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Monthly Report

Report #: RPT-P3A-011

For the period ending April 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 April 30, 2021. A copy of the Handover Checklist and work performed has been provided in Appendix A of the report.

PERFORMANCE OF FRONT-END TRANSITION (FET) PERIOD

A. FET PERIOD PROGRESS REPORT

I. Key Achievements in reporting period

Overview

During the month of April, LUMA continued to progress work focused on a June 1, 2021 commencement date. Our work focused on recruitment of future LUMA employees, completing work plans in anticipation of taking over of operations, advancing our regulatory work in preparation for PREB Technical Conferences, and progressing the required Conditions Precedents obligations of all Parties.

With less than 30 days to commencement, LUMA has been and continues to increase its focus on preparatory activities critical to a smooth transition. LUMA notes that it is imperative that all parties remain focused on their respective contributions to achieve a positive outcome including matters of security of employees and security of both T&D as well as generation assets.

The following is a summary of the key achievements for the month of April 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.

Preparing LUMA for Operations

LUMA continued to work on key areas necessary to 'stand-up' LUMA from an operational perspective. These include the development and completion of key takeover and management plans as outlined in Appendix A and an assessment of preparedness for commencement. Some of the key highlights for April are as follows:

a. Human Resources

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

- Continued offer letter distribution with high rates of acceptance.
- Continued to implore clear and concise communication of Pension and redeployment information to PREPA employees.
- Began early on-boarding of PREPA employees into LUMA.

b. Health, Safety, Environment & Quality

- Continued efforts towards supporting and implementing COVID-19 protocols and vaccination strategy.

- Delivered FEMA Incident Command System Training to LUMA Emergency Operations Center candidates in preparation for commencement.
- Advanced Department of Transportation Driver's Qualification Files development and training with third party.
- c. Capital Program (incl. FEMA Funded and non-FEMA projects)
 - Ongoing capital infrastructure implementation (FEMA & NME) status meetings with PREPA and LUMA to ensure continued alignment.
 - Advanced configuration work on project management information systems.
- d. Internal & Stakeholder Communications:
 - Advanced Communications and Community Investment work plans.
 - Preparing for brand roll out.
 - Advanced LUMA Website and Customer Portal with Mobile Application functionality in preparation for Commencement.
- e. Operational and Customer Experience
 - Continued skills assessments of PREPA lineworkers, low-voltage workers, substation technicians, and telecom technicians. This included the evaluation of PREPA Lineworkers in LaGrange Texas at the Quanta Advanced Training Center
 - Continued development of manuals, policies, procedures, operational forms, templates and workflows, for use within Operations and at interface points with other LUMA departments.
 - Established Main Contact Center location and commenced move.
- f. Finance and Accounting
 - Issuance of order by the Title III court for Administrative Expense treatment for the Interim Period
 - Completed Real Estate and Facilities Handover Plan.
 - Advanced the Non-Federal Funding Procurement Manual including present key concepts to P3A.
 - Completed Fiduciary submissions for insurance purposes.
- g. Information and Operational Technology
 - Continued building Cutover Plans, including securing approval to configure LUMA's package with PREPA's environment, as well as securing LUMA devices.
 - Progressed on CC&B and EBS integrations, preparing for final cutover.
 - Workday HCM system in production and operational. Conducting continuous improvements for mass hiring and continuing to develop System Operation Procedures.
 - Continued testing of Workday Payroll, Kronos and Bill Redesign and Outsourced Printing.
- h. Regulatory
 - Responded to regulatory requirements on multiple dockets including participation in Technical Conferences, responding to Information Requests and preparing for

- Technical Conferences related to LUMA's Initial Budgets, System Operations Principles and System Remediation Plan.
- Supported the advancement of the Shared Services Agreement including working with PREPA on finalizing services to be rendered.
 - Supported the development of the GenCo-GridCo Operating Agreement (formerly the GenCo-GridCo PPOA).
 - Supported the development of the PREPA reorganization work.
 - Met with key stakeholders to progress the Federal Funding Procurement Manual.

II. Key Focus Areas in upcoming month

The Front-End Transition has been an on-going evolution of all efforts noted in Section I and outlined in Appendix A. As LUMA continues to progress efforts in all areas noted in Section I, we will be undertaking a significant increase in onboarding of new employees in support a smooth transition on June 1st. Some of the more noteworthy activities that LUMA will be undertaking in May include:

- a. Human Resources
 - Continue hiring/onboarding efforts throughout May including providing information and guidance as required.
 - Continue to align with PREPA on employee redeployment activities (offboarding/onboarding).
- b. Operational and Customer Experience
 - Implement Material Inventory Count contract.
 - Review and negotiate with proponents participating in the Vegetation Management Services and O&M Services Requests for Proposals.
 - Begin to execute the Transition and Facilities Plans, including the Customer Experience and Operations Integration Plan.
 - Begin Contact Center training for new candidates in preparation for Commencement call volumes.
 - Undertake a tabletop exercise on LUMA Emergency Response Plan and integrate feedback into the plan.
- c. Finance and Accounting
 - Finalizing the Non-Federally Funded Procurement Manual.
 - Complete the Professional Liability submission and ensure all required insurance is in place.
- d. Information and Operational Technology
 - Targeting final cutovers and integrations for Oracle EBS, Kronos, Customer Portal, Bill Outsource Print and Delivery, Mobile App and Contact Center.
 - Testing CC&B integrations with final implementation.
 - Execute Commencement Cutover Activities.
- e. Key Regulatory Matters
 - A significant focus on key PREB dockets (including the Initial Budgets and Terms of Service, System Remediation Plan and System Operation Principles dockets).

- Continue to support in finalizing the GenCo-GridCo Operating Agreement (formerly the PPOA) and associated agreements (i.e., Plant Level Agreement, Interconnection Agreements).
 - Finalize the Shared Services Agreement including the Annex to the agreement capturing the services to be rendered by LUMA.
 - Complete the Federal Funding Procurement Manual.
- f. Commercial/Legal
- Confirmation of all Conditions Precedent and entry into the Interim Period as per the Supplemental Terms Agreement.

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 April.

