



REQUEST FOR PROPOSALS

## **Entergy Louisiana, LLC, ex parte. Application for Approval of the Entergy Future Ready Resilience Plan (Phase 1)**

RFP NO.: 24-06 | DOCKET NO.: U-36625

DUE DATE: JULY 22, 2024

LOUISIANA PUBLIC SERVICE COMMISSION

**CSRS** | BUILDING STRONGER,  
SMARTER COMMUNITIES  
TOGETHER.

**FIRM'S FULL LEGAL NAME:** CSRS, LLC

**ADDRESS:** 8555 United Plaza Blvd, Baton Rouge, LA 70809

**PHONE NUMBER:** (833) 523-2526

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July 22, 2024

Kathryn H. Bowman  
Kimberly N. O'Brian  
Louisiana Public Service Commission  
602 North Fifth Street  
Baton Rouge, Louisiana 70802

**RE: CSRS Proposal in Response to Request for Proposals (RFP) 24-06, Docket U-36625, Entergy Louisiana, LLC, ex parte, Application for Approval of the Entergy Future Ready Resilience Plan (Phase 1)**

Dear Mses. Bowman & O'Brian:

I am pleased to submit CSRS' response to the Louisiana Public Service Commission's ("Commission") RFP for monitoring associated with Entergy Louisiana's ("ELL") grid resilience investments under Phase I of the company's Future Ready Resilience Plan. For over a year, CSRS has been engaged in evaluating ELL's Future Ready Resilience Plan. First retained by the Commission in March 2023, CSRS delivered on all its commitments within the ambitious procedural schedule and a competitively priced budget. As a Louisiana company, we believe it is critical that this plan be implemented according to the Commission's priorities, deliver the value promised to the ratepayers, and be carried out pursuant to the schedule, budget, and standards proposed by ELL. We applaud the Commission's initiative to include implementation monitoring and thereby ensure these outcomes through an unprecedented level of oversight and accountability. CSRS would be honored to build upon our contributions to grid resilience in Louisiana and support the Commission by providing these monitoring services.

We understand the critical importance of the approved grid hardening projects, and that time is of the essence in their implementation, as is the confidence of ratepayers in knowing that projects are being implemented according to plan, budget, and schedule. To these ends, CSRS provides the following proposal for implementation monitoring services.

Some highlights of our team and proposal include:

- As directed in the RFP, our proposed Scope of Services mirrors the requirements for implementation monitoring and accountability in the ELL framework as approved by the Commission, specifically in Paragraphs 4, 9, and 10.
- CSRS is a Louisiana company that specializes in capital program management and owner's representation for engineer services. For this project we are joined by Royal Engineers and Consultants, another Louisiana company with experience managing and monitoring grid hardening and recovery projects. We are also pleased to be joined by subject matter experts from Barr Engineering, E-Source, and Westwood, who bring national expertise in design and construction of electrical transmission, distribution, and substation projects for utilities.
- CSRS' proposed not-to-exceed cost is \$6,115,500 over four and a half years, which represents 0.32 percent of the overall approved cost to implement ELL's grid hardening improvements.
- The field monitoring component of our cost proposal assumes that we will monitor 10 percent of the 2,118

projects approved as part of ELL's plan, including the 35 "Substation Flooding" and "Transmission Rebuild" projects called out in the approved framework.

- ELL plans to implement its grid hardening projects aggressively and expediently, and we intend to physically review and monitor that implementation in a way that gives confidence to the Commission and ratepayers, without impeding ELL's progress. This will require close coordination with ELL and Staff over the first several months.

As Louisianans, we share the goal of this effort with the Commission and ratepayers to ensure Louisiana has the most effective hardened grid. If we can provide any additional information, please contact me at 225.270.5581 or [mark.goodson@csrsinc.com](mailto:mark.goodson@csrsinc.com).

Thank you for your consideration.

Sincerely,



**Mark Goodson**  
Principal-in-Charge



REQUEST FOR PROPOSALS

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LOUISIANA PUBLIC SERVICE COMMISSION

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## PROPOSED APPROACH

# MINIMUM REQUIREMENTS

## OUR EXPERIENCE AND QUALIFICATIONS COMPARED TO YOUR CRITERIA

*“To qualify, all Applicants must have requisite knowledge of the topics listed below, in addition to those provided in the Commission’s Contract Order. Consideration will be given to factors which indicate degrees of competence such as the amount of practical experience in the field of public utility, similar experience before this or other regulatory agencies, in addition to the Applicant’s knowledge and experience regarding Louisiana ratemaking standards, and regulatory law. Applicants shall be qualified and prepared to render expert testimony regarding the topics in this RFP at B&E. Applicants shall also have a working knowledge of LPSC rulemakings and jurisdictional issues, and have, at a minimum, knowledge of:”*

| REQUIREMENT  | RESPONSE   |
|--|--|
| Commission Order No. U-36625, and all requirements associated with monitoring contained therein.   | As engineering consultant to the Commission for docket U-36625, the CSRS Team is very familiar with Order No. U36625. We provided the technical review of ELL’s Future Ready Plan, filed in December 2022, and supported Commission staff through discussions with ELL which resulted in the Framework ultimately approved and included in the Order.              |
| Familiarity with just and reasonable costs and prudent investments associated with providing reliable and quality service as recommended by NARUC.   | Through our collective experience working with utilities and regulatory commissions, the CSRS Team is familiar with just and reasonable costs and prudent investments associated with providing reliable and quality service as recommended by NARUC.  |
| A detailed understanding of the major functional areas of a regulated electric utility, particularly an investor-owned.  | Having worked with and for utilities, CSRS Team members possess a detailed understanding of the major functional areas of regulated electric utilities. For example, Steve Catanach, P.E., who also participated in docket U-36625, is a former utility executive.   |
| MISO tariffs, rules and planning processes, generally, and specifically related to resource adequacy planning processes and use of zonal resource credits.   | Having worked with and for utilities, CSRS Team members possess a detailed understanding MISO tariffs, rules and planning processes, generally, and specifically related to the resource adequacy planning processes and use of zonal resource credits. For example, Steve Catanach, P.E., who also participated in docket U-36625, is a former utility executive. |
| Further, Applicants must be, or have on staff, a licensed engineer. Such engineer shall be licensed and in good standing with all applicable engineering licensing and certification boards. Applicants must be able to provide technical advice regarding industry standards and widely accepted industry practices regarding transmission grids, and maintenance thereof, as outlined above. Consideration will be given for experience and knowledge of transmission system standards, as well as utility regulation and cost allocation methodologies. | The CSRS Team includes a large complement of licensed engineers in good standing with all applicable licensing and certification boards, including our proposed Program Director.  |

# CONFLICT OF INTEREST STATEMENT

## VI. CONFLICT OF INTEREST

1. Applicants shall prominently and separately disclose current, as well as past, employment which could possibly result in a conflict of interest.
2. Potential conflicts could include, but are not to be limited to, employment with regulated utilities, affiliates of regulated utilities, consumer advocacy groups, or any other party that comes before the Commission. In addition, disclose matters in which they currently represent clients before the Commission.



**CONFLICT OF INTEREST STATEMENT.** CSRS acknowledges that we have no current, as well as past, employment that could possibly result in a conflict of interest or affect our ability to enter into a contract if selected by LPSC. Furthermore, CSRS does not currently represent clients before the Commission.



## PRIME FIRM OVERVIEW

## CONSULTANT SERVICES



**CSRS is a Louisiana firm leading the way in the emerging resilience sector. For over 45 years, we have leveraged our innovation and leadership expertise to improve and revitalize our communities. With a culture of creative thinking, we provide a balance between big ideas and the technical ability to deliver a successful project every time, no matter how large, complex, or challenging.**

CSRS specializes in program and project delivery for public and private organizations. We are thought leaders, program managers, planners, engineers, architects, scientists, and construction managers. Whether we manage the process or perform the work ourselves, we understand every facet of successful project and program implementation.

Our offerings encompass conceptual design and early-stage project planning, permitting supervision and strategy, government advisory services, logistics facilities development, engineering design discipline guidance, contract and equipment procurement management, and cost, schedule, and document management support. We are committed to delivering exceptional services, ensuring every project is executed on time, within budget, and meeting quality standards.

Our in-house engineering team boasts expertise in mechanical, piping, civil/structural, electrical, and instrumentation/control systems, with an average of 30 years of experience. We provide engineering oversight and coordination in technical disciplines, development of conceptual design packages for early project development, coordination and integration of technical providers and contractors, and management of the owner's scope of work.

We also offer project control services to manage costs, schedules, and project documentation on behalf of the owner. Our project management control systems feature program project portfolio management for accurate cost reporting, integrating budget, actuals, and estimate at completion (EAC) for multiple contractors/service providers, change management systems, management and integration of the master project schedule from multiple contractors and service providers, and document management. Our expertise in project control systems and capabilities ensures that every project runs smoothly and efficiently.

