

UNITED STATES BANKRUPTCY COURT  
DISTRICT OF NEW JERSEY

**FINANCIAL ADVISOR MONTHLY FEE STATEMENT COVER SHEET  
FOR THE PERIOD AUGUST 1, 2025 THROUGH AUGUST 31, 2025**

In re CCA Construction, Inc.<sup>1</sup>

Applicant: BDO Consulting Group, LLC.

Case No. 24-22548 (CMG)

Client: Debtor and Debtor in Possession

Chapter 11

Case Filed: December 22, 2024

COMPLETION AND SIGNING OF THIS FORM CONSTITUTES A CERTIFICATION  
UNDER PENALTY OF PERJURY PURSUANT TO 28 U.S.C. § 1746.

RETENTION ORDER ATTACHED.

<u>/s/ Evan Blum</u>	<u>9/30/25</u>
EVAN BLUM	Date

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<sup>1</sup> The Debtor in this chapter 11 case, along with the last four digits of its federal tax identification number, is CCA Construction, Inc. (4862). CCA's service address for the purposes of this chapter 11 case is 445 South Street, Suite 310, Morristown, NJ 07960.



242254825093000000000001

<p style="text-align: center;"><b>SECTION I</b> <b>FEE SUMMARY</b></p>
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**Summary of Amounts Requested for the Period**  
**August 1, 2025 through August 31, 2025 (the “Compensation Period”)**

Fee Total	\$449,510.00
Disbursement Total	\$0.00
Total Fees Plus Disbursements	\$449,510.00

**Summary of Amounts Requested for Previous Periods**

Total Previous Fees and Expenses Requested:	\$1,375,807.25
Total Fees and Expenses Allowed to Date:	\$535,109.75
Total Retainer Remaining:	\$0.00
Total Holdback:	\$445,637.50
Total Received by Applicant:	\$930,169.75

**SECTION II  
SUMMARY OF SERVICES**

**COMPENSATION BY PROFESSIONALS FOR  
AUGUST 1, 2025 THROUGH AUGUST 31, 2025**

The Professionals who rendered services in these chapter 11 cases from August 1, 2025 through August 31, 2025 (the “Fee Period”) are:

<b><u>Professional</u></b>	<b><u>Position</u></b>	<b><u>Hours</u></b>	<b><u>Hourly Rate</u></b>	<b><u>Amount</u></b>
Evan Blum	Managing Director	64.6	\$850.00	\$54,910.00
James Schwarz	Managing Director	59.0	800.00	47,200.00
Phil Gaglio	Managing Director	68.0	725.00	49,300.00
Matt Rychetsky	Managing Director	24.0	725.00	17,400.00
Andy Robinson	Senior Manager	54.3	650.00	35,295.00
Andy Schmidt	Senior Manager	63.6	650.00	41,340.00
Tanner Shaw	Senior Manager	65.3	650.00	42,445.00
Anthony Del Piano	Senior Manager	88.7	600.00	53,220.00
Max Alford	Manager	48.4	550.00	26,620.00
Anne Marie Pignataro	Experienced Senior Associate	32.9	375.00	12,337.50
Ned Gibson	Experienced Senior Associate	39.1	375.00	14,662.50
Cameron Ostrowski	Senior Associate	38.9	375.00	14,587.50
Enrique Cepeda	Associate	4.0	375.00	1,500.00
Joseph Steimle	Experienced Associate	100.1	300.00	30,030.00
Connor Richards	Associate	10.5	375.00	3,937.50
Jared Schierbaum	Experienced Associate	5.0	250.00	1,250.00
Ethan Shill	Intern	13.9	250.00	3,475.00
<b>TOTAL:</b>		<b>780.3</b>		<b>\$449,510.00</b>
<b>Blended Rate:</b>			<b>\$576.07</b>	

**SUMMARY OF BILLING BY PROJECT CATEGORY**  
**AUGUST 1, 2025 THROUGH AUGUST 31, 2025**

<b><u>Code</u></b>	<b><u>Project Category</u></b>	<b><u>Hours</u></b>	<b><u>Amount</u></b>
1	General (Case Administration)	12.0	\$7,995.00
4	BDO Retention / Fee Applications	12.4	6,990.00
6	Cash Collateral and DIP Financing Related	53.4	39,010.00
7	Communication with Debtor or Debtor Professionals	39.8	26,770.00
8	Asset Dispositions / Sale of Assets	54.0	33,980.00
10	Business Analysis	532.7	296,830.00
11	Reviewed Motions and Objections	2.2	1,870.00
14	Plan & Disclosure Statement	1.3	1,105.00
16	Claims Administration and Objections	14.2	10,025.00
17	Investigation of Company (Asset Analysis and Recovery)	42.7	13,825.00
23	UST Reporting/MOR	14.1	9,885.00
24	Court Hearings	1.5	1,225.00
	<b>TOTAL:</b>	<b>780.3</b>	<b>\$449,510.00</b>

**SECTION III  
SUMMARY OF DISBURSEMENTS**

<b>Disbursements</b>	<b>Amount</b>
Computer Assisted Legal Research	\$0.00
Facsimile	\$0.00
Long Distance Telephone/Conference Calls	\$0.00
In-House Reproduction	\$0.00
Outside Reproduction	\$0.00
Outside Research	\$0.00
Filing Fees	\$0.00
Court Fees	\$0.00
Court Reporting	\$0.00
Travel	\$0.00
Delivery Services / Federal Express	\$0.00
Postage	\$0.00
Other (Parking)	\$0.00
<b>DISBURSEMENTS TOTAL</b>	<b>\$0.00</b>

**SECTION IV  
CASE HISTORY**

- (1) Date case filed: December 22, 2024
- (2) Chapter under which case commenced: Chapter 11
- (3) Date of retention: February 7, 2025, *nunc pro tunc* to December 22, 2024. See **Exhibit A**.  
If limit on number of hours or other limitations to retention, set forth: n/a
- (4) Summarize in brief the benefits to the estate and attach supplements as needed:<sup>2</sup>
  - (a) The Applicant attended to operational matters, including assisting with accounting, employee, and vendor issues.
  - (b) The Applicant assisted in complying with applicable Chapter 11 requirements and preparation of any necessary court filings, including, but not limited to:
    - Monthly Operating Reports
  - (c) The Applicant assisted with an investigation and related analysis of the Debtor's assets.
  - (d) The Applicant provided financial advice to the Debtor and Co-Counsel.
  - (e) The Applicant tended to other matters concerning administration of these Chapter 11 cases as requested by the Debtor and U.S. Trustee.
  - (f) The Applicant assisted with other information and analysis as requested.
  - (g) The Applicant assisted with business analysis and valuation as requested by the Independent Director.
  - (h) The Applicant rendered all other services set forth on the invoices attached hereto as **Exhibit B**.<sup>3</sup>
- (5) Anticipated distribution to creditors:
  - (a) Administration expense: Unknown at this time.
  - (b) Secured creditors: Unknown at this time.

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<sup>2</sup> The following summary is intended to highlight the general categories of services the Applicant rendered on behalf of the Debtor and for the benefit of the estate; it is not intended to itemize each and every professional service which the Applicant performed.

<sup>3</sup> The invoice attached hereto as **Exhibit B** contains detailed descriptions of the services rendered and expenses incurred by the Applicant during the Compensation Period.

- (c) Priority creditors: Unknown at this time.
- (d) General unsecured creditors: Unknown at this time.
- (6) Final disposition of case and percentage of dividend paid to creditors: Unknown at this time.
- (7) This is the eighth monthly fee statement.

# **Exhibit A**

## **Retention Order**





Order Filed on February 7, 2025  
by Clerk  
U.S. Bankruptcy Court  
District of New Jersey

**Caption in Compliance with D.N.J. LBR 9004-1(b)**

**DEBEVOISE & PLIMPTON LLP**

M. Natasha Labovitz (admitted *pro hac vice*)  
Sidney P. Levinson (admitted *pro hac vice*)  
Elie J. Worenklein  
Rory B. Heller (admitted *pro hac vice*)  
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**COLE SCHOTZ P.C.**

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*Proposed Co-Counsel to the Debtor and Debtor in Possession*

In re:

CCA Construction, Inc.,<sup>1</sup>

Debtor.

Case No. 24-22548 (CMG)

Chapter 11

Judge: Christine M. Gravelle

<sup>1</sup> The last four digits of CCA's federal tax identification number are 4867 of this chapter 11 case is 445 South Street, Suite 310, Morristown, NJ



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Debtor: CCA Construction, Inc.

Case No.: 24-22548 (CMG)

Caption of Order: Order Authorizing Debtor to Retain BDO Consulting Group, LLC,  
as Financial Advisor to the Debtor Effective as of the Petition Date

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**ORDER AUTHORIZING THE APPOINTMENT OF BDO CONSULTING GROUP,  
LLC. AS FINANCIAL ADVISOR TO THE DEBTOR EFFECTIVE AS OF THE  
PETITION DATE**

The relief set forth on the following pages, numbered two (2) through eight (8), is  
**ORDERED.**

**DATED: February 7, 2025**

  
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Honorable Christine M. Gravelle  
United States Bankruptcy Judge

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Debtor: CCA Construction, Inc.

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Upon Debtor's Application (the "Application")<sup>2</sup> pursuant to sections 327(a), 328, 330 and 331 of the Bankruptcy Code, Bankruptcy Rules 2014(a) and 2016, and Local Rules 2014-1 and 2016-1 for an order (this "Order"), authorizing the Debtor to employ and retain BDO Consulting Group, LLC ("BDO") as its financial advisor, on the terms set forth in the Services Agreement annexed to the Application; and upon the Blum Declaration annexed to the Application; all as more fully set forth in the Application; and this Court having jurisdiction over this matter pursuant to 28 U.S.C. §§ 157 and 1334 and the *Standing Order of Reference to the Bankruptcy Court Under Title 11 of the United States District Court for the District of New Jersey*, entered July 23, 1984, and amended on September 18, 2012 (Simandle, C.J.); and that this Court may enter a final order consistent with Article III of the United States Constitution; and this Court having found that this is a core proceeding pursuant to 28 U.S.C. § 157(b)(2); and this Court having found that venue of this proceeding and the Application in this district is proper pursuant to 28 U.S.C. §§ 1408 and 1409; and this Court having found that the relief requested in the Application is in the best interests of the Debtor, its creditors, and other parties in interest; and this Court having found that the Debtor's notice of the Application and opportunity for a hearing on the Application were appropriate and that no other notice need be provided; and this Court having reviewed the Application; and this Court having determined that the legal and factual bases set forth in the Application establish just cause for the relief granted herein; and upon all of the proceedings had

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<sup>2</sup> Capitalized terms used herein but not otherwise defined herein shall have the meanings set forth in the Application.

