b>
<b>Non HOC 16</b>	<b>PREB Resolutions and Orders Total</b>				<b>124.5</b>
<b>Grand Total</b>					<b>1042.5</b>

Note: Hours in the table above were missed on the January invoice # FETS-0121-01

**Adjustments Related to Inv. # FETS-0620-01 Rev2  
(No change in total hours or hours per HOC item)**

HOURS BY EMPLOYEE CATEGORY ON INV. # FETS-0620-01 Rev2						HOURS BY EMPLOYEE CATEGORY ACCORDING TO TIMESHEETS				Amount to Recover (\$)	
Department	Employee Category	Hourly Rate	User Code	Hours Validated	Amount Charged	User Code.	Hours Timesheet	Hours to Adjust	Corrected Amount		
Communications	Analyst	125.00	MHer	1	125.00	NMcG	52.5	51.5	6,562.50	6,437.50	
Communications	Director	275.00	NMcG	52.5	14,437.50	JJac	62	9.5	17,050.00	2,612.50	
Human Resources	Administrative Support	50.00	JJac	62	3,100.00	MHer	1	-61	50.00	(3,050.00)	
				115.5	17,662.50			115.5	0	23,662.50	6,000.00

### Adjustments Related to Inv. # FETS-0720-01 Rev2

		June Hours with Errors (FETS-0620-01)				Correction (as incl. in July's Inv. # FETS-0720-01)					
Department	User Code	Hours	Charged Employee Category	Rate	Charged	Correct Employee Category	Correct Rate	Correct Charge	Correction Required	HOC tally that changes	Reference to Notes
HSE and Quality	JMel	74	Manager	\$ 200	\$14,800.00	Director	\$ 275	\$20,350.00	\$5,550.00	N/A	C.1.a
HSE and Quality	JWat	50	Trainer	\$ 200	\$10,000.00	Manager	\$ 200	\$10,000.00	\$0.00	N/A	C.1.b
HSE and Quality	RSob	6	Trainer	\$ 200	\$1,200.00	Manager	\$ 200	\$1,200.00	\$0.00	N/A	C.1.b
HSE and Quality	LOso	8	Senior Analyst	\$ 160	\$1,280.00	Manager	\$ 200	\$1,600.00	\$320.00	N/A	C.1.c
HSE and Quality	DCar	82	Senior Manager	\$ 210	\$17,220.00	Vice President	\$ 325	\$26,650.00	\$9,430.00	N/A	C.1.d
Legal	CSan	2	Senior Manager	\$ 210	\$420.00	Senior Analyst	\$ 160	\$320.00	(\$100.00)	N/A	C.2.a
Utility Transformation	RDum	22	Senior Manager	\$ 210	\$4,620.00	Director	\$ 275	\$6,050.00	\$1,430.00	N/A	C.3.a
ITOT	JGul	56.5	Senior Analyst	\$ 160	\$9,040.00		\$ -	\$0.00	(\$9,040.00)	Non-HOC 01	C.4.a
Regulatory	MHur	2		\$ -	\$0.00	Vice President	\$ 325	\$650.00	\$650.00	1.02	C.5.a
<b>Sub-total</b>					<b>\$58,580.00</b>			<b>\$66,820.00</b>	<b>\$8,240.00</b>		
		<b>July Hours Added During Validation of FETS-0720-01</b>				<b>Correction to Align Hours with Timesheets</b>					
Capital Programs & Back End Transition	QNgu	16	Vice President	\$ 325	\$5,200.00		\$ -	\$0.00	(\$5,200.00)	Never in HOC Tally	B.
<b>Total</b>					<b>\$63,780.00</b>			<b>\$66,820.00</b>	<b>\$3,040.00</b>		

**OBSERVATIONS FROM LUMA'S REVIEW OF ECLIPSE'S VALIDATION OF INVOICE # FETS-0720-01**

- A. Eclipse did not use the adjustments referred to in the notes that were included with the "Summary of Hours by Department and Employee Category" table (see C. below)
- B. Eclipse miscalculated the number of hours for **QNgu**; table below shows the hours from the copy of Eclipse supporting sheets:

Page identification from Eclipse file	# of Hrs
File page #5	16
File page #6	46
File page #12	134
<b>Total hours from the file</b>	<b>196</b>
<b>Validated number of hours</b>	<b>212</b>

C. Copy of the **NOTES** included with invoice FETS-0720-01 as initially submitted:

**1. HSE & Quality Department adjustments related to June invoice # FETS-0620-01 Rev1:**

- a) Reduce 74 hrs. Manager and add 74 hrs. @ Director
- b) Reduce 56 hrs. @ Trainer and add 56 hrs. @ Manager
- c) Reduce 8 hrs. @ Senior Analyst and add 8 hrs. @ Manager
- d) Reduce 82 hrs. @ Senior Manager and add 82 hrs. @ Vice President

**2. Legal Department adjustments:**

- a) Reduce 2 hrs. @ Senior Manager and add 2 hrs. @ Senior Analyst

**3. Utility Transformation Department adjustment:**

- a) Reduce 22 hrs. @ Senior Manager and add 22 hrs. @ Director

**4. IT/OT Department adjustments:**

- a) Reduce 56.5 hrs. @ Senior Analyst credited back as incorrect charge

**5. Regulatory Department adjustments:**

- a) Add 2 hrs. @ Vice President missed from June's invoice



Vendor	Count of Invoice #	Sum of Total (USD)
Aerotek Professional Services	32	\$ 158,586.45
Alumbra LLC	25	\$ 1,277,779.43
Alvarez & Marsal Corporate Performance Improvement, LLC	7	\$ 273,315.33
American Relocation Connections, LLC	28	\$ 143,147.10
AT&T Mobility Puerto Rico	1	\$ 713.81
ATCO Power (2010) Ltd.	2	\$ 13,995.02
BridgeSource Utilities Solutions, LLC	2	\$ 148,904.40
Covington & Burling LLP	1	\$ 32,832.00
District View Office Center	2	\$ 195.39
DLA Piper LLP (US)	1	\$ 127,068.19
Innovative Emergency Management, Inc. (IEM)	8	\$ 185,317.44
International Business Machines Corporation (IBM)	1	\$ 638,339.00
Iris Vargas	3	\$ 18,640.00
Korn Ferry (US) NW 5854	1	\$ 2,400.00
Laboratorio Clinico El Morro, Inc.	2	\$ 6,316.00
NexTec Operating Corp	13	\$ (9,293.48)
Nory Sanchez-Alvarez	1	\$ 91.98
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	2	\$ 2,322.00
Oracle America, Inc.	3	\$ 4,410.00
People 2.0 North America	9	\$ 58,608.99
Quanta Workforce Solutions, LLC	5	\$ 165,525.12
Smartbridge	3	\$ 87,520.00
Quanta Services Puerto Rico, LLC	1	\$ (4,000.00)
CDW	2	\$ 43,724.30
Vidal & Rodriguez, Inc.	1	\$ 3,762.00
BMA Group	2	\$ 63,025.02
CSS International, Inc	7	\$ 147,796.63
Triple-S, Salud	1	\$ (26,000.00)
Global Project Solutions, LLC	2	\$ 29,464.21
Resources Global Professionals (RGP)	5	\$ 19,127.36
OGMA Language Studio	1	\$ 1,476.80
Trans4mative	11	\$ 143,352.50
Troutman Pepper Hamilton Sanders LLP	1	\$ 18,818.10
ATCO Infrastructure Solutions Ltd	3	\$ 86,347.70
ERM-PR, Inc.	2	\$ 66,144.00
Carimus Consulting	3	\$ 18,792.00
Kroma Advertising	1	\$ 21,872.00
Martel, Inc	1	\$ 20,800.00
McConnell Valdes LLC	1	\$ 336.25
WinKom Systems, Inc.	2	\$ 41,121.00
Jose L. Fuentes	1	\$ 2,000.00
<b>Grand Total</b>	<b>200</b>	<b>\$ 4,034,694.04</b>