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
4.4(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)	Completed
4.5(t)	The Puerto Rico Treasury Department shall have either (i) entered into a closing agreement with the Operator, or (ii) shall have issued a private letter ruling to Operator, in each case that (A) incorporates all matters set forth in administrative determination No. 20-06 issued by the Secretary of the Puerto Rico Treasury Department (the "Administrative Determination") that are applicable to Operator and the Equity Participants and (B) provides that (x) the Front-End Transition Service Fixed Fee, the Service Fee and Back-End Transition Service Fee are treated in the same manner as management fees are treated under Section III(A) of the Administrative Determination and (y) the Operator Termination Fee is treated in the same manner as termination payments are treated under Section III(A) of the Administrative Determination, (each a "Tax Assurance").	LUMA (Operator) P3A (Administrator) PREPA (Owner)	Completed
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)	Completed (Issued on May 3)

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,	LUMA (Operator)	Submitted - March

Section	Description	Responsible Party	Status
	updated or otherwise modified by ManagementCo and Administrator, each acting reasonably, as necessary to reflect such experience.		
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 (Refer to Part C.4)
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 – March
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 – March
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 – March
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)	On-going (Refer to Part C.3)

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)

Section	Description	Responsible Party	Status
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)	In progress (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	LUMA (Operator) P3A (Administrator) PREPA (Owner)	In progress

Section	Description	Responsible Party	Status
	Administrator shall cooperate with Owner in identifying, preparing, applying for, obtaining and maintaining the Commencement Date Governmental Approvals.		
4.5(f)	Owner shall have engaged a qualified environmental consultant, and such consultant shall have prepared and issued a final baseline environmental study reasonably identifying Pre-Existing Environmental Conditions that present a risk of material liability (the "Baseline Environmental Study")	PREPA (Owner)	In progress (Refer to Part C.7)
4.5(q)	PREPA Reorganization. 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.	PREPA (Owner) P3A (Administrator)	In progress (Refer to Part C.1)
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 (Refer to Part C.1)
4.5(u)	Each of Operator, Owner, Administrator and the FOMB shall have duly executed a FOMB Protocol Agreement in form and substance satisfactory to the Parties.	LUMA (Operator) P3A (Administrator) PREPA (Owner)	In progress
4.5(v)	At the expense of Owner or Administrator, Owner shall have caused (i) Owner to have received a Tax Opinion and (ii) ManagementCo to have received a Reliance Letter, including by having caused all conditions to the delivery of such Tax Opinion and Reliance Letter to have been met.	PREPA (Owner) or P3 (Administrator)	In progress
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 (Refer to Part C.3)
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.8)

V. Upcoming OMA Obligations

Section	Description	Responsible Party	Status
4.2(d)	ManagementCo shall submit to Administrator certificates of insurance for all Required Insurance to be effective as of the Service Commencement Date.	LUMA (Operator)	To be submitted in May
4.2(m)	Operator's representations in Section 19.2 and Guarantors representations in Guarantee shall remain true and correct on the Service Commencement Date – Operator to deliver certificate of authorized officer to that effect.	LUMA (Operator)	To be submitted in May
4.7(a)	(a) ManagementCo shall provide Administrator with prompt written notice (with a copy to PREB), including a completed Handover Checklist, at such time as ManagementCo determines it has satisfactorily completed all items on the Handover Checklist and is therefore ready to perform all O&M Services under this Agreement.	LUMA (Operator)	To be submitted in May

VI. OMA Regulatory Approvals in Progress

Section	Description	Responsible Party	Status
4.2(e)	<u>Initial Budgets</u>PREB shall review, and approve, deny or propose modifications to, such proposed Initial Budgets in accordance with Applicable Law. ManagementCo shall be required to respond promptly to any changes or modifications from PREB to the proposed Initial Budgets and submit any updates to the proposed Initial Budgets to PREB for its approval.	PREB	In progress (Refer to Part C.2)
4.1(g)	<u>Liability Waiver (“Terms of Service”)</u> . In connection with the submission of the Initial Budgets to PREB, the Parties agree to apply for inclusion in the Rate Order that the associated tariff or terms of service include: (i) a waiver of Owner’s, ManagementCo’s and ServCo’s liability to customers or any Person receiving Power and Electricity for any Losses arising in any way out of or in connection with the operation of the T&D System and the provision of Power and Electricity including any events of interrupted, irregular or defective electric service due to Force Majeure Events, other causes beyond Owner’s, ManagementCo’s or ServCo’s control or ordinary negligence, gross negligence or willful misconduct of Owner, ManagementCo or ServCo, or their respective employees, agents or contractors; and (ii) a waiver in all cases of responsibility for any loss of profits or revenues, special, exemplary, punitive, indirect, incidental or consequential damages, including loss of revenue, loss of use of equipment, cost of capital, cost of temporary equipment, overtime, business interruption, spoilage of goods, claims of customers of electric customers or other economic harms, in each case howsoever and whensoever arising, including where caused by any of Owner’s, ManagementCo’s or ServCo’s ordinary negligence, gross negligence or willful misconduct (collectively the “Liability Waiver”).	PREB	In progress (Refer to Part C.2)

Section	Description	Responsible Party	Status
4.1(d)(iii)	<u>System Remediation Plan</u> ...PREB shall review and approve, deny or propose modifications to the proposed System Remediation Plan. Operator shall be required to respond promptly to any changes or modifications from PREB to the System Remediation Plan and submit any updates to the proposed System Remediation Plan to PREB for its approval.	PREB	In progress (Refer to Part C.2)
4.1(h)	<u>System Operation Principles</u> ...PREB shall review and approve, deny or propose modifications to the proposed System Operation Principles. ManagementCo shall be required to respond promptly to any changes or modifications from PREB to the proposed System Operation Principles and submit any updates to the proposed System Operation Principles to PREB for its approval.	PREB	In progress (Refer to Part C.2)
4.2(f)	<u>Performance Metrics</u> ...PREB shall review, and approve, deny or propose modifications to, such proposed revised Annex IX (Performance Metrics) in accordance with Applicable Law. ManagementCo shall be required to respond promptly to any changes or modifications from PREB to the proposed revised Annex IX (Performance Metrics) and submit any updates to the proposed revised Annex IX (Performance Metrics) to PREB for its approval.	PREB	In progress (Refer to Part C.2)

C. RISK AND ISSUE MANAGEMENT REPORT

Risks/Issues with Potential to Materially Impact Project Success

	Risk	Description and Current Status (as of 04-30-21)
1	<p>PREPA Reorganization (s. 4.5(q), s. 4.5(s))</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 of April 30, work had progressed, and the Legal Restructure agreements were under review which includes asset allocation.</p> <p>The PREPA Reorganization is related to the associated conditions precedent for the GenCo-GridCo Operating Agreement (formerly PPOA) and Shared Services Agreement to be executed.</p> <p>The Reorganization Plan requires approval of PREPA Governing Board and PREB. This is targeted for end of May or an alternate path will need to be determined.</p>
2	<p>PREB Approval to key regulatory filings necessary for Interim Period Service Commencement (s.4.2(e), s.4.1(g), s.4.1(d)(iii), and s.4.1(h))</p> <p><i>Lead Party: PREB</i></p>	<p>LUMA submitted key regulatory filings in February for PREB approval subject to PREB regulatory process. These key filings included LUMA’s Initial Budgets and Terms of Service, System Remediation Plan and System Operations Principles. The OMA contemplates as Condition Precedent the approval of said filings within 90 days of the date when LUMA submitted to PREB; which is consistent with LUMA target Commencement Date of June 1st.</p> <p>PREB has opened dockets to address all filings and has established procedural calendars all of which conclude in late May with PREB decisions to follow.</p>
3	<p>Communication of Pension Obligations (STA s. 2.3 (c))</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>