### FULL LEGAL NAME

CSRS, LLC

### CORPORATE STRUCTURE

Limited Liability Company

### YEARS IN BUSINESS

Established in 1978

### NUMBER OF EMPLOYEES

175+

### OFFICE LOCATIONS

#### Headquarters:

8555 United Plaza Blvd, Suite 100  
Baton Rouge, LA 70809

#### Additional Locations:

New Orleans, LA  
Lafayette, LA  
Lake Charles, LA  
Dallas, TX  
Victoria, TX  
Long Beach, CA

### CONTACT

Office: (833) 523-2526  
Fax: (225) 767-0060

## KEY SUCCESSES

**Program Management experience in leading capital improvements projects with a collective value exceeding \$10 billion.**

**Federal Grant Management experience exceeding a collective value of \$13 billion.**

## SUBCONSULTANT FIRM OVERVIEW

## CONSULTANT SERVICES



Incorporated more than 50 years ago, Barr Engineering Co. is an employee-owned consulting firm providing engineering and environmental expertise to help clients develop, manage, process, and restore natural resources. From offices in Colorado, Michigan, Minnesota, Missouri, Nevada, North Dakota, Utah, and Canada, we serve a wide range of industrial clients and public entities throughout the Americas and around the world.

Barr's engineering and design group is made up of civil, electrical, geotechnical, mechanical, process, structural, and wastewater engineers. In addition to conducting a variety of studies, this group provides final design for construction.

Barr was founded more than five decades ago on the strength of our hydraulic and hydrologic skills. Initially, our services were driven by our clients' need to find engineering solutions to water resources problems such as flood-risk reduction, water supply, and water quality management. Much of our work today, however, is aimed at solving multiple interrelated watershed issues, and reflects an ever increasing demand for environmental protection and restoration.

We assist clients with:

- Power supply and distribution systems
- Design of buildings, dams, and other structures
- Construction management
- Geotechnical and foundation evaluation and design
- HVAC systems and plumbing
- Landfill design and permitting
- Materials-handling and processing systems
- Piping and pumping systems

### FULL LEGAL NAME

Barr Engineering Company

### CONTACT

Office: (800) 632.BARR

## PROJECT HIGHLIGHT

Barr Engineering was a valuable team member to CSRS on Public Service Commission docket U-36625, which involved a technical review of **ELL's Future Ready Resilience Plan**





**E Source is a solutions-based consulting, research and advisory, and data science firm that's been a change agent in the utility industry for over 30 years. We have worked with more than 600 utilities. To enhance relationships with the people you serve, achieve the next generation of savings, grid modernization, and lead the carbon-reduction effort, you'll need to think differently, make data useful, and learn from the best strategies across the industry.**

Our mission is to build a sustainable future in partnership with utilities and cities. We do this by guiding utilities to flip their thinking, helping them design solutions that solve customers' specific energy problems. All of our solutions are meant to give your customers the best options and experience so they can make smart energy choices. We don't just help utilities with their role in sustainability—we hold ourselves to a high standard with our carbon impacts.

Working with utilities to create and implement energy-efficiency programs, E Source quickly realized that it had to understand the customer side of these programs. That naturally meant an expansion of E Source's work to include market research, customer experience, marketing, and communications. Nearly 35 years later, we're still helping electric, gas, and water utilities solve their efficiency and reliability problems, but we're taking a different approach. In today's world, it's not just about providing a reliable commodity.

Utilities must also understand customers' desire for comfort, productivity, self-reliance, environmental benefits, and security. This creates a need for much more sophisticated data models, predictive data science, and hands-on implementation solutions. To become an even stronger partner with utilities, E Source acquired a number of companies in 2020 that increase our ability to meet your most pressing needs. Our people, our experience, our curated industry insights, and our network will help you get there.

#### FULL LEGAL NAME

E Source

#### CONTACT

Office: 1-800-ESOURCE

#### KEY SUCCESSES

We understand utilities because we've made them our **business for 35 years.**

E Source partners with utilities and cities to help them:

- Reduce costs
- Evolve their technologies
- Increase customer satisfaction
- Create programs that make an impact.



## SUBCONSULTANT FIRM OVERVIEW

## CONSULTANT SERVICES



### FULL LEGAL NAME

Royal Engineers and Consultants, LLC

### CORPORATE STRUCTURE

Privately-Owned Company

### YEARS IN BUSINESS

Established in 2005

### NUMBER OF EMPLOYEES

81

### OFFICE LOCATIONS

New Orleans, Louisiana  
Baton Rouge, Louisiana  
Lafayette, Louisiana

### CONTACT

Office: (504) 283-9400

**Royal Engineers & Consultants, LLC (Royal) is a Louisiana-based engineering and consulting firm specializing in Civil Engineering, Construction Management, Project Management, Coastal Services, Disaster Recovery, Architecture, and Digital Transformation Services. Headquartered in New Orleans, Royal also has full-service offices in Lafayette and Baton Rouge, along with field offices in Lake Charles and Houma, Louisiana.**

The Royal team comprises over 80 professionals, including engineers, architects, construction managers, estimators, designers, technicians, inspectors, and support staff. With extensive experience across various engineering and construction disciplines, Royal has a proven track record of successfully managing large-scale, multi-million-dollar capital improvement programs.

Since 2020 Royal has been working with Jefferson Davis Electric Cooperative (JDEC), DEMCO, and SLECA to manage their recovery from Hurricanes Laura and Delta. This work has included the repair or replacement of storm-damaged electrical infrastructure, as well as mitigation and hardening of infrastructure, including transmission lines, distribution lines, and substations.

Royal combines the responsiveness and personalized client service of a small business with the extensive resources of a large firm. They are renowned for delivering projects within budget and on schedule, minimizing public disruption through their modern approach and meticulous attention to detail. Royal is well-prepared to handle projects of any scale or complexity, consistently demonstrating their commitment to quality and excellence in service.

## KEY SUCCESSSES

Secured **\$800M for JDEC** to fund grid hardening for entire utility

Helped SLECA restore power to 100% target customers within 45 days after Hurricane Ida

**Developed Lighting Master Plan** for the City of New Orleans

## SUBCONSULTANT FIRM OVERVIEW

### CONSULTANT SERVICES



# Westwood

**At Westwood, our purpose is to create a better world for people through our work. We transform the energy grid, design resilient infrastructure, and develop communities that will flourish today and for future generations. With over 50 years of experience and a legacy of innovation, we stand at the forefront of our industry, dedicated to understanding the unique needs of the markets we serve.**

Our project experience includes engineering analysis, design, and specifications and standards development for electrical transmission, distribution, and substation projects for utilities in multiple states, including Florida. Our work also includes transmission system expansion and constructability analysis under FERC Order No. 1000 that enables non-incumbent transmission developers an opportunity to participate in the regional planning and expansion of the bulk electric system.

Our approach revolves around people. We are committed to building a culture that attracts, retains, and develops high performers. Our team values relationships, innovation, dedication, initiative, and growth. We believe fostering a collaborative “One Team” mentality yields superior outcomes in everything we do.

We customize our technical capabilities and geographic reach to meet our clients where they are and help them realize their vision. We are partners in our clients’ success, driving to provide solutions that make a lasting difference. Safety, sustainability, and operational excellence are not just facets of our work; they are intrinsic to our identity, guiding every decision we make.

We are deeply invested in the communities we serve. Through our projects and giving-back initiatives, we enrich the lives of those we serve, engage others within our industry, and create a lasting impact on communities around the world. To us, success transcends the completion of projects; it is reflected in the lives we have positively impacted by our work.

#### FULL LEGAL NAME

Westwood Professional Services, Inc.

#### CORPORATE STRUCTURE

Corporation

#### YEARS IN BUSINESS

Established in 1972

#### NUMBER OF EMPLOYEES

1300

#### OFFICE LOCATIONS

30 Offices in the following locations: Arizona (Phoenix), California (Fresno, Merced, Modesto, Pleasanton), Colorado (Denver, Englewood), Florida (Orlando), Kansas (Kansas City), Minnesota, (Brainerd, Minneapolis, St. Cloud), Nevada (Las Vegas), New York (Rochester), North Carolina (Charlotte, Raleigh), Pennsylvania (Philadelphia), Texas (Austin, Celina, Dallas, Fort Worth, Frisco, Houston, Plano, San Antonio), Wisconsin (Appleton, Madison)

#### CONTACT

Office: (214) 473-4640

## KEY SUCCESSES

### Top 500 Design Firms

(2018 – 2024)

ENR

### Best Firm to Work For

(2016 – 2024)

Zweig Group

### Hot Firm List

(2015, 2016, 2019, 2020 – 2024)

Zweig Group

# ORGANIZATIONAL CHART

In our pursuit of skilled talent, CSRS understands the importance of offering competitive compensation packages aligned with prevailing market standards. Moreover, we recognize that fostering a sense of stability and commitment among our workforce is paramount. Therefore, we are committed to providing consistent employment opportunities and fostering a culture of loyalty and dedication within our team. By employing this strategy, CSRS seeks to mitigate the risk of skill shortages and sustain our monitoring services' seamless continuity and effectiveness. This strategic approach underscores our unwavering dedication to delivering exceptional results for the Commission throughout the ELL grid hardening program.