### Third Party Labor Summary

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
1	General & Transition Management	Aerotek Professional Services	OP09954267	Santiago Morales, Lydm- Overtime	3	31.50	\$94.50
		Aerotek Professional Services	OP09954267	Santiago Morales, Lydm	40	21.00	\$840.00
		Aerotek Professional Services	OP09970357	Santiago Morales, Lydm- Overtime	2.5	31.50	\$78.75
		Aerotek Professional Services	OP09970357	Santiago Morales, Lydm	40	21.00	\$840.00
		Aerotek Professional Services	OP09986641	Santiago Morales, Lydm- Overtime	2.5	31.50	\$78.75
		Aerotek Professional Services	OP09986641	Santiago Morales, Lydm	40	21.00	\$840.00
		Aerotek Professional Services	OP10004170	Sales Tax	1	10.18	\$10.18
		Aerotek Professional Services	OP10004170	Santiago Morales, Lydm- Overtime	2.5	31.50	\$78.75
		Aerotek Professional Services	OP10004170	Santiago Morales, Lydm	40	21.00	\$840.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08E	Hours for Blake Pierce in PR	46	660.00	\$30,360.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08A	Hours for Blake Pierce	111	660.00	\$73,260.00
		Covington & Burling LLP	60930204	Hours for Tato, Joseph A. (Partner)	15.9	1,200.00	\$19,080.00
		Covington & Burling LLP	60930204	Hours for McCormick, Bradford R. (Associate)	19.1	720.00	\$13,752.00
		DLA Piper LLP (US)	4058634	Hours for Cerezo, Francisco (Partner)	10.4	1,055.00	\$10,972.00
		DLA Piper LLP (US)	4058634	Hours for Vann, Ryan (Partner)	4.6	890.00	\$4,094.00
		DLA Piper LLP (US)	4058634	Hours for López-Zambrana, Manuel (Partner)	6.5	450.00	\$2,925.00
		DLA Piper LLP (US)	4058634	Hours for Buxeda, Nikos (Partner)	16.8	395.00	\$6,636.00
		DLA Piper LLP (US)	4058634	Hours for Muniz, Mariana (Associate)	4.8	325.00	\$1,560.00
		DLA Piper LLP (US)	4058634	Hours for Álvarez, Camille (Associate)	7.8	275.00	\$2,145.00
		DLA Piper LLP (US)	4058634	Hours for Rozas, Laura (Contract Lawyer)	132.5	350.00	\$46,375.00
		DLA Piper LLP (US)	4058634	Hours for Figueroa, Miriam (Partner)	13.9	340.00	\$4,726.00
		DLA Piper LLP (US)	4058634	Hours for Le Reguluski, Cathryn (Partner)	1	1,040.00	\$1,040.00
		DLA Piper LLP (US)	4058634	Hours for Kuhn, Jeffrey D. (Of Counsel)	17.1	750.00	\$12,825.00
		DLA Piper LLP (US)	4058634	Hours for Fernandez Agramonte, Ruben Gerardo (	3.8	235.00	\$893.00
		DLA Piper LLP (US)	4058634	Hours for Lipkin, Harriet A. (Partner)	14.9	1,245.00	\$18,550.50
		DLA Piper LLP (US)	4058634	Hours for Perez-Rentas, Adriana (Associate)	26.4	235.00	\$6,204.00
		DLA Piper LLP (US)	4058634	Hours for Albanese, Rachel Ehrlich (Partner) Matte	2.3	950.00	\$2,185.00
		DLA Piper LLP (US)	4058634	Hours for Clark, Carol L.(Paralegal) Matter: PREPA	2.1	250.00	\$525.00
		DLA Piper LLP (US)	4058634	Hours for Figueroa, Miriam (Partner) Matter: PREP	0.3	340.00	\$102.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	C. Holladay (Feb 1 hours @ \$135)	1	135.00	\$135.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	J. Gullely (Feb 67 hours @ \$79.95)	67	79.95	\$5,356.65
		Global Project Solutions, LLC	21-1005	Consulting Services for Brian Reynolds	45	137.50	\$6,187.50
		Global Project Solutions, LLC	21-1004	Rounding amount for hourly wage	1	0.44	\$0.44
Global Project Solutions, LLC	21-1004	Consulting Services for Brian Reynolds (Puerto Rico	88	184.37	\$16,224.56		
WinKom Systems, Inc.	LUMA-20210131	Services for BI Developer IV	220	97.25	\$21,395.00		
WinKom Systems, Inc.	LUMA-20210228	Ken Winkelaar	200	98.63	\$19,726.00		
General & Transition Management Total							
1 Total					1250.7		\$330,935.58
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (p	Alumbra LLC	108	Jeff Cummings	3	340.00	\$1,020.00
	Plan to Address Gaps in Assets, Technology, Processes, etc. (p						
1.02 Total					3		\$1,020.00
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver ap	Alumbra LLC	97	Jeff Cummings	2.5	214.04	\$535.10
		Alumbra LLC	97	Puja Guha	9.25	214.04	\$1,979.87
		Alumbra LLC	114	Jeff Cummings	3.5	186.26	\$651.91
		Alumbra LLC	114	Puja Guha	34	186.26	\$6,332.84
		Alumbra LLC	114	Eric Sukamaran	52	186.26	\$9,685.52
		Alumbra LLC	115	Jeff Cummings	9	340.00	\$3,060.00
PREB Rate Order Filing (Initial Budgets and Liability Waiver ap							
1.03 Total					110.25		\$22,245.24
2.0304	Fleet Management Plan	Alumbra LLC	107	Jeff Cummings	1	340.00	\$340.00
		Alumbra LLC	108	Jeff Cummings	2	340.00	\$680.00
Fleet Management Plan Total							
2.0304 Total					3		\$1,020.00
2.031	Materials Management & Warehouse Plan	Alumbra LLC	107	Jeff Cummings	1	340.00	\$340.00
		Alumbra LLC	108	Jeff Cummings	1	340.00	\$340.00
Materials Management & Warehouse Plan Total							
2.031 Total					2		\$680.00
2.0312	Vegetation Management Plan	Alumbra LLC	107	Jeff Cummings	1.5	340.00	\$510.00
		Alumbra LLC	108	Jeff Cummings	3	340.00	\$1,020.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Alumbra LLC	113	John Goodfellow	100.55	370.77	\$37,280.92
		Alumbra LLC	113	Kevin Eckert	7	370.77	\$2,595.39
	<b>Vegetation Management Plan Total</b>						
<b>2.0312 Total</b>					<b>112.05</b>		<b>\$41,406.31</b>
<b>2.05</b>	<b>Environmental Exposure Management Plan</b>	ERM-PR, Inc.	18092	Jose Hernandez	12	150.00	\$1,800.00
		ERM-PR, Inc.	18092	Noel Marrero Torres	40	125.00	\$5,000.00
		ERM-PR, Inc.	18092	Ricardo Silva Meza	12	150.00	\$1,800.00
	<b>Environmental Exposure Management Plan Total</b>						
<b>2.05 Total</b>					<b>64</b>		<b>\$8,600.00</b>
<b>3.05</b>	<b>Approval of System Remediation Plan</b>	Alumbra LLC	97	Puja Guha	4.75	180.00	\$855.00
		Alumbra LLC	98	Jeff Cummings	33.5	340.00	\$11,390.00
		Alumbra LLC	114	Puja Guha	25.75	180.00	\$4,635.00
		Alumbra LLC	114	Eric Sukamaran	5	180.00	\$900.00
		Alumbra LLC	115	Darin Johnson	2	310.00	\$620.00
	<b>Approval of System Remediation Plan Total</b>						
<b>3.05 Total</b>					<b>71</b>		<b>\$18,400.00</b>
<b>4.02</b>	<b>Evaluating and Updating Customer Service Policies and Proce</b>	Alumbra LLC	109	Jonathan Beinke	70	278.97	\$19,527.90
		Alumbra LLC	109	Matt Ward	2.5	278.97	\$697.43
		Alumbra LLC	109	Matt Ward	133.5	290.77	\$38,817.80
		Alumbra LLC	109	Paul Raver	3	278.97	\$836.91
		Alumbra LLC	109	Paul Raver	25	290.77	\$7,269.25
		Alumbra LLC	110	Matt Ward	32	327.24	\$10,471.68
		Alumbra LLC	110	Paul Raver	35	327.24	\$11,453.40
		Alumbra LLC	111	Ben Diehl	170.5	314.11	\$53,555.76
		Alumbra LLC	111	Bill Leasure	11.5	314.11	\$3,612.27
		Alumbra LLC	112	Bill Leasure	2.5	375.00	\$937.50
		BridgeSource Utilities Solutions, LLC	1007	Carol Randi Boswell	3	200.00	\$600.00
	<b>Evaluating and Updating Customer Service Policies and Proce</b>						
<b>4.02 Total</b>					<b>488.5</b>		<b>\$147,779.90</b>
<b>4.04</b>	<b>Development of a Customer Service Transition Plan</b>	Alumbra LLC	109	Jonathan Beinke	4	275.00	\$1,100.00
		Alumbra LLC	109	Jonathan Beinke	40	316.18	\$12,647.20
		Alumbra LLC	109	Jonathan Beinke	42	298.64	\$12,542.88
		Alumbra LLC	109	Paul Raver	13	298.64	\$3,882.32
		Alumbra LLC	109	Pal Raver	28	316.18	\$8,853.04
		Alumbra LLC	110	Paul Raver	26	375.00	\$9,750.00
		Alumbra LLC	111	Bill Leasure	5	356.43	\$1,782.15
		Alumbra LLC	111	Bill Leasure	109	327.34	\$35,680.06
		Alumbra LLC	111	Juan Carlos Blacker	61	327.34	\$19,967.74
		Alumbra LLC	111	Stuart Walters	2	356.43	\$712.86
		Alumbra LLC	111	Stuart Walters	115.5	327.34	\$37,807.77
		Alumbra LLC	112	Bill Leasure	35.5	304.22	\$10,799.81
		Alumbra LLC	112	Juan Carlos Blacker	94	304.22	\$28,596.68
		Alumbra LLC	112	Stuart Walters	40.5	304.22	\$12,320.91
		BridgeSource Utilities Solutions, LLC	1007	John Wazney	160	150.00	\$24,000.00
		BridgeSource Utilities Solutions, LLC	1007	Carol Randi Boswell	119	200.00	\$23,800.00
		BridgeSource Utilities Solutions, LLC	1007	Laura Diaz Bao	160	150.00	\$24,000.00
		BridgeSource Utilities Solutions, LLC	1007	Maria Paris- hours that werent billed in December	12	150.00	\$1,800.00
	<b>Development of a Customer Service Transition Plan Total</b>						
<b>4.04 Total</b>					<b>1066.5</b>		<b>\$270,043.42</b>
<b>4.05</b>	<b>Development and Implementation of a Service Start and Shut</b>	Alumbra LLC	109	Jonathan Beinke	15	275.00	\$4,125.00
	<b>Development and Implementation of a Service Start and Shut</b>						
<b>4.05 Total</b>					<b>15</b>		<b>\$4,125.00</b>
<b>5.07</b>	<b>Commencement Cutover Planning</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08G	Caltacci, Peter	36	725.00	\$26,100.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08F	Caltacci, Peter	5	725.00	\$3,625.00
		International Business Machines Corporation (IBM)	C21BK7N	Ayan Bandyopadhyay	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BK7N	Kaley, LC	156	245.00	\$38,220.00
		International Business Machines Corporation (IBM)	C21BK7N	Northrup, M	80	395.00	\$31,600.00
		International Business Machines Corporation (IBM)	C21BK7N	Sanjay Bhattacharya	119	90.00	\$10,710.00
		International Business Machines Corporation (IBM)	C21BK7N	Rowan, T	18	395.00	\$7,110.00
		International Business Machines Corporation (IBM)	C21BK7N	Dussault, B	152	295.00	\$44,840.00
		International Business Machines Corporation (IBM)	C21BK7N	Harrison, M	76	210.00	\$15,960.00
		International Business Machines Corporation (IBM)	C21BK7N	Li, Y	160	150.00	\$24,000.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		International Business Machines Corporation (IBM)	C21BK7N	McKay, D	64	395.00	\$25,280.00
		International Business Machines Corporation (IBM)	C21BK7N	Snell, M	80	295.00	\$23,600.00
		International Business Machines Corporation (IBM)	C21BK7N	Marshall, C	22	295.00	\$6,490.00
		International Business Machines Corporation (IBM)	C21BK7N	Adarsh Venkatesh	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BK7N	Gokaram Sukumar	162	60.00	\$9,720.00
		International Business Machines Corporation (IBM)	C21BK7N	Pawan Ahuja	45	60.00	\$2,700.00
		International Business Machines Corporation (IBM)	C21BK7N	Subrat Ghosh	85.5	60.00	\$5,130.00
		International Business Machines Corporation (IBM)	C21BK7N	Ashirbad Choudhury	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BK7N	Chanchal Rajak	85.5	60.00	\$5,130.00
		International Business Machines Corporation (IBM)	C21BK7N	Mini Gupta	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BK7N	Neeraj Kumar	171	60.00	\$10,260.00
		International Business Machines Corporation (IBM)	C21BK7N	Rafeeuddin Shaik	57.6	60.00	\$3,456.00
		International Business Machines Corporation (IBM)	C21BK7N	Ramprasad Ghosh	85.5	60.00	\$5,130.00
		International Business Machines Corporation (IBM)	C21BK7N	Gupta, A	15	395.00	\$5,925.00
		International Business Machines Corporation (IBM)	C21BK7N	Smandych, R	92.5	245.00	\$22,662.50
		International Business Machines Corporation (IBM)	C21BK7N	Sohini Saha	85.5	90.00	\$7,695.00
		International Business Machines Corporation (IBM)	C21BK7N	Deshmukh, U	153	295.00	\$45,135.00
		International Business Machines Corporation (IBM)	C21BK7N	Bazil, J	120	295.00	\$35,400.00
		International Business Machines Corporation (IBM)	C21BK7N	Richardson, DL	24	395.00	\$9,480.00
		International Business Machines Corporation (IBM)	C21BK7N	McKay,D	72	395.00	\$28,440.00
		International Business Machines Corporation (IBM)	C21BK7N	David Beza	145.5	245.00	\$35,647.50
		International Business Machines Corporation (IBM)	C21BK7N	Sylvain Bougie	48.7	245.00	\$11,931.50
		International Business Machines Corporation (IBM)	C21BK7N	Basilis	4	150.00	\$600.00
		International Business Machines Corporation (IBM)	C21BK7N	Cazes	19	150.00	\$2,850.00
		International Business Machines Corporation (IBM)	C21BK7N	Lajcha	5	150.00	\$750.00
		International Business Machines Corporation (IBM)	C21BK7N	Leguen	11	150.00	\$1,650.00
		International Business Machines Corporation (IBM)	C21BK7N	Soto	26	150.00	\$3,900.00
		International Business Machines Corporation (IBM)	C21BK7N	Sotomayor	16	150.00	\$2,400.00
		International Business Machines Corporation (IBM)	C21BK7N	Zambon	12	150.00	\$1,800.00
		International Business Machines Corporation (IBM)	C21BK7N	Zottola	24	150.00	\$3,600.00
		International Business Machines Corporation (IBM)	C21BK7N	Corey, Midge	286	245.00	\$70,070.00
		International Business Machines Corporation (IBM)	C21BK7N	Walker, Diana	55	245.00	\$13,475.00
		Smartbridge	INV_9712	Sanat Nileshwar	79	225.00	\$17,775.00
		Smartbridge	INV_9712	Rob Amason	81	200.00	\$16,200.00
		Smartbridge	INV_9712	Surekha Polam Reddy	6.5	180.00	\$1,170.00
		Smartbridge	INV_9748	Sanat Nileshwar	75.5	225.00	\$16,987.50
		Smartbridge	INV_9748	Rob Amason	87.5	200.00	\$17,500.00
		<b>Commencement Cutover Planning Total</b>					
<b>5.07 Total</b>					<b>3887.8</b>		<b>\$713,145.00</b>
<b>6.01 Detailed Description of Approach to Budgeting and Reporting</b>		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08D	Crespo, Jasmine	48	575.00	\$27,600.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08C	Crespo, Jasmine	81	575.00	\$46,575.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08C	Galan, Larry	144.5	575.00	\$83,087.50
		<b>Detailed Description of Approach to Budgeting and Reporting</b>					
<b>6.01 Total</b>					<b>273.5</b>		<b>\$157,262.50</b>
<b>6.07 Evaluating and Updating Payroll and Labor Cost Reporting sys</b>		People 2.0 North America	RL509385583	Handel, Justin	84.5	126.00	\$10,647.00
		People 2.0 North America	RL509385599	Justin Handel	71	126.00	\$8,946.00
		Resources Global Professionals (RGP)	RGP1063047	Luis Astacio Burns	40	160.00	\$6,400.00
		Resources Global Professionals (RGP)	RGP1064121	Luis Astacio Burns	40.5	160.00	\$6,480.00
		Resources Global Professionals (RGP)	RGP1064888	Luis Astacio Burns	41.5	160.00	\$6,640.00
		Trans4mative	1547	Doug B	96	175.00	\$16,800.00
		Trans4mative	1552	Doug B	81.5	175.00	\$14,262.50
		<b>Evaluating and Updating Payroll and Labor Cost Reporting sys</b>					
<b>6.07 Total</b>					<b>455</b>		<b>\$70,175.50</b>
<b>7.02 Policies and Procedures</b>		Alumbra LLC	103	Chuck Walker	22	340.00	\$7,480.00
		Alumbra LLC	103	Chuck Walker	1	310.44	\$310.44
		Alumbra LLC	103	Tim Condon	67.33	310.44	\$20,901.93
		Alumbra LLC	103	Tom Campone	7	310.00	\$2,170.00
		Alumbra LLC	103	David Monasterio	20.5	375.00	\$7,687.50
		Alumbra LLC	104	Chuck Walker	90	340.00	\$30,600.00
		Alumbra LLC	104	Chuck Walker	34	322.99	\$10,981.66
		Alumbra LLC	104	Nick Davey	98	340.00	\$33,320.00
		Alumbra LLC	104	Tom Campone	44.5	322.99	\$14,373.06

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Alumbra LLC	104	David Monasterio	59	375.00	\$22,125.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-003	Pleasant, Dora	17.5	204.00	\$3,570.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-003	Axton, Charles R	2	204.00	\$408.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-003	Potter, Lisa	24.5	204.00	\$4,998.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-003	Carrero-Perez, Sigrid	41	114.00	\$4,674.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-004	Pleasant, Dora	17.5	204.00	\$3,570.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-004	Montz, Christian A	1	244.00	\$244.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-004	Zimmerman, Tyler A	18.5	64.00	\$1,184.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-004	Carrero-Perez Sigrid	3.25	114.00	\$370.50
	<b>Policies and Procedures Total</b>						
<b>7.02 Total</b>					<b>568.58</b>		<b>\$168,968.09</b>
<b>7.05 Project Worksheet Assessment (also covered under Section 4</b>		Innovative Emergency Management, Inc. (IEM)	20342-WO1-007	Pleasant, Dora	32.75	204.00	\$6,681.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-007	Montz, Christian A	19.5	244.00	\$4,758.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-007	Zimmerman, Tyler A	66.25	64.00	\$4,240.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-007	Elizabeth A Zimmerman	2	277.00	\$554.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-008	Pleasant, Dora	8	204.00	\$1,632.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-008	Axton, Charles R	9.5	204.00	\$1,938.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-008	Montz, Christian A	14.5	244.00	\$3,538.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO1-008	Zimmerman, Tyler A	32.25	64.00	\$2,064.00
	<b>Project Worksheet Assessment (also covered under Section 4</b>						
<b>7.05 Total</b>					<b>184.75</b>		<b>\$25,405.00</b>
<b>7.08 Drafting, Revising and Finalizing Federal Funding Procurement</b>		Innovative Emergency Management, Inc. (IEM)	20342-WO3-005	Pleasant, Dora	25.5	204.00	\$5,202.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-005	Axton, Charles R	1	204.00	\$204.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-005	Carrero-Perez, Sigrid	100.75	114.00	\$11,485.50
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-005	Zimmerman, Tyler A	29	64.00	\$1,856.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	Pleasant, Dora	54.25	204.00	\$11,067.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	Montz, Christian A	1.5	244.00	\$366.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	Carrero-Perez, Sigrid	135	114.00	\$15,390.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	Zimmerman, Tyler A	9.5	64.00	\$608.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	Jones, Michele	1	152.00	\$152.00
	<b>Drafting, Revising and Finalizing Federal Funding Procurement</b>						
<b>7.08 Total</b>					<b>357.5</b>		<b>\$46,330.50</b>
<b>8.02 Recruiting and Staffing</b>		Aeroteq Professional Services	OP09954269	Sales Tax	1	12.60	\$12.60
		Aeroteq Professional Services	OP09954269	Figuroa, Wilfredo	40	22.32	\$892.80
		Aeroteq Professional Services	OP09954269	Diaz Lozada, Gelson	16	22.94	\$367.04
		Aeroteq Professional Services	OP09954268	Sales Tax	1	59.47	\$59.47
		Aeroteq Professional Services	OP09954268	Mones Quiroz, Krystal	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Perez Hernandez, Micha	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Valentin Matta, Wilvea	36	18.60	\$669.60
		Aeroteq Professional Services	OP09954268	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Hernandez Soto, Franci	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Ramos Matos, Solange C	40	18.60	\$744.00
		Aeroteq Professional Services	OP09954268	Valentin Matta, Wilvea- personal	4	17.25	\$69.00
		Aeroteq Professional Services	OP09954267	Rodriguez, Waleska	40	19.60	\$784.00
		Aeroteq Professional Services	OP09954267	Rodriguez, Waleska- expense	1	50.00	\$50.00
		Aeroteq Professional Services	OP09954265	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Escandon, Iveain C	39.58	31.00	\$1,226.98
		Aeroteq Professional Services	OP09954265	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP09954265	Santiago, Ginoris D	39.62	37.20	\$1,473.86
		Aeroteq Professional Services	OP09954265	Sanchez, Ada M	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Martinez Guindin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09954265	Ocasio Castaneda, Yeid	39.5	37.20	\$1,469.40
		Aeroteq Professional Services	OP09891237	Candelario Riutort, Ka	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Escandon, Iveain C	24	31.00	\$744.00
		Aeroteq Professional Services	OP09891237	Guerra Morales, Franci	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Morales Marquez, Ruth	24	37.20	\$892.80