	Risk	Description and Current Status (as of 04-30-21)
		While April provided a significant increase in offer acceptance from PREPA employees, LUMA will continue to encourage PREPA to further communicate with its employees to refute and correct the information distributed by the SREAEE Board of Trustees to PREPA employees regarding future contributions to the pension plan. This remains the most significant issue for existing PREPA employees.
4	<p>Systems Contracts (s. 4.3 (c); s. 4.3 (d)(ii); s. 4.3 (e); STA s. 2.3(d))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>The OMA and STA states as a Condition Precedents to Commencement that:</p> <p><i>Material Existing System Contracts and all Generation Supply Contracts and provide ManagementCo and Administrator with copies thereof and (ii) identify which of the material existing System Contracts and Generation Supply Contracts do not comply with the Federal Funding Requirements and provide ManagementCo and Administrator with a list thereof. S. 4.3 (c)</i></p> <p>Work has progressed in this area with the exception of the work necessary to ensure compliance with Federal Funding Requirements. PREPA has not identified the contracts that do not comply with the Federal Funding Requirements, if any.</p>
5	<p>Owner Cooperation (s. 4.1 (b))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	LUMA continues to experience progress overall from an engagement and cooperation perspective. The RFI situation noted in past months has improved significantly; however, LUMA has not been able to secure the requested Designated Space & Facilities since the beginning of the Front-End Transition. Given the remaining FET time, the focus has now turned to post-commencement planning.
6	<p>Demarcation of T&D System (s. 4.3(k))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>Description and demarcation of the T&D System effects LUMA's ability to properly ensure the system and is critical to the satisfaction of conditions precedent relating to the PREPA Reorganization and Shared Services Agreement.</p> <p>LUMA has been monitoring this work very closely including working directly with PREPA's engineering consultant to ensure the execution of the work. Although reports for the majority of the generation plants were submitted in April, the current schedule provides little time for LUMA to finalize its review and establish detailed operational responsibilities.</p>

	Risk	Description and Current Status (as of 04-30-21)
		The issuance of the final Demarcation Study is a Condition Precedent to Commencement
7	<p>Pre-Existing Environmental Conditions. (s. 4.5(f))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>LUMA has been monitoring this work very closely including working directly with PREPA's environmental consultant to ensure the execution of the work. The work progressed significantly during April and is expected to be complete in early May. The current schedule is tight but if met, should allow LUMA to complete its due diligence on the reports generated from the field assessments. LUMA understands that the environmental consultant expects to issue its final environmental baseline study in early May.</p> <p>The issuance of the Pre-Existing Environmental Conditions Study is a Condition Precedent to Commencement</p>
8	<p>Supplemental Agreement Tax Opinion STA (s. 2.3(f))</p> <p><i>Lead Party: PREPA (Owner)</i></p>	<p>PREPA engineering consultant submitted its final report in early May to PREPA, P3A and Nixon Peabody. We are awaiting Nixon-Peabody to issue its the Tax Opinion.</p>

D. FINANCIAL PROGRESS REPORT

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

I. Monthly invoice summary

FET COSTS	
Department	Amount
Capital Programs	\$ 126,988
Communications	\$ 56,425
Corporate Services	\$ 328,333
Customer Service	\$ 299,038
Executives	\$ 94,575
Financial Mgmt.	\$ 595,658
HSE & Quality	\$ 425,720
Human Resources	\$ 199,845
Integration Mgmt. Office	\$ 365,843
IT / OT	\$ 449,880
Legal	\$ 56,963
Operations	\$ 623,495
Regulatory	\$ 344,590
Utility Transformation	\$ 1,746,138
TOTAL	\$ 5,713,488

	FET Hourly Costs	Additional Costs & Expenses	Sub-Total	FET Fixed Fee	Total
Previously invoiced	\$ 35,903,783	\$ 34,135,636	\$ 70,039,418	\$ 46,500,000	\$ 116,539,418
Current invoice	\$ 5,713,488	\$ 3,032,933	\$ 8,746,421	\$ 5,000,000	\$ 13,746,421
Total invoiced to date	\$ 41,617,270	\$ 37,168,569	\$ 78,785,839	\$ 51,500,000	\$ 130,285,839
Forecast to complete			\$ 24,214,161	\$ 8,500,000	\$ 32,714,161
Proposal			\$ 76,351,931	\$ 60,000,000	\$ 136,351,931
Variance					\$ 26,648,069
					19.5%

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. Overall, 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, additional work scope, as well greater than expected preparation efforts in the final months of the FET. LUMA's forecast are the necessary expenditures under the OMA to ensure Day 1 operations.

E. SUBMISSIONS

I. Transmittals—Current Month April 2021

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-COR3-T-00002	HOC 07.08 Federal Funding Procurement Manual	LUMA	COR3/FEMA	IMO	22-Apr-21
LUMA-FOMB-T-00002	March 2021 Monthly Status Report	LUMA	FOMB	IMO	9-Apr-21
LUMA-P3A-T-00117	PREPA Authorization - Banco Popular	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00118	Redlined Shared Services Agreement	LUMA	P3A	Legal	5-Apr-21
LUMA-P3A-T-00119	HOC 08.06 Communications Plan	LUMA	P3A	IMO	8-Apr-21
LUMA-P3A-T-00120	HOC 08.12 Community Investment Plan	LUMA	P3A	IMO	8-Apr-21
LUMA-P3A-T-00121	HOC 12.04 Back-End Transition Plan	LUMA	P3A	IMO	8-Apr-21
LUMA-P3A-TGC-00122	P3A / LUMA March 29, 2021 Meeting Notes	LUMA	P3A	IMO	8-Apr-21
LUMA-P3A-TGC-00123	P3A / LUMA April 19, 2021 Meeting Notes	LUMA	P3A	IMO	8-Apr-21
LUMA-P3A-T-00124	HOC 09.04 Physical Security Plan	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00125	HOC 09.06 Vegetation Management Plan	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00126	HOC 07.08 Federal Funding Procurement Manual	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00127	HOC 09.05 Data Security Plan	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00128	HOC 05.04 Cybersecurity and Business Continuity Plan	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00129	HOC T&D Operations Takeover Plan	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00130	March 2021 Monthly Invoice & Report	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00131	March 2021 Monthly Status Report	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00132	March 2021 Renewed Certificates	LUMA	P3A	IMO	9-Apr-21
LUMA-P3A-T-00133	HOC 05.08 IT Training & Communication Plan	LUMA	P3A	IMO	11-Apr-21
LUMA-P3A-T-00134	HOC 02.0302 Transition Plan for O&M Activities - RFI 129	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00135	HOC 02.0304 Fleet Management Plan - For Information	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00137	HOC 02.0307 Safety Management Plan - For Information	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00138	HOC 02.0310 Materials Management and Warehouse Plan - For Information	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00139	HOC 02.0311 System Operations Plan - RFI 129	LUMA	P3A	IMO	19-Apr-21