## PROGRAM DIRECTOR

- Tony Huval, PE

## PRINCIPAL-IN-CHARGE

- Mark Goodson

## R. PROJECT ADVISORS

- David Lessinger
- Andy Farris, PE
- Taylor M. Gravois, PE, PLS, PMP

## PLANNING & SUPPORT SERVICES

- Mike Farris
- Danny Farris
- Jaeson Brown

## FIELD OPERATIONS

- Chad Albert
- Rayn Schellhaas

## DESIGN REVIEW & SUBJECT MATTER EXPERTS

- David Sterken
- Tom Ghidossi, PE
- Elif Acar-Chiasson, PE
- Steve Catanach, PE
- Mitch Morgan, PE
- James Corwin, PE
- Andy Farris, PE
- Dennis D. Wright, PE
- Ben Gibson

## ENTERPRISE DATA SYSTEMS

- Nik Foret
- Brooks Andrews
- Jaeson Brown

- CSRS
- E-Source
- Barr
- Royal
- Westwood





Mark Goodson

**FIRM.** CSRS | **PROJECT ROLE:** Principal-in-Charge | **YEARS EXPERIENCE:** 20+

#### EDUCATION & CERTIFICATIONS

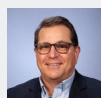
- BLA, Landscape Architecture, Louisiana State University
- MA, Public Administration, Louisiana State University

#### AREAS OF EXPERTISE

- Resilience Planning
- Project & Program Management
- Public & Alternative Finance
- Stakeholder Engagement

**Role on Project:** Mr. Goodson will serve as the Primary Point of Contact for Commissioners and Staff. As Principal-in-Charge, he will be responsible for contract management, facilitating and leading meetings with Commissioners and Staff, and ensuring that the proper CSRS resources are in place and available to support the Project.

**Relevant Experience:** Mr. Goodson serves as Principal-in-Charge of CSRS' work on two grid resilience dockets for the Commission: R-36227 and U-36625, the latter including the review of ELL's "Future Ready Plan" and approved Framework. In addition to his work for the Commission, Mr. Goodson has led a number of large, complex projects and programs with multiple stakeholders, including the University Lakes Restoration Project, Isle de Jean Charles Community Resettlement, and City of Los Angeles American Rescue Plan Compliance and Reporting. He brings over 10 years of management experience in the private sector, preceded by six years in local government leadership.



Robert A. "Tony" Huval, P.E.

**FIRM.** CSRS | **PROJECT ROLE:** Program Director | **YEARS EXPERIENCE:** 41+

#### EDUCATION & CERTIFICATIONS

- BS, Mechanical Engineering, Louisiana State University
- Professional Engineer, LA, MS, MA

#### AREAS OF EXPERTISE

- General Management
- Engineering Management
- Program Management
- Project Management
- Project Risk Analysis
- Major Capital Project Management

**Role on Project:** Mr. Huval will serve as the Program Director. In this role, Mr. Huval will direct and coordinate the efforts of the CSRS team in the execution of the Grid Hardening Monitoring Program. Mr. Huval will also interact with the LPSC on the status of the CSRS team's efforts and will address the needs of the LPSC.

**Relevant Experience:** Mr. Huval possesses a wealth of experience in managing and overseeing large-scale, multi-year, and multi-disciplinary projects and programs across diverse clients. His proficiency extends to industrial programs, major capital management, and engineering, underpinned by extensive knowledge in these domains. Throughout his career, Mr. Huval has demonstrated his adeptness in leading comprehensive projects and programs, navigating through diverse challenges and complexities with finesse. As a seasoned and respected leader, organizer, and communicator, Mr. Huval brings invaluable expertise to any endeavor he undertakes.



David Lessinger

**FIRM.** CSRS | **PROJECT ROLE:** Sr. Project Advisor | **YEARS EXPERIENCE:** 20+ years

#### EDUCATION & CERTIFICATIONS

- BA, Environmental Studies, Oberlin College
- MA, City & Regional Planning, Cornell University

#### AREAS OF EXPERTISE

- Resilience Planning
- Project Management
- Program Design
- Public Policy & Finance

**Role on Project:** Mr. Lessinger currently serves as Project Manager on Commission dockets R-36227 and U-36625. As such, he is knowledgeable in national best practices related to electric grid resilience, and has been intimately involved in the review of ELL's "Future Ready Plan," as well as with supporting Staff through the negotiation of ELL's now-approved Framework.

**Relevant Experience:** Mr. Lessinger has over two decades of experience in resilience planning, urban planning, community development, and local government operations. His experience includes leading and supporting several first-of-their kind resilience initiatives, such as Resilient New Orleans, Terrebonne Parish Strategic Recovery Plan, Mandeville Resilience Plan, Louisiana Watershed Initiative, and Los Angeles County Climate Adaptation.



**Taylor Gravois, P.E., P.L.S., P.M.P**

**FIRM.** CSRS | **PROJECT ROLE:** Sr. Project Advisor | **YEARS EXPERIENCE:** 20+

## EDUCATION & CERTIFICATIONS

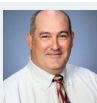
- BS, Civil Engineering, Louisiana State University
- Professional Engineer – LA, MS, FL
- Professional Land Surveyor - LA

## AREAS OF EXPERTISE

- Project & Program Management
- Executive Management
- Industrial Development
- Site/Civil Engineering
- Land Surveying

**Role on Project:** Mr. Gravois will serve as a senior advisor for the program. In this role, Mr. Gravois will engage with the program team in guiding the planning and execution of the project to meet the overall objectives. As a Principal of CSRS, Mr. Gravois will assist the program leadership team in monitoring key performance metrics and making adjustments to program execution to ensure continuity of performance over the life of the program.

**Relevant Experience:** Mr. Gravois has over 24 years of experience in project and program management, land surveying, site due diligence, and site/civil engineering project delivery for large and small facilities, economic development, and infrastructure projects across the State of Louisiana and Southeast United States. Recently, Mr. Gravois was the lead project executive for the Lafourche Parish Substantial Damage Inspection Program requiring physical damage inspections of over 30,000 structures in the aftermath of Hurricane Ida.



**Mitchell "Mitch" L. Morgan, P.E.**

**FIRM.** CSRS | **PROJECT ROLE:** Sr. Mechanical Engineer/ Subject Matter Expert | **YEARS EXPERIENCE:** 26+

## EDUCATION & CERTIFICATIONS

- BS, Mechanical Engineering, Louisiana Tech University
- Professional Engineer – 16 states & Alberta, Canada

## AREAS OF EXPERTISE

- Mechanical Engineering Subject Matter Expert
- Engineering Manager
- Project Management
- Scheduling & Analysis
- Capital Cost Estimating & Analysis

**Role on Project:** Should the demand for mechanical engineering proficiency emerge, Mr. Morgan stands ready to assume the esteemed role of senior mechanical engineer subject matter expert (SME). With his seasoned expertise and wealth of experience, Mr. Morgan brings a depth of knowledge and insight.

**Relevant Experience:** Mr. Morgan is a licensed Mechanical Engineer in sixteen states and one province of Canada. He has extensive experience designing and engineering industrial mechanical and piping facilities and systems, including detailed design, equipment specification, estimating, planning, and managing the mechanical engineering effort for more than 100 projects annually, ranging from small piping modifications to major capital projects. Mr. Morgan's experience includes mechanical design and project engineering of new and existing process units; tanks (API 650 and UL 142) and tank farms; docks and marine facilities; wastewater, stormwater, and drainage facilities; bulk material handling systems; fire protection systems; ASME vessels, towers and heat exchangers; and rotating equipment selection.



**David Sterken**

**FIRM.** CSRS | **PROJECT ROLE:** Subject Matter Expert | **YEARS EXPERIENCE:** 40+

## EDUCATION

- BS, Electrical Engineering, Louisiana State University

## AREAS OF EXPERTISE

- Electrical Engineering Design
- Project Management
- Construction Management
- CMaR Project Delivery
- Public Infrastructure

**Role on Project:** Mr. Sterken assumes the pivotal role of senior electrical engineering subject matter expert (SME) for the project. With over 30 years of distinguished experience in spearheading electrical aspects and engineering management of large-scale industrial projects, Mr. Sterken brings invaluable insight and expertise to the table. His extensive tenure in electrical power construction equips him with practical knowledge of electrical infrastructure construction and strategic methodologies. Moreover, Mr. Sterken boasts an expansive network of professionals within the power industry, further enhancing his ability to leverage resources and collaborate effectively toward project success.

**Relevant Experience:** Mr. Sterken has over 40 years of experience in electrical engineering, design, construction, and project management. He has performed various engineering studies, including short circuit studies, protective device coordination studies, load flow studies, and arc flash studies.



Andy Farris Jr., P.E.

FIRM. CSRS | PROJECT ROLE: Subject Matter Expert | YEARS EXPERIENCE: 43+

## EDUCATION &amp; CERTIFICATIONS

- BS, Civil Engineering, Louisiana State University
- Professional Engineer - LA

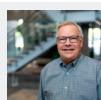
## AREAS OF EXPERTISE

- Owners Representation
- Engineering Management
- Program & Project Management
- Major Capital Project Management
- Civil/Structural Engineering

**Role on Project:** Mr. Farris will serve as a senior advisor to the project.

Leveraging his 25+ year career leading owners' engineering teams and managing large-scale industrial projects, Mr. Farris will provide insight into the monitoring and SME efforts to support the CSRS team. Mr. Farris will contribute to ensuring challenges are identified as early as possible and addressed.

**Relevant Experience:** Over his 43-year career, Mr. Farris has managed and overseen numerous industrial projects in the refining, chemical, petrochemical, and manufacturing industries. Mr. Farris held positions leading in-house engineering teams for industrial facilities and leading a consulting engineering firm of 200+ employees managing projects for multiple clients. His expertise as an owner's engineer has given him a unique perspective on guiding projects from inception to completion and how to identify and mitigate challenges along the way.