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aeroteq Professional Services	OP09891237	Ortiz Rosa, Lynette	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Rivera Ruiz, Eneida	24	43.40	\$1,041.60
		Aeroteq Professional Services	OP09891237	Ramos Sanchez, Barbara	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Santiago, Ginoris D	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Sanchez, Ada M	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Gonzalez Perez, Yari D	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Hernandez Martinez, Ro	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Martinez Guindin, Dino	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Ocasio Castaneda, Yeid	24	37.20	\$892.80
		Aeroteq Professional Services	OP09891237	Candelario Riutort, Ka- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Escandon, Iveain C- Holiday	8	28.75	\$230.00
		Aeroteq Professional Services	OP09891237	Guerra Morales, Franci- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Hernandez Martinez, Ro- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Martinez Guindin, Dino- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Morales Marquez, Ruth- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Ortiz Rosa, Lynette- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Rivera Ruiz, Eneida- Holiday	8	40.25	\$322.00
		Aeroteq Professional Services	OP09891237	Sanchez, Ada M- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Santiago, Ginoris D- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Ocasio Castaneda, Yeid- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Gonzalez Perez, Yari D- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09891237	Ramos Sanchez, Barbara- Holiday	8	34.50	\$276.00
		Aeroteq Professional Services	OP09970359	Figuerola, Wilfredo	40	22.32	\$892.80
		Aeroteq Professional Services	OP09970359	Diaz Lozada, Gelson	28	22.94	\$642.32
		Aeroteq Professional Services	OP09970358	Mones Quiroz, Krystal	40	18.60	\$744.00
		Aeroteq Professional Services	OP09970358	Perez Hernandez, Micha	40	18.60	\$744.00
		Aeroteq Professional Services	OP09970358	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aeroteq Professional Services	OP09970358	Barreto Colon, Sonia M	39.75	18.60	\$739.35
		Aeroteq Professional Services	OP09970358	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP09970358	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09970358	Hernandez Soto, Franci	37.75	18.60	\$702.15
		Aeroteq Professional Services	OP09970358	Ramos Matos, Solange C	40	18.60	\$744.00
		Aeroteq Professional Services	OP09970357	Rodriguez, Waleska	40	19.60	\$784.00
		Aeroteq Professional Services	OP09970354	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Escandon, Iveain C	39.83	31.00	\$1,234.73
		Aeroteq Professional Services	OP09970354	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP09970354	Sanchez, Ada M	28	37.20	\$1,041.60
		Aeroteq Professional Services	OP09970354	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Martinez Guindin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Ocasio Castaneda, Yeid	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09970354	Sanchez, Ada M- Personal time	12	34.50	\$414.00
		Aeroteq Professional Services	OP09986638	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Escandon, Iveain C	40	31.00	\$1,240.00
		Aeroteq Professional Services	OP09986638	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP09986638	Sanchez, Ada M	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Martinez Guindin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986638	Ocasio Castaneda, Yeid	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP09986641	Rodriguez, Waleska	40	19.60	\$784.00
		Aeroteq Professional Services	OP09986642	Mones Quiroz, Krystal	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986642	Perez Hernandez, Micha	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986642	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986642	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986642	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986642	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986642	Hernandez Soto, Franci	40	18.60	\$744.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Aeroteq Professional Services	OP09986642	Ramos Matos, Solange C	40	18.60	\$744.00
		Aeroteq Professional Services	OP09986643	Figueroa, Wilfredo	24	22.32	\$535.68
		Aeroteq Professional Services	OP09986643	Diaz Lozada, Gelson	9	22.94	\$206.46
		Aeroteq Professional Services	OP10004167	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Escandon, Iveain C	31.88	31.00	\$988.28
		Aeroteq Professional Services	OP10004167	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP10004167	Sanchez, Ada M	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Martinez Guandin, Dino	32	37.20	\$1,190.40
		Aeroteq Professional Services	OP10004167	Ocasio Castaneda, Yeid	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10004167	Martinez Guandin, Dino- PTO	8	34.50	\$276.00
		Aeroteq Professional Services	OP10004170	Rodriguez, Waleska	40	19.60	\$784.00
		Aeroteq Professional Services	OP10004171	Mones Ouiroz, Krystal	40	18.60	\$744.00
		Aeroteq Professional Services	OP10004171	Perez Hernandez, Micha	37	18.60	\$688.20
		Aeroteq Professional Services	OP10004171	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aeroteq Professional Services	OP10004171	Barreto Colon, Sonia M	36	18.60	\$669.60
		Aeroteq Professional Services	OP10004171	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP10004171	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP10004171	Hernandez Soto, Franci	40	18.60	\$744.00
		Aeroteq Professional Services	OP10004171	Ramos Matos, Solange C	40	18.60	\$744.00
		Aeroteq Professional Services	OP10004171	Barreto Colon, Sonia M- PTO	4	17.25	\$69.00
		Aeroteq Professional Services	OP10004172	Figueroa, Wilfredo	8	22.32	\$178.56
		Aeroteq Professional Services	OP10004172	Diaz Lozada, Gelson	8	22.94	\$183.52
		Aeroteq Professional Services	OP10020464	Candelario Riutort, Ka	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Escandon, Iveain C	40	31.00	\$1,240.00
		Aeroteq Professional Services	OP10020464	Guerra Morales, Franci	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Morales Marquez, Ruth	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Ortiz Rosa, Lynette	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Rivera Ruiz, Eneida	40	43.40	\$1,736.00
		Aeroteq Professional Services	OP10020464	Sanchez, Ada M	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Gonzalez Perez, Yari D	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Martinez Guandin, Dino	40	37.20	\$1,488.00
		Aeroteq Professional Services	OP10020464	Ocasio Castaeda, Yeid	32	37.20	\$1,190.40
		Aeroteq Professional Services	OP10020464	Ocasio Castaneda, Yeid - PTO	8	34.50	\$276.00
		Aeroteq Professional Services	OP10020467	Mones Ouiroz, Krystal	32	18.60	\$595.20
		Aeroteq Professional Services	OP10020467	Perez Hernandez, Micha	40	18.60	\$744.00
		Aeroteq Professional Services	OP10020467	Valentin Matta, Wilvea	40	18.60	\$744.00
		Aeroteq Professional Services	OP10020467	Barreto Colon, Sonia M	40	18.60	\$744.00
		Aeroteq Professional Services	OP10020467	Colon Perez, Alexander	40	18.60	\$744.00
		Aeroteq Professional Services	OP10020467	Gabriel Flores, Gabrie	40	18.60	\$744.00
		Aeroteq Professional Services	OP10020467	Hernandez Soto, Franci	40	18.60	\$744.00
		Aeroteq Professional Services	OP10020467	Ramos Matos, Solange C	40	18.60	\$744.00
		Iris Vargas	LE 2021-02	Consulting services to support LUMA Recruitment	80	80.00	\$6,400.00
		Iris Vargas	LE 2021-03	Human Resources Consulting services support	83	80.00	\$6,640.00
		Iris Vargas	LE 2021-04	HR Consulting services	70	80.00	\$5,600.00
		BMA Group	21-0338	Barreto Ocasio, Marta	80	95.00	\$7,600.00
		BMA Group	21-0338	Rolon Rivera, Mariely	80	95.00	\$7,600.00
		BMA Group	21-0338	Acevedo Contreras, Ana	32	25.20	\$806.40
		BMA Group	21-0338	Hernandez Reyes, Cindy A	32	25.20	\$806.40
		BMA Group	21-0338	Ouslan Camunas, Maria	32	25.20	\$806.40
		BMA Group	21-0338	Roman Rivas, Michelle	32	25.20	\$806.40
		BMA Group	21-0520	Barreto Ocasio, Marta	80	95.00	\$7,600.00
		BMA Group	21-0520	Rolon Rivera, Mariely	80	95.00	\$7,600.00
		BMA Group	21-0520	Acevedo Contreras, Ana	80	25.20	\$2,016.00
		BMA Group	21-0520	Hernandez Reyes, Cindy A	80	25.20	\$2,016.00
		BMA Group	21-0520	Ouslan Camunas, Maria	80	25.20	\$2,016.00
		BMA Group	21-0520	Roman Rivas, Michelle	80	25.20	\$2,016.00
	<b>Recruiting and Staffing Total</b>						
<b>8.02 Total</b>					<b>5369.91</b>		<b>\$187,689.00</b>

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)		
8.05	Stand Up Human Capital Management (HCM) System	Trans4mative	1534	Logan D.	55	185.00	\$10,175.00		
		Trans4mative	1538	Logan D	38	185.00	\$7,030.00		
		Trans4mative	1537	Tommy R	15	185.00	\$2,775.00		
		Trans4mative	1537	Paul C	65	185.00	\$12,025.00		
		Trans4mative	1545	Tommy R	88	185.00	\$16,280.00		
		Trans4mative	1545	Paul C	14	185.00	\$2,590.00		
		Trans4mative	1546	Logan D	40	185.00	\$7,400.00		
		Trans4mative	1551	Logan D	30	185.00	\$5,550.00		
		Trans4mative	1550	Tommy R	56	185.00	\$10,360.00		
		Trans4mative	1550	Paul C	32	185.00	\$5,920.00		
		Stand Up Human Capital Management (HCM) System Total							
		8.05 Total					433		\$80,105.00
8.06	Communication Plan	Aerotek Professional Services	OP09970360	Velez-Rolon, Olga L	40	48.36	\$1,934.40		
		Aerotek Professional Services	OP09970355	Rivera Quinones, Iveli	20	31.00	\$620.00		
		Aerotek Professional Services	OP09986639	Rivera Quinones, Iveli	20	31.00	\$620.00		
		Aerotek Professional Services	OP09986644	Velez-Rolon, Olga L	40	48.36	\$1,934.40		
		Aerotek Professional Services	OP10004173	Velez-Rolon, Olga L	40	48.36	\$1,934.40		
		Aerotek Professional Services	OP10004168	Rivera Quinones, Iveli	20	31.00	\$620.00		
Communication Plan Total									
8.06 Total					180		\$7,663.20		
8.07	Training (Workforce Development) Plan	BMA Group	21-0520	Velazquez Lopez, Manuel	40	95.00	\$3,800.00		
		Training (Workforce Development) Plan Total							
8.07 Total					40		\$3,800.00		
8.08	Develop Employee Retirement Plan	McConnell Valdes LLC	1031883	Carlos J Villafane	0.75	325.00	\$243.75		
		McConnell Valdes LLC	1031883	Mayleen Santiago	0.5	185.00	\$92.50		
		Develop Employee Retirement Plan Total							
8.08 Total					1.25		\$336.25		
8.1	Compliance Plan	BMA Group	21-0338	Elias Rivera, Maria	80	95.00	\$7,600.00		
		BMA Group	21-0520	Elias Rivera, Maria	80	95.00	\$7,600.00		
		Compliance Plan Total							
8.1 Total					160		\$15,200.00		
9.01	Genco Shared Services Agreement Approval	Alumbra LLC	88	Jim Seibert	25	364.17	\$9,104.25		
		Alumbra LLC	88	Manisha Shah	5	364.17	\$1,820.85		
		Alumbra LLC	89	Jim Seibert	39.5	375.00	\$14,812.50		
		Alumbra LLC	105	Jim Seibert	19.5	358.75	\$6,995.63		
		Alumbra LLC	105	Jim Seibert	2	326.25	\$652.50		
		Alumbra LLC	105	Manisha Shah	6.5	358.75	\$2,331.88		
		Alumbra LLC	105	Manisha Shah	6	326.25	\$1,957.50		
		Alumbra LLC	106	Jim Seibert	17.5	336.76	\$5,893.30		
		Alumbra LLC	106	Jim Seibert	53	351.01	\$18,603.53		
		Alumbra LLC	106	Manisha Shah	25	336.76	\$8,419.00		
		Alumbra LLC	106	Manisha Shah	31	351.01	\$10,881.31		
		Genco Shared Services Agreement Approval Total							
9.01 Total					230		\$81,472.25		
9.02	Emergency Response Plan Approval	Alumbra LLC	97	Roger Garratt	0.5	181.65	\$90.83		
		Alumbra LLC	97	Diane Guerriero	14.25	181.65	\$2,588.51		
		Alumbra LLC	97	Ruth O'Brien	44.5	181.65	\$8,083.43		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Pleasant, Dora	12.25	204.00	\$2,499.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Axton, Charles R	1.5	204.00	\$306.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Montz, Christian A	2	244.00	\$488.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Ingle, Rachel	111.5	132.00	\$14,718.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Van Overschelde, Eliza	123	114.00	\$14,022.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	ISP Principal	36	277.00	\$9,972.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Pleasant, Dora	6	204.00	\$1,224.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Axton, Charles R	1.25	204.00	\$255.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Montz, Christian A	10	244.00	\$2,440.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Ingle, Rachel	166.5	132.00	\$21,978.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Van Overschelde, Eliza	139.5	114.00	\$15,903.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Rosel, Vicki A	1	96.00	\$96.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Zimmerman, Tyler A	1.5	64.00	\$96.00		
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Pratt, Stephen M	50	132.00	\$6,600.00		
Emergency Response Plan Approval Total									



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
<b>9.02 Total</b>					<b>721.25</b>		<b>\$101,359.77</b>
9.07	System Operation Principles Regulatory Approval	Alumbra LLC	86	Chuck Walker	3.5	340.00	\$1,190.00
		Alumbra LLC	86	Nick Davey	12	340.00	\$4,080.00
		Alumbra LLC	87	Brian Walshe	9	348.87	\$3,139.83
		Alumbra LLC	87	Chuck Walker	10	340.00	\$3,400.00
		Alumbra LLC	87	Chuck Walker	20	348.87	\$6,977.40
		Alumbra LLC	87	Nick Davey	29	340.00	\$9,860.00
		Alumbra LLC	87	Nick Davey	6.5	348.87	\$2,267.66
		Alumbra LLC	101	Brian Walshe	47.5	360.38	\$17,118.05
		Alumbra LLC	101	Chuck Walker	3.5	360.38	\$1,261.33
		Alumbra LLC	101	Nick Davey	32	360.38	\$11,532.16
		Alumbra LLC	101	David Monasterio	2	360.38	\$720.76
		Alumbra LLC	102	Brian Walshe	123.5	361.14	\$44,600.79
		Alumbra LLC	102	Chuck Walker	27	361.14	\$9,750.78
		Alumbra LLC	102	Nick Davey	54	361.14	\$19,501.56
		Alumbra LLC	114	Puja Guha	7.5	180.00	\$1,350.00
		Alumbra LLC	114	Eric Sukamaran	35	180.00	\$6,300.00
	<b>System Operation Principles Regulatory Approval Total</b>						
<b>9.07 Total</b>					<b>422</b>		<b>\$143,050.32</b>
10.02	Assuming Responsibility for Securing Use of Assets, Facilities,	Aerotek Professional Services	OP09954267	Pagan, Glorybelle	40	21.00	\$840.00
		Aerotek Professional Services	OP09970357	Pagan, Glorybelle	40	21.00	\$840.00
		Aerotek Professional Services	OP09986641	Pagan, Glorybelle	40	21.00	\$840.00
		Aerotek Professional Services	CE06134112	Velez, Waldemar Osvald	40	47.12	\$1,884.80
		Aerotek Professional Services	OP10004170	Pagan, Glorybelle	40	21.00	\$840.00
	<b>Assuming Responsibility for Securing Use of Assets, Facilities,</b>						
<b>10.02 Total</b>					<b>200</b>		<b>\$5,244.80</b>
12.03	Baseline Performance Levels	Alumbra LLC	114	Puja Guha	4.25	180.00	\$765.00
	<b>Baseline Performance Levels Total</b>						
<b>12.03 Total</b>					<b>4.25</b>		<b>\$765.00</b>
Non HOC 15	LUMA MC Ongoing Back Office Support	Aerotek Professional Services	OP09970356	Lora Mejia, Robert	40	39.20	\$1,568.00
		Aerotek Professional Services	OP09970356	Lora Mejia, Robert	7	58.80	\$411.60
		Aerotek Professional Services	OP09986640	Lora Mejia, Robert	39.75	39.20	\$1,558.20
		Aerotek Professional Services	OP10004169	Lora Mejia, Robert	40	39.20	\$1,568.00
		Aerotek Professional Services	OP10020465	Lora Mejia, Robert	40	39.20	\$1,568.00
		NexTec Operating Corp	155316	PREPA Credit for Adam Rezende for invoice 15531	-6	195.00	(\$1,170.00)
		NexTec Operating Corp	155556	PREPA Credit for Adam Rezende	-4.5	195.00	(\$877.50)
		NexTec Operating Corp	154590	PREPA Credit re: Adam Rezende	-3	195.00	(\$585.00)
		NexTec Operating Corp	154826	PREPA Credit - Adam Rezende	-0.5	195.00	(\$97.50)
		NexTec Operating Corp	154826	PREPA Credit re: David Safstrom	-1	195.00	(\$195.00)
		NexTec Operating Corp	155064	Credit for Jessica Huang	-1	195.00	(\$195.00)
		NexTec Operating Corp	155064	Credit for Adam Rezende	-5.25	195.00	(\$1,023.75)
		NexTec Operating Corp	158172	Credit for Adam Rezende	-1	195.00	(\$195.00)
		NexTec Operating Corp	158402	Credit for Adam Rezende	-11.25	195.00	(\$2,193.75)
		NexTec Operating Corp	158531	Credit for Jim Gross	-0.25	195.00	(\$48.75)
		NexTec Operating Corp	158658	Credit for Adam Rezende	-0.25	195.00	(\$48.75)
		NexTec Operating Corp	159428	Credit for Adam Rezende	-2.5	195.00	(\$487.50)
		NexTec Operating Corp	159692	Credit for Adam Rezende	-4.75	195.00	(\$926.25)
		NexTec Operating Corp	159927	Credit for Adam Rezende	-1.25	195.00	(\$243.75)
		NexTec Operating Corp	159168	Credit for Adam Rezende	-0.25	195.00	(\$48.75)
		People 2.0 North America	RL509385582	Lackey, Ellen	80	56.00	\$4,480.00
		People 2.0 North America	RL509385582	Lackey, Ellen Overtime	11	84.00	\$924.00
		People 2.0 North America	RL509385584	Khiev, Dennis	87	84.80	\$7,377.60
		People 2.0 North America	RL509385585	Warner, Tashera	82	112.00	\$9,184.00
		People 2.0 North America	RL509388601	Tashera Warner	73	112.00	\$8,176.00
		People 2.0 North America	RL509388600	Dennis Khiev	59.25	84.80	\$5,024.40
		People 2.0 North America	RL509388598	Ellen Lackey	50	56.00	\$2,800.00
	<b>LUMA MC Ongoing Back Office Support Total</b>						
<b>Non HOC 15 Total</b>					<b>566.25</b>		<b>\$36,303.55</b>
Non HOC 02	ServCo IT Systems	Smartbridge	INV_9713	Deepthi Raju	79.5	225.00	\$17,887.50
		CSS International, Inc	19515	Hood, Scott	104	230.00	\$23,920.00
		CSS International, Inc	19612	Bennett, Dan	127	230.00	\$29,210.00
		CSS International, Inc	19611	Heath, Janel	128	210.00	\$26,880.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		CSS International, Inc	19657	Hood, Scott	64	120.00	\$7,680.00
		CSS International, Inc	19616	Hood, Scott	42	240.00	\$10,080.00
		CSS International, Inc	19614	Allen, Robert	160	210.00	\$33,600.00
		CSS International, Inc	19613	Bennett, Dan	40	240.00	\$9,600.00
		Trans4mative	1543	Tyler R	87	205.00	\$17,835.00
		Trans4mative	1549	Tyler R	70	205.00	\$14,350.00
	<b>ServCo IT Systems Total</b>						
<b>Non HOC 02 Tot:</b>					<b>901.5</b>		<b>\$191,042.50</b>
<b>Non HOC 14</b>	<b>GenCo-GridCo integration</b>	Alumbra LLC	100	Brian Walshe	2	375.00	\$750.00
		Alumbra LLC	84	Brian Walshe	22	328.98	\$7,237.56
		Alumbra LLC	84	Chuck Walker	20	328.98	\$6,579.60
		Alumbra LLC	84	Eric Markell	4.5	328.98	\$1,480.41
		Alumbra LLC	84	Jim Seibert	14	328.98	\$4,605.72
		Alumbra LLC	84	Roger Garratt	0.5	328.98	\$164.49
		Alumbra LLC	84	Tim Condon	102	328.98	\$33,555.96
		Alumbra LLC	84	Tom Campone	9	328.98	\$2,960.82
		Alumbra LLC	85	Brian Walshe	59.5	375.00	\$22,312.50
		Alumbra LLC	99	Eric Markell	2	313.44	\$626.88
		Alumbra LLC	99	Tim Condon	31.83	313.44	\$9,976.80
		Alumbra LLC	99	Tom Campone	4	313.44	\$1,253.76
	<b>GenCo-GridCo integration Total</b>						
<b>Non HOC 14 Tot:</b>					<b>271.33</b>		<b>\$91,504.50</b>
<b>Non HOC 11</b>	<b>Development of System Operations Principles</b>	Alumbra LLC	100	Brian Walshe	2	375.00	\$750.00
		Alumbra LLC	85	Brian Walshe	2	347.00	\$694.00
		Alumbra LLC	85	Chuck Walker	8	347.00	\$2,776.00
		Alumbra LLC	97	Puja Guha	7.5	180.00	\$1,350.00
		Alumbra LLC	101	Chuck Walker	9.5	340.00	\$3,230.00
		Alumbra LLC	102	Brian Walshe	1	375.00	\$375.00
		Alumbra LLC	114	Jeff Cummings	40	340.00	\$13,600.00
		Alumbra LLC	114	Jeff Cummings	10	303.60	\$3,036.00
		Alumbra LLC	114	Puja Guha	4.5	303.60	\$1,366.20
		Alumbra LLC	114	Neil Reid	30	303.60	\$9,108.00
	<b>Development of System Operations Principles Total</b>						
<b>Non HOC 11 Tot:</b>					<b>114.5</b>		<b>\$36,285.20</b>
<b>Non HOC 06</b>	<b>Regulatory Support of Handover Checklist Items</b>	Aerrotek Professional Services	OP09954267	Hernandez Ramirez, Yan	14.5	21.00	\$304.50
		Aerrotek Professional Services	OP09954267	Tavarez Duran, Claudia	39.33	18.20	\$715.81
		Aerrotek Professional Services	OP09954267	Tavarez Duran, Claudia- Overtime	1.25	27.30	\$34.13
		Aerrotek Professional Services	OP09954267	Hernandez Ramirez, Yan- Personal	24	17.25	\$414.00
		Aerrotek Professional Services	OP09970357	Hernandez Ramirez, Yan	40	21.00	\$840.00
		Aerrotek Professional Services	OP09970357	Tavarez Duran, Claudia	40	18.20	\$728.00
		Aerrotek Professional Services	OP09986641	Hernandez Ramirez, Yan	39.5	21.00	\$829.50
		Aerrotek Professional Services	OP09986641	Tavarez Duran, Claudia	38.6	18.20	\$702.52
		Aerrotek Professional Services	OP10004170	Hernandez Ramirez, Yan	32	21.00	\$672.00
		Aerrotek Professional Services	OP10004170	Tavarez Duran, Claudia	39.5	18.20	\$718.90
		Aerrotek Professional Services	OP10004170	Hernandez Ramirez, Yan- PTO	8	17.25	\$138.00
		Alumbra LLC	97	Jeff Cummings	17.5	202.66	\$3,546.55
		Alumbra LLC	97	Carol Beirne	7	202.66	\$1,418.62
		Alumbra LLC	97	Sue Drake	1.5	202.66	\$303.99
		Alumbra LLC	97	Puja Guha	3.25	300.00	\$975.00
		Alumbra LLC	97	Puja Guha	111.75	202.66	\$22,647.26
		Alumbra LLC	97	Neil Reid	39	300.00	\$11,700.00
		Alumbra LLC	97	Neil Reid	3	202.66	\$607.98
		Alumbra LLC	97	Diane Guerriero	17.75	180.00	\$3,195.00
		Alumbra LLC	98	Jeff Cummings	23	340.00	\$7,820.00
		Alumbra LLC	114	Jeff Cummings	21	206.60	\$4,338.60
		Alumbra LLC	114	Jeff Cummings	97.5	301.61	\$29,406.98
		Alumbra LLC	114	Carol Beirne	33.5	206.60	\$6,921.10
		Alumbra LLC	114	Sue Drake	0.5	206.60	\$103.30
		Alumbra LLC	114	Diane Guerriero	28	206.60	\$5,784.80
		Alumbra LLC	114	Puja Guha	83	206.60	\$17,147.80
		Alumbra LLC	114	Darin Johnson	56	301.61	\$16,890.16
		Alumbra LLC	114	Eric Sukamaran	89.5	206.60	\$18,490.70