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Debtor:	CCA Construction, Inc.
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before this Court; and after due deliberation and sufficient cause appearing therefor, it is

HEREBY ORDERED THAT:

1. The Application is granted as set forth herein.
2. CCA is authorized to retain BDO as financial advisor to the Debtor effective as of the Petition Date, on the terms set forth in the Services Agreement attached to the Application as **Exhibit B**, as modified by this Order; *provided that*, notwithstanding anything in the Services Agreement to the contrary, BDO shall only seek reimbursement of reasonable expenses that BDO actually incurs.
3. BDO shall file applications for interim and final allowance of compensation and reimbursement of expenses in accordance with sections 330 and 331 of the Bankruptcy Code, applicable Bankruptcy Rules, the Local Rules, this Order and any other applicable orders of this Court.
4. Paragraph 4 of the Terms and Conditions section of the Services Agreement (the “Indemnification Provisions”) included in the Services Agreement are approved, subject to the following:
  - a. No individual entity (“Indemnified Agent”) in the BDO Group shall be entitled to indemnification, contribution, or reimbursement pursuant to the Services Agreement for services, unless such services and the indemnification, contribution, or reimbursement are approved by the Court.
  - b. The Debtor shall have no obligation to indemnify any Indemnified Agent, or provide contribution or reimbursement to any Indemnified Agent, for any claim or expense to the extent it is either: (i) judicially determined (the determination

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Debtor: CCA Construction, Inc.

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having become final and no longer subject to appeal) to have arisen from any Indemnified Agent's gross negligence, willful misconduct or bad faith; (ii) for a contractual dispute in which the Debtor alleges breach of BDO's contractual obligations, unless this Court determines that indemnification, contribution, or reimbursement would be permissible pursuant to *In re United Artists Theatre Co.*, 315 F.3d 217 (3d Cir. 2003); or (iii) settled prior to a judicial determination as to the exclusions set forth in clauses (i) and (ii) above, but determined by this Court, after notice and a hearing pursuant to subparagraph (c) hereof to be a claim or expense for which the Indemnified Agent should not receive indemnity, contribution, or reimbursement under the terms of the Services Agreement, as modified by this Order.

c. If, before the earlier of (i) the entry of an order confirming a chapter 11 plan in the Chapter 11 Case (that order having become a final order no longer subject to appeal) and (ii) the entry of an order closing the Chapter 11 Case, an Indemnified Agent believes that it is entitled to the payment of any amounts by the Debtor on account of the Debtor's indemnification, contribution, and/or reimbursement obligations under the Services Agreement (as modified by this Order), including without limitation, the advancement of defense costs, the Indemnified Agent must file an application therefore in this Court, and the Debtor may not pay any such amounts to the Indemnified Agent before the entry of an order by this Court approving the payment. This subparagraph (c) is intended only to specify the period of time under which this Court shall have jurisdiction over any request for

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fees and expenses by any Indemnified Agent for indemnification, contribution, and/or reimbursement, and not a provision limiting the duration of the Debtor's obligation to indemnify, or make contributions or reimbursements to, the Indemnified Agents. All parties in interest shall retain the right to object to any demand by any Indemnified Agent for indemnification, contribution, and/or reimbursement.

(d) Any limitation on liability pursuant to the terms of the Engagement Agreement shall be eliminated during the pendency of this bankruptcy proceeding.

5. The Indemnification Provisions shall not be applicable with respect to any claim the Debtor has against BDO with respect to Services performed and provided pursuant to this Order for the Debtor from the date of this Order through the effective date of the Debtor's chapter 11 plans.

6. BDO shall keep its time records in tenth-of-an-hour increments in accordance with Local Rule 2016-1 of this Court and shall otherwise comply with the requirements of that Local Rule, as well Bankruptcy Rule 2016(a) and the United States Trustee Fee Guidelines.

7. BDO will only bill 50% for non-working travel.

8. Any request for compensation under the terms of the Services Agreement shall be subject to the standard of review set forth in section 330 of the Bankruptcy Code by all interested parties.

9. Prior to any increases in BDO's rates, BDO shall provide ten business days' notice of such increase to the Debtor and the U.S. Trustee and committee, if one is appointed. A supplemental affidavit shall explain the basis for the requested rate increases in accordance with section 330(a)(3)(F) of the Bankruptcy Code and state whether the Debtor has consented to the

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rate increase. The U.S. Trustee retains all rights to object to any rate increase on all grounds including, but not limited to, the reasonableness standard provided for in section 330 of the Bankruptcy Code, and all rates and rate increases are subject to review by the Court.

10. To the extent informed by the Debtor, BDO shall use its best efforts to avoid any duplication of services provided by the Debtor or other retained professionals in the Chapter 11 Case.

11. Notwithstanding anything contained in the Application, the Services Agreement, or any documents ancillary thereto, absent a change in controlling law, BDO shall not be compensated or reimbursed for, or in connection with, the defense of its fee applications.

12. Notwithstanding any provision in the Services Agreement, including paragraph 20 of the Terms and Conditions section of the Services Agreement, BDO shall have whatever obligations applicable law would impose upon it.

13. Notwithstanding Bankruptcy Rule 6004(h), the terms and conditions of this Order shall be immediately effective and enforceable upon its entry.

14. To the extent there is inconsistency between the terms of the Services Agreement, the Application, and this Order, the terms of this Order shall govern.

15. Notice of the Application satisfies the requirements of Bankruptcy Rule 6004(a).

16. The Debtor is authorized to take all actions necessary to effectuate the relief granted in this Order in accordance with the Application.

17. Notice of the Application as provided therein shall be deemed good and sufficient notice of such Application and the requirements of Bankruptcy Rule 6004(a) and the Local Rules are satisfied by such notice.

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18. This Court retains exclusive jurisdiction with respect to all matters arising from or related to the implementation, interpretation, and enforcement of this Order.



# **Exhibit B**

**Invoice/Time-Details/Expenses**

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
EB	1	8/8/2025	Case update call with JS (BDO).	0.5	\$850.00	\$425.00
JS	1	8/8/2025	Case update call with EB (BDO).	0.5	800.00	400.00
EB	1	8/8/2025	Participated in call with JWS and PG (BDO) related to BDO valuation work.	0.4	850.00	340.00
JWS	1	8/8/2025	Call to discuss valuation project for CCA bankruptcy matter with P.G. and E.B.	0.4	300.00	120.00
EB	1	8/8/2025	Reviewed and distributed CCA materials to BDO valuation group.	0.2	850.00	170.00
PG	1	8/9/2025	Call to discuss valuation project for CCA bankruptcy matter with EB and JS.	0.4	725.00	290.00
EB	1	8/11/2025	Follow SC meeting with JS call.	0.2	850.00	170.00
JS	1	8/11/2025	Follow SC meeting with EB call.	0.2	800.00	160.00
AP	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	375.00	187.50
AS	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	650.00	325.00
CO	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	375.00	187.50
EB	1	8/20/2025	Internal BDO update call.	0.5	850.00	425.00
JS	1	8/20/2025	Internal BDO update call.	0.5	800.00	400.00
JWS	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	300.00	150.00
MA	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	550.00	275.00
MR	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	725.00	362.50
NG	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	375.00	187.50
PG	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	725.00	362.50
TS	1	8/20/2025	Internal call with P.G., M.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS, to discuss project status, project timeline, outstanding tasks.	0.5	650.00	325.00
AR	1	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	0.5	650.00	325.00
AS	1	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	0.5	650.00	325.00
EB	1	8/26/2025	Internal call with Valuation Team re CCA case.	0.5	850.00	425.00
PG	1	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	0.5	725.00	362.50
AD	1	8/27/2025	Discuss open case matters with JS and EB (BDO).	0.5	600.00	300.00
EB	1	8/27/2025	Discuss open case matters with JS and AP (BDO).	0.5	850.00	425.00
JS	1	8/27/2025	Discuss open case matters with EB and AP (BDO).	0.5	800.00	400.00
EB	1	8/31/2025	Email internally regarding case status.	0.2	850.00	170.00
JFS	4	8/11/2025	Began preparation of BDO's July fee statement.	1.5	250.00	375.00
JFS	4	8/12/2025	Updated BDO's July fee statement.	1.0	250.00	250.00
AD	4	8/13/2025	Prepared July time details.	0.7	600.00	420.00
EB	4	8/13/2025	Reviewed BDO July Fee application.	1.6	850.00	1,360.00
JFS	4	8/13/2025	Attention to BDO's July fee statement.	0.5	250.00	125.00
JS	4	8/13/2025	Revised July fee app.	1.3	800.00	1,040.00
JFS	4	8/14/2025	Attention to BDO's July fee statement.	1.5	250.00	375.00
JS	4	8/14/2025	Attention to July fee app.	1.1	800.00	880.00
AD	4	8/15/2025	Prepared July time details.	0.8	600.00	480.00
EB	4	8/15/2025	Reviewed final BDO July Fee application.	0.8	850.00	680.00
JFS	4	8/15/2025	Finalized BDO's July fee statement.	0.5	250.00	125.00
JS	4	8/15/2025	Reviewed July fee app.	1.1	800.00	880.00
AD	6	8/1/2025	Updated DIP budget and prepared cash transactions.	1.3	600.00	780.00
JS	6	8/5/2025	Prepared updated DIP forecast.	1.0	800.00	800.00
JS	6	8/6/2025	Prepared updated DIP forecast.	3.0	800.00	2,400.00
AD	6	8/7/2025	Prepared professional fee payment schedule.	0.8	600.00	480.00
AD	6	8/7/2025	Prepared cash transactions and budget vs actual.	1.3	600.00	780.00
AD	6	8/7/2025	Updated DIP budget.	1.4	600.00	840.00
JS	6	8/7/2025	Prepared updated DIP forecast.	2.0	800.00	1,600.00
AD	6	8/8/2025	Updated DIP budget.	1.2	600.00	720.00
AD	6	8/8/2025	Prepared cash transactions and budget vs actual.	1.4	600.00	840.00
EB	6	8/8/2025	Reviewed DIP budget/actual for July.	0.2	850.00	170.00
EB	6	8/8/2025	Reviewed cash transactions 8/1.	0.5	850.00	425.00
JS	6	8/8/2025	Prepared professional fee payment schedule.	1.0	800.00	800.00
JS	6	8/8/2025	Prepared budget vs. actual report.	1.5	800.00	1,200.00
JS	6	8/8/2025	Prepared CCA cash transactions report.	1.5	800.00	1,200.00
AD	6	8/11/2025	Updated DIP budget.	1.9	600.00	1,140.00
AD	6	8/12/2025	Updated DIP budget.	1.1	600.00	660.00
JS	6	8/12/2025	Prepared updated DIP forecast.	2.9	800.00	2,320.00
AD	6	8/13/2025	Updated DIP budget.	0.9	600.00	540.00
JS	6	8/13/2025	Prepared CCA cash transactions report.	1.3	800.00	1,040.00
JS	6	8/13/2025	Prepared updated DIP forecast.	1.4	800.00	1,120.00
AD	6	8/14/2025	Prepared cash transactions.	0.5	600.00	300.00
JS	6	8/14/2025	Prepared updated DIP forecast.	1.3	800.00	1,040.00
JS	6	8/14/2025	Prepared CCA cash transactions report.	2.1	800.00	1,680.00