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-P3A-T-00141	HOC 04.03 Meter Reading Plan - For Information	LUMA	P3A	UT	17-Apr-21
LUMA-P3A-T-00142	HOC 04.04 Customer Experience Transition Plan - For Information	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00143	HOC 04.05 Service Start and Shut Off Plan - For Information	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00144	HOC 04.06 Meter Asset Management Plan - RFI 129	LUMA	P3A	IMO	19-Apr-21
LUMA-P3A-T-00145	HOC 04.08 Non-Technical Energy Loss Reduction Plan - For Information	LUMA	P3A	IMO	17-Apr-21
LUMA-P3A-T-00148	HOC 02.0305 Asset Management Plan - For Information	LUMA	P3A	IMO	17-Apr-21
LUMA-P3A-T-00149	HOC 02.0301 Control Center Transition Plan - For Information	LUMA	P3A	IMO	17-Apr-21
LUMA-P3A-T-00150	HOC 02.0308 Engineering Plan - For Information	LUMA	P3A	IMO	17-Apr-21
LUMA-P3A-T-00151	HOC 04.09 Customer Service & T&D Ops Integration Plan - For Information	LUMA	P3A	IMO	17-Apr-21
LUMA-P3A-TGC-00160	P3A / LUMA April 26, 2021 Meeting Agenda	LUMA	P3A	IMO	22-Apr-21
LUMA-P3A-T-00161	Letter to PREPA Request for Extension to System Contracts	LUMA	P3A	IMO	26-Apr-21
LUMA-P3A-T-00162	4.5 Month FETS Estimate March 2021 (wActuals)	LUMA	P3A	IMO	27-Apr-21
LUMA-P3A-T-00163	4.5 Month FETS Estimate April 2021	LUMA	P3A	IMO	30-Apr-21
LUMA-PREB-T-00026	March 2021 Monthly Status Report	LUMA	PREB	IMO	9-Apr-21
LUMA-PREP-T-00118	PREPA Authorization - Banco Popular	LUMA	PREPA	Finance	6-Apr-21
LUMA-PREP-T-00119	Outstanding RFIs as of 2021-04-01	LUMA	PREPA	IMO	1-Apr-21
LUMA-PREP-T-00120	Outstanding RFIs as of 2021-04-08	LUMA	PREPA	IMO	8-Apr-21
LUMA-PREP-T-00121	February 26, 2021 S&L Codes and Standards Submittal	LUMA	PREPA	UT	9-Apr-21
LUMA-PREP-T-00122	March 12, 2021 S&L Codes and Standards Submittal	LUMA	PREPA	UT	9-Apr-21
LUMA-PREP-T-00123	February 26, 2021 S&L Codes and Standards Submittal - LUMA Comments	LUMA	PREPA	UT	9-Apr-21
LUMA-PREP-T-00124	March 2021 Monthly Status Report	LUMA	PREPA	IMO	9-Apr-21
LUMA-PREP-TGC-00125	Fleet Plan	LUMA	PREPA	IMO	12-Apr-21
LUMA-PREP-T-00126	Outstanding RFIs as of 2021-04-15	LUMA	PREPA	IMO	15-Apr-21
LUMA-PREP-TGC-00127	PREPA / LUMA Biweekly Meeting Notes 2021-04-05	LUMA	PREPA	IMO	19-Apr-21
LUMA-PREP-T-00128	PREPA / LUMA Biweekly Meeting Agenda 2021-04-19	LUMA	PREPA	IMO	19-Apr-21
LUMA-PREP-T-00129	HOC 07.08 Federal Funding Procurement Manual	LUMA	PREPA	IMO	20-Apr-21
LUMA-PREP-T-00131	Outstanding RFIs as of 2021-04-22	LUMA	PREPA	IMO	22-Apr-21

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Created
LUMA-PREP-T-00132	Request for Extension of System Contracts	LUMA	PREPA	IMO	26-Apr-21
LUMA-PREP-T-00133	February 19 th , 2021 S&L Codes and Standards Submittal	LUMA	PREPA	UT	29-Apr-21
LUMA-PREP-T-00134	March 5, 2021 S&L Codes & Standards Submittal	LUMA	PREPA	UT	29-Apr-21
LUMA-PREP-T-00135	March 19, 2021 S&L Codes & Standards Submittal	LUMA	PREPA	UT	29-Apr-21
LUMA-PREP-T-00136	Outstanding RFIs as of 2021-04-29	LUMA	PREPA	IMO	29-Apr-21
P3A-LUMA-T-00023	System Contracts - Diaz & Vazquez Law	LUMA	LUMA	IMO	7-Apr-21
P3A-LUMA-T-00024	System Contracts - Scott Madden	P3A	LUMA	IMO	8-Apr-21
P3A-LUMA-T-00025	System Contracts - FPV & Galindez	P3A	LUMA	IMO	8-Apr-21
P3A-LUMA-T-00026	System Contracts - Wills Tower Watson	P3A	LUMA	IMO	8-Apr-21
P3A-LUMA-T-00027	System Contracts - AON Risk Solutions	LUMA	LUMA	IMO	14-Apr-21
P3A-LUMA-T-00028	System Contracts - McGuire Woods	P3A	LUMA	IMO	14-Apr-21
P3A-LUMA-T-00029	System Contracts - Earth Engineers	P3A	LUMA	IMO	14-Apr-21

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

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00514	Backup the LUMA Kronos TEST Instance	LUMA	PREPA	IT/OT	2-Apr-21	6-Apr-21	6-Apr-21	Closed
LUMA-PREP-RFI-00515	Customer Email (Copy)	LUMA	PREPA	IT/OT	6-Apr-21	12-Apr-21	6-Apr-21	Closed
LUMA-PREP-RFI-00516	KnowBe4 security	LUMA	PREPA	IT/OT	6-Apr-21	8-Apr-21	6-Apr-21	Closed
LUMA-PREP-RFI-00517	Access Request for Voxai Consultants	LUMA	PREPA	IT/OT	6-Apr-21	9-Apr-21	6-Apr-21	Closed
LUMA-PREP-RFI-00519	Firewall Log files for past 30 days	LUMA	PREPA	IT/OT	6-Apr-21	14-Apr-21	26-Apr-21	Closed
LUMA-PREP-RFI-00521	Protection coordination study for Feeder 2306-08	LUMA	PREPA	Operations	8-Apr-21	12-Apr-21	9-Apr-21	Closed
LUMA-PREP-RFI-00524	RVTools Output	LUMA	PREPA	IT/OT	9-Apr-21	16-Apr-21	14-Apr-21	Closed
LUMA-PREP-RFI-00527	Mean Time to Failure	LUMA	PREPA	UT	20-Apr-21	1-May-21	3-May-21	Closed
LUMA-PREP-RFI-00529	Shared Email Box Listing With Access Rights	LUMA	PREPA	IT/OT	21-Apr-21	26-Apr-21	26-Apr-21	Closed
LUMA-PREP-RFI-00530	Firewall Rules and Configurations	LUMA	PREPA	IT/OT	23-Apr-21	28-Apr-21	3-May-21	Closed