Tom Ghidossi, P.E.

FIRM. Barr | PROJECT ROLE: Subject Matter Expert | YEARS EXPERIENCE: 40+

## EDUCATION &amp; CERTIFICATIONS

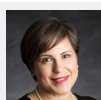
- BS, Electrical Engineering, University of Colorado
- MBA, University of Colorado
- Professional Engineer – LA, AK, CA, CO, FL, IN, MI, NE, NM, PR, TX, UT, WA, WI, WY

## AREAS OF EXPERTISE

- Power Generation, Transmission, & Distribution Design
- Utility, Industrial, & Commercial Systems
- Renewable Energy

**Role on Project:** Mr. Ghidossi will also support the project in the role of Electrical Engineering SME. Mr. Ghidossi will support the CSRS team with design reviews of substation, transmission, and distribution projects, as well as be available to provide expertise, as needed, in addressing concerns that may arise during site visits.

**Relevant Experience:** Mr. Ghidossi has more than four decades of experience serving as principal and project manager for electrical engineering projects. Mr. Ghidossi focuses on large substation, generation, and transmission/distribution projects. His experience also includes serving as an advisor to CSRS' team in support of Commission docket U-36625.



Elif Acar-Chiasson, P.E.

FIRM. CSRS | PROJECT ROLE: Subject Matter Expert | YEARS EXPERIENCE: 30+

## EDUCATION &amp; CERTIFICATIONS

- BS, Civil Engineering, Bogazici University
- MS, Civil Engineering, Geotechnical
- Professional Engineer – LA

## AREAS OF EXPERTISE

- Geotechnical Engineering
- Engineering Manager
- Project Management
- Resource optimization
- Power project development

**Role on Project:** Should the demand for geotechnical or structural engineering proficiency emerge, Ms. Chiasson stands ready to support the project as subject matter expert (SME). Ms. Chiasson brings over 30 years of engineering and project management experience from a variety of capital projects and programs, public and private.

**Relevant Experience:** Ms. Chiasson, a registered professional engineer with over 30 years of progressive engineering, management, and leadership experience, has led and took part in the engineering design and management of notable projects in the State of Louisiana, such as the Inner Harbor Navigation Canal Hurricane Protection Project, which received ENR's Best of the Best 2011 Best Civil Works/Infrastructure Award, and the state-of-the-art AP-1000TM nuclear power plant module assembly facility in Lake Charles, LA.





Nikolaus D. Foret

**FIRM.** CSRS | **PROJECT ROLE:** Enterprise Data Systems SME | **YEARS EXPERIENCE:** 20+

#### EDUCATION & CERTIFICATIONS

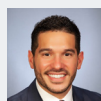
- BS, Business Administration, Finance, University of Maryland Eastern Shore, 2004

#### AREAS OF EXPERTISE

- Process Implementation
- Budget Oversight
- Project Controls
- Project Management
- Estimating
- Forecasting

**Role on Project:** Mr. Foret oversees the operation and strategic planning of the business applications within CSRS, ensuring its enterprise applications and software packages align with business objectives. He plans, coordinates, and directs operational activities within CSRS' IT and Business Intelligence departments. Mr. Foret reviews and analyzes existing application effectiveness and efficiency and develops strategies to improve and leverage systems. He cultivates and disseminates knowledge of application-usage best practices and is responsible for maintaining existing software applications and ensuring new software integrations meet functional requirements, system compliance and interface specifications. .

**Relevant Experience:** Green Light Plan Transportation Improvements Program, EBR Department of Public Works. East Baton Rouge Parish, LA. Project Controls Manager. The Green Light Plan (GLP) program to improve roadway infrastructure.



Brooks Andrews

**FIRM.** CSRS | **PROJECT ROLE:** GIS Specialist | **YEARS EXPERIENCE:** 10+

#### EDUCATION & CERTIFICATIONS

- MS, Geographic Information Systems, Pennsylvania State University, 2021
- BS, Urban and Regional Planning, Texas State University, 2011
- GISP, GISCI, GISP

#### AREAS OF EXPERTISE

- Geospatial Data Development and Delivery
- GIS Support and Troubleshooting
- Geospatial Analysis
- Geomatics

**Role on Project:** With more than a decade in the geospatial field, Mr. Andrews currently serves as GIS Lead for CSRS. He is responsible for geospatial project management, proposal development, GIS database development and management, geospatial analyses, and map and reports production for complex research, survey, planning, and impact assessment projects.

**Relevant Experience:** Port of Calhoun GIS. Point Comfort, TX. GIS Manager. Mr. Andrews is developing the foundational elements of a GIS system for the Port of Calhoun. The work involves collected and analyzing data from lease documents to produce a lease browser dashboard that will allow the Port to query the status of leases, tenants, rent and other key elements of a lease that are vital to port operations. (2022 - Present)



Jaeson Brown

**FIRM.** CSRS | **PROJECT ROLE:** Subject Matter Expert | **YEARS EXPERIENCE:** 30+

#### EDUCATION & CERTIFICATIONS

- BS, Industrial Technology, Southeastern Louisiana University, 1999

#### AREAS OF EXPERTISE

- Project Controls
- Cost Management
- Estimating
- Scheduling

**Role on Project:** Mr. Brown holds a BS in Industrial Technology from Southeastern Louisiana University (1999) and has completed specialized training courses, including Microsoft Access 2000 Database Development at Louisiana State University and the Primavera SureTrak/P3 Combo Course with Global Project Management LLC. With over 20 years of experience, Mr. Brown has extensive expertise in project controls and cost management.

**Relevant Experience:** At Willbros Engineering/Brown and Root Engineering, and Wink Incorporated in Baton Rouge, LA, Mr. Brown served as Project Controls Manager and Project Controls Engineer. He managed a department of nine employees, supporting four engineering offices, and oversaw cost control, reporting, estimating, planning/scheduling, cost tracking, and document management. He provided cost tracking, reporting, and developed project schedules for engineering projects ranging from \$50,000 to \$200 million (2001-2021).



Dennis D. Wright, PE

FIRM. WESTWOOD | PROJECT ROLE: Subject Matter Expert | YEARS EXPERIENCE: 34+

## EDUCATION &amp; CERTIFICATIONS

- BS, Electrical Engineering with a focus on Power Systems, New Mexico State University Certified Professional Engineer

## AREAS OF EXPERTISE

- AMI / Smart Metering / Smart Grid
- Planning, Design, Modeling & Analysis
- Utility System Operation & Maintenance
- Project Management & Delivery

**Role on Project:** Dennis is a Professional Engineer with over 30 years of experience. His experience includes execution in all areas of substation design on projects up to 500kV. He has broad background and experience that includes automation, controls, electrical system protection and analysis, RTU and SCADA systems, construction, testing, and commissioning of large industrial facilities and utility power generation, transmission, and distribution systems.

**Relevant Experience:** AEP SCADA and Telecom Program. Statewide, Ohio. Senior Project Engineer. Helped initiate, develop, pilot, and then implement SCADA / Telecom Projects Program for GE with AEP. Performed duties as Lead P&C Project Engineer and Application Engineer for over 100 AEP SCADA and Telecom Projects throughout the continental United States. Dissected AEP's new PeopleSoft Application to allow GE's SCADA program to not be slowed down by AEP's internal rollout of PeopleSoft. (2017-2020)



Ben Gibson

FIRM. WESTWOOD | PROJECT ROLE: Subject Matter Expert | YEARS EXPERIENCE: 18+

## EDUCATION

- BS, Electrical Engineering, Florida State University

## AREAS OF EXPERTISE

- Physical Substation Design
- P&C Design
- 3D Design
- Substation Engineering Calculations
- CDEGS, MicroStation, AutoCAD, Cost Estimating, WinIIS

**Role on Project:** Benjamin Gibson has 18 years of experience working in engineering and design, executing projects from 13.8kV through 500kV in substation physical design and protection and controls. The last 8 years have been solely focused on leading teams in the consulting environment of utility substation design.

**Relevant Experience:** 138/69kV Substation Rebuild, FL. Lead engineer. Designed the re-build of the existing 138/69kV substation purchased from a co-op. Site did not conform to standards and had many design challenges due to outdated equipment and severe flood conditions in the area. New design layout was proposed that eliminated a 138kV breaker and increased the reliability of the design. Construction and outage planner were required throughout the design process to ensure parts of the substation could stay on-line while large portions of the site were rebuilt.



Steve Catanach, P.E.

FIRM. E-Source | PROJECT ROLE: Subject Matter Expert | YEARS EXPERIENCE: 35+

## EDUCATION &amp; CERTIFICATIONS

- BS, Electrical Engineering with a focus on Power Systems, New Mexico State University

## AREAS OF EXPERTISE

- AMI / Smart Metering / Smart Grid
- Planning, Design, Modeling & Analysis
- Utility System Operation & Maintenance
- Project Management & Delivery

**Role on Project:** Mr. Catanach will bring his extensive experience in designing and managing electric distribution systems to provide support for the reviews of general design standards and specifications, review of Post-Storm reports, and general guidance in best practices in implementation.

**Relevant Experience:** Mr. Catanach is an accomplished utility executive manager with 35 years of experience. He has the proven ability to successfully direct multiple departments responsible for a diverse set of functions and activities and develop new ordinances, legislation, and policies in support of utility operations and programs. Mr. Catanach brings exceptional experience in the development of short, medium, and long-range strategic plans with the goal of providing direction, shaping culture, and strengthening employees and the organization with a focus on safety, team building, employee growth and continuous improvement. His expertise includes delivering large scale, complex projects with multiple paths on time and within budget.