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
AD	6	8/15/2025	Prepared cash transactions.	0.6	600.00	360.00
EB	6	8/15/2025	Reviewed cash transactions 8/8.	0.1	850.00	85.00
EB	6	8/15/2025	Reviewed updated DIP budget preparation.	0.4	850.00	340.00
JS	6	8/15/2025	Prepared CCA cash transactions report.	1.8	800.00	1,440.00
JS	6	8/15/2025	Prepared updated DIP forecast.	2.1	800.00	1,680.00
EB	6	8/18/2025	Reviewed updated DIP model.	0.2	850.00	170.00
AD	6	8/22/2025	Prepared cash transactions.	0.8	600.00	480.00
AD	6	8/22/2025	Prepared DIP allocation adjustment July.	1.3	600.00	780.00
EB	6	8/22/2025	Reviewed cash transactions 8/15.	0.1	850.00	85.00
AD	6	8/25/2025	Prepared DIP allocation adjustment July.	0.7	600.00	420.00
AD	6	8/26/2025	Updated professional fee tracker.	0.3	600.00	180.00
AD	6	8/27/2025	Updated professional fee tracker and unpaid professional fees.	1.2	600.00	720.00
JS	6	8/27/2025	Prepared budget vs. actual professional fee comparison.	2.7	800.00	2,160.00
AD	6	8/28/2025	Participated in call with JS and EB (BDO) on updated DIP budget.	0.8	600.00	480.00
EB	6	8/28/2025	Participated in call with JS and AP (BDO) on updated DIP budget.	0.8	850.00	680.00
JS	6	8/28/2025	Participated in call with EB and AP (BDO) on updated DIP budget.	0.8	800.00	640.00
AD	6	8/28/2025	Prepared budget vs. actual professional fee comparison.	1.1	600.00	660.00
JS	6	8/28/2025	Prepared budget vs. actual professional fee comparison.	1.3	800.00	1,040.00
AD	6	8/29/2025	Prepared cash transactions.	0.8	600.00	480.00
EB	6	8/29/2025	Reviewed emails related to prospective DIP draws.	0.2	850.00	170.00
EB	6	8/29/2025	Reviewed July Downward DIP adjustment.	0.2	850.00	170.00
EB	6	8/29/2025	Reviewed updated DIP budget analysis.	0.3	850.00	255.00
EB	6	8/29/2025	Reviewed CCA financials to be provided to DIP lender.	0.4	850.00	340.00
JS	6	8/29/2025	Prepared budget vs. actual professional fee comparison.	1.1	800.00	880.00
JS	6	8/29/2025	Prepared CCA cash transactions report.	1.8	800.00	1,440.00
EB	7	8/4/2025	Exchanged emails with Debtor counsel (Debevoise) in regard to BDO CCA Valuation timing.	0.2	850.00	170.00
JS	7	8/4/2025	Attended board meeting	1.0	800.00	800.00
EB	7	8/5/2025	Reviewed emails from Debtor counsel (Debevoise) related to BDO valuation process.	0.2	850.00	170.00
EB	7	8/7/2025	Call with Debtor counsel (Debevoise) around Plan of Reorg.	0.2	850.00	170.00
EB	7	8/11/2025	Follow SC meeting with Debtor counsel (Debevoise) call.	0.1	850.00	85.00
EB	7	8/11/2025	Provided requested information to Ind Director (E Abrams) and Debtor counsel (Debevoise).	0.3	850.00	255.00
EB	7	8/11/2025	Attend Special Committee (SC) meeting.	0.8	850.00	680.00
JS	7	8/11/2025	Attended SC meeting	0.6	800.00	480.00
EB	7	8/12/2025	Call with PG (BDO) and CCA management in regard to CCA valuation.	1.0	850.00	850.00
JWS	7	8/12/2025	Client call with P.G. M.R., T.S., M.A., N.G., JWS, EB of BDO, and CCA Management to discuss outstanding informational needs related to CCA Parent.	1.0	300.00	300.00
MA	7	8/12/2025	Client call with P.G. M.R., T.S., M.A., N.G., JWS, EB of BDO, and CCA Management to discuss outstanding informational needs related to CCA Parent.	1.0	550.00	550.00
MR	7	8/12/2025	Client call with P.G. M.R., T.S., M.A., N.G., JWS, EB of BDO, and CCA Management to discuss outstanding informational needs related to CCA Parent.	1.0	725.00	725.00
NG	7	8/12/2025	Client call with P.G. M.R., T.S., M.A., N.G., JWS, EB of BDO, and CCA Management to discuss outstanding informational needs related to CCA Parent.	1.0	375.00	375.00
PG	7	8/12/2025	Client call with P.G. M.R., T.S., M.A., N.G., JWS, EB of BDO, and CCA Management to discuss outstanding informational needs related to CCA Parent.	1.0	725.00	725.00
TS	7	8/12/2025	Client call with P.G. M.R., T.S., M.A., N.G., JWS, EB of BDO, and CCA Management to discuss outstanding informational needs related to CCA Parent.	1.0	650.00	650.00
NG	7	8/12/2025	Financial modeling updated transaction data. Prepare SC financial model for manager review.	1.0	375.00	375.00
EB	7	8/13/2025	Call with Debtor counsel (Debevoise); Ind Director (E Abrams) and JWS (BDO) to discuss BDO CCA valuation work.	0.8	850.00	680.00
JWS	7	8/13/2025	Call with Debtor counsel (Debevoise); Ind Director (E Abrams) and EB (BDO) to discuss BDO CCA valuation work.	0.8	300.00	240.00
EB	7	8/18/2025	Participated in Special Committee call.	1.3	850.00	1,105.00
EB	7	8/19/2025	Participated in call with Debtor counsel (Debevoise) and Ind Director (E Abrams) to discuss case.	0.4	850.00	340.00
EB	7	8/19/2025	Participated in call with Debtor to discuss CSCEC Holding recoverability analysis.	0.5	850.00	425.00
EB	7	8/21/2025	Call with Ind Director (E Abrams) Counsel (M Bauer) to discuss Motion to Extend Exclusivity.	0.5	850.00	425.00
EB	7	8/21/2025	Call on CSCEC Holding recoverability analysis with Debtor.	0.6	850.00	510.00
EB	7	8/21/2025	Participated in board call.	0.7	850.00	595.00
EB	7	8/21/2025	Reviewed CSCEC Holding recoverability analysis with Debtor.	1.5	850.00	1,275.00
EB	7	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	850.00	850.00
EB	7	8/25/2025	Call with Debtor to discuss CSCEC Holding information requests.	0.3	850.00	255.00
AD	7	8/26/2025	Call with Debtor counsel (Debevoise) to review CSCEC Holding recoverability analysis.	0.9	600.00	540.00
EB	7	8/26/2025	Call with Debtor counsel (Debevoise) to review CSCEC Holding recoverability analysis.	0.9	850.00	765.00
AD	7	8/27/2025	Meet with Debtor, EB, JWS (BDO) to review CSCEC Holding recoverability analysis.	2.5	600.00	1,500.00
EB	7	8/27/2025	Meet with Debtor, AP, JWS (BDO) to review CSCEC Holding recoverability analysis.	2.5	850.00	2,125.00
JWS	7	8/27/2025	Meet with Debtor, EB, AP (BDO) to review CSCEC Holding recoverability analysis.	2.5	300.00	750.00
AD	7	8/27/2025	Participated in call with Debtor counsel (Debevoise) on claims analysis.	0.5	600.00	300.00
EB	7	8/27/2025	Participated in call with Debtor counsel (Debevoise) on claims analysis.	0.5	850.00	425.00
EB	7	8/27/2025	Participated in call to discuss CCA valuation report with Debtor, JWS (BDO).	0.5	850.00	425.00
JWS	7	8/27/2025	Participated in call to discuss CCA valuation report with Debtor, E.B.BDO).	0.5	300.00	150.00
AD	7	8/28/2025	Calls with Debtor on case issues.	0.7	600.00	420.00
EB	7	8/28/2025	Calls with Debtor on case issues.	0.7	850.00	595.00