Name	Description	Sending Organization	Receiving Organization	LUMA Department	Date Submitted	Requested Response Date	Actual Response Date	Status
LUMA-PREP-RFI-00518	PREPA Generation Budget	LUMA	PREPA	Regulatory	6-Apr-21	8-Apr-21		Open
LUMA-PREP-RFI-00520	Relay Settings at Humacao 13.2kV substation	LUMA	PREPA	Operations	12-Apr-21	12-Apr-21		Open
LUMA-PREP-RFI-00522	DRP for Critical Applications	LUMA	PREPA	IT/OT	9-Apr-21	21-Apr-21		Open
LUMA-PREP-RFI-00523	Call providers minutes	LUMA	PREPA	IT/OT	9-Apr-21	16-Apr-21		Open
LUMA-PREP-RFI-00525	Echelon system Integration	LUMA	PREPA	UT	20-Apr-21	1-May-21		Open
LUMA-PREP-RFI-00526	PREPA Working PSSE Model	LUMA	PREPA	UT	20-Apr-21	23-Apr-21		Open
LUMA-PREP-RFI-00528	3rd Party Call Center Employee Listing	LUMA	PREPA	IT/OT	21-Apr-21	26-Apr-21		Open
LUMA-PREP-RFI-00531	SCADA View Screenshots	LUMA	PREPA	Operations	23-Apr-21	30-Apr-21	26-Apr-21	Closed