James Corwin, P.E.

**FIRM.** CSRS | **PROJECT ROLE:** Subject Matter Expert | **YEARS EXPERIENCE:** 34+

#### EDUCATION & CERTIFICATIONS

- BS, Electrical Engineering, Louisiana State University
- Professional Engineer – 15 States

#### AREAS OF EXPERTISE

- Instrumentation and Control Systems
- Electrical Engineering
- Engineering Management

**Role on Project:** Should the demand for instrumentation and control systems or additional electrical engineering proficiency be required, Mr. Corwin stands ready to assume the esteemed role of senior mechanical engineer subject matter expert (SME). With his seasoned expertise and wealth of experience, Mr. Corwin brings a depth of knowledge and insight.

**Relevant Experience:** If there arises a need for expertise in instrumentation and control systems engineering, Mr. Corwin is prepared to step into the esteemed position of senior mechanical engineer subject matter expert (SME). With his wealth of experience and seasoned expertise, Mr. Corwin offers a depth of knowledge and insight that is unparalleled. His comprehensive understanding ensures that he is well-equipped to provide invaluable guidance and support in this specialized field.



Chad Albert

**FIRM.** Royal | **PROJECT ROLE:** Field Director | **YEARS EXPERIENCE:** 20+

#### EDUCATION & CERTIFICATIONS

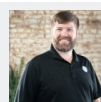
- BS, Construction Management, Minor: Business Administration, Louisiana State University

#### AREAS OF EXPERTISE

- Project Management
- Construction Management
- Project Planning & Management
- Construction Techniques & Methods

**Role on Project:** Mr. Albert has over 20 years of experience in construction, operations, and project management. He has significant experience in field and office operations for projects across Louisiana. Mr. Albert has completed projects for LaDOTD, FEMA, and various other local government agencies. He is responsible for field reports, quantities books, daily reports, quantities, and change orders.

**Relevant Experience:** South Louisiana Electric Cooperative Association (SLECA) Hurricane Ida Recovery, Assumption, Lafourche, St. Martin, St. Mary, and Terrebonne Parishes, LA. Construction Manager. Since September 2021, Mr. Albert has provided construction and debris removal oversight for removing and reconstructing all SLECA electrical assets damaged or destroyed by Hurricane Ida. He has worked to develop FEMA project worksheets and Requests for Proposals for debris removal and debris monitoring to track and document the removal in accordance with FEMA regulations. (2021-ongoing)



Ryan Schellhaas

**FIRM.** Royal | **PROJECT ROLE:** Field Support | **YEARS EXPERIENCE:** 12

#### EDUCATION & CERTIFICATIONS

- Graduate Certificate, Construction Management, Louisiana State University

#### AREAS OF EXPERTISE

- Inspection Services
- Construction Techniques & Methods
- Quality Control and Assurance
- Cost Estimation and Control
- Construction Safety

**Role on Project:** Mr. Schellhaas serves as lead construction and resident inspector on various Royal projects. His experience includes quality control, management of resident inspectors, financial and invoice control, administration, and scheduling.

**Relevant Experience:** JDEC Laura – 230kV Project. Jennings, LA. Inspector. Mr. Schellhaas is an inspector providing support for the JDEC Recovery Support Services. Immediately following Hurricanes Laura and Delta, Royal mobilized emergency response operations, helping JDEC initiate damage assessments, and debris removal and monitoring activities. Mr. Schellhaas performs inspections related to ongoing recovery activities, such as Permanent Repair Projects, which include replacing the entire transmission system. (2020 – Present)



## SCOPE OF SERVICES



### 1. REVIEW AND MONITOR RESILIENCE PROJECT IMPLEMENTATION DATA

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**CSRS appreciates how critical this monitoring effort is to ensure ELL's resilience investments are implemented as proposed and approved. This is crucial to building and maintaining the trust of the Commissioners and ratepayers and laying the foundation for future investments in resilience across the state. CSRS will be monitoring a steady stream of ELL project data such as project schedules, updated cost estimates, project scopes of work, and locations to identify any major issues in pricing or schedule changes that should be reported to the Commission for review.**

CSRS will employ careful and consistent coordination between Commission staff and ELL throughout this monitoring effort and will invest extra effort in the early stages of implementation to establish the systems needed to carry out this work successfully. We anticipate meeting with ELL's Project Delivery group and Commission staff almost immediately after this proposal is approved to begin coordinating activities, aligning schedules, and sharing information that will be critical to providing visibility to the Commission while not slowing ELL's progress in implementing grid hardening projects. On a regular, ongoing basis, CSRS will review ELL project reporting data, defined by section 9a of the framework, and meet with ELL and Commission staff to discuss issues or concerns. Lastly, this database will form the basis for CSRS field monitoring activities.

### 2. REVIEW GENERAL RESILIENCE DESIGN STANDARDS AND SPECIFICATIONS

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**Another critical step in the monitoring process is ensuring that the infrastructure built under this agreement meets the design standards and specifications that justify the investment in resilience.**

To achieve this, CSRS will provide pre-construction reviews of ELL-provided general design standards, flood mitigation specifications, and wind loading specifications. While ELL and its vendors are responsible for designing and constructing this infrastructure to meet the relevant codes and standards, CSRS' review of the designs and specifications is intended to ensure the Commission and ratepayers that the approved investment is being dedicated to projects that will reduce the impact of extreme weather events.

Our team will coordinate with ELL and staff to conduct these reviews such that we apply an appropriate level of technical rigor while not unnecessarily holding up implementation. CSRS will submit questions or concerns within 30 calendar days, unless an extension is requested, and any concerns that may impact the scope, schedule, and/or cost of the project(s) will be reported to Commission staff.

## SCOPE OF SERVICES

### 3. CONDUCT FIELD MONITORING VISITS AND INSPECTIONS OF RESILIENCE PROJECTS

**CSRS will also provide field monitoring services to ensure the approved infrastructure projects are built as proposed. Services will include a team of field personnel with experience in electric utility infrastructure installation and safety training, as well as visiting and documenting projects as they are under construction or once completed.**

We propose to monitor 10 percent of the 2,118 projects approved in ELL's Grid Resilience Plan (Phase 1), including the 35 "Substation Flooding" and "Transmission Rebuild" projects identified for monitoring in the approved plan. CSRS will strive to monitor a range of projects that represent diversity in geography, project type, contractor, and cost. However, not exceeding the authorized not to exceed budget will override all other priorities.

As outlined in the approved plan, ELL must provide information and completion notices for all projects, and CSRS must then select a subset to monitor, notifying ELL of those selections. At the time of this proposal, ELL is still in the early planning stages, and the project data they have provided to date is considered preliminary. Therefore, this proposal assumes that we have latitude in project selection to accomplish the monitoring objectives and effectively manage monitoring resources.

CSRS will provide central coordination for the field monitoring effort through managing field personnel, field monitoring planning and workflows, dispatching, quality control, and coordination with ELL. The CSRS team intends to integrate this field monitoring seamlessly into ELL's implementation process. The home office will coordinate field support technology and equipment such as vehicles, drones, ATVs, safety supplies, electronic tablets, training, field expenses, lodging arrangements, processing, and incorporation of the field data and the associated database.

Once ELL QA/QC efforts are complete and notification is given to CSRS, the field monitoring services will be scheduled. The service will consist of confirming the construction and completion of ELL's completed structures by obtaining photographs, documenting the structure's GIS coordinates, and noting any visual material deficiencies of the work. For this project, we anticipate utilizing one Field Director to coordinate, direct, and manage the field monitoring efforts. We anticipate utilizing two to three field monitor personnel, though that number may expand or contract based on schedule and number of projects to monitor.

CSRS will gather the aforementioned field data using electronic tablets. These tablets will be preloaded with the task order scope details, which include an organizational structure for monitoring data such as photographs, GIS locations, and other ELL-provided data and notes. CSRS will customize a specialized data intake and validation system to facilitate efficient data collection and analysis. Drawing from our experience with weather-related and emergency events, we will adapt our existing data collection system to suit the unique requirements of the monitoring services.

CSRS will organize its Field Monitoring Services Strategy by ELL's designation Sub-system ID which will also be referenced as Projects. The next organizational level will be the ELL category "Program Name" – Distribution Feeder and Lateral Hardening – Rebuild, Lateral Hardening – Overhead (OH) to Underground (UG), Substation Control Houses, Substation Flooding, and Transmission Rebuild.

## SCOPE OF SERVICES



### 4. REVIEW REPORTS FILED BY ELL AFTER ANY MAJOR EVENT DAYS

The primary test of success for ELL's grid hardening investments is whether they make the grid in their service territory more resilient to extreme weather events than it would have been without the investment. This is difficult to prove since weather events differ in their types, location, severity, and other factors. So, it can be difficult to compare the impacts of individual events to one another. However, when measured over time, grid hardening investments should reduce the average restoration costs and customer minutes interrupted following extreme events.