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Quantity	Price	Total (USD)
		Alumbra LLC	114	Eric Sukamaran	36.5	301.61	\$11,008.77
		Alumbra LLC	114	Neil Reid	43	206.60	\$8,883.80
		Alumbra LLC	114	Neil Reid	27	301.61	\$8,143.47
		Alumbra LLC	114	Ruth Obrien	38	206.60	\$7,850.80
		Alumbra LLC	115	Jeff Cummings	7	340.00	\$2,380.00
		Alumbra LLC	115	Jeff Cummings	68	324.89	\$22,092.52
		Alumbra LLC	115	Darin Johnson	69	324.89	\$22,417.41
	<b>Regulatory Support of Handover Checklist Items Total</b>						
<b>Non HOC 06 Tot:</b>					<b>1237.93</b>		<b>\$240,171.97</b>
<b>Non HOC 16</b>	<b>PREB Resolutions and Orders</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07B	Robinson, Heather	22	575.00	\$12,650.00
	<b>PREB Resolutions and Orders Total</b>						
<b>Non HOC 16 Tot:</b>					<b>22</b>		<b>\$12,650.00</b>
<b>Grand Total</b>					<b>19788.3</b>		<b>\$3,262,185.35</b>

**All Other Expense Items**

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
	<b>1 General &amp; Transition Management</b>	Aerotek Professional Services	OP09954267	Sales Tax	\$10.07
		Aerotek Professional Services	OP09970357	Sales Tax	\$10.28
		Aerotek Professional Services	OP09986641	Sales Tax	\$10.19
		Alumbra LLC	100	Tom Compone- Covid test	\$45.00
		Alumbra LLC	98	Jeff Cummings	\$573.40
		Alumbra LLC	98	Jeff Cummings- Per Diem	\$1,400.00
		Alumbra LLC	109	To balance receipts with invoice	\$0.27
		Alumbra LLC	110		\$1,266.92
		Alumbra LLC	111	To balance receipts with invoice	(\$1.11)
		Alumbra LLC	112	To balance receipts with invoice	\$0.10
		Alumbra LLC	114	To balance receipts with invoice	(\$0.75)
		Alumbra LLC	115	To balance receipts with invoice	\$0.07
		Alumbra LLC	115	Jeff Cummings COVID test	\$125.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08E	Admin Fee	\$910.00
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08A	Admin Fee	\$2,197.80
		American Relocation Connections, LLC	30325	Processing Fee	\$250.00
		American Relocation Connections, LLC	30325	J Stone- Misc Allowance	\$25,000.00
		American Relocation Connections, LLC	30449	Breanna Wise- October Storage	\$463.68
		American Relocation Connections, LLC	30365	Wire fee	\$50.00
		American Relocation Connections, LLC	30561	Lopez, Jose- Weekending 1/27	\$1,515.15
		American Relocation Connections, LLC	30561	Jackson, Jennifer- weekending 1/27	\$432.90
		American Relocation Connections, LLC	30561	Carson, Derek- Weekending 1/28	\$649.36
		American Relocation Connections, LLC	30561	Candia, Hans- weekending 1/29	\$3,463.20
		American Relocation Connections, LLC	30612	Credit for Invoice 30548	(\$4,667.55)
		American Relocation Connections, LLC	30546	HHG- Transport goods to PR	\$390.00
		American Relocation Connections, LLC	30665	Misc Allowance	\$8,000.00
		American Relocation Connections, LLC	30260	Don Cortez- First Class Moving Systems of South Florida, Inc	\$5,167.58
		American Relocation Connections, LLC	30261	Don Cortez- First Class Moving Systems of South Florida, Inc	\$756.00
		American Relocation Connections, LLC	30384	Paul Bond- Quality Move Management Inc	\$264.40
		American Relocation Connections, LLC	30387	Navneet Bradoo- Quality move management inc	\$971.33
		American Relocation Connections, LLC	30388	Raphael Gignac- Quality Move Management Inc	\$1,309.77
		American Relocation Connections, LLC	30389	John Gutierrez- Quality Move Management Inc	\$1,048.48
		American Relocation Connections, LLC	30390	David Kindrachuck- Quality Move Management	\$218.61
		American Relocation Connections, LLC	30443	Tyler Smith- Quality Move Management Inc	\$931.02
		American Relocation Connections, LLC	30445	Gabriela Tweten- Quality Move Management Inc	\$2,188.47
		American Relocation Connections, LLC	30446	Breanna Wise- Quality Move Management Inc	\$463.68
		American Relocation Connections, LLC	30462	Robin Kostek- Quality Move Management Inc	\$222.39
		American Relocation Connections, LLC	30505	Greg Sarich - First Class Movie Systems	\$5,750.00
		American Relocation Connections, LLC	30506	Greg Sarich- First Class Moving Systems	\$6,512.99
		American Relocation Connections, LLC	30539	Heriberto Gonzalez- Stevens Forwarders Inc	\$16,918.80
		American Relocation Connections, LLC	30540	Mark Humphreys- Quality Move Management, Inc	\$12,973.00
		American Relocation Connections, LLC	30541	Heriberto Gonzalez- Stevens Forwarders Inc	\$10,250.00
		American Relocation Connections, LLC	30678	Jorge Melendez- Reindeer	\$12,359.00
		American Relocation Connections, LLC	30772	Mark Humphreys- Quality Moving Management Inc	\$18,174.19
		American Relocation Connections, LLC	30680	HHG Shipment- Reindeer- Greg Sarich	\$6,110.65
		American Relocation Connections, LLC	30395	A Miller- October rent	\$4,960.00
		ATCO Infrastructure Solutions Ltd	122020-2LB	Cell phones - November (TELUS)	\$232.76
		ATCO Infrastructure Solutions Ltd	012021-2LB	To balance receipts with invoice	(\$0.02)
		ATCO Infrastructure Solutions Ltd	012021-2LB	TELUS- Cell Phones - December	\$213.80
		ATCO Infrastructure Solutions Ltd	012021-2LB	Maritime Travel - Ehgoetz, Owen flights	\$68.47
		ATCO Infrastructure Solutions Ltd	012021-2LB	Cell Phones - December (TELUS)	\$389.67
		ATCO Infrastructure Solutions Ltd	012021-2LB	COVID test, membership fee, taxis (Owen Ehgoetz)	\$899.93
		ATCO Infrastructure Solutions Ltd	012021-2LB	Ehgoetz, Owen relocation costs (FRAGOMEN)	\$1,141.57
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Owen Ehgoetz	\$6.56
		ATCO Infrastructure Solutions Ltd	012021-2LB	To balance with invoice due to rounding issue.	(\$0.04)
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Gonzalez. Beatriz flights	\$27.68
		ATCO Infrastructure Solutions Ltd	012021-2LB	Engbloom, Ashley- Meals	\$13.96
		ATCO Infrastructure Solutions Ltd	012021-2LB	Wise, Breanna-Workspace rentals, office supplies, taxi, intern	\$2,323.22
		ATCO Infrastructure Solutions Ltd	012021-2LB	Wise, Breanna- Workspace rentals, office supplies, taxi, intern	\$6,136.29

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		ATCO Infrastructure Solutions Ltd	012021-2LB	Engbloom, Ashley- Hotel	\$2,219.24
		ATCO Infrastructure Solutions Ltd	012021-2LB	Wise, Breanna- Meals	\$4.29
		ATCO Infrastructure Solutions Ltd	012021-2LB	Wise, Breanna- Vehicle rental	\$1,431.42
		ATCO Infrastructure Solutions Ltd	012021-2LB	Weiss, Spencer- Meals	\$252.13
		ATCO Infrastructure Solutions Ltd	012021-2LB	Weiss, Spencer- US Customs fee, baggage, hotel, uber, wifi	\$3,065.27
		ATCO Infrastructure Solutions Ltd	012021-2LB	Weiss, Spencer- Incidental Relocation Allowance	\$8,944.02
		ATCO Infrastructure Solutions Ltd	012021-2LB	Weiss, Spencer- Vehicle rental	\$1,440.55
		ATCO Infrastructure Solutions Ltd	012021-2LB	MARITIME TRAVEL- Wise, Breanna flights	\$1,451.13
		ATCO Infrastructure Solutions Ltd	012021-2LB	Charbonneau, Marc flights (Maritime Travel)	\$844.44
		ATCO Infrastructure Solutions Ltd	012021-2LB	Office supplies, hotel, COVID test, baggage, uber - Marc Charbonneau	\$112.99
		ATCO Infrastructure Solutions Ltd	012021-2LB	Office supplies, hotel, COVID test, baggage, uber (Marc Charbonneau)	\$729.31
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - Marc Charbonneau	\$57.50
		ATCO Infrastructure Solutions Ltd	012021-2LB	Dumais, Brad relocation costs (FRAGOMEN (CANADA) CO)	\$197.73
		ATCO Infrastructure Solutions Ltd	012021-2LB	Charbonneau, Marc relocation costs (FRAGOMEN (CANADA) CO)	\$197.73
		ATCO Infrastructure Solutions Ltd	012021-2LB	Meals - March Charbonneau	\$28.23
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Cartwright, Richard flights	\$264.68
		ATCO Infrastructure Solutions Ltd	022021-2LB	To balance with invoice due to rounding issue.	\$0.05
		ATCO Infrastructure Solutions Ltd	022021-2LB	Incidental Relocation Allowance (Amy Bridges)	\$1,586.20
		ATCO Infrastructure Solutions Ltd	022021-2LB	Meals - EverittPortillo, Evelyn	\$137.93
		ATCO Infrastructure Solutions Ltd	022021-2LB	Vehicle Rental - EverittPortillo, Evelyn	\$2,558.14
		ATCO Infrastructure Solutions Ltd	022021-2LB	Meals - Jessica Laird	\$9.15
		ATCO Infrastructure Solutions Ltd	022021-2LB	Cell Phones - January (Telus)	\$765.70
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Amy Bridges flights	\$357.22
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Donna Pincott flights	(\$1,334.89)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Cell Phones - January (Telus)	\$7,543.25
		ATCO Infrastructure Solutions Ltd	022021-2LB	COVID testing, taxi, baggage (EverittPortillo, Evelyn)	\$363.70
		ATCO Infrastructure Solutions Ltd	022021-2LB	COVID testing, taxi, baggage - EverittPortillo, Evelyn	\$31.16
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Portillo, Evelyn flights	\$569.34
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - McAllister, Tye flights	(\$38.80)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Tyler Smith flights	\$463.00
		ATCO Infrastructure Solutions Ltd	022021-2LB	Incidental Relocation Allowance - Fuhrer, Kyle	\$4,489.17
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Fuhrer, Kyle flights	\$264.37
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Sandy Love flights	\$243.82
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Love, Sandy flights	(\$374.94)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Clark, Curtis flights	(\$13.21)
		ATCO Infrastructure Solutions Ltd	022021-2LB	COVID testing, hotel, courier fee (Sims, Christa)	\$223.87
		ATCO Infrastructure Solutions Ltd	022021-2LB	Vehicle rental (Christa Sims)	\$127.43
		ATCO Infrastructure Solutions Ltd	022021-2LB	COVID testing, hotel, courier fee (Christa Sims)	\$555.24
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Charbonneau, Marc flights	\$99.41
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Sims, Christa flights	(\$343.62)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Vandasselaar, Kyle flights	(\$362.87)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Humphreys, Mark flights	\$220.26
		ATCO Infrastructure Solutions Ltd	022021-2LB	COVID testing - Jubinville, Colette	\$141.27
		ATCO Infrastructure Solutions Ltd	022021-2LB	Vehicle rental - Jubinville, Colette	\$85.97
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Jubinville, Collette flights	\$239.82
		ATCO Infrastructure Solutions Ltd	022021-2LB	Hotel, COVID test, baggage, taxi - Badenhorst, Johan	\$393.80
		ATCO Infrastructure Solutions Ltd	022021-2LB	Meals - Badenhorst, Johan	\$109.03
		ATCO Infrastructure Solutions Ltd	022021-2LB	IT Consulting - TEKSYSTEMS CANADA CORP	\$18,120.36
		ATCO Infrastructure Solutions Ltd	022021-2LB	Hotel, COVID testing, cell phone repair - Tonsi, Terry	\$113.30
		ATCO Infrastructure Solutions Ltd	022021-2LB	Hotel, COVID testing, cell phone repair - Terry Tonsi	\$526.16
		ATCO Infrastructure Solutions Ltd	022021-2LB	Meals - Terry Tonsi	\$61.35
		ATCO Infrastructure Solutions Ltd	022021-2LB	Hotel - Luc Graham	\$208.85
		ATCO Infrastructure Solutions Ltd	022021-2LB	Meals - Toni Petteplace	\$22.85
		ATCO Infrastructure Solutions Ltd	022021-2LB	Vehicle rental - Terry Tonsi	\$105.02
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Graham, Luc flights	\$27.76
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Tonsi, Terry Maritime fee	\$5.95
		ATCO Infrastructure Solutions Ltd	022021-2LB	Meals - Blackmore, Kyle	\$152.87
		ATCO Infrastructure Solutions Ltd	022021-2LB	Hotel, printer, office supplies, PMI training fee, baggage - Blackmore, Kyle	\$81.76
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Finkbiner, Pat flights	\$27.76
		ATCO Infrastructure Solutions Ltd	022021-2LB	Vehicle rental - Tulan, Narad	\$1,382.96
		ATCO Infrastructure Solutions Ltd	022021-2LB	Hotel - Lionel Sanche	\$179.86
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Tulan, Narad flights	\$34.60