APPENDIX A – HANDOVER CHECKLIST

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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>	81-90%	<p>The work in April 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> <p>In addition to the general management efforts noted above, there are more specific activities that were completed:</p> <ul style="list-style-type: none"> - Continued LUMA wide commencement readiness assessments. This work is an iterative process undertaken until commencement that will focus on mitigation of key risk areas including interdependencies between departments. - Administrative and logistics work required to support the ongoing work of LUMA. - Overall project management including efforts such as document controls (RFI & transmittal) and the preparation of the required invoicing & reporting. - Worked with PREPA and the P3A to coordinate the Front End Transition Services including regular meetings with the PREPA leadership, the PREPA Governing Board and the Administrator leadership team. - On-going collaborated with PREPA to obtain and setup access to PREPA offices. This work increase in April with focus turning to transitioning post commencement. - Continued efforts expended to manage areas related to the requirements of the COVID 19 pandemic. - Substantial FEMA related training (includes the four foundational ICS courses 700, 100, 200 and 800, as well as the intermediate and advanced ICS in-person 300 and 400 courses) to provide the LUMA team a uniform approach to emergency management consistent with the NIMS/ICS structure.
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.</p> <p>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>	91-99%	<ul style="list-style-type: none"> - Confirmed that the required local and Federal permitting agencies recognize LUMA as the Operator starting June 1st, 2021. - Confirmed the helicopter hangar as the asset will remain in PREPA name and that this there will not be a need to modify or transfer the permit for LUMA use of this facility post Commencement. - LUMA and PREPA finalized the process that that will allow LUMA to utilize PREPA FCC radio licenses for system telecommunication, and the response from the Authority is expected in May.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.	81-90%	- Prepared Information Request Responses, responded to Resolutions and Orders regarding confidentiality, prepared Technical Conference presentation and prepared witnesses and materials for Technical Conference on May 3-5.
2	T&D Services Milestones			
2.01	Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant	This deliverable includes developing an operation takeover plan for transmission and sub-transmission inside and outside of the plant. Activities include assessments of IRP Requirements, safety and reliability priorities, plans for outage and weather monitoring, and operational contingency plans.	91-99%	- Completed the Operations Takeover Plan for Transmission and Sub-Transmission 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.	91-99%	- Completed the Operational Takeover Plan for the Electric Distribution System
2.03	Development and Implementation of Additional Takeover plans			
2.0301	Transition Plan for T&D Control Centers	This deliverable includes delivering an Operations Control Center Transition Plan that includes an evaluation of the control center physical condition, T&D outage planning and operation procedures, T&D restoration plan, and energy management system.	91-99%	- Continued recruitment effort for Control Centers. - Supported the ongoing development of the System Operating Principles procedures in collaboration with LUMA's Regulatory team. - Continued work on the modernization plan, including the EMS business requirement gathering and the Control Center facilities requirements. - Completed the Control Center Transition Plan.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.	91-99%	<ul style="list-style-type: none"> - Completed Transition Plan for O&M Activities - Continued recruitment of all open positions within Operations, including external candidate interviews. - Continued secondary interviews for internal hires in remaining supervisory and managerial positions. - Continued technical assessments of PREPA lineworkers, low voltage workers, substation technicians, and telecom technicians. - Continued field checking PREPA existing tools list, substation spare equipment, and existing fleet. - Continued detailed review of day 1 requirements and further work on cutover plan; including, coordinating licensing and hardware requirements for software solutions with IT/OT. - Monitored status of Requests for Proposals (RFPs) for provision of O&M services that were previously issued. - Further refinement of documentation for the Major Outage Restoration Annex and Emergency Response Plan (ERP).
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.	91-99%	<ul style="list-style-type: none"> - Completed next to final draft of Emergency Response Plan including Restoration annex, progressed the Earthquake & Fire annexes. - Held meeting with FEMA Interim R2 Administrator. - Completed all Crisis Management Framework plans (Business Continuity, Risk Management, Communications, Health & Safety, and Security). - Supported the achievement of Incident Command System certification of LUMA team. - Confirmed LUMA table-top exercise planned for May 19. <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.	91-99%	<ul style="list-style-type: none"> - Completed Fleet Management Plan. - Continued work with Procurement to review existing contracts and work toward additional supplier/vendor contracts needed. - Continued interviews with the fleet Department. - Work with PREPA fleet to inspect and maintain the existing fleet to bring into compliance with regulatory requirements. - Continue detailed review of day 1 requirements and further work on cutover plan
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.	91-99%	<ul style="list-style-type: none"> - Advanced the Microgrid screening process. - Completed the Preventive maintenance program definition. - Completed the flooded substation plan. - Completed the Asset management plan.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.	91-99%	<ul style="list-style-type: none"> - Assessed Low Voltage Technicians using both knowledge (written) and skills (hands-on) with the TransBanker. - Assessed 75+ Telecom, Substation, Relay, etc. technicians. - Continued logistic meetings with Human Resources and Operations as needed to evaluate in real time the number of applicants, resource needs for conducting the assessments, etc. - Based of the results of the initial Skilled Labor Assessments, initial Skilled Labor Training plan was developed for inclusion into overall LUMA training plan. Developed Lineworker Assessment Version 2. <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.	91-99%	<ul style="list-style-type: none"> - Completed Safety Management Plan. - Progressed design stage with HSEQ IT software (Intelix). - Advanced the HSE onboarding material - Completed draft of COVID protocol for Day 1. - On-going recruitment. - Completed Public Safety Program. - Team members trained in ICS modules. - Advanced Day 1 discussions with facilities. - Completed the Job Hazard Analysis form and booklets for Day 1.
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.	81-90%	<ul style="list-style-type: none"> - Continued with the review of PREPA standards being developed by S&L in order to have alignment. - Continue to work with PREPA and their consultants on alignment of 10 yr. projects. - Continue to work with PREPA and their consultants on alignment with SOWs being developed for PREPA to submit to FEMA. - Reviewed the A/E contracts provided comments to PREPA. - Continued the development of the streetlight program. - Continue the development of the maintenance practices standards. - New Customer Services: Continued to review the existing PREPA processes and identifying improvements for an updated process. - Completed Engineering Take over plan. - Developing materials strategy.
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	100%	<ul style="list-style-type: none"> - Completed property summary sheets for High and Medium priority facilities. - Final dashboard complete for property health assessment results. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02)</p>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
		property disposition plans; and performing other real estate activities as required..		
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.	91-99%	<ul style="list-style-type: none"> - Completed System Operations Plan; included in Section 3.2.11 of the "HOC TD Operations Takeover Plan". - Continued further refinement of Standard Operating Procedure document in preparation for translation to Spanish. - Coordination of system requirements and workflows for key work activities, especially around department interfaces. - Continued investigating existing PREPA commissioning process and understanding applicability to LUMA's operations. - Continued development of workflows and document control solutions for customer service work within operations. - Significant progress in recruitment and hiring of all critical positions within Operational Excellence. - Circulated final draft of Quality Management System (QMS) Manual for internal review; including, Quality Policy and Quality Management Manual. - Completion of FEMA Incident Command System (ICS) training by many members of the LUMA Operations Team. - Continued detailed review of day 1 requirements and further work on cutover plan for Operational Excellence. - Continued engaging local vendors to assess provision of Personal Protection Equipment (PPE) and Clothing.
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.	91-99%	<ul style="list-style-type: none"> - Completed System Operations Plan. - Continued further refinement of Standard Operating Procedure document in preparation for translation to Spanish. - Coordination of system requirements and workflows for key work activities, especially around department interfaces. - Continued investigating existing PREPA commissioning process and understanding applicability to LUMA's operations. - Continued development of workflows and document control solutions for customer service work within operations. - Significant progress in recruitment and hiring of all critical positions. - Circulated final draft of Quality Management System (QMS) manual for internal review. - Completion of FEMA Incident Command System (ICS) training by many members of the LUMA Operations Team. - Continued detailed review of day 1 requirements and further work on cutover plan for Operational Excellence. - Continued engaging local vendors to assess provision of Personal Protection Equipment (PPE) and Clothing.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.	91-99%	<ul style="list-style-type: none"> - Completed the Vegetation Management Plan. - Issued Request for Proposal (RFP) for contracted vegetation management services and started reviewing proposals. - Continued review of Day 1 requirements and cutover plans; including resource allocation and cross-operational vegetation management support. - Continued development of procedures for LUMA land management.
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	- Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02.
2.05	Environmental Exposure Management Plan	This deliverable involves the development and compilation of Environmental Policies, Processes, and Procedures Assessments, Environmental Permit Compliance Review, and Waste Contractor Review to enable for the creation of LUMA's Environmental Exposure Management Plan.	91-99%	<ul style="list-style-type: none"> - Continued collaboration with PREPA and federal agencies on long-term planning for federal funding, including reviewing and updating processes for Environmental and Historical Preservation Review for federally-funded projects. - Continued recruitment for PREPA employees and external candidates for environmental positions post commencement. - Discussed waste management priorities and developed operational strategy with Operations for commencement. - Work continued on PREPA Baseline Environmental Study. Most of the draft reports have been completed. LUMA is working with PREPA and Stantec to accelerate the completion of this work. - Reviewed environmental reports and catalogued data provided by Stantec and PREPA. Progressed related LUMA operational plans and procedures.
3	System Remediation Plan Milestones			
3.01	Remediation Plan Proposal	This deliverable consists of developing a remediation plan outline and methodology.	100%	- This HOC item has been completed.
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%	- This HOC item has been completed.
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%	- This HOC item has been completed.
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	100%	- This HOC item has been completed.
3.05	Approval of System Remediation Plan	Activities to gain P3A and regulatory (PREB) approvals for System Remediation Plan	81-90%	- Prepared Information Request Responses in response to PREB in preparation for Technical Conference in May.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
4	Customer Services			
4.01	Evaluating Customer Service Facilities and Assets	This deliverable consists of evaluating customer service facilities and assets through establishing joint teams between PREPA and LUMA liaisons to review all current locations and their functions. Activities include evaluating facilities and identifying locations that meet business requirements; developing a transition plan to operate customer facilities and identify requirements for additional facilities and/or consolidate existing facilities.	91-99%	<ul style="list-style-type: none"> - Three Year Facility Plan was completed with a focus on reducing leases, consolidating Operations and Customer Experience teams together. - Starting a seating plan for commencement date across the Customer Experience team.
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.	91-99%	<ul style="list-style-type: none"> - Established governance process to review, approve and translate completed Process/Procedure/Policy documents. - 25% of documents have been finalized and translated; 45% of documents are approved and awaiting translation; 30% of documents are in process to finalize edits and receive approval. - Coordinating with IT/OT and HSEQ to transition documents to appropriate LUMA-PR SharePoint site.
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.	91-99%	<ul style="list-style-type: none"> - Completed and submitted final meter reading plan.
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.	91-99%	<ul style="list-style-type: none"> - Completed Transition Plan. The focus will now turn to executing on the tasks in the plan. - Closed the PREPA Employee Customer Experience Survey for all PREPA employees. Analyzing results and verbatims to identify improvement opportunities. - J.D. Power Residential Q2 Survey was closed and result presentations were developed, including high-level summaries. - On-going recruitment efforts. - Completed training plan for external and PREPA hires. Logistics and IT have been finalized and content will continue to be refined through May. - Working with procurement for the transition of Customer Experience contracts needed by LUMA.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.	100%	- Finalized the start and shut off plan.
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.	91-99%	- Completed meter asset management updates for inclusion in the overall asset management plan.
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.	81-90%	<ul style="list-style-type: none"> - Completed install of data networking and confirm connectivity at Main Contact Center (CIM). - Installed and tested initial computer equipment for new LUMA employees at CIM. - Completed key portion of Genesys development cycle 1 (in queue routing) and commenced User Acceptance Testing (UAT1). - Revised outsourcer strategy for Day 1, to include both for an interim period, resulting in both outsourcers being migrated to Genesys for Commencement. - Began knowledge transfer and transition of key workstreams to new LUMA owners. - Completed draft of system user access provisioning plan. - Implemented new process through LUMA Power Apps to submit requests for laptops and other HW/SW as part of the new hire onboarding process. - Bill Print and Delivery performed Integrated, Charge and Print test with over 96% successful pass for Plan C – PREPA bill print. - Confirmed Vendor readiness to execute Bill Print on Commencement including all materials required. - Completed Business Requirement updates for Plan A – LUMA Bill Design. - Developing Ebill Notification readiness for Commencement. - Mi LUMA and smart phone app development cycles are underway. Focus for May will be development cycle completion and testing.
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.	91-99%	- Completed the Non-technical Loss Reduction Plan