To standardize when and how to measure an extreme event, the Institute of Electrical and Electronics Engineers ("IEEE") recommends using 1366-2012 standard for Major Event Days ("MEDs"), or days when the extent of outages exceeds the statistical norm by a certain threshold. An MED could be caused by a winter storm, a hurricane or tropical storm, or any other extreme event outside normal operating conditions. ELL used the same standard to develop its Major Event Day Database, a compilation of historical events used in modeling future impacts of extreme weather and forming the basis of the projected resilience benefits, and therefore, the projects' benefit-cost ratios.

Pursuant to the approved filing, ELL is required to file a Post-Storm Report in a single X docket within three months following every MED. Such filings shall include "a report with a summary of the performance of assets installed through the Grid Hardening Projects." Assessing the performance of the assets installed will be critical to ensuring ratepayers and the Commissioners that the investments were worthwhile. CSRS will also work with ELL to understand what other conclusions can be drawn from measuring the performance of their entire service territory since the resilience investments should also improve the grid's overall performance and provide reliability benefits outside of MEDs.

While it cannot be predicted when this service will be required and how much time will be required, CSRS ensures that Subject Matter Experts will be available to review the Post-Storm reports and engage with ELL and staff in reviewing its completeness, thoroughness, and compliance with the terms of the approved filing. CSRS has budgeted a small amount of time within the Home Office calculations for this service but will only bill as needed.



## SCOPE OF SERVICES

### **5. PARTICIPATE IN STAFF AND COMMISSION MEETINGS AS NEEDED AND ASSIST COMMISSION STAFF IN ANY DISCREPANCIES, ISSUES, OR CONCERNS THAT MAY ARISE**

CSRS will actively support the Commission Staff by participating in meetings and calls, providing updates on field monitoring plans, and addressing any discrepancies or concerns related to ELL's implementation of the Grid Hardening Plan. Moreover, we will schedule and facilitate regular, ongoing meetings with Staff and ELL to maintain schedule alignment and identify and address potential issues as they arise.

An important accountability measure included in the approved Framework is the opportunity for the Commission to suspend or cancel “non-committed” projects if it determines any project is no longer in the public interest. As such, we know it will be critically important for CSRS to promptly provide the Commission with the appropriate level of information so that Commissioners can evaluate and make informed decisions regarding projects before they get to Full Notice of Proceed. CSRS also understands that, for a first-of-its-kind program such as this, the ratepayers need to be able to see the progress of implementation.

If requested, our presence at Business and Executive meetings will ensure that the Commission and key stakeholders are kept informed and that any issues are addressed promptly to facilitate smooth project progress. CSRS will seek to serve as a key component for the successful execution of this initiative throughout the implementation phase, offering comprehensive coordination, robust data management, and diligent oversight to ensure project integrity.



## PRICE PROPOSAL

As a Louisiana firm, CSRS prides itself on having the opportunity to be part of this groundbreaking grid-hardening program and its accountability measures. Even though the cost for implementation monitoring is included in the amount already approved for the Framework by the Commission, we understand that the ratepayers bear the cost of the grid hardening improvements and this scope of services. As ratepayers ourselves, we have been mindful of this while preparing our price proposal for implementation monitoring.

Our proposal assumes that CSRS will, if at all possible, monitor a cross section of projects that vary in location, size, scope, and contractors. While the majority of projects to be monitored are yet to be identified, we estimated travel time, manpower, and equipment by approved ELL project in an effort to provide as fair and accurate a price proposal as possible. For example, transmission projects in remote locations may require more travel time, field support, and the use of equipment, such as ATVs, boats, or drones. Distribution projects near roadways will require much less effort to inspect, in many cases. While we believe our price proposal to be reasonable for the proposed services, as this will be a time and materials compensation structure, CSRS will only invoice for actual time worked and expenses incurred.

### PROPOSED NOT TO EXCEED FEE AMOUNT

CSRS proposes to perform the scope of services for implementation monitoring outlined in the Framework approved by the Commission in April 2024, on a time and expense basis, for a not to exceed the amount of \$6,115,500. This amount represents 0.32% of the total cost for the approved grid hardening improvements and covers our work beginning in 2024 and continuing through December 31, 2028. All anticipated expenses related to implementation monitoring are included in the above not to exceed amount, including travel, per diem, and field equipment. The estimated breakdown of the not to exceed amount between labor and expenses is as follows:

**Labor: \$5,503,500**

**Expenses: \$612,000**

**The estimated annual cost for implementation monitoring services is as follows:**

| ESTIMATED ANNUAL COST | CSRS        |
|-----------------------|-------------|
| 2024                  | \$1,409,800 |
| 2025                  | \$1,457,650 |
| 2026                  | \$1,030,850 |
| 2027                  | \$1,237,850 |
| 2028                  | \$979,350   |

This price proposal includes the scope items specifically required in Phase 1 of the ELL Grid Resilience Plan approved by the Commission in April 2024: initial coordination with ELL and Staff, ongoing progress monitoring, pre-construction reviews, post-storm report reviews, and field monitoring of required projects, as well as a selected “subset.” Our proposed not to exceed amount assumes we will review 10 percent of the total, approved 2,118 projects in Phase 1 of ELL’s plan.

## PRICE PROPOSAL



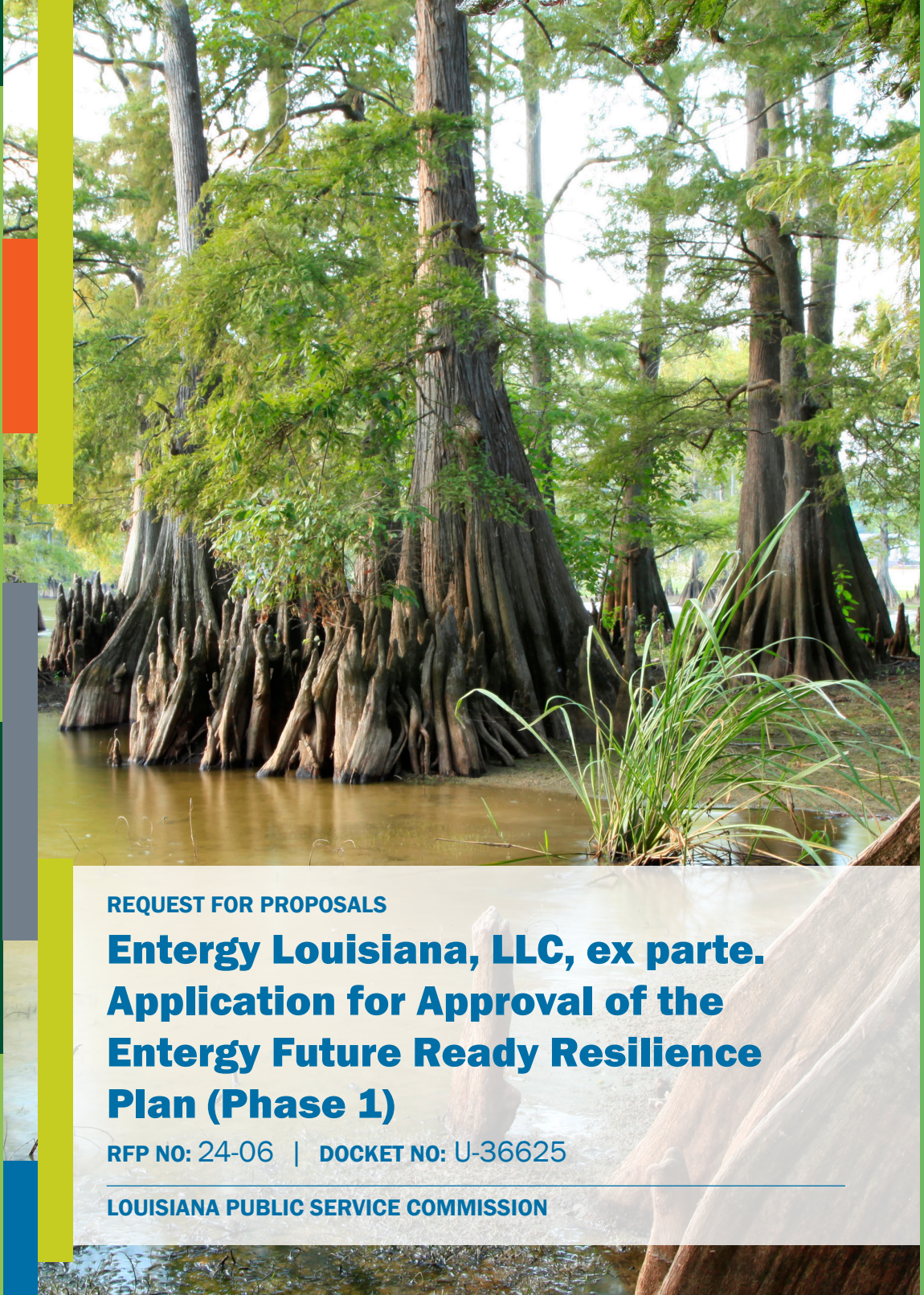
While the true value of the implementation of ELL's Resilience Plan will only be realized in the aftermath of major storm events, we believe the accountability and transparency provided through our proposed approach to the scope of services will give ratepayers comfort that their contributions to these projects are being put to good use.