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Gonzalez, Beatriz flights	(\$25.98)
		ATCO Infrastructure Solutions Ltd	022021-2LB	Office space rental - Wise, Breanna	\$2,286.85
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Wise, Breanna flights	\$39.66
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Engbloom, Ashley flights	\$561.48
		ATCO Infrastructure Solutions Ltd	022021-2LB	Incidental Relocation Allowance - Wong, Richard	\$8,419.30
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Wilvers, Darrell flights	\$292.60
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Loo, Chris flights	\$27.76
		ATCO Infrastructure Solutions Ltd	022021-2LB	Office supplies - Gignac, Raphael	\$70.13
		ATCO Infrastructure Solutions Ltd	022021-2LB	Incidental Relocation Allowance - Harbord, David	\$1,586.20
		ATCO Infrastructure Solutions Ltd	022021-2LB	Maritime Travel - Harbord, David flights	\$233.81
		ATCO Power (2010) Ltd.	112020-3LB	Deferred for February 2021 invoice	\$157.77
		ATCO Power (2010) Ltd.	112020-2LB	Pattison, Daryl relocation costs - FRAGOMEN (CANADA) CO	\$1,319.28
		ATCO Power (2010) Ltd.	112020-2LB	Deferred for February invoice.	\$12,026.00
		ATCO Power (2010) Ltd.	112020-2LB	Laird, Jessica relocation costs (FRAGOMEN) Deferred amount	\$491.97
		BridgeSource Utilities Solutions, LLC	1008	Sales Tax	\$2,440.00
		BridgeSource Utilities Solutions, LLC	1008	Brent Bolzenius Start date: 1/25/2021 Base Salary \$160K x 20%	\$32,000.00
		BridgeSource Utilities Solutions, LLC	1008	Angel Silverio Start date: 2/17/2021 Base salary \$145k x 20%	\$29,000.00
		District View Office Center	INV-2019-18991	UPS Service (UPS sent to Quanta Centennial)	\$44.55
		District View Office Center	INV-2019-2021	Messenger service, UPS service, postage usage	\$150.84
		DLA Piper LLP (US)	4058634	Delivery Services	\$67.74
		DLA Piper LLP (US)	4058634	Local Counsel Fees	\$5,242.95
		Laboratorio Clinico El Morro, Inc.	9	PCR test (1) NAA test (21)	\$3,266.00
		Laboratorio Clinico El Morro, Inc.	8	Covid Rapid test (1) and molecular tests (20)	\$3,050.00
		Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	90284283	Hours for Enrique A. Del Cueto-Perez, Of Counsel	\$864.00
		Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	90245879	Hours for Enrique A. Del Cueto-Perez, Of Counsel	\$1,458.00
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	ODC Travel - Don Hall - Airfare Please refer to attached invoice	\$684.25
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	ODC Travel - Don Hall - Lodging Please refer to attached invoice	\$20.00
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	ODC Travel - Don Hall - Meals Please refer to attached invoice	\$639.05
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	ODC Travel - Don Hall - Rental Car Please refer to attached invoice	\$130.72
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	ODC Travel - Don Hall - taxi Please refer to attached invoice #8	\$136.73
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	ODC Travel (Don Hall) #88112 Please refer to attached invoice	\$10.73
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	on-island, traveling to island - Taxi/car rental See attachment J	\$148.24
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	on-island, traveling to island (Dan Cacioppo) See attachment J	\$830.93
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	on-island, traveling to island (Jose Lopez) See attachment July	\$1,897.74
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	on-island, traveling to island (Tony Alves) See attachment July	\$5,078.01
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	on-island, traveling to island (Victor Martinez) - fuel See attachment	\$22.52
		Quanta Workforce Solutions, LLC	QWS-072020-2B-02	on-island, traveling to island (Victor Martinez) See attachment	\$2,264.70
		Quanta Workforce Solutions, LLC	QWS-082020-2B	N Buell 6/29-7/20/20-Taxi/Car Rental in Puerto Rico	\$63.68
		Quanta Workforce Solutions, LLC	QWS-082020-2B	Par Electric Contractors - Gregg Doeden-Lodging	\$1,921.65
		Quanta Workforce Solutions, LLC	QWS-092020-2B	Federal Express- Freight	\$360.84
		Quanta Workforce Solutions, LLC	QWS-012021-2B	Stone IV, John G - Invoice #:121520-122320JS - Mileage	\$62.10
		Quanta Workforce Solutions, LLC	QWS-012021-2B	Stone IV, John G - Invoice #:121520JS	\$350.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Airfare	\$1,911.95
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - Covid tests - PR	\$2.60
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - Software Appl	\$12.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - Telephone Expense	\$1,261.45
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association - Employee Reloc Costs	\$172.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Covid tests - PR	\$9,232.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Covid tests - US	\$2,900.00
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Ground Transport	\$486.36
		Quanta Workforce Solutions, LLC	QWS-012021-2B	PNC Bank National Association -Supplies	\$154.37
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Watson -Assessment Supplies	\$156.19
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Phelps -Lodging	\$390.22
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Phelps -meals	\$450.55
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Employee Reloc Costs	\$145.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Taxi/Car Rental	\$4,276.22
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jose Lopez -Assessment Supplies	\$2,129.49
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association -Covid tests - US	\$2,000.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association	\$753.92
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association -meals	\$1,243.48
		Quanta Workforce Solutions, LLC	QWS-022021-2B	CME Printing Inc - Printing & Reprod	\$365.32
		Quanta Workforce Solutions, LLC	QWS-022021-2B	Deloitte Tax LLP -Management & Consulting Fees	\$50,195.00

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Plane/Train Exp	\$5,932.03
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Lodging	\$15.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Software Appl	\$12.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - WARNER - Airfare/fees/COVID/Test	\$319.67
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - WARNER - Meals	\$835.01
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - WARNER - Taxi/Rental/Car	\$412.32
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Vehicle Expenses - February Lease -2020 Chevy Silverado	\$894.94
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - SPRAGUE - Airfare/fees/COVID/Test	\$1,999.92
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - SPRAGUE -Lodging	\$74.92
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - SPRAGUE -Meals	\$1,413.30
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - SPRAGUE -Taxi/Rental/Car	\$386.37
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - RUESCH - Airfare/fees/COVID/Test	\$882.65
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - RUESCH -Lodging	\$868.60
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - RUESCH -Meals	\$1,638.08
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - RUESCH -Taxi/Rental/Car	\$1,017.59
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Mike Pepin -Airfare/fees/COVID/Test	\$3,259.59
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Mike Pepin - Lodging	\$905.91
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Mike Pepin -Meals	\$2,475.27
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Mike Pepin -Taxi/Rental/Car	\$844.64
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - MESAR -Airfare/fees/COVID/Test	\$12.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - MESAR -Meals	\$30.81
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jose Lopez -Airfare/fees/COVID/Test	\$882.80
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jose Lopez -Lodging	\$454.55
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jose Lopez -Meals	\$2,038.36
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jose Lopez -Taxi/Rental/Car	\$1,127.83
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Watson -Airfare/fees/COVID/Test	\$1,184.07
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Watson -Facilities/Conference Space	\$15,767.09
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Watson -Lodging	\$392.56
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Watson -Meals	\$875.25
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Watson -Taxi/Rental/Car	\$13.90
		Quanta Workforce Solutions, LLC	QWS-022021-2B	NLC - Jacob Phelps -Airfare/fees/COVID/Test	\$1,082.90
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Travel Other	\$141.25
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Other Gen & Admin	\$35.87
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association - Office Supplies	\$143.90
		Quanta Workforce Solutions, LLC	QWS-022021-2B	PNC Bank National Association -Lodging	\$18.38
		Quanta Workforce Solutions, LLC	QWS-022021-2B	Monthly IT Infrastructure	\$1,552.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	Office Cell Phone	\$7,530.15
		Quanta Workforce Solutions, LLC	QWS-022021-2B	Hosting Subscription Services	\$4,495.63
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Rafael Chaparro - Transportation - Taxi	\$75.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Rafael Chaparro - Meals	\$87.38
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Hall, Donald - Airfare	\$279.00
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Hall, Donald - Transportation - Taxi	\$46.39
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Hall, Donald - Transportation - Rental Car	\$618.71
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Hall, Donald - Meals	\$879.52
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Gonzalez, Heriberto- Transportation - Airfare	\$26.82
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Gonzalez, Heriberto- Transportation - Rental Car	\$108.80
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Gonzalez, Heriberto - Transportation - Car Mileage	\$853.76
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Gonzalez, Heriberto - Meals	\$147.85
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Ellis, Steven- Transportation - Airfare	\$540.19
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Ellis, Steven- Transportation - Taxi	\$100.25
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Ellis, Steven -meals	\$452.64
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Ellis, Steven-Other supplies	\$14.44
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Cardona, Ferdinand - Transportation - Car Mileage	\$455.30
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Cardona, Ferdinand - Transportation - Rental Car	\$46.40
		Quanta Workforce Solutions, LLC	QWS-022021-2B	QT Bahramirad, Shay - Transportation - Airfare	\$473.90
		Quanta Services Puerto Rico, LLC	QWS-072020-3B	Credit for Office rent	(\$4,000.00)
		Global Project Solutions, LLC	21-1004	Rapid PCR - COVID Test (Results Negative)	\$100.00
		Global Project Solutions, LLC	21-1004	Monthly Lease per contract - \$100/day	\$2,800.00
		Global Project Solutions, LLC	21-1004	Insurance as per Contract (Liability)- Monthly Installments	\$631.61
		Global Project Solutions, LLC	21-1004	Insurance as per Contract (additional)- Monthly Installments (\$	\$97.70
		Global Project Solutions, LLC	21-1004	Daily Per Diem - \$175/day @ 15 days (Based on Timesheet day	\$2,625.00
		Global Project Solutions, LLC	21-1004	United Flight SJU-IAH-SJU Depart Mar 5 Return Mar 14	\$797.40

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		Resources Global Professionals (RGP)	RGP1063046	Luis Astacio Burns- meals	\$116.60
		Resources Global Professionals (RGP)	RGP1063046	Luis Astacio Burns- automobile expenses	\$241.27
		Resources Global Professionals (RGP)	RGP1063046	Luis Astacio Burns- Airfare	\$96.90
		Resources Global Professionals (RGP)	RGP1063046	Luis Astacio Burns- Hotel	\$506.79
		Troutman Pepper Hamilton Sanders LLP	30113521	Hours for Todd Coles	\$3,948.75
		Troutman Pepper Hamilton Sanders LLP	30113521	Hours for William Derasmo	\$14,869.35
		Martel, Inc	21-03-0049	Sales Tax	\$800.00
		Martel, Inc	21-03-0049	Inventory asset tracking 160hrs	\$20,000.00
	<b>General &amp; Transition Management Total</b>				
<b>1 Total</b>					<b>\$531,235.98</b>
	<b>1.02 Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to inc</b>	Alumbra LLC	108	Sales Tax	\$30.60
		Alumbra LLC	110		\$5,178.20
		Alumbra LLC	112	Bill Leasure	\$999.00
		Alumbra LLC	112	Bill Leasure Per Diem	\$700.00
	<b>Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to inc</b>				
<b>1.02 Total</b>					<b>\$6,907.80</b>
	<b>2.0304 Fleet Management Plan</b>	Alumbra LLC	108	Sales Tax	\$30.60
	<b>Fleet Management Plan Total</b>				
<b>2.0304 Total</b>					<b>\$30.60</b>
	<b>2.0306 Workforce Management &amp; Training Plan</b>	Nory Sanchez-Alvarez	LUMA 2021-0001	Translation of questions for Meter Technicians (1,314 words)	\$91.98
	<b>Workforce Management &amp; Training Plan Total</b>				
<b>2.0306 Total</b>					<b>\$91.98</b>
	<b>2.031 Materials Management &amp; Warehouse Plan</b>	Alumbra LLC	108	Sales Tax	\$30.60
	<b>Materials Management &amp; Warehouse Plan Total</b>				
<b>2.031 Total</b>					<b>\$30.60</b>
	<b>2.0312 Vegetation Management Plan</b>	Alumbra LLC	108	Sales Tax	\$30.60
		Alumbra LLC	113	To balance receipts with invoice	(\$0.06)
	<b>Vegetation Management Plan Total</b>				
<b>2.0312 Total</b>					<b>\$30.54</b>
	<b>2.05 Environmental Exposure Management Plan</b>	ERM-PR, Inc.	18092	Sales Tax	\$344.00
		ERM-PR, Inc.	18091	Sales Tax	\$2,200.00
		ERM-PR, Inc.	18091	22 Sites Assessment Summary Report @\$2500	\$55,000.00
	<b>Environmental Exposure Management Plan Total</b>				
<b>2.05 Total</b>					<b>\$57,544.00</b>
	<b>4.02 Evaluating and Updating Customer Service Policies and Procedures</b>	Alumbra LLC	110		\$2,449.30
	<b>Evaluating and Updating Customer Service Policies and Procedures Tot</b>				
<b>4.02 Total</b>					<b>\$2,449.30</b>
	<b>4.04 Development of a Customer Service Transition Plan</b>	Alumbra LLC	112	Sales Tax	\$2,106.20
		Alumbra LLC	112	Airfare for Stuart Walters and Juan Carlos Blacker	\$801.18
		Alumbra LLC	112	Hotel for Stuart Walters and Juan Carlos Blacker	\$3,772.01
		Alumbra LLC	112	Per Diem for Stuart Walters and Juan Carlos Blacker	\$3,850.00
		AT&T Mobility Puerto Rico	12659917	AT&T Charges for 1-800 number	\$593.12
		<b>AT&amp;T Mobility Puerto Rico</b>	<b>12659917</b>	<b>Municipality tax, PR Sales and Use tax and surcharges</b>	<b>\$120.69</b>
		BridgeSource Utilities Solutions, LLC	1007	Sales Tax	\$3,111.02
		BridgeSource Utilities Solutions, LLC	1007	John Wazney Per Diem	\$3,575.38
		BridgeSource Utilities Solutions, LLC	1007	John Wazney hotel	\$4,578.00
	<b>Development of a Customer Service Transition Plan Total</b>				
<b>4.04 Total</b>					<b>\$22,507.60</b>
	<b>4.07 Development and Implementation of a Customer Service Technology</b>	Carimus Consulting	4025	Design services for Initial designs and Project management sup	\$2,025.00
	<b>Development and Implementation of a Customer Service Technology T</b>				
<b>4.07 Total</b>					<b>\$2,025.00</b>
	<b>5.07 Commencement Cutover Planning</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08G	Admin Fee	\$626.40
		<b>Alvarez &amp; Marsal Corporate Performance Improvement, LLC</b>	<b>826788-08G</b>	<b>Less 20% discount</b>	<b>(\$5,220.00)</b>
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08G	Expenses	\$2,086.23
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08F	Admin Fee	\$87.00
		<b>Alvarez &amp; Marsal Corporate Performance Improvement, LLC</b>	<b>826788-08F</b>	<b>Less 20% discount</b>	<b>(\$725.00)</b>
		International Business Machines Corporation (IBM)	C21BK7N	Sales Tax	\$24,551.50
	<b>Commencement Cutover Planning Total</b>				
<b>5.07 Total</b>					<b>\$21,406.13</b>
	<b>6.01 Detailed Description of Approach to Budgeting and Reporting</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08D	Admin Fee	\$662.40
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08D	Lesss 20% discount	(\$5,520.00)
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08C	Admin Fee	\$3,111.90



HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		<b>Alvarez &amp; Marsal Corporate Performance Improvement, LLC</b>	<b>826788-08C</b>	<b>Less 20% discount</b>	<b>(\$25,932.50)</b>
	<b>Detailed Description of Approach to Budgeting and Reporting Total</b>				
<b>6.01 Total</b>					<b>(\$27,678.20)</b>
	<b>6.07 Evaluating and Updating Payroll and Labor Cost Reporting systems</b>	People 2.0 North America	RL509356104	Shannon Hood Airfare	\$405.20
		People 2.0 North America	RL509356104	Shannon Hood Hotel	\$166.37
		<b>People 2.0 North America</b>	<b>RL509356104</b>	<b>Shannon Hood meals</b>	<b>\$478.42</b>
	<b>Evaluating and Updating Payroll and Labor Cost Reporting systems Tot</b>				
<b>6.07 Total</b>					<b>\$1,049.99</b>
	<b>6.09 Processes &amp; Procedures and Overall Internal Controls</b>	Resources Global Professionals (RGP)	CREDT009703	Credit memo generated to return taxes that were erroneously	(\$1,354.20)
	<b>Processes &amp; Procedures and Overall Internal Controls Total</b>				
<b>6.09 Total</b>					<b>(\$1,354.20)</b>
	<b>7.02 Policies and Procedures</b>	Alumbra LLC	103	To balance receipts with invoice	(\$0.07)
		Alumbra LLC	104	Nick Davey	\$2,686.54
		Alumbra LLC	104	Sales Tax	\$4,456.00
		Alumbra LLC	104	Chuck Walker Per Diem	\$2,275.00
		Alumbra LLC	104	To balance receipts with invoice	\$0.28
		Alumbra LLC	104	Chuck Walker airfare	\$628.40
		Alumbra LLC	104	Chuck Walker hotel	\$2,597.40
		Alumbra LLC	104	Nick Davey Per Diem	\$2,275.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO4-004	Sales Tax	\$138.80
	<b>Policies and Procedures Total</b>				
<b>7.02 Total</b>					<b>\$15,057.35</b>
	<b>7.05 Project Worksheet Assessment (also covered under Section 4.3)</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO1-008	Sales Tax	\$138.72
	<b>Project Worksheet Assessment (also covered under Section 4.3) Total</b>				
<b>7.05 Total</b>					<b>\$138.72</b>
	<b>7.08 Drafting, Revising and Finalizing Federal Funding Procurement Manual</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	Sales Tax	\$16.32
	<b>Drafting, Revising and Finalizing Federal Funding Procurement Manual</b>				
<b>7.08 Total</b>					<b>\$16.32</b>
	<b>8.02 Recruiting and Staffing</b>	Aerotek Professional Services	OP09954267	Sales Tax	\$10.07
		Aerotek Professional Services	OP09954265	Sales Tax	\$163.22
		Aerotek Professional Services	OP09891237	Sales Tax	\$151.97
		<b>Aerotek Professional Services</b>	<b>OP09970359</b>	<b>Sales Tax</b>	<b>\$15.35</b>
		Aerotek Professional Services	OP09970358	Sales Tax	\$59.05
		Aerotek Professional Services	OP09970357	Sales Tax	\$10.27
		Aerotek Professional Services	OP09970354	Sales Tax	\$148.43
		Aerotek Professional Services	OP09986638	Sales Tax	\$148.80
		Aerotek Professional Services	OP09986638	Ortiz Rosa, Lynette- Mileage	\$8.06
		<b>Aerotek Professional Services</b>	<b>OP09986641</b>	<b>Sales Tax</b>	<b>\$10.19</b>
		Aerotek Professional Services	OP09986642	Sales Tax	\$59.52
		Aerotek Professional Services	OP09986642	Mones Ouiroz, Krystal- Mileage	\$18.14
		Aerotek Professional Services	OP09986643	Sales Tax	\$7.43
		Aerotek Professional Services	OP09986645	Ortiz Rosa, Lynette- Mileage	\$20.94
		<b>Aerotek Professional Services</b>	<b>OP09986645</b>	<b>Guerra Morales, Franci- mileage</b>	<b>\$170.02</b>
		Aerotek Professional Services	OP09986646	Ortiz Rosa, Lynette- Mileage	\$136.00
		Aerotek Professional Services	OP10004167	Sales Tax	\$146.06
		<b>Aerotek Professional Services</b>	<b>OP10004167</b>	<b>Ortiz Rosa, Lynette- Mileage</b>	<b>\$8.06</b>
		Aerotek Professional Services	OP10004170	Sales Tax	\$10.18
		Aerotek Professional Services	OP10004171	Sales Tax	\$58.91
		Aerotek Professional Services	OP10004172	Sales Tax	\$3.63
		Aerotek Professional Services	OP10020464	Sales Tax	\$148.58
		Aerotek Professional Services	OP10020464	Ortiz Rosa, Lynette- Mileage	\$8.06
		Aerotek Professional Services	OP10020467	Sales Tax	\$58.03
		Korn Ferry (US) NW 5854	90387660	Director of HRIS- administrative fees	\$2,400.00
		BMA Group	21-0338	Sales Tax	\$948.86
		BMA Group	21-0520	Sales Tax	\$1,386.56
	<b>Recruiting and Staffing Total</b>				
<b>8.02 Total</b>					<b>\$6,314.39</b>
	<b>8.06 Communication Plan</b>	Aerotek Professional Services	OP09970360	Sales Tax	\$19.34
		Aerotek Professional Services	OP09986639	Sales Tax	\$6.20
		<b>Aerotek Professional Services</b>	<b>OP09986644</b>	<b>Sales Tax</b>	<b>\$19.34</b>
		Aerotek Professional Services	OP10004173	Sales Tax	\$19.34
		Aerotek Professional Services	OP10004168	Sales Tax	\$6.20

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
		<b>OGMA Language Studio</b>	<b>8Q-022621-1</b>	<b>Sales Tax</b>	<b>\$56.80</b>
		OGMA Language Studio	8Q-022621-1	Package LUMA- February 2021 Language service	\$1,420.00
		Carimus Consulting	4074	Website Design- Go Live invoice	\$3,537.00
		Carimus Consulting	4092	Graphic Design- Feb 2021 Support retainer	\$13,230.00
		Kroma Advertising	2020-0605	Monthly fee and Media Monitoring	\$21,872.00
		Jose L. Fuentes	0001LEPR	1 week of Photography services for LUMA	\$2,000.00
	<b>Communication Plan Total</b>				
<b>8.06 Total</b>					<b>\$42,186.22</b>
	<b>8.08 Develop Employee Retirement Plan</b>	Triple-S, Salud	SP6906-WF-8-20	Credit for Working Fund Deposit to establish contract	<b>(\$26,000.00)</b>
	<b>Develop Employee Retirement Plan Total</b>				
<b>8.08 Total</b>					<b>(\$26,000.00)</b>
	<b>9.01 Genco Shared Services Agreement Approval</b>	Alumbra LLC	88	To balance receipts with invoice	<b>(\$0.10)</b>
		Alumbra LLC	89	Jim Seibert	\$150.20
		Alumbra LLC	89	Sales Tax	\$592.50
		Alumbra LLC	89	Jim Seibert- Hotel	\$1,398.60
		Alumbra LLC	89	Jim Seibert- Per Diem	\$1,575.00
		Alumbra LLC	105	To balance receipts with invoice	<b>(\$0.01)</b>
		Alumbra LLC	106	Jim Seibert hotel	\$3,389.40
		Alumbra LLC	106	Sale Tax	\$1,751.90
		Alumbra LLC	106	To balance receipts with invoice	\$0.36
		Alumbra LLC	106	Jim Seibert Per Diem	\$2,975.00
		Alumbra LLC	106	Manisha Shah hotel	\$1,798.20
		Alumbra LLC	106	Manisha Shah Airfare	\$553.40
		Alumbra LLC	106	Manisha Shah Per Diem	\$1,750.00
		Alumbra LLC	106	Jim Seibert airfare	\$885.80
	<b>Genco Shared Services Agreement Approval Total</b>				
<b>9.01 Total</b>					<b>\$16,820.25</b>
	<b>9.02 Emergency Response Plan Approval</b>	Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Sales Tax	\$567.84
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Flights for Montz and Ingle	\$1,147.63
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Transportation for Montz	\$214.06
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Hotel for Montz	\$962.46
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Meals for Montz	\$569.25
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	Telecommunication- Montz	\$18.00
		Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	Sales Tax	\$193.36
	<b>Emergency Response Plan Approval Total</b>				
<b>9.02 Total</b>					<b>\$3,672.60</b>
	<b>9.07 System Operation Principles Regulatory Approval</b>	Alumbra LLC	87	Chuck Walker	\$314.20
		Alumbra LLC	87	Sales Tax	\$1,025.80
		Alumbra LLC	87	To balance receipts with invoice	\$0.11
		Alumbra LLC	87	Chuck Walker- Per Diem	\$700.00
		Alumbra LLC	101	To balance receipts with invoice	\$0.20
		Alumbra LLC	102	Sale Tax	\$2,969.10
		Alumbra LLC	102	To balance receipts with invoice	<b>(\$0.63)</b>
		Alumbra LLC	102	Airfare for Chuck Walker, Nick Davey, and Brian Walshe	\$2,382.10
		Alumbra LLC	102	Hotel for Chuck Walker, Nick Davey, David Monasterio, Brian V	\$7,992.00
		Alumbra LLC	102	Per Diem for Chuck Walker, Brian Walshe, David Monasterio	\$6,300.00
	<b>System Operation Principles Regulatory Approval Total</b>				
<b>9.07 Total</b>					<b>\$21,682.88</b>
	<b>10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, e</b>	Aerotek Professional Services	OP09954267	Sales Tax	\$10.07
		Aerotek Professional Services	OP09970357	Sales Tax	\$10.28
		Aerotek Professional Services	OP09986641	Sales Tax	\$10.19
		Aerotek Professional Services	CE06134112	Sales Tax	\$18.85
		Aerotek Professional Services	OP10004170	Sales Tax	\$10.18
	<b>Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, e</b>				
<b>10.02 Total</b>					<b>\$59.57</b>
	<b>12.02 Required Insurance</b>	Vidal & Rodriguez, Inc.	44197	Commercial Auto Policy- Monthly reports endorsements ( July	\$3,762.00
	<b>Required Insurance Total</b>				
<b>12.02 Total</b>					<b>\$3,762.00</b>
<b>Non HOC 01</b>	<b>ManagementCo IT Systems</b>	CDW	LXPG593	Sales Tax	\$3,201.47
		CDW	LXPG593	20- Laptops, Warranty, support	\$38,805.60
		CDW	LXQV823	Sales Tax	\$130.87
		CDW	LXQV823	HP laptop	\$1,586.36

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
	<b>ManagementCo IT Systems Total</b>				
<b>Non HOC 01 Total</b>					<b>\$43,724.30</b>
<b>Non HOC 15</b>	<b>LUMA MC Ongoing Back Office Support</b>	Aerotek Professional Services	OP09970356	Sales Tax	\$19.80
		Aerotek Professional Services	OP09986640	Sales Tax	\$15.58
		Aerotek Professional Services	OP10004169	Sales Tax	\$15.68
		Aerotek Professional Services	OP10020465	Sales Tax	\$15.68
		NexTec Operating Corp	155316	PREPA Credit for sales tax	(\$136.75)
		NexTec Operating Corp	154590	PREPA Credit re sales tax	(\$100.55)
		NexTec Operating Corp	154826	PREPA Credit re: sales tax	(\$24.14)
		<b>NexTec Operating Corp</b>	<b>155064</b>	<b>credit for sales tax</b>	<b>(\$148.81)</b>
		NexTec Operating Corp	158172	credit for sales tax	(\$16.09)
		NexTec Operating Corp	158402	credit for sales tax	(\$213.16)
		NexTec Operating Corp	158531	credit for sales tax	(\$20.11)
		NexTec Operating Corp	158658	credit for sales tax	(\$60.32)
		NexTec Operating Corp	159428	credit for sales tax	(\$40.23)
		NexTec Operating Corp	159692	Sales Tax	(\$84.46)
		NexTec Operating Corp	159927	credit for sales tax	(\$20.11)
		NexTec Operating Corp	159168	credit for sales tax	(\$92.50)
	<b>LUMA MC Ongoing Back Office Support Total</b>				<b>(\$890.49)</b>
<b>Non HOC 15 Total</b>					<b>(\$890.49)</b>
<b>Non HOC 02</b>	<b>ServCo IT Systems</b>	Oracle America, Inc.	1031166	OpenAir General access Qty-10	\$1,470.00
		<b>Oracle America, Inc.</b>	<b>1038480</b>	<b>NetSuite OpenAir PSA Cloud Service User</b>	<b>\$1,470.00</b>
		Oracle America, Inc.	1037067	NetSuite OpenAir PSA Cloud Service User	\$1,470.00
		CSS International, Inc	19657	Federal tax	\$307.20
		CSS International, Inc	19616	Airfare	\$1,656.68
		CSS International, Inc	19616	Per diem	\$1,035.00
		CSS International, Inc	19616	Laundry	\$17.00
		CSS International, Inc	19616	Federal tax	\$403.20
		<b>CSS International, Inc</b>	<b>19614</b>	<b>Mileage and tolls</b>	<b>\$304.70</b>
		CSS International, Inc	19613	Airfare	\$527.40
		CSS International, Inc	19613	Hotel	\$1,298.70
		<b>CSS International, Inc</b>	<b>19613</b>	<b>Per diem</b>	<b>\$805.00</b>
		CSS International, Inc	19613	Federal tax	\$384.00
		CSS International, Inc	19613	Cab fare	\$87.75
	<b>ServCo IT Systems Total</b>				
<b>Non HOC 02 Total</b>					<b>\$11,236.63</b>
<b>Non-Billable 02</b>	<b>LUMA non FETS work</b>	American Relocation Connections, LLC	30294	International Wire Fee	\$50.00
	<b>LUMA non FETS work Total</b>				
<b>Non-Billable 02 Total</b>					<b>\$50.00</b>
<b>Non HOC 14</b>	<b>GenCo-GridCo integration</b>	Alumbra LLC	100	Sales Tax	\$60.00
		Alumbra LLC	100	Tom Campone	\$349.75
		Alumbra LLC	100	Hotel for Brian Walshe and Tom Campone	\$4,795.20
		Alumbra LLC	100	Brian Walshe- Slide Production	\$300.00
		Alumbra LLC	100	Tom Compone's Per Diem	\$1,400.00
		Alumbra LLC	84	To balance receipts with invoice	\$0.44
		Alumbra LLC	85	Brian Walshe	\$313.70
		Alumbra LLC	85	Sales Tax	\$1,031.30
		Alumbra LLC	85	Brian Walshe- Per Diem	\$2,275.00
		Alumbra LLC	99	To balance receipts with invoice	(\$0.14)
	<b>GenCo-GridCo integration Total</b>				
<b>Non HOC 14 Total</b>					<b>\$10,525.25</b>
<b>Non HOC 06</b>	<b>Regulatory Support of Handover Checklist Items</b>	Aerotek Professional Services	OP09954267	Sales Tax	\$10.07
		Aerotek Professional Services	OP09970357	Sales Tax	\$10.28
		Aerotek Professional Services	OP09986641	Sales Tax	\$10.19
		Aerotek Professional Services	OP10004170	Sales Tax	\$10.18
		<b>Alumbra LLC</b>	<b>97</b>	<b>To balance receipts with invoice</b>	<b>\$0.36</b>
		Alumbra LLC	98	Sales Tax	\$768.40
		Alumbra LLC	115	Sales Tax	\$2,022.80
		Alumbra LLC	115	Airfare for Darin Johnson and Jeff Cummings	\$798.90
		Alumbra LLC	115	Hotel for Jeff Cummings and Darin Johnson	\$4,195.80
		Alumbra LLC	115	Per Diem for Jeff Cummings and Darin Johnson	\$2,275.00
	<b>Regulatory Support of Handover Checklist Items Total</b>				

HOC Item	Annex II Definition	Vendor	Invoice #	Notes	Total (USD)
<b>Non HOC 06 Total</b>					<b>\$10,101.98</b>
<b>Non HOC 16</b>	<b>PREB Resolutions and Orders</b>	Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07B	Admin Fee	<b>\$303.60</b>
		Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07B	Less 20% discount	<b>(\$2,530.00)</b>
	<b>PREB Resolutions and Orders Total</b>				
<b>Non HOC 16 Total</b>					<b>(\$2,226.40)</b>
<b>Grand Total</b>					<b>\$772,508.69</b>