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.	91-99%	<ul style="list-style-type: none"> - Completed the Customer Experience and Ops Integration Plan. - Continued working with Operations and Customer Experience Billing Services team to execute the Integration plan at Commencement. - Finalized the Service Metrics by work type and documented what information is required by Operations for each Order type. - Developed a plan for Service Order process when moving from Customer Experience PREPA teams to LUMA Operations teams.
5	IT			
5.01	Development of IT/OT Communication Plan and Acceptance Criteria	This deliverable includes the identification of Key Stakeholders, setting up governance and resourcing for communications team.	100%	- This HOC item has been completed.
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%	- This HOC item has been completed.
5.03	Evaluating IT/OT Applications and Infrastructure	This deliverable includes gathering information and evaluating PREPA's IT/OT applications and infrastructure.	100%	- This HOC item has been completed.
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)	100%	<ul style="list-style-type: none"> - Finalized the Cybersecurity & Business Continuity Plan. - Finalized the Data Security Plan.
5.05	Development of an IT Asset Management Program	This deliverable includes creating inventory of PREPA's Physical and Logical assets; and developing a process for ongoing management of assets.	100%	- This HOC item has been completed.
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%	- This HOC item has been completed.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
5.07	Commencement Cutover Planning	This deliverable includes activities to prepare for Commencement Cutover during Transition.	91-99%	<ul style="list-style-type: none"> - Project Teams continued building project Cutover Plans and rollup/milestone reporting process. - Finalized Cutover process and communicated to teams. - Reviewed and approved plan to begin configuration in PREPA's EBS instance with PREPA CIO. - Scheduled Kronos review and approval with PRPEA CIO on 5/4. - Continued implementing LUMA End User identity access management process. - Held payroll configuration and testing workshops in Houston to confirm payroll changes. - Communicated and Scheduled Commencement Cutover Command Centers in PREPA HQ and Houston.
5.08	Training and Communication Plan	This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees.	100%	- This HOC item has been completed.
6	Financial Management			
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.	100%	<ul style="list-style-type: none"> - This HOC item has been completed. <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).	100%	<ul style="list-style-type: none"> - This HOC item has been completed. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 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.	100%	- This HOC item has been completed.
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;	81-90%	<ul style="list-style-type: none"> - Completed system integration and end-to-end testing of Oracle EBS configuration and process flow. - Configured Oracle EBS in the UAT environment and started UAT testing. - Completed UAT testing of the Custom Labor Cost Distribution application.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
		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.		
6.05	Preparing Initial Budgets and Other Financial Forecasts	This deliverable consists of preparing initial budgets and financial forecasts. Finance will discuss any potential changes on assumptions and priorities, agree to the overall approved budget and consolidate all departmental budgets to be reviewed and included in a Master Budget Template. From the Master template, actuals and forecast/revisions will be updated on a monthly basis in order to compare Monthly, YTD and FYF balances.	91-99%	<ul style="list-style-type: none"> - Ensure LUMA's Initial Budget data, as filed with the PREB, is understood by PREPA and incorporated appropriately into the 2021 Fiscal Plan. - Received and reviewed PREPA's Generation Budget for FY2022 and reviewed for alignment with LUMA's Initial Budget filing. - Responded to the PREB's Information Requests on LUMA's Initial Budgets filing. - Prepared for the 3-day Initial Budgets PREB Technical Conference scheduled for May 3-6, 2021. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.02).</p>
6.06	Establishing Bank Accounts	This deliverable includes establishing all necessary bank accounts for LUMA ServCo and work with PREPA to set up the service bank accounts required for Commencement, as described in the OMA agreement.	91-99%	<ul style="list-style-type: none"> - LUMA signers to be added in May by PREPA. Our understanding is that PREPA have obtained all internal approvals.
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.	91-99%	<p>Workday Payroll (also captured in Non HOC 02)</p> <ul style="list-style-type: none"> - Completed two pay parallel test cycles. - Completed configuration and testing (unit, UAT) of retirement, payroll, and absence changes. - Completed SIT testing of the integrations with EBS and Kronos. - Configuration and testing of Azure AD Connector and SSO in progress. - Cutover plan created and pre-cutover activities in progress.
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.	91-99%	<ul style="list-style-type: none"> - Undertook internal review of approval limits.
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,	100%	<ul style="list-style-type: none"> - This HOC item has been completed.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
		and Transaction Level Controls (i.e. walkthroughs on key business processes).		
7	FEMA Funds and Federal Funding Procurement Manual			
7.01	Set Up Governance Framework	This deliverable includes the assessment and identification of gaps in the PREPA grant governance structure. Design a governance framework consistent with the Disaster Recovery Federal Funding Management Guide.	81-90%	<ul style="list-style-type: none"> - Ongoing discussions with Capital Programs regarding FEMA PA policies and procedures and integration of Federal Funds within the Capital Programs Activities. - Continued discussions regarding understanding of planned system integration, Chart of accounts, and procurement. - Continued discussions regarding integration and implementation of GrantWise. <p>Note: Approximately 50 hours were incurred but not yet processed for invoicing</p>
7.02	Policies and Procedures	This deliverable includes the development of policies and procedures in line with governance framework.	81-90%	<ul style="list-style-type: none"> - Continued GrantWise for integration with LUMA financial system and ultimate deployment. - Advanced alignment of grant management processes related to project creation, invoice to pay and requests for payments. - Continued to support Capital Programs related to program and grants management and provide technical assistance on Federal funding regulations focused on: <ol style="list-style-type: none"> 1) Reporting requirements (cost, project/program guidelines, schedule and variances); 2) Rules, Regulations and Procedures and related compliance issue 3) Timelines and the steps that need to be taken from scope creation to start of contract; 4) FEMA Funding Processes – including all funding types; and 5) FEMA Audit Requirements <p>Note: Approximately 1269.5 hours were incurred but not yet processed for invoicing</p>
7.03	Staffing Plan	This deliverable includes developing the staffing plan for federal funding group consistent with DRFFMG.	91-99%	- Provided updated staffing plan for June 1.
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 items 2.0303, 2.04 and 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.	81-90%	<ul style="list-style-type: none"> - Provided the final printed version of the Project Worksheet (PW) storyboard. - Ongoing discussions of activities to complete prior to commencement. <p>Note: Approximately 681.25 hours were incurred but not yet processed for invoicing</p>