### PROPOSED HOURLY RATES

CSRS proposes the following hourly rates for implementation monitoring:

| MONITORING SERVICES         |       |
|-----------------------------|-------|
| Principal                   | \$325 |
| Subject Matter Expert       | \$285 |
| Program Director            | \$275 |
| Sr. Engineer                | \$250 |
| Sr. Planner                 | \$225 |
| Field Engineer              | \$200 |
| Systems Manager             | \$200 |
| Project Controls Manager    | \$200 |
| Project Planning Specialist | \$180 |
| Field Director              | \$175 |
| Field Support 2             | \$150 |
| Field Support 1             | \$135 |
| Project Coordinator         | \$125 |
| Project Assistant           | \$100 |





REQUEST FOR PROPOSALS

**Entergy Louisiana, LLC, ex parte.  
Application for Approval of the  
Entergy Future Ready Resilience  
Plan (Phase 1)**

RFP NO: 24-06 | DOCKET NO: U-36625

LOUISIANA PUBLIC SERVICE COMMISSION

**CSRS** | BUILDING STRONGER,  
SMARTER COMMUNITIES  
TOGETHER.

ATTACHMENTS

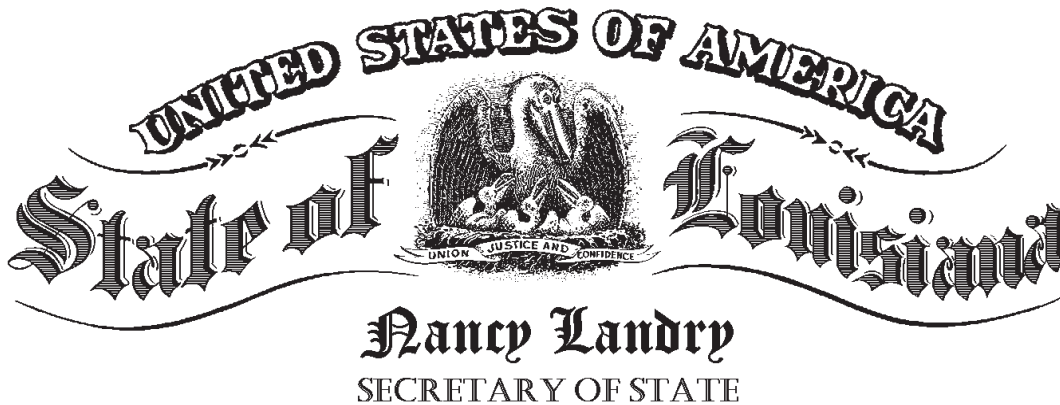
**CERTIFICATE OF AUTHORITY**

**BE IT RESOLVED** that I, Tim Barfield, certify that I am the manager of, or a member designated to act on behalf of CSRS, LLC, a limited liability company, organized and existing under the laws of the State of Louisiana and domiciled in the City of Baton Rouge, Louisiana.

**BE IT FURTHER RESOLVED** that Mark Goodson, Principal of CSRS, LLC, be, and is hereby authorized and empowered to execute any and all proposals, contracts, documents and agreements of whatever kind on behalf of the Limited Liability Company for professional services related to the Request for Proposals (RFP), RFP 24-06, Docket U-36625, Entergy Louisiana, LLC, ex parte, Application for Approval of the Entergy Future Ready Resilience Plan (Phase I) for the Louisiana Public Service Commission Statewide, Louisiana.

**IN TESTIMONY WHEREOF**, I have hereunto set my hand this 1<sup>st</sup> day of July, 2024.

Tim Barfield, Manager



*As Secretary of State of the State of Louisiana, I do hereby Certify that*

**CSRS, LLC**

A limited liability company domiciled in BATON ROUGE, LOUISIANA,

Filed charter and qualified to do business in this State on March 10, 1978,

I further certify that the records of this Office indicate the company has paid all fees due the Secretary of State, and so far as the Office of the Secretary of State is concerned, is in good standing and is authorized to do business in this State.

I further certify that this certificate is not intended to reflect the financial condition of this company since this information is not available from the records of this Office.

In testimony whereof, I have hereunto set my hand and caused the Seal of my Office to be affixed at the City of Baton Rouge on,

June 10, 2024

*Nancy Landry*

*Secretary of State*

Web 32130960K



Certificate ID: 11894165#CSL73

To validate this certificate, visit the following web site, go to **Business Services**, **Search for Louisiana Business Filings**, **Validate a Certificate**, then follow the instructions displayed.  
**[www.sos.la.gov](http://www.sos.la.gov)**



Last updated by Suzanne Roberts on Jan 29, 2024 at 05:41 PM

CSRS LLC



## CSRS LLC

|   |  |  |
|---|--|--|
| Unique Entity ID<br><b>RF4EYUHVHKHP5</b>  | CAGE / NCAGE<br><b>1MD42</b>   | Purpose of Registration<br><b>All Awards</b> |
| Registration Status<br><b>Active Registration</b>   | Expiration Date<br><b>Jan 28, 2025</b>   |  |
| Physical Address<br><b>8555 United Plaza BLVD<br/>STE 100<br/>Baton Rouge, Louisiana 70809-2258<br/>United States</b> | Mailing Address<br><b>8555 United PLZ BLVD<br/>Baton Rouge, Louisiana 70809-2260<br/>United States</b> |  |

### Business Information

|   |  |                                      |
|---|--|--------------------------------------|
| Doing Business as<br><b>(blank)</b>           | Division Name<br><b>(blank)</b>                                      | Division Number<br><b>(blank)</b>    |
| Congressional District<br><b>Louisiana 06</b> | State / Country of Incorporation<br><b>Louisiana / United States</b> | URL<br><b>http://www.csrsinc.com</b> |

### Registration Dates

|  |  |  |
|--|--|--|
| Activation Date<br><b>Jan 31, 2024</b> | Submission Date<br><b>Jan 29, 2024</b> | Initial Registration Date<br><b>Jul 12, 2001</b> |
|--|--|--|

### Entity Dates

|  |   |
|--|---|
| Entity Start Date<br><b>Mar 10, 1978</b> | Fiscal Year End Close Date<br><b>Dec 31</b> |
|--|---|

### Immediate Owner

|                        |                                       |
|------------------------|---------------------------------------|
| CAGE<br><b>(blank)</b> | Legal Business Name<br><b>(blank)</b> |
|------------------------|---------------------------------------|

### Highest Level Owner

|                        |                                       |
|------------------------|---------------------------------------|
| CAGE<br><b>(blank)</b> | Legal Business Name<br><b>(blank)</b> |
|------------------------|---------------------------------------|

### Executive Compensation

In your business or organization's preceding completed fiscal year, did your business or organization (the legal entity to which this specific SAM record, represented by a Unique Entity ID, belongs) receive both of the following: 1. 80 percent or more of your annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements and 2. \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

**No**

Does the public have access to information about the compensation of the senior executives in your business or organization (the legal entity to which this specific SAM record, represented by a Unique Entity ID, belongs) through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

**Not Selected**

### Proceedings Questions

Is your business or organization, as represented by the Unique Entity ID on this entity registration, responding to a Federal procurement opportunity that contains the provision at FAR 52.209-7, subject to the clause in FAR 52.209-9 in a current Federal contract, or applying for a Federal grant opportunity which contains the award term and condition described in 2 C.F.R. 200 Appendix XII?

**No**

Does your business or organization, as represented by the Unique Entity ID on this specific SAM record, have current active Federal contracts and/or grants with total value (including any exercised/unexercised options) greater than \$10,000,000?

**Not Selected**

Within the last five years, had the business or organization (represented by the Unique Entity ID on this specific SAM record) and/or any of its principals, in connection with the award to or performance by the business or organization of a Federal contract or grant, been the subject of a Federal or State (1) criminal proceeding resulting in a conviction or other acknowledgment of fault; (2) civil proceeding resulting in a finding of fault with a monetary fine, penalty, reimbursement, restitution, and/or damages greater than \$5,000, or other acknowledgment of fault; and/or (3) administrative proceeding resulting in a finding of fault with either a monetary fine or penalty greater than \$5,000 or reimbursement, restitution, or damages greater than \$100,000, or other acknowledgment of fault?

**Not Selected**

Jun 10, 2024 09:24:12 PM GMT  
https://sam.gov/entity/RF4EYUHVHKHP5/coreData?status=null

Page 1 of 4

Last updated by Suzanne Roberts on Jan 29, 2024 at 05:41 PM

CSRS LLC

**Exclusion Summary**

Active Exclusions Records?

**No****SAM Search Authorization**

I authorize my entity's non-sensitive information to be displayed in SAM public search results:

**Yes****Entity Types****Business Types**

Entity Structure

**Corporate Entity (Not Tax Exempt)**

Entity Type

**Business or Organization**

Organization Factors

**(blank)**

Profit Structure

**For Profit Organization****Socio-Economic Types**

Check the registrant's Repts & Certs, if present, under FAR 52.212-3 or FAR 52.219-1 to determine if the entity is an SBA-certified HUBZone small business concern. Additional small business information may be found in the SBA's Dynamic Small Business Search if the entity completed the SBA supplemental pages during registration.

**Financial Information**

Accepts Credit Card Payments

**No**

Debt Subject To Offset

**No**

EFT Indicator

**0000**

CAGE Code

**1MD42****Electronic Funds Transfer**

Account Type

**Checking**

Routing Number

**\*\*\*\*\*26**

Lock Box Number

**(blank)**

Financial Institution

**FIRST HORIZON BANK**

Account Number

**\*\*\*\*\*13****Automated Clearing House**

Phone (U.S.)