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
AD	7	8/28/2025	Call with Debtor counsel (Debevoise) to discuss updated DIP budget.	0.5	600.00	300.00
AD	7	8/28/2025	Call with Debtor in regard to updated DIP budget.	0.5	600.00	300.00
EB	7	8/28/2025	Call with Debtor counsel (Debevoise) to discuss updated DIP budget.	0.5	850.00	425.00
EB	7	8/28/2025	Call with Debtor in regard to updated DIP budget.	0.5	850.00	425.00
AD	7	8/29/2025	Meet with Debtor and JWS, EB (BDO) on CSCEC Holding recoverability analysis.	1.5	600.00	900.00
EB	7	8/29/2025	Meet with Debtor and JWS, AP (BDO) on CSCEC Holding recoverability analysis.	1.5	850.00	1,275.00
JWS	7	8/29/2025	Meet with Debtor and E.B., A.P. (BDO) on CSCEC Holding recoverability analysis.	1.5	300.00	450.00
JS	7	8/29/2025	Discussed DIP borrowing need with Debtor.	0.8	800.00	640.00
AD	8	8/19/2025	Participated in call with EB and JWS (BDO) to review CSCEC Holding recoverability analysis.	0.4	600.00	240.00
EB	8	8/19/2025	Participated in call with AP and JWS (BDO) to review CSCEC Holding recoverability analysis.	0.4	850.00	340.00
AD	8	8/19/2025	Continued preparation of CSCEC Holding recoverability analysis.	1.4	600.00	840.00
AD	8	8/19/2025	Preparation of CSCEC Holding recoverability analysis.	4.0	600.00	2,400.00
AD	8	8/20/2025	Attention to CSCEC Holding recoverability analysis with EB and JWS (BDO).	1.6	600.00	960.00
EB	8	8/20/2025	Attention to CSCEC Holding recoverability analysis with AP and JWS (BDO).	1.6	850.00	1,360.00
JWS	8	8/20/2025	Attention to CSCEC Holding recoverability analysis with E.B. and A.P. (BDO).	1.6	300.00	480.00
AD	8	8/20/2025	Preparation of CSCEC Holding recoverability analysis.	2.1	600.00	1,260.00
EB	8	8/20/2025	Further Attention to CSCEC Holding recoverability analysis with JS (BDO).	0.5	850.00	425.00
AD	8	8/21/2025	Participated in call with JWS and EB (BDO) to discuss CSCEC Holding recoverability analysis.	0.5	600.00	300.00
EB	8	8/21/2025	Participated in call with JWS and AP (BDO) to discuss CSCEC Holding recoverability analysis.	0.5	850.00	425.00
JWS	8	8/21/2025	Participated in call with EB and AP (BDO) to discuss CSCEC Holding recoverability analysis.	0.5	300.00	150.00
AD	8	8/21/2025	Participated in meeting with Debtor, JWS, EB (BDO) to discuss CSCEC Holding recoverability analysis.	0.6	600.00	360.00
EB	8	8/21/2025	Participated in meeting with Debtor, JWS, AP (BDO) to discuss CSCEC Holding recoverability analysis.	0.6	850.00	510.00
JWS	8	8/21/2025	Participated in meeting with Debtor, EB and AP (BDO) to discuss CSCEC Holding recoverability analysis.	0.6	300.00	180.00
AD	8	8/21/2025	Preparation of CSCEC Holding recoverability analysis.	3.9	600.00	2,340.00
EB	8	8/21/2025	Further Attention to CSCEC Holding recoverability analysis with AP and JWS (BDO).	0.5	850.00	425.00
EB	8	8/21/2025	Reviewed portions of CSCEC Holding recoverability analysis.	1.2	850.00	1,020.00
AD	8	8/22/2025	Participated in call with JWS and EB (BDO) on CSCEC Holding recoverability analysis.	1.0	600.00	600.00
EB	8	8/22/2025	Participated in call with JWS and AP (BDO) on CSCEC Holding recoverability analysis.	1.0	850.00	850.00
JWS	8	8/22/2025	Participated in call with E.B. and A.P. (BDO) on CSCEC Holding recoverability analysis.	1.0	300.00	300.00
EB	8	8/22/2025	Reviewed CSCEC Holding deck with JWS.	0.5	850.00	425.00
JWS	8	8/22/2025	Reviewed CSCEC Holding deck with EB (BDO).	0.5	300.00	150.00
AD	8	8/22/2025	Preparation of CSCEC Holding recoverability analysis.	2.3	600.00	1,380.00
EB	8	8/22/2025	Reviewed and mark CSCEC Holding recoverability analysis.	0.8	850.00	680.00
EB	8	8/23/2025	Reviewed and marked updated CSCEC Holding recoverability analysis.	1.4	850.00	1,190.00
EB	8	8/25/2025	Discussed CSCEC Holding with JWS (BDO).	0.4	850.00	340.00
JWS	8	8/25/2025	Discussed CSCEC Holding with E.B. (BDO).	0.4	300.00	120.00
AD	8	8/25/2025	Participated on call to discuss CSCEC Holding recoverability analysis with EB and JWS (BDO).	0.4	600.00	240.00
EB	8	8/25/2025	Participated on call to discuss CSCEC Holding recoverability analysis with AP and JWS (BDO).	0.4	850.00	340.00
JWS	8	8/25/2025	Participated on call to discuss CSCEC Holding recoverability analysis with E.B. and A.P. (BDO).	0.4	300.00	120.00
AD	8	8/25/2025	Discuss portions of CSCEC Holding recoverability analysis with EB and JWS (BDO).	0.3	600.00	180.00
EB	8	8/25/2025	Discuss portions of CSCEC Holding recoverability analysis with AP and JWS (BDO).	0.3	850.00	255.00
JWS	8	8/25/2025	Discuss portions of CSCEC Holding recoverability analysis with E.B. and A.P. (BDO).	0.3	300.00	90.00
AD	8	8/25/2025	Reviewed updated CSCEC Holding recoverability analysis with EB and JWS (BDO).	0.8	600.00	480.00
AD	8	8/25/2025	Preparation of CSCEC Holding recoverability analysis.	3.4	600.00	2,040.00
EB	8	8/25/2025	Reviewed updated CSCEC Holding recoverability analysis with AP and JWS (BDO).	0.8	850.00	680.00
AD	8	8/26/2025	Meet to review CSCEC Holding recoverability analysis with EB and JWS (BDO).	2.5	600.00	1,500.00
EB	8	8/26/2025	Meet to review CSCEC Holding recoverability analysis with AP and JWS (BDO).	2.5	850.00	2,125.00
JWS	8	8/26/2025	Meet to review CSCEC Holding recoverability analysis with E.B. and A.P. (BDO).	2.5	300.00	750.00
AD	8	8/26/2025	Preparation of CSCEC Holding recoverability analysis.	2.0	600.00	1,200.00
AD	8	8/27/2025	Preparation of CSCEC Holding recoverability analysis.	1.2	600.00	720.00
EB	8	8/28/2025	Call with JWS (BDO) in regard to CSCEC Holding recoverability analysis.	0.4	850.00	340.00
JWS	8	8/28/2025	Call with E.B. (BDO) in regard to CSCEC Holding recoverability analysis.	0.4	300.00	120.00
AD	8	8/29/2025	Preparation of CSCEC Holding recoverability analysis.	0.7	600.00	420.00
EB	8	8/29/2025	Email exchanges with Debtor regarding information needed and provided related to CSCEC Holding recoverability analysis.	0.3	850.00	255.00
EB	8	8/29/2025	Reviewed CSCEC Holding recoverability analysis information provided by Debtor.	0.3	850.00	255.00
EB	8	8/29/2025	Reviewed CSCEC Holding recoverability analysis.	1.7	850.00	1,445.00
EB	8	8/31/2025	Participated on call with PG and JWS (BDO) in regard to CSCEC Holding recoverability analysis.	0.2	850.00	170.00
JWS	8	8/31/2025	Participated on call with EB and PG (BDO) in regard to CSCEC Holding recoverability analysis.	0.2	300.00	60.00
PG	8	8/31/2025	Participated on call with EB and JWS (BDO) in regard to CSCEC Holding recoverability analysis.	0.2	725.00	145.00
AP	10	8/1/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	375.00	187.50

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
AR	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	650.00	325.00
AS	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	650.00	325.00
CO	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	375.00	187.50
ES	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	250.00	125.00
MA	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	550.00	275.00
MR	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	725.00	362.50
NG	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	375.00	187.50
PG	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	725.00	362.50
TS	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs.	0.5	650.00	325.00
AP	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	375.00	562.50
AR	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	650.00	975.00
AS	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	650.00	975.00
CO	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	375.00	562.50
ES	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	250.00	375.00
JWS	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	300.00	450.00
MA	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	550.00	825.00
MR	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	725.00	1,087.50
NG	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	375.00	562.50
PG	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	725.00	1,087.50
TS	10	8/1/2025	Client call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS, and CCA South Carolina to discuss outstanding informational needs.	1.5	650.00	975.00
AP	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AS	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
EB	10	8/1/2025	Internal BDO case status call with Valuation team.	0.5	850.00	425.00
ES	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	250.00	125.00
JWS	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	300.00	150.00
MA	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
TS	10	8/1/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AR	10	8/1/2025	Prep for Plaza call.	2.5	650.00	1,625.00
NG	10	8/1/2025	Financial Modeling revenue recognition of bidded contracts for CCA South Carolina.	1.5	375.00	562.50
NG	10	8/1/2025	Reviewed client data to assess outstanding informational needs	1.5	375.00	562.50
TS	10	8/1/2025	Refined agenda for management interview based on engagement team discussions. Call with CCA-SC management. Refined open items list post-call with management. Collaborated on modeling next steps and progress deadlines.	1.5	650.00	975.00
AP	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00

**CCA Construction, Inc.  
Recap of Professional Services  
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Initials	Code	Date	Description	Hours	Rate	Amount
AS	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
ES	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	250.00	125.00
MA	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
TS	10	8/4/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AP	10	8/4/2025	Preparation of follow up questions.	0.4	375.00	150.00
AR	10	8/4/2025	Financial modelling and preparation for Plaza call.	3.0	650.00	1,950.00
NG	10	8/4/2025	Financial Modeling - including historical financials for CCA Consolidated; forecast template for Management of CCA South Carolina.	1.5	375.00	562.50
PG	10	8/4/2025	Forecast review including preparation.	3.0	725.00	2,175.00
TS	10	8/4/2025	Coordinated key inputs/assumptions and presentation of the 3-statement model with engagement team and valuation lead for each of the entities.	2.0	650.00	1,300.00
TS	10	8/4/2025	Preparation of CCA-SC forecast model for management input, calibrated based on notes from management discussion 8/8/25.	2.0	650.00	1,300.00
AP	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AS	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
ES	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	250.00	125.00
MA	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
TS	10	8/5/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AR	10	8/5/2025	Reviewed financial analysis.	3.5	650.00	2,275.00
JWS	10	8/5/2025	Valuation discussion and analysis.	1.0	300.00	300.00
JWS	10	8/5/2025	Reviewed CCA SC forecast and newly uploaded documents.	3.0	300.00	900.00
NG	10	8/5/2025	Selecting appropriate guideline transactions for CCA SC.	3.0	375.00	1,125.00
PG	10	8/5/2025	Follow up correspondence with client regarding meetings, outstanding documents, additional data needs.	0.5	725.00	362.50
PG	10	8/5/2025	QC Reviewed forecasting with assumption write ups.	1.5	725.00	1,087.50
TS	10	8/5/2025	Coordination on guideline transactions (initial identification and vetting process).	0.5	650.00	325.00
TS	10	8/5/2025	Manager status Reviewed CCA-SC overall model.	0.5	650.00	325.00
TS	10	8/5/2025	Reviewed additional information received on CCA SC.	1.0	650.00	650.00
TS	10	8/5/2025	Adjustments made to CCA-SC forecast workpaper for management input/feedback. Drafted Notes describing key inputs/assumptions and cover letter to management with requests.	2.0	650.00	1,300.00
AP	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
ES	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	250.00	125.00
MA	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50