### Summary of Additional Costs & Expenses by Invoice

Vendor	Invoice #	Total (USD)
Aerotek Professional Services	OP09954269	\$1,272.44
Aerotek Professional Services	OP09954268	\$6,006.07
Aerotek Professional Services	OP09954267	\$4,117.22
Aerotek Professional Services	OP09954265	\$16,485.46
Aerotek Professional Services	OP09891237	\$15,346.37
Aerotek Professional Services	OP09970360	\$1,953.74
Aerotek Professional Services	OP09970359	\$1,550.47
Aerotek Professional Services	OP09970358	\$5,964.55
Aerotek Professional Services	OP09970357	\$4,151.86
Aerotek Professional Services	OP09970356	\$1,999.40
Aerotek Professional Services	OP09970355	\$620.00
Aerotek Professional Services	OP09970354	\$14,990.76
Aerotek Professional Services	OP09986638	\$15,036.86
Aerotek Professional Services	OP09986639	\$626.20
Aerotek Professional Services	OP09986640	\$1,573.78
Aerotek Professional Services	OP09986641	\$4,115.53
Aerotek Professional Services	OP09986642	\$6,029.66
Aerotek Professional Services	OP09986643	\$749.57
Aerotek Professional Services	OP09986644	\$1,953.74
Aerotek Professional Services	OP09986645	\$190.96
Aerotek Professional Services	OP09986646	\$136.00
Aerotek Professional Services	CE06134112	\$1,903.65
Aerotek Professional Services	OP10004167	\$14,760.80
Aerotek Professional Services	OP10004169	\$1,583.68
Aerotek Professional Services	OP10004170	\$4,112.37
Aerotek Professional Services	OP10004171	\$5,949.71
Aerotek Professional Services	OP10004172	\$365.71
Aerotek Professional Services	OP10004173	\$1,953.74
Aerotek Professional Services	OP10004168	\$626.20
Aerotek Professional Services	OP10020464	\$15,015.04
Aerotek Professional Services	OP10020467	\$5,861.23
Aerotek Professional Services	OP10020465	\$1,583.68
Alumbra LLC	100	\$8,449.95
Alumbra LLC	84	\$56,585.00
Alumbra LLC	85	\$29,402.50
Alumbra LLC	86	\$5,270.00
Alumbra LLC	87	\$27,685.00
Alumbra LLC	88	\$10,925.00
Alumbra LLC	89	\$18,528.80
Alumbra LLC	97	\$59,877.50
Alumbra LLC	98	\$21,951.80
Alumbra LLC	99	\$11,857.30
Alumbra LLC	101	\$33,862.50
Alumbra LLC	102	\$93,870.70
Alumbra LLC	103	\$38,549.80
Alumbra LLC	104	\$126,318.34
Alumbra LLC	105	\$11,937.50
Alumbra LLC	106	\$56,901.20
Alumbra LLC	107	\$1,190.00
Alumbra LLC	108	\$3,182.40
Alumbra LLC	109	\$110,300.00
Alumbra LLC	110	\$40,569.50
Alumbra LLC	111	\$153,117.50
Alumbra LLC	112	\$64,883.39
Alumbra LLC	113	\$39,876.25
Alumbra LLC	114	\$192,700.00
Alumbra LLC	115	\$59,987.50
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-07B	\$10,423.60
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08G	\$23,592.63

Vendor	Invoice #	Total (USD)
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08F	\$2,987.00
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08D	\$22,742.40
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08C	\$106,841.90
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08E	\$31,270.00
Alvarez & Marsal Corporate Performance Improvement, LLC	826788-08A	\$75,457.80
American Relocation Connections, LLC	30325	\$25,250.00
American Relocation Connections, LLC	30449	\$463.68
American Relocation Connections, LLC	30365	\$50.00
American Relocation Connections, LLC	30294	\$50.00
American Relocation Connections, LLC	30561	\$6,060.61
American Relocation Connections, LLC	30612	(\$4,667.55)
American Relocation Connections, LLC	30546	\$390.00
American Relocation Connections, LLC	30665	\$8,000.00
American Relocation Connections, LLC	30260	\$5,167.58
American Relocation Connections, LLC	30261	\$756.00
American Relocation Connections, LLC	30384	\$264.40
American Relocation Connections, LLC	30387	\$971.33
American Relocation Connections, LLC	30388	\$1,309.77
American Relocation Connections, LLC	30389	\$1,048.48
American Relocation Connections, LLC	30390	\$218.61
American Relocation Connections, LLC	30443	\$931.02
American Relocation Connections, LLC	30445	\$2,188.47
American Relocation Connections, LLC	30446	\$463.68
American Relocation Connections, LLC	30462	\$222.39
American Relocation Connections, LLC	30505	\$5,750.00
American Relocation Connections, LLC	30506	\$6,512.99
American Relocation Connections, LLC	30539	\$16,918.80
American Relocation Connections, LLC	30540	\$12,973.00
American Relocation Connections, LLC	30541	\$10,250.00
American Relocation Connections, LLC	30678	\$12,359.00
American Relocation Connections, LLC	30772	\$18,174.19
American Relocation Connections, LLC	30680	\$6,110.65
American Relocation Connections, LLC	30395	\$4,960.00
AT&T Mobility Puerto Rico	12659917	\$713.81
ATCO Infrastructure Solutions Ltd	122020-2LB	\$232.76
ATCO Infrastructure Solutions Ltd	012021-2LB	\$32,197.07
ATCO Infrastructure Solutions Ltd	022021-2LB	\$53,917.87
ATCO Power (2010) Ltd.	112020-3LB	\$157.77
ATCO Power (2010) Ltd.	112020-2LB	\$13,837.25
BridgeSource Utilities Solutions, LLC	1007	\$85,464.40
BridgeSource Utilities Solutions, LLC	1008	\$63,440.00
CDW	LXPG593	\$42,007.07
CDW	LXQV823	\$1,717.23
Covington & Burling LLP	60930204	\$32,832.00
District View Office Center	INV-2019-18991	\$44.55
District View Office Center	INV-2019-2021	\$150.84
DLA Piper LLP (US)	4058634	\$127,068.19
Innovative Emergency Management, Inc. (IEM)	20342-WO1-007	\$16,233.00
Innovative Emergency Management, Inc. (IEM)	20342-WO3-005	\$18,747.50
Innovative Emergency Management, Inc. (IEM)	20342-WO4-003	\$13,650.00
Innovative Emergency Management, Inc. (IEM)	20342-WO2-006	\$45,484.24
Innovative Emergency Management, Inc. (IEM)	20342-WO1-008	\$9,310.72
Innovative Emergency Management, Inc. (IEM)	20342-WO2-007	\$48,785.36
Innovative Emergency Management, Inc. (IEM)	20342-WO3-006	\$27,599.32
Innovative Emergency Management, Inc. (IEM)	20342-WO4-004	\$5,507.30
International Business Machines Corporation (IBM)	C21BK7N	\$638,339.00
Iris Vargas	LE 2021-02	\$6,400.00
Iris Vargas	LE 2021-03	\$6,640.00
Iris Vargas	LE 2021-04	\$5,600.00
Korn Ferry (US) NW 5854	90387660	\$2,400.00
Laboratorio Clinico El Morro, Inc.	9	\$3,266.00
Laboratorio Clinico El Morro, Inc.	8	\$3,050.00

Vendor	Invoice #	Total (USD)
NexTec Operating Corp	155316	(\$1,306.75)
NexTec Operating Corp	155556	(\$877.50)
NexTec Operating Corp	154590	(\$685.55)
NexTec Operating Corp	154826	(\$316.64)
NexTec Operating Corp	155064	(\$1,367.56)
NexTec Operating Corp	158172	(\$211.09)
NexTec Operating Corp	158402	(\$2,406.91)
NexTec Operating Corp	158531	(\$68.86)
NexTec Operating Corp	158658	(\$109.07)
NexTec Operating Corp	159428	(\$527.73)
NexTec Operating Corp	159692	(\$1,010.71)
NexTec Operating Corp	159927	(\$263.86)
NexTec Operating Corp	159168	(\$141.25)
Nory Sanchez-Alvarez	LUMA 2021-0001	\$91.98
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	90284283	\$864.00
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	90245879	\$1,458.00
Oracle America, Inc.	1031166	\$1,470.00
Oracle America, Inc.	1038480	\$1,470.00
Oracle America, Inc.	1037067	\$1,470.00
People 2.0 North America	RL509356104	\$1,049.99
People 2.0 North America	RL509385582	\$5,404.00
People 2.0 North America	RL509385583	\$10,647.00
People 2.0 North America	RL509385584	\$7,377.60
People 2.0 North America	RL509385585	\$9,184.00
People 2.0 North America	RL509388601	\$8,176.00
People 2.0 North America	RL509388600	\$5,024.40
People 2.0 North America	RL509388599	\$8,946.00
People 2.0 North America	RL509388598	\$2,800.00
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	\$11,863.62
Quanta Workforce Solutions, LLC	QWS-082020-2B	\$1,985.33
Quanta Workforce Solutions, LLC	QWS-092020-2B	\$360.84
Quanta Workforce Solutions, LLC	QWS-012021-2B	\$16,544.83
Quanta Workforce Solutions, LLC	QWS-022021-2B	\$134,770.50
Smartbridge	INV_9712	\$35,145.00
Smartbridge	INV_9713	\$17,887.50
Smartbridge	INV_9748	\$34,487.50
Vidal & Rodriguez, Inc.	44197	\$3,762.00
Quanta Services Puerto Rico, LLC	QWS-072020-3B	(\$4,000.00)
BMA Group	21-0338	\$26,974.46
BMA Group	21-0520	\$36,050.56
CSS International, Inc	19515	\$23,920.00
CSS International, Inc	19612	\$29,210.00
CSS International, Inc	19611	\$26,880.00
CSS International, Inc	19657	\$7,987.20
CSS International, Inc	19616	\$13,191.88
CSS International, Inc	19614	\$33,904.70
CSS International, Inc	19613	\$12,702.85
Triple-S, Salud	SP6906-WF-8-20	(\$26,000.00)
Global Project Solutions, LLC	21-1005	\$6,187.50
Global Project Solutions, LLC	21-1004	\$23,276.71
Resources Global Professionals (RGP)	CREDIT009703	(\$1,354.20)
Resources Global Professionals (RGP)	RGP1063047	\$6,400.00
Resources Global Professionals (RGP)	RGP1064121	\$6,480.00
Resources Global Professionals (RGP)	RGP1063046	\$961.56
Resources Global Professionals (RGP)	RGP1064888	\$6,640.00
OGMA Language Studio	8Q-022621-1	\$1,476.80
Trans4mative	1534	\$10,175.00
Trans4mative	1538	\$7,030.00
Trans4mative	1537	\$14,800.00
Trans4mative	1543	\$17,835.00
Trans4mative	1545	\$18,870.00
Trans4mative	1546	\$7,400.00

Vendor	Invoice #	Total (USD)
Trans4mative	1547	\$16,800.00
Trans4mative	1552	\$14,262.50
Trans4mative	1551	\$5,550.00
Trans4mative	1550	\$16,280.00
Trans4mative	1549	\$14,350.00
Troutman Pepper Hamilton Sanders LLP	30113521	\$18,818.10
ERM-PR, Inc.	18092	\$8,944.00
ERM-PR, Inc.	18091	\$57,200.00
Carimus Consulting	4025	\$2,025.00
Carimus Consulting	4074	\$3,537.00
Carimus Consulting	4092	\$13,230.00
Kroma Advertising	2020-0605	\$21,872.00
Martel, Inc	21-03-0049	\$20,800.00
McConnell Valdes LLC	1031883	\$336.25
WinKom Systems, Inc.	LUMA-20210131	\$21,395.00
WinKom Systems, Inc.	LUMA-20210228	\$19,726.00
Jose L. Fuentes	0001LEPR	\$2,000.00
<b>Total</b>		<b>\$4,034,694.04</b>



### Deferred Expenses Included In This Invoice

Vendor	Invoice #	Previous Invoice Reference	Notes	Total (USD)
ATCO Power (2010) Ltd.	112020-3LB	Deferred - from FETS-1120-01	Deferred for February 2021 invoice	\$157.77
ATCO Power (2010) Ltd.	112020-2LB	Deferred - from FETS-1120-01	Pattison, Daryl relocation costs - FRAGOMEN (CANADA) CO	\$1,319.28
ATCO Power (2010) Ltd.	112020-2LB	Deferred - from FETS-1120-01	Deferred for February invoice.	\$12,026.00
ATCO Power (2010) Ltd.	112020-2LB	Deferred - from FETS-1120-01	Laird, Jessica relocation costs (FRAGOMEN) Deferred amou	\$491.97
Kroma Advertising	2020-0605	Deferred - from FETS-1120-01	Monthly fee and Media Monitoring	\$21,872.00
People 2.0 North America	RL509356104	Deferred - from FETS-0920-01	Shannon Hood Airfare	\$405.20
People 2.0 North America	RL509356104	Deferred - from FETS-0920-01	Shannon Hood Hotel	\$166.37
People 2.0 North America	RL509356104	Deferred - from FETS-0920-01	Shannon Hood meals	\$478.42
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	ODC Travel - Don Hall - Airfare Please refer to attached invo	\$684.25
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	ODC Travel - Don Hall - Lodging Please refer to attached inv	\$20.00
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	ODC Travel - Don Hall - Meals Please refer to attached invo	\$639.05
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	ODC Travel - Don Hall - Rental Car Please refer to attached i	\$130.72
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	ODC Travel - Don Hall - taxi Please refer to attached invoice	\$136.73
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	ODC Travel (Don Hall) #88112 Please refer to attached invo	\$10.73
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	on-island, traveling to island - Taxi/car rental See attachmer	\$148.24
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	on-island, traveling to island (Dan Cacioppo) See attachmen	\$830.93
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	on-island, traveling to island (Jose Lopez) See attachment Ju	\$1,897.74
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	on-island, traveling to island (Tony Alves) See attachment Ju	\$5,078.01
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	on-island, traveling to island (Victor Martinez) - fuel See att	\$22.52
Quanta Workforce Solutions, LLC	QWS-072020-2B-02	Deferred - from FETS-0920-01	on-island, traveling to island (Victor Martinez) See attachme	\$2,264.70
Quanta Workforce Solutions, LLC	QWS-082020-2B	Deferred - from FETS-0820-01	N Buell 6/29-7/20/20-Taxi/Car Rental in Puerto Rico	\$63.68
Quanta Workforce Solutions, LLC	QWS-082020-2B	Deferred - from FETS-0820-01	Par Electric Contractors - Gregg Doeden-Lodging	\$1,921.65
Quanta Workforce Solutions, LLC	QWS-092020-2B	Deferred - from FETS-0920-01	Federal Express- Freight	\$360.84
<b>Total</b>				<b>\$51,126.80</b>

**Credits from Previous Invoices Included In This Invoice**

Vendor	Invoice #	Previous Invoice Reference	Notes	Total (USD)
NexTec Operating Corp	154590	PREPA Credit (See ER Tracking #	PREPA Credit re: Adam Rezende	(\$585.00)
NexTec Operating Corp	154590	PREPA Credit (See ER Tracking #	PREPA Credit re sales tax	(\$100.55)
NexTec Operating Corp	154826	PREPA Credit (See ER Tracking #	PREPA Credit - Adam Rezende	(\$97.50)
NexTec Operating Corp	154826	PREPA Credit (See ER Tracking #	PREPA Credit re: David Safstrom	(\$195.00)
NexTec Operating Corp	154826	PREPA Credit (See ER Tracking #	PREPA Credit re: sales tax	(\$24.14)
NexTec Operating Corp	155064	PREPA Credit (See ER Tracking #	credit for sales tax	(\$148.81)
NexTec Operating Corp	155064	PREPA Credit (See ER Tracking #	Credit for Jessica Huang	(\$195.00)
NexTec Operating Corp	155064	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$1,023.75)
NexTec Operating Corp	155316	PREPA Credit (See ER Tracking #	PREPA Credit for Adam Rezende for invo	(\$1,170.00)
NexTec Operating Corp	155316	PREPA Credit (See ER Tracking #	PREPA Credit for sales tax	(\$136.75)
NexTec Operating Corp	155556	PREPA Credit (See ER Tracking #	PREPA Credit for Adam Rezende	(\$877.50)
NexTec Operating Corp	158172	PREPA Credit (See ER Tracking #	credit for sales tax	(\$16.09)
NexTec Operating Corp	158172	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$195.00)
NexTec Operating Corp	158402	PREPA Credit (See ER Tracking #	credit for sales tax	(\$213.16)
NexTec Operating Corp	158402	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$2,193.75)
NexTec Operating Corp	158531	PREPA Credit (See ER Tracking #	credit for sales tax	(\$20.11)
NexTec Operating Corp	158531	PREPA Credit (See ER Tracking #	Credit for Jim Gross	(\$48.75)
NexTec Operating Corp	158658	PREPA Credit (See ER Tracking #	credit for sales tax	(\$60.32)
NexTec Operating Corp	158658	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$48.75)
NexTec Operating Corp	159168	PREPA Credit (See ER Tracking #	credit for sales tax	(\$92.50)
NexTec Operating Corp	159168	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$48.75)
NexTec Operating Corp	159428	PREPA Credit (See ER Tracking #	credit for sales tax	(\$40.23)
NexTec Operating Corp	159428	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$487.50)
NexTec Operating Corp	159692	PREPA Credit (See ER Tracking #	Sales Tax	(\$84.46)
NexTec Operating Corp	159692	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$926.25)
NexTec Operating Corp	159927	PREPA Credit (See ER Tracking #	credit for sales tax	(\$20.11)
NexTec Operating Corp	159927	PREPA Credit (See ER Tracking #	Credit for Adam Rezende	(\$243.75)
Quanta Services Puerto Rico, LLC	QWS-072020-3B	PREPA Credit (See ER Tracking #	Credit for Office rent	(\$4,000.00)
Triple-S, Salud	SP6906-WF-8-20	PREPA Credit (See ER Tracking #	Credit for Working Fund Deposit to estat	(\$26,000.00)
<b>Total</b>				<b>(\$39,293.48)</b>