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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 7.07 is included in HOC 7.05
7.08	Drafting, Revising and Finalizing Federal Funding Procurement Manual	This deliverable involves completing Federally Funded Procurement Manual consistent with DRFFMG and as specified in OMA 4.1 e.	91-99%	<ul style="list-style-type: none"> - Responded to comments on the completed third draft of Federal Fund Procurement Manual from P3 and COR3. - Continued ongoing technical assistance and related to the integration of the Federal Funding Procurement and the Non-Federal Funding Procurement Manual processes related to: <ol style="list-style-type: none"> 1) Procurement processes, FF Procurement Manual, IEM's involvement in procurement with federal funding; and 2) FEMA Conflict of Interest Guidelines for Project work, Procurement and Design. <p>Note: Approximately 200.75 hours were incurred but not yet processed for invoicing</p>
8	Staffing for Front-End Transition Period			
8.01	Draft, Revise and Finalize Operator Employment Requirements	This deliverable consists of determining the minimum employment requirements for LUMA employees by position.	Refer to 8.02	<ul style="list-style-type: none"> - Reporting has been consolidated under 8.02 Recruiting and Staffing. - This specific deliverable has been completed.
8.02	Recruiting and Staffing	This deliverable involves recruitment and staffing. Activities include the HR transition team coordinating with each department and completing interviews of all PREPA employees and external candidates; tracking of applicants; assisting with PREPA employee applications, coordinating interviews, and communicating status of applications; and Identifying staffing vacancies due to gaps and search for resources externally to fill out the proposed LUMA Organization including pre-employment screening.	91-99%	<ul style="list-style-type: none"> - Extended over 1,700 offer letters (~1,100 accepted). - Continued to complete ~4,500 interviews to date. - Continued assessments of vendors for physicals. - Continued onboarding planning concerning safety, compliance, and operational trainings needed, and policies and benefits scope for onboarding.
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.	100%	- This HOC item has been completed.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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"> - Reporting has been consolidated under 8.02 Recruiting and Staffing. - This specific deliverable has been completed.
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.	91-99%	<ul style="list-style-type: none"> - Continue Hiring and Onboarding of LUMA Employees into Workday. - Initiated Cutover Activities for Payroll and Absence in Workday. - Completed baseline data sync between Workday and iCIMS. - Completed Tenanted Data Translations. - Continue Standard Operating Procedures documentation with regards to systems and workflows.
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.	91-99%	<ul style="list-style-type: none"> - Supported development and executed on launch of LUMA's "Iluminando Pasos" community investment campaign. - Supported internal communications outputs (e.g., Health & Safety, Covid protocols). - Collaborated with Customer Experience in development of day-one assets (e.g., dress code, IVR verbiage and prompts). - Further developed LUMA Public Safety plan and mascot. - Delivered Emergency Communications Plan as part of Emergency Response Plan. - Fielded numerous media inquiries. - Continued to develop and plan for deployment of LUMA launch campaign. - Developed and launched multimedia LUMA teaser campaign. - Managed content calendars for LUMA social media channels. - Continued the development of MiLUMA website and mobile app. - Developed and presented plans for rebranded signage of LUMA facilities.
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.	91-99%	<ul style="list-style-type: none"> - Advanced Workforce Development Training Plan, now near final. <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"> - This HOC item has been completed.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
8.09	Occupational Health and Wellness	This deliverable involves implementing a confidential Employee Assistance Program through our medical provider.	91-99%	- Progressed the Occupational Health & Wellness Plan.
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.	91-99%	- Completed audits for final Compliance Plan - Completed CORE policies update for organization.
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.	91-99%	- Completed final HOC Engagement Plan (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.	91-99%	- Continued to develop plans for Community Investment roll out and announcement.
9	Additional Front-End Transition Period Activities			
9.01	Genco Shared Services Agreement Approval	This deliverable consists developing a plan for delivery of shared services as well as negotiating and executing a Shared Services Agreement.	91-99%	- Conducted additional implementation planning steps consistent with draft design of Shared Services model submitted to P3A and PREPA. - Refined scope of Shared Services based on review with P3, PREPA and LUMA. This work is on-going.
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.	91-99%	- Reviewed and incorporated (or responded to where we did not incorporate) feedback from PREPA and P3. In final stage of closing comments from the P3.

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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%	<ul style="list-style-type: none"> - Reviewed engineering standards. - Transition of work to Corporate Services Department security team ongoing. - Completed Physical Security Plan.
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.	100%	<ul style="list-style-type: none"> - This HOC item has been completed. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 5.04)</p>
9.06	Vegetation Management Plan Approval	This deliverable includes the approval of the Vegetation Management Plan through the appropriate LUMA and PREB review and approval requirements.	Refer to 2.0312	<ul style="list-style-type: none"> - Reporting has been consolidated under VM plan 2.0312.
9.07	System Operation Principles Regulatory Approval	This deliverable consists of activities to gain P3A and regulatory (PREB) approvals for System Operation Principles	81-90%	<ul style="list-style-type: none"> - Prepared Information Request Responses, responded to Resolutions and Orders regarding confidentiality, prepared Technical Conference presentation and prepared witnesses and materials for Technical Conference on May 10, 11
10	Asset Acquisition (Supply Chain)			
10.01	Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems	This deliverable includes evaluating existing procurement and subcontracting policies, procedures and systems; identify system contracts and generation supply contracts; review vendor services to facilities; sourcing and procurement work for LUMA ManagementCo contracts.	91-99%	<ul style="list-style-type: none"> - Reviewed and incorporated feedback from PREPA, P3A. Where feedback was not incorporated, explanations were provided as to why. - Completed User Acceptance testing for Oracle iProcurement, began drafting systems processes for iProcurement & Asset Suite.
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.	91-99%	<ul style="list-style-type: none"> - Finalized drawings and occupancy for all Regional and District offices as well as the Monacillos complex. - Reached general agreement with PREPA on division of space within the Santurce complex. - Provided PREPA will Title III lease termination list and Estoppel certificate.
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.	81-90%	<ul style="list-style-type: none"> - PREPA Governing Board has approved contract extensions presented to date. - PREPA began issuing notice of impending agency relationship to all vendors. This activity is on-going.
11	Back-End Transition Plan			

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.
12	Front-End Transition Plan (Additional Requirements)			
12.01	Confirmation of Acceptable Operator Security	This deliverable ensures confirmation of the requirement to confirm Operator Security prior to Commencement.	0-10%	- Will execute Officer's Certificate in May to the effect that the security is still in effect. 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.	81-90%	- Completed the Fiduciary submission and we are 90% complete on Pollution and Cyber. - Progressed Professional Liability submission.
12.03	Baseline Performance Levels	This deliverable involves the development of a methodology for accessing the quality of existing measurement data, a gap analysis of the assessment results against industry best practices with a plan to fill the identified gaps, as well as a plan for an interim performance metrics process to utilize at commencement, and a proposed annual target metric and improvement trajectory.	91-99%	- Completed filing with PREB of revised Performance Metrics Baselines to include results of the J.D. Power surveys and request to reconsider inclusion of these metrics at this time. - Supported PREPA in their calculations of revised Reliability Performance Metrics per PREB's Order to PREPA. - Reviewed PREB's orders related to Performance Metrics in Case Nos. NEPR-MI-2019-0007 & NEPR-AP-2020-0025
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.	100%	- Back End Transition Plan complete.
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

ID	Full description	Deliverable Description	Status % Complete	Summary of key work performed
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.
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.	81-90%	Continued to work on and provide legal support for various condition precedent activities to Interim Period Service Commencement under the OMA and the Supplemental Terms Agreement including the following: - Work on Shared Services Agreement (SSA) and significantly advance draft of SSA and negotiate shared services to be provided. - Work with counsel for FOMB to address and resolve issues for FOMB Protocol Agreement and prepare draft of same. - Review and revise GridCo-GenCo Operating Agreement received from P3A. - Obtain execution and delivery of Tax Assurance. - Work with counsel for the FOMB and AAFAF on Motion Responding to UTIER's and UCC's Objections to Motion for Administrative Expense Treatment during Interim Period. - Work on approvals required for Federally Funded Procurement Manual and Non-Federally Funded Procurement Manual. - Work to facilitate and expedite preparation of Supplemental Agreement Tax Opinion and associated Reliance Letter including the useful life report bring-down. - Review and comment on PREPA Re-organization plan.
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.