**CCA Construction, Inc.**  
**Recap of Professional Services**  
**August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
TS	10	8/6/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AR	10	8/6/2025	Preparation of Due Diligence Questions.	2.5	650.00	1,625.00
MA	10	8/6/2025	Created GPC & GT overview model and industry research for each operating unit.	2.5	550.00	1,375.00
NG	10	8/6/2025	Reviewing GPC comparability.	0.9	375.00	337.50
PG	10	8/6/2025	Prepared questions for Plaza Constr. management interview.	1.5	725.00	1,087.50
TS	10	8/6/2025	Updated the version control with information provided by client data.	0.5	650.00	325.00
AP	10	8/7/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	375.00	75.00
AR	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	650.00	130.00
AS	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	650.00	130.00
CO	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	375.00	75.00
ES	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	250.00	50.00
JWS	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	300.00	60.00
MA	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	550.00	110.00
MR	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	725.00	145.00
PG	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	725.00	145.00
TS	10	8/7/2025	Internal call (Call G) with P.G, M.R., A.R., A.S., T.S., M.A., A.P., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.2	650.00	130.00
AP	10	8/7/2025	Internal call with P.G., A.S., A.P. to discuss questions for Civil call with management on Monday 8/11/25.	1.0	375.00	375.00
AS	10	8/7/2025	Internal call with P.G., A.S., A.P. to discuss questions for Civil call with management on Monday 8/11/25.	1.0	650.00	650.00
PG	10	8/7/2025	Internal call with P.G., A.S., A.P. to discuss questions for Civil call with management on Monday 8/11/25.	1.0	725.00	725.00
AP	10	8/7/2025	Prepared questions for CCA Civil management interview.	0.5	375.00	187.50
AR	10	8/7/2025	Reviewed new information received.	0.8	650.00	520.00
JWS	10	8/7/2025	Prepared for Plaza management interview.	1.0	300.00	300.00
JWS	10	8/7/2025	Valuation discussion and analysis.	2.0	300.00	600.00
PG	10	8/7/2025	Reviewed information.	0.5	725.00	362.50
PG	10	8/7/2025	Prepared for Plaza management interview.	1.0	725.00	725.00
PG	10	8/7/2025	Industry research re: current conditions, economic situation.	1.5	725.00	1,087.50
TS	10	8/7/2025	Reviewed industry data received and benchmarking against historical trends for CCA SC.	0.8	650.00	520.00
TS	10	8/7/2025	Follow up call with MA and ES on market data workpapers and next steps for validation/mapping, plus request sent for Dealstats additional screens.	1.0	650.00	650.00
AS	10	8/8/2025	Plaza management call + team debrief discussions.	1.2	650.00	780.00
CO	10	8/8/2025	Plaza management call + team debrief discussions.	1.2	375.00	450.00
TS	10	8/8/2025	Plaza management call + team debrief discussions.	1.2	650.00	780.00
AR	10	8/8/2025	Plaza management call and prep + team debrief discussions.	2.0	650.00	1,300.00
AS	10	8/8/2025	Reviewing financial information on Civil.	1.8	650.00	1,170.00
CO	10	8/8/2025	Internal discussion with E.S. and A.P. to discuss segment revenue and review GPC data	0.5	375.00	187.50
ES	10	8/8/2025	Reviewed 10-K filings revenue by segment and drafted detailed explanations on how each guideline public company's business segments and operations are comparable.	3.5	250.00	875.00
JWS	10	8/8/2025	Reviewed Civil documents and information.	1.0	300.00	300.00
JWS	10	8/8/2025	Valuation discussion and analysis.	1.0	300.00	300.00
JWS	10	8/8/2025	Plaza management call + team debrief discussions.	2.0	300.00	600.00
TS	10	8/8/2025	Conversation with MA on GPC validation and segment research based on annual public filing review to map relevance for each comparable company considered.	0.3	650.00	195.00
PG	10	8/10/2025	Reviewed special committee findings brief with supporting analysis along with Reviewed valuation related documents.	2.0	725.00	1,450.00
AP	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
ES	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	250.00	125.00
MA	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
TS	10	8/11/2025	Internal call with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AD	10	8/11/2025	Prepared CCA allocation analysis.	2.4	600.00	1,440.00
AP	10	8/11/2025	Preparation of follow up questions/GPC discussion.	0.7	375.00	262.50
AP	10	8/11/2025	Reviewed GPC workpaper.	1.0	375.00	375.00
AR	10	8/11/2025	Download and Reviewed new information that was provided.	0.5	650.00	325.00
AR	10	8/11/2025	Civil management interview.	1.0	650.00	650.00
AS	10	8/11/2025	Internal call (Call I) with P.G, M.R., A.R., T.S., M.A., A.P., N.G., C.O., E.S., to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AS	10	8/11/2025	Civil management interview.	1.0	650.00	650.00
CO	10	8/11/2025	Civil management interview.	1.0	375.00	375.00
ES	10	8/11/2025	Added Revenue as a % of segment for each GPC.	0.7	250.00	175.00
JS	10	8/11/2025	Prepared CCA allocation analysis.	3.2	800.00	2,560.00
JWS	10	8/11/2025	Civil management interview.	1.0	300.00	300.00
JWS	10	8/11/2025	Reviewed litigation related documents ahead of Civil call.	1.0	300.00	300.00
MA	10	8/11/2025	Civil management interview.	1.0	550.00	550.00
MA	10	8/11/2025	Preparation of Mgmt. questions for (Call K) on CCA Parent	1.0	550.00	550.00
MR	10	8/11/2025	Reviewed BDO solvency analysis; valuation considerations.	0.8	725.00	580.00
MR	10	8/11/2025	Reviewed special committee findings brief and supporting analysis with valuation considerations.	3.5	725.00	2,537.50
NG	10	8/11/2025	Contributing research to data request list for CCA Parent.	1.0	375.00	375.00
NG	10	8/11/2025	Integrating Management forecast into CCA SC model	1.0	375.00	375.00
PG	10	8/11/2025	Civil management interview.	1.0	725.00	725.00
PG	10	8/11/2025	Prepared for CCA Civil management interview.	1.0	725.00	725.00
PG	10	8/11/2025	Reviewed CCA Civil & Plaza overhead allocations.	1.0	725.00	725.00
TS	10	8/11/2025	Civil management interview.	1.0	650.00	650.00
TS	10	8/11/2025	Status Reviewed SC model / workpapers with next steps and outlined review notes.	1.3	650.00	845.00
AD	10	8/12/2025	Participated in call with JS and EB (BDO) in regard to CCA allocation analysis.	0.6	600.00	360.00
EB	10	8/12/2025	Participated in call with AP and JS (BDO) in regard to CCA allocation analysis.	0.6	850.00	510.00
JS	10	8/12/2025	Participated in call with AP and EB (BDO) in regard to CCA allocation analysis.	0.6	800.00	480.00
MR	10	8/12/2025	Internal call with P.G. to discuss valuation implications of CCA cost allocations.	1.0	725.00	725.00
PG	10	8/12/2025	Internal call with M.R. to discuss valuation implications of CCA cost allocations	1.0	725.00	725.00
EB	10	8/12/2025	Participated in call with PG and JWS (BDO) in regard to BDO CCA valuation process.	0.5	850.00	425.00
JWS	10	8/12/2025	Internal call with E.B., JWS, P.G. to discuss CCA cost allocations	0.5	300.00	150.00
MR	10	8/12/2025	Internal call with E.B., JWS, P.G. to discuss CCA cost allocations	0.5	725.00	362.50
PG	10	8/12/2025	Internal call with E.B., JWS, P.G. to discuss CCA cost allocations	0.5	725.00	362.50
EB	10	8/12/2025	Call with JWS (BDO) to discuss BDO CCA valuation work.	0.3	850.00	255.00
JWS	10	8/12/2025	Discussion with EB re: Valuation analysis.	0.3	300.00	90.00
AP	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AS	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
ES	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	250.00	125.00
JWS	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	300.00	150.00
MA	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
TS	10	8/12/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., E.S., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AD	10	8/12/2025	Sent requested backup allocation information.	0.5	600.00	300.00
AD	10	8/12/2025	Prepared CCA allocation analysis.	2.1	600.00	1,260.00
AP	10	8/12/2025	Discussion of forecast/financial modeling for Plaza and Civil.	1.5	375.00	562.50
AR	10	8/12/2025	Financial modelling for Plaza.	2.5	650.00	1,625.00
AS	10	8/12/2025	Civil financial modeling with A.P.	0.5	650.00	325.00
EB	10	8/12/2025	Reviewed CCA allocation analysis.	0.2	850.00	170.00
ES	10	8/12/2025	Reviewed 10-K's Calculated Gross Margin/operating Margin for WACC information.	4.0	250.00	1,000.00
JWS	10	8/12/2025	Reviewed CCA expense allocation data.	0.5	300.00	150.00
MA	10	8/12/2025	Post Client Call discussion with P.G., M.R., N.G. to discuss CCA cost.	0.5	550.00	275.00
MR	10	8/12/2025	Reviewed guideline companies/segment reporting related to valuation.	0.5	725.00	362.50
PG	10	8/12/2025	Reviewed new workforce data as well as CCA Parent expense allocation information.	1.5	725.00	1,087.50
TS	10	8/12/2025	Reviewed CCA cost allocations and preliminary valuation inputs / assumptions / indications of value in working draft version of CCA SC.	0.5	650.00	325.00



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Initials	Code	Date	Description	Hours	Rate	Amount
TS	10	8/12/2025	Reviewed SC financial model, made/documented adjustments based on review, and sent draft for QC review, along with description of requested review, supporting information, and context.	1.5	650.00	975.00
EB	10	8/13/2025	Call with JWS (BDO) to discuss BDO CCA valuation work.	0.2	850.00	170.00
JWS	10	8/13/2025	Call with EB (BDO) to discuss BDO CCA valuation work.	0.2	300.00	60.00
JWS	10	8/13/2025	Internal call with JWS and P.G. to go over what was discussed in meeting with independent director.	0.5	300.00	150.00
PG	10	8/13/2025	Internal call with JWS to go over what was discussed in meeting with independent director.	0.5	725.00	362.50
AP	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AS	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
JWS	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	300.00	150.00
MA	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
TS	10	8/13/2025	Internal call with P.G., M.R., A.R., A.S., T.S., M.A., A.P., N.G., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AD	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	600.00	300.00
AP	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	375.00	187.50
JS	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	800.00	400.00
MR	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	725.00	362.50
AR	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	650.00	325.00
JWS	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	300.00	150.00
MA	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	550.00	275.00
MR	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	725.00	362.50
NG	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	375.00	187.50
PG	10	8/13/2025	Internal call with P.G., M.R., A.R., M.A., N.G., JWS., plus J.S., A.P. of BDO to discuss the CCA Parent's expense allocations to subsidiaries.	0.5	725.00	362.50
JWS	10	8/13/2025	Internal Call with P.G., M.R., T.S., N.G., JWS, to review CCA SC draft model, assign project tasks.	1.0	300.00	300.00
MR	10	8/13/2025	Internal Call with P.G., M.R., T.S., N.G., JWS, to review CCA SC draft model, assign project tasks.	1.0	725.00	725.00
NG	10	8/13/2025	Internal Call with P.G., M.R., T.S., N.G., JWS, to review CCA SC draft model, assign project tasks.	1.0	375.00	375.00
PG	10	8/13/2025	Internal Call with P.G., M.R., T.S., N.G., JWS, to review CCA SC draft model, assign project tasks.	1.0	725.00	725.00
TS	10	8/13/2025	Internal Call with P.G., M.R., T.S., N.G., JWS, to review CCA SC draft model, assign project tasks.	1.0	650.00	650.00
AD	10	8/13/2025	Prepared and sent backup allocation information.	1.7	600.00	1,020.00
AD	10	8/13/2025	Prepared CCA allocation analysis.	2.3	600.00	1,380.00
AP	10	8/13/2025	Preparation of outstanding forecast questions for Civil.	0.3	375.00	112.50
AP	10	8/13/2025	Forecast updates to Civil.	1.8	375.00	675.00
AP	10	8/13/2025	Preparation of Forecast file for Management input for Plaza/Modeling.	3.8	375.00	1,425.00
CO	10	8/13/2025	Research on long-term growth rate / industry costs of capital.	0.5	375.00	187.50
EC	10	8/13/2025	Reviewed financial modeling for CCASC.	1.0	375.00	375.00
JWS	10	8/13/2025	Reviewed CCA expense allocation decks.	0.3	300.00	90.00
JWS	10	8/13/2025	Valuation discussion and analysis.	1.2	300.00	360.00
MA	10	8/13/2025	Reviewed Unallocated Files.	0.5	550.00	275.00
MR	10	8/13/2025	Attention to net operating loss carryforward treatment; valuation considerations.	0.5	725.00	362.50
NG	10	8/13/2025	Research on long-term growth rate / industry costs of capital.	0.5	375.00	187.50
NG	10	8/13/2025	Modeling in updates as discussed on Call M.	0.7	375.00	262.50
PG	10	8/13/2025	Forecast review for Plaza & Civil.	1.0	725.00	725.00
PG	10	8/13/2025	Industry research regarding different sub-segments.	1.0	725.00	725.00
TS	10	8/13/2025	Reviewed newly uploaded documents; updated comprehensive request list; coordinated via email on outstanding items and timing for CCA (EOD updates).	1.5	650.00	975.00
AR	10	8/13/2025	Modelling related to Plaza projections.	2.0	650.00	1,300.00

