

Appendix A - Questions for PREPA Management

Morning Session - Discussion Topics:

- Overview of the current T&D system
 - What were the outcomes of the smart meter pilot and outlook for continued deployment (anticipated 1H 2019)? Do you have any commitments to a meter vendor?
 - Was the post-hurricane substation assessment and/or structural system repair completed? Will the results be in the data room?
 - How did the 15% of T lines designed to sustain a Cat 4 perform during Irma / Maria?
 - Were any of the lines hardened to a lower standard?
 - Do you have a replacement plan for substation breakers and transformers? Will this be in the data room?.
 - What are the reliability indices per circuit and per cause?
 - What is the median age of the transportation fleet particularly the medium and large line equipment?
 - What is your vegetation management cycle for transmission and distribution? How much do you spend per year? What is your Transmission Right of Way program? What are the issues?
 - What is the system load factor at peak? What is the average load factor?
 - Do you have a Distribution Transformer Load Management (TLM) system? How many distribution transformers burn up due to load per year?
 - What is the transformer failure rate for distribution and substation?
 - What is the substation breaker failure rate?
 - Please provide a description of your work order and material management system?
 - What is the average number of street lights that burn up per month? Is this a major maintenance item and is there a plan to replace to LED systems?
- Dispatch considerations of the current system
 - Any challenges with renewables intermittency to date?
 - With 1.2 GW forecasted to retire by next year – will those units be truly shutdown, or mothballed? (Can they be called back into service if new build assets don't materialize fast enough?)
 - Any focus or issues with power quality?
 - Can you provide additional color on generation selection, interface, market cost dispatch, and system services arrangements?
- Contemplated future state of the energy infrastructure system
 - Have there been any prior assessments of undergrounding?
 - 60% of the generation is expected to turn over. How much of the T&D impacts (upgrades, stranded assets, etc.) have been considered to date?
 - Significant battery storage is expected as a generation side resource (800 MW?); will those resources be allowed /expected to provide grid services? How will they be compensated? Why is the demand cycle so low for some of the storage systems?
 - What is the current state of the EE/DR/DG programs?
- Recent P3A / PREPA procurement activities
 - Can you provide an update on any generation related activities?
 - How and when are those expected to integrate with grid operations?

Afternoon Session - Discussion Topics:

- Customer service and billing
 - Can you provide more background on the outsourced call center contract and why it was not renewed?
 - More generally, any updates on the current customer service initiatives in place and status of roll out?
 - Have you done any further benchmarking to utility peers regarding customer satisfaction?
- Environmental
 - How will compliance on the generation side assets be integrated with the T&D plans?
 - Do you currently have environmentally contaminated areas? Where are they and what are the remediation plan(s)?
- Human resources and safety
 - Is there a forecast of expected retirements?
 - Safety -- Near miss tracking improved in the end of 2018. How has 2019 to date looked?
 - Provide the number of employees by area, sub area & region located. Also identify how many employees are “inside employees vs field labor employees (line workers)”.
 - What are contemplated ratios of departments and people allocation to Service Provider and changes to employee numbers after a handover? Overall administration size of PREPA itself?
- Information technology
 - A number of processes are still manual – is there a plan in place to better integrate them?
 - Is there a general IT roadmap?
 - Is there additional capacity on the fiber data backbone?
- Financial overview
 - Can you walk through your 2019 annual budget by area and sub-area?
 - Can you provide your view on stability and changes in costs going forward
 - Generation (fuel, PPAs, etc., capex, maintenance, etc.)
 - Servicing of legacy / restructured / new debt
 - O&M expenses
 - CAPEX recovery
 - Taxes
 - Return on Capital
 - Incentive payments
 - Other [including EE/DG programs, writeoffs, etc.]

Appendix B – Proposed List of Attendees

Name	Company	Title	Functional Expertise
Siegfried Kiefer	ATCO Group	President & Chief Strategy Officer, ATCO Ltd and CU Ltd	Leadership
Chad Gareau	ATCO Group	Vice President, Corporate Development	Commercial / Finance
Paul Goguen	ATCO Electricity	Senior Vice President & General Manager, Transmission & Distribution	Operations
Tom McGhan	ATCO Pipelines & Liquids	Vice President, Commercial	Commercial, Generation Dispatch
Todd McLaren	ATCO Electricity	Vice President, Engineering & Construction	HS&E, LR, HR, D&T Operations, Call Centre, Customer Service, Future State
Terry Tonsi	ATCO Electricity	Regional Manager, Central East	HS&E, LR, HR, Safety, Customer Service, System Control, Future State
Arden Spachynski	ATCO Electricity	Principal Engineer	Sub & Line Engineering, 'T' Operations, System Control, Future State
Gurb Hari	ATCO Electricity	Manager, Distribution Engineering & Survey	District Operations, System Automation, Future State
Dustin Baptist	ATCO Electricity	Project Manager, Distribution Modernization	AMR, metering, Grid Modernization, System Automation, Future State
Tina Ellis	ATCO Electricity	Manager, Operations	Call Centre, Billing, CONP
Ashley Engbloom	ATCO Group	Senior Manager, Corporate Development & Strategy	Commercial / Finance
Russ Paccagnan	ATCO Pipelines & Liquids	Manager, Gas Transmission	Permitting, ROW's, Loss Mgmt., Emergency Preparedness
Beatriz Gonzalez	ATCO Mexico	Manager, Government Relations	Licenses, Permits, Government, Regulatory
[Financial Advisor]	[TBD]		Commercial / Finance
Duke Austin	Quanta Services	CEO	Leadership
Derrick Jensen	Quanta Services	CFO	Finance
Jesse Morris	Quanta Services	EVP Finance	Commercial / Finance
BJ Ducey	Quanta Services	Senior Vice President - Operations	Operations
Jimmy Glotfelty	Quanta Services	Director, Government Solutions	Government / Regulatory
Dave Wabnegger	Quanta Services	President, Energized Services	Transmission System
Don Cortez	Quanta Services	Executive Business Development	Operations
John Colson	Quanta Services	Former Chairman and CEO	Safety and Training
Madhu Beriwal	IEM	CEO	FEMA, Federal Govt., HUD, regulatory and emergency response
Dan Michael	IEM	CFO	FEMA, Federal Govt., HUD, regulatory and emergency response
Bryan Koon	IEM	VP of Homeland Security and Emergency Mgmt	FEMA, Federal Govt., HUD, regulatory and emergency response
Pam Patenaude	IEM	Senior Advisor	FEMA, Federal Govt., HUD, regulatory and emergency response