MCL Code	Name	16,739.5	1,042.5	-	17,782.0	129,389.0	147,171.0	-	17,782.0	129,389.0	147,171.0	19,788.3	89,330.3	109,118.6	-	19,788.3	89,330.3	109,118.6	37,570.3	37,570.3	256,289.6	256,289.6
		Internal February Hrs	Internal January Hrs (Not Prev Inv.)	Labour Adjustments	Sub-Total February 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 February Hrs	Third Party Cum. Hrs. from Prev. Inv. (w/o Allocation)	Third Party Cum. Hrs (w/o Allocation)	Third Party Reallocations	Third Party After Allocation	Third Party Cum. Hrs. from Prev. Inv. (with Allocation)	Third Party Cum. Hrs (with Allocation)	February Hours - Unallocated	February Hours as Allocated	Total Hours (w/o Allocation)	Total Hours (with Allocation)
1	General & Transition Management	2,780.5	44.5	-	2,825.0	21,790.5	24,615.5	(95.5)	2,729.5	21,928.0	24,657.5	1,250.7	5,802.9	7,053.6	-	1,250.7	5,304.4	6,555.1	4,075.7	3,980.2	31,669.1	31,212.6
1.01	Government Approvals	161.0	-	-	161.0	-	-	-	-	1,201.0	1,362.0	-	-	-	-	-	-	-	161.0	161.0	1,320.0	1,320.0
1.02	Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates)	82.0	2.0	-	84.0	4,540.0	4,624.0	-	84.0	4,392.0	4,476.0	3.0	3,009.3	3,012.3	-	3.0	607.3	610.3	87.0	87.0	7,636.3	5,086.3
1.03	PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals)	208.0	164.5	-	372.5	2,069.5	2,442.0	-	372.5	1,539.5	1,912.0	110.3	645.8	756.0	80.0	190.3	645.8	836.0	482.8	562.8	3,198.0	2,748.0
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	205.5	-	-	205.5	799.5	1,005.0	-	205.5	879.5	1,085.0	-	-	-	-	-	-	-	205.5	205.5	1,005.0	1,085.0
2.02	Development and Implementation of an Operational Takeover Plan for the Electric Distribution System	159.5	-	-	159.5	2,051.0	2,210.5	-	159.5	3,602.5	3,762.0	-	106.0	106.0	-	-	156.5	156.5	159.5	159.5	2,316.5	3,918.5
2.03	Development and Implementation of Additional Takeover plans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.0301	Transition Plan for T&D Control Centers	252.0	5.5	-	257.5	1,372.5	1,530.0	-	257.5	1,272.5	1,530.0	-	-	-	-	-	-	-	257.5	257.5	1,530.0	1,530.0
2.0302	Transition Plan for Operations and Maintenance (O&M) Activities	670.5	-	-	670.5	5,454.0	6,124.5	-	670.5	7,492.0	8,162.5	-	8.0	8.0	-	78.0	8.0	78.0	670.5	670.5	6,132.5	8,240.5
2.0303	Emergency Response/Disaster Recovery/Business Continuity Plans	142.0	-	-	142.0	374.0	516.0	-	142.0	379.5	521.5	-	9.5	9.5	721.3	391.5	1,112.8	142.0	142.0	863.3	525.5	1,634.3
2.0304	Fleet Management Plan	118.0	-	-	118.0	1,594.0	1,712.0	-	118.0	1,594.0	1,712.0	3.0	254.5	257.5	-	3.0	254.5	257.5	121.0	121.0	1,969.5	1,969.5
2.0305	Asset Management	395.5	1.5	-	397.0	1,879.0	2,276.0	-	397.0	1,674.0	2,071.0	-	-	-	-	-	-	-	397.0	397.0	2,276.0	2,071.0
2.0306	Workforce Management & Training Plan	3,433.0	148.0	-	3,581.0	27,653.0	28,234.0	-	3,581.0	27,653.0	28,234.0	2.0	2.0	2.0	-	2.0	2.0	2.0	3,581.0	3,581.0	28,234.0	28,234.0
2.0307	Safety Management Plan	186.5	-	-	186.5	2,791.0	2,977.5	-	186.5	2,791.0	2,977.5	-	2.0	2.0	-	2.0	2.0	2.0	186.5	186.5	2,979.5	2,979.5
2.0308	Engineering and Asset Management	1,266.0	-	-	1,266.0	5,668.0	6,934.0	-	1,266.0	5,668.0	6,934.0	-	-	-	-	-	-	-	1,266.0	1,266.0	6,934.0	6,934.0
2.0309	Identification of Real Estate	78.0	5.0	-	83.0	878.0	961.0	-	83.0	636.0	719.0	-	-	-	-	-	-	-	83.0	83.0	961.0	719.0
2.031	Materials Management & Warehouse Plan	20.5	-	-	20.5	1,194.5	1,215.0	-	20.5	1,194.5	1,215.0	2.0	115.0	117.0	-	2.0	115.0	117.0	22.5	22.5	1,332.0	1,332.0
2.0311	System Operations Plan	195.0	-	-	195.0	1,841.0	2,036.0	-	195.0	1,885.6	2,080.6	-	-	-	-	-	-	-	195.0	195.0	2,036.0	2,080.6
2.0312	Vegetation Management Plan	222.0	36.0	-	258.0	981.5	1,239.5	-	258.0	1,239.5	1,497.5	112.1	2,117.1	2,229.2	-	112.1	2,117.1	2,229.2	370.1	370.1	3,468.7	3,468.7
2.04	Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.05	Environmental Exposure Management Plan	174.0	1.0	-	175.0	1,639.0	1,814.0	-	175.0	1,639.0	1,814.0	64.0	1,562.3	1,626.3	-	64.0	1,562.3	1,626.3	239.0	239.0	3,440.3	3,440.3
3	System Remediation Plan Milestones	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.01	Remediation Plan Proposal	-	-	-	-	188.5	188.5	-	-	390.7	390.7	-	-	-	-	-	-	-	-	-	188.5	390.7
3.02	Development of Improvement Initiatives	-	-	-	-	352.5	352.5	-	-	2,465.7	2,465.7	-	-	-	-	-	-	-	-	-	352.5	2,465.7
3.03	Consolidate Plans from All Areas	-	-	-	-	564.5	564.5	-	-	1,827.3	1,827.3	-	-	-	-	-	-	-	-	-	564.5	1,827.3
3.04	Development of System Remediation Plan	92.0	-	-	92.0	6,665.0	6,757.0	-	92.0	3,062.3	3,154.3	-	1.0	1.0	-	1.0	1.0	1.0	92.0	92.0	6,758.0	3,155.3
3.05	Approval of System Remediation Plan	319.5	200.0	-	519.5	1,318.0	1,837.5	-	519.5	1,518.5	2,038.0	71.0	141.5	212.5	-	71.0	141.5	212.5	590.5	590.5	2,050.0	2,250.5
4	Customer Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.01	Evaluating Customer Service Facilities and Assets	18.0	-	-	18.0	350.0	368.0	-	18.0	380.0	398.0	-	-	-	-	-	-	-	16.0	16.0	368.0	414.0
4.02	Evaluating and Updating Customer Service Policies and Procedures	331.0	-	-	331.0	964.5	1,295.5	-	331.0	934.5	1,265.5	488.5	1,761.0	2,249.5	-	488.5	1,761.0	2,249.5	819.5	819.5	3,545.0	3,515.0
4.03	Development of a Meter Reading Plan	126.5	-	-	126.5	601.0	727.5	-	126.5	601.0	727.5	-	-	-	-	-	-	-	126.5	126.5	727.5	727.5
4.04	Development of a Customer Service Transition Plan	326.5	52.5	-	379.0	2,483.0	2,862.0	-	379.0	2,403.0	2,782.0	1,066.5	5,045.8	6,112.3	-	1,066.5	7,380.8	8,447.3	1,445.5	1,445.5	8,974.3	11,229.3
4.05	Development and Implementation of a Service Start and Shut-Off Plan	3.0	-	-	3.0	29.5	32.5	-	3.0	109.5	112.5	15.0	180.0	179.0	-	15.0	180.0	179.0	18.0	18.0	211.5	307.5
4.06	Development of a Meter Asset Management (MAM) Plan	26.0	-	-	26.0	125.5	151.5	-	26.0	125.5	151.5	-	-	-	-	-	-	-	26.0	26.0	151.5	151.5
4.07	Development and Implementation of a Customer Service Technology	164.5	-	-	164.5	342.5	507.0	-	164.5	342.5	507.0	-	5.0	5.0	-	-	-	-	164.5	164.5	512.0	547.0
4.08	Develop and Implement a Non-Technical Energy Loss Reduction Plan	-	-	-	-	94.0	94.0	-	-	110.0	110.0	-	-	-	-	-	-	-	-	-	94.0	110.0
4.09	Establish Integration Between Customer Services & T&D Ops	188.5	-	-	188.5	943.0	1,131.5	-	188.5	943.0	1,131.5	-	-	-	-	-	-	-	188.5	188.5	1,131.5	1,131.5
5	IT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	60.0	-	-	60.0	146.0	206.0	(60.0)	-	71.0	71.0	-	-	-	-	-	-	-	60.0	60.0	206.0	71.0
5.02	Identification and Gap Analysis	-	-	-	-	2,727.0	2,727.0	-	-	2,323.8	2,323.8	-	8,888.4	8,888.4	-	-	8,207.5	-	-	-	11,615.4	10,531.3
5.03	Evaluating IT/OT Applications and Infrastructure	-	-	-	-	126.0	126.0	-	-	519.2	519.2	-	-	-	-	-	-	-	-	-	126.0	1,289.5
5.04	Development of Cyber Security and Business Continuity Plan	97.0	-	-	97.0	593.0	690.0	-	97.0	515.5	612.5	-	-	-	-	-	-	-	97.0	97.0	612.5	612.5
5.05	Development of an IT Asset Management Program	-	-	-	-	-	-	10.0	10.0	20.0	30.0	-	-	-	-	-	-	-	220.0	220.0	10.0	250.0
5.06	Development of an IT/OT Transition Plan and Schedule	-	-	-	-	5.0	5.0	-	-	250.2	250.2	-	-	-	-	-	-	-	0.9	0.9	5.0	251.1
5.07	Commencement Cutover Planning	613.5	3.0	-	616.5	1,197.5	1,814.0	50.0	666.5	952.3	1,618.8	3,887.8	3,168.7	7,056.5	-	3,887.8	3,058.4	6,946.2	4,504.3	4,554.3	8,870.5	8,565.0
5.08	Training and Communication Plan	71.0	-	-	71.0	59.5	130.5	-	71.0	134.5	205.5	-	-	-	-	-	-	-	71.0	71.0	130.5	205.5
6	Financial Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6.01	Detailed Description of Approach to Budgeting and Reporting	22.5	-	-	22.5	244.5	267.0	-	22.5	349.5	372.0	273.5	1,514.5	1,788.0	-	273.5	1,515.0	1,788.5	296.0	296.0	2,055.0	2,160.5
6.02	Description of Approach to Complying with Initial Budget Obligations	22.5	-	-	22.5	290.5	313.0	-	22.5	476.5	499.0	-	-	-	-	-	-	-	22.5	22.5	313.0	500.0
6.03	Formalizing/Approach to Changes Control Processes	55.0	-	-	55.0	354.0	409.0	-	55.0	409.0	409.0	-	-	-	-	-	-	-	55.0	55.0	409.0	409.0
6.04	Establishing a Financial Accounting System and Account Structure	492.5	-	-	492.5	2,892.5	3,385.0	-	492.5	2,892.5	3,385.0	-	686.0	686.0	-	686.0	686.0	492.5	492.5	4,071.0	4,071.0	
6.05	Preparing Initial Budgets and Other Financial Forecasts	184.0	-	-	184.0	1,724.0	1,908.0	-	184.0	1,433.0	1,617.0	-	167.1	167.1	-	-	165.6	165.6	184.0	184.0	2,075.1	1,782.6
6.06																						

MCL Code	Name	Internal February Hrs	Internal January Hrs (Not Prev Inv.)	Labour Adjustments	Sub-Total February 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 February 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)	February Hours - Unallocated	February 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	-	-	-	-	-	120.5	120.5	-	-	-	-	-	-	3,634.0	-	
Non HOC 01	ManagementCo IT Systems	-	(56.5)	-	(56.5)	367.5	311.0	-	(56.5)	354.5	298.0	-	652.5	652.5	-	-	885.0	885.0	(56.5)	(56.5)	963.5	1,183.0	
Non HOC 02	ServCo IT Systems	353.5	3.0	-	356.5	3,584.0	3,940.5	-	356.5	3,557.0	3,913.5	901.5	12,604.8	13,506.3	-	901.5	12,404.8	13,306.3	1,258.0	1,258.0	17,446.8	17,219.8	
Non HOC 03	Open Claims Review	1.5	-	-	1.5	39.5	41.0	-	1.5	42.5	44.0	-	-	-	-	-	-	-	-	1.5	1.5	41.0	44.0
Non HOC 04	Stand Up Capital Program Organization	452.5	-	-	452.5	2,029.5	2,482.0	-	452.5	2,029.5	2,482.0	-	-	-	-	-	144.0	144.0	452.5	452.5	2,482.0	2,626.0	
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	1,007.0	-	-	3,279.5	3,269.5	
Non HOC 06	Regulatory Support of Handover Checklist Items	162.5	128.5	-	291.0	1,917.5	2,208.5	-	291.0	1,914.5	2,205.5	1,237.9	1,568.3	2,806.2	(80.0)	1,157.9	1,568.3	2,726.2	1,528.9	1,448.9	5,014.7	4,931.7	
Non HOC 07	Front-End Transition Legal support and advice	65.0	0.5	-	65.5	802.5	868.0	95.5	161.0	650.8	811.8	-	313.8	313.8	-	-	386.8	386.8	65.5	161.0	1,181.8	1,198.6	
Non HOC 08	PPOAs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non HOC 09	Gridco-Genco	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Non HOC 10	Interconnection Agreements	-	-	-	-	24.0	24.0	(24.0)	(24.0)	40.0	16.0	-	-	-	-	-	-	-	-	(24.0)	24.0	16.0	
Non HOC 11	Development of System Operations Principles	-	-	-	-	9.0	9.0	-	-	9.0	9.0	114.5	885.3	999.8	-	114.5	852.8	967.3	114.5	114.5	1,008.8	976.3	
Non HOC 12	Standup GenCo Organization	-	-	-	-	2.0	2.0	-	-	2.0	2.0	-	-	-	-	-	-	-	-	-	2.0	2.0	
Non HOC 13	IRP Coordination	24.0	-	-	24.0	288.5	312.5	-	24.0	288.5	312.5	-	-	-	-	-	-	-	-	24.0	24.0	312.5	312.5
Non HOC 14	GenCo-GridCo Integration	52.0	-	-	52.0	57.0	109.0	-	52.0	57.0	109.0	271.3	1,497.3	1,768.6	-	271.3	1,497.3	1,768.6	323.3	323.3	1,877.6	1,877.6	
Non HOC 15	LUMA MC Ongoing Back Office Support	434.5	2.0	-	436.5	1,964.5	2,401.0	-	436.5	1,584.5	2,021.0	566.3	2,514.1	3,080.3	-	566.3	2,514.1	3,080.3	1,002.8	1,002.8	5,481.3	5,101.3	
Non HOC 16	PREB Resolutions and Orders	293.5	124.5	-	418.0	70.5	488.5	24.0	442.0	305.5	747.5	22.0	-	22.0	-	22.0	-	22.0	440.0	464.0	510.5	769.5	
Non HOC 17	Corporate Services – Security	83.0	-	-	83.0	83.0	83.0	-	83.0	83.0	83.0	-	-	-	-	-	-	-	83.0	83.0	83.0	83.0	
		16,739.5	1,042.5	0	17782	129389	147171	-	17782	129389	147171	19788.3	89330.26	109118.56	0	19788.3	89330.26	109118.56	37570.3	37570.3	256289.56	256289.56	

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

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