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
EB	10	8/14/2025	Call with JWS (BDO) to discuss BDO CCA valuation work.	0.4	850.00	340.00
JWS	10	8/14/2025	Call with E.B. (BDO) to discuss BDO CCA valuation work.	0.4	300.00	120.00
AP	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	375.00	187.50
AR	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	650.00	325.00
AS	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	650.00	325.00
ES	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	250.00	125.00
JWS	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	300.00	150.00
MA	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	550.00	275.00
MR	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	725.00	362.50
PG	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	725.00	362.50
TS	10	8/14/2025	Internal Call to discuss status and open items related to CCA Valuation.	0.5	650.00	325.00
AS	10	8/14/2025	Civil financial modeling.	1.0	650.00	650.00
CO	10	8/14/2025	Research on industry costs of capital.	1.0	375.00	375.00
CO	10	8/14/2025	Consolidated report writing.	2.0	375.00	750.00
EC	10	8/14/2025	Reviewed the financial modeling for CCASC.	1.0	375.00	375.00
JWS	10	8/14/2025	Reviewed Plaza forecast sent to management.	0.6	300.00	180.00
PG	10	8/14/2025	Reviewed Plaza forecast with supporting information.	0.5	725.00	362.50
TS	10	8/14/2025	Coordinated tax matters; communications / coordination on ongoing processes.	0.3	650.00	195.00
AP	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
AR	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AS	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
CO	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
JWS	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	300.00	150.00
MA	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	550.00	275.00
MR	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
NG	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	375.00	187.50
PG	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	725.00	362.50
TS	10	8/15/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., N.G., C.O., JWS to confirm outstanding informational needs, assign project tasks.	0.5	650.00	325.00
AP	10	8/15/2025	Internal call with A.R., T.S., A.P., N.G. to ensure consistency across financial models.	1.0	375.00	375.00
AR	10	8/15/2025	Internal call with A.R., T.S., A.P., N.G. to ensure consistency across financial models.	1.0	650.00	650.00
NG	10	8/15/2025	Internal call with A.R., T.S., A.P., N.G. to ensure consistency across financial models.	1.0	375.00	375.00
TS	10	8/15/2025	Internal call with A.R., T.S., A.P., N.G. to ensure consistency across financial models.	1.0	650.00	650.00
AP	10	8/15/2025	Plaza financial modeling.	3.0	375.00	1,125.00
AS	10	8/15/2025	Continued attention to Civil financial modeling.	1.5	650.00	975.00
AS	10	8/15/2025	Attention to Civil financial modeling.	3.0	650.00	1,950.00
CO	10	8/15/2025	Consolidated report writing.	2.0	375.00	750.00
NG	10	8/15/2025	Financial Modeling updates based on Call M/P.	3.5	375.00	1,312.50
PG	10	8/15/2025	Reviewed Civil forecast assumptions.	0.5	725.00	362.50
PG	10	8/15/2025	Reviewed Plaza forecast revision with comments from Client.	1.0	725.00	725.00
AS	10	8/17/2025	Attention to Financial Modeling.	3.0	650.00	1,950.00
EB	10	8/18/2025	Discuss BDO valuation information with JWS (BDO).	0.3	850.00	255.00
JWS	10	8/18/2025	Discuss BDO valuation information with E.B. (BDO).	0.3	300.00	90.00
EB	10	8/18/2025	Meet with JWS (BDO) to discuss BDO CCA valuation work.	0.5	850.00	425.00
JWS	10	8/18/2025	Meet with E.B. (BDO) to discuss BDO CCA valuation work.	0.5	300.00	150.00
AP	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	375.00	375.00
AR	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	650.00	650.00
AS	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	650.00	650.00
EB	10	8/18/2025	Call with Phil G (BDO) and Valuation to discuss BDO CCA valuation work.	1.0	850.00	850.00
MA	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	550.00	550.00
MR	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	725.00	725.00
PG	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	725.00	725.00
TS	10	8/18/2025	Internal call with P.G, M.R., A.R., A.S., T.S., M.A., A.P., to discuss forecasting for each subsidiary along with CCA Parent.	1.0	650.00	650.00
AR	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	650.00	975.00
AS	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	650.00	975.00

**CCA Construction, Inc.  
Recap of Professional Services  
August 1, 2025 - August 31, 2025**

Initials	Code	Date	Description	Hours	Rate	Amount
JWS	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	300.00	450.00
MA	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	550.00	825.00
MR	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	725.00	1,087.50
PG	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	725.00	1,087.50
TS	10	8/18/2025	Internal call with P.G., M.R., A.R., A.S., M.A., T.S., JWS., E.B. to discuss forecasting assumptions.	1.5	650.00	975.00
AD	10	8/18/2025	Reviewed CCA and CSCEC Holding's financials with EB (BDO).	1.3	600.00	780.00
AP	10	8/18/2025	Finalized financial modeling/send for QC math check.	2.8	375.00	1,050.00
AR	10	8/18/2025	Financial modeling Plaza.	1.8	650.00	1,170.00
AS	10	8/18/2025	Continued attention to Financial Modeling.	2.0	650.00	1,300.00
EB	10	8/18/2025	Reviewed CCA and CSCEC Holding's financials with AP (BDO).	1.3	850.00	1,105.00
JWS	10	8/18/2025	Attention to project management tasks.	0.2	300.00	60.00
JWS	10	8/18/2025	Reviewed models and documents.	0.5	300.00	150.00
MA	10	8/18/2025	Update modeling for PPA Parent.	2.5	550.00	1,375.00
PG	10	8/18/2025	Reviewed GPC data.	1.0	725.00	725.00
TS	10	8/18/2025	Market research workbook reviewed and adjusted, including operating profit benchmarking based on GPC segment detail from annual filings, Integra, Kroll, and RMA data.	2.0	650.00	1,300.00
AR	10	8/18/2025	Call with JWS., A.S., T.S., M.A. to go over status of work.	0.2	650.00	130.00
AS	10	8/18/2025	Call with JWS., A.S., T.S., M.A. to go over status of work.	0.2	650.00	130.00
JWS	10	8/18/2025	Call with JWS., A.S., T.S., M.A. to go over status of work.	0.2	300.00	60.00
EB	10	8/19/2025	Discuss BDO valuation work with JWS (BDO) PG (BDO) on case process.	0.2	850.00	170.00
JWS	10	8/19/2025	Internal call with P.G. and E.B. to discuss project status.	0.2	300.00	60.00
PG	10	8/19/2025	Internal call with JWS and E.B. to discuss project status.	0.2	725.00	145.00
AR	10	8/19/2025	Internal call with M.A. and T.S. to discuss forecasted unallocated G&A.	1.0	650.00	650.00
MA	10	8/19/2025	Internal call with A.R. and T.S. to discuss forecasted unallocated G&A.	1.0	550.00	550.00
AR	10	8/19/2025	Internal call with P.G., A.R., T.S., JWS, E.B. to discuss forecasting assumptions.	0.8	650.00	520.00
EB	10	8/19/2025	Participated in call with BDO valuation team to review BDO CCA valuation work.	0.8	850.00	680.00
JWS	10	8/19/2025	Internal call with P.G., A.R., T.S., JWS, E.B. to discuss forecasting assumptions.	0.8	300.00	240.00
PG	10	8/19/2025	Internal call with P.G., A.R., T.S., JWS, E.B. to discuss forecasting assumptions.	0.8	725.00	580.00
TS	10	8/19/2025	Internal call with P.G., A.R., T.S., JWS, E.B. to discuss forecasting assumptions.	0.8	650.00	520.00
AP	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	375.00	187.50
AR	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	650.00	325.00
AS	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	650.00	325.00
CO	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	375.00	187.50
MR	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	725.00	362.50
NG	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	375.00	187.50
PG	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	725.00	362.50
TS	10	8/19/2025	Internal call with P.G., M.R., A.R., A.S., T.S., A.P., N.G., C.O., to discuss project status, project timeline, outstanding tasks.	0.5	650.00	325.00
AP	10	8/19/2025	Model updates to Plaza.	0.8	375.00	300.00
AP	10	8/19/2025	Model updates to Plaza.	0.8	375.00	300.00
AR	10	8/19/2025	Financial modeling on Plaza and CCA parent.	2.8	650.00	1,820.00
AS	10	8/19/2025	Manager/Director Reviewed analysis - AS and PG.	1.0	650.00	650.00
AS	10	8/19/2025	Financial modeling.	3.5	650.00	2,275.00
CO	10	8/19/2025	Consolidated report writing.	3.5	375.00	1,312.50
CR	10	8/19/2025	Reviewed the financial modeling for CCA Civil.	4.0	375.00	1,500.00
MA	10	8/19/2025	Financial modeling updates on PPA Parent & Consolidated	2.5	550.00	1,375.00
NG	10	8/19/2025	Financial modeling updates based manager feedback, inclusive of research/modeling of legislative updates per the OBBBA.	1.5	375.00	562.50
PG	10	8/19/2025	CCA Civil document review.	1.0	725.00	725.00
PG	10	8/19/2025	CCA Civil valuation modeling, analysis.	1.0	725.00	725.00
PG	10	8/19/2025	Manager/Director Reviewed analysis - AS and PG.	1.0	725.00	725.00
TS	10	8/19/2025	Schedules and workpaper review, preparation for walkthrough with EB.	1.3	650.00	845.00
AP	10	8/20/2025	Finish modeling for Plaza/Civil to be consistent with South Carolina.	3.8	375.00	1,425.00
CO	10	8/20/2025	Consolidated report writing.	4.0	375.00	1,500.00
EC	10	8/20/2025	Reviewed the financial modeling for CCASC.	2.0	375.00	750.00
MA	10	8/20/2025	Update CCA Parent and consolidated model assumption and consistent formatting to subsidiaries	2.5	550.00	1,375.00
NG	10	8/20/2025	Modeling updates per math check / manager feedback.	1.0	375.00	375.00
PG	10	8/20/2025	Reviewed forecasting along with mgt comments for SC, Plaza.	1.0	725.00	725.00
PG	10	8/20/2025	Reviewed valuation schedules for Civil, Plaza.	1.0	725.00	725.00
TS	10	8/20/2025	Preparation for walkthrough with EB; reviewed draft report insert/schedules; addressed QC points (sensitivity/value range).	2.0	650.00	1,300.00