**2257613645**

Email

**(blank)**

Phone (non-U.S.)

**(blank)**

Fax

**(blank)****Remittance Address****CSRS LLC****8555 United Plaza BLVD****Suite 100****Baton Rouge, Louisiana 70809****United States****Taxpayer Information**

EIN

**\*\*\*\*\*7459**

Type of Tax

**Applicable Federal Tax**

Taxpayer Name

**CSRS LLC**

Tax Year (Most Recent Tax Year)

**2022**

Name/Title of Individual Executing Consent

**Secretary**

TIN Consent Date

**Jan 29, 2024**

Address

**8555 United Plaza BLVD****Baton Rouge, Louisiana 70809**

Signature

**Domoine D Rutledge****Points of Contact****Accounts Receivable POC****Steve Laplace, CFO****steve.laplace@csrsinc.com**

Jun 10, 2024 09:24:12 PM GMT  
<https://sam.gov/entity/RF4EYUHVKHP5/coreData?status=null>

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Last updated by Suzanne Roberts on Jan 29, 2024 at 05:41 PM

CSRS LLC

2257690546

**Electronic Business****THOMAS A. BARFIELD, President**

tim.barfield@csrsinc.com

2252292133

Denny Lazarus, Contract Administrator

denny.lazarus@csrsinc.com

2257690546

8555 United Plaza BLVD

Suite 100

Baton Rouge, Louisiana 70809

United States

8555 United Plaza BLVD.

Suite 100

Baton Rouge, Louisiana 70809

United States

**Government Business****TRAVIS P WOODARD, Exec VP**

travis.woodard@CSRSINC.COM

2259394377

Elif Chiasson, Exec. Vice President

elif.chiasson@csrsinc.com

2257690546

8555 United Plaza BLVD

Suite 100

Baton Rouge, Louisiana 70809

United States

8555 United Plaza BLVD.

Suite 100

Baton Rouge, Louisiana 70809

United States

**Proceedings Alternate POC****MICHAEL Songy, CEO**

michael.songy@csrsinc.com

2257690546

8555 United Plaza BLVD.

Suite 100

Baton Rouge, Louisiana 70809

United States

**Service Classifications****NAICS Codes**

Primary

Yes

NAICS Codes

541330

541320

541370

541611

541620

541990

562910

NAICS Title

Engineering Services

Landscape Architectural Services

Surveying And Mapping (Except Geophysical) Services

Administrative Management And General Management Consulting Services

Environmental Consulting Services

All Other Professional, Scientific, And Technical Services

Remediation Services

**Size Metrics****IGT Size Metrics**

Annual Revenue (from all IGTs)

(blank)

**Worldwide**

Annual Receipts (in accordance with 13 CFR 121)

\$25,000,000.00

Number of Employees (in accordance with 13 CFR 121)

125

**Location**

Annual Receipts (in accordance with 13 CFR 121)

(blank)

Number of Employees (in accordance with 13 CFR 121)

(blank)

**Industry-Specific**

Barrels Capacity

(blank)

Megawatt Hours

(blank)

Total Assets

(blank)

**Electronic Data Interchange (EDI) Information**

This entity did not enter the EDI information

Jun 10, 2024 09:24:12 PM GMT  
<https://sam.gov/entity/RF4EYUHVHKHP5/coreData?status=null>

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Last updated by Suzanne Roberts on Jan 29, 2024 at 05:41 PM

CSRS LLC

**Disaster Response**

This entity does not appear in the disaster response registry.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/31/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|   |   |  |
|---|---|--|
| <b>PRODUCER</b><br>Arthur J. Gallagher Risk Management Services, LLC<br>235 Highlandia Drive<br>Suite 200<br>Baton Rouge LA 70810 | <b>CONTACT NAME:</b> Jennifer Doucet<br><b>PHONE (A/C, No, Ext):</b> 225-906-0118<br><b>FAX (A/C, No):</b> 225-292-3893<br><b>E-MAIL ADDRESS:</b> Jennifer.Doucet@ajg.com |  |
|   | <b>INSURER(S) AFFORDING COVERAGE</b>  |  |
| <b>INSURED</b><br>CSRS, LLC<br>8555 United Plaza, Suite 100<br>Baton Rouge, LA 70809  | <b>INSURER A:</b> Capitol Specialty Insurance Corporation   |  |
|   | <b>INSURER B:</b> Arch Specialty Insurance Company  |  |
|   | <b>INSURER C:</b> Steadfast Insurance Company   |  |
|   | <b>INSURER D:</b> Liberty Insurance Corporation   |  |
|   | <b>INSURER E:</b> LM Insurance Corporation  |  |
|   |   | <b>NAIC #</b><br>10328<br>21199<br>26387<br>42404<br>33600 |

## COVERAGES

CERTIFICATE NUMBER: 828370582

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR    | TYPE OF INSURANCE  | ADDL INSD | SUBR WVD | POLICY NUMBER  | POLICY EFF (MM/DD/YYYY)             | POLICY EXP (MM/DD/YYYY)             | LIMITS   |
|-------------|--|-----------|----------|--|-------------------------------------|-------------------------------------|--|
| E           | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |           |          | TB5-Z91-477161-023                                   | 12/5/2023                           | 12/5/2024                           | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000<br>MED EXP (Any one person) \$ 5,000<br>PERSONAL & ADV INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - COMP/OP AGG \$ 2,000,000<br>\$ |
| D           | <b>AUTOMOBILE LIABILITY</b><br><input checked="" type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY                                     |           |          | AS7-Z91-477161-033                                   | 12/5/2023                           | 12/5/2024                           | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$  |
| C           | <input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR<br><input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE<br>DED <input checked="" type="checkbox"/> RETENTION \$ 10,000   |           |          | TH7-Z91-477161-053                                   | 12/5/2023                           | 12/5/2024                           | EACH OCCURRENCE \$ 6,000,000<br>AGGREGATE \$ 6,000,000<br>\$   |
| D           | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  | Y/N<br>N  | N/A      | WC7-Z91-477161-013                                   | 12/5/2023                           | 12/5/2024                           | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER<br>E.L. EACH ACCIDENT \$ 1,000,000<br>E.L. DISEASE - EA EMPLOYEE \$ 1,000,000<br>E.L. DISEASE - POLICY LIMIT \$ 1,000,000                                      |
| D<br>B<br>A | Rented/Leased Equipment<br>Professional/Errors & Omissions<br>Pollution Liability  |           |          | YU2-Z91-477161-043<br>AEP0068018-02<br>EV20210638-03 | 12/5/2023<br>5/17/2024<br>7/19/2023 | 12/5/2024<br>5/17/2025<br>12/5/2024 | Leased Equipment \$50,000<br>Claim/Agg \$5Mil / \$10Mil<br>Claim/Agg \$5Mil / \$5Mil   |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

See Attached...

## CERTIFICATE HOLDER

## CANCELLATION

Bid Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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AGENCY CUSTOMER ID: \_\_\_\_\_

LOC #: \_\_\_\_\_

**ADDITIONAL REMARKS SCHEDULE**Page 1 of 1

|   |           |   |  |
|---|-----------|---|--|
| AGENCY<br>Arthur J. Gallagher Risk Management Services, LLC |           | NAMED INSURED<br>CSRS, LLC<br>8555 United Plaza, Suite 100<br>Baton Rouge, LA 70809 |  |
| POLICY NUMBER   |           |   |  |
| CARRIER   | NAIC CODE | EFFECTIVE DATE:   |  |

**ADDITIONAL REMARKS****THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,****FORM NUMBER:** 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE**General Liability:**

Blanket Additional Insured (Form #LC 20 69 04 18) &amp; Waiver of Subrogation, as required by written contract, as respects the General Liability coverage.

**Business Auto:**

Blanket Additional Insured (Form #CA 20 48 10 13) &amp; Waiver of Subrogation, as required by written contract, as respects the Business Auto coverage.

**Workers' Compensation:**

Blanket Waiver of Subrogation, as required by written contract, as respects the Workers' Compensation coverage.

**Umbrella:**

Umbrella is follow form of the underlying liability coverages.

**Cyber Liability:**

Corvus Insurance Company - CYB-108011373-00 - 5/17/24-5/17/25 - \$5,000,000 each Claim/Aggregate - \$50,000 retention each claim



**Form W-9**  
(Rev. October 2018)  
Department of the Treasury  
Internal Revenue Service

## Request for Taxpayer Identification Number and Certification

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give Form to the  
requester. Do not  
send to the IRS.

**1** Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**CSRS, LLC**

**2** Business name/disregarded entity name, if different from above

**3** Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

☒ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► **P**

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

**5** Address (number, street, and apt. or suite no.) See instructions.  
**8555 United Plaza**

**6** City, state, and ZIP code  
**Baton Rouge, LA 70809**

**7** List account number(s) here (optional)

**Requester's name and address (optional)**

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

**Social security number**

|  |  |  |  |   |  |  |  |  |  |  |
|--|--|--|--|---|--|--|--|--|--|--|
|  |  |  |  | - |  |  |  |  |  |  |
|--|--|--|--|---|--|--|--|--|--|--|

or

**Employer identification number**

|   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
| 7 | 2 | - | 0 | 8 | 3 | 7 | 4 | 5 | 9 |
|---|---|---|---|---|---|---|---|---|---|

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here** Signature of U.S. person ►  Date ► **12/1/2021**

### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.