**CCA Construction, Inc.  
Recap of Professional Services  
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Initials	Code	Date	Description	Hours	Rate	Amount
TS	10	8/20/2025	Multiple ad hoc conversations with team to address remaining open items and feedback received.	0.5	650.00	325.00
TS	10	8/20/2025	Report status review, coordination, and extensive narrative drafting.	3.5	650.00	2,275.00
AS	10	8/21/2025	Concurring review for South Carolina with P.G., M.R., A.S., T.S.	1.5	650.00	975.00
JWS	10	8/21/2025	Valuation discussion and analysis regarding Civil litigation.	1.5	300.00	450.00
MR	10	8/21/2025	Concurring review for South Carolina with P.G., M.R., A.S., T.S.	1.5	725.00	1,087.50
PG	10	8/21/2025	Concurring review for South Carolina with P.G., M.R., A.S., T.S.	1.5	725.00	1,087.50
TS	10	8/21/2025	Concurring review for South Carolina with P.G., M.R., A.S., T.S.	1.5	650.00	975.00
AS	10	8/21/2025	Internal call with P.G., M.R., A.S., E.B., JWS, to discuss Civil forecasting assumptions.	1.0	650.00	650.00
JWS	10	8/21/2025	Internal call with P.G., M.R., A.S., E.B., JWS, to discuss CCA Civil forecasting assumptions.	1.0	300.00	300.00
MR	10	8/21/2025	Internal call with P.G., M.R., A.S., E.B., JWS, to discuss Civil forecasting assumptions.	1.0	725.00	725.00
PG	10	8/21/2025	Internal call with P.G., M.R., A.S., E.B., JWS, to discuss Civil forecasting assumptions.	1.0	725.00	725.00
AS	10	8/21/2025	Client call with P.G., A.S., E.B., JWS, plus CCA Civil Management to discuss outstanding litigation.	0.5	650.00	325.00
EB	10	8/21/2025	Participated in call with BDO Valuation group on BDO CCA valuation work.	0.5	850.00	425.00
JWS	10	8/21/2025	Client call with P.G., A.S., E.B., JWS, plus CCA Civil Management to discuss outstanding litigation.	0.5	300.00	150.00
PG	10	8/21/2025	Client call with P.G., A.S., E.B., JWS, plus CCA Civil Management to discuss outstanding litigation.	0.5	725.00	362.50
AR	10	8/21/2025	Report writing for Plaza entity.	2.0	650.00	1,300.00
AR	10	8/21/2025	Reviewed Financial Analysis.	2.0	650.00	1,300.00
AS	10	8/21/2025	Reviewing Civil information.	2.0	650.00	1,300.00
CO	10	8/21/2025	Continued consolidated report writing.	4.0	375.00	1,500.00
NG	10	8/21/2025	Modeling updates per math check / primary /director review.	1.0	375.00	375.00
NG	10	8/21/2025	Report writing for SC entity.	3.5	375.00	1,312.50
PG	10	8/21/2025	Reviewing Civil information.	1.0	725.00	725.00
TS	10	8/21/2025	Continued report status review with coordination and extensive narrative drafting.	3.0	650.00	1,950.00
AR	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	650.00	650.00
AS	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	650.00	650.00
CO	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	375.00	375.00
MA	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	550.00	550.00
NG	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	375.00	375.00
PG	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	725.00	725.00
TS	10	8/22/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O. to resolve outstanding questions related to report writing.	1.0	650.00	650.00
AR	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	650.00	650.00
AS	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	650.00	650.00
EB	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	850.00	850.00
JWS	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	300.00	300.00
MA	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	550.00	550.00
MR	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	725.00	725.00
PG	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	725.00	725.00
TS	10	8/22/2025	Participated in call with Debtor counsel (Debevoise), Ind Director (E Abrams) and BDO Valuation group for CCA valuation update.	1.0	650.00	650.00
MA	10	8/22/2025	Discussion regarding CCA Shared Service valuation schedules with M.A, P.G. M.R.	0.5	550.00	275.00
MR	10	8/22/2025	Discussion regarding CCA Shared Service valuation schedules with M.A, P.G. M.R.	0.5	725.00	362.50
PG	10	8/22/2025	Discussion regarding CCA Shared Service valuation schedules with M.A, P.G. M.R.	0.5	725.00	362.50
AR	10	8/22/2025	Report writing - Civil.	2.0	650.00	1,300.00
AS	10	8/22/2025	Report writing - Civil.	2.0	650.00	1,300.00
AS	10	8/22/2025	Report writing - Civil.	3.0	650.00	1,950.00
CO	10	8/22/2025	Consolidated report writing.	2.5	375.00	937.50
CR	10	8/22/2025	Reviewed the financial modeling for CCA Plaza.	4.0	375.00	1,500.00
MA	10	8/22/2025	Update CCA Parent and consolidated model assumption and consistent formatting to subsidiaries.	2.0	550.00	1,100.00
PG	10	8/22/2025	Review, analyze CCA Shared Services valuation assumptions, schedules.	0.5	725.00	362.50
TS	10	8/22/2025	Prep for call with independent director. Report revisions based on comment threads; coordinated on remaining section structure and charts/tables to ensure consistency.	2.0	650.00	1,300.00
CO	10	8/23/2025	Consolidated report writing.	3.0	375.00	1,125.00
AS	10	8/24/2025	Report review.	2.0	650.00	1,300.00
AS	10	8/24/2025	Report writing - CCA CIVIL.	3.0	650.00	1,950.00

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Initials	Code	Date	Description	Hours	Rate	Amount
MA	10	8/24/2025	Report writing - CCA Parent.	2.0	550.00	1,100.00
PG	10	8/24/2025	Report writing.	2.0	725.00	1,450.00
AR	10	8/25/2025	Report review, writing.	2.0	650.00	1,300.00
CO	10	8/25/2025	Consolidated report writing.	2.0	375.00	750.00
CR	10	8/25/2025	Math check on the financial modeling for CCA Parent.	2.5	375.00	937.50
JWS	10	8/25/2025	Reviewed valuation report for comments.	3.1	300.00	930.00
MA	10	8/25/2025	Update model after QC Comments.	1.0	550.00	550.00
MA	10	8/25/2025	Report writing/review.	3.0	550.00	1,650.00
NG	10	8/25/2025	Report writing - CCA Parent, CCASC	3.0	375.00	1,125.00
PG	10	8/25/2025	Report review, writing.	2.5	725.00	1,812.50
TS	10	8/25/2025	Adjusted footnotes and schedules/workpaper documentation based on feedback from independent director.	1.5	650.00	975.00
TS	10	8/25/2025	Report revisions and additions to consolidated draft narrative; addressed QC comments and updated sensitivity/value range presentation in schedules.	1.5	650.00	975.00
CO	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	1.0	375.00	375.00
MA	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	1.0	550.00	550.00
NG	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	1.0	375.00	375.00
TS	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., N.G., C.O., to discuss outstanding questions on report writing.	1.0	650.00	650.00
AR	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	650.00	975.00
AS	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	650.00	975.00
CO	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	375.00	562.50
EB	10	8/26/2025	Call with BDO Valuation group and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	850.00	1,275.00
JWS	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	300.00	450.00
MA	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	550.00	825.00
PG	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	725.00	1,087.50
TS	10	8/26/2025	Call with Valuation Group, EB and JWS (BDO) to discuss initial draft of CCA valuation report.	1.5	650.00	975.00
AP	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	375.00	187.50
AR	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	650.00	325.00
AS	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	650.00	325.00
CO	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	375.00	187.50
MA	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	550.00	275.00
NG	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	375.00	187.50
PG	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	725.00	362.50
TS	10	8/26/2025	Internal call with P.G., A.R., A.S., T.S., M.A., A.P., N.G., C.O., to discuss necessary edits to report based on discussion from previous call.	0.5	650.00	325.00
AR	10	8/26/2025	Report writing/review.	1.5	650.00	975.00
AS	10	8/26/2025	Report writing/review.	2.5	650.00	1,625.00
CO	10	8/26/2025	Consolidated report writing.	1.0	375.00	375.00
MA	10	8/26/2025	Report writing/review.	1.0	550.00	550.00
MA	10	8/26/2025	Update model and formatting for all op units for consolidated draft schedules.	3.0	550.00	1,650.00
PG	10	8/26/2025	Report writing/review.	2.0	725.00	1,450.00
TS	10	8/26/2025	Reviewed report for consistency with tables developed in models and included in report.	2.5	650.00	1,625.00
TS	10	8/26/2025	Report edits/updates based on feedback from EB and engagement team discussions. Reviewed report for consistency and included developed tables in models and report.	3.2	650.00	2,080.00
AD	10	8/27/2025	Reviewed valuation report.	1.4	600.00	840.00
AS	10	8/27/2025	Financial Modeling Civil.	2.0	650.00	1,300.00
JWS	10	8/27/2025	Report review.	2.5	300.00	750.00
AD	10	8/28/2025	Reviewed Due To Due From with valuation team.	0.5	600.00	300.00
AR	10	8/28/2025	Report review (Due To/Due From Amounts) with P.G., A.R., A.S., M.A. and ADP from TRS.	0.5	650.00	325.00
AS	10	8/28/2025	Report review (Due To/Due From Amounts) with P.G., A.R., A.S., M.A. and ADP from TRS.	0.5	650.00	325.00
JWS	10	8/28/2025	Report review (Due To/Due From Amounts) with P.G., A.R., A.S., M.A. and ADP from TRS.	0.5	300.00	150.00
MA	10	8/28/2025	Report review (Due To/Due From Amounts) with P.G., A.R., A.S., M.A. and ADP from TRS.	0.5	550.00	275.00
PG	10	8/28/2025	Report review (Due To/Due From Amounts) with P.G., A.R., A.S., M.A. and ADP from TRS.	0.5	725.00	362.50
EB	10	8/28/2025	Call with JS on BDO CCA valuation report.	0.3	850.00	255.00
JS	10	8/28/2025	Call with EB on BDO CCA valuation report.	0.3	800.00	240.00
EB	10	8/28/2025	Valuation Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	850.00	425.00
JWS	10	8/28/2025	Valuation Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	300.00	150.00
MA	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	550.00	275.00
PG	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	725.00	362.50
TS	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	650.00	325.00
AR	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	650.00	325.00
AS	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.5	650.00	325.00

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Initials	Code	Date	Description	Hours	Rate	Amount
AS	10	8/28/2025	Report / Schedule review with P.G., A.S., M.A.	1.0	650.00	650.00
MA	10	8/28/2025	Report / Schedule review with P.G., A.S., M.A.	1.0	550.00	550.00
PG	10	8/28/2025	Report / Schedule review with P.G., A.S., M.A.	1.0	725.00	725.00
AR	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.7	650.00	455.00
AS	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.7	650.00	455.00
EB	10	8/28/2025	Participated in calls with BDO valuation group, JWS (BDO) in regard to CCA valuation report.	0.7	850.00	595.00
JWS	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.7	300.00	210.00
MA	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.7	550.00	385.00
PG	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.7	725.00	507.50
TS	10	8/28/2025	Report review with P.G., A.R., A.S., T.S., M.A., E.B.	0.7	650.00	455.00
AD	10	8/28/2025	Reviewed valuation report.	2.1	600.00	1,260.00
AS	10	8/28/2025	Financial Modeling Civil.	0.5	650.00	325.00
AS	10	8/28/2025	Report writing.	2.0	650.00	1,300.00
EB	10	8/28/2025	Reviewed BDO CCA valuation report.	1.8	850.00	1,530.00
JWS	10	8/28/2025	Report review.	0.7	300.00	210.00
JWS	10	8/28/2025	Report review.	1.0	300.00	300.00
JWS	10	8/28/2025	Valuation discussion and analysis.	1.0	300.00	300.00
MA	10	8/28/2025	Revised schedules based on feedback from EB and engagement team discussion.	1.5	550.00	825.00
MA	10	8/28/2025	Updated Revenue and revenue breakout tables for report.	1.5	550.00	825.00
PG	10	8/28/2025	Financial Modeling Civil.	0.5	725.00	362.50
PG	10	8/28/2025	Report revisions.	1.5	725.00	1,087.50
AR	10	8/29/2025	Internal call with A.S., T.S., and P.G. EB and JG to discuss perform final review and adjustments to narrative valuation report (dropped early).	0.5	650.00	325.00
AS	10	8/29/2025	Internal call with A.S., T.S., and P.G. EB and JG to discuss perform final review and adjustments to narrative valuation report.	1.2	650.00	780.00
EB	10	8/29/2025	Reviewed BDO draft CCA Valuation report with BDO valuation team and JWS (BDO).	0.8	850.00	680.00
JWS	10	8/29/2025	Internal call with A.S., T.S., and P.G. EB and JG to discuss perform final review and adjustments to narrative valuation report.	1.2	300.00	360.00
PG	10	8/29/2025	Internal call with A.S., T.S., and P.G. EB and JG to discuss perform final review and adjustments to narrative valuation report.	1.2	725.00	870.00
TS	10	8/29/2025	Internal call with A.S., T.S., and P.G. EB and JG to discuss perform final review and adjustments to narrative valuation report.	1.2	650.00	780.00
AD	10	8/29/2025	Reviewed Q2 financials statements.	0.8	600.00	480.00
AS	10	8/29/2025	Report review.	2.8	650.00	1,820.00
EB	10	8/29/2025	Reviewed BDO draft CCA Valuation report.	1.3	850.00	1,105.00
JS	10	8/29/2025	Reviewed Q2 consolidated financials statements.	1.8	800.00	1,440.00
PG	10	8/29/2025	Report review.	2.8	725.00	2,030.00
EB	11	8/18/2025	Reviewed BMLP Motion.	1.6	850.00	1,360.00
EB	11	8/20/2025	Reviewed Motion to Extend Exclusivity.	0.6	850.00	510.00
EB	14	8/19/2025	Call with Debtor professionals, Ind Director (E Abrams) , CSCEC Holding counsel (Lowenstein) to discuss plan.	0.3	850.00	255.00
EB	14	8/20/2025	Participated in call with BMLP Counsel, Ind Director (E Abrams) , Debtor professionals.	1.0	850.00	850.00
AD	16	8/4/2025	Prepared claims reconciliation tracker.	0.4	600.00	240.00
AD	16	8/5/2025	Prepared claims reconciliation tracker.	0.7	600.00	420.00
AD	16	8/6/2025	Prepared claims reconciliation tracker.	2.9	600.00	1,740.00
AD	16	8/8/2025	Prepared claims reconciliation tracker.	0.8	600.00	480.00
EB	16	8/8/2025	Reviewed updated claims register.	0.3	850.00	255.00
AD	16	8/22/2025	Prepared claims reconciliation tracker.	0.6	600.00	360.00
EB	16	8/22/2025	Reviewed claims summary and related emails.	0.2	850.00	170.00
JS	16	8/25/2025	Analyzed and prepared claims summary.	2.0	800.00	1,600.00
AD	16	8/26/2025	Reviewed latest claims file.	0.6	600.00	360.00
JS	16	8/27/2025	Analyzed and prepared claims summary.	2.3	800.00	1,840.00
JS	16	8/28/2025	Analyzed and prepared claims summary.	2.1	800.00	1,680.00
AD	16	8/29/2025	Reviewed latest claims file.	0.9	600.00	540.00
EB	16	8/31/2025	Reviewed claims related emails and analysis.	0.4	850.00	340.00
EB	17	8/1/2025	Follow up on 7/31 CS report - provide back up information to CS.	0.2	850.00	170.00
JWS	17	8/1/2025	Reviewed and revised language for the investigation report. Reviewed the indication of solvency analysis.	2.0	300.00	600.00
EB	17	8/4/2025	Reviewed CS report issues.	0.1	850.00	85.00
JWS	17	8/4/2025	Reviewed and revised language for the investigation report. Reviewed the indication of solvency analysis.	2.0	300.00	600.00
EB	17	8/5/2025	Exchanged emails with Debtor counsel (CS) in regard to CS report.	0.1	850.00	85.00
JWS	17	8/11/2025	Reviewed the indication of solvency analysis.	2.0	300.00	600.00
JWS	17	8/12/2025	Reviewed legal analysis in the investigation report and indication of solvency analysis.	1.5	300.00	450.00
JWS	17	8/15/2025	Reviewed legal analysis in the investigation report.	0.5	300.00	150.00
AD	17	8/18/2025	Reviewed analysis relating to investigation report.	0.9	600.00	540.00
EB	17	8/18/2025	Reviewed CS report.	0.5	850.00	425.00
JWS	17	8/18/2025	Reviewed legal analysis in the investigation report.	1.2	300.00	360.00
JWS	17	8/19/2025	Continued working on the CECEC Holding recovery analysis.	1.0	300.00	300.00
JWS	17	8/19/2025	Attention to the CSCEC Holding recoverability analysis.	3.5	300.00	1,050.00
JS	17	8/20/2025	Further Attention to CSCEC Holding recoverability analysis with EB (BDO).	0.5	800.00	400.00
JWS	17	8/20/2025	Continued working on the CECEC Holding recovery analysis.	1.4	300.00	420.00
JWS	17	8/20/2025	Attention to the CSCEC Holding recoverability analysis.	3.0	300.00	900.00
JWS	17	8/21/2025	Continued working on the CECEC Holding recovery analysis.	2.0	300.00	600.00

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<u>Initials</u>	<u>Code</u>	<u>Date</u>	<u>Description</u>	<u>Hours</u>	<u>Rate</u>	<u>Amount</u>
JWS	17	8/21/2025	Attention to the CSCEC Holding recoverability analysis.	2.9	300.00	870.00
JWS	17	8/22/2025	Continued working on the CECEC Holding recovery analysis.	1.5	300.00	450.00
JWS	17	8/22/2025	Attention to the CSCEC Holding recoverability analysis.	1.5	300.00	450.00
JWS	17	8/25/2025	Continued working on the CECEC Holding recovery analysis.	2.1	300.00	630.00
JWS	17	8/25/2025	Attention to the CSCEC Holding recoverability analysis.	2.2	300.00	660.00
JWS	17	8/26/2025	Continued working on the CECEC Holding recovery analysis.	1.0	300.00	300.00
JWS	17	8/26/2025	Attention to the CSCEC Holding recoverability analysis.	1.5	300.00	450.00
JWS	17	8/27/2025	Continued working on the CECEC Holding recovery analysis.	1.5	300.00	450.00
JWS	17	8/27/2025	Attention to the CSCEC Holding recoverability analysis.	2.0	300.00	600.00
JWS	17	8/28/2025	Attention to the CSCEC Holding recoverability analysis.	1.6	300.00	480.00
JWS	17	8/29/2025	Attention to the CSCEC Holding recoverability analysis.	0.5	300.00	150.00
JWS	17	8/29/2025	Continued working on the CECEC Holding recovery analysis.	2.0	300.00	600.00
AD	23	8/4/2025	Assisted with preparation of Form 426.	1.8	600.00	1,080.00
EB	23	8/4/2025	Reviewed 426 filing draft.	0.1	850.00	85.00
JS	23	8/4/2025	Prepared Form 426 related to non-debtor subsidiaries.	2.0	800.00	1,600.00
AD	23	8/5/2025	Assisted with preparation of Form 426.	0.8	600.00	480.00
EB	23	8/5/2025	Reviewed final version of 426 filing.	0.1	850.00	85.00
JS	23	8/5/2025	Prepared Form 426 related to non-debtor subsidiaries.	2.0	800.00	1,600.00
AD	23	8/20/2025	Prepared July MOR.	2.6	600.00	1,560.00
JS	23	8/20/2025	Prepared July MOR.	2.5	800.00	2,000.00
AD	23	8/21/2025	Prepared July MOR.	1.9	600.00	1,140.00
EB	23	8/22/2025	Reviewed July MOR.	0.3	850.00	255.00
EB	24	8/7/2025	Attend Court hearing telephonically.	0.5	850.00	425.00
JS	24	8/7/2025	Attended court hearing.	1.0	800.00	800.00
<b>TOTAL:</b>				<b>780.3</b>		<b>\$449,510.00</b>

**SUMMARY BY PROFESSIONAL:**

<u>Initials</u>	<u>Name</u>	<u>Hours</u>	<u>Rate</u>	<u>Amount</u>
EB	Evan Blum	64.6	\$850.00	\$54,910.00
JS	James Schwarz	59.0	800.00	47,200.00
PG	Phil Gaglio	68.0	725.00	49,300.00
MR	Matt Rychetsky	24.0	725.00	17,400.00
AR	Andy Robinson	54.3	650.00	35,295.00
AS	Andy Schmidt	63.6	650.00	41,340.00
TS	Tanner Shaw	65.3	650.00	42,445.00
AD	Anthony Del Piano	88.7	600.00	53,220.00
MA	Max Alford	48.4	550.00	26,620.00
AP	Anne Marie Pignataro	32.9	375.00	12,337.50
NG	Ned Gibson	39.1	375.00	14,662.50
CO	Cameron Ostrowski	38.9	375.00	14,587.50
EC	Enrique Cepeda	4.0	375.00	1,500.00
JWS	Joseph Steimle	100.1	300.00	30,030.00
CR	Connor Richards	10.5	375.00	3,937.50
JFS	Jared Schierbaum	5.0	250.00	1,250.00
ES	Ethan Shill	13.9	250.00	3,475.00
<b>TOTAL:</b>		<b>780.3</b>		<b>\$449,510.00</b>
<b>Blended Rate:</b>			<b>\$576.07</b>	

**SUMMARY BY PROJECT CATEGORY:**

<u>Code</u>	<u>Project Category</u>	<u>Hours</u>	<u>Amount</u>
1	General (Case Administration)	12.0	\$7,995.00
4	BDO Retention / Fee Applications	12.4	6,990.00
6	Cash Collateral and DIP Financing Related	53.4	39,010.00
7	Communication with Debtor or Debtor Professionals	39.8	26,770.00
8	Asset Dispositions / Sale of Assets	54.0	33,980.00
10	Business Analysis	532.7	296,830.00
11	Reviewed Motions and Objections	2.2	1,870.00
14	Plan & Disclosure Statement	1.3	1,105.00
16	Claims Administration and Objections	14.2	10,025.00
17	Investigation of Company (Asset Analysis and Recovery)	42.7	13,825.00
23	UST Reporting/MOR	14.1	9,885.00
24	Court Hearings	1.5	1,225.00
<b>TOTAL:</b>		<b>780.3</b>	<b>\$449,510.00</b>